

**TO:** Mayor Victoria Woodards and the Tacoma City Council  
**FROM:** Elizabeth Pauli, City Manager  
**SUBJECT:** **Status and Future of the Transit-Oriented Development Advisory Group (TODAG)**  
**DATE:** December 27, 2022

This memo is in response to the City Council's Resolution No. 40889, adopted on December 14, 2021, which extended the operation of the Transit-Oriented Development Advisory Group (TODAG) through the end of 2022 and requested the City Manager to develop recommendations for the potential continuation of TODAG in 2023 and beyond. This memo transmits the TODAG's recommendations to the City Manager concerning the "new TODAG" and the City Manager's recommendations to the City Council.

### **Background**

The TODAG is a citizen-based advisory group established by the City Council per [Resolution No. 40303](#) of April 16, 2019, to help inform the design and development of significant transit projects throughout the City including the Dome District, one of the region's most transit-rich areas. The TODAG was assigned to review and make appropriate recommendations on the following three major projects: Sound Transit's Tacoma Dome Link Extension (TDLE), Pierce Transit's Pacific Avenue Bus Rapid Transit (BRT) project, and the City's Puyallup Avenue Transit/Complete Streets Improvement Project.

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

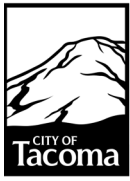
1. Extend the TODAG's operation through December 31, 2022;
2. Develop recommendations as to whether the TODAG should be made a permanent advisory group, and if so, what its scope of work, membership and other relevant operating parameters should be; and
3. Fill all vacant positions of the TODAG in 2022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

### **TODAG's Recommendations**

Attached is the Issue Paper, titled "Reshaping and Rescoping the TODAG," developed by the TODAG and finalized on October 24, 2022. As documented in the Issue Paper, the TODAG evaluated five potential options for how the TODAG could be reshaped and identified the following two options as its primary recommendations to the City Manager:

- Option C – Joint Subcommittee (of Planning and Transportation Commissions).
- Option E – Permanent Advisory Group (City Manager appointed).

The TODAG also recommended that, regardless of whichever "reshaping" option is chosen, the scope of work for the "new TDOAG" should be expanded to citywide TOD projects, its membership should be fairly representative of the community and relevant fields of expertise, and it must be supported with adequate level of funding and staffing resources.



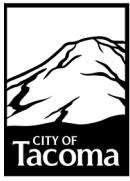
### **City Manager's Report and Recommendations**

The first action requested by the City Council, per Resolution No. 40303, was to extend the TODAG's operation through the end of 2022. I am happy to report that the TODAG did conduct five bi-monthly meetings in 2022. They reviewed and commented on the TDLE and BRT projects, and developed the attached Issue Paper.

The third action requested by the City Council was to fill all vacant positions of the TODAG in 2022 with the intent to add diversity and enhance equity in the current membership. Staff established initial contacts with numerous individuals interested in filling the vacant seats of "Pacific Avenue Corridor Businesses and/or Residents," "Hilltop," and "East Tacoma," but was not able to solidify commitment from those individuals. Staff found that it was particularly challenging to get new individuals to commit to join the group after it had completed so much of its original charge and with the limited time left before the group's current timetable concluded.

Pertaining to the second request of the City Council to develop recommendations concerning the "new TODAG," I would respectfully submit the following thoughts:

