

December 2024

Cushman and Adams Substations Future Use Study

SCENARIOS ONLINE OPEN HOUSE AND SURVEY SUMMARY

About the Cushman and Adams Substations Future Use Study

The City of Tacoma is studying potential future uses for the historic Cushman and Adams Substation sites and buildings. Tacoma City Council placed the Cushman and Adams Substations on the Tacoma Register of Historic Places in 2017. In 2018, a City Council resolution directed the City to engage the community on the future redevelopment of these historic properties. These efforts were paused in 2020 due to the COVID-19 pandemic. During the summer and fall of 2024, the City of Tacoma conducted citywide engagement—including workshops and outreach events—to gather input on the vision and potential future use scenarios in recognition that this is a unique opportunity to develop future uses for these sites that serve the whole City.

Tacoma Public Utilities (TPU) is actively using and maintaining the building and site, with plans to vacate and surplus it by 2027 following the construction of an off-site replacement facility. During the next few years, TPU will continue to identify alternatives for the equipment repair and storage currently taking place at Cushman Substation and identify environmental clean-up needs.

In addition to public feedback, the Future Use Study will be rooted in existing City of Tacoma and Tacoma Public Utilities policies. For example, the study assumes that the historic buildings will be adaptively reused and that the site will need to undergo environmental remediation before it can be used for other purposes. The surplus policy requires first right of refusal to Native American tribes and prioritizing affordable housing.

To see more on the history of the site or past project documents, navigate to the [project webpage](#). To find more ways of getting involved, visit the [engagement hub](#).

About the SCENARIOS Survey

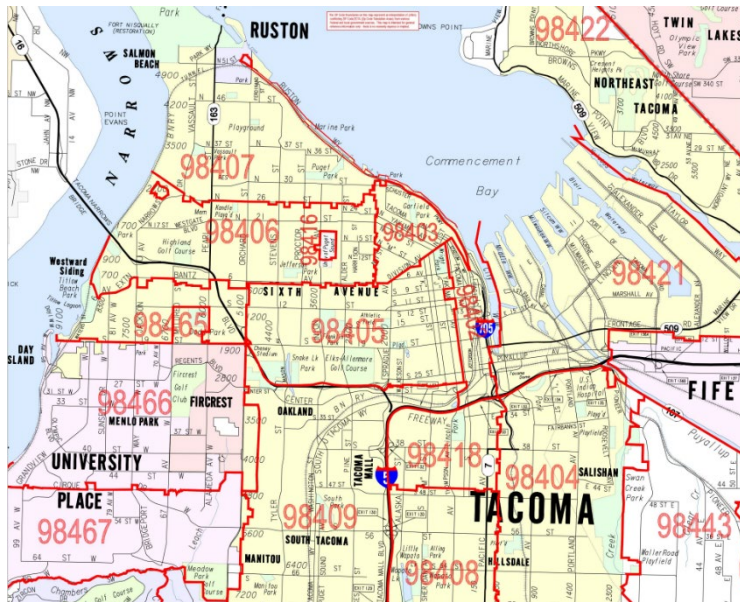
From October 21 to November 24, 2024, the SCENARIOS online open house and survey collected feedback on the four draft scenarios to help inform the final scenarios that are shared with City Council and the Public Utility Board. The survey was posted on the City's online engagement hub, Social Pinpoint, and received 394 responses.

This online open house walked through project background and different scenarios before asking participants to share feedback on different scenarios, uses, and activities for the sites. The survey was shared on City of Tacoma social media, project website, online engagement hub, and via QR code at in-person engagements. Other engagement opportunities included four “SCENARIOS workshops” held in October 2024. The SCENARIOS survey builds on past feedback we’ve heard from the community during the VISIONING phase and is helping to inform the final development SCENARIOS and Cushman and Adams Substations Future Use Study report that will inform the Tacoma Public Utilities Board and City Council’s decision making.

Detailed responses collected through the SCENARIOS survey are summarized on the following pages. The survey included multiple-choice and open-ended questions, as well as optional demographic questions. The summary reflects the variety and diversity of perspectives we received. The responses to this survey, as well as other feedback from community engagement opportunities are integral to informing the Cushman and Adams Substations Future Use Study.

Executive Summary

In addition to the detailed summary on the following pages, several overall key points related to the survey results include the following:

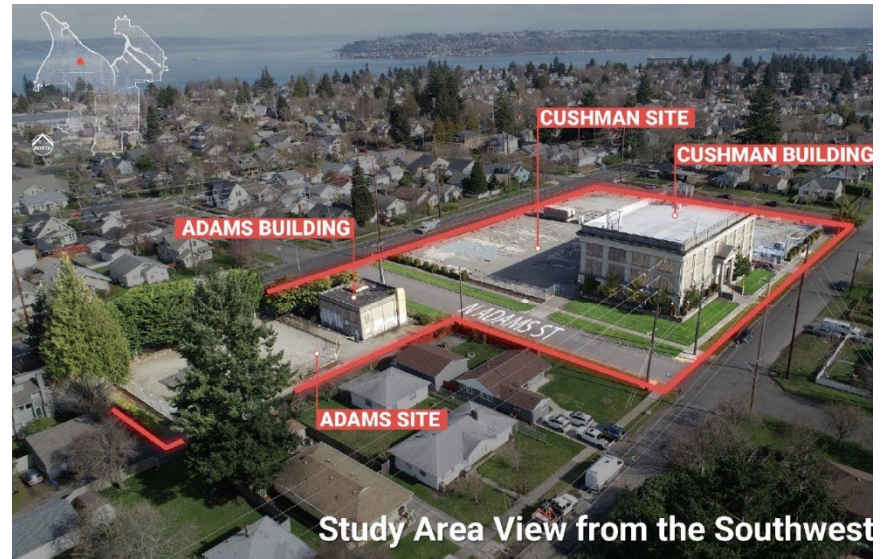


- 83.4 percent of the respondents who shared demographic information stated they were homeowners.
- Most respondents preferred public open space and public building uses to be included in the mix of uses. For example, for Scenario A, 77 percent “liked” public use in the Cushman building and 74.2 percent “liked” active open space on the Cushman site. For Scenario B, 71.6 percent “liked” public use in the Cushman building and 73.2 percent “liked” public open space on the Cushman site.
- Support for public open space across all the scenarios was very high – with expressed support of roughly 70 to 80 percent across all scenarios.
- There was a mixed response to various housing elements within the various scenarios. Support was higher for housing options in the scenarios that showed residential above ground floor active uses/retail/commercial spaces rather than in lower scale middle housing options. In comments, many people indicated that they preferred these housing types because they are more likely to be affordable. For example, in Scenario D, only 14.1 percent of the respondents indicated they “liked” the low-scale residential on the north part of the Cushman site; while in Scenario A, 34.9 percent indicated they “liked” residential with mixed use on the Cushman site, and 48.1 percent indicated that they liked the ground floor with leased space.
- Across all four scenarios, between 58.9 percent and 83.3 percent of respondents “did not like” housing elements on the Cushman and Adams sites. As noted above, support was higher for mixed-use residential. Some respondents felt that none of the scenarios contained dense enough housing for the site and would like to see more dense housing provided to support affordability.
- There was moderate support for leased spaces in the existing buildings (about 53 percent to 62 percent across the scenarios), as well as for ground floor leased space in new residential buildings (48 percent).

Background Information from Online Open House

In the online open house, each scenario showed different uses for different parts of the site. The different parts of the site include (see graphic):

- Cushman Building
- Cushman Site
- Adams Building
- Adams Site
- Adams Street















Each scenario incorporates multiple uses, and each scenario was keyed to the following legend. The charts on the following pages also utilize the following legend items (and see graphics at right):

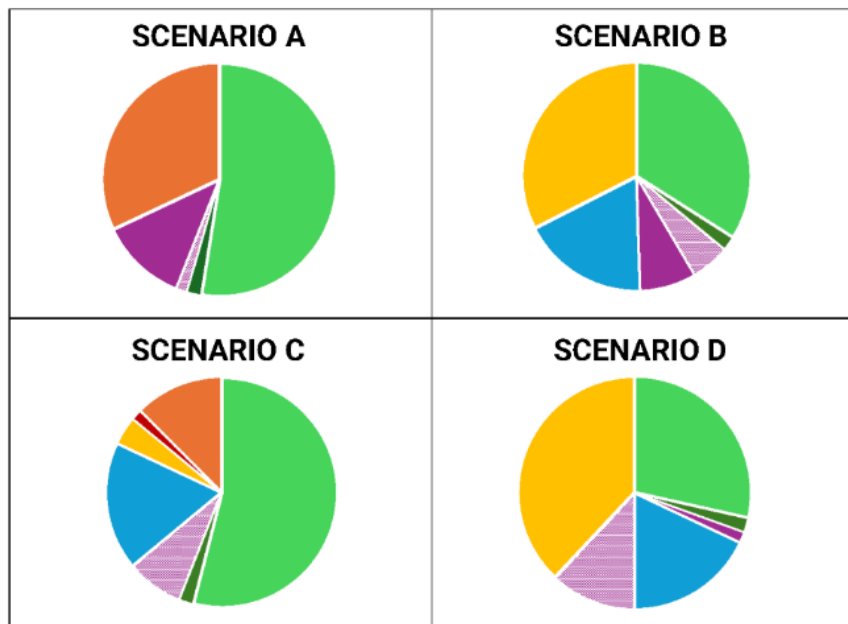
- [PURPLE] Public Use in Building
- [DOTTED PURPLE] Public Use + Leased Space | Community Nonprofit and/or Retail Space
- [ORANGE] Residential + Mixed-Use | Ground-Floor Leased Space with Housing Above
- [YELLOW] Low-Scale Residential

Public Use in Existing Building	Public Use + Leased Space	Residential + Mixed Use	Low-Scale Residential

