



TODAG Progress Reports

City of Tacoma | Planning and Development Services

Transportation Commission Meeting
August 18, 2021



● ● ● Agenda



- About the Transit-Oriented Development Advisory Group (TODAG)
- Progress Report No. 2 – TDLE Portland Avenue Station Area
- Progress Report No. 3 – “Tacoma TOD” Toolkit
- Requested Actions

- Presenters:
 - Imad Bahbah, Chair of TODAG
 - Donald Erickson, Vice-Chair of TODAG
 - Lihuang Wung, PDS, Support Staff

●●● TOD Advisory Group



- **Establishment** – City Council Resolution No. 40303 (4/16/19)
- **Duties (Assignments)** – Review major transportation investments that create Transit-Oriented Development (TOD) opportunities in neighborhoods and business districts:
 - Sound Transit’s Tacoma Dome Link Extension (TDLE)
 - Pierce Transit’s Bus Rapid Transit (BRT)
 - City’s Puyallup Avenue Design Project
- **Coordination** – “Proposals by the TODAG will be forwarded to and reviewed by the Transportation Commission for concurrence with adopted transportation and land use plans and policies”
- **Term** – Resolution assumes a 24-30 month operating schedule

● ● ● TODAG Accomplishments



- Progress Report No. 1, June 2020 – TDLE Tacoma Domes Station Area Evaluation
- Progress Report No. 2, July 2021 – TDLE Portland Avenue Station Area Evaluation
- Progress Report No. 3, July 2021 – “Tacoma TOD” Toolkit
- Letter of Comments, February 22, 2021 – Puyallup Avenue Design Project
- Joint Letter of Comments, April 30, 2021 – ST Program Realignment
- Major projects reviewed and activities conducted:
 - Walking Tour of Tacoma Dome Station Area
 - Multi-Jurisdictional Roundtable on Portland Avenue Station Area
 - TOD Roundtable Series
 - Bus Rapid Transit Project
 - Quiet Zone

Progress Report No. 2



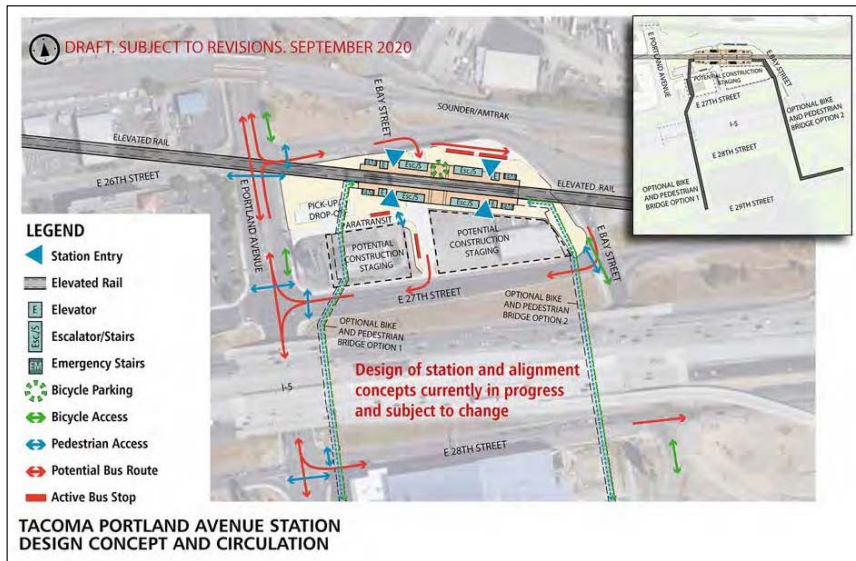
What It Is –

- It documents the TODAG's Evaluation of TDLE Portland Avenue Station Area.
- It is a sequel to Progress Report No. 1 re: Tacoma Dome Station Area.
- Sections of Report:
 - Executive Summary
 - Station Options Reviewed
 - Evaluation Methodology
 - Conclusions and Recommendations
 - Future Considerations
 - Acknowledgement
 - Appendix "A" – Summary of Evaluation

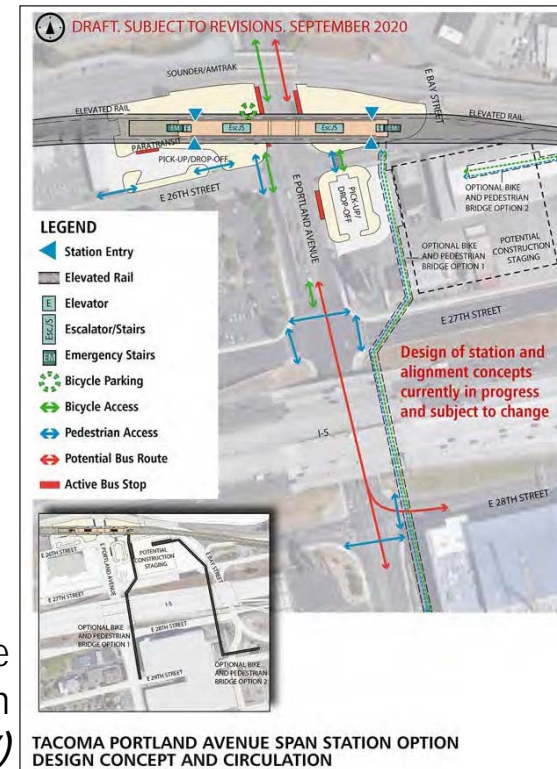
Progress Report No. 2



Station Options Reviewed:



Portland Avenue Station Option
 ("Non-Span Option")



Portland Avenue Span Station Option
 ("Span Option")

Progress Report No. 2



Evaluation Method and Criteria:

DESIGN PRINCIPLES	STATION OPTIONS	Scoring Methods*	MULTI-MODAL CONNECTIVITY	ECONOMIC DEVELOPMENT OPPORTUNITIES	PLACEMAKING + URBAN FORM	SOCIAL + CULTURAL IMPACTS	COMMUNITY BENEFIT
			THINK ABOUT... <ul style="list-style-type: none"> Integrated multi-modal design Multi-modal transfers Pedestrian + bike access Safety + security Legibility, wayfinding + navigation Traffic management <ul style="list-style-type: none"> Access to parking, Amtrak Station, Tacoma Links and Dome entertainment events 	THINK ABOUT... <ul style="list-style-type: none"> Development / redevelopment opportunities adjacent to station locations <ul style="list-style-type: none"> ST surplus properties Adjacent private development parcels Future infill development types <ul style="list-style-type: none"> Mix of uses, housing Employment opportunities 	THINK ABOUT... <ul style="list-style-type: none"> Placemaking experiences <ul style="list-style-type: none"> Streets, civic spaces Iconic architectural response (station design) District / neighborhood identity Signature amenity space or other public spaces <ul style="list-style-type: none"> Portland Ave. and Dome District station 	THINK ABOUT... <ul style="list-style-type: none"> Culturally sensitive resources <ul style="list-style-type: none"> Historic structures Street level activation Puyallup Tribe Trust Lands Public art opportunities 	THINK ABOUT... <ul style="list-style-type: none"> Dome District vision / character Affordable housing Local retail / small businesses Civic space Programmed community events <ul style="list-style-type: none"> Street fairs / farmers market
A. PORTLAND AVENUE STATION	Tally		● 1 ● 5 ○ 4	● 0 ● 7 ○ 3	● 1 ● 6 ○ 3	● 0 ● 8 ○ 2	● 1 ● 6 ○ 3
	Weighted		3	4	5	6	5
B. PORTLAND AVENUE SPAN STATION	Tally		● 3 ● 5 ○ 2	● 3 ● 5 ○ 2	● 3 ● 5 ○ 2	● 1 ● 6 ○ 3	● 3 ● 5 ○ 2
	Weighted		9	9	9	5	9
			● Station concept exceeds expectations	● Station concept meets expectations	○ Station concept falls short of expectations		

Design Principles

Criteria / Factors

Talley of Votes by TODAG Members

Keys:
 • "Full Moon"
 • "Half Moon"
 • "Empty Moon"

●●● Progress Report No. 2



Conclusions and Recommendations:

1. The Span Option is generally more preferable than the Non-Span Option.
2. Either option brings about significant TOD opportunities and benefits, and comes with concerns and issues.
3. The I-5 Overpass is an indispensable means of getting pedestrians and bicyclists across I-5 and connecting the station area with the area south of I-5. A feasibility study should be conducted early on.
4. A focused, station-area planning effort should be undertaken, in collaboration with multiple jurisdictions and the community.

Progress Report No. 3: “Tacoma TOD”



What It Is and What It Does –

- **Whitepaper** – It documents the TODAG’s deliberations and thought processes.
- **Principles** – It elaborates on TOD Design Principles (i.e., “What do they mean for Tacoma?”):
- **Evaluation** – It establishes criteria for evaluating TOD projects, plans, investments and policies.
- **Implementation** – It suggests practical ways to implement a successful TOD.
- **Communication** – It provides a platform between TOD stakeholders and decision makers.
- **It is a TOOLKIT.**

TOD Design Principles:

1. Multimodal Connectivity and Integration
2. Economic Development Opportunities
3. Placemaking + Urban Form
4. Social + Cultural Vibrancy
5. Community Benefit

●●● Progress Report No. 3: “Tacoma TOD”



Toolkit Best Utilized –

- **City Council** – Adopt the Toolkit as an implementing strategy of the One Tacoma Comprehensive Plan.
- **Staff Teams and Committees** – Use the Toolkit as a guiding principle to review major transportation investments and TOD projects.
- **Developers** – Make the Toolkit available for every developer making an inquiry with the City for potential project development in the TOD neighborhood.
- **Jurisdictions** – Share the Toolkit with other jurisdictions and stimulate constructive dialogues about TOD.
- **Champion** – The Toolkit should be well utilized, promoted and kept current by a champion assigned by the City Council.

Requested Actions



TODAG requests that the Transportation Commission:

- Provide feedback and suggestions
- Concur with TODAG's conclusions and recommendations
- Forward Report No. 2 (Portland Avenue) to the City Council and Sound Transit
- Forward Report No. 3 (Toolkit) to the City Council
- Make the best use of the Toolkit for review of transportation projects and policies





July 19, 2021

Jane Moore and Gerrit Nyland, Co-Chairs
Tacoma Transportation Commission
747 Market Street, Room 644
Tacoma, WA 98402

RE: Transit-Oriented Development Advisory Group – Progress Report No. 2

Dear Co-Chairs Moore and Nyland,

On behalf of the Tacoma Transit-Oriented Development Advisory Group (TODAG), we are forwarding our Progress Report No. 2 (attached) to the Transportation Commission. This report is a sequel to Progress Report No. 1, issued in May 2020, and summarizes our current thoughts and recommendations concerning Sound Transit's Tacoma Dome Link Extension project, with a focus on the East Tacoma Station Area (also referred to as the Portland Avenue Station Area).

The TODAG has reviewed and evaluated two station options in the subject area, i.e., the Portland Avenue Station Option (or "Non-Span Option") and the Portland Avenue Span Station Option ("Span Option"). Our conclusions and recommendations are highlighted below:

1. The Span Option is generally more preferable over the Non-Span Option. The unique location of the Span Option allows prominent station design with a more user-friendly center platform layout, provides easier wayfinding and a safer walking environment for riders (less at-grade crossing of Portland Avenue), and accommodates more direct bus connections in the area. The Span Option also better encourages development on both sides of Portland Avenue and could allow the City of Tacoma a unique opportunity to reinstate a regular street grid on the eastern side of Portland Avenue.
2. Both options are expected to bring about significant TOD opportunities and benefits. There are also some concerns and issues that must be properly addressed or mitigated regardless of which option is eventually selected.
3. In addition to re-designed, substantially enhanced and appropriately maintained underpasses to support multimodal access, the pedestrian/bicycle bridge over I-5 is seen as an indispensable means of getting pedestrians and bicyclists across the 10+ lane elevated interstate freeway that bisects the surrounding area and impedes access to future regional transit. A feasibility study should be undertaken early on to identify alternative alignments, their potential costs, and multi-jurisdictional funding sources, regardless of which station option is ultimately selected.
4. A focused, station-area planning effort should be considered for the area to help achieve/realize its full potential. Sound Transit, Pierce Transit, WSDOT, the Port of Tacoma, the Puyallup Tribe, and the City of Tacoma should work closely together and in collaboration with the community to ensure the successful development of the area.



