

AGENDA

CALL TO ORDER

APPROVAL OF MINUTES – October 17, 2019 meeting

CEO’S COMMENTS

ACTION AGENDA

1. FS 2020-013, Amend the Capital Budget to Add the Line Item “Building 5 Shuttle and Public Safety Office Moves Project”
Mike Griffus
Executive Director of Service Delivery and Support

2. FS 2020-014, Authority to Execute Amendment No. 1 to Increase the Contract PT-51-18 Amount by \$200,000 with Workspace Development dba Open Square
Larry McCarty
Facilities Maintenance Manager

3. FS 2020-015, Authority to Execute Amendment No. 2, PT-12-18, to Increase the Master Contract Amount with Hultz/BHU Engineers for the Commerce Street Bus Turnaround Project
Doug Dickinson
Sr. Construction Project Manager

DISCUSSION/UPDATE:

1. Tacoma Placemaking Project (Presentation)
Janine Robinson
Senior Capital Planner

2. Bus Rapid Transit Update (Presentation)
Ryan Wheaton
Executive Director of Planning and Community Development

COMMISSIONER COMMENTS

EXECUTIVE SESSION

ADJOURNMENT

**PIERCE TRANSIT
SERVICE DELIVERY & CAPITAL COMMITTEE MEETING
3720 96th STREET SW, LAKEWOOD, WA
RAINIER CONFERENCE ROOM**

October 17, 2019

MINUTES

CALL TO ORDER

Chair Campbell called the meeting to order at 3:01p.m.

ATTENDANCE

Service Delivery & Capital Committee members present:

Marty Campbell, Pierce County Council, Chair of SDCC
Nancy Henderson, Town of Steilacoom Councilmember, Vice Chair of SDCC
(representing Auburn/Gig Harbor/Fircrest/Pacific/Ruston/Steilacoom)
Kent Keel, City of University Place Mayor
Ryan Mello, City of Tacoma Councilmember

Service Delivery & Capital Committee members excused:

Aaron Dumas, non-voting member of the Community Transportation Advisory Group

Staff present:

Sue Dreier, Chief Executive Officer
Deanne Jacobson, Clerk of the Board
Dana Henderson, General Counsel

APPROVAL OF MINUTES

Commissioners Keel and Henderson **moved** and seconded to approve the August 15, 2019, meeting minutes as presented.

Motion **carried**, 4-0.

CEO COMMENTS:

No comments.

DISCUSSION/UPDATE

1. September 2019 Public Safety Report

Chief Jim Kelly presented on the September 2019 Public Safety Report. He answered questions pertaining to how the Public Safety responds to incidents and staffing between contracting agencies. He reviewed the statistics for Operator Assaults, noting that overall the results are low and that the Agency's Safety and Training Department focuses on working on de-escalation tactics with operators. De-escalation and self-defense techniques are offered to new operators and refresher training is provided.

A short discussion ensued about public safety resources in the Business Improvement Area (BIA) of downtown Tacoma. CEO Dreier noted that Pierce Transit partners with the BIA but also currently uses Pierce Transit resources to maintain the area.

Discussion ensued about whether there is a need to secure the operators in protective barrier inside the driver's area of the coaches. CEO Dreier noted that Pierce Transit has conducted an operator survey and the results show about 50/50 support for this. She noted there is legislation sponsored by the Amalgamated Transit Union that is at the federal level and is pending outcome. If the legislation passes, Pierce Transit may be mandated to place the barriers on every bus.

Ms. Dreier complimented Chief Kelly for the increased communication of the Public Safety Department with the operators, noting that it has been beneficial.

Chief Kelly also expressed that the dog adds value to providing a safe system, noting that transit is a soft target and the dog serves as a deterrent. He noted that the dog is actively involved in the transit system.

2. Employee Referral Pilot Program

Lean and Change Management Administrator Samantha Einarson presented on the item. She detailed the provisions of the proposed program, noting that the program is being extended to Relief Transit Operators and Journey Level Mechanic positions that are historically more challenging to fill. She noted that data reflects that retention of employees increases through employees hired through referral programs. If the program is successful, it would be extended to other positions.

Commissioner Campbell expressed that he would like the Agency's workforce to reflect the community it serves.

There was consensus from the committee members for staff to move forward with the program.

3. Proposal to Increase the Care-a-van Valuation Threshold

Business Partnerships Administrator Penny Grellier presented on the item. She gave a short overview about how the program operates. She noted that the current surplus threshold value is \$5000. Vans now being surplus are exceeding the \$5000 threshold and are being valued over \$5000. She asked that the value be raised to \$6500.

Ms. Grellier noted that to date there has been only one organization who did not meet their trip threshold in the one-year time frame.

Commissioner Campbell inquired whether the Care-a-van trips count towards the Agency's ridership numbers. He explained that this program helps fill in the gaps in service and suggests that the rides be included in the ridership statistics and/or Pierce Transit becomes more public about this service.

Commissioner Henderson questioned whether Pierce Transit is too quick to surplus vehicles at five years or 150,000 miles.

CEO Dreier noted that Pierce Transit follows the FTA guidelines for the surplus of vehicles. (Commissioner Keel left the meeting at 3:46 p.m.)

Ms. Dreier announced that the next steps will be to take the proposal to the November 4, 2019, Board Meeting for consideration.

4. Real-Time Signage/Communication Update

Executive Director of Planning and Community Development Ryan Wheaton noted that Real Time Passenger Information benefits are increased transit ridership, improved passenger satisfaction, and reduces perceived wait times for passengers. He noted that Pierce Transit has been using software from Swiftly since March of 2019, which was purchased with grant monies. This software integrates with One Bus Away, Google Maps, and others. The system communicates more frequently with the Agency's CAD/AVL system. The system allows for messaging alerts for situations like the bus is in an accident or is rerouted.

He reviewed the bus location capabilities for staff to accurately locate the bus in real-time and to accurately detail when the bus will arrive.

Mr. Wheaton talked about steps the Agency has taken to make the schedule more efficient for the customer. He noted the Agency's On Time Performance (OTP) goal is 85 percent and typically after service changes the OTP standard dips down while the agency adjusts the schedule. The Agency is still working to correct some of the scheduling issues.

Upon inquiry from Ryan Mello, Mr. Wheaton noted that Swiftly is a stop gap measure to improve real-time bus information with the customer until the Agency installs a new CAD/AVL system, which is estimated to take about 18 months.

CEO Dreier noted that there have been some complaints about the September bid change, noting that it was a bit bumpier than it used to be. She noted Operators are spending more of their day in service.

COMMISSIONER COMMENTS ~ None.

EXECUTIVE SESSION ~ None.

ADJOURNMENT

There being no further business, the meeting was adjourned at 4:22 p.m.

Deanne Jacobson
Clerk of the Board

Marty Campbell, Chair
Service Delivery & Capital Committee

TITLE: Amend the Capital Budget to Add the Line Item
"Building 5 Shuttle and Public Safety Office Moves Project"

DIVISION: Service Delivery & Support

SUBMITTED BY: Mike Griffus, Executive Director of Service Delivery and Support

RELATED ACTION: N/A

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Employee

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: Building 5 Shuttle and Public Safety Office Moves

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 317,000	Project funds will come from savings from other capital projects that are canceled or closing.
Grant/Other Amounts	\$	
Total Expenditure	\$ 317,000	

BACKGROUND:

The Pierce Transit Staff Leadership Council performed a work group adjacencies exercise in 2019 to determine how current work group locations could be changed to improve efficiencies. The primary recommendation entailed consolidating the Shuttle staff and Public Safety staff each in their own dedicated space instead of being in multiple areas of Building 5. The intent is to increase employee engagement and create a more efficient work environment by co-locating staff who routinely interact with each other, as well as provide more efficient workspaces.

The Shuttle job functions currently operate in three different locations in Building 5: Customer Service Representatives, Schedulers, and Dispatch. These three Shuttle functions will consolidate into the area formerly housing vanpool operations. Public Safety also currently works in three different areas. These functions will move upstairs into the area that will be vacated by the Shuttle Customer Service Representatives.

The current cubicle line by Steelcase has been discontinued so this adjacency move requires new cubicle walls, desktop surfaces and other materials to accommodate the groups being consolidated and the reconfiguration that needs to take place. This is an opportunity to relocate the groups and modernize the furniture with the Steelcase Answer product line which has been set as the standard at the agency. The agency standard cubicle size now starts at a 6X6 cubicle for basic administrative functions. This is an opportunity to address Transit Asset Management Plan

(TAMP) program elements for interior furnishings and is an opportunity to determine how we can increase seating density and thus capacity in the existing agency facilities. The workstations in the Shuttle area will incorporate a standard panel height of 42", some with an additional 24" high glass stacker panel. This design change gives more natural light to the entire area and allows for direct line of sight through the department to all workstations. In the design, we reused as much current system furniture as possible. For example, the existing Shuttle CSR Workstations align with the new design standards and will be reused. We will also reuse the current Public Safety furniture to the extent possible. By resetting the entire work spaces, three Public Safety spaces on the 1st floor of the building can be reallocated to other future uses that will be needed for "swing space" during the Base Master Plan work. The future benefit includes increased density and modern workspaces for a better work experience.

This opportunity also allows us to update 1980's furniture systems to modern design for current business culture workspace trends. Storage areas will be consolidated, and this will relocate the Shuttle Dispatchers from the Communications Center to be with the Shuttle work group. The new design includes Managers in the area with the work force and improves line of sight management.

Following the recommendation, staff have been working with our office space and furnishings consultant to develop a design layout and cost estimates in order to proceed with the project. The cost estimate comprises the following:

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Deliverable(s)	Capital Costs Incl. tax (rate depends on location)	Capital Contingency (incl. 5% annual inflation)	Capital Costs with Tax and Contingency
Consultant Services for Implementation (Project Mgmt on Installation)	\$5,000	\$1,000	\$6,000
Cubicles and Furniture - Shuttle Dept	\$121,989	\$24,724	\$146,713
Cubicles and Furniture - Public Safety	\$85,000	\$22,639	\$107,639
A&E Services (Code compliance - Electrical and egress, design drawings for Electrical and Data Cabling)	\$5,286	\$1,057	\$6,343
Installation of Cubicles and Furniture	\$21,980	\$4,396	\$26,376
Electrical Work (Materials and Installation) Public Works	\$6,500	\$1,300	\$7,800
Data Cabling (Materials and Installation) Public Works	\$5,495	\$1,099	\$6,594
Storage Cabinets Refurbishment (Electrostatic Paint)	\$3,847	\$769	\$4,616
Electrical Permit (if needed)	\$3,000	\$600	\$3,600
Other Equipment	\$1,099	\$220	\$1,319
Totals:	\$259,196	\$57,804	\$317,000

Project costs will come from other capital projects that are either canceled or will be closed soon, with savings that we will realize of approximately \$500,000.

STAFF RECOMMENDATION:

Amend the capital budget to add the Building 5 office moves project.

ALTERNATIVES:

1. Wait until 2021 to add this project. Not recommended, since this project will also help use existing space more efficiently, thereby freeing up needed space to accommodate moves necessitated by the Base Master Plan implementation. Waiting until 2021 would negatively impact operations based on BMP timing.
2. Do not do this project. Not recommended for the reason above, plus we would not benefit at all from the added workforce efficiencies and increased employee engagement.

PROPOSED MOTION:

Move to: Amend the 2020 Capital Budget to add the line item "Building 5 Shuttle and Public Safety Office Moves Project" in the amount of \$317,000.

TITLE: Authority to Execute Amendment No.1 to Increase Contract PT-51-18 Amount by \$200,000 with Workspace Development dba Open Square

DIVISION: Maintenance

SUBMITTED BY: Larry McCarty, Facilities Maintenance Manager

RELATED ACTION: N/A

ATTACHMENTS: None

RELATION TO STRATEGIC PLAN: Financial

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: N/A

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 200,000	PT-51-18 is a master contract that allows purchasing from an existing University of Washington contract # UW-18-61518. This request is to increase the total contract amount by \$200,000 for a total of \$400,000. For the contract term.
Grant/Other Amounts	\$	
Total Expenditure	\$ 200,000	

BACKGROUND:

Contract PT-51-18 was authorized August 10, 2018 under the Chief Executive Officer’s authority to allow for purchases of furniture systems and freestanding office furniture and space planning/design needs for the Agency. This contract is in effect through June 30, 2021. These are typically small work area remodel projects that include the reconfiguration of work areas to address staffing and ergonomic needs. It allows for procurements that fall below a capital project expenditure level. The current expenditure level to date is \$160,814.40. This request is for authority to increase the existing allowed contract expenditure limit by \$200,000 to allow for continued operating budget expenditures to meet immediate furniture and design service needs for the Agency.

STAFF RECOMMENDATION:

Authorize an increase in the contract expenditure limit from \$200,000 to \$400,000 for Contract PT-51-18 to allow for the continued use of this contract for operating budget procurement of furniture and design services.

ALTERNATIVES:

Do not authorize increased contract amount. This is not recommended as the agency would be without a draw down contract that allows for efficient and timely procurement of the needed furniture and design services.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute Amendment No. 1 with Workspace Development dba Open Square, Contract PT-51-18, to increase the contract amount from \$200,000 to \$400,000 for furniture and design services.

TITLE: Authority to Execute Amendment No. 2, PT-12-18, to Increase the Master Contract Amount with Hultz/BHU Engineers for the Commerce Street Bus Turnaround Project

DIVISION: Finance

SUBMITTED BY: Doug Dickinson, Sr. Construction Project Manager

RELATED ACTION:

FS 2018-084, Authority to Execute a Master Contract with Hultz/BHU Engineers to Provide Architecture and Engineering Services for the Commerce Street Bus Turnaround Improvements Design.

Resolution 17-033 August 14, 2017 Increase 2017 Budget to include \$275,000.00 for Commerce Street Turnaround Improvements.

Resolution 17-0249 December 11, 2017 Adopt 2018 Budget to include \$1,010,000.00 for Commerce Street Turnaround Improvements.

ATTACHMENTS: N/A

RELATION TO STRATEGIC PLAN: Customer

BUDGET INFORMATION

Is it Budgeted? Yes / No

Project Name or Number: Project 524 Commerce Tunnel Refurbishment 2017

Operating Budget

Capital Budget

FUNDING SOURCE:		EXPLANATION:
Local Amount	\$ 210,817.30	Increase the Maximum Contract Amount to Complete the Design and Construction Support of Commerce Street Bus Turnaround Refurbishment Project. Funds for the design and engineering are part of the total budget amount of \$1,285,000 for Commerce Street Turnaround Improvements Project and includes \$25,000 contingency.
Grant/Other Amounts	\$ 0	
Total Expenditure	\$ 210,817.30	

BACKGROUND:

On September 27, 2018, the Executive Finance Committee authorized the Chief Executive Officer to enter into and execute Master Contract No. PT-12-18 with Hultz/BHU Engineers with a not to exceed contract amount of \$277,373.02. Subsequently Amendment No. 1 to extend the contract expiration date was executed on August 26, 2019. Amendment No. 1 did not increase the Contract total.

With the complexity and added coordination of the Commerce Street Tunnel Refurbishment and the Commerce Placemaking projects, the design and engineering efforts have increased and therefore the additional funds are needed to cover the unanticipated costs.

STAFF RECOMMENDATION:

Authorize the Chief Executive Officer to execute an Amendment to the Master Contract No. PT-12-18 to increase the total not to exceed amount to \$488,190.32.

ALTERNATIVES:

Do not authorize increased not to exceed amount. This is not recommended as the Agency would not be able to complete the Commerce Street Bus Turnaround Project as scheduled.

PROPOSED MOTION:

Move to: Authorize the Chief Executive Officer to enter into and execute Amendment No. 2 with Hultz/BHU Engineers, PT-12-18, by \$210,817.30 for a total not to exceed amount of \$488,190.32.



Presentations

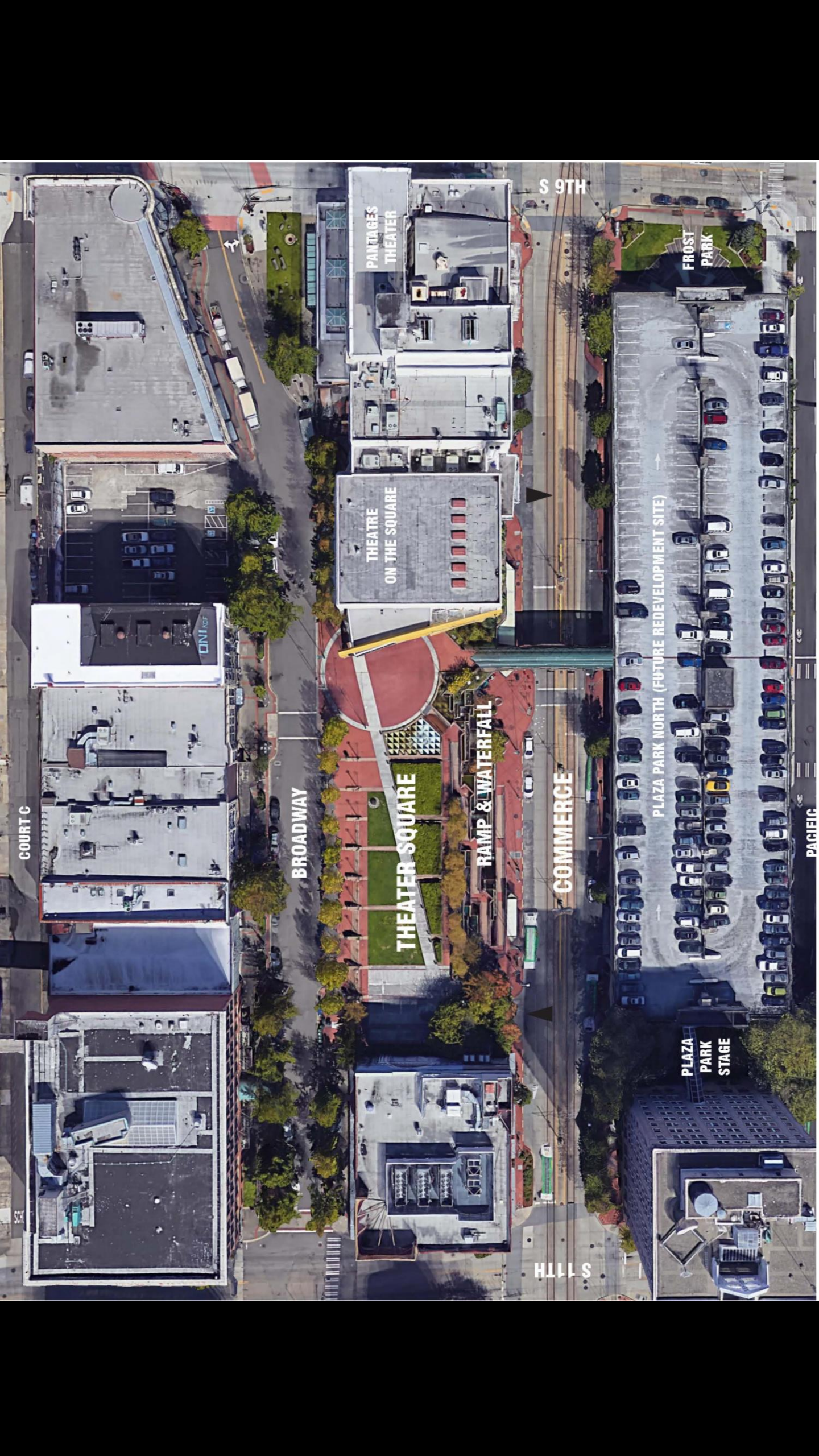


Theater Square Planning Update

Service Delivery and Capital Committee

February 20, 2020

Janine Robinson, AICP



COURT C

BROADWAY

THEATER SQUARE

PANTAGES THEATER

THEATRE ON THE SQUARE

RAMP & WATERFALL

COMMERCE

S 9TH

S 11TH

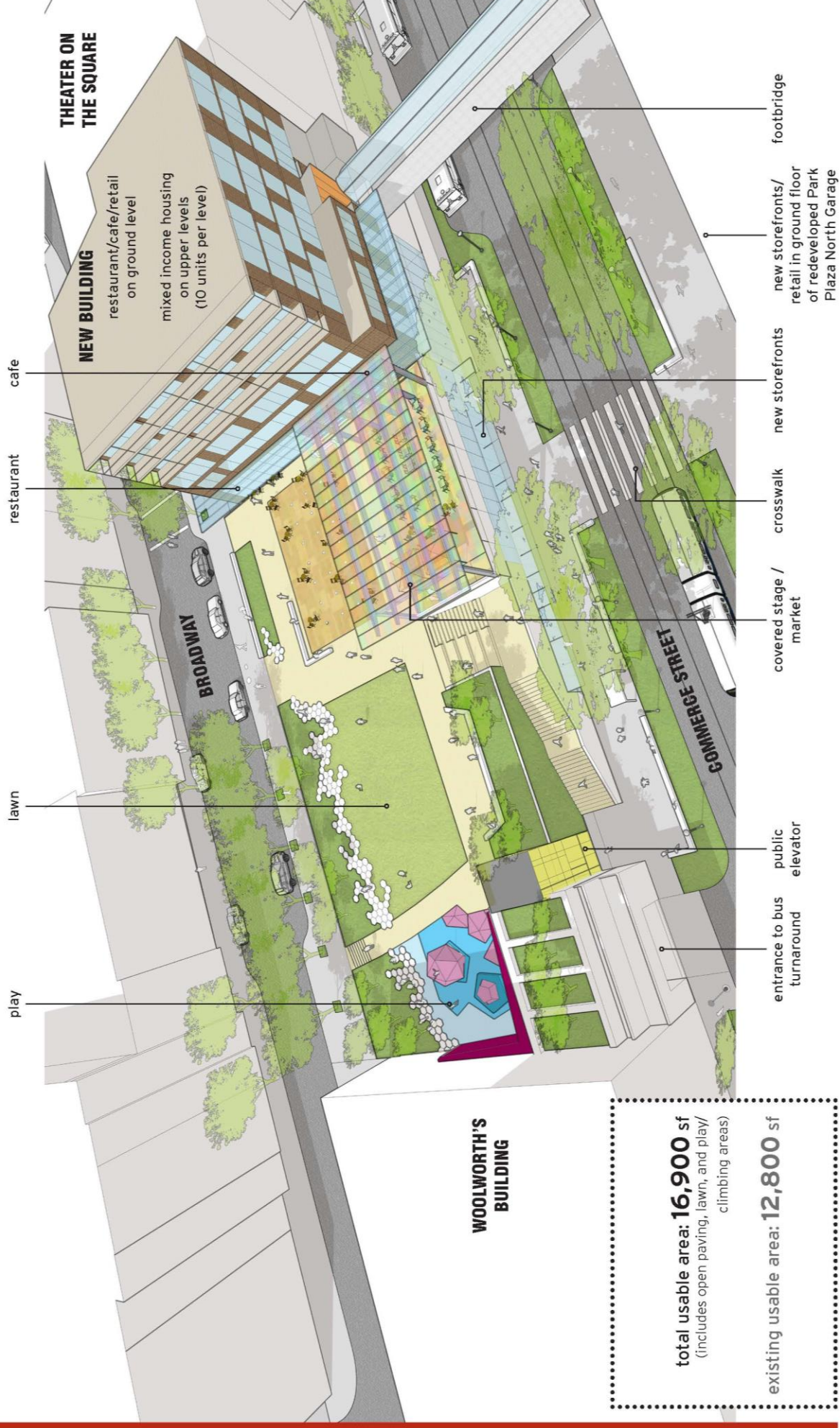
PLAZA PARK STAGE

PLAZA PARK NORTH (FUTURE REDEVELOPMENT SITE)

FROST PARK

PACIFIC

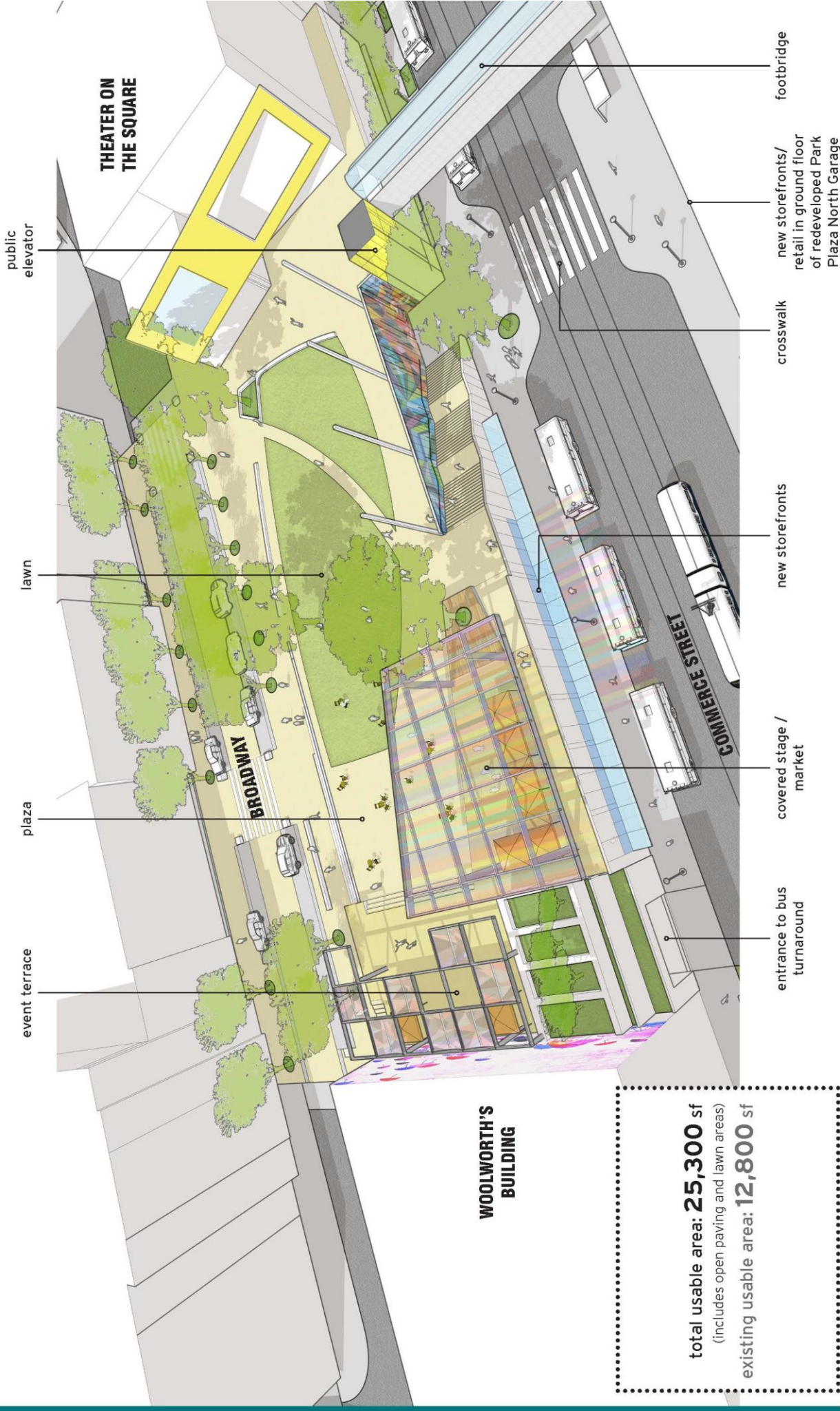
CONCEPT 1 BIRD'S-EYE VIEW



total usable area: 16,900 sf
(includes open paving, lawn, and play/climbing areas)

existing usable area: 12,800 sf

CONCEPT 2 BIRD'S-EYE VIEW



**WOOLWORTH'S
BUILDING**

total usable area: 25,300 sf
(includes open paving and lawn areas)
existing usable area: 12,800 sf

