

Hawaii Interagency Council for Transit-Oriented Development

Minutes of Meeting

Tuesday, April 10, 2018

9:30 am

Hawaii Community Development Authority

Community Room, 1st Floor

547 Queen Street, Honolulu, Hawaii

Members/
Designees
Present:

Leo Asuncion, Office of Planning (OP), Co-Chair
Craig Hirai, Hawaii Housing Finance & Development Corporation (HHFDC), Co-Chair
Denise Iseri-Matsubara, Office of the Governor
Chris Kinimaka, Department of Accounting and General Services (DAGS)
Kenneth Masden, Department of Education (DOE)
Darrell Ing, Department of Hawaiian Home Lands (DHHL)
Russell Tsuji, Department of Land and Natural Resources (DLNR)
Heidi Hansen Smith, Department of Health (DOH)
Katie Mineo, Department of Human Services (DHS)
Robert Miyasaki, Department of Transportation (DOT)
Cathy Ross, Department of Public Safety (PSD)
Charles Vitale, Stadium Authority
Carleton Ching, University of Hawaii (UH)
Harrison Rue, City and County of Honolulu (City), Department of Planning and Permitting (DPP)
Lyle Tabata, County of Kauai, Department of Public Works
Pam Eaton, County of Maui, Planning Department
Bennett Mark, County of Hawaii, Planning Department
Cyd Miyashiro, American Savings Bank, Business Community Representative
Betty Lou Larson, Catholic Charities, Housing Advocate Representative

Members/
Designees
Excused:

Deepak Neupane, Hawaii Community Development Authority (HCDA)
Hakim Ouansafi, Hawaii Public Housing Authority (HPHA)
Representative Henry Aquino, House of Representatives
Senator Lorraine Inouye, State Senate
Bill Brizee, Architects Hawaii Ltd., Developer Representative
Ryan Okahara, U.S. Housing & Urban Development, Honolulu Office (HUD) (Ex-officio)
Tyler Tsubota, Department of the Navy (Ex-officio)

Other
Designees/
Alternates
Present:

David DePonte, DAGS
Ian Hirokawa, DLNR
Kathy Sokugawa, City DPP

TOD Council
Staff:

Rodney Funakoshi, OP
Ruby Edwards, OP
Tomas Oberding, OP
Jessica Pence, OP
Jayna Oshiro, HHFDC

Guests: Debra Mendes, OP
Mary Lou Kobayashi, OP
Harold Alejandro, PSD
Sery Berhanu, HCDA
Bonnie Arakawa, UH West Oahu
Derek Inafuku, Honolulu Community College
Franz Kraintz, City DPP
Susan Kim, Department of the Navy
Kelly Kline, City of Fremont
John Kirkpatrick, Belt Collins Hawaii
Michael Garris, Belt Collins Hawaii
Kenna Stormogipson, UC Berkeley
Melissa White, SSFM
Milton Arakawa, HHF Planners
Tom Fee, HHF Planners

I. Call to Order

Leo Asuncion, Co-chair, called the meeting to order at 9:36 a.m.

II. Introduction of Members

Members and guests introduced themselves.

III. Review and Adoption of Minutes of March 13, 2018 Meeting

It was moved by Pam Eaton, and seconded by Charles Vitale, and unanimously carried to adopt the March 13, 2018 meeting minutes.

Asuncion requested the TOD Council to move up Agenda item 5 – TOD Legislation at this time. There were no objections.

IV. TOD Legislation

a. Update and discussion on TOD Legislation

Asuncion summarized the Measure Tracking Report as follows:

The following two measures were added:

1. SR 22 – Hawaii Community Development Authority; Community Development Districts; Kakaako; East Kapolei; Heeia; Legislative Reference Bureau; Report
Requesting the Legislative Reference Bureau to conduct a study regarding designating, dissolving, or transferring certain community development districts under HCDA. SR22 was adopted by WAM. The resolution will go to the full Senate for adoption.
2. SCR 50 – Hawaii Community Development Authority; Community Development Districts; Kakaako; East Kapolei; Heeia; Legislative Reference Bureau; Report
Requesting the Legislative Reference Bureau to conduct a study regarding designating, dissolving, or transferring certain community development districts under HCDA. SCR 50 was transmitted to the House.