This Progress Report No. 2 is being forwarded to the Transportation Commission, per the requirement of the City Council's Resolution No. 40303 (April 16, 2019) whereby "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." We are confident that our thoughts and recommendations are consistent with all TOD-related policies of the *One Tacoma* Comprehensive Plan.

We are hereby respectfully soliciting the Transportation Commission's feedback on the report. We are also requesting that the Commission, upon completing your review, forward this report to the City Council and Sound Transit for their consideration.

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. 2, July 19, 2021



TRANSIT-ORIENTED DEVELOPMENT ADVISORY GROUP PROGRESS REPORT NO. 2

July 19, 2021

A. Executive Summary

This Progress Report No. 2 summarizes the Transit-Oriented Development Advisory Group's (TODAG) current thoughts and recommendations concerning Sound Transit's Tacoma Dome Link Extension (TDLE) project, with a focus on the Portland Avenue Station Area (or East Tacoma Station Area).

This report is a sequel to Progress Report No. 1, issued in May 2020, and follows up on one of the recommendations contained therein, which states:

“For the East Tacoma Station area, we defer our recommendation at this time, since we feel further study and engagement with the Puyallup Tribe and WSDOT are required for making a sound recommendation. We expect to formulate our recommendation for this station area in a subsequent Progress Report No. 2 in the near future.”

Two station options in the subject area were reviewed and evaluated, i.e., the Portland Avenue Station Option (or “Non-Span Option”) and the Portland Avenue Span Station Option (“Span Option”). The TODAG recommends that:

1. The Span Option is generally preferred over the Non-Span Option.
2. Both the Span and Non-Span Options are expected to bring about significant TOD opportunities and benefits. There are some concerns and issues that must be properly addressed or mitigated regardless of which option is eventually selected.
3. The TODAG recommends a focused, station-area planning effort be considered for the area to help achieve/realize its full potential and urges Sound Transit, Pierce Transit, WSDOT, the Port of Tacoma, the Puyallup Tribe, and the City of Tacoma to work closely together and in collaboration with the community to ensure the successful development of the station and the surrounding areas.

This report includes the following sections:

- A. Executive Summary
- B. Station Options Reviewed
- C. Evaluation Methodology
- D. Conclusions and Recommendations
- E. Future Considerations
- F. Acknowledgement
- G. Appendix “A” – Summary of Evaluation

About the TODAG – The TODAG is a broad-based advisory group established by the City Council on April 16, 2019, per Resolution No. 40303, to review and make recommendations on the various projects impacting regional and local public transportation facilities in neighborhoods and business districts where TOD opportunities are transpiring. Specifically, the TODAG is tasked to review three projects, i.e., the TDLE, Pierce Transit's Pacific Avenue Bus Rapid Transit (BRT) Project, and the City of Tacoma's Puyallup Avenue Design Project. (www.cityoftacoma.org/TODAdvisoryGroup)



B. Station Options Reviewed

The TODAG reviewed the following two station location alternatives and the associated preliminary design concepts in the Portland Avenue Station Area:

1. **Portland Avenue Station Option (“Non-Span Option”)** – Located along E. 26th Street to the east of Portland Avenue (see Figure 1 below); and
2. **Portland Avenue Span Station Option (“Span Option”)** – Located along E. 26th Street straddling Portland Avenue (see Figure 2 below).

For either station option, it is critical to ensure safe and convenient connectivity and accessibility for pedestrians and bicyclists within the station area and, in particular, to and from the Lower Portland Avenue Mixed-Use Center, Puyallup Tribe casino facility, and other amenities to the south of I-5. In addition to re-designed, substantially enhanced and appropriately maintained underpasses to support multimodal access, there should be a pedestrian/bicycle bridge built over I-5. Two alternative layouts for such an overpass have been identified for each station option (see Figure 3 below). Either one is seen as an indispensable means of safely getting pedestrians and bicyclists across the 10+ lane elevated interstate freeway (I-5) that bisects the surrounding area and impedes pedestrian/bicycle access to future regional transit. The current freeway underpasses are narrow and noisy, have limited visibility from passing traffic, and require at least two street-crossings of heavily traveled streets to traverse from one side to the other.

For more information about the station options and the associated pedestrian/bicycle overpass options, please visit the TDLE project’s website at www.soundtransit.org/tdlink.



Figure 1. Portland Avenue Station Option

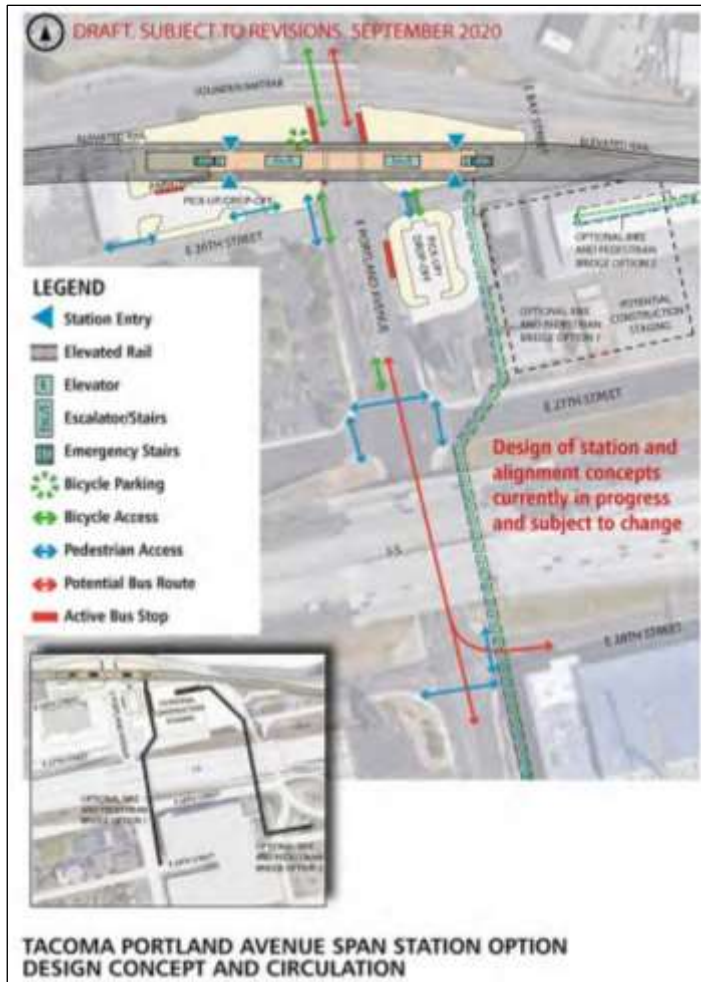
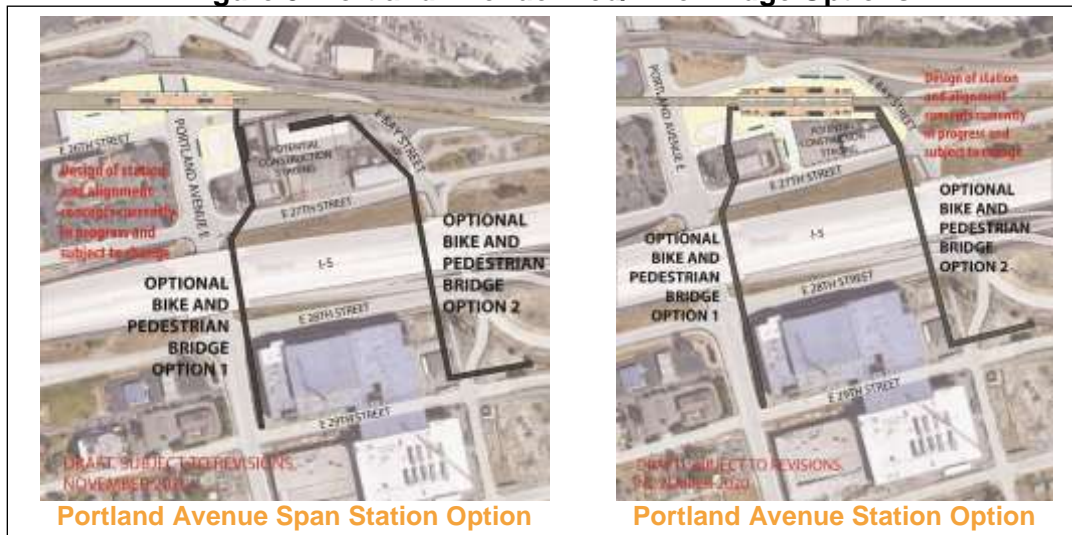


Figure 2.
Portland Avenue Span Station Option

Figure 3. Portland Avenue: Ped/Bike Bridge Options



C. Evaluation Methodology

The “Governance and Guidance” associated with the establishment and operations of the TODAG, as documented in Progress Report No. 1, continued to serve as the guiding principles for our evaluation of the Portland Avenue Station Area.

As also mentioned in Progress Report No.1, we built our knowledge base for the review of the TDLE’s Tacoma Dome Station Area primarily through the review of a number of materials, reports, documents, and case studies between August 2019 and February 2021. We continued to apply the acquired knowledge to the review of the Portland Avenue Station Area.

We conducted a Multi-Jurisdictional Roundtable on the Portland Avenue Station Area on November 16, 2020, to hear from Sound Transit, the Puyallup Tribe of Indians, the Port of Tacoma, the Washington State Department of Transportation, Pierce Transit, and the City of Tacoma on their respective perspectives, issues, concerns, expectations and suggestions on the future development of the station and the surrounding areas.

We also conducted a three-session TOD Roundtable Series on January 25, February 22, and March 15, 2021, with each session focused on a different topic, i.e., “Economic Development, Finance, and Development”, “Regional and Local Policies”, and “Placemaking, Design Principles & TOD Examples/Tools”, respectively. These workshops were designed to provide us a “toolkit” for review and evaluation of various development projects from the TOD perspective.

The primary tool that we used for the review and evaluation of the Portland Avenue Station Area is the same as that for the review of the Tacoma Dome Station Area, i.e., the “Design Principles, Review Criteria and Evaluation Matrix.” The Design Principles refer to the following:

- (1) Multimodal Connectivity
- (2) Economic Development Opportunities
- (3) Placemaking/Urban Form
- (4) Social + Cultural Impacts
- (5) Community Benefit

A summary of the Design Principles and the associated Review Criteria is depicted in Figure 4 below, followed by Figure 5 that illustrates how the Evaluation Matrix works.

TODAG members used the tool to conduct reviews and evaluations of the Portland Avenue Station Area, independently, during February-May 2021. At the meeting on May 17, 2021, we reviewed the consolidated feedback from individual members (see **Appendix “A”: TODAG Evaluation of TDLE Portland Avenue Station Area – Voting Results and Summary of Comments**), and subsequently established our conclusions and recommendations.

Figure 4. Design Principles and Review Criteria
(Transit-Oriented Development Advisory Group, December 2019)

TACOMA DOME LINK EXTENSION STATION LOCATION AND DESIGN REVIEW CRITERIA/PRINCIPLES

Sound Transit is seeking input on the 6 preliminary station locations and design concepts as presented as part of the Draft EIS process. The TODAG is asked to consider Sound Transit's proposed Guiding Principles as well as the Design Principles presented and provide input on the preliminary designs. The TODAG input is NOT intended to compare the 6 alternatives at this time (that will happen later in the process), but rather provide input on each alternative presented, taking into consideration how the preliminary, high-level station and track alignments may be adjusted (basic layout, location, station components, and access features), if at all, to better address the Design Principles below.

