



**LAKEWOOD CITY COUNCIL
STUDY SESSION AGENDA**

Monday, October 12, 2026

7:00 P.M.

City of Lakewood

Council Chambers

6000 Main Street SW

Lakewood, WA 98499

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

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

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

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CALL TO ORDER

ITEMS FOR DISCUSSION:

- (3) 1. Tacoma Public Utilities Rate Adjustment Presentation. – (Memorandum)
- (22) 2. Joint Community Services Advisory Board Meeting. – (Memorandum)
- (25) 3. Review of 2027 Human Services Funding Recommendations.
– (Memorandum)
- (36) 4. Economic Development Strategy and Economic Conditions Update.
– (Memorandum)

**ITEMS TENTATIVELY SCHEDULED FOR THE MONDAY, OCTOBER 19, 2026
REGULAR CITY COUNCIL MEETING AND STUDY SESSION:**

- 1. Proclamation recognizing Connie Coleman-Lacadie, President, Lakewood Sister Cities Association.
- 2. Business Showcase. – *Bloom Thai*
- 3. Authorizing the execution of an agreement with Sound Transit to amend contract GA 0100-23 Lakewood Station Access Improvement to add the scope of the City constructing the modifications of the 47th Avenue Bridge over Interstate 5. – (Motion – Consent Agenda)

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

<http://www.cityoflakewood.us>

4. Approving the 2027 Human Services Funding Recommendations.
– (Motion – Consent Agenda)
5. Authorizing the execution of an amendment to the agreement with Pacific Point Defense for public defense services. – (Motion – Consent Agenda)
6. Authorizing the execution of an interlocal agreement between Pierce County and the City of Lakewood regarding surface water management surface charges and for surface water management billing services.
– (Motion – Consent Agenda)
7. Setting November 16, 2026 as the date for a public hearing to consider the partial vacation of 6926 100th Street SW Lakewood, WA 98499.
– (Resolution – Consent Agenda)
8. Review of Public Art Recommendations for Scout Project at Harry Todd Park. – (Items for Discussion – Regular Agenda)
9. Legacy Plan Update. – (Items for Discussion – Regular Agenda)
10. Review of 2027 Property Tax Levy. – (Items for Discussion – Regular Agenda)
11. Review of 2026 Year-End Budget Adjustment. – (Items for Discussion – Regular Agenda)
12. Review of 2027 Comprehensive Plan Amendment Docket. – (Items for Discussion – Regular Agenda)
13. Review of 2027 Federal Legislative Priorities, State Legislative Agenda, Policy Manual and Pierce County Manual. – (Items for Discussion – Regular Agenda)

REPORTS BY THE CITY MANAGER

CITY COUNCIL COMMENTS

ADJOURNMENT

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

<http://www.cityoflakewood.us>



TO: MAYOR, DEPUTY MAYOR, AND COUNCIL

FROM: DOUG RUSSELL, CITY MANAGER

A handwritten signature in blue ink that reads "Doug Russell".

DATE: OCTOBER 12, 2026

SUBJECT: TACOMA PUBLIC UTILITIES RATES PRESENTATION

ATTACHMENTS: PRESENTATION

Direction was provided to schedule a presentation from Tacoma Public Utilities (TPU) regarding the proposed rate adjustments for 2027-2028. Tacoma Public Utilities has provided the attached presentation for Monday night, reviewing their budget process, factors impacting rates and the 2027-2028 residential rate proposal.

TPU Proposed Rate Adjustments 2027-2028

**Rosa McLeod, Regional Government Relations Manager
Tacoma Public Utilities**

October 12, 2026



MISSION

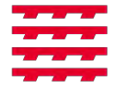
We deliver clean, reliable services essential to quality of life.

VISION

We will be a trusted community partner, where employees are proud to deliver equitable, affordable utility services.

TACOMA  **POWER**
TACOMA PUBLIC UTILITIES

TACOMA  **WATER**
TACOMA PUBLIC UTILITIES

TACOMA  **RAIL**
TACOMA PUBLIC UTILITIES

Public Utility Board

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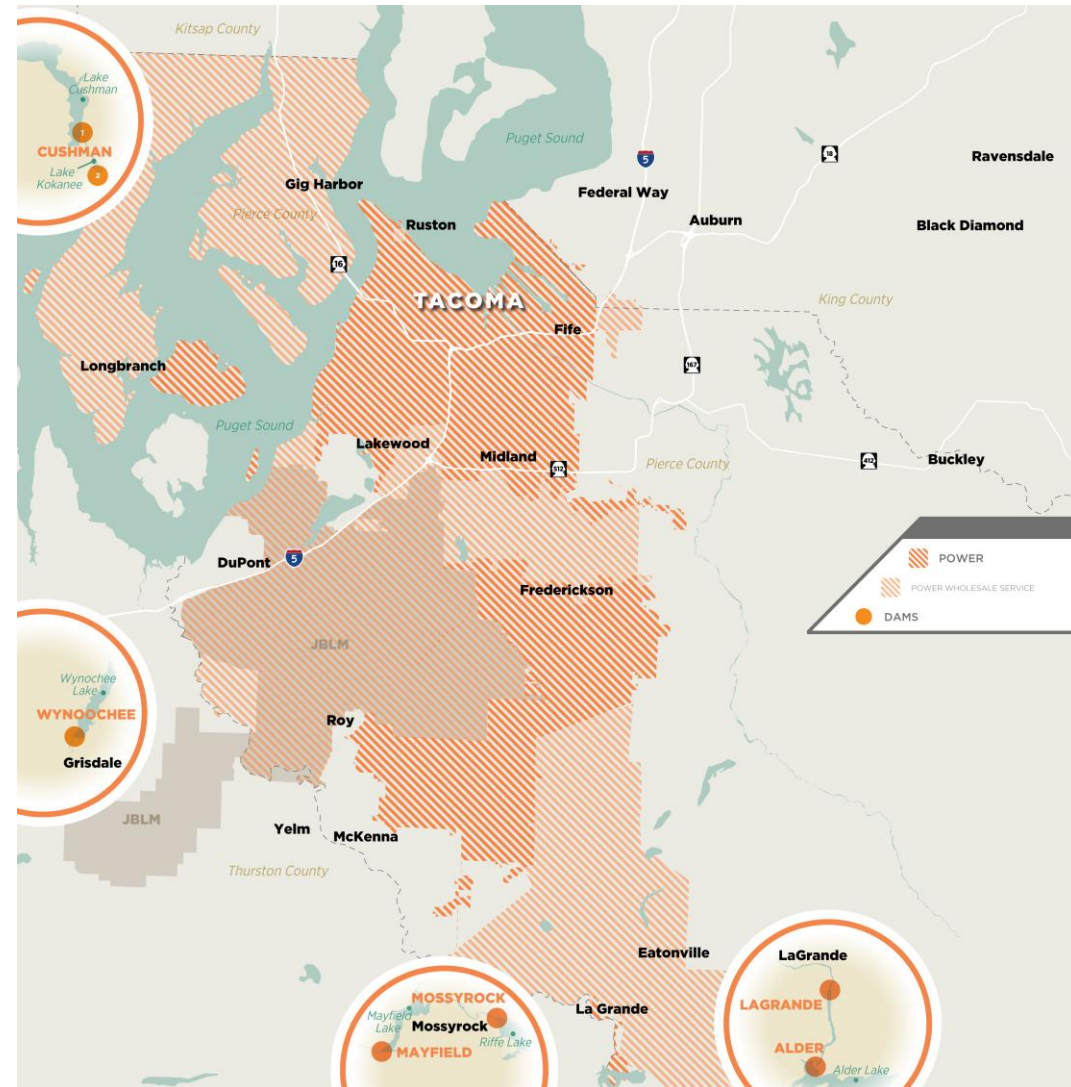


Tacoma Power Service Territory



198,263 Customers

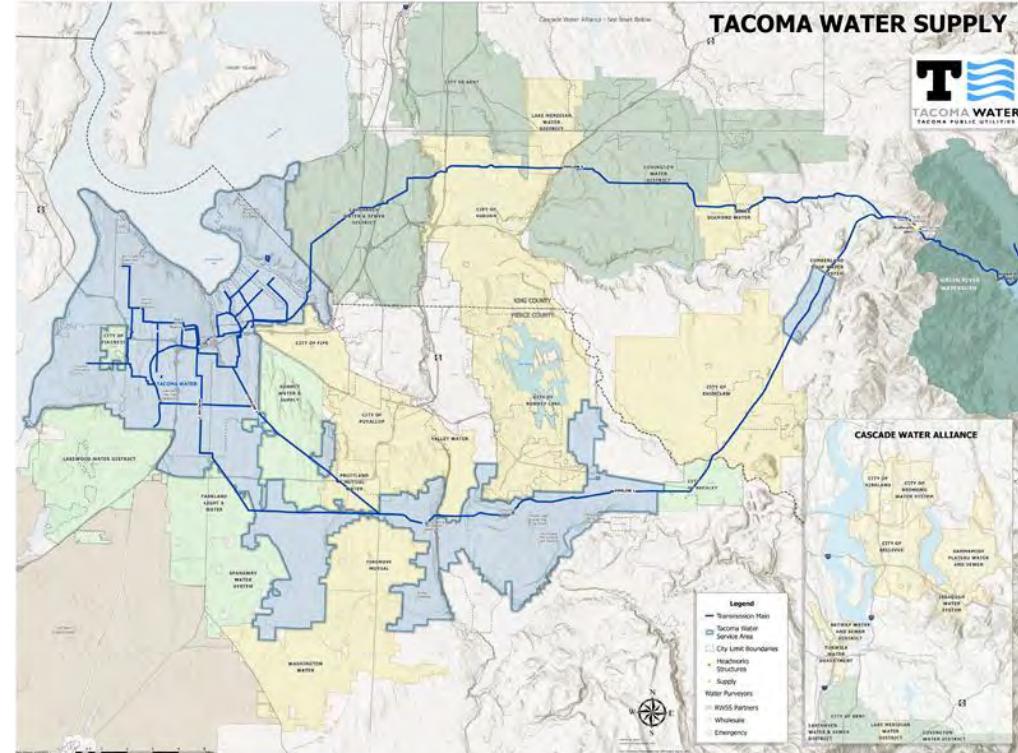
- 55% accounts inside Tacoma
- 45% accounts outside Tacoma
- 173,466 residential accounts
- 24,797 commercial/industrial accounts



Tacoma Water Service Territory

111,585 Customers

- 60% inside Tacoma
- 40% outside Tacoma
- 103,816 residential
- 7,769 commercial/industrial



Budget Process



Factors Impacting Rates

Infrastructure Costs

- Pole replacements
- Electric system equipment (transformers)
- Substation maintenance
- Drinking water main and pipe replacements
- Preparing and maintaining for long-term reliability



Increasing Operational Costs

- Competition for specialized labor
- New technology
- Climate change adaptation
- Regulatory and legal compliance
- Health care



2027-2028 Residential Rate Proposal



Power

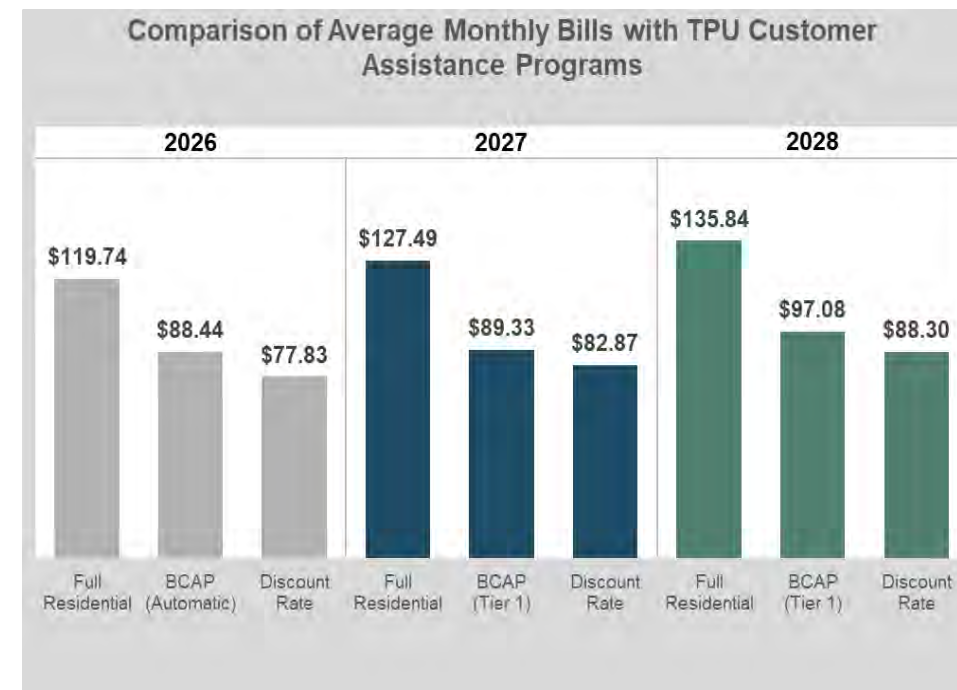
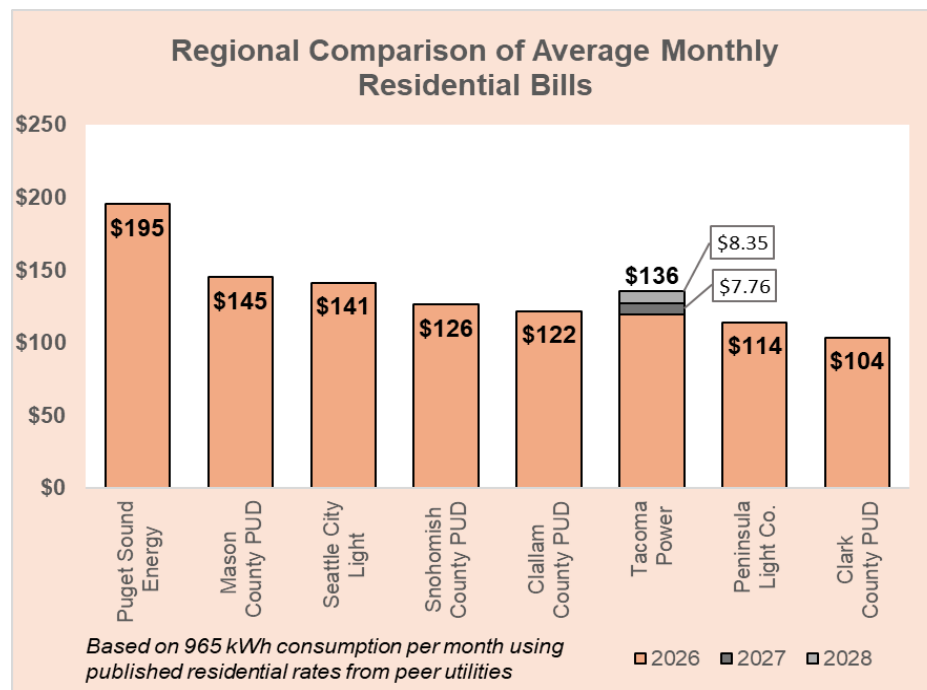
- 2027: 6.3% or about \$7.76 monthly
- 2028: 6.3% or about \$8.35 monthly



