



October 29, 2021

The Honorable Mayor and City Council
City of Tacoma
747 Market Street, Suite 1200
Tacoma, WA 98402

RE: TODAG Progress Report No. 3 – Tacoma TOD Toolkit

Honorable Mayor Woodards and Members of the City Council,

On behalf of the Transit-Oriented Development Advisory Group (TODAG), we are submitting for your consideration the attached Progress Report No 3 – Tacoma TOD Toolkit.

The TODAG has issued Progress Reports No. 1 in May 2020 and No. 2 in October 2021, summarizing our current thoughts and recommendations concerning Sound Transit's Tacoma Dome Link Extension (TDLE) project. As documented in both reports, we have established the following TOD Design Principles as the primary tool to evaluate TDLE's Tacoma Dome and Portland Avenue station areas: (1) Multimodal Connectivity and Integration, (2) Economic Development Opportunities, (3) Placemaking and Urban Form, (4) Social and Cultural Vibrancy, and (5) Community Benefit.

This Progress Report No. 3 is a document that reflects our deliberations, through a 3-session TOD Roundtable, of these design principles and their applicability in the City of Tacoma. It is a whitepaper that offers a baseline measure as the first step in growing great places that promote transportation choices, housing and employment opportunities, cultural vibrancy, and resilient communities. More importantly, it is a toolkit and a multi-purpose platform for evaluating TOD implementation strategies.

As a toolkit, the "Tacoma TOD" document:

- Elaborates the benefits, evaluation criteria, implementation strategies, and "What does it mean for Tacoma?" associated with each of the five TOD Design Principles;
- Establishes evaluation criteria organized in a matrix that serves as a framework for community stakeholders to measure anticipated benefits of plans, investments, and policy changes pertaining to or having an effect on TOD;
- Provides a platform to help the City and its community members partner with transit agencies, private developers, and other stakeholders to organize communication to decision makers and confirm City and community values;
- Suggests practical ways to align drivers, mitigate risks, define roles and responsibilities, and clarify the decision making process and project timeline that are critical to implementing a successful TOD; and
- Recommends projects worth pursuing and highlights the role the City and its departments can take over the life of these multi-year and phased projects.



Mayor and City Council

TODAG Progress Report No. 3 – Tacoma TOD Toolkit

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In anticipating transit oriented communities in Tacoma, the Tacoma TOD Toolkit provides for what we might envision in such communities as well as a way to create an ongoing dialogue that helps leverage forthcoming transit and transportation investments. We recommend that:

1. The City Council should adopt the Tacoma TOD Toolkit as an implementing strategy of the One Tacoma Comprehensive Plan.
2. The toolkit should be utilized to its best and fullest potential, in manners such as but not limited to:
 - a. Use the toolkit in the continued review (by TODAG or its successor, community groups, and stakeholders) of the TDLE, the Bus Rapid Transit project, and the Puyallup Avenue Design Project;
 - b. Make the toolkit available for every developer making an inquiry with the City for potential project development in the TOD neighborhood;
 - c. Add the toolkit to the guiding principles or review tools used by the Transportation Commission, the Planning Commission, and other appropriate citizen’s advisory groups and staff members; and
 - d. Share the toolkit with other jurisdictions and stimulate constructive dialogues about TOD principles, TOD projects, and TOD neighborhoods.
3. The toolkit should be well utilized, maintained, and kept current by appropriate advisory group(s) and/or staff team(s) as assigned by the City Council.

The City Council’s Resolution No. 40303 (April 16, 2019) requires that “proposals by the TODAG will be forwarded to and reviewed by the City’s Transportation Commission, for concurrence with adopted transportation and land use plans and policies.” The Transportation Commission has reviewed the draft Tacoma TOD Toolkit in August-September 2021 and provided comments and suggestions, which have been addressed in the attached final version.

If you have any questions, please contact TODAG’s staff liaison, Brian Boudet, Planning Division Manager, Planning and Development Services Department, at (253) 573-2389 or bboudet@cityoftacoma.org.

Respectfully,



Imad H. Bahbah, AIA
Chair



Donald K. Erickson, AICP
Vice-Chair

Enclosure:

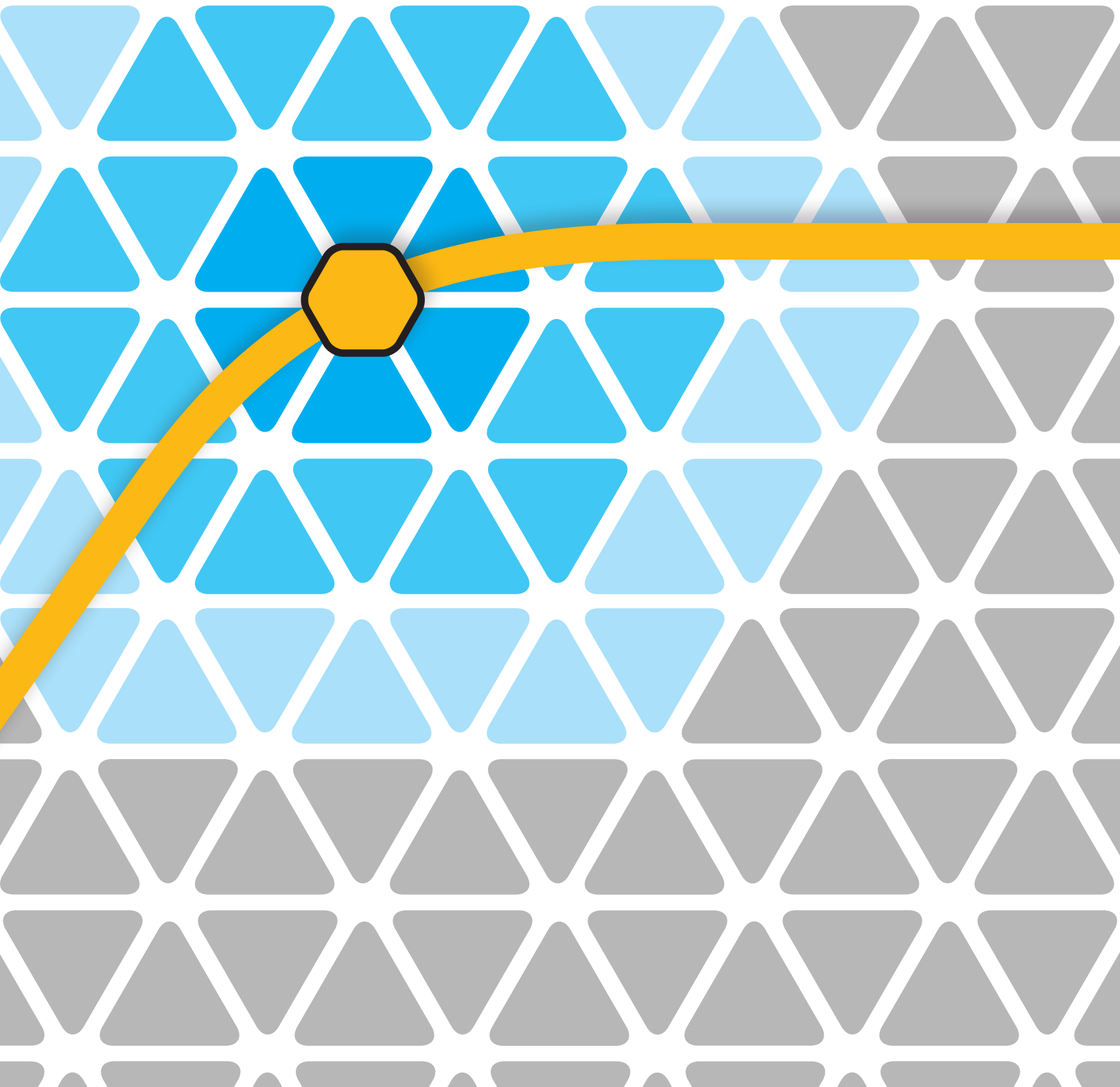
- TODAG Progress Report No. 3 – Tacoma TOD Toolkit, October 2021
- c. Elizabeth Pauli, City Manager
Brian Boudet, Planning Manager, Planning and Development Services Department
Tacoma Planning Commission
Tacoma Transportation Commission