Multi Modal Connectivity

- Does the option enable *multiple modal connections* in close proximity to the station location?
- Does the option provide *direct and safe connections* between the station and Sounder, Tacoma Link, city bus, Amtrak Station and others?
- Does the option provide for *legible wayfinding and navigation*?
- Does the option optimize *pedestrian and bike safety / security*?
- Does the option help improve traffic management (access to parking, Amtrak Station, Tacoma Link, businesses, residential uses, and Dome entertainment activities)?

Economic Development Opportunities

- Is the station located in a way to *stimulate development / redevelopment opportunities*?
- Does the option provide for opportunities to support *new mix-use, affordable housing and/or civic spaces* adjacent to the station site?
- Will the station location help promote *employment* opportunities in the area?

Placemaking / Urban Form

- Does the option provide for a unique *placemaking experience*?
- Does the station provide for a potential *iconic architectural response* (if desired)?
- Does the option enhance the *District neighborhood identity*?
- Does the option provide for a *signature amenity space or other public spaces*?

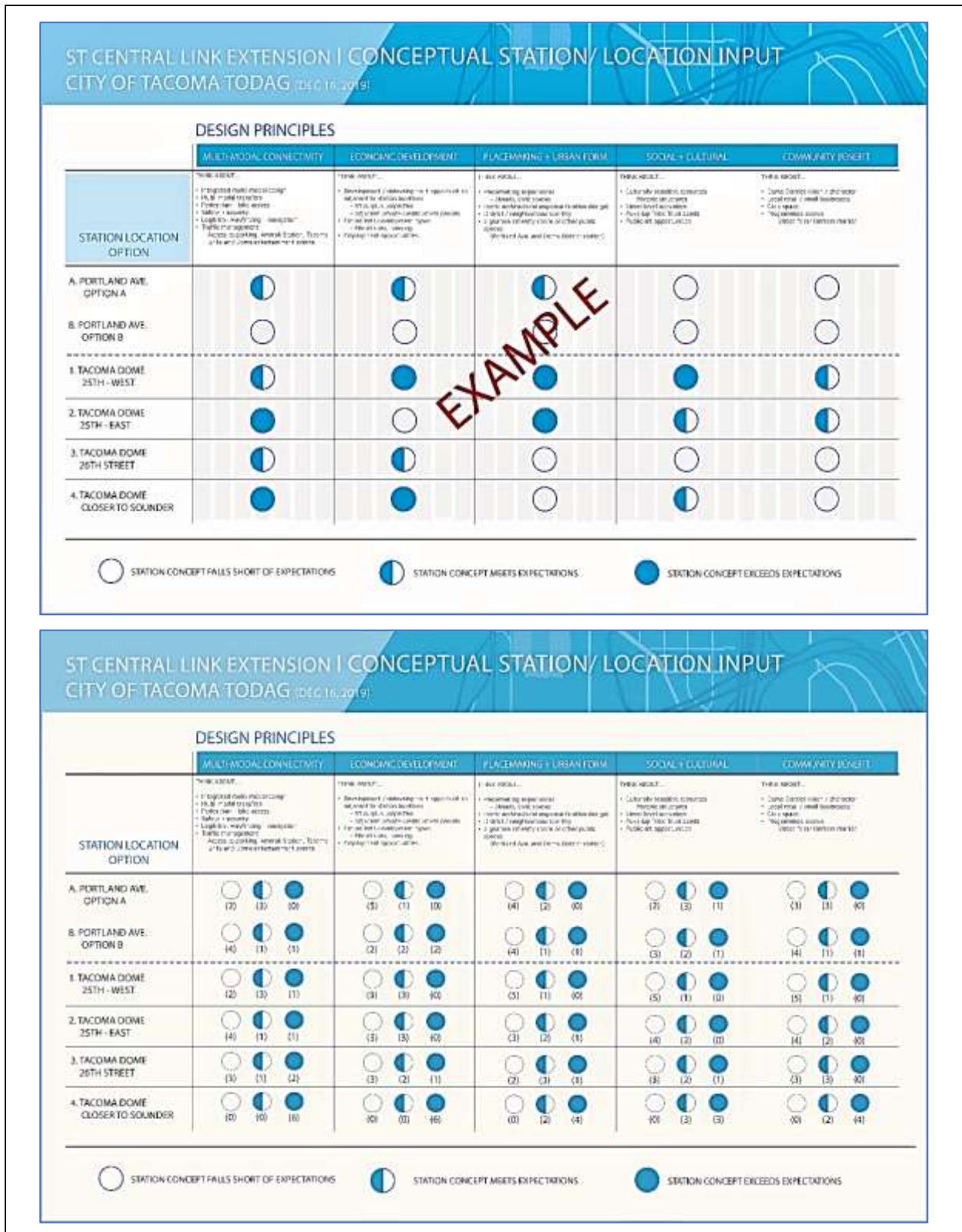
Social + Cultural

- Does the option support local *culturally sensitive / significant resources* (building structures)?
- Does the option provide for *street level activation*?
- Does the option provide opportunities for future *public art* enhancements?

Community Benefit

- Is the option consist with the District's *vision and character objectives*?
- Does the option support *local retail businesses* at and around the station location?
- Does the option provide opportunities for future *programmed events*?
(Farmers markets, Dome events)

Figure 5. Evaluation Matrix
(Transit-Oriented Development Advisory Group, December 2019)



D. Conclusions and Recommendations

The TODAG reviewed two station options for the TDLE's Portland Avenue Station Area, i.e., the Portland Avenue Station Option ("Non-Span Option") and the Portland Avenue Span Station Option ("Span Option") (Figures 1, 2 and 3), using the tool of "Design Principles, Review Criteria and Evaluation Matrix" (Figures 4 and 5), and based on the "Voting Results and Summary of Comments" (Appendix "A"), established the following conclusions and recommendations.

We understand that both station options are being considered in the Draft Environmental Impact Statement (DEIS) process, which is expected in spring of 2022. We offer our conclusions and recommendations for Sound Transit's consideration during the DEIS process.

1. The Span Option is generally preferred over the Non-Span Option.
 - By TODAG's evaluation, both options are expected to be comparably competitive in terms of fulfilling the five design principles, while the Span Option scores higher than the Non-Span Option, albeit by a small margin.
 - The Span Option is more preferable primarily because of its unique location that allows prominent station design, a more user-friendly center platform layout, easier wayfinding, a safer walking environment for riders (less at-grade crossing of Portland Avenue), and more direct bus connections in the area. It also better encourages development on both sides of Portland Avenue and could allow the City a unique opportunity to reinstate a regular street grid on the eastern side of Portland Avenue.
2. Both the Span and Non-Span Options are expected to bring about significant TOD opportunities and benefits, such as:
 - Multimodal Connectivity – In addition to the multimodal transfers and connections that will occur within and adjacent to the station area, there are opportunities for an additional connection to the casino/south of I-5 area with a pedestrian overpass, a pedestrian bridge north-south across Sounder tracks (at the Span Option station area) to help broaden access on the eastern side of Portland Avenue, improved bicycle accessibility, and enhanced traffic circulation and freight mobility. We believe that the success of either station option relies heavily on a pedestrian/bicycle bridge over I-5 being included. A feasibility study should be undertaken early on to identify alternative alignments, their potential costs, and multi-jurisdictional funding sources, regardless of which station option is ultimately selected.
 - Economic Development – There are parcels with development or redevelopment potential within and adjacent to the station area that are available. There are opportunities for these parcels to be developed, individually or collectively, for housing, commercial services, employment uses, industrial/manufacturing-compatible development, amenities (such as child care, grocery, and dry cleaners), greenspace, or any appropriate combinations thereof.
 - Placemaking and Urban Form – There is an opportunity for an eye catching and prominent station design to celebrate light rail and the local community. There are opportunities for placemaking through integration of signature amenity civic space, iconic architecture, and neighborhood identity. There is also a unique opportunity for the City to reinstate a regular street grid on the eastern side of Portland Avenue (if the Span Option is selected).

- Social and Cultural – There are opportunities for street level activation on Puyallup Avenue and both sides of Portland Avenue that enhances/allows impactful art and design, civic vitality, and improved safety. The pedestrian overpass would also allow public art with potential design concepts that take cues from art at the casino.
 - Community Benefit – There are opportunities for programmed community events, local businesses, and development of District vision and character. The station area could also serve as a small commercial center (satellite) for housing on Tribal property and areas south of I-5.
3. There are some concerns and issues that must be properly addressed or mitigated regardless of which option is eventually selected.
- Nonmotorized Connectivity Concerns – It is of primary interest to TODAG to ensure safe and convenient connectivity and accessibility for pedestrians and bicyclists within and around the station area and, in particular, to and from the area south of I-5 through better designed and maintained existing underpass, in addition to a new pedestrian/bicycle bridge, at a minimum, spanning I-5, E. 27th Street, and E. 29th Street.
 - Traffic Management Concerns – Traffic impacts are expected to be significant due to increased vehicular and bicycle traffic, higher pedestrian crossing volumes, complicated bus circulations, multimodal transfer activities, limited parking and pickup/drop-off areas, and increased social and community functions.
 - Development Opportunity Concerns – Specifically with respect to the Non-Span Option, the station is couched away, setback from the main street, self-contained, with limited visual profile, and less integrated into the surrounding blocks. Development opportunities are bounded by I-5, the BNSF railyard, SR-509, Portland Avenue and the Puyallup River, with corresponding noise and air quality impacts. Housing development could unnecessarily introduce environmental injustices that do not exist today, due to the station area’s proximity to heavy industrial activity (since it is currently located within, and functioning as a buffer area to, the Tideflats Manufacturing/Industrial Center). Remnant property from the station is unlikely to be developed from the smaller and less regular shape. Adjacent parcels’ developability is possibly impacted by the guideway as well.
 - Public Space Concerns – Public spaces for public art and social functions are dispersed and limited in size.
 - Location Concerns – The area is outside of and less competitive than the Dome District, where there are more local retail and community activities (e.g., Farmers Market) that are easier to reach. Also this is the industrial end of Puyallup Avenue, with less likelihood for high quality connections to both the west and south.
 - Safety Concerns – Safety, security, and crime issues remain to be of great concern.
4. The Portland Avenue Station Area is very different than many other TOD sites. It requires and deserves substantial attention in planning and community development to help achieve/realize its full potential.
- Focused Station-area Planning – This area lies at the intersection of the Downtown, Port of Tacoma, Lower Portland Mixed-Use Center, and Puyallup Tribe’s core of services, but does not have a clear vision. The planned light rail station should be viewed as a catalyst for the initiation of a station-area planning effort to develop and implement

comprehensive strategies addressing such important issues as land use, transportation, urban form and placemaking, infrastructure, sustainability, economic development, and community revitalization.

- Jurisdictional Collaboration – In addition to Sound Transit, Pierce Transit, WSDOT, and the City of Tacoma, successful development of the area requires the active participation of two critical partners, namely, the Port of Tacoma and the Puyallup Tribe. Working together, we can turn many concerns and issues mentioned above into opportunities and benefits; for example, unless we work closely with the Tribe, there will not be much economic vibrancy in the area or appropriate and desired incorporation of Tribal culture into the station design and public art. TOD does not occur in a vacuum. We continue to advocate and urge that these agencies work together and in close collaboration with the community at large to ensure that the development of this station area successfully realizes the TOD Design Principles that we have developed.

E. Future Considerations

A list of 27 work items (not in order of priority) was included in Progress Report No. 1 to serve as a potential TODAG Work Plan for 2020-2021. The work plan was further reviewed by the TODAG in August and September 2020, and modified, as presented below. The TODAG recommends that the City of Tacoma carry out the work plan with the assistance of the TODAG or its successor group and in collaboration with appropriate agencies.

A. TODAG Review Items:

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 and 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 the Dome District Report by Urban Land Institute's Tech. Assistance Panel			✓
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:

1. Develop recommendations for TDLE's Portland Avenue 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 Program Priorities applicable to project areas under TODAG's review (district characteristics/identity, wayfinding, pedestrian amenities, public open spaces, lighting, paving, landscaping, etc.)

