

REPORT



**City of University Place
Economic Development Summit**

May 17, 2001

Prepared by:



| BERK & ASSOCIATES |

Thank You ... *to the community leaders, business owners, neighborhood residents, agency staff, and others who participated and shared their ideas and hopes for the future of University Place at the Economic Development Summit that was held on May 17, 2001. A special thanks goes to the University Place/Fircrest Division of the Tacoma-Pierce County Chamber of Commerce which co-sponsored the event. The City also acknowledges the many citizen volunteers who helped organize and run the meeting.*

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Introduction ... a Report on the City of University Place's Economic Development Summit Meeting

On May 17, 2001, the City of University Place held an Economic Development Summit at Town Hall. Co-sponsored by the University Place/Fircrest Division of the Tacoma-Pierce County Chamber of Commerce, the event provided an opportunity for nearly 70 community members to engage in discussions and share perspectives on their hopes, desires, and vision for how the community can best grow, develop, and prosper.

This report summarizes the Summit's key objectives, discussion issues, and the themes that emerged from the meeting. Based on these findings, key recommendations are presented for the City and community to consider for moving forward.

Summit Objectives ... and an Invitation to Participate

“What does economic development mean for the community? Tonight is the very first step toward developing an Economic Action Plan.”

*John Caulfield,
Assistant City Manager*

To prepare for the Summit, City staff and their consultants reviewed and summarized the City's planning policies – the Comprehensive Plan and the Town Center Plan – and several marketing studies recently prepared for the City. Please see Attachment C for the City's adopted “Vision and Strategies” and Attachment D for a summary of the previous studies.

In addition, interviews were conducted in April 2001 with key City stakeholders, including community leaders, business representatives, elected officials, and senior City staff. The results of these interviews were used to help shape the objectives and format of the Summit. Please see Attachment A for the Summit agenda and Attachment B for a summary of these interviews.

Mayor Lorna Smith and Assistant City Manager John Caulfield, welcomed participants, explained the Summit's objectives, and invited all to

participate fully, sharing their perspectives. The objectives of the Summit were to:

- ❖ *Provide the community an opportunity to come together and share information, perspectives on the City's accomplishments and future economic opportunities;*
- ❖ *Initiate a community dialogue about a future vision for the City's economic growth, and identify priorities to achieve those objectives; and*
- ❖ *Discuss and agree on next steps.*

Perspectives on ... *Where We've Been, What Has Been Accomplished and the Importance of Economic Development*

“How can we bring about a vision for the Comprehensive Plan; for a healthy and diverse business district that serves the needs of the community? What can we do together to make this happen sooner and better?”

Lorna Smith, Mayor

To provide context for the Summit, City Manager Bob Jean presented a brief history of University Place and what the City has accomplished since its formation. He explained that since its incorporation, the City has made great strides toward enhancing and improving the quality of life within the community: new park and recreation initiatives; Town Center Plan; street and traffic infrastructure improvements; local control for the provision of municipal services; and public safety initiatives resulting in a reduction in the crime rate, speeding offenses, and the number of accidents.

The City is now ready to focus its efforts on economic development. With enhanced economic development, the City can (1) implement the vision in the City's Comprehensive Plan sooner and better, (2) increase business opportunities in the City, and (3) reinvest this new revenue stream to better maintain and enhance City services for the community. To start this circle of benefits, the City is seeking to create new partnerships and generate ideas to stimulate economic development.

David Graybill, President and CEO of the Tacoma-Pierce County Chamber of Commerce, encouraged participants to think broadly about business opportunities and economic development. He noted that working on economic development and being successful in business includes being aware,

“We’re ready to start the process of building an action strategy that builds upon the foundation set over the last several years. We’re ready to bring about the vision of our Comprehensive Plan and Town Center Plan.”

Bob Jean, City Manager

being able to trust each other, and taking action. He encouraged participants to articulate the strengths of and best strategies for University Place.

Ruthann Riem, a business owner in the City, encouraged participants to move forward with a renewed vision for economic development. She noted that with the skills and knowledge that already exist, the community can take this wonderful opportunity to go the next step and take action to improve the City’s economic outlook. She encouraged participants to build on the community’s successes, which include completed infrastructure improvements and a good business climate and to focus on opportunities for the City to realize its potential.

Brainstorming a Future Vision ... for the City's Economic Growth and Prosperity



Summit participants divided into six discussion groups, to share ideas and perspectives in response to three questions:

1. *In a perfect future, University Place would be...*
2. *How can we build on the strengths of our community, create new opportunities and address our challenges?*
3. *What should be the City's priorities for the next 5-10 years?*

Throughout the meeting, participants fully engaged in the discussions and shared their perspectives. At the end of these discussions, the facilitators/notetakers had recorded several hundred comments. These comments are summarized in the sections below.

In a Perfect Future ... *University Place would be ...*

- ◆ **A community where businesses offer diverse goods and services** (noted 9 times). Businesses should fill the gaps in services that are not currently provided in the community. Businesses should be small and unique, reflecting the special character of the community. The City should be open to new businesses such as tourism and international businesses.
- ◆ **A community that is responsive to the needs of businesses** (noted 9 times). The City's regulations and processes can be inflexible, impacting small businesses negatively. In order to attract new and diverse businesses, the City should be more business-friendly, predictable, and flexible. The City should be open-minded to new ideas and change, if necessary.
- ◆ **A community that maintains its sense of pride and community spirit** (noted 7 times). Keeping the community's spirit, pride, and

sense of place are critical in a perfect future. In a small and vibrant town climate, people know each other.



