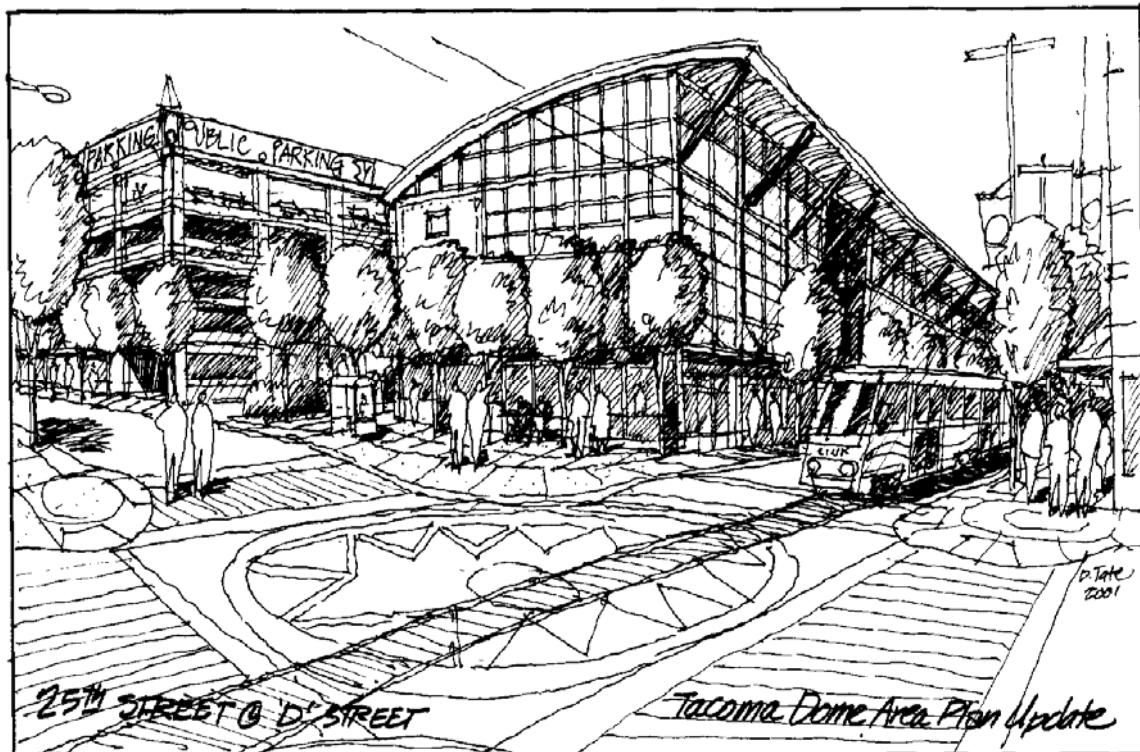


City of Tacoma
Tacoma Dome Area Plan
A Comprehensive Plan Element



Conducted by the Tacoma Planning Commission
consistent with Washington State
Growth Management requirements



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Tacoma Dome Area Plan

This plan is an element of the Tacoma Comprehensive Plan and was developed
in compliance with the Washington State Growth Management Act

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The **Tacoma Dome Area Plan** is an optional element allowed by the Washington State Growth Management Act and is adopted as part of the City's long range **Comprehensive Plan**. The **Tacoma Dome Area Plan** was developed pursuant to the authority conferred by the Washington State Constitution, the Revised Code of Washington Chapter 36.70A, and Title 13 of Tacoma's Charter and General Ordinances. The Growth Management Act requires that development regulations be consistent with and implement the comprehensive land use plan.



Tacoma's *Comprehensive Plan* contains the plan elements required by the Growth Management Act (GMA). It also contains elements not required by the GMA that were adopted prior to the GMA. These prior existing elements will be reviewed and revised in the future to ensure complete consistency with the GMA, but shall remain in effect until specifically updated. Any conflict that should arise between an element adopted after and consistent with the GMA and a previously adopted element shall be resolved in favor of the post-GMA element.

Tacoma Dome Area Plan

This plan is an element of Tacoma's Comprehensive Plan, and was developed in compliance with the Washington State Growth Management Act.

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I. Executive Summary

Introduction

The City of Tacoma and Pierce Transit led a joint effort in 1994 and 1995 to produce the Tacoma Dome Area Plan to identify strategies for developing an efficient, inter-modal transportation center. This effort was intended to integrate planned transit improvements in the district and promote the transformation of the planning area into a transit-supportive, mixed-commercial center. The Tacoma Dome Area Plan was intended to encourage and direct development change in the area over the subsequent 20 years (to 2015).

By early 2001, a majority of the plan's major strategies were adopted, implemented, or were in the process of being completed. Also, a number of developments unforeseen in 1995, have either occurred, or are in the planning stages. In order to acknowledge these improvements and to refine the objectives and strategies for future growth and development of the area, the City engaged in a planning process to review and revise the Tacoma Dome Area Plan.

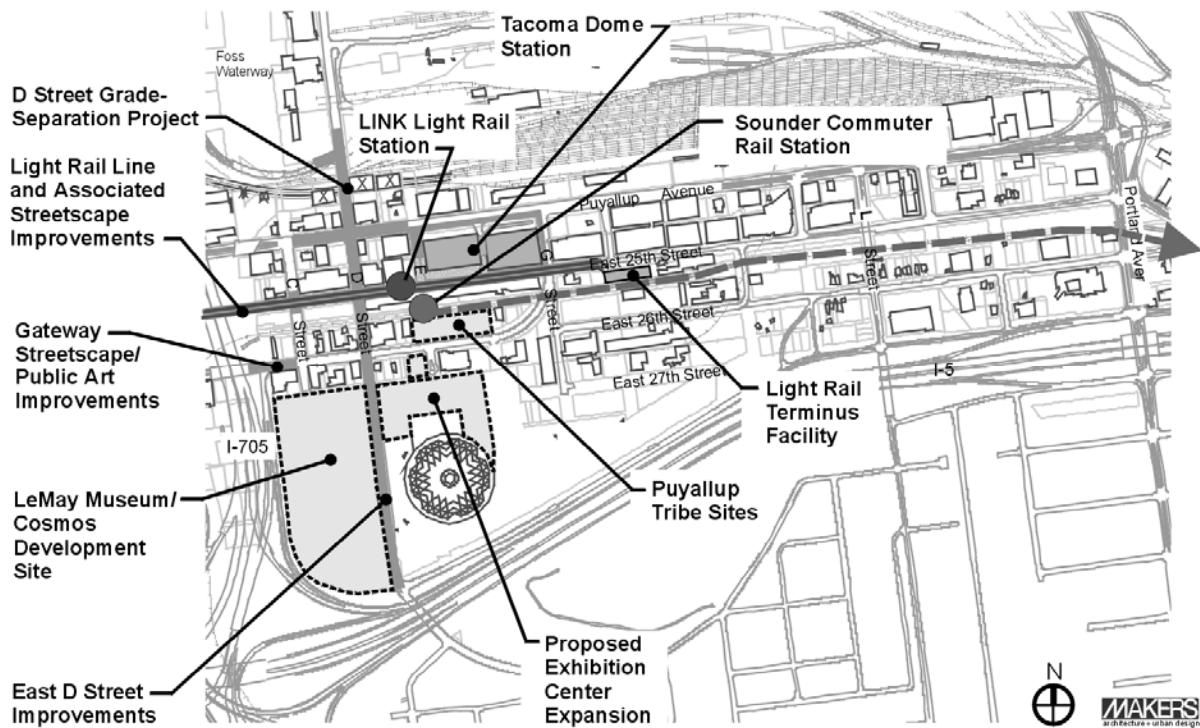


Figure 1. Completed and planned public improvements in the Tacoma Dome area.

Vision

This plan builds on and refines the original 20-year vision detailed in the 1995 Plan. The Plan vision promotes a concentration of redevelopment activity between Interstate 705 and East G Street (hereafter referred to as the Core Development Area) surrounding existing and planned transit improvements. This Core Development Area is rapidly becoming a regional transportation hub, with improved access to existing attractions such as the Tacoma Dome and Freighthouse Square and planned destinations including the LeMay Transportation Museum and the expanded Tacoma Dome Exhibition Center.

The Core Development Area is expected to be the focus for new transit-supportive development in the Tacoma Dome area. Over time, new office, retail, residential, and light-industrial uses will be attracted to the area, due to its proximity to the multi-modal transit/destination center and the ample amount of low cost, developable land that is available. New development will complement existing businesses, including Freighthouse Square, to create a vibrant, pedestrian-friendly, mixed-commercial urban district.

The area east of East G Street will retain its industrial character. As the area's property values rise, the vacant and underutilized sites will be redeveloped with more employment-intensive industrial uses. Puyallup Avenue will be re-invigorated with streetscape improvements and a vibrant mix of large retail establishments that serve the area's regional base. The design of these new structures will play on the area's early 20th Century automobile and industrial heritage, creating a unique and lively appearance despite the large scale.

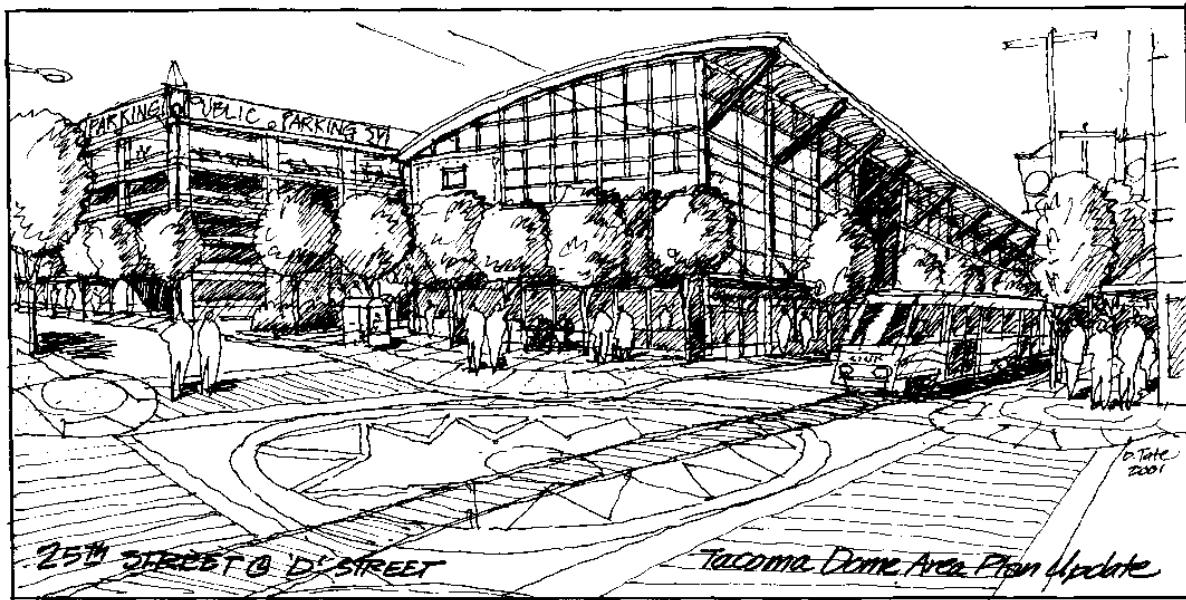


Figure 2. Vision for the Core Development Area – looking southwest from the East 25th Street/East D Street intersection.

Redevelopment Concept

Redevelop the Tacoma Dome area to be an important component of greater downtown.

The challenge for this plan is to establish a course of action that will achieve the community's vision for the Tacoma Dome area, given the City's overall downtown redevelopment objectives and real estate market conditions. Chief among these concerns is that the Tacoma Dome area fit within the larger context of downtown redevelopment. Specifically, the Tacoma Dome area development should not compete with the downtown core for uses that might otherwise develop there. However, the Tacoma Dome area should expand the types of uses and opportunities found in the larger downtown/Foss Waterway area. The plan's economic analysis indicates that envisioned development in the Tacoma Dome area will not likely compete with that in downtown because:

- The Tacoma Dome area currently provides different uses and a development setting that other downtown areas do not offer.
- The Tacoma Dome area is well linked to downtown, especially with the planned light rail transit line.
- University of Washington Tacoma and the Foss Waterway District will infill between the two areas over time.
- Tacoma is currently underserved by retail services.

These facts suggest a redevelopment strategy based on **(1) Connecting** the Tacoma Dome area with downtown through circulation improvements and redevelopment that transitions into the Pacific Avenue corridor and Foss Waterway area; and **(2) Complementing** downtown uses by emphasizing uses that support downtown, such as entertainment, flex-tech, targeted office, and industry in a unique design setting.

Provide a setting to attract a broad range of activities and uses

The plan's market strategy indicates that there is a market for a broad spectrum of uses and activities. Therefore, this plan recommends adjusting development regulations and constructing public improvements to create special opportunities for a wide variety of desirable uses that further the vision for the Tacoma Dome District; these include:

- Retain industrial uses east of East G Street, while also encouraging general commercial and retail development on Puyallup. Improve Puyallup Avenue and Portland Street streetscapes.
- Encourage entertainment and hotel uses on the blocks between East D Street/East 26th Street/East 25th Street and East G Street. Create a pedestrian link along the East E Street alignment between the transit center and the Tacoma Dome Exhibition Hall. Support the expansion of the exhibition hall and future improvements to the Dome itself.
- Encourage uses that support University of Washington Tacoma development north of East 25th Street and west of East D Street, especially housing and office/flex-tech structures that support university-based and other research activities.

- Encourage office and parking uses in the areas along East 25th and 26th Streets west of D Street to support the other development in the area.

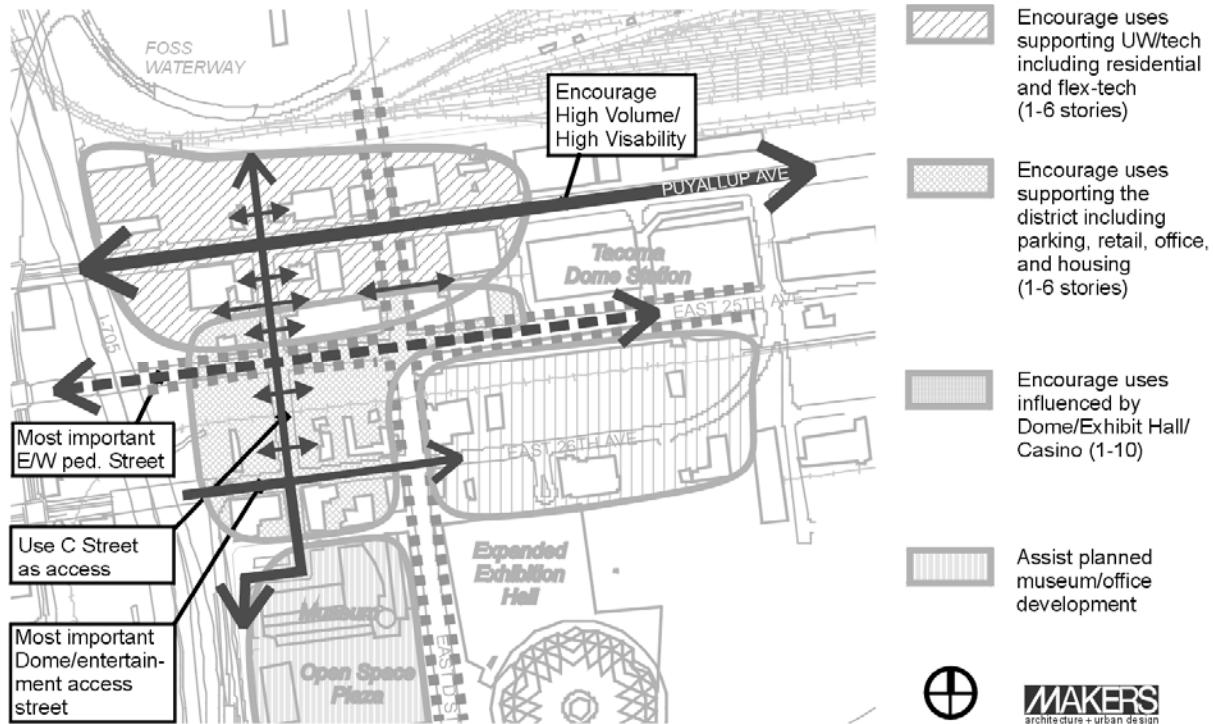


Figure 3. Plan redevelopment concept

While the development market outlook over the mid and long-term (10-20 years) appears solid, economic analysis indicates that multistory development feasibility on individual sites in the short run is marginal, given rental rates, land values, and the need to provide parking. While there is plentiful parking available in the district, excellent transit service, and no parking requirements by code for commercial development in the Core Development Area, financial institutions will still generally require ample on-site parking for development financing. This dramatically raises the cost of multistory development and lowers project feasibility at this time. This plan update recommends the City undertake a parking management program to provide on-street and joint-use parking to help meet lender requirements. Also, the plan's environmental analysis can be used to support project level State Environmental Policy Act (SEPA) requirements during permitting.

Improve circulation and the development setting

The area's perceived circulation problems and the low quality physical setting reduce its attractiveness for redevelopment. Completing the currently programmed street improvements, particularly on East D Street and East 25th Street, as well as improving Tacoma Dome event circulation will do much to address this issue. Longer-term improvements are identified in the implementation strategy.

Upgrade the area's visual qualities

While recent transit facilities have added high quality architecture to the area, the area's overall design image remains undefined. The plan recommends activities to upgrade the Tacoma Dome's visual qualities, including:

- Establish easily administered design standards to ensure a lively pedestrian setting, human-scale, and a historic-/ industrial-/entertainment-oriented character on interior streets while creating an attractive, progressive identity from the freeways.
- Construct gateway features that celebrate the area's entry points at the west and east ends of Puyallup Avenue and the west end of East 25th and 26th Streets.

Encourage “cornerstone” redevelopment projects

Property owners and developers have noted that they are waiting to “see what happens” to larger proposals before redeveloping their sites. This fact argues for the City to continue efforts to work on redevelopment of the Tacoma Dome parking lot, encourage the Puyallup Tribe in developing entertainment and lodging uses on their sites, and pursue the Tacoma Dome Exhibition Hall’s expansion.

Conduct phased and sustained implementation

Market conditions are unlikely to generate rapid private development in the Tacoma Dome area. Private investment will likely occur on a modest rate, triggered by special opportunities and individual actions over time. Similarly, since public funds are limited, public improvements will be incremental. Therefore, a phased implementation strategy is called for, as described in this next section.

Implementation: Phased Strategies for Realizing the Vision

Strategies for the 2001 Tacoma Dome Area Plan build on the strategies from the 1995 Plan. The strategies have been divided into three steps. First, the Plan provides a number of “Immediate Actions.” These include actions or measures that are currently underway or actions that can or should be initiated immediately. “Phase I” actions include those actions that should be completed by the end of the Plan’s first decade (by 2012). Finally, “Phase II” includes the actions that should be completed in the second decade of the plan (by 2025). Following each phase, the Plan illustrates the projected outcome resulting from these actions. There are also a number of “Ongoing” strategies that should be acted upon in an ongoing basis.

Immediate actions (1-3 years)

1. Complete planned public improvements to enhance the Tacoma Dome area streetscape and improve transit linkages, including LINK light rail and associated streetscape improvements, Sounder Commuter Rail improvements, the East D Street Grade Separation Project, East D Street improvements, and the East 26th Street gateway/public art improvements.

2. Assist ongoing private development efforts in the Core Development Area. This involves the proposed mixed-use development on the Tacoma Dome's westerly parking lot, and possible entertainment/mixed-use development on the Puyallup Tribe's properties north of the Tacoma Dome. Provide incentives, such as public improvements, to spur these redevelopment proposals.
3. Adjust/retain development regulations and adopt design standards to create and protect special opportunities and uses. Specifically:
 - Retain the UCX-TD zoning designation for the Core Development Area to encourage a mix of uses, including entertainment and hotel uses near the Tacoma Dome, uses that support University of Washington Tacoma development north of East 25th Street, and office and parking uses in the areas along East 25th and 26th Streets to support the other development in the area.
 - Eliminate the bonus height provision in most of the Core Development Area to protect views and discourage landholding and speculation. The exception is the Tacoma Dome site, where increased height limits were recently adopted, and properties immediately north of the Tacoma Dome, where entertainment and hotel uses are encouraged. Concentrating taller structures on higher ground will not block views to the waterway from other district vantage points and will help create a progressive appearance from freeway traffic.
 - Retain industrial uses east of East G Street, except for the Puyallup corridor, by limiting the size of retail uses on individual properties.
 - Adopt design standards to build on both the historic industrial character and vibrant entertainment function for the Core Development Area. Build on the historic industrial/commercial corridor character of Puyallup Avenue.
4. Enhance Dome event access and circulation:
 - Encourage carpooling and mass transit use.
 - Increase traffic control officers for large events.
 - Increase the supply of parking available for large Dome events.
5. Improve truck and freight access by installing truck route and freeway "Way Finding" signs at major decision points. Ensure that new street improvements on truck routes facilitate truck movement.

Envisioned development for the Core Development Area by 2005:

- Completion of street and transit improvements noted above.
- Initiation of construction of first phase of planned mixed-use development on the Tacoma Dome parking lot site and proposed public plaza.

Phase I strategies (3-10 years)

Completion of transit and street improvements and construction of the first phase of the mixed-use development on the Tacoma Dome's west parking lot site will begin to attract

more redevelopment interest during the remainder of the plan's first decade. The completion of the Foss Waterway District's planned developments will also support an increased interest in Tacoma Dome area redevelopment opportunities.

1. Complete the East C Street extension through the Tacoma Dome's west parking from East 26th Street to Wiley Avenue to reduce vehicle/pedestrian conflicts on East D Street, provide access to the McKinley Hill and Dome Districts during large Dome events, and serve proposed mixed-use development.
2. Upgrade the pedestrian qualities on key pedestrian streets in the Core Development Area, including East C Street, East 26th Street, and Puyallup Avenue. This includes, where necessary, new or sidewalks, curb bulbs, crosswalks, street trees, pedestrian lighting, public art, and street furniture. Coordinate public improvements to ensure design elements are related with each other across projects.
3. Construct gateway features that celebrate the Tacoma Dome area's entry points under Interstate 705 at Puyallup Avenue and East 25th Street.
4. Install street trees along the Puyallup Avenue corridor to create an attractive commercial arterial and gateway to the Tacoma Dome's Core Development Area.
5. Construct a pedestrian bridge over the existing rail line at Freighthouse Square to create an East E Street pedestrian link connecting transit facilities with the Tacoma Dome and the Tribe site.
6. Complete the expansion of the Tacoma Dome's Exhibition Hall to maintain and enhance viability and attract activity and investment in the Core Development Area.
7. Complete planned Amtrak and Sounder Commuter Rail improvements. This includes a new co-located Amtrak station at Freighthouse Square and Amtrak/Sounder commuter rail track extension to Lakewood.
8. Install Variable Message Signs (VMS) and Changeable Message Signs (CMS) at I-5 ramps to East 26th Street to be operated from Dome traffic tower/WSDOT control center to improve dome event traffic access and management.
9. Coordinate signal operations along Puyallup Avenue between Pacific Avenue and Portland Avenue to provide strong progression of traffic flow through the corridor.
10. Develop a consolidated Tacoma Dome area parking management plan that includes strategies for managing both public and private parking lots.
11. Create the Gasoline Alley Historic District to protect valuable historic resources along the Puyallup Avenue corridor. This district should also encompass resources along the Pacific Avenue corridor and East 25th Street, west of Interstate 705, overlapping and joining the proposed Brewery District.

Envisioned development for the Core Development Area by 2012:

- Completion of the LeMay Transportation Museum.
- Completion of Phases 1 and 2 of the planned mixed-use development on the Tacoma Dome's west parking lot, including two office towers and structured parking.
- Develop entertainment-related uses, a hotel, or other mixed-uses on Puyallup Tribe sites.
- Develop flex-tech building along Puyallup Avenue and one retail/office building near Freighthouse Square.

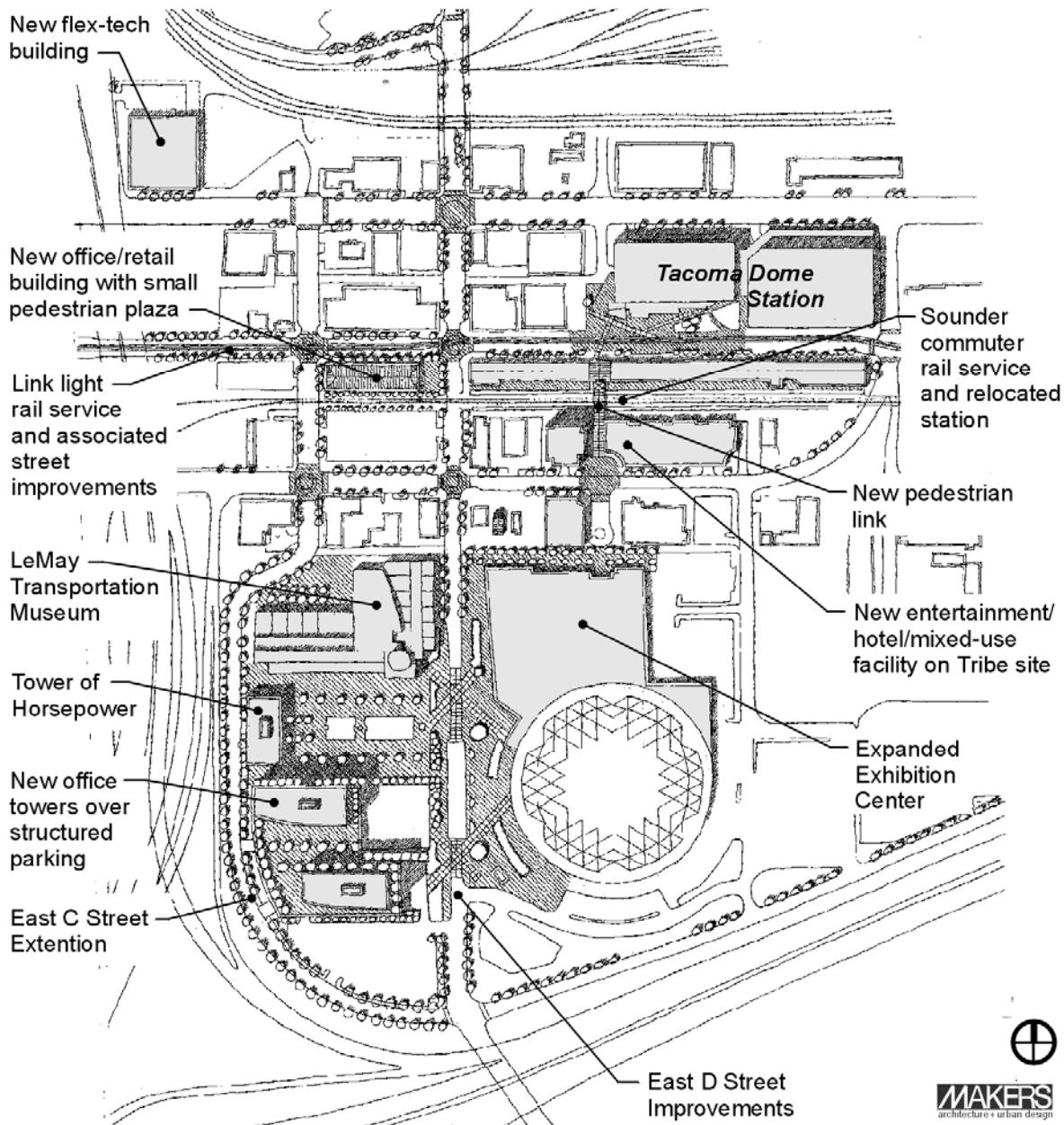


Figure 4. Phase 1 development and improvements

Phase II strategies (10-23 years)

Once Phase I improvements are largely completed and the adjacent Foss Waterway, University of Washington Tacoma campus area, and Union Station Districts further develop, urban-style, mixed-commercial developments in the Core Development Area will begin to occur.

1. Construct a secondary pedestrian overpass at East C Street over BNSF tracks and Dock Street connecting the Core Development Area with the Thea Foss Waterway.
2. Upgrade the pedestrian amenities on key pedestrian streets in the Core Development Area that have not already been upgraded.
3. Develop small public open spaces centralized within the Core Development Area and provide on-going maintenance.
4. Redevelop Pierce Transit's property west of the Tacoma Dome Station and the adjacent westerly property to include ground floor retail and office or housing on upper floors, and a small pedestrian plaza adjacent to the planned Link light rail station.
5. Initiate Train-to-the-Mountain excursion train service from the co-located station at Freighthouse Square.
6. Complete the planned enhancements to the Tacoma Dome to improve amenities and maintain viability.

Envisioned Development for the Core Development Area by 2025:

- Phases III and IV of planned mixed-use development on the Tacoma Dome's west parking lot, including a third office tower and a hotel.
- Develop one office building, with ground floor retail.
- Develop one parking garage, with ground floor retail or office.
- Develop two flex-tech buildings.
- Develop three apartment/condominium buildings.