- event terrace
- plaza
- lawn
- public elevator
- THEATER ON THE SQUARE
- entrance to bus turnaround
- covered stage / market
- new storefronts
- crosswalk
- new storefronts/ retail in ground floor of redeveloped Park Plaza North Garage
- footbridge

Sign in



SEARCH THIS AREA

5115 N

5115 N

5115 N

5115 N

5115 N

Theatre on the Square

The Broadway Farmers Market

Tacoma 10th & Commerce

10th & Commerce TC - Zone E

Commerce St

Commerce St

Commerce St

Commerce St

Commerce St

Park Plaza North

2D





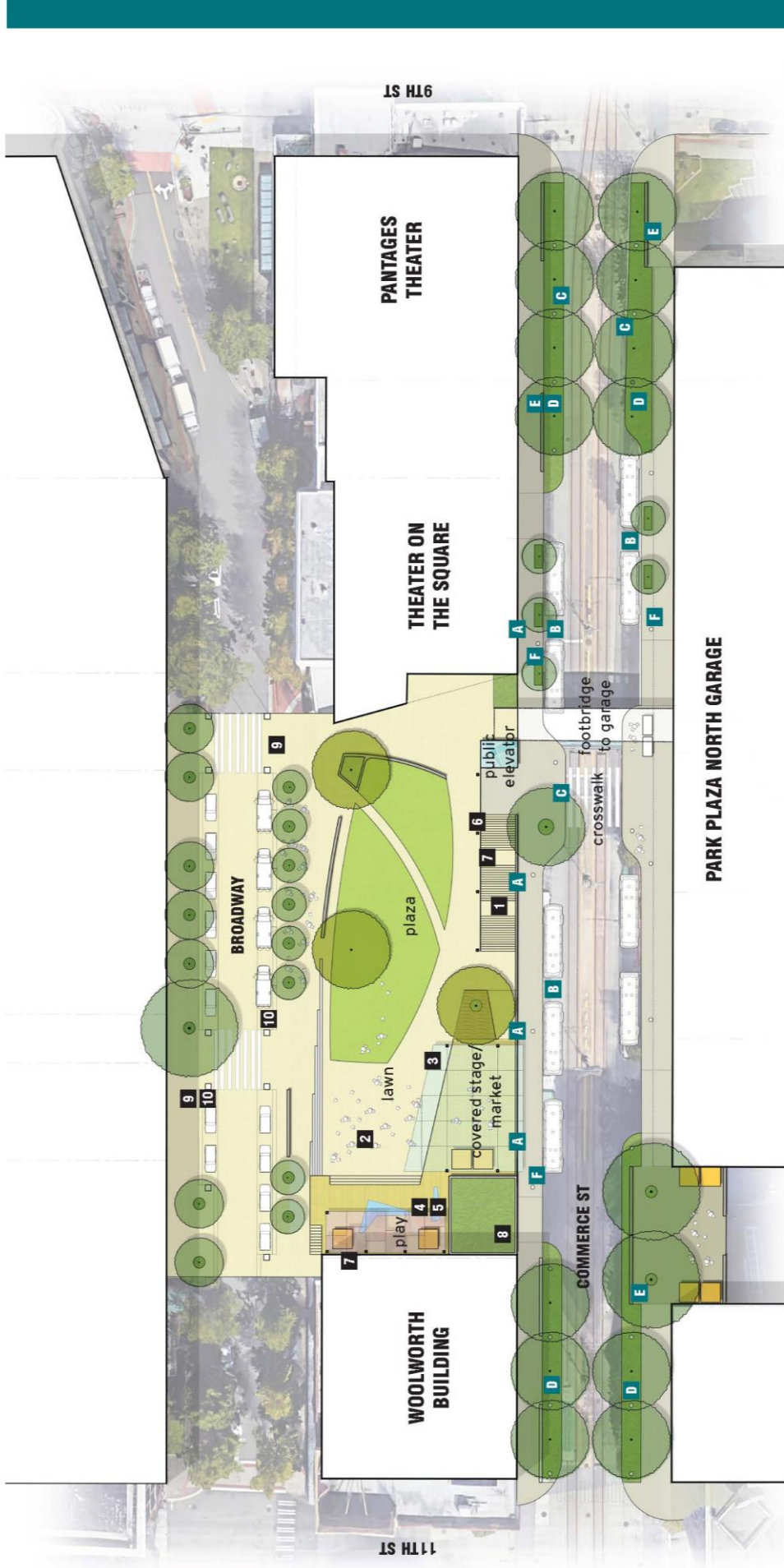
CONCEPT 1 PLAN VIEW



- 1** stair
- 2** loose tables and chairs
- 3** cafe / restaurant seating
- 4** new cafe or restaurant
- 5** public walkway through building
- 6** canopy
- 7** climbing / seating sculpture
- 8** movie / projection wall
- 9** art wall
- 10** climbing wall
- 11** mini amphitheater
- 12** garage ventilation area
- A** new retail storefront onto Commerce St.
- B** bus zone
- C** potential curb extension
- D** street garden
- E** street room with seating and flexible space
- F** enhanced lighting for pedestrians
- G** food kiosks / carts



CONCEPT 2 PLAN VIEW



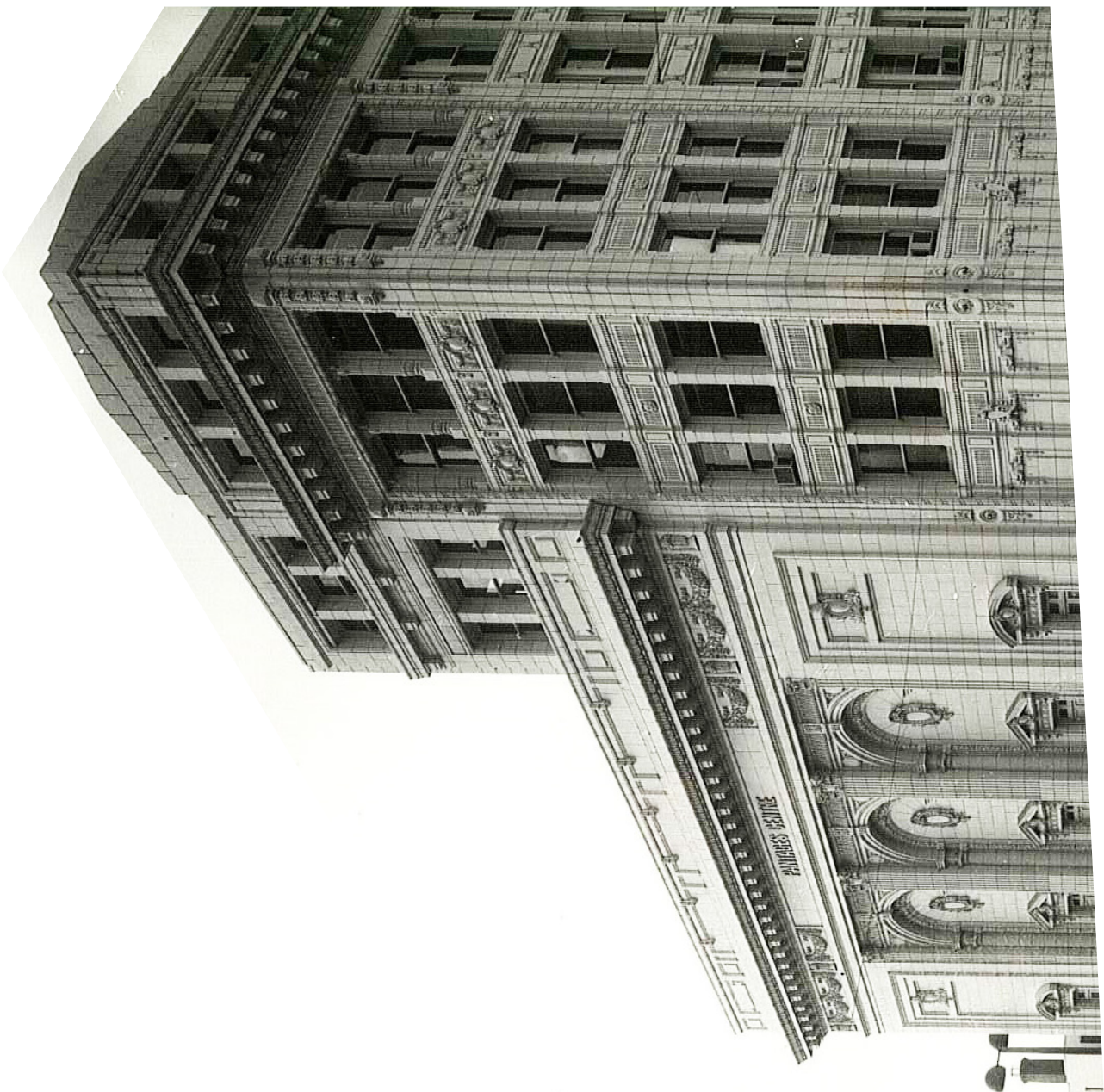
- | | |
|---|---|
| <ul style="list-style-type: none"> 1 stair 2 loose tables and chairs 3 canopy 4 flexible area for art installations performances, food kiosks, markets, and parties 5 structure for kiosks, art, installations 6 iconic lighting and movie / projection screen location 7 art wall 8 garage ventilation area 9 plaza paving, drivable 10 flush curb | <ul style="list-style-type: none"> A new retail storefront onto Commerce St. B bus zone C potential curb extension D street garden E sidewalk seating F enhanced lighting for pedestrians G food kiosks / carts |
|---|---|



TRANSFORM

TACOMA THEATER DISTRICT

PLACEMAKING PLAN



acknowledgements

PROJECT PARTNERS

- PIERCE TRANSIT
Janine Robinson, Project Manager
- TACOMA ARTS LIVE*
David Fischer, Executive Director
- CITY OF TACOMA
Amy McBride, Tacoma Arts Administrator

This project was funded by Pierce Transit and the National Endowment for the Arts.

*Formerly Broadway Center for the Performing Arts (BCPA)

STEERING COMMITTEE

- David Fischer, Executive Director, Tacoma Arts Live
- Amy McBride, Tacoma Arts Administrator, City of Tacoma
- Janine Robinson, Senior Planner, Pierce Transit
- Michael Liang, Program Director, Spaceworks, Tacoma-Pierce County Chamber
- Heather Joy, Program Director (former), Spaceworks, Tacoma-Pierce County Chamber
- Larry McCarty, Facilities Manager, Pierce Transit
- Jay Peterson, Transit Development Manager, Pierce Transit

CONSULTANT TEAM

- Sandy Paul, Citizen, Member, Pierce Transit Community Transportation Advisory Group
- Ryan Wheaton, Executive Director, Planning and Community Development, Pierce Transit
- Gloria Fletcher, Business Development Manager, Community and Economic Development, City of Tacoma
- Brian Boudet, Planning Division Manager, City of Tacoma
- David Schroedel, VP, Policy & Entrepreneurship, BIA Manager, Tacoma-Pierce County Chamber
- Kristina Walker, Executive Director, Downtown On The Go

WALKER MACY

ORA ARCHITECTS

ELLEN SOLLOD STUDIO

FEHR & PEERS

AHBL

LELAND CONSULTING GROUP

3 SQUARE BLOCKS

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executive summary

Project Intent & Vision.

The Theater District Placemaking project presents an enormous opportunity to strengthen one of Tacoma's oldest neighborhoods. The Project Partners (Pierce Transit, the City of Tacoma, and Tacoma Arts Live, formerly known as Broadway Center for the Performing Arts) share a vision for a more robust and active downtown: a place where arts, cultural and civic events are available to residents, workers and visitors. This planning project builds on the neighborhood's existing assets and identifies potential synergies between them. The plan also identifies new opportunities to create a stronger sense of place.

Public Space Framework.

The Tacoma Theater District is approximately 16 blocks in area, bounded on the south by 11th Street and the north by 7th Street. In the east-west direction, the District rises steeply from Pacific Avenue up the hill to Market Street. It includes multiple performing arts venues, beautiful historic buildings such as Old City Hall and the Pantages Theater, Broadway and the well-attended weekly Farmer's Market, and Commerce Street, a regional transportation corridor for buses and light rail. This plan includes a public space framework that encompasses this entire area, with a wide range of ideas aimed at making the district feel more active and vibrant, improving access on nights and weekends, making it easier to get around, improving the sense of safety, providing amenities, events and programming for all ages, and supporting the people and businesses who are already here.

Focus Area.

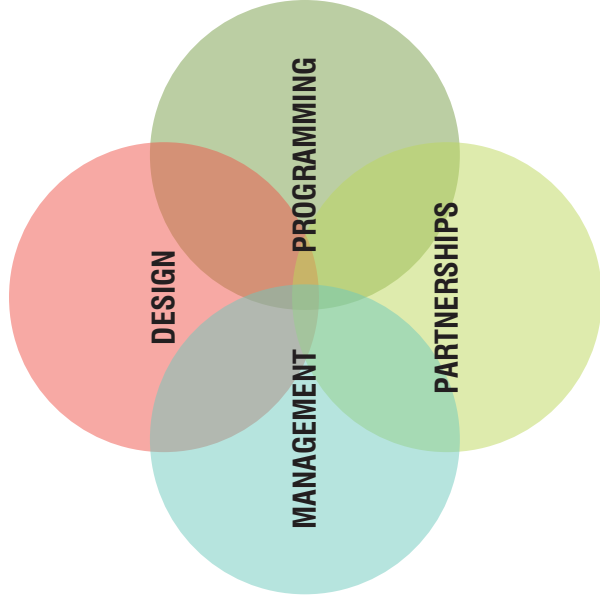
The plan also includes specific design and development recommendations for the “Focus Area”, which is the block bounded by 9th, 11th, Commerce and Broadway. This block includes the Pierce Transit layover and turnaround facility, Theater Square, the City of Tacoma parking structure, the Pantages Theater, and Broadway. The primary goal of the Focus Area projects is to create a vibrant, visually appealing destination for arts, cultural and marketplace events, supported by public transportation.

Process.

A wide array of viewpoints and expertise from City of Tacoma and Pierce Transit staff, along with members of the performing arts community, informed this plan. The design team was led by urban planners and designers and included consultants who advised on economics, transportation, architecture, and art, and was supported by Spaceworks Tacoma, an arts organization supporting artists and creative entrepreneurs, who led outreach and arts activation for project. Most importantly, the Tacoma community contributed greatly to the ideas and vision represented in this document. Over the course of two years, the community participated in arts-oriented and interactive outreach events, online surveys, and public open houses that were coordinated by Spaceworks in partnership with the design team. Great attention was devoted to encouraging participation by a racially, generationally, and socioeconomically diverse group of participants.



goals & use of this document



Achieving the Vision.

Over the last twenty years, there have been numerous plans and studies associated with portions of downtown Tacoma, as well as the City as a whole. One of the studies that bears upon the Theater District is the document entitled "Artful Tacoma." Adopted by the City in 2016, it lays out a series of broad strategies for stimulating and supporting arts and culture in many forms throughout the city, and recognizes the economic impact that supporting the arts has had in Tacoma. While it does not address the Theater District in particular, it does recognize the importance of public places and the role of "creative placemaking." In this way, the Theater District Placemaking Plan can help fulfill this goal.

Partnerships, Outreach and Ongoing Advocacy.

The intent of this plan is to provide a basis for ongoing partnership between Pierce Transit, the City of Tacoma, the performing arts community, and the community at large. The plan includes a spectrum of ideas at a range of budgets that can be implemented over time by various public agencies and business, development and non-profit partners. It can be shared across Regional and City agencies, and can be used to inform strategy and planning by Pierce Transit, and the City of Tacoma Office of Economic Development, Office of Arts & Cultural Vitality, Planning and Development, Public Works, and MetroParks. Because the plan represents the input of the Tacoma community, and aims to welcome all of Pierce County's citizens to the Theater District, it is an example of lively and inclusive outreach and can be used in ongoing advocacy for neighborhood improvements. It is a flexible framework to guide the evolution of Theater District.

outreach to the community

Purpose.

The Placemaking project was conceived with an emphasis on community involvement, to inform the development of the planning concepts and also to initiate positive change in the district during this process. Reflecting the arts focus of the Theater District and the project, our team worked with the Steering Committee and Spaceworks to make engagement creative and unconventional. Outreach was based on arts and culture themed activities and events, oriented to these goals:

- Stimulate public imagination and capture feedback.
- Improve perceptions of the area and showcase its potential to be vibrant and engaging, with a focus on Theater Square and Commerce Street.
- Create visible activity in the district with visual art and performances by local artists.

Evolving Process.

The initial engagement plan had two main components. The first was an ongoing program of arts-based events, installations, and conversations organized by Spaceworks Tacoma, focused on the goals above. The second was a series of interactive workshops with a Stakeholder Group organized by the project partners to represent the interests of a range of organizations and the broader community.

During the second workshop, members of the Stakeholder Group voiced



top: Stakeholder Workshop 1
bottom: karaoke outside TRANSFORM Event 2

outreach highlights

Theater District Art Walk. September 2017
50 artists and performers in Theater District's galleries, cultural spaces, streets and public spaces. Tour by Spaceworks. Project information and feedback opportunities.

Creative Colloquy. February 2018
Literary event at Pythian Temple with readings about the Theater District by local authors, and an open-mic for commentary. Project information and feedback opportunities.

Intermissions. April 2018
Music and art in public spaces. Project information and feedback opportunities.

TRANSFORM Event 1. April 2018
Project open house in the Pantages Theater lobby. Outside street circus with aerialists, karaoke, popcorn, dancing.

TRANSFORM Event 2. September 2018
Project open house in the Theater on the Square lobby. Event included movie screening, drag performance, musicians, and circus activities at Tacoma Youth Theater.

TRANSFORM Website & Online Surveys.

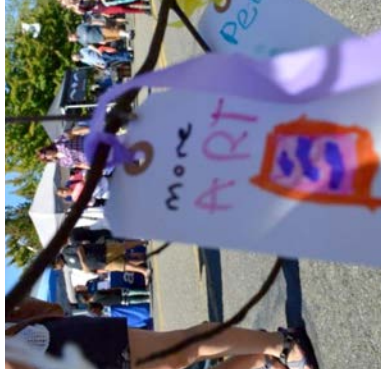
September 2017 to September 2018
Four (4) online surveys to collect input on project development, hosted on the project website.

Project Representation at Events.

Booths and participation at city events including: Music and Art in Wright Park; Hilltop Street Fair (August 2017); Downtown to Defiance; Broadway Farmers Market; Park(ting) Day (September 2018); Kaleidoscope (October 2018).

Social Media.

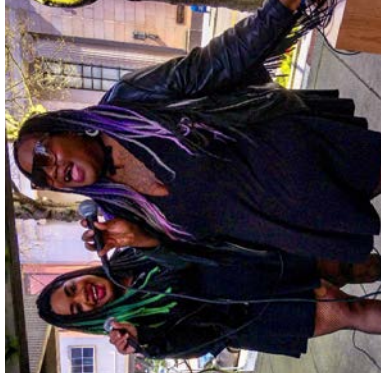
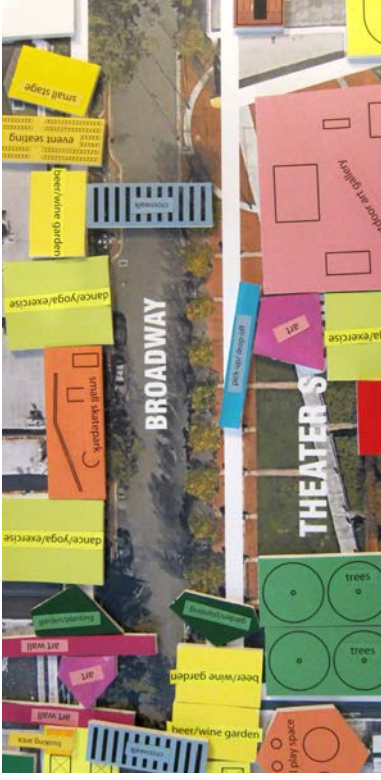
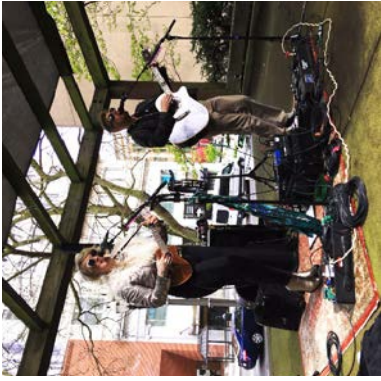
October 2017 to September 2018
38 Facebook posts with project updates and announcements, invitations, links to surveys, and prompts for conversation.



images of outreach and temporary arts activation by Spaceworks

concerns that the Group did not the reflect the Tacoma community at large, and that the project needed to do more to reach a racially diverse audience. As a result of this conversation, a decision was made to cease the Stakeholder Workshops and refocus all outreach energy on Spaceworks' efforts to reach as broad an audience as possible, bring more voices to project, and energize the district by bringing people together.

Over the course of the project, Spaceworks hosted a range of activities: a Theater District art walk, many pop-up art and performance events, a literary event, two open houses, surveys, interviews, and information booths—all aimed to promote the project and community feedback. We estimate that these activities directly engaged over 1,600 people. Through the project website and social media conversations, Spaceworks made over 28,000 touch points.



images of outreach and temporary arts activation by Spaceworks

Incorporating the Community's Voices.

Throughout the project, Spaceworks documented the input and ideas captured through their engagement activities, and shared these with the consultant team. Prior to the working on planning concepts and at three key points in the development of the Placemaking Plan, Spaceworks and the design team collaborated to get focused input on the team's work and collect questions and ideas to inform the next phase.

1. Initial thoughts about the Theater District and its potential
2. Vision for the District
3. Theater District Framework Plan and Project Ideas
4. Focus Area Design Concepts

Through open house activities and online surveys, the project recorded the feedback of hundreds of participants who contributed their preferences, questions, and own creative ideas. This input was discussed with the project's Steering Committee and incorporated into the development and refinement of the ideas found in this document.

The Tacoma Theater District Placemaking Plan reflects the voices of a diverse community of residents, workers, artists, and organizations committed to the future of the Theater District.

theater district context

The Theater District is one of three key cultural destinations in downtown Tacoma. The University of Washington campus anchors south downtown, along with the nearby Museum District. The Theater District is a third center of cultural activity located in northern downtown, providing a local and regional destination. Though its boundaries are not clearly defined, the Theater District is centered around Theater Square and surrounding venues, and has a distinct, recognizable identity.

FIREMANS PARK

THEATER DISTRICT

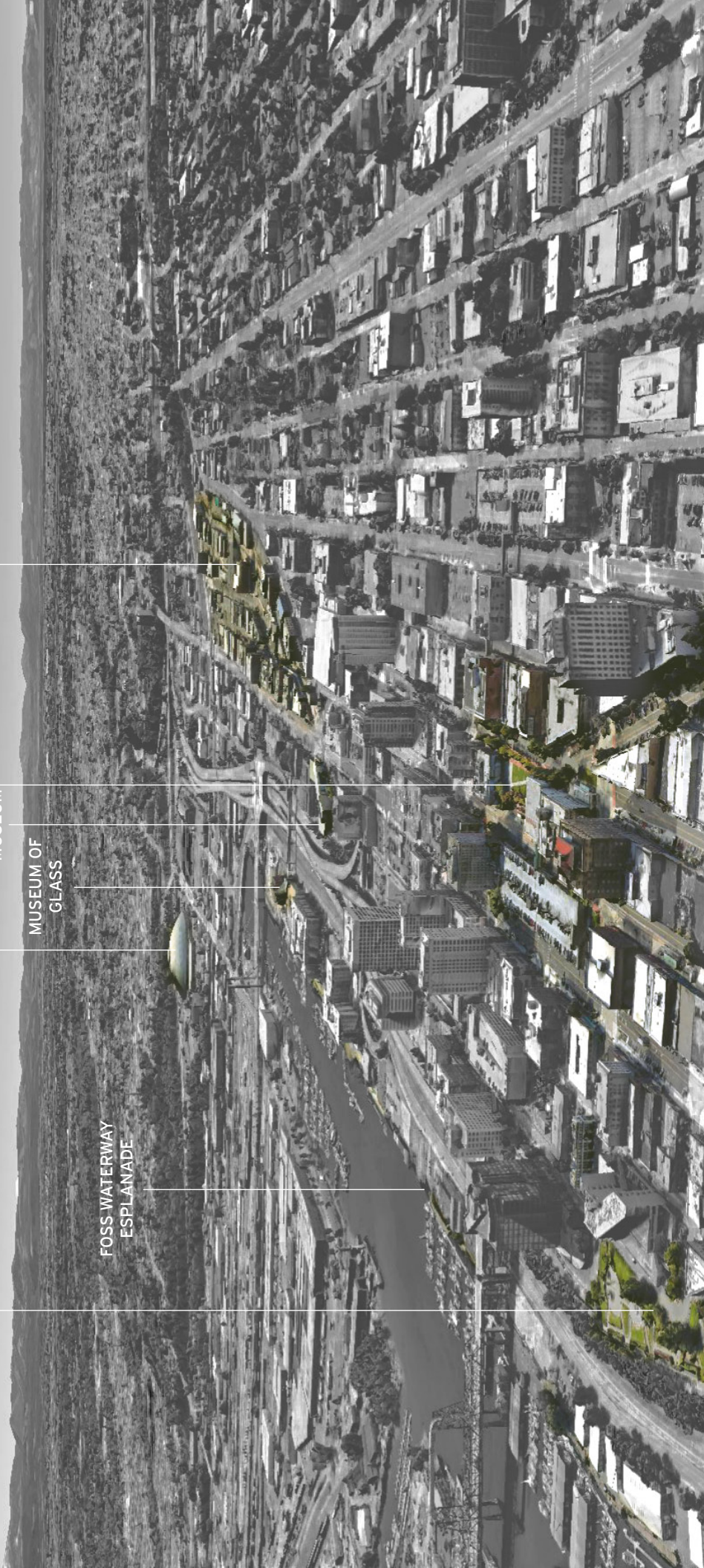
UW TACOMA

TACOMA DOME

ART MUSEUM

MUSEUM OF GLASS

FOSS WATERWAY
ESPLANADE



history

“Tacoma was marked out as the City of Destiny, and there were men within its borders who foresaw the tens of thousands who would make their homes upon the shores of Commencement Bay. A beautiful theater, fashioned in most modern elegance, a fit place of amusement in the metropolis of the new northwest, was one of the things which it was known must be provided.”

