

ECONOMIC DEVELOPMENT

Element Overview

The Economic Development Element of the Comprehensive Plan is listed in RCW 36.70A.070 as a mandatory element of the Growth Management Act (GMA), but is not currently required because funding was not provided to assist in developing local Plans when this element was added to the GMA. The City of Tacoma has historically included and maintained an Economic Development Element primarily for compliance with multicounty and countywide planning policies.

The current element contains background information and goals and policies for Tacoma's economic development and creating a diversified economy with a wide range of living wage job opportunities to improve the livelihood of residents of Tacoma. The background information includes data on income and employment, educational attainment, job-housing ratio, places of work and residence, and the role of the City's Manufacturing Industrial Centers.

The goals and policies in this chapter convey the City's intent to:

- Diversify and expand Tacoma's economic base to create a robust economy that offers Tacomans a wide range of employment opportunities, goods and services; leverage Tacoma's industry sector strengths such as medical, educational, and maritime operations and assets such as the Port of Tacoma, Joint Base Lewis McChord, streamlined permitting in downtown and excellent quality of life to position Tacoma as a leader and innovator in the local, regional and state economy.
- Increase access to employment opportunities in Tacoma and equip Tacomans with the education and skills needed to attain high-quality, living wage jobs.
- Cultivate a business culture that allows existing establishments to grow in place, encourage new firms to locate in Tacoma and facilitate growth of homegrown enterprises.
- Foster a positive business environment within the City and proactively invest in transportation, infrastructure and utilities to support development in undeveloped and underdeveloped areas of the City.
- Establish a City brand and image that supports economic growth and leverages existing cultural, community and economic assets.
- Create robust, thriving employment centers by:
 - Building upon employment in planned employment areas through land use and development that supports the needs of businesses that Tacoma seeks to retain, grow and attract; and
 - Strengthening Tacoma's role as a regional industrial center by preserving its industrial land and encouraging investment in industry-related sectors.

Why does this matter?

As one of five designated Metropolitan Cities in the Puget Sound Regional Council's (PSRC) VISION 2050, Tacoma is planning for 70,800 jobs by 2044 (per countywide planning policies) and 94,000 new jobs by 2050 (per VISION 2050). The city has more than enough physical and zoning

capacity to accommodate this growth, based on the most recent Buildable Lands report, but to work towards this target, Tacoma must strategically attract and grow businesses to increase the number of jobs in the city. Not only does the city have to grow its economic base generally, it must also deliberately channel this growth into the areas of Tacoma best suited to accommodate this increase. Figure 23 presents the city's planned employment areas, including commercial areas, manufacturing and industrial areas and major campus institutions. While the city intends to channel growth into these areas, they are not exclusively where employment can occur.

Tacoma has initiated myriad efforts in recent years to recruit new businesses, support local companies and revitalize its neighborhoods. The goals and policies in this Economic Development Element provide high-level support for all of these ongoing efforts and serve as a guide for the development of new strategies to ensure that they are well-coordinated and supported by the City's land use policy. Economic development is a complex endeavor that requires extensive collaboration between the public, private and non-profit sectors. The City has unique capabilities to spur economic development, but its efforts alone will not produce the type of economy desired. The involvement of local businesses, educational institutions and other organizations is essential. Thus, many of the policies in this chapter emphasize working with a variety of partners so that the City's economic development plans can be successfully implemented. Additionally, coordination and linkage between other elements of the Comprehensive Plan are absolutely essential because land use, transportation and housing, to name a few, all play critical roles in fostering a thriving economy.

At the community scale, creating a diversified economy with a wide variety of living wage job opportunities will help to improve the livelihoods of Tacomans. Enhancing access to these jobs is absolutely essential, however. The jobs of today and tomorrow demand increasing levels of education, job training, and complex skills. This element provides goals and policies that address workforce development and education to increase Tacomans' ability to take full advantage of the diverse and growing economy envisioned by the city.

Proposed Amendments

Structural

Goals and policies have been reorganized and consolidated. The following provides a high-level summary of the changes in terms of reorganization:

- The existing themes and goals remain unchanged throughout the chapter.
- Strengthen or add policy to address gaps in newly-adopted VISION 2050 policy, including to:
 - Address and prevent displacement of existing businesses due to redevelopment/market pressures
 - Promote environmental and socially responsible business practices
- Integrate narrative and policies in support of advancing the City-adopted Green Economy Strategy.
- Add additional context and policies specific to the City's employment centers.

- Add additional context and policies to Industrial Districts and Manufacturing/Industrial Centers, including for:
 - Prioritizing/Retaining Industrial Lands and Employment
 - Environment and Climate
 - Mitigating Impacts on Adjacent Communities
 - Transportation Demand Management
- Embeds equity into policies where possible.

Language

- Use more people-centered language such as community members rather than the general public.
- Define terms to add clarity.
- Consolidate Goals and Policies to be concise and reduce redundancies.
- Add Sidebars to provide more context and information, and to improve readability.

Policy Framework

Growth Management Act Goals and Policies (RCW 36.70A)

While an Economic Development Element is not specifically required, the Growth Management Act does require consideration of future population and employment growth and requires that jurisdictions ensure an adequate land supply and provision of public facilities and services to support this growth. For GMA compliance, the City must demonstrate an adequate supply of land to meet the adopted employment targets for the City of Tacoma. These targets are established in the Countywide Planning policies. The City's current employment capacity, based on the 2022 Pierce County Buildable Lands Report, is 84,436, which is sufficient to accommodate the 2044 planning target of 70,800 new jobs.

The Economic Development Element directly supports the land use and economic goals of the State Growth Management Act ([RCW 36.70A.020](#)):

- (1) Urban growth. Encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner.
- (5) Economic development. Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses and recruitment of new businesses, recognize regional differences impacting economic development opportunities, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities.

VISION 2050

PSRC's VISION 2050 sets a four-county regional plan for growth. The multicounty planning policies (MPPs) developed as part of this effort provide a framework and reference guide for comprehensive plan updates. Relevant MPPs from VISION 2050 include:

- Identify and enhance industry clusters, including those recognized in the Regional Economic Strategy that provide goods and services for export (MPP-Ec-3, Ec-4)
- Focus retention and recruitment efforts and activities to foster a positive business climate and diversify employment opportunities by specifically targeting:
 - Businesses that provide living wage jobs
 - “New Policy” Locally, women-, and minority-owned small businesses and start-up companies
 - “New Policy” Established and emerging industries, technologies, and services that promote environmental sustainability, especially those addressing climate change and resilience (MPP-Ec-1, Ec-3, Ec-4, Ec-7, Ec-9, Ec-16)
- “New Policy” Promote strategies and policies that expand access to opportunity and remove barriers for economically disconnected communities (MPP-Ec-13-14)
- “New Policy” Address and prevent potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure (MPP-Ec-12)
- Develop a range of employment opportunities to create a closer balance between jobs and housing (MPP-Ec-18)
- “New Policy” Promote environmental and socially responsible business practices, especially those addressing climate change, resilience, and improved health outcomes (MPP-Ec-8, Ec-16)
- “New Policy” Support, recognize, and empower the contributions of the region’s culturally and ethnically diverse communities, institutions, and Native Tribes (MPP-Ec-15, Ec-17, Ec-20)

In addition, VISION 2050 establishes growth targets based on the regional geography and growth strategy. Tacoma, as a designated Metropolitan City, is expected to plan for and accommodate 94,000 new jobs in the City by 2050. Based on the 2022 Pierce County Buildable Lands Report, the City has a current capacity for 84,436 new jobs. As a result, the City will likely need to incorporate policies and narrative describing how we will increase either supply of land for economic use or increase the efficiency of economic activity to support meeting the PSRC employment target.

Areas of Focus: Green Economy and Manufacturing and Industrial Centers

As part of this Comprehensive Plan Update, the City is focused on two primary updates to the Element: 1. Integration of the Green Economy Strategy, and 2. Consolidating and updating policies regarding the role of the Manufacturing and Industrial Centers.

Green Economy

The following documents provide background information on actions Council has taken to support the development of the Green Economy Strategy and are pertinent to the integration of that work into the Comprehensive Plan.

Resolution No. 40509 – Climate Emergency Declaration

City Council declared a climate emergency in 2019 through [Resolution No. 40509](#) that included support for initiatives to foster a Citywide climate emergency mobilization effort to combat global warming that will result in the goal of a just transition to a carbon-neutral economy and accelerate adaptation. Section 2 instructed that the City Manager work with the Office of Environmental Policy and Sustainability to develop an updated Environmental Action Plan that includes, among other things, a green economy section that will define actions and targets to assist existing Tacoma businesses with sustainability actions, attract and retain carbon-neutral and climate friendly businesses, increase the number of living wage jobs, and provide a just transition for the workforce into the next generation of sustainable manufacturing and construction jobs.

2030 Climate Action Plan (2021)

The [Climate Action Plan](#) (CAP) centers frontline communities' priorities in detailing the City's plan for taking action for healthy, affordable housing; clean, reliable transportation; protections for public health; and green, good-paying jobs. It is designed to direct City funding, investments, and work over the next nine years to improve our communities and environment. The CAP includes priority actions for the green economy sector including workforce development, strategies to recruit green industries and development, and increasing City staff capacity to advance green economy initiatives.

Green Economy Strategy (2023)

[From Climate Emergency to Shared Prosperity: Tacoma's Green Economic Development Strategy](#)

The Green Economy Strategy prescribes actions and policies that leverage the global economic shift towards clean energy and sustainable business practices to shape the direction of Tacoma's economic future. It focuses on supporting businesses across all sectors in their efforts to become greener and to remain competitive in supply chains that increasingly value sustainability. In addition to attracting innovative Green businesses to the region, the Strategy emphasizes the preservation and growth of Tacoma's green manufacturing industry to create living-wage jobs at scale while increasing Tacoma's share of traded sector activity. It also prescribes strategies for helping Tacoma's residents develop skills to prepare for these opportunities, emphasizing equity and anti-racist principles to assure that benefits flow to historically excluded populations. While the Strategy is led by Economic Development staff, execution is a multi-stakeholder collaboration, bringing together multiple departments, agencies, non-profits, and industry partners to transform Tacoma into a hub of Green enterprise.

Manufacturing and Industrial Centers

Recognizing the important economic role of industrial lands, the [Puget Sound Regional Council](#) and [Pierce County Regional Council](#) have adopted policies intended to preserve industrial lands, including implementing a designated regional center framework to prioritize areas for targeted growth and investment in the region. Manufacturing/Industrial Centers (MICs) have a very important role in the region as they are intended to continue to accommodate a significant amount of regional employment and be areas of targeted future employment growth. MICs provide economic diversity, support national and international trade, and offer higher-than average wages, while also generating substantial revenue for local governments. VISION 2050 calls for cities and counties to continue preserving industrial lands for manufacturing and industrial activities, and strictly limiting incompatible land uses in MICs. Tacoma's has two MICs: the Tideflats and South Tacoma.

Alongside their local and regional importance that situates the need to preserve and retain MICs and Industrial Lands there is the need to mitigate the impacts of industrial uses on neighboring communities. The integration of MIC and Industrial Lands policies into the Comprehensive Plan will fall under the categories of:

- Prioritizing/Retaining Industrial Lands and Employment
- Environment and Climate
- Mitigating Impacts on Adjacent Communities
- Transportation Demand Management

Addressing Priority Outcomes

In the first phase of the comprehensive planning process, the project team identified key outcomes that assess a baseline of wellbeing across a community. The 19 selected outcomes can be categorized within one or more of the key themes for this plan update: equity, public health, sustainability, opportunity, and safety. Outcomes were evaluated geographically, comparing results across eight Tacoma neighborhoods. The Economic Development element broadly addresses these outcomes.

1. **Median Household Income.** Tacoma's median household income in 2021 was approximately \$69,000. However, according to the self-sufficiency standard for Western Pierce County, this income is insufficient to cover the needs of households with one or two children. Additionally, median incomes vary by race and ethnicity; Black households and American Indian or Alaska Native households earn around \$20,000 less than the overall median in Tacoma. This element's policies aim to address this income gap by increasing access to high-quality jobs in equitable ways, as well as enhancing skills and education training opportunities.
2. **Childhood Poverty.** In Tacoma, childhood poverty rates are influenced by geography, race, and ethnicity. Areas such as the Eastside, South End, and South Tacoma face significantly higher rates of childhood poverty, particularly impacting Black, multi-racial, Hispanic, and Latino communities throughout the city. To address these disparities, it is crucial to develop an economic foundation that provides diverse employment

opportunities, essential goods, and services. Additionally, implementing targeted anti-poverty public programs in priority communities can help lower childhood poverty rates effectively.

3. **Good and Promising Job Availability.** Good jobs are characterized by stable employment, competitive middle-class wages, and comprehensive benefits. Promising jobs refer to entry-level positions that typically allow workers to advance to a good job within a decade. In Tacoma, approximately 7% of jobs are classified as good or promising, with 24% falling into the category of high-skill good or promising jobs. To foster economic growth, development policies should focus on cultivating a culture of local entrepreneurship, facilitating investment, and creating a business-friendly environment. This includes supporting emerging local businesses and attracting new firms that provide high-quality job opportunities.

Community Input

The Project Team compiled qualitative data from eight community visioning workshops and categorized it into overarching themes representing community priorities for Tacoma's growth over the next 25 years. Additionally, the Project Team reviewed community input gathered through previous engagement activities that occurred between 2016 to present day in the Tacoma Existing Engagement Gap Analysis report.

In the engagement conducted for One Tacoma, community members voiced high levels of support for small businesses and, specifically, those that reflect the city's demographic diversity. Community members also shared their desire to see the city attract and diversify jobs and employers to allow people more choices to live and work in Tacoma. Knowledge of various career pathways and the skills required for different job types was seen as a key need. In addition, there was significant support to increase opportunities for young people to develop skills through youth internships and training.

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Economic Development

ECONOMIC DEVELOPMENT GOALS

- **GOAL EC-1** A diverse economic base and robust economy offers Tacomans a wide range of employment opportunities, goods and services
- **GOAL EC-2** Tacomans enjoy increased access to employment opportunities in Tacoma and are equipped with the education and skills needed to attain high- quality, living wage jobs.
- **GOAL EC-3** Tacoma’s business culture encourages existing establishments to grow in place, attracts new firms to the city, and supports new homegrown enterprises.
- **GOAL EC-4** The City has a positive business environment and proactively invests in transportation, infrastructure and utilities to grow Tacoma’s economic base in target areas.
- **GOAL EC-5** Create a city brand and image that supports economic growth and leverages existing cultural, community and economic assets.
- **GOAL EC-6** Create robust, thriving employment centers and strengthen and protect Tacoma’s role as a regional center for industry and commerce.

Economic Development

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7.1 Introductory Context

What is this chapter about?

The goals and policies in this chapter convey the City's intent to:

- ▶ Diverse economy and shared prosperity. Diversify and expand Tacoma's economic base to create shared prosperity through a robust economy that offers Tacomans a wide range of employment opportunities, goods and services;
- ▶ Good and promising jobs. Prioritize businesses and industries that provide good jobs, living wages, and opportunities in Tacoma and
- ▶ Invest in Tacomans. Equip Tacomans with the education and skills needed to attain high-quality, living wage jobs.
- ▶ Create robust, thriving employment centers by:
 - Building upon employment in planned employment areas through land use and development that supports the needs of businesses that Tacoma seeks to retain, grow and attract; and
 - Advance the vision of a 15-minute city by ensuring daily goods and services are within a 15-minute walk or bike ride from home.
 - Strengthening Tacoma's role as a regional industrial center by preserving its industrial land, elevating the role of Manufacturing Industrial Centers, and encouraging investment in industry-related sectors.
- ▶ Tacoma as a hub for innovation. Grow Tacoma as an innovation and creative hub for the growing green economy.
- ▶ Infrastructure investments. Foster a positive business environment within the City and proactively invest in transportation, infrastructure and utilities to support development in undeveloped and underdeveloped areas of the City.
- ▶ Business Culture. Cultivate a business culture that allows existing establishments to grow in place and encourages new firms and homegrown enterprises to thrive in Tacoma. Support local, minority and women owned businesses
- ▶ Sustainable. Build a thriving business ecosystem grounded in sustainability, leveraging the strength of publicly owned utilities and infrastructure to create lasting economic opportunity while safeguarding our environment.
- ▶ City Image. Grow and market a City brand and image that supports economic growth and leverages existing cultural, community and economic assets.

Book I: Core Policy Elements

- 1 Introduction + Vision
- 2 Growth Strategy
- 3 Complete Neighborhoods
- 4 Environment + Watershed Health
- 5 Housing
- 6 Transportation
- 7 Economic Development**
- 8 Parks + Recreation
- 9 Public Facilities + Services
- 10 Historic Preservation
- 11 Engagement + Administration

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- 7.1 Introductory Context
- 7.2 Goals + Policies
- 7.3 Actions

Why is this important?

