# Southeast Florida TOD Working Group
## *Meeting Summary*

## December 1, 2014 (1:00PM – 4:00PM); SFRTA Training Room

The Southeast Florida Transit Oriented Development (TOD) Working Group is an informal group of members from 23 agencies and organizations with the purpose of working together to foster the creation of TOD in Southeast Florida in a cooperative, collaborative, effective, and efficient manner.  New members are welcome to join as they elect to participate.  The Working Group meets quarterly for 3 hour sessions.

The Working Group met on December 1, 2014 to share TOD-related activities in a roundtable discussion, continue the conversation on roles and responsibilities for planning and implementing TOD in the region, and to clarify the Group's vision, desired outcomes, and program of activities.

### KEY THEMES AND TAKEAWAYS

The Sawgrass Mills and Hollywood Wal-Mart examples highlight the critical need for cities to take the initiative to develop and adopt **land development regulations** and zoning codes that require walkable pedestrian-oriented design to support TOD future land use designations.  These regulations are a key way to implement the vision for TOD.  These examples reveal a **potential gap** in the responsibilities framework for station area planning, and the group reiterated the need to bring cities into the discussion.

The group wants to hear **developers' and lenders' perspectives** on the **financial barriers** to TOD.  Obtaining financing is a key barrier, and navigating the complex development approval process in TOD areas can introduce additional financial burdens.  The group agreed on organizing a panel discussion with developers and lenders (or another appropriate venue for dialogue) as an action item for moving forward.

Communities thrive when they are desirable places for households in all life stages.  Currently, TODs are desirable for singles, couples without kids, and empty nesters.  Families with young children are a **missing market segment**.  Providing civic and community infrastructure like parks and high quality schools are critical in capturing this segment.  Miami and New York City's Upper West Side are good examples of communities that are providing this infrastructure to attract young families.

The general populace does not perceive TOD to be an important topic, and are generally fearful of high density developments.  **Education and outreach** to communities and elected officials can be successful ways of dispelling fears and communicating the benefits of TOD.  Regional planning councils and local government planning staff can take initiatives to actively publicize these benefits and garner community support for walkable design and TOD.  Support from local mayors was critical in achieving TOD in Downtown Kendall and South Miami.  Communication with developers and lenders on the economic benefits of TOD is also important.

**Additional partnerships** to explore may include the Regional Climate Change Compact, County Departments of Health, the Florida Housing Finance Corporation, Urban Core, foundations, and other non-profit organizations, especially for uncovering grant opportunities, identifying areas of joint interest, and recognizing opportunities for marketing and outreach.

Notable **TOD-related activities** mentioned during the roundtable include (see more detailed notes under the Discussion section):

- Station area planning for the Tri-Rail Coastal Link
- TOD Clearinghouse, website, and TOD Readiness tool
- Tri-Rail Coastal Link TOD Planning pilot program grant application
- Broward NEXT – Broward County's Comprehensive Plan and Land Use Plan Update
- Transit supportive corridor planning along Congress Ave & Military Trail in Palm Beach County
- Transit signal priority projects along Lake Worth Rd and Okeechobee Blvd in Palm Beach County
- Mobility Hubs planning and development projects in Lauderdale Lakes and along University Drive
- Broward County Complete Streets Plans
- SEFTC 2040 Regional Transportation Plan and Regional Transit Vision
- Location-specific TOD Projects & Plans
    - South Miami
    - Downtown Kendall
    - Ludlam Trail
    - Coral Springs
    - Lauderhill
    - Metropica (Sunrise)
    - West Palm Beach Transit Terminal
    - Downtown Miami DRI Phase 3
    - Dadeland North
    - Downtown West Palm Beach Convention Center Hotel and FECI Station

The group brainstormed **potential next steps** for moving forward:

- Showcase TOD guidelines
- Reach out to financial institutions and developers
- Understand market conditions
- Craft economic development legislation
- Partner with the Climate Change Compact
- Convene a panel discussion with developer and lender perspectives
- Seek grants
- Engage local governments and developers in local case study research
- Explore new group members and funding partnerships
- Streamline agency processes
- Provide TOD training
- Help cities update codes for walkability and TOD
- Connect with SEFTC or RTTAC

## ACTION ITEMS

- The facilitator team will invite Florida East Coast Industries (FECI) to present on TOD station area planning for All Aboard Florida at the next TOD Working Group meeting.
- The facilitator team will review all input to date (including previous meeting discussions, roles and responsibilities information, and notes from this meeting), synthesize the information, and propose a set of next steps for discussion at the next TOD Working Group meeting.
- The facilitator team will explore and identify the best opportunities to engage developers and lenders (e.g. a panel or other venue for dialogue).