HB1900, HD1, SD2 – Relating to the State Budget

Craig Hirai, Co-Chair, provided the status of HHFDC's Dwelling Unit Revolving Fund (DURF) request for various TOD projects. HHFDC originally requested \$25 million for DURF, which

was endorsed by the TOD Council. The House cut the request by \$15 million for the Liliha Civic Center. The remaining \$10 million was for the Neighbor Island TOD projects. The Senate took out the \$1.5 million for the Kahului Civic Center, and it made an appropriation for \$1.5 million CIP to the County of Maui. For the County of Maui's request for \$2.5 million for the Central Maui Transit Hub, both the House and Senate agreed upon the \$2.5 million in CIP to HHFDC for the project.

Asuncion stated that for OP, the House took away a position, and added a TOD Manager position, at a Planner V salary level, and added \$15,000 for TOD Council. However, the Senate gave OP five positions and nothing else. The budget worksheets have not come out yet. The budget is being voted upon by the Senate today.

Asuncion stated that the Senate added back \$4.5 million for Mayor Wright. Hirai also noted that Pohukaina Elementary School was reduced by \$10 million.

Betty Lou Larson asked about the status of funding for the Rental Housing Revolving Fund. Hirai stated the House was \$25 million, the Senate \$35 million, and it looks like it may hit the \$38 million cap.

Asuncion stated the following P3 bills are still alive:

1. HB2172, HD2, SD2 – Relating to the University of Hawaii Public-Private Partnerships
2. SB2705, SD2, HD2 – Relating to Public-Private Partnerships

V. Presentation on Integration of Innovation Industries into TOD Plans – Kelly Kline, Economic Development Director/Chief Innovation Officer, City of Fremont, California

Kelly Kline, Economic Development Director and Chief Innovation Officer, City of Fremont, California, provided an overview of how innovation industries can be supported by TOD planning to advance both economic diversification and redevelopment goals.

Background

The City of Fremont is located on the East Bay, halfway between Oakland and San Jose. It's the fourth largest city in the Bay Area with a population of 231,000. Fremont has the most start-ups per capita in the nation. The average household income is \$114,684 a year. Fremont's school district has documented 98 different languages that are spoken in Fremont households.

History

Fremont has a long history in manufacturing and production. The City of Fremont's innovation strategy for Warm Springs came from a crisis. In 2010, the New United Motor Manufacturing (NUMMI) plant in Fremont abruptly closed and 4,000 jobs were lost. In 2011, Solyndra, a solar company, also went bankrupt. In a 14-month period, the community lost approximately 6,000 jobs. Within a year, Tesla Motors located at the NUMMI plant. The Union Pacific Railroad purchased almost 200 acres to be used for a railroad car storage yard. The City of Fremont met with Union Pacific Railroad and presented their economic vision for development of an innovation district in the area. Union Pacific Railroad agreed to hold off on their plans and gave the City a year to come up with a strategic plan for the area. The City completed their strategic plan with entitlements and environmental clearance within one year. Thereafter, Union Pacific Railroad put the land on the market for sale to entities that could meet the City's plan.

Reflecting on Fremont's Journey

Kline stated that it is important to know your environment, understand what you're working with, and to lead with your strengths. The Bay Area Council did research on where business growth happens within the Bay Area: 54% is from expansion of existing companies, so their strategy is how to make existing tenants stronger; 40% are start-ups; and 2.3% are related to bringing in new establishments. Between 2012 and 2014, six tenants made private investments in the community totaling more than \$500 + million.

Fremont's focus is on the following industries:

1. Advanced manufacturing – A new industry based on almost 900 manufacturing companies in Fremont. Tesla is manufacturing their own products and others are contract manufacturers. All are technology related.
2. Biotech/medical device – A new area that is rapidly growing. It started with less than 40 companies and has increased to around 150 companies.
3. Clean technology – The solar industry, despite Solyndra is doing well, and has expanded into energy storage and building controls.

Kline stated that most of their time is spent on advanced manufacturing, because research is showing that for every manufacturing job you create, it creates 2.2 other jobs in the economy, and to take advantage of reshoring efforts.

Innovation Districts

For this part of the presentation, Kline summarized a report by Bruce Katz and Julie Wagner, titled "The Rise of Innovation Districts: A New Geography of Innovation in America." Katz and Wagner define innovation districts as "geographic areas where leading-edge companies, research institutions, start-ups, and business incubators cluster and connect. Physically compact, accessible by public transit, technically wired, the areas offer mixed-use housing, office, and retail amenities."