C. Staff/Consultant/Agency Activities:

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.

F. Acknowledgment

TODAG Members

- Imad Bahbah, Chair
- Donald Erickson, Vice-Chair
- Adam Cook
- Daren Crabill
- David D’Aniello
- Kerri Hill
- Chris Karnes
- Justin Leighton
- Janice McNeal
- Cathy Reines
- Roberta Schur
- Rick Semple
- Andrew Strobel
- Lauren Svancarek
- Christine Wolf
- Ryan Givens (resigned June 2021)
- Evette Mason (resigned May 2021)
- Ben Ferguson (resigned March 2021)
- Amber Stanley (resigned December 2020)

Presenters – Multi-Jurisdictional Roundtable on Portland Avenue Station Area

(November 16, 2020)

- Tim Bates, Sound Transit
- Andrew Strobel, Puyallup Tribe
- Christine Wolf, Port of Tacoma
- Phillip Harris, WSDOT
- Tina Lee, Pierce Transit
- Josh Diekmann, City of Tacoma

Presenters – TOD Roundtable Series

Session #1 (January 25, 2021)

- Cathy Reines, Koz Development
- Jill Sherman, Gerding Edlen
- Pat Beard, City of Tacoma

Session #2 (February 22, 2021)

- Maggie Moore, Puget Sound Regional Council
- Tim Bates, Sound Transit
- Tina Lee, Pierce Transit
- Brian Boudet, City of Tacoma

Session #3 (March 15, 2021)

- Katherine Howe, VIA Architects
- Kokila Lochan, VIA Architects
- Matt Roewe, VIA Architects

Supporting Staff

- Brian Boudet (Planning Manager, Planning & Development Services)
- Lihuang Wung (Senior Planner, Planning & Development Services)
- BT Doan (Administrative Assistant, Planning & Development Services)
- Mary Crabtree (Administrative Assistant, Planning & Development Services)
- Pat Beard (Business Development Manager, Community & Economic Development)
- Dana Brown (Assistant Division Manager, Transportation Planning, Public Works)
- Jennifer Kammerzell (Principal Engineer, Traffic Programs, Public Works)
- Mark D’Andrea (Project Manager, Engineering Project Management, Public Works)

G. Appendix “A” – TODAG Evaluation of TDLE Portland Avenue Station Area – Voting Results and Summary of Comments

1. Voting Results:

(Based on votes from 10 TODAG members; the vote from an additional member to “eliminate this East Tacoma Station entirely, both as a cost cutting measure and to allow us to focus on the Tacoma Dome Station implementation” cannot be reflected in this chart.)

DESIGN PRINCIPLES	STATION OPTIONS	Scoring Methods*	MULTI-MODAL CONNECTIVITY	ECONOMIC DEVELOPMENT OPPORTUNITIES	PLACEMAKING + URBAN FORM	SOCIAL + CULTURAL IMPACTS	COMMUNITY BENEFIT
			THINK ABOUT... <ul style="list-style-type: none"> Integrated multi-modal design Multi-modal transfers Pedestrian + bike access Safety + security Legibility, wayfinding + navigation Traffic management <ul style="list-style-type: none"> Access to parking, Amtrak Station, Tacoma Links and Dome entertainment events 	THINK ABOUT... <ul style="list-style-type: none"> Development / redevelopment opportunities adjacent to station locations <ul style="list-style-type: none"> ST surplus properties Adjacent private development parcels Future infill development types <ul style="list-style-type: none"> Mix of uses, housing Employment opportunities 	THINK ABOUT... <ul style="list-style-type: none"> Placemaking experiences <ul style="list-style-type: none"> Streets, civic spaces Iconic architectural response (station design) District / neighborhood identity Signature amenity space or other public spaces <ul style="list-style-type: none"> Portland Ave. and Dome District station 	THINK ABOUT... <ul style="list-style-type: none"> Culturally sensitive resources <ul style="list-style-type: none"> Historic structures Street level activation Puyallup Tribe Trust Lands Public art opportunities 	THINK ABOUT... <ul style="list-style-type: none"> Dome District vision / character Affordable housing Local retail / small businesses Civic space Programmed community events <ul style="list-style-type: none"> Street fairs / farmers market
A. PORTLAND AVENUE STATION	Tally		1 5 4	0 7 3	1 6 3	0 8 2	1 6 3
	Weighted		3	4	5	6	5
B. PORTLAND AVENUE SPAN STATION	Tally		3 5 2	3 5 2	3 5 2	1 6 3	3 5 2
	Weighted		9	9	9	5	9
			Station concept exceeds expectations Station concept meets expectations Station concept falls short of expectations				

* Scoring Methods:

- Tally Method – Showing the number of votes for each diagram; for example, indicates that 1 person believes the station concept exceeds expectations when evaluated against this particular design principle, 5 persons believe it meets expectations, and 4 persons believe it falls short of expectations.
- Weighted Method – Assigning 2 points for , 1 point for , and -1 point for ; for example, equates to $2 \times 1 + 1 \times 5 + (-1) \times 4 = 3$, which means the station concept receives 3 points when evaluated against this particular design principle. Note that the points are relative, not representing absolute values; in other words, a 9 vs. 3 situation means the 9-pointer performs much better than the 3-pointer, but not necessarily 3 times as good.

2. Summary of Comments – Principle #1:

DESIGN PRINCIPLE STATION OPTIONS	MULTI-MODAL CONNECTIVITY	
	Opportunities	Concerns
A. PORTLAND AVENUE STATION	<ul style="list-style-type: none"> • Easier (density of design) and safer (less crossing of Portland Ave.) multimodal transfers for high-volume bus transfers, including paratransit and kiss-n-ride. • Less impact on throughput on Portland Ave. (no in-lane bus stops and lower pedestrian crossing volumes). 	<ul style="list-style-type: none"> • Traffic; complicated bus circulation; indirect transit routing; inconvenient transfers; unsafe crossing (of Portland Ave.). • No parking; limited pickup/drop-off area. • Bicycle access is currently nonexistent. • Side platform station requires redundant escalator/stairs and emergency stairs and can be confusing to new users. Wayfinding will be more complex to produce at a dataset level that can be used by Google Maps, etc. • Bridges may be resources better spent on at-grade improvements to access for bicyclists and pedestrians • Safety; security; crime. • You have to take the link to Tacoma Dome station to get better access.
B. PORTLAND AVENUE SPAN STATION	<ul style="list-style-type: none"> • Better in-line pull-offs for bus stop connections; direct for transit; station adequately designed for paratransit users. • Pickup/drop-off at the west station entrance appear easier to navigate than the pickup/drop-off requiring riders to cross the street. • Safe for pedestrians (less crossing of Portland Ave.). • No added traffic impacts to E. 27th Street. • Bicycle access can potentially be facilitated via side streets (E. 26th). • On-street angled parking could help to expand access in Portland Ave. area on side streets. • Prominent location for station allows easier wayfinding and center platforms are more easily understood by riders. 	<ul style="list-style-type: none"> • Location undesirable. • Less integration of different transit modes and less convenient multimodal transfers. • No parking; limited pickup/drop-off area. • Bicycle access is currently nonexistent. • Higher impact on throughput on Portland: In-lane bus stops, higher pedestrian crossing volumes (but one less crossing compared to other station). • Potentially duplicative bus platform northbound at E. 26th Street. • Would require longer bridge to the casino/south of I-5 area. Bridges may be resources better spent on at-grade improvements to access for bicyclists and pedestrians. • Safety; security; crime. • You have to take the link to Tacoma Dome station to get better access.

3. Summary of Comments – Principle #2:

DESIGN PRINCIPLE STATION OPTIONS	ECONOMIC DEVELOPMENT OPPORTUNITIES	
	Opportunities	Concerns
A. PORTLAND AVENUE STATION	<ul style="list-style-type: none"> • Redevelopment, in particular amenities like child care, grocery/pharmacy/dry cleaners can be integrated into station location—no-one has to cross the street. • Provides on-site employment opportunities and maintains capacity for industrial/manufacturing-compatible development along Puyallup Ave. that can support and grow family wage industrial jobs in the Tideflats. • Two small parcels would be potentially available for redevelop opportunity. • Access to Tribal property and job center is supported. 	<ul style="list-style-type: none"> • Remnant property from the station is unlikely to be developed from the smaller and less regular shape. Adjacent parcel to the west developability is possibly impacted by guideway as well. • The station completely consumes a key potential infill site that could be used for infill housing, commercial services, or employment uses. • Development opportunities are bounded by I-5 and the BNSF railyard/705, East Portland Ave. and the Puyallup River, with corresponding noise and air quality impacts. Housing development could unnecessarily introduce environmental injustices that do not exist today. • Density of design could create opportunity for on-site businesses, but smaller size would limit the available commercial space on-site.
B. PORTLAND AVENUE SPAN STATION	<ul style="list-style-type: none"> • More regular and larger shape from construction staging parcel – though partially impacted by guideway on the east. Other adjacent properties better positioned for future development. • Some redevelopment potential: One large parcel within walking distance of bidirectional access to the station. Larger parcel has more potential to serve as a center of mixed use structures with greenspace. • Spanning Portland Ave. enables access to a wider extent of developable land on E. 26th and E. 27th east of Portland Ave. • Access to Tribal property and job center is supported. 	<ul style="list-style-type: none"> • Less opportunity for integration of amenities like child care, grocery/pharmacy/dry cleaners. • Not much for economic activity unless you work closely with the Puyallup Tribe.

4. Summary of Comments – Principle #3:

DESIGN PRINCIPLE STATION OPTIONS	PLACEMAKING + URBAN FORM	
	Opportunities	Concerns
A. PORTLAND AVENUE STATION	<ul style="list-style-type: none"> • Larger contiguous site provides greater opportunity for placemaking through integration of signature amenity civic space, iconic architecture, and neighborhood identity. • Shorter, more direct connection to the casino/south of I-5 area. 	<ul style="list-style-type: none"> • Station couched away, setback from the main street, self-contained, with limited visual profile, and less integrated into the surrounding blocks. • Public space dispersed and limited in size. • Run of the mill architecture, similar to Mt. Baker Station, will not differentiate this station from other LINK stations.
B. PORTLAND AVENUE SPAN STATION	<ul style="list-style-type: none"> • Opportunity for a very eye catching and prominent design to celebrate light rail (akin to Angle Lake Station). • Larger public space, along with escalators/stairs, should bridge the space on both sides, allowing for events or public art. • A pedestrian bridge north-south across Sounder tracks would help broaden access on the eastern side of Portland Ave. • Opening up eastern side of Portland Ave. allows City to reinstate a regular street grid by splitting superblocks at more regular intervals (e.g. East M Street). 	<ul style="list-style-type: none"> • No great opportunities for placemaking. • Long, skinny site provides fewer opportunities for integrated development and iconic architecture with civic element. • Little opportunity for integration of bridge to the casino/south of I-5 area.

5. Summary of Comments – Principle #4:

DESIGN PRINCIPLE STATION OPTIONS	SOCIAL + CULTURAL IMPACTS	
	Opportunities	Concerns
A. PORTLAND AVENUE STATION	<ul style="list-style-type: none">• Greater opportunity for public art both on site and the pedestrian bridge connecting to the casino/south of I-5 area, with potential for a design concept that takes its cues from art at the casino.• Opportunity to serve as a small commercial center (satellite) for housing on Tribal property and areas south of I-5.• Could help with street level activation.	<ul style="list-style-type: none">• Smaller station public space allows for less public art.• Activation of one sides of Portland Avenue limits benefits.• No culturally sensitive structures.• Tribe has not given us input to what they want.• Dome district station should activate Freighthouse Square area and help with art, etc.
B. PORTLAND AVENUE SPAN STATION	<ul style="list-style-type: none">• Opportunity for street level activation on Puyallup Ave. and both sides of Portland Ave. that enhances/allows impactful art and design, civic vitality, and community grow.	<ul style="list-style-type: none">• This is the industrial end of Puyallup Ave., with less likelihood for high quality connections to both the west and south.

