WHAT IS A “MIXED USE CENTER (MUC)”?

The Comprehensive Plan says:

• Compact, self-sufficient areas, identifiable as the focus of the surrounding area

• Dense, well-integrated variety of development types, combined in such a way that it is pedestrian-oriented & transit supportive
WHAT MUCS ARE WE EVALUATING?
WHAT KINDS OF MUCS ARE THERE?

• Neighborhood

• Crossroads

• Either one could have a strong employment component
Two types of centers **NEIGHBORHOOD**

- Ideally, at least 12 dwellings/acre to support transit and services
- Neighborhood park, school or playground
- Pedestrian oriented storefronts and streetscape amenities.
- Safe, comfortable sidewalks
- Mix of SF and MF residences
- Good transit service
- Grocery or drug store anchor
- Oriented on a “main street” with approx. 7,000 to 10,000 vehicles/day.
- (Ideally) community facility or special employment or institutional activity.
- As much as 20 acres of commercially zoned land and 200,000 SF of commercial building area.
- 3,000 residences w/in ½ mile.
CROSSROADS CENTER

Mix of MF & SF residences ¼ mile – 1,000 du with in ½ mile will help support local services if there is a good pedestrian environment

Recreational cultural and environmental amenities are critical but often missing

Good internal & street oriented pedestrian connections

Convenience commercial anchored by grocery/drug and other retail

Frequent transit service

40+ acres of commercial land – 375,000 SF commercial space

Arterials with 20,000 + vehicles per day

Larger employer, institutional or entertainment uses

Pedestrian friendly new development

Substantial near-by MF development needed to support transit

64,000 residences w/in 10 minute drive
Why do we care about two categories of centers?

• To recognize that all centers may not look alike but they can still function as viable centers.

• The market, physical conditions, and development opportunities vary. Therefore redevelopment strategies for the two types vary.

• To build on the individual assets and challenges of the individual centers.
EVALUATION
## HOW DID WE EVALUATE THE MUCS?

<table>
<thead>
<tr>
<th>Principles from Tacoma Comprehensive Plan Section II – Mixed-Use Centers</th>
<th>Parameter or metric by which to characterize prototypes and evaluate MUCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mix of Uses</td>
<td>Land use, population and employment data</td>
</tr>
<tr>
<td>2. Housing Choices</td>
<td>Household and housing type data</td>
</tr>
<tr>
<td>3. Transportation Choices</td>
<td>Walkability, traffic, bike routes &amp; transit data</td>
</tr>
<tr>
<td>4. Quality of Life and Active Living</td>
<td>Parks, amenities, and urban design quality</td>
</tr>
<tr>
<td>5. Thriving Economy</td>
<td>Income, employment, capture and economic metrics</td>
</tr>
</tbody>
</table>
### PROFILE ANALYSIS RESULTS SUMMARY

#### NEIGHBORHOOD CENTERS

<table>
<thead>
<tr>
<th></th>
<th>CHALLENGING</th>
<th>LONG TERM POTENTIAL</th>
<th>NEAR TERM PROMISE</th>
<th>ACHIEVES GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>6th and Pine St.</td>
<td>![Blue Bar]</td>
<td>![Blue Bar]</td>
<td>![Blue Bar]</td>
<td>![Blue Bar]</td>
</tr>
<tr>
<td>Narrows</td>
<td>![Orange Bar]</td>
<td>![Orange Bar]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proctor</td>
<td>![Blue Bar]</td>
<td>![Orange Bar]</td>
<td></td>
<td>![Blue Bar]</td>
</tr>
<tr>
<td>McKinley</td>
<td>![Red Bar]</td>
<td>![Orange Bar]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>56th &amp; South Tacoma Way</td>
<td>![Green Bar]</td>
<td>![Green Bar]</td>
<td>![Green Bar]</td>
<td>![Green Bar]</td>
</tr>
<tr>
<td>Lincoln</td>
<td>![Green Bar]</td>
<td>![Green Bar]</td>
<td>![Green Bar]</td>
<td></td>
</tr>
</tbody>
</table>

