

# 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 purposes of these implementation approaches include ensuring:

- The effective, fair, and impartial administration and enforcement of the Comprehensive Plan and its implementing ordinances and programs;
- Regular reviews and amendments of the Comprehensive Plan are provided that are consistent with state law; and
- 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

### 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.

### 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:

- a) Widespread distribution of proposals,
- b) Opportunities for submitting written comments,
- c) Public meetings with effective notice,
- d) Ensuring environments for open discussion,
- e) Maintaining communication programs,
- f) Coordinating information services, and
- g) 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.

## 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.

Implementation strategies are listed for each element:

- Land Use (15.4.1)
- The Harbor (15.4.2)
- Community Development (15.4.3)
- Environment (15.4.4)
- Housing (15.4.5)
- Economic Development (15.4.6)
- Essential Public Facilities (15.4.7)
- Utilities (15.4.8)
- Shoreline Management (15.4.9)
- Parks, Recreation, and Open Space (15.4.10)
- Transportation (15.4.11)
- Capital Facilities (15.4.12)
- Arts and Culture (15.4.13)

Strategies may relate to multiple elements but are listed under the primary element which they support with related elements noted.

These strategies include the following descriptions:

- A description of the strategy itself.
- The identification of **related elements** that would also need to be considered as part of actions.
- The **expected leads and major partners** associated with carrying out the action itself that would need to be engaged as part of implementation.
- The **anticipated timeline** for the action, which outlines both when the action should occur and whether it would be an ongoing action. Note that short-term would be 0–5 years, medium-term 5–10 years, and long-term 10+ years.
- **Potential funding sources** to support the action, both internal sources to the city and funding from government, nonprofit, and private sources.

## 15.4.1 Land Use

| Implementation Strategies       |   | Related Elements   | Leads / Major Partners                  | Anticipated Timeline              |
|---------------------------------|---|--|---|-----------------------------------|
| <b>High-Priority Strategies</b> |   |  |   |                                   |
| <b>LU-A</b>                     | Identify properties inconsistently zoned for their land use designations and develop a strategy for rezoning these properties consistent with the Comprehensive Plan.   |  | Community Development                   | Short-Term                        |
| <b>LU-B</b>                     | Establish methodology for tracking status of implementing activities to support the required 5-year monitoring report.  | All  | Community Development                   | Short-Term                        |
| <b>LU-C</b>                     | Establish minimum density standards of four dwelling units per acre in residential areas to discourage underdevelopment of land resulting in reduced capacity for housing   | Housing  | Community Development                   | Short-Term                        |
| <b>LU-D</b>                     | Monitor development to determine whether assumptions made in the Comprehensive Plan regarding development remain valid. Report to the Council the results of monitoring, and highlight thresholds at which departures from projected population, dwelling unit, and employment growth warrant consideration of amendments to land use designations. | Housing; Economic Development                                    | Community Development                   | Short-Term / ongoing; Medium-Term |
| <b>LU-E</b>                     | Require Health Impact Assessments and similar equity-focused tools to guide the land use process and identify how development and infrastructure may impact overburdened or historically disadvantaged community members.   | All  | Community Development                   | Short-Term / Ongoing              |
| <b>LU-F</b>                     | Develop a process to ensure that neighborhood amenities and public benefits provided for increased residential development address the needs of the community, particularly for low-income and disadvantaged residents  | Housing  | Community Development                   | Short-Term / Ongoing              |
| <b>LU-G</b>                     | Conduct outreach to overburdened communities through accessible public meetings, virtual platforms, multilingual materials, and community partnerships to involve them in land use decision making and work to mitigate the negative impacts of public and private development.   |  | Community Development                   | Short-Term / Ongoing              |
| <b>Additional Strategies</b>    |   |  |   |                                   |
| <b>LU-H</b>                     | Coordinate with Peninsula School District and Public Works on location of new schools based on growth, available land, and essential public services.   | Public Services; Essential Public Facilities; Capital Facilities | Public Works; Peninsula School District | Medium-Term / Ongoing             |

| Implementation Strategies |  | Related Elements  | Leads / Major Partners                                     | Anticipated Timeline                  |
|---------------------------|--|---|--|---------------------------------------|
| <b>LU-I</b>               | Update the Comprehensive Plan on a regular basis to ensure it continues to reflect community values and desires as they change over time   | All   | Community Development                                      | Medium-Term; Minor Revisions annually |
| <b>LU-J</b>               | Monitor the provision of public services in areas of increased residential development density   | Housing, Public Services, Essential Public Facilities, Capital Facilities | Public Works   | Medium-Term                           |
| <b>LU-K</b>               | Monitor and update the Urban Forest Management Plan to designate suitable open space and preservation areas.   | Environment; Parks, Recreation, and Open Space; Public Works;             | Parks, Community Development, Public Works, Puyallup Tribe | Short-Term; ongoing                   |
| <b>LU-L</b>               | Revise urban plans and policies to incorporate strategies that support public health (e.g., non-motorized connections and infrastructure improvements, higher-density housing, etc.) | Parks; Transportation; Housing  | Community Development; Parks; Transportation               | Medium-Term                           |