6. Summary of Comments – Principle #5:

DESIGN PRINCIPLE STATION OPTIONS	COMMUNITY BENEFIT	
	Opportunities	Concerns
A. PORTLAND AVENUE STATION	<ul style="list-style-type: none"> • Opportunity to serve as a small commercial center (satellite) near housing south of I-5. • Opportunity for programmed community events, local businesses, District vision and character (similar to the Capitol Hill station). • Can help with affordable housing south on Portland Ave. • ST can write requests for development proposal to ensure that community benefits are integrated. 	<ul style="list-style-type: none"> • Limited public space and station accessibility. • Limited safe access to Eastern side of Portland Ave. reduces potential for redevelopment and support of local retail with residential redevelopment. • If included, single use pedestrian bridges will pull activity off of the street. • This station is outside of the Dome District, where there are more local retail and community activities (e.g., Farmers Market) that are easier to reach.
B. PORTLAND AVENUE SPAN STATION	<ul style="list-style-type: none"> • More abundant public space, better station accessibility and more prominent station allows for easier wayfinding and enhancement of district character. • Safe access to Eastern side of Portland Ave. enhances potential for redevelopment and support of local retail with residential redevelopment. • A safe street level crossing for Portland Ave. could promote development on either side. • Can help with affordable housing south on Portland Ave. 	<ul style="list-style-type: none"> • Narrow footprint and lack of integrated development opportunities make it harder to provide community benefit. More dependent on developers doing the right thing out of their own volition. • If included, single use pedestrian bridges will pull activity off of the street. • This station is outside of the Dome District, where there are more local retail and community activities (e.g., Farmers Market) that are easier to reach.

###



July 19, 2021

Jane Moore and Gerrit Nyland, Co-Chairs
Tacoma Transportation Commission
747 Market Street, Room 644
Tacoma, WA 98402

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

Dear Co-Chairs Moore and Nyland,

On behalf of the Transit-Oriented Development Advisory Group (TODAG), we are forwarding the attached “Tacoma TOD” Toolkit to the Transportation Commission for review and consideration.

The TODAG has issued Progress Reports No. 1 in May 2020 and No. 2 in July 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.

The “Tacoma TOD” Toolkit is Progress Report No. 3. It 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 multi-purpose platform for evaluating TOD implementation strategies.

As a toolkit, the “Tacoma TOD”:

- 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.



Transportation Commission

TODAG Progress Report No. 3 – “Tacoma TOD”

July 19, 2021

Page 2 of 2

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.” We are hereby forwarding our Progress Report No. 3 – “Tacoma TOD” Toolkit to the Transportation Commission and soliciting feedback from the Commission. We are confident that the toolkit is consistent with and will help realize all TOD-related policies of the *One Tacoma* Comprehensive Plan. We are also requesting that the Commission, upon completing your review, forward this report to the City Council for its consideration.

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

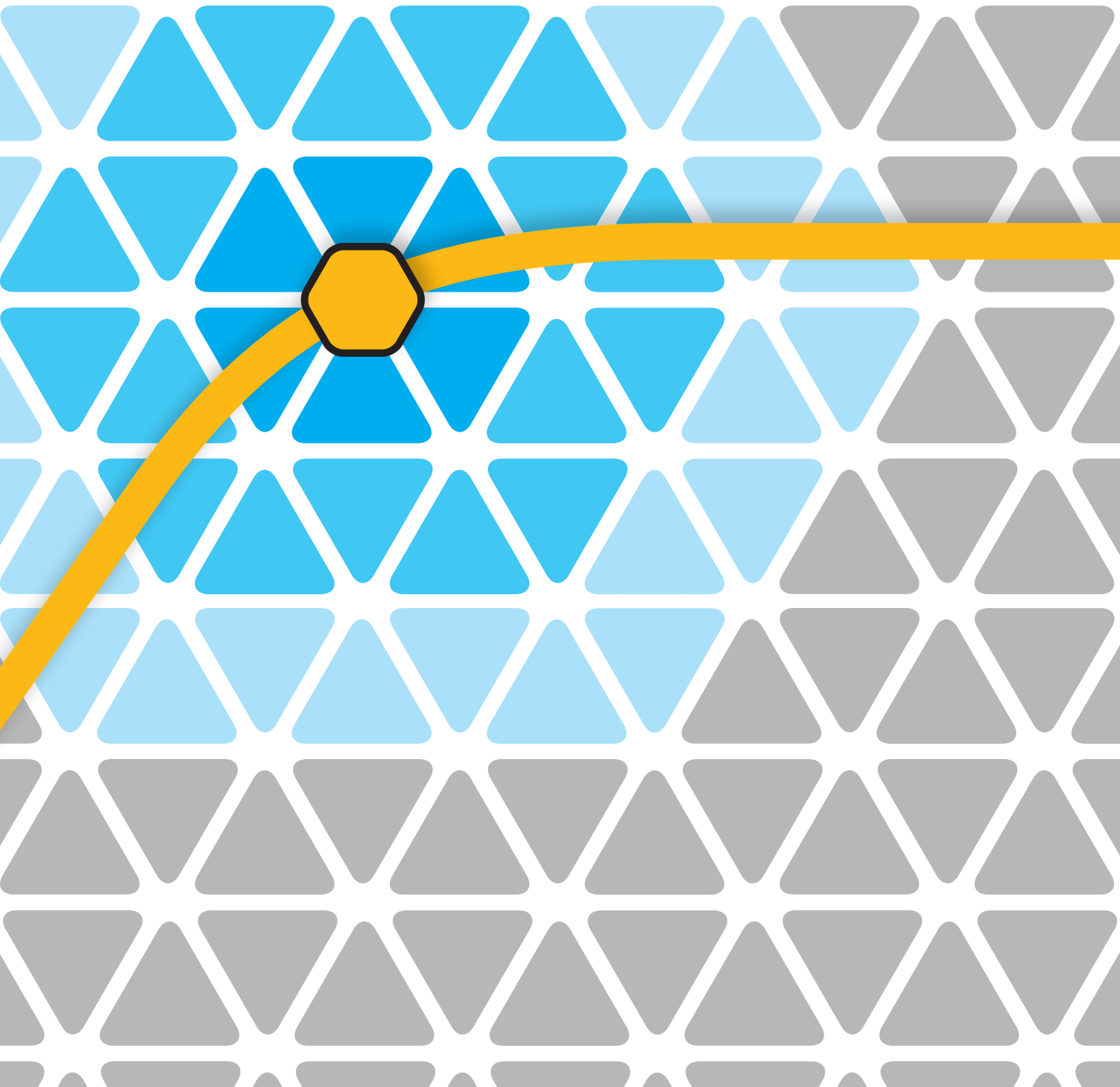
Enclosure: TODAG Progress Report No. 3 – “Tacoma TOD” Toolkit, July 2021

TACOMA TOD

July
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

TODAG Members

Imad Bahbah, Chair

Donald Erickson, Vice-Chair

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Evette Mason (resigned May 2021)

Ben Ferguson (resigned March 2021)

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TOD Roundtable Presenters:

Session #1 (January 25, 2021)

Cathy Reines, Koz Development
Jill Sherman, Gerding Edlen
Pat Beard, City of Tacoma

Session #2 (February 22, 2021)

Maggie Moore, Puget Sound Regional Council
Tim Bates, Sound Transit
Tina Lee, Pierce Transit
Brian Boudet, City of Tacoma

Session #3 (March 15, 2021)

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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. Well coordinated land use

3) *The Growing Transit Communities Strategy*, Puget Sound Regional Council, 2013

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 contributors who comprise it.



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.

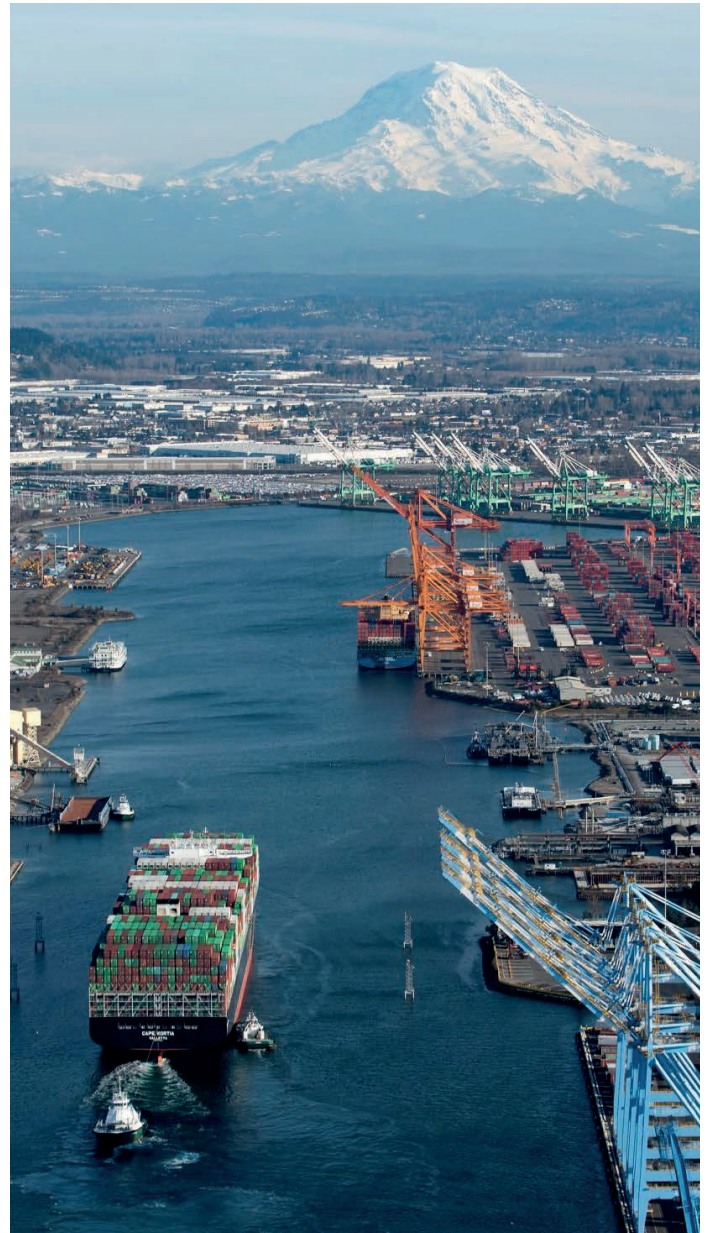
This paper offers a baseline measure for what we might envision in our transit oriented communities as well as a way to create an on-going City dialog that helps leverage forthcoming transit and transportation investments.

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.



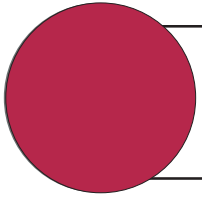
3. PLACEMAKING AND URBAN FORM

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

Principles drive strategies for long term

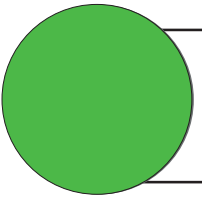
The city of Tacoma's Transit Oriented Development Advisory Group (TODAG) endorses the five principles to guide TOD throughout the City of Tacoma. Benefits, evaluation criteria, and strategies for each principle are expanded on in the following pages. Note that not all principles will be applicable in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

TODDAG



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 Integr

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?

