

Agenda

Meeting No. 16: Regular Meeting

Date/Time: Monday, April 19, 2021, 4:00 pm

Zoom Info: Link: https://us02web.zoom.us/j/86937218442

> Dial-in: +1 253 215 8782 ID: 869 3721 8442

	İTEM	LEAD	DURATION						
C	III to Order	LEAD	DURATION						
Call to Orugi									
1.	Review of Meeting Notes of March 15, 2021								
2	(Attachment 1) Public Comment	Chair Bahbah	5 min.						
2.	(Written comments only; e-mailed to planning @cityoftacoma.org,		•						
	due by 2:00 p.m. of meeting day)								
Di	scussion / Action Items								
1.	Sound Transit Program Realignment –	V. O							
	Draft Letter of Recommendations	Vice-Chair Erickson and Chair Bahbah	10 min.						
	(Attachment 2)	and onan Banban							
2.	TOD Roundtable Series Wrap-up –	Brian Boudet, City of Tacoma							
۷.	Draft Framework for Toolkit/White Paper	Kokila Lochan, VIA Architects	45 min.						
	(Attachment 3)	Kate Howe, VIA Architects							
3.	TDLE Portland Avenue Station Location Options –								
٠.	Summary of Evaluation	Chair Bahbah and Vice-Chair Erickson	10 min.						
	(Attachment 4)	VICE-CITALI ETICKSOTI							
Co	ommunication Items								
1.	Puyallup Avenue Design Project –								
	Transportation Commission Letter of Recommendation	Brian Boudet	1 min.						
	(Attachment 5)								
2.	TODAG Schedules	Brian Boudet	1 min.						
	(Attachment 6)	Dilaii Doudet	1 111111.						

3. Agenda Items for Future Meetings (tentative):

Chair Bahbah

1 min.

- a. TOD Roundtable Series Wrap-up
- b. TDLE Portland Avenue Station Area
- c. Puyallup Avenue Design Project
- d. Bus Rapid Transit Project
- e. Continued Review of ULI Report and Subarea Plans
- f. Quiet Zone Update
- g. TOD Applications Citywide

4. Closing Comments / New Business

Chair Bahbah

2 min.

Adjournment

Next Meeting:

• Monday, May 17, 2021, 4:00 p.m.

Attachments:

- 1. Meeting Notes of March 15, 2021
- 2. Draft Letter of Recommendations on Sound Transit Program Realignment (joint letter with the Transportation Commission and the Bicycle and Pedestrian Technical Advisory Group)
- 3. TOD Roundtable Series Wrap-up Draft Framework for Toolkit/White Paper (PPT slides)
- 4. TDLE Portland Avenue Station Location Options Summary of Evaluation
- 5. Transportation Commission Letter or Recommendation regarding Puyallup Avenue Design Project (March 20, 2021)
- 6. Schedules of TODAG Meetings and TOD Roundtables

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

MEETING NO.: No. 15 (Special Meeting)

MEETING DATE: March 15, 2021

Members Present: Imad Bahbah (Chair), Don Erickson (Vice-Chair), Adam Cook (in place of Kim Bedier), Daren Crabill, Justin Leighton, Evette Mason, Kerri Hill, Laura Svancarek, Rick Semple, Roberta Schur

Visitors: Sue Comis (Sound Transit), Tim Bates (Sound Transit), Eric Chipps (Sound Transit), Tina Lee (Pierce Transit), Jennifer Kammerzell (COT/PW), Kokila Lochan (VIA Architects), Matt Roewe (VIA Architects), Katherine Howe (VIA Architects), Dana Brown (COT/PW)

Staff Support: Brian Boudet (COT/PDS), Lihuang Wung (COT/PDS), BT Doan (COT/PDS)

ITEM 01: CALL TO ORDER

Vice-Chair Don Erickson called the meeting to order at 4:05 p.m.

- 1. The meeting notes of February 22, 2021 were reviewed.
- 2. No public comment.

Chair Imad Bahbah joined the meeting and presided over the meeting.

ITEM 02: DISCUSSION/ACTION ITEMS

1. Debriefing and Follow-up – Sound Transit Program Realignment (from 2/22/21 meeting)

- (a) Concerned with the potential impacts of the realignment to the budget and phasing of the Tacoma Dome Link Extension (TDLE) project, Chair Bahbah put forward a suggestion for a joint recommendation from both the TOD Advisory Group and the Transportation Commission to the Sound Transit Board and the City Council.
- (b) The group concurred with writing the recommendation letter. Evette Mason would relay the matter to the Transportation Commission on March 17, 2021.

2. TOD Roundtable Series, Session #3 – "Placemaking, Design Principles & TOD Examples/Tools"

- (a) Brian Boudet provided background context for the roundtable series.
- (b) Introductions of VIA Architects consultants were made.
- (c) VIA Architects' presentation discussed TOD basics as they related to transit-oriented communities and placemaking with design principles, and development-oriented transit and components that impacted TOD. They also illustrated with examples from other cities.
- (d) The group had questions regarding the plan/vision for the Dome District and Downtown area mentioned in the presentation, and the next steps for aforementioned plans.

City of Tacoma TODAG Meeting Notes

Meeting Date: March 15, 2021

(e) Vice-Chair Erickson offered differences between the City of Tacoma and Vancouver based on his experience working there, leading to discussion of placemaking and industrial intensification suitable for Tacoma.

- (f) Kerri Hill inquired about engagement with other stakeholder groups for the plans.
- (g) Evette Mason commented on the development of incubator for clean marine industry in Tacoma.
- (h) Vice-Chair Erickson asked about projects in other cities where transit ran through mixed-use or multi-family development, in connection to the station options for the TDLE.

3. TDLE Portland Avenue Station Area – Conceptual Diagrams and Feedback of Evaluation Matrix

- (a) Only five members had provided feedback as requested at previous meetings.
- (b) Chair Bahbah extended the timeline to submit feedback and encouraged members to provide theirs.
- (c) Potential vision for the area was discussed.

ITEM 03: COMMUNICATION ITEMS

- 1. Puyallup Avenue Design Project TODAG Letter of Recommendation (2/22/21)
 - (a) Lihuang Wung informed the group that their Letter of Recommendation was finalized and forwarded to the Transportation Commission and interested stakeholders.
 - (b) Jennifer Kammerzell (City of Tacoma Public Works) indicated that the Transportation Commission was writing their own letter to express support for prioritizing pedestrian and bicycle safety, being consistent with Vision Zero and the Transportation Master Plan, as well as moving forward with accepting the grant.
- 2. Growing Transit Communities Monitoring Reports
 - (a) Follow-up information from presenters of the previous Roundtable discussion in response to requests from the group members.
- 3. Dome District Public Agency Ownership Map
 - (a) Attachment was provided in agenda packet.
- 4. TODAG Schedules
 - (a) Brian Boudet reviewed the schedules, in particular agenda items of upcoming meetings.
- 5. Tentative Agenda for Future Meetings:
 - (a) TOD Roundtable Series
 - (b) TDLE Portland Avenue Station Area
 - (c) Puyallup Avenue Design Project
 - (d) Bus Rapid Transit Project
 - (e) Continued Review of ULI Report and Subarea Plans
 - (f) Quiet Zone Update
 - (g) TODAG Applications Citywide

The meeting was adjourned at 5:59 p.m.