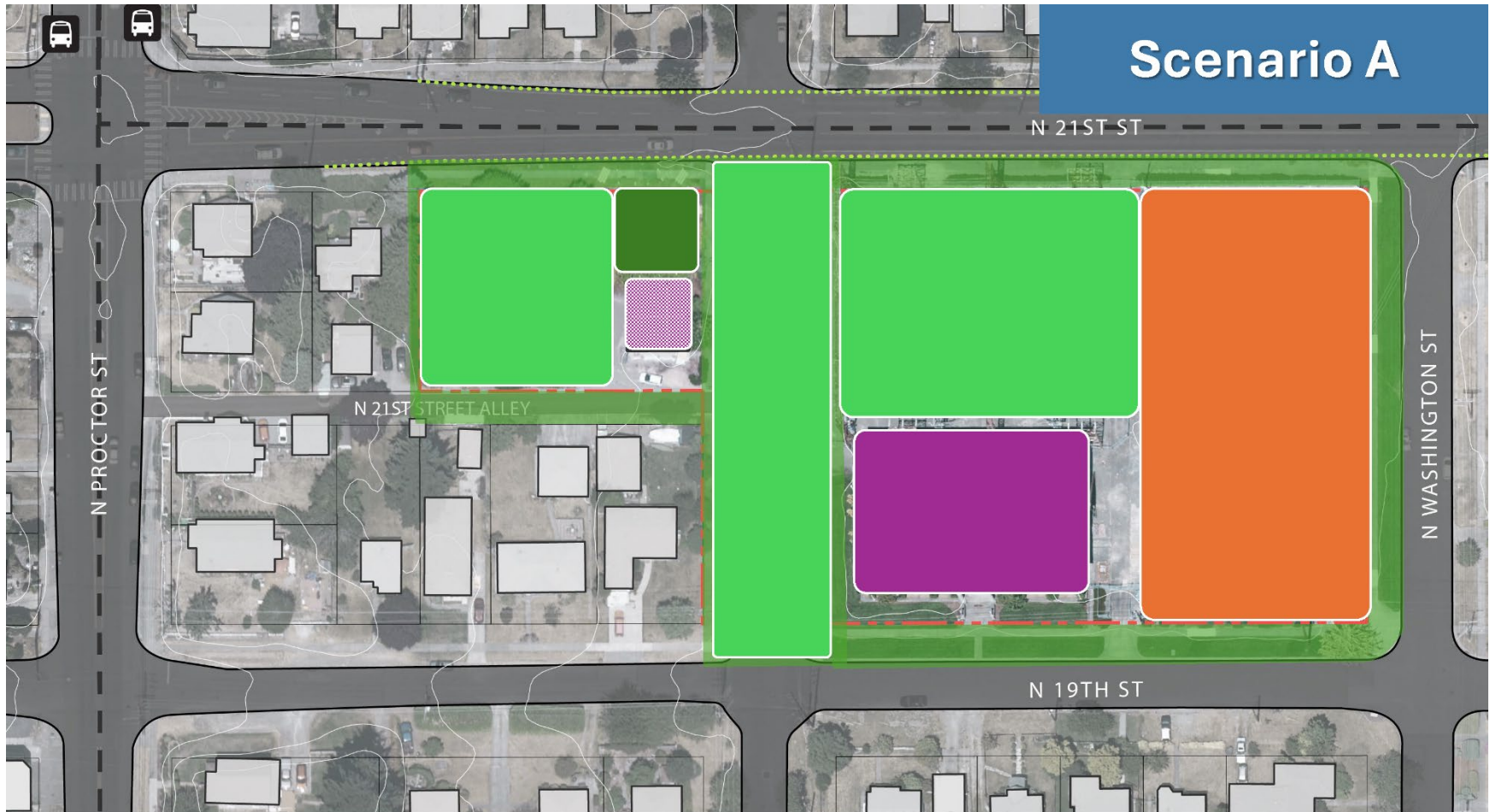
- [RED] Leased Space | Retail and/or Commercial Space
- [DARK GREEN] Passive Open Space | Green Space
- [LIGHT GREEN] Active Open Space | Recreational and Cultural Space
- [BLUE] Shared-Use Street

Leased Space	Passive Open Space	Active Open Space	Shared Use Street
			
			
			

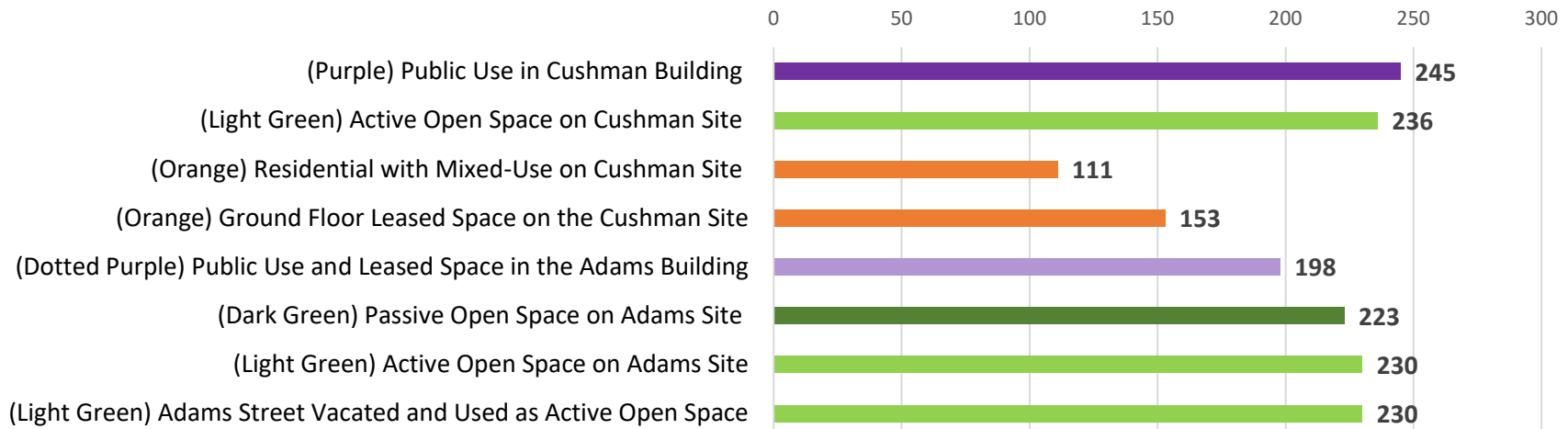
The following chart also shows the breakdown of different uses, by scenario:



SCENARIO A



Please tell us which of the following site uses you **LIKE** in Scenario A (select all that apply):

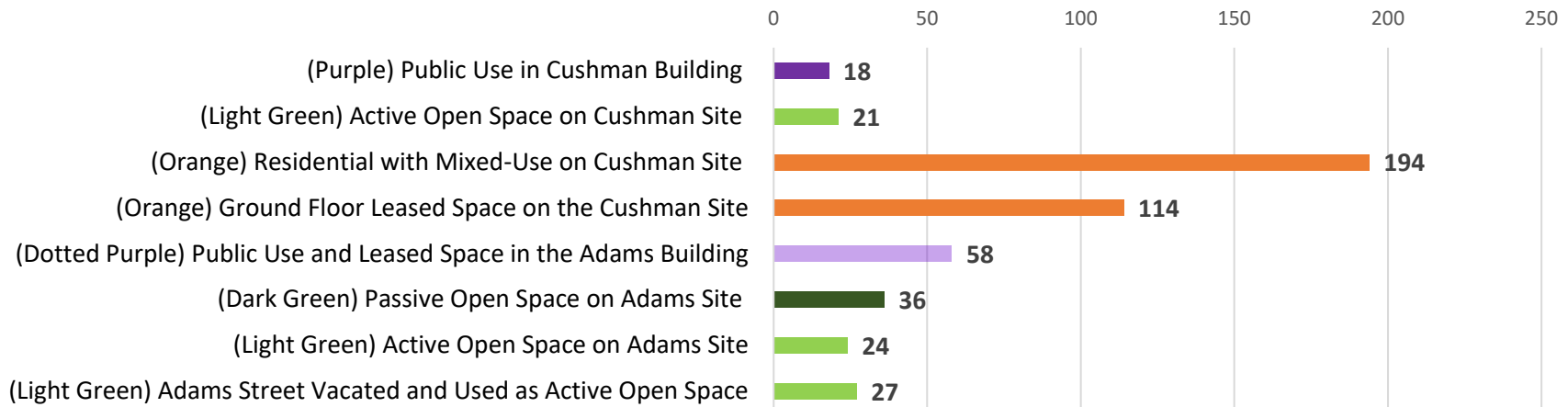


Please tell us which of the following site uses you **LIKE** in Scenario A (select all images that apply):¹

Choice	Responses	
	Count	Percentage
(Purple) Public Use in Cushman Building	245	77.0%
(Light Green) Active Open Space on Cushman Site	236	74.2%
(Orange) Residential with Mixed-Use on Cushman Site	111	34.9%
(Orange) Ground Floor Leased Space on the Cushman Site	153	48.1%
(Dotted Purple) Public Use and Leased Space in the Adams Building	198	62.3%
(Dark Green) Passive Open Space on Adams Site	223	70.1%
(Light Green) Active Open Space on Adams Site	230	72.3%
(Light Green) Adams Street Vacated and Used as Active Open Space	230	72.3%
Answered	318	
Skipped	75	

¹ Note: "Select all that apply" questions have totaled responses that do not add up to 100%.

Please tell us which of the following site uses you **DO NOT LIKE** in scenario A (select all that apply):



Please tell us which of the following site uses you **DO NOT LIKE** in Scenario A (select all images that apply):¹

Choice	Responses	
	Count	Percentage
(Purple) Public Use in Cushman Building	18	7.1%
(Light Green) Active Open Space on Cushman Site	21	8.3%
(Orange) Residential with Mixed-Use on Cushman Site	194	77.0%
(Orange) Ground Floor Leased Space on the Cushman Site	114	45.2%
(Dotted Purple) Public Use and Leased Space in the Adams Building	58	23.0%
(Dark Green) Passive Open Space on Adams Site	36	14.3%
(Light Green) Active Open Space on Adams Site	24	9.5%
(Light Green) Adams Street Vacated and Used as Active Open Space	27	10.7%
Answered	252	
Skipped	141	

¹ Note: "Select all that apply" questions have totaled responses that do not add up to 100%.

Is there anything else you'd like to tell us about Scenario A?

<p>Themes</p>	<ul style="list-style-type: none"> • Open and Community Space: <ul style="list-style-type: none"> • Pro open-space/parks • Preference for skatepark, skate spaces, pickle ball, dog park in active open space • Public use; community center • Passive open space: improve tree canopy • Museum • Plaza • City already has under utilized public space • Mixed Use/Commercial: <ul style="list-style-type: none"> • Pro and against retail/commercial • Less leased space • Sensitively located mixed use • Restaurant • Residential: <ul style="list-style-type: none"> • Minimize impacts to neighbors • Context-appropriate residential; Low-scale residential • Suggested housing on Adams site • Pro affordable housing • Against residential uses altogether • Concerns about parking • Shared-Use Street/Street Vacation: <ul style="list-style-type: none"> • Pro Adams shared-use street; street vacation
<p>Illustrative quotes</p>	<p>Overall Impression of Scenario A</p> <ul style="list-style-type: none"> • <i>This is easily the best option presented. Maintains the most open space, reuse of Cushman building for public use, enables the most housing to be added, and does not add cars to the mix for no good reason.</i> • <i>Scenario A appears to meet the largest request from the community- a public space. The residential space concept is possible, assuming it is affordable housing. If there is to be housing on the site...it should not be a place where only the wealthiest people can afford to live- because Proctor already is. It will obviously be a place that many people would like</i>

to live, and any developer would prefer a fast return on investment, but the goal of this site is at odds with those desires.

