

Appendix No. 1-9

Appendix 1: BLOXHUB experts

Schmidt Hammer Lassen Architects

is driven by a profound responsibility toward the planet, striving for architecture that transforms the understanding of the world by giving back to the environment, communities, and individuals. The firm finds joy and inspiration in collaborating with stakeholders. Its architecture is motivated by artistry and discipline, aiming to deliver more meaning by using less. Viewing itself as part of a larger system—an ecology—Schmidt Hammer Lassen Architects extends its work beyond the physical manifestation of spaces, buildings, and cities. Its approach begins with a review of the existing site context, building, and urban environment. Using proprietary software, Preview, the organization conducts a preliminary scan of the building and surrounding area to identify viable alternative uses. The software provides a quick and cost-effective exploration of potential programmatic solutions and a data-driven foundation for further exploration.

AGORA explores ways to reinvent work and organizational structures. It challenges conventional management, leadership, and design practices and advocates for a creative, deliberate, and humanizing approach to organizing. AGORA aims to develop organizations that future generations aspire to work for—entities characterized by genuine care for the world, profound responsibility for the social environments they create, and the courage to distribute power equitably.

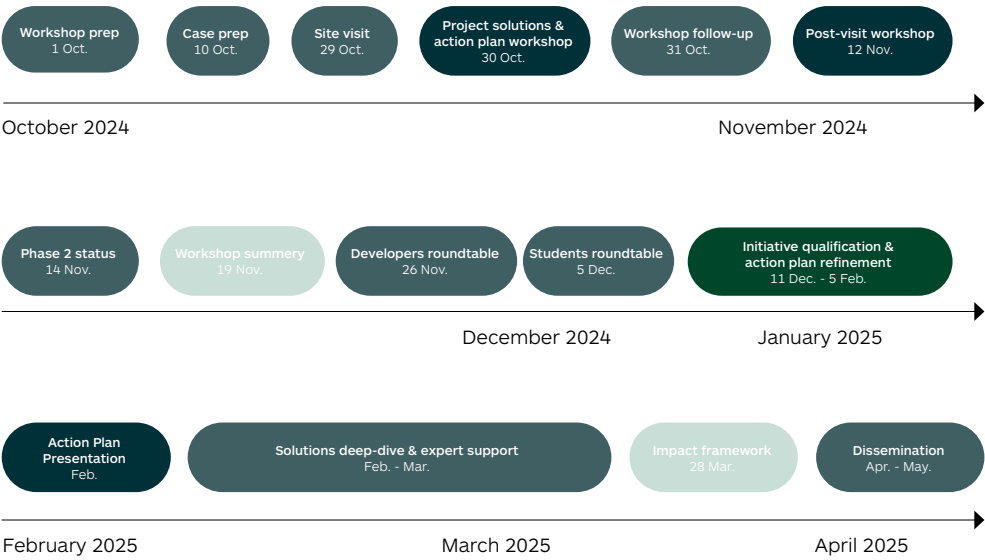
Field States is a mission-driven organization focused on creating shared value for people and places. As a registered benefit company in Oregon and a certified Emerging Small Business (ESB), it operates on core values of curiosity, diversity, and integrity,

guided by respect, learning, and equity principles. Field States uses frameworks like the B Impact Assessment to evaluate its social and environmental impact. Key practices like “Percent for Place” and the “Responsible Project Portfolio” connect the company to communities and guide project selection. Field States shares its approaches openly to inspire others to create positive change.

Gehl is a Copenhagen-based urban design and strategy consultancy that specializes in creating cities for people. The firm emphasizes designing urban environments that prioritize life between buildings, fostering vibrant, inclusive, and sustainable communities. Using a research-based approach, it analyzes how people interact with public spaces and applies these insights to create human-centered designs. Its projects address livability, sustainability, and equity in urban settings, combining data-driven methods with a commitment to social and environmental responsibility.

