



**Agenda for Gig Harbor Planning Commission
Gig Harbor Civic Center
Thursday, October 3, 2024 at 5:30 P.M.**

This meeting may also be accessed through Zoom at <https://zoom.us/j/95353411299> or by calling (253) 215- 8782 and entering Meeting ID 953 5341 1299. Please see the Public Comment & Decorum section at the end of this agenda for information on options to make public comment.

This meeting may also be viewed live in the Council Chambers at the Civic Center.

Call to Order/Roll Call:

Approval of Minutes: September 26, 2024

Public Comment:

Agenda Items:

Welcoming the new Planning Commissioner Bizhan Nasseh

Review of the Comprehensive Plan Draft including Implementation Element Implementation – Staff Presentation by Robin Bolster-Grant and Commission discussion

Other Business: Next meeting Thursday, October 10, 2024 – Final review of the Comprehensive draft prior to the Public Hearing

Adjournment:

PUBLIC COMMENT & DECORUM

The city desires to allow a maximum opportunity for public comment. However, the business of the Planning Commission must proceed in an orderly, timely manner. The purpose of a Planning Commission meeting is to advise on subjects prescribed by the City Council; it is not a public forum.

Public comment may be made in-person from the microphone, remotely via Zoom or by

phone during designated portions of the meeting. To speak during the meeting via Zoom, press the Raise Hand button near the bottom of your Zoom window or press *9 on your phone. Please refrain from raising your hand until the Chair has announced that the Commission has opened the public comment portion of the meeting. Your name or the last three digits of your phone number will be called out when it is your turn to speak. When using your phone to call in, you may need to press *6 to unmute yourself. Speakers will be allotted 3 minutes per individual, unless revised by the chair. Comments shall be made, first giving the speaker's name and address. Anyone making "out of order" comments may be subject to removal from the meeting.

Instead of making oral comments, written comments may be submitted to the Planning Commission at MThomas@gjgharborwa.gov.

All remarks shall be addressed to the commission as a body and not to any specific commissioner. All speakers shall be courteous in their language and deportment and shall not engage in or discuss or comment on personalities or indulge in derogatory remarks or insinuations with regard to any commissioner, or any member of the staff or the public.

There will be no demonstrations during or at the conclusion of any public comment. These guidelines are intended to promote an orderly system of holding public meetings, to give every person an opportunity to be heard and to ensure that no individuals are embarrassed by voicing their opinions.

AMERICANS WITH DISABILITIES (ADA) ACCOMMODATIONS

ADA accommodations can be provided upon request. Those requiring special accommodations should contact the city clerk at cityclerk@gjgharborwa.gov or (253) 853-7613 at least 24 hours prior to the meeting.



**Minutes for Gig Harbor Planning Commission
Gig Harbor Civic Center
Thursday, September 26, 2024 at 5:30 P.M.**

Call to Order/Roll Call: Chair Krawczyk called the meeting to order at 5:37 p.m.
Commissioners Burcar (virtually), Jordan, Martin, Snodgrass and Tessicini were present.
Staff: Interim Community Development Director, Jeff Wilson; Principal Planner, Robin Bolster-Grant and Planning Technician, Michelle Thomas

Approval of Minutes:

Motion: Move to approve minutes from September 19, 2024 (Martin/Jordan)
Vote: Unanimously approved

Public Comment:

No public comment

Agenda Items:

Thank you to Commissioner Bradbury for his years of service to the Planning Commission

Catch-up and Review of the Elements – Staff presentation Robin Bolster-Grant and Commission discussion. The Land Use, Harbor, Community Design, Environment, Shoreline and Arts and Culture Elements were reviewed.

Other Business:

Next meeting Thursday, October 3, 2024 we will welcome the new Planning Commissioner Bizhan Nasseh and continue the review of the remaining Elements with the changes suggested by the public and Commissioners.

Adjournment: 8:20

Michelle Thomas

Michelle Thomas
Planning Technician

6 Housing

6.1 Introduction

Housing is an important component of the community in Gig Harbor and is impacted both by historical development and future growth needs. The city originated as a small town devoted to fishing and boat building, and as such Gig Harbor's housing initially developed to support these local industries and fostered a close-knit, small-town atmosphere. This character remains evident in the harbor area today, where our maritime heritage continues to influence the local housing landscape.

As Gig Harbor has transitioned into a bedroom community within the growing Puget Sound region the challenge now is to manage new development while preserving the unique small-town feel that residents value. The growing population has led to more suburban-style development on the city's outskirts, including more sprawling housing developments and intensive developments near economic centers (CoLIs?). This shift has broadened housing options into the city but also reflects a move away from the historical patterns of development. Balancing growth pressures with the desire to retain Gig Harbor's distinctive character is a primary policy concern, so that ongoing growth can respect and celebrate the city's heritage and community values.

To address these changes in need, the Housing Element of the Gig Harbor Comprehensive Plan outlines strategies to accommodate future growth while maintaining and enhancing the city's livability and character. As per the requirements under RCW [36.70A.070\(2\)](#), this Element must include the following:

- An inventory and analysis of existing and projected housing needs, including units for moderate, low, very low, and extremely low-income households, emergency housing, emergency shelters, and permanent supportive housing.
- Provisions for housing preservation, improvement, and development, including middle housing options.
- The identification of sufficient land capacity for various housing types, including housing needs of all economic segments.
- Programs and actions needed for housing availability, including funding gaps and regulatory barriers.
- Actions to address and undo current and historical issues with racially disparate impacts, displacement, and exclusion in housing.
- Anti-displacement policies that consider historical and cultural communities and low-income households.

This Element includes the following discussions on the housing context in Gig Harbor:

- Historical growth and housing targets.
- Characteristics of the current housing stock in the city.
- Historical production trends for housing and expected capacity to meet future needs.

- A discussion of racial equity and the potential for housing displacement.

This section provides a summary of this information, with more details included in the Appendix to the Comprehensive Plan.

6.2 Housing in Gig Harbor

6.2.1 Historical Growth and Housing Targets

Under the Growth Management Act, the city is required to plan to the housing targets necessary to address projected growth over the next 20 years. These targets include the following:

- Overall growth targets to meet general needs for population growth.
- Housing to meet the needs of different economic segments of the population, as determined through the Pierce County CPPs.
- Housing to meet special needs in the city for households and individuals that are usually housing insecure, including permanent supportive housing (PSH) and emergency housing capacity.

These targets are drawn from the Pierce County CPPs for Pierce County, with the specific housing targets provided as part of Pierce County [Ordinance 2023-22s](#).

The following exhibits describe the housing targets and historical trends for the population and housing in Gig Harbor:

- Exhibit 6-1 provides the historical population of the city and expected growth to 2044 under the current targets.
- Exhibit 6-2 includes historical information for housing stock and expected [construction](#) necessary to meet growth targets by 2044.
- Exhibit 6-3 provides a breakdown of 2044 housing targets by household income based on Area Median Income (AMI) for Pierce County, and includes details on targets by housing types. Exhibit 6-4 provides a chart that highlights these targets and includes additional targets for emergency and permanent supportive housing.

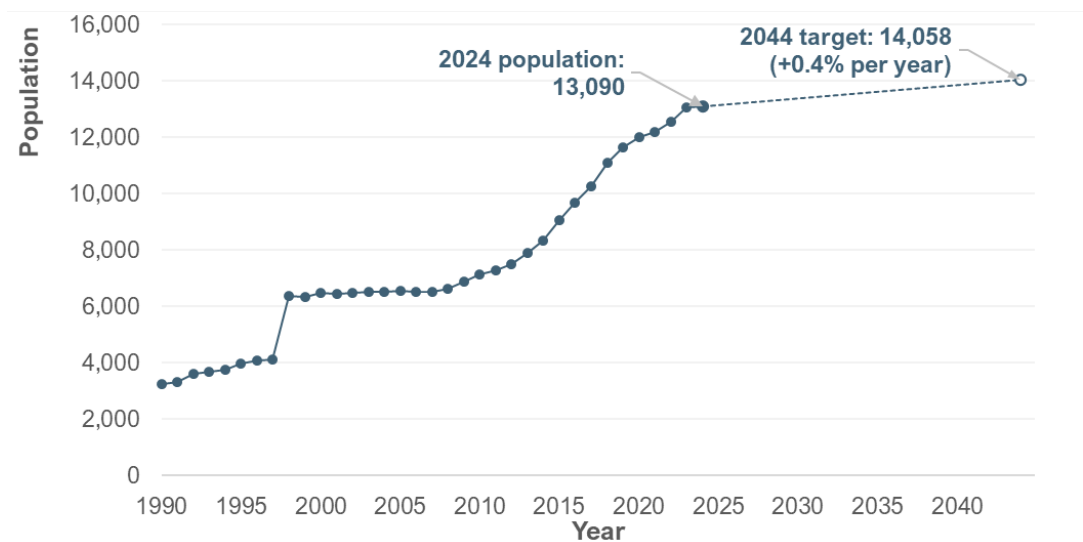
This highlights the following:

- **Modest population growth is expected for Gig Harbor under identified targets.** Under the housing targets adopted by Pierce County, a net increase of 892 housing units is required to meet housing growth targets within the 2020–2044 period. As statistics from [Office of Financial Management](#) (OFM) have suggested that about 510 housing units were built between 2020 and [2024](#), this leaves around 382 housing units over the next 20 years (about 19 units per year) to meet the base targets alone (without considering the distribution according to affordability). [Discussion about whether this impacts our allocation – how do we talk about this?](#)
- **Additional [residential development](#) will be needed to achieve housing to provide for the needs of lower-income households.** However, while the absolute target for housing growth will be easily achieved based on likely trends, a concern is that middle housing and especially multifamily housing targets will also need to be met. Based on OFM calculations, meeting the requirements of housing types

by income categories will require the development of an additional net 662 units of middle and multifamily housing types.

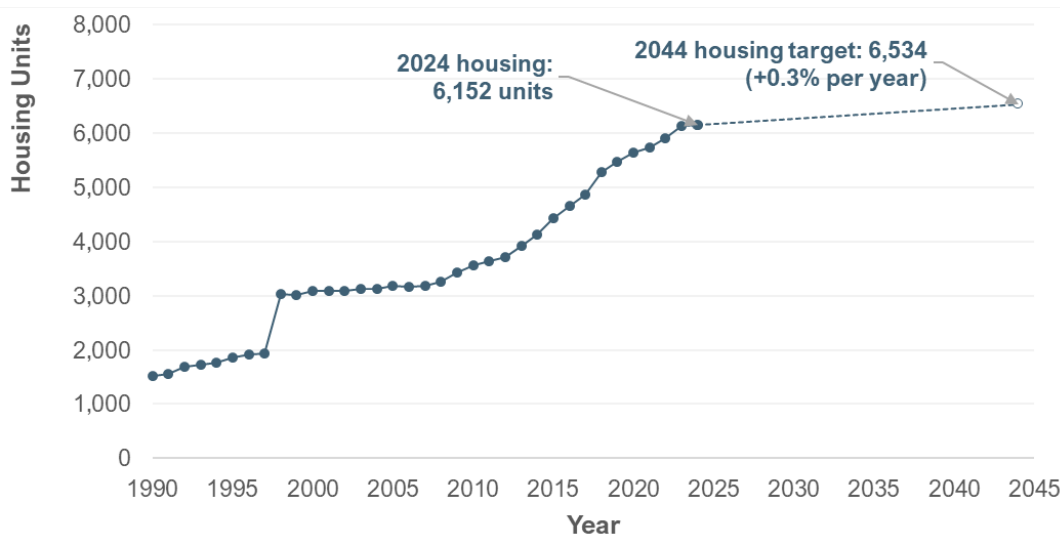
- **Coordination will be necessary to identify how to achieve special housing targets.** Aside from the general targets, action will also be needed to address emergency shelters, transitional housing, emergency housing, and permanent supportive housing (“STEP” housing) and [supportive services](#).. This is important as this type of housing is not well represented in the city in 2024 and will need to be [planned in order to mitigate the issue of homeless in Gig Harbor](#).

Exhibit 6-1. Current and Projected Gig Harbor Population, 1990–2044. [Where possible, please break up the graphs/charts/tables with narrative](#)



Source: WA Office of Financial Management, 2024; Pierce County, 2023.

Exhibit 6-2. Current and Projected Gig Harbor Housing Units, 1990–2044.



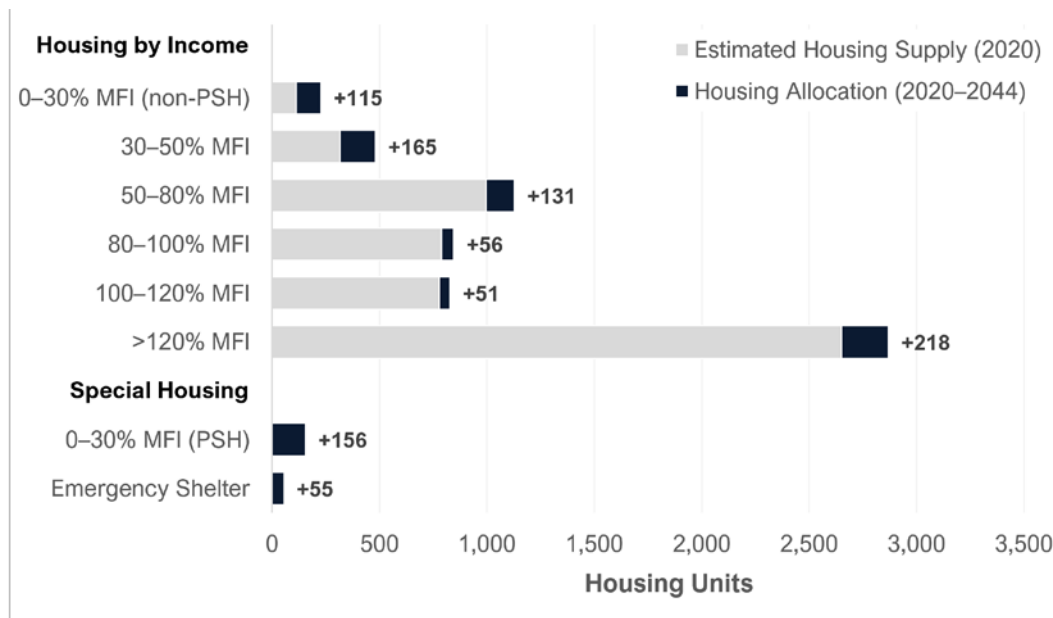
Source: WA Office of Financial Management, 2024; Pierce County, 2023.

Exhibit 6-3. Gig Harbor Housing Growth Targets with Housing Types Needed, 2020–2044.

Target Category	Target Increase	Net Change, 2020–2024	Remaining, 2024–2044	Type of Housing
Extremely low-income (0–30% AMI)				
<i>Permanent supportive housing</i>	+156	+2	+565	Low- and mid-rise apartments that include rental assistance and supportive services for residents, often serving as rapid re-housing for chronically homeless individuals.
<i>Other housing units</i>	+115			
Very low-income (30–50% AMI)	+165			
Low-income (50–80% AMI)	+131	+10	+97	Low- and mid-rise apartments and condos, including ADUs.
Moderate-income (80–100% AMI)	+56			
Moderate-income (100–120% AMI)	+51			
Higher income (120% of more)	+218	+500	-	Low-density detached single-family homes
Total Housing Units	+892	+512	+662	

Source: Pierce County, 2023; WA Department of Commerce, 2023; WA Office of Financial Management, 2024.

Exhibit 6-4. Gig Harbor Housing Needs by Income Level and Allocation, 2020–2024.



Source: Pierce County, 2023.

6.2.2 Current Stock and Development Trends

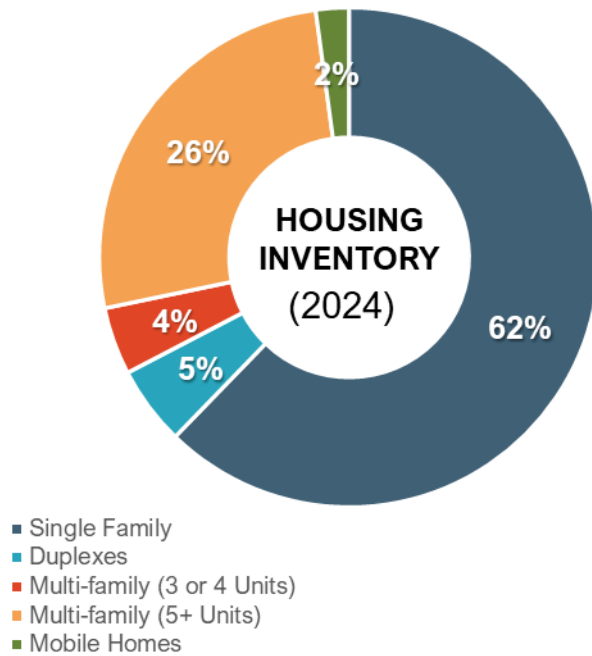
Characteristics of current housing stock and recent development in Gig Harbor are summarized in the following exhibits:

- Exhibit 6-5 provides a breakdown of the current housing stock in Gig Harbor as of 2024.
- Exhibit 6-6 compares this breakdown to proportions found in other communities in Pierce County.
- Exhibit 6-7 presents new housing developed in Gig Harbor each year from 2014 to 2024.
- Exhibit 6-8 compares the proportion of total housing developed over this period for other communities in Pierce County.