-Report from opening night of the Tacoma Theater

Early History of the Theater District.

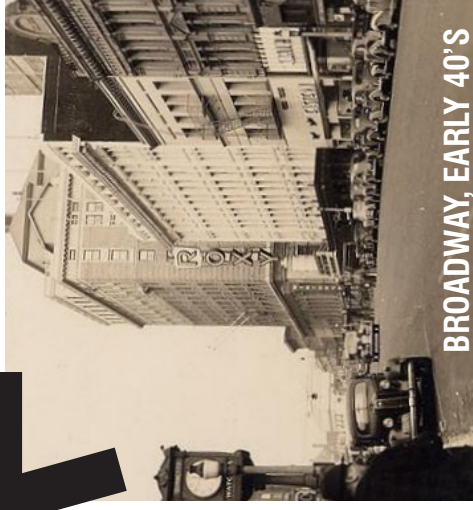
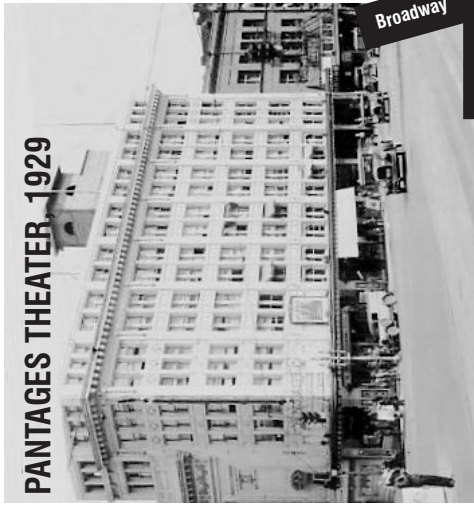
For millennia, Tacoma was home to the Puyallup Tribe. Euro-Americans began settling there in the 1850s; in 1873, development sped up when the Northern Pacific Railroad terminated its transcontinental line in Tacoma. One of the railroad’s managers envisioned a grand theater in the heart of a bustling metropolis, leading to construction of the Tacoma Theater in 1890. 28 years later, the Pantages and Rialto theaters were built; nine years afterwards came the Temple Theater.

Thriving Public Markets.

The diversity of settlers in Tacoma increased as time passed. By the 1920s, a large indoor market graced the corner of 11th and Market boasting a culturally diverse range of tenants. During World War II, the great public markets were broken by the loss of Japanese-owned businesses. Today, the thriving and diverse Broadway Farmers Market is a strong echo of the original Theater District’s diverse public markets, and the district remains a center for shopping and commerce.

Civic Heart.

With its many venues, the intersection of Broadway and 9th street has long been a center for many civic events. Parades, circuses, gatherings, marches, and celebrations—all this and more has occurred here for generations, and this intersection remains the civic heart of the Theater District.



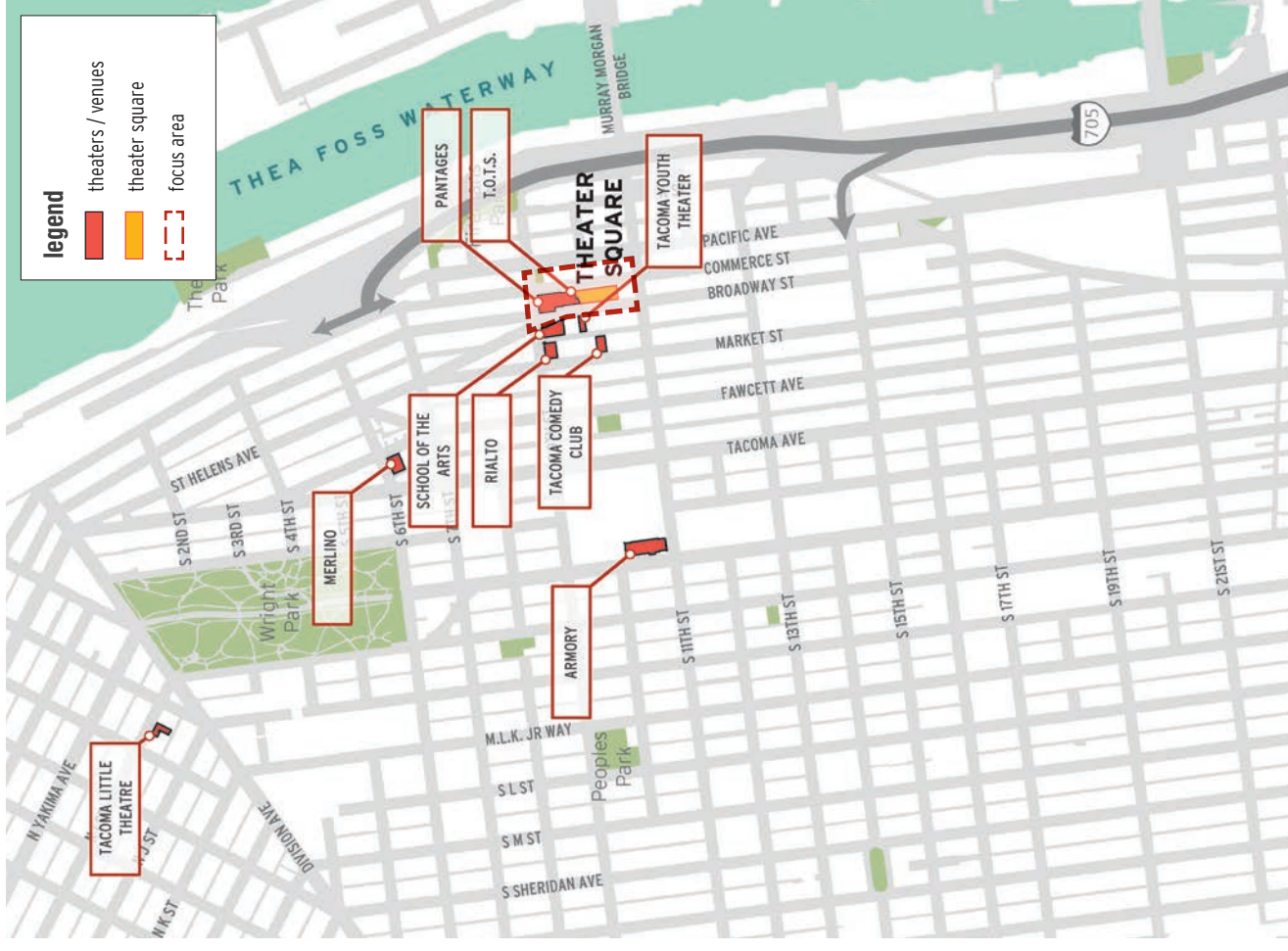
the theater district today

Key Observations.

The Theater District today is a mixed downtown district with office buildings, retail buildings, and a few multifamily housing buildings. There are few public open spaces in the area; Theater Square, owned and operated by Pierce Transit, is at the center of the district and is the primary open space, serving both as a neighborhood green space with and civic plaza for occasional events.

Notably, the district is still home to a range of theaters and performance venues, including several that date back to its golden era. It continues to be a destination for the arts.

theaters and performance venues



theaters and performance venues

successful pedestrian environments



Pedestrian Environment.

The urban fabric of the district is a mixed bag. On one hand, it is distinguished by handsome historic buildings, several active streets, alleys with character, a unique system of pedestrian “hill climbs”, and a number of cafes, bars, and restaurants. Together, these indicate an appealing neighborhood for spending time, and an inviting pedestrian experience that supports commerce and public life in general. On the other hand, long blocks, steep grades, the prevalence of inhospitable parking garages and surface lots, and a general inconsistency in public realm experience all pose challenges to the character and vigor of the Theater District.

Many of these challenges can be addressed with discrete physical improvements, active programming, and better use of the Theater District’s public realm.

successful pedestrian environments

transit

Transit Access Today.

Transit access is good, with bus lines, bike routes, and the LINK light rail providing connections to the rest of downtown, surrounding neighborhoods, and the greater region. The light rail runs down Commerce Street, along Theater Square, behind Theater on the Square, and the Pantages, as do several significant local and regional bus lines. However, access and visual connections between transit stops and these destinations are weak and need improvement. Furthermore, transit service is currently focused on work day commutes and is too infrequent on weekends and late evenings to provide a good way to get to and from the theaters and Theater Square. This was a recurring theme of public input throughout the project.

LINK Light Rail Expansion.

Sound Transit is expanding its LINK light rail system from the current terminus on Commerce between 9th and 7th west to the Hilltop neighborhood of Tacoma. The Hilltop Tacoma LINK Extension will add six new stations and more than double the length of the Tacoma LINK. Changes to the LINK will significantly impact the Theater District. Physical changes include a new stop at Old City Hall and the renaming and relocation of the station closest to Theater Square as the Theater District Station. Tracks run in existing road lanes, use platforms in the center of the roadway, and are compatible with on-street parking and existing bicycle facilities. Service will run every 10 minutes and bring people conveniently to the Theater District without the need for personal automotive transport. Construction is currently underway and the LINK extension is expected to open for use in 2021.





legend

- LINK light rail-extension
- existing bike routes
- planned bike routes
- bus routes
- theaters / venues
- theater square
- focus area

transit, including LINK light rail expansion, and bicycle connections

messages from the community

Early in the outreach process, we asked questions like, “What makes the Theater District special? What is precious here that we should preserve? What needs to change? What is your boldest idea for the Theater District?” The following key messages emerged became the basis of the plan’s Vision for the District.

- The Theater District is distinguished by its history, the performances and events that take place here, and its creative culture.
- The theaters, historic architecture, and the open space here are precious.
- We want the Theater District to be active and vibrant, all the time.
- Transit is important to the vitality of the district. More options for getting here, especially nights and weekends, are necessary. And we want to feel comfortable and safe on Commerce Street.
- Feeling comfortable and safe in the district requires more people out and about-day and night. We also want streets and public space to more inviting and be better cared for.
- We need to support the people and businesses who are already here and who make the Theater District what it is. But, we want to see positive change here.
- We want to see more amenities, events, and programming, for all ages and a wide range of interests.
- We want to see more neighborhood-focused businesses, like grocery stores, and more restaurants and shops.
- We want to see more people living here and more housing options for the diverse community. But we are worried about gentrification, displacement, and maintaining affordability.
- Artists, musicians, and other creatives are key to strengthening the community and economic base of the District.

“the area is truly an authentic interesting place to live work and explore”

“Tacoma needs urban plaza style parks for city life to mingle and rest [...] Make a place for the community to do their own thing.”

“propose a housing master plan include option or support to make it affordable for performers to live in the Theater District”

“Community, people coming together, communication in a positive way.”

“the spaces that are open to all, the art and culture, space for a market, unique architecture”

VISION FOR THE DISTRICT



The Tacoma Theater District will continue to be defined by the strong, diverse community of people who live and work here, who care about their neighborhood, and keep it vibrant day and night. It will be a lively, active core, welcoming to everyone--an outstanding destination for visitors from both near and far, with a dynamic network of streets, parks, and plazas that are rich with history and brimming with social activity.

People of all backgrounds and physical abilities will participate in street life, commerce, and the arts, supported by good public transportation options that are comfortable and easy to use. Whether during the morning commute or late on a Saturday night, buses and light rail will offer everyone a favorable way to travel to and from the district.

The Theater District will be where locals and visitors, artists and audiences, congregate and interact in the midst of grand historic theaters and new arts spaces. The ongoing creation, performance, and enjoyment of the arts will permeate the streets and public spaces every day.

THE THEATER DISTRICT COULD BE...

A VIBRANT NEIGHBORHOOD

The Theater District could be a lively and eclectic neighborhood where vibrant commerce, multiple performance venues, and an active arts scene bring people together—all day, all year. This local culture would foster strong social connectivity among the people who live, work, and visit here.

A GREAT PLACE TO LIVE

The Theater District could be a desirable home to a diverse and tightly knit community of residents. It could be a friendly and comfortable neighborhood, with housing opportunities for everyone and amenities that make it an easy place to live.

A CREATIVE CENTER WITH ARTS WOVEN THROUGHOUT

The Theater District could be a center for performing arts with a creative culture that is part of everyday experiences in its streets and public spaces.

A HUB OF ACTIVITY

The Theater District could be the center of a network of streets and transit that connects people to commerce, culture, and transportation options, day and night.

AN OUTSTANDING DESTINATION

The Theater District could be a powerful magnet that attracts visitors from throughout Tacoma and other regional cities, and rewards them with positive experiences, every time.

EASY TO GET AROUND

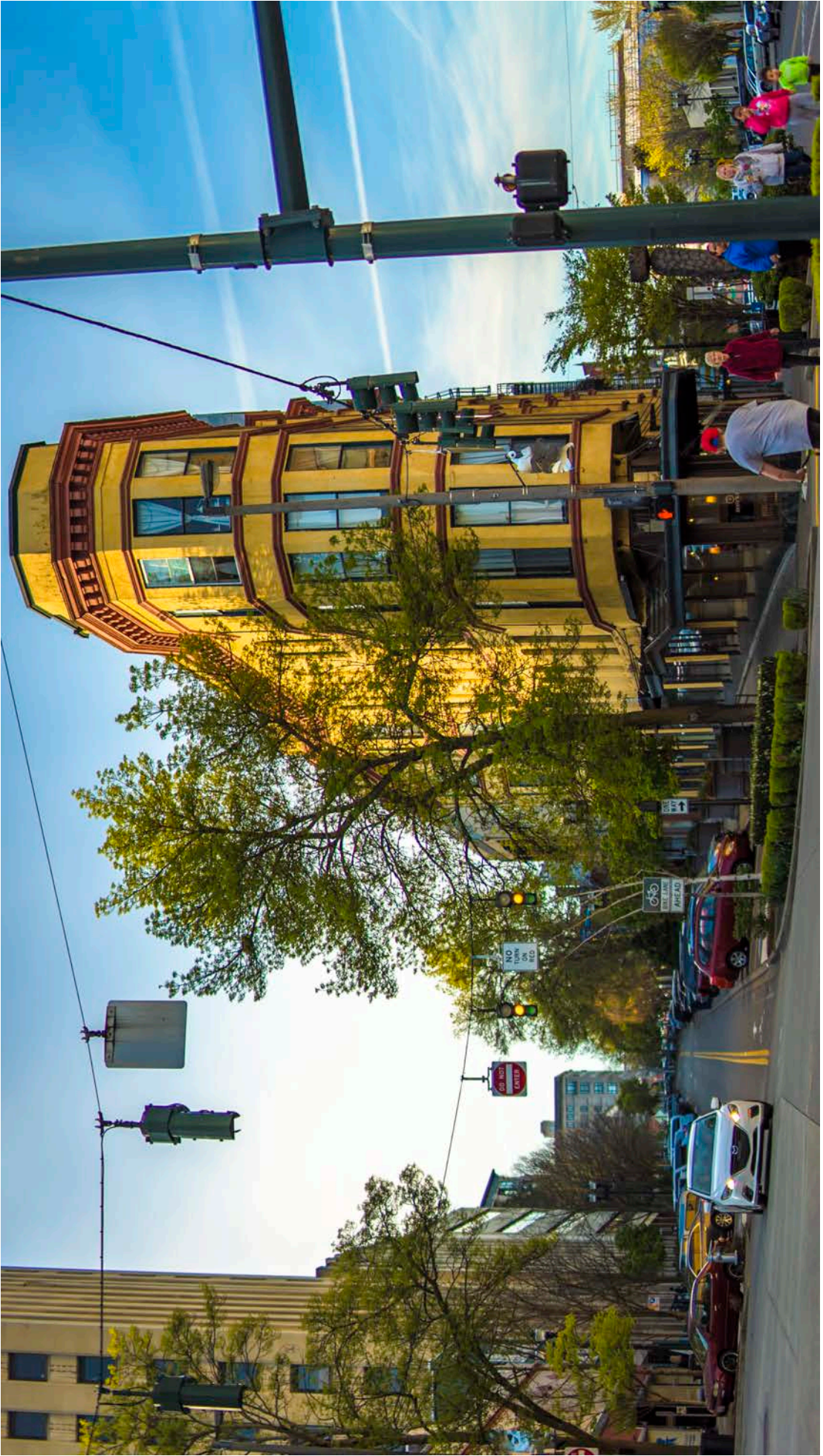
Moving within the district could be intuitive, comfortable, safe, and interesting, no matter which way one chooses to do it. Circulation could be a pleasure.

A PLACE THAT CELEBRATES DEEP ROOTS

The Theater District could be rich with places and people who have been here a long time, anchor the district, and give it soul. Buildings and environments could provide a sense of history and the enduring qualities of this place.

RECOGNIZED FOR ITS DISTINCT IDENTITY

The Theater District could have a clear physical identity, with many different elements of the urban landscape contributing to a coherent sense of place.



introduction

PUBLIC SPACE FRAMEWORK

A Framework for Progress

The district vision will be realized over time, through the accrued success of individual projects and contributions by many organizations and community members. Most likely, improvements will take place incrementally, not necessarily in planned phases or sequences, resulting from opportunities and needs that emerge and evolve.

This chapter presents a framework of long term strategies, existing elements to build upon, and specific public realm improvement ideas, to guide ongoing public and private investment and community-based efforts, so that each endeavor advances the vision and wellbeing of the whole district.

LONG TERM PUBLIC REALM STRATEGIES toward achieving the vision

CREATE A DISTINCT AND ACTIVE CENTER

Transform Theater Square into a bustling center and heart of the district: an iconic gathering place, crossroads, and stage for locals and visitors.

CULTIVATE A NETWORK OF GREAT PLACES

Over time, develop a rich and intricate network of great places throughout the district.

PROMOTE THE STREETS AND ALLEYS

Promote streets as the primary component of the public realm, by enhancing their quality and use as circulation routes and places to spend time. Build a rich and interesting network of bustling thoroughfares, commercial streets, intimate alleys, and pedestrian shortcuts.

EXPAND THE USE OF OPEN SPACES

Expand the use of parks and open spaces so that they support a large array of activities for people of all ages with a wide range of interests. Encourage active use at different times of day, throughout the week, and throughout the year.

LEVERAGE PROXIMITY OF TRANSIT

Leverage the convergence of transit options to support the performing arts and district life in general. Expand transit service and support alternatives-like transit network company (e.g. Uber and Lyft) and microtransit/shuttle-so it is easy and preferable to visit without a car, day and night, every day of the week.

ESTABLISH A STRONG VISUAL IMAGE

Over time, establish a strong visual image for the district with a variety of elements that reinforce a cohesive identity and memorable sense of arrival. Preserve and build on the district's historic buildings and environments that provide a unique sense of history.

ENGAGE DIVERSE COMMUNITIES AND ARTISTS

Engage diverse communities and artists in the planning, creation, and programming of Theater District public space as a central platform for arts experiences.

ADD NEW VENUES FOR PERFORMANCE

Enhance the live arts scene with new venues and spaces for performances and rehearsals, both organized and impromptu. Encourage an array of indoor and outdoor places-theaters, studios, bars and restaurants, streets, and open spaces-that support and celebrate creative culture throughout the district.

LONG TERM DEVELOPMENT STRATEGIES toward achieving the vision

ADD HOUSING

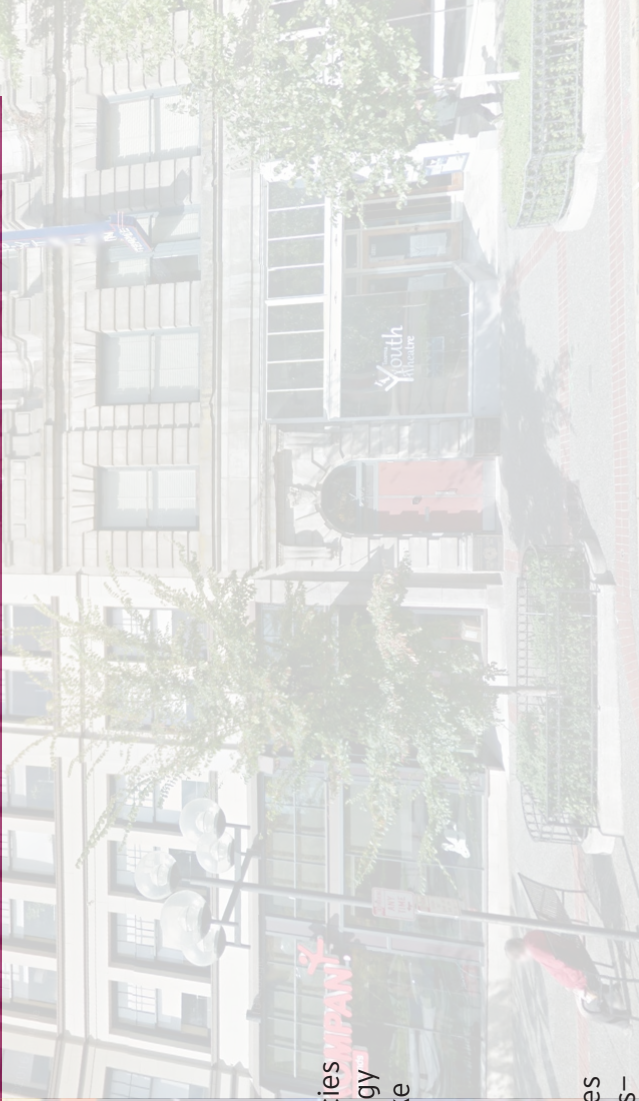
Encourage adaptive re-use of older buildings for housing. Create policies that support mixed income housing and families, and develop a strategy for housing affordability in downtown. Encourage more people to make a home here and join current residents in a robust community that is engaged in its neighborhood.

PROMOTE ACTIVE GROUND FLOOR USES

Aggressively recruit commercial tenants for vacant ground level spaces who will bring positive energy to the district's streets and open spaces—such as restaurants, cafes, galleries, and new venues. Focus recruitment efforts on the fine-grain and work with new tenants to engage the public realm with friendly facades and sidewalk amenities.

SUPPORT THE WORKING ARTS COMMUNITY

Encourage the renovation of older structures for live/work arrangements and arts spaces such as studios, rehearsal spaces, and new venues.



build on the district's assets

The Theater District already has a strong foundation of features and qualities that make it a successful and unique place. These should be preserved, nurtured, and aggrandized as the district evolves.

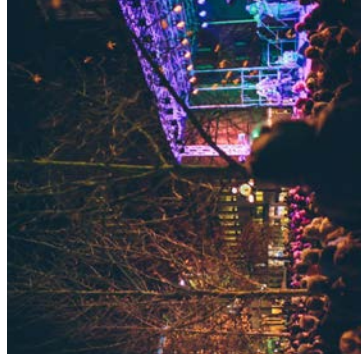
buildings & streets
with character



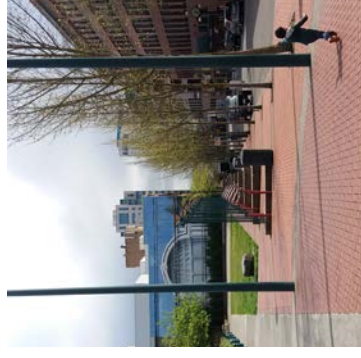
the center of a transit
network



theater & performance



Theater Square



the Broadway Farmer's
Market



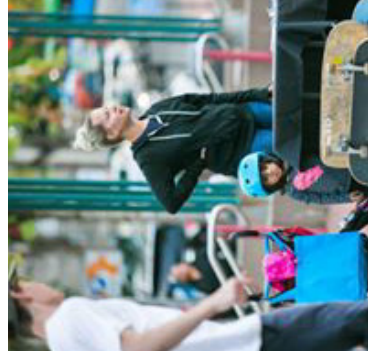
the active arts
community



local businesses



the people who live
and work here



arts considerations

Opportunities for Art in the Theater District.

Artwork should be considered an important part of the identity of the area and woven throughout, including its infrastructure. Physical improvement projects should result in a place as art rather than simply a place with art. The identity of the Theater District should be clear from one end to the other. There should be a sense that this is a special and unique place in Tacoma, one with high energy and appeal.

Art Program Goals.

1. Contribute to a strong sense of place in the Theater District.
2. Help define the identity of the Theater District as a dynamic place of creativity.
3. Celebrate the diversity of the arts, artists, and Tacoma community.
4. Provide the public an experience of continuity as well as serendipity.