Innovation districts include three categories of assets: economic assets, physical assets, and networking assets. An innovation ecosystem is created by combining the three assets. Once assembled, the task is to get them to communicate with each other.

Katz and Wagner noted three different innovation district models:

1. Anchor Plus – Typically found in the downtowns and mid-town districts where large scale mixed-use development is centered around major anchor institutions, such as an MIT.
2. Urbanized Science Park – Not found in the middle of downtown and traditionally isolated. Trying to create places to collaborate and making the parks a workable community and getting transit out to these isolated areas.
3. Re-imagined Urban Area – Often found near historic waterfronts, similar to what's happening in Kakaako. Industrial, waterfront, or warehouse districts undergoing physical and economic transformation powered by transit access in proximity to innovative cutting-edge anchor institutions in urban areas.

Innovation districts can emerge in a lot of different ways. What they all have in common is that they have champions, such as mayors, developers, research campuses, anchor companies, advanced research institutions, medical campuses, philanthropic investors, and incubators/accelerators.

Innovation districts focus on:

1. Convergence economy – Ties economic growth to disruptive industries, which was not typically done in the past. Districts want to distinguish themselves from other places.
2. Collaboration – Empowers entrepreneurs as key vehicle for economic growth, recognizing that entrepreneurs are perhaps even more important than the larger institutions.
3. Shared prosperity – Increases better and more accessible jobs—more wage jobs.
4. Sustainability – Reduces carbon emissions. This is inherent in all TOD development.
5. Economic Development 2.0 – Raises revenue and repairs local balance sheets. California has been over-reliant on retail sales tax for years, and needs new sources of income.

Harrison Rue, City DPP, stated what’s missing is attracting the people to want to work in these areas. Kline stated that is the placemaking component—an innovation district won’t succeed without the placemaking.

Lessons Learned

Kline stated that one year after Katz and Wagner published their report, they learned the following from talking to innovation districts:

1. Labeling something “innovative” does not make it so... There has to be critical mass with a minimum threshold of innovation-oriented firms, start-ups, institutions, needed to create an innovation ecosystem.
2. Importance of Place. Includes distinguishing characteristics that extends the hours of the district. There are places that enable people to come together and connect and gather. What is it about that district that makes it special that people want to stay.
3. Importance of Intermediaries (accelerators and incubators). How can people and firms be encouraged to interact with one another so that more innovation can occur?
4. Importance of Inclusive Growth and Equitable Outcomes. How can new economic drivers be used to increase employment opportunities, make linkages to schools, and to build that job pipeline—and more generally, create more revenue that can be brought back to communities?

Kline stated it is important to have a balance between housing and jobs, which the Warm Springs/South Fremont station is planning for. The BART station areas south of Downtown Oakland are residential and do not have the balance of both housing and jobs. Kline also stated the transit system should not function like a freeway, moving people to and from jobs in central cities. She said to think about which of the rail stations on Oahu might be best positioned for employment. Rue commented that Honolulu is relatively balanced, approximately 40% of existing jobs near the rail stations.

Kline also explained that the number one driver for transit usage is the speed in getting someplace quickly. The second highest reason is to get to a job. Kline stated that although housing is a drain on their City budget, both need to happen to have a healthy area, so they’ve been encouraging housing in proximity to their BART station with set-aside residential areas.

Kline stated that the Warm Springs Community Plan is a performance-based plan. It includes job targets, guidelines, a minimum density threshold, but has no height limits. This allows the City of Fremont to be able to streamline its development approval process if developers can show how they are meeting job targets and the spirit of the guiding principles in the plan.

Developer Investment in Warm Springs

The City of Fremont contracted with the Urban Land Institute (ULI) to help with their front-end planning process. One of the recommendations was to lead with housing, because housing developers will pay for the infrastructure that is needed in the district and it's not going to happen any other way. Based on that, Fremont expedited approvals for 4,000 housing units now under construction, 15% of them are affordable. All of the housing is being built onsite and at the most affordable levels. Fremont also received a federal Economic Development Administration (EDA) grant for \$333,000 to implement the plan.

Kline stated that developers prefer a solid plan that they can act on. Fremont has invested in front-end infrastructure financing for pedestrian bridges. Fremont is also selling some assets to finance some front-end infrastructure work. The funds from property sales are deposited into an Enterprise Fund to be used specifically for TOD areas.