TACOMA TOD

Oct
2021

ANTICIPATING TRANSIT ORIENTED COMMUNITIES IN THE CITY OF TACOMA

A first step in growing great places that promote transportation choices, housing and employment opportunities, cultural vibrancy, and resilient communities.





Acknowledgement

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Jill Sherman, Gerding Edlen

Pat Beard, City of Tacoma

Session #2 (February 22, 2021)

Maggie Moore, Puget Sound Regional Council

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Introduction

Transit Oriented Development (TOD) is the practice of concentrating land uses such as housing, retail, and offices near transit nodes to support transit access, ridership, and improve public health outcomes. When guided by a cohesive vision, TOD has a strong track record of delivering on many social, financial, and environmental benefits and greatly contributing to civic engagement, community cohesion, and public health.^{1,2} TOD also represents a critical opportunity to strive for social equity, racial justice, and a fair and inclusive urban environment.

TODs follow a set of universal principles. They are walkable, pedestrian-oriented environments, that comprise a mix of uses, incomes,

1) *Measuring Benefits of Transit Oriented Development*, Mineta Transportation Institute, 2014

2) *Transit Oriented Communities: a Blueprint for Washington State*, Transportation Choices Coalition, 2009

and densities that support transit use³ while recognizing and building on the existing land use context. Studies show, that in a TOD, the character of the built environment matters. These are places that by design, allow people to drive less and walk more. To achieve a functioning “TOD environment” isn’t always easy.

3) *The Growing Transit Communities Strategy and Transit Supportive Planning Toolkit*, Puget Sound Regional Council, 2013

Well coordinated land use and transportation planning is fundamental, and the practice of valuing public-private partnerships, flexibility and creativity can make the difference between a compelling transformation or business as usual. Our conception of TOD is a holistic approach; spanning beyond individual sites to encompass the local community or district and the residents, property owners, developers and public sector.



Orenco Station Plaza (2015), Hillsboro OR

A mix of housing types, creatively addressing parking, and creativity of street grid with great pedestrian amenities including live/work and retail spaces to activate streets makes Orenco station a pioneering model of TOD.

We acknowledge that we are on the traditional homelands of the Puyallup Tribe. The Puyallup people have lived on and stewarded these lands since the beginning of time, and continue to do so today. We recognize that this land acknowledgement is one small step toward true allyship and we commit to uplifting the voices, experiences, and histories of the Indigenous people of this land and beyond.



TOD advisory group

The Tacoma TOD Advisory Group, established by City Council in 2019 per Resolution No. 40303 was tasked to review three current projects: the Tacoma Dome Link Extension (TDLE), the Pierce Transit Pacific Avenue Bus Rapid Transit (BRT) project, and the City's pending Puyallup Avenue design project. A two year process assessing transportation project designs, and deliberating TOD principles and applicability in Tacoma through a 3-session TOD Roundtable has resulted in this tool kit.

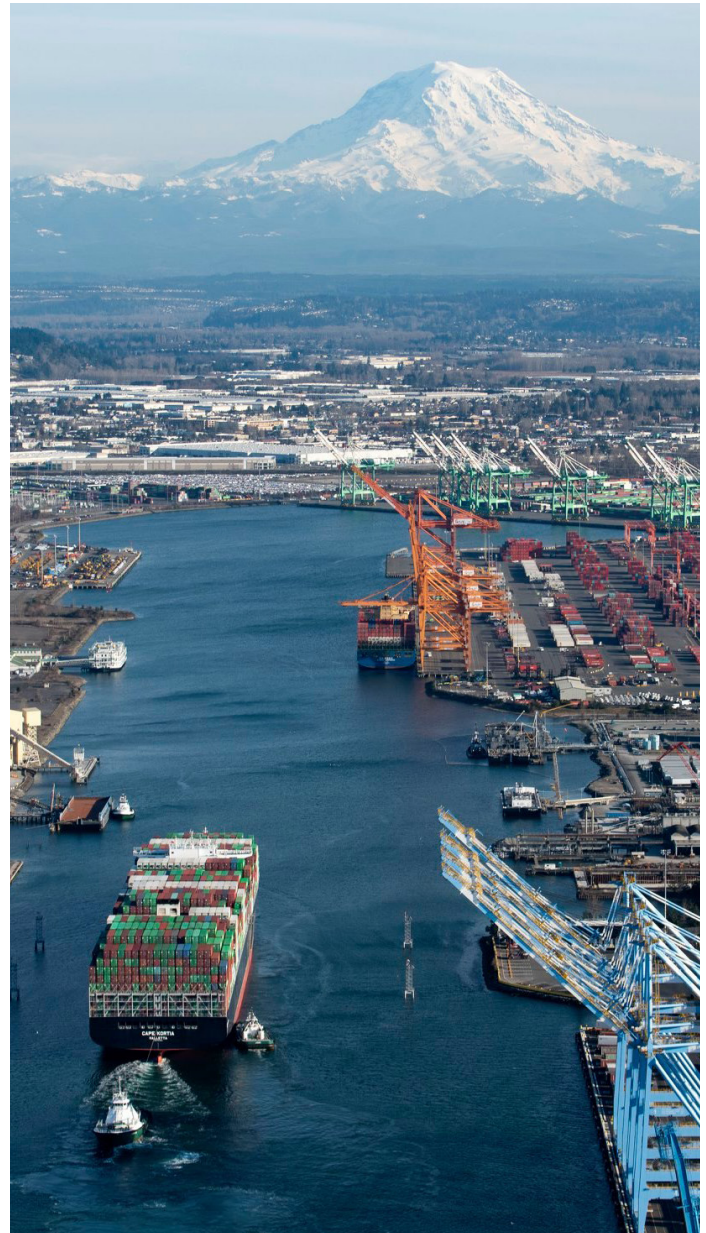
This paper offers a baseline measure for what we might envision in our transit oriented communities as well as a way to create an on-going City dialog that helps leverage forthcoming transit and transportation investments.