These figures highlight the following:

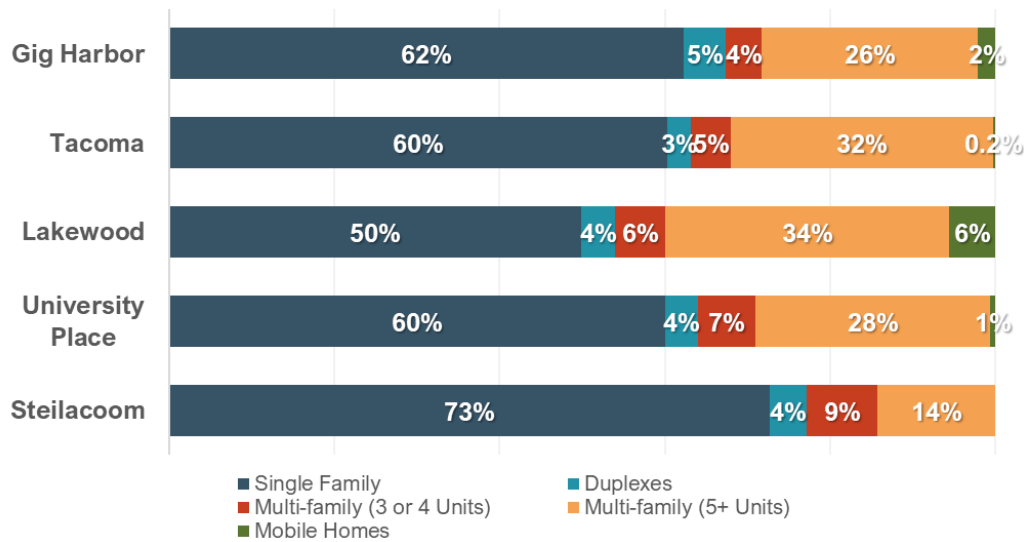
- **Gig Harbor has generally comparable proportions of housing types as other communities in the county.** In 2024, about 62% of Lakewood's housing stock is comprised of single-family housing. This is comparable to Tacoma and University Place (60% of total housing). However, Steilacoom has a greater proportion of single-family housing (73%), while Lakewood has less housing as single-family (50%). While the proportion of multifamily housing with five or more units is smaller than most communities, middle housing with two to four units is comparable to the 8–13% of total housing found in other communities.
- **Recent housing growth in Gig Harbor has been dominated by single-family residential development.** Although there were some significant completions of multifamily housing between 2013 and 2018 in Gig Harbor, about 70% of housing developed since 2010 has been single-family housing, with housing developed after 2019 largely consisting of single-family with a small amount of duplex development.
- **The high proportion of single-family housing development is not comparable with some other cities in Pierce County.** Although more multifamily housing has been developed since 2010 in Gig Harbor than in Steilacoom, communities such as Tacoma, University Place, and Lakewood have seen far greater development in middle and multifamily housing types. For these three communities, 62–77% of new housing completed has been single-family attached and multifamily types. [Gig Harbor percentage? Comparison?](#)
- **Accommodating growth targets will require changes in building trends.** As noted in the previous section, additional residential development targeting lower household incomes will be necessary for meeting future growth targets. As indicated from recent development statistics, however, this will require a significant change from trends over the past six years.

Exhibit 6-5. Gig Harbor Housing Inventory by Type, 2024.



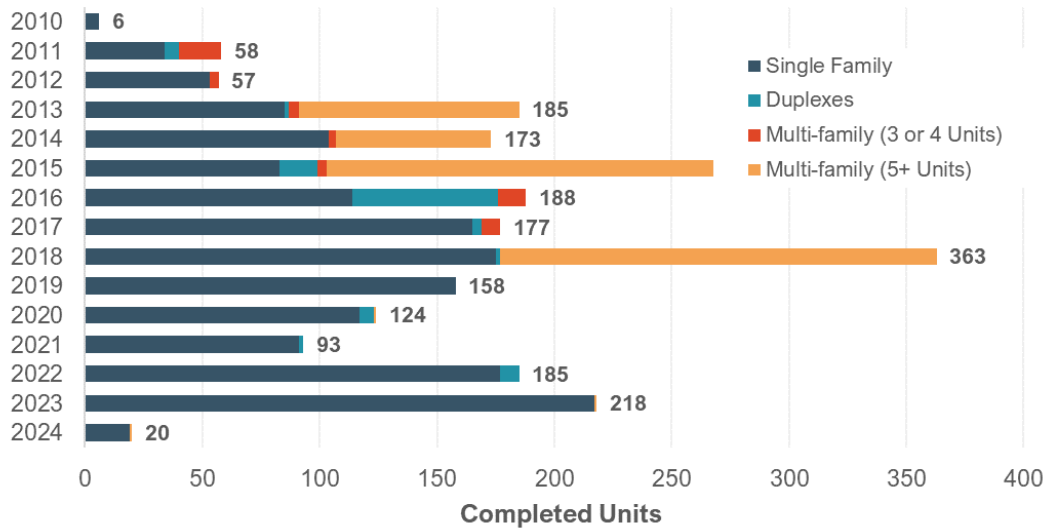
Source: WA Office of Financial Management, 2024; Pierce County, 2023.

Exhibit 6-6. Proportion of Housing Stock by Type, Gig Harbor and Nearby Communities, 2024.



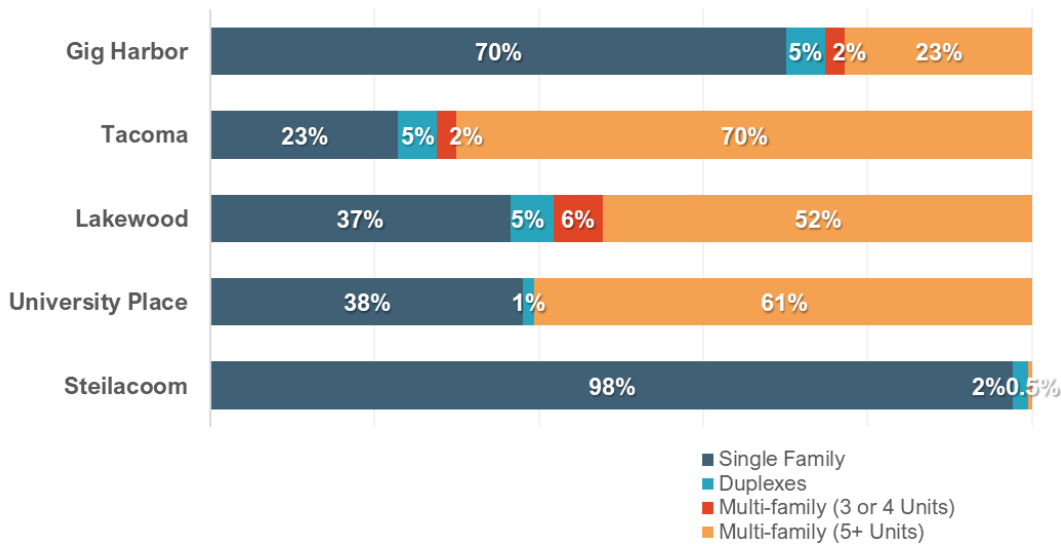
Source: WA Office of Financial Management, 2024; Pierce County, 2023.

Exhibit 6-7. Gig Harbor Housing Completed by Type, 2010–2024.



Source: WA Office of Financial Management, 2024; Pierce County, 2023.

Exhibit 6-8. Housing Completed by Type, Gig Harbor and Nearby Communities, 2010–2024.



Source: WA Office of Financial Management, 2024; Pierce County, 2023.

6.2.3 Market Trends and Affordability

In addition to housing production, a greater understanding of the trends involved with the prices and affordability of housing can be important to determine policy needs and potential areas of concern in both the short and long term.

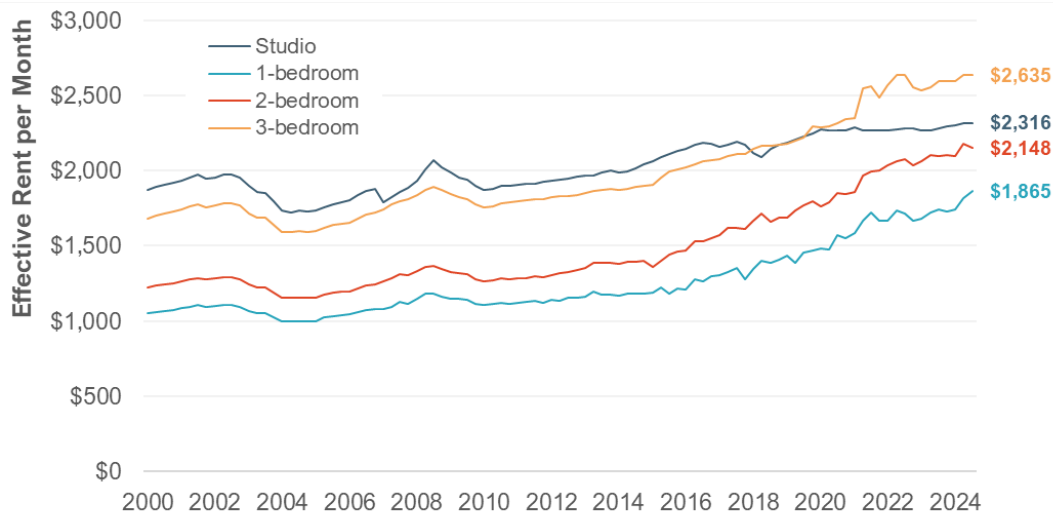
Market statistics and affordability metrics are included in the following charts:

- Exhibit 6-9 provides a breakdown of rents in Gig Harbor by unit size from XX to 2024.
- Exhibit 6-10 describes the trends of the ratio between rents and area median income.
- Exhibit 6-11 includes estimates of rent growth for Gig Harbor and Pierce County since 2000.
- Exhibit 6-12 presents estimates of prices indexes for housing in Gig Harbor and Pierce County.
- Exhibit 6-13 provides the trends for the ratio between median home prices and area median income.
- Exhibit 6-14 includes a breakdown of cost burdens by household income category for renters in Gig Harbor in 2020.
- Exhibit 6-15 describes the changes in cost burdens for renters and owners between 2015 and 2020.

These indicators highlight the following:

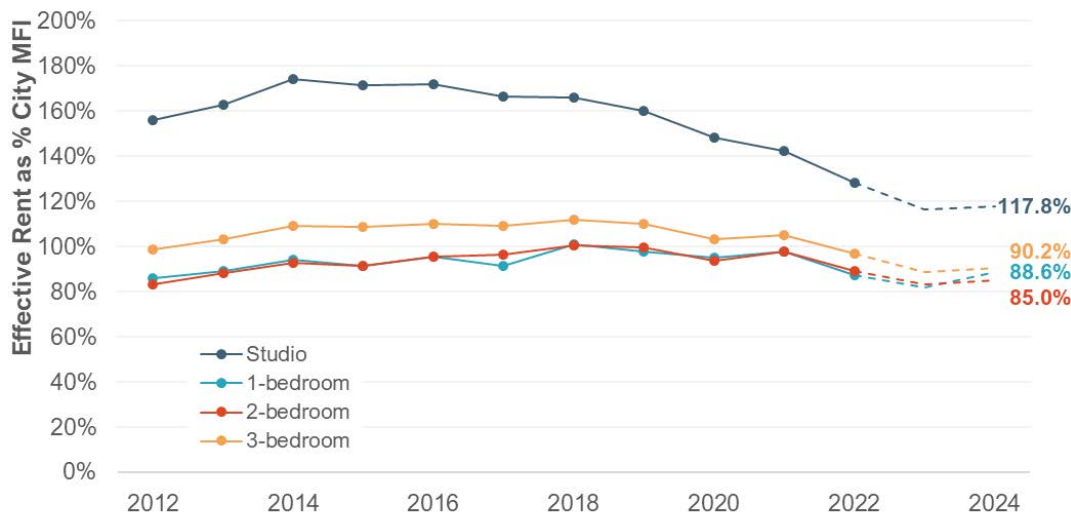
- **Cost burdens on renters in the city are increasing.** According to data from the US American Community Survey and HUD, the total percentage of renting households that are housing cost burdened in Gig Harbor (paying at least 30% of their income on housing) increased from 44% to 52%. This was represented mainly with an increase in the proportion of households that are cost burdened, while the proportion of severely cost-burdened households paying over half their income on housing remained at around 25% of all renters.
- **Rental housing has behaved differently depending on the size of units.** As shown with rent statistics, studio apartments have seen much higher rents, both in absolute dollars and as a proportion of median family income for Pierce County. This is likely due to the newer vintage of these units, although rents for these units have declined over time. Conversely, other units with one to three bedrooms have remained reasonably constant with some recent estimated declines in the ratio between rent and income.
- **Housing prices have increased as a proportion of income since 2012 and are substantially higher than the county.** As shown with the Zillow Housing Value Index (ZHVI), median housing prices in Gig Harbor have increased since 2012–2013 after property prices recovered post-recession. This has consistently been higher than the county median, but close to the median for the Seattle metro area. Overall, median housing prices have increased by 160% from the low in prices seen in October 2012, and the ratio between value and median family income has increased from below 4 in 2012 to over 6 times income by 2024. This highlights both a rapid increase in housing prices overall, as well as a significant increase when compared to household incomes.

Exhibit 6-9. Gig Harbor Effective Rents by Unit Size, 2000–2024.



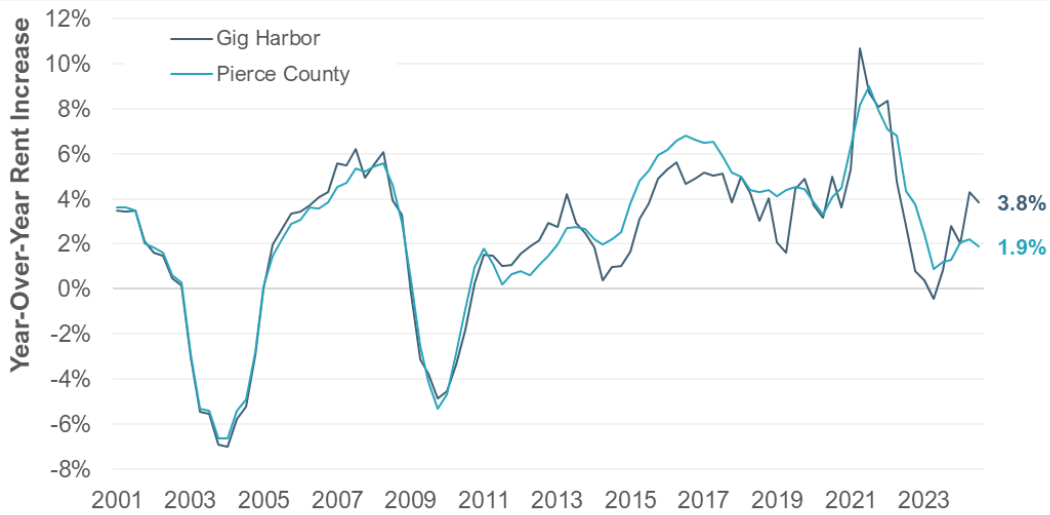
Source: CoStar, 2024.[reliable?](#)

Exhibit 6-10. Ratio of Gig Harbor Effective Rents to County Median Income, 2012–2024.



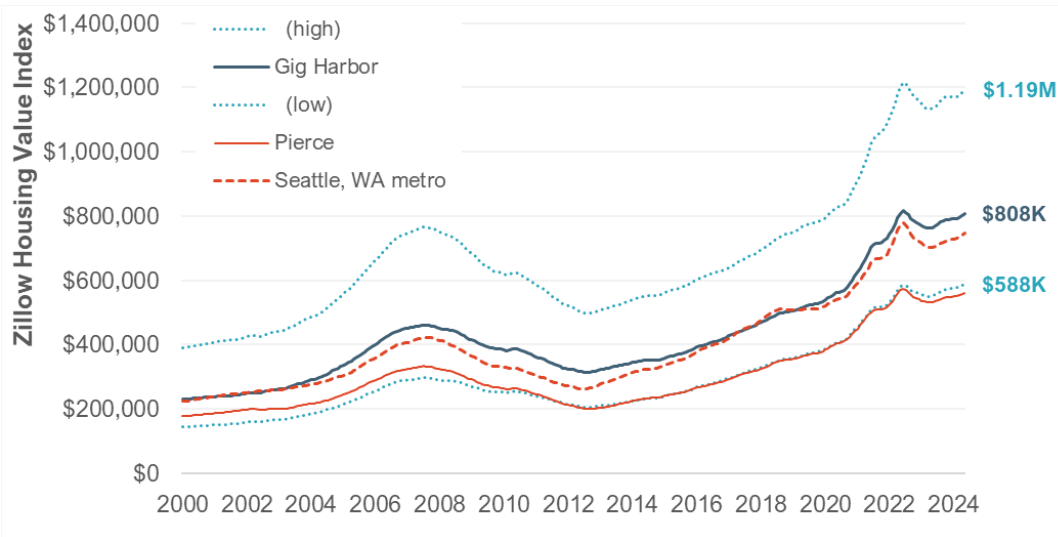
Source: CoStar, 2024; US HUD AMI estimates, 2024.

Exhibit 6-11. Year-Over-Year Rent Increases, Gig Harbor and Pierce County, 2001–2024.



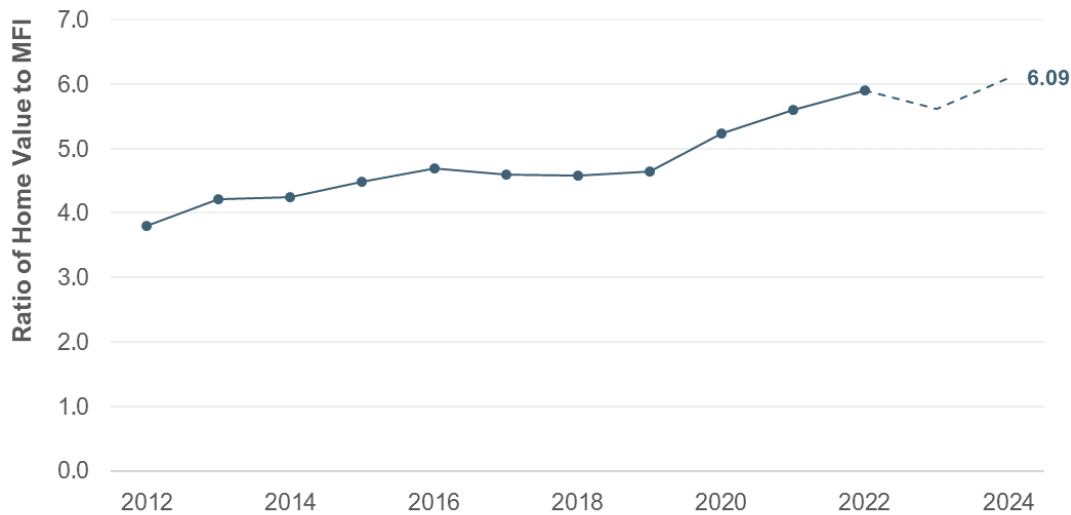
Source: CoStar, 2024.