Pam Eaton, County of Maui, asked about the City's decision not to allow single family homes. Kline explained that it wasn't easy and it was done through their general plan process. The City made clear that the community has a choice to be strategic about putting housing near transit hub, and by limiting residential growth to those transit station areas. They call it strategic urbanism. It's going to allow them to protect and maintain City neighborhoods now and in the future. This requires gaining the trust of the community by sticking to the plans of where urbanism can occur.

Eaton further asked about how the City dealt with parking: was the City able to minimize parking because housing is next to transit? Kline stated yes. Right now, the parking discussion is fluid and she recommended staving off building parking facilities because the need for them is diminishing.

Kline stated the plan guidelines help their large tenants expand. Tesla submitted a master plan to double the size of their factory by 4.6 million square feet, which was approved by the City.

Convene and Partner

Kline stated that they partner with a lot of different agencies including federal labs in the region, other cities, workforce agencies, and industry groups.

Kline encourages working with "aspirational stakeholders": the stakeholders that aren't there yet. In Fremont's case, it was talking to the 22-year old start-up entrepreneur in Palo Alto on what makes the Fremont/Warm Springs area attractive. Through events, people are invited to provide their thoughts on what Warm Springs should look like, and they came up with all kinds of ideas such as roof top gardens.

Kline stated that they did not use traditional consultants on this. They hired someone who knew Silicon Valley and knew the right people who work with entrepreneurs. They wanted someone not coming from the government perspective.

Incubating the Future

Kline stated the City is incubating its future, and this involves making a lot of facilitative introductions between the maker communities and landlords and developers. There are five different phases (genesis, acceleration, incubation, growth, and expansion) in the start-up journey—that means different kinds of spaces and different kinds of partners along the way.

Schools

Education is important to be successful in advanced industries. Fremont is working with colleges in trying to adapt their course offerings to meet the current skill needs. The challenge is that college is almost too late to train them: the key is to get people when they are young and still figuring out what interests them.

Fremont hired a FUSE Fellow in partnership with the Fremont Unified School District to develop K-12 “Maker Ed” curriculum. The FUSE fellow program is for mid-level executives from the private sector who want a change in their career. They come for a one-year fellowship to take on a project working with the school district, which has 35,000 students.

Placemaking

Kline stated the City has had the most success with placemaking near their existing BART station where a downtown footprint is emerging where there is a lot of land assets. Fremont’s approach to increasing interest in their area, is “if we come, they will build it.” Since the future City Hall site will not start construction for another two years, Fremont has invested money and is working with a public space program entity to have activities such as a beer garden, movies, ping pong, maker spaces, and helping some of these small tenants incubate in a space they don’t have to pay for. The City’s been empowering their artist community to come and paint the sides of buildings.

Branding and Storytelling

Kline emphasized that the most important point is to tell your story. Fremont has hired a public relations agency to help tell their story. Kline also goes to meetings in the community, and travels internationally to tell Fremont’s story. The media has become their friend, because they are feeding them with interesting stories about how Fremont is tackling future challenges.

The City of Fremont’s website is: ThinkSiliconValley.com

Kline’s presentation can be found at: <http://planning.hawaii.gov/lud/state-tod/>

Questions on the presentation

Kenna Stormogipson asked about the difference between the streamlined permitting process for the Warm Springs District and the conventional permitting process. Kline stated instead of going through the planning commission and City Council process, developers can submit a master plan that describes how the proposal meets the job requirements and broader guidelines of the plan. The plan goes directly to the City Council for review, and is approved if the plan shows it meets those guidelines/requirements. In terms of overall entitlement approval, if they bring in a master plan that works, it can get approved in a couple weeks.

Rue asked whether the proposals are meeting the plan’s principles and vision, and whether they include walkability and connectivity to streets. Kline stated yes. The plan includes all that information and provides a lot of options for people. For example, with park space, the City is trying to do more linear parks and trails, which is what people are using and asking for instead of patches of grass. A new elementary school is being built in their innovation district at the sole expense of the developers, which is something the City facilitated. The playground is serving as a City park.

Tom Fee, HHF Planners, asked whether the City talks with post-secondary universities or state colleges for workforce training to help fuel the jobs being creating. Kline stated that Fremont has only one community college and works with the following universities on different things: UC

Berkeley, Stanford, San Jose State, Cal State East Bay, and Hayward. At San Jose State University, they created a battery university for the clean tech industry, because there is nowhere in America where all the right skills come together that will prepare workers for power storage technology. Kline also stated Fremont is offered up as a location for a university presence for those looking for a place for a secondary campus. Recently, they entered into a partnership with Claremont Colleges-Keck Graduate Institute, whose focus is on bio technology. Keck Graduate Institute started teaching classes in Fremont with the intent to establish a campus over the next few years. The key is to know the right players at the universities and companies and do the matchmaking.