Ongoing strategies

1. Actively market and provide incentives to encourage private development on designated primary and secondary development sites in the Core Development Area.
2. Manage parking in the Core Development Area in ways that minimize the need for new off-street parking facilities and reduce traffic congestion. Use of shared parking, promotion of alternative forms of transportation, maximization of on-street parking, increased use of traffic control officers for large events, and increased parking enforcement are recommended.

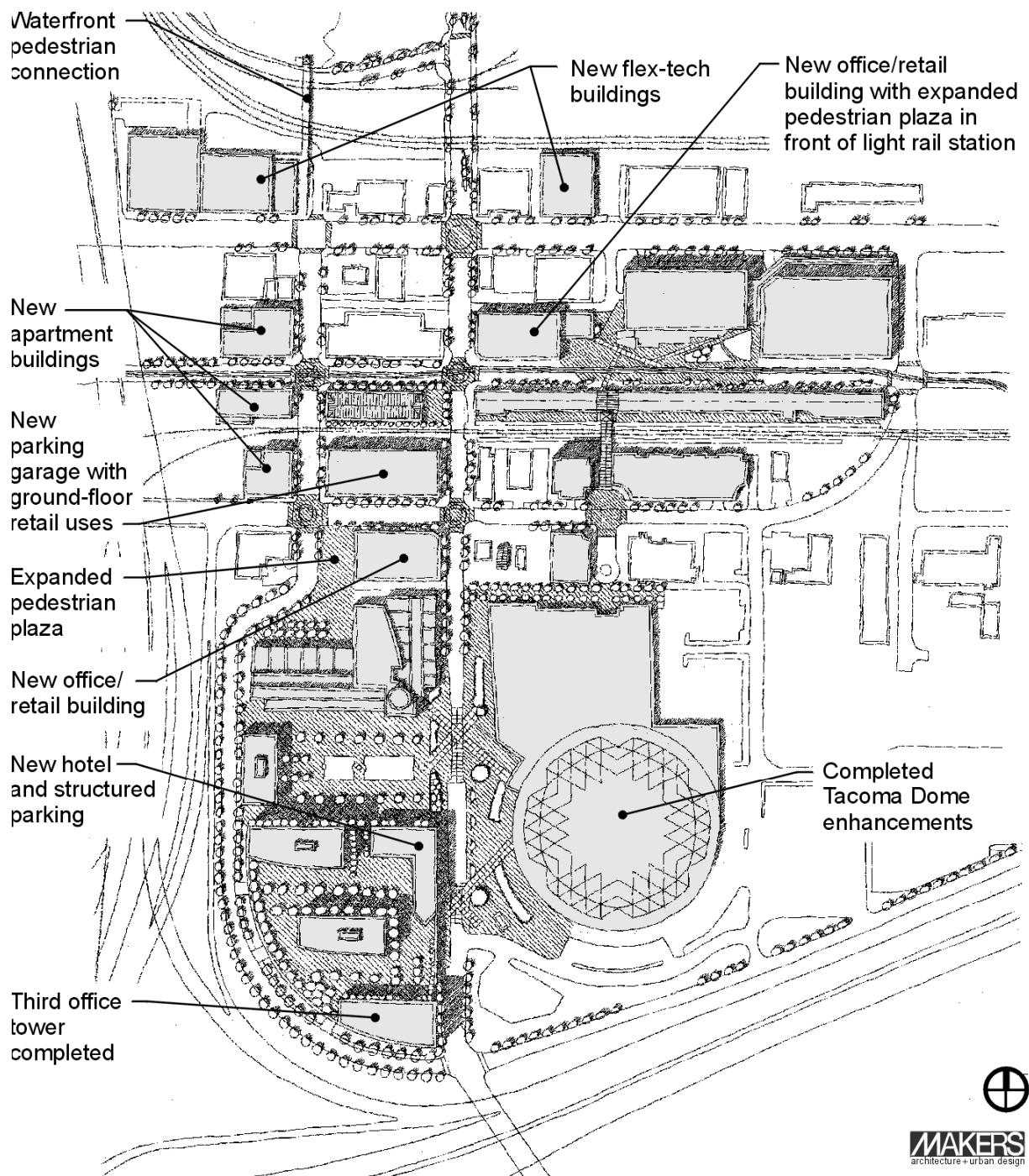


Figure 5. Phase 2 development and improvements

II. Introduction

Purpose and Background

Purpose of Plan Update

The Tacoma Dome Plan is being updated for several reasons. First, many of the developments considered in the 1995 Plan to occur over the next 20 years are happening now – just six years later. Other developments now being considered were unforeseen by the 1995 Plan. Further, the City wants to better capture new growth in the Dome area, particularly in light of new public investment made in the district since 1995. Finally, the City desired to conduct an environmental analysis to support project level SEPA requirements and thus, streamline the development process.

This will be an update to the City's comprehensive land use plan. It documents existing conditions, provides a refined vision for future development, and includes strategies and implementation measures to help achieve that vision.

Description of 1995 Tacoma Dome Area Plan

The 1995 Tacoma Dome Plan was the result of a two-year-long planning effort among Pierce Transit, the City of Tacoma, and Tacoma Dome area property and business owners. Funded by an Intermodal Efficiency Act (ISTEA) grant, the purpose of the plan was to identify strategies for developing an efficient, multi-modal transportation center that integrates transit improvements planned for the Tacoma Dome area. The strategies identified were intended to promote the transformation of the planning area into a transit-supportive, mixed-use center in whereby existing businesses are supplemented by new office, retail, recreation, light industrial, and residential development.

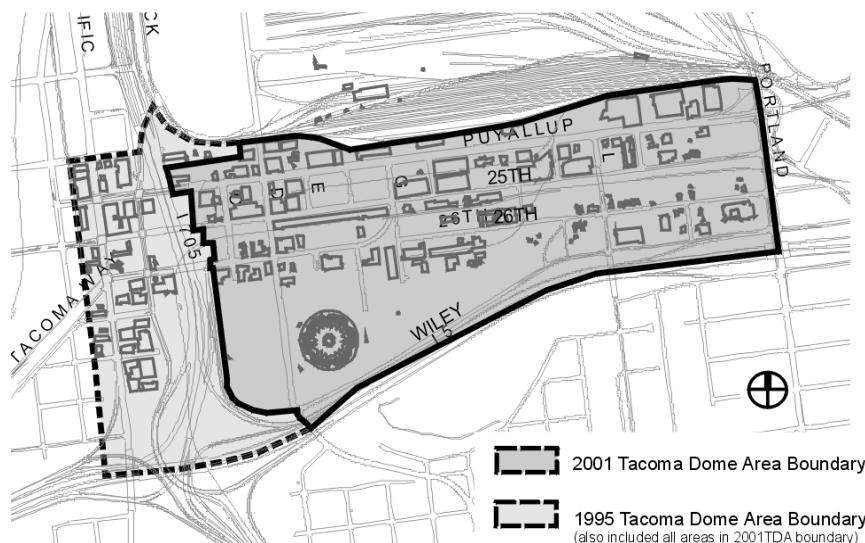


Figure 6. The planning area detailed in the 1995 Plan included properties west of Interstate 705, including Pacific Avenue, whereas this Plan focuses on properties between east I-705 and Portland Avenue.

The 1995 plan included a set of planning principles as well as a description of the vision for the area in 2015. The 20-year vision included a completed multi-modal transit center, new public open space, pedestrian-oriented street improvements, new pedestrian connections, new mixed-use development, and consequently, increased pedestrian activity. The vision was based on sets of short and long-term development concepts/scenarios. The short-term development concept depicted how the vision for the Core Development Area might be realized over the first 10 years of the Plan's life. The long-term development concept depicted how the Core Development Area might develop in the second decade of the Plan. To realize the vision, the Plan identified numerous planning strategies. The 1995 Plan's strategies focused on public actions that could stimulate and promote transit-supportive development in the area. The Plan included cost-estimates for proposed actions, potential funding sources, a short-term action plan, and organizational strategies.

Accomplishments from 1995 to 2001

Tacoma Dome Station. Located on a two-block site between Puyallup Avenue, East 25th Street, East E Street, and East G Street, the Tacoma Dome Station is Pierce Transit's new express bus terminal and parking facility. The facility includes parking for approximately 2,400 vehicles and serves as the new south Puget Sound terminus for express bus service between Tacoma and Seattle and Tacoma and Olympia. The Station has facilitated increased bus service and transit use and replaced temporary stops. The station also serves as a depot and parking facility for Greyhound Bus service, planned Link Light Rail service, Sounder Commuter Rail service, Amtrak passenger service, and the Train-to-Mountain excursion train.

25th Street Improvements. In conjunction with construction of Tacoma Dome Station, street improvements were completed along the length of Freighthouse Square on East 25th Street between East D Street and East G Street. The improvements include new pavement and roadway configuration, angled-parking spaces, landscaping, decorative tree grates, sidewalks, lighting, pedestrian furniture, and improved crosswalks.

State Route 509 Extension. Completed in 1997, this extension of State Route 509 now provides a direct connection between the Port of Tacoma's industrial area and Interstate 705 on an alignment just north of the Tacoma Dome area. The dramatic cable bridge spanning the Thea Foss Waterway provides a major new landmark for Tacoma, visible from most points in the Tacoma Dome area. The project also reduces freight traffic on a number of east-west routes in the vicinity, including Puyallup Avenue.

While the area east of East G Street continues to support viable industrial activities, the redevelopment west of East G Street has not occurred. The 1995 Plan acknowledged that redevelopment in the Core Development Area may take some time to occur. However, opportunities are being explored, most notably in the Tacoma Dome parking lot (private development of a phased office/mixed-use project and transportation museum), Puyallup Tribe site, Tacoma Dome Exhibition Hall site, and Freighthouse Square and associated properties. Smaller-scale development is being hindered by a number of factors, including:

- Owners waiting to see the direction of key site development.
- Traffic congestion most notably for Tacoma Dome events.
- Uncertainty regarding the Tacoma Dome area's overall direction and identity.

The Link light rail line construction and recent redevelopment activities in the surrounding areas, including the Thea Foss Waterway and the Union Station District should provide major benefits to the Tacoma Dome area over time. The new amenities and activities in those districts mean increased visibility to the Tacoma Dome area and the potential for a variety of spillover benefits.

Funded Public Projects

The following projects are fully funded and in the planning stages. These projects will be completed in the next three years.

East D Street Grade Separation Project. The planned overpass is one of several Seattle-Tacoma rail corridor projects aimed to improve freight circulation. The overpass will eliminate frequent delays of pedestrian and vehicle traffic on this key north-south arterial that connects the Tacoma Dome area with the Foss Waterway District and the Port of Tacoma. The project will include sidewalks, street trees, lighting, and public art (a “rails to sails” theme) to enhance the pedestrian connection to between the Tacoma Dome area and the Thea Foss Waterway. The planned roadway includes five lanes of traffic with a landscaped median at some points. Since the project involves the relocation of tracks to improve freight speeds, the two existing structures on East D Street closest to the tracks will be demolished. Fill necessary for the overpass’ roadway grade will raise the East D Street/Puyallup Avenue intersection up to 4 feet in places. Key mitigation measures associated with the project impacts include elevated viewing platforms for pedestrians, landscaping, a survey and inventory of historic sites in the area, and seed funding to establish a revolving loan fund for façade rehabilitation of buildings eligible for the National and Tacoma Register of Historic Places. The expected completion date is early 2003.



Figure 7. Image of the planned D Street Grade Separation Project

East D Street Improvements (between Wiley Avenue and East 25th Street). Plans call to enhance pedestrian safety by narrowing the street to two lanes and removing on-street parking. Plans also include sidewalk, landscaping, lighting, bicycle lanes and public art improvements. Improvements are scheduled for completion in 2002.

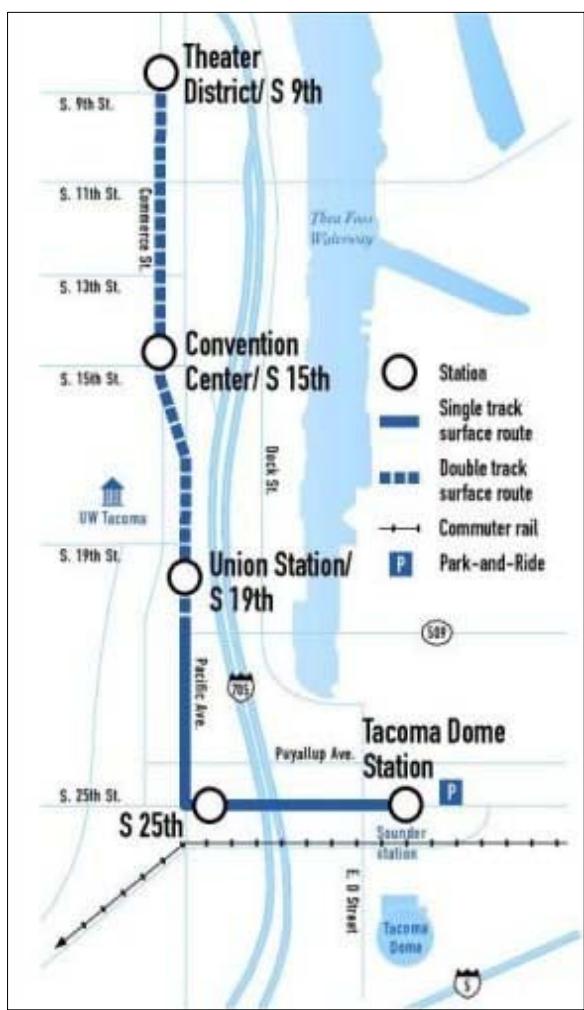


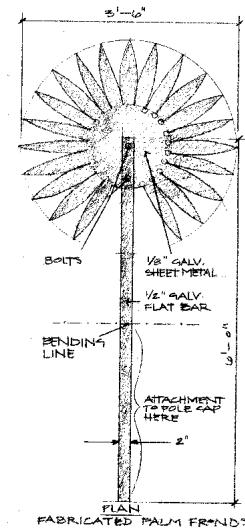
Figure 8. Link light rail route under construction

Gateway Public Art. A whimsical set of five palm trees will grace the area's entry at the Interstate 5 exit at East 26th Street. The palm trees will be fabricated from utility poles with stainless steel fronds set in terra cotta colored concrete pots. The pots will act as signage with the words Dome District cast onto their surface. They were designed to speak to the whimsy and fun of the district while serving as a practical way-finding element. Expected completion date: 2002.

Figure 9. Sketch of planned public art at East 26th Street near the Interstate 5 exit

Link Light Rail. Construction on a 1.6 mile-light rail line running between the Tacoma Dome area and downtown started in July. The line, will run along East 25th Street in the Dome District, and will include five stations, including the Tacoma Dome Station (on East 25th Street at the west end of the Tacoma Dome Station parking garage). Trains will run every 10-20 minutes and take about 7 minutes to go from end to end. The system maintenance facility, located on East 25th Street near East G Street, is now under construction. Service is expected to begin in 2003.

Sounder Commuter Rail. Sounder commuter trains currently operate rush-hour service between Tacoma and Seattle at a temporary platform at 611 Puyallup Avenue, near the existing Amtrak Station. Construction will begin late 2001 on a permanent commuter rail station adjacent to Freighthouse Square. The project will include improvements at Freighthouse Square to enhance the pedestrian connection between the Tacoma Dome Station and the planned commuter rail platforms. Service is expected to begin at this location in mid-2003.



Planned Public Projects

Tacoma Dome Exhibition Center Expansion. The City is exploring the potential for expanding the Exhibition Center from 35,000 to 100,000 square feet. The current booking schedule for the 325,000 square foot Stadium Exhibition Center in Seattle has confirmed the opportunity for hosting large consumer shows. Expansion could greatly enhance the Dome's position for consumer shows to augment its current operations. In concert with the LeMay Transportation Museum and planned outdoor plaza, the Dome could compete for some of the biggest shows in the region – particularly for motor-sport events. There is no timetable or funding for this project.

Tacoma Dome Improvements. The City is exploring an expansion to upgrade the Tacoma Dome's concert capability. Although the facility has the largest capacity of any indoor concert facility in the Northwest (up to 23,000), the facility contains poor sightlines for concerts and lacks amenities typical to its competitors, such as the Key Arena. There is no timetable or funding for this project.

Relocated Amtrak Passenger Line and Station. Amtrak plans to construct a new and shorter rail line spurring westward off the current BNSF line towards Lakewood. The new line, which would cut 20 minutes off their Seattle-Portland passenger runs, would include a new station co-located at Freighthouse Square with the planned Sounder Commuter Rail Station. The station would require a new pedestrian overpass over the tracks leading to a passenger platform on the south side of the existing tracks. The project is on the City's Six-Year Transportation Improvement Program List.

Train-to-the-Mountain Excursion Train. This proposed tourist excursion train would take visitors from Tacoma to a location near Mt Rainier National Park and points between, using an existing rail corridor that was acquired by the City of Tacoma. The station would be co-located with the planned Sounder Commuter Rail Station and planned Amtrak Station at Freighthouse Square, further expanding multi-modal, multi-destination opportunities. Initiation of the Train-to-the-Mountain service is dependent on the ability of the City to obtain funding for upgrading the existing rail line. As freight use of this line increases, some funding will be available for track upgrades. There is no timetable for this project.

Interstate 5 Direct Access. In conjunction with the planned extension of High Occupancy Vehicle (HOV) lanes on Interstate 5 between Tacoma and Fort Lewis, direct HOV lanes would provide a direct connection between Interstate 5 and the Tacoma Dome Station. The preferred new connection would require an extension of East F Street southward to a bridge accessing the HOV lanes in the center of Interstate 5. There is no timetable for this project.

State Route-509 Slip Ramps. Improvements call for westbound and eastbound off-ramps to East D Street from State Route-509, north of the Tacoma Dome area. The improvements are intended to enhance Dome event and general purpose traffic in the Tacoma Dome area, as well as Port of Tacoma and Foss Waterway District access. There is no timetable for this project.

Planned Private Development

LeMay Transportation Museum. The planned museum would display a massive collection of automobiles and transportation-related memorabilia and cover about 5 acres of the north end of the Tacoma Dome's west parking lot. The concept proposal includes a 200,000 s.f. gallery museum building and a 270,000 s.f. 10-story vertical storage facility – the Tower of Horsepower.

Mixed-use development. A proposed office-retail development occupies the 7.25 acre site at the south end of the Tacoma Dome's west parking lot. The proposal includes 1,000,000 s.f. of office and accessory retail space in three phases, each phase is supported by structured parking. A 200-room hotel room is proposed for the fourth phase.

Both projects described above are involved in ongoing negotiations with the City. They will require replacement of the 1,841 surface parking spaces for Dome events displaced by the new construction. Thus, the proposal calls for 5,130 total parking spaces for the four phases of the office-retail development, including the replaced surface parking spaces. The concept for the redevelopment of the west parking lots also includes a 2.3-acre plaza/open space centralized between East D Street, the LeMay Transportation Museum, and the hotel/office development. Further, the development will require the extension of East C Street from its existing terminus south of East 26th Street along the western edge of the site to Wiley Avenue at East D Street.



Figure 10. A model of proposed development at the Tacoma Dome site, including, expansion of the Exhibition Hall, the LeMay Transportation Museum, office towers, a hotel, structured parking, and a pedestrian plaza.

Tribal Site Development. The Puyallup Tribe is exploring plans for a casino or some other development on its four-acre site on the north side of East 26th Street, near Freighhouse Square and the planned rail station. Among the possible facilities are casino floor space, a bingo/concert hall, restaurants, office space, childcare center, an arcade, a lobby, deli, gift shop, and parking facilities.

Planning Process

The planning process began in April 2001. During the first two months, the planning team interviewed City staff, relevant public agencies, business and property owners, and concerned citizens to determine the status of the 1995 Plan's strategies and identify key issues.

An open house was conducted on May 31, 2001 at Freighthouse Square. Planning team members provided updates to ongoing planning activities and presented their findings from their interviews to a wide variety of participants. Participants worked in groups to discuss specific problems, issues, and opportunities.

Several technical meetings on specific issues, including transportation, urban design, land use, height limits, and the Tacoma Dome property developments were conducted. Together with City staff, the team examined the feasibility of varying development on specific sites, pursuant to current market conditions. Using these findings and findings from interviews, workshop participant input, and from an economic conditions analysis, options for updating the plan emerged.

A second public workshop was held on August 9, 2001. Participants were provided an update of planning activities, including findings from several technical issues meetings and a market analysis, and presented the preliminary plan.

III. Existing conditions

Location Characteristics

The Tacoma Dome Area lies adjacent to Interstate 5 at the southern end of Tacoma's Central Business District. Interstate 5 to the south, Interstate 705 to the west, the Burlington Northern rail yard to the north, and Portland Avenue to the east, form distinct boundaries to the planning area. These features also form barriers, both physical and psychological, that limit access and activity from surrounding areas, however.

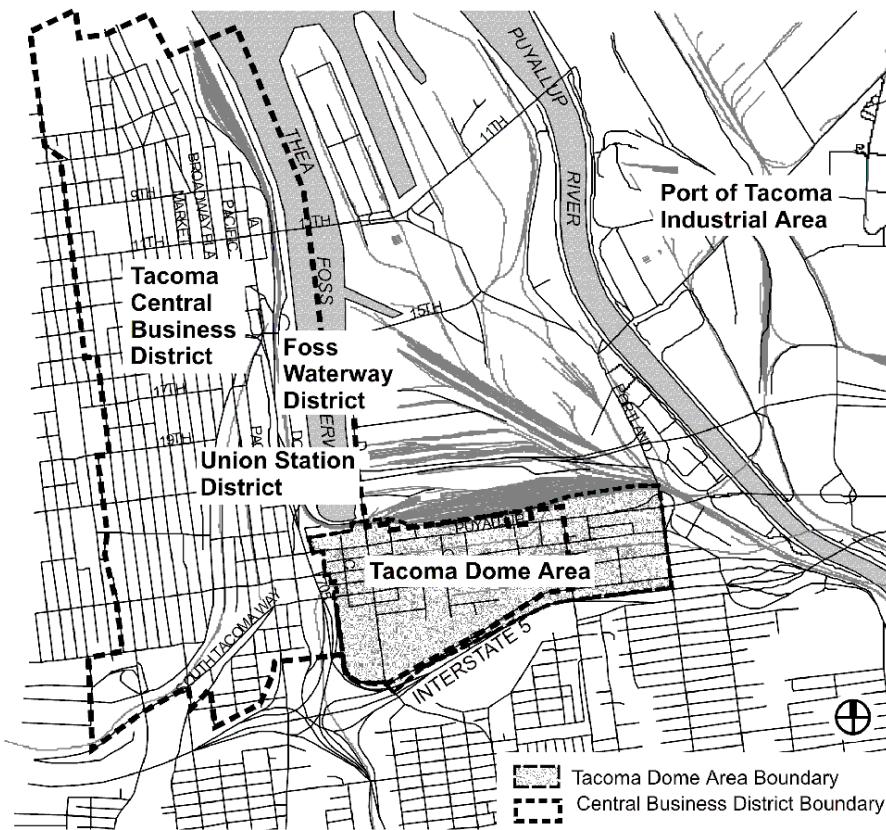


Figure 11. Location of the Tacoma Dome Area within downtown

On a larger scale, the Tacoma Dome Area enjoys a prime location between major activity centers of Tacoma. These include the Foss Waterway District to the north, the Union Station District to the northwest, and the Port of Tacoma to the northeast. The Thea Foss Waterway, located just beyond the Burlington Northern rail yard from the Core Development Area will undergo a vast transformation in the next 5 years. Redevelopment activities on the west side of the waterway include a glass museum and bridge of glass now under construction, a shoreline pedestrian esplanade (running the length of the waterway), apartment and condominium development, ground floor retail uses, and a maritime center. All projects are estimated for completion by 2004.

Along the Pacific Avenue corridor northwest of the Tacoma Dome Area, major changes have occurred over the last ten years. The Washington State History Museum and the University of Washington Tacoma campus have opened. A number of historic buildings in the surrounding area have been renovated. Northeast of the Tacoma Dome Area, the Port Tideflats are the center of international and domestic trade, providing opportunities for development of additional marine terminals and industrial uses related to warehousing, distribution, transportation services, and other light industrial businesses.

Despite the Tacoma Dome Area's seeming physical and psychological barriers, its centralized location and excellent access to transportation provide tremendous redevelopment opportunities.

Urban Design Analysis

The following section illustrates key design elements in the analysis of the existing urban features found in the Tacoma Dome area. This analysis, in conjunction with the public participation process, was critical in identifying and refining the plan's vision and redevelopment strategy.

Urban Morphology

Urban Morphology can be defined as the pattern of streets, blocks, and building envelopes that create the physical patterns of the city. The size and configuration of streets and parcels in the city reflect the different periods of development and the legacy of past land use patterns and uses. The physical patterns of development are also influenced by topography, man-made features such as the freeway and railroads and property ownership.

In the Tacoma Dome area, the most significant pattern is the street grid and the imposition of the Interstate 5 and 705 Freeways and the railroad tracks and rail yard which interrupts the grid. This interruption of the street grids and the size and shape of large parcels of land creates varying scales and character of this district. It also concentrates traffic and pedestrian movement into and along key streets. The size of city blocks in and around the Core Development Area are somewhat typical of downtown. Parcels in this area of the city have an east west orientation with blocks running in the long direction with alleys. Where the street grid is interrupted, wedge-shaped parcels occur, some small "left over" lots exist. Parcels to the east of East G Street become larger due to their use as industrial sites over the years, many still have railroad "spurs" or sidings from which cargo was loaded. These industrial parcels are larger, sometimes two or three blocks in length. Most still have industrial users on them.

At the time of the 1995 Plan, the exact location of the light rail station was still in doubt. Now that the light rail line and station have been determined for the East 25th Street corridor, adjacent to Tacoma Dome Station, East 25th Street will most likely be the preferred pedestrian route through the area. Puyallup Avenue will remain the principle vehicle, bicycle, and truck route into and through the Tacoma Dome area due to its width and accessibility from and to adjacent areas.

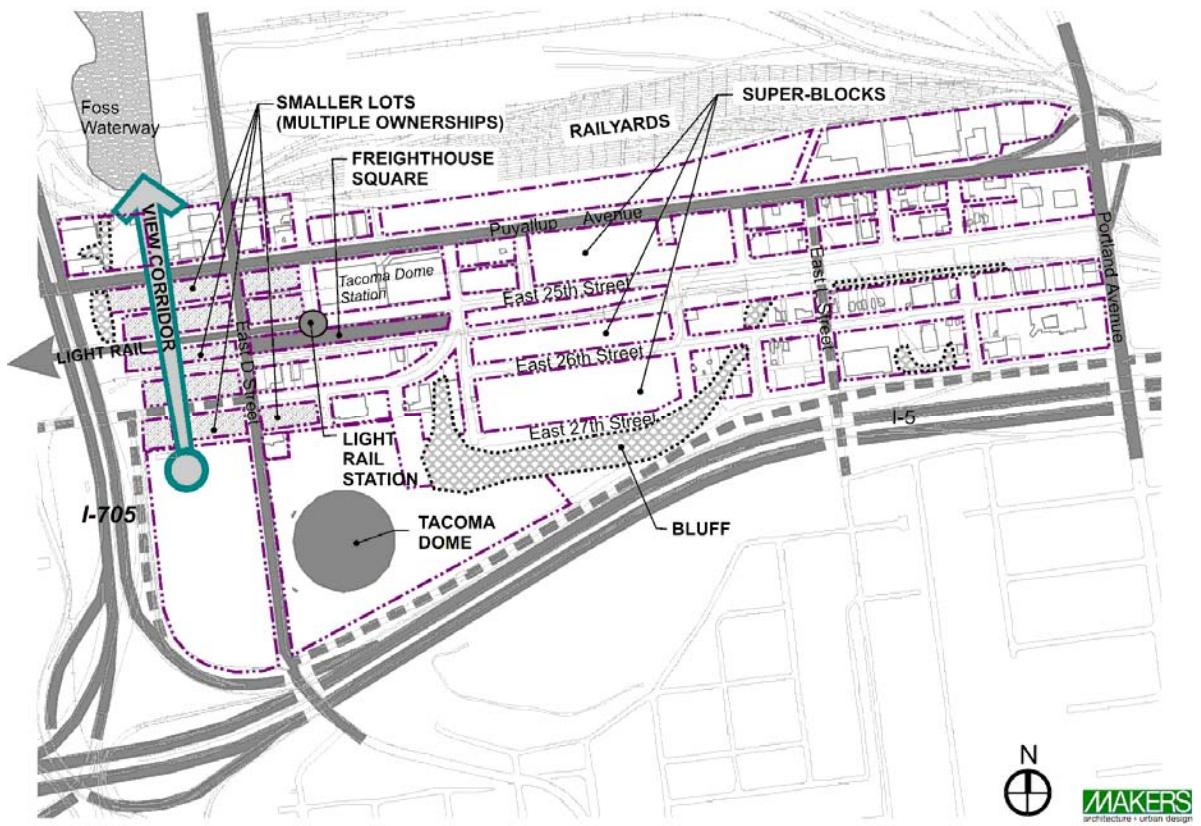


Figure 12. Tacoma Dome Area's "Urban Morphology"

Gateways

These are the major access and entrances to a city, neighborhood, or area and can contribute to the image of the area. They usually occur along major “Preferred Paths” at key intersections of major streets such as Interstate 5 and Puyallup Avenue. Gateways provide people with clues to way-finding and orientation within a city. Gateways can be strengthened to make them more memorable and identifiable. The key gateways into the Tacoma Dome area are:

- Interstate 5 at Interstate 705 off-ramp
- Puyallup Avenue at Portland Avenue
- Puyallup Avenue as it passes under Interstate 705
- East 25th Street and East 26th Street as they pass under Interstate 705
- The new cable bridge
- East D Street bridge over Interstate 5
- East D Street bridge over railroad tracks from Thea Foss Waterway

Programmed streetscape and transit improvements and plan strategies address the improvement of Tacoma Dome area gateways. Improvements to be completed over the next two years include the East D Street Grade Separation Project to the north, Link light rail related streetscape improvements on East 25th Street and public art and streetscape improvements on East 26th Street to the west, and East D Street pedestrian improvements to the south of the Tacoma Dome area. Strategy P-2 in Chapter VI identifies actions to improve other Tacoma Dome area entryways.