Water

- 2027: 5.6% or about \$2.99 monthly
- 2028: 5.6% or about \$3.17 monthly

Residential Power Rate Comparisons



Managing Cost and Affordability



How we control costs

- Rebuild & maintain equipment instead of buying new
- Prioritize projects for safety & reliability
- Maintain current staff levels
- Secure awards, grants, and other funding that doesn't come from customers
- Reduce operations and maintenance costs



How customers can lower their bill

- Take advantage of conservation rebates and incentives, as well as grants, loans, and assistance programs, for those who qualify
- Fix water leaks
- Monitor power and water usage on MyAccount



How to lower your costs

- Conservation — lowers your cost and good for the environment
- Zero-interest and deferred loans - support for energy efficient home improvement projects
 - Incentives for Rental Properties Serving Income-Qualified Tenants Program
- Payment assistance – programs available for income-qualifying customers, including seniors and people living with a disability

2026 Budget & Rates Timeline



January-June

Divisions review planned projects for 2027-2028, estimate costs for materials, labor, and operations, and forecast biennium revenue to determine if rate adjustments are needed for a balanced budget.



July

Divisions present their draft budget and rate proposals to the Public Utility Board for review and consideration.



August-September [WE ARE HERE]

Community outreach on rate proposals.



October

Public Utility Board holds first and second readings and votes on the budget and rate proposals.



November-December

Tacoma City Council holds first and second readings and votes on the budget and rate proposals.

Learn More, Get Involved

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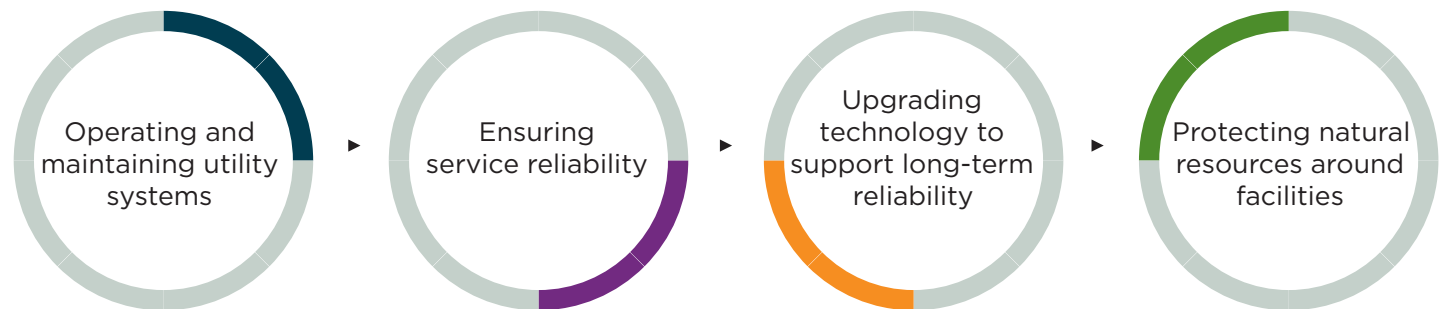
- Visit our website: **MyTPU.org/Rates**
 - Review information about our rates
 - Listen to recorded meetings
 - Submit comments
- Attend community meetings
- Attend public hearings
- Subscribe to our email newsletter

Rosa McLeod
Regional Government Relations Manager
RMcLeod@Tacoma.gov
C: 253-778-3785

2027-2028 Budget & Rates

We budget to provide clean, reliable services.

WHAT RATES COVER



FACTORS IMPACTING RATES



Infrastructure costs

- Pole replacements
- Electric system equipment (transformers)
- Substation maintenance
- Drinking water main and pipe replacements
- Wastewater pipe replacements*
- Preparing and maintaining for long-term reliability



Increasing operational costs

- Competition for specialized labor
- New technology
- Climate change adaptation
- Regulatory and legal compliance
- Healthcare



HOW WE CONTROL COSTS

- Rebuild & maintain equipment instead of buying new
- Prioritize projects for safety & reliability
- Maintain current staffing levels
- Secure awards, grants, and other funding that doesn't come from customers
- Encourage recycling
- Reduce operations and maintenance costs



HOW TO LOWER YOUR BILL

- Take advantage of conservation rebates and incentives, as well as grants, loans and assistance programs, for those who qualify
- Recycle more
- Fix water leaks
- Monitor power and water usage on MyAccount

Learn more about the budget and get involved at MyTPU.org/Rates.

*City of Tacoma only



Environmental
Services



2027-2028 Residential Rate Proposals

Tacoma Public Utilities will present our 2027-2028 budgets to the Public Utility Board and Tacoma City Council this fall for consideration and approval. Our proposals include rate adjustments for Tacoma Power and Tacoma Water.

Environmental Services will also present their budget and proposed rate adjustments to City Council in the fall. Their services include Wastewater, Stormwater, and Solid Waste.

The proposals show the estimated **average monthly adjustment** as a percentage and dollar amount.



TACOMA POWER

RATE ADJUSTMENT GOES INTO EFFECT IN **APRIL** EACH YEAR

2027	2028
6.2% or \$7.40 monthly*	6.2% or \$8.59 monthly*



TACOMA WATER

RATE ADJUSTMENT GOES INTO EFFECT IN **JANUARY** EACH YEAR

	2027	2028
Inside City of Tacoma	5.6% or \$2.99 monthly	5.6% or \$3.17 monthly
Outside City of Tacoma	5.6% or \$3.59 monthly*	5.6% or \$3.74 monthly*



ENVIRONMENTAL SERVICES

RATE ADJUSTMENT GOES INTO EFFECT IN **JANUARY** EACH YEAR

	2027	2028
Stormwater	8% or \$2.90 monthly	8.6% or \$3.42 monthly
Wastewater	5.5% or \$4.29 monthly	5.8% or \$4.75 monthly
Solid Waste	5.2% or \$3.24 monthly	5.2% or \$3.42 monthly

*Rates in University Place are slightly higher due to a 6% utility tax from the City of U.P.

5937(A) 0726 WEB



Environmental
Services





TO: Mayor and City Council

FROM: Shannon Bennett, Human Services Coordinator

THROUGH: Doug Russell, City Manager *Doug Russell*

DATE: October 12, 2026

SUBJECT: Joint Community Services Advisory Board Meeting

ATTACHMENTS:. Work Plan and Significant Accomplishments

Background

The purpose of this memorandum is to set the focus and intent of the joint advisory meeting between the Community Services Advisory Board and City Council at the study session scheduled for October 12, 2026.

Discussion

An annual work session is planned to update the City Council on the work of the Community Services Advisory Board in advance of development and submission of the annual work plan. This submission covers the current work plan and accomplishments to date. These joint sessions allow the Community Services Advisory Board to highlight its work, make recommendations to Council and receive direction from Council on the Community Services Advisory Board's purpose and goals.

Next Steps

City Council and Community Services Advisory Board members will utilize the work session discussion to inform 2027 work plan items recommended and adopted during the formal adoption process.



Community Services Advisory Board WORK PLAN AND SIGNIFICANT ACCOMPLISHMENTS

Members:

Chair: Darrin Lowry
Vice-Chair: Denise Nicole Franklin
Laurie Maus
Michael Lacadie
Shelby Taylor
Gregory Wraggs
Jerry Tagala
Kyle Franklin

Council Liaison:

City Staff Support:

Director – Roxanne Miles
Coordinator – Shannon Bennett

Meeting Schedule:

Third Thursday, 5:30pm, American Lake Room

Accomplishments:

Date:	Topic(s):
1/17	Elected Chair and Vice Chair. Discussed necessary changes to 2027 human services application & rating tool, to include discussion of opioid settlement funds application strategy recommendation
3/19	Held Public Hearing for CDBG and HOME annual action plan. Made necessary changes to the 2027/28 application.
5/21	Continued discussion about 2027/28 human services application, rating tool and developed draft applicant interview schedule.
6/17	Finalized 2027/28 Human Services funding application, member rating tool and applicant interview dates.
7/14	Released 2027/28 Human Services Application w/ 8/14 due date.
8/20	Received CADCA / Fentanyl Free America Conference Presentation from Youth Council members and summer interns, Irie Henkle and Ava Qualls. Received 2027/28 Human Services Fund application packets to



	rate and review and confirmed applicant interviews format.
August & September	Rated 37 Human Services applications.
9/9,10,14	Conducted in-person and virtual applicant interviews
9/24	Determined 2027/28 Human Services Funding Recommendations
10/12	Presented 2025/26 human services funding recommendations to City Council
10/19	Anticipate City Council approval of 2027/28 human services funding recommendations
11/19	Resume Opioid Settlement Funds priorities and distribution discussion.
12/17	Develop 2028 workplan

(Current Year) Work Plan:

1.	2026 human services contract performance
2.	2027 human services funding recommendations
3.	Approve 2026 Consolidated Annual Performance Evaluation Report (CAPER)
4.	Public hearing on community development housing and service needs
6.	Opioid Funds distribution recommendation



TO: Mayor and City Council

FROM: Shannon Bennett, Human Services Coordinator

THROUGH: Doug Russell, City Manager *Doug Russell*

DATE: October 12, 2026

SUBJECT: Human Services Funding Recommendations

ATTACHMENTS: A. 2027/28 Human Services Funding Recommendations
B. Four Biennium (8-year) Human Services Funding History
C. Program Description

SUMMARY

Since its incorporation, the City of Lakewood has consistently dedicated 1% of its general fund to support human services programs that assist the community's most vulnerable residents. While funding levels and specific programs have evolved over the past decade, the City has continued to respond to the complex and changing needs of the community. After reviewing and updating the application process, the Community Services Advisory Board (CSAB) now presents its funding recommendations for the 2027/2028 cycle.

BACKGROUND

In early 2026, the City started preparing for the 2025/26 Human Services funding process.

- February thru May – CSAB members streamlined the application by adding open-ended questions, requiring more descriptive responses, and creating a clearer, more detailed scoring tool with defined thresholds.
- July – Outreach and public notices.
 - ✓ City website (Human Services and City RFP pages)
 - ✓ TNT Public Notice
 - ✓ General Announcement to interested parties including agencies funded in 2024, Lakewood's Promise Advisory Board and Community Collaboration (256 Mail Chimp list), city manager reports, and other entities who requested notification.
- July 13 – Human Services Grant application released on City website with an August 14th deadline.
- July 18 – Virtual applicant workshop.
- August 14 – CSAB received forty-one (41) proposals from thirty-three (33) agencies requesting \$1,045,664. Anticipated funding: \$550,000.
- August & September - CSAB rated applications.
- September 9, 10 & 14 - virtual and in-person applicant interviews conducted.
- September 24 – CSAB finalized funding recommendations.
- October 12 – CSAB provides recommendations for 2027/28 allocations to the City Council ("Council").

Funding Strategies

Applicants must demonstrate alignment with five long-established priority areas, which reflect the community's most valued and longstanding needs.

- Emotional Supports and Youth Programming: Direct services for children and youth;
- Access to Food: Providing or distributing food to Lakewood youth and families in a variety of ways;
- Access to Health and Behavioral Health: Access to healthcare services;
- Assistance & Homelessness Prevention: Preventing homelessness in our community; and
- Crisis Stabilization and Advocacy: Making community connections and referrals to advocacy and support services.

