



Agenda

Meeting No. 26: Regular Meeting (Hybrid)

Date/Time: Monday, October 17, 2022, 4:00 pm

Location: Room 248, 2nd Floor of the Tacoma Municipal Building
747 Market Street, Tacoma, WA 98402

Zoom Info: Link: <http://www.zoom.us/j/86940236333>
Dial-in: +1 253 215 8782
ID: 869 4023 6333

ITEM	LEAD	DURATION
Call to Order		
1. Review of Meeting Notes of August 15, 2022 (Attachment 1)		
2. Public Comment (Written comments accepted via e-mail to planning@cityoftacoma.org , due by 12:00 noon of the meeting day)	Chair Bahbah	5 min.
Discussion / Action Items		
1. TODAG Operations: <ul style="list-style-type: none">Draft "TODAG Reshaping and Rescoping Issue Paper" (Attachment 2)	Chair Bahbah, Brian Boudet, Lihuang Wung	30 min.
Communication Items		
1. PSRC Event "TOD For All", Oct. 21, 2022 (free; registration req'd) (Attachment 3)	Lihuang Wung	1 min.
2. Future Agenda Items (tentative): <ul style="list-style-type: none">a. Tacoma Dome Link Extensionb. Puyallup Avenue Design Projectc. Bus Rapid Transit Projectd. Quiet Zonee. Continued Review of ULI Report and Subarea Plansf. TOD Toolkit and TOD Applications Citywideg. Tideflats Subarea Plan and EISh. "Picture Pac Ave" Subarea Plan and EIS	Chair Bahbah and staff	1 min.
3. New Business / Closing Comments	Chair Bahbah	2 min.



Adjournment

Next Meeting:

- Monday, December 19, 2022, 4:00 p.m.

Attachments:

1. Meeting Notes of August 15, 2022
2. Draft "TODAG Reshaping and Rescoping Issue Paper"
3. PSRC Event Flyer – TOD For All, October 21, 2022

CITY of TACOMA
TRANSIT-ORIENTED DEVELOPMENT ADVISORY GROUP (TODAG)
MEETING NOTES

(Draft)

MEETING NO.: 25
MEETING DATE: August 15, 2022

Members Present: Chair Imad Bahbah, Daren Crabill, David D’Aniello (arrived at 4:52 p.m.), Kerri Hill, Chris Karnes, John McClees, Janice McNeal (arrived at 4:13 p.m.), Matt Stevens, Laura Svancarek

Visitors: Charla Kinlow (COT/PW), Tina Lee (Pierce Transit)

Staff Support: Brian Boudet (COT/PDS), Lihuang Wung (COT/PDS), Mary Crabtree (COT/PDS)

CALL TO ORDER

Chair Bahbah called the meeting to order at 4:05 p.m.

Ms. Kinlow introduced herself and provided an update on the status of the Puyallup Avenue Design project.

1. The meeting notes of the June 27, 2022, special meeting were reviewed.
2. There was no public comment.

DISCUSSION/ACTION ITEMS

1. Bus Rapid Transit and Stream System Expansion Study: Draft TODAG Letter of Comments

Group Member Karnes provided an overview of the comment letter regarding the Bus Rapid Transit and Stream System Expansion Study and Chair Bahbah opened the floor for additional feedback on the content of the letter.

The Group discussed emphasizing pedestrian and bicycle safety throughout the corridor, the connection with the redesign of Puyallup Avenue, and corridor congestion.

Chair Bahbah moved to forward the letter as drafted with the addition of an emphasis on safety issues. Group Member Svancarek seconded the motion. The motion passed unanimously.

Mr. Wung provided the next steps.

2. TODAG Operations: Draft “TODAG Reshaping and Rescoping – Options”

Mr. Wung outlined the options for TODAG structure and operations, including the draft options matrix; the TODAG “Issue Paper” to the City Manager; the scope of work, membership, recruitment and appointment, operations and coordination, and expected deliverables of each option; and next steps.

The Group discussed the scope of work of all options, a design review board, concerns and support of options, increased community involvement, diversity, obtaining a quorum, and limiting member count.

COMMUNICATION ITEMS

1. Future Agenda Items

Chair Bahbah reviewed potential future agenda items.