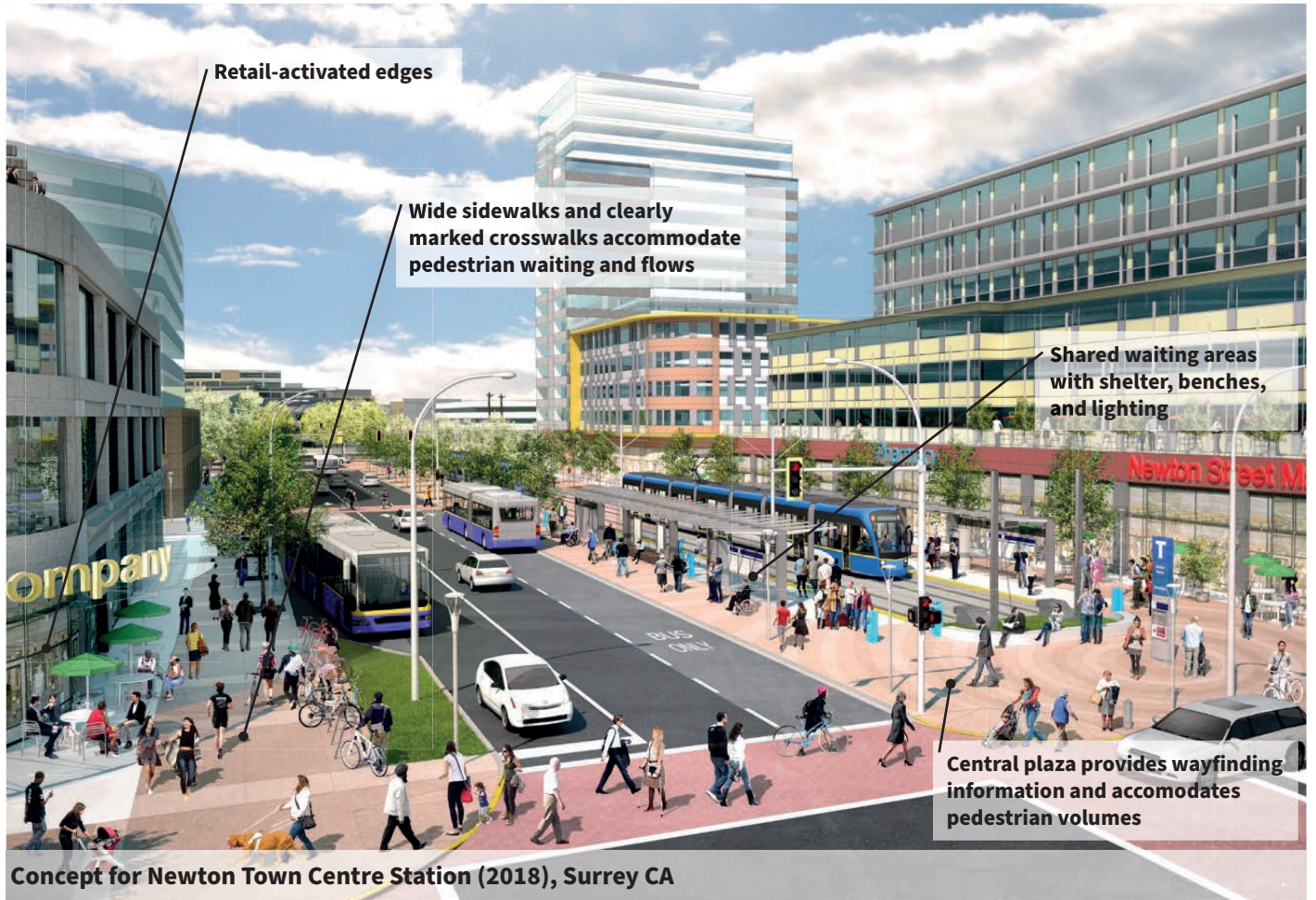
There is a strong convergence between the urban design strategies that promote multimodal integration and those that promote good placemaking and transit oriented communities.

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

ULTIMOD

ation



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 as significant a 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

Development



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

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

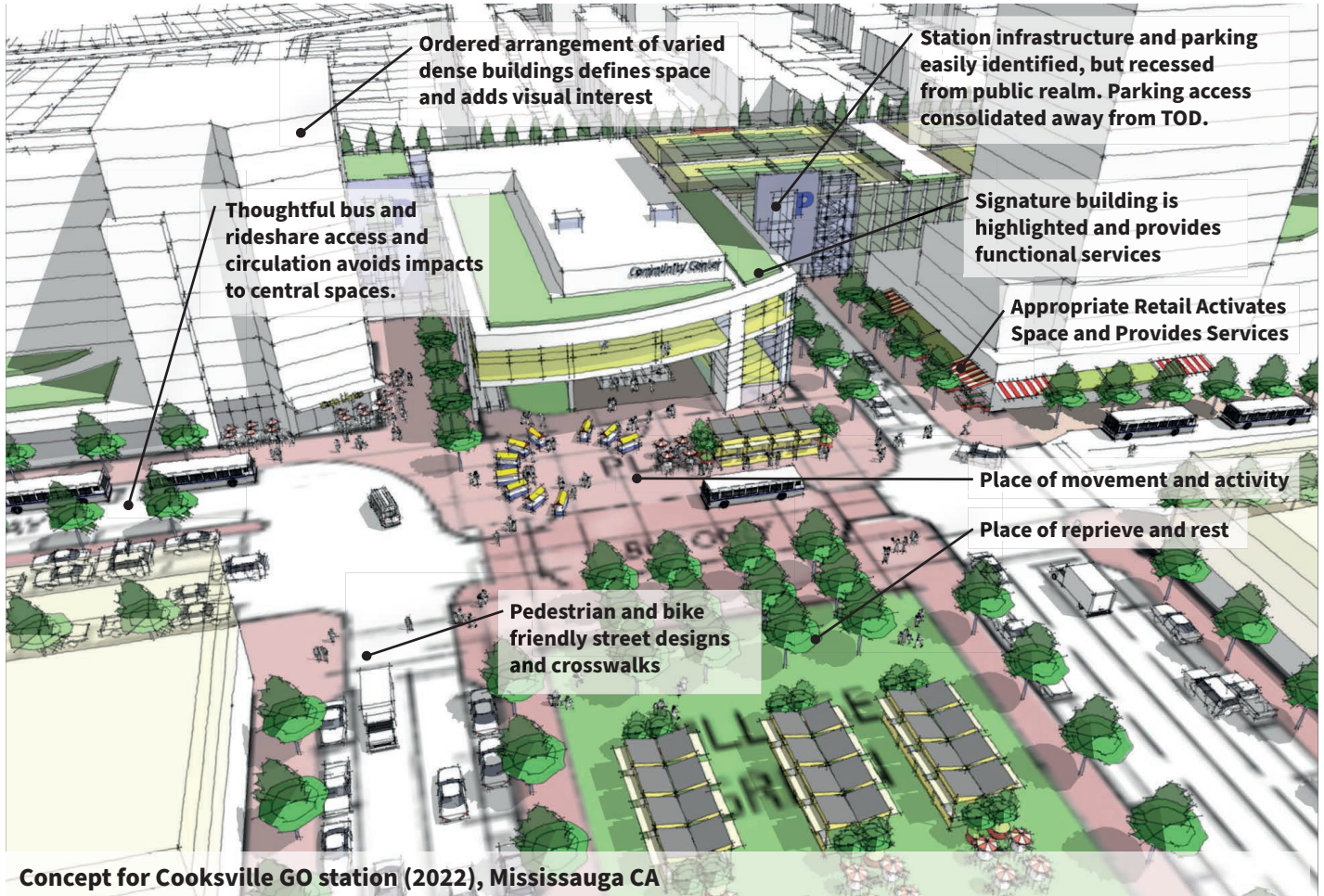
users from wind, rain, noise, and the impacts of traffic. Great places also host opportunities to sit, walk and observe the built environment that is appropriately scaled, arranged, and sited for a comfortable and interesting experience.

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



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 Culture

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**



Carrolton 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

Official

al Vibrancy



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 Bene

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.

Benefit COMMUNITY



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.

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"> • Employment • Affordable Housing • Consistency with City Plans • Local Business • 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 also beholden to sources of funding, such as federal grants, which may come with specific stipulations regarding the process, components, or outcome of a project. Other stakeholders with different drivers and risks include community residents, regional agencies, and private developers, and business development groups.

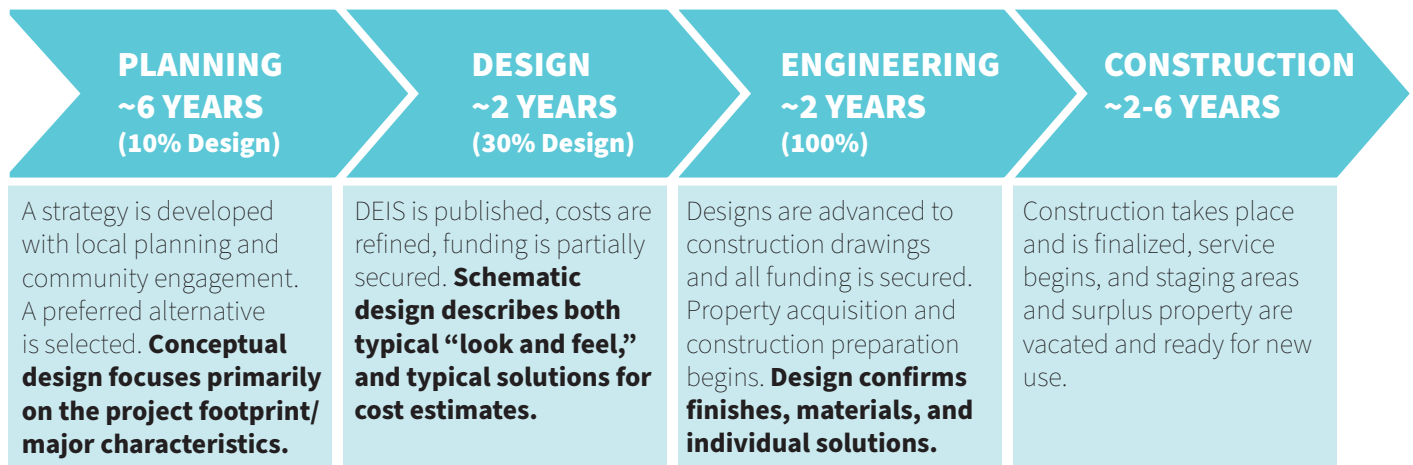
2. **Define** roles and responsibilities

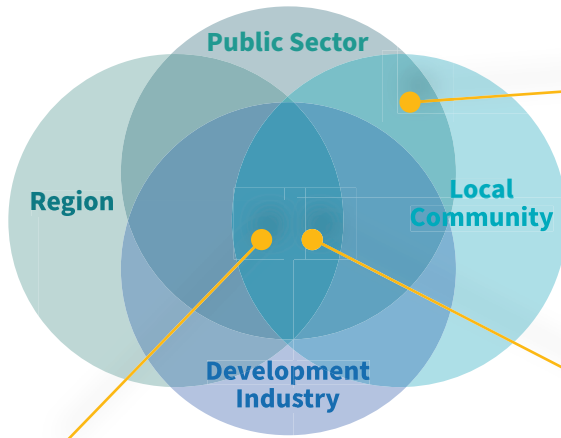
The transit agency plans, constructs, and operates the transit system. Municipalities, aided by the community and advisory groups, articulate a vision for the area and implement land use and transportation policy changes that help to enable this. These policy changes include zoning reform, incentives, 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 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.

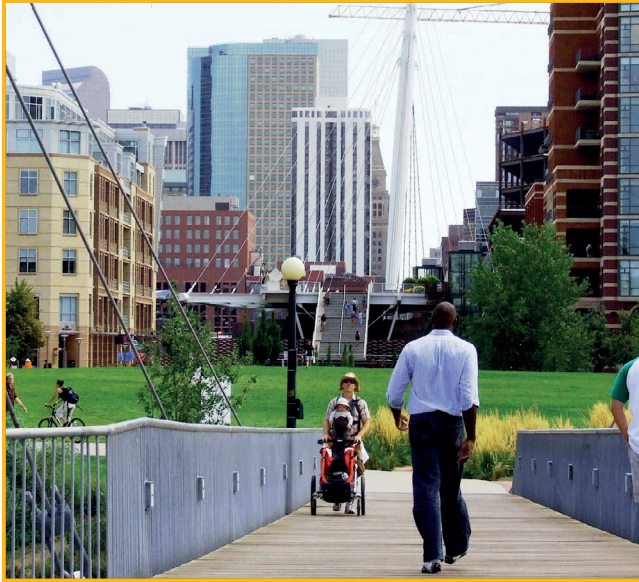




A City/Agency MOU should document concurrence on drivers, roles, decision making, and timelines as early on in the project as possible.