Katie Mineo, DHS, asked what specific strategies the City is using to meet the needs of low-income individuals and families. Kline stated the key is to put jobs near transit: making it easy for people to get to a job is really important.

Franz Kraintz, City DPP, asked whether the City has programs for creating jobs for other industries outside of advanced manufacturing, bio med, and clean technology. Kline stated the City takes jobs in whatever form. But in terms of spending time to understand the sector, by virtue of resource constraints, they focus their efforts in the areas where there is the highest growth potential.

Mineo asked whether this took internal culture change within her agency or other agencies to take this on? Kline stated it goes back to Fremont's crisis that allowed them to focus on a new economic development strategy and shifts in mindset on how to achieve it. Although decision makers change over time, the City keeps on telling its story.

Harold Alejandro, PSD, asked how is the City dealing with homeless issues. Kline stated most areas are struggling with homelessness. In Fremont, they are allocating additional resources, focusing on providing wrap-around services and temporary shelters. Fremont's Human Resources Department has a special team, specifically trained to assist the population in a way that's well-connected.

Rue asked whether the long-range plan that initially took a year included completion of California Environmental Quality Act (CEQA) environmental review. Kline stated yes. They parallel-tracked the two processes. However, because some of the numbers weren't available until the planning process was completed, they filled in the numbers as they went along. They would not have met the timeline unless the plan and environmental review were done concurrently.

Rue asked which department she worked in: economic development or planning. Kline stated she leads the economic development department, but has worked in community development for many years.

Rue asked whether they had projects coming in for building permits without complying with their vision. Kline stated that so far, there have been no complaints and they are pleased with what's underway.

Rue asked whether developers are hiring designers who are incorporating the basic principles of the plan. Kline stated that some developers have actually gone beyond what the City would have asked for. She felt that in some ways it's good not to be too prescriptive. However, so far there are no proposals with high rises. If developers choose to build on the lower end of density, they need to set aside land within the proposal's master plan area for future high rises, so there isn't a lost opportunity to achieve desired density.

Michael Garris, Belt Collins Hawaii, asked how zoning was envisioned in the process with respect to land banking for future density. Did it play out as the City thought it would? Kline stated that Fremont hadn't been a robust type of city market, so it forced the City to come up with a formula that would allow for preserving the future opportunity. They're all pleasantly surprised that they came up with something that the market has responded very well to and is working.

Betty Lou Larson, Catholic Charities, asked about how the City has been able to make an impact on the educational system, in that Fremont is similar to Hawaii in its diversity. Kline stated that Fremont has a STEM focus. Companies need problem solvers. Fremont is experimenting with different prototypes for middle schools, which is their targeted audience. They are engaging local companies in solving real-life problems, e.g., they are working with DJI drones in some of their classrooms to solve problems for the public works department, which wants to use drones for survey work. They are also looking at externships to give teachers the opportunity to work at a company during the summer to learn what kind of skills companies are looking for and how this could be brought back to the classroom.

Alejandro asked what Fremont's experience has been with public-private partnerships (P3s). Kline stated that they are not far along in exploring P3s. They have a lot of resistance to P3s internally, and tend not to be leaders in that area.

Rue noted that Fremont is selling its land. Kline stated this is less risky. Their inventory for land is finite. Most of the City's private public cooperation has been done through simple development agreements.

Alejandro stated the Bay Area is known for its tourist recreation type of district. Is recreation put on the side with the focus more on innovation? Kline stated the recreational part is more an amenity than a revenue generator. However, to attract talent, you need fun things for people to do.

Garris asked whether Fremont has any examples or experience in the cost sharing of infrastructure and utilities between different jurisdictions. Kline stated that Fremont has been fortunate so far in terms of dealing with infrastructure costs. They are developing areas that are kind of greenfields, where they have to bring infrastructure to the site. They have been working with developers as a partner in Community Facilities Districts (CFDs) to help pay for new infrastructure. The City partners with the developer for the CFD, and they've been very happy to play a facilitative role.

Hirai asked which county is involved? Kline answered it is Alameda County. Oakland is the county seat. Fremont is also on the border of Santa Clara County.