City of Tacoma TODAG Meeting Notes
Meeting Date: August 15, 2022

2. New Business / Closing Comments

There was no new business.

ADJOURNMENT

The meeting was adjourned at 5:04 p.m.



“Reshaping and Rescoping the TODAG”

An Issue Paper concerning the Continued Operations of
the Transit-Oriented Development Advisory Group (TODAG)

(Draft for TODAG’s review, 10/17/22)

A. Introduction

The Transit-Oriented Development Advisory Group (TODAG) is a citizen-based advisory group established by the City Council per [Resolution No. 40303](#) of April 16, 2019, to help inform the design and development of significant transit projects throughout the City including the Dome District, one of the region’s most transit-rich areas.

The TODAG was assigned to review and make appropriate recommendations on the following three major projects: Sound Transit’s Tacoma Dome Link Extension (TDLE), Pierce Transit’s Bus Rapid Transit (BRT), and the City’s Puyallup Avenue Transit/Complete Streets Improvement Project.

Resolution No. 40303 assumed an operating schedule of 24–30 months for the TODAG as a “pilot program”, but did not provide a sunset clause. It was not clear if the TODAG shall continue to operate upon the scheduled conclusion in October-November 2021. On December 14, 2021, the City Council adopted [Resolution No. 40889](#) directing the City Manager to take the following actions:

1. Extend the TODAG’s operation through December 31, 2022;
2. Develop recommendations as to whether the TODAG should be made a permanent advisory group, and if so, what its scope of work, membership and other relevant operating parameters should be; and
3. Fill all vacant positions of the TODAG in 2022 with the intent to add diversity and enhance equity in the current membership.

As the City Manager is formulating her recommendations to the City Council, the TODAG feels it is necessary and appropriate to weigh in. This Issue Paper summarizes the TODAG’s thoughts and suggestions for the City Manager’s consideration.

B. Major Accomplishments

The TODAG began to operate in August 2019 and has conducted 26 meetings over the past 39 months. There was a hiatus during March–July 2020 due to the COVID-19 pandemic. All meetings were open to the public, and written comments on agenda items were accepted prior to each meeting.

The TODAG has reviewed the three assigned projects extensively, reviewed other relevant projects and documentations, conducted certain studies and activities, developed design principles and review criteria for transit-oriented development (TOD), produced several reports and letters of comments, and suggested ways to continue promoting and facilitating TOD in Tacoma.

The TODAG has accomplished these tasks in close coordination and collaboration with the Planning Commission, the Transportation Commission, the Bicycle and Pedestrian Technical Advisory Group, Sound Transit, Pierce Transit, the Puyallup Tribe, the Port of Tacoma, the Washington State Department of Transportation, the Puget Sound Regional Council, as well as the City’s Planning and Development Services, Public Works, and Community and Economic Development departments. Consultant services were utilized for the first two years of operations to provide TOD-specific expertise, knowledge, research, and facilitation and staffing support.



The City Council has been kept abreast of the TODAG's progress, through updates reported by the group's leadership and/or the supporting staff at the study sessions in August 2020, November and December 2021, and August 2022.

Summarized below are major accomplishments, products and study activities of the TODAG:

1. Design Principles, Review Criteria and Evaluation Matrix for the Evaluation of TDLE Station Locations and Designs (December 16, 2019)
2. Progress Report No. 1 – TDLE Tacoma Dome Station Area Evaluation (June 15, 2020)
3. TODAG Work Plan for 2020-2021 (October 14, 2020)
4. Progress Report No. 2 – TDLE Portland Avenue Station Area Evaluation (October 18, 2021)
5. Progress Report No. 3 – “Tacoma TOD” Toolkit (October 29, 2021)
6. Letter of Comments on Puyallup Avenue Design Project (February 22, 2021)
7. Joint Letter of Comments with the Transportation Commission and the Bicycle and Pedestrian Technical Advisory Group on Sound Transit Program Realignment (April 30, 2021)
8. Letter of Comments on Bus Rapid Transit & Stream System Expansion Study (August 15, 2022)
9. Additional projects reviewed and activities conducted:
 - a. Reviewed the Urban Land Institute's Technical Assistance Panel Report: “Tacoma Dome District Transit Oriented Development” (November 2019 and October 2020)
 - b. Reviewed Amtrak Station Design (November 2019)
 - c. Reviewed Dome District related policies and planning documents (December 2019)
 - d. Reviewed Station Design Best Practices (December 2019)
 - e. Conducted a walking tour of the Tacoma Dome Station Area (February 2020)
 - f. Reviewed the Tacoma Dome District Parking and Access Report (September 2020)
 - g. Conducted a Multi-Jurisdictional Roundtable on Portland Avenue Station Area (November 2020)
 - h. Conducted a TOD Roundtable Series to study TOD from three perspectives (Economic, Regional and Local Policies, and Placemaking), leading to the development of Progress Report No. 3 (January–June 2021)
 - i. Reviewed the Dome District Quiet Zone (June 2021)
 - j. Reviewed the Climate Action Plan (December 2021)
 - k. Reviewed TODAG membership structure and recruitment (February-June 2022)
 - l. Reviewed “Picture Pac Ave” – Pacific Avenue Corridor Subarea Plan & EIS (June 2022)

The agenda packets for all of the TODAG's meetings, as well as all the major products (i.e., Items #1 through #8 above), are posted on the TODAG's website at www.cityoftacoma.org/TODAdvisoryGroup.

C. Future Work Plan

Despite of the accomplishments, the TODAG does not believe the work is done. The three major projects, i.e., TDLE, BRT/SSES, and Puyallup Avenue Improvement Project, are still underway. The City Council can continue to entrust the TODAG to review and provide community-driven, expertise-based and timely recommendations on these projects.

In addition to the three projects, the TODAG has identified a number of TOD related issues, opportunities, studies, and action items that should be addressed in Tacoma and can be accomplished through the leadership and/or contributions of the TODAG.

In fact, the TODAG foresaw the need to do so, and had incorporated these thoughts in its Work Plan for 2020-2021 developed in October 2020 (listed as Item #3 above and copied below). As for implementation, the TODAG has developed the Progress Report No. 3 (listed as Item #5 above) that provides a toolkit and a multi-purpose platform for evaluating TOD projects. The Toolkit has also been acknowledged by the City Council in Resolution No. 40889 as an implementation strategy for the One Tacoma Comprehensive Plan.



City of Tacoma
Transit-Oriented Development Advisory Group

TODAG Work Plan for 2020-2021 – Outline

October 14, 2020

The TODAG Work Plan for 2020-2021 is expected to include the following work items, subject to modifications and further elaborations. These Work items are grouped below as TODAG Review Items, TODAG Action Items, and Recommended Studies by Others.

A. TODAG Review Items (What We Need to Know):

Priority Review Items (<i>Items are numbered for identification purpose</i>)	Lead Agencies		
	ST	PT	COT
Review/monitor TDLE/ST3 (Sound Transit) projects			
1. Review TDLE Station Design concepts for Tacoma Dome District	✓		
2. Review TDLE Station Design concepts for Portland Avenue Area	✓		
3. Review Sound Transit ridership and projected ridership demographics for light rail	✓		
4. Review Tacoma Link (“streetcars”) Hilltop Extension	✓		
5. Review Tacoma Dome Link Extension DEIS	✓		
Review/monitor Pierce Transit related projects			
6. Review Pierce Transit’s ridership / projected ridership demographics for bus transit		✓	
7. Review Pierce Transit’s Pacific Avenue Bus Rapid Transit (BRT) project		✓	
8. Review Pierce Transit’s infrastructure/capital improvements program		✓	
Review/monitor City of Tacoma (COT) related projects			
9. Review City’s Puyallup Avenue design project			✓
10. Review ULI Technical Assistance Panel’s Dome District TOD Report			✓
11. Review Tacoma Dome District Parking and Access Report			✓
12. Review upcoming non-public new development plans and initiatives			✓
13. Review affordable housing issues in relation to TOD			✓
14. Review historic preservation and owner rehab programs in relation to TOD			✓
15. Review public/private partnership strategies/tools such as a Public Development Authority, business improvement district, etc.			✓
16. Review City Street Operations & Maintenance Program			✓

B. TODAG Action Items (What We Provide):

1. Develop recommendations for TDLE’s East Tacoma Station.
2. Develop recommendations for Pierce Transit’s Bus Rapid Transit Project.
3. Develop recommendations for the City of Tacoma’s Puyallup Avenue Design Project.
4. Refine urban design principles and priorities applicable to project areas under TODAG’s review (district characteristics/identity, wayfinding, pedestrian amenities, public open spaces, lighting, paving, landscaping, etc.)

