

# Strategic Plan

## Foundational Goal:

# Economic Vitality

December 3, 2020





Meeting Purpose:  
Discuss and finalize the  
strategies for the **Economic  
Vitality** Foundational Goal

# Economic Vitality

## Foundational Goal



# Create living-wage jobs and business development opportunities in Pierce County.

**Prior version:** Create living-wage jobs and sustainable business development opportunities in Pierce County through Port leadership and direct investment.

# Economic Vitality

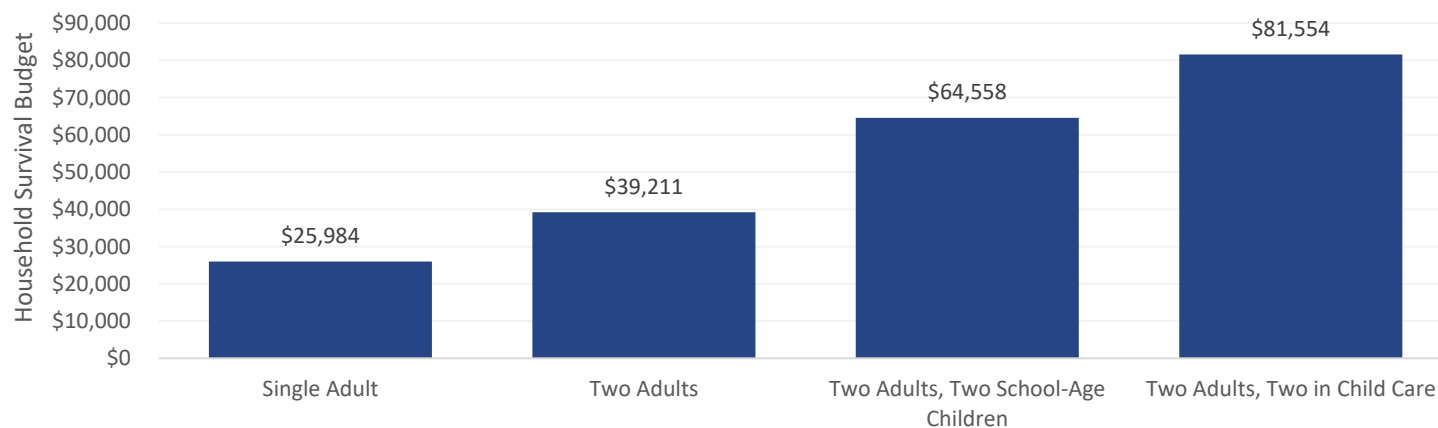
## “Living Wage” Defined



**MIT:** Living wage is the minimum subsistence wage for persons living in the United States.

**United for ALICE:** The ALICE (Asset Limited, Income Constrained, Employed) Household Survival Budget reflects the bare minimum cost to live and work in the modern economy and includes housing, childcare, food, transportation, health care, technology (a phone plan), and taxes. It *does not* include savings for emergencies or future goals like college or retirement.

Pierce County Household Survival Budget\*



\* ALICE Household Survival Budget, 2018, Bureau of Labor Statistics, Occupational Employment Statistics, 2018, Adjusted by CPI to 2020 estimates

# Economic Vitality Proposed Strategic Framework

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# Economic Vitality Draft Strategies



**Foundational Goal:** Create living-wage jobs and business development opportunities in Pierce County .

## EV-1

- Invest in real estate that supports living-wage job-creation throughout Pierce County.

## EV-2

- Plan real estate in and around the Tideflats to support marine trade activity.

## EV-3

- Support the development of policies and infrastructure investments that result in living-wage jobs and a robust employment base.

## EV-4

- Partner with regional organizations to promote living wages jobs and business growth in Pierce County.

## EV-5

- Grow the Pierce County workforce through training and education to create living-wage jobs.