- *This concept is lacking a Publicly owned Community Center and Park. This is the suggestion noted by the majority of residents asked for a suggested reuse of the site. Why are we not seeing a concept just a Community Center and Park on these sites...A community center and park would serve the whole community.*
- *This is not my favorite scenario. Orange on Adams site seems more appropriate. How high is the mixed use? most houses are 1 story in the area. Those 1 story houses make up some of the most affordable houses in the neighborhood and it feels wrong to put something like that there. Larger scale multi family housing should be concentrated in Proctor Mixed Use Center.*
- *Consider moving the community garden at the corner of Proctor and N. 21st to the Adams site, across the street from the Cushman substation, and build low income housing on that corner at N. 21st and Proctor.*
- *I like this scenario the most. Proctor needs more affordable housing and mixed use with a public facility.*

Open Space

- *Love the amount of greenspace, especially vacating Adams street to offer more space!*
- *I would like to see almost all passive open space vs. active open space on the Cushman site and active open space on the Adams site.*
- *The type of "active open space" matters a lot. Does this neighborhood need another splash pad? No. Could it use some culture—absolutely.*
- *The Adams St active open space option would benefit from a pedestrian/bicycle path, properly separated from active space.*

Community Space

- *Making the space available for non-profits and community use is key. And this means it should not be approached as a "cash cow." I'm ok with SOME higher-paid entities subsidizing the space so other entities that cannot afford high price tags can use it. The space MUST be available for multi-use and for the immediate community to GATHER.*
- *I'd prefer a Community Center and Park. If there has to be residential put it on the Adams site.*
- *We need more park space and a community center.*
- *Keep it public use - no housing.*
- *Public use of Cushman and Adams sounds good in theory and ideologically. But in practice it would become under utilized space. We already have TONS of public use space that goes mostly unused. Very often we're the only people there or only a handful of other people are there. Most of the time the rooms and public areas are EMPTY. So while dedicating Cushman to public use sounds nice, it also would be a wasted opportunity. We*

already have an excess capacity of public space. Maximal utility for the public will be found by opening Cushman to private enterprise.

Mixed Use

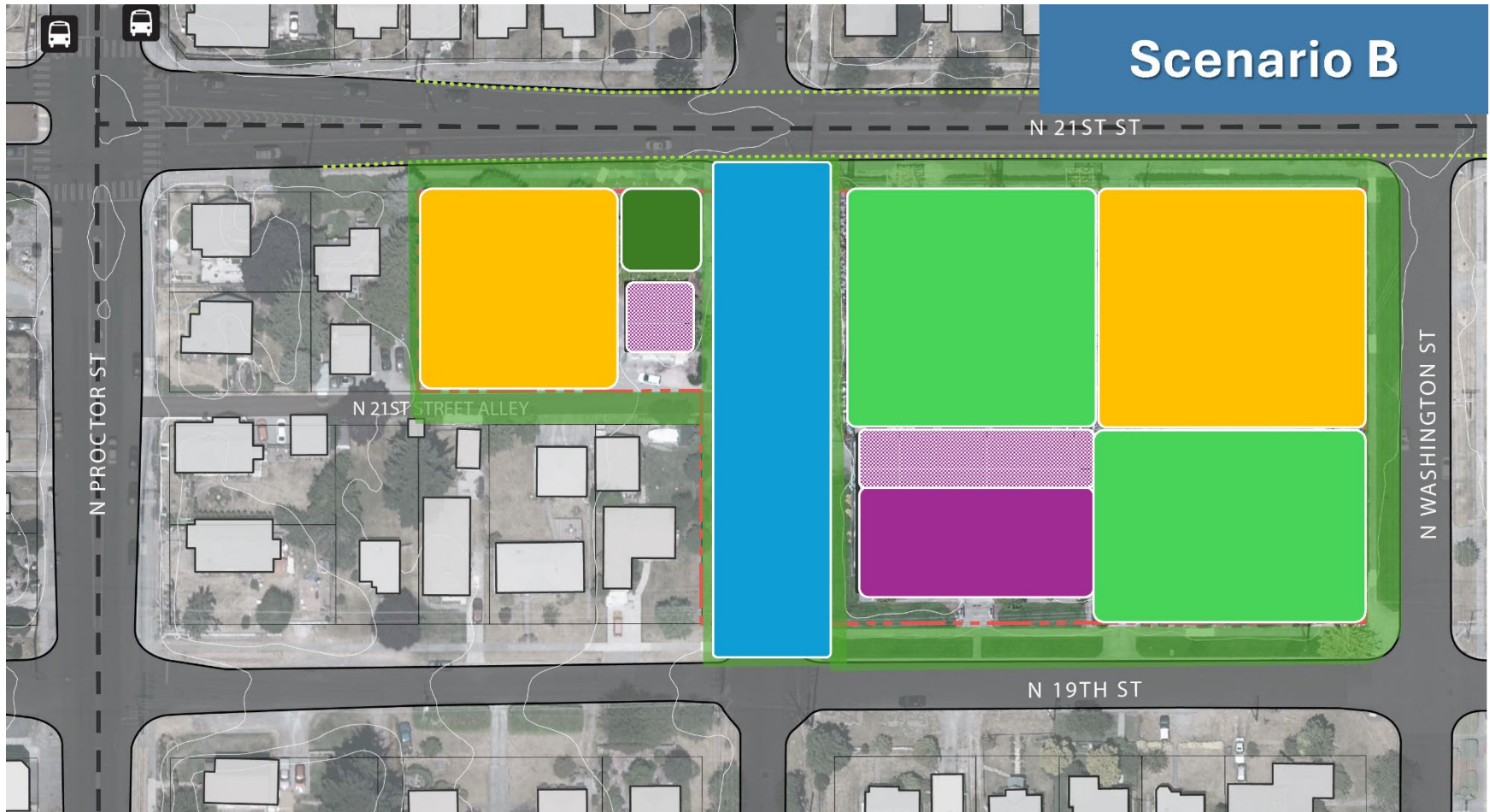
- *I like that there is a mix of uses and not all residential but does provide some housing.*
- *More commercial and business use needed! Vendor spaces outdoor and indoor!!*
- *I feel there is already adequate retail space in Proctor and there are multiple vacant spaces as well as lots of vacant space in the retail spots near Terrys and Gardensphere, as well as too much open space at Point Ruston farmers market, so that should not be a focus or emphasized here. I just don't see it being very successful and may negatively impact the other areas.*
- *NO mixed use residential buildings with apartments. This space should be more like a park, with places for people to enjoy, particularly families. Some sort of shops or public use in the existing Cushman building only.*

Residential

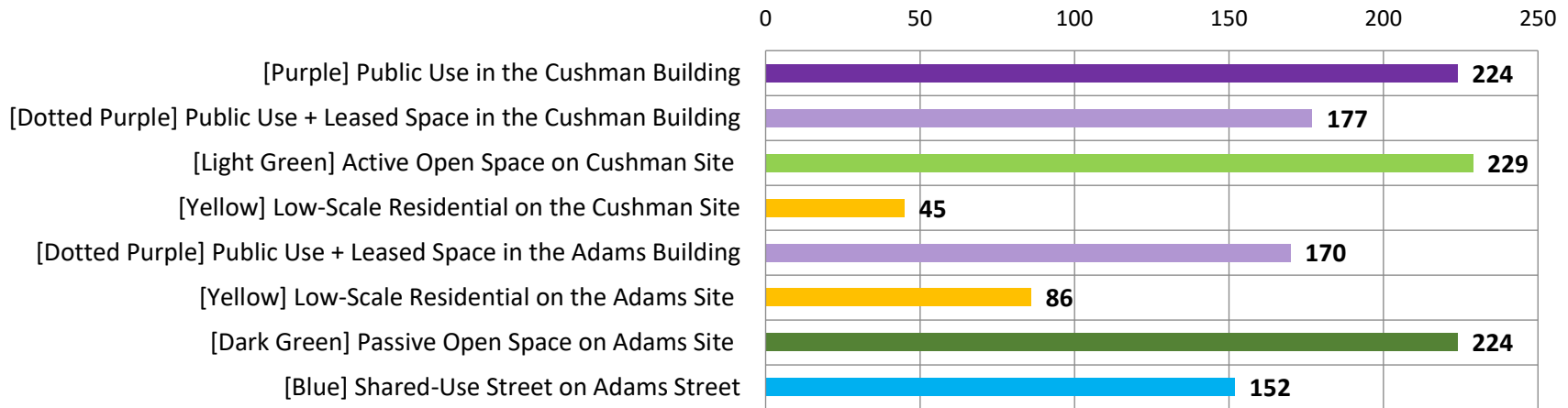
- *We have an opportunity to do something magnificent with this site and these buildings. As a city, we need more well-located permanently affordable housing. Some leased commercial under high density apartments could help, but we need that element of affordability up front and permanent.*
- *I think that if there is affordable housing mixed with public use and public activity it will help folks in the affordable housing aspect in multiple ways. First by keeping folks deterred from doing shady stuff via public accountability, but also by offering ways to stay busy and to integrate with the community, which is important due to the stigma around affordable housing and social isolation often practiced by folks who find themselves in need of affordable housing. Mixed use of the space would offer solutions for these issues on numerous levels.*
- *I wish this plan would actually include even more housing. The area where the street is being removed could be another mixed-use building and the green space between the two mixed-use buildings would then make a *fantastic* spot for a plaza.*
- *Adams [would be] a great option for affordable housing with limited retail and beautiful public outdoor and some public indoor space as it is super spacious.*
- *I wish the mixed use residential could be more in keeping with the surrounding neighborhood if it happens at all. Lower scale would be preferred. More than 30ft Multi family Development should be concentrated in the designated mixed use center of Proctor.*
- *Strongly oppose and dislike residential use of any kind on this site. Greatly favor public use inside and passive green space outside.*

	<ul style="list-style-type: none"> • <i>Really want to see this site developed into an asset for the neighborhood - open space, active commercial use AND a housing element</i> • <i>As a neighbor to this site, there is no scenario that doesn't include housing that I can support. The site MUST have housing.</i>
Answered	150
Skipped	243