C. Recommended Studies by Others (For Review and Discussion):

1. Conduct subarea master planning – updating the South Downtown Subarea Plan.
2. Conduct massing analysis.
3. Conduct connectivity and accessibility analysis.
4. Conduct parking studies.
5. Develop capital improvement program and financing strategies.
6. Explore the formation of a Public Development Authority (PDA) if deemed appropriate.

D. Membership

Unlike other Citizen’s Committees, Boards and Commissions (CBCs), the TODAG’s membership structure and recruitment/appointment process were not explicitly set forth in Resolution No. 40303. Initial membership representations, consisting of 13 positions (or categories of expertise and interests), were established by staff in 2019, based on broad community outreach and consultation. There are no term limits per se.

TODAG members have been recruited on a volunteering, self-appointed basis. Initially, there were 23 members, and the number has been decreasing to 13 of late (see the membership status below). Positions have been occupied or vacated sporadically. Some positions have been occupied by more than one individual and some have never been filled. Resolution No. 40889 directed the City Manager to fill all vacant positions in 2022 with the intent to add diversity and enhance equity in the current membership. Staff has been working with the current members to recruit new members, without much success, but will continue to do so.

Membership Status (as of September 2022) (9 positions occupied by 13 members, and 4 positions vacant)	
Positions	Members
1. Architectural and Urban Design Community	Imad Bahbah (Chair)
2. Development Community	Daren Crabill; Cathy Reines
3. Affordable Housing Community	(vacant)
4. Transit Community	Laura Svancarek
5. Tacoma Dome District Businesses and/or Residents	David D’Aniello; John McClees; Janice McNeal; Rick Semple
6. Pacific Avenue Corridor Businesses and/or Residents	(vacant)
7. Transportation Commission	Matt Stevens
8. Planning Commission	Chris Karnes
9. Puyallup Tribe/Lower Portland District	Andrew Strobel
10. Active Transportation and Accessibility for All	Kerri Hill
11. Freight/East Foss Industrial Community	Christine Wolf
12. Hilltop	(vacant)
13. East Tacoma	(vacant)

E. Staffing and Operational Funding

Staffing support for the TODAG has been provided by the Planning and Development Services Department (PDS), with some assistance provided by the Public Works and the Community and Economic Development departments. This arrangement may need to be modified if the TODAG were to continue to operate, depending on the scope of work and operational needs of the “new TODAG.”

Resolution No. 40303 established an anticipated cost of \$125,000 to \$180,000 for the operation of the proposed TODAG and allocated \$75,000 for the first-phase operation. As directed by the City Council, the \$75,000 start-up fund was used for consultant services, resulting in the following major deliverables:

- Establishment, organization and operation of the TODAG
- Review of TOD case studies, policies, and best practices
- Development of the TOD design principles, review criteria and evaluation matrix
- Walking tour of the Dome District
- TOD Roundtable Series
- Compilation of the “Tacoma TOD” Toolkit document

Note that the \$75,000 fund was fairly limited and PDS has also made significant contributions in staffing resources to ensure the timely and quality production of these deliverables and the smooth and efficient operation of the TODAG. Additional funding would be needed if the TODAG were to continue to operate.

F. Reshaping and Rescoping the TODAG

Transit Oriented Developments (TODs), 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 transportation investments by Sound Transit, Pierce Transit and the City of Tacoma, the TODAG believes that now is the time to begin planning to maximize the value of these investments in the region's future by ensuring they help catalyze more livable, diverse, and resilient communities, and a public realm that reflects these values.

Through hard work and intellectual deliberations, the TODAG has established a baseline measure and a communication platform as the first step in growing great places that promote transportation choices, housing and employment opportunities, cultural vibrancy, and resilient communities.