As one of five designated Metropolitan Cities in the Puget Sound Regional Council’s (PSRC) VISION 2050, Tacoma is planning for 94,000 new jobs by 2050. The city has physical and land use zoning capacity to accommodate growth to meet 2044 growth targets but falls short of meeting the 2050 targets, based on the 2022 Buildable Lands report.¹ See Exhibit 1. To work towards realizing this growth target, Tacoma must strategically attract and grow businesses to increase the number of jobs in the city. Not only does the city have to grow its economic base generally, it must also deliberately channel this growth into the areas of Tacoma best suited to accommodate this increase. The map in Exhibit 41 presents the city’s planned employment areas, including commercial areas, manufacturing and industrial areas and major campus institutions. While the city intends to channel growth into these areas, they are not exclusively where employment can occur. The map in Exhibit 42 identifies the geographic areas of Tacoma where more jobs can be accommodated.

Exhibit 41. Employment Capacity and Regional Targets



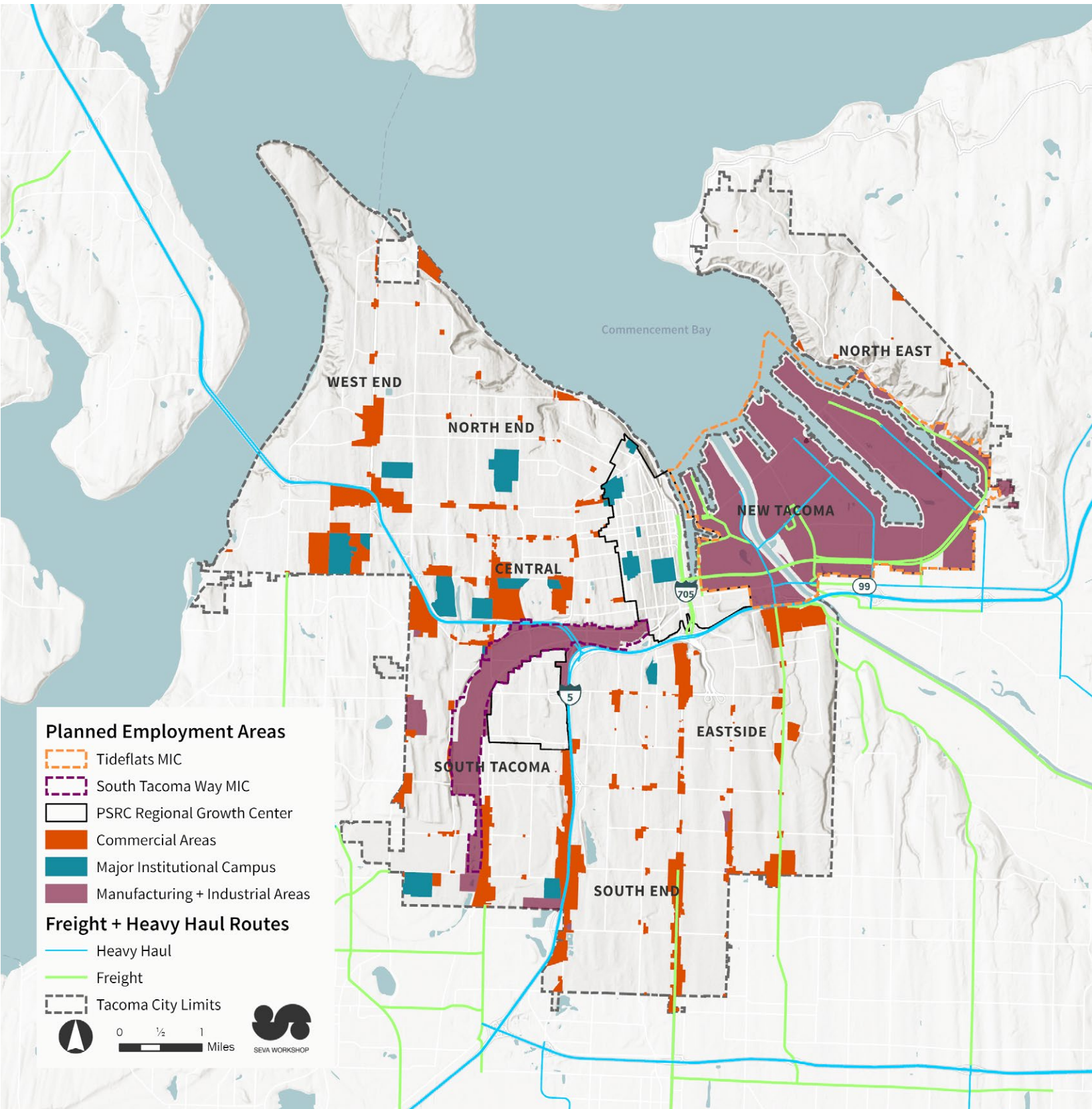
Source: 2022 Buildable Lands report; PSRC Vision 2044; PSRC Vision 2025

To meet 2050 targets, additional capacity for jobs should be explored in coordination with the vision for a 15-minute city. This means adding capacity in areas of the city that are well connected to high-capacity transit, in centers, and within walking distance of denser residential areas. See Exhibit 43.



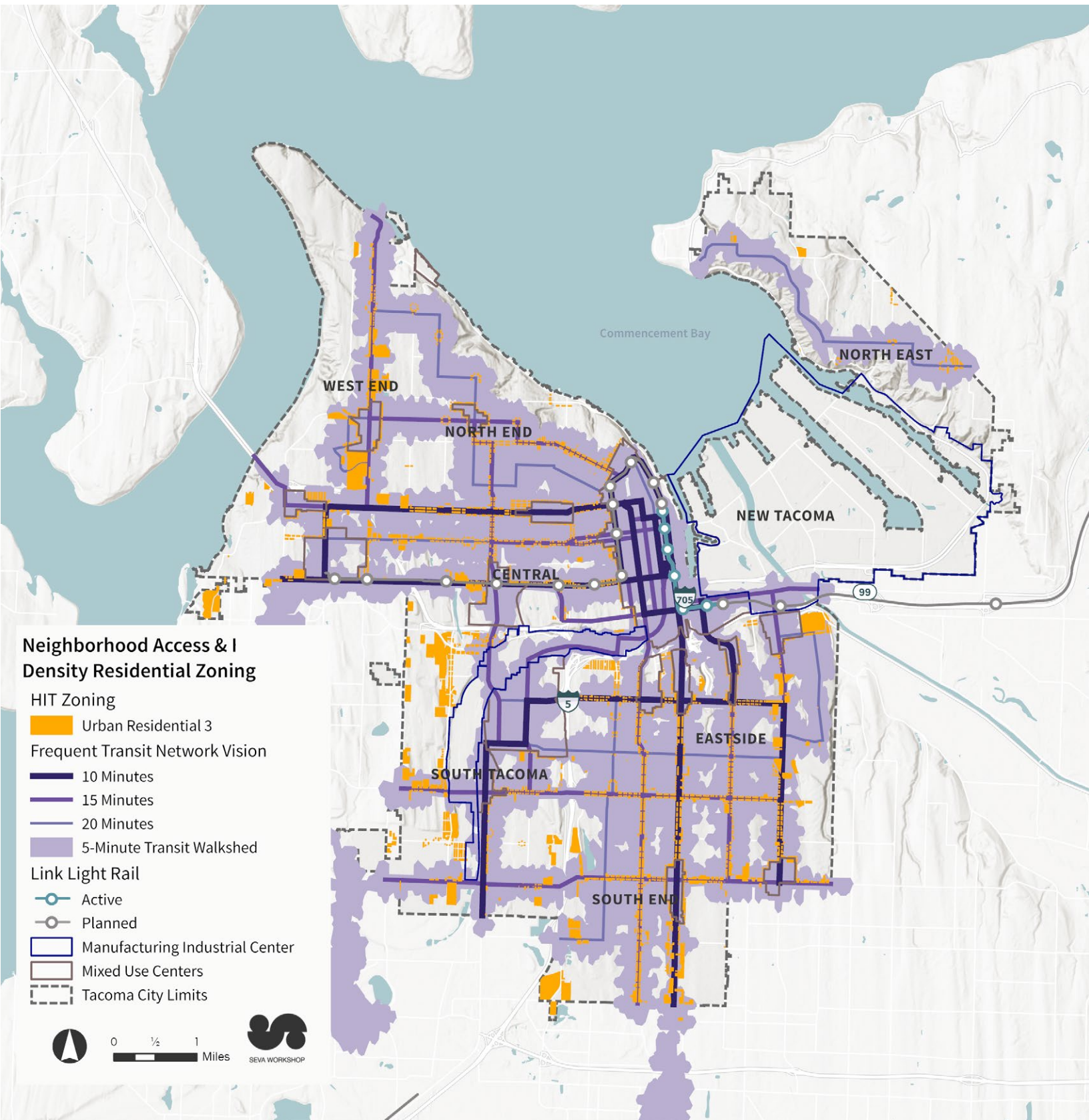
¹ <https://www.piercecountywa.gov/DocumentCenter/View/105705/Final-Buildable-Lands-Report-Revised-Version-Published-11112022?bidId=>, page 252

Exhibit 42. Planned Employment Areas Map



Sources: City of Tacoma, 2024; Nelson Nygaard, 2024; Seva Workshop, 2024

Exhibit 43. Neighborhood Access and Higher Density Residential Zoning



Source: City of Tacoma, 2024; Nelson Nygaard, 2024; Seva Workshop, 2024

Tacoma has initiated myriad efforts in recent years to recruit new businesses, support local companies and revitalize its neighborhoods. The goals and policies in this element provide high-level support for all of these ongoing efforts and serve as a guide for the development of new strategies to ensure that they are well-coordinated and supported by the City's land use policy. Economic development is a complex endeavor that requires extensive collaboration between the public, private and non-profit sectors. The City has unique capabilities to spur economic development, but its efforts alone will not produce the type of economy desired. The involvement of local businesses, educational institutions and other organizations is essential. Thus, many of the policies in this chapter emphasize working with a variety of partners so that the City's economic development plans can be successfully implemented. Additionally, coordination and linkage between other elements of the Comprehensive Plan are absolutely essential as land use, transportation, and housing all play critical roles in fostering a thriving economy.

Creating a diversified economy with a wide variety of living wage job opportunities will help to improve the livelihoods of current and future Tacomans. Enhancing access to these jobs is equally important, with an emphasis on improved opportunities for BIPOC communities and other groups that currently experience lower incomes and educational attainment. The jobs of today and tomorrow demand increasing levels of education, job training, and complex skills. This element provides goals and policies that address workforce development and education to increase Tacomans' ability to take full advantage of the diverse and growing economy envisioned by the City.

What we heard

Prior to the launch of the One Tacoma planning effort, several neighborhood, subarea, or station area plans highlighted high levels of support for small businesses and creative artistic enterprises that lend neighborhood character as well as economic development opportunities. Previous engagement related to the Climate Action Plan Climate Adaptation Strategy highlighted that Tacoma residents support a strategic focus on green jobs, especially as relates to the Port, utilities, and transportation, in both the Tideflats and South Tacoma Manufacturing Industrial Centers.

In the engagement conducted for One Tacoma, community members continued to voice high levels of support for small businesses and, specifically, those that reflect the city's demographic diversity. Community members also shared their desire to see the city attract and diversify jobs and employers to allow people more choices to live and work in Tacoma. Tacoma is perceived to still have a largely industrial economic base, and some commenters encouraged more development in green jobs, technology, small businesses and retail (especially to fill vacant commercial space), and tourism, for example.

The 2024 Community Survey highlighted access to living wage jobs as the fourth most important issue to address (after homelessness, housing affordability, and community safety). Thirty-two percent (32%) of respondents selected this issue as one of their top four choices and nearly half of respondents expressed dissatisfaction with the "overall economic health of Tacoma."

Participating respondents clearly emphasize the interconnections between housing, transportation, land use, and livable employment opportunities. For example, among economic issues asked about in the Community Survey, fifty-six percent (56%) were dissatisfied with the “cost of living in Tacoma,” though most people felt their commute lengths and access to job opportunities was generally satisfactory. Beyond cost of living, some commenters also felt that infrastructure capacity, specifically broadband internet, was a limiting factor to economic development. Knowledge of various career pathways and the skills required for different job types was also seen as a key programming need. In addition, there was significant support to increase opportunities for young people to develop skills through youth internships and training.

How does this chapter address key themes?

Tacoma has an opportunity to become a national model of inclusive economic development. The 2023 Green Economic Development Strategy, From Climate Emergency to Shared Prosperity highlights some features of the envisioned economic development future, including strategies to help existing businesses transform their products, processes, and business models so that they can tap new green market opportunities, growing new businesses and industries that are developing and deploying green technologies, and preparing workers – especially people of color and women – to thrive in this new economy. With a focus on high-quality (good and promising) jobs in rapidly growing technologies and equity considerations given to investments, economic development can be an important tool for achieving more equitable economic conditions. **(Equity and Opportunity)**

Many of the other chapters have policies that affect individual and household choices and land uses, which in turn have sustainability impacts. However important those choices are, industries and businesses are usually the greatest contributors to greenhouse gas emissions, and other pollutants. Similarly, the byproducts of economic choices have impacts on public health, through water and air pollution, among other means. By creating the conditions and investments needed to make Tacoma’s current industries greener and create new green businesses/industries, the Economic Development chapter can have great impact on both sustainability and public health goals. **(Sustainability and Public Health).**

Access to economic opportunities through stable employment and living wage jobs has a profound impact on the health of residents and Tacoma’s communities. Focusing on expanding equitable access to living wage employment and investing in programs to provide access to the skills and education for emerging living wage industries will have health impacts of helping reduce poverty, improve standards of living and quality of life, and better ensure residents can access stable housing and essential needs. **(Health Equity and Opportunity)**

The availability of quality affordable housing in proximity to employment opportunities and essential goods and services can help improve health outcomes and create conditions for residents to thrive. This can help reduce reliance on the automobile and the impacts on air quality, traffic and pedestrian safety, infrastructure, congestion, and financial burdens of vehicle ownership and maintenance. This can also shorten commutes and expands the feasibility of multimodal options including



EQUITY



OPPORTUNITY



SUSTAINABILITY



PUBLIC HEALTH

transit, walking, and rolling, and healthy connections that come from engaging with the natural environment. This can help reduce health disparities in providing increased human connections, encouraging expansion of equitable access to daily essential goods and services, access to recreation and leisure activities, and expanded economic opportunities. **(15-minute City)**

What are some baseline conditions and opportunities?

Tacoma serves as a regional employment center with a diverse range of businesses and industries. Its economic landscape includes employment hubs within industrial centers, its downtown commercial core as well as in its commercial districts. Tacoma not only serves as a key industrial and commercial hub within the greater Puget Sound region and in international trade, it also serves as a major civic and institutional center for Pierce County and surrounding communities.

Total covered² employment in Tacoma in 2022 was approximately 110,587. Tacoma area major employers include the military, healthcare, finance and insurance, aerospace, trade and logistics, government and education. Exhibit 44.