- ◆ **A community with a vision that everybody supports** (noted 6 times). The vision should create a cohesive goal where everybody is pulling together and working towards the same outcomes, free of divisive controversies. The vision should respect and not sacrifice the community's history, heritage, identity, and character while pursuing economic development.
- ◆ **A community where communication among stakeholders including the residents, businesses, City, and others is open and inclusive** (noted 6 times). The City should continue to provide an environment of "involved citizenry." The City's ability to communicate could improve by including all members of the community and ensuring that they are given an opportunity to participate in the City's decision-making process.
- ◆ **A community safe from harm** (noted 5 times). In a perfect future, issues about public and traffic safety are nonexistent.
- ◆ **A family-friendly community** (noted 5 times). A perfect future would include a comfortable and safe atmosphere where services and programs are available for families and children.
- ◆ **A community that is diverse** (noted 5 times). In addition to envisioning a diverse market place, a diverse population would add to the richness and character of the community. The City should also be more than a good school district and more than Bridgeport Way.
- ◆ **A community that maintains and builds on its positive features** (noted 5 times). Examples of these features include having competent employees, parks and open space, safe community, and great schools. The City already has five established employment centers including the Town Center, 27th Street Business District, Narrows Plaza, Orchard Street business district, and School district.

Given this good foundation, the City is in a good position to make University Place a destination.



- ◆ **A community where people live, work, and shop locally** (noted 4 times). Residents were encouraged to be more supportive of local businesses. Businesses were also encouraged to create a more welcoming atmosphere and provide a wide range of affordable goods and services.
- ◆ **A community that balances the demand for growth and the desire for maintaining the quality of life** (noted 4 times). Economic development should be balanced with sustaining the environment and addressing other needs of the community such as social services, recreational activities, and cultural events. The City should not be “overcrowded.”
- ◆ **A community that is self-reliant and self-contained** (noted 4 times). Having a self-reliant community means that residents find what they need within the City’s business areas. The City should offer a complete set of services and goods and not just be a “stepchild” of a larger area or district.

Other comments included the following:

- ◆ Develop an economic development strategy.
- ◆ Revitalize the 27th Street Business District.
- ◆ Focus on having positive growth – more than just the status quo.
- ◆ Provide a variety of recreational opportunities including a golf course, parks, and activities for children and adults.
- ◆ Make Chambers Creek a future destination.
- ◆ Provide a walkable, pedestrian-friendly, clean, and safe community.
- ◆ Encourage a mix of land uses including affordable housing and mix-used development where retail is at ground level, with residential units above.
- ◆ Start a community newsletter or newspaper.
- ◆ Maintain and keep the school system strong.

- ◆ Continue investments in street infrastructure and invest in new infrastructure such as technology.
- ◆ Improve public transit.

How to Build on ... *the Strengths of our Community, Create New Opportunities and Address our Challenges*

“Look for your strengths, like your School District and the potential for improving Chambers Creek. What is your unique competitive niche?”

*David Graybill, President & CEO,
Tacoma-Pierce County Chamber of Commerce*

- ◆ **Encourage collaboration and partnerships** (noted 10 times). There is an opportunity to create partnerships and linkages among the City, community, school district, Tacoma Community College, businesses, banks and real estate agencies, which will shore up businesses. A challenge is how to foster cooperation and understanding among all these organizations.
- ◆ **Develop and agree on a vision** (noted 8 times). Advice for developing the community's vision include: (1) respect the community's history and heritage and original identity, (2) do not try to be all things to all people, (3) keep development focused, (4) decide what level of development the community wants, and (5) be specific about what the community wants. It is important to build on the momentum of the community's desire for an identity.
- ◆ **Market and support the City's existing businesses** (noted 7 times). The City should market and promote the uniqueness of the City. The City should also support existing businesses because they are the foundation of the City's economic base.
- ◆ **Capitalize on the community's positive features** (noted 7 times). The City's strengths include its citizens, location, wealth, school district, and an educated workforce. The City should create opportunities for the niches it already has, including a professional base, neighborhood retail areas, and home-based businesses. Participants felt that the school system is a strength that should be used to attract businesses and residents.



- ◆ **Keep communication open and inclusive** (noted 7 times). A key strength of the community is its informed, interested, and involved citizens, business representatives, employers, school district representatives and others. It is important to continue to solicit community input and encourage participation.
- ◆ **Provide a “business-friendly” environment** (noted 6 times). “Business-friendly” means creating an “incubator environment” where businesses can thrive. This could be possible if the City does not over control, if the codes and regulations are more flexible, and if the permitting process is streamlined.
- ◆ **Address the challenges for attracting new and diverse businesses** (noted 4 times). The City’s location and the competition of nearby commercial areas present some challenges to attracting new and diverse businesses that could help spur economic development.

Other comments included the following:

- ◆ Develop an economic development strategy. The challenge is to have a timely installment of ideas and to ensure that the action plan is workable.
- ◆ Encourage new businesses to locate in the area by making them aware of the City’s low tax rates.
- ◆ Advertise vacant and idle facilities.
- ◆ Increase opportunities for home-based business.
- ◆ Find solutions outside of retail.
- ◆ Inform and support the City Council and staff.
- ◆ Acknowledge the City Council and Commission members because they are the City’s strength.
- ◆ Acknowledge volunteers; use people effectively.
- ◆ Generate more revenues, both public and private.
- ◆ Create recreational opportunities, including a beach access and Chambers Creek.

- ◆ Encourage mixed-use development where people can work, shop, live, and play in the same neighborhood.
- ◆ Poll residents about why they go outside of the City to shop.
- ◆ Start a community newspaper.
- ◆ Use the web site to advertise all activities.
- ◆ Improve multi-modal transportation.
- ◆ Identify weaknesses of the community.