The Role of Artists.

The effectiveness of the current artwork not withstanding, there is an important role for art and artists to play in the District in the future, including incorporating an artist as a peer team member on the redesign of Theater Square, Commerce Street, and other open spaces so that the art that is developed is integral to the space. One artist or artist team should be selected to be both lead artist for the overall design and also identify specific opportunities for other artists that are an outgrowth of the plan. Art should be used as

a significant element in placemaking and identification of the Theater District. Resulting artwork could be iconic and/or functional as well incorporated in small grain details.

Three Approaches.

As a framework for considering the place making role of new artworks, opportunities can be categorized into three groups:

- Elements of Continuity: These are features that may repeat in various locations throughout the district. By making these unique to the Theater District, they will add to its identity and cohesion.
- Elements of Distinction: These are features that are unique and character defining.
- Elements of Change: These are opportunities for creating temporary interventions within the district.

Existing Works.

Consideration should be given about how to incorporate or relocate existing works such as the bronze masks and stone sculptures by Doug Granum, some of which conflict with new programming goals for Theater Square. In addition, thinking about how to relocate elements of the Theater District light rail station should be incorporated into the plans for the District.



sculptures by Doug Granum: Quetzalcoat! (left) and Collection of Rock Sculptures (right)

arts considerations (cont'd)

Weaving the District Together.

Another important role for art is weaving the various sections of the Theater District together and within the larger city fabric. The hill climbs from the distinctive Spanish Steps between Pacific, Commerce and Broadway to the more mundane steps between Pacific and Commerce are important linkages to the Theater District and are prime opportunities for creative lighting and permanent public art projects.

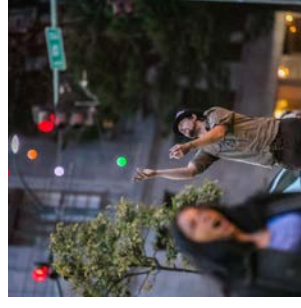
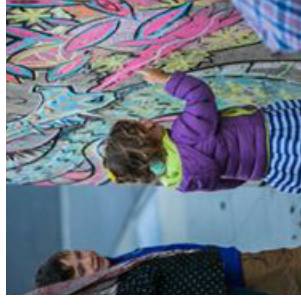
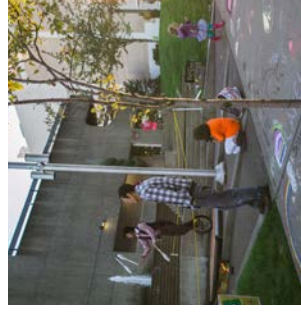
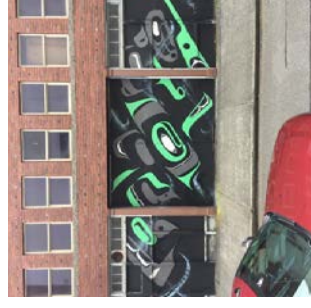
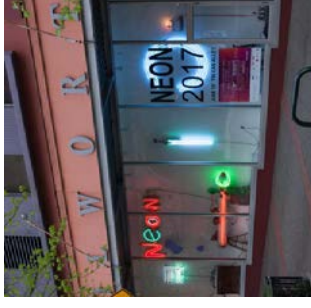
Opportunities for Temporary Art and Activation.

Even before Theater Square is reimaged, the District is resplendent with opportunities for temporary art, performance, installation and events. In fact, the best way to create a constituency for the redevelopment of the site is by producing and presenting programming and activities. Even an unimproved alley can be a great art venue with lively music and temporary catenary lighting.

Currently, the Theater District has a number of locations that are excellent places for performing arts programming and/or art installations. These include the west and north walls of Pantages closest to 9th Avenue, Frost Park, Theater Square, the hill climbs, and the ramp between Commerce and Broadway, among others. The two small, unused spaces facing Commerce Street that are part of the Pierce Transit turnaround and layover facility are potentially places that for artists-in-residence or pop-up art shops.

Spaceworks is the primary organization that programs temporary arts in downtown. In the Theater District, it currently presents temporary artworks in the Woolworth Building windows facing Broadway and Commerce Street and the Toll Booth Gallery at 11th and Broadway in the Theater District. There are also murals on the Court C alley side and the 11th Street side of 953 Market. Other immediate opportunities for temporary artworks include the display windows on 9th on the north side of Pantages.

Over the course of this project, Spaceworks programmed many temporary art installations, interventions, and events that demonstrated the positive impact of art activation in the Theater District.



top: Spaceworks Temporary Installations: Woolworth's Building
middle: Spaceworks Temporary Installations on Market and Court C
bottom: TRANSFORM temporary art activation by Spaceworks

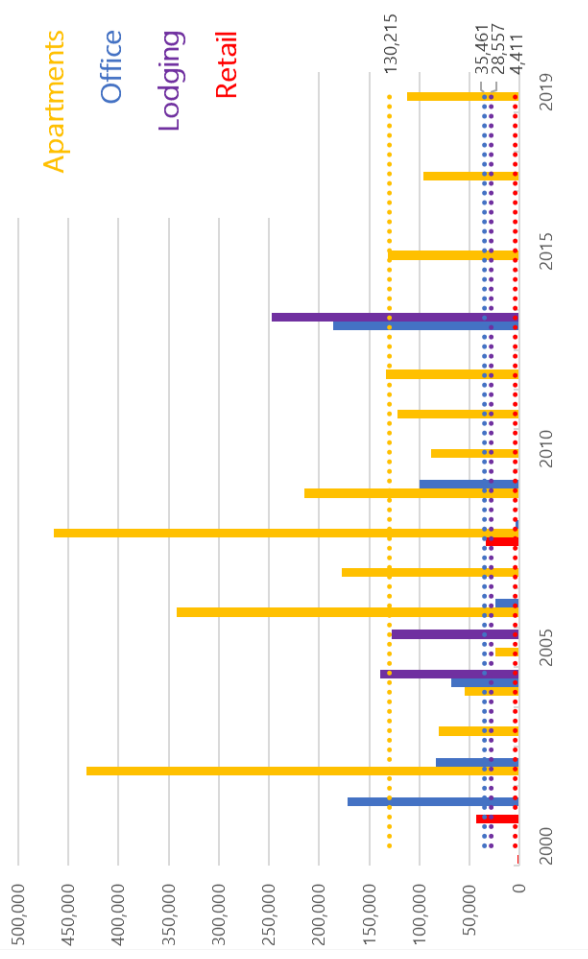
real estate and development potential

Significant momentum for development and renovation has been building in the Theater District. Recent and ongoing projects include: McMenamins (former Elks Temple), opening 2019; Convention Center Hotel, opening 2020; \$9M public-private investment in the Pantages interior; New KNKX Station (on Broadway, across from Theater Square); Old City Hall; and the Rialto Parking Structure.

Additionally, there are three key properties that are not currently contributing activity or interest to the District: the North Garage and the Woolworth and Rhodes buildings. These properties are in close proximity to light rail and Commerce Street bus lines, Theater Square, Tacoma Arts Live, Pantages, and the bars and restaurants on Pacific Avenue, and their transformation to mixed use or housing would be transformative for the District. The Rhodes Building is owned by WA State, and the North Garage is owned by the City of Tacoma. For that reason, these properties may present the best short term opportunities for redevelopment. The transformation of the North Garage into housing or mixed use is especially critical to the District. It occupies almost a full block between 9th and 11th, and sits adjacent to the Commerce St. bus stops, and adjacent to Theater Square. More people living in this area would increase activity on nights and weekends, help support a safe environment, and would also attract restaurant tenants, which would support the overall appeal of the Theater District.

The figure on this page shows the annual square footage of development by type (apartments, office, retail, etc.), that has taken place in Downtown Tacoma since 2000. There has been far more housing (apartment) development than office or lodging development (an average of 130,215 square feet per year). This is consistent with the national trend in urban housing development, even in historical commercial CBDs. The development of urban housing will continue to far outpace other types of land uses, such as office and lodging, in downtown Tacoma for the foreseeable future. Housing is also the most likely use to create demand for new, ground-up development, and adaptive reuse, in the Theater District. Given the notable lack of housing in the Theater District Focus Area, and the proven benefits of housing in urban

districts, the City should give thought to where and how housing development can best be supported. Improvements to open space amenities and streetscapes such as Theater Square and Commerce Street could also help catalyze development, and make it more attractive for people to live downtown.



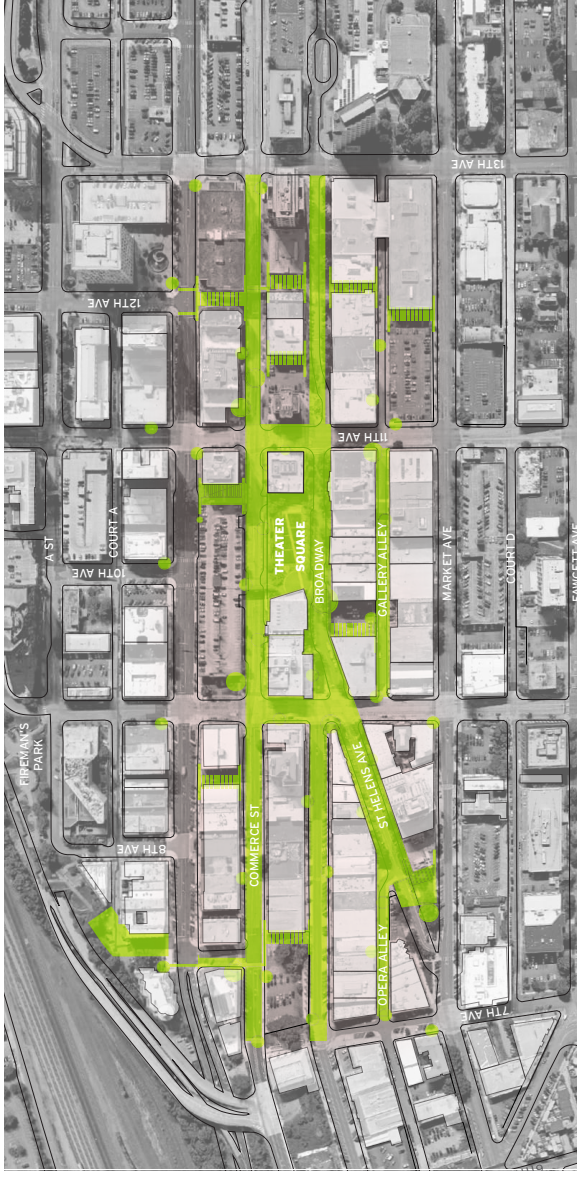
annual development by type and area, downtown Tacoma (source: CoStar, Leland Consulting Group)

Broadway is one likely location where it could be possible to attract high quality retail and restaurants since many of these buildings are attractive, historic buildings. Although there are challenges in remodeling older buildings, there are also public programs that encourage reinvestment in historic buildings, such as the City of Tacoma's Historic Preservation Program. The project partners and the City could work together to identify means of supporting and incentivizing further development in the Theater District.

FRAMEWORK CONCEPTS

the district framework

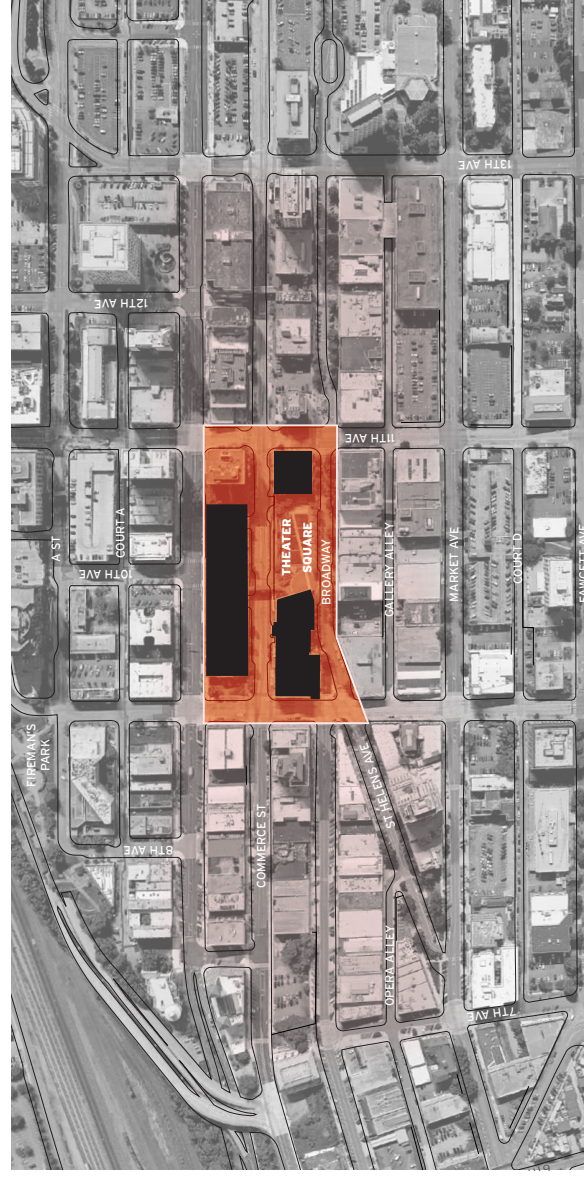
District Heart, Streets, Shortcuts, Places to go, and Moments: together these core concept elements comprise a framework for public realm improvements across Tacoma's Theater District that will support the community's vision and long term strategies to pursue it. Future projects should reflect these ideas and goals so they contribute to the larger endeavor.



heart

At the center of the Theater District is its Heart. It should be the focal point of arts and culture, public life, and transit activity, where visitors arrive and know they have landed in the right place. It should be full of life all the time.

Occupying two full city blocks that encompass Theater Square, the Pantages, Theater on the Square, and the existing City of Tacoma parking structure, the Heart should be developed to convey a clear image, support numerous civic, neighborhood, and arts-oriented uses, promote transit, and stimulate street-level commerce that will bring people and energy.



streets

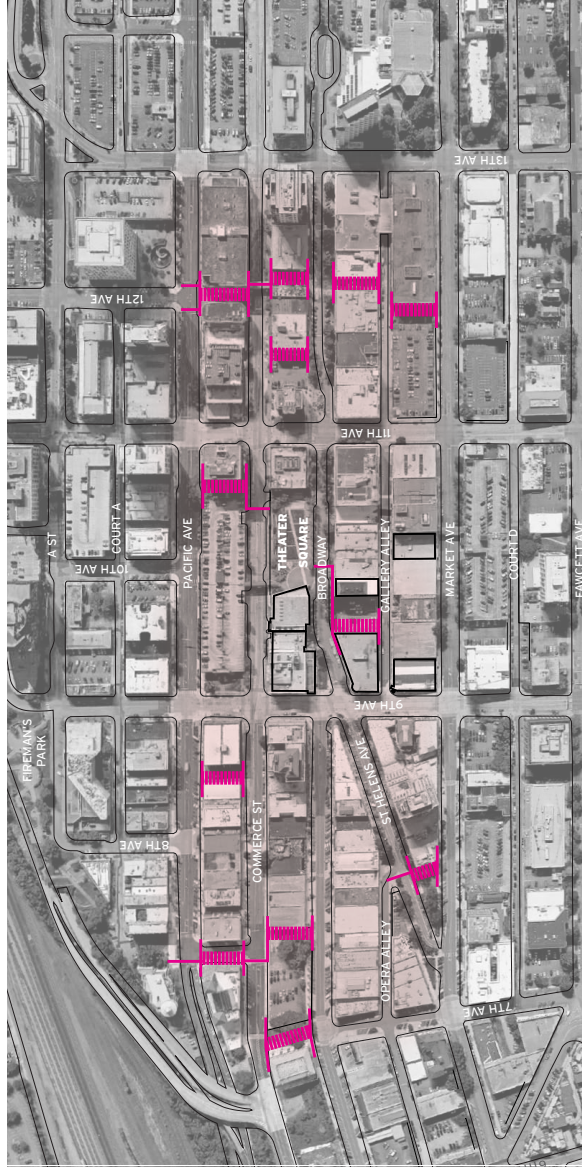
Commerce Street and Broadway are two complementary spines to the district. Commerce is a bustling transit thoroughfare; Broadway is pedestrian-oriented promenade. St. Helens Avenue could be a garden street lined with shops, restaurants, and outdoor gathering spaces, leading from Broadway to Opera Alley and Ben Gilbert Playground.

These should be developed as distinct parts of a cohesive network of high-quality streets that support transit, walking, and biking, and are destinations in themselves. As primary components of the district's public realm they should anchor its arts venues, stores and restaurants, and be improved to provide comfortable, dignified places to be outside.

shortcuts

Providing intermittent access between north-south streets, midblock hillclimbs at buildings and parking lots are a practical feature of the district's pedestrian network.

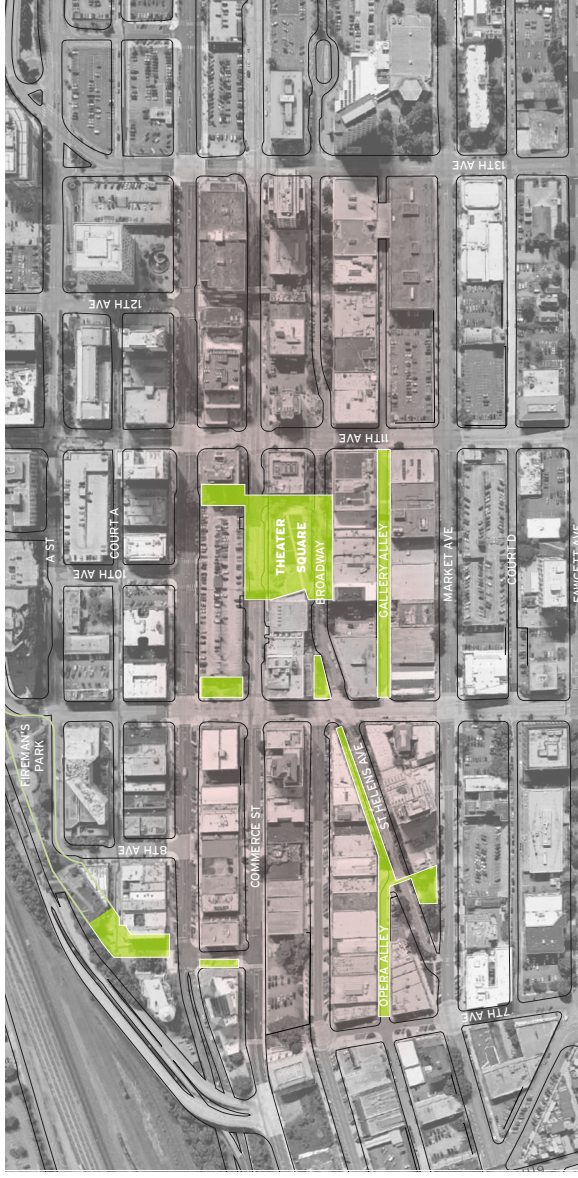
Though clearly belonging to an identifiable circulation system with design standards, each shortcut should be developed to be unique with site specific opportunities for design, art, and active programming.



places to go

Parks, plazas, and some streets are destinations punctuating the district's public realm. These include not only Theater Square and Ben Gilbert Playground, but also Opera Alley and Gallery Alley, and new "street rooms" along St. Helens Avenue.

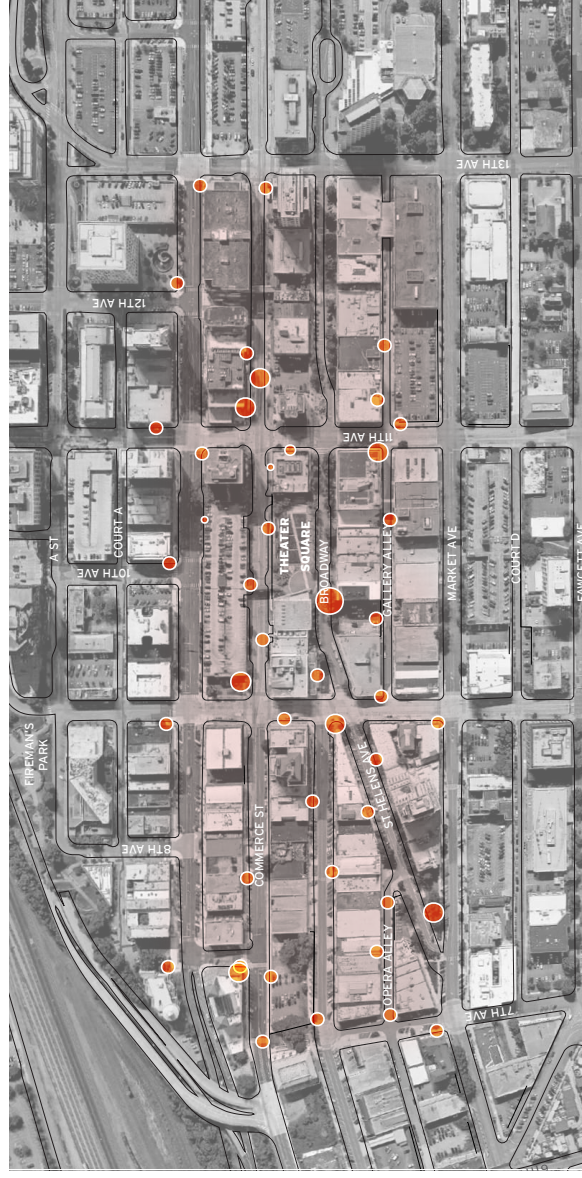
These are distinct places, each with its own character and offerings to public life of the district. They should be developed to provide specific roles that serve the community, making the district a better place to live, work and visit.



moments

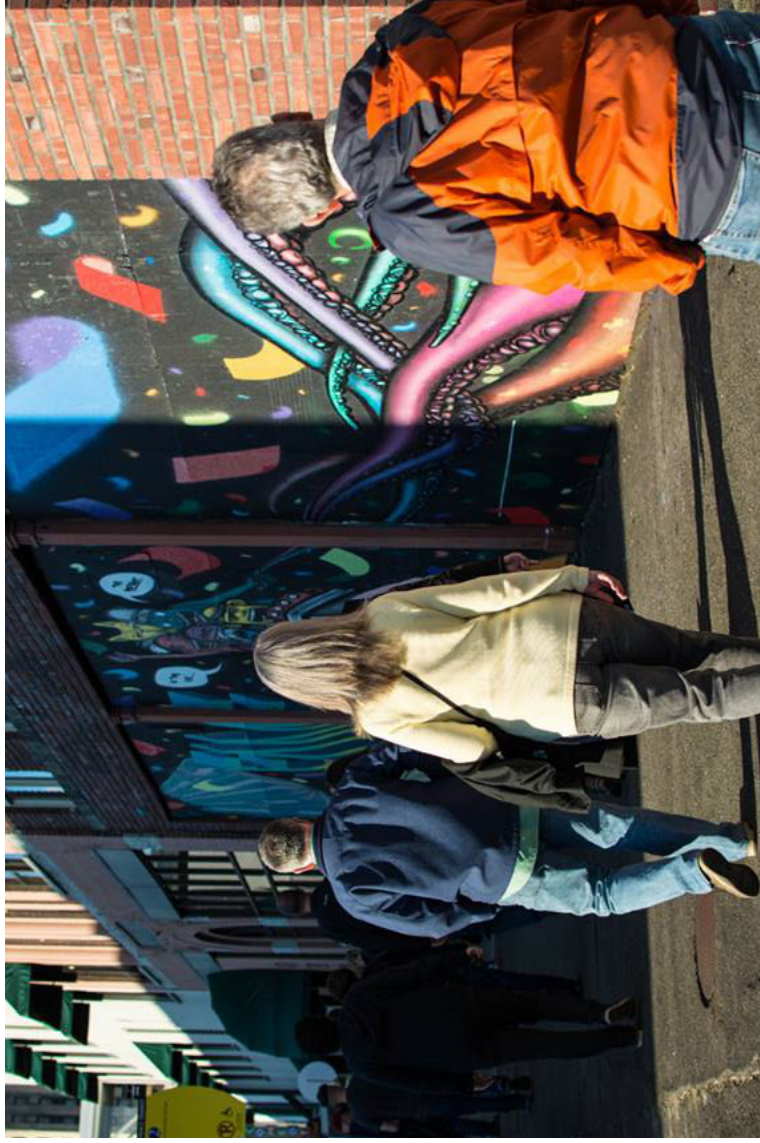
Streets and public spaces are accented by singular features and experiences that make being outside in the Theater District an interesting, engaging, and memorable activity in itself.

Artists, businesses, property owners, and the public should participate in making their district a richer, more delightful place to explore. Arts activation and programming, installations and temporary interventions, facade treatments and lighting, furnishings, and design features should contribute to a serendipitous and constantly evolving public realm that is truly unique.



PROJECT IDEAS

Project ideas shown on the following pages reflect the public realm strategies and framework and demonstrate a variety of approaches, scales, and levels of complexity. While not comprehensive, these projects address many of the themes that emerged during the “vision” phase of this plan’s community outreach process, and indicate potential directions for future design studies and implementation projects.



COMMERCE THOROUGHFARE

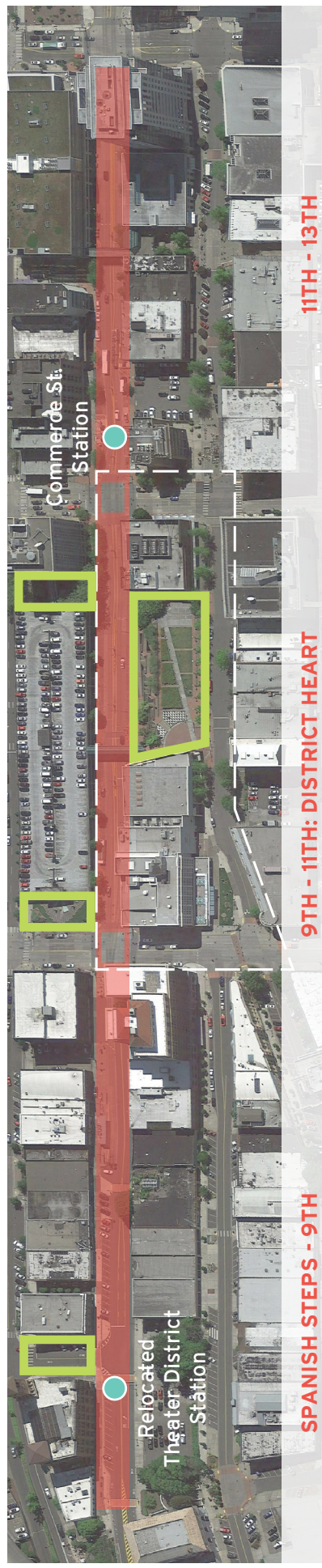
Commerce bustles with energy and welcomes visitors from all of Tacoma.

