City of Tacoma
Mixed Use Centers Analysis

Draft Recommendations

Planning Commission Discussion Draft
June 6, 2007 Meeting

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Planning Commission Discussion Review

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I. Introduction

[Note: This section is repeated from the May 30, 2007 Existing Conditions document to provide context and reference.]

Overview

This document provides general recommendations for the Mixed Use Centers according to the following topics:

- Vision for Mixed Use Centers
- Summary of Recommendations
  - Policy Direction
  - Code Recommendations- Zoning, Bonuses, & Incentives
  - Transit-Oriented Development Recommendations
  - Policy Recommendations

Mixed Use Centers create places for families while concentrating growth and development.

Tacoma's Growth Strategy

The City's growth strategy emphasizes concentrating growth and development in defined geographic areas identified as centers, concentrations and nodes along major transportation corridors. The City's population allocation for planning purposes is an increase of slightly over 60,000 people between 2000 and 2022. The accommodation of this growth can be accomplished through more efficient land use and better design of the built environment. The City's Comprehensive Plan identifies 14 mixed use centers as the City's primary component of its growth strategy to accommodate future population increase.

Mixed-use centers are compact, defined areas of medium to high intensity development. They are distinguished by their focus on mixed-use development, pedestrian-orientation, amenities, and transit-supportive land use. The City has designated these mixed-use centers with the following objectives in mind:

- Strengthen and direct growth with a concentrated mix of diverse uses (work, housing, and amenities) development toward centers
- Create a range of safe, convenient, and affordable housing opportunities and choice
- Create walkable and transit-supportive neighborhoods
- Protect and enhance neighborhood character and identity
- Foster efficient provision of services and utility
- Reduce dependence on cars and enhance transportation connectivity
- Support neighborhood business development

Friends walk and talk in one of the City's 14 existing Centers

A pedestrian walks to his local grocery store near the 6th and Pine Mixed-Use Center.

City Council Guiding Principles for Future Growth

The Tacoma City Council affirmed this direction in 2007 by adopting four guiding principles for planning the future growth of the city. These include:

- Protect critical/sensitive areas
- Protect industrial lands
- Protect single family neighborhoods
- Direct density into centers

Vision for Mixed Use Centers

Tacoma's mixed use centers will focus new growth into designated geographic areas. The mixed use centers aim to provide more convenience and choice for residents and employees and emphasize quality of life in a growing city. Neighborhoods like the mixed use centers are places that are distinctive, attractive, and rich in amenities. The vision for the refined mixed use centers recommended in this project emphasizes:

- Build on community assets and character
- Increased mix of uses (residents, shopping, jobs)
- Enable and provide incentives for a variety of higher density housing for different needs and ages
- Create quality urban neighborhoods
- Support Centers with frequent & convenient transit with good roads
- Provide community gathering space & places to be outdoors
- Create safe, comfortable, interesting walking environment through the efficient use of land

Types of Centers

There are four types of mixed use centers in the city.

- Neighborhood Centers
- Community Centers
- Urban Center (Tacoma Mall)
- Downtown Center

These center types vary in terms of scale, density, and mix of land uses, but are generally associated with a business district, public facilities and services such as schools, parks, community centers, etc., and good access to bus service. According to the Comprehensive Plan, the amount of growth occurring within each center is a function of the type of center it is, its market potential, and how well it is tied into the region's transportation system.

Neighborhood Centers

Neighborhood Centers are generally associated with neighborhood serving business districts and are a part of the City's original/historic urban fabric. They have a concentrated mix of smaller scale development that primarily serves the daily needs of center residents and immediate surrounding areas. The current neighborhood centers include:

- 6th & Pine
- Proctor
- Stadium
- Martin Luther King (MLK)
- 38th & G (Lincoln)
- 56th & South Tacoma Way

In addition, this study evaluates the potential to add two new Neighborhood Centers:

- McKinley
- Narrows

Citizens desire open spaces in which to spend their time - even the smallest open spaces will be used when others are lacking.

Community Centers

Most designated Community Centers are established commercial shopping areas that were developed with a more auto-oriented urban form. They tend to be associated with major arterials and transportation corridors in the city. The Community Centers are of a larger scale than the Neighborhood Centers. These areas have very little residential development occurring within their boundaries, and generally have few pedestrian amenities. Designated Community Centers include:

- Tacoma Central
- James Center
- Westgate
- 72nd and Pacific
- 72nd and Portland
- Lower Portland

In addition, this study evaluates the potential to add one new Community Center:

- 34th & Pacific

Urban Center

Tacoma's Urban Center - the Tacoma Mall has been designated a Regional Growth Center by the Puget Sound Regional Council (PSRC) and is intended to accommodate regional population and employment growth and to serve as both a local and regional attractions with good access to transit.

Downtown Center

Many previous studies have been conducted on the Downtown Center, and it is not discussed in this analysis. The City's Downtown Center is also designated a Regional Growth Center by the PSRC.

Project Purpose

It has been 14 years since the City's mixed-use centers were designated, and 10 years since zoning regulations were crafted to fit these centers. Although Downtown and a few of the Neighborhood Centers are experiencing infill development and other investment, redevelopment is not happening at the rate or density envisioned in the Comprehensive Plan. In some cases development is happening just outside of the mixed-use center boundaries rather than where it is desired for the creation of compact centers. The purpose of the mixed use centers analysis is to fine tune the mixed-use centers strategy to identify barriers to investment in the center and identify incentives, refinements, and other techniques to achieve Tacoma's growth strategy.

This bus stop in the 56th and STW MUC is enhnaced with public art.

Pierce Transit Partnership

Given the importance of transportation, transit supportive development, and mode choice, a partnership with Pierce Transit is essential to the success of the City's mixed use centers. As a part of this project, the City and Pierce Transit are partnering as a continuation of earlier collaboration when the centers where originally designated. Pierce Transit's involvement aids the analysis by:

- Identifying barriers and opportunities for Transit Oriented Development (TOD)
- Focus on increasing transit ridership and improving the transit environment
- Identifying opportunities for incentives

Existing Conditions Analysis

This existing conditions report provides an analysis of existing land-use and development potential including:

- Range of Sizes
- Physical Characteristics
- Land Uses & Zoning
- Development Character
- Urban Form
- Transit and Transportation
- Walking Environment
- Surrounding Neighborhood Zoning & Character
- Market Conditions

This report includes a summary of all of the centers as well as more detailed pages describing each of the existing and proposed centers.

Multi-family housing in the Stadium District

What We Have Learned

The existing conditions analysis produced a wealth of information about the centers, and a way a thinking that will influence subsequent recommendations. At a glance, we have learned the following as a result of our analysis:

- A one size doesn't fit all approach will not work for the centers—each have their assets and challenges
- There are commonalities among all centers
- Market conditions vary among centers
- No center has it all
- There is community support for new centers provided the vision can be achieved.
- Mixed public opinion on height increase and higher density housing. Compatibility of centers with surrounding neighborhoods is key
- Parking and traffic are legitimate concerns for adjacent residents

Mixed Use Centers Overview

Mixed Use Center Zoning

Mixed-use zoning was established to encourage greater integration of land uses within designated mixed-use centers in a manner consistent with the Growth Management Act, the Regional Plan: Vision 2020, the County-Wide Planning Policies for Pierce County, and the Comprehensive Plan. The City of Tacoma has established five mixed-use zoning districts.

- NCX Neighborhood Commercial Mixed-Use District—This zone is applied to the neighborhood centers. The purpose of this zone is to provide areas primarily for immediate day-to-day convenience shopping and services at a scale that is compatible and in scale with the surrounding neighborhood.

- CCX Community Commercial Mixed-Use District—This zone is applied to the Community Centers. The purpose of this zone is to provide for commercial and retail businesses intended to serve surrounding neighborhoods as well as draw people from throughout the city. Areas where this zone is applied are envisioned as evolving from traditional suburban development to higher density urban districts.

- UCX Urban Center Mixed-Use District—This zone is applied in the Urban Centers and within a portion of the Downtown Center. The purpose of this zone is to provide for a dense concentration of residential, commercial, and institutional development, including regional shopping centers, supporting business and service uses, and other regional attractions.