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

| Implementation Strategies       |  | Related Elements               | Leads / Major Partners                                | Anticipated Timeline  |
|---------------------------------|--|--------------------------------|---|-----------------------|
| <b>High-Priority Strategies</b> |  |                                |   |                       |
| <b>HB-A</b>                     | Coordinate with Pierce Transit and relevant public transit agencies to identify specific Harbor needs that can contribute to a multimodal transportation plan that meets the diverse mobility needs of its community members and contribute to equitable non-motorized travel through The Harbor, including the establishment and maintaining of paratransit and microtransit. | Transportation                 | Public Works; Pierce Transit                          | Short-Term / Ongoing  |
| <b>HB-B</b>                     | Update the transportation plan with specific project investments within The Harbor that balances vehicular mobility with safe, accessible, and integrated non-motorized transportation to ensure equitable service levels for all users.   | Transportation                 | Public Works  | Short-Term / Ongoing  |
| <b>HB-C</b>                     | Identify opportunities for traffic calming, improved pedestrian crossing projects, streetscapes, and sidewalk widening   | Transportation                 | Public Works  | Short-Term / Ongoing  |
| <b>HB-D</b>                     | Update development regulations for waterfront developments to include amenities that support inclusive, accessible public space. Amenities include docks, paths, walkways, and picnic and seating areas  | Land Use; Shoreline Management | Community Development                                 | Short-Term            |
| <b>HB-E</b>                     | Coordinate with downtown businesses, property owners, and community groups to define specific economic development goals in relation to The Harbor and provide support for local small businesses and inclusive spaces.  | Economic Development           | Community Development; Gig Harbor Chamber of Commerce | Short- to Medium-Term |
| <b>HB-F</b>                     | Develop a plan in collaboration with local Tribal partners to support and enhance the Indigenous and commercial maritime cultural heritage of The Harbor. Engage with local Tribal partners on cultural heritage projects that center Indigenous voices and include educational initiatives that raise awareness, with integration in community events.                        | Arts & Culture                 | Community Development; Local Tribal Partners          | Short-Term            |
| <b>Additional Strategies</b>    |  |                                |   |                       |
| <b>HB-G</b>                     | Update development standards to encourage sustainable low-impact land development and building practices, as well as landscape standards that support views of the bay and usage of native vegetation  | Land Use; Community Design     | Community Development                                 | Short-Term            |

| Implementation Strategies |  | Related Elements                                   | Leads / Major Partners  | Anticipated Timeline  |
|---------------------------|--|--|---|-----------------------|
| <b>HB-H</b>               | Identify the existing publicly owned shoreline properties in The Harbor. Develop a plan to establish a system of public properties along the waterfront of The Harbor  | Shoreline Management; Land Use                     | Community Development   | Short- to Medium-Term |
| <b>HB-I</b>               | Update design standards and development regulations that define the character of historic neighborhoods within The Harbor and create vibrant community spaces.   | Community Design                                   | Community Development   | Short- to Medium-Term |
| <b>HB-J</b>               | Develop an innovative parking strategy for The Harbor that supports economic development with adequate visitor and commercial parking.   | Transportation; Economic Development               | Public Works; Community Development   | Short- to Medium-Term |
| <b>HB-K</b>               | Develop a plan that identifies local organizations to collaborate with to enhance The Harbor community.  | Economic Development                               | Community Development; Local Tribal Partners                                | Short-Term            |
| <b>HB-L</b>               | Install distinctive physical features, such as artwork, lighting, landmark building and monument forms, and others to produce a gateway effect in The Harbor neighborhood. Consider ways to incorporate public art and signage to celebrate its history and the community. | Community Design; Arts and Culture; Transportation | Community Development; Public Works; Gig Harbor Arts Commission             | Long-Term             |
| <b>HB-M</b>               | Update development regulations to encourage street-level commercial and retail uses  | Land Use; Community Design; Transportation         | Community Development; Public Works   | Short-Term            |
| <b>HB-N</b>               | Identify key improvements and features that support commercial and recreational boating and water activities at The Harbor   | Community Design                                   | Community Development   | Medium-Term           |
| <b>HB-O</b>               | Identify trail opportunities for pedestrian links to the public park system.   | Parks, Recreation, and Open Space                  | PenMet; Public Works; Community Development; Gig Harbor Chamber of Commerce | Short- to Medium-Term |
| <b>HB-P</b>               | Identify and implement local business attraction, retention, and expansion strategies targeted to economic sectors that could support additional local employment.   | Economic Development                               | Community Development; Gig Harbor Chamber of Commerce                       | Short- to Medium-Term |

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 Design

| Implementation Strategies  | Related Elements  | Leads / Major Partners  | Anticipated Timeline  |
|--|---|---|-----------------------|
| <b>High-Priority Strategies</b>  |   |   |                       |
| <b>CD-A</b> Apply and enforce design standards that prioritize people-oriented architectural, site, and street design that allows all community members to enjoy the space, especially marginalized groups such as low-income community members, older adults, and people with disabilities. | Land Use; Housing; Economic Development; Transportation; The Harbor | Community Development   | Short-Term; Ongoing   |
| <b>CD-B</b> Coordinate with Pierce Transit and relevant agencies on identifying investments that promote pedestrian and non-motorized transportation connections and user-friendly bus stops and addressing barriers.  | Transportation  | Public Works; Pierce Transit                                    | Short-Term            |
| <b>CD-C</b> Prioritize infrastructure access in neighborhoods that have underserved or low-income populations to work towards equitable access to transportation options for all community members.  |   |   |                       |
| <b>CD-D</b> Update commercial development regulations to incorporate outdoor common space that is accessible and welcoming to all, including those with mobility challenges.   | Land Use  | Community Development   | Short-Term            |
| <b>Additional Strategies</b>   |   |   |                       |
| <b>CD-E</b> Identify a list of significant vistas, view corridors and visually sensitive areas as possible designation sites for increased landscaping, including waterfront views   | The Harbor; Land Use  | Community Development   | Short- to Medium-Term |
| <b>CD-F</b> Identify and develop a project list and schedule to support city gateway development with formal landscaping, information kiosks, public art, or civic structures  | The Harbor; Arts and Culture; Transportation                        | Community Development; Public Works; Gig Harbor Arts Commission | Long-Term             |
| <b>CD-G</b> Revise and update development code in areas with increasing density including changes in lot and building orientation, yard size, and setbacks, with consideration of historic development patterns.   | Land Use  | Community Development   | Short-Term            |