Exhibit 6-12. Zillow Housing Value Index (ZHVI), Gig Harbor, 2000–2024.



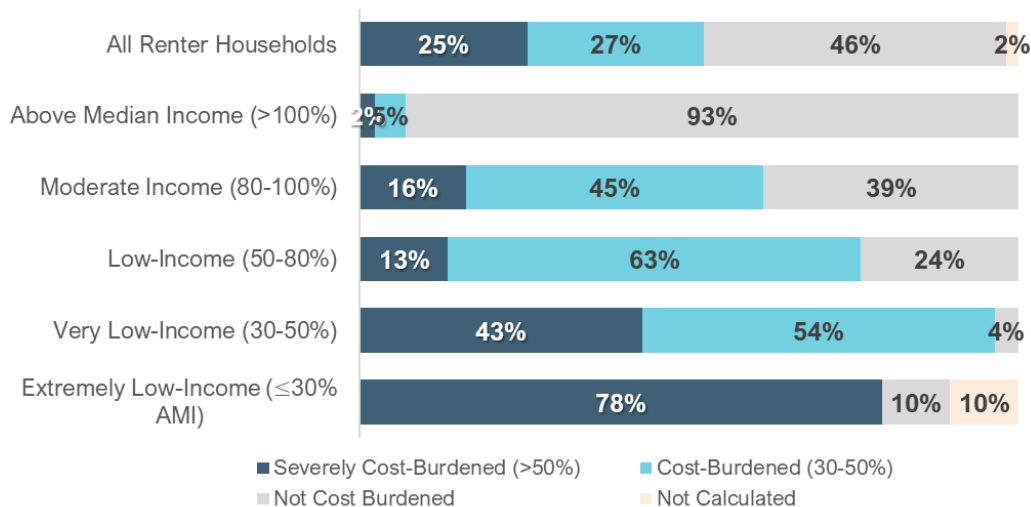
Source: CoStar, 2024; US HUD AMI estimates, 2024.

Exhibit 6-13. Ratio of ZHVI to County Median Family Income, Gig Harbor, 2012–2024.



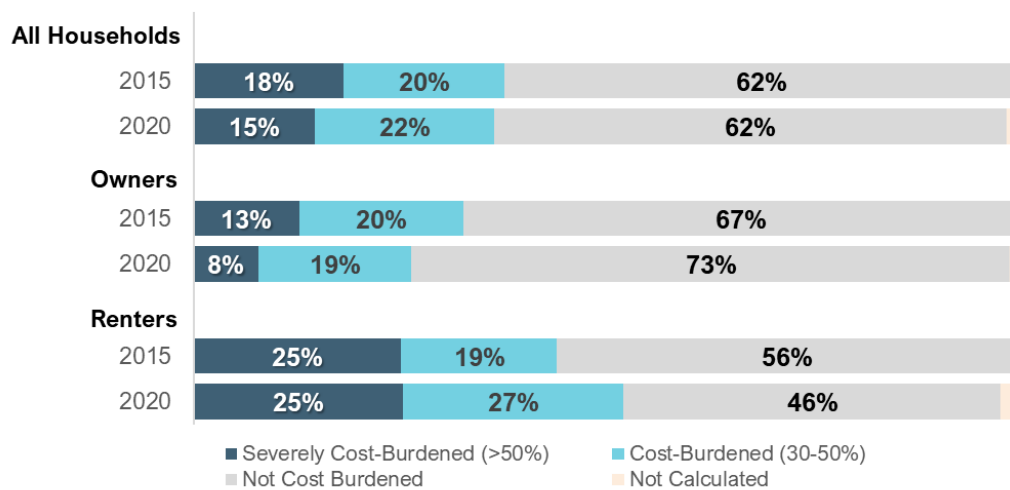
Source: CoStar, 2024; US HUD AMI estimates, 2024.

Exhibit 6-14. Rental Housing Cost Burden by Household Income Category, Gig Harbor, 2020.
 Another column that combines total cost burden? Separate graphic that shows cost burden by income band? Percentage that are NOT cost burdened? SIMPLER!



Source: CoStar, 2024; US HUD AMI estimates, 2024.

Exhibit 6-15. Change in Housing Cost Burden by Owner/Renter, Gig Harbor, 2015–2020.



Source: CoStar, 2024; US HUD AMI estimates, 2024.

6.2.4 Racially Disparate Impacts and Displacement

Racially disparate impacts in housing in Washington State are typically rooted in a historical context of discriminatory practices, such as redlining and restrictive covenants, which have led to persistent inequities in housing access. Many of these practices have denied minorities and low-income households' opportunities for homeownership, resulting in economic and racial disparities even beyond disparities found with household wealth and income.

Washington has made changes to the Growth Management Act under [HB 1220](#) to require local governments to address racially disparate impacts in housing. In part, this has been focused on requirements that mandate Comprehensive Plans to actively plan for and accommodate affordable housing for all income levels. However, cities must also shift from a passive to an active approach to identify and address any policies and regulations that continue to contribute to racially disparate impacts, displacement, and exclusion. This may include considerations of plan elements and components of city code that limit affordable housing development in certain areas.

In addition to historical patterns of exclusion, there are also concerns that people may be forced out of their homes and neighborhoods or pressured to move by different trends. Displacement often takes three different general forms:

- **Economic displacement** occurs when households can no longer afford to live in their homes due to rising housing costs, such as rent increases or higher property taxes. For example, a family may have to move because their rent has doubled over the past year, or a homeowner might sell their house because they can't afford the increased property taxes. This type of displacement is driven primarily by economic forces and can disproportionately affect low-income households.
- **Physical displacement** happens when residents are forced to move due to actions like eviction, property acquisition, rehabilitation, or demolition. An example of physical displacement is tenants being evicted because the building is being converted into luxury apartments, or a community being displaced due to the construction of a new highway. This form of displacement is often a direct result of development projects or changes in property ownership and use.
- **Cultural displacement** occurs when residents feel compelled to leave because the cultural or social fabric of their community has changed, making them feel out of place. For instance, long-term residents might move out of a neighborhood that has become gentrified and now caters to a different demographic, or a cultural community might disperse due to the closure of local businesses and institutions that served as cultural hubs. This type of displacement affects the social and cultural dynamics of a community, leading to a loss of cultural identity and support networks.

These types of displacement can have profound and lasting impacts on individuals and communities, disrupting social networks, access to resources, and cultural continuity. Addressing and mitigating displacement is a key focus of equitable housing policies.

The following data provides a summary of major considerations with racially disparate impacts, displacement, and other patterns of exclusion:

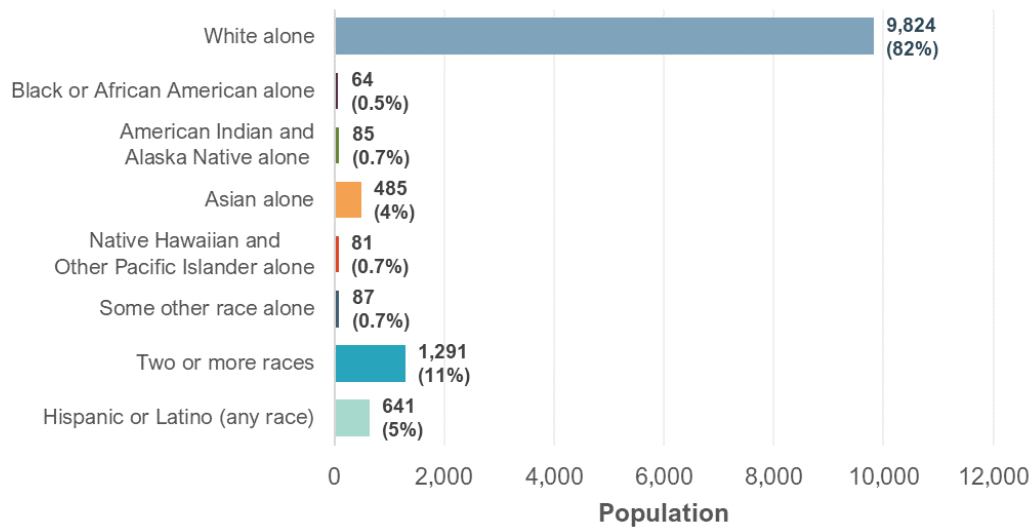
- Exhibit 6-16 provides a breakdown of the race and ethnicity of individuals in Gig Harbor in 2022.
- Exhibit 6-17 compares this breakdown by race with Pierce County as a whole.

- Exhibit 6-18 presents the breakdown of white households versus households of color by tenure (renter/owner) in 2020.
- Exhibit 6-19 includes the proportion of white households versus households of color by income category in 2020.
- Exhibit 6-20 includes the proportion of white renter households versus renting households of color by cost burden in 2020.
- Exhibit 6-21 presents a dot density map of population by race/ethnicity from the 2020 Census to indicate the distribution of residents.
- Exhibit 6-22 provides a displacement risk index to indicate areas where there may be higher risks of displacement in Gig Harbor over time.

The following conclusions can be drawn from this information:

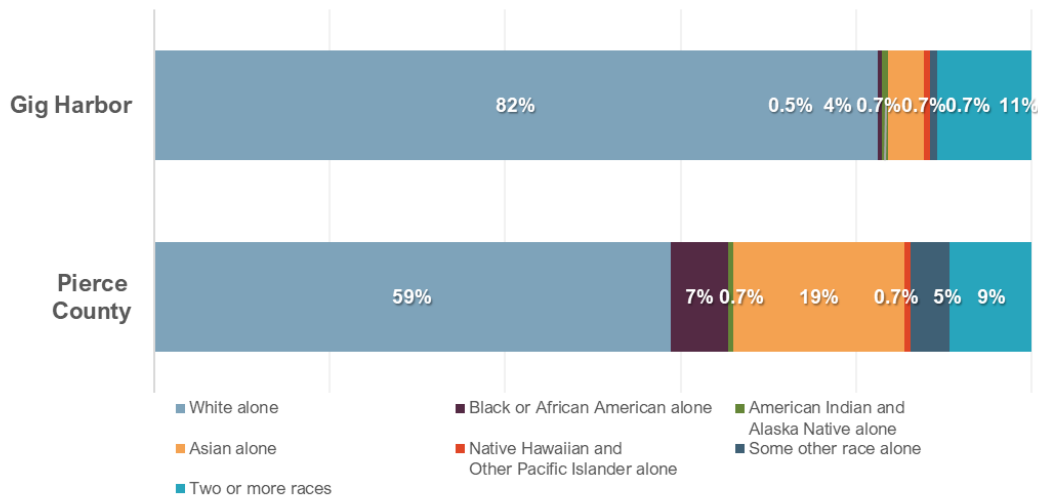
- **There is a lower proportion of people of color in Gig Harbor than the county overall.** Although only 59% of Pierce County identifies as white, around 82% of the population of Gig Harbor identifies in this way. While there is a much higher proportion of “two or more races” in Gig Harbor than the county (11% versus 5%), these proportions plus the small size of the city mean that identifying trends with exclusion and potential displacement within the city can be challenging.
- **Non-white households tend to be somewhat more likely to be vulnerable to issues of housing instability.** From the data provided below, households of color are somewhat more likely to be renters than white households (43% versus 38%), are more likely to be extremely low-income (18% versus 9%), and are more likely to be paying more than 30% of their income on rent (61% versus 51%). Because of the small number of households of color, this is subject to some uncertainty, but there are signs that some issues in housing may be related to race in the city.
- **Displacement may be ongoing in the city.** There are two main areas where displacement may be occurring in the city, as per information from the displacement index. As shown in Exhibit 6-22, northwest Gig Harbor may be experiencing displacement from existing low-density housing because of an influx of higher-income households and gentrification resulting from new development such as a new subdivision on 61st Ave Ct. Another higher risk area for displacement is south of downtown along Highway 16 and near the Tacoma Narrows, which includes a higher proportion of renters and a decrease in in households earning below 80% of AMI from 2010 to 2020, potentially related to rising rent costs.
- **Some areas may be sensitive to racially disparate housing impacts in the city.** Under the 2023 SSHAP report on middle housing and racial equity, an assessment of the distribution of population indicated three areas labeled on Exhibit 6-21. This included a cluster of residents reported as “Asian alone”, associated with the northeast portion of the city (labelled as “1”), a higher concentration of Hispanic/Latino residents along Highway 16 (“2”), and the Hillcrest Mobile Home Park (“3”). These areas may be sensitive to potential impacts from development pressures, and city policies and programs should work to address any impacts to these locations that may disproportionately impact the residents in these locations.

Exhibit 6-16. Race/Ethnicity of Individuals in Gig Harbor, 2022.



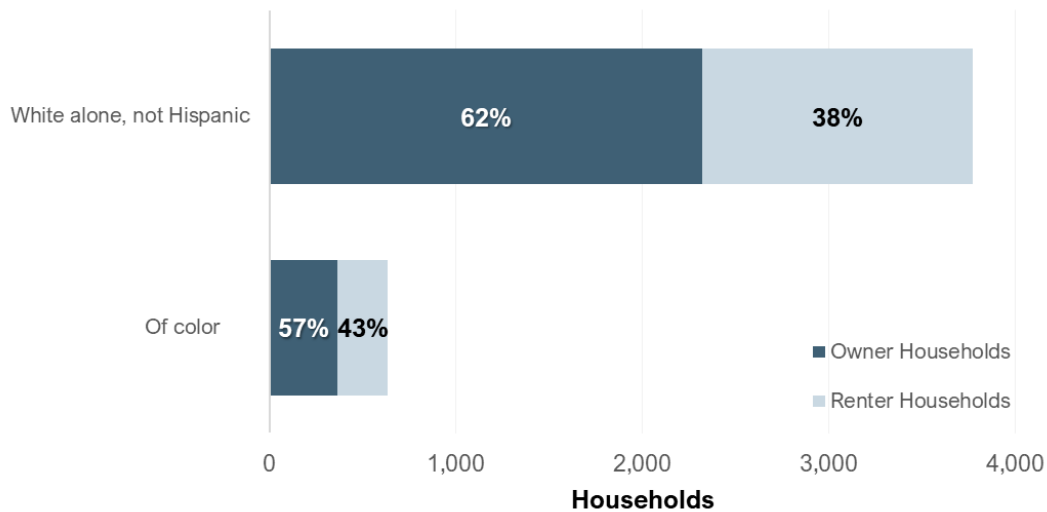
Source: US Census Bureau, 2018-2022 American Community Survey 5-Year Estimates

Exhibit 6-17. Race of Individuals in Gig Harbor and Pierce County, 2022.



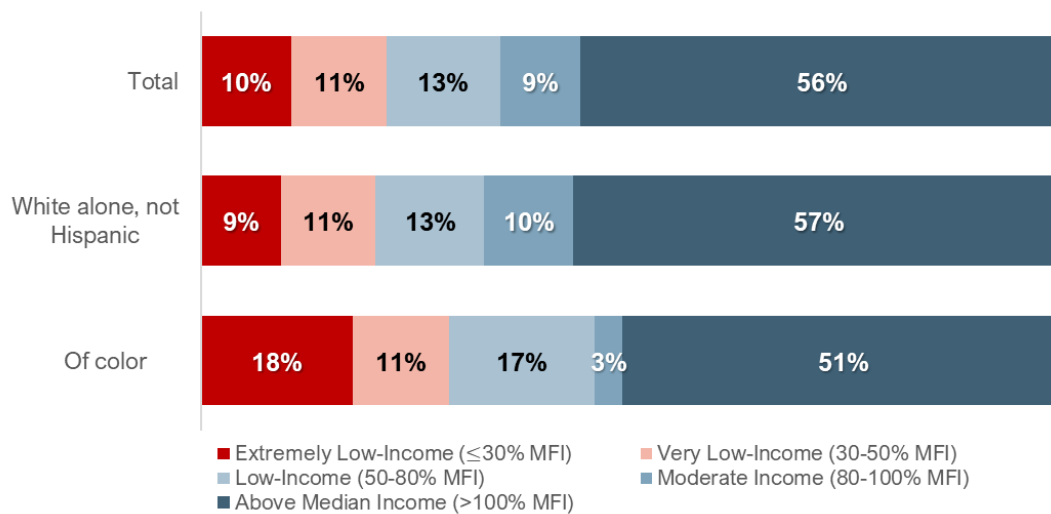
Source: US Census Bureau, 2018-2022 American Community Survey 5-Year Estimates

Exhibit 6-18. Households by Tenure and White/POC, 2020.



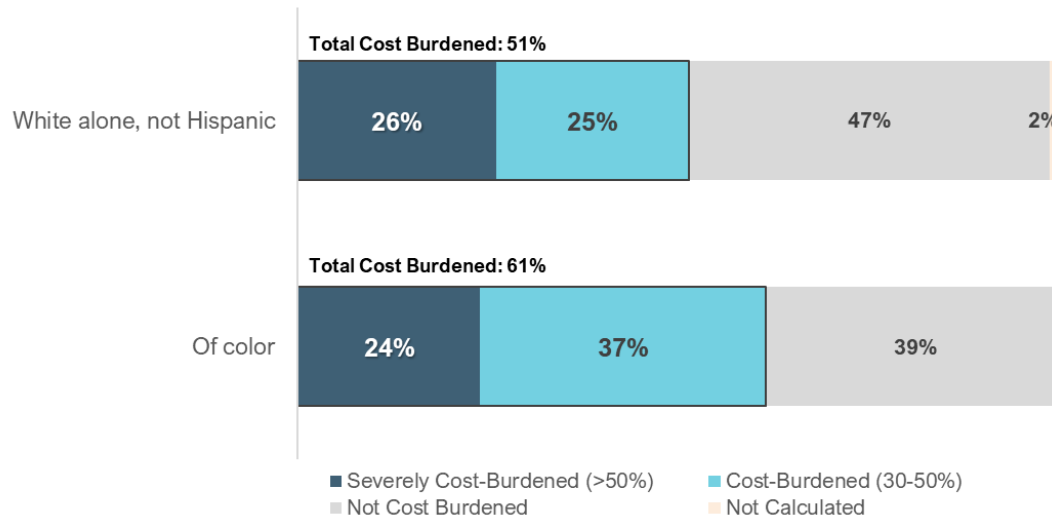
Source: US HUD Comprehensive Housing Affordability Strategy (CHAS) data, 2016–2020.