Sub-Districts

Sub-Districts are the medium to large sections of a neighborhood that people physically and mentally enter into and that are recognizable as having some common identifying character such as the “Retail District”. Often they are identified as neighborhoods and can exhibit similar development patterns, types of land uses and buildings. People tend to structure their idea and knowledge of a city by districts. These districts can be strengthened through land use planning and streetscaping elements such as special lighting, signage, street furniture and concentrations of certain uses. The key sub-districts in the Tacoma Dome Area are:

- The Puyallup Avenue corridor
- The industrial area east of East G Street
- The Tacoma Dome and its parking lots
- The recent Tacoma Dome Station in combination with the Freighthouse Square

All properties west of East G Street, including the Tacoma Dome, Freighthouse Square, and part of the Puyallup Avenue corridor are within the area termed “Core Development Area.” Plan strategies in Chapter VI – notably the “Land Use Strategies”- identify actions to strengthen or maintain these sub districts.

Nodes of Activity

Nodes are key points or locations within the city, which attract human activity such as employment, shopping, civic functions and public open spaces such as parks. They are the focus of intense activity to which people will travel to and from. They are another element which assist people in organizing themselves in the city. Key nodes of activity in the Tacoma Dome area are:

- The Tacoma Dome (also a landmark)
- Tacoma Dome Station
- Freighthouse Square
- The Industrial area east of East G Street
- The Railroad Yards
- Amtrak /Sounder Co-location

With the exception of the railroad yards and the Amtrak Station (which plans to relocate within the area), each of these nodes is identified in Chapter IV as key assets to protect in the Tacoma Dome area. Land use, transportation, and streetscape strategies in Chapter VI identify actions to accomplish this.

Edges

Edges are generally linear physical elements that create boundaries, borders, barriers, or limits to the city. They are boundaries between two areas or districts. Things like freeways, major open spaces, or natural features that define an area and contribute to its image. Edges may be barriers or “seams” that separate or join together two areas or districts. Key edges are:

- Interstate 5 and Interstate 705
- The Railroad Yards
- The Tacoma Dome (by the nature of its size)
- The topographic changes (a steep bank) along the south side of the industrial area
- East G Street

Programmed Link light rail improvements and the East D Street Grade Separation Project are measures that will improve connections between the Tacoma Dome area and the Foss Waterway, Union Station, Warehouse Residential, and downtown districts. In Chapter VI, strategies for transportation and streetscape improvements identify additional measures to minimize unwanted barriers.

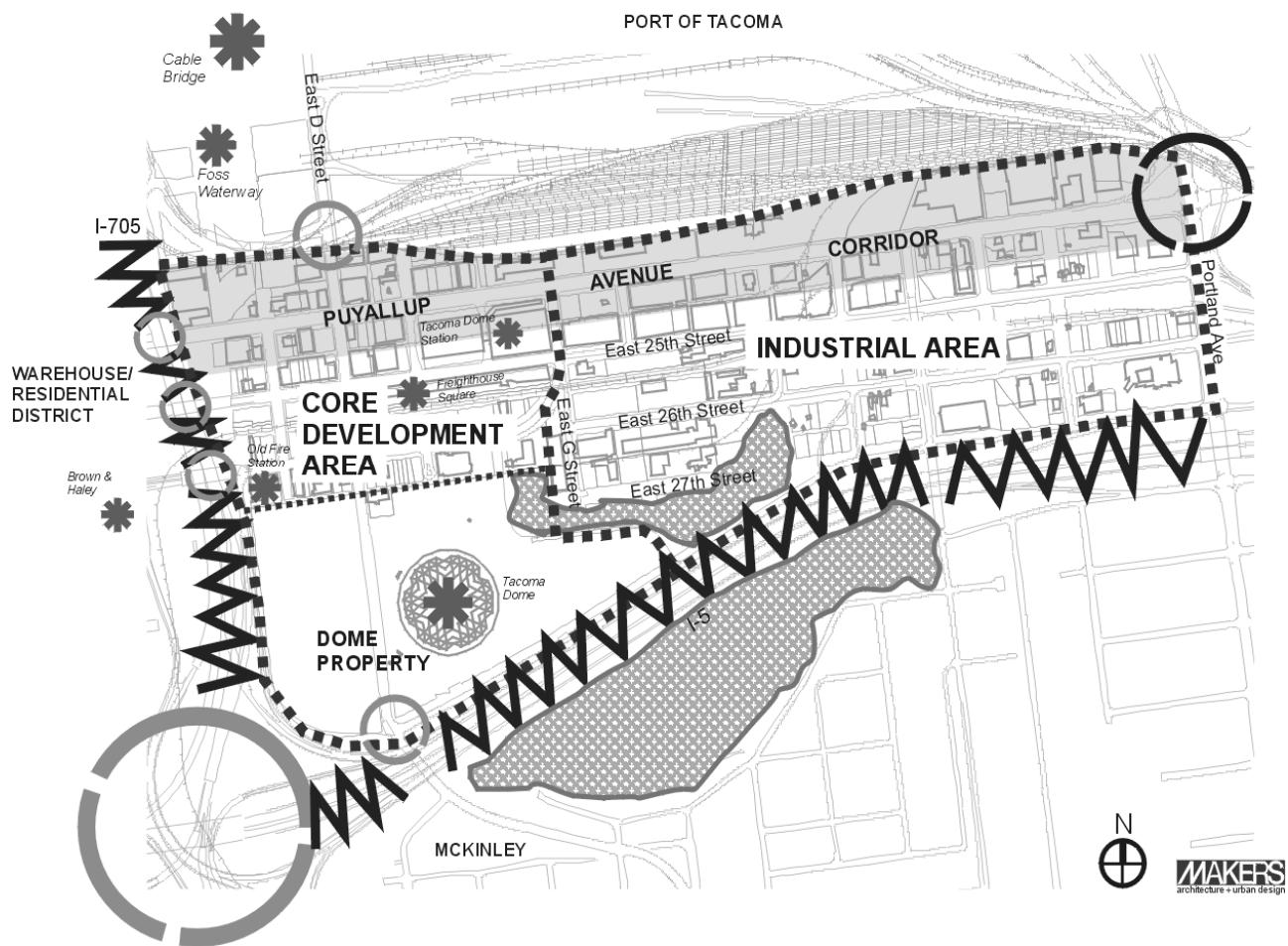


Figure 13. Gateways, edges, and sub-districts in the Tacoma Dome area

Landmarks/Views

Landmarks are reference points within or external to the city. Usually they include a physical object, a building, topographic feature such as Mount Rainier, a store or group of stores, domes, towers etc. They assist in orientation and travel and in creating an identity of a city. Key landmarks within and surrounding the Tacoma Dome area are:

- Downtown Skyline and Cable Bridge
- Olympic Mountains
- Commencement Bay
- The Tacoma Dome
- Thea Foss Waterway
- Old Union Station and State History Museum
- University of Washington Tacoma
- Freighthouse Square
- Tacoma Dome Station and Garage
- Brown & Haley Candy Factory
- Museum of Glass
- Amtrak Station

Landmarks can be either historic or contemporary. Mount Rainier, Union Station, the Tacoma Dome, the downtown Tacoma skyline, are now joined by the new cable bridge as a key symbol or icon for the city. Important views for the Tacoma Dome Area include views of downtown and the Thea Foss Waterway and views of the Tacoma Dome from the surrounding freeways. Strategy LU-1 in Chapter VI addresses views from and to the Core Development Area.

Paths

Paths are the “channels” along which people move. They may be streets, walkways, transit lines, railroad lines, and freeways. Strong paths are usually those that are recognized by the public as the preferred routes to places. Major arterials or transportation lines can define key paths and usually help in defining districts. They can also be strengthened through good land use and transportation planning to be more identifiable. Major paths within the Tacoma Dome area include:

- Puyallup Avenue
- East 25th Street
- East D Street
- Dock Street
- East 26th Street

Transportation and streetscape strategies in Chapter VI address measures to enhance the system of pathways and reduce conflicts between different modes of transportation in the Tacoma Dome area.

Linkages

Linkages are physical connections between two or more areas, districts or nodes of activity. Usually along major paths, they can be sidewalks, streets, trails or transit connections. Linkages can also relate to land use connections between different areas in terms of developing appropriate land uses that are compatible. Land use patterns can create Linkages between older and newer areas of the city. Transportation Linkages within the Tacoma Dome area include the Tacoma Dome Station, which will be adjacent to light rail in the

future and the major bus routes through the area and the Amtrak Station. Other physical Linkages within the neighborhood include bus routes along Puyallup Avenue and D Street, overpasses at East D and L Streets and the State Route-509 Cable Bridge, and a planned overpass at East D Street and the railroad crossing. Transportation strategies in Chapter VI identify actions to enhance existing Linkages and provide new Linkages, such as extending East C and creating an E Street connection.

Susceptibility Analysis

A susceptibility analysis attempts to predict with some certainty where and how growth and change will occur in the future. The existing conditions of various parcels of land or buildings can indicate where growth will occur. Property ownership patterns, age of existing development, large undeveloped areas that have sufficient infrastructure, intensity of existing development, land values, and the trends in current or recently announced development projects can be analyzed to plan for and direct future growth and change.

The analysis includes a comparison between the value of the land and the value of what presently exists on the land. Sites where the assessed value of improvements (structures) on the site are no more than half the assessed value of the land can assumed likely to be redeveloped within the next 20 year period of the neighborhood plan. Proximity to other development can influence redevelopment patterns and new development can stimulate change. The inclusion of sites within the Tacoma Dome parking lots for consideration as locations for the LeMay Transportation Museum and other private office development can influence adjacent property owners or developers to consider redevelopment of their properties.

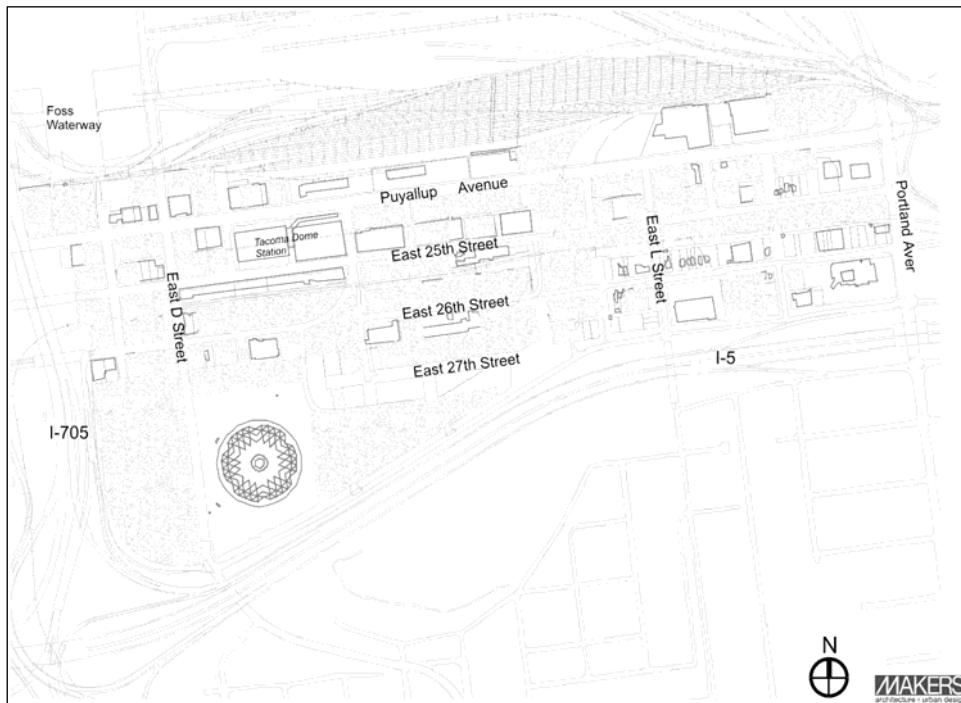


Figure 14.
Properties
susceptible to
redevelopment
per City
Assessor's
information and
field analysis

Another consideration is the size and configuration of sites and the presence of existing development on them. In the Tacoma Dome area, the shift in the size of the street grid along Puyallup Avenue may suggest different uses or types of development. Other parcels within the Core Development Area are smaller or have multiple-ownership. Some of these are small lots with existing buildings covering most of the site. Redevelopment of these sites would typically require meeting the market requirements for parking, which may not be economically achieved unless several parcels are combined.

Transportation and Traffic

Interstate 5 and 705, as well as a network of arterial streets, such as East D Street, Portland Avenue, and Pacific Avenue, currently provide vehicular access to the planning area. Puyallup Avenue is the most heavily traveled east-west roadway within the study area, servicing an average of 26,200 vehicles per day in 2001. The other significant east-west roadways in the area are East 25th Street and East 26th Street, which had average daily volumes of 3,800 and 8,900 vehicles respectively in 1999.

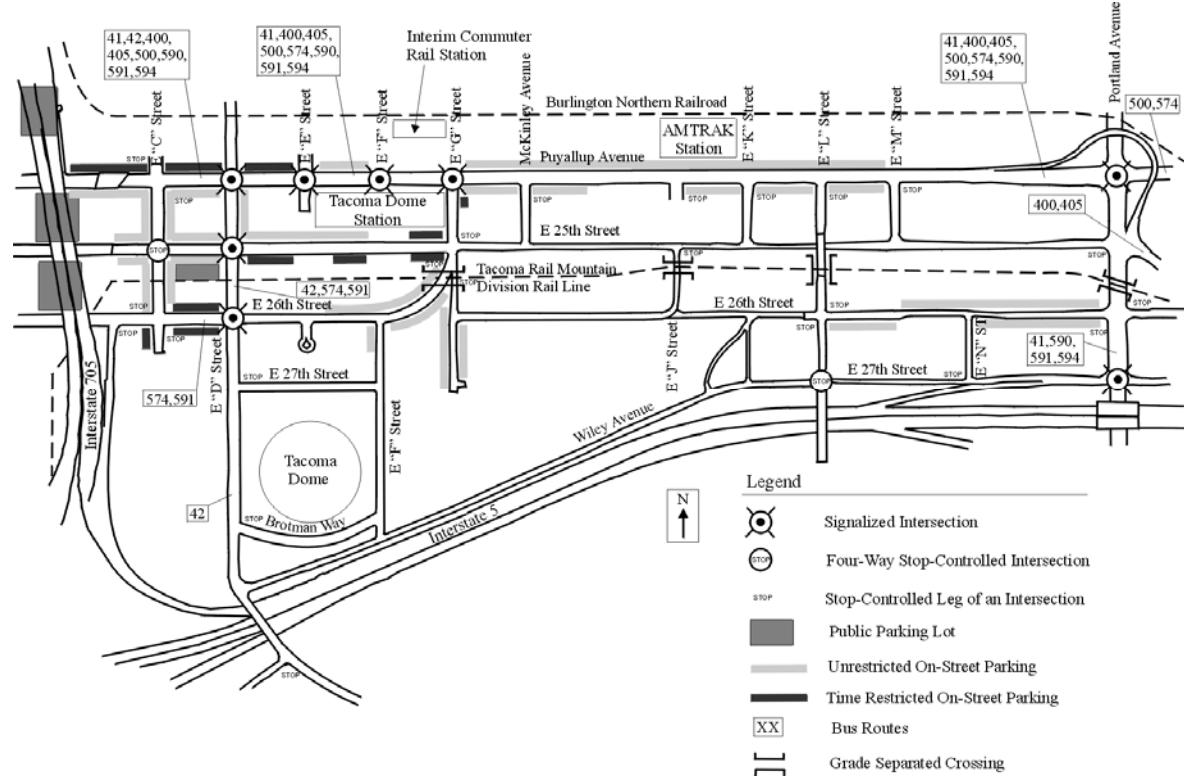


Figure 15. Existing transportation system

The greatest amount of north-south traffic is serviced by Portland Avenue on the eastern edge of the Tacoma Dome area and Pacific Avenue on the western edge of the area. Portland Avenue's average daily traffic volume is 22,000 vehicles in 2001 while Pacific Avenue serviced an average of 15,900 vehicles in 1999. Interstate 5 to the south and the Burlington Northern rail lines to the north restrict north-south access within the planning area. There are two roadways east of Interstate 705 within the planning area that extend north of the railroad tracks, East D Street and Portland Avenue, while only D Street, East L Street, and Portland Avenue cross Interstate 5 to the south.

Access into the area from the local freeway network occurs from an exit ramp at East 26th Street just west of East C Street. This ramp experiences its heaviest volumes during the morning peak hours. Traffic entering the Tacoma Dome area from the freeway system can also use ramps at Portland Avenue to the east (typically entering on either Puyallup Avenue or Wiley Avenue during events). Traffic exiting the Tacoma Dome area to the freeway system typically use on-ramps from East A Street, Pacific Avenue, or Portland Avenue (via Puyallup Avenue to the east). Traffic destined between the Tacoma Dome area and the Tacoma Central Business District have three primary arterial options—Puyallup Avenue, East 25th Street, and East 26th Street—to access Pacific Avenue.

Traffic congestion in the Tacoma Dome area is relatively minimal, except during large Tacoma Dome Events. The Tacoma Dome hosts events on approximately 270 days of the year. The majority of these event days include relatively small events with little affect to the surrounding transportation network. For example, multi-day trade shows attract relatively small crowds that arrive and depart the site through the day. However, approximately 65 to 70 days per year, larger events are held at the Dome and have various levels of impact to surrounding roadways, intersections, and parking facilities. Those events such as shows, concerts, and professional athletic events have larger impacts to traffic and parking since spectators all tend to arrive and depart during approximately the same periods. These types of events typically range in size from a low of 2,500 spectators, to a high of 23,000 spectators.

Table 1. Summary of Larger Tacoma Dome Events – Year 2000

	Multi-day, all-day events	Less than 5,000 Spectators	5,000 to 10,000 Spectators	10,000 to 15,000 Spectators	>15,000 Spectators
Number of Events	2*	11	11	18	11

**Note: The two multi-day events were the WIAA Championships and the Holiday Food & Gift Festival, which lasted 14 days and 5 days, respectively. Both of these events have patrons/spectators arriving and departing throughout the day and average 8,500 to 9,000 visitors per day.*

The City of Tacoma and the Tacoma Dome staff have developed a traffic and access management plan for large events. This plan is used for any events expected to draw 10,000 or more spectators. The access plan has three phases including: 1) ingress before the Dome lots are full, 2) ingress after lots are full, and 3) egress after the event is over. All phases include temporary placard style signage directing drivers along the preferred routes. East D Street is closed to traffic to ensure safety of pedestrians traveling to and from parking lots to the Tacoma Dome. Several other local roads, including Wiley Avenue and East L Street, are closed off as Tacoma Dome parking lots are filled. These closures combined with event traffic result in difficult access conditions for other local uses. As a result, traffic is diverted to the McKinley residential neighborhood south of Interstate 5 and into other areas including the Central Business District.

Parking

A large amount of land in the Tacoma Dome area is devoted to parking lots. This includes the Tacoma Dome parking lots, the Tacoma Dome Station garage, general public-use lots, and accessory lots associated with area businesses. The parking lots on the west and east sides of the Tacoma Dome contain over 2,700 parking spaces (1,841 spaces in the west side lots and 874 spaces in the north and east side lots). This inventory provides more than enough capacity to meet existing demand, except during major Dome events. During such events, available parking spaces are quickly filled and traffic is diverted away from the Dome parking lots to find whatever parking is available either in the Tacoma Dome area or in other areas such as the McKinley residential area south of Interstate 5 and the Central Business District west of the Thea Foss Waterway. Pierce Transit's new Tacoma Dome Station garage is also available for Dome events. Public use lots are located under Interstate 705 (City owned), on East 25th Street (between East C Street and East D Street), and along East G Street (between East 26th Street and East 27th Street).

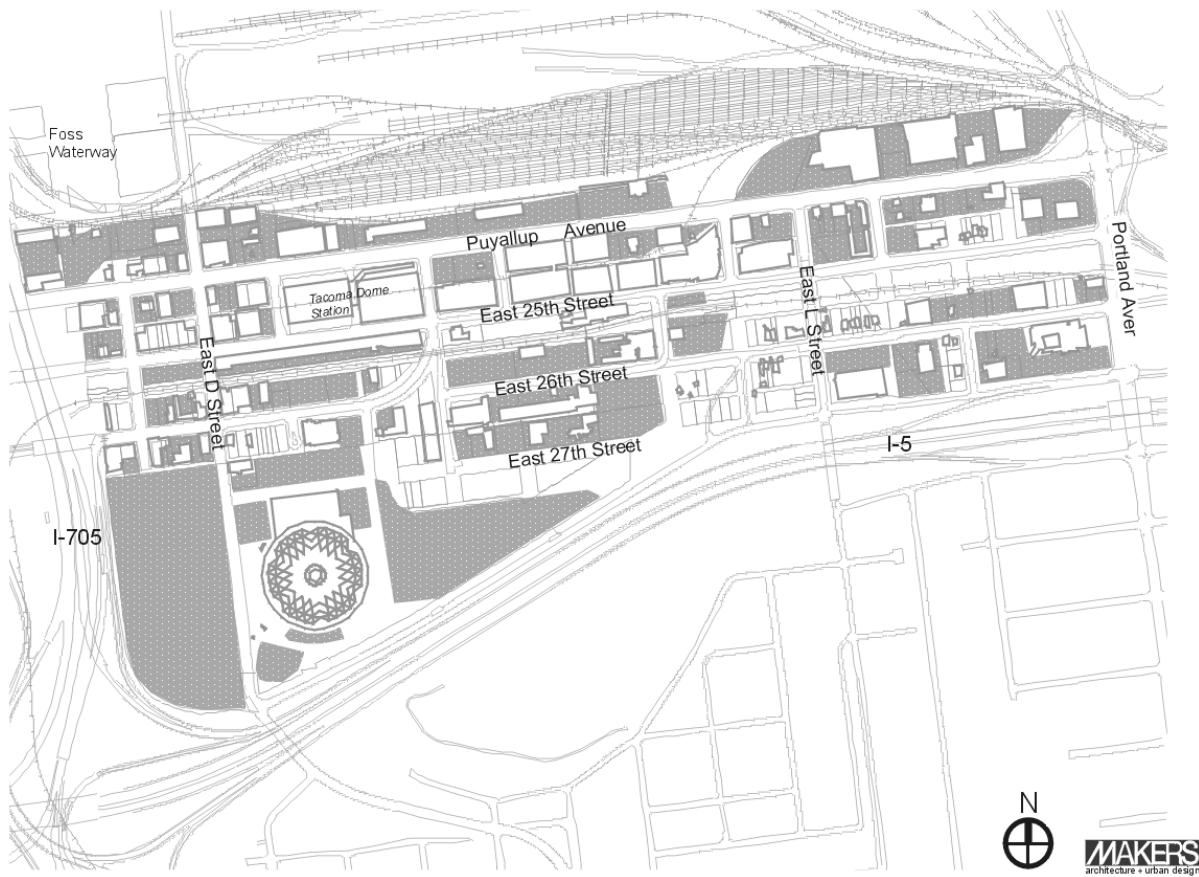


Figure 16. Existing surface parking and equipment storage areas in the Tacoma Dome area

Rail Facilities

Amtrak intercity passenger rail service operates along the Burlington Northern (BN) rail line at the northern edge of the planning area, with a station located near East J Street on the north side of Puyallup Avenue. Sound Transit's commuter rail service is currently operating from Tacoma to Seattle with stops in Puyallup, Sumner, Auburn, Kent, and Tukwila. Two trains operate northbound in the morning and two southbound in the afternoon. By July 2001, Sound Transit estimates that there were an average of 150 passengers boarding commuter rail trains at the temporary Tacoma Dome commuter rail station each day.

The Burlington Northern-Santa Fe Railroad operates a very active freight rail yard north of the Tacoma Dome area and rail tracks from this yard cross two key roadways—East D Street just north of Puyallup Avenue, and East A Street (East 22nd Street) just west of Dock Street. Train crossings during train building activity blocks these roadways for between 12 and 45 minutes at a time. These blockages cause severe delay to motorists destined from the Tacoma Dome area to the Foss Waterway area. The frequency of passing freight traffic at East D Street, the only north-south thru street in the interior of the planning area that crosses the railroad, presents a barrier to both vehicle and pedestrian access to the Foss Waterway area.

The Tacoma Rail Mountain Division (TRMW) line crosses the Puyallup River northwest of Interstate 5 and passes along the south side of Freighthouse Square to just west of East C Street. West of East C Street the rail line turns to the south away from the project area. The rail line is used for freight deliveries five days per week. Customers include the Boeing Company, James Hardie Company, TreeSource Wood Products, Union Pacific, and CEECO, with planned additional services to Belco Company. The rail line is used for approximately 8 to 10 freight car deliveries per day to the Fredrickson Industrial Area. The Union Pacific (UP) Railroad contracts with Tacoma Rail to use TRMW sidings for storage of UP cars. The TRMW moves UP cars in train lengths as long as 6,000 feet across the tracks in the study area.

Transit

Pierce Transit's Tacoma Dome Station, located west of East G Street on Puyallup Avenue, is a multi-modal transit hub with a large parking structure (approximately 2,400 parking spaces) serving Pierce Transit buses, Sound Transit Express buses, commuter rail patrons, Greyhound bus service, and Downtown Circulator service to the Tacoma Central Business District. Pierce Transit routes 41, 42, 400, and 405 provide local bus service along Puyallup Avenue, Pacific Avenue, and East D Street. Sound Transit routes 500, 574, 590, 591, and 594 also operate express bus service along Puyallup Avenue to Federal Way, Sea-Tac Airport, and Seattle.

Pedestrian/Bicycle

The Tacoma Dome area is a minor generator of pedestrian and bicycle activity with the exception of Tacoma Dome events. This is a result of a generally “unfriendly” pedestrian environment, the lack of attractive connections to the nearby Tacoma Central Business District, the Thea Foss Waterway, and the University of Washington Tacoma campus, and the nature of existing land uses both within and adjacent to the planning area. Several

sections of roadway have recently been reconstructed to provide a more “pedestrian-friendly” environment. These roadway segments include East 25th Street between East D Street and East G Street, the south side of Puyallup Avenue along the Tacoma Dome Station, and East D Street adjacent to the Tacoma Dome. However, these are attractive pedestrian roadways that stand alone within a less than attractive pedestrian environment.

Puyallup Avenue and East D Street are the most important bicycle routes for commuters due to their connectivity with surrounding areas. Heavy truck traffic on Puyallup Avenue and the sloping terrain on East D Street, make these routes unattractive for inexperienced cyclists. Chapter VI includes strategies addressing Dome event traffic, general traffic access and circulation, truck and freight access, non-motorized access, parking, and rail transportation.

Parks and Open Space

There are no designated parks or open spaces in the Tacoma Dome Area. The new Tacoma Dome Station includes a small pedestrian plaza adjacent to East 25th Street. This space, combined with the adjacent parking garage and street improvements, have improved the attractiveness of East 25th Street. Planned street improvements on the rest of East 25th Street, as well as East 26th Street, East D Street, and Puyallup Avenue will improve the aesthetics of the area. Currently, however, the lack of green space combined with the dominating presence of surface parking lots, vehicle storage areas, rail yards, industrial uses, and major roadways give the Tacoma Dome Area a negative appearance.

There are several undeveloped natural areas within the Tacoma Dome Area. This includes the steep hillsides covered in dense vegetation east of the Tacoma Dome. A natural gulch present between Interstate 705 and C Street was proposed to be developed as a park and pedestrian link to the Thea Foss area in the 1995 Plan. No such improvements have been implemented, nor are they programmed. Link light rail improvements will replace the existing East 25th Street bridge with fill material – reducing the opportunity for at-grade pedestrian connections within the gulch.

Immediately south of Interstate 5 from the Tacoma Dome is the 21-acre McKinley Park. Until the construction of Interstate 5, this was a popular city-wide and regional park. The East D Street bridge over Interstate 5 provides a direct connection to the park from the Core Development Area. However, the substantial change in grade combined with man-made barriers, such as Interstate 5 and the Tacoma Dome parking lots make this park difficult to use for pedestrians in the Core Development Area.