Agency Requirements

All programs sponsor agencies recommended for funding should meet the following criteria:

- Requested funds are for serving Lakewood residents only;
- Proposed service fulfills an identified community need;
- Proposed service meets City funding strategies;
- Partnerships are in place to avoid duplication of effort;
- Service locations are easily accessible to Lakewood residents;
- Demonstrates the ability to track performance and measure service outcomes;
- Demonstrates the ability to meet the City's contracting standards and reporting requirements, including financial audits and liability insurance;
- Maintains an appropriate balance between administration overhead & program costs;
- Demonstrates good standing with the IRS; and,
- Demonstrates an active and engaged board of directors.

CURRENT STATUS

Funding Deliberations

CSAB members individually scored the applications. All ratings were tallied, and an average score was created. The proposals were ranked in order by average score from highest to lowest. Program funding requests far exceeded the available resources, so CSAB created the following criteria used for recommending specific dollar amounts based on ranking for each strategy.

1. Highest rated proposals are recommended to receive up to \$25,000;
2. Second highest rated proposals are recommended to receive up to \$23,000;
3. Third highest rated proposals are recommended to receive up to \$20,000;
4. Fourth highest rated proposals are recommended to receive up to \$17,000;
5. Fifth rated proposals are recommended to receive up to \$10,000; and
6. Sixth rated proposals are recommended to receive up to \$7,000

Communities in Schools of Lakewood (CISL) submitted four (4) applications seeking \$100k in total. Based on their application scores, CISL would have qualified to receive up to \$70,000. Although members recognize the incredible work CISL does for our youth and are recommending all four programs be funded, CSAB members felt it was problematic giving one agency a large portion of available funding, so CSAB is recommending reduced 2027/28 funding for the housing stability program.

RECOMENDATIONS

The CSAB is recommending thirty-seven (37) programs for 2027/28 human services funding for Lakewood City Council consideration. Program funding recommendations range from \$7,000 to \$25,000 plus an annual allocation to support Lakewood's Promise Advisory Board. See attachment A

NEXT STEPS

- October 19 - Council consideration and potential approval of Human Service funding and CSAB funding recommendations
- November through December – Contract development
- January 2027 – Contract readiness meeting with all agencies to prepare for 2027/28 funding

ATTACHMENTS

Attachment A: CSAB recommended funding programs and associated amounts.

Attachment B: Four biennium (eight year) Human Services funding history 2021 to present.

Attachment C: Program descriptions.

Attachment A: 2027 Human Services Funding Recommendations

Agency Name	Program(s)	Priority	2027/28 Requested Funding	2027/28 Recommended Funding	Avg. Rated Score
Emergency Food Network	Home Delivery	Access to Food	\$ 25,000.00	\$ 17,000.00	90
Emergency Food Network	Co-Op Food Purchasing	Access to Food	\$ 25,000.00	\$ 23,000.00	93
Making a Difference	Eloise's Cooking Pot Food Bank Delivery Program	Access to Food	\$ 25,000.00	\$ 10,000.00	89
Nourish	Nourishing Food For Families	Access to Food	\$ 25,000.00	\$ 20,000.00	92
St Leos	Feeding the Hungry in Lakewood	Access to Food	\$ 25,000.00	\$ 23,000.00	93
Tillicum Community Center	Food Pantry	Access to Food	\$ 25,000.00	\$ 17,000.00	90
Multicultural Child & Family	Cora's Pantry Food Access Program	Access to Food	\$ 25,000.00	\$ 7,000.00	85
First Baptist Church of Lake	Loaves & Fishes	Access to Food	\$ 5,000.00	\$ -	0
Total Access to Food Request			\$ 180,000.00	\$ 117,000.00	
Asia Pacific Cultural Center	Mental Health	Access to Health & Behavioral Health	\$ 25,000.00	\$ 17,000.00	90
Community Health Care	Behavioral Health Services	Access to Health & Behavioral Health	\$ 15,000.00	\$ 15,000.00	91
Greater Lakes Mental Health	Behavioral Health Contact Team (BHCT)	Access to Health & Behavioral Health	\$ 25,000.00	\$ 20,000.00	92
Lindquist Dental	Uncompensated Dental Care	Access to Health & Behavioral Health	\$ 25,000.00	\$ 25,000.00	95
TACID	Wellness & Recovery Program	Access to Health & Behavioral Health	\$ 25,000.00	\$ 7,000.00	84
Lakewood United Pentecost	Freedom Forward	Access to Health & Behavioral Health	\$ 17,164.00	\$ 7,000.00	85
Pierce County Project Access	Donated Care and General Operating	Access to Health & Behavioral Health	\$ 20,000.00	\$ -	0
Total Access to Health & Behavioral Health Request			\$ 132,164.00	\$ 91,000.00	
Rebuilding Hope	Advocacy and Therapy Sexual Assault Victim Services	Crisis Stabilization	\$ 30,000.00	\$ 23,000.00	93
Tillicum Community Center	Referrals for Assistance and Community	Crisis Stabilization	\$ 25,000.00	\$ 10,000.00	89
DADS	LAKEWOOD FATHERHOOD PROGRAM	Crisis Stabilization	\$ 25,000.00	\$ 7,000.00	98
YWCA	Pierce County Housing Program	Crisis Stabilization	\$ 25,000.00	\$ 17,000.00	90
PC Coalition for Development	Resource Navigation Program	Crisis Stabilization	\$ 15,000.00	\$ 7,000.00	85
Our Sister's House	Trauma-informed, survivor-centered advocacy and victim services	Crisis Stabilization	\$ 25,000.00	\$ 10,000.00	89
Total Crisis Stabilization Request			\$ 145,000.00	\$ 74,000.00	
Asia Pacific Cultural Center	PLOT Youth	Emotional Supports & Youth Programming	\$ 25,000.00	\$ 7,000.00	84
B&GC	Social / Emotional Learning	Emotional Supports & Youth Programming	\$ 25,000.00	\$ 17,000.00	90
Communitites in Schools	Elementary In-School Supports	Emotional Supports & Youth Programming	\$ 25,000.00	\$ 20,000.00	92
Communitites in Schools	High School In-School Supports	Emotional Supports & Youth Programming	\$ 25,000.00	\$ 20,000.00	92
Communitites in Schools	Middle School In-School Supports	Emotional Supports & Youth Programming	\$ 25,000.00	\$ 20,000.00	91
Oasis	Supports for LGBTQ+ Youth in Lakewood	Emotional Supports & Youth Programming	\$ 20,000.00	\$ 10,000.00	89
Safe Streets	Health is Wealth Youth Program	Emotional Supports & Youth Programming	\$ 66,000.00	\$ 7,000.00	83
321 Buddy Fundraising	The Opportunity Circle	Emotional Supports & Youth Programming	\$ 10,000.00	\$ 7,000.00	83
YMCA	Lakewood Childcare Program	Emotional Supports & Youth Programming	\$ 25,000.00	\$ 10,000.00	88
Mi Centro	College Readiness Support Program	Emotional Supports & Youth Programming	\$ 50,000.00	\$ 7,000.00	85
Lakewood Baseball Club	Youth baseball	Emotional Supports & Youth Programming	\$ 7,500.00	\$ -	0
Lakewood's Promise	City Advisory Board / 5 Promises	Emotional Supports & Youth Programming	\$ 35,000.00	\$ 35,000.00	n/a
Total Emotional Supports & Youth Programming Request			\$ 338,500.00	\$ 160,000.00	
LASA	Emergency Shelter	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ 17,000.00	90
LASA	Client Services & Hygiene Center	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ 20,000.00	91
Exodus House	Diversion DV Assistance Program	Housing Assist. & Homeless Prevention	\$ 50,000.00	\$ 7,000.00	84
Tacoma Pro Bono	Client Support Services	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ 10,000.00	87
Tacoma Pro Bono	Housing Justice Center	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ 10,000.00	89
Communities In Schools	Housing Stability Program	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ 9,000.00	88
Supporting The Enlisted (STE)	Preventing homelessness for Military and Veteran Families	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ 25,000.00	94
Rebuilding Together South	Community Revitalization Partnership	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ 10,000.00	89
CJK Community House	Housing Navigation, Navigation and Stabilization	Housing Assist. & Homeless Prevention	\$ 25,000.00	\$ -	0
Total Housing Assist. & Homeless Prevention Request			\$ 250,000.00	\$ 108,000.00	
Total Requested and Recommended Funding			\$ 1,045,664.00	\$ 550,000.00	89

Red indicates applications deemed non-responsive for failing to submit all required documents.

Attachment B: Four Biennium Funding History

Organization	Program or Services	21/22 Biennium	23/24 Biennium	Current Biennium	27/28 Recommended Funding
Communities in Schools	After School Program - High School	\$ 52,500.00	\$ 50,000.00	\$ 44,000.00	\$ 20,000.00
Community Health Care	Primary Medical Care + Tillicum	\$ 28,000.00	\$ 30,000.00	\$ 30,000.00	\$ 15,000.00
Emergency Food Network	Co-Op Food Purchasing	\$ 50,000.00	\$ 45,000.00	\$ 32,000.00	\$ 23,000.00
Lakewood's 5 Promises to Youth	Youth Services Coordination	\$ 25,000.00	\$ 65,300.00	\$ 70,500.00	\$ 35,000.00
Nourish Pierce County	Food Banks Program	\$ 50,000.00	\$ 45,000.00	\$ 40,000.00	\$ 20,000.00
Lindquist Dental	Children Dental Services	\$ 30,000.00	\$ 50,000.00	\$ 40,000.00	\$ 25,000.00
St. Leo's Food Connection	Mobile Food Program	\$ 50,000.00	\$ 30,000.00	\$ 24,000.00	\$ 23,000.00
Rebuilding Hope; Sexual Assault Center	Advocacy and Therapy	\$ 25,000.00	\$ 45,000.00	\$ 49,500.00	\$ 23,000.00
Rebuilding Together South Sound	Rebuilding Together Program	\$ 28,000.00	\$ 50,000.00		\$ 10,000.00
YWCA Pierce County	Domestic Violence Shelter, Legal, Child Services	\$ 36,000.00	\$ 45,000.00		\$ 17,000.00
Greater Lakes Mental Health	Behavioral Health Team & Emergency Assistance	\$ 50,000.00		\$ 50,000.00	\$ 20,000.00
The Rescue Mission	Family Shelter	\$ 24,000.00	\$ 30,000.00	\$ 30,000.00	\$ -
YMCA	Teen Late Night Program	\$ 42,500.00			\$ 10,000.00
Pierce County AIDS Foundation	Medical Case Management		\$ 29,700.00		\$ -
LASA	Housing for Homeless Families / Emergency Shelter		\$ 30,000.00	\$ 40,000.00	\$ 17,000.00
LASA	Outreach Program Client Center		\$ 22,500.00	\$ 32,000.00	\$ 20,000.00
Asia Pacific Cultural Center	Promised Leaders of Tomorrow (PLOT)	\$ 40,000.00	\$ 45,000.00	\$ 24,000.00	\$ 7,000.00
Making a Difference Foundation	Eloise's Cooking Pot Food Delivery	\$ 31,000.00	\$ 45,000.00	\$ 50,000.00	\$ 10,000.00
Emergency Food Network	Home Delivery		\$ 22,500.00	\$ 24,000.00	\$ 17,000.00
Oasis Youth Center			\$ 40,000.00	\$ 32,000.00	\$ 10,000.00
Tillicum Community Center	Emergency Food Assistance	\$ 30,000.00		\$ 30,000.00	\$ 17,000.00
Springbrook Connections	Direct Services & Resource Connections	\$ 25,000.00			\$ -
Children's Therapy Center	Therapy program for children with special needs		\$ 45,000.00		\$ -
Your Money Matters	Financial Literacy Program for BIPOC Youth		\$ 30,000.00		\$ -
Multicultural Child and Family Hope Center	Cora's Pantry Food Access Program		\$ 45,000.00		\$ 7,000.00
Safe Streets	Health is Wealth Youth Program			\$ 24,000.00	\$ 7,000.00
Team Work	Work Zone Online Safety			\$ 50,000.00	\$ -
Tacoma Pro Bono	Homeless Prevention Legal Aid Housing Asst.			\$ 24,000.00	\$ 10,000.00
Tacoma Pro Bono	Homeless Prevention Legal Aid Crisis Stabilization			\$ 30,000.00	\$ 10,000.00
Supporting The Enlisted Program (STEP)	Preventing Homelessness for Military Families and Vets			\$ 40,000.00	\$ 25,000.00
Communities in Schools	After School Program - Middle School			\$ 18,000.00	\$ 20,000.00
Communities in Schools	After School Program - Elementary School			\$ 24,000.00	\$ 20,000.00
Communities in Schools	After School Program - McKinney Vento			\$ 34,000.00	\$ -
Asia Pacific Cultural Center	Mental Health Programs and Assistance			\$ 30,000.00	\$ 17,000.00
Tillicum Community Center	Referrals for Assistance and Community			\$ 40,000.00	\$ 10,000.00
Boys and Girls Club	Social/Emotional Learning				\$ 17,000.00
Lakewood United Pentacostal Church	Freedom Forward				\$ 7,000.00
DADS	Lakewood Fatherhood Program				\$ 7,000.00
PC Coalition for Developmental Disorders	Resource Navigation Program				\$ 7,000.00
Our Sister's House	Trauma-Informed Survivor Center				\$ 10,000.00
Communities in Schools	Housing Stability Program				\$ 9,000.00
321 Buddy Fundraising	The Opportunity Circle				\$ 7,000.00
Mi Centro	College Readiness Support Program				\$ 7,000.00
Exodus House	Diversion DV Assistance Program				\$ 7,000.00
TACID	Wellness and Recovery Program				\$ 7,000.00
		21/22 Biennium	23/24 Biennium	Current Biennium	27/28 Recommended Funding
Grand Total HS Biennial Funding Allocations		\$ 617,000.00	\$ 840,000.00	\$956,000.00	\$ 550,000.00