Exhibit 6-19. Households by Income Category and White/POC, 2020.



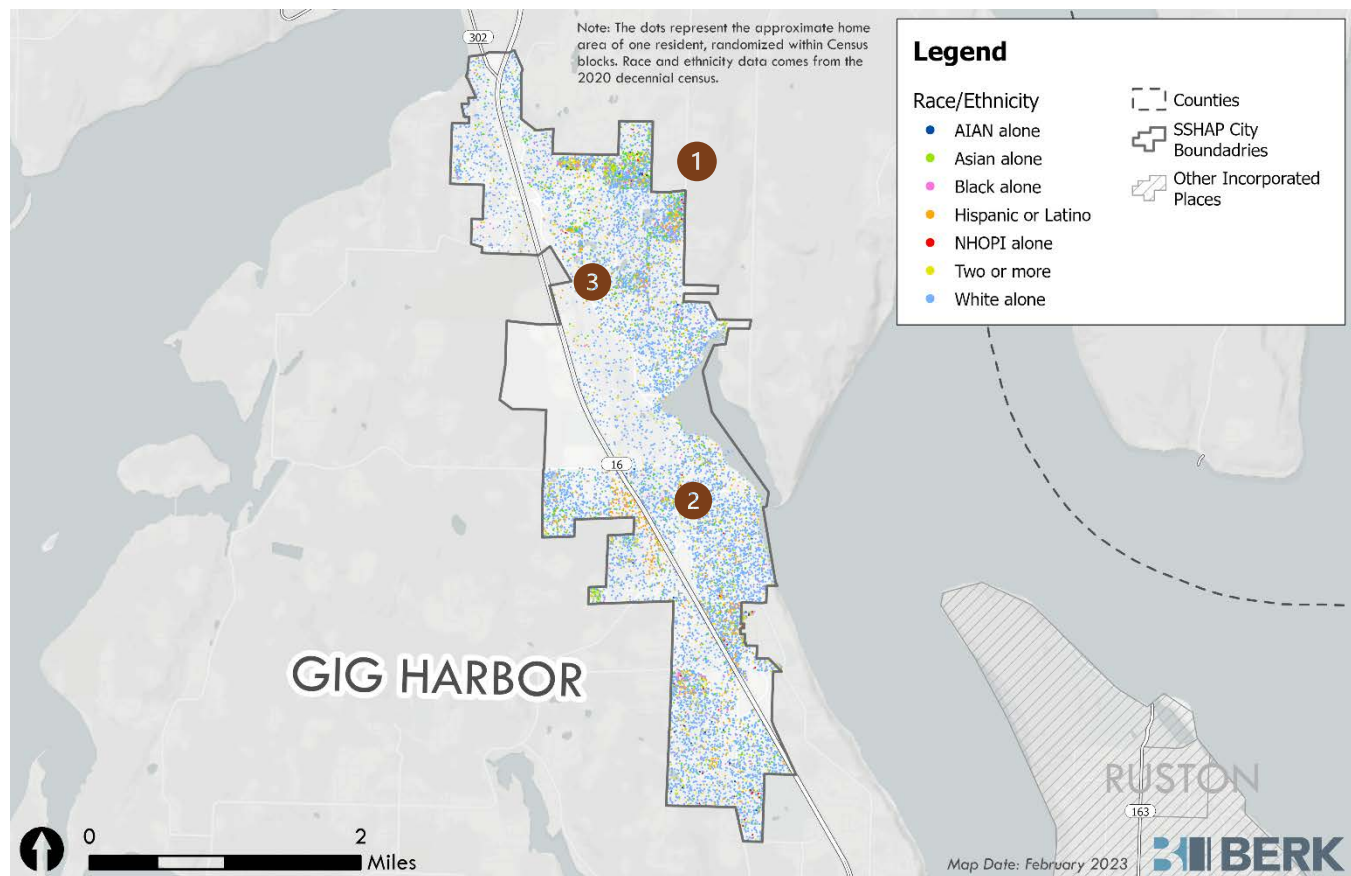
Source: US HUD Comprehensive Housing Affordability Strategy (CHAS) data, 2016–2020.

Exhibit 6-20. Renter Households by Housing Cost Burden and White/POC, 2020. [Define in Glossary](#)



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

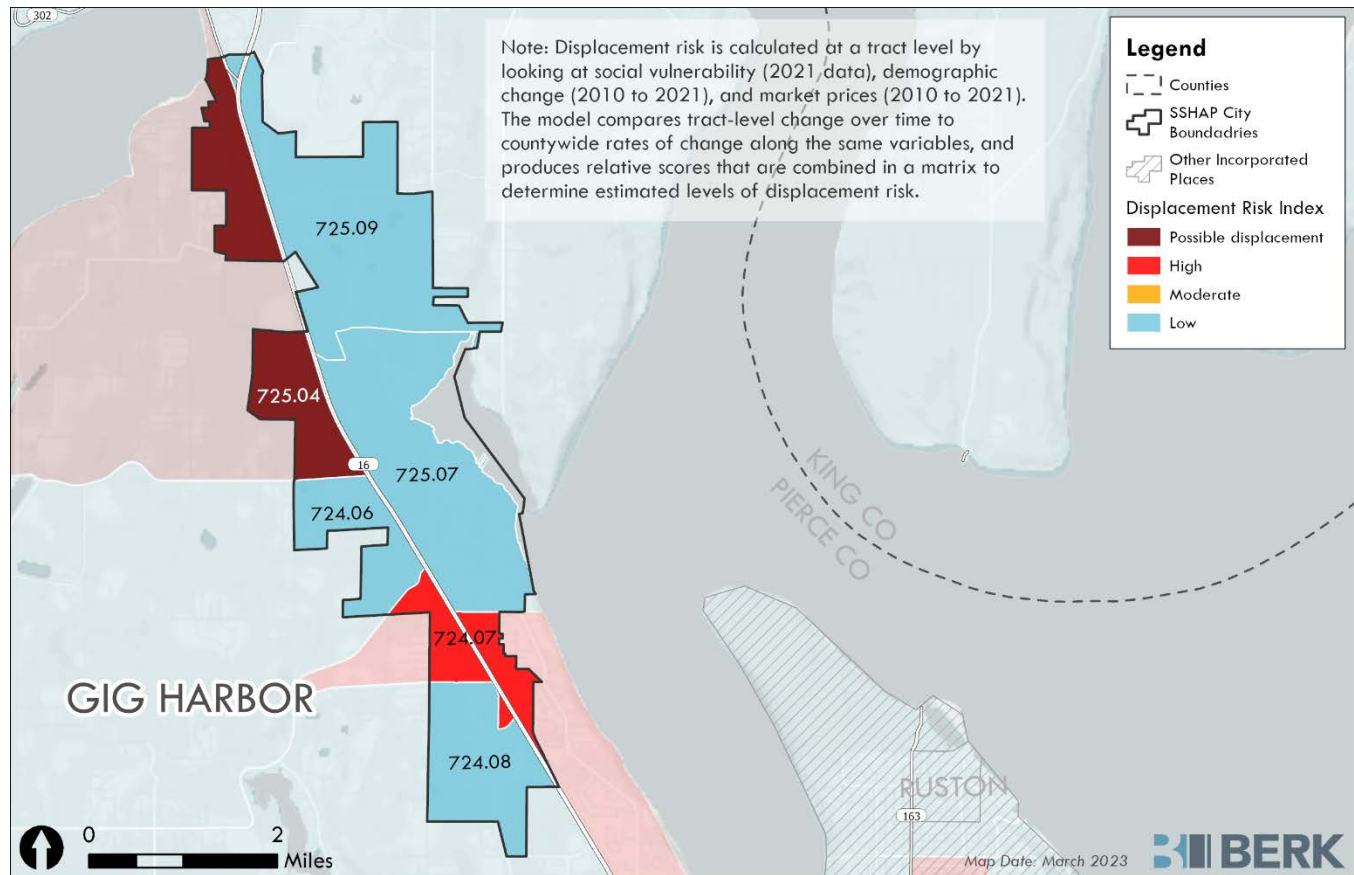
Exhibit 6-21. Density Map of Race and Ethnicity, 2020.



Note: AIAN = American Indian or Alaskan Native; NHOPI = Native Hawaiian or Other Pacific Islander (Census-defined categories).

Source: U.S. Decennial Census, 2020; SSHAP Racial Equity Analysis, 2023.

Exhibit 6-22. Displacement Risk Index, Gig Harbor, 2021.



Gig Harbor Tracts	Social Vulnerability					Demographic Change			Market Prices			Final Displacement Risk
	Percent Overlap	Renter Quintile	BIPOC Quintile	Median Income	Social Vulnerability Score	BIPOC Change	Under 80% AMI Change	Demographic Change Score	High or Low Rent Area - 2015	Appreciation Rate	Market Price Score	
53053072406	18%	1	1	1	3	Increasing BIPOC	Increasing Low Income HHs	Disinvestment	High rent area	High appreciation	Appreciated	Low
53053072407	21%	4	1	2	7	Tracking county change	Decreasing Low Income HHs	Gentrification	Low rent area	High appreciation	Accelerating	High
53053072408	31%	3	1	1	5	Tracking county change	Tracking county change	No	High rent area	Low or mod appreciation	Appreciated	Low
53053072504	8%	2	1	1	4	Tracking county change	Decreasing Low Income HHs	Gentrification	High rent area	High appreciation	Appreciated	Possible displacement
53053072507	100%	4	1	2	7	Increasing BIPOC	Increasing Low Income HHs	Disinvestment	Low rent area	High appreciation	Accelerating	Low
53053072509	64%	2	1	1	4	Increasing BIPOC	Increasing Low Income HHs	Disinvestment	High rent area	High appreciation	Appreciated	Low

Source: SSHAP Racial Equity Analysis, 2023. What does percentage overlap mean? Define numeric value range. Make these match the map? Color code or better linkage. BIPOC?

6.3 Goals and Policies

► **HO-1 Provide for an overall housing supply that supports all economic segments of the population.**

HO-1.1 Plan for a minimum net increase of 892 housing units between 2024 and 2044.

HO-1.2 Accommodate the following minimum net housing development targets by household income for 2020–2044, based on area median income (AMI) for Pierce County (adjusted for household size):

- 30% AMI or less: 115 units,
- 30–50% AMI: 165 units,
- 50–80% AMI: 131 units,
- 80–100% AMI: 56 units, and
- 100–120% AMI: 51 units.

HO-1.3 Plan for the development of 156 units of permanent supportive housing affordable to households earning 30% AMI or less.

HO-1.4 Support the development of an additional 55 spaces in emergency shelters.

► **HO-2 Encourage higher density development that respects the scale and qualities of existing neighborhoods.**

HO-2.1 Encourage infill to provide a range of housing types, designs, and sizes, including accessory dwelling units.

HO-2.2 In collaboration with the city's Design Review Board, maintain design guidelines that encourage larger residential developments that complement the massing and scale of existing structures in a neighborhood while maintaining the city's distinctive historical and aesthetic characteristics.

HO-2.3 Support the availability of lots of varying sizes that can support different housing formats.

HO-2.4 Encourage designs which prioritize private open spaces through zero lot line development, clustered development, cottage housing, and other designs.

HO-2.5 Promote the distribution of multifamily housing types across the city, focusing on areas where infrastructure and services can adequately support them, such as the Centers of Local Importance.

HO-2.6 [Encourage gradual shifts](#) in residential density to support compatibility in housing development.

HO-2.7 Support higher-density residential areas [which incorporate](#) open space and other public amenities.

► **HO-3 Encourage maintenance and adaptive reuse to meet housing needs and improve neighborhood quality.**

HO-3.1 Provide development and financial incentives for the renovation of historical structures for residential use.

HO-3.2 Provide financial incentives such as fee [reductions or](#) waivers for the maintenance and renovation of existing housing stock, with an emphasis on lower-income housing [\(80% AMI or below\)](#) and [affordable](#) housing for seniors and people with disabilities.

HO-3.3 Encourage [and support community initiatives focused on](#) neighborhood beautification and clean-up [projects](#) to maintain and improve local aesthetics.

► **HO-4 Ensure Gig Harbor is a place for people of all occupations, incomes, abilities, and backgrounds.**

HO-4.1 [Promote](#) the preservation of existing housing units that provides affordable options for households [through loans, grants, and other programs](#).

HO-4.2 Provide incentives to encourage the development of income-restricted affordable housing options. This may include:

- Multifamily housing property tax exemptions.
- ~~Fee-Permit fee reductions or~~ waivers ~~from permitting costs~~.
- Impact fee [reductions or](#) waivers.
- [Reductions to parking requirements](#).
- Expedited permit review.

HO-4.3 Reduce the risks of displacement from the community by promoting a range of housing types that can provide affordable options to households at risk.

HO-4.4 [Adopt](#) tenant protections that support access to safe, affordable, and appropriate housing in the community, and coordinate services to assist displaced residents find alternative housing options.

HO-4.5 Monitor and assess achievements towards affordable housing goals as identified in this Element, the Pierce County Countywide Planning Policies, and the PSRC VISION 2050 Regional Growth Strategy, [and provide regular reporting to Council](#).

- HO-4.6 Prioritize the use of external funding sources such as the Housing Trust Fund, the Community Development Block Grant, HOME Investment Partnership, and other programs to implement housing preservation and development programs.
- HO-4.7 Provide development standards that accommodate housing for seniors and others with special needs, including group housing formats.
- HO-4.8 Allow for flexibility with development regulations, including but not limited to height, density, setbacks, and parking, for senior and special needs housing (e.g. temporary or emergency shelter, permanent supportive housing, etc.).
- HO-4.9 Encourage the development of accessory units through incentives such as fee waivers, reductions, pre-approved plans or external funding sources..
- HO-4.10 Promote the use of surplus city property for affordable housing development and encourage the use of surplus land from other government agencies, non-profit organizations and other local institutions for affordable housing.
- HO-4.11 Partner with affordable housing organizations to encourage the development of long-term affordable housing options in the community.
- HO-4.12 Reduce charges and fees for services, such as utility connections, to affordable housing where practical and feasible to address ongoing housing costs and affordability.
- HO-4.13 Collaborate with regional partners to prevent and reduce homelessness by increasing the availability of affordable housing options and supportive services, including emergency shelters, transitional housing and permanent supporting housing, while addressing the root causes of homelessness through coordinated outreach and assistance programs.

► **HO-5 Reduce the costs of housing construction to promote new development and meet housing targets. Reference to inclusionary zoning or density bonus language as possible tools? Explore? Introduce concept?**

- HO-5.1 Allow for flexible zoning standards that can encourage innovative development, especially for the development of affordable housing options.
- HO-5.2 Encourage condominium development and unit lot subdivisions, which promote affordable homeownership options.
- HO-5.3 Explore form-based and performance-based codes as potential options to encourage flexibility with development.
- HO-5.4 Manage manufactured housing under the same standards as other single-family housing units under development regulations.

- HO-5.5 Promote mixed-use development with residential units above ground-floor retail and service uses in CoLIs and other neighborhood service centers.
- HO-5.6 In order to facilitate the construction of affordable housing units, minimize development costs through regulations and standards that allow for flexibility and optimal use of resources, space, and infrastructure to lower costs, improve functionality and reduce environmental impact.
- HO-5.7 Provide support for property owners and developers building in the city through policy advocacy, permitting support, and regular coordination on emerging trends and issues.
- HO-5.8 Encourage the use of alternative ownership models, such as cohousing and community land trusts.
- HO-5.9 Minimize infrastructure costs associated with housing development through innovative site design, compact development patterns, and efficient servicing.
- HO-5.10 Review and streamline permit processes and coordinate with other service providers to shorten approval timelines.
- HO-5.11 Explore planned actions and changes in thresholds for housing development under the State Environmental Policy Act to streamline environmental approvals in areas experiencing significant development.
- HO-5.12 Investigate the use of a Multifamily Housing Property Tax Exemption program to incentivize market-rate and affordable housing production.
- HO-5.13 Consider the use of inclusionary zoning or density bonuses to incentivize the construction of affordable housing units, where appropriate

7 Economic Development

7.1 Building a stronger future for Gig Harbor

7.1.1 Overview

Economic development is a cornerstone of Gig Harbor's vision for a vibrant, sustainable future. The Economic Development Element of the Comprehensive Plan outlines a strategic framework designed to enhance the city's economic vitality while preserving the unique character and quality of life that define Gig Harbor. This element is aligned with the goals of the GMA and is intended to encourage economic growth in a way that benefits all community members.

Historically rooted in resource extraction industries, Gig Harbor's economy has evolved over recent decades, transitioning towards a more diversified local service economy characterized by retail, healthcare, and specialty businesses. As the city continues to grow, the Comprehensive Plan aims to attract appropriate employment opportunities that reduce transportation impacts and support localized job creation, thereby strengthening the local economy and ensuring long-term prosperity for all residents.

Listening to Our Community

In May 2023, we engaged with our community through six focus group conversations to understand their perspectives and priorities for economic development. These discussions revealed several key challenges and opportunities:

- **Durability of retail:** Supporting our retail sector, particularly in tourist areas and along the waterfront, to address storefront turnover and business failures.
- **Vacancy and obsolescence of building stock:** Upgrading our older buildings to meet evolving demands and user expectations
- **Barriers to reinvestment: Streamlining redevelopment processes and reducing costs to encourage investment in our community**
- **Interconnection of business districts:** Fostering collaboration and distinct identities among our Uptown, Downtown, and North Gig Harbor business districts.
- **Local employment:** Creating more lucrative job opportunities in Gig Harbor to reduce commuting and enhance our local economy.
- **Transition to infill: Embracing redevelopment and intensification within our existing landscape to accommodate growth**

- **Regional collaboration:** Building partnerships with local agencies to drive regional economic growth and advocacy
- **Location of urban density:** Managing increased intensity in our centers of local importance to ensure a sustainable and effective local economy

7.1.2 City Vision

The City's most recent vision, as articulated during community focus groups and workshops for economic development in Gig Harbor reads as follows:

Gig Harbor prioritizes the establishment and success of local small businesses by increasing walkability and lessening dependence on cars in the downtown. Gig Harbor makes use of underutilized commercial space by providing incentives for small local businesses to fill those spaces.