| Implementation Strategies |  | Related Elements  | Leads / Major Partners                               | Anticipated Timeline |
|---------------------------|--|---|--|----------------------|
| <b>CD-H</b>               | Establish a Historic Conservation Area to encourage local preservation and maintain the character of historical areas of the city.   | The Harbor; Arts and Culture; Economic Development                | Community Development; Historic Preservation         | Medium-Term          |
| <b>CD-I</b>               | Consider adoption of a unifying design theme for street facilities, buildings, and public spaces to help foster a sense of neighborhood or community identity. Ensure any adopted design themes respect and reflect the history of Gig Harbor's communities and foster a welcoming and inclusive environment | Land Use; Arts and Culture; Transportation                        | Community Development; Public Works                  | Long-Term            |
| <b>CD-J</b>               | Identify desirable through-block linkages to increase connectivity and encourage development in partnership with private development projects or by securing access through purchase or easements.   | Transportation  | Community Development; Public Works                  | Long-Term            |
| <b>CD-K</b>               | Continue to monitor and refine tree retention regulations and landscaping stands to foster local natural conditions in design and the human experience, and to mitigate the impacts of climate change (e.g., urban heat)   | Land Use; Parks, Recreation, and Open Space; Environment; Climate | Community Development; PenMet                        | Ongoing              |
| <b>CD-L</b>               | Define and establish development and design standards for the waterfront, including the preservation of historical structures. Include standards that activate the public realm of the waterfront and develop it as a center for outdoor activities.   | Land Use; The Harbor; Arts & Culture; Economic Development        | Community Development                                | Short-Term           |
| <b>CD-M</b>               | Identify a list of financial incentives such as low-interest loans, tax credits or grants to contribute to the preservation of structures that have historic, architectural, and/or cultural significance.   | Arts & Culture; The Harbor; Economic Development                  | Community Development                                | Medium-Term          |
| <b>CD-N</b>               | Develop a façade and streetscape improvement program.  | Arts and Culture; Transportation                                  | Arts Commission; Public Works; Community Development | Medium-Term          |

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

| Implementation Strategies       |  | Related Elements  | Leads / Major Partners              | Anticipated Timeline  |
|---------------------------------|--|---|-------------------------------------|-----------------------|
| <b>High-Priority Strategies</b> |  |   |                                     |                       |
| <b>EN-A</b>                     | Develop performance and development standards for critical areas or areas that are subject to moderate and severe environmental hazards. Develop a program to enforce these standards.   | Land Use; Shoreline Management  | Community Development               | Medium- to Long-Term  |
| <b>EN-B</b>                     | Update development regulations to promote clustered development patterns to preserve the development and conservation of natural open space areas.   | Land Use; Parks   | Community Development               | Short-Term / Ongoing  |
| <b>EN-C</b>                     | Participate in State and regional greenhouse gas emissions inventory and measurement frameworks to measure progress toward achieving greenhouse gas emission reductions.   | Transportation; Land Use  | Community Development; Public Works | Short-Term / Ongoing  |
| <b>EN-D</b>                     | Implement and develop a process to periodically monitor the adopted Climate Action Plan for its alignment with community goals, progress in reducing greenhouse gas emissions, and how it is enhancing climate resilience  | Capital Facilities; Parks, Recreation, and Open Space; Transportation | Community Development; Public Works | Short-Term / Ongoing  |
| <b>EN-E</b>                     | Develop a process to ensure infrastructure investments account for climate change impacts, particularly for overburdened communities and vulnerable populations. Develop strategies within the Climate Action Plan that help address these impacts and the equity and social justice implications of climate change.   | Capital Facilities; Utilities   | Public Works                        | Short-Term; Ongoing   |
| <b>Additional Strategies</b>    |  |   |                                     |                       |
| <b>EN-F</b>                     | Participate in interjurisdictional efforts which may be implemented from time to time concerning the natural environment. This includes consideration of environmentally sensitive areas, fish and wildlife habitat areas, fish and wildlife corridors, aquifer recharge lands, critical forestlands, unique or important open space areas, and other lands worthy of preservation within the Gig Harbor Planning Area which are deserving of public reclamation, restoration, acquisition, preservation, and inclusion within the City's open space system. | Transportation; Parks, Recreation, and Open Space                     | Public Works; Community Development | Short- to Medium-Term |
| <b>EN-G</b>                     | Update development regulations for performance standards and control zones around retention pond dams and tidal beaches.   | Shoreline Management  | Community Development               | Medium-Term           |