- RCX Residential Commercial Mixed-Use District—This zone is found in each of the centers. The purpose of this zone is to provide sites for medium- and high-intensity residential development in centers, with opportunities for limited mixed use. This district is primarily residential in nature and provides housing density on the perimeter of more commercial mixed-use zones.

- CIX Commercial Industrial Mixed-Use District-- This zone is applied to limited areas within only three of the studied mixed-use centers: Tacoma Mall, Tacoma Central, and 56th and STW. The purpose of this zone is to provide sites for a mix of commercial establishments and limited industrial activities, including light manufacturing, assembly, distribution, and storage of goods, but no raw materials processing or bulk handling. Larger scale buildings are appropriate.

Other Zones

In addition to the mixed-use zones listed above, many of the mixed-use centers contain a combination of other zoning districts. Some of the more commonly applied districts are:

- R2 – One-family dwelling district
- R3 – Two-family dwelling district
- R4 – Multiple family dwelling district
- R4L - Low-density multiple family dwelling district
- T – Transitional
- C1 – General Neighborhood Commercial
- C2 – General Community Commercial

Less commonly applied districts include:

- R2-SRD – Residential Special Review District
- R5 – Multiple family dwelling district
- PRD – Planned Residential Development (may be applied in R2, R3, R4, R5 zones)
- HM – Hospital Medical District

A description of the zoning is also provided in the narrative for each of the Centers in the Existing Conditions document.

Transit

The primary transit source in Tacoma is the Pierce Transit bus system. Pierce Transit's system within Tacoma:

- Run through each of the mixed use centers, providing transit options to residents, employees, customers, and visitors in these areas.
- Include a mix of regional and local serving routes
- Are generally oriented along major corridors of the City
- The highest ridership in the Centers is typically tied to those which contain a transit center, such as the Tacoma Mall and James Center.
- Connections to the regional transit system via Sound Transit's Link Light Rail, Sound Commuter Rail, and Express Bus.

Market Conditions

As a part of this study, a market conditions analysis was also prepared to evaluate the current market conditions within existing and proposed centers. Although based on actual market data for the City, the analysis is primarily qualitative in nature, and was prepared to characterize existing and future development opportunities in the centers.

This market conditions analysis included a real estate market overview, real estate market conditions for the mixed use centers, and a summary of development opportunities. The specific data evaluated includes:

- Tacoma Office and Retail Market Conditions
  - Vacancy Rates
  - Average Rental/Lease Rates
  - Market Activity for Office, Lodging, Retail

- Multi-family Market Overview including
  - Vacancy Rates
  - Average Rents and Trends
  - Incentives
  - Turnover
  - Market activity and sales data for condominium projects including number of units and price per square foot

Based on an analysis of this data, development trends indicate that mixed use, with structured parking, is currently feasible in the Downtown and there are indications that mixed use development is starting to become feasible in other centers, particularly those immediately surrounding downtown. An example is reflected in the Stadium District, which is currently experiencing mixed use development.

Market Opportunities

Based on the analysis, three categories of market opportunities were developed to characterize the development potential in the center. They are as follows:

- **Established:** a market with past and continuing economic growth. Such a designation is based on the amount of existing development, the amount of recent and proposed development, and the level of rents.
- **Emerging:** a market that hasn't experienced strong growth in the past, but is experiencing activity currently. Such a designation is based on the amount of recent and proposed development, and the level of rents.
- **Limited:** a market that is not experiencing any growth pressure, and exhibits low rents.

Development Implications

The significance of these characterizations from a policy point of view can be summarized as follows.

- An established market does not need incentives to stimulate demand, but could benefit from code changes that increase the supply of development sites.
- An emerging market could use incentives to further stimulate demand. Such incentives could include the continued use of the multifamily tax exemption program, transit services and facilities, and other investment in infrastructure or public amenities.
- A limited market is one where incentives may not have the same stimulative effect as in an emerging market. However, public investment may be appropriate to achieve other policy goals.

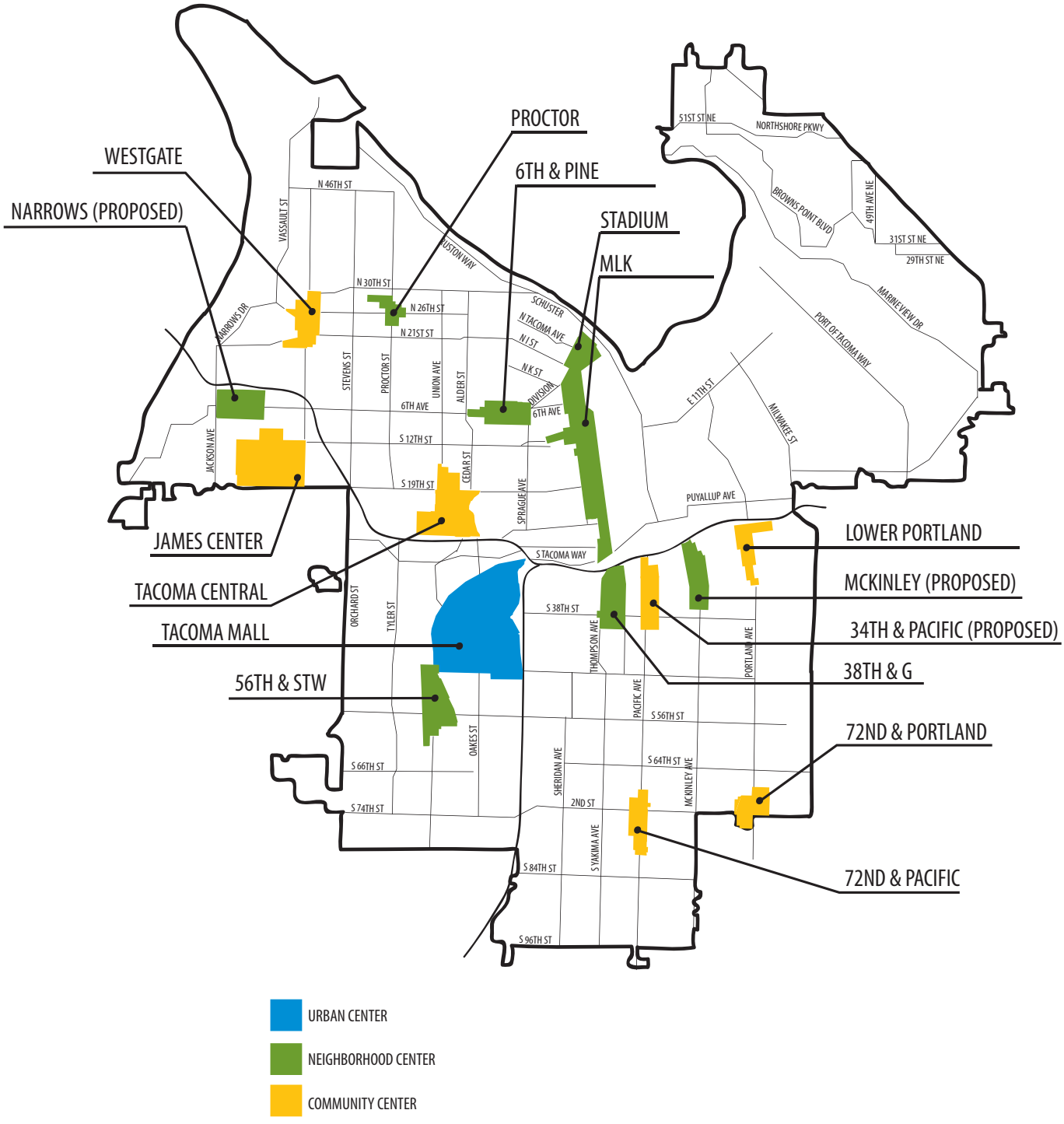

Figure 1: Mixed Use Centers Map

II. Vision for Mixed Use Centers

A. Guiding Principles to Shape Policies and Recommendations

This section defines the elements, characteristics, and qualities of the Mixed Use Centers which will meet the City's vision and anticipated quality of life in the Centers. These elements, listed below, form the guiding principles which will be used to develop the policies, codes, transit-oriented development actions and other programs to implement the vision for the Mixed Use Centers.