# Economic Vitality Strategy 1 (EV-1):

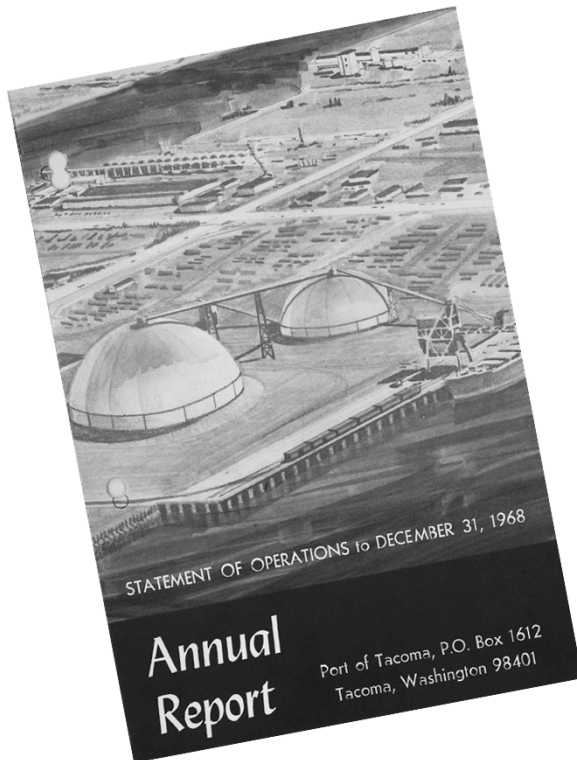
Invest in real estate that supports living-wage job creation throughout Pierce County.

**Scott Francis**

Director, Real Estate



# Economic Vitality Frederickson



**“The Port established the Frederickson Industrial Development District, a 510-acre area south of the city, zoned for heavy industry.”**

***--Port of Tacoma  
Annual Report--1968***



# Economic Vitality Frederickson



## Keep Good Company in Frederickson.

**Looking for a prime industrial site?** The Boeing Company chose the Frederickson Industrial Area when it decided to build its new aircraft component plants in Pierce County.

And why not? Frederickson offers the largest tracts of land in Pierce County with M-2 Heavy Industrial zoning. The Port of Tacoma has recognized the value of this area by investing more than \$6.6 million in road, water and sewer improvements for its own Frederickson site.

The Port of Tacoma is offering over 300 acres of this prime industrial land for sale in 20-acre minimums. So if you want to keep good company when selecting an industrial site, look at Frederickson.

It's quite a site to see.

# Economic Vitality Frederickson



Toray Composite Materials America, Inc.



## EV-1

Invest in real estate that supports living-wage job creation throughout Pierce County.



### Draft Supporting Actions

- Develop a focused **Port real estate investment strategy** to identify and support the priority industry clusters for development opportunities throughout Pierce County and the Tideflats.
- Explore the feasibility and funding options to support the **development of incubator facilities** for small, targeted business starts.
- Explore the Port's potential role in the development of a **commercial fishing vessel moorage** in Gig Harbor.
- Explore opportunities in Pierce County for establishing a high-quality **wetland and fish mitigation program** to support Port-related industries.

*Confirming...*

EV-1

Invest in real estate that supports living-wage job creation throughout Pierce County.



## **Economic Vitality Strategy 2 (EV-2):**

Plan real estate in  
and around the  
Tideflats to support  
marine trade activity.