| Implementation Strategies |  | Related Elements   | Leads / Major Partners              | Anticipated Timeline  |
|---------------------------|--|--|-------------------------------------|-----------------------|
| <b>EN-H</b>               | Identify and maintain wetland preservation, protection, and restoration program associated with shorelines.  | Shoreline Management   | Community Development; Public Works | Short-Term / Ongoing  |
| <b>EN-I</b>               | Adopt updated regulations for acceptable noise levels in residential developments.   | Land Use   | Community Development               | Medium-Term           |
| <b>EN-J</b>               | Update commercial and residential building development regulation standards to encourage energy-efficiency improvements  | Land Use   | Community Development               | Short- to Medium-Term |
| <b>EN-K</b>               | Develop a robust outreach campaign to promote education of the causes and impacts of climate change, which would include printed and online materials and informational workshops. These materials should be accessible and available in multiple languages. | Land Use; Shoreline; Parks, Recreation, and Open Space; Transportation | Community Development               | Short-Term            |
| <b>EN-L</b>               | Maintain and update maps and inventories of aspects that pertain to the natural environment, including (but not limited to) critical areas   | Land Use; Parks, Recreation, and Open Space; Shoreline                 | Community Development; GIS          | Medium-Term           |

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

| Implementation Strategies   | Related Elements   | Leads / Major Partners              | Anticipated Timeline |
|---|--|-------------------------------------|----------------------|
| <b>High-Priority Strategies</b>   |  |                                     |                      |
| <b>HO-A</b> Explore infill development incentives to facilitate investment in existing neighborhoods with vacant or under-utilized land and to promote the construction of diverse housing types at a variety of income bands.  | Land Use   | Community Development               | Short-Term; Ongoing; |
| <b>HO-B</b> Review production trends (permitted and constructed) in relation to adopted housing targets and consider revising land use regulations if production trends are below the pace needed to meet adopted housing targets, particularly in meeting the housing needs of extremely-low, very-low, and low-income community members.<br><br>Submit data to Pierce County annually for preparation of annual growth monitoring reports | Land Use   | Community Development               | Short-Term; Ongoing; |
| <b>HO-C</b> Annually review and reassess strategies the City can implement to address affordable housing funding gaps.  |  | Community Development               | Annually             |
| <b>HO-D</b> Update regulations to offer density bonuses or other incentives for developers to incorporate affordable housing. Ensure these affordable units are in areas with access to essential services, transit, and employment opportunities, promoting housing equity by preventing the concentration of affordable units in low-amenity areas.   | Land Use   | Community Development               | Short-Term; Ongoing  |
| <b>HO-E</b> Apply the findings from the Displacement Risk Analysis to identify strategies that help mitigate displacement risks, particularly in areas with higher displacement risk.<br><br>Create an anti-displacement plan that establishes key strategies and regular evaluation and monitoring of its effectiveness.   |  | Community Development               | Short-Term; Ongoing  |
| <b>HO-F</b> Identify and build a database of available surplus city property and in support of affordable housing development. Determine public service investment to increase the amount of city surplus property adequate for affordable housing<br><br>Collaborate with other government agencies and local institutions to identify their surplus land.   | Land Use; Essential Public Facilities; Utilities; Capital Facilities | Community Development; Public Works | Short-Term; Ongoing  |

| Implementation Strategies    |   | Related Elements                       | Leads / Major Partners   | Anticipated Timeline  |
|------------------------------|---|--|--|-----------------------|
| <b>HO-G</b>                  | Provide clear and accessible information on the ADU permitting process, financing options, and design considerations to empower homeowners to explore ADU development opportunities.  |  | Community Development  | Short-Term            |
| <b>HO-H</b>                  | Consider adopting a pre-approved set of ADU plans.  |  | Community Development  | Short-Term            |
| <b>HO-I</b>                  | Explore and evaluate potential programs that incentivize market-rate and affordable housing, such as the Multifamily Housing Property Tax Exemption program   |  | Community Development  | Short- to Medium-Term |
| <b>HO-J</b>                  | Review development and zoning standards and amend to encourage more flexibility and innovative housing production to support the development of affordable housing  | Land Use; Community Design             | Community Development  | Medium-Term           |
| <b>Additional Strategies</b> |   |  |  |                       |
| <b>HO-K</b>                  | Explore, identify, and promote development and financial incentives related to renovation of historical structures  | The Harbor; Community Design; Land Use | Community Development  | Medium-Term           |
| <b>HO-L</b>                  | Work with the Fire Department to streamline site and subdivision standards, allowing, for example, narrower roads and turn-arounds, and reduced parking requirements, to facilitate more efficient land usage and reduce land and building development costs, keeping in mind the need to maintain minimum life safety standards. | Capital Facilities                     | Community Development; Gig Harbor Fire; Public Works               | Short- to Medium-Term |
| <b>HO-M</b>                  | Periodically survey housing conditions and promote housing rehabilitation in targeted areas or across the city. Develop marketing materials for interested community members that promote home upkeep, renovation, and rehabilitation to preserve naturally occurring affordable housing  |  | Community Development; Housing, Health, and Human Services Program | Ongoing               |
| <b>HO-N</b>                  | Program regular infrastructure maintenance for the City's residential neighborhoods   | Capital Facilities                     | Community Development; Public Works                                | Ongoing               |
| <b>HO-O</b>                  | Review small lot single family zoned areas to determine if sufficient land is available to meet a variety of household types at various income bands.   | Land Use; Community Design             | Community Development  | Medium-Term           |
| <b>HO-P</b>                  | Actively participate in regional efforts, such as SSHA3P, that assist in the provision of affordable housing in Gig Harbor and the South Sound region   |  | Community Development  | Ongoing               |

| Implementation Strategies  | Related Elements | Leads / Major Partners | Anticipated Timeline |
|--|------------------|------------------------|----------------------|
| <b>HO-Q</b> Explore, identify, and pursue external funding sources and support housing preservation and affordable housing development programs. |                  | Community Development  | Short-Term / Ongoing |