7.2 Local Context

Gig Harbor's economy has experienced significant growth and changes over the past two decades. Understanding the local context is essential to developing effective economic development strategies.

Economic Development Overview

Gig Harbor's economy is characterized by a diverse mix of industries, including:

- A strong presence of small businesses and entrepreneurs
- A growing healthcare and social services sector • A significant retail and tourism industry
- A mix of light industrial and manufacturing businesses

Key Trends and Statistics

- Gig Harbor's population has grown from approximately 7,000 in 2000 to over 10,000 in 2023 (Exhibit 7.1 in Appendix).
- The city's economy has diversified, with a decrease in reliance on traditional industries like manufacturing, and an increase in services and healthcare.
- Gig Harbor has seen a significant increase in new businesses and startups, particularly in the downtown area.

7.2.1 Employment Trends

- The city's employment base has grown, with a total of over 14,000 jobs in 2023.
- The largest employment sectors are: o Healthcare and social services (23%)

- o Retail trade (20%)
- o Accommodation and food services (15%)
- o Professional and business services (12%) • The city has seen growth in higher-paying jobs, particularly in the healthcare and professional services sectors.

Where Do Gig Harbor Residents Work?

• Most Gig Harbor residents do not work in our city. According to the Bureau of Labor Statistics, the top employers in our area are:

1. Retail stores
2. Healthcare and social services
3. Restaurants and accommodations

However, many residents commute to jobs outside Gig Harbor, with 61.6% working elsewhere in Pierce County or beyond. This means that while we have jobs in Gig Harbor, many are filled by people who don't live here.

Why Does This Matter?

Our commuting patterns affect traffic on roads like SR 16 and highway interchanges. By attracting more jobs that match our residents' skills, we can reduce traffic and create a stronger local economy with more tax revenue.

7.2.2 Comparative Analysis

Understanding how Gig Harbor compares to neighboring cities and Pierce County is essential to assessing its economic position and competitiveness.

Regional Employment Landscape

Gig Harbor's employment distribution, growth, and jobs-to-population ratios are compared to those of neighboring cities, including Tacoma, Lakewood, Fife, and University Place, as well as Pierce County as a whole.

Key Findings

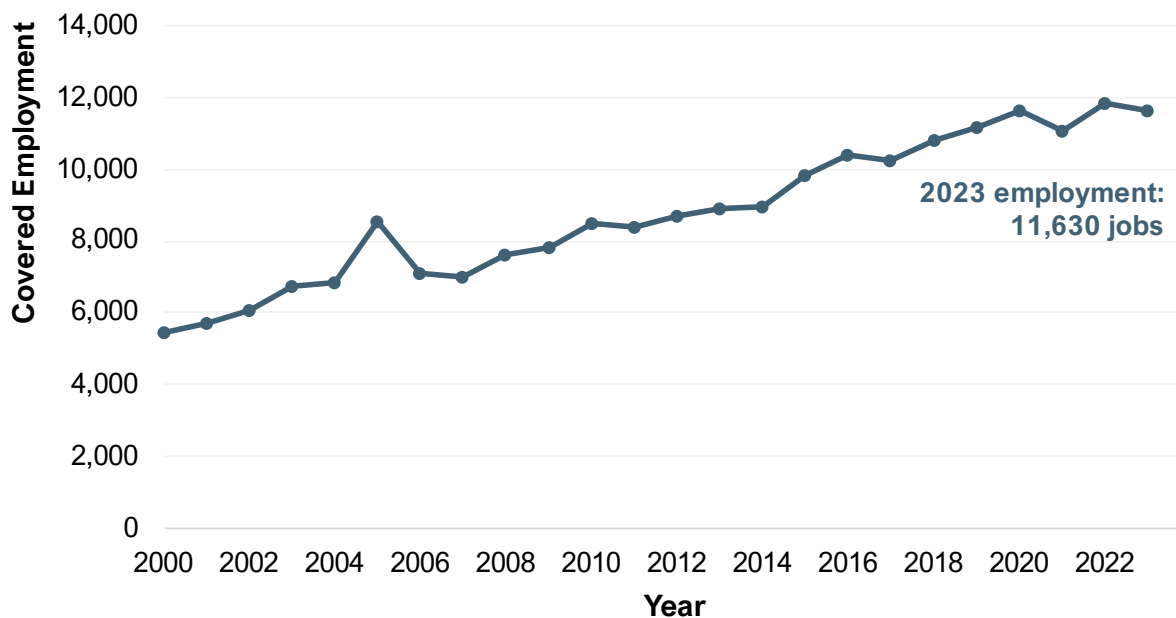
- Gig Harbor has a higher percentage of employment in the healthcare and social services sector compared to neighboring cities.
- The city's employment growth rate is slower compared to Tacoma and Lakewood, but faster than Fife and University Place.
- Gig Harbor's jobs-to-population ratio is lower compared to Tacoma and Lakewood, indicating a potential need for more employment opportunities

7.2.1 Employment Trends

General statistics on employment are provided in the following exhibits:

- Exhibit 7-1 shows total covered employment¹ for Gig Harbor from 2000 to 2023.
- Exhibit 7-2 provides the distribution of covered employment is for major sectors for 2023, and Exhibit 7-3 presents this distribution for 2012 to 2023.
- Exhibit 7-4 provides the total changes in employment between 2012 and 2023 by major sector.
- Exhibit 7-5 includes a location quotient² analysis for major sectors in the city.

Exhibit 7-1. Gig Harbor Covered Employment, 2020–2023. As with housing, please break up the tables and charts and provide a brief description of the importance of the graphic

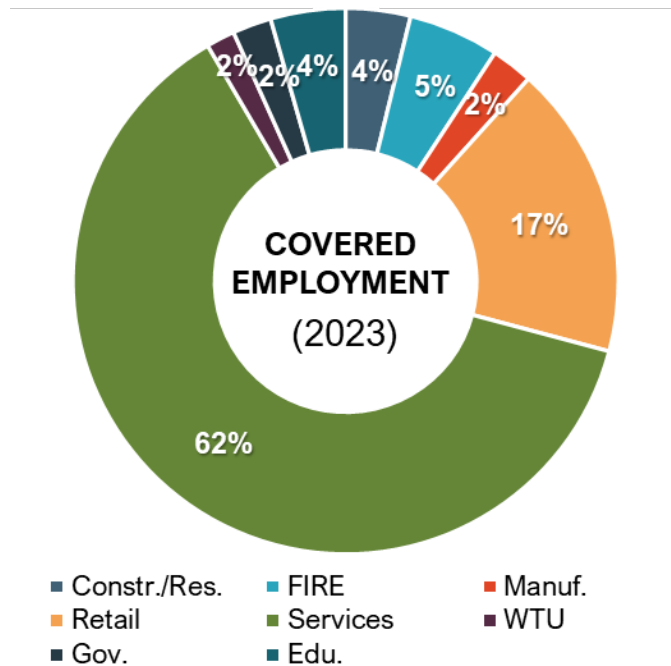


Sources: PSRC, 2024; BERK, 2024.

¹ Covered employment refers to positions covered by the Washington Unemployment Insurance Act, which account for approximately 85-90% of all employment. Covered employment exempts the self-employed, proprietors and corporate officers, military personnel, and railroad workers.

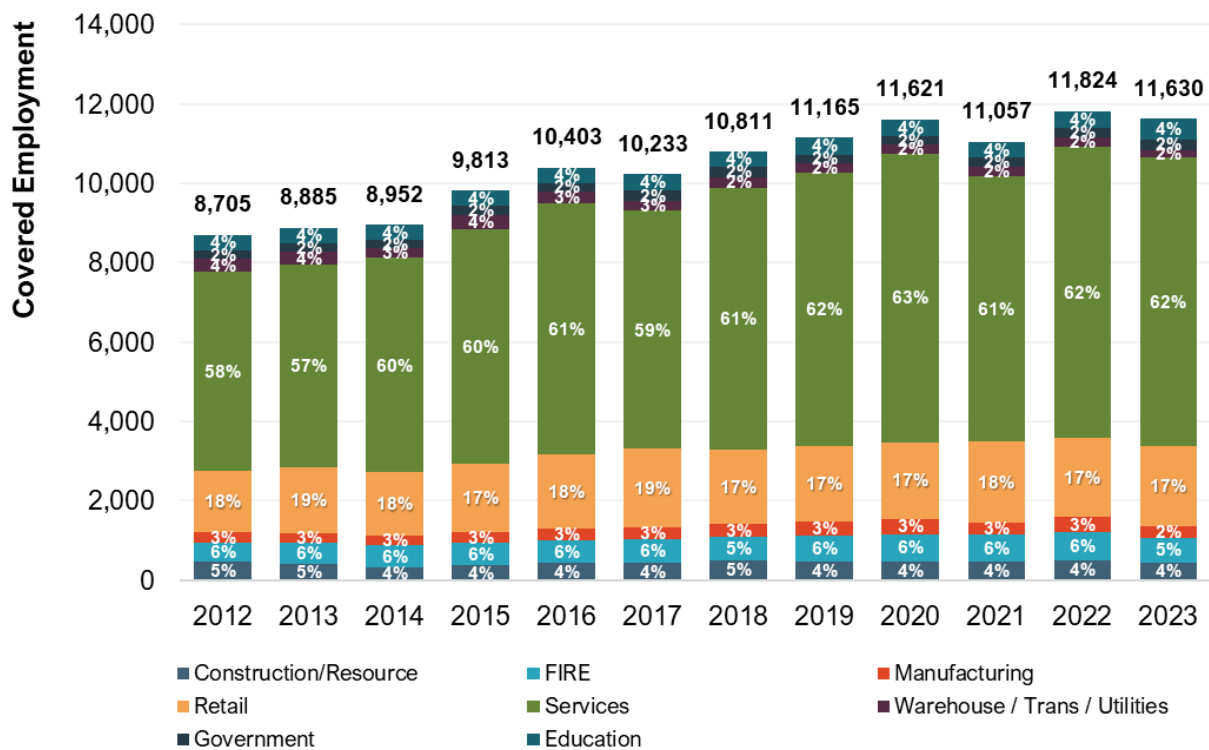
² Location quotients compare the percentage of local employment in each category with the percentage of regional employment in the same category. Values greater than one indicate where local employment in a category is found at a greater concentration than the regional average, suggesting that it plays a more important role in the local economy.

Exhibit 7-2. Gig Harbor Covered Employment by Major Sector, 2023



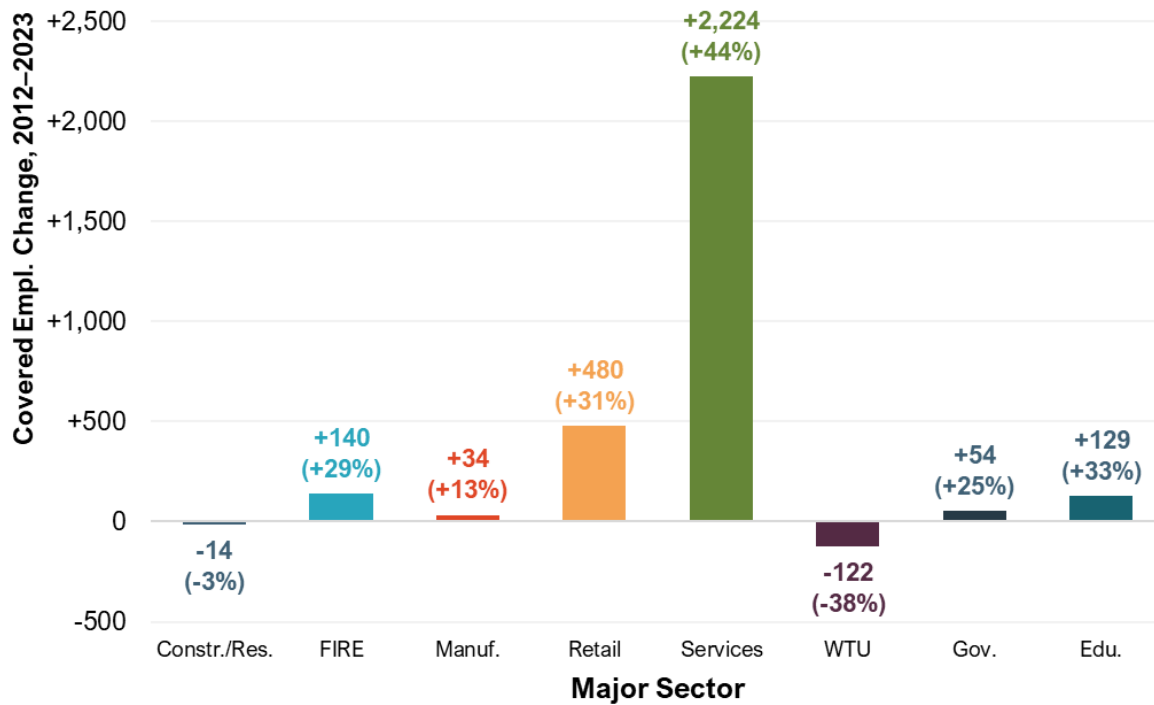
Sources: PSRC, 2024; BERK, 2024.

Exhibit 7-3. Gig Harbor Covered Employment by Major Sector, 2012–2023



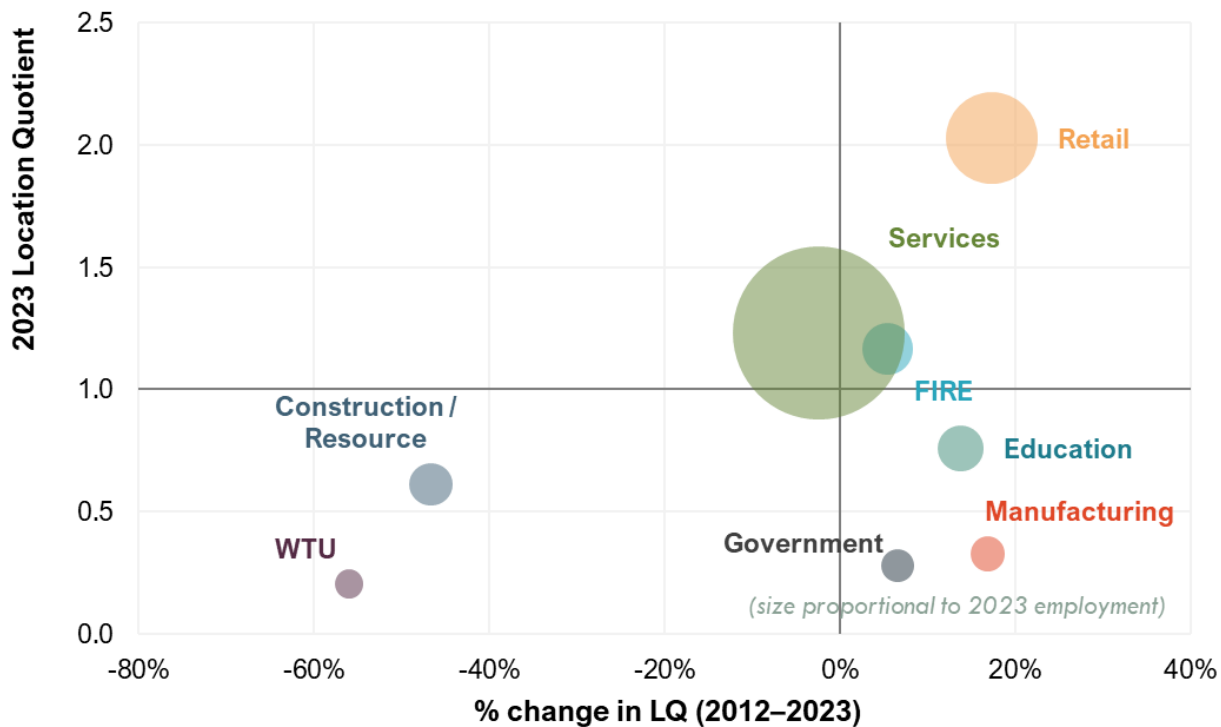
Sources: PSRC, 2024; BERK, 2024.

Exhibit 7-4. Changes in Gig Harbor Covered Employment by Major Sector, 2012–2023



Sources: PSRC, 2024; BERK, 2024.

Exhibit 7-5. Location Quotient Analysis, Gig Harbor Employment, 2012–2023 descriptive text?

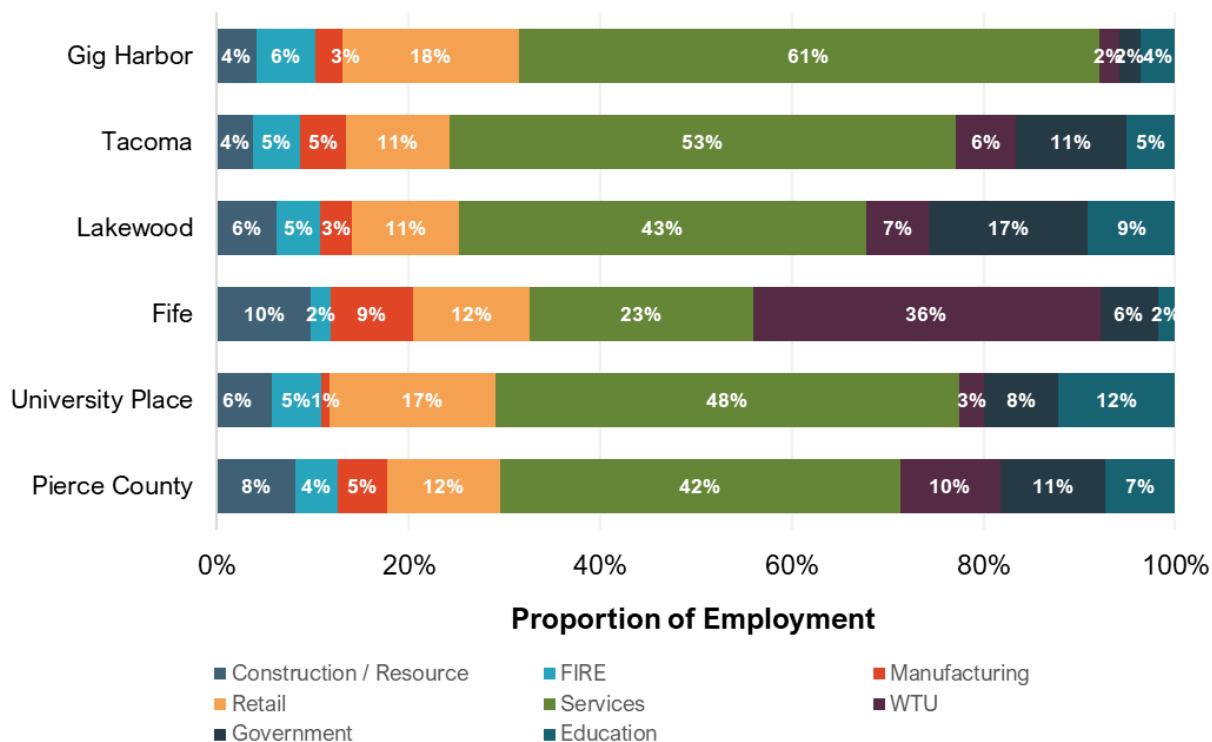


Sources: PSRC, 2024; BERK, 2024.