Attachment C: 27/28 Human Services Program Descriptions

Agency Name	Program Description
Emergency Food Network - Co-op Food Purchasing	Purchases food for our Partner Programs to help provide them with a consistent supply of culturally appropriate, nutritious food.
Emergency Food Network - Home Delivery	Expands access to consistent, diverse, and nutritious food for residents unable to visit a traditional food pantry by addressing barriers such as transportation challenges, scheduling conflicts, childcare responsibilities, and limited mobility.
Making a Difference - Eloise's Cooking Pot	Provides grocery delivery to households experiencing barriers to accessing a brick-and-mortar food pantry.
Nourish	Provides nutritious food and support services to people in need. Our goal is to provide each individual and family member with enough nutritious food for three meals a day for three days.
St Leos Food Bank	Provides neighborhood-based food access to residents through a mobile food bank, Children's Feeding Program, and home delivery as well as access to a flagship food bank
Tillicum Community Center - Food Bank & Clothing	Provides emergency food, clothing and referral services to meet immediate needs and improve nutrition over time. Reduce barriers to receiving food and assistance and improve knowledge of community resources.
Asia Pacific Cultural Center - Youth Mental Health	Addresses the unique barriers Asian American, Native Hawaiian, and Pacific Islander (AANHPI) communities face when it comes to accessing mental health care, which include the cost of care, cultural attitudes and stigma towards mental illness, language barriers, and shortages of culturally competent care.
Community Healthcare	Provides fully integrated behavioral health services into primary care, allowing patients to access mental health support during regular visits—either in-person or via telehealth.

Attachment C: 27/28 Human Services Program Descriptions

Greater Lakes Mental Health Care	The Lakewood Police Department's Behavioral Health Contact Team (BHCT) provides short-term, face-to-face emotional support and connects individuals and families to community resources following law enforcement contact. The team responds to behavioral health crises using trauma-informed care, crisis counseling, and strength-based assessments to stabilize individuals and reduce repeat 911 calls.
Lindquist Dental	Provides dental care to children and youth in need from birth to their 21st birthday and no child is turned away due to inability to pay.
Multicultural Child & Family Hope Center	Provides free, dignity centered groceries through walk-in pantry access and a weekly Thursday delivery route bringing food directly to residents facing transportation and access barriers. The program operates alongside Grocery Sunday distributions and the MCFHC Diaper Bank so a family can meet several basic needs in one visit rather than navigating separate services.
Rebuilding Hope	Provides a continuum of care for victims of sexual assault/abuse and their families. We offer support and resource in the hospital immediately following a rape, assistance with civil protection orders, ongoing wrap-around case management and specialized therapy services.
Tillicum Community Center- Referrals	Provides six months of care coordination, matching patients with volunteer providers and supporting them with language-appropriate resources.
Asia Pacific Cultural Center - Promising Leaders of Change	Provides educational support, mentorship, cultural connections, and wrap-around services to low-income Asian and Pacific Islander youth to help guide them toward success in school and in life.
Boys & Girls Club	Provides youth a social-emotional learning (SEL) program that includes various curricula and initiatives, both evidence based and innovative through offering two core SEL programs in Clubs.

Attachment C: 27/28 Human Services Program Descriptions

Communitites in Schools - Elementary	Provides wraparound supports to students and families. Annually, at each school, staff complete a needs assessment to provide 1-on-1 support to students most at risk of dropping out of school.
Communitites in Schools - Housing Asst. Program	Provides students who are experiencing housing instability, houselessness, or are unaccompanied, with direct supports at three levels: Tier 1 - A daily afterschool program, with provisions of basic needs, access to flexible emergency funding, Coordinated Entry, and more; Tier 2 - Weekly wellness small groups and transitional programming at their afterschool programs; Tier 3 - 1:1 Case Management with a specific focus on unstably housed students/families and unaccompanied youth
Communitites in Schools - High School	Provides wraparound supports to students and families. Annually, at each school, staff complete a needs assessment and to provide 1-on-1 support to students most at risk of dropping out of school.
Communitites in Schools - Middle School	Provides wraparound supports to students and families. Annually, at each school, staff complete a needs assessment and then provide 1-on-1 support to students most at risk of dropping out of school.
Oasis Youth Center	Provides a safe place for LGBTQ youth to connect, learn and thrive. The Center is where youth connect with adult mentors, experience positive activities and peer interactions, receive education and emotional support, and learn leadership skills.
Safe Streets	Connects youth with adults with shared lived experience who work with youth to increase their skills and understanding in four pillars: Financial Literacy, Emotional Well-Being, Wellness & Nutrition, and Civic Engagement.
TACID	Provides free behavioral health peer support services, wellness activities and inclusive recreation for disabled adults who are low-income, uninsured or underinsured by public and private health insurance.

Attachment C: 27/28 Human Services Program Descriptions

LASA Emergency Shelter	Provides families experiencing homelessness with a case worker and path towards securing permanent housing through development of a housing stability plan to assist with goal setting and overcoming barriers.
LASA Client Services	Offers an Essential Needs Closet, Food Pantry, Free Library, and diaper cupboard. Our coat closet is open year-round due to our unpredictable weather patterns. The closet consists of socks, hats, and mittens. As funds are available, we offer emergency rental and utility assistance.
Supporting the Enlisted Project (STEP)	Provides basic needs services including financial counseling and education; emergency funds paid directly to third-party creditors for past due rental, mortgage, and utility bills; and food and other critical items to military and Veteran families and individuals facing food insecurity, housing instability, and other crises.
Tacoma Pro Bono - Crisis Stabilization	Ensures coordinated support for clients before and after eviction by bridging legal services with community resources. Provides personalized crisis assistance, including referrals to trusted partners, help finding low-barrier housing, and access to public benefits.
Tacoma Pro Bono - Housing Asst	Provides low-income residents with free legal aid services to help focus on resolving civil legal issues that affect their ability to secure or maintain housing; to include education, resources, legal advice and counsel, brief services, and direct representation in housing-related matters.
DADS	Promotes healthy father-child relationship engagement through case management, skill-building curriculum, and support groups, and connects fathers to local resources such as behavioral health for substance abuse, mental health, and recovery assistance, and re-entry support following incarceration.

Attachment C: 27/28 Human Services Program Descriptions

YWCA	Provides survivor-centered transitional housing assistance and supportive services for individuals and families impacted by intimate partner domestic violence, through crisis intervention, safety planning, advocacy, counseling, and connections to critical community resources. Using a trauma-informed approach, our advocates work alongside survivors to address immediate needs while supporting long-term healing, housing stability, and economic security.
PC Coalition for Developmental Disabilities	Connects Lakewood families of individuals with developmental disabilities to the services, benefits, and referrals they need through one-on-one navigation support, a countywide Resource Guide, and bilingual outreach delivered by phone, in person, and at community sites throughout the county.
Rebuilding Together South Sound	Provides critical home repairs for very low-income (at or below 50% of Area Median Income) seniors, people with disabilities, veterans, and families with children by addressing health and safety threats to their home.
Our Sister's House	Provides comprehensive, trauma-informed advocacy and victim services for individuals and families impacted by domestic violence and sexual assault. Services include crisis intervention, safety planning, legal advocacy, court accompaniment, resource navigation, emergency assistance, and ongoing case management. Advocates work closely with each survivor to address immediate safety needs, reduce barriers, and support long-term stability and healing.
321 Buddy Fundraising	Provides year-round, brick-and-mortar day program for individuals with intellectual and developmental disabilities, providing structured daily programming in life skills development, nutrition and cooking education, barista and vocational training, recreation, creative arts, and social engagement.
YMCA	Provides before- and after-school childcare and youth development services to children in the Clover Park School District area through SCALED Learning, social-emotional

Attachment C: 27/28 Human Services Program Descriptions

	learning, enrichment, active play, and positive relationships with caring adults.
Mi Centro	Provides college advocacy and advisement service that assists clients in applying for financial aid, resolve administrative issues with their college's enrollment, and provides counsel on building an effective academic career.
Exodus House	Provides households actively experiencing DV, who have income, a lease for a rental unit in Lakewood and at least one minor child/or are pregnant with assistance paying off/down their rental arrears, a percentage of monthly rental assistance for 3 months and case management supportive services.
Lakewood United Pentecostal Church	Provides free weekly peer recovery support program for adults who are working to become and remain free of drug and alcohol addiction. The program provides structured peer support, volunteer sponsorship, and practical supports that keep people coming back, including on-site childcare, a shared meal, and follow-up contact between meetings.



TO: Mayor and City Councilmember

THROUGH: Doug Russell, City Manager

A handwritten signature in blue ink that reads "Doug Russell".

FROM: JEFF RIMACK, PPW DIRECTOR
ANGIE SILVA, ASST. DIRECTOR
BECKY NEWTON, ECONOMIC DEVELOPMENT MANAGER

DATE: October 12, 2026

SUBJECT: LAKEWOOD ECONOMIC DEVELOPMENT STRATEGY &
ECONOMIC CONDITIONS

ATTACHMENTS: A) Candidate Map; B) Stowe Development & Strategies
Review Memo (9/2/26); C) Current Economic Conditions

Summary

Lakewood has multiple subareas with permissive zoning and, in most cases, strong access to transit, highways, and other regional connections. Yet many of these areas have experienced limited active redevelopment or investment. This document lays out a repeatable strategy framework, not a district-by-district plan.

The Station District is a district being looked at as an example, given specifics about that zone. It is the place we're proposing the framework first, and proving it out is best aligned given existing conditions. Once proven, the same four-phase approach could be extended to the city's other districts (Downtown, International District, Springbrook, Tillicum-Woodbrook, and others as they're prioritized).

Also included as an attachment is an overview of Lakewood's current economic conditions and key workforce, investment, and development indicators. It is intended to provide a clear snapshot of the City's progress on economic development programs, policies, and performance while establishing a focused, repeatable strategy to accelerate private investment, redevelopment, job creation and broader economic growth.

Background on Approach

This framework draws on redevelopment practices in comparable Puget Sound cities, particularly the combination of targeted code changes with active, City-facilitated parcel assembly at a catalyst site, rather than relying solely on the private market to self-organize.

Bob Stowe, principal of SDS, led one of the closest available Washington precedents for what is being proposed, Bothell's downtown redevelopment. He already has a working relationship with Lakewood. As the City's TIF Project Manager, he prepared the analysis supporting Lakewood's Downtown Tax Increment Area established through Ordinance 802, and SDS is separately assisting the City with Pacific Highway corridor revitalization efforts.

Given that experience and familiarity with Lakewood, the city asked Mr. Stowe to review this framework directly. His September 2, 2026, memorandum, attached, provides the comparative context, redevelopment experience, and financial figures that inform the recommendations below. This is Lakewood's plan, built around Lakewood's own districts, market, and constraints. What we're borrowing from comparable efforts is the diagnosis and the sequencing, not their actual development goals or financing mechanisms.

Lakewood already has a vision to build from, the City adopted 2021 Station District Subarea Plan. Rather than commission new visioning work, this framework reaffirms that plan and refreshes it against current market conditions, the state's 2025 mandates, and builds the framework's messaging around it.

The Core Diagnosis (Applies Citywide)

Across Lakewood's redevelopment-eligible districts, the pattern repeats:

- **Zoning is permissive, not directive.** Codes allow density, they don't require it. This is a floor problem, not a ceiling problem. Lakewood's allowed heights already exceed the maximums that drove density in comparable redevelopment districts elsewhere, but with no minimum floor count, nothing is driving density increases here.
- **Parcels are scattered and small.** Individually, most sites are too small or too oddly shaped to support the kind of project the market wants. Developers have told us directly they will not assemble scattered parcels on their own.
- **No one is closing the assembly gap.** Good zoning plus transit access plus market demand still doesn't produce development if nobody bridges the gap between many small owners and one buildable site. That's a role the market isn't going to play for us, it's a role the city has to facilitate.

- **Code minimums need market grounding.** Setting minimums without first confirming what the market can support risks demanding more than developers can deliver or settling for less than the district could produce. A market assessment, defining realistic development types, densities, and the City's expected return in both economic and public benefit terms, needs to run alongside the code diagnosis so the minimums we adopt reflect what the market will build to.

This diagnosis is the throughline for every district in the framework.

What This Framework Applies, and Where Lakewood's Path Differs

Applying:

- The core insight is that permissive zoning alone doesn't move a market. Minimums do.
- The sequencing: fix the code gap, then actively assemble a catalyst site, rather than waiting for the private market to self-organize.
- Treating a large captive population, JBLM's approximately 80,000 personnel, most living off-base, as the demand-side case that makes the investment thesis credible to a developer.
- A market assessment and reaffirmed vision running alongside the code fix, so minimums reflect what the market will build, not just the diagnosed gap.
- Delivery capacity and a communications program identifying every phase of the work and where we are at actively in the process, not added at the end. Public and developer confidence is built as much by the City hitting its own deadlines as by any single incentive.
- The leadership, staff, and consultant capacity to carry out what is, in substance, a master developer role: real estate, negotiation, finance, and project delivery, sustained alongside the City's regular services. This is a real capacity need, not a formality.