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

| Implementation Strategies       |  | Related Elements   | Leads / Major Partners   | Anticipated Timeline    |
|---------------------------------|--|--|--|-------------------------|
| <b>High-Priority Strategies</b> |  |  |  |                         |
| <b>EC-A</b>                     | Develop an Economic Development and Marketing strategy to guide local actions that impact business attraction, retention, and expansion. Incorporate an equity focus to ensure vulnerable and marginalized populations have access to employment opportunities in local industries.              | Land Use; The Harbor; Community Development; Transportation; Utilities | Community Development; Gig Harbor Chamber of Commerce  | Short-Term              |
| <b>EC-B</b>                     | Develop a commercial and industrial site inventory that identifies major sites that could accommodate local employment opportunities   | Land Use   | Community Development; Gig Harbor Chamber of Commerce  | Short-Term / Ongoing    |
| <b>EC-C</b>                     | Coordinate with Pierce County, public agencies, and local businesses on marketing projects to attract new businesses to Gig Harbor.  | Community Design; The Harbor; Arts and Culture                         | Community Development; Gig Harbor Chamber of Commerce; Pierce County                           | Short-Term / Ongoing    |
| <b>EC-D</b>                     | Develop a plan that encourages and supports local business development. This would include strategies that support small business flexible financing and management assistance, identify incubator facilities or affordable commercial spaces, and streamline permitting and licensing processes |  | Community Development; Gig Harbor Chamber of Commerce  | Short-Term / Ongoing    |
| <b>EC-E</b>                     | Partner with Pierce County, local educational institutions, and other organizations to further develop workforce development programs tailored for underrepresented groups, such as low-income individuals. Prioritize skill development for industries that offer living wage jobs.             |  | Community Development; Pierce County; Tacoma Community College; Gig Harbor Chamber of Commerce | Medium-Term / Long-Term |
| <b>Additional Strategies</b>    |  |  |  |                         |
| <b>EC-F</b>                     | Maintain site-selection resources and engage with local economic development organizations on marketing efforts to help match available commercial and industrial spaces with specific needs of businesses looking to relocate or expand.  | Land Use   | Community Development; Gig Harbor Chamber of Commerce  | Short-Term / ongoing    |

| Implementation Strategies |   | Related Elements   | Leads / Major Partners                                | Anticipated Timeline    |
|---------------------------|---|--|---|-------------------------|
| <b>EC-G</b>               | Promote small business financing and management assistance and training programs  |  | Community Development; Gig Harbor Chamber of Commerce | Medium-Term             |
| <b>EC-H</b>               | Coordinate efforts with Public Works to identify sites with significant public benefits and identify necessary supporting infrastructure to accommodate additional employment | Essential Public Facilities; Capital Facilities; Utilities; Transportation | Public Works  | Medium-Term / Long-Term |

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

| Implementation Strategies   | Related Elements   | Leads / Major Partners | Anticipated Timeline |
|---|--|------------------------|----------------------|
| <b>High-Priority Strategies</b>   |  |                        |                      |
| <b>EF-A</b> Create and maintain an inventory of current and planned “essential public facilities” that is aligned with the standards and project lists from the Washington State OFM.   | Transportation; Capital Facilities; Utilities; Public Services | Public Works           | Short-Term / Ongoing |
| <b>EF-B</b> Coordinate with Pierce County and neighboring jurisdictions to identify countywide essential public facilities  | Transportation; Capital Facilities; Utilities; Public Services | Public Works           | Short-Term           |
| <b>EF-C</b> Conduct periodic assessments to ensure all city services and utilities comply with the Comprehensive Plan and effectively meet community needs.   | Capital Facilities; Utilities; Public Services                 | Public Works           | Short-Term / Ongoing |
| <b>EF-D</b> Create a site-suitability evaluation tool to support the siting of future essential facilities  | Transportation; Capital Facilities; Utilities; Public Services | Public Works           | Short-Term           |
| <b>EF-E</b> Create and introduce a review process to regularly analyze the impacts of essential public facilities. This process should incorporate an equity lens to assess distribution of these facilities in underserved neighborhoods to ensure that marginalized communities are not overburdened by the placement of these facilities | Capital Facilities; Utilities; Public Services                 | Public Works           | Short-term           |
| <b>Additional Strategies</b>  |  |                        |                      |
| <b>EF-F</b> Regularly review the need for demand management strategies and conservation measures to address increases in service demand.  | Transportation; Capital Facilities; Utilities; Public Services | Public Works           | Long-Term            |
| <b>EF-G</b> Periodically review the provision of urban services and utilities to the city’s Urban Growth Area (UGA) to determine if service delivery is optimal.  | Capital Facilities; Utilities; Public Services                 | Public Works           | Medium-Term          |
| <b>EF-H</b> Maintain a transparent and efficient process for siting essential public facilities that considers environmental and community impacts.   | Transportation; Capital Facilities; Utilities; Public Services | Public Works           |                      |