As a hard-working transit corridor at the core of the district, Commerce Street should be a wide boulevard like street, full of life, linking multiple modes of transportation, and designed to support the cultural identity of the District.

GOALS

- Increase a sense of continuity across the District.
- Promote transit as integral to Theater District events and activity.
- Design Commerce as a primary arrival and departure zone for transit and car sharing services.
- Increase street life on Commerce and improve pedestrian and transit rider experience.

IMPACT	COMPLEXITY
○ subtle	○ low
○ significant	○ medium
● major	● high



BROADWAY PROMENADE

Broadway is a pedestrian-oriented street, great for dining and window-shopping.

Broadway runs through the center of the original Theater District and includes impressive historic buildings, shops, and businesses. The street should be redesigned to connect theater-goers to existing businesses and to encourage new restaurants and housing to find a home here.

GOALS

- Increase a sense of continuity across the District.
- Promote a distinct identity unique to Broadway.
- Support anchor performance venues by extending the activity along the corridor.
- Support restaurants, shops, and new housing by promoting street life associated with them.

IMPACT	COMPLEXITY
<input type="radio"/> subtle	<input type="radio"/> low
<input type="radio"/> significant	<input type="radio"/> medium
<input checked="" type="radio"/> major	<input checked="" type="radio"/> high



PROMOTE THE ALLEYS

Opera Alley and “Gallery Alley” are social event streets, designed and regularly closed for programming and block parties.

Opera Alley and “Gallery Alley” (Court C between 9th and 11th) have unique appeal and potential to become vibrant public space. Physical improvements to both streets enhance their existing character and attract and accommodate more social pedestrian activity, including street closures for events.

GOALS

- Enhance the use and value of alleys as public open spaces for Theater District programming and events.
- Expand activity into further reaches of the district.
- Support adjacent and nearby businesses and organizations, and attract more.

IMPACT	COMPLEXITY
<input type="radio"/> subtle	<input type="radio"/> low
<input type="radio"/> significant	<input checked="" type="radio"/> medium
<input checked="" type="radio"/> major	<input type="radio"/> high



THEATER SQUARE RE-DESIGN

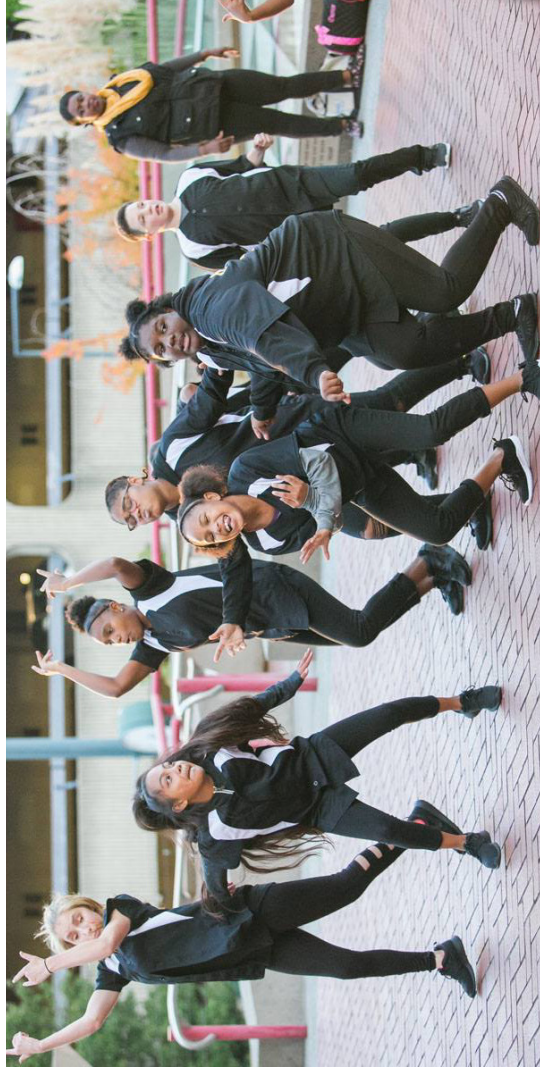
A New Vision

Building on community feedback, Theater Square is re-designed to be similar to a town square. It is transformed into a more flexible, multi-use space that includes active building uses at all four edges, more space for programming and events, and a stronger sense of place.

GOALS

- Encourage day-to-day use of Theater Square.
- Create a gathering place for local communities.
- Support existing events like the Farmers Market.
- Accomodate large events and performance.
- Encourage people visiting the Theaters and using transit to linger at Theater Square.

IMPACT	COMPLEXITY
<input type="radio"/> subtle	<input type="radio"/> low
<input type="radio"/> significant	<input type="radio"/> medium
<input checked="" type="radio"/> major	<input checked="" type="radio"/> high



FROST PARK

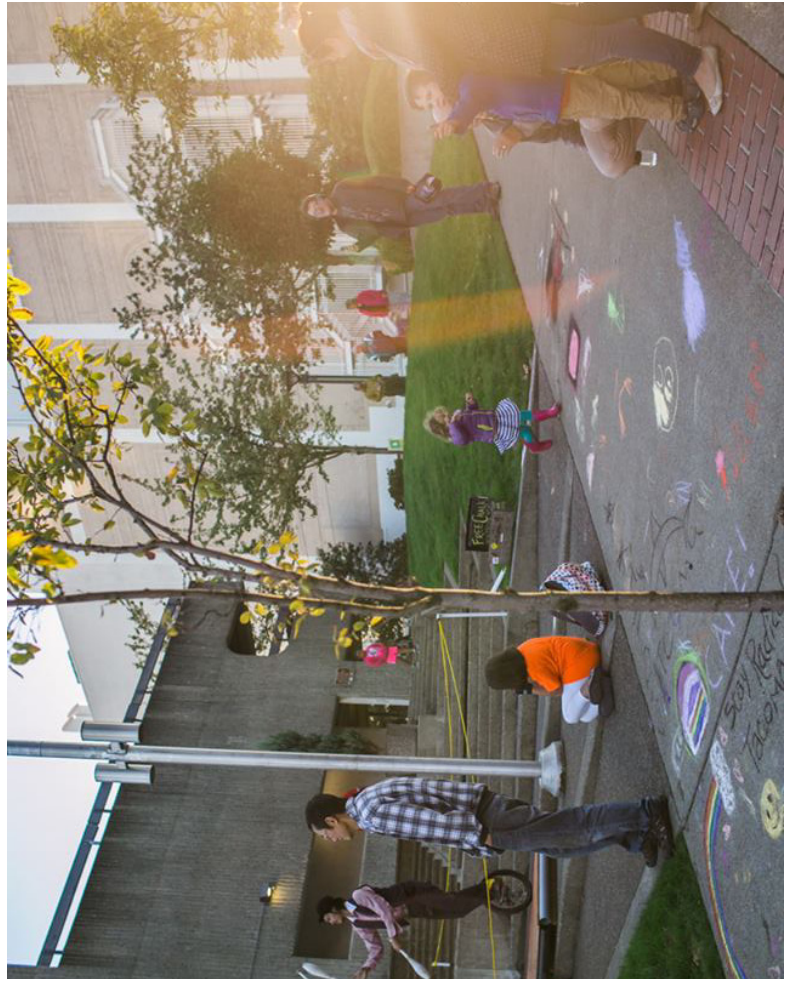
Frost Park becomes an active gateway into the Theater District.

Frost Park is re-designed to support street life in conjunction with transit and rideshare areas on Commerce St. With a larger at-grade area on Commerce, it becomes a great spot to grab breakfast or coffee from a food cart or meet a friend.

GOALS

- Transform this quiet and underutilized park into a bustling neighborhood gateway.
- Support and activate Park Plaza North redevelopment.
- Maintain memorial function and features.

IMPACT	COMPLEXITY
<input type="radio"/> subtle	<input type="radio"/> low
<input checked="" type="radio"/> significant	<input checked="" type="radio"/> medium
<input type="radio"/> major	<input type="radio"/> high



BEN GILBERT PLAYGROUND

A quiet pocket park becomes a playful gathering space for children and parents.

The Theater District needs open spaces for families. Ben Gilbert Park is an ideal location for a small playground—a serene and protected setting on a quiet block near residential buildings, close to but beyond the activity of the District Heart.

GOALS

- Provide public space oriented specifically to children and families.
- Activate the park and draw people from the District Heart.
- Promote the Theater District as a good place for families to live and visit.



COMPLEXITY

- low
- medium
- high

IMPACT

- subtle
- significant
- major

HILLCLIMB IMPROVEMENTS & NEW PARKING LOT CLIMBS

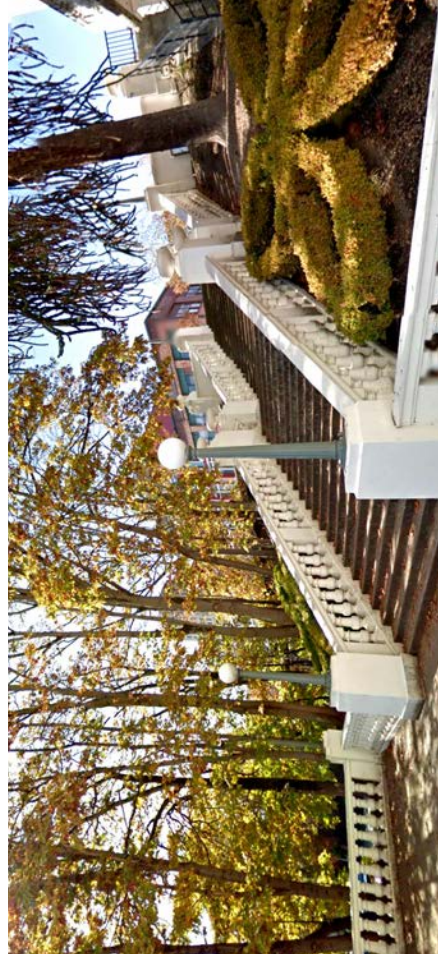
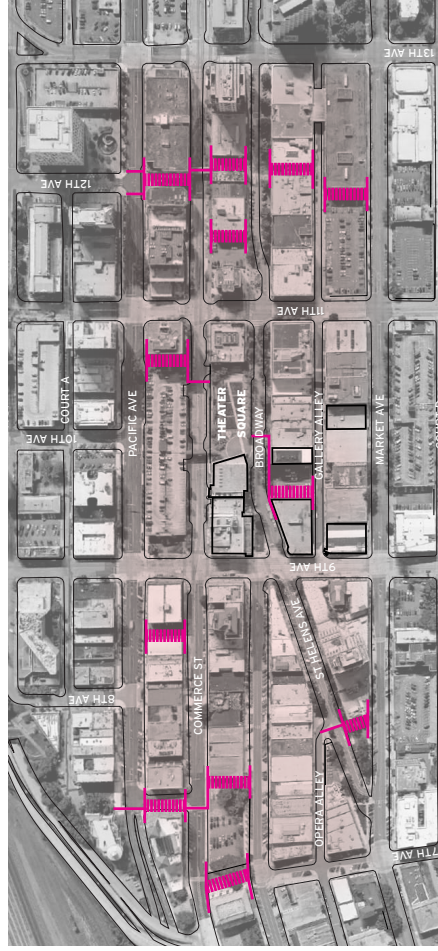
A simple set of upgrades makes for better pieces of the neighborhood fabric.

Hillclimbs are a unique and practical feature of the district's pedestrian environment, providing steep short-cuts between the long north-south blocks. With visibility and character, Hillclimbs become active places and useful assets to the district's public realm.

GOALS

- Bring awareness and visibility to Hillclimbs so that they are better used as pedestrian routes.
- Improve pedestrian experience and sense of safety and interest.

IMPACT	COMPLEXITY
<input type="radio"/> subtle	<input type="radio"/> low
<input type="radio"/> significant	<input checked="" type="radio"/> medium
<input type="radio"/> major	<input type="radio"/> high



PUBLIC STAGES

Stages throughout the district's sidewalks give everyone a place to perform.

The district is full of events and performances, almost all indoors. Public Stages provide outdoor venues for performance and rehearsal, and make an audience of passers-by. In celebration and support of the district's creative community, performance and creative activity permeate streets and public spaces.

GOALS

- Add venues for performance, accessible to everyone.
- Promote the district's performing arts identity in the public realm: bring performances to the street.
- Support street life by encouraging active use of sidewalks.

IMPACT	COMPLEXITY
<input type="radio"/> subtle	<input checked="" type="radio"/> low
<input checked="" type="radio"/> significant	<input type="radio"/> medium
<input type="radio"/> major	<input type="radio"/> high



ILLUMINATE THE HEART OF THE DISTRICT

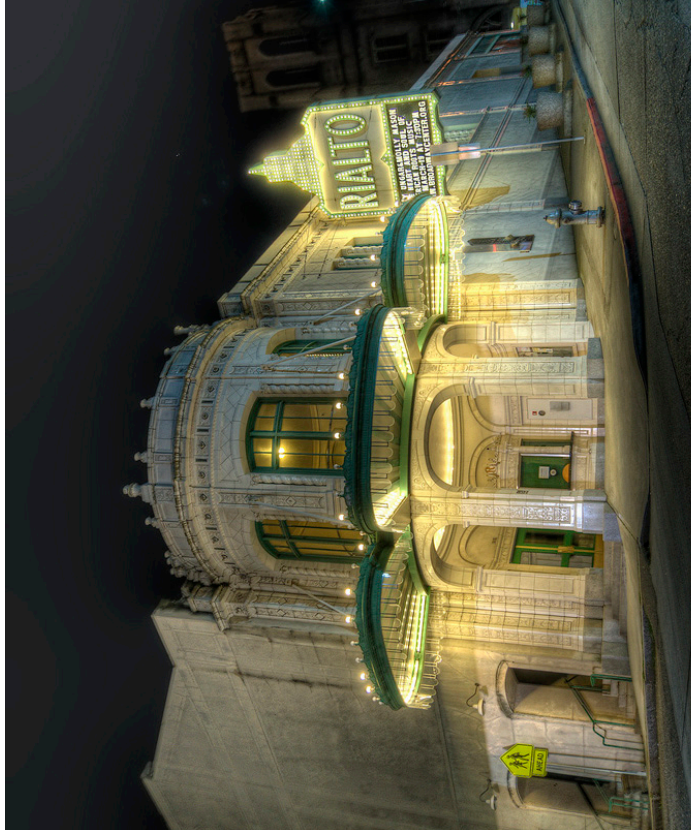
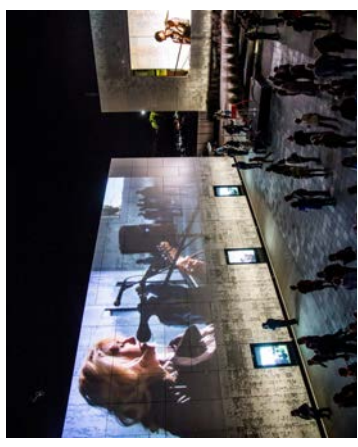
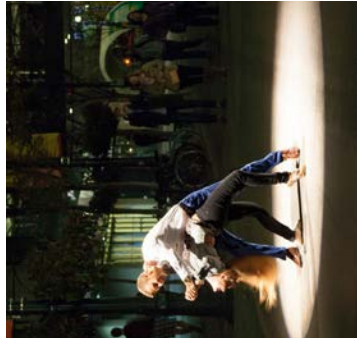
Iconic lighting creates a strong identity for the heart of the Theater District.

This project strengthens the identity of the District and extends the energy of Theater Square outward to include Broadway, Commerce, and their intersections at 9th and 11th. Facades are artistically lit, creating an envelope around Theater Square.

GOALS

- Encourage evening activity and streetlife.
- Create a unique identity that links Commerce, Broadway, Theater Square, and architectural landmarks such as Pantages.
- Strengthen the sense of arrival; this will be supported by projects at Broadway & Commerce.

IMPACT	COMPLEXITY
○ subtle	○ low
○ significant	○ medium
● major	● high



REAL-TIME EVENTS MAPS

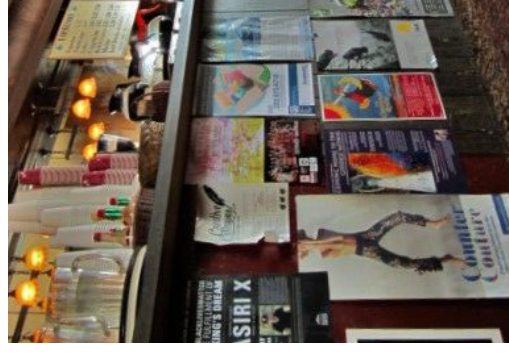
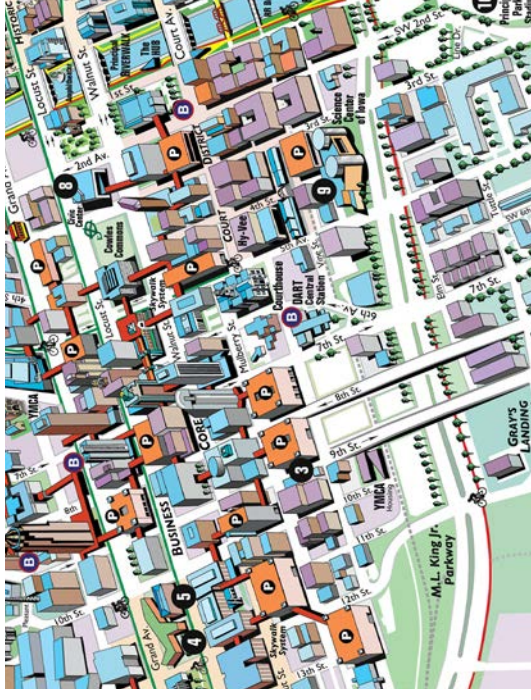
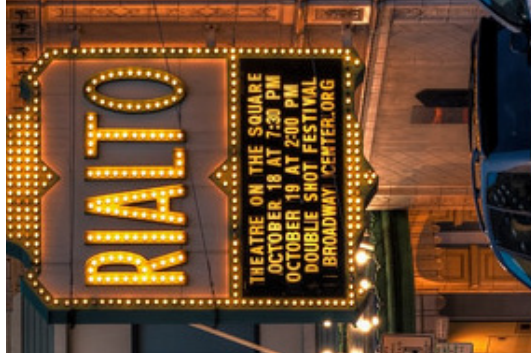
Dynamic maps show you what is happening around the Theater District.

Events Maps are digital displays throughout the district that locate events and activities happening soon or at that moment. With up-to-the-minute information mapped on a clear image of the vicinity, they orient and encourage visitors and locals to discover unfamiliar venues and experiences in the district.

GOALS

- Promote Theater District arts and entertainment venues.
- Encourage people to explore the district and discover new places.
- Engage transit riders and invite them to cultural venues in the district.

IMPACT	COMPLEXITY
○ subtle	○ low
○ significant	● medium
● major	○ high



STREET SOUND

Simple street infrastructure turns sidewalks into sound installations.

Through speakers and receivers mounted to light poles, artists and musicians reach a new audience and bring surprise and delight to the district's streets. Street Sound is a technology-enabled art program that utilizes new means of transmission to recreate time-honored pleasures like storytelling and jukebox listening.

IMPACT

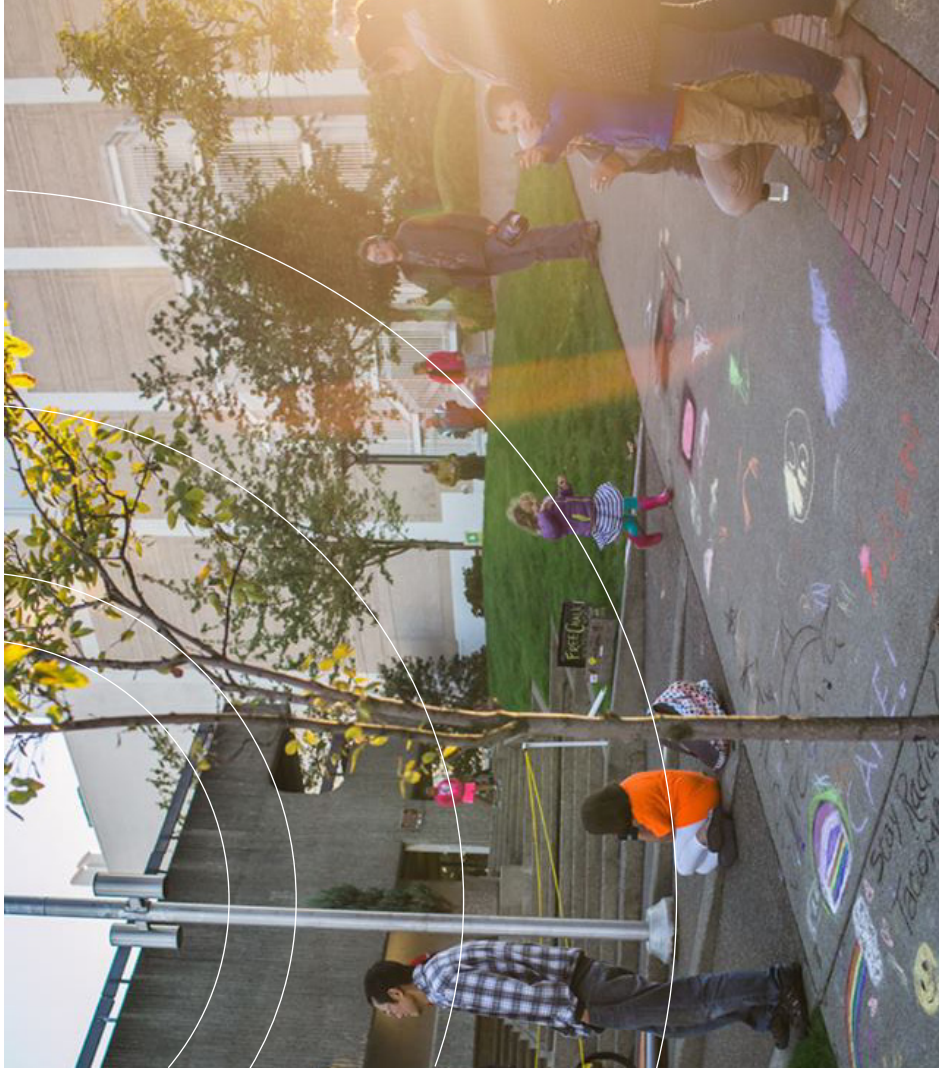
- subtle
- significant
- major

COMPLEXITY

- low
- medium
- high

GOALS

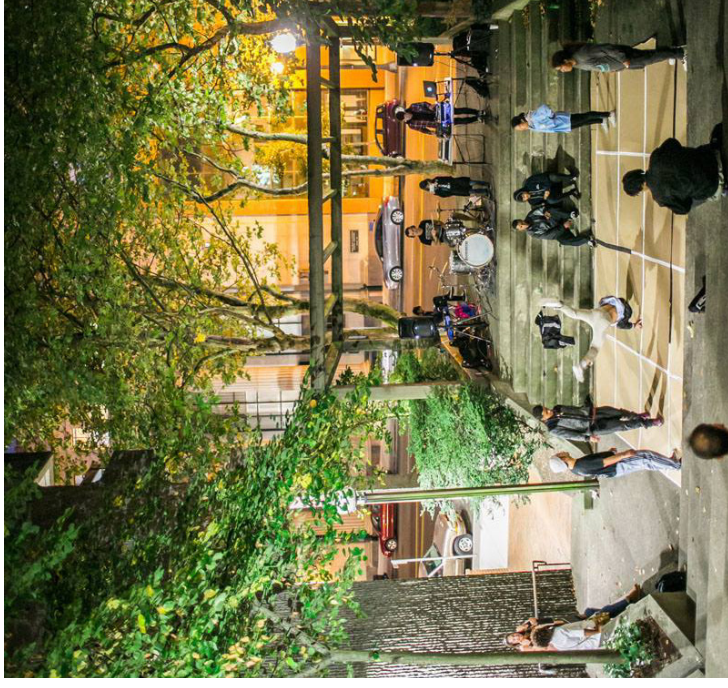
- Create eccentric, delightful moments to punctuate and enhance the experience of walking through the district.
- Promote the district's creative arts identity.
- Promote local artists and musicians in the public realm.



PROGRAMMING & ACTIVATION

Regular events and activities support local culture and community

Regularly scheduled events such as the Broadway Farmers Market and Art Walk are supplemented with other events and activities throughout the District at many times of year. Local music festivals, busking, street performance, temporary art installations, and food trucks create activity and excitement.



IMPACT

- subtle
- significant
- major

EASE

- easy
- medium
- difficult

GOALS

- Engage diverse local artists, performers, vendors and visitors from all of Tacoma.
- Support local businesses and restaurants by bringing more people here.
- Promote walking and transit.
- Connect the District with festivals and events.

community feedback on the public space framework

How We Got Feedback.

These public realm strategies, framework concepts, and project ideas were shared with the community at an event organized by Spaceworks at the Pantages Theater (April 19, 2018). While karaoke, aerialists, drag queens, and fresh popcorn drew a crowd outside, inside the community was invited to discuss the project with members of the team and share their feedback and their own ideas for improving the Theater District. A project update and online survey on the TRANSFORM website provided the same information and feedback opportunities.

This feedback was incorporated into the development of design concepts for the project focus area.



“Use existing businesses as a resource. Many art businesses are in that area”

“please just include as many fun things as you can everywhere. Thanks!”

Key Takeaways for Project Ideas.