The most desirable open space/recreational resource for future Tacoma Dome Area users is likely to be the planned esplanade along the west side of the Thea Foss Waterway and the public plaza associated with the proposed development on the Tacoma Dome’s west parking lot. The planned East D Street Grade Separation Project includes enhanced sidewalks and landscaping, public art, and a bridge over the BNSF rail lines to enhance the connection from the Tacoma Dome area to the esplanade.

Historic/Cultural Resources

While there are no designated historic landmarks in the Tacoma Dome area, the district is rich in history. Significant buildings include the Brown and Haley and those along Puyallup Avenue (see below). A historical and archaeological study completed for the East D Street Grade Separation Project Environmental Assessment documented the following:

- The Thea Foss Waterway and the mouth of the Puyallup River vicinities has been the scene of human occupation for hundreds and perhaps thousands of years. Important former village sites, burial grounds, and fishing sites are located within the area according to Puyallup Tribe representatives.
- Cultural resources and potential archaeological resources include the Native American shell middens (reported in 1907) located west of the Thea Foss Waterway, the DeLin Sawmill (abandoned in 1861), extending from the northwest corner of the area, and Galliher's Millcreek and Millpond near the Interstate 705/East 26th Street area.
- Dredging and fill activities since the 1890's, however, are likely to have disturbed the archaeological sites or resources noted above.
- Several Tacoma Dome area structures were identified to be potentially eligible for listing in the Tacoma and/or National registers of historic places. These buildings, mostly located along the Puyallup Avenue corridor, were constructed between 1890 and 1929 and are part of a larger area (including Pacific Avenue) that's been termed as "Gasoline Alley" due to their early 20th Century automobile-culture uses and architectural characteristics.

These resources represent an important link with the historic and cultural heritage of the Tacoma Dome area. Strategy LUD-8 in Chapter VI addresses measures to protect these resources.

Zoning

Following the adoption of the 1995 Plan, the Core Development Area's UCX-TD designation was established. This zoning district provides for a dense concentration of commercial, limited industrial, residential, supporting business and service uses, and regional attractions. The maximum building height is 75 feet with the exception that cultural institutions or buildings with at least 25 percent of gross floor area of residential or hotel uses can go as high as 125 feet. In early 2001, the district height allowances were amended to allow development generally south of 27th Street to rise up to 225 feet if certain public amenities were provided. The district promotes pedestrian-oriented development through site planning, window opening, weather protection, walkway, street furniture, and other standards. No minimum parking spaces are required for either office or commercial uses.

Properties outside of the Core Development Area are mostly within the M-1 designation. This zone allows most commercial and light industrial uses in addition to multi-family residential development. The maximum height limit is 75 feet.

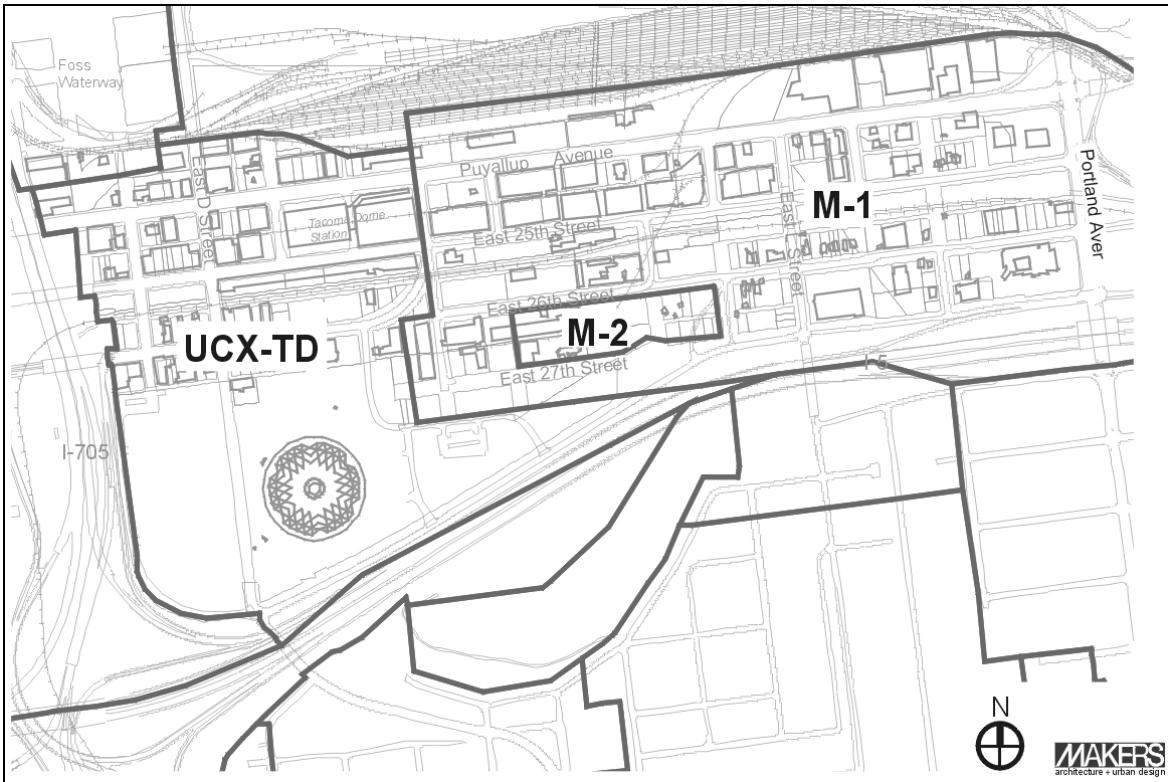


Figure 17. Existing zoning

Economic and market conditions summary

Long-term regional growth forecasts anticipate considerable economic growth in the City of Tacoma as a whole, and in the Tideflats area that includes the Tacoma Dome area. How and when that growth will occur, however, will depend on the real-world interaction between demand for space and site-specific development costs and constraints.

The Tacoma Dome area offers substantial developable capacity to accommodate growth, in terms of new commercial activities and/or new residences. With a robust road infrastructure capable of handling the large volumes of traffic associated with Tacoma Dome events, the area may be well suited for development of more destination-type retail or service uses—uses that do not require a customer base of nearby residents. Alternatively, however, the area's proximity to Tacoma's downtown core, combined with its capacity to accommodate new development, may offer an opportunity to pursue a denser, less auto-oriented mix of residential, office, retail, and light industrial uses.

It appears that current market conditions make mixed-use development more difficult to achieve in the short term. In the longer term, however, and given the public investment in multi-modal transportation alternatives, mixed-use development in the Core Development Area is highly likely. This is especially true if Tacoma is successful in transforming its nearby downtown into a vibrant center of residential, commercial, and civic activity.

IV. Planning Principles

The 1995 Plan identified eight planning principles that were to serve as the foundation to support the vision for the Tacoma Dome Area until 2015. These principles are still relevant today. Specific ideas and opportunities for how these principles can be applied to the Tacoma Dome area are listed below.

1. Protect key assets in the Tacoma Dome area

The Tacoma Dome, recent transportation improvements, and the existing businesses in the district represent key public and private investment that should be leveraged to create opportunities for additional new investment. Ideas and opportunities for protecting these assets include:

- Complete planned transit and streetscape improvements in the Core Development Area.
- Assist planned private development, including the LeMay Transportation Museum, the planned office tower development and the Puyallup Tribe's entertainment and lodging facilities.
- Support efforts to expand the Exhibition Center expansion and enhance the Tacoma Dome.
- Refine building height limits to protect views from and to the Core Development Area north of 27th Street.

2. Enhance aesthetics of area to create a positive image for downtown Tacoma

Existing and planned transit and streetscape improvements will begin to improve the appearance of the Tacoma Dome area. The planned development on the Tacoma Dome's west parking lot, when built, will dramatically alter the entryway to both the Tacoma Dome area and downtown. The City should continue working with these developers to ensure the design and construction of these projects is high quality urban design. Additional ideas include:

- Build upon existing and programmed streetscape improvements to provide additional landscaping and pedestrian amenities on East 26th Street, East C Street, and Puyallup Avenue.
- Encourage the redevelopment of unsightly parcels that are currently used for outdoor vehicle and equipment storage.
- Provide a series of small public plaza spaces with plants, landscaping, and pedestrian amenities.

3. Create strong inter-modal linkages: vehicular and pedestrian/bicycle

The existing and planned transit/streetscape improvements will begin to improve motorized and non-motorized connections. This document includes transportation strategies to improve traffic access and management during large events, improving overall traffic access and circulation, truck and freight access, parking, bicycle/pedestrian access, and rail transportation. Key connections needed as development occurs include the East C Street extension through the Tacoma Dome property, an East E Street pedestrian link, and an East C Street pedestrian connection to the Thea Foss Waterway.

4. Encourage urban style, transit-supportive mixed-uses in the Core Development Area

In accordance with the City's goals for mixed-use centers, the area surrounding the inter-modal transportation center can evolve into a compact, pedestrian-friendly district that promotes higher density housing and is supportive of, and dependant upon, public transit. Specific objectives for future development in the Core Development Area include:

- Limit new surface parking lots; maximize the use of existing and future parking areas.
- Utilize existing vacant land to encourage uses that have high employer/visitor/residential densities.
- Discourage auto-oriented uses and uses with low employee densities such as vehicle storage and warehousing.
- Encourage street-level activity and pedestrian-orientation, especially on key pedestrian streets such as East 25th and D Streets.
- Minimize conflicts between Dome/commuter traffic and local traffic/pedestrian activity.

5. Encourage development in the Core area that builds on unique assets of area and complements downtown core

The Core Development Area should be allowed to evolve into one of four key activity nodes in the Central Business District. The other three are the Downtown Core, the Union Station District, and the Foss Waterway District. The current market analysis indicates there is a market for a broad range of uses activities appropriate for the Tacoma Dome area.

Specifically:

- Uses that provide a permanent daytime presence to complement nighttime Dome events and uses that take advantage of the proximity of the Tacoma Dome Station should be encouraged. This includes office, flex-tech, specialty and convenience retail, and restaurant uses.
- Activities that enhance the destination potential of the Tacoma Dome and Freighthouse Square are also appropriate. This includes entertainment and nightlife uses and tourist attractions.
- Residential uses are likely to require a longer lead-time and the presence of amenities including open spaces, shopping, and services.

6. Create a strong sense of place for people

If the area is to become more than a transportation center, there must be defining spaces and features that create a unique identity for the area. That identity could reflect some of the area's cultural heritage through architecture and uses or further build upon the entertainment/destination attraction of the Tacoma Dome. The district's identity could also be enhanced and defined by new public spaces, activities, or buildings.

7. Retain/enhance the history and cultural heritage of the area

While there are no designated historic landmarks in the Tacoma Dome district, the area is rich in history. This includes a variety of uses that ceased long ago as well as older structures, such as the wooden railroad trestle bridge, that serve as symbols of the past. As change occurs, it is important to retain this historical and cultural heritage. Historical themes could be integrated into future development to raise awareness and build on the area's identity. Examples include:

- Puyallup Tribe presence
- Gasoline Alley – early 20th century automobile-oriented uses and structures
- Rail yards/transportation
- Tacoma Dome

8. Improve public safety

The Police Department works closely with the local business groups in the Tacoma Dome area to enhance public safety and reduce security issues. These relationships should be continued. The numerous planning strategies found in the Plan to promote pedestrian-oriented development and activity may be the most effective long-term deterrents to criminal activity. Such development would create more “eyes on the street” and thus reduce the number of incidents of non-violent criminal behavior.

V. Vision

The 2001 Tacoma Dome Area Plan vision builds upon the original vision detailed in the 1995 Plan that called for a concentration of redevelopment activity in the Core Development Area. This area is rapidly becoming a regional transportation hub, with improved access to existing attractions such as the Tacoma Dome and Freighthouse Square and planned destinations including the LeMay Transportation Museum and the expanded Tacoma Dome Exhibition Center.

The Core Development Area will be the focus for new transit-supportive development in the Tacoma Dome area. Over time, new office, retail, entertainment, residential uses will be attracted to the area, due to its proximity to the Tacoma Dome Station and the ample amount of low cost, developable land that is available. New development will add to existing businesses, including Freighthouse Square, the Tacoma Dome, and older Puyallup Avenue structures, to create a vibrant, pedestrian-friendly, mixed-use urban district.

The scale of development will vary. One and two-story light industrial and commercial/retail buildings will coexist with five and six-story office and housing development. Taller structures will be located towards the Tacoma Dome, including new hotels and office towers. These uses will have dramatic views of the downtown skyline and the Thea Foss Waterway. These structures will also frame the Tacoma Dome, making for a grand entrance to the Tacoma Dome Area and the greater downtown area.

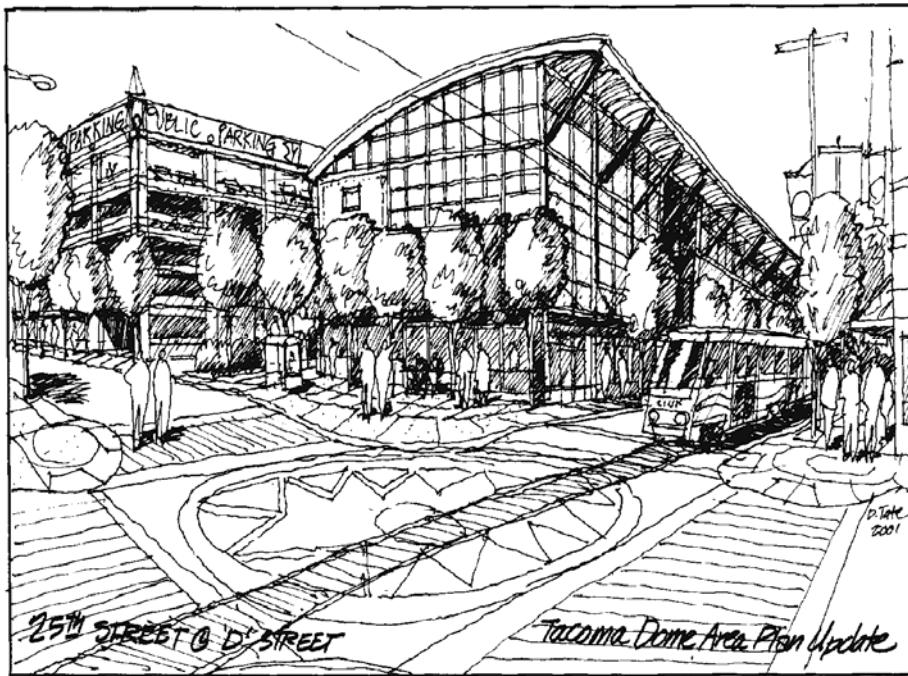


Figure 18. Vision of the Core Development Area looking southwest from the East 25th Street/East D Street intersection

The Core Development Area will have a strong pedestrian-orientation, emphasizing street-level retail uses, wide sidewalks, street trees, and pedestrian amenities. A large pedestrian plaza located near the Tacoma Dome will feature spillover event activity from the Tacoma Dome, the Exhibition Center and the LeMay Transportation Museum, as well as other active and passive community uses. There will be a number of small pedestrian plazas throughout the area, where people can gather, socialize, and/or relax. New pedestrian links will improve the area's connection to the Thea Foss Waterway and the connection between transit facilities and the Tacoma Dome. The concentration of uses and transit facilities encourages the use of alternative forms of transportation.

The area north of East 25th Street and west of East G Street will feature uses that support University of Washington Tacoma campus activities. This includes one and two-story "flex-tech" structures that house a variety of high-tech and research-based uses. While most of these buildings are simple boxes, they are detailed to complement the existing historic structures along Puyallup Avenue. As development infills both the Union Station and Foss Waterway Districts, apartment buildings will eventually develop in the Dome District. Via transit facilities, these new residents will have excellent access to University of Washington Tacoma and other downtown uses, as well as uses all along the commuter rail line to downtown Seattle and beyond.

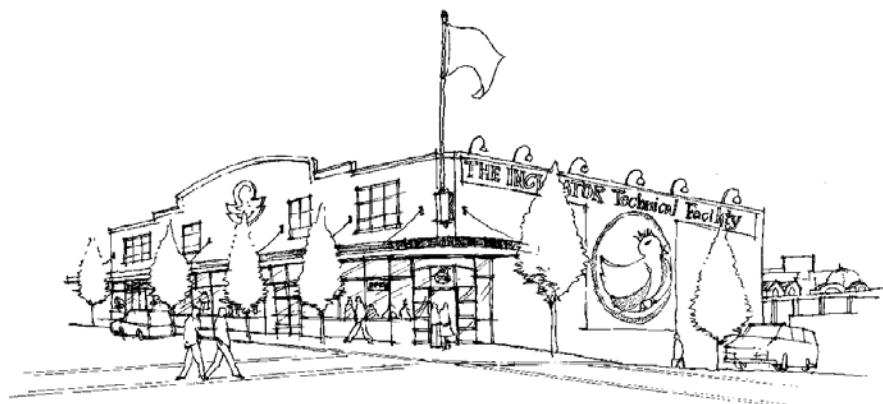


Figure 19. Illustration of the vision for the Core Development Area that includes new flex-tech buildings with street front retail uses on Puyallup Avenue.

The central portion of the Core Development Area will house a variety of retail, parking, office, residential, and open spaces that support surrounding uses. In addition to the office towers and LeMay Transportation Museum, the area around the Tacoma Dome will house a variety of entertainment and lodging uses that feed off each other and make the area an attractive complement to the City's new convention center and other downtown activities.

The area East of East G Street will retain its industrial character. As the area's property values rise, the vacant and underutilized sites will be redeveloped with more employment-intensive industrial uses. Puyallup Avenue will be re-invigorated with streetscape improvements and a vibrant mix of large retail establishments that serve the area's regional base. The design of these new structures will play on the area's early 20th Century automobile and industrial heritage, creating a unique and lively appearance despite the large scale.

Development Phasing

In order to explore how the vision for the Tacoma Dome area might be realized over the next 10 to 20 years, conceptual plans were prepared that depict possible short and long-term development scenarios. This effort focused on the Core Development Area, between Interstate 705 and East G Street, as this area is expected to undergo the greatest amount of development change over the next two decades. These plans are intended as an outline for future development change in the Tacoma Dome area, and as a basis for the development strategies described in Chapter VI. Building footprints are for illustrative purposes only, and are not intended to represent actual designs for specific sites.

Immediate development

The Core Development area could change over the next three years with:

- Completion of currently programmed public improvements, including Link light rail and associated streetscape improvements, Sounder Commuter Rail improvements, the East D Street Grade Separation Project, East D Street improvements, and the East 26th Street gateway/public art improvements.
- Initiation of construction of first phase of planned mixed-use development on the Tacoma Dome parking lot site.

Short-term development

The Core Development Area could change by the year 2015 with:

- The East C Street extension, from East 26th Street southward around the Tacoma Dome's west parking lot to the Wiley Avenue/East D Street intersection. This road would provide vehicle access to parking facilities for Tacoma Dome events and planned office/mixed-use development.
- LeMay Transportation Museum. The museum would cover about 5 acres of the north end of the Tacoma Dome's west parking lot. The concept proposal includes a 200,000 s.f. gallery building and a 270,000 s.f., 10-story vertical storage facility termed the "Tower of Horsepower."
- Public plaza space on the Tacoma Dome's west parking lot. This plaza would be adjacent to East D Street and the Tacoma Dome/Exhibition Hall to the east, planned office/mixed use development to the south, and the LeMay Transportation Museum to the west and north. This space would become the premier public space within the Tacoma Dome area and would serve Dome and Exhibition Hall event and museum users, office tenants, local business owners/employees and nearby residents. Structured replacement Dome event parking would be provided. Additional parking for Dome events may be developed under Interstate 705.
- Phase I and II of planned office development on the Tacoma Dome's west parking lot. These phases include office towers with from 450,000 to 625,000 gross s.f. inclusive of some accessory retail component. Replacement Dome event and supportive parking facilities would be provided in structures above and below grade.
- Entertainment facility, hotel, and mixed-use development on Puyallup Tribe sites. These facilities could include casino floor space, a bingo/concert hall, restaurants, office space,

childcare center, an arcade, a lobby, deli, gift shop, and parking facilities. Supporting mixed-uses could be developed on the Tribe's site south of East 26th Street, across from the existing hotel.

- East E Street pedestrian link, connecting the Tacoma Dome Station with the Puyallup Tribe property and the Tacoma Dome and Exhibition Center. This connection would include a pedestrian bridge over the existing Tacoma Rail Mountain Division (TRMD) line, dramatically improving access to the Puyallup Tribe site. Development on the Tribe site would extend this pathway to East 26th Street. Potential Tribe development south of East 26th Street could enhance this connection towards the expanded Exhibition Center (see below). The Exhibition Center could include an additional entrance adjacent to East E Street, enhancing pedestrian access from both the Tacoma Dome Station and the Tribe site.
- Expansion of Tacoma Dome Exhibition Center. The planned expansion would nearly triple the existing center - from 35,000 to 100,000 s.f.
- Relocated Amtrak passenger line and station. This would include a new station co-located near Freighthouse Square with the planned Sounder Commuter Rail Station.
- Potential flex-tech development on Puyallup. This could include a combination of structured, at-grade and surface parking, limited ground floor retail uses, and 2 floors of flexible/unfinished office/research/light manufacturing space.
- Potential office building and public plaza on the property west of Freighthouse Square. A three-story office building covering most of this property would be served by surface parking on the adjacent property to the south. The building's ground floor would include limited parking facilities and street-and plaza-fronting retail uses. A portion of the site would be utilized as a public plaza for passive recreational uses.
- New surface parking lot on property adjacent to East 26th Street between East C and D Streets. This surface lot would serve the office building noted above and general nighttime activities and uses throughout the Tacoma Dome area.
- Streetscape improvements on Puyallup Avenue and E 26th Street. Sidewalk, landscaping, lighting, and other pedestrian amenities would be completed in conjunction with development activity noted above on both streets.

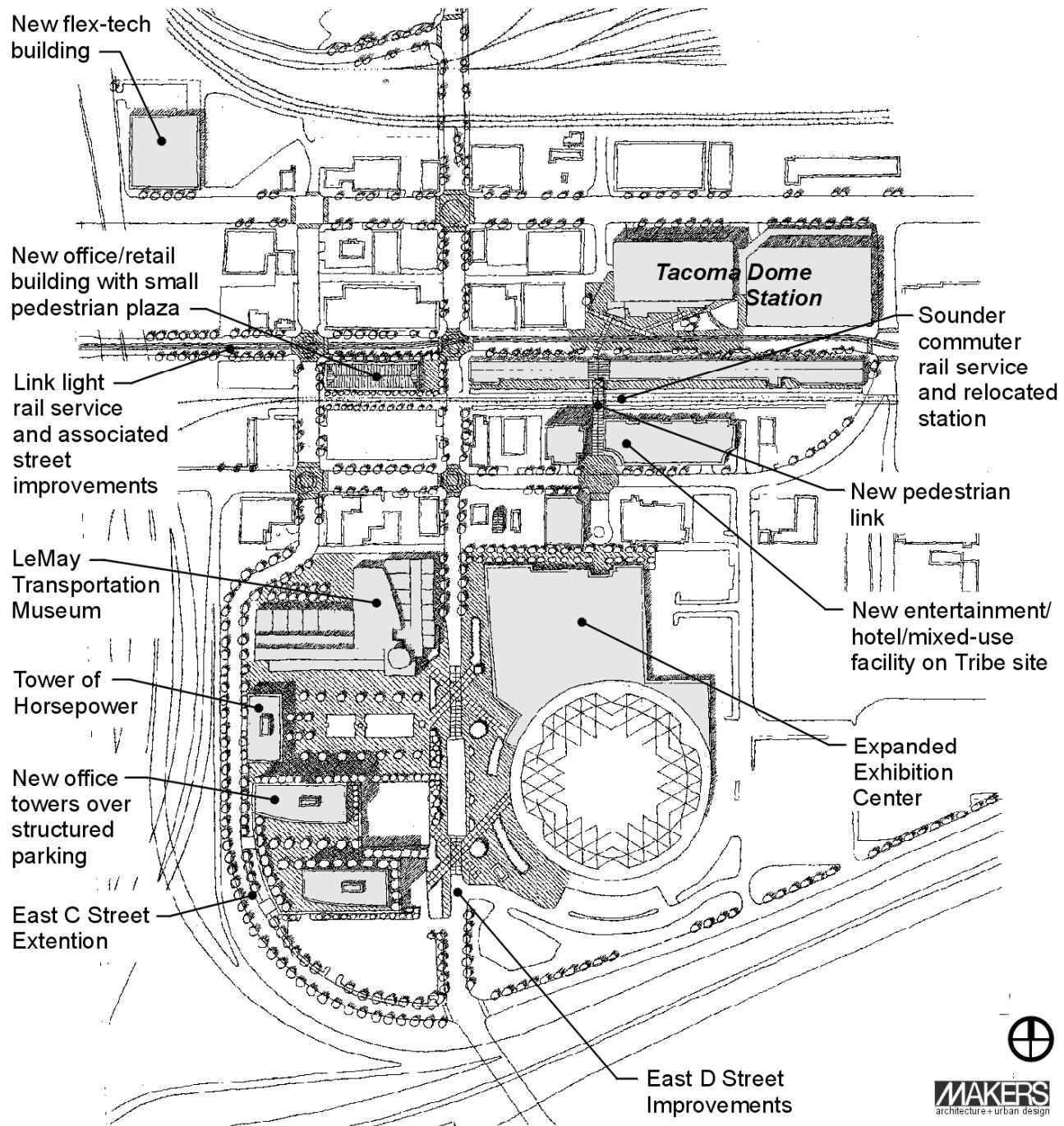


Figure 20. Vision for the Core Development Area in 2012

Long-term development and vision

The long-term vision depicts how the Core Development Area could change by the year 2025.

- Tacoma Dome Improvements. This includes facility improvements and the reconfiguration of Dome seating to improve concert sight-lines.
- Phases III and IV of planned office tower and hotel development on the Tacoma Dome's west parking lot. This would include a third tower with 325,000 to 375,000 gross s.f. office space inclusive of some accessory retail component and a 200,000 s.f., 200-hotel room Class A hotel. Replacement Dome event and supportive parking facilities would be provided in structures above and below grade.
- Development of Pierce Transit property and adjacent property with mixed-use and public plaza. This would include supportive, below grade parking, ground floor retail uses facing the street and plaza space, and office uses on upper floors. The plaza space adjacent to the planned Link light rail station and the existing Tacoma Dome Station plaza space would become a popular meeting spot in the area.

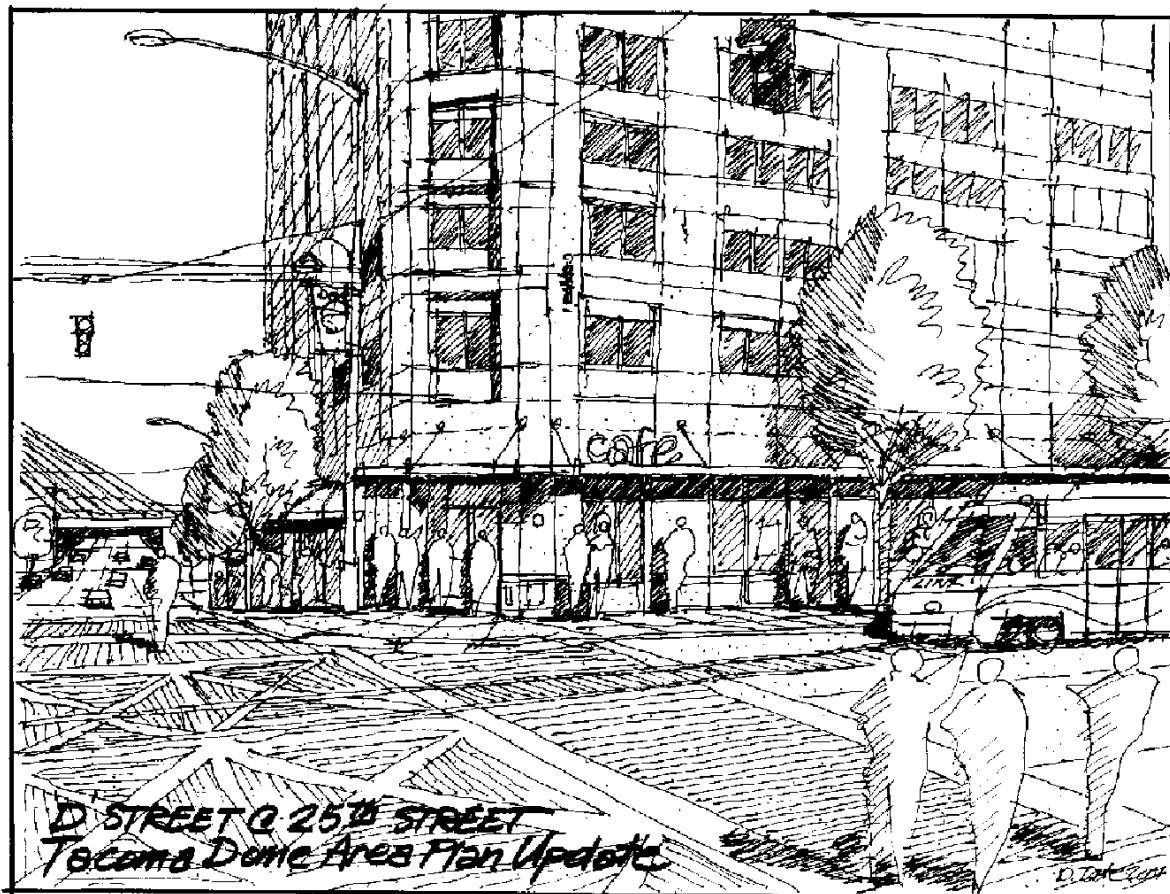


Figure 21. Envisioned development at the northeast corner of East 25th Street and East D Street

- New parking garage with ground floor retail on the north side of East 26th Street between East C and D Streets. This would be built over the surface lot created in the shorter-term. The parking would serve adjacent office uses and general Tacoma Dome area uses and activities.
- East C Street pedestrian overpass providing a direct connection from the Tacoma Dome area to the Thea Foss Waterway. The connection would begin at-grade adjacent to Puyallup Avenue and slope as necessary over the BNSF tracks to a platform and elevator structure adjacent to Dock Street and the Thea Foss Waterway.
- Three new apartment buildings along the East C Street corridor. Improved pedestrian amenities and uses will attract new housing development to the Core Development Area in the second decade. The buildings would include limited below grade parking and ground floor retail or office uses.
- Two new flex-tech buildings along the Puyallup Avenue corridor. These would be 2-3 story structures with some at-grade structured parking and ground-floor retail uses facing Puyallup Avenue.
- One office building with public plaza south of East 26th Street between East C and D Streets. This development would include below grade parking, ground floor retail uses, and a pedestrian plaza space that could extend from open space on the adjacent LeMay Transportation Museum site.
- Street improvements would be provided on East C Street, Puyallup Avenue, and East 26th Street in conjunction with developments noted above.
- Train-to-the-Mountain excursion train. This proposed tourist excursion train would take visitors from Tacoma to a location near Mount Rainier National Park and points between, using an existing rail corridor that was acquired by the City of Tacoma. The Tacoma Station would be co-located with the planned Sounder Commuter Rail Station and planned Amtrak Station at Freighthouse Square.