| Implementation Strategies |  | Related Elements   | Leads / Major Partners | Anticipated Timeline |
|---------------------------|--|--|------------------------|----------------------|
| <b>EF-I</b>               | Maintain and regularly revise the city's Capital Improvement Program.  | Transportation; Capital Facilities; Utilities; Public Services | Public Works           | Short-Term / Ongoing |
| <b>EF-J</b>               | Describe site, building, and design standards for essential public facilities to ensure compatibility with surroundings. Include an engagement process to confirm that siting does not create additional harm, particularly on overburdened communities. | Capital Facilities; Utilities; Public Services                 | Public Works           | Medium-Term          |

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

| Implementation Strategies   | Related Elements   | Leads / Major Partners                                       | Anticipated Timeline |
|---|--|--|----------------------|
| <b>High-Priority Strategies</b>   |  |  |                      |
| <b>UT-A</b> Maintain an inventory of utility facilities in GIs in coordination with private utility providers.  | Essential Public Facilities; Public Services; Capital Facilities | Public Works; Long-Range Planning; private utility providers | Short-Term / Ongoing |
| <b>UT-B</b> Maintain a comprehensive schedule to manage and update data on utility corridors and facilities with private utility providers.   | Essential Public Facilities; Public Services; Capital Facilities | Public Works; Long-Range Planning; private utility providers | Short-Term / Ongoing |
| <b>UT-C</b> Develop materials and engage with utility providers to ensure that the siting, placement, and planning of all utility facilities align with the goals and objectives of the Comprehensive Plan.<br><br>Incorporate an equity lens to ensure utility providers understand and consider the needs of low-income and historically marginalized community members, as well as the potential siting impacts for these communities. | Essential Public Facilities; Public Services; Capital Facilities | Public Works; private utility providers                      | Short-Term / Ongoing |
| <b>UT-D</b> Maintain an integrated stormwater management program and system in compliance with national, state, and county standards.   |  | Public Works   | Short-Term; Ongoing  |
| <b>UT-E</b> Coordinate a Water System Plan for the City Water Service Area.   | Public Services; Capital Facilities                              | Public Works   | Short-Term; Ongoing  |
| <b>UT-F</b> Maintain a Sewer Comprehensive Plan to identify needed wastewater infrastructure over the next 20 years. Identify infrastructure investment that ensures underserved neighborhoods receive necessary upgrades and that there is equitable investment in sewer services.   | Essential Public Facilities; Public Services; Capital Facilities | Public Works   | Short-Term; Ongoing  |

| Implementation Strategies    |   | Related Elements   | Leads / Major Partners                  | Anticipated Timeline |
|------------------------------|---|--|---|----------------------|
| <b>UT-G</b>                  | Engage the local community, particularly those who are low-income or historically marginalized, in the siting process to ensure these facilities are fairly distributed.  |  |   |                      |
| <b>Additional Strategies</b> |   |  |   |                      |
| <b>UT-H</b>                  | Coordinate with Peninsula Light Company on the undergrounding of utility feeder and distribution lines to minimize community impact and ensure that is consistent with protection of public's health, safety, and wellness. | Essential Public Facilities; Public Services; Capital Facilities | Public Works                            | Moderate-Term        |
| <b>UT-I</b>                  | Update siting guidelines to improve flexible and allow for maximum solar access where practical.  | Essential Public Facilities; Public Services; Capital Facilities | Public Works                            | Long-Term            |
| <b>UT-J</b>                  | Develop a utility conservation plan in partnership with private utility providers to reduce future needs for additional infrastructure and minimize demand for nonrenewable resources                                       | Public Services; Capital Facilities; private utility providers   | Public Works; private utility providers | Moderate Term        |
| <b>UT-K</b>                  | Update road standards to minimize impervious surfaces, surface water quality impacts, and the use of pavement construction materials  | Transportation; Public Facilities                                | Public Works; Transportation            | Moderate Term        |
| <b>UT-L</b>                  | Conduct a cost-benefit analysis on the use of Local Improvement Districts (LIDs) to support needed upgrades to local stormwater facilities  | Public Services; Capital Facilities                              | Public Works                            | Moderate-Term        |
| <b>UT-M</b>                  | Update stormwater management design standards to provide environmental protection, promote efficiency, and maintain adequate storage levels   | Public Services; Capital Facilities                              | Public Works                            | Moderate-Term        |
| <b>UT-N</b>                  | Develop a schedule plan to upgrade substandard water systems and provide sufficient fire water flows, with consideration of prioritizing access for communities with historical underinvestment.                            | Public Services; Capital Facilities                              | Public Works                            | Long-Term            |
| <b>UT-O</b>                  | Conduct an analysis on the use of reclaimed water in the City.  | Public Services; Capital Facilities                              | Public Works                            | Moderate-Term        |
| <b>UT-P</b>                  | Update landscaping standards for development regulations to encourage landscaping design and irrigation systems with lower water demands.   | Public Services; Capital Facilities; Land Use                    | Public Works;                           | Moderate-Term        |

| Implementation Strategies |  | Related Elements                     | Leads / Major Partners | Anticipated Timeline |
|---------------------------|--|--------------------------------------|------------------------|----------------------|
| <b>UT-Q</b>               | Develop a schedule and identify funding to plan for the capacity expansion of the wastewater treatment plant | Public Services; Capital Facilities; | Public Works           | Moderate Term        |