Hirai asked how much interaction the City has with the county and the State of California. Kline stated the area of greatest involvement is for transportation, as it relates to the county. Also, they are involved with their Metropolitan Transportation Commission for their transportation and planning. State involvement comes into play as it relates to some of their industry work, in helping them to accomplish what they want. Kline stated the State really gets it and wants to support cities like theirs who are exploring lots of manufacturing growth, so they've been a huge partner in that. Kline also stated that the City of Fremont has mostly private lands and very little City lands.

Stormogipson asked who is paying for the BART extension to San Jose. Kline stated that the extension from Fremont's Warm Springs station to San Jose is mostly being funded by the County of Santa Clara taxpayers because that is the only way it was going to happen. San Jose is in Santa

Clara County on the southern border of Fremont. So Santa Clara county taxpayers are self-funding it, with some federal assistance.

Russell Tsuji, DLNR, asked what the funding sources are for the City of Fremont. Kline stated their funding comes from a combination of sales taxes and property taxes within their boundaries. However, they do not get all of it. Income taxes goes to the State of California. Kline added that an effective strategy they are using is to use their own study money to self-fund some of the pre-planning work, so they can be as shovel-ready as possible. The transit agencies want to be able to deliver on a project once they commit to a project.

Tsuji asked what Fremont spends its money on: transportation, education? Kline stated the State pays for education. The biggest portion of their budget is for public safety (70%), followed by public works for infrastructure.

Kraintz asked whether the City has business incentives for business improvement. Kline stated they have not considered it. The reason they are successful is that revenue generation is built into their plan and economic development strategy. The additional revenue generated will support other city services because they're generating property taxes based on the investment businesses are making and also the sales taxes. There are a number of taxes, such as user taxes in the Bay Area. Fremont has decided not to charge these to keep taxes at a minimum as a business incentive.

Hirai wanted to confirm that businesses coming to develop properties wanted a plan in place that they could rely on. The front-end cost is not that much and the City can afford to front-end some of that. The infrastructure doesn't actually have to be in the ground, but there is a definite plan for infrastructure. Kline stated yes. Providing the development community certainty, is absolutely number one. They tried to provide certainty in any way that would be helpful to developers. The City has been very clear about what their expectations are and what developers need to do to perform. The City is making sure that everyone sticks to that. Decisionmakers change sometimes, so the City needs to work hard to make sure everybody is on the same page.

VI. Next Steps

a. Future Agenda Topics

Asuncion outlined the future meeting topics as follows:

Tuesday, May 8, 2018

1. State TOD Planning and Implementation Project – Announcement of consultant selected for the master plan project OP is undertaking.
2. TOD Legislation - By the May meeting, we will know what bills were passed by the Legislature. The Governor has until July 10th to approve the bills.
3. Neighbor Island Sub-committee Report

Tuesday, June 12, 2018

1. TOD Value Capture Research presentation by UC Berkeley graduate intern, Kenna Stormogipson.
2. TOD Legislation

b. Announcements

- The next meeting is Tuesday, May 8, 2018, at 9:30 am at Hawaii Community Development Authority, Community Room, 1st Floor, 547 Queen Street, Honolulu, Hawaii.
- TOD Strategic Plan
Rodney Funakoshi, OP, reported that OP is still in the process of updating and revising the TOD Strategic Plan. OP is requesting that agencies do a final review of their projects' timelines and project information. OP will be sending the revised timelines to the agencies for review and markup. Agencies are to respond by April 20, 2018.
- TOD Sub-Committees
Larson stated that Catholic Charities would like to be a member of the Halawa-Stadium Sub-committee.

Asuncion stated that staff checked with the Office of Information Practices (OIP) on TOD Council permitted interaction groups (PIGs). OIP advised that if members are going to be added to the existing sub-committees, the sub-committees should be disbanded and reconstituted since it changes the membership. According to the statute, all members need to be appointed when a PIG is established. The PIGs are permitted to invite non-member individuals and entities. OIP also suggested to refrain from using the name "sub-committees" as it may mean different things to different people. PIGs should have a clear focus on what they will do and a timeframe by which they would do it. The Council needs to comply with the statutes regarding PIGs. Therefore, there will be more discussion of PIGs at the next TOD Council meeting. In the meantime, Asuncion asked that members think about who should be on the different PIGs. The guidelines prepared by Peter Adler and Keith Mattson may need to be revised accordingly.

IX. Adjournment

There being no further business, the meeting was adjourned at 11:29 a.m.