- Overall, most respondents were supportive of all project ideas
- Improvements to Theater Square, Broadway, and Hillclimbs were the most popular ideas.
- Getting to and moving through the district was a priority for all modes of transportation (bike parking, better transit service/amenities, accessible pedestrian routes, and vehicle parking).
- Some ideas were opposed only due to concerns about losing parking.
- Activation, events, and programming were emphasized as keys to the success of redesigned spaces. Some had ideas for specific activities that could take place in the district, such as arts education, flea markets, movies in the park, etc.
- Many respondents expressed support for existing businesses and encouraging more independent business / retail activity to ground floors of buildings in the Theater District.
- Overall, walkability and universal accessibility improvements were requested.
- Desire to add more greenery, places to sit, and food trucks/other retail activation.
- Some respondents liked the premise of ideas and wanted to see more detail about how the idea would be implemented.



“The City parking garage needs to be redeveloped with uses that enhance the area, and provide ground level vibrancy on Commerce.”

“Work with artists on alley activation.”

introduction

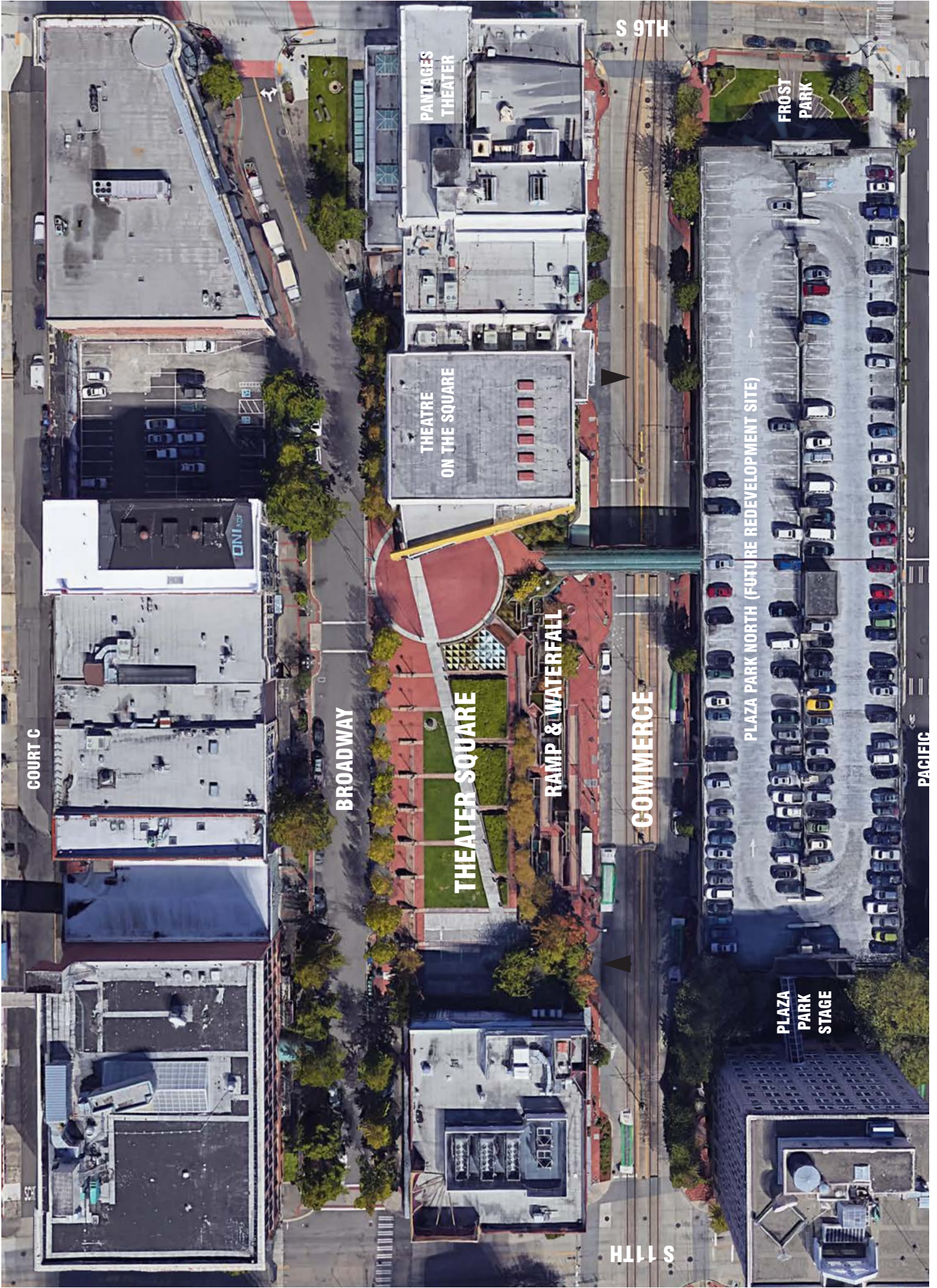
Focus Area.

The focus area for the Tacoma Theater District Plaza is the block bounded by 9th, 11th, Pacific and Broadway. It includes the Pantages Theater and Tacoma Arts Live, the City owned parking structure, Pierce Transit layover and turnaround facility, and, most notably, Theater Square. The goal of the Focus Area projects centers on the transformation of Commerce Street, Theater Square, and its relationship to surrounding streets and buildings in order to create a vibrant destination for arts, cultural and marketplace events that is supported by public transportation. Key to this vision and the success of the focus area is the redevelopment of the parking structure into a building whose uses and design bring people and activity to the District Heart. (This study was excluded from the scope of this Placemaking Project, because of a separate RFQ/RFI previously issued by the City).

In recent decades, improvements to comparable urban plazas have been central to the revitalization of urban districts. Although Theater Square is relatively small--approximately half an acre--it is worth noting that successful regional examples, including Director's Park in Portland, Occidental Square in Seattle, and Harbor Steps in Seattle, are all comparable in size and typology. The success of these spaces is illustrative for the redevelopment of Theater Square, for although each urban plaza is unique, the successful ones do share some common attributes. Theater Square should be redesigned to incorporate more of the elements known to make urban open spaces successful, including cross circulation and direct access, active ground floors in buildings that surround the Square, places to eat and drink in or adjacent to the square, family friendly activities, regular daily programming (in addition to large events), and a variety of places to sit in sun and shade.

This chapter includes two design concepts for Theater Square and Commerce Street, each demonstrating a range of ideas that could be combined and studied further.

FOCUS AREA CONCEPTS



COURT C

BROADWAY

THEATER SQUARE

RAMP & WATERFALL

COMMERCE

S 11TH

S 9TH

PLAZA PARK STAGE

PLAZA PARK NORTH (FUTURE REDEVELOPMENT SITE)

PANTAGES THEATER

THEATRE ON THE SQUARE

FROST PARK

PACIFIC

community preferences for focus area activities

Input Before Design.

To kick off our work on the project Focus Area, we asked the community what they would like to see in specific locations. This was done in a “board game” activity at the public open house, and through an online survey on the project website. Participants shared preferences for activities and uses in specific parts of the focus area: Theater Square, Commerce Street, and the waterfall and ramp area. This helped the design team develop the concepts and ideas shown in this chapter.

Many participants were excited about family-friendly and performance activities in Theater Square, including outdoor movies, big music and theater performances, and classes.

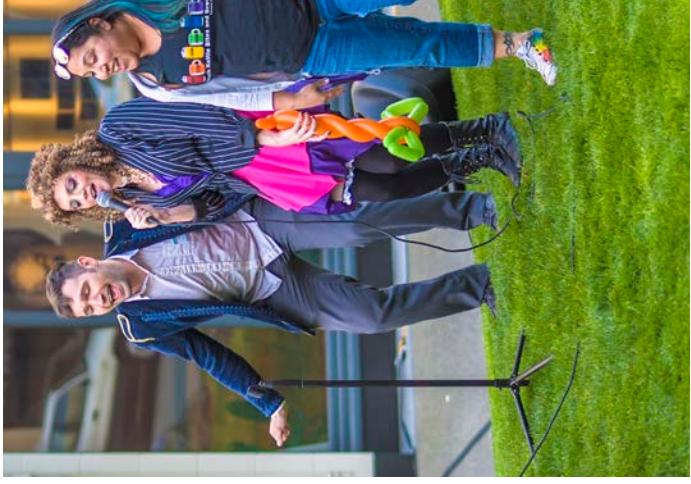
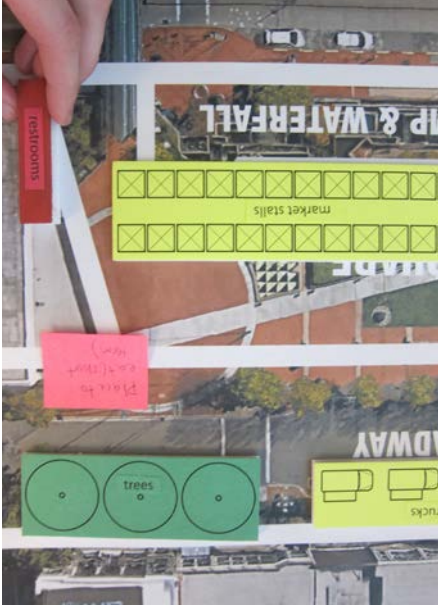
On Commerce Street, people liked more trees and planting areas, restaurants and cafes, shops and galleries.

More art, both permanent works and space for rotating art, was popular for both Theater Square and Commerce Street. Programmed activities such as market stalls, food trucks and stands, and seasonal activities were popular.

In general, community input showed an interest in having more activities, programming and events, and flexible spaces in Theater Square and Commerce Street, indicating the importance of people and public life to the transformation of this area.

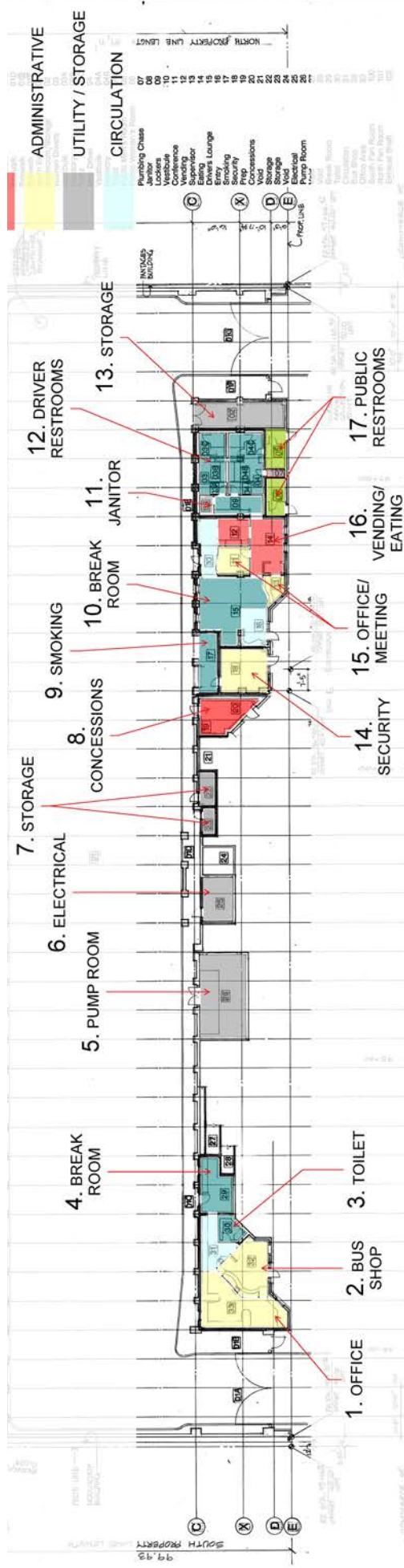


“game board” activity at the public event: participants placed features and activities where they wanted to see them in the future



aerialist and karaoke at the TRANSFORM Event 2

Pierce Transit facility



Theater Square is built on structure over a 27,350 square foot Pierce Transit bus turnaround and layover facility with two driveways onto Commerce Street. An additional 4,500 square feet, comprised of offices, break rooms, storage, restrooms, concessions and Bus Shop (now a vacant customer service office), is located below the pedestrian ramp between Theater Square and the Commerce Street sidewalk.

Design concepts for Theater Square and Commerce Streets assume that:

- The Pierce Transit facility (including turnaround and layover space, office/amenity space, and driveways) will remain active without significant alterations.
- Structural upgrades may be necessary to support a renovated Theater Square. (This study included a structural assessment of the existing structure.)

Both design concepts include new architecture that is compatible with the existing Pierce Transit facility.

Interior modifications, such as delivery access into Theater on the Square, should be considered in future design phases.

ideas for Commerce Street beyond the right of way

REDEVELOPMENT



With regard to Commerce Street, the Placemaking Project focuses on design changes within the street right of way. Bringing more people and energy to this block of Commerce will require other approaches that address the use and physical presence of buildings, which by and large do not contribute to a positive public realm experience or the goals of this plan.

Perhaps the biggest opportunity is to **redevelop** the Park Plaza North garage to a mixed use building or buildings, with shops and restaurants that bring more people and energy to Commerce

INFILL / RETROFIT



and support transit riders, theatergoers, and the neighborhood in general. Housing above would advance the district vision and the promote transit and positive use of Theater Square. Both design concepts in this report show new storefronts in front of the Pierce Transit facility.

Several buildings have ground floor spaces that could be utilized by tenants who would bring more life and interest to Commerce Street. In some cases, **retrofits** that create storefronts or more transparency may be viable. In others, for instance at the garage, temporary “pop-ups”, stands or

WALL TREATMENTS



food trucks, could perform a similar function with minimal investment.

Finally, **wall treatments** on blank building walls could help transform the image of Commerce Street. Light projections, murals, mounted art works, and wall screens could bring light, movement, scale, and playfulness while showcasing local artists and expressing the creative energy of the district. These could be temporary interventions or permanent features.

focus area design concepts comparison

concept 1 overview

Concept 1 activates Theater Square by adding a new mixed use building at its north edge, where it would not cast shade on the plaza. This building could have a restaurant and other commercial space at the ground level with outdoor seating, and housing above. The plaza design includes a covered stage adjacent to a plaza area that can be used for events, and also incorporates distinct areas with permanent features that make the space enjoyable day to day. These areas are intended to be kid and family friendly, and include a small lawn, a creative play area, and a garden edge along Broadway with whimsical, sculptural seating. This design (like Option 2) expands the Square towards Commerce by removing the fountain and ramp and using this space for the stair and elevator and to create approximately 3,600 square feet of new retail/storefront on Commerce, with garden seating and the covered stage above.

Bus loading is removed from the center of the block, which creates a pedestrian oriented space with tree canopy at the base of Theater Square.

Concept 1 increases the usable space (paved and lawn areas) of Theater Square by approximately one third over the existing design (32%).



concept 2 overview

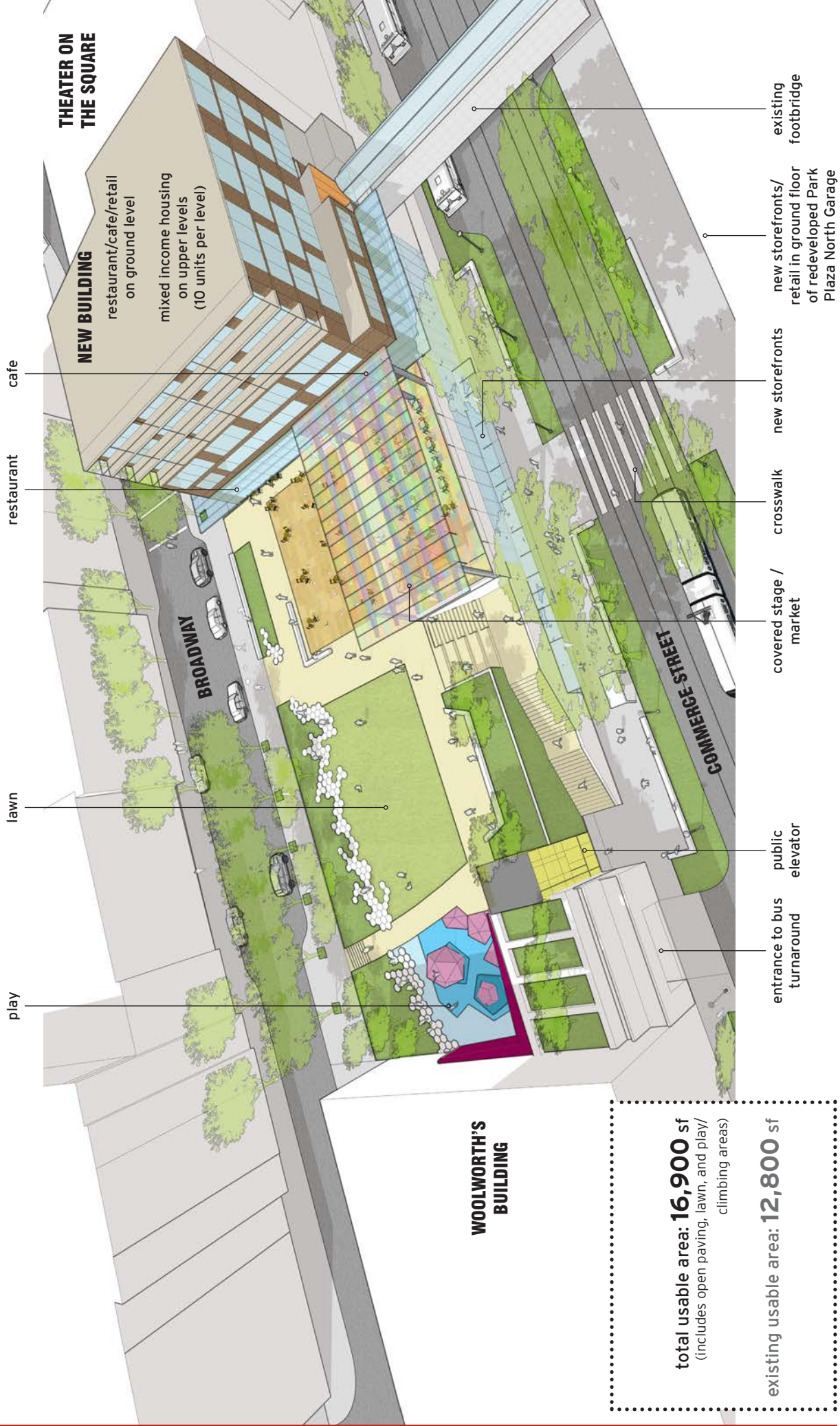
Concept 2 maximizes the amount of flexible open space in Theater Square. It activates the south end of the Square by adding a multi-use shade structure and stage that could accommodate art events, vendors, and covered markets. A plaza and large multi-use lawn support large events and informal play. This design also opens up the connection of the Square to Broadway and creates a pedestrian priority, drivable plaza on Broadway itself, effectively integrating the buildings across the street into the Square. This design (like Option 1) expands the Square towards Commerce by removing the fountain and ramp and using this space for the stair and elevator and to create approximately 3,600 square feet of new retail/storefront on Commerce, with additional plaza area and the covered stage above.

Concept 2 nearly doubles the usable space (paved and lawn areas) of Theater Square over the existing design (98%).



CONCEPT 1

CONCEPT 1 BIRD'S-EYE VIEW



THEATER ON THE SQUARE

NEW BUILDING

restaurant/cafe/retail on ground level
mixed income housing on upper levels (10 units per level)

WOOLWORTH'S BUILDING

total usable area: 16,900 sf
(Includes open paving, lawn, and play/climbing areas)

existing usable area: 12,800 sf

cafe

restaurant

lawn

play

BROADWAY

COMMERCE STREET

existing footbridge

new storefronts/retail in ground floor of redeveloped Park Plaza North Garage

new storefronts

crosswalk

covered stage / market

public elevator

entrance to bus turnaround

CONCEPT 1 PLAN VIEW



- | | | |
|--|---------------------------------------|--|
| 1 stair | 7 climbing / seating sculpture | A new retail storefront onto Commerce St. |
| 2 loose tables and chairs | 8 movie / projection wall | B bus zone |
| 3 cafe / restaurant seating | 9 art wall | C potential curb extension |
| 4 new cafe or restaurant | 10 climbing wall | D street garden |
| 5 public walkway through building | 11 mini amphitheater | E street room with seating and flexible space |
| 6 canopy | 12 garage ventilation area | F enhanced lighting for pedestrians |
| | | G food kiosks / carts |

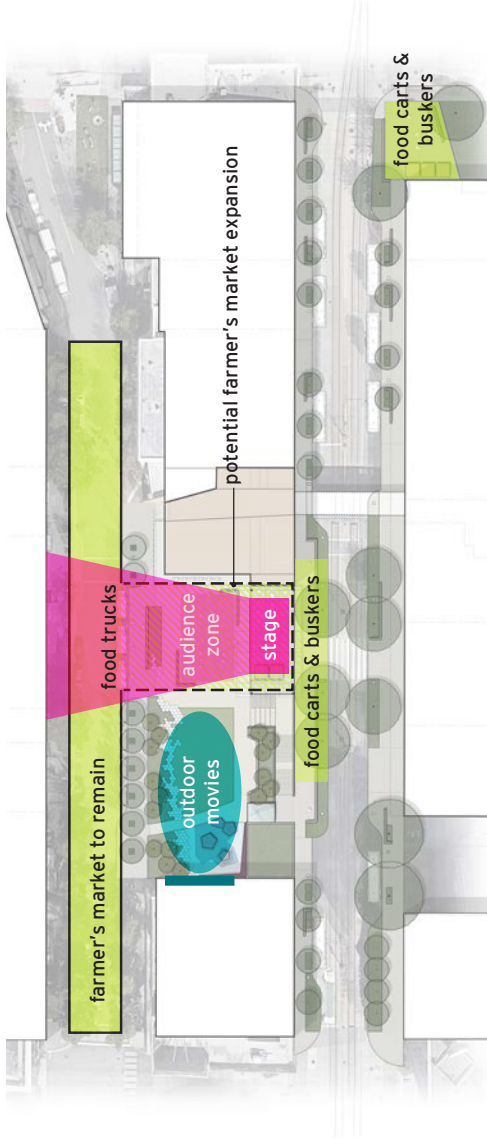
CONCEPT 1 USES & CIRCULATION

Events and Activities.

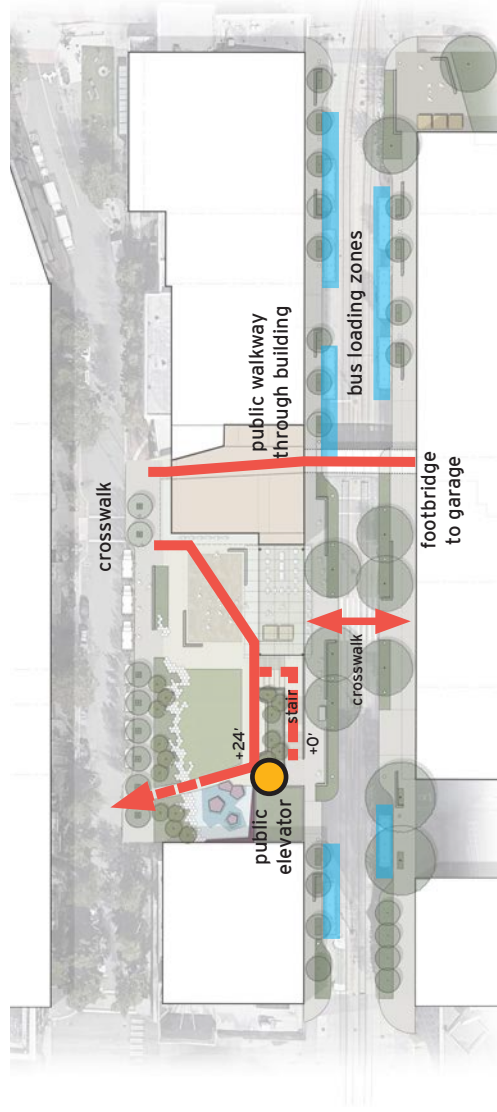
This design option supports a range of small events that could be scaled to the various spaces. Large events could utilize the plaza and lawn areas, and could spill across Broadway where the street is flush with the plaza, directly in line with the stage.

Public Pedestrian Connections.

Pedestrian access to the Square is provided with a public elevator and a wide stair that will be visible to people arriving from the light rail stop to the south. The bridge from the parking remains, and leads visitors into a public access way inside the first floor of the proposed building.



EVENTS & ACTIVITIES



PUBLIC PEDESTRIAN CONNECTIONS

CONCEPT 1 BUILDING PROGRAM



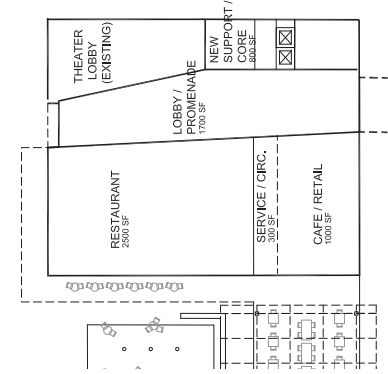
Commerce Street Spaces		8,320 SF
Pierce Transit Facilities		4,510 sf
Public Restrooms		210 sf
Retail/Storefront		3,600 sf

Theater Square Level		6,300 SF
Restaurant 1		2,500 sf
Café/Retail		1,000 sf
Lobby/Promenade		1,700 sf
New Support/Core		800 sf
Service/Circulation		300 sf

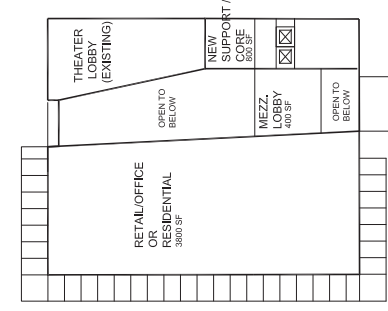
Second Level		5,000 SF
Retail/Office/Residential		3,800 sf
Lobby/Mezzanine		400 sf
New Support/Core		800 sf

Upper Level Residential		6,300 SF
10 units @ 500 sf avg		5,000 sf
Circulation/Support		1,300 sf

Concept 1 shows a new building on Theater Square along with repurposed space along Commerce Street below the Square. The new building could contain a mix of uses, while parts of the existing Pierce Transit facility on Commerce Street could be converted to small storefront spaces.