#### CROSSROADS CENTERS

<table>
<thead>
<tr>
<th></th>
<th>CHALLENGING</th>
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<th>NEAR TERM PROMISE</th>
<th>ACHIEVES GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westgate</td>
<td>![Orange Bar]</td>
<td>![Orange Bar]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lower Portland Ave</td>
<td>![Red Bar]</td>
<td>![Orange Bar]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>72nd and Portland</td>
<td>![Orange Bar]</td>
<td>![Orange Bar]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34th and Pacific</td>
<td>![Green Bar]</td>
<td>![Orange Bar]</td>
<td>![Green Bar]</td>
<td></td>
</tr>
<tr>
<td>72nd and Pacific</td>
<td>![Orange Bar]</td>
<td>![Green Bar]</td>
<td>![Orange Bar]</td>
<td></td>
</tr>
<tr>
<td>James Center</td>
<td>![Green Bar]</td>
<td>![Green Bar]</td>
<td>![Green Bar]</td>
<td></td>
</tr>
<tr>
<td>Tacoma Central</td>
<td>![Orange Bar]</td>
<td>![Green Bar]</td>
<td>![Orange Bar]</td>
<td></td>
</tr>
</tbody>
</table>
## INDIVIDUAL CENTER REDEVELOPMENT STRATEGIES

### REDEVELOPMENT STRATEGIES FOR INDIVIDUAL MIXED USE CENTERS

**Note:** High priority recommendations are in **bold text**. $$$, $ = High medium and low public CIP investments  
***, **, * = High medium and low City staff requirements

<table>
<thead>
<tr>
<th>CENTER ASSESSMENT</th>
<th>PRIORITY ACTIONS</th>
</tr>
</thead>
</table>
| **Narrows** | 1. Plan area to the east Narrows center and think in more comprehensive terms of the area between the Narrows and James centers and the larger 6th Street corridor anchored on one side by the Narrows and on the other side by the 6th and Pine district. The 6th St corridor could form a kind of linear community linked with short headway transit service such as a modified BRT. The area east of Mildred Street includes much more redevelopable land and the City could encourage more community based mixed use redevelopment. Considering a more comprehensive complex of activities in both the Narrows and the James Centers might provide some substantial opportunities. **  
2. Initiate an LID for streetscape improvements along 6th Avenue. $$$  
3. Work with Pierce Transit to provide enhanced transit service for a “linear community”. ** |
| **6th and Pine** | 1. Undertake an LID for Streetscape improvements $$  
2. Implement the planned bicycle improvements along either N Alder or N Pine in order to connect this area to established bike routes. This would add access for those wishing to use the entertainment businesses. $  
3. Undertake a parking management program to provide for businesses while protecting access for residents. **  
4. Retain the district’s historic character. *  
5. Explore opportunities to add mixed-use or multifamily development, especially on the east side of the center. *  
6. Protect the stable single family nature of the residential areas surrounding the center. Consider adjusting the R-3 zone to the west of the center. While additional multi-family development would add business market, the stable neighborhood is even more of an asset. * |
| **Proctor** | 1. Implement minor street improvements to enhance access and safety. $  
2. Consider redevelopment options for the Post Office site if they move. *  
3. Implement the proposed bicycle routes to Union Blvd. and PSU $$  
4. Improve wayfinding and pedestrian/bicycle connections to Puget Creek Natural Area. The center has no real open space. Providing better access to the natural area and to the Ruston Way waterfront would help alleviate this deficit. $$$ |
| **McKinley** | 1. Undertake a general housing fix-up program. $$  
2. Implement minor street improvements for safety and accessibility. $ |

**NOTE:** This might be one MUC to delete as the incentives that accompany the MUC designation may not be useful here.
A THREE PRONGED OVERALL STRATEGY

THREE COMPREHENSIVE CENTER DEVELOPMENT STRATEGIES

1. Focus on one or two centers to maximize

2. Address special opportunities as they emerge.

3. Realign City programs.
1. FOCUS ON ONE OR TWO CENTERS FOR MAXIMUM EFFECT

• Generally, pick those centers where the market is emerging and where public efforts would have the most benefit. 
  (*old Tier 2 Centers*)

• Lincoln and 56th & South Tacoma Way have already been selected

• Think about how to select the next centers
**1. FOCUS ON ONE OR TWO CENTERS FOR MAXIMUM EFFECT**