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.

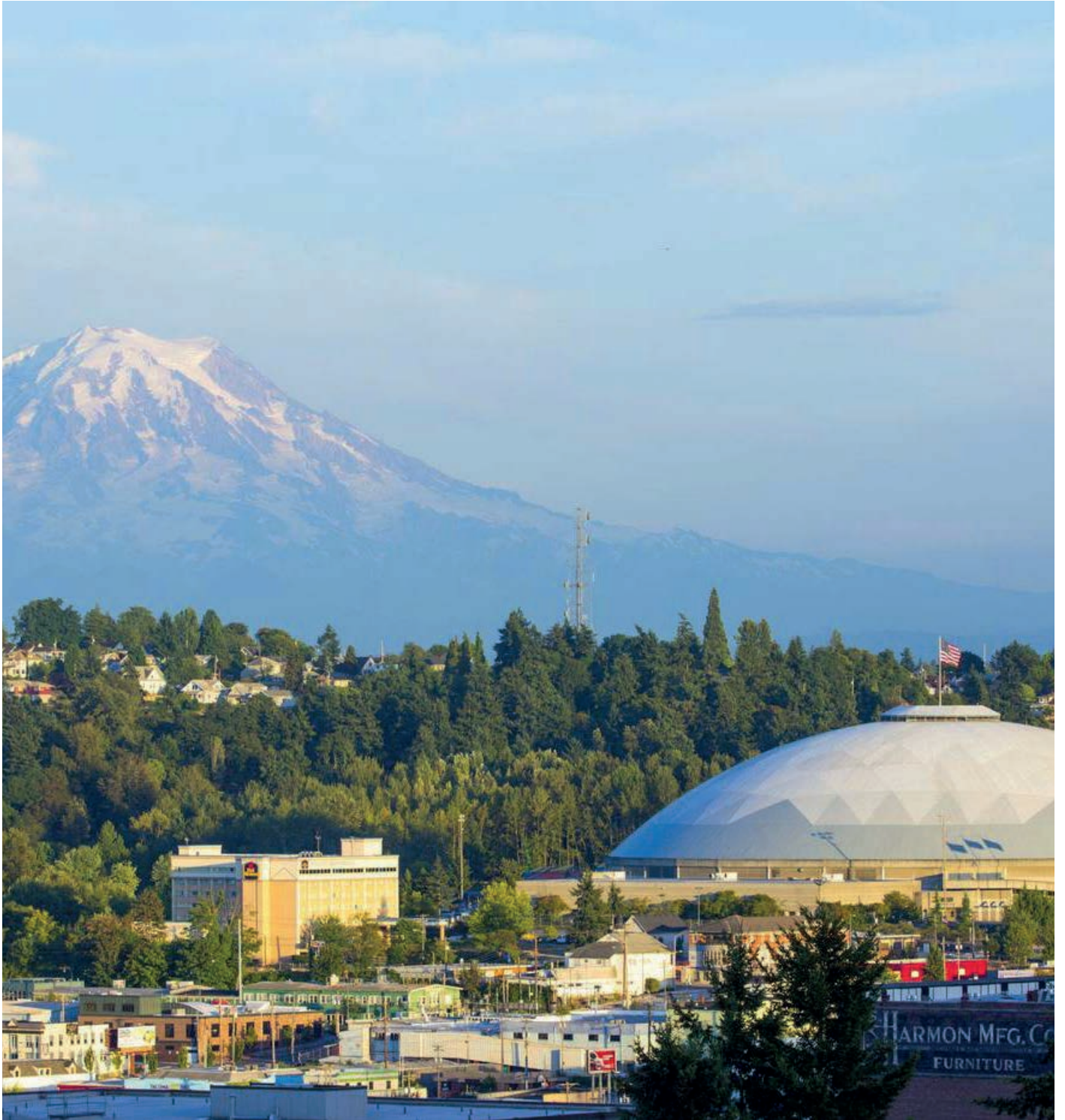
Tacoma recognizes that Transit Oriented Developments, when properly implemented, provide our neighborhoods and region with an array of well documented benefits and the ability to more efficiently leverage public investment in the built environment. With incoming investment by Sound Transit, Tacoma believes 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:
 - 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.







Prepared by:
ECONOMIC
CONSULTANTS
BERK
AND KENNEDY

Draft Impact Fee Framework

City of Tacoma | Public Works Department

Transportation Commission

August 18, 2021

ITEM # 2

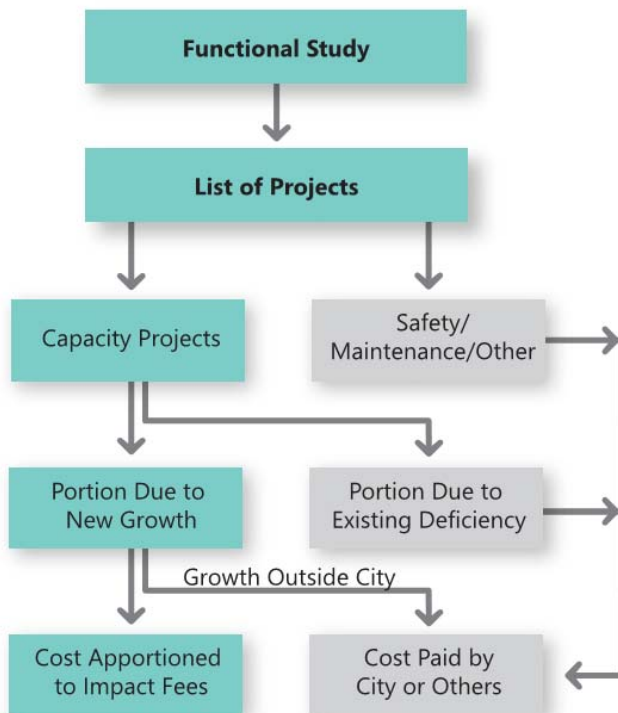


OVERVIEW



- Background
- Community engagement
- Program considerations
- Program recommendations
- Next steps

BACKGROUND



- Gap in infrastructure funding
- Impact fee program should:
 - Reduce review/permitting timeline
 - Increase fairness and predictability
 - Help growth pay for growth



COMMUNITY ENGAGEMENT

- Transportation Commission
- Planning Commission
- Human Rights Commission
- Commission on Immigrant and Refugee Affairs
- Centro-Latino
- Tacoma Permit Advisory Task Force

“Immigrant families that we work with will want parks and schools for their children; bathrooms, soccer fields, sidewalks, etc.”

“How will the implementation of Impact Fees align with current tax incentive program for the construction of affordable, multifamily housing?”

Will Impact Fees rates differ in areas that still have open space for development?
(Reference East Tacoma)



COMMUNITY ENGAGEMENT



Program Recommendations

This chapter presents key recommendations that resulted from the seven-month process summarized in the previous chapter. The chapter begins with a proposed mission statement, which should guide the development of an impact fee framework in Tacoma. The mission statement is followed by specific recommendations for a transportation impact fee framework and key steps to advance the development of a fire impact fee framework. This chapter concludes with guidance for how community engagement should be approached as these impact fee program frameworks progress towards implementation.

Proposed Mission Statement

The City of Tacoma, like other local agencies in the Puget Sound area, has a significant gap in infrastructure funding. While the City Council and voters have taken meaningful and responsible measures to address some of this need—particularly when it comes to maintaining existing streets—the investments required to accommodate future growth are still underfunded.

Prior City of Tacoma planning documents, including the South Downtown Subarea Plan and the North Downtown Subarea Plan, have identified transportation impact fees as a method to help Tacoma bridge the funding gap for future investments. The need for additional local funding is recognized in the City's Transportation Master Plan and is highlighted in regional planning documents as well. The Puget Sound Regional Council's Draft regional transportation plan highlights the importance of local agencies making use of all funding options available, including impact fees, to address the growing demand for transportation infrastructure.

Existing businesses and residents have made significant recent commitments to addressing the need, and impact fees can provide a streamlined way to allow new growth to pay a one-time fee to share the cost of

Key Questions:

- What is the need? Where is it located? When should it be addressed?
- How is equity being considered? Affordable housing, attainable housing, infill development
- Are there other funding resources?
- How will impact fees streamline the development process?
- Why now?

●●● Fee Stacking Introduction



Compared system development fees for five types of development:

- Single family residential [2,076 sq. ft.]
- Multifamily residential [22,000 sq. ft.; 33 units]
- Office commercial [27,000 sq. ft.]
- Retail commercial [3,000 sq. ft.; e.g., convenience store]
- Industrial commercial [28,000 sq. ft. light industry]

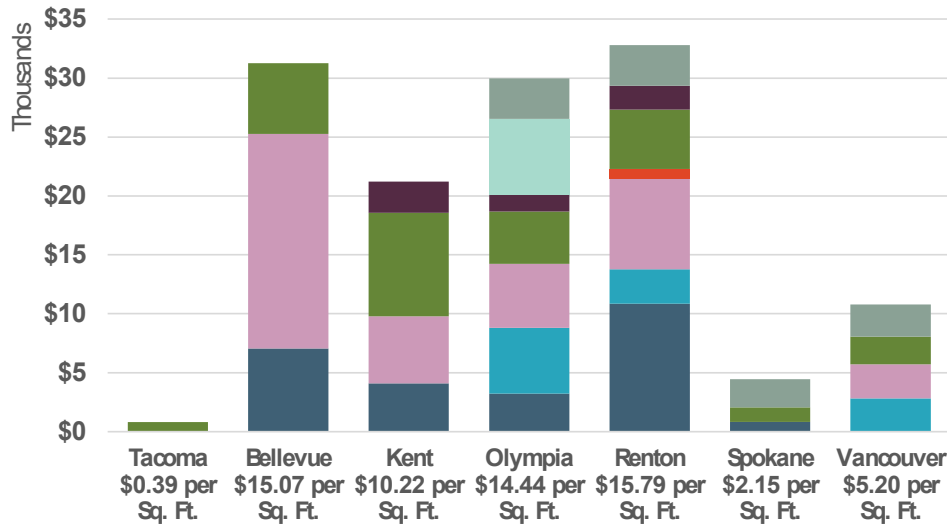
Many jurisdictions impose fees depending on location; downtown often having higher fee structures.

This analysis is of charges paid up front by developers and does not include charges paid by property owners.

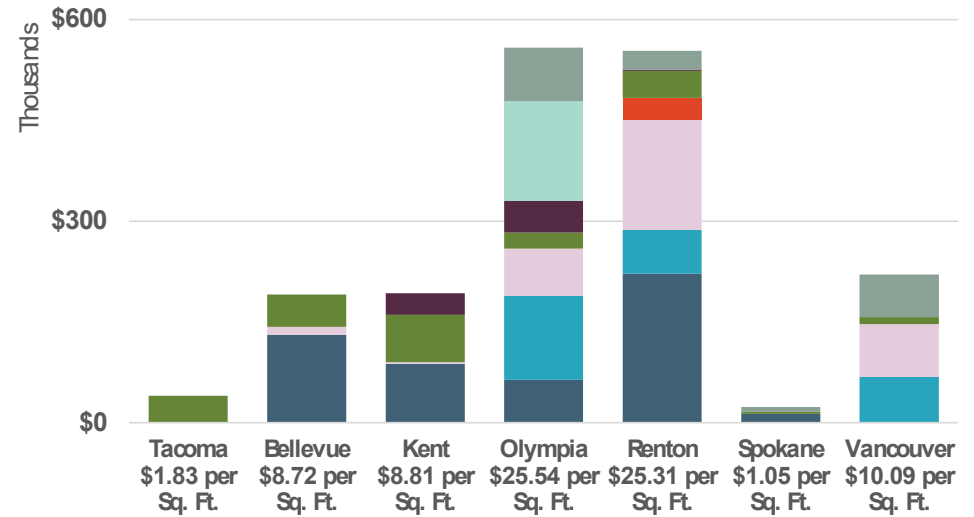
Fee Stacking: Residential Development Fees



Single Family



Multifamily



- Transportation
- Parks
- School
- Fire
- Water
- Drainage/Stormwater
- Wastewater (Regional)
- Wastewater (Local)

Note: Graphs on different scales.