- Upon careful review of the TODAG's Issue Paper, input from the Transportation Commission and Planning Commission, and consultation with some Council Members and my staff, I have come to the conclusion that the concept of increased coordination between the Planning Commission (PC) and the Transportation Commission (TC), through a joint subcommittee (or similar structure), is the most effective, efficient and feasible format for carrying on the duties and responsibilities of the TODAG regarding citywide policy-level issues around transit-oriented development and meeting the needs of the community, the City Council and the accountable City departments.
- The budgetary constraints make it challenging to provide appropriate staffing support for Citizen's Committees, Boards, and Commissions (CBCs). Instead of creating a new CBC, it would be more efficient and feasible to establish a joint subcommittee, task force or work group within the organizational structures of existing CBCs.
- The City Council may direct the PC and the TC to establish the membership, assignments and expected outcomes of the subcommittee. I will make sure appropriate staffing support for the subcommittee is provided.
- A PC/TC joint subcommittee provides a unique opportunity to institutionalize and further enhance the coordination and collaboration between the PC and the TC and between the supporting departments.
- A PC/TC subcommittee provides a platform that can streamline the presentation and outreach process for the agencies working on the TDLE, BRT and Puyallup Avenue Project; for example, they don't need to repeat the same presentations to the PC, the TC and the "new TODAG." The joint subcommittee can also more effectively consolidate comments and recommendations from the PC and the TC on these projects and present them to the City Council in a coordinated and cohesive manner.
- A PC/TC subcommittee can also be assigned to work on other issues of common interest to the PC and the TC, such as the Impact Fees Study, the Transportation Master Plan Update, and the continued development of TOD related policies, programs, and review guidelines. Another great opportunity for the subcommittee to weigh in is the upcoming State mandated 2024 Periodic



Update of the Comprehensive Plan that requires close collaboration between the PC and the TC and among several City departments.

- The subcommittee should be operating on an ad-hoc, as needed basis, and its effectiveness subject to periodic assessments by the PC and the TC.
- With regards to specific transit, infrastructure and planning projects, where the direct, focused input of local residents, businesses, key agencies and partners is needed, I feel that it is most effective to continue utilizing project-specific advisory committees where appropriate. Different than the policy-level scope of the PC/TC subcommittee discussed above, this project-level advisory approach allows the local individuals most directly impacted to be engaged on those particular projects, with a focus on the critical early planning and conceptual project design phases. With support from departments including Planning & Development Services and Public Works, this model has been used successfully in the past, such as with the Amtrak Station Citizen Advisory Committee, and continues to be used for key projects, such as the Pacific Avenue Corridor Subarea Plan (“Picture Pac Ave”).

#### **Next Steps**

If the City Council concurs with my recommendations, we will prepare a resolution for the Council’s consideration within the next few weeks.

#### **Attachment:**

1. Transit-Oriented Development Advisory Group Report - “Reshaping and Rescoping the TODAG” (October 24, 2022)



## City of Tacoma

Transit-Oriented Development Advisory Group

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October 24, 2022

Transmitted via E-mail: [epauli@cityoftacoma.org](mailto:epauli@cityoftacoma.org)

Ms. Elizabeth Pauli, City Manager  
City of Tacoma  
747 Market Street, Suite 1200  
Tacoma, WA 98402

RE: Reshaping and Rescoping the TODAG

Dear Ms. Pauli:

On behalf of the Transit-Oriented Development Advisory Group (TODAG), I would like to express our appreciation for the leadership of the City Council and you in the adoption of [Resolution No. 40889](#) on December 14, 2021, extending the TODAG's operation through December 31, 2022. I would also like to express a special thank you to former Councilmember Robert Thoms, who was instrumental in recognizing the need for TODAG's formation and its importance to the future of Tacoma's TOD integration.

By the resolution above, the City Council also directed you to develop recommendations as to whether the TODAG should continue to operate beyond 2022, and if so, what its legislative or administrative status, scope of work, membership structure, recruitment and appointment process, operating funds, staffing support and other relevant operational parameters should be. As you are formulating your recommendations, we feel obligated and have a vested interest in providing some insights and suggestions for your consideration.

Therefore, we have developed the enclosed Issue Paper, titled "*Reshaping and Rescoping the TODAG*", that summarizes our major accomplishments and contributions, future work plan, as well as issues and concerns relating to membership, operating funds and staffing support.

The most prominent aspect of the Issue Paper is in its attachment, the Options Matrix, where we have identified several potential options for the future of the TODAG, as follows:

- Option A – Sunset.
- Option B – Temporary Advisory Group (status quo).
- Option C – Joint Subcommittee (of Planning and Transportation Commissions).
- Option D – Permanent Advisory Group (City Council appointed)
- Option E – Permanent Advisory Group (City Manager appointed).