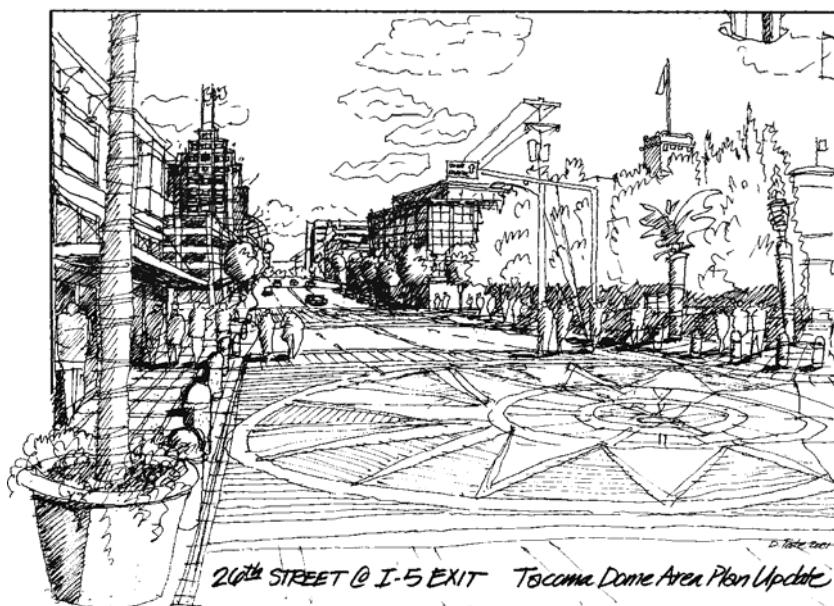


Figure 22. Envisioned streetscape and development along East 26th Street

- Interstate 5 Direct Access. In conjunction with the planned extension of High Occupancy Vehicle (HOV) lanes on Interstate 5 between Tacoma and Fort Lewis, direct HOV lanes would provide a connection between Interstate 5 and the Tacoma Dome Station. The preferred new connection would require an extension of East F Street southward to a bridge accessing the HOV lanes in the center of Interstate 5.
- State Route-509 Slip Ramps. Improvements would include westbound and eastbound off-ramps to East D Street from State Route-509, north of the Tacoma Dome area.

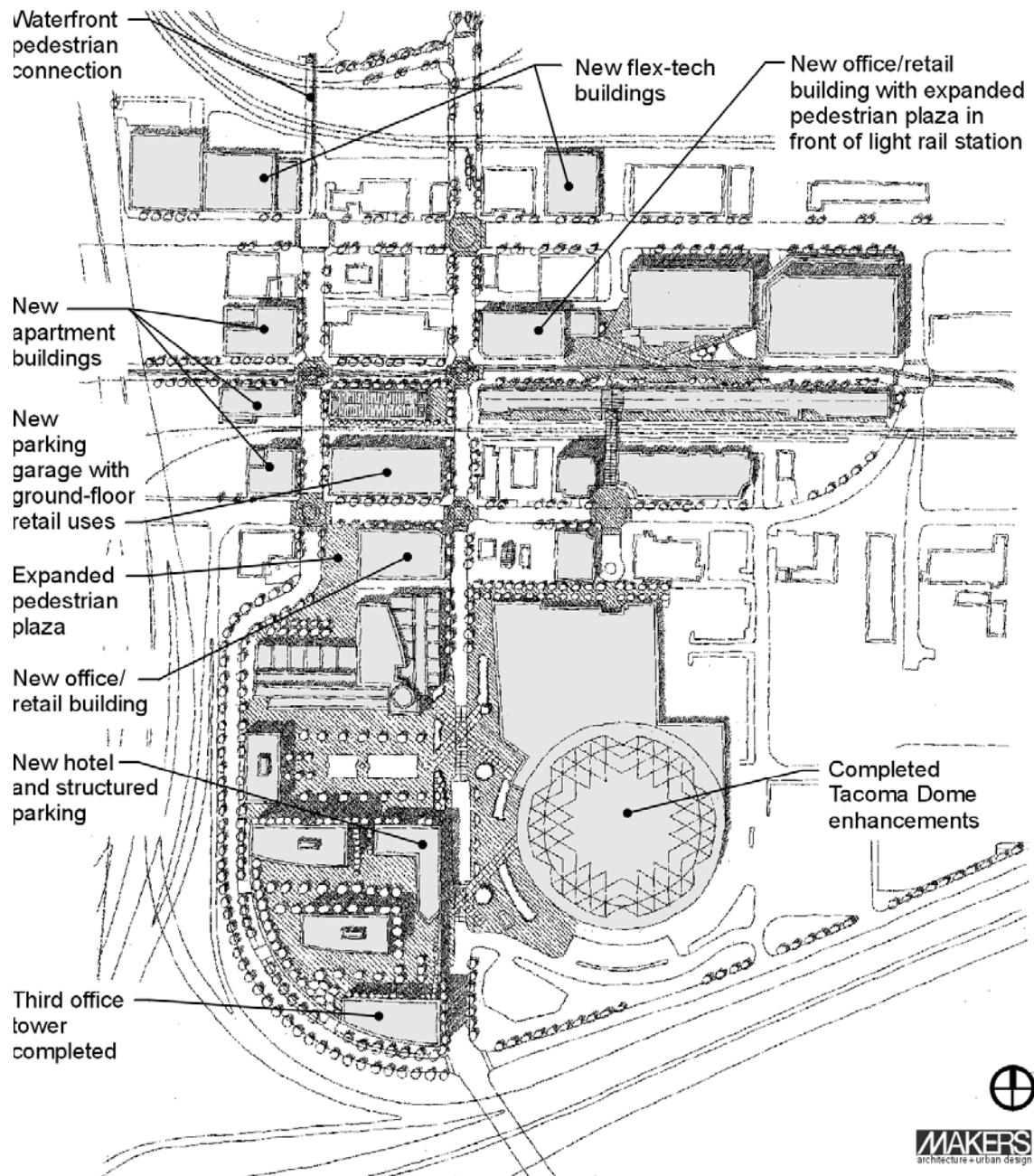


Figure 23. Vision for the Core Development Area in 2025

VI. Planning Strategies

Realizing the Vision

This chapter identifies strategies for realizing the vision of the Tacoma Dome Area Plan through 2025. These strategies focus on public actions that can stimulate and promote transit-supportive development in the Core Development Area. Through a number of completed and programmed public improvements, the City, Pierce Transit and Sound Transit, together, continue to demonstrate a strong public commitment to the Tacoma Dome area. In order to attract private investment, this commitment must be continued and planned improvements must be completed.

Change in development patterns in the Tacoma Dome area will take time to occur. Current land values support low-density development with surface parking. In order for higher intensity development to occur, the land values must rise substantially or some method to reduce development cost will be necessary.

The rate of change will depend on numerous factors. First, the existing and planned transit facilities – including the Tacoma Dome Station, Sounder commuter rail, and Link light rail – have already increased pedestrian activity and interest in the Core Development Area. Other planned and proposed developments may have a substantial impact on property values and spur other redevelopment activity. Most notable is the proposed office tower development on the Tacoma Dome's west parking lot. This phased development could bring as many as 2,000 workers into the Core Development Area. Even Phase One of the development will add substantial daytime activity to the area. Other developments, including the LeMay Transportation Museum, Exhibition Center expansion, or a Tribal casino will also increase activity and interest in the area. The timing of these developments will likely influence the rate of change for the rest of the Core Development Area.

The redevelopment of neighboring districts will also affect the timing of development in the Tacoma Dome area. Many of the types of uses desired for the Tacoma Dome Area – offices, retail stores and restaurants, and housing – are also being sought in nearby activity centers such as the Foss Waterway, the University of Washington Tacoma area, and the Union Station districts. While each of these districts has unique assets that will create a specific market niche, they will draw from overlapping demand pools. To be successful in any one district requires that each strengthen its unique elements to create or distinguish separate market niches.

In the long-term, however, a slower, phased pace of redevelopment in the Tacoma Dome area will likely be beneficial in many ways. Rapid change is often accompanied by sharp rises in land values. This condition tends to push out the traditional industrial uses that can no longer afford the higher rents that are charged. Alternatively, if land values increase at a slower rate, then some industrial uses can remain and coexist with newer transit-supportive development, creating a unique environment and character. The Pearl District in Portland and the Yaletown and Grandville Island areas in Vancouver, British Columbia, are positive

examples of this unique mix of disparate uses. A similar character of development is desired in the Tacoma Dome area.

The strategies cover three areas including land use and development strategies (LUD), transportation and parking (T), and streetscape improvements and public open space (P). To differentiate these strategies from the 1995 Plan, they will be labeled “2001,” followed by the prefix and number.

Land use and development strategies

STRATEGIES FOR REGULATING DEVELOPMENT IN THE TACOMA DOME AREA

2001 LUD-1 *Retain the existing UCX-TD zoning classification, but remove the bonus height provision for most of the Core Development Area to protect views and minimize speculative landholding.*

The existing bonus height provision allows structures up to 125 feet for cultural uses or if more than 25 percent of the gross floor area includes a hotel or residential uses. Although these uses are encouraged in the Core Development Area, structures of such height would not only impact views of the Tacoma Dome from downtown, but obstruct potential views of downtown and the Thea Foss Waterway from properties in the area. The standard, 75-foot height limit allows for 5 stories of wood-frame construction over a concrete ground floor; a very cost effective form of development. Such building heights are also appropriate for the area’s vision and “urban morphology (see Chapter III).” Further, since the existing development market does not support taller buildings, removing the bonus reduces speculation and landholding activities.

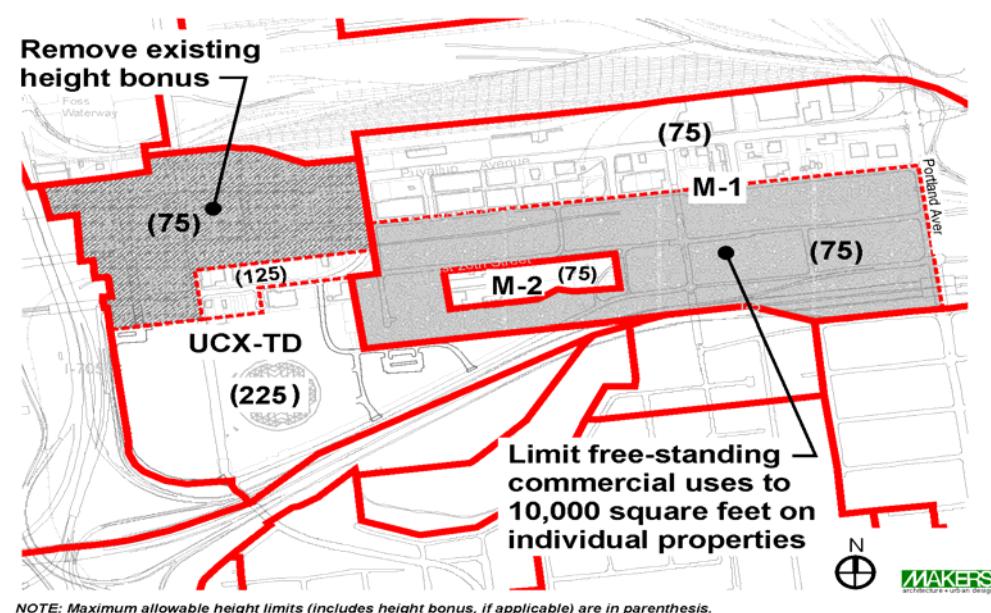


Figure 24.
Proposed
zoning
changes

The 2001 LUD-1 zoning proposal excludes the Tacoma Dome property, adjacent hotel site, and properties north of the Tacoma Dome along East 26th Street. Height limits on the Tacoma Dome property and adjacent hotel were recently increased to 225 feet. Existing height limits, including the bonus, will still apply on properties north of the Tacoma Dome along East 26th Street, where entertainment and lodging uses are encouraged (see Figure 24).

2001 LUD-2 Refine design standards for the UCX-TD zone to ensure that new development is consistent with the envisioned character of the Core Development Area.

The following changes to pending design standard revisions are suggested to ensure that development is consistent with the Core Development Area's envisioned character:

- Exclude UCX-TD zoned properties north of East 26th Street from proposed mass reduction standards. The pending citywide design standards require up to two mass reduction features for new structures. These include: (1) an upper story; (2) an upper story setback; (3) wall modulation; and (4) public plaza. Although public plazas are desirable, upper story setbacks and wall modulation, particularly for commercial development, are not consistent with the Plan's vision for the Core Development Area. Similar to older industrial buildings of the area, many of the new developments sought in most of the Core Development Area may be standard "box" buildings that use detailing and signage to create interest to reduce perceived bulk. Street level elements are well covered by the existing design standards.
- Exclude the UCX-TD zoned properties from window variety requirements. The pending city-wide standards require up to four window types on each floor. Most historic commercial/industrial structures in the general area would not meet this requirement.
- Include murals and painted wall signs as approved blank wall treatments on properties in the UCX-TD Zone. These features are common to the Core Development Area – now and historically.
- Exclude the UCX-TD zoned properties from façade material variety requirements. This pending city-wide standard requires up to three different building materials on each building elevation. Most attractive older buildings in the Core Development Area would not meet this requirement. It is not appropriate for the historical context of the Tacoma Dome area.
- Add the requirement that buildings at the intersections of two designated pedestrian streets shall include at least one of the following adjacent to the corner: (a) a corner entry; (b) at least 100 square feet of pedestrian-oriented space; or (c) corner architectural feature such as a special sign, marquee, turret, corner-facing window, or other feature approved by the City. This is intended to articulate street corners and make them more pedestrian-friendly.
- Exclude painted wall signs located less than 35 feet above grade on walls perpendicular to the street in the UCX-TD Zone from maximum signage allocation standards. Large side wall painted signs are common to the Tacoma Dome area – now and historically.

- Prohibit freestanding signs in the UCX-TD Zone. These are not appropriate for the Core Development area.
- Prohibit internally illuminated lights in the UCX-TD Zone. These are not appropriate for the Core Development area.

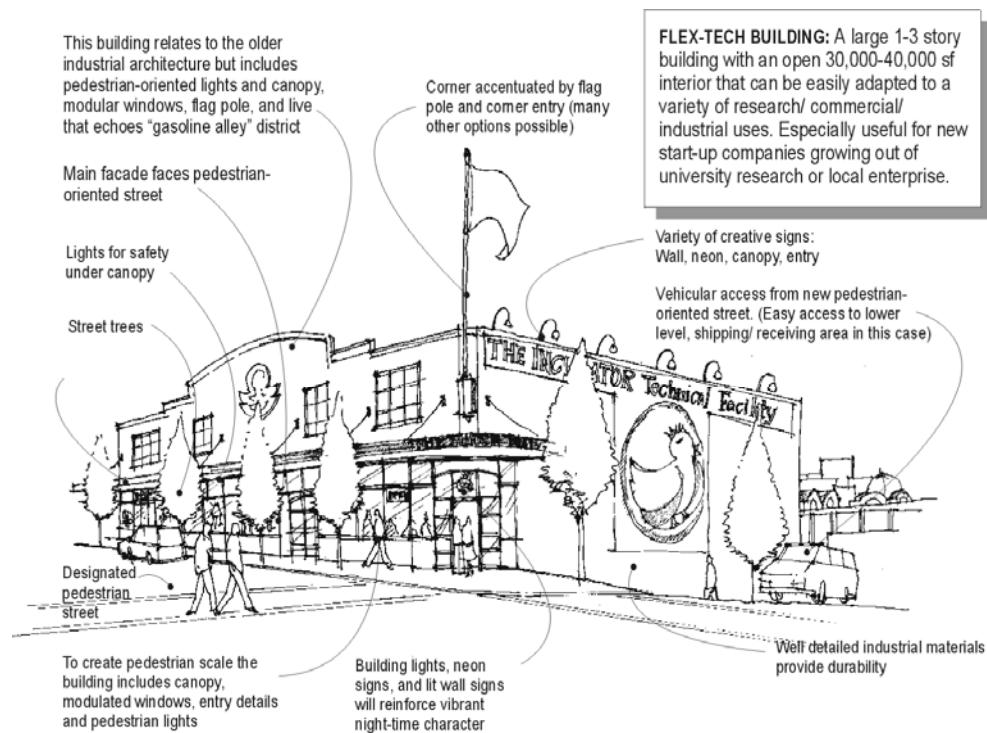


Figure 25.
Proposed design standard revisions would allow for development consistent with the vision for the Core Development Area. This is illustrates a possible "flex-tech" building on Puyallup Avenue.

2001 LUD-3 *Retain existing M-1 and M-2 designations for properties generally east of East G Street, but limit the size of free-standing commercial uses south of the 25th Street to 10,000 square feet on any individual site to protect the viability of industrial activities in the area.*

This is similar to Strategy LUD-3 in the 1995 Plan, which sought to retain the M-1 and M-2 zoning and limit freestanding commercial uses to 50,000 square feet in both zoning districts. Since the adoption of the 1995 Plan, the zoning has remained in the M-1 and M-2 designations. However, the provision to limit the size of commercial uses to 50,000 square feet of development on any individual site was never adopted. This Plan seeks to limit commercial uses to 10,000 square feet on any individual site (except for accessory uses), but only on properties south of East 25th Street. These industrial properties are an important asset to the City. The combination of small property sizes, low rents, and excellent access to both I-5 and the Port of Tacoma all contribute to the uniqueness of this setting for small and mid-scale manufacturing and distribution activities. The size limitation would help preserve the important industrial function served by this area, protecting it from encroaching commercial development.

Properties north of East 25th Street were excluded from the size limitation to promote commercial redevelopment activities along the Puyallup Avenue corridor. Given the corridor's relatively large, flat sites and excellent vehicle access, the large-scale retail service uses should be encouraged.

2001 LUD-4 Refine the sign design standards for properties adjacent to Puyallup Avenue in the M-1 Zone to encourage unique and vibrant signage that draws on the corridor's industrial/ commercial heritage.

As the Core Development Area continues to redevelop, the plan envisions an increased interest in large-scale retail uses along the Puyallup Avenue corridor, east of East G Street. These new retail uses are encouraged to draw on the corridor's industrial and commercial heritage. This includes the use of vibrant, colorful signage that celebrates the corridor. The following changes to pending design standard revisions are suggested:

- Exclude painted wall signs located less than 35 feet above grade on walls perpendicular to the street from maximum signage allocation standards.
- Prohibit internally illuminated lights.



Figure 26. Proposed sign design standard revisions encourage vibrant sign designs.

STRATEGIES FOR ACTIVELY PROMOTING TRANSIT-SUPPORTIVE DEVELOPMENT

The proposed regulatory changes for the Core Development Area detailed above are intended to stimulate transit-supportive development consistent with the vision for the area. Active public initiatives will be needed to serve as a catalyst for private development. Public initiatives recommended by the 1995 Plan in three distinct areas are still relevant today:

- Public investment to create open space and other public amenities;
- Transportation and parking strategies that can minimize conflicts between Dome visitors/commuters and local businesses and residents, creating a setting that promotes pedestrian activity and transit-supportive development; and
- A business recruitment program to attract new development and assist businesses/property owners with expansion or redevelopment plans.

Recent and planned street improvements for East 25th Street, Puyallup Avenue, East 26th Street, and East D Street will do much to improve the character of the Core Development Area. Other proposed streetscape and open space improvements are covered later in this chapter. Considering Tacoma Dome event traffic and existing/planned transit facilities, minimizing transportation and parking impacts are likely to remain important issues for the foreseeable future. Those strategies are also discussed later on in this chapter. Regarding the third area, the City has actively encouraged development on the Tacoma Dome site. Related strategies are discussed in this section.

2001 LUD-5 Actively market and provide incentives to encourage development of the primary and secondary development sites in the Core Development Area.

The City should continue to market the Plan's vision and development opportunities to prospective developers and investors. Increased access and visibility provided by the completed and planned transit facilities, the benefits provided by existing destinations including the Tacoma Dome and Freighthouse Square, the availability of low-cost, developable land, all need to actively publicized. Investors need to be attracted to the Tacoma Dome area's long-term vision as a vibrant urban district. Specific activities should include:

- Assist the LeMay Transportation Museum and private, planned office tower/hotel development on the Tacoma Dome's west parking lot. Provide public improvements, including the extension of East C Street (see T-8) along the western boundary of the site, and public open space improvements to make the development financially feasible and desirable.
- Encourage the Puyallup Tribe in developing its properties along East 26th Street compatible with the vision for the Core Development Area.

- Encourage uses that support the University of Washington Tacoma's development north of East 25th Street and west of East D Street. This includes housing and office/flex-tech structures that support university research activities.
- Encourage office, retail, housing, and parking uses in the areas along East 25th and 26th Streets west of East D Street to support the other development in the area.
- Provide streetscape improvements throughout the Core Development Area (see Strategy P-2).
- Provide information on the Tacoma Dome area to prospective developers through brochures and the City's website. Include information from the Plan's market analysis and publicize the City's commitment to the area through streetscape and transit improvements.

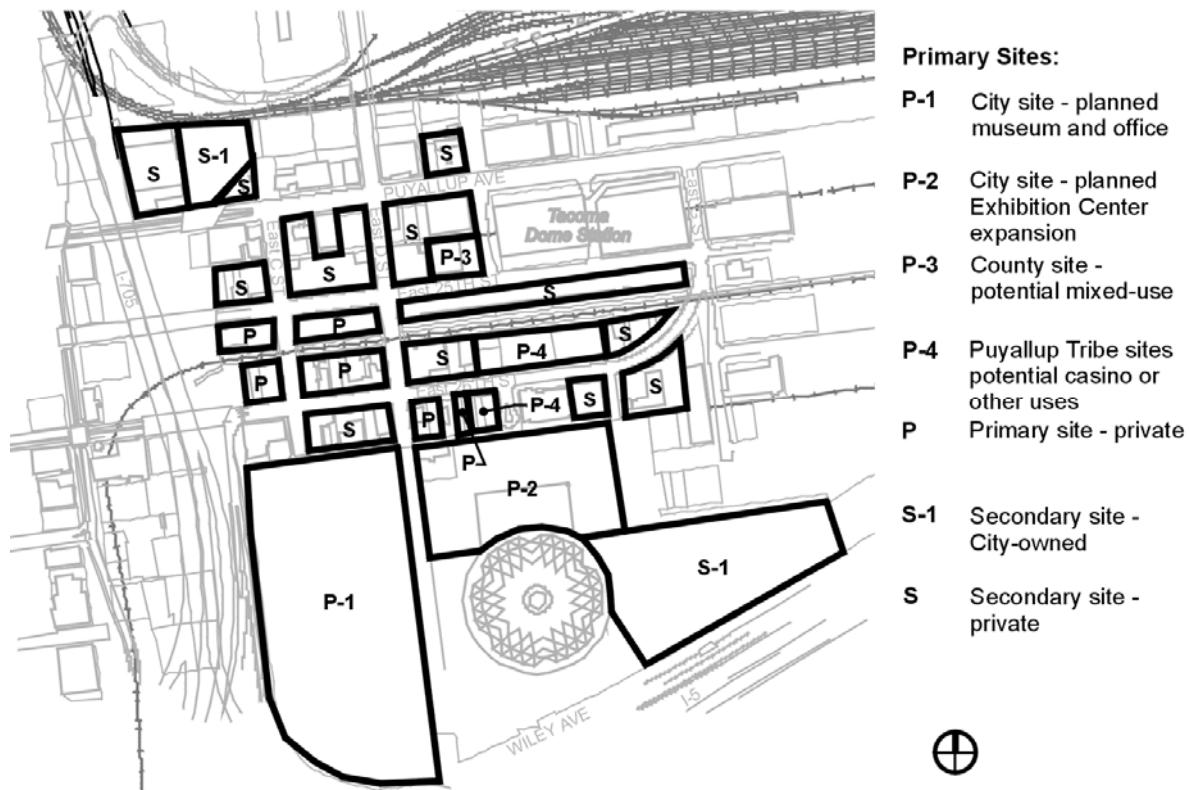


Figure 27. Primary and secondary development sites in the Core Development Area

2001 LUD-6 Actively pursue opportunities for providing new entertainment/destination attractions in the Core Development Area.

The vision for the Tacoma Dome Plan identifies the areas surrounding the Tacoma Dome and south of Freighthouse Square as a concentration of regional entertainment/ destination attractions, including development such as:

- LeMay Transportation Museum.
- Tacoma Children's Museum.
- Entertainment uses, hotel, or other development on the Puyallup Tribe site.
- The Tacoma Dome upgrade for seating and internal reconfiguration and Exhibition Center expansion.
- Train-to-the-Mountain excursion train.

2001 LUD-7 Promote housing opportunities in the Core Development Area.

The outlook for new housing development has not changed much since the 1995 Plan. In the short-term, other locations surrounding the downtown core, including the Foss Waterway and Union Station districts are more likely to be attractive locations for housing. Once those areas further develop, planned transportation and streetscape improvements are completed, and some initial commercial, office, and/or cultural redevelopment activities begin to occur in the Core Development Area, the prospects for housing development will improve. New housing, once developed in the area, could in turn help to support retail, service and entertainment businesses that currently rely on commuters and Dome events, thereby creating a 24-hour community in the Core Development Area.

For now, existing development regulations and incentives are in place to encourage housing in the Core Development Area. First, the existing UCX-TD zoning designation permits residential uses "by-right." Second, the City offers ten-year property tax exemptions for multi-family development or rehabilitation in the Core Development Area. Third, the City offers a range of market-rate loan guarantees or direct, low-interest loans to support development of low and moderate-income housing.

As an ongoing basis, the Core Development Area should be marketed as an excellent location for housing for artists or residents using transit facilities to commute to jobs elsewhere in the region. Advertise the recent and programmed public improvements to stress the City's commitment to enhancing the Tacoma Dome area.

STRATEGY FOR ASSISTING BUSINESSES WITH EXPANSION AND/OR RELOCATION NEEDS

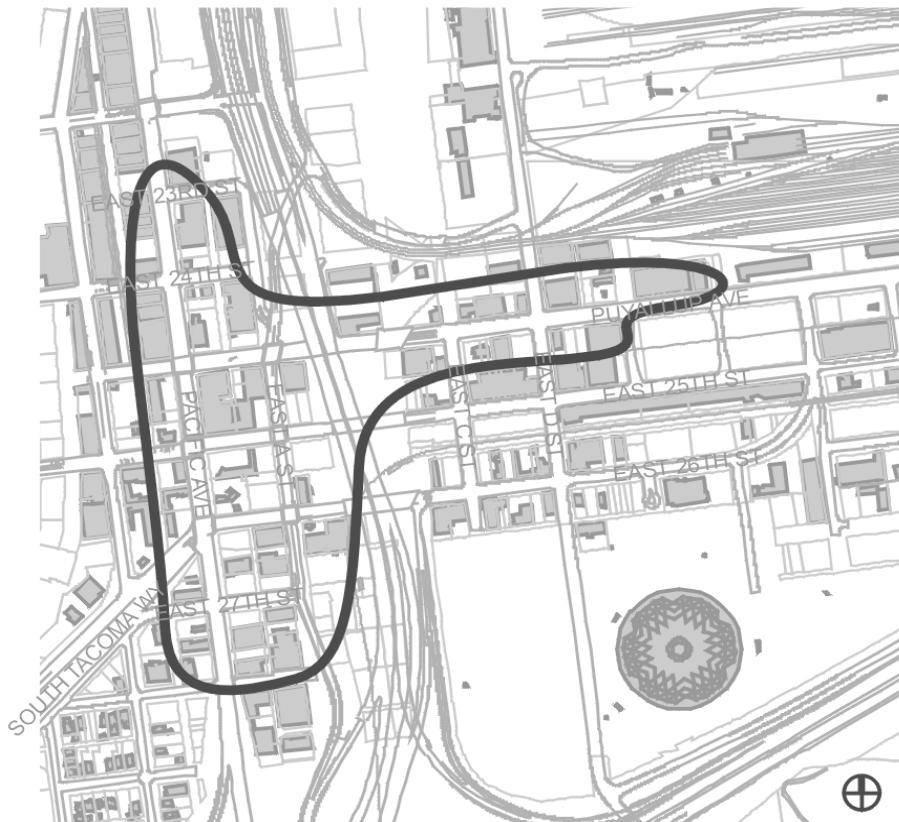
2001 LUD-8 Continue the existing program for actively assisting the expansion and/or relocation needs of existing businesses.