The Tool Kit: Consistent with Sound Transit's TOD approach¹ and the Puget Sound Regional Council (PSRC) Regional Transportation Plan², the following provides a "primer" to summarize what, how and why we should consider local social, cultural and community priorities as we design and implement our transit projects.

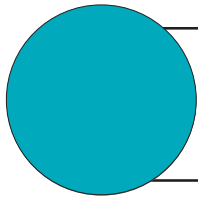
1. Five principles help us understand the benefits of a TOD approach, and provide evaluation criteria that help the city and its community members engage productively with proposed infrastructure projects.
2. A sample evaluation framework offers a method to promote, illustrate, and refine projects by assessing proposed project alternatives.
3. An implementation discussion highlights the role the city and its departments can take over the life of these multi-year and phased projects.

1) *Transit-oriented development: Boosting ridership and creating vibrant neighborhoods within walking distance to transit*, Sound Transit, 2021

2) *Regional Transportation Plan*, Puget Sound Regional Council 2018

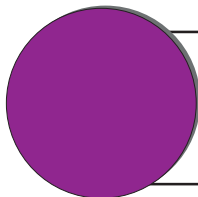


Principles



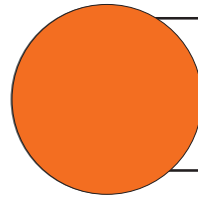
1. MULTIMODAL INTEGRATION

The access needs of all users of the space should be organized and prioritized within a single cohesive system. Transfers from one transportation mode to another should be legible, safe, transparent, and convenient.



2. ECONOMIC DEVELOPMENT

Enable opportunities for new or stabilized housing, employment, community assets and civic uses, as appropriate per TOD area. Work with project partners to improve outcomes for all.



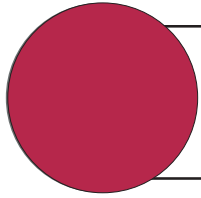
3. PLACEMAKING AND URBAN FORM

Apply pedestrian-oriented urban design that frames, connects, and activates civic spaces, transit nodes, and local destinations.

Principles drive strategies for long term

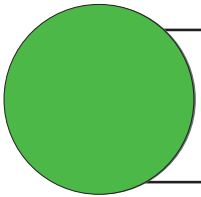
The city of Tacoma's Transit Oriented Development Advisory Group (TODAG) endorses the five principles to guide TOD throughout the City of Tacoma. Benefits, evaluation criteria, and strategies for each principle are expanded on in the following pages. Note that not all principles will be applicable in all phases of transit and transportation infrastructure decision making.

TODAG



4. SOCIAL AND CULTURAL VIBRANCY

Celebrate the cultural attributes of a space and its users through artwork and open space programming. Retain, protect, and celebrate historic structures.



5. COMMUNITY BENEFIT

Help achieve long standing community objectives and work with project partners to incorporate these ideas into neighborhood planning.



1. Multimodal Integration

EVALUATION CRITERIA

When evaluating projects or alternatives in the TOD area, consider how they relate to the following aspects of multimodal integration:

- **Direct and Convenient Transfer:** Does the design enable direct and safe connections between different modes? Is it well connected to the street network? Do paths provide high visibility and shorter walks?
- **Legible:** Does the design provide for legible wayfinding and intuitive navigation to, from, and within the site? Does the design reduce leftover spaces, or confusing paths of travel?
- **Safe:** Does the design prioritize ease of access by pedestrians, cyclists, and people experiencing disability? Does it reduce or mitigate conflicts? Does the plan include safe, frequent and convenient crossings and sidewalks? Can a user of the space see and be seen by others without cameras?
- **Accessible:** Does the design improve on traffic and other modes' circulation and management needs (access to parking, station or entertainment activities)?

- OPPORTUNITY TO FOCUS INVESTMENT
- TRANSIT IS MORE TIME COMPETITIVE AND EFFICIENT
- GREATER CONVENIENCE AND ACCESSIBILITY
- CONCENTRATED SERVICES FOR TRAVELLERS
- PEDESTRIAN ACTIVITY ACTIVATES PLACES
- REDUCED CONFLICTS AND COLLISIONS



Lincoln Yards Station (2021), Chicago IL

What: Modal integration supports continuity of experience for the transit user. It helps encourage transit use by providing for the comfort and convenience of access from one mode to another. Multimodal environments enhance flow within or between modes (walk, bike, auto, transit, etc.) and services such as transit, shared use mobility, passenger drop offs, and last mile connections from the surrounding area.

Why: Studies show that high quality (relatively fast, convenient, comfortable and integrated) transit can attract discretionary travelers who would otherwise drive. This reduces traffic problems including congestion, parking costs, accidents and pollution emissions.¹

How: Means to achieve good modal integration include schedule and fare coordination, comfortable and safe

places to wait between connections, signage, and accessible non-motorized facilities.