Mixed Use Center Vision

- Mixed Use & Density Near Transit & Services
- Transit Orientation, Service, Facilities & Access
- Shopping & Services Near Home & Work
- Employment in Centers

Medium-density housing near the MLK MUC

Housing Choices

- Encourage a variety of Housing Types for Different Needs
- Accommodate Mix of Incomes
- Support Home Ownership

Transportation Choices

- Create Comfortable Walking Districts (Streetscape & Safety)
- Provide Functional Bicycle Access and Facilities
- Increase Transit Ridership
- Increase Transportation Demand Management Strategies
- Reduce Dependence on Cars

A window-shopper enjoys the comfortable pedestrian environment of the Proctor MUC.

Quality of Life & Active Living

- Provide Useable Open Space
- Create Comfortable and Accessible Public Spaces
- Stengthen Neighborhood Identity
- Create Pedestrian-oriented Streets
- Increase Vegetation & Greenery in an Urban Setting
- Ensure ffective Buffers and Scale Transitions

A new mixed-use development in the 6th and Pine MUC

A Pierce Transit Park & Ride station in the James Center MUC.

Thriving Economy

- Increase Investment in Centers
- Place priority for incentives in Centers
- Retain Major Employers
- Improve Business Climate
- Support Small Business
- Provide Opportunities to Live Near Work
- Support Home Ownership
- Improve Business Climate
- Achieve Development Feasibility

Application of Incentives

- Locate Incentives in specific geographic core areas in Centers near transit.
- Leverage development potential in Centers with established and emerging multifamily residential market conditions with the application of incentives.
- Align existing incentives with Centers' and where most dense residential and business growth will occur. Two existing City programs are recommended to be tailored for application in Mixed Use Centers (MFTE & Infrastructure Grants).
- Apply incentives to Centers with emerging markets that need assistance with feasibility and might not be built without them.
- Apply density bonuses to Centers with established markets where adding public benefit is feasible in exchange for increased density.
- Provide development incentives and programs to improve transit-orientation and walking conditions in all Centers.
- Apply incentives to support mixed income levels in all Centers.

Partnerships

- Partner with Pierce Transit on programs that increase transit-orientation and ridership in Centers
- Partner with METRO Parks to locate open space in Centers
- Partner with large employers to reduce dependence on automobile use and to increase commuter mode-split

B. Mixed Use Centers Typologies

The existing conditions analysis demonstrated that although no one center is alike, there are some similarities in terms of development patterns, land uses, urban form and vision that will inform future development opportunities. This approach provides a mechanism for structuring the recommendations for the centers.

The Mixed Use Center Typologies were devised as a means of characterizing the centers according to:

- Urban Form
- Future Desired Character and Vision
- Desired Land Use Mix
- Desired Housing Mix
- Desired Densities
- Transit Oriented/Transit Supportive Development Opportunities
- Walking/Pedestrian Environment
- Phasing

The Mixed Use Centers Typologies include the following:

- Main Streets—Linear neighborhood centers focused on a business district corridor with surrounding residential development
- Urban Neighborhood—Neighborhood scaled, node based centers with surrounding residential
- Urban Crossroads—Shopping Centers focused at intersections of major arterials/highways
- Employment Centers—Centers which contain a major institution (i.e. hospital or college) surrounded by ancillary uses and support services which will likely continue to be a focal point for employment
- Regional Growth Center—Regional destination intended to achieve high density and employment activity levels

Table 1 summarizes the Mixed Use Center typologies and characteristics.

Young families may desire to live in MUCs for their transit-oriented development and enhanced pedestrian environment.

Table 1: Mixed Use Centers Typologies

MUC Typology	Urban Form	Applicable Mixed Use Centers	Future Character	Desired Land Use Mix	Desired Housing Types	Desired Commercial/ Employment Types	Proposed Scale	Desired Density Range	Transit System and TOD Opportunities	Walking/Pedestrian Improvements	Desired Parking	Phasing	Public Space
Main Street	Linear mixed use neighborhood commercial district along a corridor with shallow area of small scale dense residential development behind.	6th&Pine, 56th&STW, 38th&G, Narrows, McKinley	Mixed use/retail 'main street' surrounded by dense residential neighborhood; active, vibrant walkable commercial/retail transit corridor offering shopping and transportation convenience and choice to surrounding residences.	Neighborhood commercial serving daily shopping, service, and entertainment needs surrounded by dense neighborhood with small scale buildings, parking managed at a district level	Mixed use on 'main street' corridor; small lot single family, townhouse, stacked flats, rowhouse, and 4-6 plex in neighborhood	Neighborhood serving retail goods and services, local offices, entertainment and restaurants	Human-scaled; max height of 65-75' on corridor, stepping down to residential areas with 3 story single-family-like building types	Corridor: 60+ du/ac, off corridor: 24 to 35 du/ac	Local and regional service along corridors, density bonuses & incentives, priority for pedestrian & infrastructure improvements	Pedestrian improvements on corridor, at major intersections, at crosswalks, bus stop improvements, art, streetscape improvements where none exist, improvements reinforce history & character	Structured, shared/joint use, on-street; limited surface parking (small scale parking lots); managed at district level	Near to Mid-Term	Small scaled plazas
Urban Neighborhood	Concentration of mixed-use development at Center core surrounded by higher-density residential inside Center boundary; Infill residential - small lot single family, townhouse/ rowhouse, stacked flats, 4-6plex in outside Boundary;	Proctor, Stadium, MLK Upper Central, MLK South	Mixed use retail core surrounded by dense residential neighborhood; active, vibrant walkable pedestrian-oriented commercial/retail transit corridor offering shopping and transportation convenience and choice to surrounding residences.	Neighborhood retail serving daily needs; mixed use development at node; comfortable walking conditions	Proctor--Mixed use bldgs in core with infill residential--small lot single family, townhouse/ rowhouse, stacked flats, 4-6plex in outside Boundary; Stadium/MLK Upper Central/ MLK South--Mixed use bldgs on primary streets, with mixed use and mid-rise residential surrounding.	Neighborhood serving retail goods and services, local offices, entertainment and restaurants	75'+ in Stadium ;65' in Proctor and MLK Central stepping down in scale as move towards Boundary	45+ du/ac in center, 24-35 outside of Center	Local connections to regional system, density bonuses & incentives, priority area for pedestrian & infrastructure improvements	Pedestrian improvements on commercial streets, at major intersections, at crosswalks, bus stop improvements, streetscape improvements/amenities reinforce history & character	Structured, shared/joint use, on-street; limited surface parking (small scale parking lots); managed at district level	Near to Mid-Term	Small scaled plazas
Urban Crossroads	Located at crossroads of arterial streets and/or highways with shopping centers surrounded by residential neighborhoods	72nd&Portland, 72nd&Pacific, Lower Portland, Westgate	Contemporary shopping destinations with dynamic, pedestrian-oriented mixed use/big box/ grocery/residential hybrid densification of land uses near transit centers and stops; transit connections provide access to common commuting or shopping destinations.	Institutions, professional office, local serving and regional commercial, mixed use/residential apartments & condominiums	Residential above regional retail/big box with pedestrian-oriented street level. Townhouse/ rowhouse surrounding crossroads location.	Contemporary regional commercial/ mixed use/ big box with pedestrian orientation, infill residential	65'	60+ du/ac at crossroads, 24-35 surrounding Center	TOD at or near transit centers; regional bus service, priority pedestrian & infrastructure investment area	Conversion of urban form - create smaller blocks with pedestrian oriented urban form & streets; enhanced streetscape & pedestrian improvements for comfort, safety, pedestrian mobility, and to create contemporary character. Concentrate improvements at bus stops, transit centers, and between transit and destination shopping	Structured and shared parking managed district wide	Long Term	Create new public spaces as a part of long term re-development

Table 1: Mixed Use Centers Typologies (continued)