STRATEGY FOR PRESERVING BUILDINGS WITH CULTURAL OR HISTORICAL SIGNIFICANCE

2001 LUD-9 Preserve and reuse existing structures that are important to the identity of the area and contribute to its character. Encourage the use of Historic Tax Credits to facilitate building rehabilitation.

The Puyallup Avenue corridor in the Core Development Area contains a number of structures recently identified as being potentially eligible for listing in the Tacoma and/or National registers of historic places (see Figure 28). These buildings were constructed between 1890 and 1929 and are part of a larger area (including Pacific Avenue) that's been termed as "Gasoline Alley" due to their early 20th Century automobile-culture uses and building characteristics. A survey and inventory of these sites was conducted as part of mitigation for the East D Street Grade Separation Project. Thematic and supplemental nomination forms will be drafted for these structures to facilitate potential listing on the Tacoma Register of Historic Places and determine eligibility for the National Register of Historic Places.

While the properties within the Tacoma Dome area may be too few for historic district designation by themselves, they could be combined with other historic properties east of Interstate 705. Thus, the plan proposes the creation of "Gasoline Alley Historic District." This district would abut the proposed Brewery District in the adjacent Warehouse Residential area and include properties along Pacific Avenue, east of Interstate 705. The designation would allow historic buildings within the proposed district to become eligible for income and property tax credits for rehabilitation.



*Figure 28.
Generalized area for
the Proposed
"Gasoline Alley"
Historic District.*



Figure 29. Structures on Puyallup Avenue within the proposed “Gasoline Alley” Historic District.

Transportation and Parking Strategies

Access and circulation – motorized

Tacoma Dome events will continue to effect vehicular access and circulation in the area. These perceived and real circulation difficulties are a significant irritant to existing businesses and disincentive to new development. The possible addition of exhibition space being planned as part of future Tacoma Dome expansion would also likely increase the number of events that could be hosted by the Tacoma Dome facilities and increase the number of event goers and their vehicles. Since access and circulation in the area is affected by ingress and egress of event patrons, event management and traffic control should be an ongoing focus for the City of Tacoma and Tacoma Dome management. Several strategies are recommended to help reduce the impact of event traffic on the local planning area.

STRATEGIES FOR IMPROVING TRAFFIC ACCESS AND MANAGEMENT DURING LARGE EVENTS

With the development of significant bus transit and rail transit facilities in the vicinity of the Tacoma Dome, efforts should be made to increase spectator use of bus and commuter rail transportation to access the area for events. For large events, bus and commuter rail schedules identifying service that matches the ingress and egress periods should be distributed with tickets. For very large events, such as the approximately ten concerts each year with more than 20,000 anticipated spectators, it may be possible to coordinate with Sound Transit to develop special event train and bus promotions between Seattle and Tacoma.

Another means to decrease vehicular traffic during events is to increase carpool activity for event patrons. Since off-street parking lots (including the large Dome lots and the Tacoma Dome Station parking structure) charge fees for event parking, there are opportunities to create incentives for carpools of three or more. Parking discounts can be issued for vehicles with three or more people. Larger discounts should be given for larger carpools. It is important that these discounts be well published and promoted to event patrons well in advance of the event. For the Dome lots, priority parking located close to the Dome entrance and close to the egress point could be set aside for large carpools or vanpools.

An important element in reducing traffic impacts to the local neighborhood is to assist event patrons in accessing their vehicles after an event. Police traffic control can assist in this effort. After an event, traffic control officers can control signalized intersections and allow large groups of pedestrians to egress the Dome vicinity en route to their vehicles while holding vehicular traffic. Traffic management during the first several minutes after an event ends should be dedicated to ensuring safe pedestrian access. Creating other entertainment opportunities for Dome patrons to come early or stay after an event can also enhance circulation movement and reduce impacts to adjacent neighborhoods.

The following strategies have been developed to reduce the vehicular traffic demand, to improve safety and operations during event conditions, and to enhance the attractiveness of the planning area.

- 2001 T-1 Encourage and promote transit options including bus, commuter rail, light rail, and transit “flyer” routes for event patrons.*
- 2001 T-2 Develop a carpool incentive plan for parking at the Tacoma Dome and public parking lots.*
- 2001 T-3 When Link light rail line is completed, promote event parking in the Central Business District and transit connections to the Tacoma Dome area in order to encourage better evening utilization of existing downtown parking.*
- 2001 T-4 Automate closures and Variable Message Signs (VMS) and Changeable Message Signs (CMS) at Interstate 5 ramps to East 26th Street to be operated from Dome traffic tower/WSDOT control center.*
- 2001 T-5 Offer an advance ticketing option that would include the parking fee.*
- 2001 T-6 Add parking ticket sales facilities and personnel to accelerate event ingress.*
- 2001 T-7 Increase the number of police traffic control officers for large events. The officers should assist with pedestrian crossings and vehicular traffic at key signalized intersections after the events.*

STRATEGIES FOR IMPROVING OVERALL TRAFFIC ACCESS AND CIRCULATION

Traffic circulation through the Tacoma Dome area must provide for a variety of users including local retail customers and employees, local residents, freight deliveries to local businesses, freight trips to the Thea Foss Waterway area, transit patrons, and event patrons.

The following strategies have been developed to reduce the vehicular traffic demand, to improve safety and operations during typical conditions (without a large event), and to enhance the attractiveness of the area.

- 2001 T-8 Complete the programmed East D Street Grade Separation Project improvements.*

This improvement, in conjunction with T-12, will greatly increase mobility into and out of the Tacoma Dome area. This project will eliminate vehicle and train conflicts by vertically separating East D Street, north of Puyallup Avenue. The project includes enhanced non-motorized access to the Foss Waterway District. This project should be coordinated with Link light rail improvements on East 25th Street (see Strategy T-28) and East D Street pedestrian improvements (see Strategy T-16).

- 2001 T-9 Develop vehicular connection between Wiley Avenue and East C Street around the west side of the Tacoma Dome parking lot to improve circulation and reduce pedestrian conflicts on East D Street (Wiley to 26th) between Dome parking lots and entertainment venues.*
- 2001 T-10 Add traffic signals, when warranted, in the East C Street corridor from East 26th Street to Puyallup Avenue and coordinate signal operations with adjacent signal systems along East D Street and commuter rail grade crossing.*
- 2001 T-11 Coordinate and/or interconnect signal operations along Puyallup Avenue between Pacific Avenue and Portland Avenue to provide strong progression of traffic flow through the corridor.*
- 2001 T-12 Install slip-ramps from State Route 509 onto East D Street, north of the Tacoma Dome area.*

The existing proposal calls for one westbound off-ramp and one eastbound off-ramp onto East D Street. The ramps would provide greater mobility for general purpose and event traffic within the Tacoma Dome area.

- 2001 T-13 Install direct transit access lanes from the Tacoma Dome Station to Interstate 5 carpool lanes along East F Street.*

Among local stakeholders, the preferred alignment is the East F Street corridor from the East G Street/East 26th Street connection to the Tacoma Dome Station. This option would create little or no conflicts with pedestrian, light rail, and commuter rail traffic and greatly enhance transit routing and commuting times.

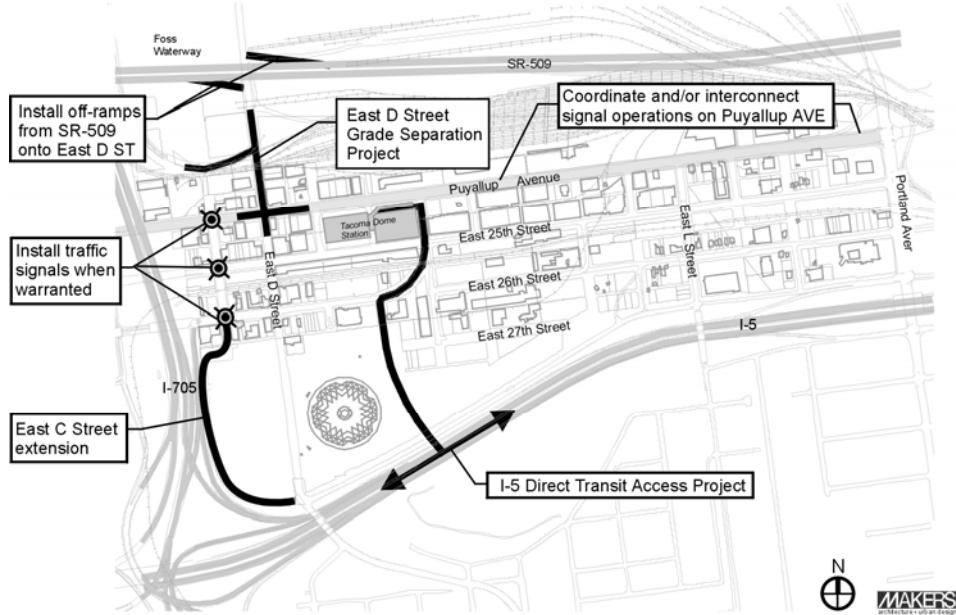


Figure 30.
Proposed circulation improvements

STRATEGIES FOR IMPROVING TRUCK AND FREIGHT ACCESS

Adequate truck turning radii can be enhanced when on-street parking is not allowed immediately adjacent to intersections of truck routes. Such conditions better allow trucks to make turns without interfering with through-traffic flow.

The following strategies have been developed to enhance truck access on Interstate 5, Interstate 705, Portland Avenue, and Puyallup Avenue. These improvements in conjunction with pedestrian-related street improvements on other local streets in the Core Development Area (see Strategy P-2) will reduce conflicts with local traffic and pedestrian activities.

2001 T-14 *Install truck routing and freeway “Way Finding” signs at major decision points, including*

- *East D Street, north of Puyallup Avenue to direct Port-related truck traffic onto Puyallup Avenue.*
- *Puyallup Avenue, east of Portland Avenue, to direct westbound truck traffic towards Interstate 5 via Portland Avenue.*
- *Interstate 5, east of Portland Avenue, to direct westbound truck traffic onto Portland Avenue.*

2001 T-15 *Maintain adequate intersection turn radii and eliminate on-street parking at intersection corners on Puyallup and Portland Avenues to encourage truck access along these routes.*

Curb bulbs can be used to satisfy both strategies, while improving pedestrian crossing conditions on intersections along Puyallup Avenue. This is most relevant at the Puyallup Avenue/East D Street intersection, where pedestrian improvements are proposed. Since truck traffic is encouraged on East D Street north of Puyallup Avenue, but discouraged south of Puyallup Avenue, wider turning radii should be maintained on the northwest and northeast corners of this intersection.

Access and circulation – non-motorized

During larger Tacoma Dome events pedestrian activity is significant. In addition, with the recent major transportation investments within the planning area including the Tacoma Dome Station and planned commuter rail station at Freighthouse Square, pedestrian activity has increased along East 25th Street East D Street and Puyallup Avenue. However, the remainder of the planning area has relatively low pedestrian activity and few pedestrian amenities.

- 2001 T-16 Complete programmed street improvements for East D Street between East 25th Street and Interstate 5 to enhance the pedestrian environment by reducing traffic volumes and speeds.*

This action should be concurrent with the vehicular connection between Wiley Avenue and East C Street around the west side of the Tacoma Dome parking lot (see Strategy T-9). The East C Street extension will enhance event traffic flow and relieve vehicle traffic on East D Street. Together, these improvements will greatly enhance pedestrian circulation between parking areas and/or future Dome parking lot development and the Tacoma Dome/Exhibition Center. These improvements should be coordinated with planned private development on the Tacoma Dome's west parking lot site, Link light rail improvements on East 25th Street (see Strategy T-28), and the East D Street Grade Separation Project (see Strategy T-8)

- 2001 T-17 Provide clearly defined pedestrian connections and streetscape improvements between planned rail boarding platforms, bus stops, and non-transit modes such as parking areas, taxi stands, and charter bus staging areas.*
- 2001 T-18 Develop pedestrian connection from Freighthouse Square and commuter rail station to entertainment venues and the Puyallup Tribe site along the East E Street alignment. Provide an additional entrance to the Tacoma Dome and its exhibition hall to connect with this pedestrian route.*

This access would substantially enhance access to both the Tribe property and the Dome. While Amtrak improvements may trigger the development of a pedestrian overpass to the south side of the tracks, it is important that public access be allowed through the Puyallup Tribe site as an enhancement to the area and an amenity to development on the Tribe's property.

- 2001 T-19 Develop a pedestrian connection from Puyallup Avenue to Dock Street over the BNSF tracks along the East C Street alignment to enhance the connection between the Tacoma Dome area and the Foss Waterway District.*
- 2001 T-20 Provide pedestrian and bicycle amenities that will be consistent with the City's Non-Motorized Plan.*

This includes the following facilities:

- Class II bicycle facilities (striped bicycle lanes) on Puyallup and Portland Avenues.
- Class III bicycle facilities (wide curb lane) on East D Street and East 25th Street.
- Bicycle parking at storage at key locations, including Tacoma Dome Station, Tacoma Dome, and other public spaces.

Despite heavy vehicle traffic on both Puyallup and Portland Avenues, both are major through routes and are relatively flat. These factors make them key bicycle commuter routes. With a combination of angled parking, planned light rail uses, and some sloping terrain, East 25th Street is less conducive to bicycling. However, bicycling is encouraged, with precautions, due to the availability of transit uses and pedestrian-oriented uses.

STRATEGIES FOR PARKING

The Tacoma Dome area has a large amount of surface and structured parking capacity including approximately 430 public-use surface parking spaces, over 2,700 parking spaces in Tacoma Dome lots, and approximately 2,400 structured parking spaces at the Tacoma Dome Station transit facility. In addition, there is a relatively large supply of on-street parking located along Puyallup Avenue, East 25th Street, East 26th Street, East C Street, and East D Street. Some of the on-street parking is time restricted one or two hours; however, most is unrestricted. The parking supply is adequate to meet existing demand except during large events at the Tacoma Dome. During large events, parking supply throughout the planning area (both on-street and off-street) is highly utilized. Some overspill to areas outside of the planning area occurs including the McKinley Hill area, Thea Foss Waterway vicinity, as well as the Tacoma Central Business District. Strategies T-1, T-2, T-3, and T-5, which would help to reduce the vehicular travel to the Tacoma Dome for events, would also reduce parking impacts. Several additional strategies are included to further address parking and reduce impacts to the area.

- 2001 T-21 *Develop a consolidated Tacoma Dome area parking management plan. The plan should be developed with assistance from local businesses, residents, City staff, Dome representatives, and City parking enforcement representatives. Policies regarding on-street and off-street parking restrictions, pricing, and enforcement should be considered/developed. For maximum benefit, incorporate the strategies below into the plan.*
- 2001 T-22 *Institute coordinated event pricing for off-street event parking. Consistent way-finding, and site signage are important components of this strategy.*
- 2001 T-23 *Encourage developers to take the market risk of lower parking ratios through the use of shared parking and increased use of transit.*
- 2001 T-24 *Enforce loading zones and short-term parking zones to reduce the potential conflict with local businesses.*

- 2001 T-25 *Establish Residential Parking Permit Districts (RPP) that reserve on-street parking capacity for residents when housing is developed in the Core Development Area.*
- 2001 T-26 *Establish Parking Benefit Districts (PBD) in which residents receive permits to park and non-residents are charged market rates when housing is developed in the Core Development Area. Resulting revenue can be earmarked for public services in the area such as streetscape improvements or roadway maintenance.*
- 2001 T-27 *Maximize the amount of on-street parking in the planning area. Parking capacity and efficiency can be improved with space delineation (paint striping), angle parking on one or both sides of wide streets, and enforced time restrictions to increase turnover. For angle parking, back-in spaces are preferred for traffic operations and safety.*

STRATEGIES FOR RAIL TRANSPORTATION

Sound Transit is completing the environmental review and design for its proposed extension of the Sounder commuter rail line from Tacoma to Lakewood. The project will locate the commuter rail station along the south side of Freighthouse Square on the Tacoma Rail Mountain Division (TRMW) line. The project includes pedestrian enhancements for inter-modal connections to other area transportation facilities. In addition, Sound Transit is beginning construction of the Link light rail transit connection between the Tacoma Dome Station and the Tacoma CBD. This facility will be located in the East 25th Street corridor. Strategies to further enhance these facilities are included below.

- 2001 T-28 *Complete programmed Link light rail and Sounder commuter rail improvements.*
- 2001 T-29 *Encourage Amtrak to make necessary track improvements to co-locate Amtrak station with Sound Transit commuter rail station.*
- 2001 T-30 *Support Train-to-the-Mountain efforts to establish excursion train service to Mount Rainier National Park using the TRMW line and co-located Sound Transit commuter rail station.*

Streetscape Improvements and Public Open Space

The Tacoma Dome area vision includes a concentration of pedestrian-oriented streets and spaces in the Core Development Area. East of East G Street, the vision seeks an improved streetscape along the Puyallup Avenue corridor and the Portland Avenue corridor, which are major gateways into the Tacoma Dome area. Major streetscape improvement or public open space plans, however, are not envisioned for the rest of the Tacoma Dome area east of East G Street. The industrial/manufacturing uses in this area rely on direct access and easy tractor-trailer loading activities within a network of wide streets and minimal disruption from vehicle traffic or pedestrians. Thus, the planning strategies below focus on the Core Development Area and the gateway corridors noted in Chapter III.

2001 P-1 *Complete programmed streetscape, pedestrian, and public art improvements.*

This includes streetscape improvements associated with Link light rail construction on East 25th Street, the East D Street Grade Separation Project (which includes streetscape improvements on Puyallup Avenue), East D Street Improvements, and the East 26th Street gateway improvements. These improvements should be coordinated for consistency and efficiency. Each of these improvements are shown on Figure 21, showing the first phase of envisioned development.

2001 P-2 *Complete a streetscape design implementation plan for the Core Development Area to implement the Plan's vision for pedestrian-oriented streets.*

This plan would draw on completed and programmed street improvements, as well as design concepts identified in the 2001 Tacoma Dome Area Plan and the February 3, 2000, *Tacoma Dome District Streetscape Improvements Conceptual Design Plan*, incorporated herein by reference. The plan should include design documents completed to the 35 percent level, implementation funds, and project timing. The following elements should be featured or considered in the designed streetscape improvements:

- Enhanced pedestrian routes with well-marked crosswalks and streetscape amenities (such as lighting, widened sidewalks, and/or street furniture) between the Tacoma Dome Station, and the Tacoma Dome entertainment core. Visible pavement treatments are also effective in designated pedestrian routes.
- Include traffic flow treatments to reduce speed adjacent to pedestrian routes. Effective treatments include allowing on-street parking (preferably restricted to short-term), curb-bulbs that narrow intersection crossing distances, delineated parking spaces and travel-way edges, and differential pavement treatment at crosswalk locations (see Figure 31).
- Include treatments to enhance the entryways into the Core Development Area.
- Consider angled parking on East C Street between Puyallup Avenue and East 26th Street to increase on-street parking opportunities.

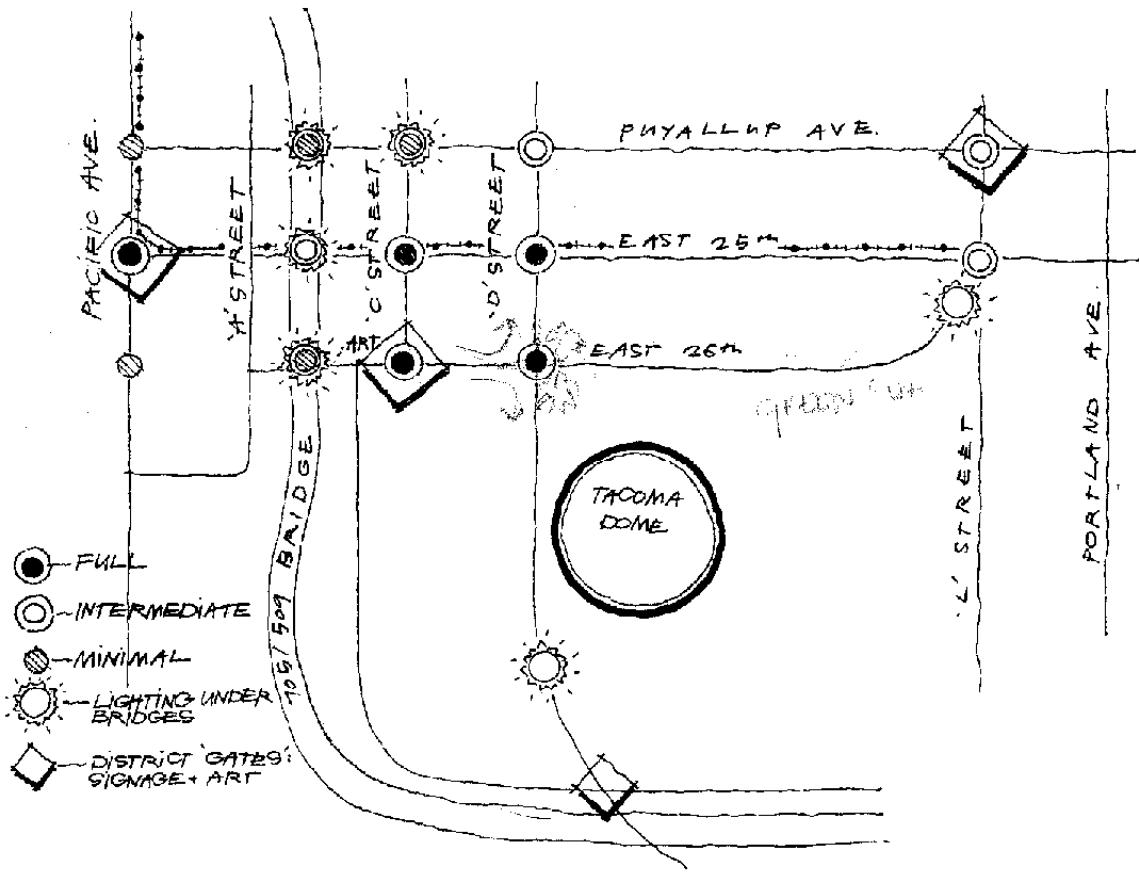
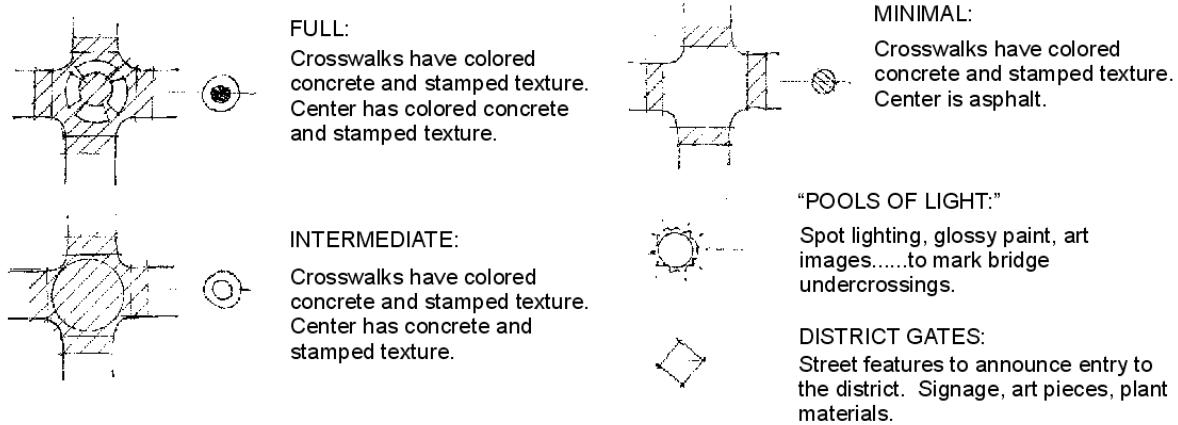


Figure 31. Intersection treatment concepts specified in the February, 2000, Tacoma Dome District Streetscape Improvements Conceptual Design Plan

As noted in Chapter 3, there are no designated parks or open spaces in the Tacoma Dome Area. The development of public open spaces will be critical in making the Core Development Area attractive to pedestrians in the long-term. Well-designed open spaces will likely attract pedestrian-oriented uses and development on surrounding properties.

2001 P-3 Develop a public plaza in conjunction with planned mixed-use development on the Tacoma Dome's west parking lot.

A public plaza here would serve as the focal point for new development at the south end of the Core Development Area. A centralized, well-designed open space here would serve Tacoma Dome and Exhibition Center users, tenants and users of planned mixed-use development, as well as nearby residents, and employees.

2001 P-4 Acquire properties, where possible, to develop a series of pedestrian plazas in conjunction with new development in the Core Development Area.

While a large public plaza on the Tacoma Dome property could function as the area's premier open space, the development of several additional smaller plaza spaces was viewed as most realistic and desirable for the Core Development Area. The following properties are identified as desirable locations for such pedestrian plazas in conjunction with future redevelopment activities:

- Pierce Transit property on East 25th Street adjacent to the planned Link light rail station. A pedestrian plaza here could be linked to existing plaza space at Tacoma Dome Station.
- Property west of Freighthouse Square on East 25th Street between East C and D Streets.
- Properties south of East 26th Street between East C and D Streets.
- Puyallup Tribe site south of East 26th Street (see P-6 below).

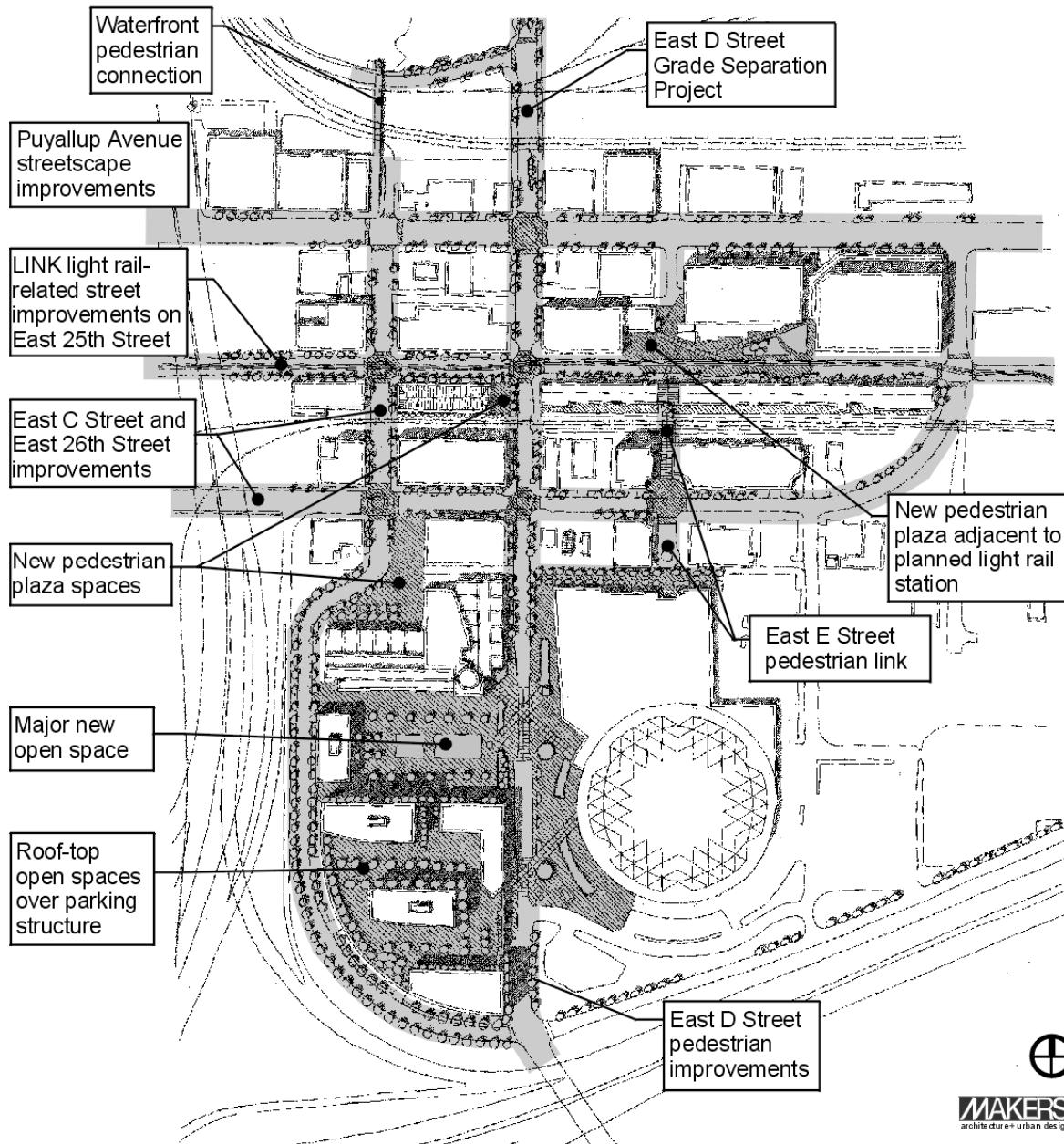


Figure 32. Envisioned streetscape and open space improvements in the Core Development Area

VII. Action Plan: Implementation Strategy

The planning strategies described in Chapter VI are organized in the chart below into one of four time frames. *Immediate Strategies* are those that can be acted upon or implemented within the first three years. These include a combination of land use regulation changes, programmed public improvements, and low-cost/high priority transportation-related improvements or actions.