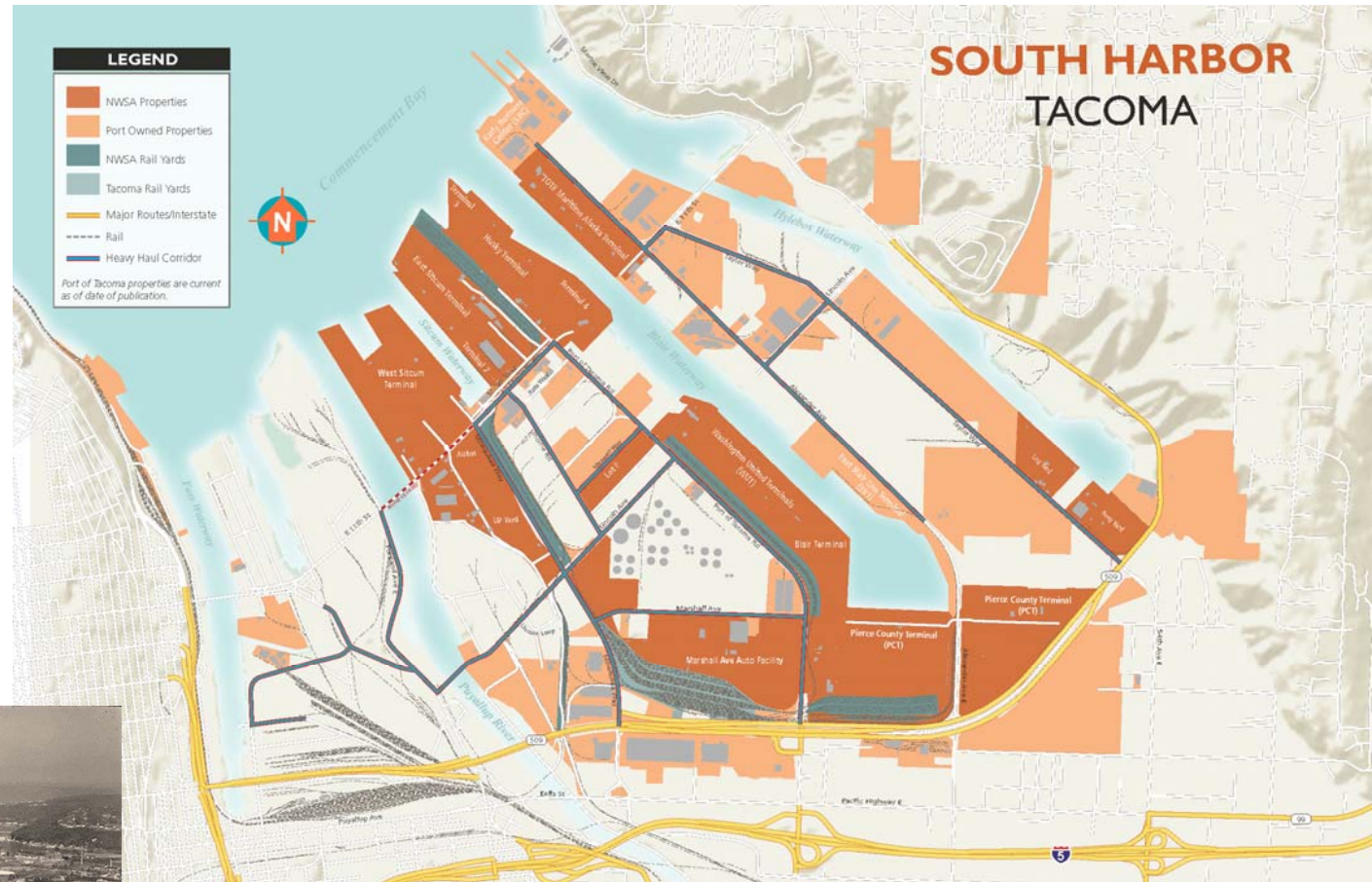
**Scott Francis**

Director, Real Estate



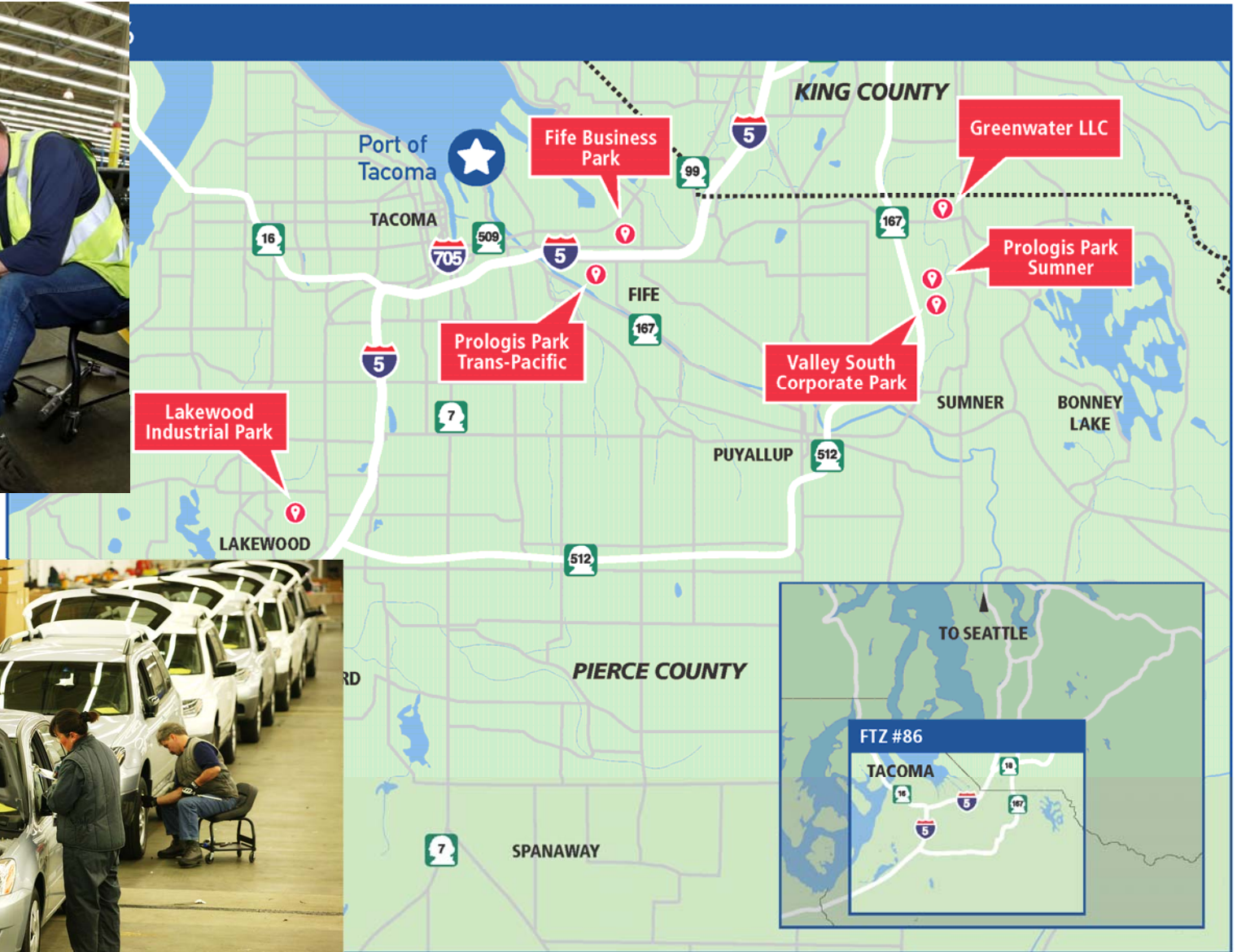
# Economic Vitality

## Waterway development



# Economic Vitality

## Magnet sites - Foreign Trade Zone #86





## EV-2

Plan real estate in and around the Tideflats to support marine trade activity.



### Draft Supporting Actions

- Accumulate and assemble **real estate in the Tideflats** central peninsula that can support marine activity, the Northwest Seaport Alliance terminal operations, and related support functions consistent with the real estate investment strategy.
- Explore **partnership opportunities** with the Puyallup Tribe of Indians.
- Support existing and new customers/tenants by **accelerating environmental cleanup, continuously improving stormwater infrastructure**, directing surface water fees toward flooding prevention and repairs/replacement.
- Advance expansion of **utilities to support tenant and customer needs** including data service and electrification infrastructure.



*Confirming...*

EV-2

Plan real estate in and around the  
Tideflats to support marine trade activity.

## **Economic Vitality Strategy 3 (EV-3):**

Support the development of policies and infrastructure investments that result in living-wage jobs and a robust employment base.

**Deirdre Wilson, AICP**

Senior Planning Manager



# Economic Vitality Tideflats Interim Regulations



## **Tacoma City Council Action, October 20, 2020:**

“I move to amend Ordinance No. 28696, extension of the Tideflats Interim Regulations, to add an additional subsection under "Be it Ordained" stating: That **the Tacoma Planning Commission is hereby directed to review these Interim Regulations and recommend non-interim regulations to replace them for consideration by the City Council by April of 2021.** In undertaking this work, the Commission will consider only those issues and uses initially addressed by Amended Ordinance No. 28470 and will limit the scope of work to those regulatory options reviewed in the public record. The Commission should seek substantive input from the Port of Tacoma, the Puyallup Tribe, and other governments and stakeholders of the Tacoma Tideflats. Further, the Commission will review and assess approaches to regulate the expansion of existing uses, and consider new findings of fact, including any lessons learned from permitting in the time since the regulations were put into effect, and changes to baseline conditions. The Commission's recommendations should provide clarity and predictability for industry and community, particularly given the current COVID-19 crisis and economic impacts.”

# Economic Vitality Tideflats Subarea Plan



Work Plan will include:

- Economic Prosperity for All
- Environmental Remediation and Protection
- Transportation and Capital Facilities Plan
- Public Participation and Outreach



Subarea planning allows for the establishment of a shared, long-term vision, and a more coordinated approach to development, environmental review and protection, and strategic capital investments in a focused area.

Completion of a subarea plan will support the ongoing eligibility for and prioritization of transportation funding in the Port of Tacoma Manufacturing and Industrial Center, and a well-developed plan for the Tideflats will provide great regional benefit.