MUC Typology	Urban Form	Applicable Mixed Use Centers	Future Character	Desired Land Use Mix	Desired Housing Types	Desired Commercial/ Employment Types	Proposed Scale	Desired Density Range	Transit System and TOD Opportunities	Walking/Pedestrian Improvements	Desired Parking	Phasing	Public Space
Employment and Institutional Centers	Major institution or employment center (hospital, Community/ Technical College) surrounded by ancillary support uses or retail mix depending upon type.	Tacoma Central, MLK North MLK Upper Central, James Center, 34th&Pacific	Primary employment centers - concentration of primary and ancillary employment; large concentration of daytime population supported by shopping, services, and transit. Employment centers character integrated into surrounding residential neighborhoods with area-wide parking management.	Major institutions, professional office, regional commercial or residential infill around institutions. Ongoing intensification of employment and ancillary office/institutional facilities as primary goal; long term intensification and conversion of regional retail to regional mixed use with housing. Major institutions to infill and densify over time; sub-category uses will intensify	Mixed use with residential and structured parking.	Major institutions (medical and educational), professional office; retail and commercial services; Long Term--mixed use with housing.	75' with 3-4 stories in SW Quadrant 75' with 3-4 stories in SW Quadrant	MLK North/ MLK Lower Central: 60+ du/acre, stepping down to 45 du/ac at Boundary, Tacoma Central 60+ du/acre; James Center: 45+ du/acre	Commuter destinations with increase transit ridership in partnerships with institutions-i.e.. CTR, TDM and other incentives to encourage transit ridership; parking reductions	Street, intersection, and crossing improvements to improve pedestrian safety, comfort, & mobility, particularly between bus stops/ transit locations.	Structured parking and parking management district wide.	Near to Mid-Term	Small plazas and public spaces associated with employment center sites
Regional Growth Center	Regional destination Tacoma Mall RGC has four distinct quadrants with different character and land uses: 1) Mall, 2) Single family/ townhouses 3/4) commercial/big box and light industrial	Tacoma Mall	Major employment/ residential center in the City with regional-destination mall/ lifestyle centers, hybrid mall/big/box mixed use/high density residential uses. Pedestrian-oriented streets, contemporary architecture, and regional transit support employees, and residents..	Office, regional commercial, residential, entertainment, restaurants	Stacked townhouse, rowhouse in SE only; Mixed big box/mall/ residential with mid-rise, stacked flats and townhouse, rentals and condominiums in SW quadrant	Big box mixed use hybrid with structured parking, mall redevelopment to lifestyle center, mall intensification with mixed use and structured parking and urban streetscapes with contemporary architecture.	75'-125' except 45' in SW quadrant	60+ du/ac	Partnerships with major employers in the RGC to offer transit incentives i.e.. TDM/CTR-- bus passes, bike racks, showers, etc	Create smaller internal blocks with roads and walkways to increase pedestrian safety, comfort and mobility particularly along arterials; focused streetscape & safety improvements near transit facilities and community facilities & create contemporary identity.	Structured and surface parking managed district wide; On site in SW Quadrant.	Near to Long Term	Integrate throughout Center into continuous network with re-development

III. Summary of Recommendations

This section provides a summary of recommendations by type for the Mixed Use Centers. These recommendations are further developed in the following chapters as policy, code, transit-oriented development, and parking recommendations.

Policy Recommendations

- Addition of Three New Centers
- Criteria for Changing Center Boundaries
- Rationale for Revising Zoning
- Center Typologies
- Guiding Principles
- Development Scale, Mass and Character
- Quality of Life
- Public Art and Culture
- Priorities for Incentives
- Priorities for Bonuses

Zoning

- Map changes to consolidate zones within Centers to enable higher densities
- Height Revisions to enable structured parking
- Allowed Use Table revisions to create more dense site development and use and reduce surface parking
- Phase out auto-oriented uses over time

Incentives

Existing Incentives

- Multifamily Tax Incentive Program Revisions
- Neighborhood Business District Infrastructure Grants

New Incentives

- Establish City-Wide Impact Fees and Waive in Centers
- SEPA Clearance for High Density Residential and Mixed Use Development

These bike lockers are available for bike commuters at a Park & Ride in the proposed Narrows MUC.

This bike lane provides for an alternative transportation mode.

Bonuses

- Apply in Established Market Areas
- To Support Transit-Orientation and Facilities
- To Support Higher Densities
- To Support Quality of Life
- Place High Priority on Sustainable Development (Green Buildings and Green Factor on Sites)
- Include Public Spaces and Art
- Accessible, Affordable, Mixed Income, and Family Units
- Safety Measures

Transit-Oriented Development

- Flex Car
- Ride Free Zones
- Bike Stations
- Improve Bus Transit Image through Marketing
- Location-Efficient Mortgages
- Market Transit in Centers to Specific Demographics

Parking Management Goals and Strategies

- Structured/Garage Parking in Developments
- Eliminate Parking requirements in New Development
- Unbundle Parking Requirements in Condominiums and Apartments
- Center-wide parking strategies to manage public supply of parking on and off streets

Economic Development and Marketing

- Market the Centers to Developers, Residents and Users by Creating Attractive Sustainable Image
- Require Major Institutions and Large Employers to Create a Master Plan

IV. Policy Recommendations (City)

Comprehensive Plan policy amendments will be made to implement the vision and recommended changes to the Centers. The will include:

Addition of Three New Centers

Criteria for Changing Center Boundaries

Rationale for Revising Zoning Maps and Use and Standards

Center Typologies

- Urban Form
- Future Desired Character and Vision
- Desired Land Use Mix
- Desired Housing Mix
- Desired Densities
- Transit Oriented/Transit Supportive Development Opportunities
- Walking/Pedestrian Environment
- Phasing

Guiding Principles

- Housing Choices
- Transportation Choices
- Quality of Life and Active Living
- Thriving Economy
- Application of Development, Infrastructure, and Transit Incentives
- Partnerships

Development Scale, Mass and Character

- On Commercial Corridors
- In Employment Centers
- Near Transit
- Adjacent to Single Family Neighborhoods

These children in the Proctor MUC may safely walk in their neighborhood because of the comfortable pedestrian environment.

This bicyclist rides on the sidewalk for lack of a bicycle lane.

Quality of Life

- Open Space Strategies
- Provisions for Active Public Spaces
- Walking Conditions Recommendations
- Transit Orientation – in Private Development
- Buffering Neighborhood Transitions

Establish Priorities for Incentives

- In Center Commercial Core Areas
- In Centers with Emerging Market Conditions
- To Support Transit-Oriented Development
- Programs to Increase Transit Ridership
- Inclusion of Sustainable Development Operations and Practices

Priorities for Bonuses

- In Established Market Areas
- Near Transit
- Inclusion of Sustainable Development and Operations Practices

V. Code Recommendations – Zoning, Bonuses, & Incentives (City)

A. Recommended Changes, Center Boundaries and Zoning Changes

This section provides the rationale and approach to making specific changes to Center boundaries and for code changes. Specific code changes will be forwarded to the Planning Commission for review in July. Code changes will be amendments to the Zoning Maps, Allowed Use Tables, and Zoning Code text. Table 2 illustrates the zoning recommendations.

NOTE: This approach may be modified based upon the findings of the Multifamily Tax Exemption Program analysis.

B. Revisions to Existing City Incentive Program

1. Multi-Family Tax Exemption Program Revisions–

(Specific program changes currently being analyzed – to be forwarded to the Planning Commission for review in July).

Recalibrate Multifamily Tax Incentive Program to prioritize more dense projects and apply MFTE based upon Center-specific market opportunities for greatest leverage:

A. Established Market Areas (Downtown, Proctor, Stadium)

- Incentives for Mixed Use & Higher Density Projects
- Zoning Bonuses for Public Benefit

B. Emerging Market Areas (MLK, 6th and Pine, Tacoma Central, Tacoma Mall, 56th and STW, 72nd and Pacific, 72nd and Portland, McKInley, 34th & Pacific, Westgate)

- Incentives for Mixed Use & Higher Density Projects

C. Gaps Addressed

- Development Feasibility
- Higher Densities in Centers

2. Neighborhood Business District Infrastructure Grants

Program Description

The Neighborhood Business District Infrastructure Grant program is currently funded annually to provide streetscape improvements to the City's 12 Neighborhood Business Districts. Some of the Neighborhood Business Districts partially overlap with the Mixed Use Centers and some do not.