Priorities ... *What Should the City's Priorities be for the Next 5-10 Years?*



- ◆ **Keep communication lines open and inclusive** (noted 6 times). The City should create an open, predictable, and encouraging climate for public participation. Establish a community network and feedback process between the City and the community.
- ◆ **Develop a single vision for the City** (noted 6 times). As part of developing the vision, it is important to maintain the City's history, to focus on coming together and agreeing, and identifying the City's unique character.
- ◆ **Create more recreational opportunities** (noted 6 times). Provide more recreational opportunities and gathering places for families and children. Develop a skateboard park for teenagers. Develop parks, a boat launch, and a beach access.
- ◆ **Develop an economic development strategy** (noted 5 times). Such a strategy should be progressive and clear. It should not just focus on "beautification of city streets" but also improve business districts.
- ◆ **Ensure that future development is balanced** (noted 4 times). A balanced development should be accomplished by letting the City grow "naturally." It is important to balance business with community needs.



- ◆ **Prepare for technology in the future; get wired** (noted 4 times). The City is encouraged to invest in and install fiber-optics throughout the community.
- ◆ **Provide infrastructure in both residential and commercial areas** (noted 3 times). The City should provide infrastructure in all four employment centers and the community as a whole, including roads, sidewalks, curbs, gutters, sewer, and technology.
- ◆ **Provide a walkable community** (noted 3 times). Providing a safe, walkable community is a priority.
- ◆ **Market existing businesses** (noted 3 times). Marketing existing businesses is also a priority.

Other comments included the following:

- ◆ Be more flexible; less City bureaucracy.
- ◆ If the proposed sign code is adopted, set up a grandfather clause that allows existing businesses to keep their existing signage.
- ◆ Revitalize the 27th Street Business District.
- ◆ The focus of the City should be on its citizens.
- ◆ Need to provide a road system that serves the community without discouraging outsiders to patronize community businesses.
- ◆ Eliminate crime hot spots.
- ◆ Reduce substantially domestic violence offenses; pay attention to social issues, not just on development.
- ◆ Encourage beautification and maintenance of properties.

A Summary of Perspectives ... *What We Heard*



Following each of the reports from the discussion groups, the City's consultant, Bonnie Berk, summarized the key comments and themes from the evening:

University Place is considered a good place to live, work, and play. There is a sense of community pride and spirit and there is a desire to make the City even better – economically, physically, recreationally, and socially. The key themes that emerged through the evening reflect significant commonality and consensus on broad issues. These areas of commonality are summarized below.

- ◆ **Community agreement on a vision.** It is important to get together and agree on a vision. Such a vision will help make the community more cohesive. A challenge will be for the community to agree on the desired types of uses and level of development.
- ◆ **Community dialogue that is open.** Create an environment where the City maintains connections with the community and everyone is included and heard.
- ◆ **Maintain and grow the City's businesses.** Encouraging a “business-friendly” community should help to accomplish this objective. A challenge is addressing concerns that the City's rules/regulations are “inflexible” while sustaining the environment, maintaining quality of life, and ensuring “balanced development.”
- ◆ **Attract new and diverse businesses that the community can support.** Providing a wide range of goods and services should encourage residents to shop in the City instead of outside. A challenge is identifying specific businesses to locate in a City that is not located on a main thoroughfare, and where vibrant, commercial areas already exist in nearby communities.
- ◆ **The City should be attentive to needs beyond economic development.** While the

“We have a stake in the community. We’re interested, we care, we’ll work, we’re responsible, we have courage, we’ll do the hard things and that’s what’s going to make University Place special and unique.”

*Ruthann Reim,
Business Owner*

City is focusing its efforts on economic development, it should not lose sight of other needs within the community, including creating more opportunities for recreational activities, addressing social needs, and investing in technology.

- ◆ **Encourage and incorporate diversity.** As the City grows, incorporating and encouraging a diverse population should be a priority because it adds to the richness and understanding of a community.
- ◆ **Residents should shop locally.** A challenge for the business community is to provide the range of services and goods that residents need, and create an atmosphere that is inviting and welcoming to customers. A challenge for the City is to encourage diverse businesses by identifying exactly what businesses or niches are needed.
- ◆ **Develop an economic strategy.** It is time to develop a clear economic strategic plan. Such a plan should ensure balanced development that maintains the City’s quality of life.
- ◆ **Continue with infrastructure improvements.** Providing and maintaining basic infrastructure to residents and businesses is important. A challenge is how to generate the necessary funds to make these community investments.

Recommendations ... *Proposed Next Steps*

Based on the key issues, perspectives, and themes shared by participants at the Summit, it is recommended that the City move forward by taking the following steps:

1. **Develop an Economic Development Strategic Action Plan.** The Action Plan will provide the vehicle by which the community can discuss and agree on a vision and strategies for the City's economic future.
2. **Create a Citizens Advisory Committee** to review, discuss, and guide the development of the Action Plan. The Committee will serve as a sounding board and a forum for developing a workable plan.
3. **Develop a communications strategy** to keep the community informed as the project progresses.