Theater Square Level

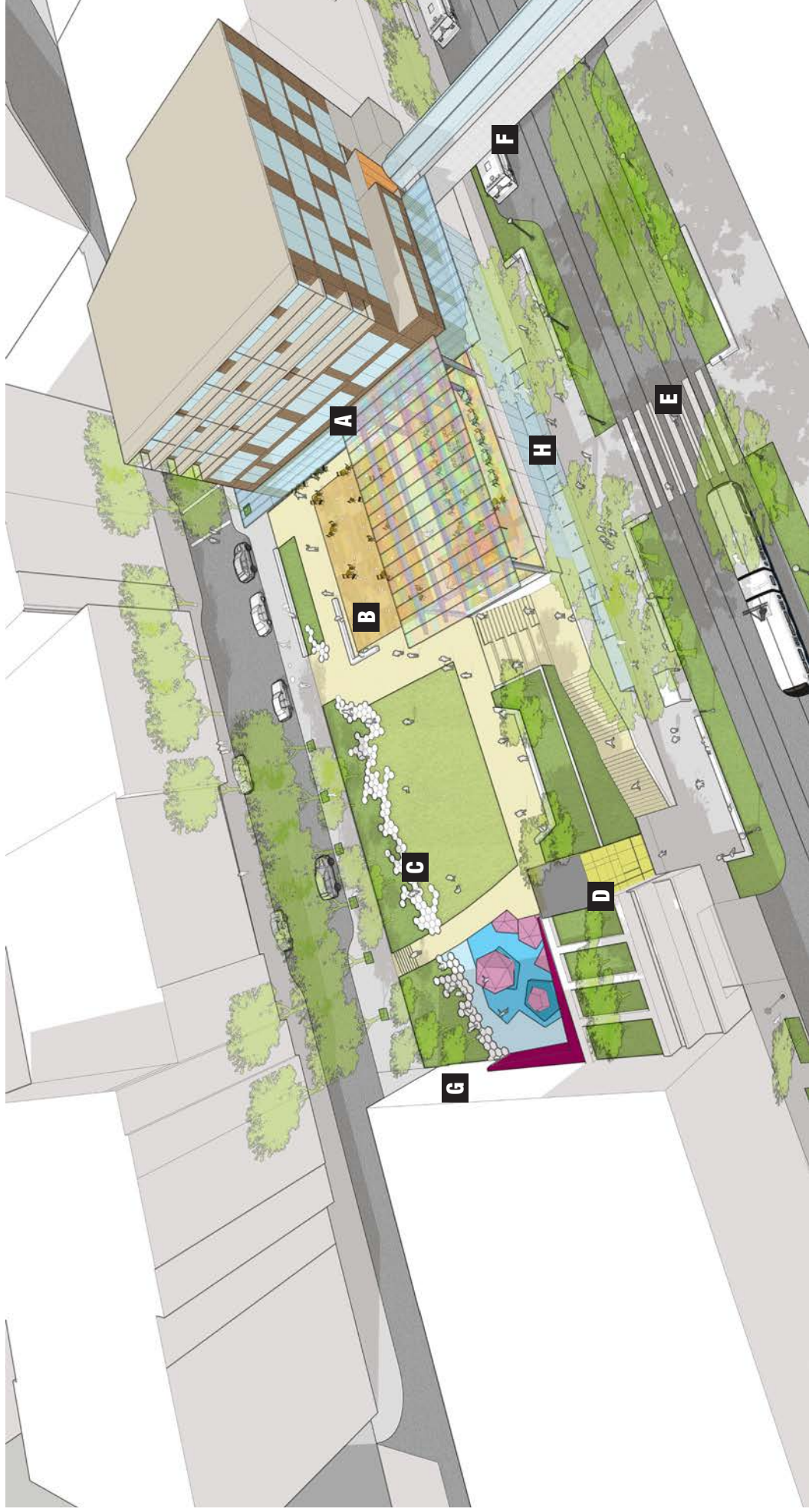


Second Level



Third Level and Above

CONCEPT 1 ART OPPORTUNITIES



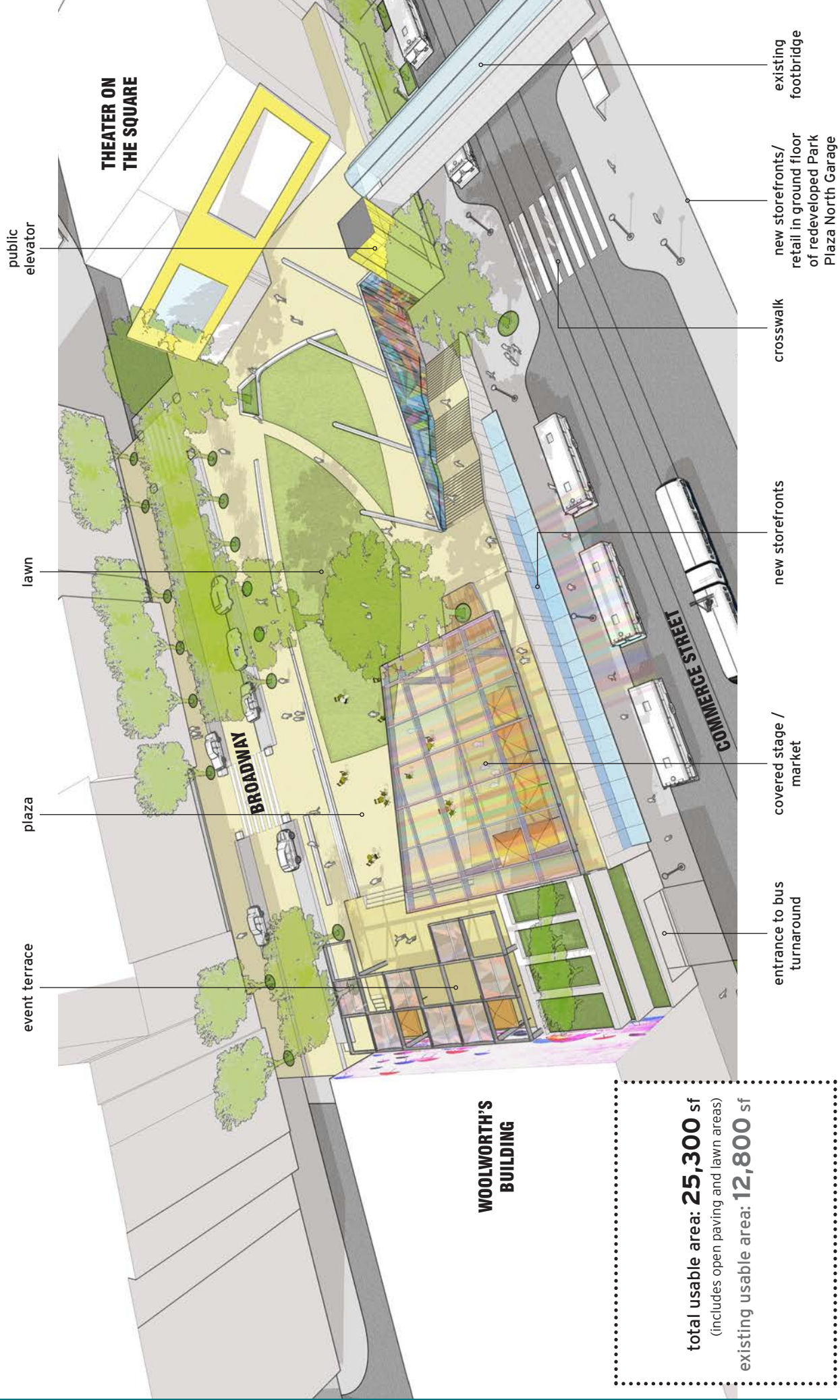
CONCEPT 1

PROJECT PLAN I.D. ARTIST GROUP COST POTENTIAL LEAD NOTES

TYPE	PROJECT	PLAN I.D.	ARTIST GROUP	COST	POTENTIAL LEAD	NOTES
DISTINCTION	DESIGN TEAM ARTIST (lead artist on Theater Square/Commerce Street team)	NA	Regional Call or Invitational by design team and client agency	Design fee/project management fee TBD	Pierce Transit/Design Team Lead	Scope of work includes coordination of artists and serving as the artist for one of the Elements of Distinction listed below.
	PAVILION COLLABORATION	A	Design Team Artist	\$80 - 100K art enhancement	PIERCE TRANSIT / OWNER	
	PLAZA PAVING COLLABORATION	B	Design Team Artist	Design fee plus \$40,000 for enhanced materials	PIERCE TRANSIT / OWNER	
	GARDEN SEAT COLLABORATION	C	ARTIST to work in coordination with Design Team	\$40- 60K art enhancement	PIERCE TRANSIT / OWNER	
CONTINUITY	PUBLIC ELEVATOR COLLABORATION	D	National Invitational Competition	\$100,000-\$300,000	PIERCE TRANSIT / OWNER	Assumes either graphic interlayer or vitreous glass enamels on float glass along with interior illumination. Budget for elevator and lighting included in construction budget.
	PARKING GARAGE FAÇADE	NA	OPEN CALL TO REGIONAL ARTISTS (WA, OR, ID, BC)	TBD	CITY OF TACOMA	
	PANTAGES FIRE ESCAPE	NA	OPEN CALL TO REGIONAL ARTISTS (WA, OR, ID, BC)	TBD	CITY OF TACOMA	
	COMMERCE BUS SHELTERS	NA	ARTIST/ARCHITECT TEAM (REGIONAL CALL)	Construction budget plus artist fee and design enhancement for higher quality materials	PIERCE TRANSIT / CITY OF TACOMA	
CHANGE	COMMERCE SIDEWALK INLAYS	NA	Open call to LOCAL ARTISTS	\$1500 each. Up to 8 opportunities	CITY OF TACOMA	
	COMMERCE ART CROSSWALK	E	OPEN CALL TO LOCAL ARTISTS	\$6000 annual opportunity. Painted crosswalk.	CITY OF TACOMA	
	FOOTBRIDGE ILLUMINATION	F	OPEN CALL TO REGIONAL ARTISTS (WA, OR, ID, BC)	Design fee only	CITY OF TACOMA OR SPACEWORKS	Assumes that lighting instruments and installation are provided by the client and artist is providing programming.
	PANTAGES BEACON/WALLSCAPE INSTALLATION	NA	OPEN CALL TO LOCAL ARTISTS	\$8500 each includes design and production based on 1000 SQ.FT	BCPA OR SPACEWORKS	Assume vinyl or mesh banner-type material. Installation additional. Changes quarterly.
ANIMATION	EVENT STAGE PERFORMANCES	NA	VARIES	varies	BCPA AND OTHERS	
	WOOLWORTH'S WALL PROJECTIONS	G	OPEN CALL TO Artists in Pierce, King and Kitsap Counties	\$10,000 annual budget (\$1500 each). Projecting previously created work.	SPACEWORKS	Rotating opportunity. 1 month duration. Assumes project provides the equipment and infrastructure
	PROGRAM ZONES	NA	LOCAL PERFORMERS	\$30-50,000 annual budget for artist fees and program support	SPACEWORKS, LOCAL CULTURAL & RECREATIONAL ORGANIZATIONS	
	COMMERCE STOREFRONTS TRANSITIONAL ART INCUBATOR SPACES	H	LOCAL ARTIST AND ART GROUPS	rent-free commercial space, rotated biannually.	PIERCE TRANSIT, CITY OF TACOMA, & SPACEWORKS	

CONCEPT 2

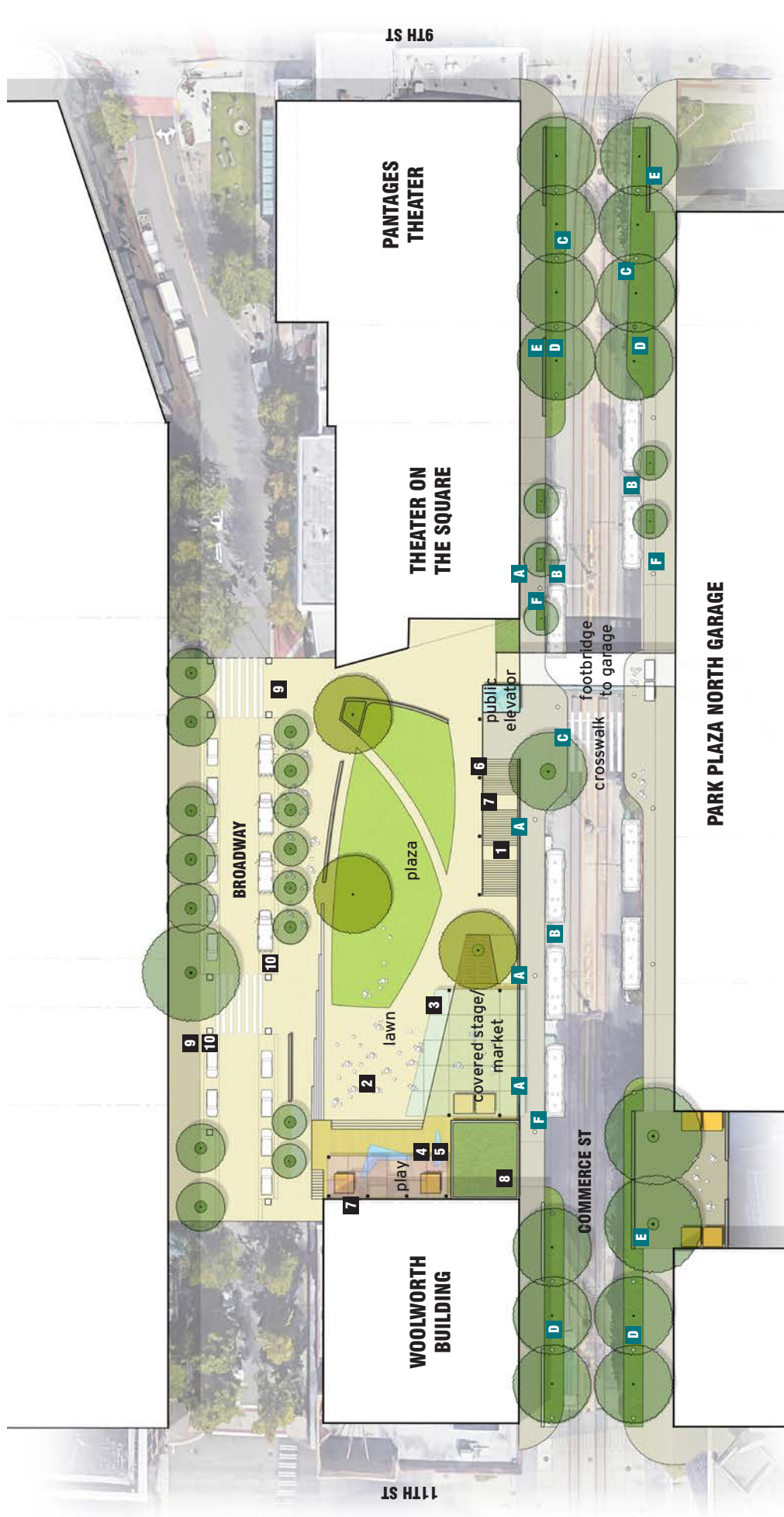
CONCEPT 2 BIRD'S-EYE VIEW



WOOLWORTH'S BUILDING

total usable area: 25,300 sf
 (includes open paving and lawn areas)
existing usable area: 12,800 sf

CONCEPT 2 PLAN VIEW



- | | | |
|--|---|--|
| 1 stair | 5 structure for kiosks, art, installations | A new retail storefront onto Commerce St. |
| 2 loose tables and chairs | 6 iconic lighting and movie / projection screen location | B bus zone |
| 3 canopy | 7 art wall | C potential curb extension |
| 4 flexible area for art installations performances, food kiosks, markets, and parties | 8 garage ventilation area | D street garden |
| | 9 plaza paving, drivable | E sidewalk seating |
| | 10 flush curb | F enhanced lighting for pedestrians |
| | | G food kiosks / carts |

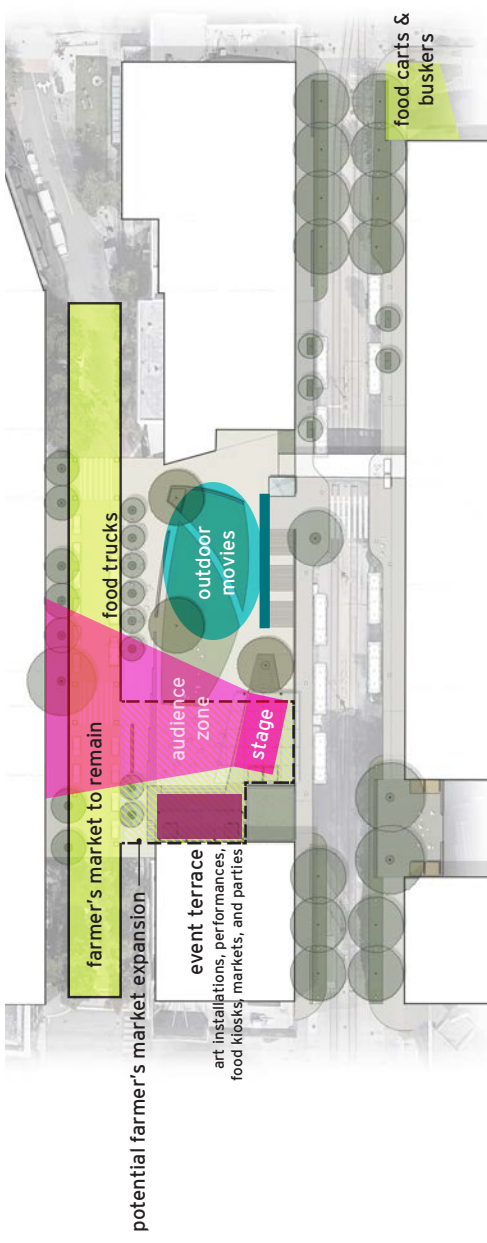
CONCEPT 2 USES & CIRCULATION

Events and Activities.

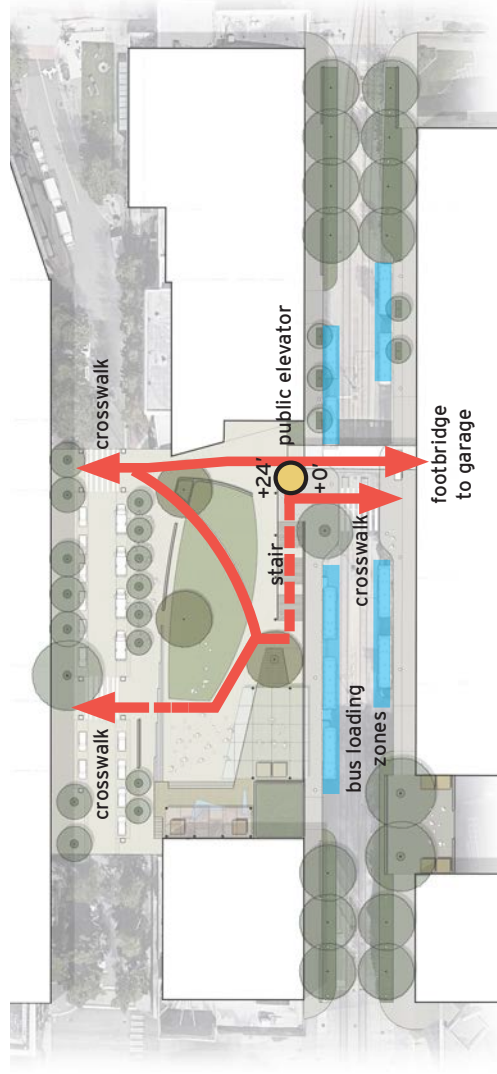
This design option supports large events that could spill across Broadway and strongly supports the weekly farmers market by making the physical connection to Broadway more clear.

Public Pedestrian Connections.

Pedestrian access to Theater Square is improved with an elevator and wide stair the north end of the Square, beneath the existing pedestrian bridge. The stair is enlivened by an art wall that could lend character and interest to Commerce Street.

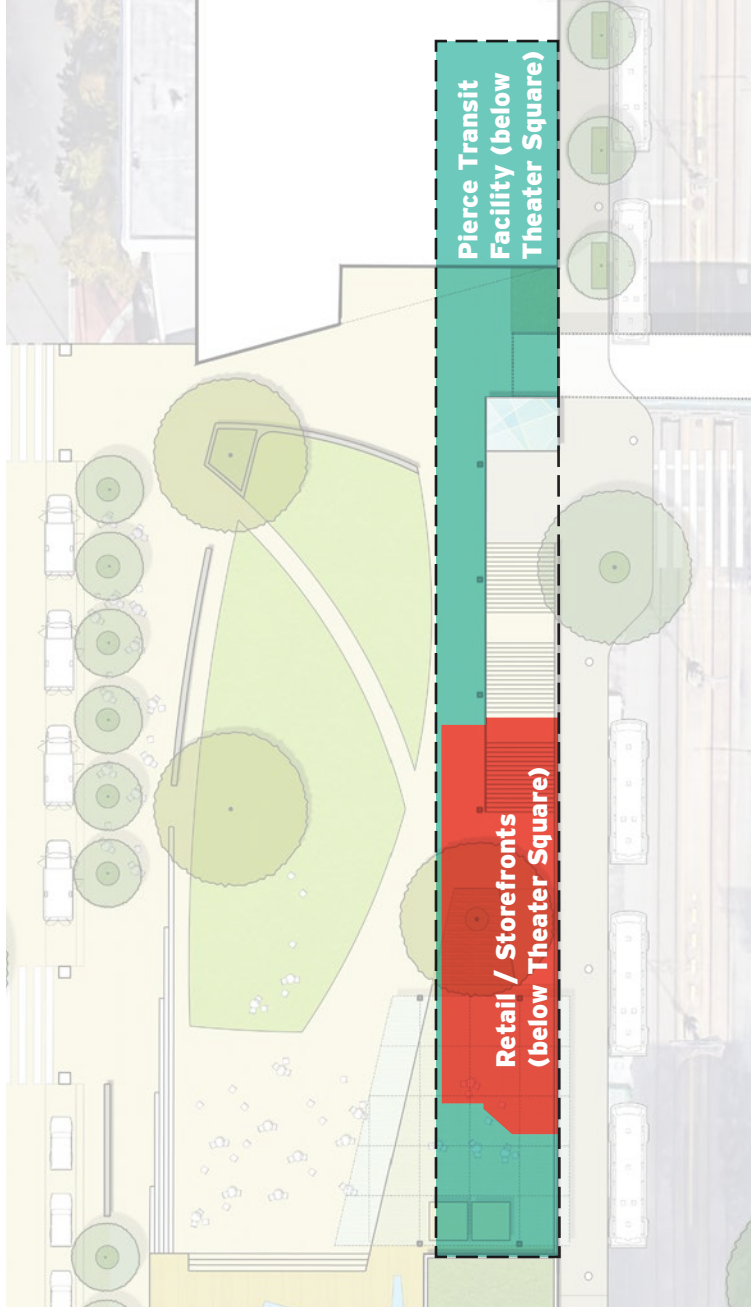


EVENTS & ACTIVITIES



PUBLIC PEDESTRIAN CONNECTIONS

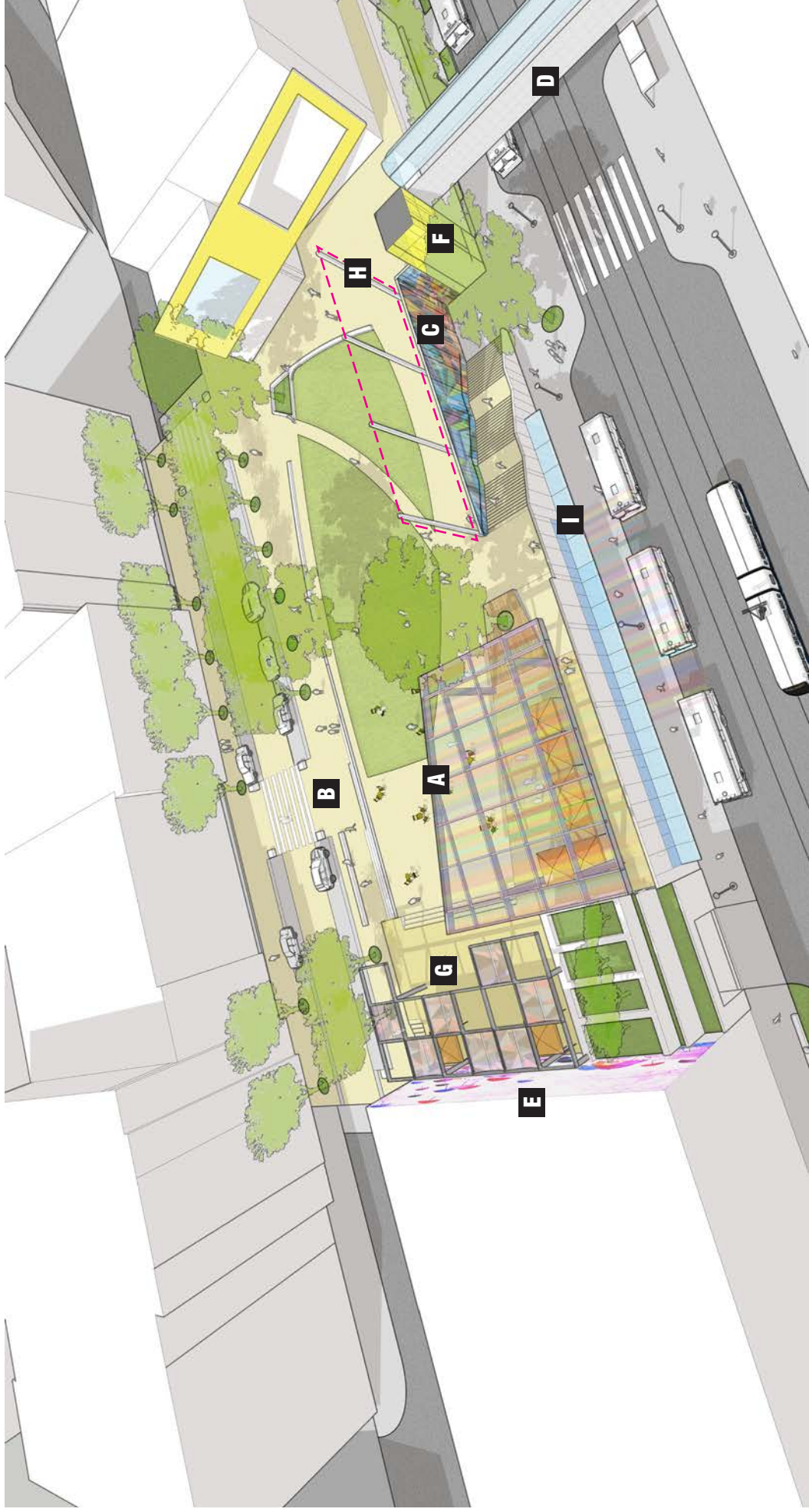
CONCEPT 2 BUILDING PROGRAM



Commerce Street Spaces	7,920 SF
Pierce Transit Facilities	4,510 sf
Public Restrooms	210 sf
Retail/Storefront	3,600 sf

Concept 2 shows the space below Commerce St. partially repurposed for small storefront spaces. This concept does not show a new building on top of Theater Square.