Recommendation

To align this revitalization incentive with the City's Growth Strategy, revise the Neighborhood Business District Infrastructure Grant Program to place first priority on improvements in the core commercial areas of the Centers, which are the NCX and CCX zones. Prepare Streetscape Master Plans for Districts which are collocated inside or partly inside Centers.

Priority Locations & Factors

- Regional Growth Center (Tacoma Mall)
- On TOD/Commercial Streets
- Where streetscape is not established
- Safety needs exist
- Improve Walking Conditions
- Near Transit Stops & Facilities
- Community Identity Programs
- In Centers with Limited Market Conditions to Improve Walking Conditions and Pedestrian Safety near Transit Stops & Facilities (James Center, 38th and G, Tacoma Narrows, Lower Portland)
- Inclusion of Sustainable Development Practices & Operations

Precedents

Other Cities such as Portland place priority for public incentives in areas of greatest growth and density, such as in Centers, Urban Villages, and near transit.

Figure 2 illustrates the locations of the City's business districts in relation to the Centers.

Table 2: Zoning Recommendations Summary

TOPIC	GOALS	RECOMMENDATIONS
Center Boundary		
Boundary Revisions	• Do not dilute the market • Fine tune boundaries based on market conditions and/or development potential	Consider boundary revisions in the following situations: • Revise boundaries to exclude inappropriate uses or zones (i.e. industrial lands) • Do not expand if the property values are too high (i.e. if single family residential values are high, the area will not likely redevelop because of high land and improvement values) • Remove areas if they do not further the vision for the Center
Center Zoning		
Boundaries	• Implement MUC Typology vision • Simplify zoning within the Centers • Adjust zoning boundaries within the MUC if it enables the desired MUC form/density or is restricting MUC type densities (i.e. R-2 or C-1 in an MUC) • Address zoning that may be inconsistent with MUC vision or Comprehensive Plan (i.e. T, CI-X; C-1 zones)	• C1, C2, T and some limited R2, R3, R4 zones become NCX • C1, C2, R5, & T zones become CCX (& UCX) • R 1, R2, R3, R4, R5, and SRD become RCX • PRD zones remain unchanged • CIX zones remain unchanged • HM zones remain unchanged or expand near hospitals/employment centers (See proposed 11 x 17 proposed zoning maps)
Height	• Consolidate most dense/tallest buildings in MUC commercial core/on commercial streets • Lower heights in residential areas of MUC • Transition to adjacent single family scale at MUC Boundaries	Increase Allowable Heights based on what works in the market today • NCX/CCX-increase to allow for structured parking—65' (75' with bonuses). • UCX-increase allowable heights to encourage RGC densities and activity levels—125' • Building Heights to be tested by feasibility analysis
Min/Max Densities	• Increase base minimum densities based on MUC typologies to achieve MUC vision; maximums based on market demand and allowable building heights	• NCX- Minimum project density: 40 du/acre (existing is 9) • CCX- Minimum project density: 60 du/acre (existing is 15) • RCX- Minimum Project Density: 24 units/acre (existing is 15)
Allowable Uses	• Restrict auto-oriented uses which are not appropriate inside centers • Ensure centers advocate for transit supportive land uses and urban form • Neighborhood livability	• Restrict drive-throughs in MUC's • Prohibit vehicle repair, vehicle storage, self storage etc (low intensity uses which do not further vision)

Table 2: Zoning Recommendations Summary (continued)

TOPIC	GOALS	RECOMMENDATIONS
Center Zoning (continued)		
Parking Requirements	• Establish parking management strategies specific to MUC typologies • Include transit supportive and non-motorized measures	• Neighborhood specific parking management plans • Where parking management strategies are in place, consider eliminating parking requirements in NCX, CCX, and UCX zones—parking quantities determined by market • Short Term Parking • RPZ's • Bicycle parking requirements • Parking triggers for change in use • Flex Car • Palette of TDM measures • Transportation Demand Management Organizations (coordinated with local business districts)
Residential Buffers	• Provide transitions in scale and buffers between higher intensity development and residential districts	• Refine buffer requirements between NCX, CCX, UCX districts and residential zones • Revise upper story setback requirements (Section 13.06.503) to reflect increased building heights in NCX and CCX stepping down to residential
Pedestrian Streets	• Identify pedestrian streets for proposed MUC's to implement MUC typologies and vision • Apply similar methodology to other established pedestrian streets per Table C-1.	• Add pedestrian streets to Table C-1 (13.06.300C) for proposed centers: • Narrows: 6th Avenue • McKinley: McKinley Avenue • 34th& Pacific: Pacific Avenue; S. 38th Street
Master Plans for Major Institutions	• Understand long term goals of local institutions and provide a mechanism for them to grow and change • Determine impacts and benefits of institution and opportunities they present within the MUC's • Establish boundaries and buffers for employment uses within existing neighborhoods to ensure neighborhood compatibility and livability • Assist with implementing TDM strategies	• Establish a planning process to require Master Plans for major institutions (hospitals, colleges, etc). • Replace current method (conditional use permits) with master planning process. • Partner with local institutions to integrate TDM, transit, and pedestrian oriented elements within master planning efforts.