April 26, 2021

Kent Keel, Chair Sound Transit Board of Directors 401 S. Jackson Street Seattle, WA 98104

(Sent to: emailtheboard@soundtransit.org)

Re: Comments on 2021 Sound Transit Program Realignment

Dear Chair Keel:

The City of Tacoma Transportation Commission (Commission), Bicycle and Pedestrian Technical Advisory Group (BPTAG), and Transit-Oriented Development Advisory Group (TODAG) respectfully submit our recommendations on the proposed realignment of schedules and plans for Sound Transit projects.

Sound Transit provided presentations to the Commission on March 17, 2021, BPTAG on March 22, 2021, and TODAG on February 22, 2021. The presentation included a discussion of the proposed realignment schedule and potential tools to address the funding gap for ST2 and ST3.

Keep Commitments Intact

We are pleased to see Sound Transit's commitment to Tacoma as part of ST2 and ST3 packages that include significant investments in new regional transit connections, increased service, and infrastructure improvements that will make it easier for people to access transit by walking and rolling. Key among these are:

- Completion of Hilltop Tacoma Link Extension (which we understand is not under consideration for realignment)
- Construction of the Tacoma Dome Link Extension (TDLE)
- Access improvements at the South Tacoma Sounder Station, Tacoma Dome Station, and new Portland Avenue Station
- Construction of an extension of Tacoma Link to Tacoma Community College
- Sounder expansion projects
- A planning study to explore extension of Central Link to the Tacoma Mall Regional Growth Center

Ensure Equity

The highest impact of these is TDLE, which will bring the Central Link from South Federal Way to Fife, East Tacoma and the Tacoma Dome. We believe the highest consideration for Sound Transit should be equity – serving people of color, moderate- to low-income people, and transportation disadvantaged groups. When in operation, the TDLE will bring efficient, frequent and reliable Central Link service to the City of Tacoma, the Port of Tacoma, and the Puyallup

Tacoma Transportation Commission Sound Transit Realignment Recommendation April 26, 2021 Page 2 of 3

Tribe of Indians. The terminal of the current phase of TDLE, the Tacoma Dome Station, is a true transit hub that integrates Link, Sounder, Amtrak, BRT, local and regional bus services, as well as Greyhound. With respect to equity and affordability, the Greyhound, as an example, provides connections to national destinations, Mexico and Canada, and offers discounts to students, veterans, and the homeless (if they get tickets through a church or other means).

Complete the Spine

We applaud Sound Transit for applying "Completing the Spine" as one of the criteria to the evaluation of program realignment. Completing the spine can be best exemplified in the completion of the TDLE, which will connect the existing Tacoma Link (in operation since 2003) and its Hilltop Extension (opening in 2022) to the Central Link. Without this project, the "TL+HE" system would continue to operate as "a limb off of the tree." On the contrary, and as one would expect, completing the TDLE and completing the spine of Link will substantially solidify the return on direct and indirect investments, including the investments by Sound Transit (on the system development), by the City of Tacoma (on transportation, economic development, and housing), by prospective developers (on future transit-oriented development projects), and by people (on choosing to reside or work close to ST systems).

While it is important to close the financial gap (realignment), it is equally if not more important to close the system gap (completing the spine) and the service gap (equity).

Promote Transit-Oriented Development

We would like to highlight the City of Tacoma's longstanding commitment to creating a transit-oriented development (TOD) neighborhood around the Tacoma Dome Station, one of the true multi-modal transit hubs of the Puget Sound region. A huge amount of work has been done or is underway to proactively put the planning and zoning in place (i.e., the South Downtown Subarea Plan/EIS, Puyallup Avenue Corridor Redesign, infill housing strategies, and Pierce Transit's Bus Rapid Transit project) to bring this TOD vision to reality. The private market is responding to this vision, as witnessed in the recent and planned significant private development investments in this area. Pulling back on the commitments made about the TDLE could significantly undermine this progress and the real regional vision of transit-focused growth which is happening in the Dome District.

Maintain Access Funding

We also urge Sound Transit to prioritize active transportation access as realignment proceeds. Sound Transit is investing billions of dollars to extend critical transit services throughout the region. Making it safer and easier to walk and roll, ride a bike, and take local transit to access regional transit hubs is a cost-effective strategy to make the most of these investments. Current conditions around the South Tacoma Sounder Station, Tacoma Dome, and the sites being considered for the future Portland Avenue Station include disconnected infrastructure, lack of ADA access, and unsafe crossings. We want to ensure that accessing transit is safe and inviting for community members who cannot or do not drive, and that those with a choice also find it easy and convenient to leave their car at home. We urge Sound Transit to maintain the full

Tacoma Transportation Commission Sound Transit Realignment Recommendation April 26, 2021 Page 3 of 3

budget allocations for the Tacoma Dome and South Tacoma access projects, ST3 station access allocations, and system access funds and that the timeline for these investments remain on-track.

Continue to Invest in Sounder

Additionally, while the new light rail extensions and active transportation connections are essential and exciting, we also hope Sound Transit continues to invest in the Sounder as a core service. The Sounder provides crucial access into the regional transit system for South Tacoma residents and we look forward to improvements that will expand capacity and service hours on this line.

The importance of the Tacoma Dome Link Extension to the South Sound region is manifest and incontestable and the scope and timeline of this project should not be compromised. We appreciate the opportunity to add our voice to this process. The Transportation Commission, Bicycle and Pedestrian Technical Advisory Group, and Transit-Oriented Development Advisory Group have been working hard to implement the Transportation Master Plan for Tacoma that is not only visionary but also realistic. We hope that continuing the strong partnership between Sound Transit and the City will assist our community in realizing these goals.

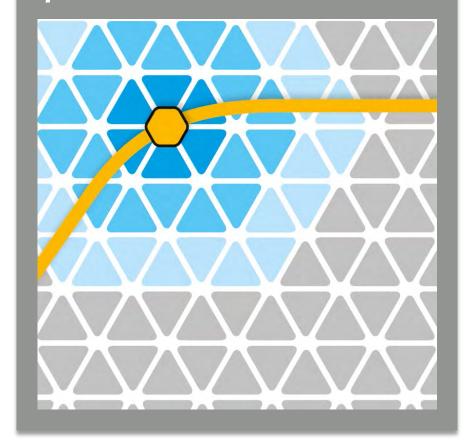
Sincerely,

Jane Ann Moore, Co-Chair Transportation Commission Gerrit Nyland, Co-Chair Transportation Commission

Jennifer Halverson-Kuehn, Chair Imad H. Bahbah, Chair Bicycle & Pedestrian Technical Advisory Group Transit-Oriented Development Advisory Group

cc: Mayor Victoria Woodards Councilmembers, Tacoma City Council Elizabeth Pauli, Tacoma City Manager Anna Petersen, Chair, Tacoma Planning Commission Tacoma Dome TOD Advisory Group | April 19, 2021 4:30 PM

Summer 2021 | White Paper Tools for growing great places....