AFRY is a European leader in engineering, design, and advisory services. It supports clients in accelerating the transition toward a sustainable society. The organization brings infrastructure, energy, manufacturing, and digitalization expertise, providing innovative solutions that merge technology, design, and deep industry knowledge. Its multidisciplinary teams tackle complex challenges, including renewable energy projects and sustainable urban development, and are committed to creating solutions that positively impact people, businesses, and the planet.

Appendix 2: Timeline



Appendix 3: Workshop

Workshop summary [link ↗](#)

Appendix 4: Stakeholder roundtables

Developers roundtable summary [link ↗](#)
Students roundtable summary [link ↗](#)

Appendix 5: Stakeholder survey

The following responses were gathered in an online survey shared with the wider Tacoma community.

What is your main reason for using downtown Tacoma?
I work in downtown, Other (Work, ticketed entertainment, and spend much time supporting my kids in musical endeavors)
I work in downtown
I work in downtown
I work in downtown
I work in downtown
I work in downtown
I work in downtown

What are you currently missing in Downtown Tacoma?
Lights, sounds, interactivity, and people (outside of bums, hobos, bar patrons, bus riders, and students).; automated/robotic food vendors (auto-pizza, bubble tea, etc.), zip-lines, concert/music stages, concrete furniture (including chess/checkers like New York or Moscow), and a 75 ft floor piano built into the sidewalk (like the movie big— https://bigpiano.com/installations)
I've heard that we need more parking. Residents and our employees have indicated a need for a closer grocery store like we used to have. The nightlife is minimal in downtown Tacoma.
Community events, nightlife and shopping.
There are enough business and people for it to make financial sense for companies to reopen retail shops like Starbucks.
Breakfast spots, free parking, and green space
Grocery store, convenience store, bowling alley, skating rink, fresh fruit smoothie, and ice cream parlor that offers non-dairy options.
Small grocery store

Do you drive a car to downtown?
Yes, sometimes
Yes, always/often
Yes, always/often
Yes, always/often

Imagine the nearest parking spot to your downtown destination is a 10-minute walk away. What would motivate you most to walk that distance?
I already park 8 minutes away with no issues.
Good breakfast or lunch spot (and that's a stretch)
Free parking
Meeting friends at a downtown restaurant or shopping.

Do you have specific ideas or wishes for future projects/initiatives in Downtown Tacoma?
<p>Build something grand like the Fremont Experience—something that is a light, sound, and interactivity centric central hub and defining space for the city.</p> <p>Besides serving as a connector between the theater & arts district to the Convention center (and providing a covered area....while also utilizing the aggressive architectural and psychological nature of intentional lighting & sound as a means to dissuade the growing drug-using street people) this area can become the central urban hub for entertainment, community art, and a meaningful and permanent place to keep kids off the streets. Use solar panels as the intentionally planned and constructed roofing—and it can be an energy neutral project (...which then opens doors for pursuing non-traditional federal and industry grants/funds for construction).</p> <p>Also, would be an injection for tourism and a way to promote more companies/orgs utilizing the convention center. If you build it—they will come. Looking at other cities that did large projects like this, even in cases where it took time to impact (Memphis and the Pyramid, pianos in the streets of Denver, Spokane Riverfront and the big Red Wagon, Boise and the Spud drop at NYE)—these are all now economic engines and drivers and have paid for themselves many times over.</p> <p>Limiting the scope and size...actually is only us selling ourselves short (and if we aren't growing, we're dying).</p> <p>links to see examples: https://vegasexperience.com/ https://www.denver.org/neighborhoods/downtown-denver/ https://idahopotatodrop.com/ https://my.spokanecity.org/riverfrontspokane/book-a-venue/rentable-spaces/red-wagon-meadow/ https://www.forbes.com/sites/joesills/2020/08/26/the-unbelievable-true-story-of-how-the-memphis-pyramid-became-a-bass-pro-shops/</p>
I like the idea of having more places for people to eat, meet, drink and network.
More events, restaurants and things to do in the evening.