Exhibit 44. Top Ten Employers by Number of Employees (2020)

RANK	EMPLOYER	SECTOR	EMPLOYEES
1	Joint Base Lewis-McChord	Military	54,000
2	MultiCare Health System	Health Care	8,264
3	State of Washington	Government	7,859
4	CHI Franciscan Health	Health Care	5,682
5	Tacoma Public Schools	Education	3,649
6	City of Tacoma + Tacoma Public Utilities	Government	3,623
7	Pierce County Government	Government	3,304
8	Puyallup School District	Education	2,711
9	Bethel School District	Education	2,689
10	Safeway + Albertsons	Retail	2,153

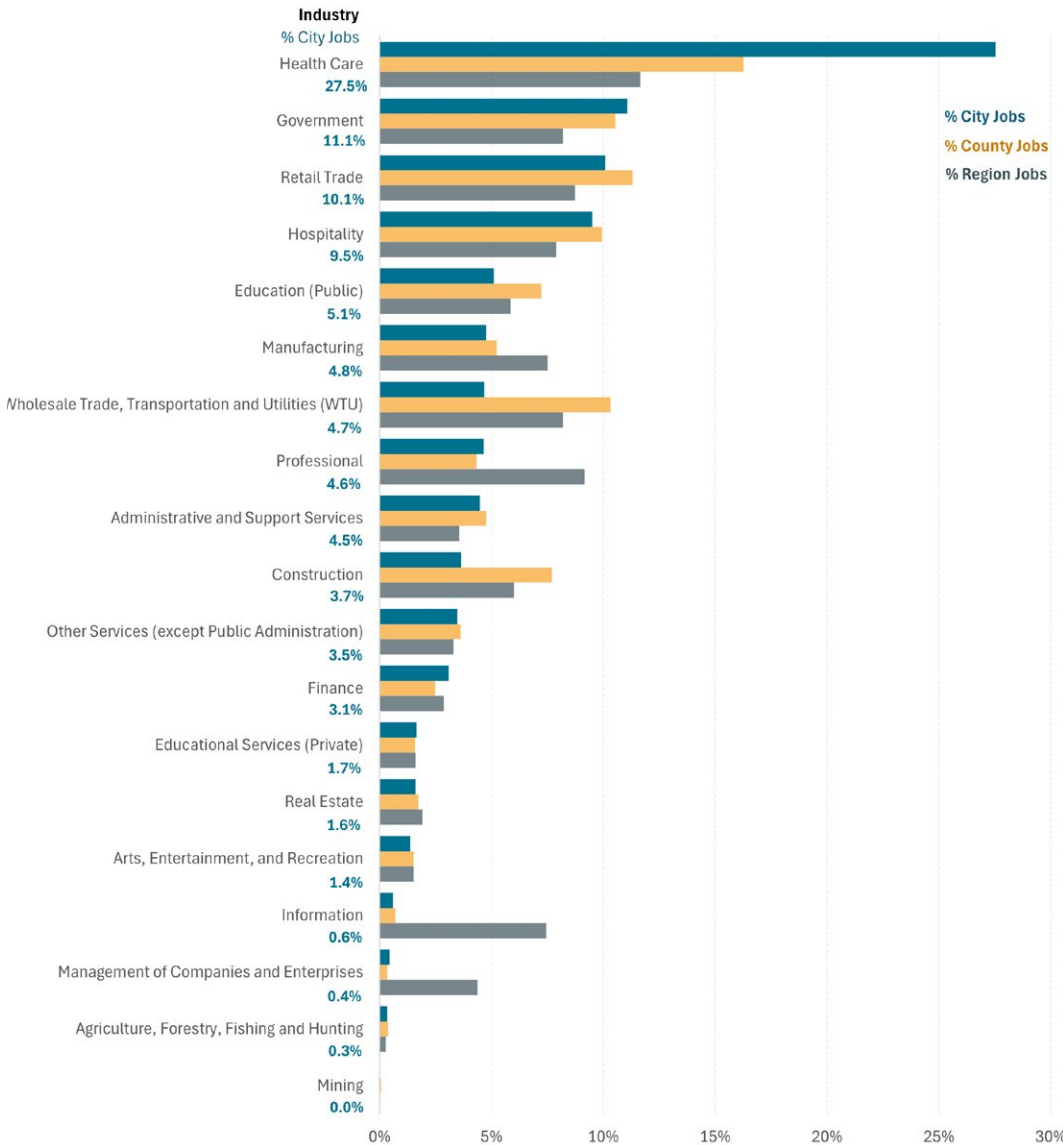
Source: City of Tacoma, 2024.

² Covered employment refers to jobs "covered" under the state's Unemployment Insurance Program, and constitutes 85-90% of total employment.

A closer look at Tacoma’s industry mix reveals the importance of the Services sector (primarily the healthcare industry), which represented over 27% of the city’s total covered employment in 2022 (Exhibit 45). MultiCare Health System and Virginia Mason Franciscan Health, which operates St. Joseph Medical Center as well as a network of smaller specialty clinics, are two of the major anchors in this industry. Government employment, specifically with the City and County, accounts for close to 11% of employment in the city. Other industries of note are Retail Trade, which had the third largest share of employment, and Hospitality.

Compared to Pierce County and the region as a whole, Tacoma has a significantly larger proportion of employment in health care (approximately 27% in Tacoma compared to 12% in the region and 16% in Pierce County) and relatively less employment in the areas of Warehousing, Transportation, and Utilities (WTU) and construction and resource (Exhibit 45).

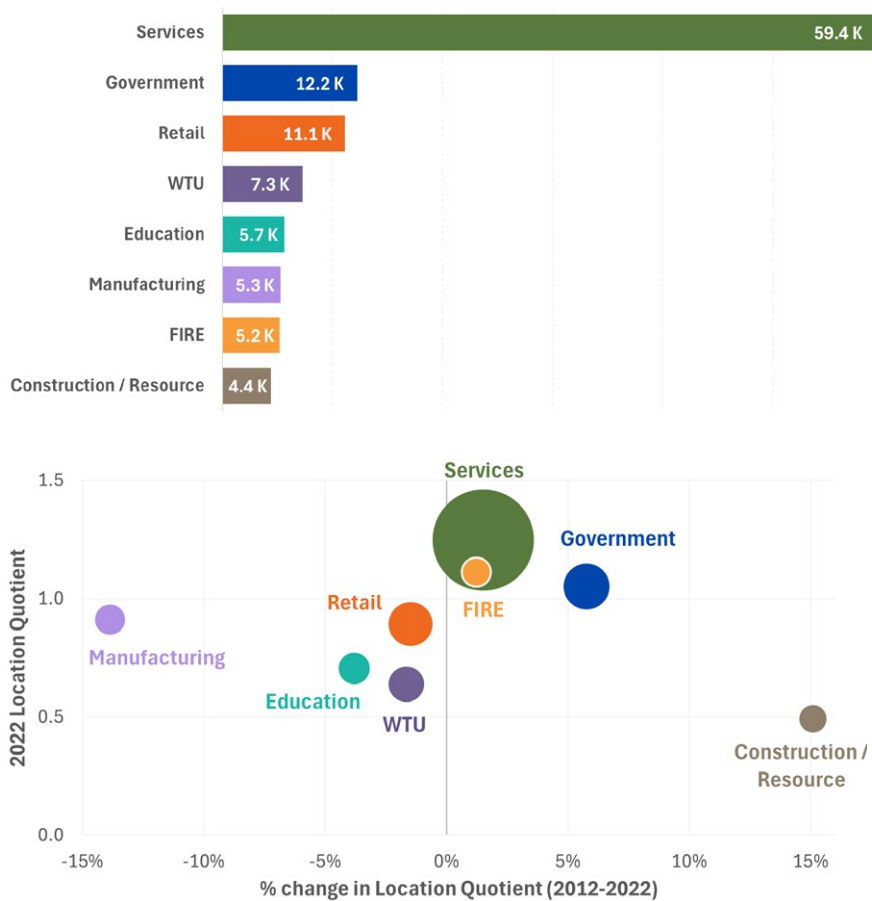
Exhibit 45. Employment by Industry, City of Tacoma, Pierce County and Region, 2022.



Source: PSRC, 2024

Location quotients are one way to analyze competitive strengths of the economy (Exhibit 46). The upper right-hand quadrant of the graph shows the sub-sectoral clusters in Tacoma with the highest concentration of jobs and highest employment growth. On the vertical axis is the location quotient of each sector, with sectors with location quotients greater than 1.0 representing sectors that have a greater concentration in Tacoma than elsewhere in Pierce County. On the horizontal axis is change in Location Quotients in Pierce County over the last years from 2012 to 2022. The size of the bubbles represents the employment in sector Tacoma. Jobs in the Services, FIRE and Government sectors are more concentrated in Tacoma compared to Pierce County. The Services sector (1.1 location quotient) has both a high concentration of jobs and relatively high employment growth. Employment in the Services sector is likely fueled by Tacoma’s healthcare employers, among others.

Exhibit 46. Tacoma Location Quotients by Major Sector, 2022.



Note: WTU = Warehousing, Trade, and Utilities; FIRE = Finance, Insurance, and Real Estate. Location quotients are equivalent to the ratio between the proportion of Tacoma employment in a major sector and the proportion of Pierce County employment in the major sector. Values higher than one represent major sectors that are more represented in Tacoma than elsewhere in the region. Sources: PSRC Covered Employment Estimates, 2023; Seva Workshop, 2024

Recently, Tacoma has seen the most growth in services-related employment, with a net gain of 14,307 jobs between 2012 and 2022 (Exhibit 48). The Services sector dominates in terms of total jobs and will likely continue to expand for the foreseeable future given current demand. Healthcare, which falls within the Services category, grew by 8,663 jobs over the same time period, indicating that this growing sector has offset losses in other service sectors. Construction/Resource and retail also saw growth during the same time period while other sectors lost jobs or stayed at the same levels of employment.

As shown in Exhibit 48, Tacoma’s changes in employment patterns are generally similar to the region as a whole. Overall, Pierce County gained 61,236 jobs between 2012 and 2022, compared to the region which gained 385,749 jobs during the same time period.

Between 2012 and 2022, employment in the city has grown at an average rate of 1.41%, growing at a slower rate than both Pierce County and the larger central Puget Sound region. (Exhibit 47). Exhibit 49 provides a comparison of historical and targeted employment based on PSRC VISION 2050 growth allocations.

Exhibit 47. Covered Employment, 2012-2022.

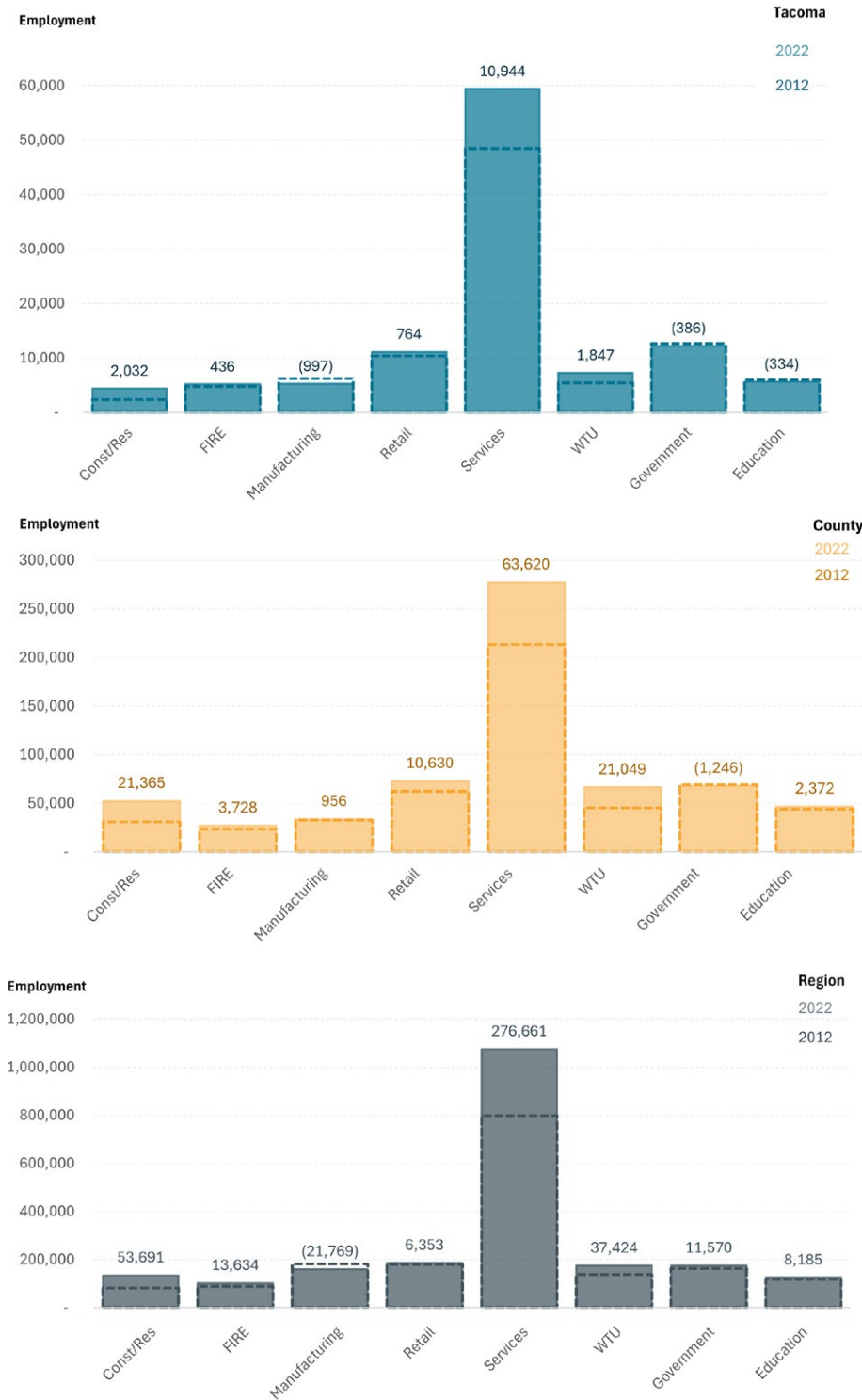
LOCATION	COVERED EMPLOYMENT	2012-2022 GROWTH RATE
Tacoma	1.2 M	1.4%
Pierce County	6.5 M	2.1%
Central Puget Sound Region	21.6 M	2.0%

Note: Central Puget Sound Region includes King, Kitsap, Pierce and Snohomish counties.

Source: PSRC, 2024

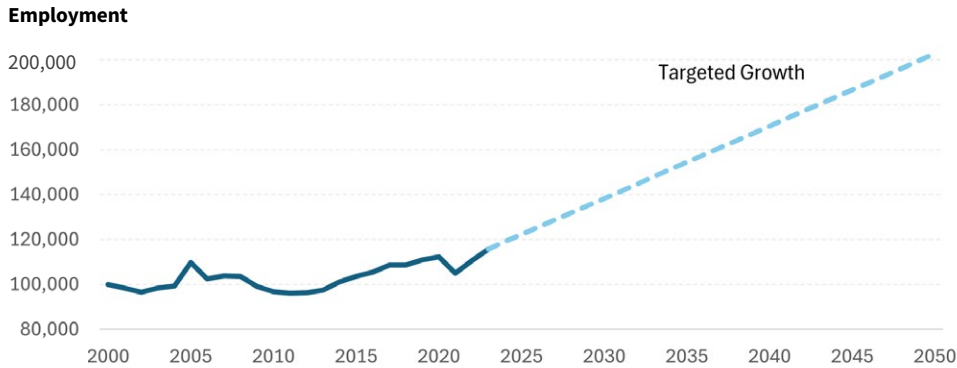
Employment in the city will need to grow faster than historical trends to reach targeted employment numbers by 2050.

Exhibit 48. Net Change in Employment Sector, City of Tacoma, Pierce County and Region



Source: PSRC, 2024. Notes: 1) WTU = Warehousing, Transportation and Utilities (industrial jobs). 2) FIRE = Finance, Insurance and Real Estate. 3) Services includes jobs in the following subsectors: Accommodation and food services, arts/entertainment/recreation, healthcare, administrative support, management, professional/scientific/technical services, information technology.

Exhibit 49. Historic and Targeted Employment, City of Tacoma.



Tacoma has several areas that currently serve as employment hubs, or locations where employment is most concentrated. Existing employment in Tacoma is concentrated in its centers. Close to 60% of its jobs are located in the Mixed-Use Centers and 16% in the two Manufacturing Industrial Centers (Exhibit 50).