Phase 1 strategies include those actions that should be completed by the end of the Plan's first decade (by 2012). These include a variety of public and transportation improvements that are high priorities, but will take more time to implement. *Phase 2* strategies include the actions that should be completed in the second decade of the Plan (by 2025). These include longer-term transportation projects and public improvements that require substantial funding or are associated with the timing of development activity. There are also a number of *Ongoing Strategies* that should be acted upon in an ongoing basis.

Unless otherwise noted, the City of the Tacoma is expected to be the lead agency in carrying out individual strategies.

Table 2. Implementation timing and cost considerations.

Strategies	Comments
IMMEDIATE STRATEGIES	
2001 LUD-1 – LUD-4. Zoning Code amendments.	Adopt in conjunction with 2001 Zoning Code Update.
2001 T-2, T-5 – T-7. Improve Tacoma Dome Parking capabilities.	Responsibility of Public Assembly Facilities - Tacoma Dome. Implementation costs vary from minimal if implemented as part of 2001 T-21, to additional wages for personnel (police/ticket sales/enforcement).
2001 T-8. Complete the programmed East D Street Grade Separation Project improvements.	Project is funded and scheduled for construction - early 2003.
2001 T-14. Install truck routing and freeway "Way Finding" signs at major decision points.	Cost estimated less than \$5,000 for design, materials, and installation.
2001 T-16. Complete programmed street improvements for East D Street between East 25 th Street and I-5.	Project is funded and scheduled for construction - 2002.

Strategies	Comments
2001 T-21. Develop a consolidated Tacoma Dome area parking management plan.	HIGH PRIORITY to encourage redevelopment and enhance Tacoma Dome area circulation. This is a good opportunity to involve the Dome District Development Group (local merchants and property owners), Dome management, and transit agencies in a cooperative venture. Approximately \$18,000 for plan development; implementation costs vary depending on findings and recommendations.
2001 T-22. Institute coordinated event pricing for off-street event parking.	Responsibility – City of Tacoma, Pierce Transit, Tacoma Dome, local lot owners Costs – Plan development time, lot signage; Refer to T-21 above.
2001 T-28. Complete programmed LINK light rail and Sounder commuter rail improvements.	Construction commenced in July. Service is expected to begin in 2003.
2001 P-1. Complete programmed streetscape, pedestrian, and public art improvements.	Each of these projects are funded and construction completed by 2003.
2001 P-2. Complete a streetscape design implementation plan for the Core.	Extend design amenities throughout the Core Development Area and complete streetscape plan; cost estimate \$30-40,000.

PHASE I STRATEGIES

2001 T-4. Automate closures and VMS and CMS at I-5 ramps to East 26th Street.	Responsibility – The City of Tacoma will work with WSDOT to incorporate this project into the I-5 HOV System Improvement in Tacoma-Pierce County.
2001 T-9. Develop vehicular connection between Wiley Avenue and East C Street around the west side of the Dome parking lot.	Responsibility – City of Tacoma, Public Works Department, possible developer frontage contribution.
2001 T-10. Add traffic signals when warranted in the East C Street corridor from East 26th Street to Puyallup Avenue.	Responsibility – City of Tacoma and possible developer mitigation; Cost – range from \$100,000 to \$200,000 per location depending on level of interconnection required; annual maintenance (\$2,500 to \$5,000) per location)
2001 T-11. Coordinate and/or interconnect signal operations along Puyallup Avenue.	Responsibility – City of Tacoma Cost - \$50,000 to \$200,000 depending on existing level of conduit and controller compatibility

Strategies	Comments
2001 T-18. Develop an East E Street pedestrian connection from Freighthouse Square to the Tacoma Dome.	This connection would need to be linked with pedestrian improvements associated with the development of the Tribe's property adjacent to the south. Public street improvements to enhance the pedestrian crossing at East 26 th Street should be made in conjunction with the Tribe's development activity. Sidewalk/public improvements can be made south of 26 th Street in conjunction with redevelopment activity on the Tribe's other properties there. An East E Street entrance and pedestrian improvements should be integrated into the Exhibition Hall's expansion – completing the pedestrian connection between Tacoma Dome Station and the Tacoma Dome. Improvements associated with Amtrak's station relocation to the Freighthouse Square site on the TRMW line will likely require a pedestrian overpass to a new landing on the south side of the tracks.
2001 T-29. Encourage Amtrak to make necessary track improvements to co-locate Amtrak station with Sound Transit commuter rail station.	Amtrak plans to construct a new and shorter rail line spurring westward off the current BNSF line towards Lakewood. The station would require a new pedestrian overpass over the tracks leading to a passenger platform on the south side of the existing tracks. The project is on the City's Six-Year Transportation Improvement Program List.
2001 P-3. Develop a public plaza in conjunction with planned mixed-use development on the Tacoma Dome's west parking lot.	City of Tacoma, contributions from private developers
PHASE 2 STRATEGIES	
2001 T-12. Install slip-ramps from State Route 509 onto East D Street.	Responsibility – The City of Tacoma will work with WSDOT to proceed with feasibility assessment, i.e., freeway access analysis, and subsequent programming and implementation.
2001 T-13. Install direct transit access from the Tacoma Dome Station to I-5 carpool lanes via F Street.	Responsibility – WSDOT, Sound Transit, Pierce Transit; Project is identified in <i>Destination 2030</i> , the Metropolitan Transportation Plan for the Puget Sound Region, as being considered in the 2021-2030 time frame.
2001 T-19. Develop a pedestrian connection from Puyallup Avenue to Dock Street along the East C Street alignment.	City of Tacoma; secondary connection to be completed after D St. overpass project.
2001 T-25 – T-26. Parking Permit Districts.	Consider once housing is built in the Core; also involve local property and business owners. Responsibility – City of Tacoma Cost – Permit issuance, maintenance and enforcement; revenue targeted for parking improvements.
2001 T-30. Support efforts to establish excursion Train-to-the-Mountain service.	Initiation of the Train-to-the-Mountain service is dependent on the ability of the City to obtain funding for upgrading the existing rail line. As freight use of this line increases, some funding will be available for track upgrades.

Strategies	Comments
ONGOING STRATEGIES	
2001 LUD-5. Market and provide incentives to encourage development of the primary and secondary development sites in the Core.	Tacoma Economic Development Department
2001 LUD-6. Actively pursue opportunities for providing new entertainment/destination attractions in the Core.	Tacoma Economic Development Department
2001 LUD-7. Promote housing opportunities in the Core.	Tacoma Economic Development Department
2001 LUD-8. Continue the existing program for assisting the expansion and/or relocation needs of existing businesses.	Tacoma Economic Development Department
2001 LUD-9. Preserve and reuse existing historic structures.	Tacoma Economic Development Department; Initiate and adopt Gasoline Alley Historic District designation before the end of Phase I.
2001 T-1. Encourage and promote transit options.	Tacoma Dome, Pierce Transit, and Sound Transit
2001 T-3. Promote event parking in the CBD and transit connections to the Tacoma Dome area.	Public Assembly Facilities - Tacoma Dome and Sound transit; strategy becomes realistic once Link Light Rail line operational.
2001 T-15. Maintain adequate turn radii and eliminate on-street parking at intersection corners on Puyallup and Portland Avenues.	Responsibility: City of Tacoma, Public Works Department.
2001 T-17. Provide clearly defined pedestrian connections and streetscape improvements between planned rail boarding platforms, bus stops, and non-transit modes.	Responsibility: City of Tacoma, Pierce Transit, and Sound Transit

Strategies	Comments
2001 T-20. Provide pedestrian and bicycle amenities that will be consistent with the City's Non-Motorized Plan.	Bicycle lanes will be installed in conjunction with planned East D Street improvements. Determine the viability of bike lanes on Puyallup; incorporate bike lanes on Puyallup Avenue in conjunction with scheduled improvements.
2001 T-23. Encourage developers to take lower parking ratios.	Implementation tied to T-21
2001 T-24. Enforce loading zones and short-term parking zones.	Responsibility: City of Tacoma, Public Works Department
2001 T-27. Maximize the amount of on-street parking in the planning area.	Implementation tied to T-21
2001 P-4. Acquire properties, when available, to develop a series of pedestrian plazas in the Core.	Responsibility: City of Tacoma; Continue to coordinate with property owners on redevelopment plans. Seek funding sources for property acquisition and open space improvements. Partner with private development to fund plaza improvements on private development sites in the Core.

Tacoma Dome Area Plan



APPENDIX 1: MARKET ANALYSIS

Tacoma Dome Area Plan Market Analysis

Prepared by

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August 7, 2001

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INTRODUCTION

BACKGROUND

This report presents a market analysis of the Tacoma Dome Neighborhood for incorporation into the revision of the Tacoma Dome Neighborhood Plan for the City of Tacoma. The market analysis is based on land uses under consideration for the neighborhood based on development scenarios created for the plan update. The analysis reflects land uses developed through public involvement workshops, meetings with City staff, and consultant team meetings.

Methods

The analysis is based on current market conditions in the study area and surrounding competing markets. In addition to third party data from sources such as Washington State Employment Security Department, Dupre + Scott Apartment Advisors, Inc., CB Richards Ellis, Inc., and Grubb & Ellis, Inc., the analysis incorporates data from personal interviews of local landowners and property managers. Standard building cost data were obtained to assess feasibility of developing each scenario.¹

Organization of chapter

The report is written as a component of the Tacoma Dome Neighborhood Plan, in which it will stand alone as an appendix, and be summarized in the plan itself. The rest of this chapter documents existing market conditions for development in the study area, factors affecting future development of the study area, and finally, the feasibility of specific development scenarios under consideration for the plan.

Existing conditions

The Tacoma Dome Neighborhood is dominated by commercial land uses, and not surprisingly, by the presence of the Tacoma Dome itself. The neighborhood has very little residential uses, and thus lacks one component of support for convenience-oriented retail and service businesses. Rather, the area is dominated by firms engaged in *Manufacturing, Wholesaling, and destination-related Services* (providing services for things like Tacoma Dome events). The adjacent land, dominated by the Port of Tacoma and the industrially zoned properties in the east end of the study area, attract industrial uses to the study area.

Projects planned for the area identified above, such as new office space and museum attractions, will change the type and amount of activity in the future. Increasing the amount of people coming to the area on a daily basis will change the market opportunities for neighborhood businesses. Commuter rail and light rail commuters also will change the mix of reasons that people come and go into the neighborhood.

Land in the area has sold at low rates recently relative to elsewhere in the Puget Sound region. Office rents are generally reflective of the Tacoma/Federal Way market and the office space that is currently available in the neighborhood appears to be in relatively high demand. There are very few vacancies.

¹ 2001 National Building Cost Manual, Craftsman Book Company (2001).

ECONOMIC PROFILE

Housing

Housing in the Tacoma Dome Neighborhood consists of only 14 or so known housing units, mostly single-family houses in the eastern end. The only permits issued for housing in recent years have been for demolitions in the eastern end. There have not been any new housing units built in the neighborhood since before 1990. Apartment vacancy rates in the mid-Tacoma area (MLS zone) decreased from nearly eight percent in 1996 to less than two percent in 2000.

Employment profile

From 1995 to 1999, employment in the City of Tacoma as a whole grew by only about 4%, increasing from 96,000 jobs in 1995 to roughly 100,000 in 1999. On a relative basis, employment in the Tacoma Dome Neighborhood increased more rapidly. From 1995 to 1999, employment in the Tacoma Dome Neighborhood, increased from 2,032 to 2,166, an increase of 134 jobs.

While the practice of “defining” an industry can be the subject of much debate, the Standard Industrial Classifications (SIC), developed by the U.S. Bureau of Labor Statistics, provide the most consistent means of characterizing companies (Table .). Though SICs are now out of date and have been replaced by the North American Industrial Classification System (NAICS), historical and current employment data for Washington State are still categorized using SICs. In addition to the broader industry classifications identified above, more detailed industrial sectors (represented by 4-digit SICs) are combined and used to analyze more specific business activities.

Table 1. Industrial Classifications

Sector Name	SIC range
Construction & Resources	07 – 17
Manufacturing	20 – 39
Transportation, Communication, & Utilities (T.C.U.)	40 – 49
Wholesale Trade	50 – 51
Retail Trade	52 – 59
Services (Finance, Insurance, Real Estate, and Services)	60 – 89
Government and Education	90 – 97, others

Source: Bureau of Labor Statistics

Among broad sectors of the economy, the *Construction & Resources* and *Manufacturing* sectors experienced the greatest increases in the Tacoma Dome

Neighborhood, gaining a combined 216 employees (Table 2)². The *Services* sector experienced the largest decrease, with a loss of 120 employees in the four-year period. Much of these losses in the *Services* sector were driven by a loss in employment in the *Health Services* categories.

Table 2. Tacoma Dome Neighborhood Covered Employment by Sector (1995 and 1999)

Sector	1999			1995			Change 95 to 99	Percent
	Jobs	Employers	Percent of Neighborhood	Jobs	Employers	Percent of Neighborhood		
Construction & Resources	274	14	13%	120	10	6%	154	128%
Manufacturing	630	17	29%	568	20	28%	62	11%
Retail	209	35	10%	229	34	11%	-20	-9%
Services	657	23	30%	782	21	38%	-125	-16%
T.C.U.	37	3	2%	17	1	1%	20	118%
Wholesale Trade	321	24	15%	279	19	14%	42	15%
Government	38	2	2%	37	1	2%	1	3%
Education	-	-	0%	-	-	0%	0	
Totals	2,166	118	100%	2,032	106	100%	134	7%

Source: Washington State Employment Security Department

Property values

The Tacoma Dome Neighborhood has substantial land capacity to accommodate further development, especially in areas currently zoned *Light Industrial* or *Urban Center Mixed Use*. In total, the Tacoma Dome Neighborhood has more than 425,000 square feet of vacant land, and another 2.7 million square feet that the City categorizes as redevelopable (Table 3.)³

Table 3. Vacant and Redevelopable Land in Tacoma Dome Neighborhood by Zoning (Square Feet)

Zoning	Vacant	Redevelopable	Total
HEAVY INDUSTRIAL DISTRICT	11,507	202,675	214,182
LIGHT INDUSTRIAL DISTRICT	284,460	1,723,673	2,008,133
URBAN CENTER MIXED USE DISTRICT	130,201	784,948	915,149

Source: ECONorthwest analysis of City of Tacoma Assessor's data extracts.

² All employment for the years 1995 through 1999 reported in this chapter represent ECONorthwest spatial aggregations of “covered” employment estimated based on Washington State Office of Employment Security data that have been geocoded by Puget Sound Regional Council staff. “Covered” employment represents all employees that are “covered” under the State’s unemployment insurance act. This excludes proprietors, self-employed individuals, and others. The Puget Sound Regional Council estimates that, on a regional basis, for every 100 “covered” employees, there exists an additional 15 to 20 non-covered employees.

³ Estimates of vacant and redevelopable land are based on ECONorthwest analysis of City of Tacoma tax-parcel level data. In our analysis we relied on City of Tacoma designations of redevelopable parcels, which are reportedly based on ratios of the assessed values of improvements (structures) to the assessed value of land. All parcels with current improvements values that are less the current value of the land are considered redevelopable.

Recent sales of vacant property in the Tacoma Dome Neighborhood suggest that the value of land ranges from less than \$5 per square foot to \$8 or more. Table 4 provides details for selected, recent transactions as reported by the Pierce County Assessor-Treasurer's Office.

Table 4. Selected Sales of Vacant Land in Tacoma Dome Neighborhood

Parcel	Zoning	Street	Assessed Value of Land	Sale Price	Date	Price /Sq Ft.
4715010420	LIGHT INDUSTRIAL DISTRICT	PUYALLUP	\$158,200	\$125,000	11/27/2000	\$8.00
2077330050	HEAVY INDUSTRIAL DISTRICT	27 TH	\$25,800	\$42,500	9/29/2000	\$7.39
2076370020	LIGHT INDUSTRIAL DISTRICT	26 TH	\$12,300	\$15,000	10/14/1999	\$2.30
2076220020	URBAN CENTER MIXED USE DISTRICT	26 TH	\$42,300	\$42,000	5/12/1999	\$6.45
2077350010	LIGHT INDUSTRIAL DISTRICT	27 TH	\$20,200	\$12,000	5/22/1992	\$2.45

Source: ECONorthwest analysis of City of Tacoma Assessor's data extracts.

Rents, Absorption, and Vacancy Rates

In recent years, commercial real estate conditions in the Tacoma area have improved. Even now, however, rents commanded by commercial properties in the Tacoma area typically fall at the low end of the regional spectrum while vacancy rates fall at the high end.

Over the last few years, Tacoma has enjoyed a spillover effect from the tight real estate markets in the Seattle/Eastside corridors. As space in these high-profile markets became increasingly scarce and rents soared, Tacoma's lower rents (and lower development costs) attracted more and more businesses.

In recent quarters, however, the regional office and industrial markets have taken a turn for the worse. Virtually all of the office and industrial sub-markets in the region have experienced negative absorption and increasing vacancy rates at the same time that new supply continues to work its way through the construction pipeline. As the office market in the Seattle/Eastside markets and the industrial market in the Kent valley softens, Tacoma's competitive advantage becomes less pronounced.

In the long run, as long as the Puget Sound region continues to grow, the City of Tacoma is well positioned to absorb a share of that growth. In the short-term, however, Tacoma will probably share in the regional pain associated with excess supply.

The Industrial Market

In its *2nd Quarter 2001 Industrial Market Report*, Grubb & Ellis reported that Tacoma vacancy rates fell in the high end of the regional range at 6.1%. Grubb & Ellis also reported that, with a national and regional slowdown in manufacturing, virtually all Central Puget Sound industrial markets experienced negative absorption in the most recent quarter. In fact, between 1st and 2nd quarter 2001, the square footage of vacant industrial space in the Kent and Pierce County markets increased by more than 800,000 square feet.

Current asking rents for industrial space in the Tacoma market stand at \$0.33 per square foot, which is lower than any other market in the region. So far, however, typical asking rents in the region (and in the Tacoma market) have remained relatively stable for the last year-and-a-half.⁴

Office

In recent quarters, the market for office space in the Puget Sound region has undergone a good deal of upheaval. In its *2nd Quarter 2001: Seattle Office Market Trends* report, Grubb & Ellis reports that regional absorption of office space for the 2nd quarter stood at a *negative* 1.6 million square feet. In addition to negative absorption, available sublease space in the region has jumped from less than 400,000 square feet in 3rd quarter 2000 to more than 3.4 million square feet by 2nd quarter 2001. It is puzzling to see such large negative absorption rates and such a glut of available sublease space on the market at the same time that area employment is rising, but the most prevalent explanations lay the blame on firms scaling back plans for aggressive growth.

For the Tacoma market, 1st quarter office vacancy rates reportedly stood close to 10%, with asking rents for Class A space in the Tacoma/Federal Way area running at just under \$20 per square foot. While much of the recent softening has been focused in the Seattle/Eastside sub-markets, and Tacoma's current 10% vacancy rate does not represent a marked increase over the vacancy rates of recent years, many analysts believe that markets like Tacoma will soon begin to feel negative ripple effects from events in the Seattle/Eastside sub-markets.

From 1st to 2nd quarter 2001, office vacancy rates in Seattle jumped from 3.7% to 8.3%, with the Eastside experiencing even more dramatic increases.⁵ Since much of the demand for office space in areas to the north and south of the Seattle/Eastside corridor has been driven by tight supply and high rents in these high profile markets, the emergence of excess supply and falling rents in these areas will probably make space in places like Tacoma more difficult to fill.

Our conversations with stakeholders in the Tacoma Dome Neighborhood suggest that conditions in the area are not out of line with those reported for the Tacoma market as a whole. Current asking rent for office space ranges from \$13.80 to \$15.00 per square foot in the neighborhood, with very few vacancies.

⁴ Source: C.B. Richard Ellis *Puget Sound Market Index Brief: Industrial Market 1st Quarter 2001*.

⁵ Source: Grubb & Ellis *Seattle Office Market Trends: 1st Quarter 2001* and *Seattle Office Market Trends: 2nd Quarter 2001*.

FORECASTS

Employment

As part of their regional forecasting function, the Puget Sound Regional Council (PSRC) generates long-term forecasts of employment for the region, which it reports by sub-area or Forecast Analysis Zone (FAZ). In 1998, the FAZ that covers Tacoma's industrial Tideflats area and includes virtually the entire Tacoma Dome Neighborhood (FAZ 1900) served as home to almost 13,300 employees. In fact, these 13,300 employees represent only a slight increase from the area's employment in 1970 (Table 5). Between 1970 and 1998, employment in the FAZ first fell, reaching its lowest point in 1990 with slightly less than 12,400 jobs, but then rebounded to their current level. Over these last three decades the types of commercial activities that have taken place in the area have shifted as well. *Manufacturing* jobs have fallen, while *Services* employment in the area has increased from 317 in 1970 to more than 2,500 in 1998.

The most recent PSRC forecasts anticipate, however, that the recent growth in *Services* jobs in the area will diminish, while jobs in the *Manufacturing* and *Wholesale Trade, Communications, and Utilities* sectors will rebound. In all, PSRC forecasts call for employment in FAZ 1900 to increase by 28% between the years 1998 and 2020, growing by more than 5,000 jobs.

Table 5. Historical and Forecasted Employment by Sector – Forecast Analysis Zone (FAZ 1900)

Year	RETAIL	SERVICES	MANUFACTURING	WTCU	GOV/ED	TOTAL EMPLOYMENT
1970	707	317	8,130	3,465	429	13,048
1980	319	575	8,815	2,334	564	12,607
1990	502	754	7,065	3,505	572	12,398
1998	458	2,517	6,528	3,657	137	13,297
2010	829	2,566	7,531	5,206	408	16,540
2020	799	3,111	7,668	6,347	431	18,359
Forecasted Growth						
1998-2010	371	49	1,003	1,549	271	3,243
1998-2020	341	594	1,140	2,690	294	5,062

Source: Puget Sound Regional Council

Of course, since the Tacoma Dome Neighborhood represents only a relatively small portion of the Tideflats area (and FAZ 1900), if the neighborhood were to receive a major portion of the FAZ's expected new *Retail* and *Services* jobs, while receiving a smaller portion of new *Manufacturing* or *Wholesale Trade, Communications, and Utilities* jobs, it might still represent a substantial shift in Tacoma Dome Neighborhood's economic profile.

FACTORS AFFECTING DEVELOPMENT

Sound Transit operations

Commuter rail already serves the study area and light rail is planned for the study area. Commuter rail boardings in the area are forecast to grow to 1,200 per day by 2010 and to 1,600 per day for 2020⁶. Light rail boarding forecasts are slightly less than commuter rail, with 700 light rail boardings per day forecast by 2010. Increased service of commuter rail may contribute to a market for lower rent housing in the study area, designed for lower income households with workers commuting to Seattle and elsewhere in the region. Together, the increased operations of commuter rail and light rail will attract more traffic that would support increased retail and services in the area. Most riders will come in cars and take advantage of park-and-ride services. In general, once in their cars, they are less likely to stop to patronize businesses in the study area. However, businesses located in Freighthouse Square and immediately adjacent to the boarding platforms will likely experienced increased activity with transit ridership growth.

The Sound Transit pedestrian corridor planned for East 25th Street will also encourage increased activity from the west side of I-705, nearer to UWT and the housing and businesses along Pacific Ave. Similarly, light rail connections to downtown will likely increase demand for restaurants and bars, retail, and services in the Dome District.

Casino development

The Puyallup Tribe has discussed conceptual plans with the City to develop a casino in the center of the study area. This development would change the study area dramatically in that vicinity.

The potential casino could include a 200,000-foot structure, a very large operation. A casino of this size would attract thousands of trips per week into the study area, from employees and customers. The greatest number of trips would come during evenings on weekdays and in the afternoons on weekends. These trips would increase demand for restaurants and hotel space in the study area, likely attracting one or two new restaurants and more hotel space, either with the casino or separate. Employees may number great enough to increase residential demand for lower rent housing in the immediate vicinity.

Cosmos development

The phased development planned for the Cosmos could drastically change the mix of land uses in demand in the study area. With up to 750,000 square feet in Class A office space planned, the Cosmos development could bring as more than 2,000 workers into the Tacoma Dome Neighborhood.

The effects of this development could change the market dynamics of the study area quickly. In the short-term, the housing market would likely improve, allowing housing developers to charge top market rents and increase the feasibility of upscale new development. More retail and restaurants would be supported as well. In the longer-term, the impacts of the housing and hotel space planned in the latter phases of the Cosmos plan, would be felt throughout downtown Tacoma, with increased activity tying in Thea

⁶ Tacoma Dome Station Environmental Assessment, Sound Transit (1999).

Foss Waterway improvements and increased retail and housing activity Downtown Tacoma.

LeMay Car Museum

The LeMay Car Museum would be a regional attraction that would primarily bring in visitors for afternoon visits. While the museum is expected to be large in scope, if the area lacks a supporting network of retail and entertainment opportunities, the museum itself would likely generate few economic multiplier effects. Without the supporting retail and entertainment opportunities, visitors to specific museums such as this tend to visit the museum and then return home or go elsewhere to spend their retail dollars. Museums alone do not typically induce visitors to stay in an area to drive a retail or restaurant market, though combined with other events in the area, certainly the museum traffic would be expected to have a positive effect on the feasibility of increased local retail, restaurants, and entertainment industries.

Incentive programs

The City of Tacoma has implemented several programs to assist businesses located in the study area or to facilitate the relocation of new firms in the Tacoma Dome Neighborhood. On a citywide level, Tacoma has committed itself to providing a streamlined permit review process, and to providing one-stop shopping for a wide range of information that will ease the burden on potential developers. At the neighborhood level, the City offers two specific programs to encourage economic development: the Neighborhood Business District Revitalization Program, and a series of multifamily loans and tax incentives.

Neighborhood business district Revitalization program

A portion of the study area is already designated as a Neighborhood Business District. Through the Neighborhood Business District Revitalization Program, City staff work with businesses in this district to address needed physical improvements (traffic calming, hazardous sidewalk, blight removal), streetscape enhancements (transit shelters, trash receptacles, benches, trees), promotional activities (special events, retail events, cooperative advertising), and economic restructuring activities (property inventories, marketing analysis, cluster analysis). In addition to these activities, the Neighborhood Business District Program also provides direct assistance to businesses for façade improvements, merchandising assistance, small business coaching and small business financing.

Multifamily Loans and Tax Incentives

The City of Tacoma is aggressive in its support of multi-family housing development and rehabilitation. The City offers ten-year property tax exemptions for multi-family development or rehabilitation in 14 target areas, including the Tacoma Dome Neighborhood Business District. In addition, Tacoma offers a range of market-rate loan guarantees or direct, low-interest loans to support development of low and moderate-income housing.

FEASIBILITY OF LAND USES

Land uses introduced and advanced in this plan include retail space, office and flex-tech space, and multifamily housing. Attracting each type of land use presents its own set of challenges. Among the many potential configurations for each type of use, two factors have a substantial impact on the cost of development: (1) the scale of the development and (2) the configuration of parking.

Development configurations that include more expensive parking solutions such as below-grade parking can generate substantially higher overall project costs. Ultimately, this means that the revenues generated by the project (rents) need to be that much higher to make the development feasible.

The following sections examine the feasibility of developing three different mixes of land uses: (1) office space with retail on the ground floor, (2) multifamily housing with retail on the ground floor, and (3) flex-tech space with retail on the ground floor.

Office space

To illustrate the feasibility of developing office space in the study area, ECONorthwest analyzed varying configurations of office space for Site A, the parcels of land along the south side of East 25th Street, between East D Street and East C Street. The analysis projected the values a developer would place on the land given different potential configurations and different market rental rates. (Table 6)

Each configuration included ground floor retail to encourage a mix of uses in the study area. The actual costs of a given configuration may vary considerably depending on the specifics of the project. The costs used for this exercise are reliable, ballpark costs based the existing set of assumptions, which are presented in more detail for one configuration. (Figure 1.)