Economic Development Summit Participants

Mayor and City Councilmembers

<hr/> Lorna Smith, Mayor Jean Brooks, Mayor Pro-Tem	Linda Bird, Councilmember Stan Flemming, Councilmember Gerald Gehring, Councilmember Ken Grassi, Councilmember Debbie Klowoski, Councilmember
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City Staff

<hr/> Bob Jean, City Manager John Caulfield, Assistant City Manager Joann Smith, Director, Planning & Community Development	Cynthia Salzman, Planning & Community Development
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Discussion Group Leaders

<hr/> Paul Ellis, Chamber of Commerce Dixie Harris, Business Owner Mark Kahley, MKM Issues Management	Terry Reim, Business Owner Courtney Knox, Berk & Associates Elma Borbe, Berk & Associates
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Facilitators/Notetakers

<hr/> Isaac Conlen, Associate Planner Alan Kane, Sr. Project Engineer Bobbie King, Permits Manager	John Spencer, Financial Analyst David Swindale, Planning Manager Leonard Yarberry, Building Official
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Commissioners and Committee Members

<hr/> Caroline Belleci, Planning Commissioner Clay Dickinson, Community Oriented Policing Committee Ray Dotson, Community Oriented Policing Committee, School District Jim Kammerer, Planning Commissioner	Fred Langton, Fire Commissioner Linda McCallum, Parks Commissioner Johan Oye, Planning Commissioner Dan Rankin, Fire Commissioner
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Community Participants

<hr/> Fritz Akker, Automotive Import Repair Bart Alford, City of Tacoma Economic Development Reubin Amamilo, Tacoma Chambers of Commerce Cindy Bonaro, Pierce County Library Bill Bush, University Place Fire District Michael Butcher, City of Milton Economic Development Committee Kevin Briske, Associate Planner Richard Charles, Doctor of Veterinary Medicine	Michael Kagen Gay Landry, Affairs Inc. Bob McCallum Beverly McConaghy, Financial Network Investment Pat O'Malley, Pierce County Council Tom Pantley Ruthann Reim, Business Owner Bobbie Ritter, Tacoma Signwriters Dean Ritter, Tacoma Signwriters Jim Roth, Sterling Bank
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Community Participants (cont.)

Pat Collinge, Positive Impressions Promotional	Joe Scorcio, Pierce County Public Works
Denise Dyer, Pierce County Planning and Community Development	Michael Shelley, Dental Arts Creations
Alex Edwards, Tacoma Community College	Dan Small, Tacoma Community College
Ron Ehli, Pay By Check	Nancy Soles
David Graybill, Chamber of Commerce	Timothy X. Sullivan, City Attorney
Roger Gruener, Harvey's Coffee and University Place Refuse	Mary Swarthot, SAI
Betty Jorgenson, Che' Rose-Marie Salon	Steven Thompson, Pierce Transit
Judy Hanson K., JK Bookkeeping & Tax Service	Dr. Willardson, Dentist
	Dorothy Wimberly, First Community Bank
	Robin Wubbena
	James Zumini, Cascade Dental Arts

Berk & Associates, Inc.

Bonnie Berk	Courtney Knox
	Elma Borbe

Attachment A

City of University Place Economic Development Summit May 17, 2001 7:00 - 9:00 PM A G E N D A

Summit Objectives

- *An opportunity to come together and share information, perspectives on the City's accomplishments and future economic opportunities*
- *Initiation of a community dialogue about a future vision for the City's economic growth, and identification of priorities to achieve those objectives*
- *Discuss and come to consensus on next steps*

6:30 *Gathering and Light Refreshments*

7:00 **Welcome** *Mayor Lorna Smith*

7:05 **Introductions and Summit Objectives** *John Caulfield,
Assistant City Manager*

7:15 **Overview of Summit Agenda** *Bonnie Berk, facilitator*

7:20 **Recap of University Place History – Where We've
Been and What Has Been Accomplished** *Bob Jean, City Manager*

7:30 **Perspectives on the Importance of Community Economic Development**

- Mayor Lorna Smith
- David Graybill, Tacoma-Pierce County Chamber of Commerce
- Ruthann Reim, business owner

7:45 **Breakout Group Discussion: A Future Vision for the City's
Economic Growth and Prosperity**

- Charge to the Group *Bonnie Berk*

8:20 **Discussion Group Leaders Report Back** *Paul Ellis, Terri Reim
Dixie Harris, Mark Kahley,
Courtney Knox, Elma Borbe*

8:35 **What We Heard: Summary of Key Issues, Themes** *Bonnie Berk*

8:45 **Next Steps – Where We Go From Here** *John Caulfield*

9:00 **Meeting Conclusion**

Attachment B

City of University Place Economic Development Summit

Summary of Stakeholder Interviews

Introduction

To prepare for the City's Economic Development Summit, stakeholder interviews were conducted in April 2001 with the City's elected officials, senior staff, and business and community leaders. Twenty-five stakeholders were contacted and 15 were interviewed. The purpose of the interviews was to obtain perspectives on key economic development issues, challenges and priorities for the community. Three open-ended questions were posed to interviewees:

1. *What are the key issues – challenges and opportunities facing the University Place for attracting new and assisting existing businesses?*
2. *What focus or priorities would you like the City and community to discuss as part of the Economic Development Summit?*
3. *What is the appropriate role for the City, for businesses, for residents, for employers, others in pursuing an economic development strategy?*

Summary of Interview Findings

Key Assets and Opportunities for University Place

Community Characteristics

- The City is a good place to live. There is a high quality of life, with good schools and many recreation opportunities, and recent investments in bike paths, parks, beautification, Chambers Creek. Community events such as the Farmer's Market bring people into University Place and the Town Center.
- It is a safe community, with low crime rates, good police response, community-oriented policing strategies, business fax, and proactive programs (anti-check fraud program).

Business Friendly Environment

- It is less expensive to do business in the City – there is no business and occupation tax; and lower rental rates compared to many surrounding areas.
- There is a responsive local government with a good track record of infrastructure investments – road improvements, street lights and parks. High-speed, fiber optics connections are a plus – on the Click list to get wired.
- The community has a lot to offer; the customer profile is ideal for businesses, with a relatively high income; a highly-rated school district; and educated and active residents.

- There are three current business niches: (1) neighborhood-scale retail (restaurants, clothing stores); (2) professional services (legal, medical); and (3) home-based businesses.