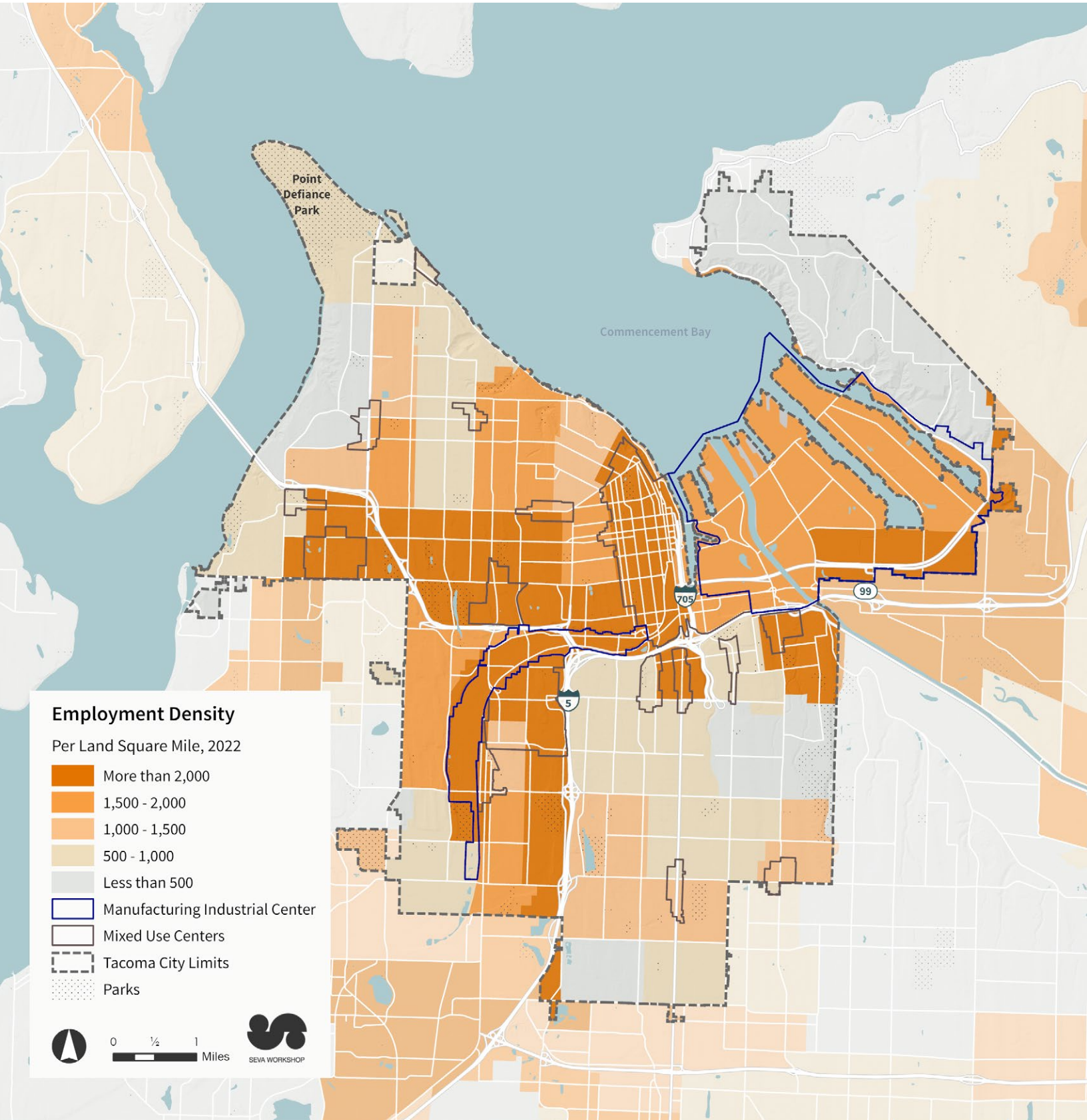
Exhibit 51 illustrates employment in Tacoma geographically across its centers and corridors. The most employment heavy areas are located in and around Downtown Tacoma, Tacoma Mall, major healthcare campuses, and the South Tacoma MIC and Port of Tacoma MIC. Additional employment hubs are centered around Tacoma Community College’s campus in James Center to the west; University of Puget Sound near 6th Ave and Pine Street to the north; and the Emerald Queen Casino in Lower Portland Avenue to the east.

Exhibit 50. Tacoma Employment by Region, 2022.

GEOGRAPHIC AREA	2022 EMPLOYMENT	PERCENT OF CITY EMPLOYMENT
Mixed Use Centers	64,800	59%
Manufacturing Industrial Centers	17,700	16%
Outside Centers	28,087	25%
City of Tacoma	110,587	

Source: PSRC, 2024

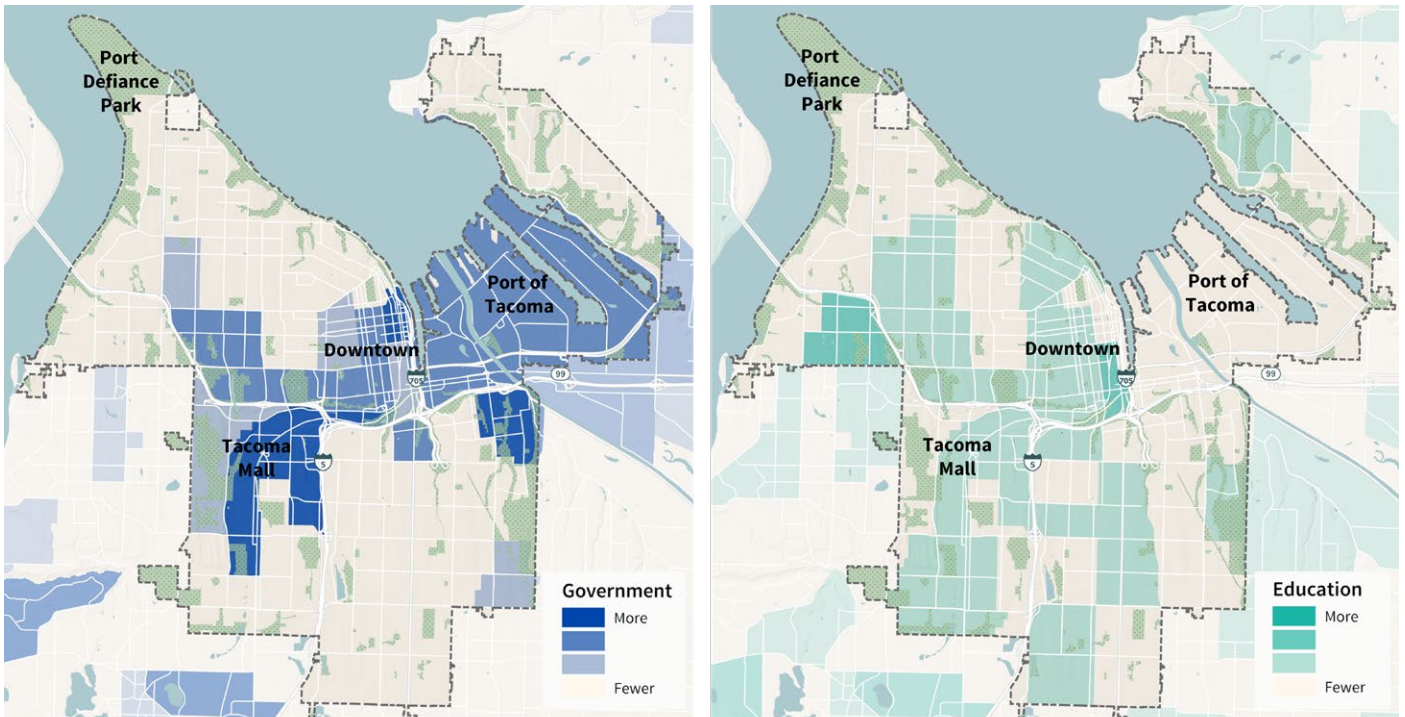
Exhibit 51. Employment Density, City of Tacoma, 2022



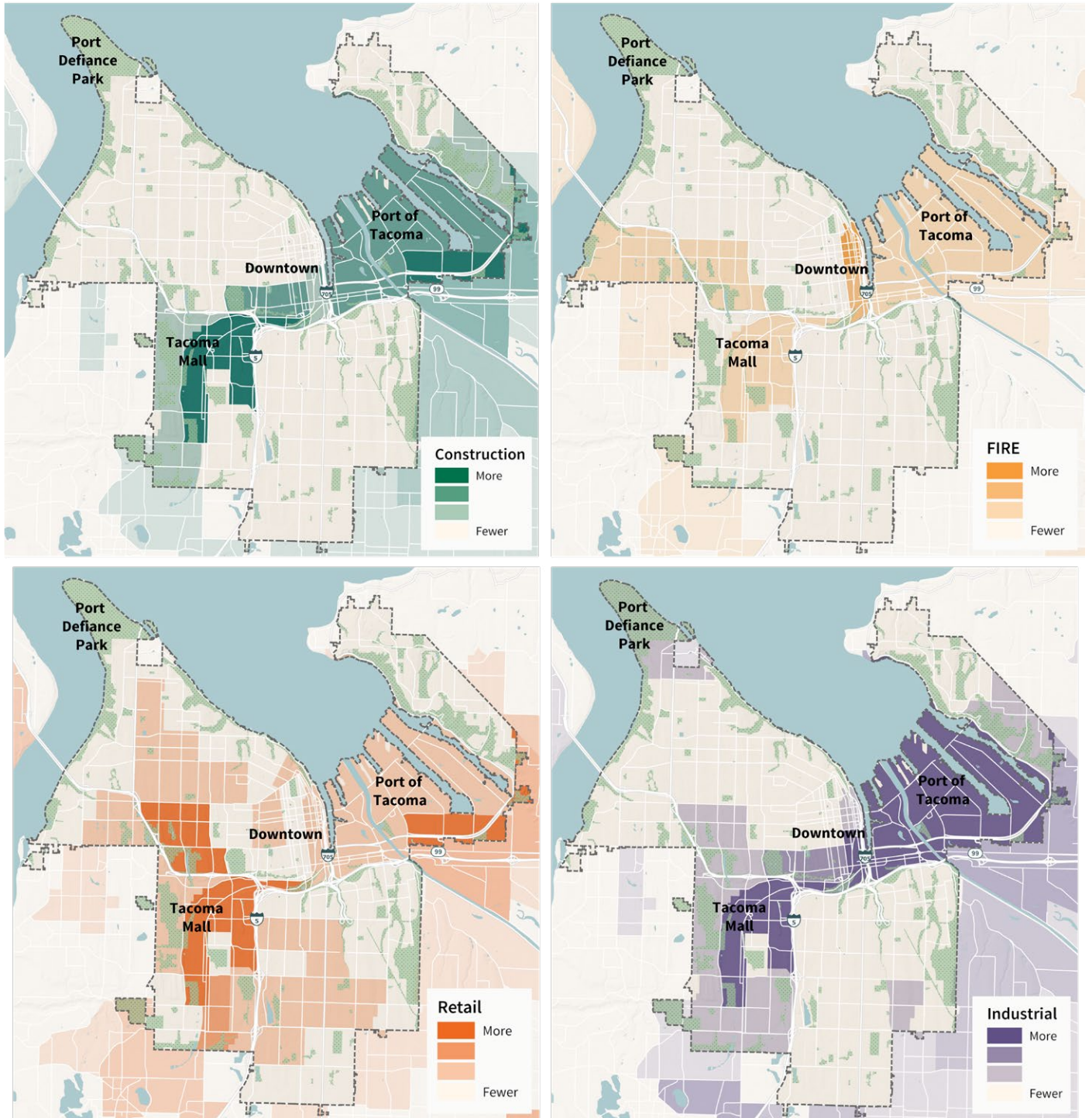
Source: PSRC, 2024; Seva Workshop, 2024.

The distribution of employment across the city varies by industry. Exhibit 52 illustrates the geographic distribution of major employment sectors and their relative employment density across the City. For example, retail employment is most concentrated in the Tacoma Mall, while industrial employment is largely limited to the city’s two Manufacturing Industrial Centers. Understanding where industries are concentrated within the City has implications on how to plan for their needs and future growth. Examples include transportation infrastructure needs and impacts, the ability for people to live and work within their neighborhoods and residents’ access to basic needs and services.

Exhibit 52. Employment Concentration by Major Sector, City of Tacoma, 2022.



Employment Concentration by Major Sector, City of Tacoma, 2022. cont.



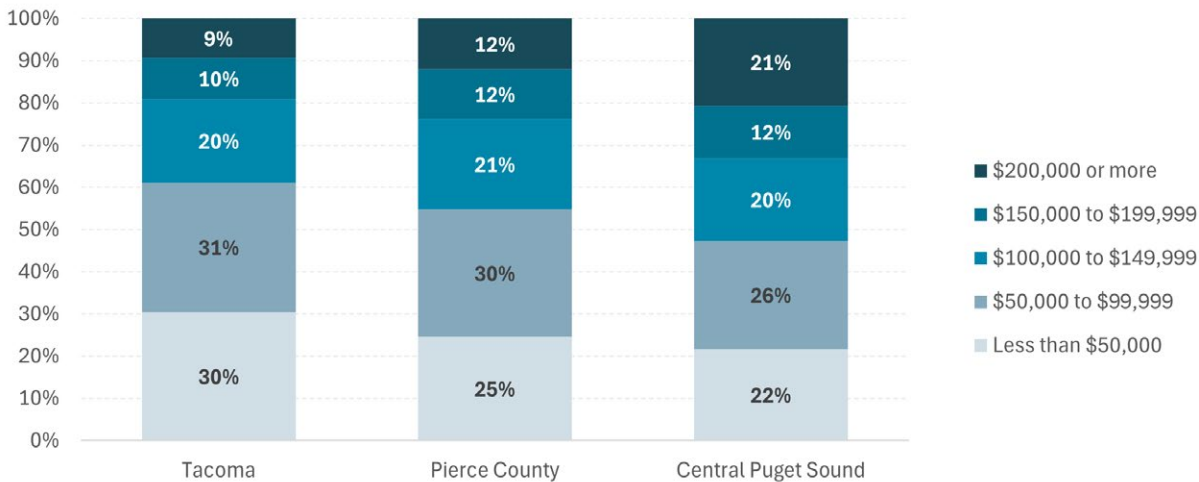
Note: FIRE includes the finance, insurance and real estate sectors. Source: PSRC, 2024; Seva Workshop, 2024

The areas surrounding Tacoma also heavily influence the City and its industries. A significant employment center of note is Joint Base Lewis-McChord (JBLM). Though outside of Tacoma city limits, according to the recent JBLM Regional Economic Impact Study, it was the largest employer in Pierce County and the fourth largest employer in the state, as of 2022. JBLM employed around 57,000 military and civilian workers in 2022 and had contracts totaling over \$581 billion with private firms located within Pierce County. The study estimates JBLM’s regional economic direct impact was \$8 billion.

Income and educational attainment are key indicators in understanding a City’s economy and workforce. Compared to the county and larger region, Tacoma has a larger proportion of households with incomes below \$35,000 (Exhibit 53). A third of Tacoma’s households fall into this income bracket, whereas the share is 25% for Pierce County and 22% for the central Puget Sound region. Relative to the region, Tacoma also has a slightly higher percentage of residents with a high school diploma or less (Exhibit 54). These two socioeconomic indicators are related, as level of education is strongly correlated with income.

In 2023, Median Family Income for a family of 4 in the Tacoma Metro area was \$112,600. However, living wage calculations suggest that an annual income of \$124,259 is what is needed to provide for the full range of basic needs and costs of living.³ This discrepancy suggests that the median Tacoma household is falling short of the living wage definition, and Tacoma must proactively invest in improving access to living-wage employment opportunities for community members.

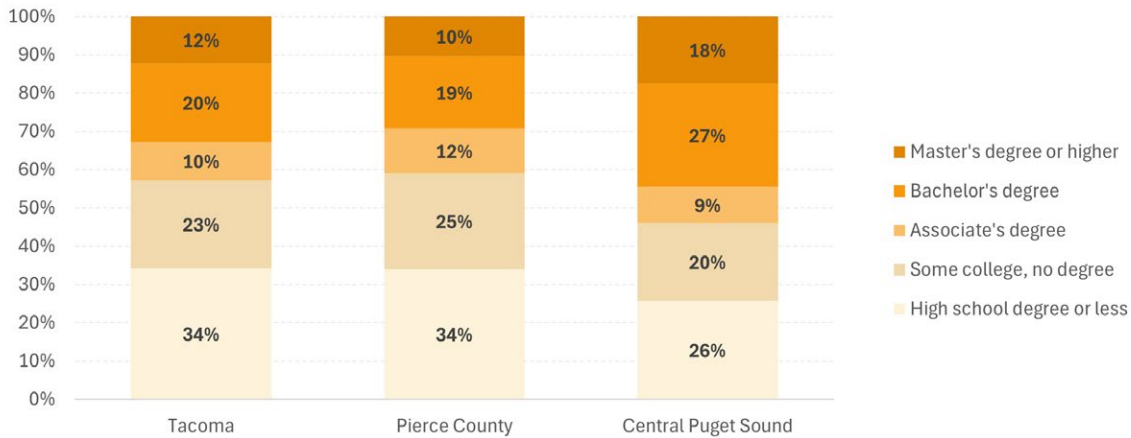
Exhibit 53. Household Income, City of Tacoma, Pierce County and Region, 2022.



Source: U.S. Census Bureau, ACS 5-year Estimates, 2018-2022

³ <https://livingwage.mit.edu/counties/53053>

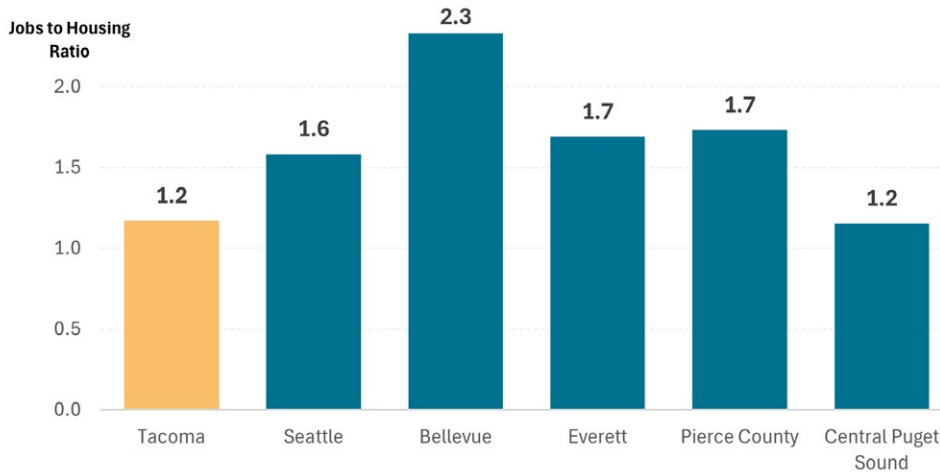
Exhibit 54. Educational Attainment, City of Tacoma, Pierce County and Region, 2022.