SCENARIO B



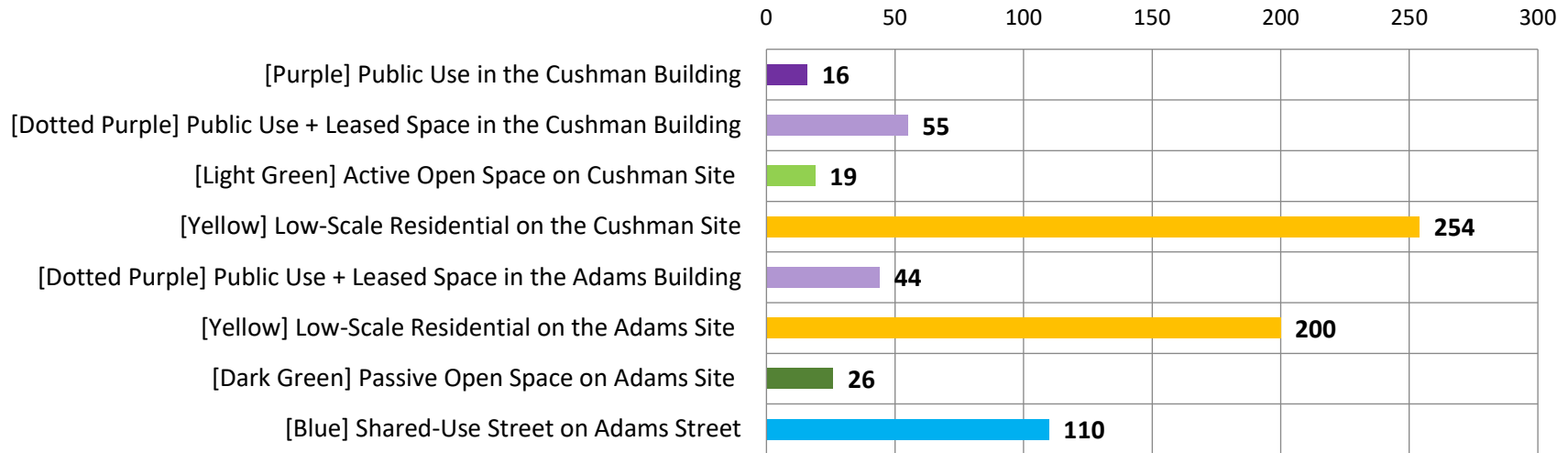
Please tell us which of the following site uses you **LIKE** in Scenario B (select all that apply):



Please tell us which of the following site uses you **LIKE** in Scenario B (select all images that apply):

Choice	Responses	
	Count	Percentage
[Purple] Public Use in the Cushman Building	224	71.6%
[Dotted Purple] Public Use + Leased Space in the Cushman Building	177	56.5%
[Light Green] Active Open Space on Cushman Site	229	73.2%
[Yellow] Low-Scale Residential on the Cushman Site	45	14.4%
[Dotted Purple] Public Use + Leased Space in the Adams Building	170	54.3%
[Yellow] Low-Scale Residential on the Adams Site	86	27.5%
[Dark Green] Passive Open Space on Adams Site	224	71.6%
[Blue] Shared-Use Street on Adams Street	152	48.6%
Answered	313	
Skipped	80	

Please tell us which of the following site uses you **DO NOT LIKE** in scenario B (select all that apply):



Please tell us which of the following site uses you **DO NOT LIKE** in Scenario B (select all images that apply):

Choice	Responses	
	Count	Percentage
[Purple] Public Use in the Cushman Building	16	5.3%
[Dotted Purple] Public Use + Leased Space in the Cushman Building	55	18.1%
[Light Green] Active Open Space on Cushman Site	19	6.3%
[Yellow] Low-Scale Residential on the Cushman Site	254	83.6%
[Dotted Purple] Public Use + Leased Space in the Adams Building	44	14.5%
[Yellow] Low-Scale Residential on the Adams Site	200	65.8%
[Dark Green] Passive Open Space on Adams Site	26	8.6%
[Blue] Shared-Use Street on Adams Street	110	36.2%
Answered	304	
Skipped	89	

Is there anything else you'd like to tell us about Scenario B?

Themes	<ul style="list-style-type: none">• Need more information• Open and Community Space:<ul style="list-style-type: none">• Pro open-space/parks• Active Open Space: preference for skatepark, skate spaces, dog park in active open space• Public use; community center; community room• Passive open space; improve tree canopy• Community resources/cultural enrichment/museum• Mixed Use:<ul style="list-style-type: none">• Pro and against retail/commercial• Pro leased spaces• Residential:<ul style="list-style-type: none">• Against low-scale residential• Suggested housing on Adams site• Pro density/consolidate housing for more open space• Pro affordable housing/rent-control/low-income• Against residential uses altogether• Improve streets/mobility around site• Concerns about scale of new buildings vs. historic buildings• Parking concerns• Shared-Use Street:<ul style="list-style-type: none">• Pro and against: shared-use street• Plan for pedestrians, not cars• Vacate street• Farmers Market• Open Space
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<p>Illustrative quotes</p>	<p>Overall Impression of Scenario B</p> <ul style="list-style-type: none"> • <i>I guess I need more information (example uses) for the very high portion of proposed Active Open Space on all the proposals. I don't have a good handle on what that means, exactly. Not having ANY high density residential on the site seems like a squandered opportunity. Any proposal should EXPLICITLY include PUBLICLY-OWNED Community Center and Park space.</i> • <i>These all seem reasonable</i> • <i>This is my least favorite idea so far. The site should be preserved and utilized for the community writ large, not redeveloped into more housing.</i> • <i>This scenario is almost entirely private residential. The abutting green space would essentially act as private gardens for its residents, and not welcoming to non-residents. Due to the large proportion of private residences, the parking is concernedly minimal and not proportional to the amount of units that would likely be built. Lastly, Proctor neighborhood resources - such as grocery, schools, and traffic control - are already at capacity and cannot handle an additional five story complex.</i> • <i>I like this scenario but wonder if it's better to have continuous parks instead of breaking up the green space. Prefer closing Adams over slowing folks down. There needs to be safe pedestrian crossing at 21st and Adams if this design is chosen. It's currently a very dangerous crossing.</i> • <i>In all of the layout scenarios, my primary interest is in providing green stormwater infrastructure and complete street designs. The space should not just be welcoming inside the parcel, but should provide safe access to and from the site, prioritizing walkability, tree canopy (urban heat relief), and stormwater management. I'd like to suggest investigating a co-working space, that could be an amenity to the surrounding community who may have working from home capacity restrictions at their own homes.</i> <p>Open Space</p> <ul style="list-style-type: none"> • <i>Passive open space feels like a waste of green space in Tacoma where children's parks are already limited and not accessible within 10 min of every home as the city has strived for.</i> • <i>Love shared use [street] on Adams. Could be great to relocate farmer market to this site</i> • <i>N Adams St should be fully vacated. There's no need for a shared use street when there aren't any businesses at the site. Even if businesses do lease a portion of the main Cushman building, there's other options for loading/unloading/deliveries/etc.</i> • <i>In addition, as designed, the residential proposed breaks up the open space into two smaller unconnected spaces. Residential uses should be concentrated on one portion of the site so there can be a continuous, connected open space.</i> <p>Community Space</p> <ul style="list-style-type: none"> • <i>The North End needs its own park and community center, including a senior center.</i>
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- *This Concept lacks the community support shown for a Community Center and Park. Remove the Housing and show a concept that provide a Community Center and Park based on the Public Comments received to date by the outreach of the Community.*
- *The north end has plenty of housing options popping up, we need a community center . A place to gather and meet our neighbors.*
- *We have need for more residential spaces -- but these should not be the spots where that should happen. These legacy sites should be used for COMMUNITY use.*

Mixed Use

- *I think we need to build more housing density with mixed use public / leased amenities (restaurants, cafes, public squares, etc)*
- *Preference for mixed use residential, so street level is all public.*
- *Outdoor vendor spaces (leased space) needed.*
- *I don't care for this solution, it appears to be a little of everything without a cohesive solution, this will minimize the public benefits this site could provide. We don't need a solution that simply packs the site in an effort to please everyone's suggestion without providing a solution that actually please anyone. Not a good choice.*
- *The low scale residential portion on the Cushman site would be better as mixed use residential. Also, there should be more opportunities for leased space on the shared-use street. Or space and connections for food trucks and vendors.*

Residential

- *I'm only interested in seeing public housing that would be rent-controlled and/or low-income housing. This can be done well without lowering property values.*
- *Please only put low-income housing as this is what is needed in our community to improve equity. A mixed-use plan is the best solution here that incorporates a makers space for local businesses to thrive as well as wonderful facilities like a YMCA that offers sports, a gym, a pool, and spaces to enjoy public events like outdoor movies on the green in the summer. Please do not put townhomes here that are not accessible to those who need housing the most. Please do not develop this project that only benefits existing homeowners.*
- *If there has to be housing, then the Adams site seems the best location. It leaves the whole Cushman block free to develop as a community space.*
- *Do not construct any residential buildings on either the Cushman site or the Adams site. Additional construction would obscure the view of these unique buildings from the street. Build low income housing at the current site of the Proctor community garden and move the community garden to the Adams site.*
- *No low-scale, that is a waste of space that only benefits a few people.*

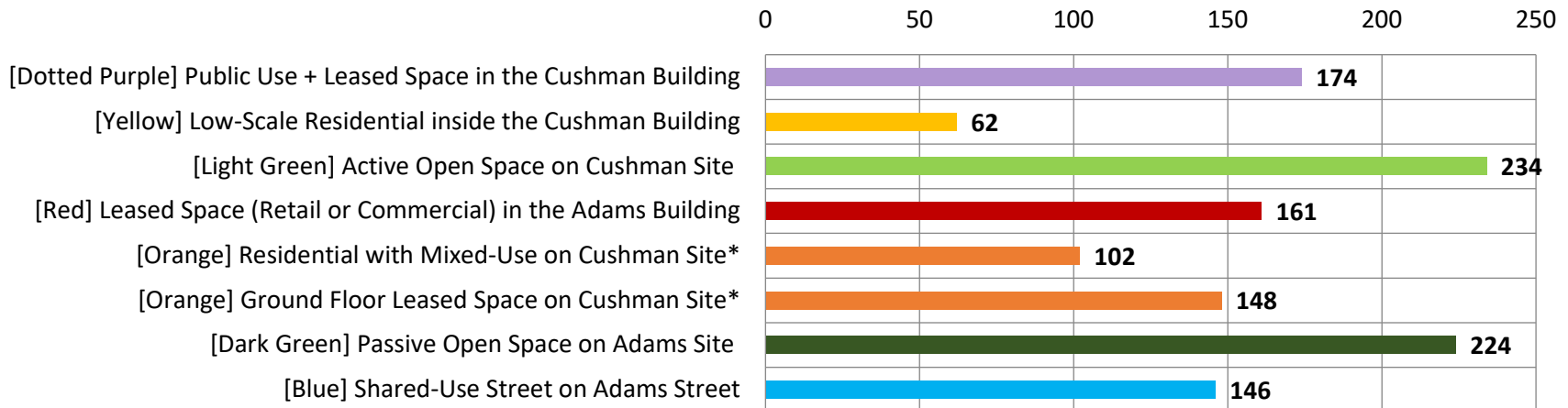
	<ul style="list-style-type: none"><i>I don't dislike these options, but would prioritize higher density residential with leased space on the ground floor.</i>
Answered	159
Skipped	234