<table>
<thead>
<tr>
<th>Principle</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mix of uses</td>
<td>0</td>
<td>The center is dominated by Lincoln High School and Park, but the remaining areas feature a relatively balanced mix of single family, multifamily and commercial uses. The area is surrounded by residential neighborhoods and there is about 3,200 du within ½ mile.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>0</td>
<td>The value of the housing stock is on the low side and there are few substantial multifamily developments. Housing enhancement strategies might be an effective approach toward upgrading the center’s performance in general.</td>
</tr>
<tr>
<td>Transportation Choices</td>
<td>+</td>
<td>There is excellent bus service to downtown and other centers. A bike lane along S “G” St. and planned bike facilities will provide excellent bicycle access as well. Pedestrian conditions are generally good.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>+</td>
<td>The center is well served by a high school, park and a number of local commercial services. Crime, or at least vandalism, is reported to be a problem.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>0</td>
<td>There is a good existing employment base with unique anchors, moderate trade area demographics, and adequate rent and value levels to support intensive new investment.</td>
</tr>
</tbody>
</table>
1. FOCUS ON ONE OR TWO CENTERS FOR MAXIMUM EFFECT

**LINCOLN**

1. Initiate a BID or LID to upgrade streetscapes
2. Revive business promotion program
3. Initiate residential neighborhood center program
4. Explore EB-5 funding
5. Extend center east along S 38th St.
1. FOCUS ON ONE OR TWO CENTERS FOR MAXIMUM EFFECT

Legend:  
+= Currently achieves objective  
0 = Has potential to achieve objective  
-=Will be a challenge to achieve objective

<table>
<thead>
<tr>
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<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Mix of uses</td>
<td>0</td>
<td>Commercial land uses dominate. An industrial belt to the west and a cemetery to the north limit the ability to develop additional housing. There are approximately 3,200 du within ½ mile but many are separated by the cemetery.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>0</td>
<td>There is very little housing in the center. The primary development opportunities are for reuse of existing commercial and residential buildings and single use multifamily structures.</td>
</tr>
<tr>
<td>Transportation</td>
<td>+</td>
<td>Relatively good bus service, plus the Sounder commuter rail station and adequate ped-bike connections provide excellent transportation choices. Better connections between the center and the Star Center and residences to the north would be a significant improvement.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>+</td>
<td>The center features substantial public facilities and amenities for people in the area. Better connections to the Star Center would add to its benefits.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>0</td>
<td>There is a good existing employment base with diverse businesses, moderate trade area demographics, and adequate rent and value levels to support intensive new investment.</td>
</tr>
</tbody>
</table>
1. **FOCUS ON ONE OR TWO CENTERS FOR MAXIMUM EFFECT**

56th & SOUTH TACOMA WAY

1. Install street trees.
2. Improve connections to Star center.
3. Improve connections to Multifamily area north of cemetery.
4. Initiate a business improvement program.
1. FOCUS ON ONE OR TWO CENTERS FOR MAXIMUM EFFECT

CRITERIA FOR SETTING FUTURE PRIORITIES

1. According to Council districts
2. Who needs it the most (equity)
3. According to who hasn’t had much attention
4. According to where the $$ would “have the most direct and immediate impact on encouraging and achieving the type of development envisioned for the neighborhood centers”.
5. To support local initiatives and investments.
2. ADDRESS SPECIAL OPPORTUNITIES (& NEEDS)

• Stuff happens that can present special opportunities that make effective use of public resources.

• Some MUC’s have special needs that should be addressed in the short term in order to build for the long term.

• Consider MUC’s with special needs.
2. ADDRESS SPECIAL OPPORTUNITIES

Legend:  
+ = Currently achieves objective  
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<thead>
<tr>
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<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Mix of uses</td>
<td>+</td>
<td>The center accommodates a wide range of uses with substantial local retail. Medical and public health facilities give 72nd &amp; Pacific a strong employment orientation.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>+</td>
<td>The center and the area around it provide a range of single and multifamily options. Additional multifamily development in the center would provide housing close to the medical facilities and to downtown.</td>
</tr>
<tr>
<td>Transportation Choices</td>
<td>0</td>
<td>There is excellent transit service but pedestrian conditions are poor and the topography limits bicycling.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>-</td>
<td>There are virtually no nearby public facilities or amenities. Small open spaces for employees as well as residents might be a positive first step. Better connections to Lincoln Park might also help.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>0</td>
<td>There is a growing employment base, moderate trade area demographics, and adequate rent and value levels to support intensive new investment.</td>
</tr>
</tbody>
</table>
2. ADDRESS SPECIAL OPPORTUNITIES

34TH & PACIFIC: Leverage County Const & development opportunities

1. Improve pedestrian connections to connect to Lincoln

2. Explore redevelopment options with owners.

3. Ensure that County building faces outward and includes a public amenity.
## 2. ADDRESS SPECIAL OPPORTUNITIES

**Legend:**
- $+$: Currently achieves objective
- $0$: Has potential to achieve objective
- $-$: Will be a challenge to achieve objective