Source: U.S. Census Bureau, ACS 5-year Estimates, 2018-2022

The jobs to housing ratio compares the count of jobs to the count of households in an area, providing insight into whether the community functions more as an employment center or bedroom community. A ratio above 1.0 leans toward employment center, while a ratio below 1.0 leans toward a bedroom community. Tacoma’s job to housing ratio is 1.2, mirroring that of the Puget Sound region as a whole. (Exhibit 55). If current housing and employment targets are met for Tacoma in 2050, this ratio will trend upward and Tacoma will become even more of an employment center than it is today.

Exhibit 55. Jobs to Housing Ratio, City of Tacoma and Comparison Cities, 2022.

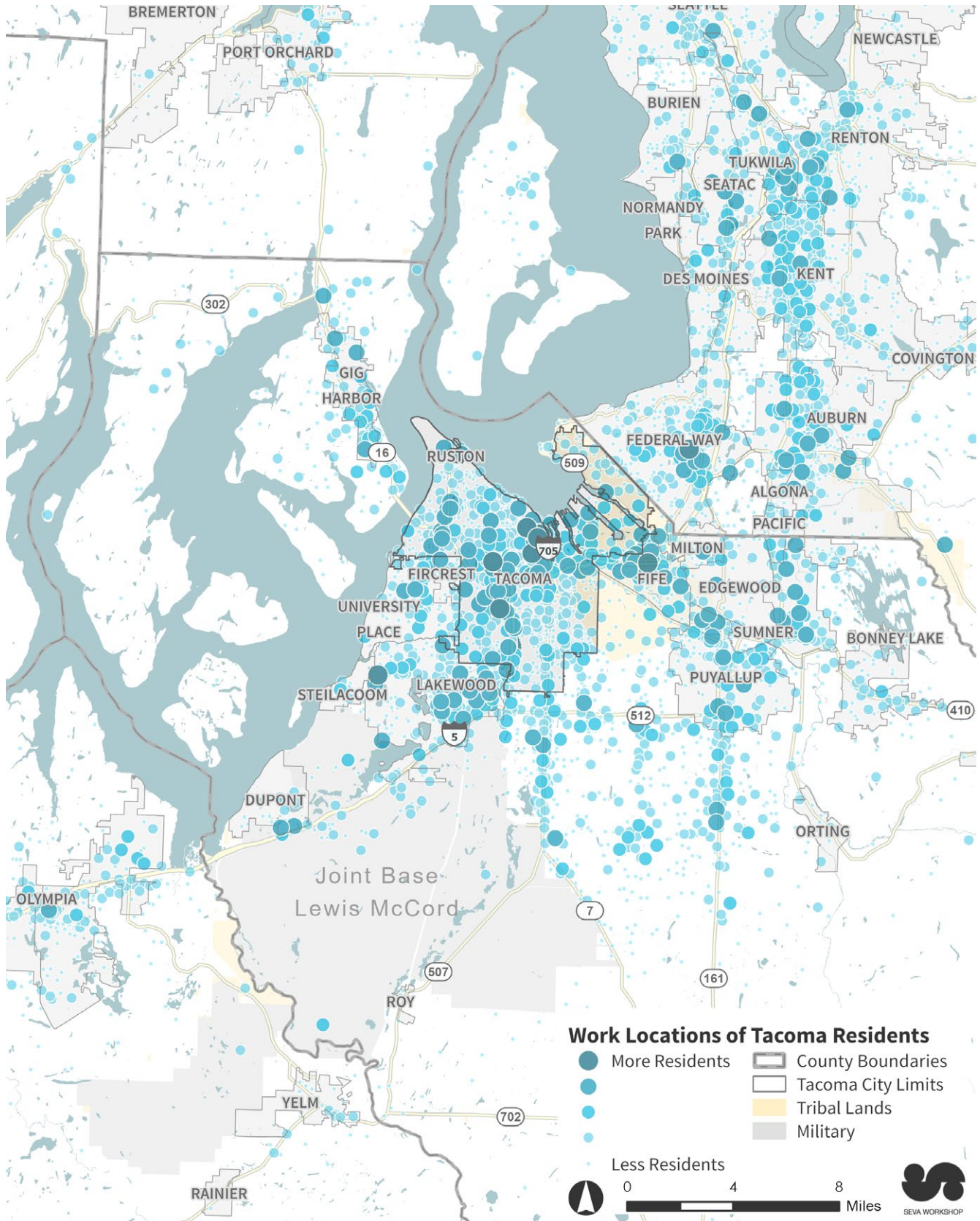


Note: Central Puget Sound region includes King, Snohomish, Pierce, Kitsap Counties.

Sources: PSRC, 2022; OFM, 2022; Seva Workshop, 2024.

Employment locations for Tacoma residents. According to the 2021 census data, roughly one third of Tacoma residents live and work in Tacoma, while 12% commute to Seattle (Exhibit 56). Other employment destinations include Lakewood, Kent and communities north of Tacoma, such as Fife and Federal Way. See Exhibit 57. The data, as shown on the map, indicate that Tacoma residents work throughout the region and their places of employment are dispersed.

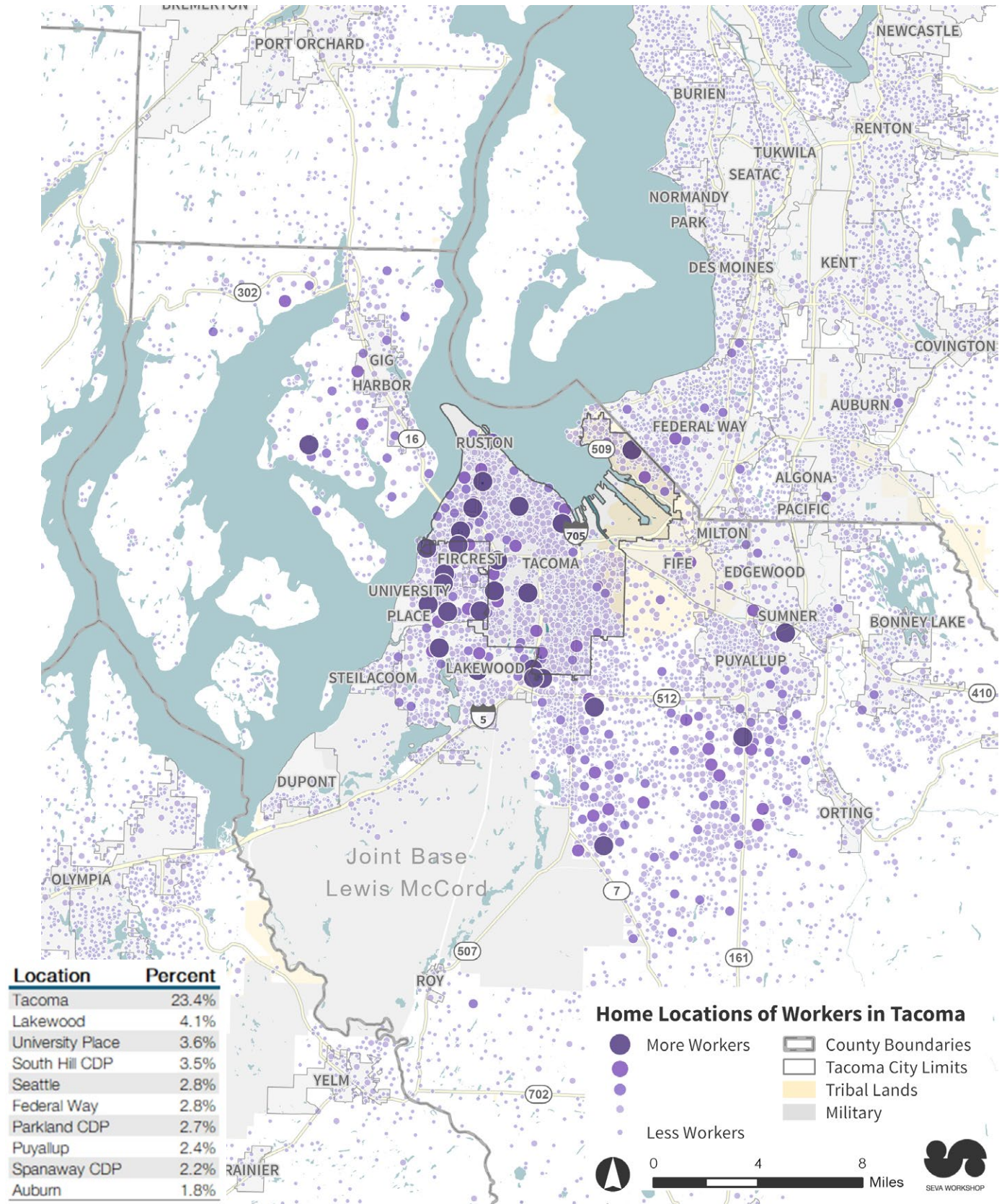
Exhibit 56. Place of work for residents of Tacoma, Top 10 Destinations, 2021.



Source: U.S. Census LEHD Data, 2021

Housing locations of Tacoma's workforce. Of all people who work in Tacoma, twenty-three percent (23%) live in Tacoma, with most of the remainder traveling from communities in north Pierce County and south King County. People who work in Tacoma are generally more concentrated in Pierce County, with fewer people commuting from the Seattle and Bellevue area, demonstrating Tacoma's role as a regional employment center within the South Sound region. Increasing jobs in Tacoma provides many benefits to Tacomans, not the least of which are spending less time and money commuting.

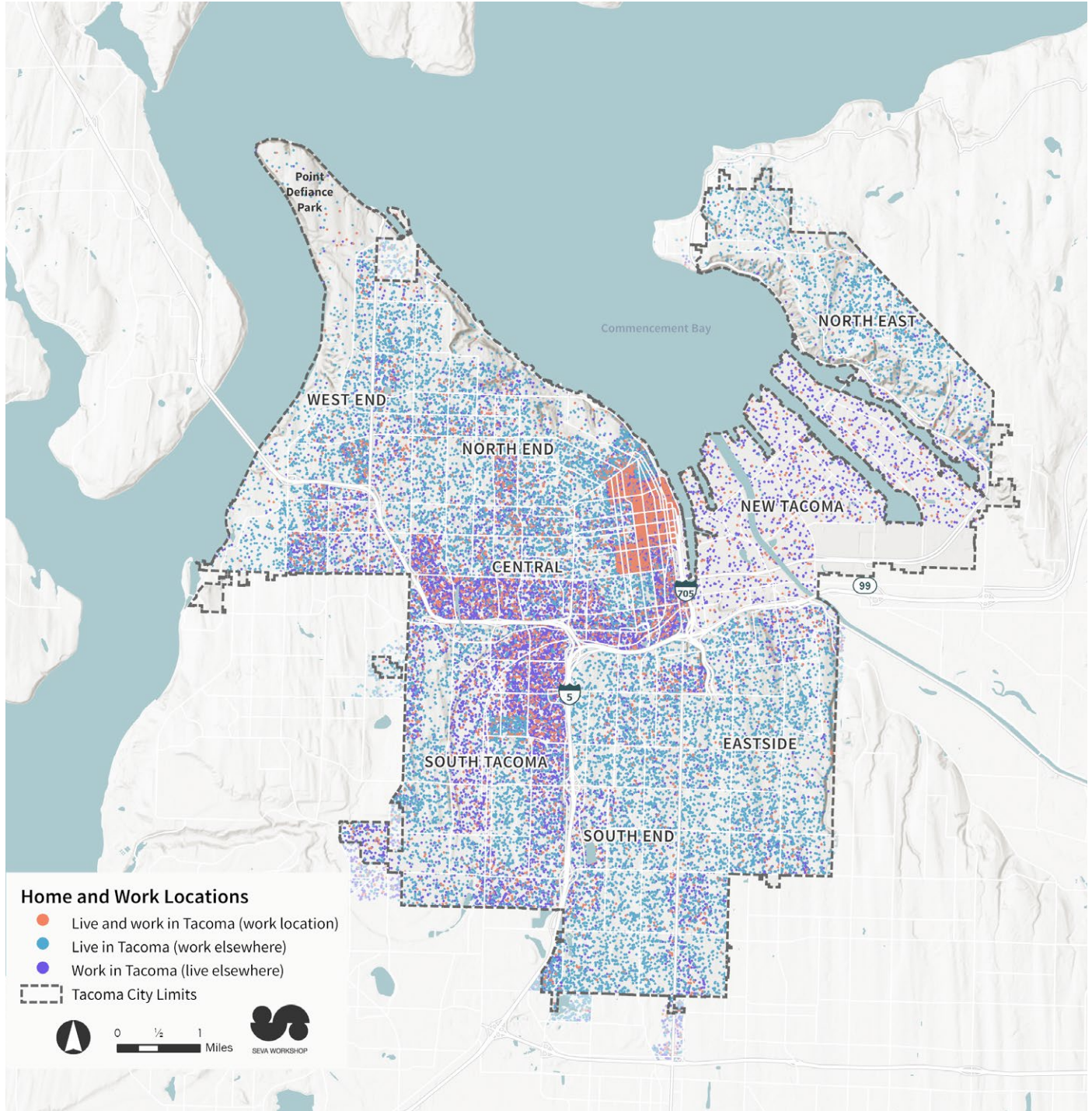
Exhibit 57. Place of residence for workers in Tacoma, Top 10 Destinations, 2021.



Source: U.S. Census LEHD Data, 2021

A large proportion of workers who both live and work in Tacoma are in Downtown Tacoma. Industrial areas in the Tideflats and South Tacoma attract workers from across the region and serve as both regional and local employment hubs (Exhibit 58).

Exhibit 58. Home and Work Locations in Tacoma, 2021.



Source: U.S. Census LEHD Data, 2021

7.2 Goals + Policies

DIVERSIFYING AND EXPANDING THE ECONOMY

Cities with employment across a wide range of industries are typically better positioned to weather inevitable fluctuations in the global, regional and local economy. Though all communities suffer job losses and subsequent decreases in tax revenue during economic downturns, more robust, diversified economies are able to rebound relatively quickly, creating new job opportunities to replace those lost. Expanding and diversifying Tacoma's economic base will make it more stable and provide more opportunities for people to live and work in their community.

An economy with a wide range of employment options in different sectors offers Tacomans with varying levels of skills and education greater opportunities to attain living wage jobs. This goal and its associated policies seek to diversify and grow Tacoma's economy in a way that will benefit all of its residents.

GOAL EC-1: A diverse economic base and robust economy offers Tacomans a wide range of employment opportunities, goods and services.

Policy EC-1.1: Plan to meet regional employment growth target for adding 94,000 new jobs by 2050.

Policy EC-1.2: Ensure that there is sufficient zoning and development capacity to accommodate the 2050 employment growth allocations. Monitor land supply over time and take reasonable measures if necessary to increase the availability of land for economic activity.

Policy EC-1.3: Provide an equitable distribution of employment lands to ensure neighborhood and community access to daily essentials, goods and services, as well as access to living wage employment opportunities.

Policy EC-1.4: Coordinate and expand partnerships with the state, counties, other cities, businesses and organizations engaged in diversifying and growing the economic base of the central Puget Sound region.

Policy EC-1.5: Maintain and implement an Economic Development Strategic Plan that identifies short- and mid-term goals and strategies to diversify and expand the Tacoma economy.

Policy EC-1.6: Encourage commercial and industrial development, especially green businesses and industries, by ensuring the availability of suitable sites for development and providing appropriate zoning and infrastructure.

Policy EC-1.7: Develop and grow relationships, partnerships and programs to promote regional, inter-state, and international business and trade opportunities in Tacoma.

Policy EC-1.8: Encourage the establishment and expansion of locally-owned businesses that generate profits that are reinvested in Tacoma, prioritizing those meeting the needs of Tacomans and for export.

Policy EC-1.9: Support the development of BIPOC and culturally-relevant businesses that meet the needs of Tacoma's diverse populations.

Policy EC-1.10: Leverage Tacoma's industry sector strengths and assets to position Tacoma as a leader and innovator in the local, regional and state economy.