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

| Implementation Strategies  |  | Related Elements  | Leads / Major Partners                              | Anticipated Timeline |
|--|--|---|---|----------------------|
| <b>High-Priority Strategies</b>  |  |   |   |                      |
| <b>SM-A</b>  | Regularly update the Shoreline Master Program consistent with state requirements and any changes to best available science   | All   | Community Development                               | Medium-Term          |
| <b>SM-B</b> Update development regulations in waterfront areas to require private developments to provide clear access and visibility for tenants, water users, and community members. Encourage public amenities that are consistent with a development, inclusive and accessible by all community members, and reflective of the needs and desires of community members. |  |   |   |                      |
| <b>SM-C</b>  | Review and monitor design standards to control scale, construction methods and materials, drainage patterns, site coverage and other features that impact shoreline and waterfront use. Maintain stringent standards governing the development of associated improvements (e.g., parking areas, sidewalks, stormwater facilities). | Land Use; The Harbor; Community Design; Capital Facilities; Transportation; Environment | Public Works; Transportation; Community Development | Short-Term           |
| <b>Additional Strategies</b>   |  |   |   |                      |
| <b>SM-D</b>  | Continue to develop and enhance recreation and tourism uses along Gig Harbor Bay to encourage public access and enjoyment of this resource and provide economic opportunities.   | Land Use; The Harbor; Community Design; Economic Development                            | Community Development                               | Medium-Term          |

| Implementation Strategies  | Related Elements   | Leads / Major Partners | Anticipated Timeline |
|--|--|------------------------|----------------------|
| <b>SM-E</b> Review and update zoning code to support a mixed-use waterfront on Gig Harbor Bay that includes commercial uses such as commercial fishing, boating, marine shops and services, restaurants, and retail shops, as well as residential uses that are uniquely able to capitalize on the bay's appeal and associated ecosystems. | Land Use; The Harbor; Community Design; Economic Development | Community Development  | Medium-Term          |

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

| Implementation Strategies   | Related Elements   | Leads / Major Partners                                  | Anticipated Timeline |
|---|--------------------|---|----------------------|
| <b>High-Priority Strategies</b>   |                    |   |                      |
| <b>PR-A</b> Regularly update the Parks, Recreation, and Open Space (PROS) Plan, and revise the Parks, Recreation, & Open Space Element and related implementation strategies as needed for consistency with the plan.   | All                | Parks   | Short-Term; Ongoing  |
| <b>PR-B</b> Acquire and develop additional parkland to serve the city's growing population and improve equitable access to facilities and recreational programming citywide. Coordinate with other agencies and non-profit recreational providers on meeting recreational needs of residents. Prioritize investment in geographically underserved areas and in historically marginalized communities. | Capital Facilities | Parks; Peninsula School District; PenMet; Pierce County | Ongoing              |
| <b>PR-C</b> Ensure recreational services are response to the community's demographics (e.g., child or senior specific programs, culturally competent programs).   | Arts and Culture   | Parks   | Ongoing              |
| <b>PR-D</b> Develop a high-quality system of park trails and corridors to increase connectivity of the City's trail network. Include acquisition of new trails and maintenance of current trails.   | Transportation     | Parks   | Short-Term           |
| <b>Additional Strategies</b>  |                    |   |                      |
| <b>PR-E</b> Improve existing parks to conform to ADA standards and ensure universal accessibility.  |                    | Parks   | Medium-Term; Ongoing |
| <b>PR-F</b> Clearly identify areas of programmatic responsibility between the City and other agencies that provide recreational programming to ensure there is no overlap in resource allocation or that gaps in services are not present.  |                    | Parks; Peninsula School District; PenMet; Pierce County | Ongoing              |
| <b>PR-G</b> Explore other funding mechanisms, including local funding options and federal and state grants, to support implementation of parks and recreation projects and programs   |                    | Parks; PenMet   | Ongoing              |

| Implementation Strategies |  | Related Elements | Leads / Major Partners | Anticipated Timeline           |
|---------------------------|--|------------------|------------------------|--------------------------------|
| <b>PR-H</b>               | Explore other acquisition tools and methods, including direct purchase methods, landowner incentive measures, and other land protection options, to acquire parkland and protect open space.       |                  | Parks; PenMet          | Short-Term; Ongoing            |
| <b>PR-I</b>               | Regularly review and update Park Impact Fee rates and methodologies to support the expansion of the parks system to meet growth in demand.   |                  | Parks; PenMet          | Medium-Term                    |
| <b>PR-J</b>               | Identify parks, structures, and spaces eligible for designation as historic places to ensure they are preserved for the future and planned for long-term preservation and maintenance by the city. | Arts & Culture   | Parks; PenMet          | Medium-Term; Ongoing           |
| <b>PR-K</b>               | Provide sufficient financial and staff resources to maintain and improve park maintenance standards, with an increase in per acre spending.  |                  | Parks; PenMet          | Short- to Medium-Term; Ongoing |
| <b>PR-L</b>               | Perform an annual park audit and inventory updates using GIS data as a starting point  |                  | Parks; PenMet          | Short-Term; Ongoing            |
| <b>PR-M</b>               | Update the LOS standard for Parks to encompass four community-desired recreational components outlined in the PROS plan  |                  | PenMet; Parks          | Short- to Medium-Term          |

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 Transportation

Refer to Chapter 6 of Appendix B.