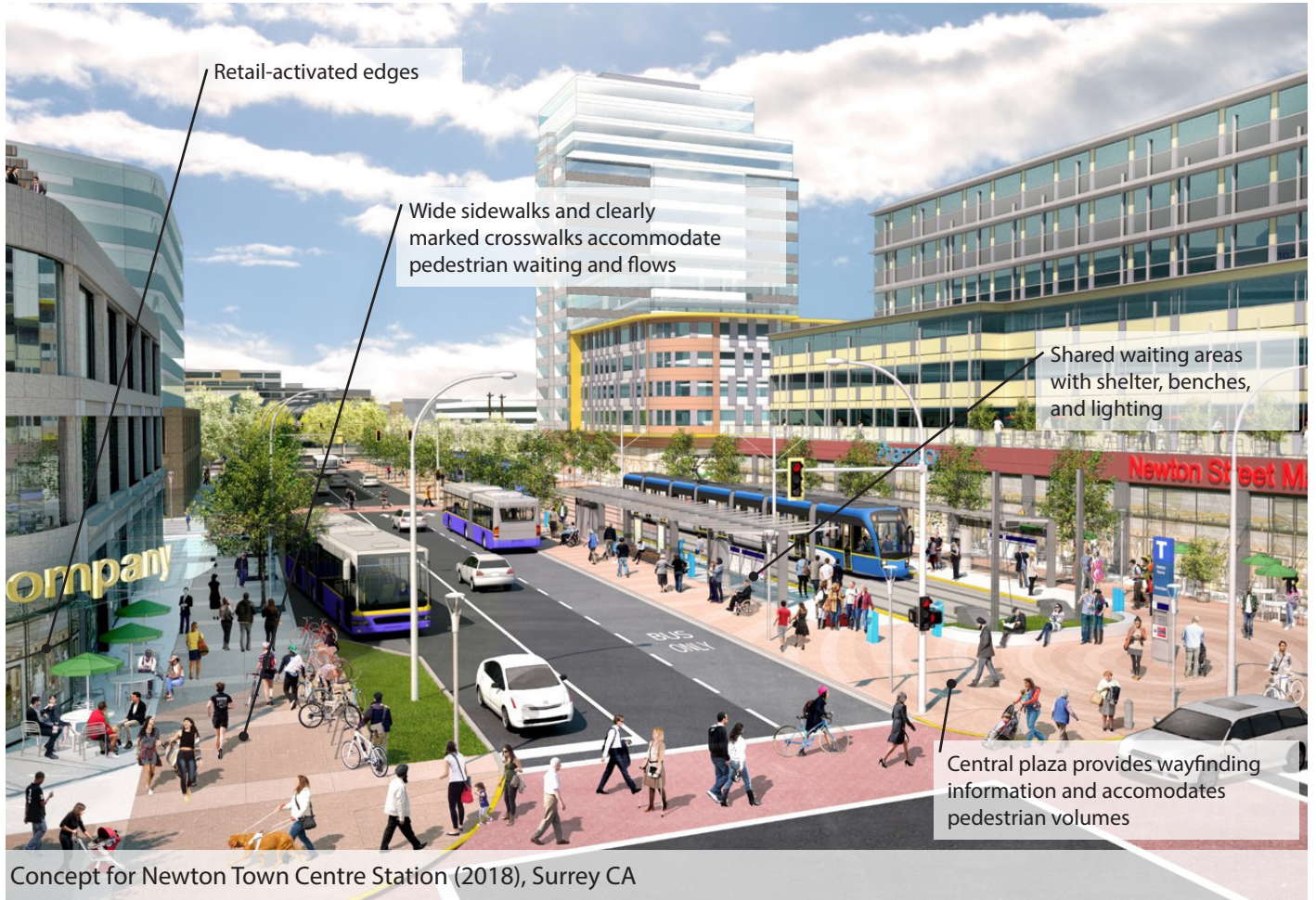
What does this mean for Tacoma? There is a strong convergence between the urban design strategies that promote multimodal integration and those that promote good placemaking and transit oriented communities.

When designing new transportation projects, priority should be given

¹ Victoria Transportation Institute Evaluating Public Transit Benefits and Costs, <https://www.vtpi.org/tranben.pdf> p3

ULTIMO

tion



to the quality of the transit user's experience, with consideration given to treatments that make places feel integrated. This approach helps ensure places work together despite being made up of a diverse set of actors or modes, including regional commuter or light rail, street car, and local bus service.

The design of each site and corridor must make tradeoffs around the allocation of right of way between modes, and must be responsive to a

clear modal hierarchy. The City has already taken steps to define this in its Comprehensive Plan.

Multimodal hubs are an opportunity for Tacoma to draw on its partnership with the Vision Zero Action Network to implement design features that prioritize pedestrian safety.² Modal integration requires strong collaborations across city departments and transit agencies in

2) *What is Vision Zero?*, Vision Zero Network, 2018

all areas of service.³

Design of individual elements should be informed by current industry best practices such as the National Association of City Transportation Officials' Urban Street Design Guide⁴ as well as anticipate the array of potential future needs regarding freight, delivery, autonomous vehicles, and other innovations.

3) *The Path to Partnership: How Cities and Transit Systems Can Stop Worrying and Join Forces*, Transit Center, 2018

4) *Urban Street Design Guide*, NACTO, 2013

2. Economic Development

EVALUATION CRITERIA

When evaluating projects or alternatives in the TOD area, consider how they relate to the following aspects of economic development:

- **Enable Future Investments:** Does the design leave residual parcels of a size, geometry, and relative orientation to the station favorable for development?
- **Permit Higher Intensity Uses:** Is market-appropriate height and density permitted, and is there infrastructure to support it? Have parking requirements been reduced?
- **Strategic Employment Opportunities:** Does the TOD provide a place-appropriate balance of housing and employment? Is there space for civic services and amenities? Is there a wide range of employment opportunities?
- **Phasing:** Are retail and services targeting riders in place upon station opening? How will construction staging and surplus property be handled? Does new development have a transportation demand management (TDM) strategy that leverages the station?

- GREATER RETURN ON TRANSIT INVESTMENT
- MORE AMENITIES FOR TRAVELLERS AND COMMUNITY
- MORE FUNDING FOR PUBLIC SPACE IMPROVEMENTS
- MORE HOUSING AND EMPLOYMENT OPPORTUNITIES
- DEVELOPMENT OF LOCAL EMPLOYMENT
- INCREASED CITYWIDE ECONOMIC HEALTH



Aker Brygge (2015), Oslo NO

What: Transit infrastructure, like other transportation infrastructure, represents a major public investment both in terms of tax dollars and time. Paying special attention to economic development opportunities broadens access to this public investment, and can help to further attract significantly greater sums of private investment. The focus also helps cities achieve complementary, time-appropriate actions over the full life cycle of project development.