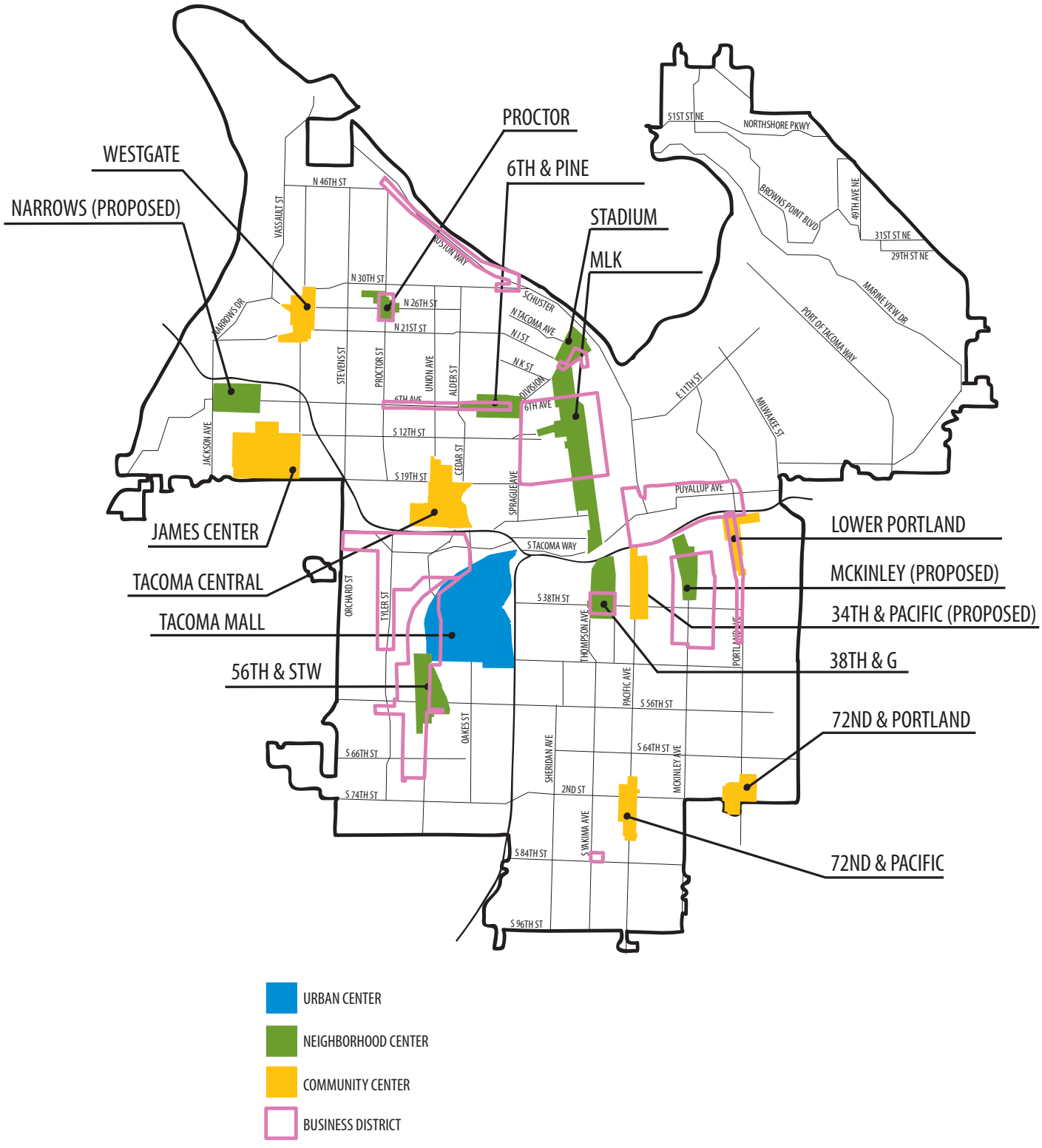

Figure 1: Mixed Use Centers and Business Districts Map

C. Recommended New Code Incentives (City)

1. Institute City-wide Impact Fees & Waive Impact Fees for Centers

Program Description
Currently the City does not have an impact fee program as enabled by GMA. An impact fee program calibrated to prioritize growth in Centers would be established City-wide, then waived in the Centers as an incentive to growth in those priority locations. If instituted, the City would need to provide the equivalent funds in the CFP.

Recommendation
Institute a City-wide impact fee with fees waived in the Mixed Use Centers.

Precedents
Washington cities including Olympia.

2. SEPA Clearance for High Density Residential and Mixed Use Development (similar to downtown)

Program Description
The Advanced SEPA Clearance Program placed higher priority on downtown residential and mixed use development by providing an area-wide advanced SEPA Clearance. Advanced SEPA Clearance for Centers with Established and Emerging Markets would place priority on multifamily development in those locations.

Applicability
Centers with "established" and "emerging" multifamily residential markets:

- Proctor (Established)
- Stadium (Established)
- MLK (Emerging)
- Tacoma Central (Emerging)
- Tacoma Mall (Emerging)
- 6thy & Pine (Emerging)
- 56th & South Tacoma Way (Emerging)
- McKinley (Emerging)

Precedents
Successful program in downtown Tacoma

3. Zoning Bonus Program

Increased density allows a developer to take advantage of greater economies of scale. Allowing higher densities near transit gives more people easy access to transit from their home or work, encouraging transit use. Creating compact, pedestrian-friendly neighborhoods can also help support neighborhood-serving local businesses.
The bonus program will be calibrated with the Multifamily Tax Incentive Program recommendations. Potential bonuses could include:

- Bonuses on Pedestrian or TOD Streets & Specified Proximity to Transit Stops
- Public Open Space (plaza, garden, pedestrian or transit connection)
- Bike Station
- FlexCar parking
- Shared parking (park & ride, other sharing)
- Bicycle parking in development
- Green Factor Elements
- LEED Silver Rating
- Dedicated Car Share Spaces
- On-site Childcare
- Public Art
- Office space or public meeting room
- Family units (more than 2 bedrooms)
- Projects at 80% of Maximum development size (density, FAR, sf)
- Accessible Units (specified %)
- Affordable Units (specified %)
- Mixed Income (specified %)
- Crime Prevention Through Environmental Design (CPTED)

Applicability
Centers with established multifamily residential markets: Stadium and Proctor.

Precedents
Many Washington Cities, including Seattle, Mercer Island, and others such as Cities of Los Angeles and Pasadena.

These new pedestrian amenities, including a crosswalk, curb-cut and pedestrian-scale lighting, enrich the walking conditions in the Stadium District.

4. Unbundle Parking from Condominiums and Rental Units

Program Description

Housing affordability is dramatically affected by the requirement to provide off-street parking along with housing units, and production of multifamily units without off-street parking in transit-oriented areas significantly increases the supply of affordable housing by enabling more households to qualify for mortgages. Unbundling parking from new dwelling units offers choices to buyers by offering sale of parking stalls in structures independently from residential units.

Recommendation

Require (zoning code) unbundled parking supply in new residential projects in Centers with "established" and "emerging" multifamily residential markets:

- Proctor (Established)
- Stadium (Established)
- MLK (Emerging)
- Tacoma Central (Emerging)
- Tacoma Mall (Emerging)
- 6thy & Pine (Emerging)
- 56th & South Tacoma Way (Emerging)
- McKinley (Emerging)

Condominiums would supply for-sale parking separately from for-sale units either within the project or within a specified distance, such as ___ feet. Rental projects would supply for rent flats separately from for rent parking stalls, which would be supplied either in the project or within a specified distance, such as ___ feet. Parking for new residential units would be required to be located within NCX and CCX zones, and would be prohibited in RCX zones and outside Center boundaries.

Precedents

Successful programs in Cities of Portland and San Francisco.

VI. RECOMMENDED TRANSIT-ORIENTED DEVELOPMENT INCENTIVES (Pierce Transit)

1. Flex Car Program

Program Description

Flexcar is an alternative to car ownership for those who use cars only sporadically. Members of Flexcar may find the vehicles parked in dedicated spots near both residential and employment centers. An hourly rate includes gas, insurance and maintenance. The Flexcar alternative is less costly than owning and operating a car, and much more convenient than renting.

Recommendation

Establish FlexCar program in Tacoma and provide priority on-street dedicated parking stalls on demand in Centers. Provide the program in all Centers with special emphasis on employment concentrations in MLK and Tacoma Central Centers.

Precedents

Successful programs nation-wide including recent expansion in Seattle from 150 to 350 vehicles.

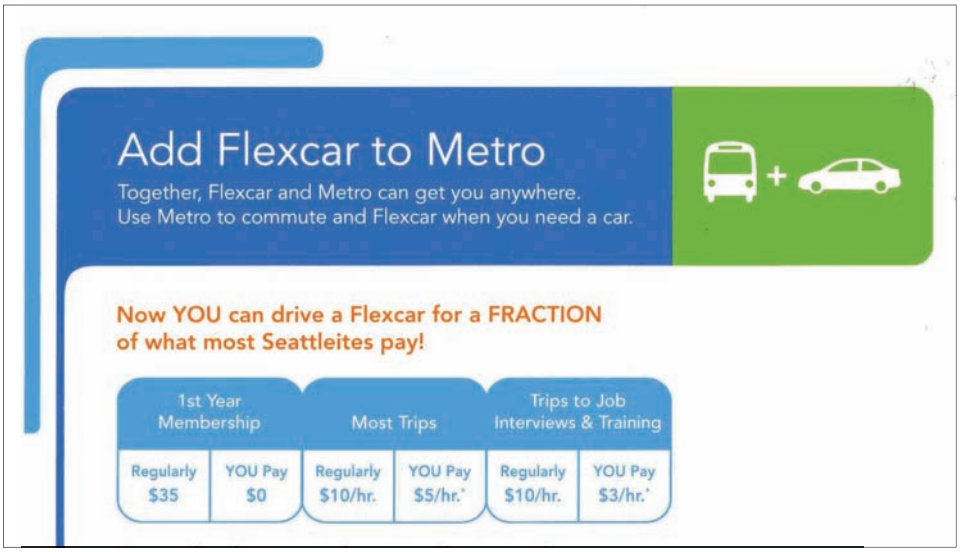

Figure 3: Flexcar

2. Bikestations in Key Locations

Program Description

"Bike station facilities offer the public a range of resources to encourage the link between bicycling and public transportation. A Bike station in Seattle is convenient to a variety of public transportation modes, including bus, walking, and downtown rail links.

Bike station services include secure, indoor bicycle parking available to members 24/7 with a membership fob. There is free, attended bicycle parking during operating hours. Bicycle repair services and commuter retail items are also available at this facility, as well as public transportation schedules, showers, bike maps, and a personalized service matching new bicycle commuters with experienced cyclists who can help them plan a commute route, provide tips on bicycle commuting, and generally serve as mentors." (King County Metro Program)

Recommendation

Establish as a bonus option in Centers with "established" residential markets: Proctor & Stadium.

Precedents

Successful facilities and programs in Seattle, Bainbridge Island, Portland, and other cities.