Agenda (30 minutes for item)

- Recap TODAG progress/White paper objectives (5min)
- White paper Draft outline/Sample principle template (10min)
- Evaluation framework discussion (10min)
- Implementation discussion (5min)



TODAGWhat's happened so far?

White Paper (summer 2021)

2019

2020

2021

- Three TOD Roundtable Sessions
- Released Draft Design Principles
- Created an Evaluation Matrix; conducted project evaluations and recommendations
- Reviewed Case Studies and Lessons

Objectives.

- **Synthesize** the outcomes from the Roundtables (Economic Development, Regional Planning, Placemaking)
- Create a shared understanding of benefits and actions to achieve a Transit Oriented Community
- Clarify **future vision** for transportation investments
- Provide an evaluation tool: what should we **prioritize** when assessing proposed infrastructure?
- Encourage municipal coordination; i.e. Transportation and Planning Commission to work together
- Clarify the roles and responsibilities in implementing Transit Oriented Communities?



White paper. a Tool kit.

Complementary ideas that define the problem and work together to satisfy the vision. Can the white paper be a user guide that helps coordinate citizens and commissions?

What are the "tools?"

- Design principles
- Best practices, case studies, capture lessons from the TOD Roundtables
- Evaluation "tool" to coordinate future project reviews
- Links to other resources

DRAFT White paper outline

- 1. Introduction: Transit Oriented Communities (TOC) | Tacoma's Vision (1 page)
- 2. Five Principles of TOC (Introduce Principals include a 2 page spread each)
 - Definitions, examples, and illustrations
 - How to Use Principles to support future project evaluations
- 3. A Coordinated Framework for Transit / Land Use (2 pages)
 - Evaluation Matrix Sample
- 4. Implementation (2 page)
 - City Role, Community role achieving integrated infrastructure and TOD
 - Working process

1. Introduction/Tacoma's Vision

- Introduction and overview of TOD and TOC
- Summarize the Problem Statement/Challenges 2021
- What will an integrated TOC approach accomplish? How to get there...



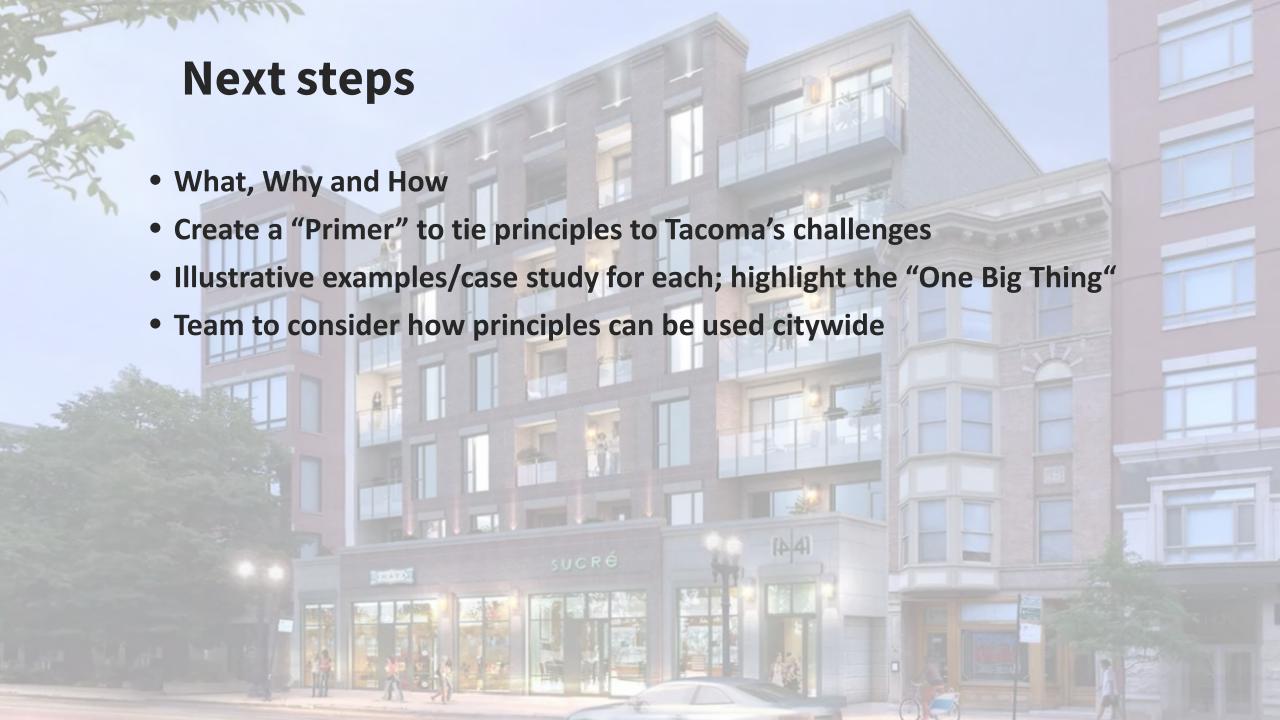


2. TODAG Principles – Refine and Expand

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







Multimodal Integration



Modal integration supports continuity of experience for the transit user and encourages transit use by centering the comfort and convenience of access from one mode to another.

Means to achieve modal integration include schedule coordination, comfortable and safe places to wait, rest, and meet others, accessible and visible bike parking, services for travelers, and consolidating infrastructure to support getting from one mode to another efficiently and safely. The primary driver of the design should be the quality of user experience, with infrastructure and services organized around the mode transfers that are anticipated to serve the most users and that the community, city, and agency stakeholders anticipate or want to encourage.

The above example shows a concept for a multimodal hub which balances the above considerations with other principles of TOC, such as economic development and community benefit. The development parcels and civic spaces likewise enhance the quality of the public realm and the multimodal transfer facilities. Also of note, there is appropriate space allocated to each mode and between the modal stations to anticipate pedestrian flows and loads through the system.

The center of the Tacoma Dome area is a hub of foot, bicycle, streetcar, automotive, ridehailing, bus, and heavy rail activity, with light rail to be added into the future. Tacoma recognizes this is a prime opportunity to create a multimodal bub. A multimodal

EVALUATION CRITERIA

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

 Direct and Convenient Transfer in locations with multiple modes -does the design enable direct and safe connections between different modes? Is it well connected to the street hetwork? High visibility and shorter walks should be considered when integrated new stations or stops.

 Legible: Does the design provide for legible wayfinding and intuitive navigation to and from the site?

 Safe: Does the design prioritize ease of access by pedestrians and cyclists and reduce or mitigate conflicts? Does the plan include safe, frequent and convenient crossings and sidewalks? Can you see and be seen without cameras? Does the design reduce leftover spaces, or confusing paths of travel?

 Accessible: Does the design improve on traffic management needs (access to parking, station or entertainment activities)?