## 15.4.12 Capital Facilities

| Implementation Strategies       |  | Related Elements   | Leads / Major Partners                      | Anticipated Timeline |
|---------------------------------|--|--|---|----------------------|
| <b>High-Priority Strategies</b> |  |  |   |                      |
| <b>CF-A</b>                     | Maintain an updated inventory of existing capital facilities owned by public entities, including the locations and capacities of such facilities.  | Essential Public Facilities; Utilities; Parks, Recreation, and Open Space; | Public Works; Community Development; PenMet | Short-Term; Ongoing  |
| <b>CF-B</b>                     | Monitor capital facilities for adherence to adopted LOS guidelines. Regularly update the needs projections and finance plan based on LOS standards and guidelines, forecasted growth in the Comprehensive Plan, and other relevant considerations.                         | Essential Public Facilities; Utilities; Parks, Recreation, and Open Space; | Public Works; Community Development; PenMet | Short-Term; Ongoing  |
| <b>CF-C</b>                     | Formalize a consistent process to review and prioritize capital projects so investments are equitable across the city. Prioritize underserved areas and historically marginalized populations to avoid amassing insufficient capital facilities in vulnerable communities. | Essential Public Facilities; Utilities; Parks, Recreation, and Open Space; | Public Works; Community Development; PenMet | Short-Term;          |
| <b>Additional Strategies</b>    |  |  |   |                      |
| <b>CF-D</b>                     | Develop a plan and schedule to explore, identify, and pursue external funding sources, including public grants and private funds, to finance capital improvements  | All  | Public Works; Community Development; PenMet | Short-Term; Ongoing  |
| <b>CF-E</b>                     | Coordinate with other jurisdictions and community organizations on the use of cultural and community facilities  |  | Public Works                                | Medium-Term          |
| <b>CF-F</b>                     | Coordinate to ensure public facilities are available or planned in connection with and in support of affordable housing development sites  | Housing  | Public Works; Community Development         | Short-Term; Ongoing  |

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 Arts and Culture

| Implementation Strategies       |  | Related Elements   | Leads / Major Partners   | Anticipated Timeline  |
|---------------------------------|--|--|--|-----------------------|
| <b>High-Priority Strategies</b> |  |  |  |                       |
| <b>AC-A</b>                     | Collaborate with the city's Direct Marketing Organization and Pierce County Tourism to determine arts and cultural priorities in the city and tourism promotion.   | Economic Development   | Gig Harbor Arts Commission; Pierce County Tourism; Gig Harbor Tourism and Marketing Department | Short- to Medium-Term |
| <b>AC-B</b>                     | Develop a plan to engage the community on arts and culture priorities. Actively involve local community organizations that represent or serve marginalized groups to ensure these priorities are reflected in the plan.                                  | Economic Development; The Harbor; Community Design           | Gig Harbor Arts Commission; Gig Harbor Tourism and Marketing Department; Community Development | Short-Term / Ongoing  |
| <b>AC-C</b>                     | Identify current and future arts and cultural facility needs and priorities to inform new venues and spaces that are equitably located and are inviting, accessible, and accommodate all community members, especially those with mobility needs.        | Land Use; Economic Development; The Harbor; Community Design | Gig Harbor Arts Commission; Community Development  | Short- to Medium-Term |
| <b>Additional Strategies</b>    |  |  |  |                       |
| <b>AC-D</b>                     | Establish a city arts fund to provide grants to local artists, ensuring funding criteria prioritizes support for artists from underrepresented communities.  | Economic Development   | Gig Harbor Arts Commission   | Medium-Term           |
| <b>AC-E</b>                     | Create a cohesive wayfinding and interpretive signage strategy and incorporate unique city landmarks into this system.   | Community Design; The Harbor                                 | Community Development; Gig Harbor Arts Commission; Tourism and Marketing Department            | Medium-Term           |
| <b>AC-F</b>                     | Develop selection criteria for public art that addresses the physical context, represents various cultural narratives and communities, and provides opportunities for local artists to participate, particularly for local and underrepresented artists. | The Harbor; Community Design; Economic Development           | Gig Harbor Arts Commission; Community Development  | Short-Term            |

| Implementation Strategies   | Related Elements   | Leads / Major Partners   | Anticipated Timeline |
|---|--|--|----------------------|
| <b>AC-G</b> Foster partnerships with the city, business community, arts and culture organizations, public schools and community college and develop a plan with initiatives to support arts and culture programming and education. Prioritize collaboration with organizations that serve marginalized populations and ensure the initiatives respond to those needs. | Community Design   | Community Development; Gig Harbor Arts Commission; Tourism and Marketing Department; Peninsula School District; Tacoma Community College | Medium- to Long-Term |
| <b>AC-H</b> In partnership with local entities, identify historic and cultural sites for preservation and reuse. Engage with community organizations and members that have been historically marginalized to understand which sites are significant to them.  | Land Use; Community Design; The Harbor Economic Development; | Community Development; Gig Harbor Arts Commission; Tourism and Marketing Department  | Medium-Term          |

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.