# Economic Vitality Metropolitan Planning Organization



## EV-3

Support the development of policies and infrastructure investments that result in living-wage jobs and a robust employment base.



### Draft Supporting Actions

- **Protect Pierce County's manufacturing land** base by continually advocating for the protection of land zoned to allow for manufacturing and industrial uses.
- **Participate in policy-making efforts** in support of port related land use and mobility needs at all levels of government.
- Engage in planning efforts for **infrastructure** (utilities, broadband, water, sewer, etc.) **that support industry needs.**
- Collaborate with the Northwest Seaport Alliance on an assessment of facilities and strategies to address potential **impacts of hazards and sea level rise** affecting port properties and operations.
- Seek necessary permits and resources to ensure **adequate navigational capacity** for the needs of shipping line customers.



*Confirming...*

EV-3

Support the development of policies and infrastructure investments that result in living-wage jobs and a robust employment base.

## Economic Vitality Strategy 4 (EV-4):

Partner with regional organizations to promote living wages jobs and business growth in Pierce County.

**Eric Johnson**

Executive Director





## EV-4

Partner with regional organizations to promote living wages jobs and business growth in Pierce County.



### Draft Supporting Actions

- Work with local governments and key non-governmental organizations to **assess industry clusters** where Pierce County has an advantage.
- Work with local governments, key non-governmental organizations, and educational institutions to **identify potential business incubator partners** as part of the incubator feasibility assessment.

*Confirming...*

EV-4

Partner with regional organizations to promote living wages jobs and business growth in Pierce County.

**Economic Vitality  
Strategy 5 (EV-5):**  
Grow the Pierce County  
workforce through training  
and education to create  
living-wage jobs.

**Jeff Marcell**

TIP Strategies

**Leslie Barstow**

Port of Tacoma



# Economic Vitality

## Current Workforce Development Outreach



### **K-8<sup>th</sup> Grade Outreach**

- Children's Water Festival
- Tacoma Sea Scouts
- Stewart Middle School Career Day (with ILWU, POT Maintenance and Security)
- Fife/Milton/Edgewood Chamber of Commerce 8<sup>th</sup> Grade STEAM day

### **High School Outreach**

- Tacoma School District Career & Technical Education Advisory Board
- Tacoma School District Tideflats Certification Program (High School)
- Pierce County Career Day (all PC High Schools)
- Tacoma Propeller Club's Scholarship Award (high school)

# Economic Vitality

## Current Workforce Development Outreach



### Post High School Outreach

- Over 50 tours/speakers for High School and College groups annually, including annual requests from PLU, UPS, and UWT for in classroom or at port speakers from various departments
- Central Washington University Port Career Exploration Day
- Puyallup Tribe Career Fair (targeting 18+)
- Clover Park STEM reception/career fair for girls
- Pierce College STEM Expo
- Tacoma Community College Logistics Program
- Bates Technical College Career Fair
- Commissioner conversation with Pierce County Skills Center re: Introduction of a Maritime curriculum

# Economic Vitality

## Best Practice in Workforce Development



### **Port of Vancouver USA**

- Internal apprenticeship program
- Focused on Port maintenance operations
- Program runs 1 cohort annually, from June-Oct
- Partners include Laborers Union (LiUNA), Workforce Southwest Washington, and Clark College



Photo courtesy of Port of Vancouver, USA

## EV-5

Grow the Pierce County workforce through training and education to create living-wage jobs.



### **Draft Supporting Actions**

- Define the Port's role in workforce development and establish criteria to guide decisions about how and when the Port should invest resources in workforce development.
- Evaluate and enhance the Port's role in supporting existing or new internship and apprenticeship programs.
- Deepen relationships with workforce development organizations, higher education institutions, and local industry to ensure the Port is actively engaged in initiatives that identify and address high demand skills that are not currently being supported.

### **Resource Note**

New initiatives and programs will require additional resources to be determined by Port Commission

*Confirming...*

EV-5

Grow the Pierce County workforce through training and education to create living-wage jobs.



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## EV-3

- Support the development of policies and infrastructure investments that result in living-wage jobs and a robust employment base.

## EV-4

- Partner with regional organizations to advance sustainable practices and to promote and foster sustainable industries.

## EV-5

- Grow the Pierce County workforce through training and education to create living-wage jobs.



Next Meetings:

Dec 17:  
**Mission and Values**

Jan 12:  
**Community Connections**  
strategy review

# Questions and Next Steps