BENEFITS OF MULTIMODAL INTEGRATION

- FEWER COLLISIONS INVOLVING CARS, PEDESTRAINS, AND CYCLISTS
- MAKES EACH MODE MORE VIABLE AND EFFICIENT
- INCREASES CONVENIENCE AND ACCESSIBILITY OF TRANSIT
- ALLOWS CONCENTRATION OF SERVICES FOR TRAVELLERS
- GREATER PEDESTRIAN ACTIVITY ACTIVATES PUBLIC SPACE
- OPPORTUNITY TO FOCUS INVESTMENT TO CREATE SIGNATURE SPACES

hub for this community would draw on the neighborhood's industrial and historic character to guide design decisions. Major neighborhood attractions such as the Tacoma Dome and Americas Car Museum would be considered as high-flow pedestrian destinations and the design of the hub would respond accordingly.

For other TOC opportunities, major drivers of the multimodal integration approach include the hierarchy of modes present* or able to be integrated into the multimodal hub as well as the "last mile" needs and preferences of the

On-Demand Multimodal Transit System,
Georgia Institute of Technology, 2021

community. ² Tacoma seeks a transit system that is seamlessly integrated from a customer's point of view despite its being made up of a diverse set of actors. Tacoma recognizes strong collaborations across agencies and jurisdictions are needed to increase the potential for higher non-motorized access modes in all areas of service. ³ To that end, Tacoma recognizes interagency pathreships are particularly critical to achieving desired outcomes when it comes to multimodal integration in TOCs.

 Mobility-on-demand versus fixed-route transitsystems: an evaluation of traveler preferences inlow-income communities, University of Michgian, 2019

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

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.

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6/TACOMA TOC

a) What (Explain the Principal in Context; Is there an objective for the City?)

Multimodal Integration - Make it *Convenient* for All Users

Transfers from one transportation mode to another should be legible, safe, transparent, and coherent. Designs should consider the access needs of **all modes.** To the extent feasible, publicly accessible spaces should be organized and prioritized into a single cohesive system.

b) Why (List of top Benefits)

- Fewer collisions between cars, pedestrians and cyclists
- Makes each mode more viable and efficient.
- Increases convenience and accessibility of travelers
- Allows concentration of services for travelers
- Greater pedestrian activity activates public space
- Opportunity to focus investment and create signature spaces



c) How (Means to achieve a case study/illustrative example)







d) Evaluation Criteria and Questions

Direct and convenient transfer: In locations with multiple modes - does the design enable <u>direct</u> and safe connections between different modes? Is the proposed design well connected to the street network, or enable new streets? Does the design reduce leftover spaces, or confusing paths of travel?

Legible: Does the design provide for legible wayfinding and intuitive navigation to and from the site?

Safe: Does the design prioritize ease of access by pedestrians and cyclists? Does the design reduce or mitigate conflicts between modes? Does the plan include safe, frequent and convenient crossings and sidewalks? Can passengers accessing the station see and be seen without cameras?

Accessible: Does the design improve on traffic management needs (access to parking, station or entertainment activities)?





Next steps for evaluation tool?

DESIGN PRINCIPLES White paper refines MULTI-MODAL CONNECTIVITY **ECONOMIC DEVELOPMENT** PLACEMAKING + URBAN FORM SOCIAL + CULTURAL COMMUNITY BENEFIT meaning/questions for each THINK ABOUT. THINK ABOUT. THINK ABOUT. THINK ABOUT. Integrated multi Development / redevelopment opportunities Placemaking experiences Culturally sensitive resources · Dome District vision / character · Multi-modal transfe adjacent to station locations - Streets, civic spaces - Historic structures · Affordable housing Pedestrian + bike access - ST surplus properties Street level activation · Local retail / small businesses Iconic architectural response (station design) · Safety + security - Adjacent private development parcels Puyallup Tribe Trust Lands · Civic space District / neighborhood identity · Legibility, wayfinding + navigation Future infill development types · Signature amenity space or other public Public art opportunities · Programmed events · Traffic management Mix of uses, housing - Street fairs / farmers market STATION LOCATION -Access to parking, Amtrak Station, · Employment opportunities (Portland Ave. and Dome District station) Tacoma Links and Dome entertainment **OPTION** Options will vary based on project being evaluated 1. TACOMA DOME 25TH - WE 2. TACOMA DOME Is this the most helpful and useful format 25TH - EAST for evaluating alternatives and other 3. TACOMA DOME **26TH STREET** competing plans for TOC? 4. TACOMA DOME **CLOSER TO SOUNDER**



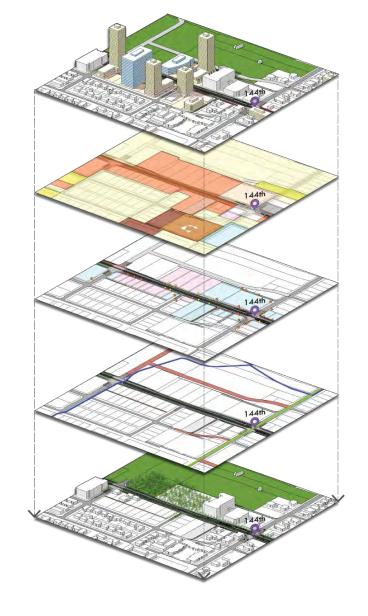
4. Implementation "primer"

How/when do City departments engage in planning of transit related infrastructure?

Can the white paper summarize a working 'process' i.e. when should we expect to involve decision-makers? When do certain types of decisions need to be made?

Working towards Issues Resolution

Can the White Paper held create a shared understanding of both the drivers and risks of participants?





Better know roles, responsibilities and drivers

TRANSIT AGENCY

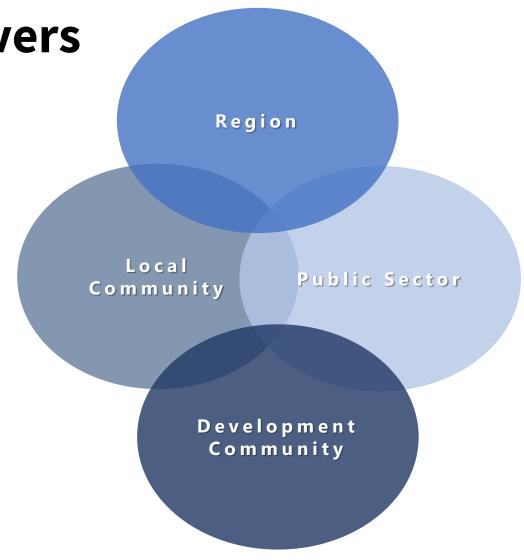
- Transit operations and service planning
- Capital investments, long term asset management
- Funding
- Risk mitigation, long term resiliency

PUBLIC SECTOR

- Incentivizing transit oriented places; use compatibility
- Land use vision and regulatory reform
- Curb space management
- TDM strategies; parking requirements
- Public Engagement
- Funding for capital improvements to connect assets; i.e.
 - Street retrofits; sidewalk and lighting upgrades
- Catalyst project site opportunity development
- Last mile strategies, i.e. cycling facilities