CONCEPT 2 ART OPPORTUNITIES



CONCEPT 2

TYPE	PROJECT	PLAN I.D.	ARTIST GROUP	COST	POTENTIAL LEAD	NOTES
DISTINCTION	DESIGN TEAM ARTIST (lead artist on Theater Square/Commerce Street team)	NA	Regional Call or Invitational by design team and client agency	Design fee/project management fee TBD	Pierce Transit/Design Team Lead	Scope of work includes coordination of artists and serving as the artist for one of the Elements of Distinction listed below.
	PAVILION COLLABORATION	A	DESIGN TEAM ARTIST	Project construction budget plus \$80-100,000 art enhancement	PIERCE TRANSIT / OWNER	
	PLAZA PAVING COLLABORATION	B	DESIGN TEAM ARTIST	Design fee plus \$40,000 for enhanced materials.	PIERCE TRANSIT / OWNER	
	COMMERCE STAIR MOSAIC WALL	C	OPEN CALL (NATIONAL)	\$150-\$250/square foot	PIERCE TRANSIT / OWNER	
	COMMERCE GATEWAY (UNDERSIDE OF FOOTBRIDGE)	D	OPEN CALL	TBD	CITY OF TACOMA	
	PARKING GARAGE FAÇADE	NA	OPEN CALL	TBD	CITY OF TACOMA	
	PAINTAGES FIRE ESCAPE	NA	OPEN CALL		CITY OF TACOMA	
	ART BIKE RACKS	NA	OPEN CALL TO LOCAL ARTISTS	\$1000-\$1500 each	CITY OF TACOMA	
	COMMERCE SIDEWALK INLAYS	NA	OPEN CALL TO LOCAL ARTISTS	\$1500 each. Up to 8 opportunities	CITY OF TACOMA	
	WOOLWORTH'S MURAL	E	OPEN CALL TO LOCAL ARTISTS		SPACEWORKS	
CHANGE	ELEVATOR ILLUMINATION	F	OPEN CALL TO LOCAL ARTISTS	artist fee only.	SPACEWORKS	Assumes that lighting instruments and installation are provided by the client and artist is providing programming.
	PAINTAGES BEACON/WALLSCAPE INSTALLATION	NA	OPEN CALL TO LOCAL ARTISTS	\$8500 each includes design and production based on 1000-SQ FT	BCPA OR SPACEWORKS	Assume vinyl or mesh banner-type material. Installation additional. Changes quarterly.
ANIMATION	EVENT STAGE PERFORMANCES	NA	VARIES		BCPA AND OTHERS	
	ART TERRACE INSTALLATIONS & EVENTS	G	VARIES		VARIES, INCLUDING LOCAL CULTURAL ORGANIZATIONS	
	SCREEN PROJECTIONS	H	OPEN CALL TO LOCAL ARTISTS	\$10,000 annual budget (\$1500 each). Projecting previously created work.	SPACEWORKS	Assumes that projection equipment and armature are provided by the client and artist is providing programming.
	PROGRAM ZONES	NA	LOCAL PERFORMERS	\$30,000 annually for artist fees	SPACEWORKS, LOCAL CULTURAL & RECREATIONAL ORGANIZATIONS	Assumes program management is extra.
	COMMERCE STOREFRONTS TRANSITIONAL ART INCUBATOR SPACES	I	LOCAL ARTIST AND ART GROUPS	rent-free commercial space, rotated biannually.	PIERCE TRANSIT, CITY OF TACOMA, & SPACEWORKS	

community feedback on focus area design concepts

How We Got Feedback.

Focus area design concepts were shared with the community at a public open house at Theater on the Square (September 13, 2018) and on the project website. The same questions were asked at the public event and in the online survey. Participants were asked to provide open-ended comments on what would make each scheme better. Then, they were asked to express their preferences related to various parts of the design concepts. Finally, they were asked if the design team got it right or missed anything.

Generally, participants were excited and positive about the potential for changes to the area and liked many of the ideas represented in the schemes. Below are some themes that emerged from participant feedback.

What Participants Liked.

- Many participants appreciated the play features, lawn, and large, flexible spaces supportive of performances and large events.
- Public art or artistic features were popular, particularly interactive elements for seating or play.
- The small shops on Commerce were popular (bringing pedestrian activity to Commerce).

- A few participants felt a new building on Theater Square could be a good thing, especially if it brought more activity to the district.
- Participants liked Theater Square being more connected to the streetscape on Broadway, and liked clear, direct, and accessible connections from Theater Square down to Commerce St.

Suggestions and Concerns.

- Many participants had concerns about a new building on the square, preferring to preserve public space.
- Several participants noted that the Woolworth's Building and Park Plaza North garage need to be redeveloped or improved for the area to be successful.
- Some participants suggested reorienting the covered stage for acoustics, improving seating capacity and layout options, or minimizing glare from the sun at different times of day. The design team agrees this should be studied in future design phases, as part of a more detailed analysis of event programming.
- Many mentioned wanting to see a water feature, which was not represented in the schemes.
- A few participants expressed concern about parking availability and access for visitors in cars.

recommendations / next steps

Governance & Management Options.

In recent years, many cities have come to realize that management of downtown open spaces requires resources and expertise beyond what a single public agency can provide. Downtown open spaces have also been shown to be more attractive to their communities when arts and community oriented programming is provided. Creative partnerships between public agencies, business improvement districts, and non-profits have allowed cities to leverage the best of what the public and private sectors have to offer. Following are three models for the governance and management of the Tacoma Theater District and Theater Square that could be explored by the Project Partners:

- 1. Non-Profit Organization – Neighborhood Focus**
Create a non-profit management organization responsible for multiple functions in the Theater Square District at large. This organization could help attract local shops and restaurants, advocate for a range of small scale neighborhood improvements, and coordinate District-wide programming and activation.
- 2. Public Private Partnership – Theater Square Focus**
Create a non-profit management organization responsible for managing Theater Square and adjacent public spaces including areas on Broadway and Commerce Streets.

3. Public with Programming Partners

Retain public management of Theater Square with a new focus on activation and programming. This could be achieved via Pierce Transit partnership with local arts organizations, Metro Parks Tacoma, and the City of Tacoma.

Early Wins.

Early wins can help capitalize on the energy and community interest in the Theater District. The easiest early win would be more robust programming and activation in Theater Square. Large events such as the Farmer’s Market, Brew Five Three, and First Night should continue, and should be supplemented by weekly or daily activation of the Square that is predictable and free to the entire community. Interim capital renovations to the Square could support such use, and could include the expansion of the lawn, the removal of the shrubs that bisect the space, and the addition of movable tables and chairs in conjunction with food trucks and coffee carts.

“five by 2025”

Five goals to inspire action by 2025 are:

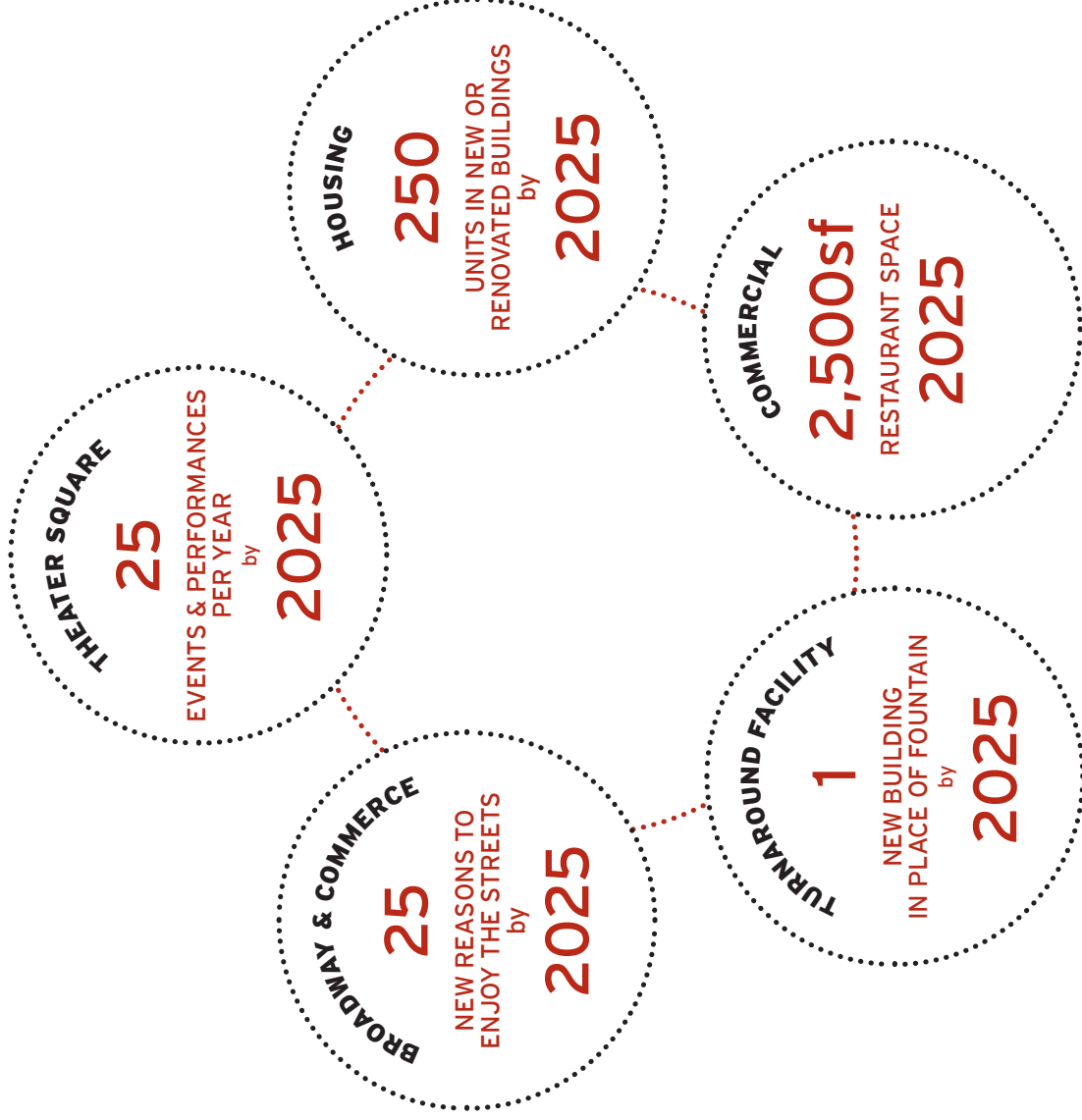
Theater Square: There are at least 25 events of outdoor performances over the course of a year, supported by new infrastructure, design elements, and a non-profit management organization. There is a great opportunity to build on existing events such as the Farmers Market, with weekly “Live at Five” beer gardens and music performances.

Broadway & Commerce Street: There are at least 25 new reasons to enjoy walking through the District. Amenities such as street trees, wider sidewalks, improved crosswalks, street lighting, art, outdoor seating, and pop up cafes and shops will all contribute to the liveliness of the district.

Housing Development: There are at least 250 dwelling units in new or renovated buildings in the district.

Commercial Development: There are at least 2500 square feet of new restaurants on Broadway or Commerce Street near Theater Square.

Pierce Transit Turnaround Structure: The ramped fountain on the east side of the structure has been removed and replaced with new building space that activates Commerce Street and encourages people to use public transportation.





THANK YOU!





RideBRT

BUS RAPID TRANSIT TACOMA TO SPANAWAY



AGENDA

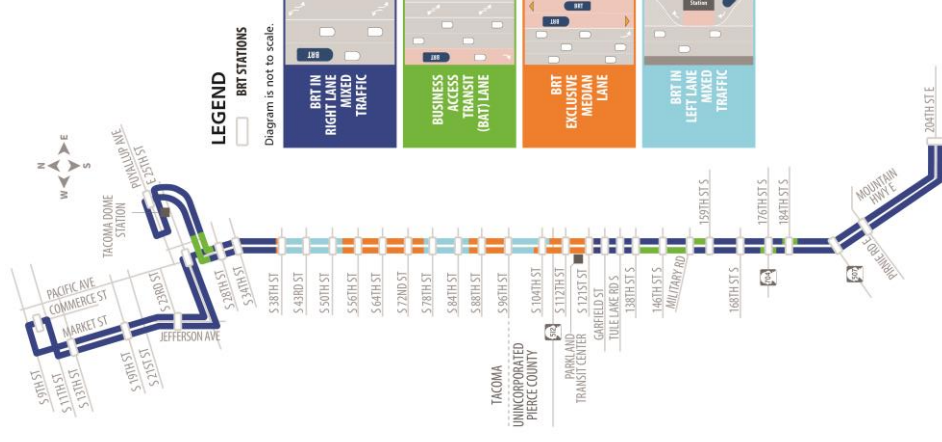
- Project Update
- 26th Turnaround
- Traffic Analysis
- Bus Selection
- Stations and Branding
- Open Discussion



LOCALLY PREFERRED ALTERNATIVE REFINEMENT



- Median and curbside operation
- 3.6 miles median lanes
- 1.0 miles business access transit (BAT) lanes
- 9.8 miles mixed traffic operation (right or left lane)
- 26th turnaround to serve the Tacoma Dome Station



26th TURNAROUND CHALLENGES



- 26th Bridge is load rated for 48,000 pounds
- 60' bus can weigh up to 70,000 pounds
- Bridge retrofits as well as moving 26th turnaround to Puyallup Ave are being studied.

Traffic Analysis

- SR7 from 121st to 38th complete
- Concern about migration off corridor requires additional study
- Additional traffic analysis includes:
 - S Yakima Ave
 - E McKinley Ave



BUS SELECTION



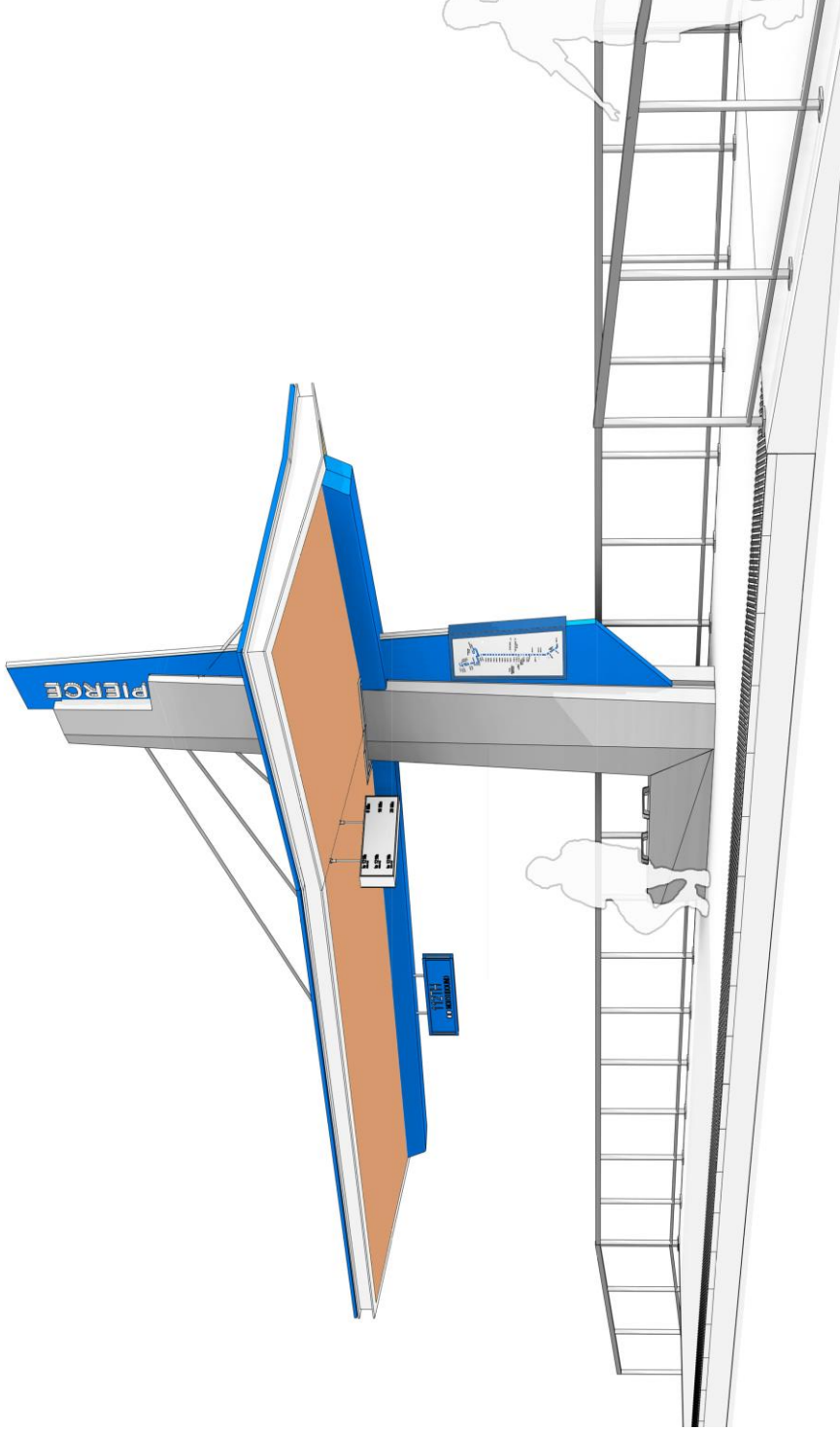
- Battery Electric Buses (BEB) selected as preferred option for BRT 1 and following BRT 2-5
- Three Door, 60-foot articulated buses
- Top Off Chargers installed at Commerce Street
- Catenary or Inductive Wireless Charging
- Chargers installed by 2022

BRANDING AND STATIONS

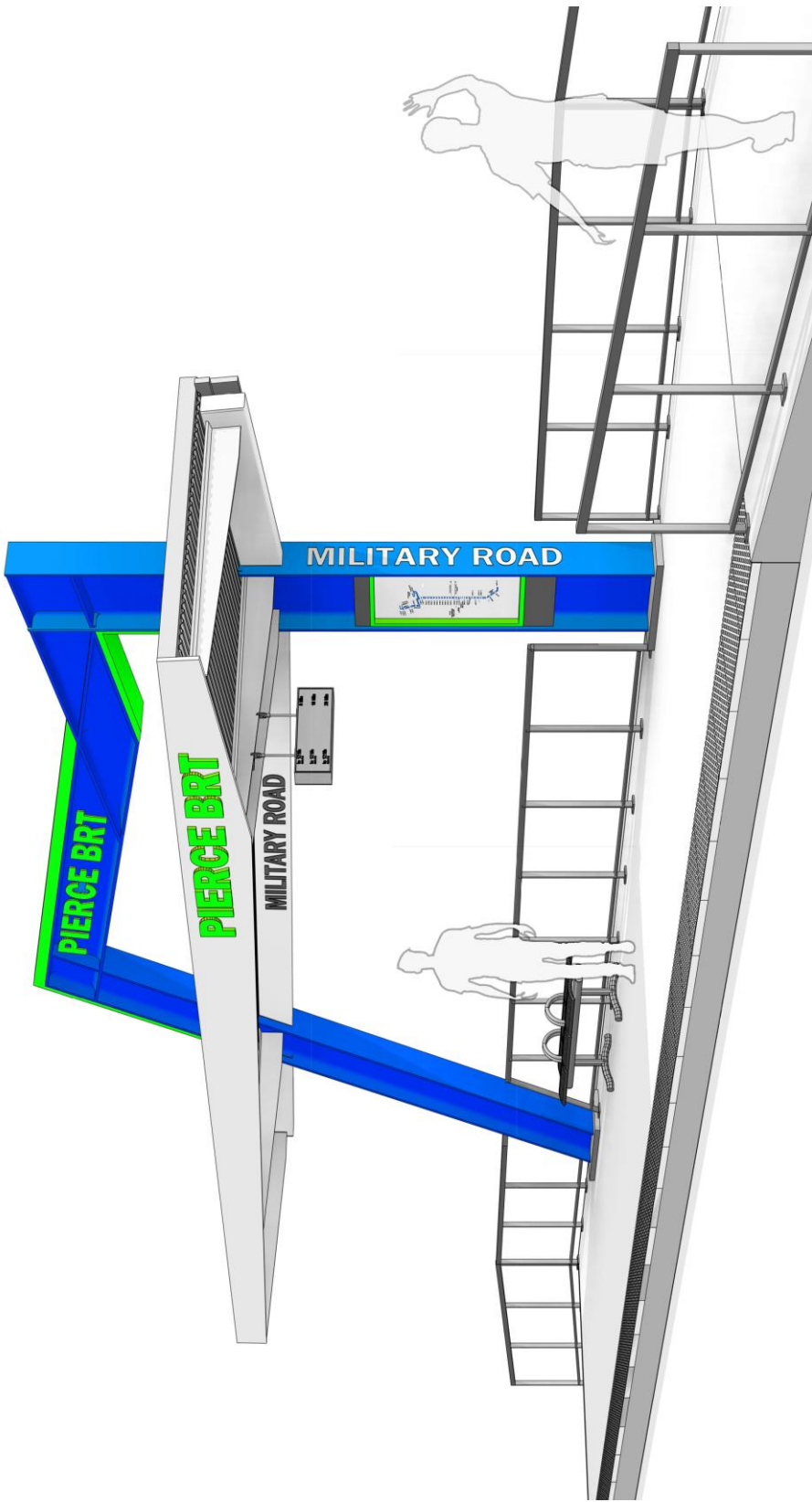


- Naming work underway
- Station Design:
 - Suspension
 - Mountain
 - Ripples

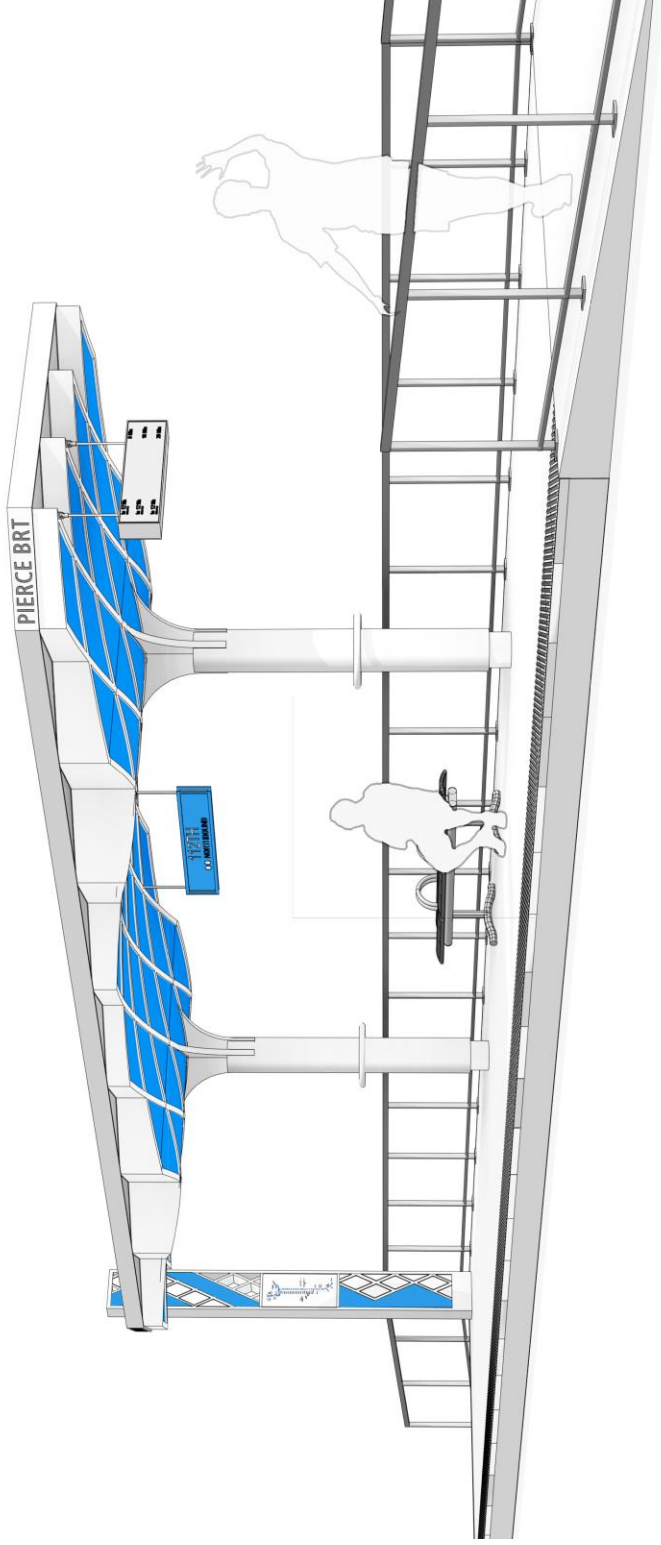
STATIONS - SUSPENSION



STATIONS - MOUNTAIN



STATIONS - RIPPLES





RideBRT

BUS RAPID TRANSIT TACOMA TO SPANAWAY