Tacoma has a robust economy and network of support organizations to offer Tacomans a variety of fulfilling career paths. The city's deep-water port, educational and research institutions, proximity to JBLM, and connection to the regional technology sector all support the development of emerging opportunities. In addition, Tacoma's reliance on carbon-free electricity and affordable utility rates offers an attractive destination for environmentally conscious businesses. Tacoma's Green Economy Strategy prescribes a series of steps for making these assets work in tandem to position Tacoma as a thriving center of innovation and opportunity. Much of the groundwork has been laid for success, and the hands-on work needed to realize the outcomes will take place in the coming years.

Policy EC-1.11: Identify and regularly update Tacoma’s target industries to better leverage the city’s economic position within the region and to respond to strategic opportunities as they arise.

Policy EC-1.12: Actively seek investments to grow Tacoma’s presence in the following target industries:

- ▶ Healthcare
- ▶ Information technology and cyber security
- ▶ Advanced manufacturing
- ▶ Tourism and hospitality
- ▶ Professional services
- ▶ International, interstate, and regional trade
- ▶ Circular economy
- ▶ Maritime
- ▶ Cleantech
- ▶ Clean energy
- ▶ Sustainable building and construction

Policy EC-1.13: Implement the Green Economic Development Strategy as a means of advancing economic development objectives, improving health and equity outcomes, and incorporating socially and environmentally sustainable business practices into the local economy.

Policy EC-1.14: Promote the equitable geographic distribution of retail goods + services to support multimodal access to essential items.

Policy EC-1.15: Identify and strategically develop underutilized land parcels suitable for commercial or light industrial activity, prioritizing locations that:

- ▶ Manage impacts to existing residential neighborhoods.
- ▶ Promote compatibility with surrounding land uses through thoughtful design and mitigation strategies.
- ▶ Generate good-paying jobs and opportunities for economic advancement in communities historically underserved by equitable development.

EQUITABLE HOUSEHOLD PROSPERITY

Equitable and broadly shared prosperity through employment is a key objective for Tacoma’s Economic Development efforts. The benefits of increased access to jobs should be available to all Tacomans. Equity has been identified by the City as a top priority, and through its Equity and Empowerment Initiative, it has taken steps to improve services to historically underrepresented communities. While creating more high-quality job opportunities is important, it is equally critical to enhance Tacomans’ skills and education to increase their access to these jobs. The goal and policies in this section outline the City’s intent for the city to have more living wage jobs and enhance workforce development and education for Tacomans.



As the global economy grows increasingly digital, Cybersecurity will play a critical role in protecting national security and preserving the country’s intellectual property. As hackers and hostile entities grow more sophisticated in their attacks, the standards used to protect data are growing more rigorous. The Department of Defense will soon require defense contractors to obtain and maintain CMMC level 2 certification. Because Tacoma’s economy is heavily involved in the aerospace and defense industry, proactively growing a robust Cybersecurity workforce will assure that local contractors have access to the talent and resources needed to obtain valuable contracts.

GOAL EC-2: Tacomans enjoy increased access to employment opportunities in Tacoma and are equipped with the education and skills needed to attain high-quality, living wage jobs.

Policy EC-2.1: Maintain adequate employment land and public facilities that support living wage jobs that do not require a 4-year college degree and facilitate career advancement for economically disadvantaged individuals.

Policy EC-2.2: Encourage investment in, and alignment of, public efforts to reduce racial, gender, ethnic and disability-related disparities in income and employment opportunity.

Policy EC-2.3: Continue to expand access to contracting opportunities for minority-owned, woman-owned, and emerging small businesses. Provide more technical assistance, mentorship programs, and targeted outreach to address systemic barriers.

Policy EC-2.4: Collaborate with local educational institutions and other organizations to enhance the quality and relevance of education at all grade levels and improve access to continuing education, apprenticeship, upskilling, and workforce development opportunities to position residents to be equipped with the skills and training for emergent industries.

Policy EC-2.5: Facilitate efforts of businesses, educational institutions, neighborhood organizations and major civic/government entities in the development of programs that bridge the skills-gap between employers and job seekers.

Policy EC-2.6: Promote expansion and addition of higher education programs at institutions in industries with growing demand.

Policy EC-2.7: Support efforts by educational institutions and other public and private organizations to develop educational opportunities in entrepreneurship and innovation.

Policy EC-2.8: Encourage educational institutions and related organizations to develop programs that prepare veterans of all levels to successfully transition into the civilian workforce.

Policy EC-2.9: Encourage educational institutions, government and local employers to introduce local youth, particularly in underrepresented communities, to a wide variety of career pathways.

Policy EC-2.10: Develop green-jobs workforce with relevant skills to prepare Tacomans for emerging opportunities in the Green Economy

Policy EC-2.11: Maintain tax incentives and other programs that encourage hiring of Tacoma residents and creation of living wage jobs.

Policy EC-2.12: Collaborate with Pierce Transit to invest in public transit to major employment hubs outside the city.



Professional services refers to the network of firms that provide technical support to other businesses. This includes accounting, legal, IT, consulting, engineering and design, and a host of other functions. This sector is a significant source of living-wage jobs and plays an important role in all economic development.

BUSINESS RETENTION, EXPANSION, AND ATTRACTION

Tacoma's economy is diverse, and benefits from strong defense, medical, education, maritime, manufacturing, finance and insurance, and retail sectors. The increasing growth of technology innovation, such as cybersecurity, bio and water technologies, as well as creative and craft industries such as breweries, furniture making, and artistic

endeavors rounds out an economic sphere in which many types of enterprises and workers can thrive. As a built out urban community, Tacoma does not access to large tracts for land for manufacturing uses. Instead, it must leverage its available talent, buildings and land to attract enterprises that can afford to pay livable wages and provide the foundation of a healthy economy. Creative approaches to adaptive reuse of existing undeveloped land, historic buildings, brownfields redevelopment, and strategic investment in infrastructure to support job creation are essential. The Green Economy Strategy, adopted in 2023, offers a blueprint for maximizing the city's existing resources to these ends and leveraging federal resources to grow Tacoma's economy sustainably.

The City also recognizes the economic potential for growth in companies that start and expand locally. Therefore, in addition to policies related to retaining and attracting large companies and remaining competitive in the regional, national and international marketplace, the City must also have policies that facilitate a culture of local entrepreneurship and investment. This goal and its associated policies provide guidance about how to retain and expand existing companies and nurture new companies and economic endeavors.

GOAL EC-3: Tacoma's business culture encourages existing establishments to grow in place, attracts new firms to the city, and supports new homegrown enterprises.

Policy EC-3.1: Support efforts to attract, expand and retain businesses that offer high quality jobs, are consistent with the green economy strategy, generate local tax revenue and/or provide needed goods and services to residents.

Policy EC-3.2: Coordinate with organizations that provide microloans, small business loans and other financial resources to fund new businesses and business expansions and encourage entrepreneurs to explore innovative financing strategies, such as crowdfunding.

Policy EC-3.3: Encourage the establishment and expansion of Tacoma's Creative Economy sector such as craft and artisan manufacturing, arts and culture, and creative digital production.

Policy EC-3.4: Support and expand collaborative makerspaces, incubators, and shared workspaces for businesses and entrepreneurs to develop ideas, share equipment, and prototype new products.

Policy EC-3.5: Expand Tacoma's current business assistance programs to support robust attraction, retention and expansion efforts as well as a growing network of entrepreneurs and independent local businesses.

Policy EC-3.6: Maintain and expand programs that support small businesses and entrepreneurs, particularly minority and women-owned businesses and veterans transitioning to the civilian workforce.

Policy EC-3.7: Establish business attraction efforts that focus on City-identified priority sectors.

Policy EC-3.8: Expand programs that recruit entrepreneurs associated with priority sectors and continue to build an entrepreneurial culture in Tacoma.

Policy EC-3.9: Promote key retail, office and manufacturing opportunity sites, as identified in the City's Economic Development Strategic Plan, Subarea Plans and other planning documents.



The traded sector refers to products created in Tacoma and sold outside of Tacoma in regional, national, and international markets. By growing the traded sector, Tacoma's businesses can grow without competing against each other for local customers. This brings in revenue to the City, which can in turn support the investments needed to maintain Tacoma's edge as a premier destination for businesses.



WHAT IS A PUBLIC DEVELOPMENT AUTHORITY?

Special purpose quasi-municipal corporations, known as public development authorities, are authorized under Washington state law to achieve a variety of public purposes. Examples include management of development and redevelopment areas, facility management, cultural services and historic district management.

Policy EC-3.10: Develop and deploy targeted Business Retention and Expansion visitation programs to proactively address concerns of existing Tacoma companies and expand awareness of growth incentives and emerging opportunities in the Green Economy.

Policy EC-3.11: Support establishment of temporary markets (farmers' markets, craft markets, flea markets, etc.) and other temporary or mobile vending structures in the public realm that enable startup business activity and encourage their transformation into more permanent facilities.

Policy EC-3.12: Create tools and resources that prevent displacement and assist with relocation of existing Tacoma businesses amidst changing economic factors.

Policy EC-3.13: Promote the establishment of Business Improvement Areas with targeted plans based on community-specific needs.

Policy EC-3.14: Coordinate with agencies and community organizations in the proactive identification and remediation of brownfields.

Policy EC-3.15: Encourage the use of sustainability criteria for awarding contracts in the City's procurement and contracting processes

Policy EC-3.16: Leverage the City's buying power to allow innovative startups to demonstrate proof-of-concept and establish headquarters in the region.

Policy EC-3.17: Support home occupation and microenterprises in accessing resources to scale businesses.

Policy EC-3.18: Develop strategy to prevent business displacement and assist in retaining businesses that require relocation assistance.

Policy EC-3.19: Commit to reducing unnecessary burdens on small businesses by simplifying permitting processes, ensuring all regulatory and infrastructure requirements are clearly defined in code, and local regulations are aligned with state and national standards wherever feasible.

Policy EC-3.20: Foster ongoing dialogue between the city and the small business community to identify and address regulatory challenges.

Policy EC-3.21: Ensure regulations are appropriately scaled to the size and scope of businesses.

Policy EC-3.22: Establish Service Level Agreements (SLAs) for key interactions with businesses, including response times to inquiries, permit applications, and other requests.

BUSINESS-FRIENDLY ENVIRONMENT

Creating an environment that promotes economic development depends on a multitude of factors, and the City has a key role in spurring private-sector investment and the creation of jobs by creating a business friendly climate. From the quality of the City's services and regulations to public investments in infrastructure and organizations, the City has significant influence on how people perceive the ease of doing business in Tacoma. This goal and its supporting policies stress the importance of customer service, organized and predictable permit procedures, a fair and effective regulatory environment, quality infrastructure and the City's leadership role in creating a competitive, attractive business atmosphere.

In the 2024 Business Climate Survey, conducted by the Tacoma-Pierce County Chamber of Commerce and EMC Research, 87% of business owners named Communication about policies affecting their businesses as important, and 58% named it very important. While the City maintains transparent lines of communication with businesses, a proactive approach to policy announcements should be prioritized. Businesses deserve to know what policies are changing, why they are changing, and what it means for their operations.

GOAL EC-4: The City has a positive business environment and proactively invests in transportation, infrastructure and utilities to grow Tacoma’s economic base in target areas.

Policy CN-4.1: Provide a positive, accessible and customer-oriented atmosphere to those seeking municipal services and coordinate with other departments such as Permitting and Tax and Licensing to promote a seamless, reliable, customer experience.

Policy CN-4.2: Promote a culture throughout the City organization that continuously improves the quality, predictability, timeliness and cost of the development process.

Policy CN-4.3: Encourage predictability and consistency in the City’s land use regulations, while also allowing for flexibility and creativity in the site development process.

Policy CN-4.4: Review development regulations periodically to ensure that new use types that are consistent with the intent of the Comprehensive Plan can locate within the city.

Policy CN-4.5: Review and improve code requirements to facilitate cost-feasible adaptive reuse of heritage and historic buildings for modern business enterprises, job creation and work-live operations.

Policy CN-4.6: Encourage active cooperation and communication between the City and local businesses concerning economic development issues, including support for businesses that have specialized infrastructure, building design and transportation needs.

Policy CN-4.7: Collaborate with Neighborhood Business District Associations in engagement that better reflects demographic diversity and the range of interests within the areas they represent and to advance economic development goals.

Policy CN-4.8: Assess Tacoma’s competitiveness and businesses environment by periodically reviewing applicable economic indicators and established performance measures.

Policy CN-4.9: Encourage the construction and maintenance of utility, communications, broadband and wireless and technology infrastructure that will help attract business and industry to the Tacoma community.

Policy CN-4.10: Use innovative finance methods and seek regional funding opportunities for Tacoma’s infrastructure to support the city’s continued economic vitality.



In 2024, the City introduced the Tacoma Work Opportunity Tax Credit, which allows employers to claim a \$1000 B+O tax credit when they hire a person that meets the vocational rehabilitation referral qualifications for the federal Work Opportunity Tax Credit. This credit supports the hiring of individuals with physical and intellectual disabilities, expanding opportunities for everyone to thrive in Tacoma’s economy.

Policy CN-4.11: Anticipate infrastructure systems and facilities needs and prioritize public investments necessary to support catalytic economic development and redevelopment projects.

Policy CN-4.12: Encourage commercial implementation of advanced technologies such as applied AI that improves safety and productivity while preserving employment opportunities.

Policy CN-4.13: Support programs that expand access to childcare to grow workforce participation opportunities.

Businesses consider a wide range of factors when choosing where to locate. In a 2023 survey by Area Development, factors such as quality of life, energy costs, broadband access, highway accessibility, and oceanport accessibility were among the top 30 location factors. But the benefits of these investments go beyond attracting and retaining businesses. Properly implemented, infrastructure investments can improve the quality of life for all Tacomans by streamlining transportation, improving connectivity, and reducing cost of living. Source: 37th Annual Corporate Survey: Economic Pressures Exerting Greatest Effect on Decision-Makers - Area Development



CITY IMAGE AND REPUTATION

Within a larger region, a city's image and reputation can be a deciding factor for where people and businesses choose to locate. Abundant amenities, excellent transportation infrastructure, unique character, commitment to sustainability, clean and safe streets and good schools represent a handful of the components that make great cities and attract economic development. In Vision 2025, Tacomans have articulated an image and vision for their city. Neighborhood themes and assets throughout Tacoma can help support and define this city-wide identity, which can be further developed into a brand that clearly communicates community priorities and interests. This goal and its supporting policies aim to increase economic investment in Tacoma by enhancing its image and reputation in the region.

GOAL EC-5: Create a city brand and image that supports economic growth and leverages existing cultural, community and economic assets.

Policy CN-5.1: Continue to market Tacoma's brand as a livable community and excellent place to do business by showcasing the community's competitive advantages and economic and community assets.

Policy CN-5.2: Continue efforts to position Tacoma as a leader in the green economy and an incubation hub for emerging green industries.

Policy CN-5.3: Collaborate with businesses, business organizations, and the community to organize and promote events and festivals that help residents and visitors develop positive associations with the Tacoma community.

Policy CN-5.4: Maintain and enhance the social and cultural amenities such as attractive public spaces, historic building inventory, restaurants, sidewalk cafes, and art galleries to foster an environment that retains and attracts businesses.

Policy CN-5.5: Partner with Neighborhood and Community Services and Environmental Services to improve Tacoma's community appearance, addressing graffiti, litter, abandoned vehicles, illegal dumping, weed abatement, property maintenance, illegal signs, etc.

Policy CN-5.6: Encourage new development to include site, architectural and landscape design features that enhance the appearance and reputation of the City and its neighborhoods and business districts.

Policy CN-5.7: Collaborate with partner organizations to promote the city's distinctive character, historic inventory, public art, cultural and recreational activities, retail businesses, business districts and attractions to make Tacoma a destination city.



Spaceworks Tacoma is a joint initiative of the City of Tacoma and the Tacoma-Pierce County Chamber of Commerce which makes space, business training, and technical assistance available to artists, creative entrepreneurs, organizations, and community groups who are transforming Tacoma into an economically stronger and culturally vibrant city.

Policy CN-5.8: Promote Tacoma as an international city, highlighting diverse cultural attractions, traditions and communities in the neighborhoods and business districts as well as downtown.

Policy CN-5.9: Leverage Tacoma’s major institutions to attract businesses that serve their populations as well as businesses seeking a trained and educated workforce.