SCENARIO C



**Note: the survey incorrectly identified the orange residential with mixed-use and ground floor leased space as being located on the Cushman Site, when it should have identified these as being on the Adams Site. Therefore, the information below is not conclusive in terms of community feedback related to this scenario; however, no other questions were impacted by this error.*

Please tell us which of the following site uses you **LIKE** in scenario C (select all that apply):

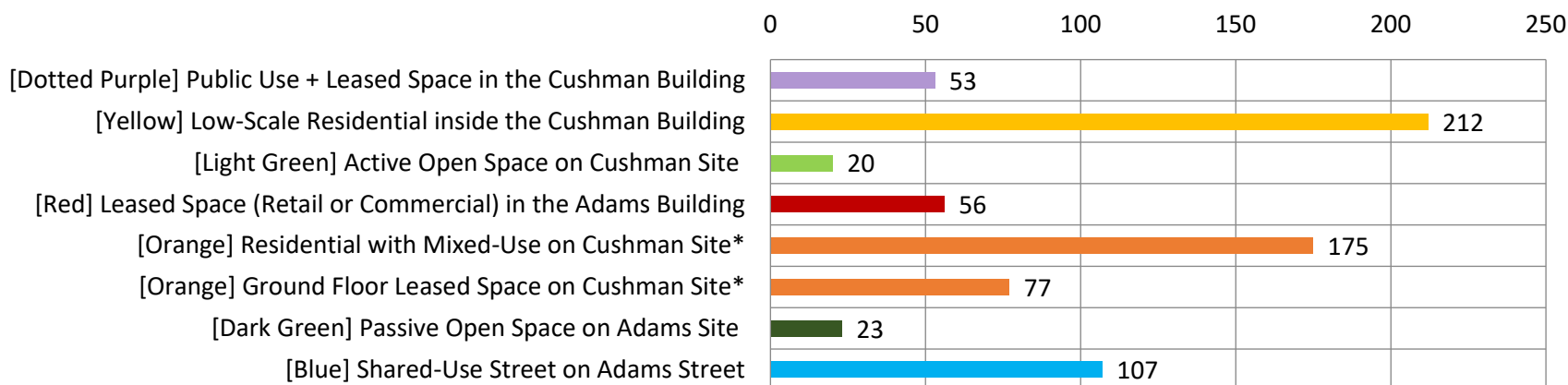


Please tell us which of the following site uses you **LIKE** in Scenario C (select all that apply):

Choice	Responses	
[Dotted Purple] Public Use + Leased Space in the Cushman Building	174	57.0%
[Yellow] Low-Scale Residential inside the Cushman Building	62	20.3%
[Light Green] Active Open Space on Cushman Site	234	76.7%
[Red] Leased Space (Retail or Commercial) in the Adams Building	161	52.8%
[Orange] Residential with Mixed-Use on Cushman Site* ¹	102	33.4%
[Orange] Ground Floor Leased Space on Cushman Site*	148	48.5%
[Dark Green] Passive Open Space on Adams Site	224	73.4%
[Blue] Shared-Use Street on Adams Street	146	47.9%
Answered	305	
Skipped	88	

*The survey incorrectly identified the orange residential with mixed-use and ground floor leased space as being located on the Cushman Site, when it should have identified these as being on the Adams Site.

Please tell us which of the following site uses you **DO NOT LIKE in Scenario C** (select all that apply):



Please tell us which of the following site uses you **DO NOT LIKE in Scenario C** (select all that apply):

Choice	Responses	
	Count	Percentage
[Dotted Purple] Public Use + Leased Space in the Cushman Building	53	17.8%
[Yellow] Low-Scale Residential inside the Cushman Building	212	71.4%
[Light Green] Active Open Space on Cushman Site	20	6.7%
[Red] Leased Space (Retail or Commercial) in the Adams Building	56	18.9%
[Orange] Residential with Mixed-Use on Cushman Site* ¹	175	58.9%
[Orange] Ground Floor Leased Space on Cushman Site*	77	25.9%
[Dark Green] Passive Open Space on Adams Site	23	7.7%
[Blue] Shared-Use Street on Adams Street	107	36.0%
Answered	297	
Skipped	96	

¹ *The survey incorrectly identified the orange residential with mixed-use and ground floor leased space as being located on the Cushman Site, when it should have identified these as being on the Adams Site.

Is there anything else you'd like to tell us about Scenario C?

**The survey incorrectly identified the orange residential with mixed-use and ground floor leased space as being located on the Cushman Site, when it should have identified these as being on the Adams Site.*

<p>Themes</p>	<ul style="list-style-type: none"> • Need more information • Open and Community Space: <ul style="list-style-type: none"> • Pro open-space/parks • Preference for skatepark, skate spaces, dog park in active open space • Public use; community center • Passive open space; improve tree canopy • Museum • Mixed Use: <ul style="list-style-type: none"> • More commercial/mixed-use • No commercial • Pro and against leased space, depending on type • Residential: <ul style="list-style-type: none"> • Pro and against Low-scale residential • Suggested housing on Adams site • Pro density • Pro affordable housing • Against residential uses altogether • Improve streets/mobility around site • Concerns about scale of new buildings vs. historic buildings • Shared-Use Street: <ul style="list-style-type: none"> • Pro and against: shared-use street; street vacation • Plan for pedestrians, not cars
<p>Illustrative quotes</p>	<p><i>Overall Impression of Scenario C</i></p>

- *This is a great scenario that I think does the most justice to the site, historic building, and respect for neighbors. I love that it is more open but still provides housing inside Cushman substation. I want Cushman to remain a visible landmark and the site to be mainly for public use.*
- *This seems like the best option A-C. I like that the low scale residential is inside of Cushman, allowing for more land for p*
- *The development of the Cushman site in Tacoma raises substantial concerns, particularly given Tacoma's history with inadequate urban planning surrounding high-density apartment buildings. As we consider adding more residential units to our city, we must carefully evaluate the potential negative impacts on surrounding communities:*
 - 1. Insufficient Parking Planning and Neighborhood Overflow*
 - 2. Unpaid Impact Fees on Essential Infrastructure*
 - 3. The Broader Impact on Neighborhood Character**Tacoma needs to establish clear, enforceable guidelines that guarantee new projects are self-sustaining and do not place an undue burden on the city's existing residents.*
- *This is probably the best alternative. Intense development would be better on the block west of Cushman. I would offer the same comments about the shared street and mixed use buildings. I think an economic study is needed to show that a shared street is viable in this location. The example above is from downtown Kirkland where there is far more pedestrian activity, housing, and businesses. There must be sufficient pedestrian activity to make this concept work... Also, the Kirkland example is bad because it separates pedestrians from vehicles. For a shared street to work, you can't have zones for different street users. Ground floor commercial may not be viable on N21st and I question the viability of mixed-use at this location. Is there an economic study that indicates viability at this location? Once the mixed-use fails, we'll be left with just apartments.*

Open Space

- *No multi-story new construction near the Cushman building. The Cushman site should be passive green space with lots of trees. This is one of the worst scenarios I've seen.*
- *This would be a better plan if it included vacating Adams street for active rec.*
- *As a homeowner we're across the street from the Cushman building this scenario best suits the existing residents. No large building casting shadows on our houses. More green space as well.*
- *This scenario benefits the fewest people needing help and just creates outdoor space for the rich in the Proctor area.*
- *Greatly favor public use inside and passive green space outside.*
- *At least this option appears to have the most green space??? That is what the community wants. Why not more space allocated to passive green spaces? The community will still enjoy and use the area, and will probably be less expensive upkeep and safer than active green space.*

- *Unfortunately, I don't believe any of these concepts represent the vision for this site expressed by the community or at least the one expressed during the communities' efforts to collect suggestions over the last seven years. None of the concept currently presented show a Publicly owned Community Center and Park as a standalone concept.*

Community Space

- *This seems to be the most friendly and welcoming of the Scenarios, offering an abundant amount of green space. However, I would like the public use spaces to be better defined to specifically include community and recreational uses - e.g. classes for families and children.*
- *Should be a TPU Museum, a small community space. Balance should be open space with native species. Anything else is a waste of an opportunity.*
- *I don't understand why a Community Center and Park is not included in these concepts. I don't care for this use at all*
- *Public access areas, please.*
- *I think this area should be more community focused, affordable, and pedestrian friendly.*

Mixed Use

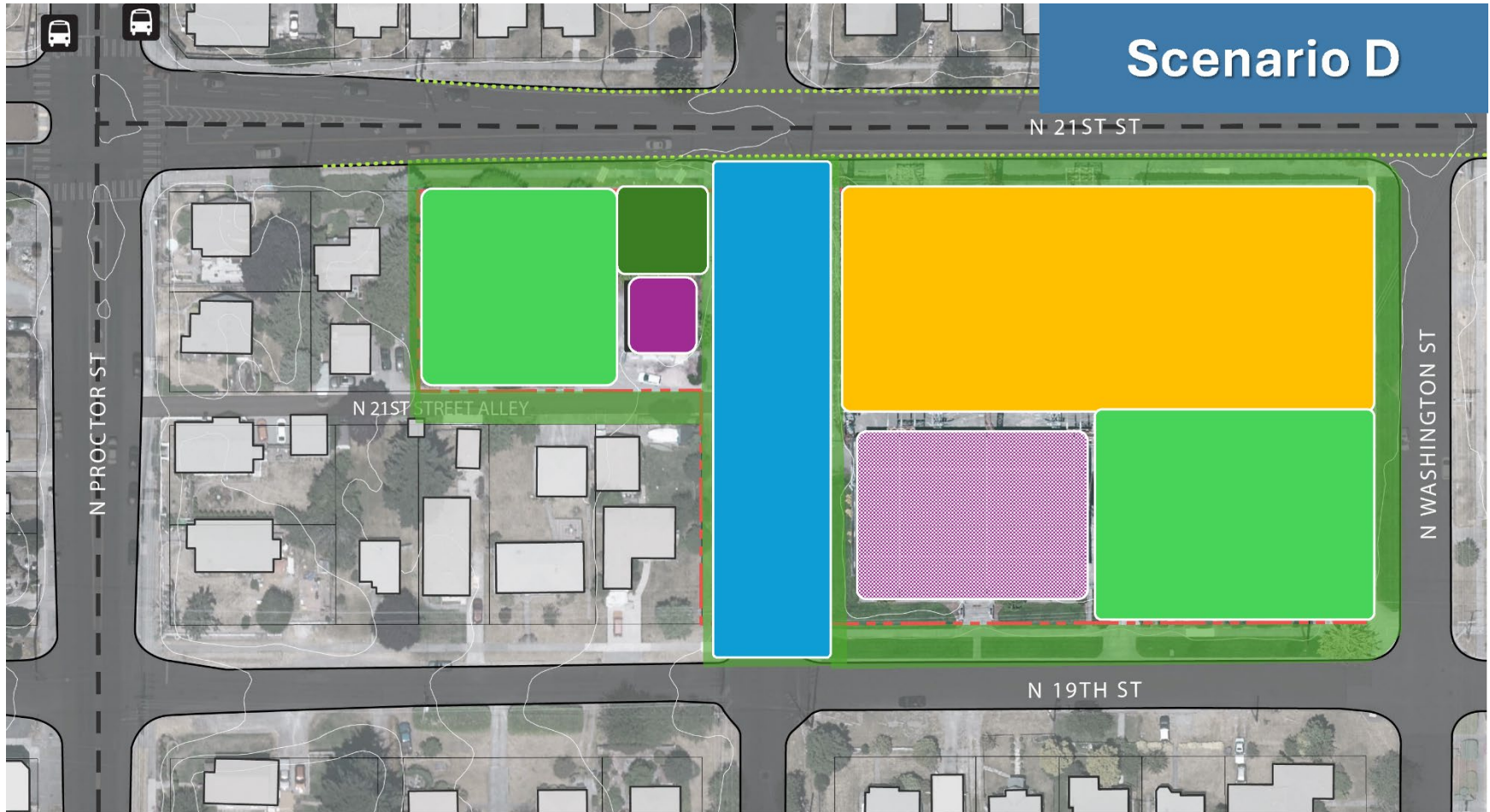
- *Prefer the location for mixed use in this scenario.*
- *For "leased space" in Cushman and Adams, I mean leasing to local non-profits and community-based organizations or a small, local coffee shop. Not more expensive retail.*
- *NO mixed use residential buildings with apartments. This space should be more like a park, with places for people to enjoy, particularly families. Some sort of shops or public use in the existing Cushman building only. This is the only one that comes close to what the community suggested. YES to this scenario.*
- *I am generally opposed to visions that overly commercialize the space. In scenarios that include leased commercial space, I would be concerned about what TYPES of businesses would take the space. Proctor already has a lot of banks and real estate offices. It would be a net negative to add something like a law office or dentist office that does not add to the culture or vibrance of the neighborhood.*
- *Please incorporate more mixed-use with affordable housing.*