I'd like to see the City work with State leadership on a program to eliminate graffiti along WSDOT owned corridors throughout the city. The financial burden of this program can be placed on the tagging community, not law abiding citizens, through the establishment of a tax on the sale of spray paints in Washington. The tax rate can be balanced against the revenues needed to meet the desired cleaning service levels. The tax can be reduced or eliminated when the tagging culture has been significantly reduced or eliminated altogether.
Converting some of the empty buildings into mixed-use to help bring more affordable (not necessarily low-income) housing into Downtown. Converting some of the empty buildings into mixed-use to help bring more affordable (not necessarily low-income) housing into Downtown.
More retail in vacant locations

How can you contribute to vitalization projects in downtown Tacoma?
Resources, partnerships, dreams, research, synergy, and solutions.
We have more than 200 employees working downtown that would enjoy more options for net-working and food options with better and safer parking
Na
It depends on the project
Partnership opportunities, other forms of word-of-mouth marketing and awareness.
n/a

How do you think the new covered skatepark that will be built downtown will increase the vibrancy of the area?
The park model may work, but not without a budget capable of keeping up with the existing problems in that area. The skate park is being placed immediately next to the 'Jungle' which, historically, has been one of the most notorious areas of the city. The columns supporting I-705 are typically retagged within hours of over-spraying and the area has been a refuge for illicit activity. Without a management entity capable of constant surveillance, significant site hardening to prevent vandalism and other crimes, and a robust budget to maintain this park, I believe it will quickly fall into disrepair and become an attractive nuisance and see limited use.
I hope so. I think a skatepark is a good idea
It will get youth outside during the summer and be a barrier to exploring other areas of downtown that they usually overlook.
Yes! Anything to bring more people downtown is great!

Appendix 6: Success Criteria and Indicators

The following table outlines project success criteria, including outcomes and measures. Keeping the outcomes front and center will ensure that initiatives are purposeful, sustainable, and deliver meaningful results for Tacoma's community and downtown. Each outcome is paired with measurable indicators to evaluate the impact and effectiveness of initiatives. The project team should establish a baseline measurement before the initiative begins, and a regular cadence of measurements following implementation.

Success Criteria	Outcomes	Measures
Inviting streets	People feel welcome. The street embraces visitors and Tacoma residents alike with its vibrancy, energy, and dynamism. It draws people who have different needs or intentions – whether a parent, an employee, or a high schooler – at many different times of day.	<ul style="list-style-type: none"> • Foot traffic (count) • Foot traffic (count by time of day) • Foot traffic (count by day of week) • Foot traffic (count by category – resident, tourist) • Public perception (survey; news media sentiment analysis) • Building and public realm design quality • Building facade upkeep • Openness of building frontages + visibility inside • Sensory and aesthetic elements (number) • Outdoor seating (including but not limited to cafes / restaurants) (number) • Flexibility (moveable furniture) (degree) • Variety (street changes across seasons and block-to-block) (degree) • All-ages access (play space, young + old) • Legibility (wayfinding clarity, distinctive identity) • Safety (including lighting at night)

Thriving economy	<p>The street is a great place to do business. Both fledgeling entrepreneurs and established businesses are drawn by the access to customers and growth opportunities. Residents and visitors come here to be surprised by the discovery of new experiences, and to have core needs met.</p>	<ul style="list-style-type: none"> • Ground floor tenant diversity (number of shops by sector) • Ground floor tenant locality (ratio of local businesses to franchises / chains) • Number of ground floor tenants (count per area) • Gross sales volume (per business) • Lease value (cost / square foot, duration of lease) → Compare before initiative and after initiative • Demographic analysis (age, gender, race) → Compare to general Tacoma population • Ground floor retail sustainability (businesses survive and stay) → Measure after 2 years • Provision of basic services (meal, grocery, convenience) across price points (\$ - \$\$\$) → Measure across a larger catchment area
Events & Activities	<p>This street is the destination for hosting excellent events in Tacoma – indoor and outdoor. By hosting your event here, you can count on attracting your “regulars,” and also bringing a new audience who trusts that whatever happens here will be fun and interesting. The permitting process is clear, simple, and inviting.</p>	<ul style="list-style-type: none"> • Events <ul style="list-style-type: none"> • One-off (number / month) • Recurring (number / month) • Diversity of events (number by category, number by size, number by day of the week) • Informal activity and street performance (permit count) • Ease of permitting and logistics to host an event (measured through human-centered UX design) • Foot traffic (visitors per month) → Compare before initiative and after initiative