The TODAG believes that the "pilot program" established by Resolution No. 40303 has been a success and that the TODAG should be sustained, with its scope of work enhanced and organizational parameters improved, so it can continue to make positive impacts in Tacoma with respect to TODs.

In terms of enhancing the scope of work, one of the considerations the TODAG strongly recommends is the shift from Dome-focused projects to Citywide TOD projects, for the reasons as elaborated above and as alluded to in the TODAG Work Plan for 2020-2021 and the Progress Report No. 3 – "Tacoma TOD" Toolkit (listed above in Section B. Major Accomplishments. as items #3 and #5, respectively). This shift in scope necessitates, in many ways, the consideration for extending the group, modifying the membership structure, and improving other organizational parameters.

As to how the TODAG could be reshaped and rescoped, there may be several options for the City Council to consider, such as the following:

- Option A – Sunset.
- Option B – Temporary (Enhanced Status Quo).
- Option C – Subcommittee.
- Option D – Formalized (Council Appointed).
- Option E – Formalized (City Manager Appointed).

The ***TODAG Reshaping and Rescoping Options Matrix*** (attached) provides a brief description of each option and compares the scope of work, membership, recruitment/appointment, operation/coordination, and expected deliverables associated with the options across the board. The matrix also summarizes the pros and cons of each option, as evaluated by TODAG members, as well as the results of TODAG members' voting on each option.

The TODAG respectfully recommends that the City Manager consider recommending **Option xx and/or Option xx, with appropriate allocation of funding for operation**, to the City Council for its consideration.

Attachment:

- **TODAG Reshaping and Rescoping Options Matrix**

**ATTACHMENT:
TODAG Reshaping and Rescoping Options Matrix
(October 17, 2022 draft)**

	Option A – Sunset	Option B – Temporary Advisory Group (“enhanced status quo”)	Option C – Joint Subcommittee	Option D – Permanent Advisory Group (Council Appointed)	Option E – Permanent Advisory Group (City Manager Appointed)
Description	TODAG sunsets.	TODAG continues to operate as is, with scope expanded, membership enhanced, and operating duration redefined by Council.	A joint TOD subcommittee is established by TC and PC, as recommended by TC.	TODAG is formalized as one of the Citizen’s Committees, Boards and Commissions (CBCs) similar to PC or TC, with the full Council appointment process.	TODAG is formalized as one similar to the Tacoma Permit Advisory Group or the Environmental Services Commission, with the City Manager level appointment process.
Scope of Work	Current duties, “TODAG Work Plan”, and “Tacoma TOD Toolkit” assigned to PC and TC	The scope of work is enhanced, as follows: <ul style="list-style-type: none"> • Citywide TOD projects, including the existing Dome-focused TDLE, BRT/SSES, and Puyallup Ave. Design projects • “TODAG Work Plan” • “Tacoma TOD Toolkit” • Design Review (on-call) • Identify documents, regulations, and policies that need to be updated by TC, PC or city to ensure a successful TOD process • Other duties as assigned by Council 	Same as Option B, except that “other duties as assigned by Council” is modified as “other duties as defined and assigned by TC and PC”	Same as Option B	Same as Option B
Membership	N/A	No change to the membership structure, i.e., 13-17 members, no term duration, no term limits, no residential requirements, and possible multiple members per position: <ol style="list-style-type: none"> 1. Architectural and Urban Design Community (1) 2. Development Community (2) 3. Affordable Housing Community (0) 4. Transit Community (1) 5. Tacoma Dome District Businesses and/or Residents (4) 6. Pacific Avenue Corridor Businesses and/or Residents (0) 7. Transportation Commission (1) 8. Planning Commission (1) 9. Puyallup Tribe/Lower Portland District (1) 10. Active Transportation and Accessibility for All (1) 11. Freight/East Foss Industrial Community (1) 12. Hilltop (0) 13. East Tacoma (0) 	<ul style="list-style-type: none"> • 4-6 members (2-3 from each of TC and PC) • Invite staff from Sound Transit and Pierce Transit to serve as liaisons to the group 	<ul style="list-style-type: none"> • Membership structure similar to that of typical CBCs and that of the Tacoma Permit Advisory Group. • Example of membership structure: 11 members, 3-year term, no term limits, residents of Tacoma, representing the community and expertise fields, as follows: <ul style="list-style-type: none"> ▪ Five (5) members, one from each Council District ▪ Six (6) members, one from each of the following fields of expertise: <ol style="list-style-type: none"> 1. Transit, Active Transportation, Accessibility, and/or Freight Mobility 2. Planning, Land Use, Zoning, and/or Affordable Housing 3. Urban Design and/or Architecture 4. Economic Development, Community Development, and/or Neighborhood Business Districts 5. Equity, Antiracism and Diversity 6. Tribal Connection 	Same as Option D
Recruitment and Appointment	N/A	<ul style="list-style-type: none"> • Recruited by PDS staff or self-identified • No appointment 	<ul style="list-style-type: none"> • Designated by TC and PC 	<ul style="list-style-type: none"> • Recruited by City Clerk’s Office and staff • Interviewed by IPS • Appointed by City Council 	<ul style="list-style-type: none"> • Recruited by PDS staff or self-identified • Interviewed by the TODAG chair and vice-chair, and City staff • Recommended by staff to the City Manager for concurrence/approval
Operation and Coordination	N/A	<ul style="list-style-type: none"> • Staffed by PDS • Report to IPS and Council • Coordinate with PC, TC, BPTAG 	<ul style="list-style-type: none"> • Staffed by PW and PDS • Report to TC and PC 	<ul style="list-style-type: none"> • Staffed by PDS, PW or both • Report to IPS and Council • Coordinate with PC, TC, BPTAG 	Same as Option D
Expected Deliverables	N/A	<ul style="list-style-type: none"> • Progress reports and recommendations on TOD policies, regulations and projects reviewed 	Same as Option B	Same as Option B	Same as Option B
Pros	<ul style="list-style-type: none"> • Budget saving 	<ul style="list-style-type: none"> • Maintaining momentum in TOD 	<ul style="list-style-type: none"> • Efficient operations • Close coordination between TC and PC 	<ul style="list-style-type: none"> • Maintaining momentum in TOD • Permanent status, and hopefully properly budgeted • Size of 11-member more manageable 	<ul style="list-style-type: none"> • Maintaining momentum in TOD • Permanent status, and hopefully properly budgeted • Size of 11-member more manageable • Appointment process may be more efficient
Cons	<ul style="list-style-type: none"> • Lost momentum and opportunities in TOD 	<ul style="list-style-type: none"> • City and agency staff need to attend multiple meetings of TODAG, TC and PC, making similar presentations, in order to hopefully achieve the project buy-in and transit policy coordination. • Membership situation unstable • Temporary status makes its future uncertain 	<ul style="list-style-type: none"> • Lose the community representation of the current membership 	<ul style="list-style-type: none"> • City and agency staff need to attend multiple meetings of TODAG, TC and PC, making similar presentations, in order to hopefully achieve the project buy-in and transit policy coordination. • No direct membership connection with TC and PC • Member representation may be less encompassing and diverse 	<ul style="list-style-type: none"> • City and agency staff need to attend multiple meetings of TODAG, TC and PC, making similar presentations, in order to hopefully achieve the project buy-in and transit policy coordination. • No direct membership connection with TC and PC • Member representation may be less encompassing and diverse
TODAG’s Voting Results (10/17/22)	Supporting Votes: Opposing Votes:	Supporting Votes: Opposing Votes:	Supporting Votes: Opposing Votes:	Supporting Votes: Opposing Votes:	Supporting Votes: Opposing Votes:



TOD FOR ALL

Planning for 1 Million+
New People Near Transit

FRIDAY, OCTOBER 21, 2022

PART 1

9:00 a.m. – 12:00 p.m.
Zoom – Virtual Panels

PART 2

1:30 p.m. – 3:30 p.m.
In Person Walking Tours

The region is growing and making historic investments in transit, with over one million new residents expected to live near high-capacity transit by 2050. Join industry and community leaders to explore innovative techniques and best practices to build and sustain equitable transit communities that are accessible to all people and help to achieve the region's vision for growth.

Free to attend. [Online registration](#) is now open.



Puget Sound Regional Council