Understanding how the city performs in relationship to its neighbors can be essential in determining Gig Harbor's economic position and competitiveness. The following graphics provide key statistics to highlight how the city compares to other jurisdictions and Pierce County as a whole:

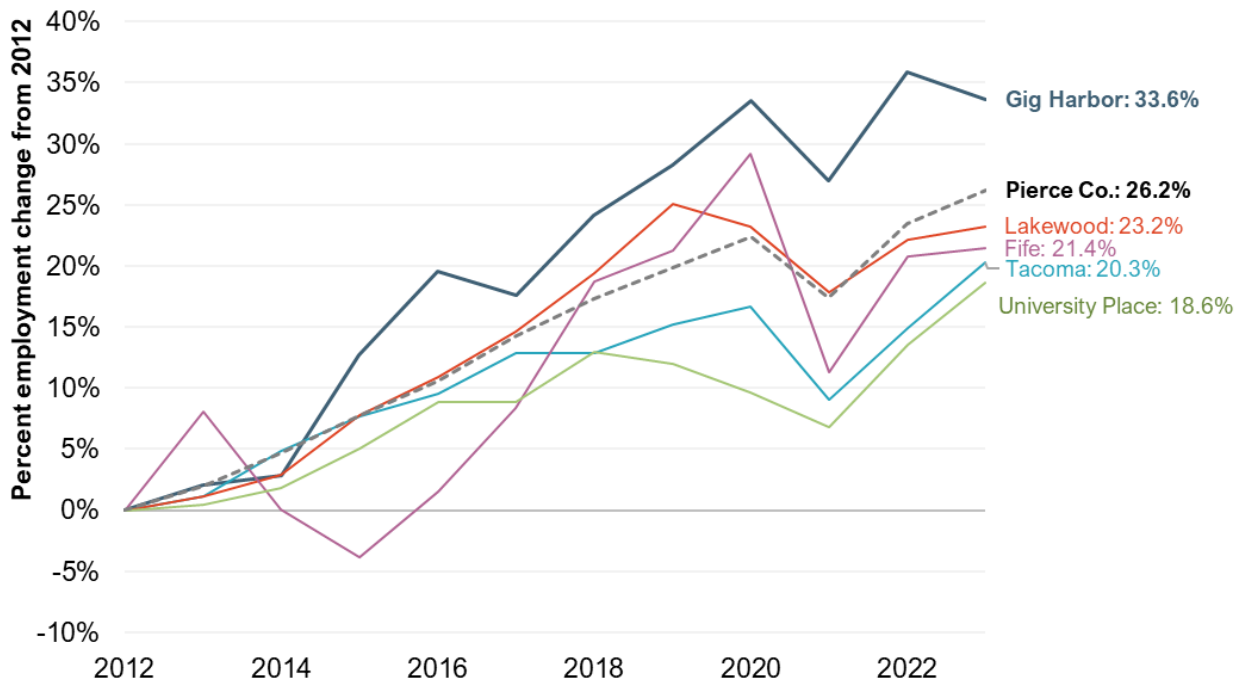
- Exhibit 7-6 provides comparisons between the city's distribution of employment by major sector with those of Tacoma, Lakewood, Fife, and University Place, as well as with the County as a whole.
- Exhibit 7-7 presents comparisons in employment growth between the cities and with Pierce County between 2012 and 2023, with 2012 provided as a base year.
- Exhibit 7-8 provides the ratio of jobs to population for each city and the county overall, highlighting those jurisdictions that may be more dominated by employment or residential land uses and activities.

Exhibit 7-6. Regional Comparisons in Covered Employment by Major Sector, 2023



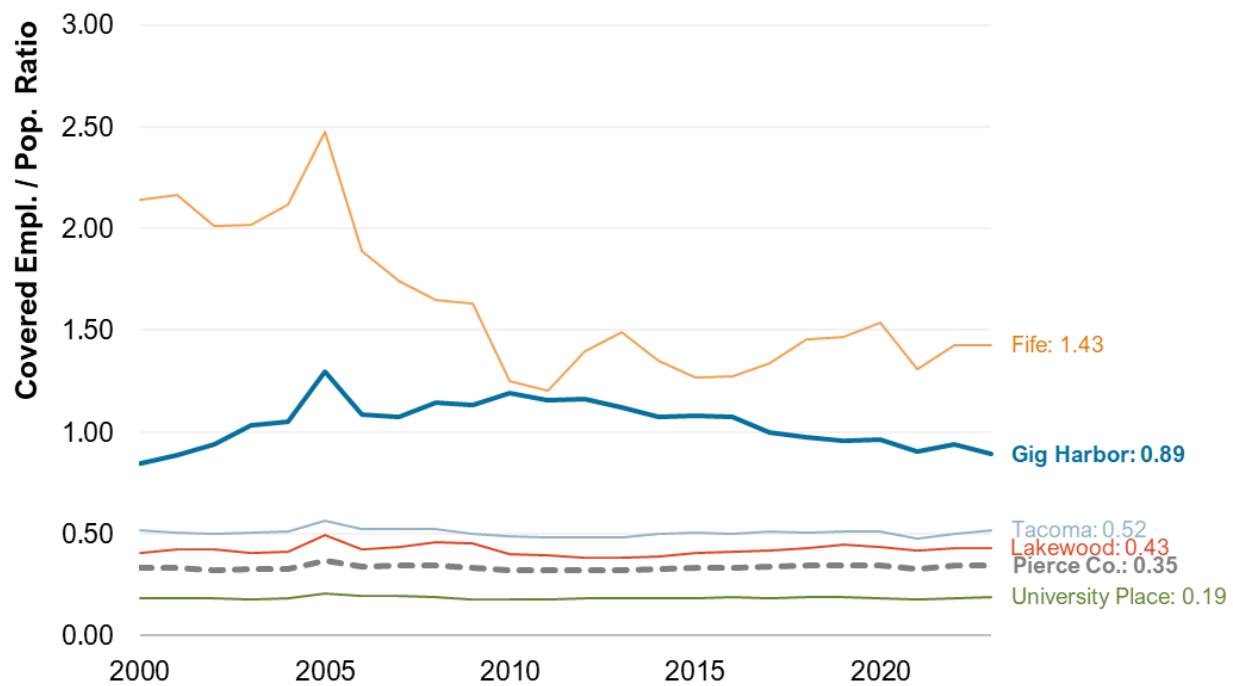
Sources: PSRC, 2024; BERK, 2024.

Exhibit 7-7. Regional Comparisons of Changes in Covered Employment, 2012–2023



Sources: PSRC, 2024; BERK, 2024.

Exhibit 7-8. Regional Comparisons of Jobs-to-Population Ratios, 2000–2023



Sources: PSRC, 2024; BERK, 2024.

These figures highlight the following:

- **Gig Harbor is a major employment center.** Overall, the community has a significant concentration of employment as compared to its population, with a jobs-to-population ratio of 0.89, exceeding the county average, as well as the value for many surrounding communities. This is an indicator that the community provides a concentration of jobs for the region.
- **The city has also experienced significant local employment growth.** The city has experienced a notable increase in employment, with a 33.6% increase in jobs from 2012–2023. This averages about 3% employment growth per year. This growth has been most represented in Services, with 2,224 jobs added during this period, resulting in a 44% increase in employment in this category.
- **Services dominate local employment.** About 61% of local employment (consisting of 7,258 jobs) is found within the Services major sector, which presents a higher proportion than Pierce County and other comparable communities in the area. This is also represented more than the regional average, with a location quotient indicated in Exhibit 7-5 as higher than one.
- **Retail also has an important role in the local economy.** For Gig Harbor, Retail businesses employ about 18% of the local workforce, and employment in the sector has grown considerably in comparison to regional representation in this sector.
- **Construction and logistics are less represented and declining.** The city has experienced job losses in Construction/Resource and Warehousing, Transportation, and Utilities employment overall, and these businesses form a smaller proportion of local employment than regional averages. While other sectors such as Education and Manufacturing are also underrepresented, they are the only two sectors that faced a decline in employment during this period.

7.2.2 Taxable Retail Sales

Another perspective on Gig Harbor's local economy can be gained by examining the taxable retail sales conducted within the city. These taxes arise from consumer retail transactions for personal property, services, and property improvements, along with business sales where items are not for resale. However, specific transactions, especially those involving food and food ingredients (excluding prepared foods), are exempt from sales taxes.

For these transactions, a “pull factor” is calculated, which is the ratio between the recorded taxable retail sales for a given category, versus the estimated retail potential from overall state averages. A number less than one identifies where local business transactions are lower than expected from the population, while numbers greater than one indicate local retail that may have a more regional orientation, drawing in customers from outside the community.

The following tables provide an overview of taxable retail sales for Gig Harbor:

- Exhibit 7-9 provides a regional comparison of pull factors at the subsector level for retail and restaurant sales, comparing Gig Harbor with other cities in the County.
- Exhibit 7-10 provides a more detailed comparison for Gig Harbor alone, indicating total sales and retail potential, as well as pull factors. This is at a more detailed industry group level.
- Exhibit 7-11 provides a comparison between total sales and retail potential for the top 20 subsectors in the city.

Exhibit 7-9. Regional Comparisons of Pull Factors in Taxable Retail Sales, 2023.

Category		Gig Harbor	Fife	Lakewood	Steilacoom	Tacoma	University Place
44-45	Retail Trade	2.77	10.11	1.14	0.31	1.44	0.51
441	Motor Vehicle and Parts Dealers	0.55	35.85	0.90	0.01	1.81	0.05
444	Building Material and Garden Equipment and Supplies Dealers	5.69	1.40	1.12	0.18	1.13	0.16
445	Food and Beverage Retailers	3.74	0.67	1.40	0.02	1.37	1.30
449	Furniture, Home Furnishings, Electronics, and Appliance Retailers	1.83	3.61	0.78	0.55	1.37	0.72
455	General Merchandise Retailers	6.53	3.07	1.63	0.10	1.11	0.58
456	Health and Personal Care Retailers	3.00	1.04	1.42	0.19	1.62	0.66
457	Gasoline Stations and Fuel Dealers	1.27	5.70	1.30	0.88	1.02	0.35
458	Clothing, Clothing Accessories, Shoe, and Jewelry Retailers	2.41	1.07	0.91	0.36	1.85	0.44
459	Sporting Goods, Hobby, Musical Instrument, Book, and Misc. Retailers	1.86	2.70	1.15	0.67	1.36	0.77
722	Food Services and Drinking Places	3.17	2.01	1.69	0.24	1.41	0.58
Total Retail + Restaurant		2.83	8.80	1.23	0.30	1.43	0.52

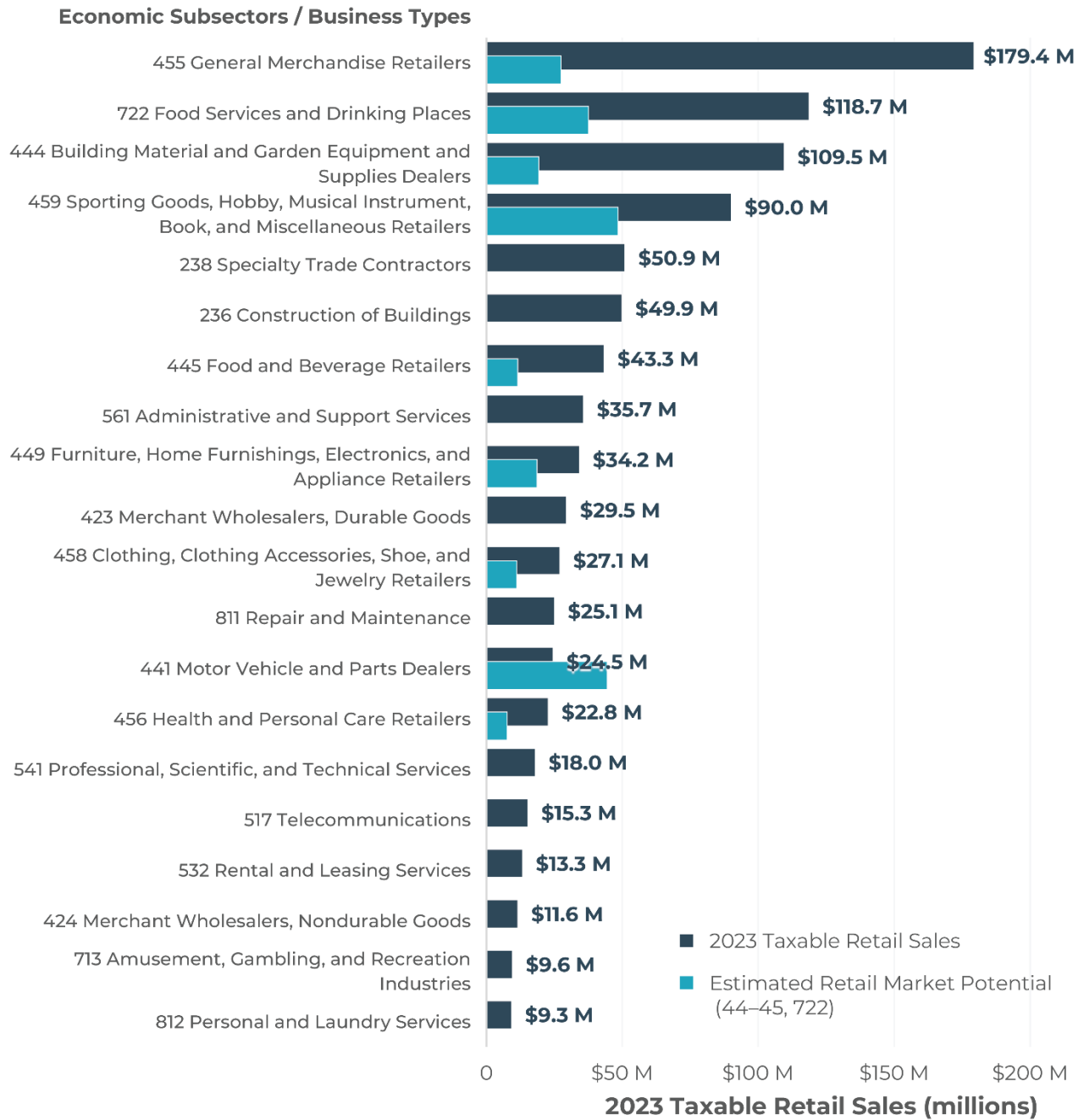
Sources: WA Department of Revenue, 2024; BERK, 2024.

Exhibit 7-10. Taxable Retail Sales versus Retail Potential, Gig Harbor, 2023.

Category		Taxable Retail Sales	Est. Retail Potential	Pull Factor
44-45	Retail Trade	\$537,528,348	\$194,049,702	2.77
441	Motor Vehicle and Parts Dealers	\$24,514,782	\$44,465,072	0.55
4411	Automobile Dealers	\$344,871	\$35,102,262	0.01
4412	Other Motor Vehicle Dealers	\$12,527,463	\$4,017,970	3.12
4413	Automotive Parts, Accessories, and Tire Stores	\$11,642,448	\$5,344,840	2.18
444	Building Material and Garden Equipment and Supplies Dealers	\$109,486,971	\$19,252,203	5.69
4441	Building Material and Supplies Dealers	\$95,970,467	\$16,945,399	5.66
4442	Lawn and Garden Equipment and Supplies Retailers	\$13,516,504	\$2,306,804	5.86
445	Food and Beverage Retailers	\$43,271,763	\$11,585,465	3.74
4451	Grocery and Convenience Retailers	\$41,639,798	\$10,267,889	4.06
4452	Specialty Food Stores	\$558,306	\$487,449	1.15
4453	Beer, Wine, and Liquor Retailers	\$1,073,659	\$830,127	1.29
449	Furniture, Home Furnishings, Electronics, and Appliance Retailers	\$34,190,004	\$18,705,853	1.83
4491	Furniture and Home Furnishings Retailers	\$18,820,133	\$5,972,208	3.15
4492	Electronics and Appliance Retailers	\$15,369,871	\$12,733,645	1.21
455	General Merchandise Retailers	\$179,361,649	\$27,461,607	6.53
4551	Department Stores	\$15,466,208	\$1,945,427	7.95
4552	Warehouse Clubs, Supercenters, and Other General Merchandise Retailers	\$163,895,441	\$25,516,180	6.42
456	Health and Personal Care Retailers	\$22,789,068	\$7,596,818	3.00
457	Gasoline Stations and Fuel Dealers	\$6,811,074	\$5,376,661	1.27
4571	Gasoline Stations	\$6,548,601	\$4,773,857	1.37
4572	Fuel Dealers	\$262,473	\$602,805	0.44
458	Clothing, Clothing Accessories, Shoe, and Jewelry Retailers	\$27,060,250	\$11,212,033	2.41
4581	Clothing and Clothing Accessories Retailers	\$21,042,089	\$8,866,749	2.37
4582	Shoe Retailers	\$2,505,597	\$851,290	2.94
4583	Jewelry, Luggage, and Leather Goods Retailers	\$3,512,564	\$1,493,994	2.35
459	Sporting Goods, Hobby, Musical Instrument, Book, and Misc. Retailers	\$90,042,787	\$48,393,989	1.86
4591	Sporting Goods, Hobby, and Musical Instrument Retailers	\$15,836,726	\$7,145,530	2.22
4592	Book Retailers and News Dealers	\$556,739	\$604,200	0.92
4593	Florists	\$407,639	\$246,055	1.66
4594	Office Supplies, Stationery, and Gift Retailers	\$7,369,563	\$1,447,062	5.09
4595	Used Merchandise Retailers	\$2,850,932	\$1,014,555	2.81
4599	Other Miscellaneous Retailers	\$63,021,188	\$37,936,587	1.66
722	Food Services and Drinking Places	\$118,693,817	\$37,476,997	3.17
7223	Special Food Services	\$2,845,926	\$1,939,377	1.47
7224	Drinking Places (Alcoholic Beverages)	\$8,881,918	\$1,871,766	4.75
7225	Restaurants and Other Eating Places	\$106,965,973	\$33,665,854	3.18
Total Retail + Restaurant		\$656,222,165	\$231,526,699	2.83

Sources: WA Department of Revenue, 2024; BERK, 2024.