User Journey and Experience Study

In parallel with the initial (baseline) success criteria study we recommend a user journey study. This will inform physical and programmatic design for the street. It can also become a vital resource for future tenants, helping them build their business plans, marketing strategies, and more.

User profile

- Who comes to this street? Why? When?
- Who does not come to this street? Why?
- Path and speed of movement through the public realm
- How visitors move through the street
- How long they stay on the street
- Time of day the street is active
- Interactions in the public realm
- Quality of interactions users have with elements of the streetscape
- Quality of interactions with other people
- Modes of transportation to and through the public realm
- Public transit ridership
- Bicycle ridership
- Density of active transportation and micro-mobility options

Appendix 7: Food Forest Functions

The table below provides an analysis of how the different functions hosted in the Food Forest contribute to a varied and engaging food and activity program, support the business model, and enhance the overall attractiveness of Downtown Tacoma.

Food-typologies	Use cases	Value
Grocery	<ul style="list-style-type: none">• food to be cooked at home• daily necessities• quick already prepared salads and meals picked up from a shelf• low price, catering to price-sensitive users e.g. urban dwellers especially residents, students and workers	<ul style="list-style-type: none">• generating flow—all day round• increasing attractiveness of residing downtown• saving a shopping trip by car out of town
Indoor food market	<ul style="list-style-type: none">• fresh, local produces• catering to residents, students and workers• creating an attraction for visitors	<ul style="list-style-type: none">• attraction / destination• stimulating local economy and producers from the countryside• protection from unpleasant weather condition makes demand for products sold at the food market less volatile
Micro-dining experiences	<ul style="list-style-type: none">• after-work beer with colleagues, before going to the theatre• quick food to be consumed sitting on a bench or on small tables in the same place as they are purchased	<ul style="list-style-type: none">• high margins
Food specialties	<ul style="list-style-type: none">• food “souvenirs” which can be taken home (higher price range and higher margins, catering to visitors)	<ul style="list-style-type: none">• very high margins• attraction / destination

(Continues on next page)

Food entertainment	<ul style="list-style-type: none"> workshops around food and beverage (e.g. pasta-making, baking courses, wine/beer-tasting) formats combining dining and recreational activities e.g. chess and wine—catering to residents, workers, visitors etc. team building events centered around food 	<ul style="list-style-type: none"> high margins subsidising grocery
Food entrepreneurs	<ul style="list-style-type: none"> offices for food entrepreneurs Facilities for production of micro-greeneries, brewing taking up less attractive square meters e.g. less lit up by natural light, basement or first or second floor 	<ul style="list-style-type: none"> high margins contributing to the attractiveness the food-destination food innovation which Tacoma can become famous for
Food-making facilities	<ul style="list-style-type: none"> students in the culinary track of the local school can train their skills and prepare food for other large groups in the entire city team building activities for special events and dinners with special chefs 	<ul style="list-style-type: none"> generating high revenues from renting for special events fostering food education, healthy food through food making
Dining	<ul style="list-style-type: none"> a sort of “open Canteen” for the entire city, with people sitting down dining at different times of the day, and leaving again 	<ul style="list-style-type: none"> ensuring sustained flow every day at lunch time interacting and mingling across locals and visitors, generations, contributing to the feeling of belongingness and community
Downtown Student Commons	<ul style="list-style-type: none"> a place for students to wait, eat, study and socialize. Students are able to bring lunches to the Commons from school. The Commons is equipped with wifi and power throughout. 	<ul style="list-style-type: none"> ensuring sustained flow every day from the students
Complementary businesses to food businesses	<ul style="list-style-type: none"> e.g. micro-greenery, ceramics, office spaces, food-tech companies catering & event companies etc.etc. furnitures, ceramics, accessories, cutlery etc.. that is being used by restaurants and other types of food retailers 	<ul style="list-style-type: none"> high rent revenues