Where Lakewood's path differs:

- The state funding mechanism used in past comparable efforts no longer exists. Lakewood has to build its financing package from tools currently available under Washington law, covered in the Financing Reality Check below.
- Lakewood already has one active Tax Increment Financing area (Downtown TIA), which leaves one remaining LTIF slot under state statutory caps. Any TIF-based financing structure has to work within that constraint, and within the state's 2026 revisions to the underlying TIF law, also covered below.

- Each district will need its own catalyst site and its own financing math. A single citywide master-developer posture isn't the model. The framework is repeatable, but the numbers aren't identical from district to district.

The Framework: Four Phases, Applied to Any District

This is the part meant to generalize. Each district that enters this pipeline moves through the same four phases. Delivery capacity, communications, and the organizational capacity to act as master developer run through all four phases below. They are not a fifth phase or a late-stage add-on.

Phase 1: Diagnose. Identify the specific barrier: a code gap (no minimums), an assembly gap (too many small owners), a financing gap, or some combination. Confirm the demand-side case exists (transit access, employment base, adjacent investment), and confirm what the market will actually support, so the minimums adopted in Phase 2 reflect real development capacity and a defined return on investment, not just the diagnosed gap.

Phase 2: Enable. Fix the code gap where one exists (minimum height/FAR requirements, form-based code).

- Where state law already mandates action (SB 5184 and HB 1491 eliminate parking minimums and require a 3.5 average FAR near Sounder stations), treat that as compliance, not as a discretionary local fight.
- Confirm and structure financing tools (TIF headroom, CRF, LTIF term, or other).

Phase 3: Assemble. Identify and pursue a targeted catalyst site rather than a citywide master-developer posture. State law does not allow the City to purchase property for redevelopment purposes generally, each acquisition must be tied to an identified public purpose, as determined by Council. We will define the public improvement program (streets, utilities, parks, civic facilities) in parallel with parcel identification, so each acquisition carries that public-purpose justification. Land not needed for the public improvements gets declared surplus and resold to private developers through development agreements carrying the performance requirements we want.

- City-led or City-facilitated parcel assembly, sized to what the market can absorb (for Station District, roughly 25 acres near the platform, not the full 211-acre subarea).

Phase 4: Protect & Deliver. Anti-displacement protections built in from the start, not added after the fact. This is non-negotiable in districts with documented lower-income concentration. Then move to solicitation, development agreement, and delivery.

Investigation in Station District

Phase	Status
1. Diagnose	<u>In progress</u> . Diagnosis complete on the code and assembly barriers. A market assessment to confirm what the district can support is being scoped as a companion step before Phase 2 code work is finalized.
2. Enable	<u>In progress</u> . State law (SB 5184/HB 1491) already forces the zoning fix, minimum height amendment identified as the near-term code lever, pending market assessment findings. Current information, pending Finance and bond counsel confirmation, puts remaining TIF headroom against the shared statutory cap at approximately \$8.4-\$17.6 million, likely enough to support only a small Station District TIA on its own. If Station District moves forward as the City's TIF pilot, rescinding and reforming the Downtown TIA is one option under evaluation, alongside Community Revitalization Financing (CRF) as a parallel path. The state's 2026 changes to TIF law add notice, negotiation, and timeline requirements that will factor into which path we pursue.
3. Assemble	<u>In progress</u> . Interactive parcel assembly and scoring tool under construction, targeting a roughly 25-acre catalyst site near the Sounder platform. Acquisitions will be tied to an identified public purpose and a parallel public improvement program, as state law requires.
4. Protect & Deliver	<u>Framed</u> , not yet built out. Anti-displacement approach to be developed alongside the financing structure.

The Process, Not the Verdict

Station District is being modeled and proposed as a pilot, but the value of this framework is that it's the same lens applied everywhere. When each of the City's other districts (Downtown/TIA, International District, Springbrook, Tillicum-Woodbrook, and others) comes up for this treatment, the same Phase 1 diagnostic asks the same four questions:

- **Code gap check.** Does the zoning permit the density we want, and does it also require it? Where's the floor, and is there one?
- **Assembly pattern check.** How fragmented is ownership? Are parcels large enough individually to support a viable project, or does the market face the same self-assembly problem we found in the Station District?
- **Demand-side case.** Is there a credible driver (transit access, employment base, adjacent investment) that makes the district's investment thesis real, or does that case still need to be built?

- **Financing capacity check.** What tools are viable given the City's remaining TIF headroom and each district's assessed value base, and does the math support a dedicated financing structure?

This is a repeatable checklist, not a one-time judgment call. Every district gets run through it the same way. We are not naming a sequence or a next district in this document, that determination comes out of actually running each district through Phase 1, which is future work. What follows in the next section is what that fuller diagnostic looks like when applied in depth, using Station District as the worked example.

The Financing Reality Check

Lakewood's financing package will need to be built from several tools working together, not from TIF alone. The Finance Director's March 2025 retreat summary laid out the fuller menu the City has available; this framework has to be evaluated against that whole picture.

TIF Cap & Second TIA Summary

The City's existing Downtown Tax Increment Area (Ordinance 802) is legally locked in ways that limit our flexibility going forward, with a second TIA for Station District being possible but constrained by a shared statutory cap.

Downtown TIA, locked terms.

- **Improvements fixed:** \$15M program (park acquisition and amenities) only, no additional improvements can be TIF-financed once identified.
- **Boundary fixed:** Cannot be altered once designated.
- **Construction deadline:** Must commence by April 15, 2029.
- **Term:** Runs through 2050 unless retired early.
- **Rescission window:** Possible only prior to incurring debt. Because the City has not issued debt against the Downtown TIA, that window is still open.

If the Downtown TIA were rescinded. State law does not let a TIF sponsor keep increment revenue collected but not spent on the identified TIF purpose. If the City rescinded the Downtown TIA, any such funds would need to be returned to the taxing districts that would otherwise have received them. Those districts were the intended recipients absent the TIF diversion, and that entitlement does not change because the City chooses to rescind. This is a real cost to weigh against any decision to rescind and reform the area around a different set of public improvements.

Second TIA (Station District), what's allowed.

- State law permits one additional, non-overlapping increment area (two TIAs max per jurisdiction).

- Both TIAs share a single combined cap: the lesser of \$200 million in assessed valuation, or 20 percent of citywide AV.
- For Lakewood, the \$200 million figure governs (20 percent of citywide AV is approximately \$2.23 billion, not the binding constraint).
- As of June 2027, that cap begins adjusting annually by CPI.

The headroom problem. Downtown TIA value counted against the cap has been updated to \$191.6 million, following the OST report, up from the \$182.4 million figure in the original Project Analysis. Against the \$200 million cap, that would leave approximately \$8.4 million to \$17.6 million in remaining headroom.

\$8.4 million will support only a small Station District TIA on its own. If the Station District becomes the City's TIF pilot, one live option is rescinding the Downtown TIA (see above) and reforming a TIA around the Station District instead, freeing the full \$200 million cap rather than working within the remaining headroom.

State law changes affecting TIF formation. The state's 2026 amendments to the TIF Act tightened the standards for forming a new tax increment area. Longer notice periods, a formal negotiation and arbitration process with affected taxing districts, and tighter findings requirements all add time and complexity to standing up a new TIA. We'll walk through the specific mechanics and how they affect our timeline as part of the funding analysis to be presented to council later.

Work to complete with Finance.

- Confirm the Downtown TIA base value and remaining headroom.
- Verify whether the \$200 million cap is measured against base value or full incremented value.
- Determine whether a Station District TIA works within remaining headroom, or whether rescinding and reforming the Downtown TIA is the better path.

Community Revitalization Financing (CRF) as a Parallel Path

Beyond TIF, we recommend evaluating Community Revitalization Financing (CRF) under RCW 39.89 as a genuine parallel path, not just a line on the tool list. CRF operates through the voluntary participation of overlapping taxing districts rather than through TIF under RCW 39.114.

It is a heavier negotiation lift, taxing districts representing 75 percent of assessed value must agree to participate, and it delivers only 75 percent of tax increment revenues rather than 100 percent. Its advantage is that it carries no cap on assessed value or term. Given the TIF headroom constraint above and the added complexity in the 2026 TIF amendments, CRF deserves a real look alongside TIF rather than as a fallback.

Other Tools to Screen or Deploy

A real financing package will need to combine several of these, not rely on any one tool alone. One benchmark worth testing our eventual package against is that comparable redevelopment efforts have drawn roughly two-thirds of public investment from external sources (state, federal, regional partners) and one-third from City-sourced funds (REET, property sales, and similar). We should size our own mix against that split as the financing plan comes together.

Property assembly and entity structure

- **Public Development Authority (PDA).** The legal entity Lakewood would charter to hold, assemble, and control catalyst-site property and negotiate directly with private development partners.

Federal programs to screen

- **HUD Section 108 Loan Guarantee Program.** Federally guaranteed financing, borrowed against future CDBG allocations, usable for property acquisition when justified on a slum/blight basis.
- **New Markets Tax Credit (NMTC).** Federal tax credit drawing private equity into projects in qualifying low-income census tracts, best suited to the commercial/mixed-use component of the site.
- **Defense Community Infrastructure Program (DCIP).** Federal funding for community infrastructure supporting military installations. Given JBLM, this fits the Station District demand case directly and should be screened alongside the other federal programs.

State and regional infrastructure partners to screen

- **Transportation Improvement Board (TIB) and the Washington State Public Works Board.** State infrastructure financing programs worth screening against the public improvement program once it's defined.
- **Sound Transit station access and TOD partnership opportunities,** given the Sounder platform.

Local revenue and assessment tools

- **Real Estate Excise Tax (REET) 1 and REET 2.** Existing City capital revenue, now more flexible under 2025 state legislation for use across capital project categories.
- **Local Improvement District (LID).** A special assessment mechanism that funds infrastructure improvements benefiting property within the district.
- **Business and Occupation (B&O) tax credit.** A Bellingham-style credit against B&O tax liability for qualifying businesses locating in the target area.

- **General Obligation bond excess levies.** Available for capital projects, but require 60 percent supermajority voter approval plus a turnout threshold, a heavier political lift than most tools on this list.
- **Levy lid lift (single- or multi-year).** Simple-majority approval, but raises property taxes beyond the standard 1 percent annual cap and carries its own political cost.
- **Dedicated sales tax options (cultural access, housing and related services).** Each caps out around \$1.4 million a year and roughly \$15 to \$18 million in bonding capacity over 20 years, meaningful, but not enough alone to carry a catalyst-site assembly.

Alternative capital structure

- **63-20 lease-to-own.** A nonprofit lease-financing structure that lets the City get a facility built and financed without adding to GO debt capacity. Worth a conversation with Finance and bond counsel for any civic facility component of the public improvement program.

The honest framing: TIF is the tool best suited to capturing the value redevelopment itself creates, which is why it would be a lead candidate for Station District, but it's seriously constrained right now, and forming a new TIA is a longer, harder process than it was even a few months ago. CRF is a real alternative worth evaluating alongside it. Every other tool on this list either requires voter approval, is capped at a modest annual yield, or is one-time, rather than recurring. The financing package will need to combine more than one of these.

What This Briefing Is Asking For

This version is scoped for City Council input on the framework, confirm further investigation of the Station District as a pilot and example, and green-lighting continued work on Phase 2 (verifying TIF headroom with Finance and bond counsel, evaluating CRF and the Downtown TIA rescission option, scoping the market assessment, and identifying the code fixes).