Why: Access to higher-order transit enables a greater intensity of and mix of uses. This results in a compounding economic benefit of well-planned density. Studies show that as economic activity intensifies, the amount of external economic development generated increases.¹ In TODs, the diverse concentration of market-appropriate uses is a significant factor in reducing car dependency as the transit itself. When planned and executed well, more people will choose to stay, walk and

spend their dollars locally than drive elsewhere.²

How: A focus on public investments that maximize private dollars helps to make constrained public resources go further. Understanding the project's phasing, and engaging in multi-agency coordination for partnerships can result in more effective investments around transit expansions.

1) *Agglomeration, Productivity, and Transportation Investment*, Journal of Transport Economics and Policy, 2007

2) *Transit Might Not Be Essential To Transit Oriented Development*, Bloomberg CityLab, 2013

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TODs also benefit from district land use strategies from parking to housing to employment strategies. For example, parking near a transit station can be carefully managed as a district asset.³ This in turn reduces the burden for each site's provision of parking.

Similarly in locations that have not yet seen property value increases due to transit investment, strategies can be implemented before, during, and after the project to avoid residential

3 Access and Parking strategies for TOD <https://todresources.org/resources/access-and-parking-strategies-for-tod/>

or economic displacement, and reinforce long term affordability.

What does this mean for Tacoma? Tacoma's transportation investments should enable a dense⁴ and diverse mix of uses and align with regional goals for housing and jobs. Density within a quarter mile of a station should be at least 30 housing units per acre or 50 employees per acre⁵ to support the station. Economic Development opportunities must

4) *The simple math that can save cities from Bankruptcy*, Bloomberg CityLab, 2012

5) *TOD Toolbox - Chapter 4*, Citizens for Modern Transit, 2011

be sensitive to their local context. The City should consider how economic development opportunities can account for the changes to land value over time, and work with neighborhood organizations, residents, and property owners to plan for the sites⁶ best poised to take advantage of transit ridership.

6) *The Impact of Transit-Oriented Development on Residential Property Value*, University of Washington, 2015

3. Placemaking and U

EVALUATION CRITERIA

When evaluating projects or alternatives in the TOD area, consider how they relate to the following aspects of placemaking and urban form:

- Enhance District and Neighborhood Identity: Does the plan draw upon and reinforce existing neighborhood assets?
- Create a Great Public Realm: Are streets, parks, and civic open spaces framed, activated, and well connected to the transit node and existing or future development? Do they prioritize the experience of the pedestrian? Is parking tucked away?
- Responsive Station Design: Does the station design, location, and orientation enhance the public realm?
- Systems of Elements: Consider the quality and approach to public art, benches, shelter, paving, lighting, wayfinding, etc.

- PROVIDES SPACE FOR OUTDOOR COMMUNITY PROGRAMS
- INFRASTRUCTURE APPROPRIATE TO PLACE
- EASY TO NAVIGATE
- CONTRIBUTES TO LOCAL NEIGHBORHOODS
- ENHANCES LAND VALUE AND PROMOTES DEVELOPMENT
- SAFE AND WELCOMING URBAN ENVIRONMENTS



Bajos Puentes Underpass Program (2013), Mexico City MX

What: “Placemaking” is a term popularized by the NYC nonprofit Project for Public Spaces (PPS). This practice is responsive to and builds from careful observation of how people use urban spaces. Over the past half century, “placemaking” has evolved into an inclusive community approach that is realized via both urban design and programming of public spaces.¹

1) *What is Placemaking?*, Project for Public Spaces, 2018

Why: A placemaking approach is not just about the design of the physical environment, but also calls attention to the user, and how appropriate programs, maintenance and care contribute to vitality, upkeep and a place’s long term stewardship.

How: Great places are those that naturally protect, comfort, and delight their occupants² and successfully apply design elements that shelter

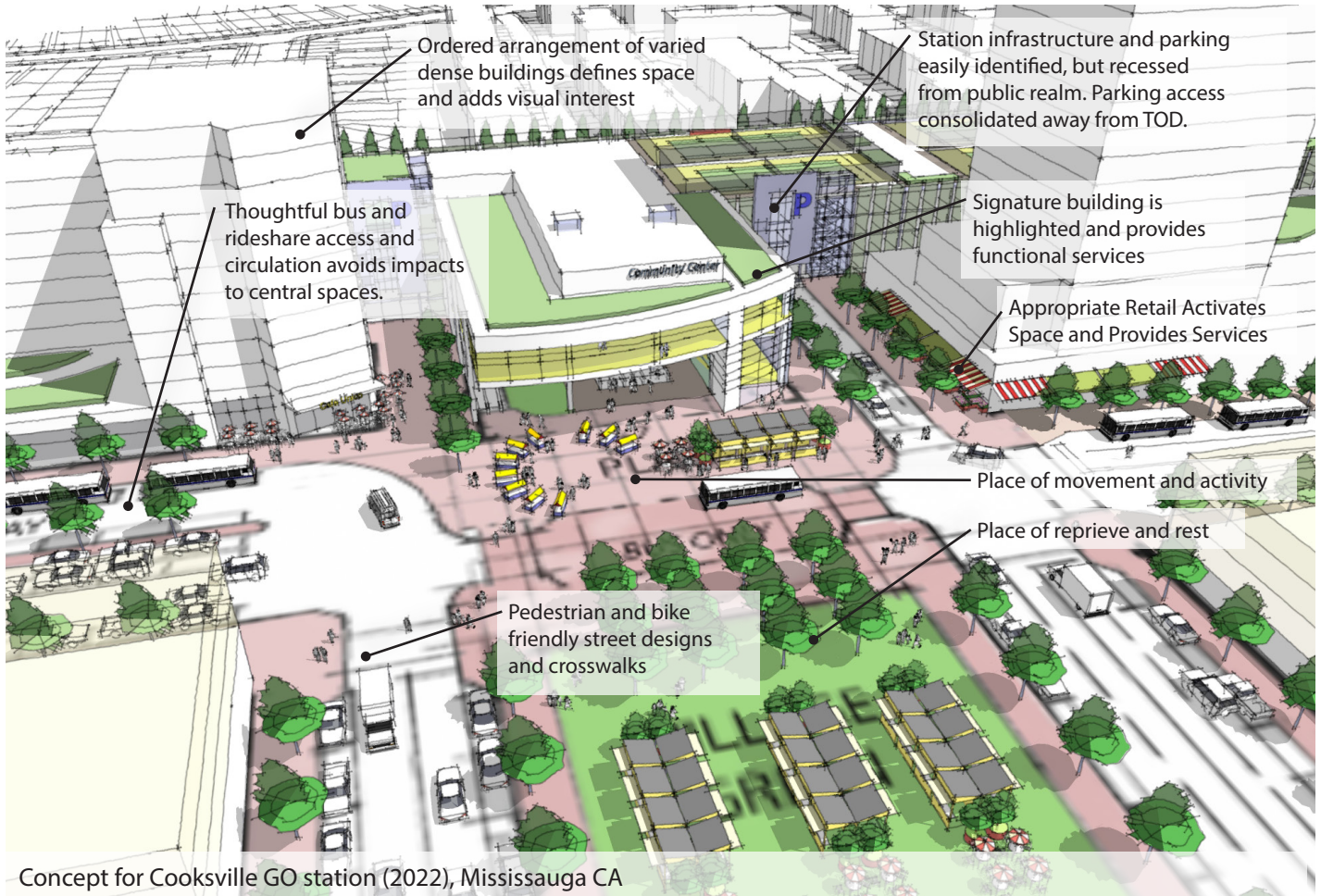
2) *Seattle – Public Space Public Life*, Gehl Architects, 2009