DEVELOPMENT COMMUNITY

- Activation / retail / delivering programs
- Private investments





Tacoma Dome Link Extension (TDLE) – East Tacoma Station Area Evaluation by Transit-Oriented Development Advisory Group (TODAG)

- A. Vote Results
- B. F. Summary of Comments Principles #1 to #5
- G. General Comments (Not Principle Specific)
- H. Portland Avenue Station Location Options (3 Diagrams)

A. Vote Results*:

DESIGN PRINCIPLES	MULTI-MODAL CONNECTIVITY	ECONOMIC DEVELOPMENT	PLACEMAKING + URBAN FORM	SOCIAL + CULTURAL	COMMUNITY BENEFIT						
STATION LOCATION OPTIONS	THINK ABOUT Integrated multi-modal design Multi-modal transfers Pedestrian + bike access Safety + security Legibility, wayfinding + navigation Traffic management - Access to parking, Amtrak Station, Tacoma Links and Dome entertainment events	THINK ABOUT Development / redevelopment opportunities adjacent to station locations ST surplus properties Adjacent private development parcels Future infill development types Mix of uses, housing Employment opportunities	THINK ABOUT Placemaking experiences - Streets, civic spaces Iconic architectural response (station design) District / neighborhood identity Signature amenity space or other public spaces - Portland Ave. and Dome District station	THINK ABOUT Culturally sensitive resources Historic structures Street level activation Puyallup Tribe Trust Lands Public art opportunities	THINK ABOUT Dome District vision / character Affordable housing Local retail / small businesses Civic space Programmed community events Street fairs / farmers market						
A. PORTLAND AVENUE STATION	0000	00000	0000	00000	00000						
B. PORTLAND AVENUE SPAN STATION			0000	0000							
	Station concept exceeds expecttions Station concept meets expectations Station concept falls short of expectations										

^{*} Based on feedback from 8 TODAG members, where the vote from one of them "to eliminate this East Tacoma Station entirely" is not reflected in this chart.

B. Summary of Comments – Principle #1:

DESIGN PRINCIPLE STATION LOCATION OPTIONS	MULTI-MODAL CONNECTIVITY
A. PORTLAND AVENUE STATION	 The complicated bus circulation exacerbates an already difficult station location for pedestrians. Kiss and Ride is well integrated. The station location will be problematic for transit users to transfer to south bound buses (they have to cross a busy street after departing thee train) Better integration of different transit modes. Easier multimodal transfers for high-volume bus transfers. Safer, fewer bus patrons required to cross Portland for connection to Link Station. Less impact on throughput on Portland: No in-lane bus stops, lower pedestrian crossing volumes (but one additional crossing compared to Span station) Safety concerns and security management should be addressed and incorporated into all structures. Current station in Dome District is not adequately managed. Crime is a problem at this location and spills over into surrounding businesses. Traffic management should be an issue of high importance to this station. Everything on one side of Portland could be a benefit but could also be too big and not conducive to placemaking. Traffic management could be an issue Indirect for transit: Requires a route deviation to E 26th and East Bay Street for PT Route 41, costing local transit resources and exhausting limited commute time for riders Unsafe for pedestrians: Requires an at-grade crossing of E Portland Avenue at E 26th or E 27th Street. Traffic volume is 28,693 vehicles per weekday (https://ta.cosmices.com/24Hour/view/3fb4bbe6e08d7f4d519b3b88542c967d) May exacerbate traffic issues and lead to transit delay due to clockwise traffic flow on to exit ramp arterial on East 27th. Adding more traffic to this corridor with the proposed circulation may be detrimental. Limited pickup/drop-off area. No parking. Bicycle access is currently nonexistent. It would require fitting in an additional facility underneath the Soun

- Better in-line pull-offs for bus stop connections. Pickup and drop-off at the west station entrance appear easier to navigate than the pickup drop-off requiring riders to cross the street. Possible less crossing of Portland Ave for pedestrians since there is entrance access on either side. Safer?
- Less integration of different transit modes.
- Multimodal transfers for high-volume bus transfers less convenient.
- More bus patrons required to cross Portland for connection to Link Station, not as safe. Also true to a lesser amount for pick-up/drop-off on south side of 26th.
- Higher impact on throughput on Portland: In-lane bus stops, higher pedestrian crossing volumes (but one less crossing compared to other station)
- Would require longer bridge to the casino/south of I-5 area
- Location undesirable
- Like the pickup/drop-off area of this option but street crossing could be difficult

• Direct for transit: Route 41 can stay on-route, improving access for economically disadvantaged riders and predominant Pierce Transit ridership demographics (i.e. people with disabilities, seniors, students and people of color)

- Safe for pedestrians: Eliminates the need for at-grade crossing of E Portland Avenue. Highly accessible from both sides of Portland Avenue.
- No added traffic impacts to East 27th Street
- Pickup/Drop-off areas provisioned
- Bicycle access can potentially be facilitated via side streets (East 26th)
- On-street angled parking could help to expand access in East Portland Ave area on side streets
- Center platforms are more easily understood by riders.
- Prominent location for station allows easier wayfinding.
- Station adequately designed for paratransit users
- Potentially duplicative bus platform northbound at E 26th Street
- Bridges in both cases may be resources better spent on at-grade improvements to access for bicyclists and pedestrians

B. PORTLAND AVENUE SPAN STATION

C. Summary of Comments – Principle #2:

DESIGN PRINCIPLE STATION LOCATION OPTIONS		ECONOMIC DEVELOPMENT
A.	PORTLAND AVENUE STATION	 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 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 (new manufacturing/maker spaces, job training, etc.) that can support and grow family wage industrial jobs in the Tideflats. Development opportunities are bounded by I-5 and the BNSF railyard/705, with corresponding noise and air quality impacts. Housing development could unnecessarily introduce environmental injustices that do not exist today. Some redevelopment potential: Two small parcels would be potentially available for redevelop opportunity Limited geographic impact: Due to the placement of the station, less opportunity for redevelopment would be available due to geographic boundaries presented by Sounder Tracks, East Portland Avenue, Interstate 5 and the Puyallup River Some job access: Access to Tribal property and job center is supported
В.	PORTLAND AVENUE SPAN STATION	 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. Less opportunity for integration of amenities like child care, grocery/pharmacy/dry cleaners. Bigger contiguous space for private development. Potential to activate both sides of Portland and therefore more redevelopment may occur? 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. Broader geographic impact: Spanning Portland Avenue enables access to a wider extent of developable land on East 26th and East 27th Streets east of Portland Avenue Some job access: Similar access to Tribal property and job center is supported