Policy CN-5.10: Encourage preservation and adaptive reuse of the City’s historic building inventory and leverage such efforts in branding and marketing campaigns. Proactively and fully utilize rehabilitation incentives and develop new tools

EMPLOYMENT CENTERS

The ability to strengthen and diversify Tacoma’s employment centers is directly related to the city’s land use policy and infrastructure investments. As these employment centers continue to evolve, policy that supports the infrastructure and land use needs of existing and future businesses will be an integral piece of the City’s overall economic landscape. Through its economic development efforts, the City will need to work to retain, grow and attract employers. Strengthening employment centers through sound land use policy will result in a stronger and more diverse economic base for the City. In addition, concentrating employment supports development of mixed use districts where people can live, work, shop and play. The employment centers also help improve health outcomes and advance the 15-minute city goals in providing employment opportunities and essential goods and services in proximity to where people live. This goal and its supporting policies are organized into five categories: Regional Growth Centers, Commercial Districts, Major Campus Institutions, Industrial Districts, and Manufacturing/Industrial Centers. Policies are tailored to support the unique characteristics of employment centers and the varying role that each plays within the context of the City’s economy and overarching land use policy.

GOAL EC-6: Create robust, thriving employment centers and strengthen and protect Tacoma’s role as a regional center for industry and commerce.

REGIONAL GROWTH CENTERS

Regional Growth Centers are at the heart of VISION 2050’s approach to growth management and characterized by compact, pedestrian-oriented development, with a mix of office, commercial, civic, entertainment, and residential uses. Regional growth centers are envisioned as major focal points of higher-density population and employment, served with efficient multimodal transportation infrastructure and services. Tacoma’s Regional Growth Centers include the Downtown Tacoma Regional Growth Center and Tacoma Mall Regional Growth Center.

Policy EC-6.1: Continue to position the Downtown Tacoma Regional Growth Center as the area with the highest concentration of employment in Tacoma and the preeminent employment center for the South Sound.

Policy EC-6.2: Continue to carry out the policies of the Downtown Element and implement the Downtown Subarea Plans.

Policy EC-6.3: Facilitate infrastructure improvements to increase multi-modal access to mixed use areas and related job opportunities.



Measuring the success of a growing economy goes beyond GDP. While traditional indicators such as number of jobs created, tax receipts, and new businesses are the principal objectives of economic development, the direction of growth is equally important. Equity and environmental measures round out the picture of Tacoma’s progress. Monitoring the racial and gender opportunity gaps will help guide Tacoma’s future towards a more equitable economy. Measures that track energy efficiency investments from local businesses can shed light on regional environmental progress.

Policy EC-6.4: Invest in high-capacity transit projects, including light rail extensions, to connect Tacoma's regional growth centers with each other and to mixed-use centers within 1 mile of Downtown, to the Sound Transit regional transit system.

Policy EC-6.5: Improve high-capacity broadband to support high wage technology sector roles.

Policy EC-6.6: Encourage the development of a hospitality and entertainment business cluster within Downtown Tacoma and other appropriate locations to improve opportunities for shopping, dining, arts and entertainment, lodging, business conventions, and cultural events.

Policy EC-6.7: Maintain the Tacoma Mall Regional Growth Center as a regional retail destination while supporting a transition to mixed-used lifestyle center, to strengthen multimodal infrastructure and access, and support entrepreneurial and employment opportunities.

Policy EC-6.8: Support the development of ancillary businesses in the Tacoma Mall Regional Growth Center that build on the strength of the current retail attractions.

Policy EC-6.9: Support additional high density residential infill that drives new markets for commercial development in the Tacoma Mall Regional Center.

Policy EC-6.10: Pursue funding, incentives and strategies to implement the Tacoma Mall Regional Growth Center subarea plan.



Through the Equity in Contracting program, the City proactively assists BIPOC-owned businesses in navigating City contracting process and maintains robust equity criteria when evaluating RFPs. This program is one step towards addressing the historical opportunity gap and creating pathways for entrepreneurial success for BIPOC Business Owners.

COMMERCIAL DISTRICTS

Tacoma has a range of Commercial Districts that play an important role in Tacoma's 15-minute neighborhood vision in providing access to employment and entrepreneurial opportunities and to essential goods and services. Commercial areas are the activity centers of the community.

Commercial areas are distributed across the city in a pattern that reflects zoning regulations, urban development history, especially streetcar development, and population density. These areas cater to both local and regional needs, with a mix of small businesses, retail hubs, and larger commercial centers.

Downtown Tacoma serves as the city's primary commercial hub, with a concentration of office buildings, retail stores, restaurants, and cultural attractions. The Foss Waterway and Thea Foss Marina host commercial activities, including dining, entertainment, and recreational services. The Tacoma Mall is a major regional shopping destination, surrounded by additional commercial properties, including big-box retailers, restaurants, and service-based businesses.

Several designated smaller business districts serve local neighborhoods. These include 6th Avenue, Proctor, Lincoln and Stadium Districts.

Tacoma's Commercial land use designations include Neighborhood Commercial and General Commercial that accommodate various scales of commercial activities and intensities. Neighborhood Commercial is characterized primarily by small-scale neighborhood businesses with some residential and institutional uses, and greater emphasis on small businesses and development that is compatible with nearby, lower intensity residential areas. General Commercial allows for medium to high intensity commercial and other uses that serve a large community base with a broad range of larger scale uses and are generally located along major transportation corridors.

Consistent with the 15-minute city vision, this Plan supports a range of commercial districts that meet diverse needs, from regional retail destinations like the Mall, to historic neighborhood business districts like Fern Hill, to smaller-scale small enterprises integrated into residential areas through neighborhood spaces and home occupations.

Policy EC-6.11: Provide for the growth, economic equity and vitality of the city’s commercial districts.

Policy EC-6.12: Support efforts of commercial districts to improve their physical attributes by encouraging infill, adaptive reuse and other strategies to create more walkable places with historic character that enhance neighborhood livability.

Policy EC-6.13: Enhance opportunities for cooperation and partnerships between public and private entities that promote commercial revitalization and sustainability initiatives, and transportation demand management.

Policy EC-6.14: Encourage concentrations of commercial services, amenities and employment opportunities in centers and create connections between centers, institutions and major employers to reinforce the centers’ roles as vibrant hubs of activity.

Policy EC-6.15: Promote development or redevelopment of vacant, underutilized or surplus properties, particularly those with potential to serve as a catalyst for economic development, through the use of incentives and other assistance. Collaborate with other entities to identify economic and service needs that could be met through the marketing and development of such sites.

MAJOR CAMPUS INSTITUTIONS

Major Campus Institutions are centers of employment and serve a broader population than that of the neighborhood in which they are located. These uses include hospitals, medical centers, colleges, universities, and high schools typically greater than 10 acres in size. The designation recognizes the unique characteristics of these institutions and is intended to accommodate the changing needs of the institution while enhancing the livability of surrounding residential neighborhoods and the viability of nearby business areas.

Policy EC-6.16: Support the stability and growth of Tacoma’s major campus institutions as essential service providers, centers of innovation and community activity, workforce development resources and major employers.

Policy EC-6.17: Protect the livability of surrounding neighborhoods through adequate infrastructure and campus development standards and provide for context-sensitive, transitional uses and development at the edges of campus institutions to enhance their integration into surrounding neighborhoods.

Policy EC-6.18: Encourage the development of long-range plans (i.e. master plans) for hospitals, universities and other major institutions as part of project review to insure compatibility with adjacent land uses in the neighborhood area, to provide predictability and reduce piecemeal permits.

Policy EC-6.19: Encourage the expansion of local colleges, trade schools and technical training institutes to increase local employment opportunities within the education sector and increase the number of students in Tacoma.



In partnership with Maritime Blue and the 5G Open Innovations Lab, the City installed a first-in-the-nation private 5G EDGE network in the Tacoma Tideflats, enabling real-time data exchange and creating a testbed for new technologies. The City can invest in similar collaborative infrastructure projects to make Tacoma a world-class destination for innovative companies and startups.



Through the Business Services and Workforce Partnerships division, the City leads educational workshops, offering guidance on starting, funding, and growing a business along with industry-specific seminars.

INDUSTRIAL DISTRICTS

Tacoma has a range of Industrial Districts that support industrial activities across different levels of intensity. These Industrial Districts allow for more intensive land uses while applying greater limitations on housing and uses incompatible with industrial activities. The Puget Sound Regional Council (PSRC) has identified that economic activity on industrial lands significantly contributes to the region's growth and prosperity, and Tacoma's industrial areas are no exception. Industrial areas are also important in providing employment opportunities that are oftentimes lower-barrier-to-entry and provide higher-than-average wages.

INDUSTRIAL LAND SUPPLY

Policy EC-6.20: Provide industrial land and encourage investment in necessary services that support industrial business retention, growth and traded sector competitiveness as a West Coast trade and freight hub, a regional center of diverse manufacturing and clean industry and a widely accessible base of low barrier to entry living wage jobs, particularly for underserved and underrepresented people.

Policy EC-6.21: Strictly limit Comprehensive Plan Map amendments that convert industrial land or that would otherwise diminish the economic competitiveness or viability of prime industrial land.

Policy EC-6.22: Protect and preserve sufficient land use capacity for water-dependent and related industrial uses within the city's industrial shorelines.

Policy EC-6.23: Preserve existing properties with industrial uses and work to build prime industrial capacity with similar site features to make up for any losses in development capacity.

Policy EC-6.24: Pursue regional capital improvement opportunities to provide a competitive advantage for Tacoma's industrial districts and ensure that industrial districts have the necessary infrastructure and capacity to support businesses engaged in activities such as manufacturing, transportation, logistics and international trade and the green economy.

Policy EC-6.25: Coordinate with the Port to market and recruit businesses that meet the subarea's vision to vacant and undeveloped Port-owned properties.

Policy EC-6.26: Take advantage of trade relationships established by the Port of Tacoma to promote business attraction and expansion.

Policy EC-6.27: Promote programs that encourage international partnerships and exchanges focused on education, culture, trade, foreign direct investment and business attraction.



South Tacoma: Industrial uses within South Tacoma are extensive, extending from near downtown through the old "Nalley Valley" corridor to the South Tacoma industrial area represented, in part, by the old Tacoma Industrial Airport. In 2004, this area was designated a Countywide Manufacturing/Industrial Center. The area is well served by a regional transportation system that includes rail, commuter rail, transit and Interstate 5. The City intends for the South Tacoma MIC to redevelop with industrial uses and has applied an overlay zoning district for the area with the intent to provide additional protection to industrial and manufacturing uses by placing further restrictions on incompatible uses within this defined area.



BALANCING JOB CREATION AND ENVIRONMENTAL RESTORATION IN TACOMA'S ECONOMIC DEVELOPMENT FUTURE

Community priorities of equity, opportunity, public health, safety, and sustainability are integrated across all elements of this Plan, creating mutually reinforcing actions and opportunities for inter-departmental collaboration on some of the City's most complex and pressing issues. This strategic integration paves the way for smart investments that address multiple benefits at once. An example of this is the Plan's focus on policies that advance both environmental restoration and green job creation.

Goals and policies in this element include strategies to help existing businesses transform their products, processes, and business models so that they can tap new green market opportunities, growing new businesses and industries that are developing and deploying green technologies, and preparing workers – especially people of color and women – to thrive in this new economy.

Some examples of policies include:

- ▶ Support for a collaborative network of leaders: Forming connections among Tacoma's economic institutions to guide and implement green economic initiatives.
- ▶ Engaging with existing businesses: Conducting meetings to understand their challenges and sharing resources to facilitate the transition to greener processes and products.
- ▶ Upskilling the workforce: Preparing Tacoma's workforce for green economy jobs through targeted training and education programs. For example, specific policies include support for programs that introduce local youth, particularly in underrepresented communities, to a wide variety of career pathways and prepare veterans of all levels to successfully transition into the civilian workforce.
- ▶ Deploying emerging technologies: Positioning Tacoma as a real-world testbed for new green technologies, encouraging innovation and adoption.
- ▶ Supporting small and minority contractors: Providing comprehensive services to help these businesses enter and succeed in the green economy.

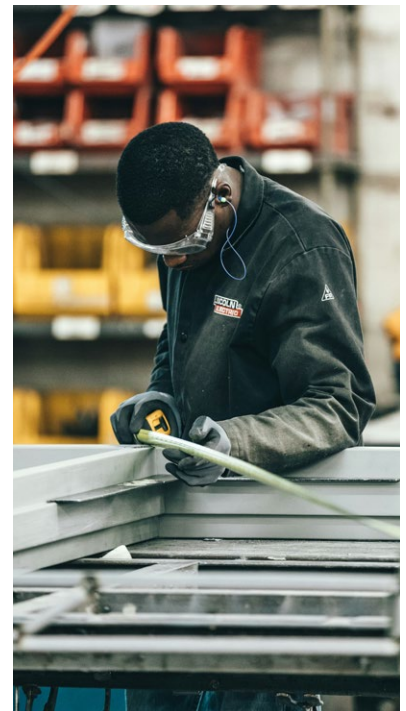
The Comprehensive Plan also supports investments in industry sectors with significant growth potential in Tacoma's local economy:

Clean energy: Focusing on advancements in clean hydrogen, electrification, and renewable fuels.

Industrial symbiosis: Promoting innovative approaches like reusing products formerly considered waste, leveraging Tacoma's robust logistics and transportation infrastructure.

Green building products: Capitalizing on the local manufacturing base to support the production of sustainable building materials.

Maritime: Developing smart port technologies and sustainable maritime practices.



TACOMA'S MANUFACTURING INDUSTRIAL CENTERS

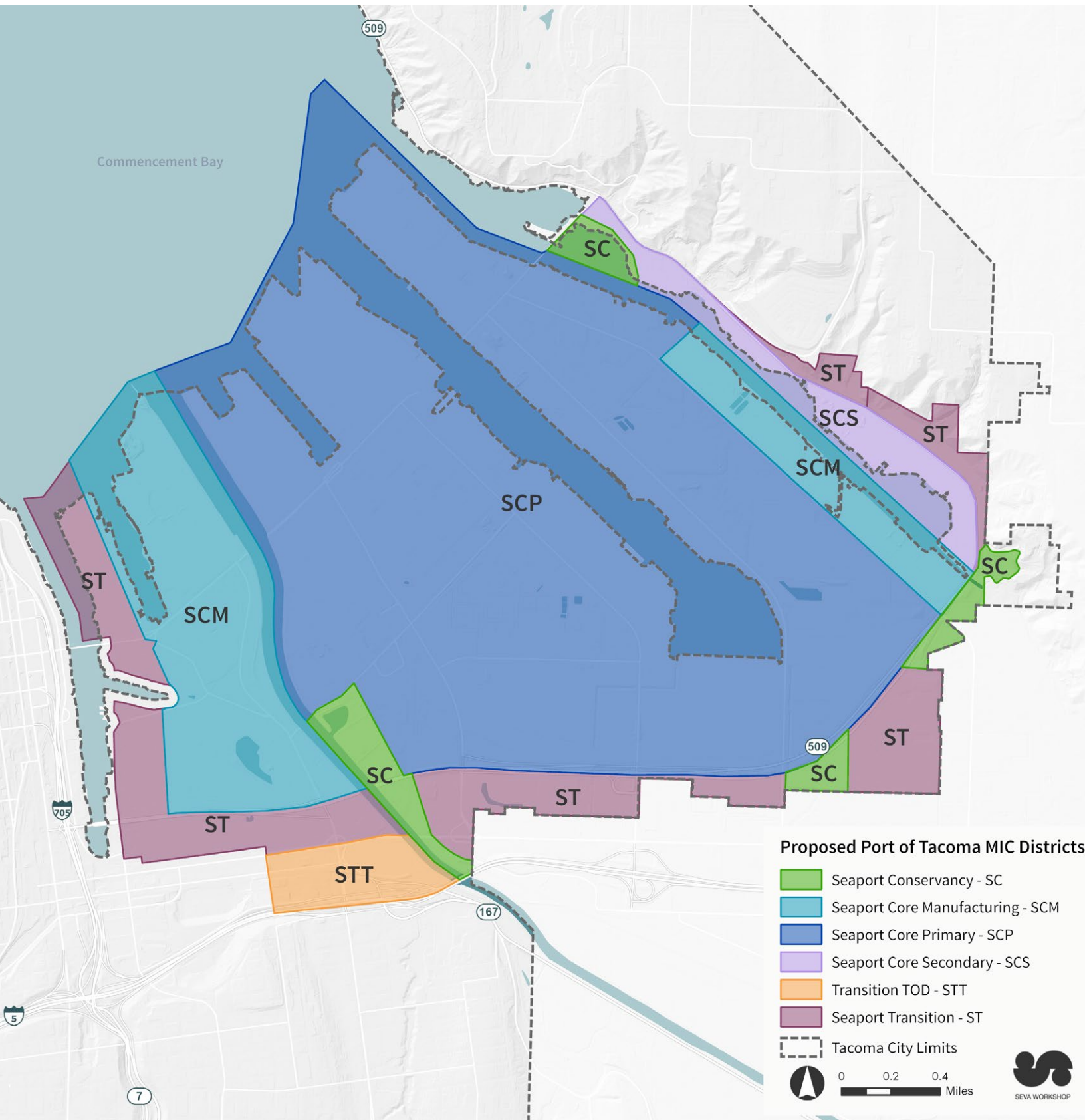
Recognizing the important economic role of industrial lands, the PSRC and Pierce County Regional Council have adopted policies intended to preserve industrial lands, including implementing a designated regional center framework to prioritize areas for targeted growth and investment in the region. Manufacturing/Industrial Centers (MICs) are existing employment areas with intensive, concentrated manufacturing and industrial land uses that cannot be easily mixed with other activities. MICs have a very important role in the region as they are intended to continue to accommodate a significant amount of regional employment and be areas of targeted future employment growth. MICs provide economic diversity, support national and international trade, and offer higher-than average wages, while also generating substantial revenue for local governments. VISION 2050 calls for cities and counties to continue preserving industrial lands for manufacturing and industrial activities, and strictly limiting incompatible land uses in MICs. MICs, often hubs of economic activity, can also pose significant environmental risks such as air pollution, depleted water quality and habitat destruction. Effective planning for these centers helps balance industrial development with environmental sustainability.