users from wind, rain, noise, and the impacts of traffic. Great places also host opportunities to sit, walk and observe the built environment that is appropriately scaled, arranged, and sited for a comfortable and interesting experience.

What does this mean for Tacoma? What if all our neighborhoods were designed to be great places?

Siting transportation infrastructure can make use of placemaking

Urban Form



Concept for Cooksville GO station (2022), Mississauga CA

practices in both urban design and programming. Transportation infrastructure siting and design should follow at minimum, best practices around pedestrian comfort and safety - i.e. design for a sense of enclosure,³ provide a sequence of legible, human scaled connections, and support our natural tendencies for privacy, prospect, surveillance,

3) *Getting Enclosure Right: Creating a Comfortable Public Room*, Michigan State University, 2014

and engagement. Where “leftover” spaces cannot be avoided, they should be mitigated by a high quality of design and programming.

Similarly, attention to detail, material choice, aesthetics, scale, and quality are essential to placemaking. In coordination with agencies, the city can develop working design guidelines and principles to help achieve a TOD as a “great place.”

Regulatory policy (TOD Overlay Zones, Design Review, Design Guidelines) may apply in these areas, as well as active coordination with private and community partners.

4. Social and Cultural

EVALUATION CRITERIA

When evaluating projects or alternatives in the TOD area, consider how they relate to the following aspects of social and cultural vibrancy:

- **Support Culturally Sensitive and Significant Resources:** Does the plan enhance views to built and natural landmarks? How does the plan address tribal trust lands and other tribal cultural resources? Does it promote the viability and use of city designated historic structures?
- **Public Art Enhancements:** Is public art or opportunities for public art considered as part of the project? Can public art be used to reorient visual impacts of infrastructure into a community benefit?
- **Street Level Activation:** Does the station design, location, and orientation promote ground-level activation? Do structures near the station have ground level retail or programmable community space? Are plazas and open spaces activated through active edges, art, or programming?

- RETAIN AND GROW CULTURAL CAPITAL
- FOSTER SENSE OF OWNERSHIP AND BELONGING
- A MORE VIBRANT, UNIQUE PUBLIC REALM
- STIMULATE CULTURAL TOURISM
- RECOGNIZE HISTORICAL LEGACIES
- CONTINUE TO TELL THE STORY OF PLACE



Carrollton Station (2010), Dallas TX

What: Tacoma has a rich history, changing from a Puyallup tribe settlement, to Railroad boom town, to today's port and military industries, tourism, education, and arts based revival. Made up of distinct neighborhoods, Tacoma's new transit and transportation investments offer opportunities to enhance neighborhood characteristics, cultural expression, as well as celebrate its past through historic preservation.

Why: Public transit systems act as recognizable symbols for cities, attracting local riders, tourists, and attendees of national and international events. Architecture and the urban landscape surrounding transit centers represent an opportunity to express the cultural attributes of the place.

Public Art in particular been shown to be one of many ways transit agencies and communities can work together to mediate change, and knit new

infrastructure into neighborhoods. Beyond just an aesthetic treatment, Public Art also contributes to the creation of a welcoming experience for passengers, station identity and legibility, and can activate public spaces through both interaction and engagement.^{1,2}

New infrastructure may impact identified historic resources in some areas. As feasible, TOD planning

- 1) *Art in Transit*, The Artful City, 2016
- 2) *Dawoud Bey on Crown Fountain and New Burnham Pavilions*, Chicago Now, 2009

Vibrancy SOCIALA



should integrate transit infrastructure with historic resources. Historic preservation has been shown to result in broad benefits including job creation, property value stabilization and growth, cultural tourism as well as a host of sustainability benefits.^{3,4}

How: Giving a community the

3) *Sustainability and Historic Preservation*, Washington State Department of Archaeology and Historic Preservation, 2011

4) *Economic Impact of Historic Resource Preservation*, California Cultural and Historical Endowment, 2012

opportunity to collaborate on distinctive station or project design opportunities results in a direct, visible, and tangible way to establish the social health and cultural identity of a TOD. This process also helps build long standing working relationships between organizations, individuals, and agencies and provides ways for a community to grow and collaborate together.^{5,6}

5) *Why Public Art Matters*, Americans for the Arts, 2018

6 Best Practices for Integrating Art into Capital Projects, APTA, 2013

What does this mean for Tacoma? Infrastructure investment offers an opportunity to highlight historic and/or cultural resources of an area. Projects (often during the final design of project) can bring forward historic and cultural character through art, street level activation, and highlighting historic resources.

5. Community Benefits

EVALUATION CRITERIA

When evaluating projects or alternatives in the TOD area, consider how they relate to the following aspects of community benefit.

- **Employment:** Will the project protect and enhance living-wage jobs and community anchors such as professional services, skilled trades, or major institutions?
- **Affordable Housing:** Will the project remove affordable housing, or contribute to neighborhood affordability objectives?
- **Consistency with City Plans:** Is the project consistent with the vision and goals of city and neighborhood planning documents?
- **Local Business:** Does the project include mitigations or strategies to retain, foster, or attract local businesses?
- **Community uses:** Are there opportunities for community programs as associated with the project- i.e. farmers markets, outdoor concerts, movie nights, or desired uses?