Residential

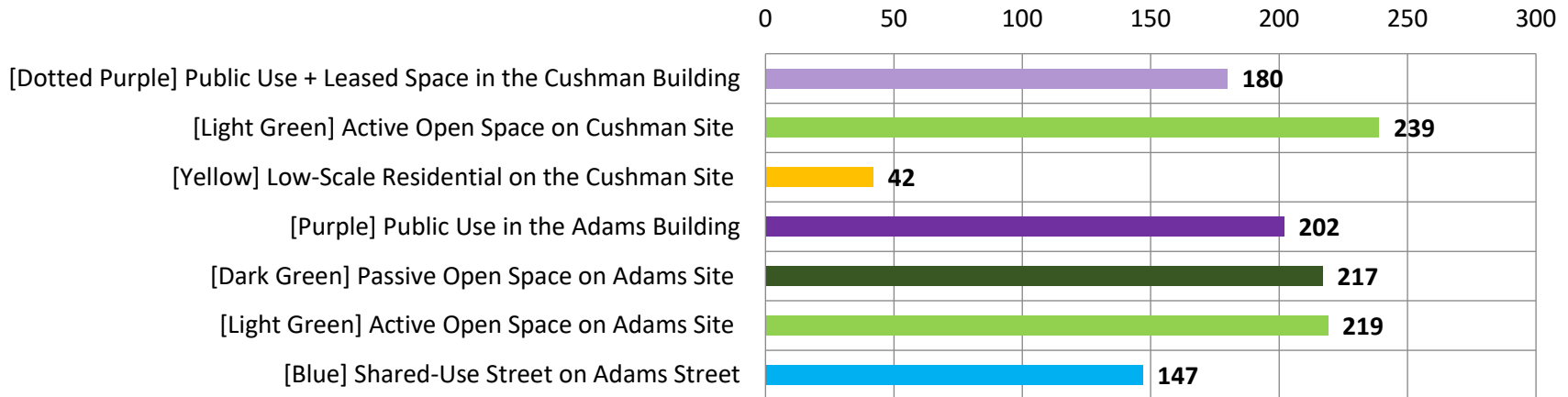
- *There shouldn't be low scale residential; that ends up being luxury. It should be higher density. Also, the shared street should not allow cars (in any of these scenarios). Only transit, bikes and walking.*
- *Do not want apartments, area is already too congested, especially street parking.*
- *Perhaps not enough housing but I like the active space.*

	<ul style="list-style-type: none"> • <i>Prioritize housing</i> • <i>This seems the most viable option to me. Opportunities for connection and community inside in buildings and outside in more natural spaces. I like the low scale residential options rather than any new construction for residential. There is no space like this in this area and I appreciate the vibrancy this option affords.</i> • <i>This scenario seems better than Scenario b at least, but does not optimize for housing creation. This is critical to a city facing the housing shortage that Tacoma has. In addition, the shared use street is still unnecessary. It should be an open area for cyclists and pedestrians only.</i> • <i>This once again has housing on site which I believe was a low priority from the community survey. Lose the housing and put a community center use in the substation and perhaps than it would be acceptable.</i> •
Answered	146
Skipped	247

SCENARIO D



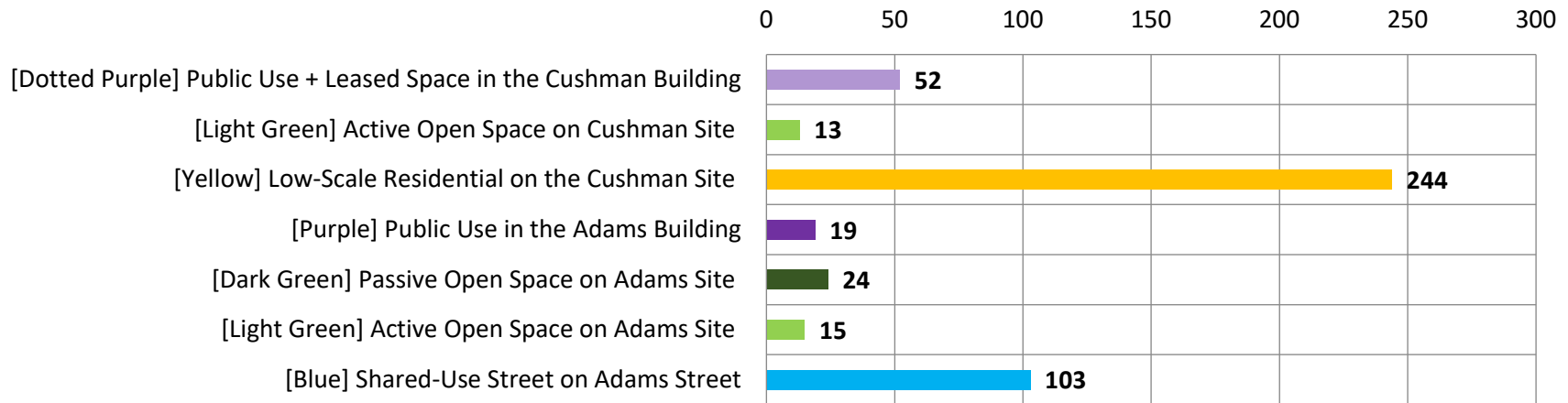
Please tell us which of the following site uses you **LIKE** in Scenario D (select all that apply):



Please tell us which of the following site uses you **LIKE** in Scenario D (select all that apply):

Choice	Responses	
	Count	Percentage
[Dotted Purple] Public Use + Leased Space in the Cushman Building	180	60.6%
[Light Green] Active Open Space on Cushman Site	239	80.5%
[Yellow] Low-Scale Residential on the Cushman Site	42	14.1%
[Purple] Public Use in the Adams Building	202	68.0%
[Dark Green] Passive Open Space on Adams Site	217	73.1%
[Light Green] Active Open Space on Adams Site	219	73.7%
[Blue] Shared-Use Street on Adams Street	147	49.5%
Answered	297	
Skipped	96	

Please tell us which of the following site uses you **DO NOT LIKE** in Scenario D (select all that apply):



Please tell us which of the following site uses you **DO NOT LIKE** in Scenario D (select all that apply):

Choice	Responses	
	Count	Percentage
[Dotted Purple] Public Use + Leased Space in the Cushman Building	52	18.2%
[Light Green] Active Open Space on Cushman Site	13	4.5%
[Yellow] Low-Scale Residential on the Cushman Site	244	85.3%
[Purple] Public Use in the Adams Building	19	6.6%
[Dark Green] Passive Open Space on Adams Site	24	8.4%
[Light Green] Active Open Space on Adams Site	15	5.2%
[Blue] Shared-Use Street on Adams Street	103	36.0%
Answered	286	
Skipped	107	

Is there anything else you'd like to tell us about Scenario D?

Themes	<ul style="list-style-type: none">• Need more information• Open and Community Space:<ul style="list-style-type: none">• Pro open-space/parks• Preference for skatepark, skate spaces, dog park in active open space• Public use; community center; event spaces; food trucks• Passive open space; improve tree canopy; native plants; paths; gardens• Indoor recreation: Swimming pool, pickle ball• Destination for all ages• Move community garden• Mixed Use/Commercial:<ul style="list-style-type: none">• Pro and against mixed use/commercial• Residential:<ul style="list-style-type: none">• Pro and against low-scale residential• Suggested housing on Adams site• Pro density• Pro affordable housing• Against residential• Improve streets/mobility around site• Concerns about scale of new buildings vs. historic buildings• Sensitive design• Shared-Use Street:<ul style="list-style-type: none">• Pro and against: shared-use street; street vacation
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<p>Illustrative quotes</p>	<p>Overall Impression of Scenario D</p> <ul style="list-style-type: none"> • <i>The Cushman building should be a public space. Any multi-story housing should be limited, at best, to the Adams site. The Cushman site should be passive green park space with lots of trees.</i> • <i>Also not a fan of this idea but it's slightly better than B or C.</i> • <i>Like this the best EXCEPT housing should be along Washington with green space in front of the old building. Mix used of big building makes sense with small one public.</i> • <i>The street should be vacated in every scenario.</i> • <i>This is certainly the worst of the scenarios. It creates the least housing and amenities for the community, making it a poor use of public land.</i> • <i>Scenario D: What is with the miniscule space for public use and passive green space? Does every square inch of land have to be jam-packed with more dense housing, retail and commercial and frenetic activity? Is the city really going to try to turn us into Bellevue?</i> • <i>I cannot adequately express how much I hate this proposal. NONE of the scenarios has a good/reasonable balance of things that I personally think are important. Any proposal should EXPLICITLY include PUBLICLY-OWNED Community Center and Park space.</i> • <i>"I don't see any scenarios that use the Cushman building as a destination for people of all ages, like a community center. I would love to have indoor recreation prioritized, since in the rainy winter months there aren't a lot of places to go and be active. A pool would be universally popular from infants to the elderly. Pickleball courts would be so fun and would attract teens as well as older adults.</i> • <i>I like this scenario if the townhomes were oriented along Washington instead of 21st. Also, prefer closing Adams to expand the site itself. When feasible, orient indoor/outdoor space to harness sunshine to provide space for outdoor seating and warmth. Tacoma is lacking this type of space for families.</i> • <i>Scenario D is my first choice, Scenario B my second choice.</i> <p>Open Space</p> <ul style="list-style-type: none"> • <i>In all of them, I'd want to hear a lot more about "light green." If it's a lot of concrete and another sprayground, maybe that's a no. If it's neighborhood gathering space and perhaps an alternate gamer's market space, maybe. We also could really use a dog park because we get so policed at the unofficial ones</i> • <i>I do like the idea of shared use on Adams st. That would be a great opportunity for food trucks and to link the two sites in a pedestrian friendly way!</i> • <i>This concept appears to be a developers dream rather than a community vision for the property. We need a community center / park not more for-profit residential blocks.</i>
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- *I think that most of the active areas in your scenarios should be made into passive areas: trees and native plants, paths to wander, gardens, picnic tables and benches all would add so very much to the neighborhood...And, more importantly, the residential buildings would cover a very big part of the Cushman site that would be much better utilized as a much needed green space...Also, we can all acknowledge that our northend is the only part of the City without a community center- a place for indoor and outdoor neighborhood gatherings.*
- *I don't understand why three of these scenarios want more space for cars. Cars have more than enough space in this city. This "shared" space will inevitably be turned into parking, which will erode the opportunity to make this a DIFFERENT and UNIQUE space that adds to the walkability and bikeability of the community.*