D. Summary of Comments – Principle #3:

DESIGN PRINCIPLE STATION LOCATION OPTIONS		PLACEMAKING + URBAN FORM						
	PORTLAND AVENUE STATION	Not great opportunities for placemaking.						
Α.		• Larger contiguous site provides greater opportunity for placemaking through integration of signature amenity civic space, iconic architecture, and neighborhood identity with the opportunity of providing on-site amenities and a shorter, more direct connection to the casino/south of I-5 area that can be integrated into the development of the south western lay down site.						
		Station is couched away, setback from the main street, limiting its visual profile						
		Run of the mill architecture, similar to Mt. Baker Station in Seattle will not differentiate this station from others in operation on LINK						
		Public space is dispersed and limited in size						
		No great opportunities for placemaking. Only redeeming quality is the visual impact of it crossing Portland Ave.						
		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.						
		Station is prominent; it and trains will be seen by all traffic crossing Portland Avenue						
	2021 4412	Station will be more akin to Angle Lake Station, which has a strong visual presence in SeaTac						
В.	PORTLAND AVENUE SPAN STATION	• Public space is larger in this configuration and mostly about the Sounder track berm. It's also on the Northern side of the tracks, which means it will be shaded space much of the year. The larger size of public space, along with the provision of escalators and stairs should bridge the space on both sides, allowing for events to feasibly take place or for public art to be prominently displayed.						
		Opening up Eastern side of Portland Avenue potentially allows City of Tacoma to reinstate a regular street grid by splitting superblocks at more regular intervals (e.g. East M Street)						
		A pedestrian bridge north-south across Sounder tracks would help to broaden access on the eastern side of Portland Avenue						

E. Summary of Comments – Principle #4:

DESIGN PRINCIPLE STATION LOCATION OPTIONS		SOCIAL + CULTURAL
A.	PORTLAND AVENUE STATION	 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. Smaller station public space allows for less public art Activation of one sides of Portland Avenue limits benefits
В.	PORTLAND AVENUE SPAN STATION	 Opportunity for street level activation on Puyallup. However, this is the industrial end of Puyallup, with less likelihood for high quality connections to both the west and south. Larger station public space allows for more public art Activation of both sides of Portland Avenue enhances civic vitality

F. Summary of Comments – Principle #5:

DESIGN PRINCIPLE STATION LOCATION OPTIONS		COMMUNITY BENEFIT
	PORTLAND AVENUE STATION	 Opportunity to serve as a small commercial center (satellite) near housing south of I-5. Site provides the opportunity for programmed community events—similar to the Link Capitol Hill station which provides civic space and will host a farmer's market. ST can write requests for development proposal to ensure that community benefits are integrated. District vision and character, programmed events, local businesses Limited public space tracks with other objectives Limited accessibility tracks with other objectives Limited safe access to Eastern side of Portland Avenue 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
	PORTLAND AVENUE SPAN STATION	 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. More abundant public space tracks with other stated objectives More station accessibility tracks with other stated objectives More prominent station allows for easier wayfinding and enhancement of district character Safe access to Eastern side of Portland Avenue enhances potential for redevelopment and support of local retail with residential redevelopment If included, single use pedestrian bridges will pull activity off of the street

G. General Comments (Not Principle Specific):

General Comment #1:

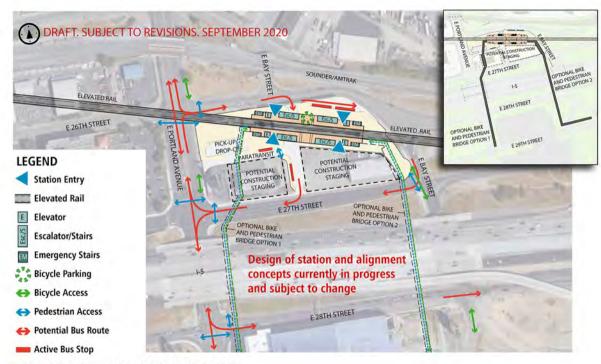
- I did not submit any notes because I did not have the opportunity to retour the site or do the community outreach I had hoped to accomplish before the deadline.
- While I feel more strongly about the non-span location after the Port of Tacoma presentation, as well as a stronger hope for excess land post-project, I feel that the pedestrian safety benefits and not having to cross Portland Avenue were very strong in the span model, particularly with so many youth in the neighborhood and the high speeds, and frequent intoxication which people travel in the area.
- But other than that I really have no strong preference, feel that there will be community benefit with both locations, particularly if we can magically have the funding for the pedestrian/bike access which sadly seems doubtful but, miracles, and still wish it was on the other side of the freeway.

General Comment #2:

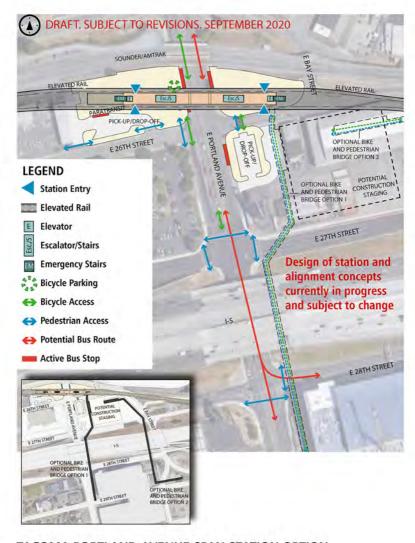
- I have followed with interest the East Tacoma Station design for many years and have always, and still do, believe that this station is NOT necessary.
- Regardless of the placement of the station, one block away from another location: There are NO local clientele, no parking, and with the tribe not ready and eager to fund a pedestrian access from their casino to this station, there is no close-by neighborhood benefit.
- I understand that councilperson Ushka wants this station as a concession for not getting the "little link" route to Shalishan, but this is not a good reason to spend time and money while making the whole route less efficient.
- Sue Comis of sound transit provided ridership projections of 60 riders southbound per day and 880 riders northbound....This is not a compelling reason to spend millions of dollars to buy land and construct a station at either of the proposed locations.
- I vote 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.

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(Attachments: Portland Avenue Station Location Options – 3 Diagrams)



TACOMA PORTLAND AVENUE STATION DESIGN CONCEPT AND CIRCULATION



TACOMA PORTLAND AVENUE SPAN STATION OPTION DESIGN CONCEPT AND CIRCULATION

Portland Avenue: Ped/Bike Bridge Options

Portland Avenue Station



Portland Avenue Span Station Option





March 11, 2021

Tacoma City Council 747 Market Street, Rm. 1200 Tacoma, WA 98402

Subject: Puyallup Avenue Corridor Design Project Recommendation

Dear Chair McCarthy,

The Transportation Commission (Commission) is excited about the opportunity to improve the Puyallup Avenue Corridor. The Commission has received several presentations on the Puyallup Avenue Corridor Design Project and has actively participated in discussions with the Transit Oriented Development Group (TODAG) and Bicycle & Pedestrian Technical Advisory Group (BPTAG).

The Puyallup Avenue corridor is a gateway to our downtown core and hub for thousands of individuals utilizing the Tacoma Dome, Amtrak, and Sounder Stations. These comments serve to not just influence the City of Tacoma's efforts on transportation, but compliments the plans that the City has fostered over the years including the South Downtown Subarea Plan and the Transportation Master Plan (TMP).

The Commission, BPTAG, and TODAG agree that the City should accept the Puget Sound Regional grant award and proceed with the design project. Additionally, the three groups agree on the focus of bicycle, pedestrian, and transit ease and safety with emphasis on wide sidewalks, pedestrian amenities, and intersection safety.