Potential for Redevelopment

- There is potential for redevelopment in the City; current zoning allows infill development and redevelopment, and there are vacant properties and underutilized land.

Leadership and Community Involvement

- Citizens, businesses, and the City have done a good job at pulling the community together and helping to enhance the quality of life through the development of the Comprehensive Plan, Town Center, Bridgeport Way improvements, and recent changes to the signage code.
- Representatives from the business community are very involved, knowledgeable, and committed. The Chamber is well organized and involved.
- Representatives from the community are similarly involved and passionate about protecting and enhancing the quality of life.
- The City follows through and has the credibility to get things done.

Key Challenges for University Place

Revenues to Support Basic City Services

- There is a lack tools for generating revenues and keeping track of businesses. Currently there is no B&O tax, no licensing permits, nor are businesses required register with the City. It's hard to plan for economic development when you don't know what you have.
- The City faces funding challenges; along with the elimination of motor vehicle excise tax (MVET) revenues, the City also lost its tax equalization revenues. This amounts to a nearly \$3 million loss in revenues.

Current Business Climate and Challenges

- Additional business revenues are needed to help support basic public services in the City.
- There is a need for more viable businesses; some existing businesses are struggling.
- Need more businesses to be involved in the Chamber, and need joint marketing efforts. This is a challenge because many of the businesses are small (owner-operated or home-based businesses) and don't have a lot of time for involvement.
- There is a high rate of retail "leakage," i.e. residents are shopping at stores outside the City.
- There is relatively little land available for commercial development; there are no large undeveloped properties and this limits the City's ability to attract major businesses. There is also a perception that the community is not interested in larger scale development.

Location and Existing Character

- Access is an issue – the City is not on a major transportation corridor. It is close to the water, yet direct access to waterfront is cut off by the railroad. The City is working with the County to get access to the Chambers Creek properties.
- University Place lacks a community identity; the community needs to determine what it "wants to be."

- The City is primarily a bedroom community, and there is concern about allowing additional multi-family housing or larger commercial development -- concern about the impacts on quality of life.
- There is a disconnect between the Town Center vision and existing development. It may be a challenge to realize the Town Center vision from the current set of scattered, strip mall developments.
- The City's buildings lack character; are not architecturally interesting. There are a number of unattractive buildings and vacant/underutilized properties, particularly near downtown.

Optimal Roles for Continued Economic Development

Suggested Roles and Responsibilities for the City

- Pay attention to all stakeholders residents and businesses. By making the neighborhoods quality places to live in, businesses will be attracted.
- Be more receptive to business. Be reasonable and flexible about zoning.
- Collaborate with Chamber and encourage businesses to engage in associations or alliances.
- Continue to make physical improvements; design and improve facades.
- Develop standards for building well-designed buildings -- don't continue strip mall development.
- Develop a land use inventory cataloguing comprehensive plan, zoning codes, available land development possibilities.
- Improve the clarity and speed of the permit process.

Suggested Roles and Responsibilities for Businesses/Employers

- Participate and provide input to the City, in particular about what's working and what's not.
- Work with other businesses to develop business associations, in particular: establish an association with the purpose of cohesive marketing and community events; attract a diverse set of businesses and develop an information packet for businesses, detailing business assistance, market analyses, and including a video.
- Business could take advantage of recreation facilities to attract customers. The community need more recreation areas for youths and adults. Need fun places to visit and shop.
- Work with realtors to attract the right businesses and discourage others.

Opportunities for Businesses, Citizens, and the City to Work Together.

- Work to attract new and diverse businesses for the community. Ideally, the Town Center would be like the University Village in Seattle where there is a core of larger businesses surrounded by small businesses. We need to create a reputation, an identity for the business district, to be unique, and have character.
- Know the demographic makeup of our customers to provide the right type of services and goods.
- Develop a communications plan where businesses and community know what's going on. Use existing gatherings, ball games, events, and others to distribute information. Should focus on economic marketing such as brochures explaining what people want, what land is available, etc. City's newsletter should allow ads and sponsorships. The City could have banners across the street to announce events, and sponsors.

Suggested Priorities and Areas for Future Focus

- Implement an economic development strategic plan. Undertake a classic strategic planning process: take stock of existing conditions; do an environmental scan -- review strengths, weaknesses, assets, resources, in the private and public sector.
- Need a plan to strengthen our economic base, including how we can identify unmet needs to stop leakage (not only what do people want but what can the market support?)
- Build on momentum, highlight the great things that we have done in the last 5 years - infrastructure investments, investment of citizens
- Develop a shared community vision for the City's economic future, including development types. Currently there are various perspectives regarding what types and intensities of development should occur in the central business area. Some believe that the current condition is fine, some would like larger businesses or light industrial to generate more revenues, and others would like to see a set of small, storefront, mix used buildings.
- Develop strategies for and public understanding of the impacts of “buying local.”

Attachment C

City of University Place Vision and Strategies

Twenty years after incorporation, University Place is a safe, attractive city that provides a supportive environment for all citizens to work, play, get an education, and raise families. Children and youth are nurtured and encouraged to develop into competent, contributing citizens in a changing world. The physical and mental well being and health of all individuals is valued. Violence is not tolerated. A cooperative community spirit and respect for each other - our commonalities and differences - foster a diverse cultural, spiritual, and ethnic life and prepare us for future challenges.

Land Use and Environment. Residential areas and commercial corridors retain a green, partially wooded or landscaped character, although the city is almost fully developed. The public enjoys trail access to protected creek corridors, wetlands, and greenbelts. As the gravel pit site on the Chambers Creek properties gradually is reclaimed for public use, people enjoy expansive views, access to Puget Sound, and parks and recreation opportunities.