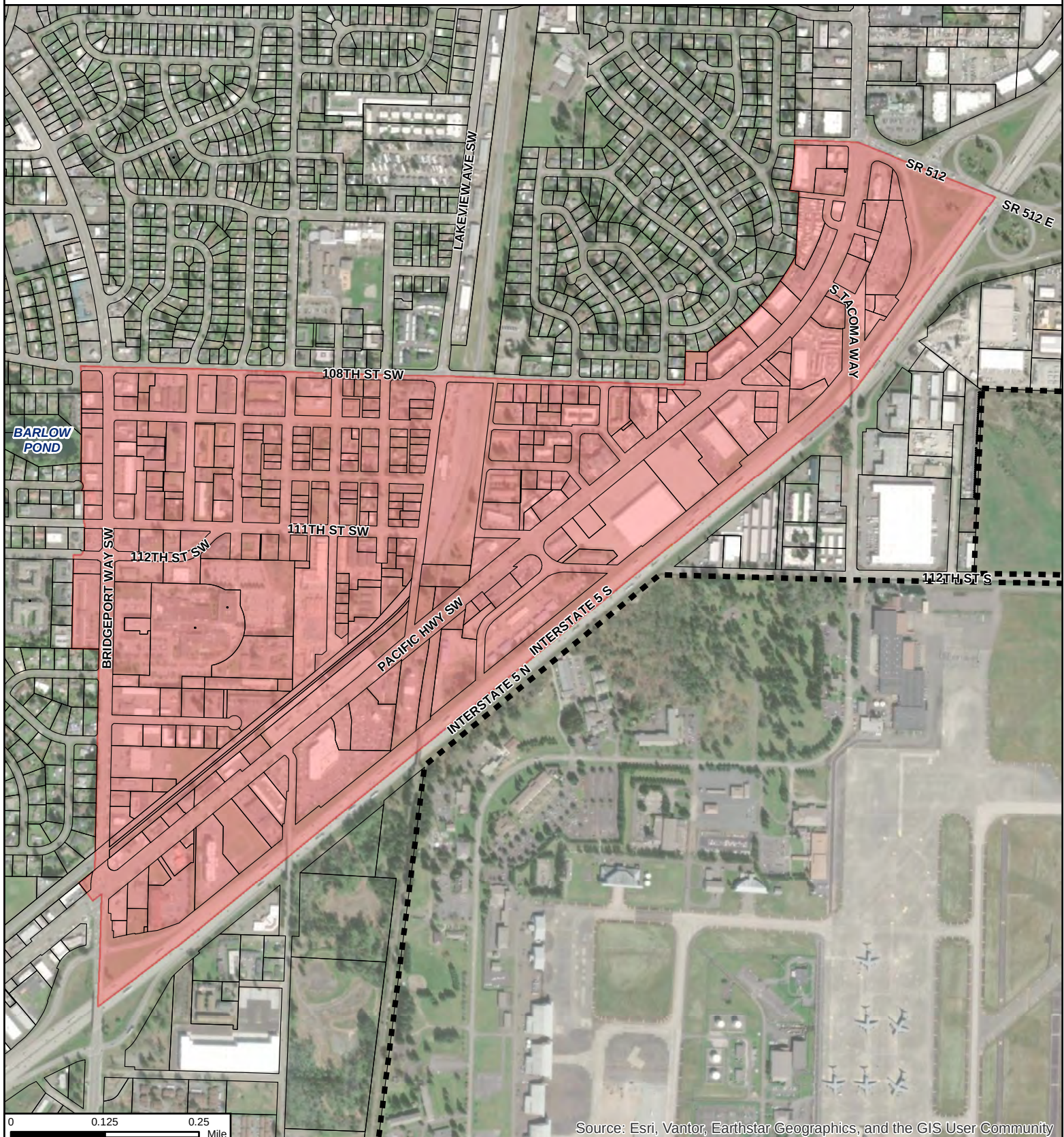
Bob Stowe's September 2, 2026, memo reviewing of Economic Developments initial framework proposal is attached. Updates have been incorporated into this presentation based on feedback and the memo is a source for comparative background behind these recommendations.

As a proposed next step following that briefing, Economic Development would recommend bringing this framework to Council as a resolution adopting it as a standing citywide priority with annual progress reporting, so continuity doesn't depend on any one Council or staff roster.



City of Lakewood

Lakewood Station District Subarea



Source: Esri, Vantor, Earthstar Geographics, and the GIS User Community

- Lakewood Station District Subarea
- Tax Parcel
- Lakewood City Limit

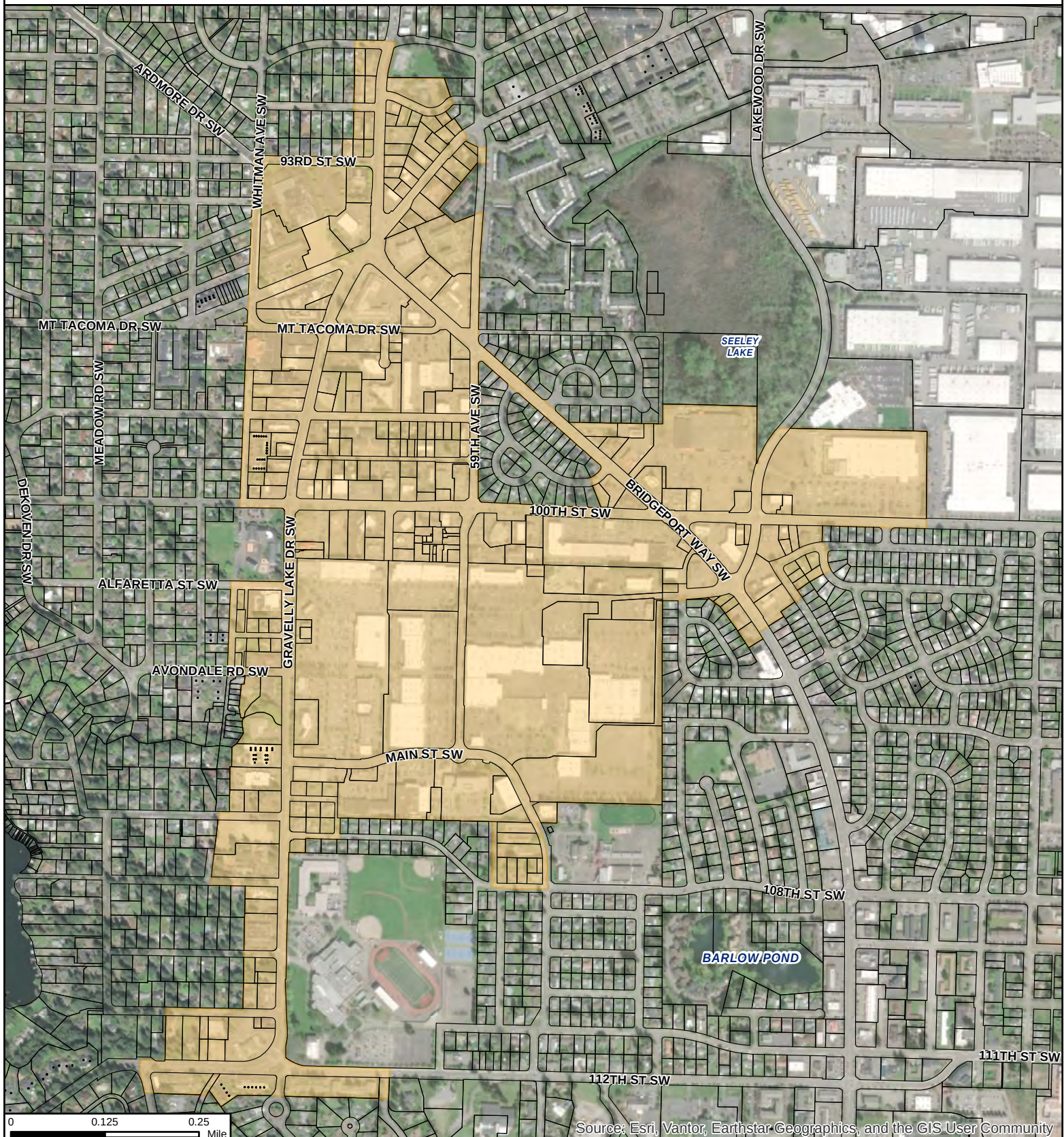
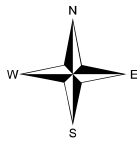
Map Date: September 14, 2026

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City of Lakewood Downtown Subarea

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- Downtown Subarea
- Tax Parcel

Map Date: September 14, 2026

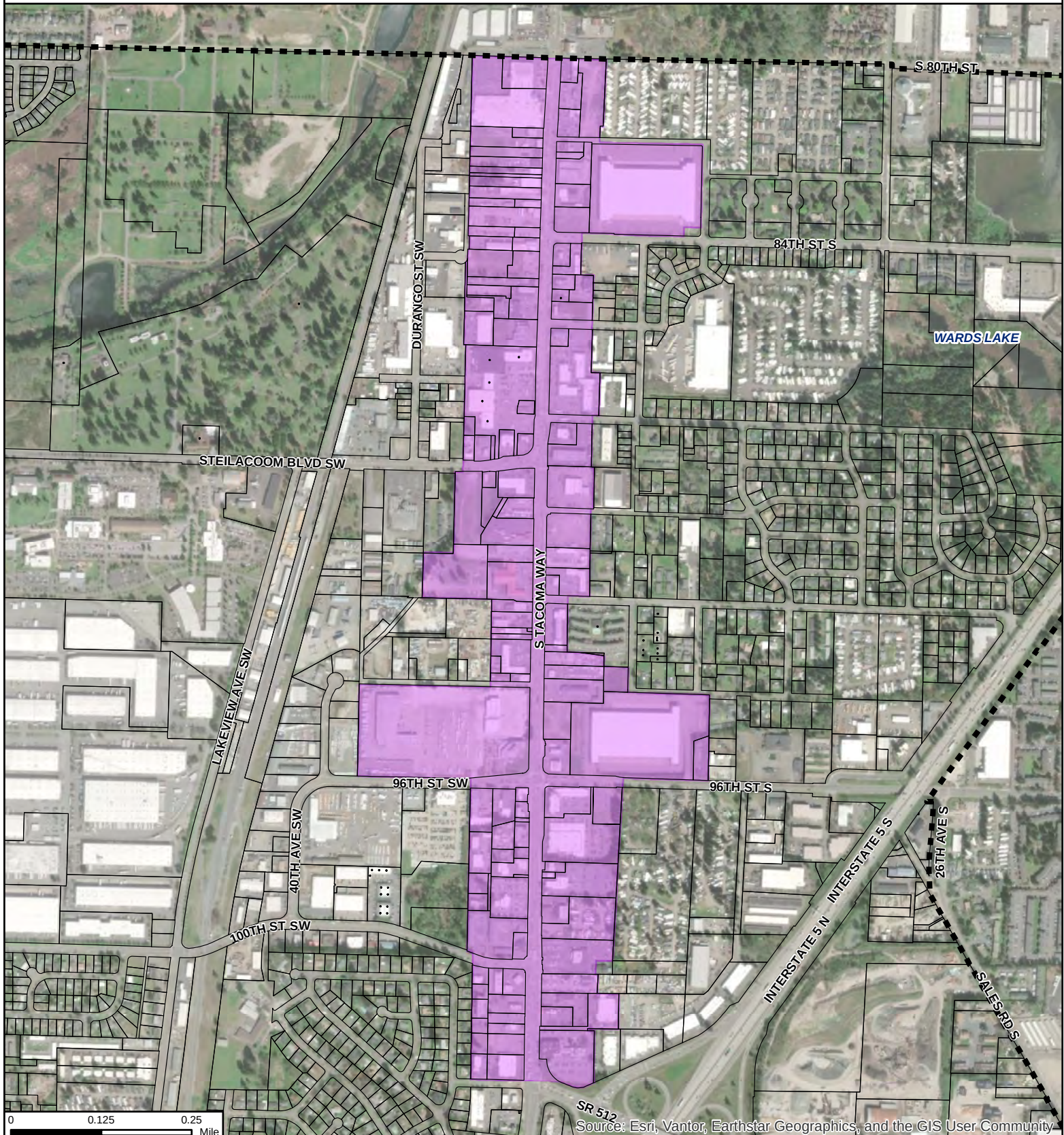
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City of Lakewood International District (Draft)

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-  International District (Draft)
-  Tax Parcel
-  Lakewood City Limit

Map Date: September 15, 2026

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City of Lakewood Springbrook

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- Tax Parcel
- Lakewood City Limit

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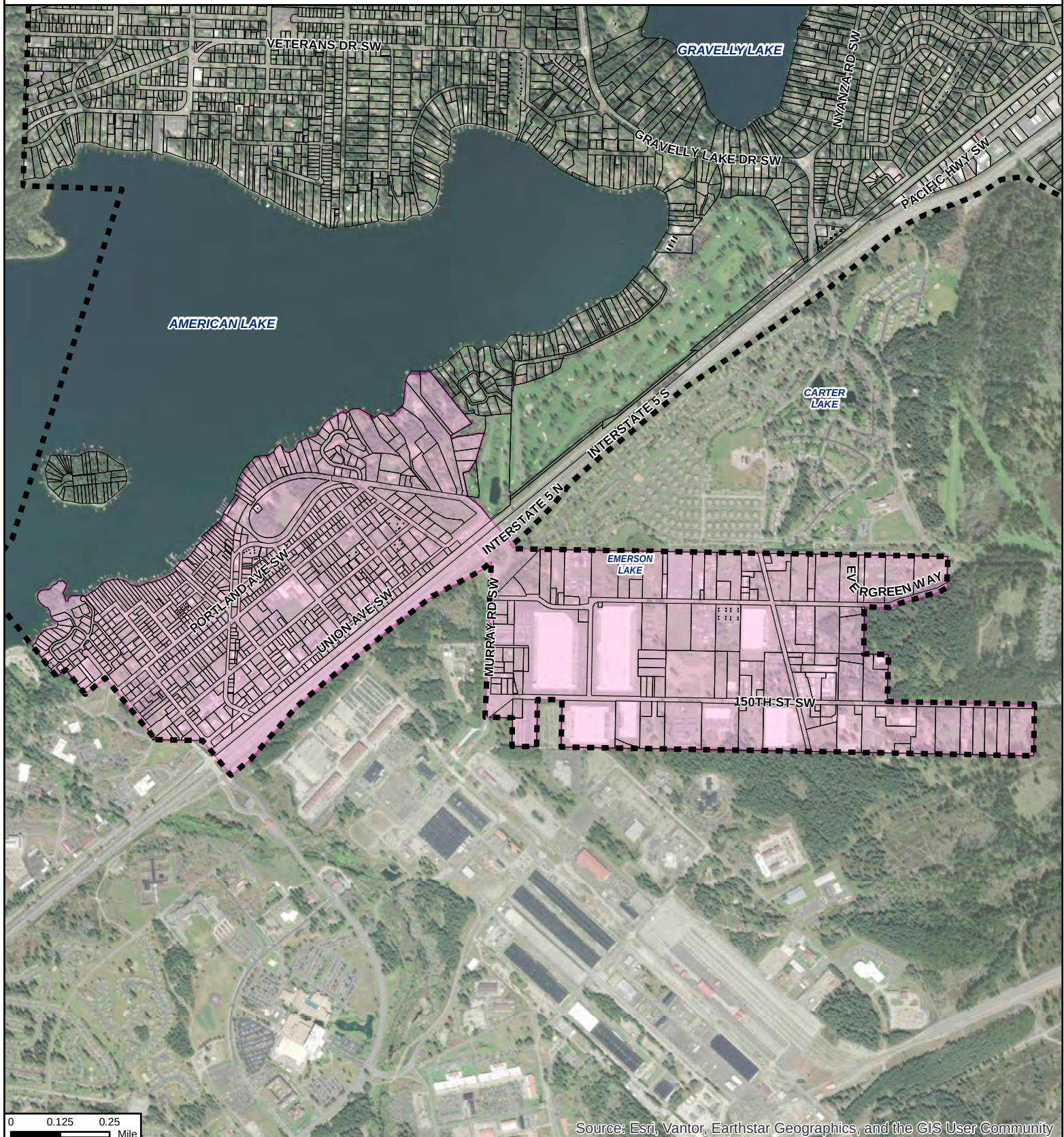
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City of Lakewood