The Commission and BPTAG supports the inclusion of transit or Business Access & Transit (BAT) lanes and protected bicycle facilities, which is consistent with Vision Zero. Conversely, TODAG generally supports bicycle connectivity along the corridor and outlines concerns regarding a designated transit lane. Concerning parking, the Commission and BPTAG do not feel parking should be prioritized on Puyallup Avenue and that staff recommendations to accommodate parking on side streets and employ parking management strategies provides a balanced approach to addressing TODAG's comments of no net loss of parking on Puyallup Avenue.

The Transportation Commission appreciates the thoughtful input from the Bicycle Pedestrian Advisory Group and the Transit Oriented Development Advisory Group, and recommends fulfilling the commitment outline in the PSRC grant application and September 17, 2017 Transportation Commission Recommendation Letter (attached). The City is presented with an opportunity to improve Puyallup Avenue in preparation of Bus Rapid Transit and the Tacoma Dome Link Extension. Returning the grant or altering the project could be detrimental to future opportunities.

Sincerely,

Gerrit Nyland

Transportation Commission Co-Chair

Jane O. Moore, MD

Dr. Jane Moore

Transportation Commission Co-Chair

cc: Mayor Victoria Woodards

Infrastructure, Planning & Sustainability Council Committee

Tacoma City Manager Public Works Director

Bicycle & Pedestrian Technical Advisory Group Transit-Oriented Development Advisory Group



February 22, 2021

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

RE: Puyallup Avenue Transit/Complete Street Improvement Project

Dear Co-Chairs Moore and Nyland,

On behalf of the Transit-Oriented Development Advisory Group ("TODAG"), I am expressing our support for the City of Tacoma's effort in accepting the \$2.1 million grant awarded to the City through the Puget Sound Regional Council's ("PSRC") competitive regional process to fund the design phase of the Puyallup Avenue Transit/Complete Street Improvement Project ("Project").

The successful completion of the Project is an integral part of making South Downtown Tacoma a truly multimodal, interconnected, transit-oriented development (TOD) district, and will help capitalize the future investments of Pierce Transit's Bus Rapid Transit (BRT) and Sound Transit's Tacoma Dome Link Extension (TDLE) projects.

We understand that by accepting the grant, the City is committed to constructing the Project as originally scoped in the grant application. Through our review and discussion of the Project over the last few months, we believe it is imperative that the Project needs to factor in the community's interests and concerns and the original scope of work may be subject to modifications accordingly. Therefore, we strongly recommend that the City, upon accepting of the grant, allow adequate flexibility through the design phase of the Project to ensure our concerns and recommendations are addressed to the fullest extent possible. In addition, we offer the following design principles and priorities for the City's consideration and incorporation into the final design of the Project:

- 1. **TOD Design Principles** The Project provides significant opportunities, if designed appropriately, to substantially create TOD Neighborhoods (not just TOD projects). To help realize this vision and expected outcome, we recommend that the design of the Project adhere to the following TOD design principles that we have developed and endorsed and are also using for evaluating the BRT and the TDLE projects:
 - (1) Multimodal Connectivity
 - (2) Economic Development Opportunities
 - (3) Placemaking/Urban Form
 - (4) Social + Cultural Impacts
 - (5) Community Benefit



Tacoma Transportation Commission

Puyallup Avenue Transit/Complete Street Improvement Project February 22, 2021 Page 2 of 3

- 2. Three Distinct Districts Recognize the three distinct character areas along the Puyallup Avenue corridor and apply distinctive, yet compatible design considerations for these areas. As illustrated in the diagram below, the corridor can be generally divided into the following segments:
 - Segment 1 The Neighborhood District between Pacific Avenue and E. C Street
 - Segment 2 The TOD District between E. C Street and E. G Street
 - Segment 3 The Industrial District between E. G Street and Portland Avenue



- 3. Pedestrian Oriented Amenities Provide crosswalks and wider sidewalks (at a minimum width of 12 feet, where possible) with appropriate amenities and features, and add attractive street lighting, to ensure a safe, comfortable and friendly walking, shopping, and outdoor dining environment and experience for pedestrians. Implementation of these pedestrian oriented amenities should be prioritized for both Segments 1 and 2, with emphasis on Segment 2 the TOD District. Further emphasis should also occur around the three intersections at G, D and C streets, as these nodes are at the heart of the Puyallup Avenue corridor, a regional transportation hub, and a gateway to Downtown Tacoma and the Tacoma Dome. Higher pedestrian counts and activity are anticipated in this area, particularly where Puyallup Avenue intersects E. D Street, a designated north-south pedestrian connector between the Tacoma Dome and the Foss Waterway.
- **4. Bicycle Connectivity** Provide protected, connected bicycle lanes along the entire Puyallup Avenue corridor, to the extent possible.
- 5. Transit Lane Designate a Business Access and Transit (BAT) lane on one side of Puyallup Avenue (likely the south side) to accommodate buses, and as appropriate, higher-occupancy vehicles. Recognize that encouraging and growing transit ridership is key to promoting transit-oriented development, augmenting regional high capacity transit services, enhancing mobility benefits for underserved populations traversing the corridor, and reducing tailpipe emissions.
- 6. Traffic Calming Apply traffic calming methods and devices, such as narrower traffic lanes, reduced speeds, textured intersections and crosswalks, in the design and traffic operation on the Puyallup Avenue corridor and the adjacent side streets to improve safety for all users. Again, this is especially critical in Segments 1 and 2.

Tacoma Transportation Commission

Puyallup Avenue Transit/Complete Street Improvement Project February 22, 2021 Page 3 of 3

- 7. On-street Parking To the extent possible and without sacrificing Item #3 above, accommodate short-term on-street parking, load/unload zones, and on-demand and delivery parking along Puyallup Avenue in front of current businesses in Segments 1 and 2 to protect investments already made in this area. Inclusion of diagonal parking along adjacent side streets is also seen as desirable to ensure no net loss of on-street parking in the immediate area.
- 8. Freight Mobility Ensure safe and efficient freight mobility and truck maneuverability balancing freight needs with Items #3 #7 above. Recognize that Puyallup Avenue (between E. D St. and Portland Ave.) is identified in the Transportation Master Plan element of the Comprehensive Plan as a Primary Street within Tacoma's Freight Priority Network.
- **9.** Adopted Planning Policies Maintain consistency with the South Downtown Subarea Plan and the Transportation Master Plan, to the extent feasible and consistent with the priorities in Items #2 #8 above.

As the Project moves forward, we anticipate that we will be given an opportunity to further elaborate on the above-mentioned design principles and priorities, and continue to be an active sounding board for the Project. We acknowledge that there may be potential adjustments, tradeoffs, and compromises that will need to be considered and accommodated during the design phase and expect these to be made with the concurrence of the TODAG or any successor group representing the Dome District and the Project area.

The City Council's Resolution No. 40303 that established the TODAG states 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 to the Transportation Commission our support for the Project's grant acceptance and our recommendations on supplemental design considerations. We understand the Commission will forward our recommendations to the City Council.