Based on our thought process, assessment, deliberations, as well as voting for each option that are well documented in the Options Matrix, we respectfully offer **Option E** (permanent advisory group appointed by the City Manager) and **Option C** (permanent joint subcommittee of the Planning Commission and the Transportation Commission) as our primary recommendations for your consideration. These options represent two distinct schools of thought for the "new TODAG" and are the two most supported among all options that we evaluated.



The City of Tacoma does not discriminate on the basis of disability in any of its programs, activities, or services. To request this information in an alternative format or to request a reasonable accommodation, please contact the Planning and Development Services Department at (253) 591-5056 (voice) or (253) 591-5820 (TTY).

In addition to the above suggestions about “Reshaping” the TODAG, we would also like to offer some thoughts about “Rescoping” the TODAG, as follows:

1. Through hard work and intellectual deliberations, the TODAG has established a baseline measure and a communication platform as the first step in growing great places that promote transportation choices, housing and employment opportunities, cultural vibrancy, and resilient communities. The TODAG, as initially established by the City Council in 2019 as a “pilot program”, has been a success and should be sustained.
2. The scope of work of the “new TODAG”, regardless of which option is chosen, should be enhanced and expanded to incorporate: (a) citywide TOD projects, (b) TODAG’s “Future Work Plan”, (c) TODAG’s Progress Report No. 3 – “Tacoma TOD Toolkit”, (d) certain design review activity, and (e) other relevant projects as assigned by the City Council or as recommended by the Planning Commission and/or the Transportation Commission.
3. The membership of the “new TODAG”, regardless of which option is chosen, should be fairly representative of the community and relevant fields of expertise, with particular attention given to interests relating to equity, diversity, accessibility, active transportation, and affordable housing.
4. The “new TODAG”, regardless of which option is chosen, must be supported with adequate level of funding and staffing resources, in order to operate in an efficient and effective manner and maintain close collaboration with appropriate agencies, citizen’s groups and stakeholders.

Thank you and the City Council for the opportunity to serve the City of Tacoma in this important capacity over the past three and a half years. We look forward to new opportunities and to sustaining the momentum already provided through TODAG.

Sincerely,



**Imad H. Bahbah, AIA**  
Chair of TODAG

**Enclosure:** “Reshaping and Rescoping of the TODAG” Issue Paper

- c. Kurtis Kingsolver, Deputy City Manager  
Peter Huffman, Director, Planning and Development Services Department  
Josh Diekmann, Interim Director, Public Works Department  
Brian Boudet, Planning Manager, Planning and Development Services Department  
Tacoma Planning Commission  
Tacoma Transportation Commission



## “Reshaping and Rescoping the TODAG”

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

October 24, 2022

### A. Introduction

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

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

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

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

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

### B. Major Accomplishments

The TODAG began to operate in August 2019 and has conducted 27 meetings over the past 39 months. There was a hiatus during March–July 2020 due to the COVID-19 pandemic. All meetings were open to the public, and written comments on agenda items were accepted prior to each meeting.

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

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



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

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

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

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

### **C. Future Work Plan**

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

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



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



City of Tacoma  
Transit-Oriented Development Advisory Group

### TODAG Work Plan for 2020-2021 – Outline

October 14, 2020

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

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

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

#### B. TODAG Action Items (What We Provide):

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

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

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



## D. Membership

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

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

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

## E. Staffing and Operational Funding

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

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

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

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

## F. Reshaping and Rescoping the TODAG

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

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

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

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

As to how the TODAG could be reshaped and rescoped, we have developed several options for the City Council to consider, as follows:

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

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

Based on our collective assessment and deliberations, as well as voting for each option (which is well documented in the Options Matrix), we respectfully offer:

**Option E** (permanent advisory group appointed by the City Manager) and  
**Option C** (permanent joint subcommittee of the Planning and Transportation commissions)

as our ***primary recommendations*** for the City Manger's reconsideration. These options represent two distinct schools of thought for the "new TODAG" and are the two most supported among all options that we evaluated.