Community space

- *I don't see any scenarios that use the Cushman building as a destination for people of all ages, like a community center. I would love to have indoor recreation prioritized, since in the rainy winter months there aren't a lot of places to go and be active. A pool would be universally popular from infants to the elderly. Pickleball courts would be so fun and would attract teens as well as older adults.*
- *When I think about what is missing from this part of Tacoma, it is indoor recreation that isn't available at all (except for private gyms and clubs.) The nearest public spaces are the eastside and browns point, a fairly long drive, so teens and the elderly can't enjoy them independently. Plus admission to those pools often sells out. I hope the outdoor spaces also respect age diversity and are not merely playgrounds for the 10 and under crowd.*
- *Please create a park for kids and/or splash pad. Grassy areas and tables. Indoor rental space for parties and such.*
- *Building the city could rent for events/activities. Restrooms accessible to non building use activities. Small fenced off leash dog area. Picnic table area. Small area with swings or other toys for kids.*
- *Having it be public only space can sometimes be limiting. It'd be nice to have a combination of public event spaces with shops and places to eat. And fully passive park design won't do enough to encourage social connection. It needs to be a true third space.*

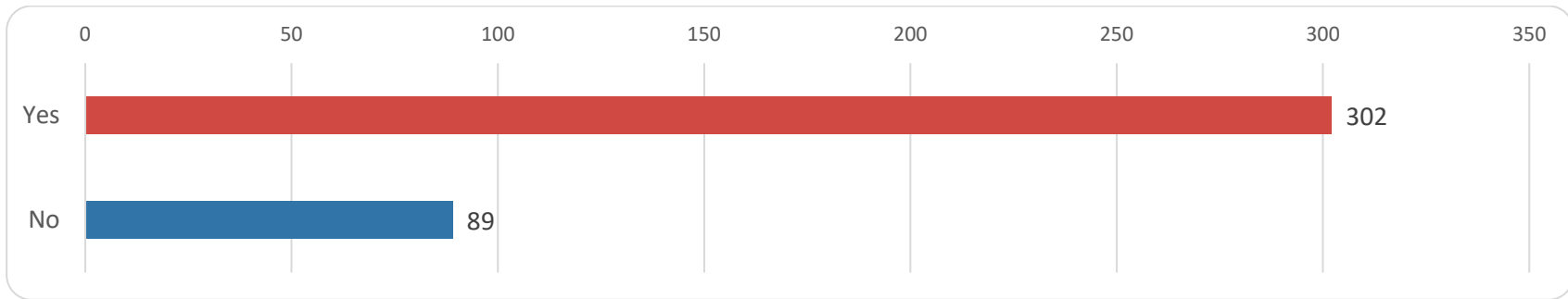
Mixed Use

- *Concentrate mixed use residential in cushman building and adams site is better than larger footprint of housing on public land. This is my least fave of all the plans.*
- *If low scale residential is implemented, offering one or two commercial/mixed use spaces (especially facing N 21st at either Adams or Washington st) would create more of a draw/community hub than residential alone. It would also allow for retail/services to be more accessible to the UPS campus for pedestrians and cyclists.*
- *I am not a big fan of the low-scale residential in lieu of business space/higher density housing that would make it more of a neighborhood gathering space.*
- *Half of the low scale residential would be better as mixed use residential.*

	<ul style="list-style-type: none"> • <i>NO mixed use residential buildings with apartments. This space should be more like a park, with places for people to enjoy, particularly families. Some sort of shops or public use in the existing Cushman building only.</i> • <i>Believe residential should be mixed use.</i> <p>Residential</p> <ul style="list-style-type: none"> • <i>Keep residential to Adams and inside of Cushman substation is best. The community has rallied to save Cushman station and to have it hidden behind hideous housing would be disappointing. Concentrate multi-family housing on Adams site and inside Cushman is ideal. Relocate proctor garden to Cushman site and sell that land to build 6+ story multi family housing.</i> • <i>Too much housing, not enough community benefit</i> • <i>Preserving the historical integrity of the Cushman building should be integral. However, the most important aspect is creating AFFORDABLE housing. Too many new housing complexes are built which is pricing out many long-time Tacoma residents.</i> • <i>A disproportionate amount of low-scale housing is offered with this Scenario. Low-scale housing, while well intending, is not aesthetically fitting with this surrounding historic craftsman neighborhood. If housing is to be incorporated, keeping residential structures to either mixed use or upper-floor residences would be a better option to preserve the theme and equity of the community, and be less jarring.</i> • <i>We don't need another tall housing block, this time in the middle of a neighborhood of low scale housing, dense houses that are generally under 30 ft in height. I don't care for this solution.</i> • <i>Please do not put any housing here unless it is for low-income ONLY. 100% units for low-income please do not put any more high-rent units here. Our neighborhood is not equitable and this project can either highlight these endemic problems or be the start to the solution of allowing everyone to live, work, and play in Proctor.</i> • <i>Why is there only one option for high density housing? It's clear this entire process has been co-opted but retirees with time on their hands for advocacy. The housing crisis in Tacoma is our most pressing emergency and public feedback is counter productive to the goals of solving it. I live right near Cushman and, quite honestly, most of my fellow North ends are too selfish and ignorant of the research to have a valid opinion on this issue. Stop kowtowing to them just because they are rich, well organized, and have too much time on their hands!</i> • <i>I'd rather see greater density on this site if we're going to try to address housing as a part of the plan.</i> • <i>Would rather higher density housing.</i>
Answered	146
Skipped	247

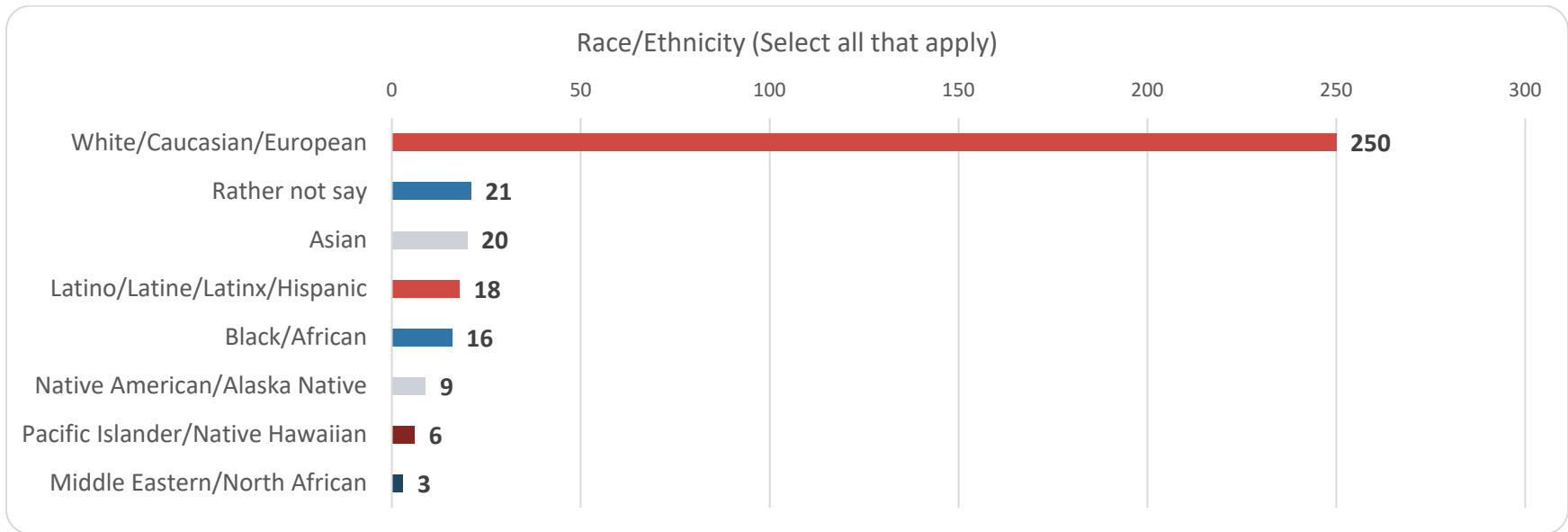
OPTIONAL DEMOGRAPHIC QUESTIONS

2. Would you be willing to share some demographic information to help us to understand how our engagement is doing at reaching the community?