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

Respectfully,

Imad H. Bahbah, RA, SARA

al Ballan

Chair

Donald K. Erickson, AICP

Vice-Chair

c. Councilmember Robert Thoms, Tacoma City Council, District No. 2
 Kurtis Kingsolver, Director, Public Works Department

 Mark D'Andrea, Project Manager, Public Works Department
 Brian Boudet, Planning Manager, Planning and Development Services Department



January 14, 2021

Dear Tacoma Transportation Commissioners:

We, the City of Tacoma's Bicycle and Pedestrian Technical Advisory Group (BPTAG), would like to provide our feedback on the Puyallup Avenue Transit/Complete Street Project. In a special meeting held on January 11th, 2021, the members of BPTAG unanimously endorsed moving forward with the \$2.1 million design grant from the Puget Sound Regional Council.

We look forward to being a part of the discussions that are sure to follow once the City accepts the grant funds, and we would like to communicate a few key takeaways from our conversation that can help the City understand our goals as design moves forward.

We understand that the design of this corridor will be a collaborative and iterative process, based on final survey work and balancing multiple modes. As design moves along, we look forward to moving beyond a single cross-section to assess what's appropriate and safe along each segment given the available right-of-way. For example, we may find that having no parking for a half-block results in a net loss of two stalls along the corridor but allows for inviting pedestrian spaces, trees, and safe bikeways. Once there is more information on the available right-of-way, we look forward to having these conversations in more depth.

We hope and expect that through this process, the City will keep the Transportation Master Plan's Green Transportation Hierarchy as a guiding principal, especially as it relates to how the design prioritizes safety and access for pedestrians, bicycles, and public transit over the movement and storage of single occupancy vehicles. Specifically:



- While parking for personal vehicles should be a consideration, we do not feel that the goal of no net-loss of parking along Puyallup Avenue should be prioritized in such a way that results in narrower sidewalks or cycle track lanes, a substandard cycle track buffer width, or reduced facilities for pedestrian crossings (such as bulb outs).
 - Our recommendation is that the protected bike lanes be designed with 5' in each direction (10' total), and, when adjacent to parking, the buffer be no smaller than 3' along the whole corridor.
 - Parking management strategies, including time-limited and paid parking, should be implemented to better manage the existing on and off-street parking supplies in the Dome District. Parking should not be framed as the only way to support business access

 improving safety and access for people arriving using transit and active transportation will help create thriving business districts.
 - Adding or preserving parking should not be used to justify sidewalk widths below minimum standards.

Tacoma Bicycle & Pedestrian Technical Advisory Group Puyallup Avenue Transit/Complete Street Project January 14, 2021

- As design moves forward, we would like to hear from Pierce Transit and Sound Transit on design strategies to improve transit safety and reliability – including the possibility of Transit/HOV lanes in both directions. We also hope our transit partners will be involved in conversations on who is eligible to use these lanes.
- Through the design process, we also look forward into delving into more specifics on the safety and movement of people walking and rolling, for example, intersection and signal design and driveway crossings (i.e. signal timing, leading pedestrian intervals, green paint, etc.).

In addition to the above, we anticipate more details on how stormwater will be addressed and support the integration of facilities like bioswales to enhance the health of the Thea Foss Waterway.

We believe it is possible to turn this multimodal corridor into a space that makes it not only easier, but preferable for users of all ages and abilities to access the Dome District and our regional transit center without a personal vehicle.

Thank you for the opportunity to comment on this project. We are so excited to see the City of Tacoma move this project into design and look forward to next steps.

Sincerely,

Jennifer Halverson Kuehn

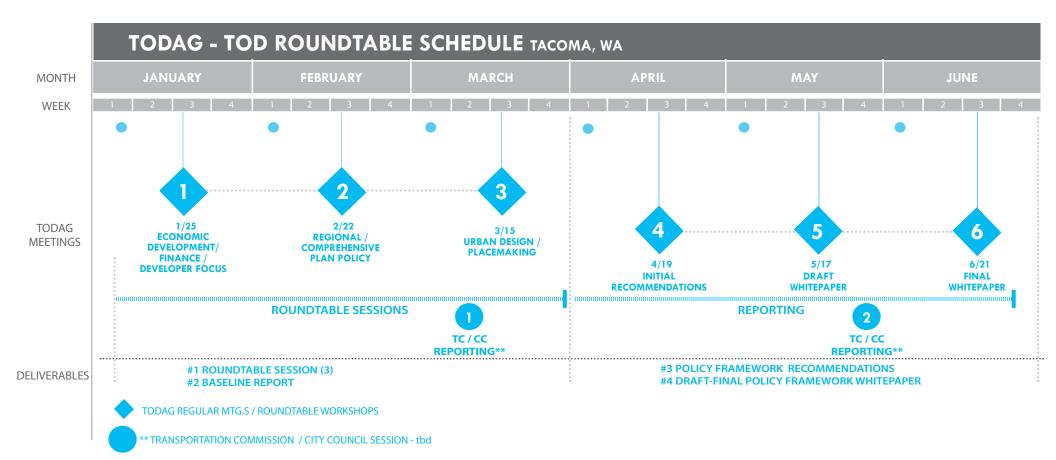
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Chair, City of Tacoma Bicycle and Pedestrian Technical Advisory Group

Tentative TODAG Meeting Scheduling

April 13, 2021

	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Project Schedules														
Sound Transit – TDLE	Station Access Outreach Station Access Feedback						(DEIS issued in 2022)							
Pierce Transit – Pacific Ave. BRT				60% Desig	n Outreach			SEPA Determination 90% Design Outreach						
Tacoma – Puyallup Ave. Redesign	Project & Outreach Review			Grant Review (internal)			Concept Alternative Development				Design Phase Begins			
TODAG Meetings														
TDLE	TDLE – Update		TDLE – Station Access; Open House thru 10/28	TDLE – Portland Ave. Station Multi- jurisdictional Discussion	TDLE – Portland Avenue Station Debrief	TDLE – Portland Avenue Station Discussion	Sound Transit Program Realignment; TDLE – Portland Avenue Station Discussion	TDLE – Portland Avenue Station Discussion	Letter on Sound Transit Program Realignment; TDLE – Portland Avenue Station Discussion					
BRT	BRT – Intro			BRT – Open House 12/10	BRT – Update									
Puyallup Ave.		Puyallup – Intro	Puyallup – Check-in	Puyallup – Check-in	Puyallup – Grant Acceptance	Puyallup – Grant Acceptance Letter of Recommendation				Puyallup – Check-in			Puyallup – Check-in	
TOD Roundtable						1/25 ECONOMIC DEVELOPMENT/ FINANCE / DEVELOPER	2/22 REGIONAL / COMPREHENSIVE PLAN POLICY	3/15 URBAN DESIGN / PLACEMAKING	4/19 FRAMEWORK FOR WHITEPAPER/ TOOL KIT	5/17 DRAFT WHITEPAPER	6/21 FINAL WHITEPAPER			
Other		Dome District Parking and Access	ULI TAP – Review Report							Quiet Zone Update				



STAFF Prep Strategy Mtg.