Tillicum Woodbrook Subarea

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- Tillicum Woodbrook Subarea
- Tax Parcel
- Lakewood City Limit

Map Date: September 14, 2026

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MEMORANDUM

To: Becky Newton, Economic Development Manager
From: Bob Stowe, Stowe Development & Strategies (SDS)
Date: September 2, 2026
Re: Review of August 20, 2026 Economic Development Strategy Memorandum and Recommended Course of Action

You asked me to review the staff memorandum dated August 20, 2026 regarding the City's economic development strategy framework and the Station District pilot program. This memo summarizes my overall assessment and recommends specific next steps.

Overall Assessment

The recommended framework is sound. Staff has diagnosed the core condition across Lakewood's districts: the zoning problem is a floor problem rather than a ceiling problem, the market will not solve the parcel assembly gap on its own, and the demand case (JBLM, transit access, adjacent investment) is real but has to be made credible to developers through City action. On the regulatory side, however, I would broaden the diagnosis: the missing floor is real, but may not be the only regulatory issue. Bothell's effort also included vision and market components. The City wanted to understand what the market was actually capable of supporting, and to create a vision that defined its return on investment, in both economic terms and public benefits, in a way that was ambitious but within the realm of possibility. Code minimums set without that market and vision work risk demanding what the market cannot deliver, or settling for less than it could. With those components added, the four-phase framework of Diagnose, Enable, Assemble, and Protect & Deliver mirrors the sequencing that worked in Bothell, and the Station District is the right place to prove it out.

Every redevelopment is different and requires unique solutions. What transfers from Bothell is the diagnosis and the sequencing, not the mechanisms. My comments below refine the approach and broaden it based on my experience with Lakewood and creating economic development programs over the past 40 years.

Lessons from Bothell to Shape the Lakewood Strategy

1. **Regulatory tools alone will not move the market.** Code minimums are important but may not be sufficient. Bothell succeeded because the code flexibility sat inside a comprehensive strategy: a community-anchored vision, active land assembly, funded removal of infrastructure barriers, demonstrated capacity to deliver public improvements on schedule, and a commitment to expedite permits for private development that followed. It also

required a robust communications program to report progress, build public and developer confidence, and respond to critics of the City's ability to achieve ambitious goals. I recommend the framework add delivery capacity for the public improvements and communications as elements that carry through every phase. Developer and community confidence is built as much by the City hitting its own deadlines as by any incentive.

2. **Funding.** Bothell's roughly \$150 million public investment broke down as approximately \$60 million for the Crossroads Project, another \$40 million for other SR 522 improvements, local streets, utilities, right of way, daylighting Horse Creek from an underground pipe into an attractive channel, environmental remediation, plus a new City Hall at \$50 million (under a 63-20 lease to own structure). About two thirds came from external sources (a state direct allocation, grants, and LIFT) and about one third from City REET and downtown property sales. The General Fund was not the workhorse, but it did contribute, at least early on in the process by reallocating a certain amount of one-time funds (largely from development) into a capital account to fund the significant capital improvements that were needed in the downtown. That realignment was necessary to fund many of the planning activities and some of the capital improvements until real estate sales were concluded. It required fiscal discipline, especially during the Great Recession and through collective bargaining negotiations, and the City's robust communication plan and strategy made that discipline easier to sustain. I recommend Lakewood set reasonable financial targets tied to the public improvements the strategy and private development require.
3. **Structure land assembly around the public improvements.** All 25 acres in Bothell were acquired from willing sellers under the public purpose provisions of the state constitution and state law, without actual condemnation. State law does not allow a city to simply purchase property for redevelopment purposes; each acquisition must be identified as necessary to achieve a public purpose, as determined by the City Council. Acquiring full parcels was determined necessary both to preserve flexibility in locating the public improvements and because owners wanted to sell entire parcels rather than remnants. Once the improvements were located, the remaining 18 acres were declared surplus and sold back for private development. This model does four things at once: it establishes the legal foundation for acquisition, it gives the City control of the catalyst sites, it recovers a substantial share of the investment on resale, and it allows the City to select the uses and development it wants on the site (e.g., McMenamins in the Bothell case). For the Station District, I recommend the City define its public improvement program (streets, utilities, parks, civic facilities, etc.) in parallel with the proposed property assembly identification so that each acquisition is tied to an identified public purpose, with resale to private developers structured through development agreements that carry desired performance requirements.
4. **Tie the district strategy to the citywide economic development case.** Bothell's downtown plan was connected to a larger economic strategy. Business Park employers wanted amenities for their talent pool that downtown then lacked, UW Bothell needed a reason for students and faculty to come downtown, and the City had housing targets it wanted to direct into the core, because the health of a residential community is often judged by the vibrancy

of its downtown. Lakewood's equivalents are JBLM's approximately 80,000 personnel and the retention of that spending and talent inside the city, the Sounder connection, and the City's housing element obligations. The Station District should be presented as the delivery vehicle for citywide goals, not just as a single project.

5. **Plan for a decade and anchor the plan in community values.** Downtown redevelopment was a top Council goal for each of the twelve years I served as Bothell's City Manager. Redevelopment is not a two or three year effort. It will cross multiple terms of elected officials, which is why it was essential to anchor the subarea plan and redevelopment in what the community loved about Bothell, what needed to be amplified, and what needed to improve. Bothell's 2006 community visioning process was not window dressing; it was what allowed the strategy to survive turnover, the Great Recession, and its critics. Lakewood does not need to start from scratch here: the City adopted the Lakewood Station District Subarea Plan in 2021. I recommend the City reaffirm that vision, refresh it against current market conditions and the new state mandates, and build its messaging around it, rather than commission a new visioning process. I also recommend the framework itself be adopted by Council resolution as a standing priority with annual progress reporting, so that continuity does not depend on any one Council or staff roster.
6. **Build the leadership and organizational capacity to act as master developer.** What staff is proposing for the Station District is, in substance, a master developer role. Beyond delivery capacity for the public improvements, the City will need the leadership and staff capacity to advance the redevelopment plan itself. In Bothell, we reorganized the organization and its culture, and hired staff and consultants, in order to deliver an ambitious program of planning, property assembly, code revisions, communications and marketing, public improvement delivery, and expedited permitting, all at the same time. Cities are experienced in the regulatory realm, but advancing real estate development in this manner involves tasks many cities are unfamiliar with. Serving as a master developer is a different skill set: it requires real estate, negotiation, finance, and project delivery capabilities, and it has to be sustained while the City continues to deliver its usual services. It also requires leadership. The City Manager and Council have to own the program, make decisions on a developer's timeline rather than a regulator's, and hold the organization accountable for its own deadlines. I recommend the City assess its current leadership, staff, and consultant capacity against each of the seven workstreams below, identify the gaps, and fund the positions and consultant support needed to close them before the program launches.

TIF Headroom

Staff has correctly identified TIF headroom as a constraint, but the picture is more settled than the memorandum suggests. The Downtown TIA value counted against the \$200 million cap was \$182.4 million as reported in the updated Project Analysis, and was updated following the OST report, which indicated a value of \$191.6 million. The remaining balance of \$17.6 million will likely support only a very small Tax Increment Area (TIA), generating few dollars. One favorable change: as a result of the 2026 legislation, the \$200 million cap now increases annually

by CPI, which adds modest headroom over time but does not change the near-term picture. The financing strategy should be built on that reality. Two possible options include:

- **Community Revitalization Financing.** I recommend evaluating Community Revitalization Financing (CRF) under chapter 39.89 RCW. CRF operates through the voluntary participation of overlapping taxing districts rather than through TIF under chapter 39.114 RCW. CRF is a heavier negotiation lift with the county and junior taxing districts, and it carries two structural limits: taxing districts representing 75 percent of the assessed value must agree to participate, and it delivers only 75 percent of the tax increment revenues. The significant advantage of CRF is that there are no limits on the assessed value of the increment area or its term. Other differences between CRF and TIF are included in the attached advisory report issued in June 2026.
- **Tax Increment Financing.** The other option is rescinding the current Downtown TIA and replacing it. Because the City has not issued any debt, that window is still open. If the City is finding that the adopted public improvements are not going to stimulate the Downtown as planned, it can rescind the existing TIA and replace it with a new one built around different public improvements or a different area, such as the Station District. Forming a new TIA under the 2026 legislation will require a longer time frame to adopt, with increased noticing provisions and negotiation with all taxing districts, which now have the ability to mediate and arbitrate impacts caused by the formation of a TIA.

Build the rest of the financial stack around partners with a stake in the outcome. Beyond increment tools, the funding strategy should screen state infrastructure programs (TIB, the Public Works Board), Sound Transit station access and transit-oriented development partnership opportunities given the Sounder platform, and, given JBLM, the Defense Community Infrastructure Program, which funds community infrastructure supporting military installations and fits the Station District demand case directly. REET, future surplus property proceeds, and/or other funds complete the City share.

Overall Recommendations

The City's four-phase framework of Diagnose, Enable, Assemble, and Protect & Deliver is the right structure, and the workstreams below are not a replacement for it. They are what I believe it takes to carry each phase through to results. Taken together, the following seven workstreams make up the comprehensive strategy described above, and I recommend the City advance them in a coordinated manner:

1. **Reaffirm the vision.** Reaffirm the vision for the Station District, building from the 2021 Subarea Plan, and develop messaging around that vision.
2. **Develop a market assessment.** Establish what the market can actually support and define the City's expected return on investment in both economic terms and public benefits.

3. **Update the City code.** Modernize regulations to incentivize development, including minimum standards where they will move the market and the compliance work SB 5184 and HB 1491 already require.
4. **Create a financial plan.** Fund the identified public improvements needed to move the needle, drawing on grants, TIF, CRF, REET, and other sources.
5. **Identify catalyst development sites.** Identify catalyst sites for potential private development and align them with the public improvements that are necessary, so the City can purchase and assemble the properties needed for those improvements and then surplus and sell any remaining land back for private development.
6. **Create a communication plan.** Report progress, build public and developer confidence, and respond to critics, consistent with the Bothell experience.
7. **Assess and add leadership and organizational capacity.** Evaluate current leadership, staff, and consultant capacity against the workstreams above, and fund the positions and consultant support needed to carry them alongside the City's regular services.

Staff's phased structure gives the City the sequence. These workstreams give it the capacity and the tools to execute that sequence. The Bothell experience is proof that a suburban city can lead its own redevelopment when the code, the land, the money, and the message are all pointed at the same goal over a sustained period. I am glad to discuss any of the above, and to support the market assessment, the financing plan, including the CRF or TIF evaluation, the property assembly strategy and execution, and the Council briefing materials as next steps. SDS stands ready to help you advance these plans.