- MORE COMMUNITY AMENITIES AND ASSETS
- INVESTMENT IN SOCIAL INFRASTRUCTURE
- INCREASED SOCIAL EQUITY
- COMMUNITY PRIDE AND IDENTITY
- ADVANCE CITYWIDE GOALS AND POLICIES
- MORE RESPONSIVE TO COMMUNITY CONCERNS



Sustainable Urban District (2007), Vauban Germany

What: Beyond just the cost savings in household expenditures associated with living or working near transit, Community Benefits associated with a TOD might include enhanced environmental performance for buildings (helping to meet LEED or other climate resiliency standards), provision of certain types of housing (affordable, family, student, and senior), and improved connections to community assets (grocery store, schools, libraries or institutions), and supporting child centered and aging

in place best practices. However, what is most relevant, or feasible to each project site or TOD depends on its location and context. For example, one location may seek to catalyze new affordable housing through a joint development, while another seeks to enhance employment opportunity, while another would like access to open space.

Why: Transportation-related public investment can spur development of

infrastructure and/or attributes that complement transit service. This can help meet long standing, or newly identified community objectives.

How: Community Benefit can be achieved through smart planning, regulatory requirements, incentives, partnerships and other mechanisms. In many locations Community Benefit is tied to the increase in land value that results from public infrastructure investment.

COMMUNITY



Wyandanch Village (2016), Long Island NY

A Case Study: During the design process, Wyandanch Station in Long Island was oriented to open onto a large parcel assembly, now known as Wyandanch Village, shown above. It contains public art, outdoor programming, and ground level retail that help to bring the community into the station.

Sidewalks and streetlights provided by the project were also greatly needed by the neighborhood. The central community space now

has flexible year-round programming, such as ice skating in winter and concerts in summer. The outcome was the result of public-private partnerships and a process led by local community leaders. It was also an opportunity for the county to achieve its goals for more multi-family and affordable housing.

What does this mean for Tacoma? Community priorities should be defined within a neighborhood planning process, and can also help mitigate the growing intensity of use introduced by TOD and transit.



Evaluation

Evaluation criteria serves as a framework for Tacoma to measure anticipated benefits of plans, investments, and policy changes pertaining to TOD.

This matrix can be used by community stakeholders to compare plans or strategies anticipated to have an effect on a TOD. The aim of this matrix is to organize communication to decision makers and confirm City and community values. Communicating stakeholder feedback and the outcomes of planning processes in a timely and organized matter is a critical part of achieving successful implementation. The matrix is designed to be flexible - it could contain anything from a numerical scoring system to qualitative notes depending on the specific comparative evaluation need.

The matrix can be filled out individually and compiled, but may provide more focused direction when filled out as a group in a workshop setting. It is critical that all reviewers have a complete understanding of the alternatives. Where the alternatives are not specific, assumptions should be agreed on and documented by all reviewers.

The TODAG has recently tested the matrix and the evaluation criteria in its review and evaluation of the Tacoma Dome Link Extension (TDLE) project's Tacoma Dome Station Area and Portland Avenue Station Area, as documented in its Progress Reports No. 1 (June 2020) and No. 2 (October 2021), respectively. A combination of three weighting systems (numerical scoring, graphical illustration, and qualitative testimony) was applied and proved to be fairly indicative of the group's general consensus on the subjects under review.

Topic and Evaluator	Alternative 1	Alternative 2	Alternative 3	Alternative 4
MULTIMODAL INTEGRATION <ul style="list-style-type: none"> • Convenient Transfer • Legible • Safe • Accessible 				
ECONOMIC DEVELOPMENT <ul style="list-style-type: none"> • Enable future investments • Permit Higher Intensity Uses • Employment Opportunities • Phasing 				
URBAN DESIGN AND PLACEMAKING <ul style="list-style-type: none"> • Neighborhood Identity • Create a Great Public Realm • Responsive Station Design • Systems of Elements 				
SOCIAL AND CULTURAL VIBRANCY <ul style="list-style-type: none"> • Cultural Resources • Public Art Enhancements • Street Level Activation 				
COMMUNITY BENEFITS <ul style="list-style-type: none"> • City Equity Index and Equity Map • Affordable Housing • Consistency with City Plans • Local Business and jobs • Community uses 				
Assumptions and Notes				

Implementation

Achieving alignment both internally among city departments as well as externally between the city, agencies, and other stakeholders, is critical to implementing a successful TOD.

1. Align drivers and mitigate risks

The city is likely to find the most support where drivers align, and where shared risks can be mitigated. The primary driver for the city is to create a TOD that embodies TOD principles and achieves the land use vision identified by its stakeholders and articulated in its planning policies.

Transit agencies seek reduced cost and time to build capital improvements as well as increasing ridership while minimizing operating costs.

Both Cities and Agencies would like to reduce barriers to access, and both would benefit from designing and delivering projects on time, in budget, and within scope resulting in a high-

quality customer focused system and experience.

Both the City and Transit Agencies are beholden to sources of funding, such as federal grants, which may come with specific stipulations about the process, components, or outcomes of a project. Other stakeholders with different drivers and risks include community residents, regional agencies, and private developers, and business development groups.