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<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Mix of uses</td>
<td>$+$</td>
<td>Tacoma Community College (TCC) is the James Center's focus but there are also over 1,000 dwelling units and nearly 1/3 million square feet of commercial space.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>$0$</td>
<td>Most of the dwellings within the center are very attractive garden style multifamily residences, but there are single family neighborhoods in the vicinity.</td>
</tr>
<tr>
<td>Transportation Choices</td>
<td>$0$</td>
<td>There is excellent vehicle and transit access, with a transit station. However pedestrian conditions are not so favorable. TCC’s layout separates it from its surroundings when better pedestrian connections would serve it and the community.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>$0$</td>
<td>TCC’s campus includes ample open space but it is not particularly accessible to local residents. Better pedestrian connections within the center and bicycle connections to China Lake Park would benefit students and the community.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>$+$</td>
<td>There is a strong existing employment base and strong retail and educational anchors, good trade area demographics, and adequate rent and value levels to support new investment.</td>
</tr>
</tbody>
</table>
2. ADDRESS SPECIAL OPPORTUNITIES

JAMES CENTER - Work with Tacoma Community College for mutual benefit

1. Improve connections to campus.
2. Construct 12th St bike facilities and 19th St improvements.
3. Encourage redevelopment of James Center shopping center.
## 2. ADDRESS SPECIAL OPPORTUNITIES

### NARROWS +

<table>
<thead>
<tr>
<th>Principle</th>
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<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mix of uses</td>
<td>0</td>
<td>Though small in itself, the Narrows is adjacent to a large shopping complex with a variety of commercial services. And, there over 3,700 residences within ½ mile.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>0</td>
<td>There are a few opportunities for small scale multifamily residential development directly in the center, but there are larger potentially redevelopable sites to the east.</td>
</tr>
<tr>
<td>Transportation Choices</td>
<td>+</td>
<td>The center enjoys relatively good bus service with a regional P&amp;R. Pedestrian conditions are good except for a lack of crosswalks across 6th Ave. Better pedestrian streetscapes on 6th Ave would expand the center in terms of uses and identity.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>+</td>
<td>The elementary school grounds could provide active open space if it were accessible to the public. The Tacoma Musical Playhouse is a regional attraction and the Scott Pearson Trail provides access to the Kitsap Peninsula.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>0</td>
<td>There is a limited existing employment base with few anchor businesses, moderate trade area demographics, and adequate rent and value levels to support intensive new investment.</td>
</tr>
</tbody>
</table>
2. ADDRESS SPECIAL OPPORTUNITIES

NARROWS+: Think of linkages in west Tacoma

1. Consider the area to the east and the larger complex with James Center.

2. Propose an LID to improve 6th Ave.

About ½ mi radius
## 2. ADDRESS SPECIAL OPPORTUNITIES

### Legend:
- + = Currently achieves objective
- 0 = Has potential to achieve objective
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</thead>
<tbody>
<tr>
<td>Mix of uses</td>
<td>+</td>
<td>The center features a generally balanced mix of uses if one considers the larger area within ½ mile. The Department of Social and Health Services and the nursing home provide some non-retail employment.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>+</td>
<td>While most housing in the center is multifamily, there is a substantial single family neighborhood around the perimeter.</td>
</tr>
<tr>
<td>Transportation</td>
<td>0</td>
<td>The center enjoys good bus and automobile access but does not feature the pedestrian connections or bicycle access to allow it to function as an integrated whole. Streetscapes are uninviting.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>-</td>
<td>There are virtually no public facilities or amenities. Providing such attractions would be a necessary first step towards achieving a multi-dimensional center.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>-</td>
<td>There is a limited existing employment base and viable anchors, moderate trade area demographics, and insufficient rent and value levels to support intensive new investment.</td>
</tr>
</tbody>
</table>
2. ADDRESS SPECIAL OPPORTUNITIES

72nd & PORTLAND

1. Develop a park when a major property develops
2. Work with Covenant Celebration Church to develop over parking
3. Consider annexing nearby properties
4. Require good ped and vehicle circulation of new properties
5. Improve streetscapes
Some Centers may not be ready for new development