**Table 6. Effective value of land for office building development, Site A
(net present value)**

Configuration	Office-space rents (per year, per square foot)			
	\$17.00	\$20.00	\$23.00	\$25.00
Five floors office, one floor retail, four floors of underground parking		\$(2,996,500)	\$(1,584,600)	\$(172,800)
Three floors office, one floor retail, above grade, adjacent three-story parking garage	\$(1,913,300)	\$(219,000)	\$628,100	\$1,475,200
Half-site development, one floor retail, one floor office, surface parking on other half of site	\$537,600	\$740,100	\$841,300	

Figure 1. Feasibility Analysis of Office Development on Site A

Parcel size	29,100
Building footprint (sf)	27,900
DEVELOPMENT COSTS	
Retail	
Retail space, ground floor	27,900
Cost per square foot	\$ 73.22
Retail construction hard costs	\$ 2,042,950
Office	
Floors	5
Leasable office space per floor	25,100
Total leasable office space	125,500
Quality	Good
Cost per 2nd story and above (per sf)	\$ 81.49
Tenant improvement costs per sf	\$ 20.00
Office construction hard costs	\$ 12,736,520
Required stalls	312.8
Square foot per stall	350
Total space needed	109,480
Floors of parking	4.00
Parking total square foot	111,600
Cost per sq ft (<i>all costs</i>)	\$ 42.00
Garage construction hard costs	\$ 4,687,200
Contingencies	15%
Hard costs	\$ 22,386,670
Soft costs	\$ 6,716,001
Total construction costs	\$ 29,102,671
Expected return on development	8%
Total development costs	<u><u>\$ 31,430,885</u></u>
OPERATING ASSUMPTIONS	
Expected retail space rents (per sf)	\$ 15.00
Gross full service office rent (per sf)	\$ 25.00
Tenant charge for services	\$ 8.00
Triple net office rent (per sf)	\$ 17.00
Vacancy rate	10%
Net operating income from tenants	\$ 2,338,650
Monthly garage revenue per month per space	\$ 110
Monthly garage operating cost per space	\$ 50
Net operating income from garage	\$ 162,000
Net operating income	<u><u>\$ 2,500,650</u></u>
Cap rate	8.0%
Residual available for property cost (subsidy)	\$ (172,760)

This office rent is outside of current market range, which tops out at about \$20.

In essence, the different land values represent the net present value the developer would place on the land based on the expected cash flow of the contemplated development (i.e. expected costs and revenues). This net present value represents the highest price the developer would be willing to pay for the property for the contemplated development. A negative land value, or a land value that is less than the price the current owner wants for the property, means that the configuration is not feasible under the corresponding market conditions. Negative land value indicates that a developer would only consider development of *that configuration* if the land were given to the developer along with payment of the stated value.

Among the scenarios included in this office analysis, the most important determinant of feasibility for a given rental rate was the configuration of parking. Requiring

underground parking for a six-story office building would mean including four floors of underground parking. For this configuration to work the office space must rent at near top-of-the-market rental rates *and* essentially the developer must be given the land (vacancy rates, tenant costs and other assumptions make the negative \$172,800 as likely as zero). Rental rates at or only slightly above current market rates result in negative land value, which suggests that the project is not feasible given existing market conditions. The second option included in the analysis assumed a change in the configuration of parking to allow an above ground parking structure adjacent to Site A, placing the parking on Site B. Under this configuration, rents closer to market values would generate a positive land value. Finally, a smaller development, occupying just half of the site and providing surface parking on the other half of the site, would most likely return a positive land value (slightly more than \$10 per square foot) under current market conditions.

To illustrate the significance of providing on-site parking for developers, this analysis also includes a no parking office development scenario. This scenario assumes all parking for a large office building could be accommodated through neighborhood parking management (shared parking, public facilities, on-street parking and other managed solutions). Under this scenario, with no parking required on site, the largest configuration above would yield effective market land values well above current property values. Following the analysis above, the effective land value would range from \$2.5 million to \$6.7 million for the largest scenario, depending on rents achieved.

Developers would likely have a very difficult time securing financing for this last scenario with no parking provided on site. Tenants paying market rents typically expect parking on-site for at least some of their employees, except in the densest of employment centers. This scenario might only be realistic if site amenities and very convenient parking options were abundantly available.

Housing

Under current conditions, housing could be the most challenging land use to develop in the Tacoma Dome Neighborhood. Development costs are relatively high and rents are relatively low. To test the feasibility of a housing development, ECONorthwest analyzed a hypothetical, large multifamily housing development with 125 apartment units located on Site F, along the south side of Puyallup Avenue, between East D Street and East C Street. The analysis assumes that an apartment development of this magnitude would require structured parking, and given the need to conform to a transit-oriented neighborhood plan, much of the parking would likely be required underground. Similar to the office analysis, ground floor retail is included in the analysis to encourage the mixed-use themes of the neighborhood.

For this analysis, a high-end rent of \$850 per month for an 800 square foot apartment results in negative land value (Figure 2). (Again, any land value that is lower than the current owner's selling price means that the development of the contemplated project is unlikely to occur under market conditions.) Monthly rental rates for apartments in the area average less than \$600, though many units rent for much more, in the range of \$800 to \$900 per month. Given the analysis' assumed configuration, new development would require attracting rents that fall in high end of the local market.

Tacoma's multifamily housing incentives (ten years of property tax abatement on improvement value) do provide value to this development. On total development costs of \$10 million to \$15 million, the net present value of the incentive to the developer ranges from \$220,000 to \$350,000. Such incentives can help make the difference to the developer, depending on the differential between project value and land costs.

Figure 2. Feasibility Analysis for Apartment Building on Site F

DEVELOPMENT COSTS	
Building footprint (sf)	25,000
Retail	
Retail space, ground floor	22,600
Hard cost per square foot	\$ 73.22
Retail hard costs	\$ 1,654,862
Multifamily	
Floors	5
Units per floor	25
Dwelling units	125
Average unit size (s.f. of living space)	800
Quality	Good
Second floor units	\$ 65.89
Third floor units	\$ 67.20
Fourth floor units	\$ 68.52
Fifth floor units	\$ 69.84
Sixth floor units	\$ 71.24
Residential hard costs	\$ 8,567,247
Basement Parking Garage	
Stalls per floor	110
Stalls for apartments	121
Stalls for retail	68
Total stalls	189
Square foot per stall	350
Total parking space needed	66,104
Floors of parking	2.64
Floors assumed	2.00
Basement garage size (sf)	50,000
Cost per square foot	\$ 42.00
Garage hard costs	\$ 2,100,000
Contingencies	15%
Total hard costs	\$ 1,848,316
Soft costs	25%
Total construction cost	\$ 12,515,564
Return on development	10%
Total development cost	\$ 3,128,891
Total MF cost per unit	\$ 15,644,454
	\$ 1,564,445
	\$ 17,208,900
OPERATING ASSUMPTIONS	
Res. operating costs per year per unit	\$ (3,700)
Effective percentage of gross income	36%
Average residential vacancy rate	10%
Residential operating costs per year	\$ (416,250)
Expected apartment rents (per unit)	\$ 850
Annual residential revenue	\$ 1,147,500
Monthly garage revenue per month per space	\$ 110
Monthly garage operating cost per space	\$ 50
Garage rental revenue	\$ 81,000
Expected retail space rents (per sf)	\$ 15.00
Annual retail revenue	\$ 339,000
Net operating income	\$ 1,151,250
Cap rate	8.0%
Required property cost (subsidy)	\$ (2,818,275)

Flex-tech

The category of commercial space referred to as “flex-tech” is generally used to describe space that allows for a mix of office and industrial uses. As the name implies, flex-tech space allows firms to mix a range of office, R&D, and light-industrial uses in close proximity with one another, which is often attractive to high-tech companies with diverse needs. Because a portion of flex-tech space includes larger, less finished spaces, construction costs are considerably lower than for traditional office space (this feasibility analysis assumes hard construction costs of roughly \$51 per square feet for flex space compared to almost \$81.50 per square foot for office space [Figure 3]).

To test the feasibility of a flex-tech development in the Tacoma Dome Neighborhood, ECONorthwest analyzed a hypothetical two-story development on site C, located along the north side of Puyallup Avenue at Dock Street. The hypothetical development has a footprint of 54,000 square feet, and includes 18,000 square feet of retail on the ground floor, facing Puyallup Street, with the remain 80,000 square feet on the first and second floors dedicated to for flex-tech uses. The configuration included one floor of underground parking (187 spaces).⁷

Given the above configuration, the hypothetical development does not appear to be feasible given existing market conditions. Assuming rental rates of \$15 per square foot per year for retail, \$1.40 per square foot per month for office space, and \$0.40 per square foot per month for industrial (which combine for a melded rate of \$0.80 per month for the flex space), the hypothetical development shows a land value of more than \$1,000,000, implying this project could attract investors.

⁷ To fully meet the typical parking needs of such a space (assuming 4 spaces per 1,000 square feet of retail, 3 spaces per 1,000 square feet of office, and 2 spaces per 1,000 square feet of industrial) the development would actually require slightly more than 300 total parking spaces.

Figure 3. Feasibility Analysis for Flex-tech Space for Site C

Parcel size	58,241	
Building footprint (sf)	54,000	
DEVELOPMENT COSTS		
Retail		
Retail space, ground floor	18,000	
Cost per square foot	\$ 73.22	
Retail hard costs		\$ 1,318,032
Flex-tech		
Floors	2	
Ground floor space	36,000	
Second floor space	54,000	
Cost per square foot (<i>all costs</i>)	\$ 50.99	
Flex-tech hard costs		\$ 4,589,097
Garage		
Stalls of flex-space	187	
Total stalls	187	
Square foot per stall	350	
Total space needed	65,450	
Floors of parking assumed	1.00	
Parking total square foot	54,000	
Cost per sq ft (<i>all costs</i>)	\$ 42.00	
Garage hard costs		\$ 2,268,000
Contingencies	15%	\$ 1,226,269
Total hard costs		\$ 9,401,398
Soft costs	30%	\$ 2,820,420
Total construction costs		\$ 12,221,818
Return on development	10%	\$ 1,222,182
Total development costs		\$ 13,444,000
OPERATING ASSUMPTIONS		
Expected retail space rents (per sf)	\$ 15	
Percentage of industrial that is office	40%	
Office rent per month per sf	\$ 1.40	
Industrial rent per month per sf	\$ 0.40	
Melded rate for flex space	\$ 0.80	
Average vacancy rate	10%	
Retail, office, and industrial rental revenue		\$ 1,047,600
Monthly garage revenue per month per space	\$ 110	
Monthly garage operating cost per space	\$ 50	
Garage rental revenue		\$ 121,176
Net operating income		<u><u>\$ 1,168,776</u></u>
Cap rate	8.0%	
Residual available for property cost (subsidy)		\$ 1,165,700

Retail rent is triple-net.
Office in this case is triple-net, as is the industrial rent (shell and office).

SUMMARY

Long-term regional growth forecasts anticipate considerable economic growth in the City of Tacoma as a whole, and in the Tideflats area that includes the Tacoma Dome Neighborhood in particular. How and when that growth will occur, however, will depend on the real world interaction between demand for space and site-specific development costs and constraints.

The Tacoma Dome Neighborhood does offer substantial developable capacity to accommodate growth, in terms of new commercial activities and/or new residences. With a robust road infrastructure capable of handling the large volumes of traffic associated with Tacoma Dome events, the area may be well suited for development of more destination-type retail or service uses—uses that do not require a customer base of nearby residents. Alternatively, however, the Neighborhood's proximity to Tacoma's downtown core, combined with its capacity to accommodate new development, may offer an opportunity to pursue a denser, less auto-oriented mix of residential, office, retail, and light industrial uses.

It appears that current market conditions make the latter, mixed-use alternative less likely to occur in the short term. In the longer term, however, many scenarios are possible. This is especially true if Tacoma is successful in transforming its nearby Downtown into a vibrant center of residential, commercial, and civic activity.

Tacoma Dome Area Plan



Appendix 2: Status of 1995 Strategies

A Review of the 1995 Tacoma Dome Area Plan's Planning Principles and Strategies

Principles/Strategies	Completed	Partially Completed	Incomplete	Still Valid	Comments
PLANNING PRINCIPLES					
1. Protect key assets in the study area.		X		X	Ongoing.
2. Enhance aesthetics of area to create a positive image for downtown Tacoma.		X		X	Ongoing.
3. Create strong intermodal linkages: vehicular and pedestrian/bicycle.		X		X	Ongoing.
4. Encourage urban style, transit-supportive mixed-uses in multimodal core area.		X		X	Ongoing.
5. Encourage development in the core area that builds on unique assets of the area and complements downtown core.		X		X	Ongoing.
6. Create a strong sense of place for people.		X		X	Ongoing.
7. Retain/enhance the history and cultural heritage of the area.		X		X	Ongoing.
8. Improve public safety.		X		X	Ongoing.

Principles/Strategies	Completed	Partially Completed	Incomplete	Still Valid	Comments
SHORT-TERM DEVELOPMENT CONCEPTS (1995-2005)					
1. Pierce Transit's express bus terminal and parking facility.	X			X	Completed and in operation.
2. Commuter rail service and station adjacent to Freighthouse Square.		X		X	Temporary station on BN line in use. Move to Freighthouse Square site in mid-2002.
3. Train to Mountain operation co-using the commuter rail station noted above.			X	X	Long-term goal. Track needs approximately \$15M in upgrades necessary to allow passenger trains. Increasing freight use on the line is allowing some upgrades. Profits from continued and increased freight use will be used to upgrade track. No timetable on implementation.
4. Improvement of East D Street as a key pedestrian route.		X		X	Design completed. Improvement plans for D Street, including BN Grade Separation project, set for construction 2002. Plans call for changing the lane configuration from 2 lanes each way to 1, with a bike lane, curb bulbs, stamped concrete, and a public art feature in the form of special lighting.
5. Improvement of East 25 th Street as a key pedestrian route.		X		X	Design completed. Improvements have been implemented between East D and East G Streets in conjunction with Tacoma Dome Station Phase 2/Link Light Rail/Sounder Commuter Rail. Additional sidewalk improvement are scheduled for 2001/2002 between A and D Streets.

6. Improvement of East E Street as a key pedestrian route.		X		X	Pedestrian plaza improvements were constructed in East E south of the alley as part of Tacoma Dome Station Phase 2, also East E right of way was vacated south of the alley. A continuous pedestrian connection from Freighthouse Square southward to the Tacoma Dome is still desirable.
7. Redevelop south half of block west of Tacoma Dome Station to include new public park/plaza and mixed-use development.		X		X	No current development activity on this site. A pedestrian plaza, however, was built in Phase II of the Tacoma Dome Station in the E Street ROW (now vacated) south of the alley and adjacent to 25 th Street. Pierce Transit owns the property west of the pedestrian plaza (blue warehouse), but has no funds for site improvement. The property at the corner of D and 25 th contains a fish processing plant. As a mitigation of light rail's impact on site delivery access, the alley to the north of the site will be improved.
8. Development of the Puyallup Tribe site with office or mixed-use.		X		X	The tribe does not have specific development plans for the site at this time. Recent publicity referenced the Tribe's consideration of a casino on this site.
9. Expansion of the Dome exhibit hall.		X		X	The Tacoma Dome is pursuing exhibit hall expansion at this time – interested in tripling its current size. Funding sources and project timing are undetermined.
10. Designate East D Street and Puyallup Avenue as dedicated bikeways.	X			X	Completed in the 1996 Non-Motorized Plan. East D Street plans call for new bike lanes.
11. Possible new private development west of East D Street between 25 th and 26 th Streets.		X		X	The southerly portion of the site is divided into six parcels owned by two groups of owners.

Principles/Strategies	Completed	Partially Completed	Incomplete	Still Valid	Comments
LONG-TERM DEVELOPMENT CONCEPTS (2005-2015)					
1. Extension of commuter rail to Lakewood.			X	X	Track extension and service expected by the 1 st quarter of 2003.
2. Initiation of light rail service through planning area.			X	X	Light rail planned for the 25 th Street corridor. Construction to begin within the next few months. Service to begin in mid 2003 at the earliest.
3. Relocation of Amtrak intercity passenger rail service from the BN line to the Chehalis Western rail line – co-locating with commuter rail line.			X	X	In six year plan (completion in 2007). Requires building a new rail connection to Lakewood and beyond to connect with existing Amtrak line. New link would cut 20 minutes off Seattle to Portland travel times.
4. New commercial and mixed-use development between the Puyallup Tribe site and the Tacoma Dome.			X	X	No current plans for development.
5. Additional commercial, light industrial and mixed-use development west of East D Street centered on 25 th and 26 th Streets.			X	X	The southerly portion of the site is divided into six parcels owned by two groups of owners.
6. Additional commercial development between Puyallup Avenue and the Foss District.			X	X	No current development activity.

Principles/Strategies	Completed	Partially Completed	Incomplete	Still Valid	Comments
STRATEGIES FOR REALIZING THE VISION					
Land Use and Development Strategies					
1. Change zoning in the core development area from MC to UCX-TD.	X			X	Completed in 1995.
2. Retain existing MC and M-1 zoning in areas west of I-705, but remove the Business Special Review District on properties located south of East 25 th Street.	Now WR				Retained after 1995 revisions, but later rezoned to Warehouse/Residential (WR) in 1999 with Tacoma's "Destination Downtown."
3. Retain M-1 and M-2 zoning east of East G Street.	X			X	Retained. Still valid.
4. The City of Tacoma and other implementing entity should actively market and provide incentives to encourage development of the primary and secondary development sites in the Core Development Area.		X		X	Ongoing activity – Tacoma Economic Development Department.
5. The City or other implementing authority should actively pursue opportunities for providing new destination attractions in the Core Development Area.		X		X	Ongoing activity – Tacoma Economic Development Department. LeMay Museum.

6. As the Core develops as a transportation hub, opportunities for housing should be promoted.		X		X	Ongoing activity – Tacoma Economic Development Department. New public facilities are beginning to attract more interest in housing in core area.
7. The City should develop a program for actively assisting the expansion and/or relocation needs of existing businesses.				X	The City has a business retention program in place; a relocation program – particularly for businesses involved in condemnation is available.
8. Existing structures that are important to the identity of the area and contribute to its character should be preserved and reused.		X		X	Ongoing activity – Tacoma Economic Development Department. The Department recently conducted a survey of older structures in the vicinity of the D Street grade separation project.

Transportation and Parking Strategies

1. Automate closures and Variable Message Signs (VMS) and Changeable Message Signs (CMS) at I-5 ramps to East 26 th Street to be operated from Dome traffic tower/WSDOT control center.		X		X	Gates and VMS's are identified in the WSDOT ITS System. No funding however.
2. Improve directional signage for detoured traffic.			X	X	Improved routing & signing possibly including VMS's should be considered. However no funding is currently identified.
3. Offer an advanced ticketing option that would include the parking fee.		X		X	This option will not be available in the foreseeable future since the Dome holds only 3,000 on-site parking spaces – less than half of what would be needed to offer such an option.
4. Add parking ticket sales facilities and personnel to speed up event load phases.		X		X	The Dome has purchased new parking booths and increased the directional signage to aid those who wish to park in the Dome lots.

5. Add traffic signals at East L Street/Wiley Avenue and L Street/28 th Street to provide local access to McKinley Hill via L Street during Dome events.			X	X	Further analysis required.
6. Create pedestrian crossing zone on East D street between parking and dome with pedestrian signals at each end, alternating traffic flow with pedestrian crossing.			X	X	Under Design, construction planned for Summer 2001.
7. Traffic signals should be added at: - East D Street and East 25 th Street – East G Street and Puyallup Ave – Entrance to TD station at F Street and Puyallup Avenue	X				Signals have been constructed at the 3 locations and are operational.
8. Restripe East 25 th Street to provide a two lane roadway with maximum on-street parking between D and G Streets.	X				Complete.
9. Provide a grade separated crossing of the BN tracks at D Street. An aerial structure should begin its ascent from grade north of Puyallup.		X		X	Improvement plans are in progress. Construction is set to start in 2001 and finish December, 2002.
10. Reconfigure E Street to provide 2-lane roadway between Puyallup Avenue and 25 th Street, with on-street angled parking on the west side and a pedestrian drop off area on the east side adjacent to the TD Station.				No	No longer feasible due to vacation of ROW and construction of pedestrian plaza.
11. Designate the following as the primary regional truck routes: I-5, I-705, Puyallup Avenue, and 26 th Street.				X	Direct truck traffic along specific routes.

12. Identify D Street, 25 th Street, and E Street as primary pedestrian pathways. Enhancement of D Street connection to McKinley Hill deserves special attention.		X		X	D and 25 th Streets have been designated – E Street has not. Improvement plans for D Street are underway. Construction to begin 2002.
13. Provide clearly defined pedestrian connections and streetscape improvements between rail platforms, bus stops, and non-transit modes such as parking areas, taxi stands, and charter bus staging areas.		X		X	Tacoma Dome Station Phase 2 addresses some of these issues. East 25 th /D Street improvements and the Link Light Rail contract will also include some of these elements
14. Provide widened sidewalks, lighting, information kiosks, and other improvements along primary pedestrian paths.		X		X	Tacoma Dome Station Phase 2 addresses some of these issues. East 25 th /D Street improvements and the Link Light Rail contract will also include some of these elements.
15. Use streetscape elements and highly visible pavement treatments for crosswalks along primary pedestrian paths.		X		X	Link light rail will be constructing the crosswalk pavement treatments along E25th. E25th/East D Contract will also construct crosswalk treatments.
16. During peak event loading/unloading, consider alteration of signal timing at selected intersections (D street) to reduce pedestrian cross times for those traveling from intermodal facilities. Include an overhead pedestrian crossing light at D Street pedestrian zone.	X		X		All Traffic signals are set with standardized crossing timing. No overhead crossing light is planned for East D Street.
17. In key pedestrian activity areas, focus improvements on slowing through traffic (special paving at crosswalks, curb bulbs to reduce crossing distances).		X		X	East 25 th /D Street improvements and the Link Light Rail contract will also include some of these elements.

18. Include an attractive walkway as part of the grade separation from BN Tracks of D Street.		X	X	Current improvement plans include sidewalks adjacent to the roadway on both sides of the bridge. Construction set to begin in December and to be completed in December 2002.
19. Provide continuous sidewalks (10-12') and streetscape improvements on - 25 th Street between D and Pacific - E Street between Puyallup and 25 th - D Street between Dome and Puyallup		X	X	E25 th Street, D to G completed. East E pedestrian plaza part of Tacoma Dome Station Phase 2. D between Dome and Puyallup to be under construction Summer 2001.
20. Designate 25 th Street and D Street as primary bike routes through the planning area.		X	X	The 1996 Non-Motorized Transportation Plan designates both streets as bicycle routes using shared lanes. Also, the plan calls for bike lanes on Puyallup Avenue and Portland Avenue.
21. Provide bicycle parking and storage at the Dome, train platforms, TD Station, and at parks and public spaces.		X	X	Phase I of TD Station contains bike lockers on the ground floor.
22. Provide pedestrian and bicycle amenities that will be consistent with the City's Non-motorized Plan.		X	X	Planned D Street Improvements include bike lanes.
23. Raise Dome parking prices for vehicles with under 3 passengers to encourage car pools. Give higher occupancy vehicles priority access and treatments.		X	X	Parking rates recently raised but not targeted to occupancy..
24. Provide special event flyers or shuttle service to major dome events from outlying park and rides.		X	X	No action on this. Providing future commuter rail service associated with events is desirable.
25. Take advantage of area parking surplus to provide a local circular shuttle system during events.		X		May become viable when Link light rail begins.

26. Provide advance-ticketing option for major dome events that includes parking and shuttle fare from outlying park and ride lots.			X		No action on this.
27. Maximum use of available parking in nearby facilities, such as the TD Station.	X			X	Tacoma Dome Station parking lot open for events – charging \$5 per vehicle.
28. Construct a parking garage in one of the Dome's surface parking lots.			X	X	Underground or in-structure parking would be included with LeMay Museum and Cosmos Development.
29. Institute a centrally managed system of strategically located parking facilities that maximizes shared use.				X	Requires cooperation among the City and key property owners.
30. Allow existing or pioneer development sites with higher parking ratios to sell parking to nearby projects at a later time when parking requirements are reduced.					Completed as part of zone changes.
31. Encourage developers to take the market risk of lower parking ratios through the use of shared parking and increased use of transit.					Completed as part of zone changes.
32. To reduce the potential for conflict with local business, enforce loading zones and short term parking zones.		X		X	Ongoing enforcement.
33. Establish residential parking permit districts that reserve space for residents and guests.			X		A long term activity – no housing in core yet.

34. Establish parking benefit districts in which residents receive permits to park, non-residents are charged market rates.		X			A long term activity – no housing yet.
35. Maximize the amount of on-street parking in the core development area.		X		X	Ongoing.
36. Locate the commuter rail alignment on the existing BNFF line, with the station adjacent to Freighthouse Square.		X		X	A temporary station is sited on BN line – permanent site at Freighthouse Square slated for mid 2002 opening.
37. Locate the light rail alignments on the BNFF line alongside the commuter rail line or on a Puyallup/25 th Couplet.			X	X	Light rail planned for the 25 th Street corridor. Construction to begin within the next few months. Service to begin in mid 2003 at the earliest.
38. If commuter rail extends to Lakewood, consider relocating Amtrak Station to Freighthouse Square area to share facilities with commuter rail.			X	X	Improvement is in six-year plan (completion in 2007). Requires building a new rail connection to Lakewood (Sounder Commuter Rail is constructing) and beyond to connect with existing Amtrak line. New link would cut 20 minutes off Seattle to Portland travel times.
39. Consider enhancements to pedestrian network to facilitate intermodal transfers as well as convenient access to surrounding activities.		X		X	E 25 th Street improvements are complete and will provide improved connections between planned commuter rail station and Tacoma Dome Station. Commuter Rail Station and associated improvements are set for construction in the 4 th quarter of this year or 1 st quarter of 2002 with one year of construction.
40. Avoid LRT aerial alignments that would impose a negative visual impact.		X			Light rail planned for 25 th Street corridor.
41. Avoid LRT alignments that would significantly impair traffic operations on Puyallup or 25 th Street.		X			Light rail planned for 25 th Street corridor. Design and frequency minimize negative impacts.

Streetscape Improvements and Public Open Space Strategies

1. Create a pedestrian/traffic controlled gateway area to the Dome itself on D Street. The I-705 ramp should also be improved as a gateway into the planning area.			X	X	Current improvement plans call for narrowing roadway and improving pedestrian crossings. City has plans for pedestrian improvements and a public art feature on the north side of 26 th Street adjacent to the I-705 off-ramp.
2. Establish pedestrian-oriented crossings at key intersections on D, 25 th , and E Streets that are attractive and promote pedestrian movement.		X		X	25 th Street improvements between D and G Streets are complete. Planned D Street improvements call for narrowing roadway, pedestrian improvements and public art. 25 th Street from D Street westward will be improved in conjunction with light rail line construction to begin July 2001, and will be completed in late 2002.
3. Enhance the pedestrian streetscape amenities and traffic calming improvements on key pedestrian routes (E Street between Puyallup and 25 th ; 25 th between I-705 and G Street; and D Street between 27 th and Puyallup).		X		X	Although E Street was vacated the ½ block between Puyallup and 25 th Street, pedestrian improvements have been completed along this corridor in conjunction with the construction of the Tacoma Dome Station. 25 th Street improvements between D and G Streets are complete. Planned D Street improvements call for narrowing roadway, pedestrian improvements and public art. 25 th Street from D Street westward will be improved in conjunction with light rail line construction.
4. Commit to the creation of a new centralized public plaza focused to the heart of the pedestrian-oriented zone of activity.	X			X	Plaza constructed with Phase II of TD Station.

5. Public access and small open spaces/viewpoints should be provided as part of any development plan on the Puyallup Tribe of Indians site.		X	X	Still desirable for community. Tribe has been considering a casino for the site. Plans have not been submitted.
6. As development begins to occur west of D Street, a small park/plaza should be constructed on the west side of D Street between 25 th and 26 th Street.		X	X	Still desirable. The southerly portion of the site is divided into six parcels owned by two groups of owners.
7. As development occurs west of D Street, the A Street gulch area should be improved as a park/pedestrian pathway.		X	X	Area is currently known for its transient use. The bridge at 25 th Street will be removed and replaced by a system of fill. However, there are no other current plans for improvement.
8. A strong element of public art should be integrated into all of the streetscape improvements and public open spaces proposed in the area.	X		X	Public art features have been incorporated into the design of the Tacoma Dome Station, adjacent to 25 th Street and will be included in the streetscape improvements on 25 th Street west of D Street in conjunction with construction of the light rail line. Also, D Street Plans include public art elements such as special lighting.

Public Safety Strategies

1. The City should continue to work with the Tacoma Dome area community to enhance public safety in the area.	X	X	Ongoing.
2. Consider expanding and/or consolidating private security patrols.	X	X	TD Station and Freighthouse Square maintain private security.
3. All public improvements should be designed and constructed to promote public safety and security.	X	X	Safety and security are continually addressed in public improvements.