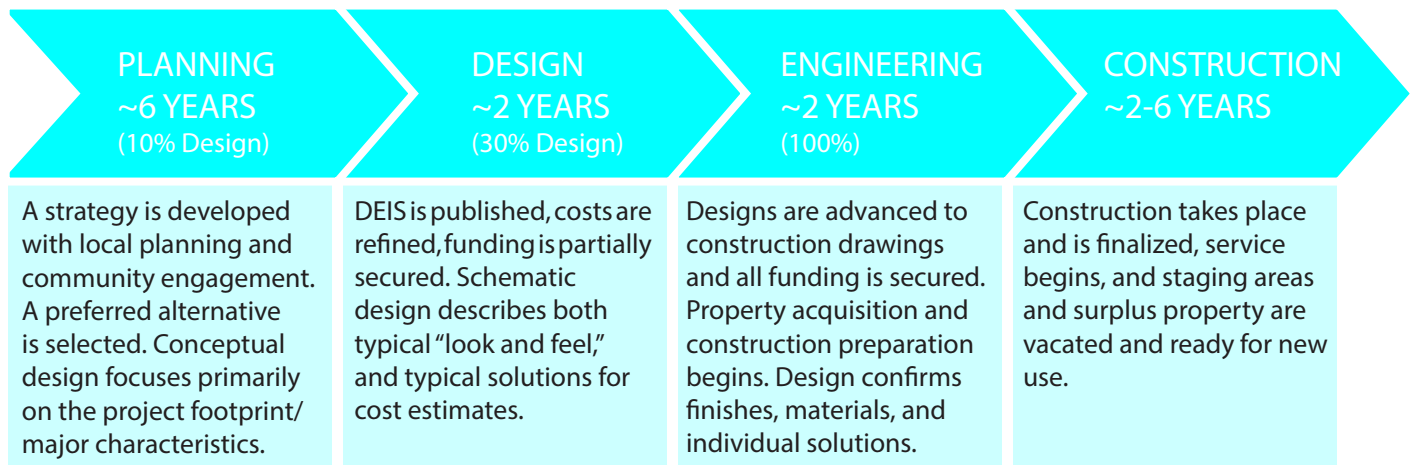
2. Define roles and responsibilities

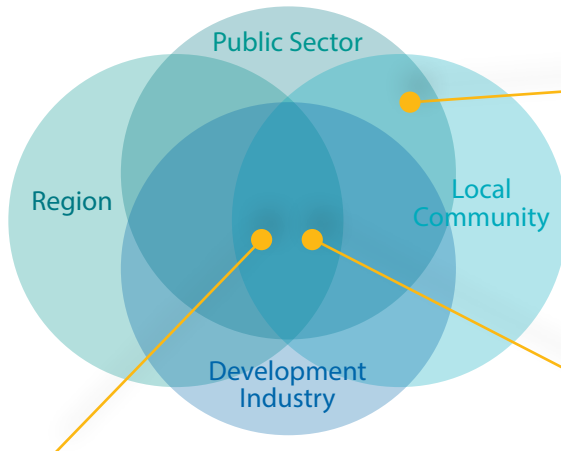
The transit agency plans, constructs, and operates the transit system. Municipalities, aided by the community and advisory groups, articulate a vision for the area and implement land use and transportation policy changes that help to enable this. These policy changes include zoning reform, incentives, and transportation demand management strategies. Roles can overlap and must be negotiated in areas such as the design and implementation of capital improvements to the public

realm surrounding the station. City control of the ROW can serve as a starting point. Ways to accelerate the project, such as early identification of utilities, should be identified.

3. Clarify the decision making process and project timeline

Working with intra-agency and cross departmental teams is a requirement for transit projects. It is important to establish early on who makes what decisions and a joint organizational chart with clearly defined processes for how issues are communicated, escalated, and resolved. This should be closely aligned with a timeline that works backward from the completed vision to define timeframes for key decisions. From here, timelines should be established to ensure decision makers have the information they need including technical data, planning process outcomes, and community feedback in time to make those decisions. For this reason, involvement of subject matter experts early on in the process is critical.





A City/Agency MOU should document concurrence on drivers, roles, decision making, and timelines as early on in the project as possible.



TRANSIT AGENCY
Portland Mall - Portland OR



PRIVATE SECTOR
Waterfront Park - Denver, CO

After Portland Mall was built by the city in the 70s, and light rail was added by TriMet in the 80's and 90's, divestment and maintenance issues accrued. The city and transit agency perceived the mall as needing revitalization, so they partnered in 2009 to undertake a streetscape improvement and modernization project. TriMet led the effort with a team of urban design consultants working in close coordination with the Portland Bureau of Transportation and the local community. The initial project was financed primarily by TriMet, with various departments of the city of Portland taking primary responsibility for maintenance of the corridor. Portland transit mall's unique block-by-block approach provided a cohesive series of improvements, coordinated property owner investments, and improved passenger experience and safety resulting in significantly increased ridership.

Denver's Waterfront Park neighborhood, adjacent to the Union Station depot, was developed over the course of 25 years. Throughout the process, the city worked closely with developers to craft an entitlement process that would ensure project success. Public realm improvements included a major park and a pedestrian bridge. Commons Park, which delivered regional benefits and enhanced connectivity to nearby neighborhoods, was paid for by the city. Millennium Bridge, which connected the station to the development and the park, was financed by both the developer and the city, with the city's stake ensuring iconic architectural quality. The project has generated over 400 million dollars in value and associated tax revenue while often being credited with catalyzing the revival of the wider downtown area. This case study further illustrates how community benefits and economic development reinforce one another.

Looking Forward

Tacoma is not alone in navigating the challenges that face cities around the world. Environmental degradation, the high cost of housing, and barriers to accessing public spaces, services, and employment threaten to undermine the environmental, economic, and social sustainability of the built environment. These are not separate issues, but rather a complex system of interconnected challenges¹.

Tacoma recognizes that Transit Oriented Developments, when properly implemented, provide our neighborhoods and region with an array of well documented benefits and the ability to more efficiently leverage public investment in the built environment. With incoming investment by Sound Transit, Tacoma believes that now is the time to begin planning to maximize the value of this investment in the region's future by ensuring it helps catalyze more livable, diverse, and resilient communities, and a public realm that reflects these values.

This tool kit aims to help the city and its community members partner with transit agencies, private developers, and other stakeholders to improve both the quality and function of the built environment. To that end, Tacoma will develop an integrated land use and transportation framework and approach for TODs that balances public benefits across a multitude of stakeholder priorities. The approach will integrate lessons learned in past projects, build on prior relationships with local stakeholders, actively and creatively grow new relationships, and be tailored to context. TODs will be driven by, and enhance, the unique characteristics and qualities of each place.

1) *The Social Pillar of Sustainable Development A literature review and framework for policy analysis*, Institute of Technology Blanchardstown Dublin, 2014

Next steps for the City of Tacoma may include the following:

- Integrate an equity-rooted approach into the City's upcoming Transportation Master Plan update which positions the city to take a leadership role in the advancement of TOD.
- Conduct subarea planning, massing and connectivity analysis, and parking studies for station areas.
- Develop a workplan to collaborate both interdepartmentally and with external stakeholder groups, including: Residents, Employees, and Local Businesses; Property Owners; Sound Transit; Local Developers; PSRC; Tribal Government; Pierce County; Pierce Transit; Others as needed
- Review, monitor, and develop recommendations for other transportation projects by Sound Transit, the City of Tacoma, and Pierce Transit.
- Continue to refine urban design principles and priorities while integrating Transit Oriented Development into the citywide strategy for 20-minute neighborhood.
- Emphasize meaningful engagement with local communities and the value of design in enhancing cultural vibrancy.
- Further develop an implementation strategy to align drivers and mitigate risks, define roles and responsibilities, and clarify the decision making process and project timeline.
- Develop a capital improvement plan and financing strategies and, if appropriate, a Public Development Authority.
- Advance racial equity, climate resilience and public health and wealth goals through equitable Transit-Oriented Development (ETOD) – the next chapter of TOD: centering equity to eradicate disparities from the first round – as suggested in the City of Chicago's ETOD Policy Plan (www.chi.gov/etod).





City of Tacoma

W A S H I N G T O N