City of Lakewood: Current Economic Conditions 9/8/26

Programs, Policies, and Performance

City Council vision & policies promote sustainable economic development

Policies, Programs, Planning & Incentives	
American Rescue Plan & CARES	Impact Fee (limited)
BRE and Recruitment Support	Lakewood Equity Index
CDBG Funds + Section 108	Lakewood Station District Subarea
Colonial Plaza/Catalyst Projects	Major Infrastructure Improvements
Comprehensive Plan & Zoning Amendments	Multifamily Tax Exemption (RTA Expansion)
Dangerous/Nuisance Abatement	National Environment & Climate Change
Development Regulations	No Local B&O Tax
Downtown Subarea	Police & Fire Services
Gateways, Festivals & Parks	Rental Housing Safety Program
Growth Coordination/JBLM/SSMCP	Tax Increment Finance Area
Housing Reinvestment	Tillicum/Woodbrook Subarea

Permitting

Permit Type (Sample)	2023	2024	2025	YTD Q2 2026
New Commercial Building	\$17,624,774	\$71,342,949	\$684,373,828	\$9,159,959
New Commercial Bldg - Multi-Family	\$4,806,274	\$98,353,141	\$55,165,025	\$2,306,925
Commercial Remodel	\$15,861,986	\$35,455,388	\$23,685,066	\$6,582,554
Residential Accessory Structure	\$1,214,707	\$637,371	\$797,913	\$571,668
Residential Addition	\$4,160,010	\$2,081,715	\$1,820,732	-
Residential Accessory Dwelling Unit	-	\$318,478	\$1,834,950	\$1,032,597
New Single Family Residence	\$16,157,239	\$15,962,948	\$13,927,668	\$9,627,616
TOTALS - ALL PERMIT TYPES	\$99,758,996	\$270,049,772	\$975,487,734	\$59,402,615

Housing & Demographics

Sample Demographics	2019	2022	2025
Median Age	36	35.7	37.4
Daytime Population	66,535	68,958	69,570
Foreign Born	14.2%	14.2%	15.3%
CPSD Grad Rate	89%	89%	93.7%
Residents w/4 yr degree+	20.9%	23.4%	23.2%
Median HH Income	\$47,636	\$62,972	\$74,720
Average HH Income	\$61,101	\$82,179	\$105,976
% Below Poverty Rate	19.3%	13.6%	13.2%
Residential Units	26,453	27,370	28,591*
Median Home Value	\$252,880	\$331,500	\$461,200

*Includes new projects under construction or recently completed

City of Lakewood: Current Economic Conditions 9/8/26

New Housing Units							
Pipeline				Completed			
Project	SFR	Dup/Tri	MF (5+)	Year	SFR	Dup/Tri	MF (5+)
Alliance			285	2023	43	6	31
Coleman Townhomes			5	2024	48	16	387
Halcyon			40	2025	35	18	388
Java Cat			24	Q2 2026	19	6	15
Kendrick Landing			245	Total	145	46	821
Springbrook II			76	Note: 10 ADUs completed			
5506 Boston			48				
5219-5225 San Francisco			24	Total Completed1,012 Total Pipeline (As of 8/1/2026)894 ADU26 Demolished-78 TOTALS1,854			
5324 San Francissco		15					
64th Avenue Ct		72					
4-Plex on Portland Ave		4					
ADU	16						
New Single Family	40						
Total - Pipeline	56	4	834				

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Businesses

Business Operations Snapshot		
Type	August 2023	August 2026
Homebased in Lakewood	1,092	1,140
Commercial Location in Lakewood	1,721	1,590
Subtotal, Lakewood	2,813	2,730
Doing Business (located elsewhere)	1,845	2,051
Total Businesses Operating in Lakewood	4,658	4,781

Businesses Located in Lakewood		
Industry	Aug 1 2026	Avg Earnings Per Job
Ag, Forestry, Fishing, and Hunting	4	Insf. Data
Utilities	5	\$186,333
Construction	289	\$105,557
Manufacturing	54	\$83,941
Wholesale Trade	63	\$104,353
Retail Trade	460	\$58,161
Transportation & Warehousing	84	\$76,901
Information	23	\$94,142
Finance and Insurance	89	\$123,939
Real Estate, Rental, and Leasing	137	\$295,454
Prof, Scientific, & Tech Services	221	\$102,425
Management of Companies	10	Insf. Data
Admin Support & Waste Management	155	\$70,874
Education Services	41	\$27,561
Health Care & Social Services	463	\$96,064
Art, Entertainment, & Recreation	69	\$64,142
Accommodations & Food Services	215	\$36,431
Other Services (exept Public Admin)	345	\$43,803
Public Administration	3	\$101,273
Total Located In Lakewood	2,730	

City of Lakewood: Current Economic Conditions 9/8/26

Jobs by Industry

Industry	Q4 2020	Q4 2023	Q4 2025
Agriculture, Forestry, Fishing, Hunting	47	38	41
Utilities	73	97	103
Construction	1,650	1,803	1,755
Manufacturing	983	1,015	1,021
Wholesale Trade	960	1,070	1,092
Retail Trade	2,904	3,326	3,292
Transportation and Warehousing	2,510	1,897	1,824
Information	187	220	234
Finance and Insurance	599	537	509
Real Estate, Rental & Leasing	749	742	824
Prof, Scientific, & Technical	947	1,069	993
Management of Companies	1	9	5
Admin, Waste Mngmt	986	733	705
Educational Services	2,740	2,505	2,630
Health Care and Social Assistance	10,812	11,674	12,349
Arts, Entertainment, Recreation	551	894	886
Accommodation & Food Services	2,434	3,258	3,096
Other Services (except Public Admin)	1,165	1,171	1,216
Public Administration	471	456	514
Total - All Industries	30,769	32,514	33,089
<i>Source: Workforce Central</i>			

Commuters

Inbound: 29,782

Outbound: 22,463

Net: 7,319

Average Wage

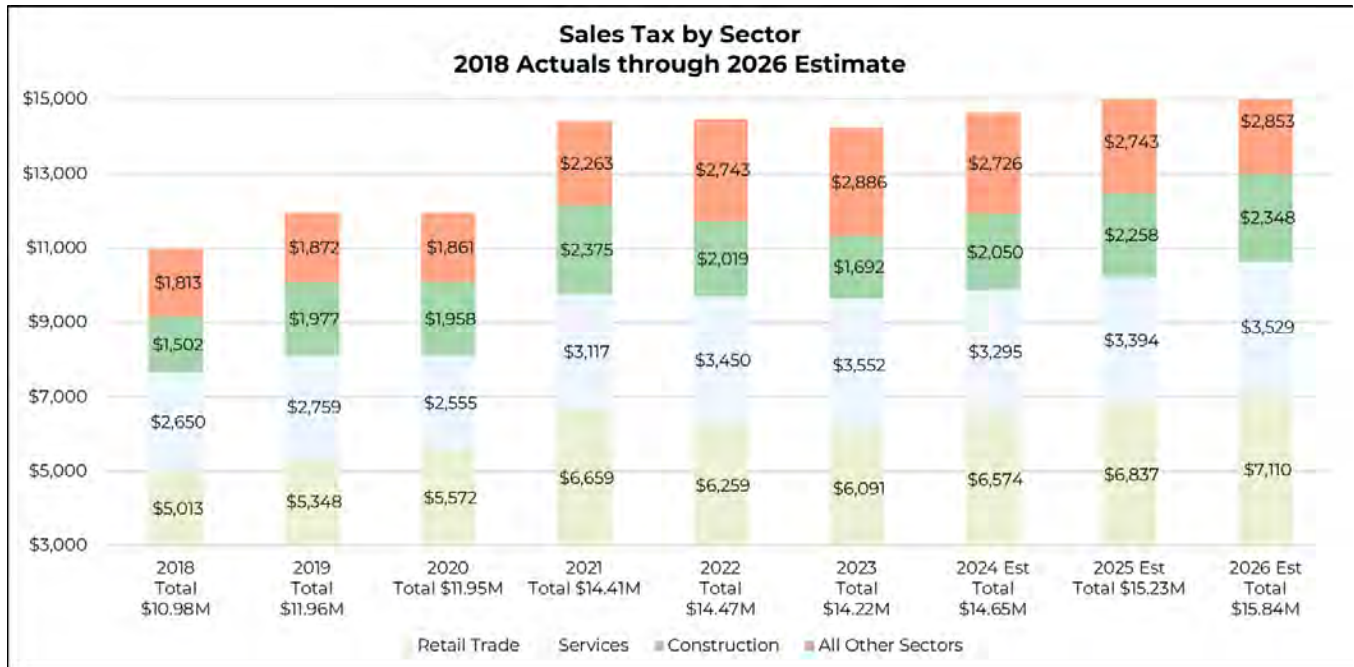
\$82,700 (\$99k WA)

Unemployment Rate

5.4%

City of Lakewood: Current Economic Conditions 9/8/26

Retail Sales



Retail Leakage

Sector/Category	Taxable Retail Sales	Est. Retail Potential	Pull Factor
Retail Trade	\$721,867,970	\$637,564,539	1.13
Motor Vehicle and Parts Dealers	\$128,042,019	\$140,554,709	0.91
Building Material & Garden Equipment, & Supplies	\$65,505,544	\$59,252,210	1.11
Food and Beverage Retailers	\$59,270,745	\$41,245,674	1.44
Furniture, Electronics, and Appliance Retailers	\$47,538,708	\$63,307,826	0.75
General Merchandise Retailers	\$137,259,426	\$89,977,007	1.53
Health and Personal Care Retailers	\$31,053,740	\$19,488,337	1.59
Gasoline Stations and Fuel Dealers	\$21,911,706	\$16,884,638	1.30
Clothing, Accessories, Shoe, & Jewelry Retailers	\$43,542,919	\$38,541,733	1.13
Sporting Goods, Hobby/Music/Books, & Misc. Retailers	\$187,743,163	\$168,312,404	1.12
Food Services and Drinking Places	\$212,239,504	\$127,614,220	1.66
Total Retail + Restaurant	\$934,107,474	\$765,178,758	1.22

REET

Real Estate Excise Tax Collections			
2023	2024	2025	YTD Q2 2026
\$2,311,049	\$2,289,031	\$2,372,811	\$1,084,688

City of Lakewood: Current Economic Conditions 9/8/26

Recruitment & Attraction

Businesses opened 2024 – Q2 2026 with more than 10 employees

Firm NAME	Address	# of Employees	Product Description
OREPAC HOLDING COMPANY	9213 51ST AVE SW	96	Wholesale & Manufacturing
TERRAFIRMA FOUNDATION REPAIR	10111 SOUTH TACOMA WAY	42	Construction
GS MOVING SERVICES LLC	4620 95TH ST SW	40	Moving Company
WGW SALES INC	4625 100TH STREET SW	30	Transportation & Distribution
CELLMARK INC.	9317 47TH AVE SW	27	Transportation & Distribution
SOUTH SOUND STRUCTURES LLC	2710 104TH STREET CT S	23	Construction
LAKEWOOD COUNTER TOPS, INC.	10513 LAKEVIEW AVE SW	21	Countertops & Tubs
BRILLIANT BEGINNINGS	8610 PHILLIPS RD SW	21	Child Care Facility
THE FRIENDLY BEAN	12928 BRIDGEPORT WAY SW	21	Coffee Stand
SOUND PERFORMANCE ROOFING	11409 GRAVELLY LAKE DR SW	20	Construction & Roofing
KIM & KIM CPAS, INC.	9602 SOUTH TACOMA WAY STE B	18	CPAs/Accounting
AAA WASHINGTON	8203 DURANGO ST SW	17	Towing Services
GEODIS LOGISTICS LLC	14801 SPRING ST SW	15	Transportation & Distribution
RISE AND ROOT BEHAVIORAL HEALTH	5900 100TH ST SW	15	Mental Health Counselling
PROLINK SUPPLY INC.	8100 TACOMA MALL BLVD	14	Fences & Posts Supply
REAL YOU ELECTROLYSIS LLC	5920 100TH ST SW	14	Electrolysis
CC DERMATOLOGY MSO, LLC	5901 STEILACOOM BLVD SW	14	Dermatologists
NEXUS PROFESSIONALS LLC	7402 150TH ST SW	13	Human Resources Consulting
LUXIE NAILS AND SPA	7304 LAKEWOOD DR W	13	Beauty Salon
SEN	8795 SOUTH TACOMA WAY	13	Restaurant
AMUSY ENTERTAINMENT	5700 100TH ST SW	13	Amusement Gamers
ADA EXPRESS LLC	3512 84TH ST S	12	Interstate Trucking
REDLINE DESIGN LLC	5515 STEILACOOM BLVD SW	12	Design & Communications
DAISO USA LLC	6111 LAKEWOOD TOWNE CENTER	12	General Merchandise
PUGET SOUND PIZZA	12924 PACIFIC HWY SW	12	Restaurant
UNI KRAFT INTERIOR LLC	8920 SOUTH TACOMA WAY	11	Building Materials
APEX HOME SOLUTIONS, LLC	11411 LOCH LEA DR SW	11	Construction



Want to know who's new to Lakewood?

<https://cityoflakewood.us/developing-in-lakewood/>

City of Lakewood: Current Economic Conditions 9/8/26

Coming Soon (sample)...

- ARCO AM/PM – 8327 South Tacoma Way
- Big Foot Java – 9810 Gravelly Lake Drive SW
- Baskin Robbins – 8520 Steilacoom Blvd SW
- Charred & Twisted – Taking over BBQ Pete's location
- Game Time Way Sports Complex – Lakewood Industrial Park
- Grocery Outlet – 5401 100th Street SW
- Hippo Express Coffee – 9525 South Tacoma Way
- Kids Learning Adventure – 8815 South Tacoma Way
- Jets Pizza – 5815 Lakewood Towne Center Blvd, Suite A
- Springhill Suites by Marriott – Pacific Highway
- MusicWorks 4 Veterans (music studio) – 12829 Pacific Hwy SW
- O'Reilly Auto Parts – 8208 Maple St SW
- Raising Cane's – Bridgeport & Lakewood Towne Center Blvd
- Sierra Trading Post – 5830 Lakewood Towne Center Blvd
- Taqueria El Antojo – 8814 South Tacoma Way
- UR Asian Store, 4425 95th Street SW