Community character has been enhanced by fair and consistent enforcement of land use regulations. Buffering and landscaping separate incompatible uses, support the integrity of residential neighborhoods, and create more attractive business/industrial developments.

Housing. University Place is a city of low and moderate density housing developments that maintains a “friendly neighborhood and community atmosphere”. The proportion of residents owning their homes has increased. A mix of housing styles and types is affordable to households at various income levels.

Transportation, Capital Facilities, Utilities. Street lighting, sidewalks, curbs and gutters, and bicycle lanes on all arterial streets have improved safety and created better connections between residential and business areas. The entire city now has access to sewers.

Economic Development. The City Hall complex has contributed to the development of a thriving commercial and civic area. This pedestrian friendly town center and community focal point offers civic activities, convenient shopping, and a welcoming downtown park. Residents and visitors enjoy a walk along shaded trails, a place to sit and relax on a sunny day, an active play area for children and a gathering place for community events.

Partnerships between the City and business sector have resulted in a viable, economically stable business community. Compact commercial and light industrial developments have attracted new investment and brought additional goods and services and more jobs to the community. Public street improvements and new infill developments contribute to the vitality of the core business areas. University Place has established itself as a destination for local shopping, arts, entertainment, and special community events and festivals.

Parks and Recreation. Expansion of parks and recreation services has been achieved through cooperative efforts of the City, the Parks and School Districts, and many citizen volunteers. Residents enjoy more neighborhood parks and public spaces, a community and civic center,

public access to the shorelines, and a variety of recreation programs and activities for children, youth, adults, and senior citizens.

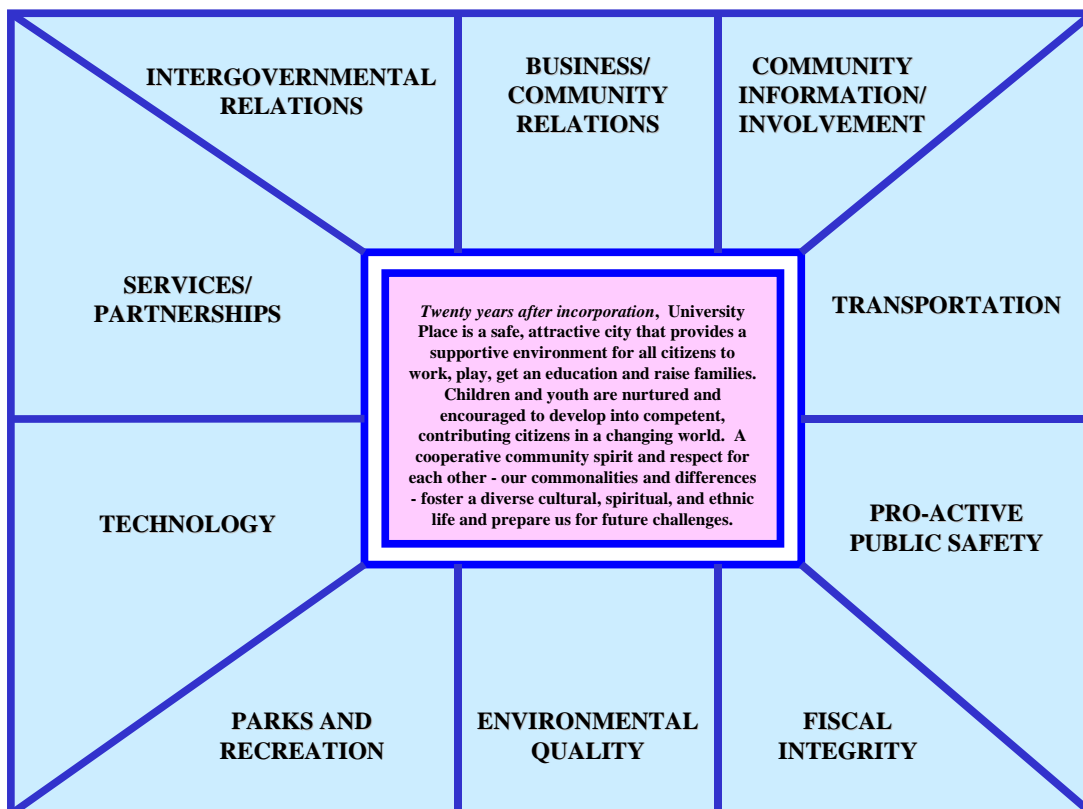
Governance and Community Services. Open communication between citizens, business, industry, and government has strengthened community ties and created an environment of trust, listening, and responsive, fair governance. Information is readily available to citizens and issues are fully discussed. The result has been quality, cost-effective services.

While not always a direct provider of services, the City assists residents in gaining access to community services they need through partnerships and contracts with other agencies. Coordination with human service agencies results in the delivery and outcome of human services that promotes empowerment and self-determination for individuals in need.

Local government, the school districts, and private schools work together in the planning process for quality education. The City has increased public safety by implementing a community policing program that maintains a partnership between community and police, promotes respect for neighbors, and encourages individual responsibility.



UNIVERSITY PLACE VISION AND STRATEGIES



Attachment D

City of University Place Economic Development Summit

A Summary of Previous Planning Efforts and Surveys

As part of the background work in preparation for the Economic Development Summit, a review was undertaken of previous planning and survey efforts. This write-up provides a selective summary of community plans and surveys undertaken in University Place since 1995. Each plan or survey was reviewed with a view to its relevance to the current Economic Development Summit and strategic action planning process. A review of existing conditions, issue identification, and recommendations from past plans and surveys are presented to inform the new process and to remind participants of what had been accomplished previously.