**Lower Portland Avenue**

<table>
<thead>
<tr>
<th>Principle</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mix of Uses</td>
<td>-</td>
<td>With few housing units within the center or nearby, providing support for commercial uses will depend on substantial multifamily development by the Tribe.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>0</td>
<td>There are very few multifamily dwellings in the center or nearby. The Puyallup Tribe owns a lot of land and could build substantial multifamily residences.</td>
</tr>
<tr>
<td>Transportation</td>
<td>-</td>
<td>The center is isolated by steep slopes but features bus access to downtown. Pedestrian and bicycle conditions are generally poor.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>-</td>
<td>With few amenities and an isolated location, it will be difficult to build an attractive community unless the Tribe commits to an ambitious effort.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>0</td>
<td>There is a limited existing employment base but strong attraction with tribal activities, moderate trade area demographics, and adequate rent and value levels to support intensive new investment.</td>
</tr>
</tbody>
</table>

**McKinley**

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Mix of Uses</td>
<td>0</td>
<td>While there is a relatively wide range of public and private land uses, the center is likely to small and isolated to be able to attract neighborhood oriented anchor businesses.</td>
</tr>
<tr>
<td>Housing Choices</td>
<td>0</td>
<td>There is a mix of multifamily and single family residences and a few small sites where multifamily units might be developed.</td>
</tr>
<tr>
<td>Transportation</td>
<td>0</td>
<td>There are bus routes north to Downtown and to the east and west. The Tacoma Dome Transit Station is a 20 minute walk. Pedestrian conditions are good within the center.</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>+</td>
<td>Attractive streets (some with views), a public library, an elementary school, and a small park make the area a pleasant place to live. The Tacoma Christian Center has a gym and a number of community facilities, and is the community’s anchor.</td>
</tr>
<tr>
<td>Thriving Economy</td>
<td>-</td>
<td>There is a limited existing employment base with few anchors, moderate trade area demographics, and insufficient rent and value levels to support intensive new investment.</td>
</tr>
</tbody>
</table>
3. Realign current programs for maximum effect

- Some current programs can be tweaked to support MUC goals.
- Programmatic efforts can address equity
3. Realign current programs for maximum effect

CAPITAL IMPROVEMENTS

• Public works has a hard time competing for grants because they don’t have plans. They need money for design. So maybe allocate $$ for design.

• Paint Tacoma Beautiful might be a means to do fix up

• Pedestrian facility money currently tied to proximity to facilities.

• Grants are oriented toward arterials. Maybe include ped. improvements for safety in grant proposals.
3. Realign current programs for maximum effect

PARKS, RECREATION AND TRAILS

Several of the MUC’s are deficient in parks, open space, recreation opportunities and trails. This deficiency inhibits new residential development

• Undertake a planning study to identify most efficient way to provide for these facilities: new parks, better connections to existing facilities, etc.

• Target funds to take advantage of opportunities as they arise
3. Realign current programs for maximum effect

BUSINESS IMPROVEMENTS AND ORGANIZING

• Use City’s business improvement model.
• Maybe establish *Good Neighbor Fund* – low interest loans for façade improvements?
3. Realign current programs for maximum effect

HOUSING

• How can we leverage affordable housing efforts? Maybe 12 year tax abatement for affordable units?
• Affordable housing Tool box
• Community engagement
• Work with non-profits to identify sites in centers
• Housing referral services
• Development tools
3. Realign current programs for maximum effect

LOCAL IMPROVEMENT DISTRICTS (LID’S)

• The schedule for City contribution for LID’s could be oriented toward MUC’s
• As a target 50% contribution is a good LID contribution ratio.
• Allocate more city matching funds toward MUC’s and use as an incentive for local business districts.
3. Realign current programs for maximum effect

OTHER TOOLS AND INCENTIVES TO CONSIDER

• Parking management assistance
• Community development corporations
• Impact Fees
• CDBG funds for façade improvements
• Legislative – Tax increment financing, commercial tax exemption, etc.
A FEW OTHER THOUGHTS
Some comprehensive things to think about

Consider the **areas** around the centers – and the “**corridors**” linking the centers.
Some comprehensive things to think about

Reserve some money to match projects initiated by the centers themselves
Some comprehensive things to think about

CONTINUE TO WORK WITH OTHER INSTITUTIONS:

• Pierce County
• Tacoma Community College
• Pierce Transit
• Tacoma Public Schools
• Etc.
“You can’t hurry love!”

Diana Ross and the Supremes

But you can encourage it, and you need to nurture it over time.