The TODAG further recommends that, regardless of which option is chosen for the "new TODAG", its scope of work should be enhanced and expanded, its membership should be fairly representative of the community and relevant fields of expertise, and it must be provided with adequate level of funding and staffing support, as documented in the attached Options Matrix.

**Attachment – TODAG Reshaping and Rescoping Options Matrix** (next page)

	ATTACHMENT: TODAG Reshaping and Rescoping Options Matrix (October 24, 2022)				
	Option A – Sunset	Option B – Temporary Advisory Group (“enhanced status quo”)	Option C – Joint Subcommittee	Option D – Permanent Advisory Group (Council Appointed)	Option E – Permanent Advisory Group (City Manager Appointed)
Description	TODAG sunsets.	TODAG continues to operate as is, with scope expanded, membership enhanced, and operating duration redefined by Council.	A joint TOD subcommittee is established by TC and PC, as recommended by TC.	TODAG is formalized as one of the Citizen’s Committees, Boards and Commissions (CBCs) similar to PC or TC, with the full Council appointment process.	TODAG is formalized as one similar to the Tacoma Permit Advisory Group or the Environmental Services Commission, with the City Manager level appointment process.
Scope of Work	Current duties, “TODAG Work Plan”, and “Tacoma TOD Toolkit” assigned to PC and TC	The scope of work is enhanced, as follows: <ul style="list-style-type: none"><li>Citywide TOD projects, including the existing Dome-focused TDLE, BRT/SSES, and Puyallup Ave. Design projects as well as other relevant projects such as “Picture Pac Ave”</li><li>“TODAG Work Plan”</li><li>“Tacoma TOD Toolkit”</li><li>Design Review (on-call)</li><li>Identify documents, regulations, and policies that need to be updated by TC, PC or city to ensure a successful TOD process</li><li>Other duties as assigned by Council</li></ul>	Same as Option B, except that “other duties as assigned by Council” is modified as “other duties as defined and assigned by TC and PC”	Same as Option B	Same as Option B
Membership	N/A	No change to the membership structure, i.e., 13-17 members, no term duration, no term limits, no residential requirements, and possible multiple members per position: <ol style="list-style-type: none"><li>Architectural and Urban Design Community (1)</li><li>Development Community (2)</li><li>Affordable Housing Community (0)</li><li>Transit Community (1)</li><li>Tacoma Dome District Businesses and/or Residents (4)</li><li>Pacific Avenue Corridor Businesses and/or Residents (0)</li><li>Transportation Commission (1)</li><li>Planning Commission (1)</li><li>Puyallup Tribe/Lower Portland District (1)</li><li>Active Transportation and Accessibility for All (1)</li><li>Freight/East Foss Industrial Community (1)</li><li>Hilltop (0)</li><li>East Tacoma (0)</li></ol>	<ul style="list-style-type: none"><li>4-6 members (2-3 from each of TC and PC)</li><li>Invite staff from Sound Transit and Pierce Transit to serve as liaisons to the group</li></ul>	<ul style="list-style-type: none"><li>Membership structure similar to that of typical CBCs.</li><li>The following is <b>an example of membership structure</b> (subject to change): 11 members, 3-year term, no term limits, residents of Tacoma, representing the community and expertise fields, as follows:<ul style="list-style-type: none"><li>Five (5) members, one from each Council District</li><li>Six (6) members, one from each of the following fields of expertise:<ol style="list-style-type: none"><li>Transit, Active Transportation, Accessibility, and/or Freight Mobility</li><li>Planning, Land Use, Zoning, and/or Affordable Housing</li><li>Urban Design and/or Architecture</li><li>Economic Development, Community Development, and/or Neighborhood Business Districts</li><li>Equity, Antiracism and Diversity</li><li>Tribal Connection</li></ol></li></ul></li></ul>	<ul style="list-style-type: none"><li>Membership structure is flexible. Options may include, but are not limited to:<ul style="list-style-type: none"><li>Same as Option D, with modifications as appropriate</li><li>Same as Option B, with modifications as appropriate</li><li>Similar to that of the Tacoma Permit Advisory Group</li><li>Similar to that of the Environmental Services Commission</li><li>Similar to that of the Bicycle-Pedestrian Technical Advisory Group (BPTAG) (with this option, TODAG may function as an advisory group to the Planning Commission, as BPTAG to the Transportation Commission)</li><li>As determined by the City Manager</li></ul></li></ul>