Exhibit 7-11. Gig Harbor Taxable Retail Sales, Top 20 Subsectors, 2023.



Sources: WA Department of Revenue, 2024; BERK, 2024.

These figures highlight the following:

- **Generally, Gig Harbor serves as a major retail center.** Compared with other communities in the region, Gig Harbor has higher pull factors for retail and restaurant transactions, with a total of \$656 million in transactions exceeding the expected local potential by about 183%. This highlights that the level of retail activity has a capture beyond the local community and draws in consumers from elsewhere, providing greater economic activity and sales tax revenue.
- **There tends to be an underrepresentation of auto dealers in the city.** Across the business categories assessed under Exhibit 7-10, the only major category that is underrepresented in the city is Automobile Dealers (4411), with transactions equivalent to under 1% of the average expected for city residents. This highlights that this is an underrepresented part of the retail market for the city, with no local establishments catering to the needs of the community.
- **Retail transactions exceed local construction in total taxable sales.** Under Exhibit 7-11, the top subsectors for taxable retail sales include General Merchandise Retailers (455), Food Service and Drinking Places (722), Building Material and Garden Equipment and Supplies Dealers (444), and Sporting Goods, Hobby, Musical Instrument, Book, and Misc. Retailers (459), all of which exceeded \$90 million in taxable sales in 2023. Business activities related to construction were lower than this, with the construction sector in general responsible for about \$97 million total, mostly in Specialty Trade Contractors (238) and Construction of Buildings (236). Note that communities experiencing significant growth can experience higher receipts from retail sales related to construction.

7.2.3 Buildable Lands Assessment

Under the Pierce County Ordinance No. 2022-46s, Gig Harbor employment targets have been defined as follows:

Estimated 2020 employment:	12,855 jobs
2020–2044 employment growth:	+2,747 jobs
2044 total employment:	15,602 jobs

Under the previous 2021 Buildable Lands Report, employment capacity within the city was estimated at 3,416 total jobs with capacity allocated as follows:

Vacant land:	2,074 jobs
Underutilized land:	748 jobs
Pipeline development:	594 jobs

For the current land use concept, Exhibit 7-12 provides the expected allocation of employment capacity by zone.

Exhibit 7-12. Estimates of Employment Capacity under Future Land Use Map Concept. [Describe zones or put into appendix?](#)

Zone	Vacant Employment Capacity	Underutilized Employment Capacity	Pipeline Employment Capacity	Total Employment Capacity
B-1	12	-	-	12
B-2	256	176	185	520
C-1	171	36	7	213
DB	14	76	-	88
ED	715	129	27	1,063
PCD-BP	242	-	371	613
PCD-C	-	-	-	-
PCD-RMD	-	-	-	-
PI	-	-	-	-
PRD	-	-	-	-
R-1	40	60	-	103
R-2	34	14	-	49
R-3	-	0	-	-
RB-1	24	38	-	62
RB-2	246	123	72	451
WC	19	(1)	-	18
WM	-	-	-	-
WR	-	-	-	-
WTR	-	-	-	-
TOTAL	1,772	652	663	3,192

Sources: Pierce County, 2022; BERK, 2024.

7.2.4 Major Themes for Economic Development

In May 2023, as a part of the Comprehensive Plan process, the City engaged a consultant to host six focus group conversations to gauge community perspectives and priorities, including around economic development.

Through these focus groups, several challenges have been identified as part of the local economy:

- **Durability of retail.** There are challenges in the community's retail sector, notably those businesses serving tourists and those located along the waterfront. Storefront turnover is a community concern, but it may also be a case of the turnover occurring in some of the community's most visible areas. Business failure may be no higher than elsewhere, but much of what draws attention in Gig Harbor's condition is its location along the busy waterfront.
- **Vacancy and obsolescence of building stock.** The community's older building stock is growing obsolete, difficult to retrofit to satisfy evolving customer or resident demands. This is a factor in both residential and non-residential construction, where contemporary user expectations or permitting requirements surpass a property's ability to adapt.
- **Barriers to reinvestment.** It is expensive to redevelop property, combine parcels, demolish existing structures, remediate any environmental contamination, prepare sites, secure capital, and obtain necessary permits for new construction. This may be exacerbated by City requirements and processes, which can projects to languish.
- **Interconnection of three business districts.** There are three prominent business districts in Gig Harbor: Uptown, Downtown, and North Gig Harbor. Rather than seeing them as competing, community members prefer to see them as part of an interconnected commercial organism and have distinct expectations of each.
- **Local employment.** Many of Gig Harbor's employed public work elsewhere, and it is a community priority to change this. While larger urban centers—like Tacoma, Bremerton, or Seattle—may provide the higher incomes Gig Harbor residents earn, locals want more opportunity for lucrative local employment.
- **Transition to infill.** The last ten years have seen large-scale development of vacant land in Gig Harbor's north. Growth in the future will likely occur as "infill," where parcels within the city's developed landscape will be redeveloped with new or more intense uses to accommodate new households or new jobs.
- **Regional collaboration in planning.** Land use, transportation, economic development, housing, parks, and capital facilities planning are regional in nature, built upon and maintained through a series of relationships with local agencies and driven by the larger regional economy and ecosystem. Community members are interested in partnerships and also hope the City is able to advocate for its interests effectively and with responsibility to the greater area.
- **Location of urban density.** The Comprehensive Plan calls for increased intensity to be in the "centers of local importance." The details of managing this new density will be important in guiding a sustainable and effective local economy that meets local needs.

7.3 Goals and Policies

- ▶ **EC-1 Increase local employment opportunities by collaborating with Gig Harbor Chamber of Commerce, Waterfront Alliance, and other business groups to attract, retain and expand employment.**
 - EC-1.1 Ensure sufficient development capacity and infrastructure to support 15,602 jobs by 2044.
 - EC-1.2 Develop and implement a city-wide economic development and marketing strategy to attract businesses, and promote Gig Harbor's economic opportunities in coordination with a structured business consortium such as a business roundtable or an Economic Development Advisory Commission.
 - EC-1.3 Foster a thriving local economy that supports the well-being of the community, with a focus on creating quality job opportunities for residents.
 - EC-1.4 Collaborate with local educational institutions, organizations, and Pierce county to develop a skilled workforce that meets the needs of local employers and supports the city's economic growth
 - EC-1.5 Encourage reductions in commuting through expansion of local employment, support for employees working at home (e.g. broadband infrastructure, co-working spaces, shared mobility programs, etc.) , and expansion of affordable housing.
 - .EC-1.6 Explore partnership with Economic Development Corporation of Pierce County
- ▶ **EC-2 Encourage local commercial and industrial development to meet expected demand from businesses, address underutilized sites, and build a sustainable tax base.**
 - EC-2.1 Develop and maintain a commercial and industrial site inventory that identifies major sites that could accommodate local employment opportunities which would indicate potential infrastructure limitations that would impact their use.
 - EC-2.2 Coordinate efforts to provide sufficient supporting infrastructure to sites that could accommodate additional employment, with a priority on sites that provide significant public benefits.
 - EC-2.3 Coordinate with local economic development organizations to market available sites for use by businesses looking to expand or to relocate to Gig Harbor.
 - EC-2.4 Ensure extensions of public services for commercial and industrial activities within the urban growth area are contingent on agreements to accept annexation.
 - EC-2.5 Encourage the reuse of older buildings and the infill of commercial development to revitalize older commercial and business districts within the city. Help structure local marketing efforts, physical improvements programs, parking and building improvements and special management organizations.

- **EC-3 Encourage and support local business development in partnership with the Chamber of Commerce, Waterfront Alliance and potential Economic Development Advisory Commission.**
 - EC-3.1 Coordinate local business development programs, particularly for small start-up business concerns which may be owned by or employ local residents.
 - EC-3.2 Promote small business financing, management assistance and training programs to support local businesses. [Explore collaboration with Service Corps of Retired Executives \(SCORE\).](#)
 - EC-3.3 Coordinate efficient and timely permitting and licensing processes, with additional support provided for small businesses.
 - EC-3.4 [Work with](#) local groups to [explore the creation of](#) improvement districts and other programs that can help revitalize and support city businesses.
 - EC-3.5 Monitor local and regional trends in relevant markets and provide information and support responsive to these trends, [in partnership with local and regional economic organizations.](#)
 - EC-3.6 Recognize the importance of home-based businesses in the city through guidelines, standards, and support for [individuals who face barriers in traditional office setting, such a caregivers, people with disabilities, or those preferring alternative work environments.](#)
 - EC-3.7 Identify incubator facilities which may be used for small business start-ups, such as older structures which may be reused for business purposes.
 - EC-3.8 Integrate considerations for small businesses into neighborhood planning, especially with respect to retail and service offerings for local residents.
 - EC-3.9 [Actively collaborate with tribal governments to identify and pursue mutually beneficial economic development opportunities, including exploration of joint ventures, investment in cultural and ecotourism, infrastructure development and job creation initiatives that respect tribal sovereignty, culture and traditions](#)
 - EC-4.0 [Prioritize downtown design that enhances its unique waterfront character and sense of place, such as pedestrian-friendly streetscapes, historic preservation, and vibrant public spaces while supporting local businesses.](#)

Appendix

7.3.1 State Requirements

The State Growth Management Act identifies economic development as a planning goal under RCW 36.70A.020(5), which reads:

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.*

RCW 36.70A.070(7): *An economic development element establishing local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life.*

7.3.2 County Requirements

The Countywide Planning Policies for Pierce County adopted in May of 2022 identify several goals and policies specifically for economic development: [“Warning label” that distinguishes the county’s “EC” nomenclature from the city’s – state the state and county requirements for what must be included in our Comp Plan.](#)

- EC-1** Jurisdictions will work to achieve a prospering and sustainable regional economy by supporting business and job creation, investing in all people, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life. This will involve assuring consistency between economic development plans and policies and adopted comprehensive plans.
- EC-2** Promote diverse economic opportunities for all citizens of the County, especially the unemployed, disadvantaged persons, minorities and small businesses.
- EC-3** Plan for sufficient growth and development balancing fiscal/economic costs and benefits derived from different land uses.
- EC-4** Work to strengthen existing businesses and industries and to add to the diversity of economic opportunity and employment.
- EC-5** Provide both the private sector and the public sector with information necessary to support and promote economic development.

15 Implementation

15.1 Introduction

Gig Harbor's Comprehensive Plan is implemented through numerous actions, including day-to-day operations, capital investments, review of new development projects, and related system plans. Planning is an ongoing process and the Comprehensive Plan is a living document that responds to changing laws, local circumstances, and evolving community values.

The success of the comprehensive planning effort is determined by how the Plan is implemented. Successful implementation requires necessary mechanisms to support monitoring, amendments, and ongoing administration, which are established through the Implementation Element. The purpose of the implementation approaches include:

- Ensure effective, fair, and impartial administration and enforcement of the Comprehensive Plan and its implementing ordinances and programs;
- Ensure the Comprehensive Plan is regularly reviewed and amended consistent with state law; and
- Ensure the Comprehensive Plan continues to reflect the needs and desires of the Gig Harbor community.

15.2 Purpose and Use of the Comprehensive Plan

The Comprehensive Plan provides a guide and general framework for development in Gig Harbor that reflects community desires. The goals and policies contained in the Plan will encourage and inform public and private investments in development but, by themselves, will not ensure that Gig Harbor becomes the community it wants to be. The City of Gig Harbor will use the Plan to help focus, design, and interpret needed ordinances, incentives, regulations, policies, and programs adopted to implement it.

The Comprehensive Plan will not be relied upon in reviewing applications for specific development projects, except when reference to the Comprehensive Plan is expressly required by an applicable development regulation.

15.3 Goals and Policies

15.3.1 Consistency

► **IM-1 Ensure that the Gig Harbor Comprehensive Plan complies with state, regional, and county requirements.**

IM-1.1 Ensure the Comprehensive Plan is consistent with the provisions of the GMA.

IM-1.2 Ensure consistency of the Comprehensive Plan with the PSRC MPPs and Pierce County CPPs.

IM-1.3 Maintain clear documentation and references with regards to how the Comprehensive Plan integrates and fulfills these requirements.

► **IM-2 Ensure consistency and coordination between the Gig Harbor Comprehensive Plan and the Comprehensive Plans of Pierce County and Tacoma**

IM-2.1 Consider aligning policies that apply to common areas or issues with neighboring communities.

IM-2.2 Rely on consistent population projections, planning horizons, and other relevant data that are consistent with practices in Pierce County and Tacoma.

IM-2.3 Circulate Plan updates and amendments to Pierce County, Tacoma, and other jurisdictions as needed.

► **IM-3 Ensure that the Gig Harbor Comprehensive Plan is an internally consistent document with clear steps for implementation.**

IM-3.1 Develop an implementation strategy for the Comprehensive Plan that includes regulatory and non-regulatory measures needed.

IM-3.2 Ensure the implementation strategy for the Comprehensive Plan considers necessary changes to the Gig Harbor Municipal Code.

IM-3.3 Include a schedule for the adoption or amendment of the development regulations identified in the implementation strategy.

IM-3.4 Ensure that the implementation strategy is a public document available for review.

15.3.2 Public Engagement

► **IM-4 Promote active engagement by residents and stakeholders in an open and transparent planning process, especially vulnerable populations and members of overburdened communities.**

- IM-4.1 Implement procedures for accessible public participation with the Comprehensive Plan and associated documents, including:
- Widespread distribution of proposals,
 - Opportunities for submitting written comments,
 - Public meetings with effective notice,
 - Ensuring environments for open discussion,
 - Maintaining communication programs,
 - Coordinating information services, and
 - Responding thoughtfully to public feedback.
- IM-4.2 Use diverse and accessible methods to communicate effectively with all members of the public throughout the planning process.
- IM-4.3 Strive for inclusive community engagement, drawing in groups previously underrepresented in planning discussions.
- IM-4.4 Demonstrate how public comments have been incorporated into the Comprehensive Plan and development regulation legislative actions.
- IM-4.5 Record all public meetings held for outreach for planning.
- IM-4.6 Clearly reference the sources of data used in the Comprehensive Plan and development regulations.

► **IM-5 Coordinate updates and amendments to the Comprehensive Plan based on a regular schedule.**

- IM-5.1 Revise the Gig Harbor Comprehensive Plans and development regulations for compliance with GMA requirements by December 31, 2024, with subsequent reviews conducted on or before June 30, 2034 and every 10 years thereafter.
- IM-5.2 Coordinate a five-year periodic review of the Comprehensive Plan by December 31, 2029, and provide the Department of Commerce a progress report detailing implementation conducted for the Comprehensive Plan to that date.
- IM-5.3 Create a Climate Change and Resiliency Element as part of the initial implementation progress report due by December 31, 2029, pending availability of funding.
- IM-5.4 Limit amendments and revisions to the Comprehensive Plan to no more than once annually.

- IM-5.5 Permit emergency amendments to the Comprehensive Plan more frequently than once per year when necessary to address immediate concerns vital to the community’s health, safety, and welfare.

15.3.3 Tribal Coordination

- **IM-6 Foster collaborative and respectful coordination with federally recognized Indian Tribes whose reservations or ceded lands are within Pierce County.**
- IM-6.1 Engage in good faith negotiations to develop a memorandum of agreement with any federally recognized Indian Tribe about collaboration and participation in the planning process upon receiving a Tribal resolution indicating their interests within Pierce County and intent for collaboration.
- IM-6.2 Coordinate and collaborate on planning efforts with Tribes in areas of mutual interest, based on the guidelines and commitments established in the memorandum of agreement.
- IM-6.3 Provide options for communication and engagement for Tribes which are not subject to a memorandum of agreement but have reservations or ceded lands in the city.

15.4 Implementation Strategies

The purpose of this element is to identify specific strategies the City may implement to achieve goals and policies identified in each element of the Comprehensive Plan. Exhibit 15-1 through Exhibit 15-14 list implementation strategies for each element. Strategies may relate to multiple elements but are listed under the primary element which they support with related elements noted. Likely leads for implementation or major partners, anticipated timeline (short-term = 0–5 years, medium-term = 5–10 years, and long-term = 10+ years), and potential funding sources are also noted for each strategy. **High priority strategies are highlighted in bold text and indicate key steps the City should take to achieve the community’s vision.**

Tables in this element will be revised and updated with more detail after goals, policies, and priorities have been discussed with the public and a preferred alternative is identified.

Strategies which are new are preceded by the word “new” in brackets like this: [NEW].

Strategies which are new but may be inspired or adapted from old policies or actions show both “new” and the old policy or action number in the bracket for reference. For example: [NEW, LU-1.1]

Strategies only show tracked changes when an old policy or action is directly copied into this draft, with additions and deletions shown as such. The old policy or action number is shown in brackets like this: [2.1.1]

15.4.1 Land Use

Exhibit 15-1. Implementation Strategies - Land Use Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.2 The Harbor

Exhibit 15-2. Implementation Strategies – The Harbor Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.3 Community Development

Exhibit 15-3. Implementation Strategies – Community Development Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.4 Environment

Exhibit 15-4. Implementation Strategies - Environment Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.5 Housing

Exhibit 15-5. Implementation Strategies - Housing Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.6 Economic Development

Exhibit 15-6. Implementation Strategies – Economic Development Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.7 Essential Public Facilities

Exhibit 15-7. Implementation Strategies – Essential Public Facilities Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.8 Utilities

Exhibit 15-8. Implementation Strategies - Utilities Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.9 Shoreline Management

Exhibit 15-9. Implementation Strategies – Shoreline Management Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.10 Parks, Recreation, and Open Space

Exhibit 15-10. Implementation Strategies – Parks, Recreation, and Open Space (PROS) Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.11 Environment

Exhibit 15-11. Implementation Strategies - Environment Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.12 Transportation

Exhibit 15-12. Implementation Strategies - Transportation Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.13 Capital Facilities

Exhibit 15-13. Implementation Strategies – Capital Facilities Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.14 Arts and Culture

Exhibit 15-14. Implementation Strategies – Arts and Culture Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.