Existing Conditions Profile

University Place has a lot to be proud of since its citizens overwhelmingly voted for incorporation just five years ago. A list of the City's recent accomplishments includes the following:

- ❑ Vision 20/20 Award for the redesign of Bridgeport Way because of its balanced multi-model planning. Bridgeport Way now accommodates vehicles, pedestrians, transit and cyclists insuring safety and making it user friendly for all.
- ❑ Washington State Traffic Safety Council Award recognizing engineering excellence for the many traffic safety improvements throughout the entire City of University Place.
- ❑ Association of Washington Cities Award for the City's Pair-Up and Multi-Housing/Crime Free programs.
- ❑ Washington State Association of Planners Award for the City's Town Center Plan adopted in 2000.
- ❑ Budget Presentation Award by Government Officers Financial Association which recognizes excellence and high standards in budget preparation.
- ❑ Class A-1 City according to Moody's rating.
- ❑ One of the first in the nation to install a "roundabout" at a major arterial to control traffic and speed.

Recent surveys have shown that community members, businesses, workers and property owners generally feel good about living in University Place

In 1999, the City conducted a surveyⁱ to gauge how UP residents and businesses feel about living and working in the community. 3,130 surveys were mailed to citizens and 747, or 27.5 percent, were returned and analyzed. This survey showed that residents and businesses generally felt good about living and working in the City. It also revealed that a review of how the City communicates and keeps its citizens informed may warrant some attention and discussion. Please see Attachment A.

As part of the same community survey, the most frequently shared comments were also listed. Those comments included:

- ▶ Supports street improvements, upgrading side streets, adding sidewalks, better lighting, etc. (55+).
- ▶ Property taxes are too high; taxing senior citizens out of University Place (40+).
- ▶ Slow down and make improvements in stages as funding available. Need to address greatest needs first (30+).
- ▶ Enforce speed limits, crack down on crime and drugs, increase presence and visibility to reduce vandalism (30+).
- ▶ Increase and enhance youth facilities and programs (16+).

Physical Characteristics

- Surrounded by Puget Sound, Chambers Creek properties, and small to medium-sized cities.
- Primarily a low-density, high quality, wooded residential area.
- New apartment buildings have recently been added.
- Choice of both private and public schools available to families.
- Existing auto-oriented strip commercial development.
- Existing businesses are focused along four corridors: Bridgeport Way, 40th St W, 27th St W, and Mildred.
- Existing businesses provide a range of services and include shopping; restaurants; financial, insurance, and real estate businesses; personnel, professional, medical, dental, and health services.
- Regional destinations include Day Island Marina, and Narrow Plaza Center, and Chambers Creek properties.
- Existing community gathering place and park located at the City Hall complex.

Current Demographics

- Residents have higher than average education and income compared to surrounding communities.
- Residents are employed in more executive professional occupations compared to surrounding communities.
- There are more multifamily housing compared to other similar residential areas outside of central cities.
- Smaller household size than in surrounding communities.
- Average age of residents is increasing.

Current Market Status

- Designated as a neighborhood-scale market area serving a market population within 3-mile radius of 40th St W and Bridgeport Way.ⁱⁱ
- Retains about one third, or about \$221.8 million, of the overall sales potentially available from its residents. Examples of potential retail sales that UP businesses could capture include groceries (\$47.7M), apparel (\$17.8M), household furnishings (\$14.9M), and vehicle maintenance & repair (\$7.4M).ⁱⁱⁱ
- Competes with businesses located in nearby cities including Tacoma, Fircrest, Lakewood, and Gig Harbor.

- ❑ Businesses typically serve local residents; not primarily an employment center.
- ❑ Partnership between city and businesses have resulted in a viable, economically stable, business community.

Key Recommendations, Goals, and Objectives of Plans and Studies

Below is a selected summary of key goals and recommendations for how businesses, citizens, and leaders of University Place envisioned the future development of its central business area.

City of University Place, Comprehensive Plan, Amended May 1, 2000

- ▶ Established a vision and guidance on how the city can redevelop its central business area. Community Character Element is the key element for the vision within the Comp Plan.

City of University Place, Town Center Plan, Adopted May 17, 1999

- ▶ Transform disjointed suburban strip to mixed-use activity center.
- ▶ Envision a compact, walkable area with focal point for civic activities, shopping and recreation.
- ▶ Invest in new streetscapes, sidewalks, trails, central green park, public plazas.
- ▶ Involve the business and residential community, to gain a mutual commitment to achieve a shared vision.
- ▶ Town Plan to be consulted during review of individual development projects.
- ▶ Create a more appealing shopping environment than is offered in the surrounding community.
- ▶ Redevelopment occur within a 20 to 30 year timeframe.
- ▶ Promote private investment within the city that is compatible with vision encouraging well designed commercial buildings.
- ▶ Target capital facilities improvements in Town Center.
- ▶ Monitor and review development regulations.
- ▶ Continue partnerships with businesses.
- ▶ Provide assistance to businesses through marketing.

To date, the Town Plan has accomplished the following: 1) established boundaries for commercial activities, 2) established land use zones with different mix of uses and intensities, 3) sought grant funding to begin the transformation of Bridgeport Way into a safer and walkable street, and 4) adopted a three-phased approach for changing Bridgeport Way into a tree-lined, pedestrian-friendly, and safe boulevard.

Business Development Plan, Paul Ellis, 1999

- ▶ Leadership – both public and private – of the community must have a clear and realistic yet ambitious understanding of the market area.
- ▶ Commercial centers must present a quality business environment in order to attract new businesses and support the success of businesses already located there.
- ▶ Businesses already located in the city must be helped to thrive.
- ▶ Commercial centers should increase their competitive advantage through clustering.
- ▶ Develop business development materials.
- ▶ Establish a business development committee.
- ▶ Coordinate with the local real estate community.
- ▶ Design incentives for new businesses. Package properties.