3. Ride-Free areas in Centers

Program Description

Establish free transit service for residents and employees in Centers:

- Promote transit ridership by providing free transportation for commute trips
- Provides and economic and convenient alternative to driving
- Provides higher mobility and reduces parking needs for residences and businesses

Ride-free programs can be established with individual development agreements for specified periods of time, or for specified geographic areas.

Applicability

Centers with "established" and "emerging" multifamily residential markets:

- Proctor (Established)
- Stadium (Established)
- MLK (Emerging)
- Tacoma Central (Emerging)
- Tacoma Mall (Emerging)
- 6thy & Pine (Emerging)
- 56th & South Tacoma Way (Emerging)
- McKinley (Emerging)

Precedents

- Downtown Seattle Ride Free Zone and Downtown Portland Fareless Square.
- Boulder "Eco Pass"

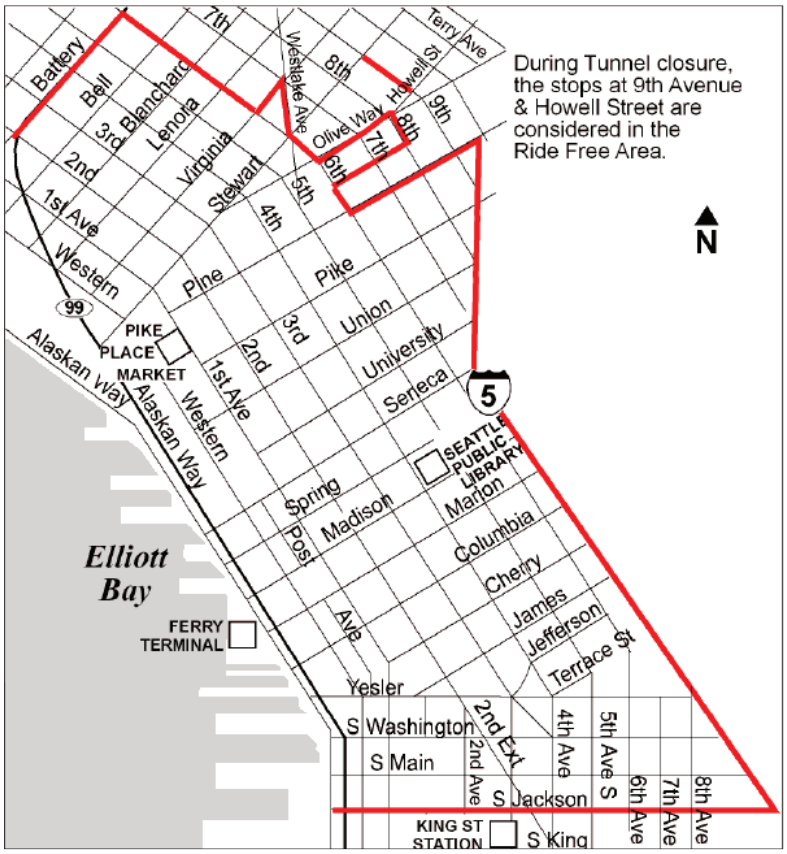

Figure 4: Seattle Downtown Ride-Free Zone

Examples of bus transit marketing tools from Boulder, Colorado

4. Improve Bus Transit Image through Marketing

Program Description

Develop the concept of a "fully-packaged community transit service" to meet the specific needs and requests of the Tacoma community. Based upon a program in Boulder, Colorado, this program would demonstrate the philosophy of community based transit. In Boulder, the "HOP" has significantly improved many residents' image of transit, and introduced transit as a positive alternative to the automobile.

Applicability

Centers with "established" and "emerging" multifamily residential markets:

- Proctor (Established)
- Stadium (Established)
- MLK (Emerging)
- Tacoma Central (Emerging)
- Tacoma Mall (Emerging)
- 6thy & Pine (Emerging)
- 56th & South Tacoma Way (Emerging)
- McKinley (Emerging)

Precedents

- Downtown Seattle Ride Free Zone and Downtown Portland Fareless Square
- Boulder Fully Packaged Transit Commuter Service Program (HOP, SKIP, DASH, BOUND, BOLT, and STAMPEDE bus lines).

5. Location Efficient Mortgages

Program Description

A "Location Efficient Mortgage" provides more options for home ownership near transit. It is a relatively new type of mortgage sponsored by financial institutions such as Fannie Mae that rewards households with lower transportation expenses by allowing them to qualify for larger loan amounts. LEMs enable more households to purchase a home while giving incentives to live in areas that are well-served by transit. The program offers a flexible, low-down-payment mortgage to qualifying buyers.

Recommendation

Establish LEM programs in Centers with "established" and "emerging" multifamily residential markets:

- Proctor (Established)
- Stadium (Established)
- MLK (Emerging)
- Tacoma Central (Emerging)
- Tacoma Mall (Emerging)
- 6thy & Pine (Emerging)
- 56th & South Tacoma Way (Emerging)
- McKinley (Emerging)

Precedents

Cities of Seattle, Los Angeles and Pasadena.

Tables 3 - 6 summarize the above recommendations.

Table 3 - Incentives and Gaps Summary by Center (City)

		NEIGHBORHOOD CENTERS									COMMUNITY CENTERS						RGC	PROPOSED		
		Proctor	Stadium	6th & Pine	MLK North	MLK Upper Central	MLK Lower Central	MLK South	56th & STW	38th & G	Tacoma Central	James Center	Westgate	72nd & Portland	72nd & Pacific	Lower Portland	Tacoma Mall	McKinley	Tacoma Narrows	34th & Pacific
Center Type		Urban Neighborhood	Urban Neighborhood	Main Street	Employment Center	Urban Neighborhood	Employment Center	Urban Neighborhood	Main Street	Main Street	Employment Center	Urban Crossroads / Employment	Urban Crossroads	Urban Crossroads	Urban Crossroads	Urban Crossroads	Regional Growth Center	Main Street	Main Street	Urban Crossroads / Employment
Existing City Programs	Multifamily Tax Exemption Program									●	●	●	●	●				●	●	
	Infrastructure Grant Program				●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
New Incentives	Establish & Waive Impact Fees in Centers	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	SEPA Clearance for Multifamily & Mixed Use	●	●	●	●	●	●	●	●											
	Zoning Bonus Program	●	●	●																
	Unbundle Parking Requirement for Condominiums & Rentals	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Table 4 - Incentives and Gaps Summary by Center (Pierce Transit)

		NEIGHBORHOOD CENTERS									COMMUNITY CENTERS						RGC	PROPOSED		
		Proctor	Stadium	6th & Pine	MLK North	MLK Upper Central	MLK Lower Central	MLK South	56th & STW	38th & G	Tacoma Central	James Center	Westgate	72nd & Portland	72nd & Pacific	Lower Portland	Tacoma Mall	McKinley	Tacoma Narrows	34th & Pacific
Center Type		Urban Neighborhood	Urban Neighborhood	Main Street	Employment Center	Urban Neighborhood	Employment Center	Urban Neighborhood	Main Street	Main Street	Employment Center	Urban Crossroads / Employment	Urban Crossroads	Urban Crossroads	Urban Crossroads	Urban Crossroads	Regional Growth Center	Main Street	Main Street	Urban Crossroads / Employment
TOD Incentives	FlexCar Program	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●			●
	Bike Stations	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●			●
	Ride Free Areas	●	●	●	●	●	●	●	●	●		●	●	●	●	●	●			●
	Improve Bus Transit Image through Marketing	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Financial Incentives	Location-efficient Mortgages	●	●	●	●	●	●	●	●		●						●			

Table 5 - Incentives and Gaps Summary by Objective (City)