Choice	Responses	
Yes	302	77.2%
No	89	22.8%
Answered	391	
Skipped	2	

3. Race/Ethnicity (Select all that apply)



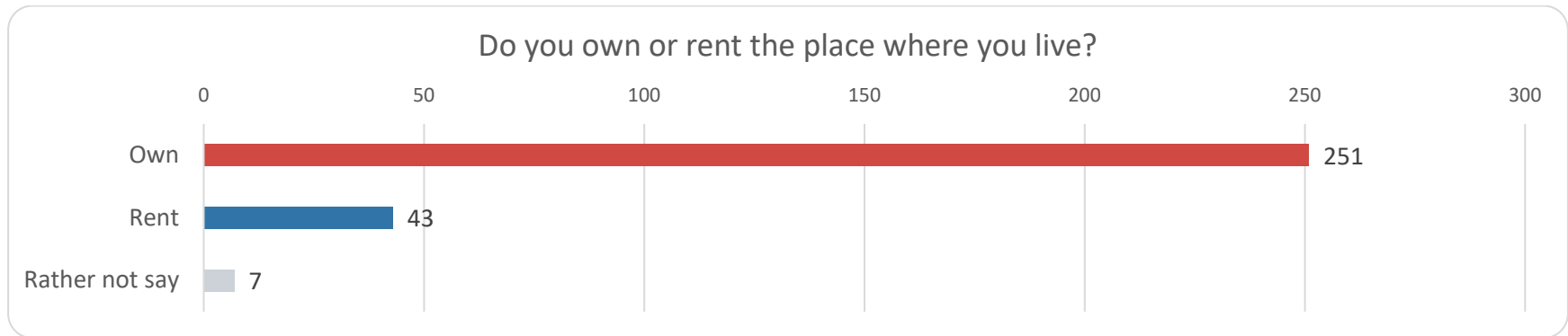
Choice	Responses	
	Count	Percentage
White/Caucasian/European	250	83.3%
Rather not say	21	7.0%
Asian	20	6.7%
Latino/Latine/Latinx/Hispanic	18	6.0%
Black/African	16	5.3%
Native American/Alaska Native	9	3.0%
Pacific Islander/Native Hawaiian	6	2.0%
Middle Eastern/North African	3	1.0%
Answered	300	
Skipped	93	

4. Please list any specific race, ethnic, and national groups, and tribal/band affiliations with which you identify:

Responses	<p>Japanese Scottish Persian/white White Black Filipino South Asian (Indian), Canada Latinx Jewish Cuban German, Irish, Scandinavian Northern European Indian Cambodian Native American Louisiana Creole, Chicana, Mexica Cuban Jewish Chinese, Guamanian Suquamish Tribal Member Filipino-American Wintu Native American/Spanish Japanese, Filipinx Puerto Rican</p>
Answered	35
Skipped	358

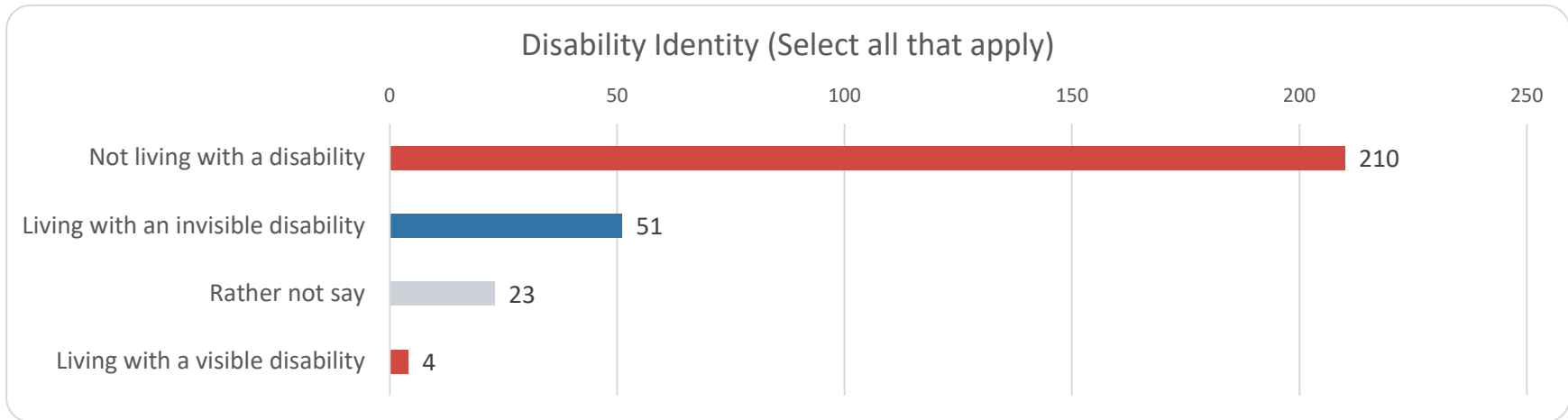
Note: This is a sample of responses we received; duplicate answers and N/A answers have been removed.

5. Do you own or rent the place where you live?



Choice	Responses	
	Own	251
Rent	43	14.3%
Rather not say	7	2.3%
Answered	301	
Skipped	92	

6. Disability Identity (Select all that apply)



Choice	Responses	
	Not living with a disability	210
Living with an invisible disability	51	17.8%
Rather not say	23	8.0%
Living with a visible disability	4	1.4%
Answered	287	
Skipped	106	

7. Please list ADA accommodation requests:

Responses	Text
	Accessible, public restrooms convenient to activity areas Muffled sound no florescent light We want a community center nearby our home. We currently have to travel to NorthEast, South or Eastside for a community center. We do not want any more housing or leased businesses on this property. We want a usable park and a community center for residents of the North End! Wheelchair access Highly legible signage

	<p>Parking</p> <p>Disabled parking spots</p> <p>Hearing loss</p> <p>Ramps and curb cuts</p> <p>10 minute walk to level park and open space. Puget Sound Reserve nor school grounds in Proctor offer safe places to sit/walk for seniors.</p> <p>Bike friendly</p> <p>Wheelchair and disabled parking</p> <p>Wheelchair Accessibility</p> <p>Wheelchair accessible bathrooms for public use.</p> <p>Vision</p> <p>Sidewalks that actually go somewhere (note City Planning and Public Works)</p> <p>Vision impairment and auditory impairment</p> <p>Develop the site for universal access</p> <p>Site and building access. Drop off zones, bus stops, vehicle parking for disabled, acoustical shielding, biophilia/ landscaping</p> <p>Deaf</p> <p>Park seating, public restrooms</p> <p>Sensory considerations like loud noises</p> <p>Contiguous sidewalks with curb cuts</p> <p>My husband is disabled</p> <p>No stairs, plenty handicap parking, easy access for disabled in wheel chair. Plenty of seats or benches for those that need to sit often. Also something that even handicap can participate.</p> <p>Wheelchair</p> <p>Please make space completely ADA compliant with all people entering from the front and not making ramps to the back or in odd areas</p> <p>I require early boarding of flights due to a panic disorder, I have an emotional support dog. And in workplaces I could not be in high risk activities due to a medication that renders painkillers useless.</p> <p>Elevator, Ramp, ADA Restroom</p>
Answered	90
Skipped	593

Note: This is a sample of responses we received; N/A answers have been removed.

8. Primary language spoken at home:

Responses	
English	212
German	1
Dutch	1
Swedish	1
Answered	216
Skipped	177

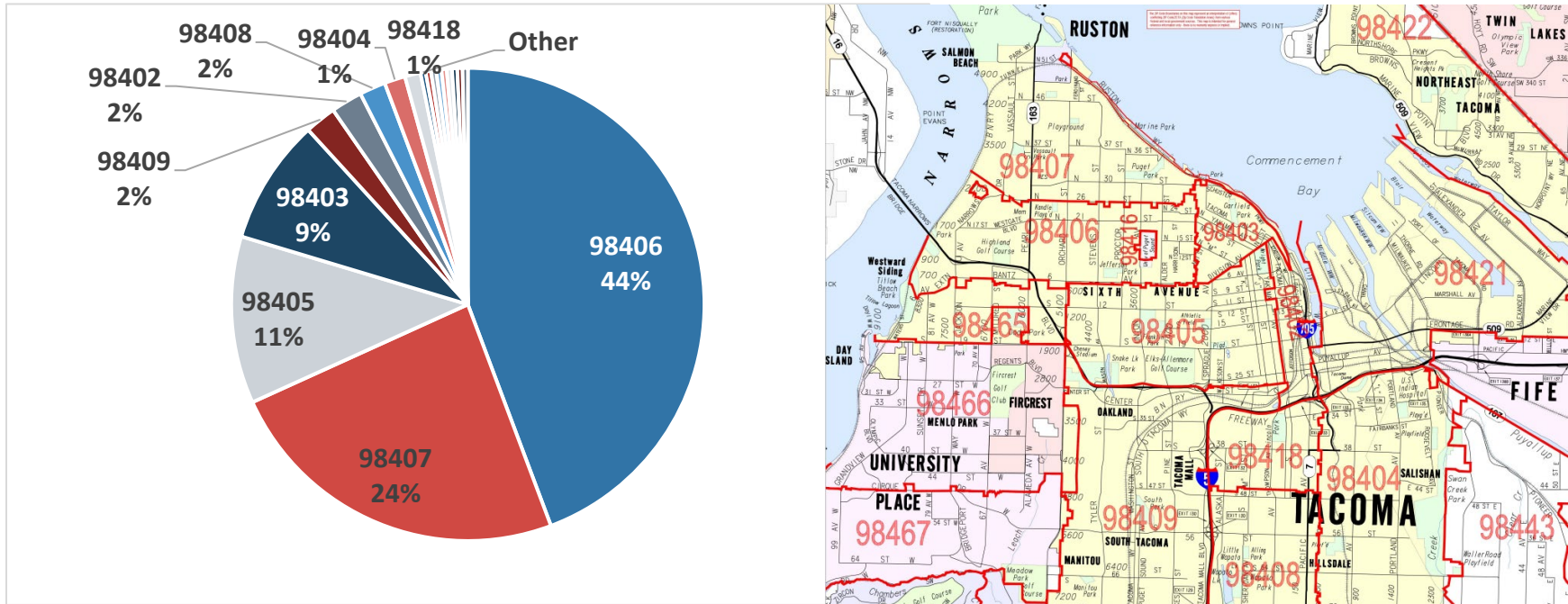
Note: N/A answers have been removed.

9. Additional languages spoken at home:

Responses	<p>Yiddish, Ebonics, AAVE</p> <p>Spanish</p> <p>Farsi, Spanish</p> <p>Spanish</p> <p>Spanish</p> <p>German</p> <p>Spanish</p> <p>Spanish</p> <p>Khmer</p> <p>Spanish</p> <p>French</p> <p>Japanese</p> <p>Spanish</p> <p>Spanish</p> <p>Spanish</p> <p>French</p> <p>Spanish</p> <p>Spanish</p> <p>Spanish</p> <p>Spanish</p> <p>Portuguese</p> <p>English, Japanese, Korean</p> <p>Korean</p> <p>Spanish</p> <p>English. Spanish.</p> <p>Spanish</p> <p>French and ASL</p> <p>Sign</p>
Answered	42
Skipped	351

Note: N/A answers have been removed.

10. What is your ZIP Code?



Choice	Responses	
98406	124	44.3%
98407	67	23.9%
98405	32	11.4%
98403	24	8.6%
98409	6	2.1%
98402	6	2.1%
98408	5	1.8%
98404	4	1.4%
98418	3	1.1%
98335	1	0.4%

98306	1	0.4%
98499	1	0.4%
98444	1	0.4%
98466	1	0.4%
98411	1	0.4%
98465	1	0.4%
98421	1	0.4%
97006	1	0.4%
Answered	280	
Skipped	113	