Tacoma's two MICs, Tideflats and South Tacoma, are centers of concentrated employment that can provide a lower barrier to entry to living wage career pathways.

TIDEFLATS MIC

The Tideflats MIC comprises over 5,000 acres of waterfront land and adjoining waterways on Commencement Bay. The center includes the natural deep-water port and industrial lands adjoining Hylebos Waterway, Blair Waterway, Sitcum Waterway, the Puyallup River, Saint Paul Waterway, Middle Waterway, and Thea Foss Waterway. The Port is home to Tacoma and Pierce County's highest concentration of industrial and manufacturing activity, a major part of which is focused on port and marine terminals, marine cargo, on-dock intermodal rail yards, container terminals, roll-on/roll-off facilities, non-containerized cargo facilities (moving grain, fruit, alumina, and wood chips), automobile import facilities, shipyards, boat building and drydocks. The industrial development district includes warehousing, transloading, manufacturing, and fabrication and storage on sites close to marine cargo terminals. The Port also operates the Earley Business Center (EBC) at the north end of Alexander Avenue on Commencement Bay. EBC facilities include piers and moorage designed for vessel lay-up, outfitting, maintenance and repair, as well as rail-served manufacturing buildings and yard areas with overhead cranes. The center has excellent connections to two transcontinental railroads and the regional highway system.

Exhibit 59. Port of Tacoma MIC Districts (Proposed).



Source: Port of Tacoma, 2024

Exhibit 60. Port of Tacoma MIC District Acreage (Proposed).

PORT OF TACOMA DISTRICT	ACRES
Seaport Core Secondary - SCS	203
Seaport Conservancy - SC	144
Seaport Core Manufacturing - SCM	826
Seaport Core Primary - SCP	3,140
Seaport Transition - ST	620
Transition TOD - STT	109
Seaport Conservancy - SC	34

SOUTH TACOMA MIC

Industrial uses within South Tacoma are extensive, extending from near downtown through the old “Nalley Valley” corridor to the South Tacoma industrial area represented, in part, by the old Tacoma Industrial Airport. In 2004, this area was designated a Countywide Manufacturing/Industrial Center. The area is well served by a regional transportation system that includes rail, commuter rail, transit and Interstate 5. The City intends for the South Tacoma MIC to redevelop with industrial uses and has applied an overlay zoning district for the area with the intent to provide additional protection to industrial and manufacturing uses by placing further restrictions on incompatible uses within this defined area. Community input has highlighted a desire to attract green industries and reduce the impact of the MIC on neighboring residential neighborhoods.

Exhibit 61. South Tacoma MIC Zoning.

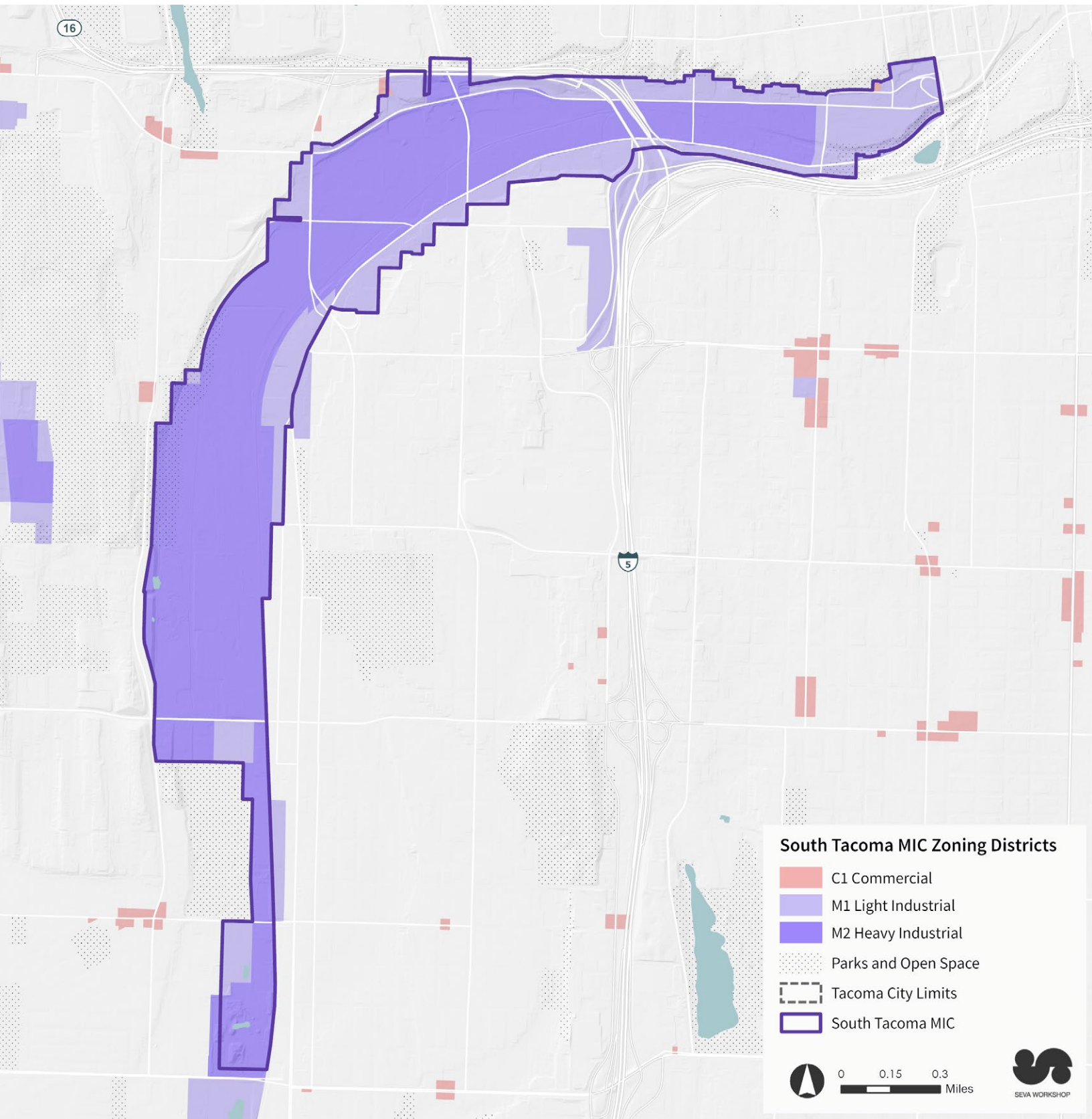


Exhibit 62. South Tacoma MIC Zoning Acreage.

BASE ZONE	SOUTH TACOMA MIC
C1 Commercial	0.4
M1 Light Industrial	127
M2 Heavy Industrial	481
Total Parcel Acreage	608

ENVIRONMENT AND CLIMATE

Policy EC-6.28: Encourage new industrial development that employs sound environmental practices and does not adversely impact air or water quality.

Policy EC-6.29: Encourage the use of sustainable design techniques in industrial site and building design. Examples include low impact development techniques to manage stormwater on-site, energy efficient building design, green infrastructure, and the use of recycled and other environmentally friendly building materials.

Policy EC-6.30: Ensure industrial development is sensitive to and will not adversely impact the South Tacoma Groundwater Protection District and other critical aquifer recharge areas.

Policy EC-6.31: Require tree canopy and landscaping standards to improve occupational conditions; to help mitigate heat island effect; to provide environmental, human health, and aesthetic benefits; and to act as buffer to neighboring uses.

LAND USE COMPATIBILITY

Policy EC-6.32: Encourage industrial uses and activities provide appropriate buffers including visual line of sight and light intrusion so as not to impact adjacent residential neighborhoods. Appropriate buffering should be in place and functioning concurrent with the occupancy of the industrial use.

Policy EC-6.33: Protect adjacent less intensive land uses from the impacts of industrial uses through the use of performance standards.

Policy EC-6.34: Industrial development should be designed to be compatible with adjacent uses and minimize offsite impacts.

Policy EC-6.35: Encourage existing and new industrial developments to enhance the aesthetic quality of the community through consideration of good architectural and site design, beautification measures, and proper maintenance.

Policy EC-6.36: Separate heavy industrial uses from incompatible adjoining uses with a buffer of less intensive uses such as light industry or commercial development, open space or sharp topographical changes.

Policy EC-6.37: Mitigate impacts of freight and other transportation on communities.

TRANSPORTATION

Policy EC-6.38: Ensure adequate transportation facilities, services and infrastructure is in place to facilitate development activity consistent with the vision within designated manufacturing/industrial centers.

Policy EC-6.39: Provide efficient, safe, and well-maintained infrastructure in manufacturing and industrial areas to support freight truck operations and maintain direct, reliable connections to freeways.

Policy EC-6.40: Enhance facilities and infrastructure to provide safe, continuous, and comfortable multimodal connections between manufacturing and industrial areas and surrounding neighborhoods to support equitable access to affordable transportation options for employees.

Policy EC-6.41: Leverage City resources, and partner with transit and workforce development agencies and employers to bridge transportation to work gaps and to advance opportunities for transit-oriented manufacturing.

Policy EC-6.42: Collaborate with Pierce Transit to expand and enhance transit services—including fixed-route buses, on-demand rideshare options, and shuttle services—to manufacturing and industrial areas, with a focus on aligning transit schedules with shift work and improving last-mile connections.

Policy EC-6.43: Encourage private and public development of the infrastructure needed to support the transition of freight carriers and delivery fleets to alternative fuels and technologies, such as electrification of vehicles and conversion to renewable fuels.

Policy EC-6.44: Promote the reduction of single-occupancy vehicle trips by supporting programs, strategies and public-private partnerships that offer alternatives such as ridesharing, transit, biking, walking, and other sustainable travel options.

RETENTION AND INVESTMENT IN INDUSTRIAL LANDS AND EMPLOYMENT

Policy EC-6.45: Ensure that at least 75% of MICs land area be zoned for core industrial uses with monitoring of land supply and uses over time to ensure this threshold is met and that the city is not losing industrial land inventory.

Policy EC-6.46: Ensure that at least 50% of the employment in MICs be industrial employment with monitoring over time to ensure this threshold is met.

Policy EC-6.47: Support the preservation and growth of manufacturing/industrial centers by encouraging the concentration of high intensity manufacturing and industrial uses, and through zoning restrictions to protect them from incompatible land uses.

Policy EC-6.48: The City, in conjunction with other public and private parties should encourage and/or pursue land assembly to promote redevelopment within manufacturing/industrial centers.

Policy EC-6.49: Work in conjunction with redevelopment authorities and other public and private parties to pursue additional funding for brownfield cleanup efforts.

Policy EC-6.50: Identify and pursue additional opportunities for recruiting manufacturing/industrial uses consistent with each center's subarea vision and continue to coordinate efforts with other public and private parties.

Policy EC-6.51: Maintain and enhance employment opportunities in the Manufacturing/Industrial Centers.

Policy EC-6.52: Support sectors locating in MICs/Industrial areas that provide equitable opportunities for attaining living-wage employment, entrepreneurship, and business development across different operational scales, such as craft/artisan manufacturing, makerspaces and incubators, Green Economy, manufacturing, industrial symbiosis, and clean technology.

Policy EC-6.53: Support conducting a subarea plan or land use compatibility study for the South Tacoma MIC, surrounding neighborhoods, and mixed-use center.

Policy EC-6.54: Prioritize the development and redevelopment of South Tacoma's industrial land including transportation improvements and environmental cleanup that enhance the area's marketability for industrial uses. Redevelopment activities should focus on using rail to transport goods or designating a truck route to State Route 16 so adjacent neighborhoods are not impacted by truck traffic.

Policy EC-6.55: Leverage City resources, and partner with transit and workforce development agencies and employers to bridge transportation to work gaps and to advance opportunities for transit-oriented manufacturing.

Policy EC-6.56: Encourage development and land uses in the South Tacoma MIC that have less of a freight component and impacts.

Policy EC-6.57: Support transition of low employment density land use such as warehousing to industries that provide higher per-acre job concentration where appropriate.

Policy EC-6.58: Encourage facility development and utility infrastructure that allows for adaptive reuse of facilities towards higher output activities such as small business creation, incubators, and manufacturing activities.



In 2024, the City of Tacoma partnered with Goodwill of the Olympics and Clover Park Technical College on a \$500,000 EPA grant to train workers for brownfield remediation, targeting 140 trainees and 79 environmental job placements



7.3 Actions

ACTION	LEAD
Develop an Equitable Retail Service and Recruitment Strategy; CEDD	CEDD (short-term)
Implement the recommended policies and actions of the Tideflats Subarea Plan.	PDS (short-term)
Conduct a Commercial Zoning Update that also addresses any identified gaps in implementing a 15-minute city through the City.	PDS (short-term)
Support Major Institutional Campuses in their master planning efforts. (PDS)	PDS
<p>Conduct a subarea plan and EIS to address compatibility between industrial lands and surrounding neighborhoods for the South Tacoma Manufacturing and Industrial Center. Integrate the following actions into future work planning:</p> <ul style="list-style-type: none"> ▶ Conduct land use compatibility review between industry (Manufacturing Industrial Center) and residential/commercial uses (siting facilities to address nuisances, noise, odor, health risks) ▶ Consider specific design and development code updates for industrial uses, including warehousing and other new development in the MIC ▶ Consider establishment of industrial/commercial zoning transitions. ▶ Freight route planning ▶ Consider land use compatibility within the MIC 	PDS
Partner with local and regional organizations to build and administer programs/pathways to living-wage jobs opportunities, especially serving economically disadvantaged communities, in priority and emerging industries.	CED
Work with City departments and partner organizations to plan, fund, and implement infrastructure and service improvements for greater multimodal access to businesses, services, and workplaces.	PW, PDS, CED
Determine a process to inventory, assess, and market industrial properties for adaptive reuse, remediation, redevelopment, or acquisition to put lands to productive use.	CED, PDS, RPS

ACTION	LEAD
Collaborate with the Puyallup Tribe to support their economic development vision and goals.	CED, PDS, PW
Integrate sustainability criteria into City’s purchasing process to leverage buying power towards sustainability outcomes.	CED, ES(Medium-term)
Provide resources, information, and technical support to businesses seeking to reduce environmental impacts and produce goods and components for sustainable supply chains. (CED, ES)(Short-term)	CED, ES(Short-term)
Develop an economic development strategy for the South Tacoma MIC to explore transitioning the economic base to include green manufacturing, Research and Development, maker spaces, incubators, and craft manufacturing uses.	CED(PDS)
Develop methodology and mapping to regularly monitor zoning and land uses in the Manufacturing Industrial Centers to ensure no industrial land inventory is being lost and that there is compliance with regional policies, specifically in ensuring that at least 75% of MICs land area be zoned for core industrial uses.	PDS
Develop methodology and means for regularly monitoring employment in the Manufacturing Industrial Centers to ensure compliance with regional policies that that at least 50% of the employment in MICs be industrial employment.	PDS



It is important to recognize on-going efforts and partnerships throughout the City related to economic development.

EXAMPLE PARTNER ORGANIZATIONS:

- University of Washington
- Tacoma Institute for Technology
- Tacoma-Pierce County Chamber of Commerce
- Local non-profit organizations
- Economic Development
- Board for Tacoma-Pierce County
- Bates Technical College
- University of Puget Sound
- Clover Park Technical College
- Travel Tacoma

EXAMPLE EFFORTS:

- Downtown Office Recruitment
- Spaceworks
- Tacoma Means Business Campaign
- Establishment of Auto Row BRE Program with Economic Development Board
- Start up weekends for tech entrepreneurs
- MakeItTacoma Website and Branding Materials