Appendix 8: Open Tacoma budget

Budget for short term activities	
Pitch Day event budget	\$8,000
Popups budget <ul style="list-style-type: none"> Grant money to 8 winners Production Communications 	\$34,000 <ul style="list-style-type: none"> \$2,000 each \$10,000 \$8,000
Matchmaking	In-kind (DTP)
Permitting	In-kind (City PDS)

Appendix 9: Mobility Challenges

The following challenges/dependencies have been identified and were discussed with Tacoma City representatives/specialists during November/December 2024. These findings can be identified in the study area of Downtown Tacoma, as well as be applied to the wider Downtown area.

Themes	Current challenges
Decision making and representation	<ul style="list-style-type: none"> The Municipality has a coordinating committee with business owners/representatives that deals with/discusses also parking policies/changes/challenges. However, this committee is not adequately used, as one of the largest contributors to outside guests to the Broadway Area, the Pantages Theatre, has not been represented on the committee since 2019.
Function-/ errand- based zoning & incentives for behavioural change through lower price or more favorable conditions	<ul style="list-style-type: none"> A dominating user preference for street parking, although pricing for street parking is at 2\$/2hrs instead of 2\$/3hrs in the garage Long-term parking/residential parking – although there is no parking minimum in Downtown Tacoma in conjunction with development of residential property, residents still own a car (1.25 cars/1 resident). These residents have been/are advised by the real estate agents that there is street parking available. This is further limiting space for customers, trying to park short-term close to a business. Employee street parking – businesses argue that there is little street parking for their customers. However, in follow-up conflict-induced dialogues on this issue with the Municipality, it transpires that employees to businesses are using the same street parking lots that are meant for customers.
Placemaking & experimenting with alternative uses to street parking	<ul style="list-style-type: none"> If the program of Downtown is not attractive enough to encourage active mobility (biking, walking), sitting and engaging, watching and being watched, then it is also less attractive to use the garage hub (example—plaza of the farmer market is unused for the majority of time)
Safety & security	<ul style="list-style-type: none"> Sense of security/car prowling – although data indicates that the Commerce Street garage rate on this is the same as for the garage on Pacific Avenue/13th Street – or other garages in the downtown area. Ground level of the Commerce Street garage is at times being used as a urinal by travelers/others, there is also an issue with addicts consuming drugs visibly – adding to the above-mentioned lack of sense of safety.

Data collection, monitoring,	<ul style="list-style-type: none"> No or little collective data regarding mobility user behavior, i.e. a measurement tool is not in place for the Municipality to track changes in policy collectively, e.g. being able to monitor increase in street parking availability set off against increase in passenger flow on the LINK LRT. However, data has been collected previously., hence there would be data to work from when starting this up.
Parking guidance (e.g. signage / information)	<ul style="list-style-type: none"> Inadequate destination planning, which can be subdivided into virtual, meaning there is no direct suggestion to use the garage when planning a motorized trip to Downtown Tacoma, and stationary, meaning there is no adequate directional service in form of signage/information, guiding the users to areas in downtown from the garage. Inadequate information on availability and pricing when entering Downtown Tacoma – there is no parking guidance system in place, advising on pricing zones and availability.
Enforcement	<ul style="list-style-type: none"> Enforcement of parking policy – it is difficult for the Municipality to enforce duration and ramifications of street parking (2hrs, then block change!) and of loading zone parking (30 min.)