October 2, 2024

Robin Bolster-Grant
Principal Planning
3510 Grandview Street
Gig Harbor, WA 98335
Rbolster-grant@gigharborwa.gov

RE: Friends of Pierce County Comments on the City's Draft Comprehensive Plan

Dear Robin:

Friends of Pierce County is a non-profit environmental organization that was founded in 2003. We have been an advocate of responsible and environmentally friendly development practices and smarter growth for over two decades.

We thank the staff for the time they have put into this update of the city's draft Comprehensive Plan (Comp plan). We also thank staff for the consideration of our comments. Our additions are in red and suggestions are noted:

- 1) The Comp plan is updated through the Growth Management Act. The Shoreline Master Program is updated through the Shoreline Master Act. The city has a Shoreline Element listed in the Comp plan. These two process track through different processes.

1) Environmental Policy – Goals and Policies

- a. EN -1.4 Maintain ~~and restore~~ ~~Enhance~~ **riparian** buffer **zones for all streams and wetlands** ~~along the banks of perennial streams, wetlands, and other tributary drainage systems~~ to allow for the free flow of surface water and to protect surface water quality.
- a. EN – 1.5 Protect alluvial soils, tidal pools, retention ponds, and other floodplains or flooded areas from development which would alter the pattern or capacity of the floodway, or which would interfere with the natural drainage process by **prioritizing Low Impact Development for stormwater control and soft armoring over hard armoring on shorelines.** SUGGESTION: The reference to tide pools, alluvial fans and flood plains would fit better in Shoreline Element.
- a. EN – 1.6 Enforce Provide control zones and performance standards for development around retention pond dams and along the tidal beaches to protect against dam breaches, severe storms, and other natural hazards or failures. SUGGESTION – If Low Impact development is used in place of natural convention stormwater techniques, there would not be the need for retention ponds and the need to protect them.

- a. EN – 1.7 Protect soils with extremely poor permeability from development to prevent surface and groundwater contamination, erosion of natural drainage channels, overflow of natural drainage systems, and other hazards. SUGGESTION – Low Impact Development can help provide methods to amend soils and increase permeability.
- a. EN – 1.15 Protect, maintain and enhance fish and wildlife conservation areas, **achieving no net loss of these areas. Keep connectivity of riparian buffers and open space** to avoid the creation of subpopulations.
- a. EN – 1.16 Conserve and restore shoreline vegetation where new development or uses are proposed to maintain and enhance shoreline ecological functions and processes supported by native vegetation. **Maintain natural shoreline function by limiting hard armoring and using soft armoring as preferred stabilization method.** SUGGESTION – This statement might fit better in your Shoreline Element.
- a. EN – 2.5 Maintain standards for the development and conservation of natural open space areas and wildlife habitat. SUGGESTION – Put the previous statements back in the document. Promote use of clustered development patterns, common area conservancies and other land use mechanisms which conserve or allow natural and open space areas within or adjacent to development. We also encourage stronger attention to open space corridors and their connection.
- i. State law RCW 36.70A.160 requires identification and connection of open space corridors within and between urban growth areas.
- a. EN – 3 ~~Incorporate environmental suitability and the protection of ecological functions into land use management.~~ **Ecosystem services provided by critical areas should be included in land use management.** For more information, see [Kitsap County's Natural Resource Asset Management Project](#).
- a. EN – 3.2 Incorporate environmental concerns (**Unclear what this means**) and **climate resilience** into performance standards, with requirements for project approvals to that minimize environmental hazards and public nuisances.
- a. EN – 4.1 Reduce noise impacts on residential developments, particularly along major highways like State Route 16 (**maintaining tree line along SR 16 as visual and noise buffer**) airport approach areas, and other essential public facilities, and adopt regulations for acceptable noise levels.

- a. EN – 4.3 Maintain stormwater performance promoting green techniques, such as Lod Impact Development, standards to prevent water contamination and erosion of surface water drainage channels and stormwater volumes and velocities.

- a. EN – 5 – Develop and adopt a climate plan. SUGGESTION – We suggest that the city adopt goals and polies in its Comp Plan includes climate resilience statements and will align with its Climate Plan when adopted.

Thank you for the opportunity to comment. Please contact me if you have any questions.

Sincerely,

Carmela Micheli

Board Member

www.friendsofPierceCounty.org

253-988-1204

HALSAN EF & P, LLC
REAL ESTATE DEVELOPMENT & CONSULTING SERVICES

October 2, 2024

City of Gig Harbor Planning Commission
3510 Grandview Street
Gig Harbor, WA 98335

RE: COMPREHENSIVE PLAN AMENDMENT 23-0002

Dear Members of the Planning Commission:

We are asking you to recommend approval of the above captioned amendment request which will allow for the subject property to finally be developed with single family homes as intended. As was discussed at the September 19th Study Session, an identical amendment was approved by the City Council in 2015 for the nearby 23-Lot Fox Run subdivision. That prior Council approval actually makes the case for this amendment much stronger since that action reduced the already small number of potential contributors. That made already extraordinarily high sewer costs impossible for the remaining few lots.

Community Development staff has one concern about the proposed amendment: What is the public benefit? In our application materials we included the following:

- **The public benefits when a project furthers the Comprehensive Plan. The largest remaining vacant site in this area will finally be developed as contemplated. Without the amendment, the site will simply sit vacant as it has for the past 28 years since the plan was originally adopted. Approval of this minor technical amendment will create the economic environment needed for the site to finally be developed with single-family homes, which will further the land use, housing, and economic development elements of the City's adopted plans.**
- **The public interest will be served in that a vacant site planned for single family homes will finally be developed as is contemplated and expected by the City's adopted plans.**
- **Approval of the amendment will demonstrate that the City treats all of its citizens and property owners fairly.**

Addition public benefits will occur financially to the City itself, the Peninsula School District, and Fire District #5. Each new home built will have to pay impact fees and system development charges to obtain a building permit. Assuming 15 new homes are built, this amounts to almost

PO BOX 1447**GIG HARBOR**WA**98335
CARLHALSAN@GMAIL.COM
(253) 307-1922

\$360,000. That includes park, school, traffic, and stormwater impacts fees as well as the sewer connection charge.

On an ongoing basis, property tax revenue will amount to just over \$4,800 per new house per year. Using the current property tax rate for this area, assuming 15 new homes, this amounts to over \$72,000 per year, every year going forward, to the City, the School District, and the Fire District.

Finally, there will be benefits to the local economy. A 2015 National Association of Homebuilders study found that each new home generates \$41,000 in revenue for the local economy (indirect economic impacts). These are dollars spent at Safeway, Home Depot, Target, restaurants, the dentist, Doctor, gas station, etc.

The Public Works Director recommended that you don't approve the amendment. His rationale is that there has been additional public investment in this particular sewer basin in the past few years, with more coming in the next few years. He further justified that if the amendment is not passed, the property owner can just wait a little longer for all the off-site work to be completed, then "just" design, buy, permit, and install the lift station and then develop the property as contemplated in the current Wastewater Comprehensive Plan. The problem with this is that the total cost of "just" the lift station is currently conservatively estimated to be \$1.9 million per discussions with a design-build contractor highly familiar with lift station costs. That doesn't make the 14-16 lot single-family subdivision any more economical or feasible. At a conservative cost of \$100,000 per lot, the development could not be financed or built. The development will not occur.

Please understand that the biggest possible partner who could have participated in the lift station costs was the developer of Fox Run. But that is no longer the case since the City allowed that project to move forward 9 years ago without the lift station. The only other vacant lot is this basin, north of Olympic Drive, is a 3.3 acre site owned by the Baptist Church, and we have no indication that they intend to develop or sell this property that acts as a buffer between the church and SR-16. The church did own another vacant lot between the church and 38th, but sold it earlier this year to Rush Construction for \$625,000. This sale supplied the church with enough funds to operate for many years without needing to raise any additional revenue by selling or developing their last remaining vacant parcel. Please note, the parcel they sold to Rush is not in the same sewer basin. There are two small vacant parcels in this basin south of Olympic Drive. One is less than an acre and is encumbered with wetland buffers. The other is 1.66 acres, but there is no sewer infrastructure south of Olympic. This site could accommodate 5-6 single family homes, but the cost of extending sewer mains this direction would be cost prohibitive for such a small project. The rest of the sewer basin is already developed. There are a few developed lots that could be redeveloped, but there are no indications that any of these property owners are interested in that option at this time. A latecomer's agreement would not generate significant or meaningful reimbursement funds in a reasonable time period that would justify the lift station's disproportionate cost. .

Something else for you to consider is that 2015 amendment was considered sufficiently justified by the Public Works Director (See the "Whereas" statement 8 of Council Resolution #999). Just like was done in 2015, the developer of the subject property will be required to:

Something else for you to consider is that 2015 amendment was considered sufficiently justified by the Public Works Director (See the "Whereas" statement 8 of Council Resolution #999). Just like was done in 2015, the developer of the subject property will be required to:

1. Place deed restrictions on each newly created lot requiring connection to the City's gravity sewer line under 38th within 180 days of the mains becoming active and accepted.
2. Pay any latecomers fees
3. Pay any Local Improvement District fees
4. Construct dry sewer gravity lines within a new subdivision

Thank you in advance for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Carl E. Halsan", with a long horizontal flourish extending to the right.

Carl E. Halsan
Member

15 Implementation

15.1 Introduction

Gig Harbor's Comprehensive Plan is implemented through numerous actions, including day-to-day operations, capital investments, review of new development projects, and related system plans. Planning is an ongoing process and the Comprehensive Plan is a living document that responds to changing laws, local circumstances, and evolving community values.

The success of the comprehensive planning effort is determined by how the Plan is implemented. Successful implementation requires necessary mechanisms to support monitoring, amendments, and ongoing administration, which are established through the Implementation Element. The purpose of the implementation approaches include:

- Ensure effective, fair, and impartial administration and enforcement of the Comprehensive Plan and its implementing ordinances and programs;
- Ensure the Comprehensive Plan is regularly reviewed and amended consistent with state law; and
- Ensure the Comprehensive Plan continues to reflect the needs and desires of the Gig Harbor community.

15.2 Purpose and Use of the Comprehensive Plan

The Comprehensive Plan provides a guide and general framework for development in Gig Harbor that reflects community desires. The goals and policies contained in the Plan will encourage and inform public and private investments in development but, by themselves, will not ensure that Gig Harbor becomes the community it wants to be. The City of Gig Harbor will use the Plan to help focus, design, and interpret needed ordinances, incentives, regulations, policies, and programs adopted to implement it.

The Comprehensive Plan will not be relied upon in reviewing applications for specific development projects, except when reference to the Comprehensive Plan is expressly required by an applicable development regulation.

Commented [L1]: Any value in adding what is used?
Municipal Code? Design Review?

15.3 Goals and Policies

15.3.1 Consistency

- ▶ **IM-1 Ensure that the Gig Harbor Comprehensive Plan complies with state, regional, and county requirements.**
 - IM-1.1 Ensure the Comprehensive Plan is consistent with the provisions of the GMA.
 - IM-1.2 Ensure consistency of the Comprehensive Plan with the PSRC MPPs and Pierce County CPPs.
 - IM-1.3 Maintain clear documentation and references with regards to how the Comprehensive Plan integrates and fulfills these requirements.

- ▶ **IM-2 Ensure consistency and coordination between the Gig Harbor Comprehensive Plan and the Comprehensive Plans of Pierce County and Tacoma**
 - IM-2.1 Consider aligning policies that apply to common areas or issues with neighboring communities.
 - IM-2.2 Rely on consistent population projections, planning horizons, and other relevant data that are consistent with practices in Pierce County and Tacoma.
 - IM-2.3 Circulate Plan updates and amendments to Pierce County, Tacoma, and other jurisdictions as needed.

- ▶ **IM-3 Ensure that the Gig Harbor Comprehensive Plan is an internally consistent document with clear steps for implementation.**
 - IM-3.1 Develop an implementation strategy for the Comprehensive Plan that includes regulatory and non-regulatory measures needed.
 - IM-3.2 Ensure the implementation strategy for the Comprehensive Plan considers necessary changes to the Gig Harbor Municipal Code.
 - IM-3.3 Include a schedule for the adoption or amendment of the development regulations identified in the implementation strategy.
 - IM-3.4 Ensure that the implementation strategy is a public document available for review.

15.3.2 Public Engagement

► **IM-4 Promote active engagement by residents and stakeholders in an open and transparent planning process, especially vulnerable populations and members of overburdened communities.**

- IM-4.1 Implement procedures for accessible public participation with the Comprehensive Plan and associated documents, including:
- Widespread distribution of proposals,
 - Opportunities for submitting written comments,
 - Public meetings with effective notice,
 - Ensuring environments for open discussion,
 - Maintaining communication programs,
 - Coordinating information services, and
 - Responding thoughtfully to public feedback.
- IM-4.2 Use diverse and accessible methods to communicate effectively with all members of the public throughout the planning process.
- IM-4.3 Strive for inclusive community engagement, drawing in groups previously underrepresented in planning discussions.
- IM-4.4 Demonstrate how public comments have been incorporated into the Comprehensive Plan and development regulation legislative actions.
- IM-4.5 Record all public meetings held for outreach for planning.
- IM-4.6 Clearly reference the sources of data used in the Comprehensive Plan and development regulations.

► **IM-5 Coordinate updates and amendments to the Comprehensive Plan based on a regular schedule.**

- IM-5.1 Revise the Gig Harbor Comprehensive Plans and development regulations for compliance with GMA requirements by December 31, 2024, with subsequent reviews conducted on or before June 30, 2034 and every 10 years thereafter.
- IM-5.2 Coordinate a five-year periodic review of the Comprehensive Plan by December 31, 2029, and provide the Department of Commerce a progress report detailing implementation conducted for the Comprehensive Plan to that date.
- IM-5.3 Create a Climate Change and Resiliency Element as part of the initial implementation progress report due by December 31, 2029, pending availability of funding.
- IM-5.4 Limit amendments and revisions to the Comprehensive Plan to no more than once annually.

Commented [L2]: I thought this was taking place in 2025?

- IM-5.5 Permit emergency amendments to the Comprehensive Plan more frequently than once per year when necessary to address immediate concerns vital to the community's health, safety, and welfare.

15.3.3 Tribal Coordination

► IM-6 Foster collaborative and respectful coordination with **federally recognized Indian Tribes whose reservations or ceded lands are within Pierce County.**

Commented [L3]: How about listing the names of the three? Tribes located in Pierce County?

- IM-6.1 Engage in good faith negotiations to develop a memorandum of agreement with any federally recognized Indian Tribe about collaboration and participation in the planning process upon receiving a Tribal resolution indicating their interests within Pierce County and intent for collaboration.
- IM-6.2 Coordinate and collaborate on planning efforts with Tribes in areas of mutual interest, based on the guidelines and commitments established in the memorandum of agreement.
- IM-6.3 Provide options for communication and engagement for Tribes which are not subject to a memorandum of agreement but have reservations or ceded lands in the city.

15.4 Implementation Strategies

The purpose of this element is to identify specific strategies the City may implement to achieve goals and policies identified in each element of the Comprehensive Plan. Exhibit 15-1 through Exhibit 15-14 list implementation strategies for each element. Strategies may relate to multiple elements but are listed under the primary element which they support with related elements noted. Likely leads for implementation or major partners, anticipated timeline (short-term = 0–5 years, medium-term = 5–10 years, and long-term = 10+ years), and potential funding sources are also noted for each strategy. **High priority strategies are highlighted in bold text and indicate key steps the City should take to achieve the community's vision.**

Tables in this element will be revised and updated with more detail after goals, policies, and priorities have been discussed with the public and a preferred alternative is identified.

Strategies which are new are preceded by the word “new” in brackets like this: [NEW].

Strategies which are new but may be inspired or adapted from old policies or actions show both “new” and the old policy or action number in the bracket for reference. For example: [NEW, LU-1.1]

Strategies only show tracked changes when an old policy or action is directly copied into this draft, with additions and deletions shown as such. The old policy or action number is shown in brackets like this: [2.1.1]

15.4.1 Land Use

Exhibit 15-1. Implementation Strategies - Land Use Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.2 The Harbor

Exhibit 15-2. Implementation Strategies – The Harbor Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.3 Community Development

Exhibit 15-3. Implementation Strategies – Community Development Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.4 Environment

Exhibit 15-4. Implementation Strategies - Environment Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.5 Housing

Exhibit 15-5. Implementation Strategies - Housing Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.6 Economic Development

Exhibit 15-6. Implementation Strategies – Economic Development Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.7 Essential Public Facilities

Exhibit 15-7. Implementation Strategies – Essential Public Facilities Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.8 Utilities

Exhibit 15-8. Implementation Strategies - Utilities Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.9 Shoreline Management

Exhibit 15-9. Implementation Strategies – Shoreline Management Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.10 Parks, Recreation, and Open Space

Exhibit 15-10. Implementation Strategies – Parks, Recreation, and Open Space (PROS) Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.11 Environment

Exhibit 15-11. Implementation Strategies - Environment Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.12 Transportation

Exhibit 15-12. Implementation Strategies - Transportation Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.13 Capital Facilities

Exhibit 15-13. Implementation Strategies – Capital Facilities Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.

15.4.14 Arts and Culture

Exhibit 15-14. Implementation Strategies – Arts and Culture Element

Implementation Strategies	Related Elements	Leads / Major Partners	Anticipated Timeline	Potential Funding Sources
High-Priority Strategies				
Additional Strategies				

Note: Short-term = 0–5 years; Medium-term = 5–10 years; Long-term = 10+ years. Anticipated leads, major partners, timeline, and funding sources subject to change.
Sources: City of Gig Harbor, 2024; BERK, 2024.