Sources: City of Tacoma, 2021; City of Bellevue, 2021; City of Kent, 2021; City of Olympia, 2021; City of Renton, 2021; City of Spokane, 2021; City of Vancouver, 2021; BERK, 2021.

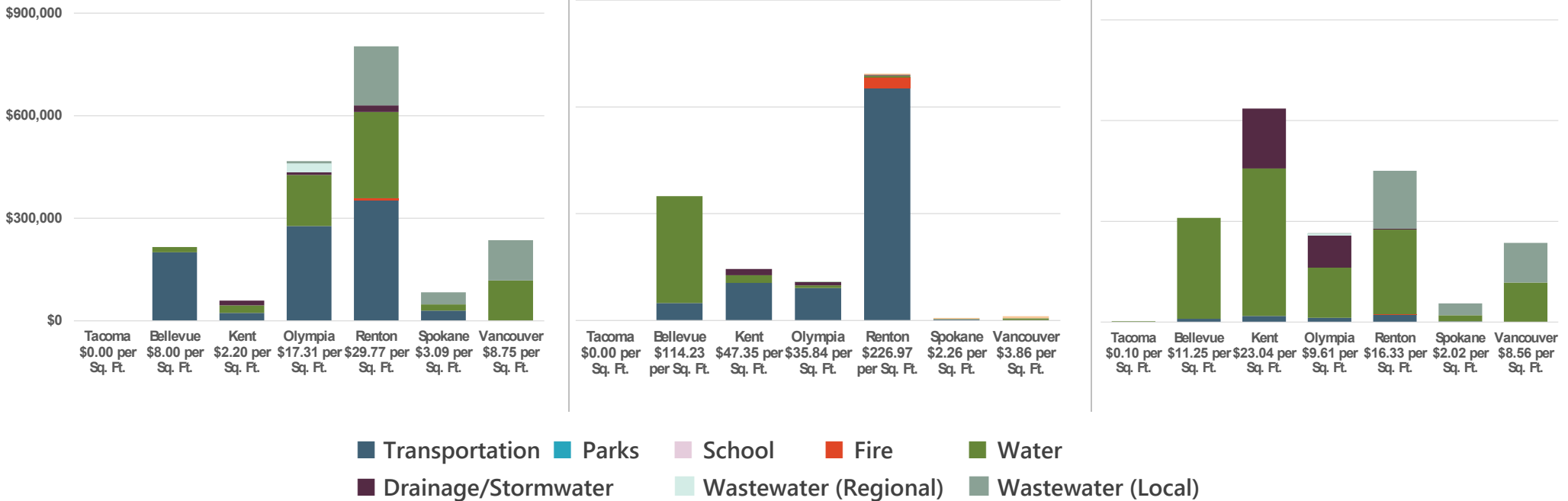
Fee Stacking: Commercial Development Fees



Office

Retail

Industrial



Sources: City of Tacoma, 2021; City of Bellevue, 2021; City of Kent, 2021; City of Olympia, 2021; City of Renton, 2021; City of Spokane, 2021; City of Vancouver, 2021; BERK, 2021.

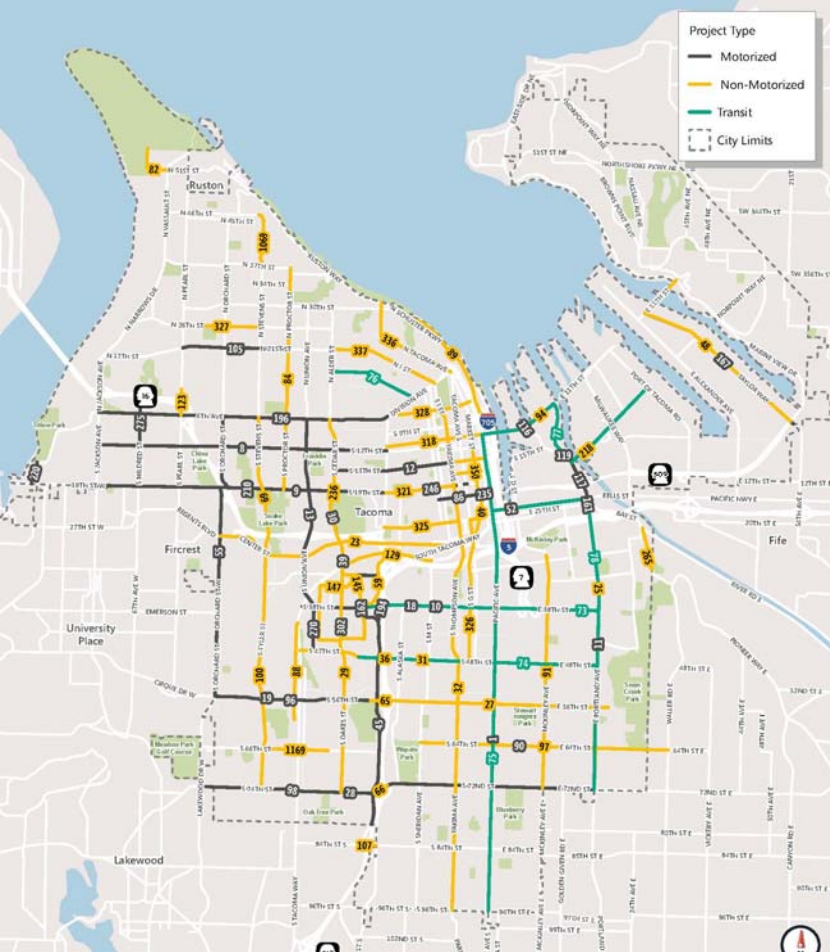


Program Considerations



- Develop a Mission Statement
- **Four key principles** for Tacoma's impact fee framework:
 - Reflects collaborative dialogue between City, community, and development interests
 - Aligns with City goals related to housing affordability
 - Funds projects that accommodate growth and can be sustainably funded
 - Contributes to a more equitable infrastructure landscape, ensuring that no part of the city is left behind

PROGRAM CONSIDERATIONS

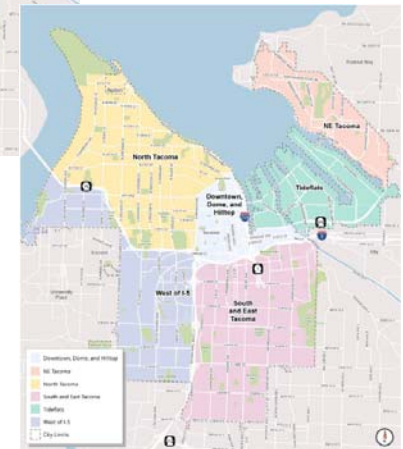


Impact Fee Eligibility	Transit	Ped/Bike	Motorized
No	\$4,500,000	\$200,037,558	\$677,090,061
Maybe	-	\$269,879,179	\$72,644,841
Yes	\$48,375,000	\$125,142,633	\$226,211,543
Total	\$52,875,000	\$595,059,369	\$975,946,445

PROGRAM CONSIDERATIONS

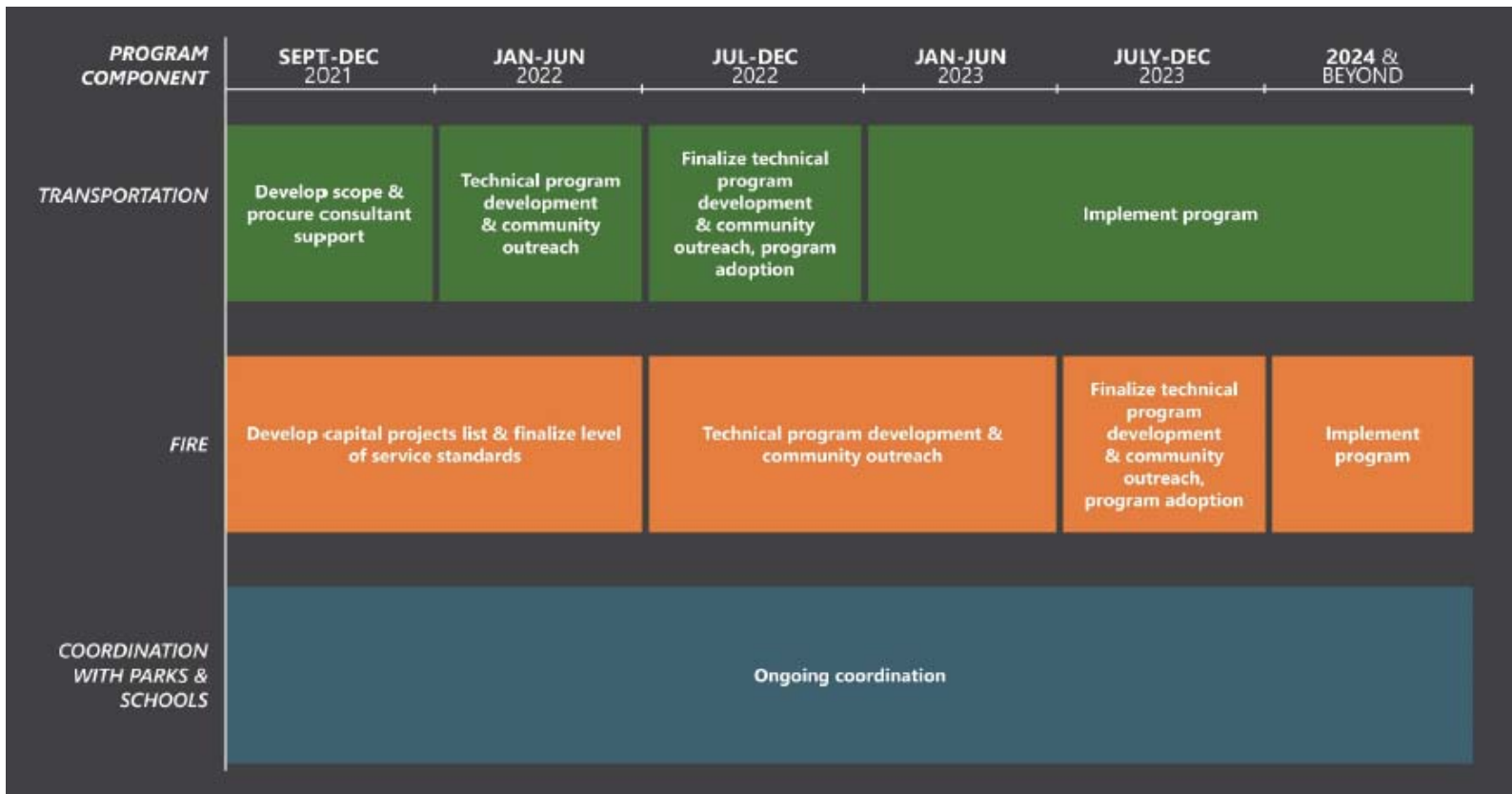


- Geographical areas/zones
 - Citywide or subareas
- Phasing
- Exemptions
 - Affordable housing
 - Detached dwelling units



Jurisdiction	Single-Family Rate	ADU Rate	% Reduction
City of Puyallup	\$4,500	\$900	80%
City of Tumwater	\$3,919	\$2,453	37%
City of Lacey	\$1,650	\$0	100%
City of Olympia	\$3,662	\$1,036	72%
Pierce County	\$4,859	\$2,479	49%
Thurston County	\$3,050*	\$1,525	50%

NEXT STEPS



RECOMMENDATIONS



- Continue to evaluate capital projects for eligibility
- Perform focused capital planning in areas that lack identified projects
- Define capacity based on person –trips as opposed to vehicle trips
- Refine forecasts for bases of the a fee program
- Develop zones to support equitable fee structure
- Leverage Tacoma’s Equity Index in structuring the program
- Develop Fee Schedule that meets the City’s priorities