Recruitment and Appointment	N/A	<ul style="list-style-type: none"><li>Recruited by PDS staff or self-identified</li><li>No appointment</li></ul>	<ul style="list-style-type: none"><li>Designated by TC and PC</li></ul>	<ul style="list-style-type: none"><li>Recruited by City Clerk’s Office and staff</li><li>Interviewed by IPS</li><li>Appointed by City Council</li></ul>	<ul style="list-style-type: none"><li>Recruited by PDS staff or self-identified</li><li>Interviewed by the TODAG chair and vice-chair, and City staff</li><li>Recommended by staff to the City Manager for concurrence/approval</li></ul>
Operation and Coordination	N/A	<ul style="list-style-type: none"><li>Staffed by PDS</li><li>Report to IPS and Council</li><li>Coordinate with PC, TC, BPTAG</li></ul>	<ul style="list-style-type: none"><li>Staffed by PW and PDS</li><li>Report to TC and PC</li></ul>	<ul style="list-style-type: none"><li>Staffed by PDS, PW or both</li><li>Report to IPS and Council</li><li>Coordinate with PC, TC, BPTAG</li></ul>	Same as Option D
Expected Deliverables	N/A	<ul style="list-style-type: none"><li>Progress reports and recommendations on TOD policies, regulations and projects reviewed</li></ul>	Same as Option B	Same as Option B	Same as Option B
Pros	<ul style="list-style-type: none"><li>Budget saving</li></ul>	<ul style="list-style-type: none"><li>Maintaining momentum in TOD</li></ul>	<ul style="list-style-type: none"><li>Efficient operations</li><li>Close coordination between TC and PC</li></ul>	<ul style="list-style-type: none"><li>Maintaining momentum in TOD</li><li>Permanent status, and hopefully properly budgeted</li><li>Size of 11-member more manageable</li></ul>	<ul style="list-style-type: none"><li>Maintaining momentum in TOD</li><li>Permanent status, and hopefully properly budgeted</li><li>Appointment process may be more efficient</li></ul>
Cons	<ul style="list-style-type: none"><li>Lost momentum and opportunities in TOD</li></ul>	<ul style="list-style-type: none"><li>City and agency staff need to attend multiple meetings of TODAG, TC and PC, making similar presentations, in order to hopefully achieve the project buy-in and transit policy coordination.</li><li>Membership situation unstable</li><li>Temporary status makes its future uncertain</li></ul>	<ul style="list-style-type: none"><li>Lose the community representation of the current membership</li></ul>	<ul style="list-style-type: none"><li>City and agency staff need to attend multiple meetings of TODAG, TC and PC, making similar presentations, in order to hopefully achieve the project buy-in and transit policy coordination.</li><li>No direct membership connection with TC and PC</li><li>Member representation may be less encompassing and diverse</li></ul>	<ul style="list-style-type: none"><li>City and agency staff need to attend multiple meetings of TODAG, TC and PC, making similar presentations, in order to hopefully achieve the project buy-in and transit policy coordination.</li><li>No direct membership connection with TC and PC</li><li>Member representation may be less encompassing and diverse</li></ul>
TODAG’s Voting Results (10/24/22)	Supporting: 4 Opposing: 6 Abstaining: 2 Absent: 1	Supporting: 1 Opposing: 11 Abstaining: 0 Absent: 1	Supporting: 7 Opposing: 5 Abstaining: 0 Absent: 1	Supporting: 5 Opposing: 7 Abstaining: 0 Absent: 1	Supporting: 8 Opposing: 4 Abstaining: 0 Absent: 1