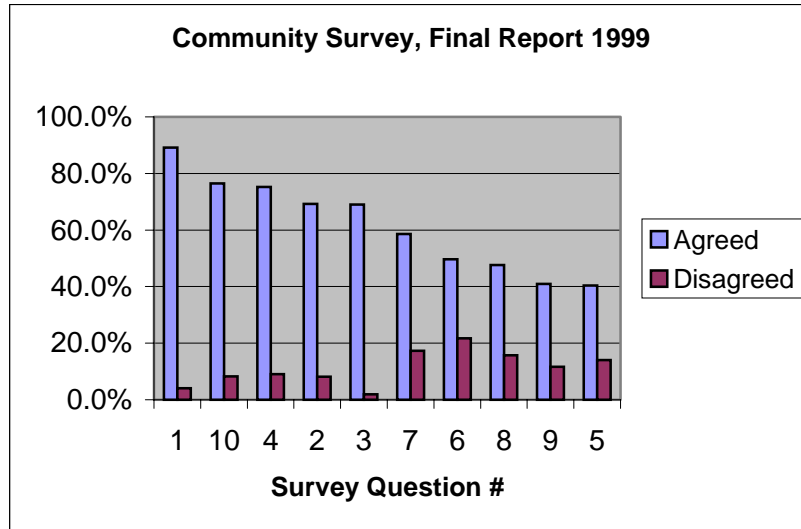
- ▶ Recruit new, complementary businesses to University Place.

University Place, WA Commercial Market Study, July 1999, Update

- ▶ There must be appropriately-zoned parcels for new development.
- ▶ The development process must be predictable and timely.
- ▶ Market conditions in UP must support increased private investment.
- ▶ Support businesses already located in UP: Improve traffic circulation
- ▶ Facilitate expansion of successful business operations, and increase customer base through networking and promotion.
- ▶ Attract complementary new businesses such as neighborhood retail businesses, especially home furnishings stores, professional service firms, and home-based businesses.

University Place citizens, business, and city officials have invested a lot of time, hard work, and thought to develop recommendations that enhance their central business areas. An assessment of these recommendations reveals that there are more similarities than there are differences. Please see Attachment B.

Attachment A University Place Community Survey, 1999



Survey Question #	Survey Statement	Agreed	Disagreed
1	University is an excellent place to live	89.1%	4.1%
10	Maintenance of streets and street signage has improved in the last two years	76.5%	8.3%
4	City does an excellent job of keeping citizens informed about City issues	75.2%	9.0%
2	University has a strong sense of community/community spirit	69.2%	8.1%
3	The overall direction of the City is on the right track	69.0%	1.9%
7	The enforcement of traffic laws in the city is about right	58.6%	17.3%
6	The number of police patrols in my neighborhood is just about right	49.7%	21.7%
8	I feel safer in our city today than I did prior to incorporation	47.6%	15.7%
9	In the last two years crimes has declined in UP	41.0%	11.6%
5	The City Council is very responsive to citizens concerns	40.4%	14.0%

Attachment B Economic Development Recommendations

Doc. Code	Recommendation							
		City Regulations	City CIP Investment	Existing Businesses	Marketing Materials & Recruitment	Partnership	Community Involvement	Plan Vision
c	Transform disjointed suburban strip to mixed-use activity center.							•
c	Envision a compact, walkable area with focal point for civic activities, shopping and recreation.							•
c	Create a more appealing shopping environment than is offered in the surrounding community							•
c	Promote private investment within the city that is compatible with vision encouraging well designed commercial buildings.							•
a	Commercial centers should increase their competitive advantage through clustering.							•
a	Leadership – both public and private – of the community must have a clear and realistic yet ambitious understanding of the market area.							•
b	Market conditions in UP must support increased private investment.							•
c	Involve the business and residential community, to gain a mutual commitment to achieve a shared vision.						•	
a	Coordinate with the local real estate community.					•		
a	Establish a business development committee.					•		
c	Continue partnerships with businesses.					•		
a	Businesses already located in the city must be helped to thrive.		•					
a	Commercial centers must present a quality business environment in order to attract new businesses and support the success of businesses already located there.		•					
a	Design incentives for new businesses. Package properties.			•				
a	Develop business development materials.			•				
a	Recruit new, complementary businesses to University Place.			•				
b	Attract complementary new businesses such as neighborhood retail businesses, especially home furnishings stores, professional service firms, and home-based businesses.			•				
b	Facilitate expansion of successful business operations, and Increase customer base through networking and promotion.			•				
b	Support businesses already located in UP: Improve traffic circulation		•					
b	The development process must be predictable and timely.	•						
b	There must be appropriately-zoned parcels for new development.	•						
c	Invest in new streetscapes, sidewalks, trails, central green park, public plazas.		•					
c	Town Plan to be consulted during review of individual development projects.	•						
c	Target capital facilities improvements in Town Center.		•					
c	Monitor review development regulations.	•						
c	Provide assistance to businesses through marketing.				•			

LEGEND

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| a | Business Development Plan, Paul Ellis, 1999. |
| b | University Place, WA Commercial Market Study, Update 7/99. |
| c | Town Center Plan. |

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ⁱ City of University Place Community Survey, 1999 Final Report.

ⁱⁱ University Place, WA, Commercial Area Market Study, July, University Place Chamber of Commerce, 1999.

ⁱⁱⁱ University Place, WA, Sales Potential Statistics, University Place Chamber of Commerce, 1999.