		VISION FOR MUC'S				HOUSING CHOICES			TRANSPORTATION CHOICES							QUALITY OF LIFE			THRIVING ECONOMY		
		Mixed Use Near Transit	Financial Feasibility	Commercial Uses	Services Near Home	Variety of Housing	Mix of Incomes	Support Home Ownership	Walking Districts	Bicycle Access	Support Increased Ridership	Cost & Location of Parking	Support TDM	Traffic Congestion	Reduce Car Dependence	Public Spaces	Pedestrian Streets	Green Factor	Retain Major Employers	Support Small Business	Live Near Work
Existing City Programs	Multifamily Tax Exemption Program	●	●	●		●	●					●					●			●	●
	Infrastructure Grant Program		●						●	●	●	●	●	●	●		●			●	
New Incentives	Establish & Waive Impact Fees in Centers	●	●	●			●	●				●	●								
	SEPA Clearance for Multifamily & Mixed Use	●	●	●	●	●	●										●				●
	Zoning Bonus Program	●		●	●	●			●	●	●					●	●	●		●	
	Unbundle Parking Requirement for Condominiums & Rentals	●	●	●			●	●	●	●	●	●	●	●	●		●				●

Table 6 - Incentives and Gaps Summary by Objective (Pierce Transit)

		VISION FOR MUC'S				HOUSING CHOICES			TRANSPORTATION CHOICES							QUALITY OF LIFE			THRIVING ECONOMY		
		Mixed Use Near Transit	Financial Feasibility	Commercial Uses	Services Near Home	Variety of Housing	Mix of Incomes	Support Home Ownership	Walking Districts	Bicycle Access	Support Increased Ridership	Cost & Location of Parking	Support TDM	Traffic Congestion	Reduce Car Dependence	Public Spaces	Pedestrian Streets	Green Factor	Retain Major Employers	Support Small Business	Live Near Work
TOD Incentives	FlexCar Program	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●		●	●	●
	Bike Stations	●			●	●	●	●	●	●	●	●	●	●	●		●		●	●	●
	Ride Free Areas	●			●	●	●	●	●	●	●	●	●	●	●		●		●	●	●
	Improve Bus Transit Image through Marketing	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Financial Incentives	Location-efficient Mortgages	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●		●	●	●

VII. Parking Recommendations

Introduction

The following parking policy recommendations are organized according to CENTER Typologies, with a particular focus on neighborhood centers associated with the "Main Street" and "Urban Center" typologies. See Appendix A: Technical Memorandum from Heffron Transportation for more detail.

Main Street and Urban Center Typologies

Parking Management Goals:

- Encourage efficient use of the publicly-owned parking supply (primarily on-street parking) for short-term retail use.
- Encourage long-term parking demand (employees and residents) to occur within structured or enclosed parking facilities for new development.
- On-street and off-street parking in these centers should be managed while protecting the on-street parking needed by adjacent residential land uses.
- Timing for implementation will vary by center location. The 6th & Pine and Proctor Centers could benefit from implementation now. Other centers may not require implementation for years.

The two grocery stores in the Proctor MUC are both fronted with large parking lots.

Recommended Actions

A. Develop neighborhood-specific parking management plans.

- Define existing and future parking demand, temporal distributions, and supply options.
- Address on-street parking within the center, on-street parking in areas surrounding the center, public off-street parking, and private off-street parking.
- Four key management elements to address per center:
  - Pricing
  - Enforcement
  - Spillover beyond the center with Residential Parking Zones (RPZs),
  - Goals for duration and turnover
  - May also include revenue and cost sharing options
  - Resulting strategies could be used as mitigation through SEPA review of new development.

- Menu of potential management options that may be considered:
  - On-street management measures:
    1. Add on-street parking spaces where possible.
    2. Focus on-street parking restrictions to encourage short-term parking.
    3. Increase enforcement.
    4. Extend enforcement hours to 10:00 P.M. in centers where evening demand is highest.
    5. Institute revenue sharing with neighborhood Business Improvement Associations (could be from meters or lots).
    6. Consolidate and/or relocate loading zones to areas near corners or alleys.
    7. Discourage long-term commuter parking in the neighborhood.
  - Off-street management measures:
    1. Encourage replacement of public parking spaces when surface parking lots are redeveloped.
    2. When pricing is implemented, keep parking rates lower for short-term parking.
    3. Improve signage to off-street lots.
    4. Share available parking in private parking lots.
    5. Provide valet parking.
    6. Validate parking for off-street parking lots.
    7. Market all parking management improvements

B. Designate on-street parking along center main streets and within one block to encourage short-term parking (1 to 2 hour)

- Manage short term, on-street parking through time restrictions, signage, and enforcement.
- Parking meters in areas that have high utilization and short-term parking restrictions
- Off-street parking supply and on-street spaces just outside the center must also be managed.

C. Develop a sustainable Residential Parking Zone (RPZ) to be implemented along residential streets that are not intended to serve demand generated by the centers.

- May be appropriate where the parking congestion is caused by a 'parking generator.'
- Should be flexible
- May allow some short term parking depending on surrounding land uses
- Needs to be accompanied by an enforcement program
- Typically established on blocks that have adjacent residential use (houses, apartments, or condominiums) to discourage long-term parking by non-residents.
- Eligibility restricted to residents living on the blocks where the RPZ is established.
- Typically cost to residents--bi-annual fee ($30 to $50) effective over a 2-year cycle. Fees pay for the administrative cost of the permits.

D. Include a bicycle parking requirement for new development

- Can help to encourage non-automobile and transit commuter trips
- New developments required to include secure bicycle parking
- Requirements tied to building occupancy levels rather than automobile parking requirements.

E. Develop a parking code requirement to address change-of-use applications.

- Addresses change in use/intensity conditions which increase parking demand
- Requires a change-of-use application
- SEPA review triggered by changes in use which create a demand of > 10 parking spaces.
- SEPA review to determine if the locally-available parking supply (including on- and off-street spaces) can adequately accommodate the increased parking demand. If not, the project should include parking impact mitigation.
- Administrative implications; however this approach addresses infill situations (such as 6th) where increased intensity of use has resulted in parking management challenges.

F. Encourage provision of Flex-Car parking spaces.

- Provide spaces within project in the Centers.
- These spaces could be encouraged or facilitated by the City (through lease arrangements or code incentives) and/or located on City property.

G. Consider eliminating parking requirements in NCX, CCX, and UCX zones for multifamily residential where parking management strategies are in place.

- Parking quantities determined by market
- SEPA review trigger (may already exist) for projects of a certain size (for example, City of Seattle's is >4 units).
- SEPA analysis for parking should document the expected demand (accounting for typical car ownership and non-auto modes of travel in the project vicinity) and compare that to the proposed supply.
- If the demand is likely to exceed the proposed supply, a second part of the review would determine if the local on-street parking supply can accommodate the parking demand overflow.
- These reviews should consider not only typical residential patterns for car use (home at night gone during the day), but also the tendency for residents to store cars during the week and use transit or other non-auto modes for daily work trips.
- On-street parking in the Centers will need to be actively managed with RPZs and other measures to ensure overflow from these residential projects do not monopolize the on-street parking.

Other Mixed Use Center Typologies

(Urban Crossroads, Employment and Institutional Centers, and Regional Growth Centers)

Parking Management Goals:

- Recommendations encourage development of street-front retail and residential components of mixed use development to reduce the parking demand.
- Focus on TDM programs for major employment/institutional uses

Recommended Actions:

A. Encourage developers of new office or institutional space within the centers to include neighborhood-specific Transportation Demand Management (TDM) programs.

- Pre Occupancy measures
  - Lockers and showers for walking and bicycling commuters,
  - Transit shelters built into the building façade
  - Secured bicycle parking facilities.
- Post-occupancy measures (existing buildlings/tenants)
  - Transit subsidies
  - Vanpool and carpool subsidies
  - Travel mode incentives (walkers, bicyclists, and carpoolers receive monthly commuter vouchers),
  - Guaranteed ride home programs
  - Flex-Car provisions
  - Shuttle services, and
  - Parking fees for employees that drives alone.

B. Encourage retail development to locate along major street frontages with parking located behind buildings to encourage pedestrian and transit modes.

C. Continue to encourage pedestrian connections through parking lots.

D. Encourage residential elements of new mixed-use development which decreases the automobile traffic and parking demand through shared trips and internal trips within a site.

E. RPZ's (as described above) associated with 'parking generators).

For All Centers

Recommended Actions:

A. Encourage individual businesses to participate in a neighborhood-wide Transportation Demand Management Organization.

B. Develop flexible off-street parking requirements that provide adequate parking supply and encourage the use of transit, walking, bicycling and other non-auto modes.