## PARTICIPANTS

- Lois Bush, Florida Department of Transportation (FDOT) District 4
- Nilia Cartaya (remote), Miami-Dade Transit
- Kim Delaney, Treasure Coast Regional Planning Council (TCRPC)
- Jessica Dimmick, Renaissance Planning Group
- Kevin Fischer, Broward County
- Larry Hymowitz, FDOT District 4
- Jessica Josselyn, Kittelson & Associates [representing Southeast Florida Transportation Council (SEFTC)]
- Jason King, Dover, Kohl & Partners
- Khurshid Mohyaddhin, Palm Beach County Planning
- James Murley (remote), South Florida Regional Planning Council (SFRPC)
- Rob Piatkowski, Renaissance Planning Group
- John Ramos, Broward County Transit (BCT)
- Pete Schwarz, Broward County Planning Council
- Scott Seeburger, Florida Department of Transportation (FDOT), D4
- Fred Stubbs, Palm Tran
- Lynda Westin, South Florida Regional Transit Agency (SFRTA)
- Marianne Winfield, Smart Growth Partnership

## AGENDA

1. Welcome, Introductions, and Announcements
2. Roundtable and Discussion: Attendee's reports on TOD-related work, successes, and challenges
3. Roles & Responsibilities: Follow-up from last meeting
4. Clarify Group Vision, Desired Outcomes & Program of Activities
5. Wrap Up and Next Steps

## DISCUSSION

### *1. Roundtable & Discussion*

After an initial overview of the purpose of the TOD Working Group, participants shared updates on TOD-related work, successes, and challenges, as well as TOD-related events and meetings. Participants discussed some topics in depth, sharing similar experiences, ways of overcoming challenges, and lessons learned.

*TCRPC* – Communities are voicing opposition to multi-family housing and density at the proposed PGA Blvd Tri-Rail Coastal Link station and in general elsewhere. Even though the market is increasingly demanding both higher density and multi-family uses, communities are fearful of changing development patterns. Developers have recently built developments with TOD potential, but with too much surface parking. This tendency to over-park TOD sites occurs because development codes are still suburban in nature, requiring higher, suburban levels of parking. Developers need to meet these suburban parking standards to secure financing and local support, even though these areas will be more urban and less suburban in the future. Parking strategies are needed to meet today's parking demands while recognizing that less parking will be necessary in the future. A phased parking strategy to sell off or repurpose parking over a project's lifetime is one potential strategy. Elected officials are somewhat reluctant to make changes such as reducing parking requirements because they are afraid of the potential political implications.

*FDOT District 4* – FDOT had a meeting with Florida Atlantic University (FAU) to review the TOD Clearinghouse concept and discuss how to make it a reality. FDOT received and is now reviewing an unofficial draft proposal from FAU for the TOD Clearinghouse. Additionally, FDOT shared with the group a graphic summary handout of the draft TOD Readiness station area planning tool that Renaissance Planning Group is developing. The tool measures the readiness of an area for TOD and helps the user develop targeted strategies to increase an area's readiness. The tool is intended for any area potentially suited for TOD, not just future rail transit stations. FDOT and Renaissance are currently vetting the measures with other private sector representatives outside of the Southeast Florida region. FDOT would like the TOD Working Group members to provide comments and feedback on the tool.

*SFRTA* – SFRTA, in collaboration with SFRPC and TCRPC, responded to a Federal grant for Pilot Programs for TOD Planning for the Tri-Rail Coastal Link. Additionally, Lynda Westin and other SFRTA staff will present to the SFRTA Board on TOD and density at an upcoming Board meeting.

*Dover, Kohl & Partners (DKP)* – DKP prepared TOD plans for the west side of Cypress Creek Station and Uptown Ft. Lauderdale station areas. Uptown Ft. Lauderdale is now the topic of an Urban Land Institute (ULI) Technical Assistance Panel (TAP). DKP is working on projects in South Miami, including preparing plans for new street trees, replacing palms with deciduous trees. DKP is also working on three TOD projects: (1) South Miami TOD area (providing architectural services for urban townhouses), (2) Downtown Kendall, and (3) Ludlam Trail. Ludlam Trail is a proposed 6 mile urban trail connecting downtown Dadeland and South Miami to Miami along an undeveloped corridor owned by Flagler Development Corporation. The future of Ludlam Trail is undecided, and stakeholders are debating different options for the trail: Flagler Development Corporation wants to develop the trail, some proponents are looking for a 10 foot corridor for a multiuse path, while others would like to see the entire right of way as a trail.

BCT noted that it has worked with three different property owners at the Cypress Creek Tri-Rail station for TOD and all three owners were not receptive to the idea. BCT has also sought permission to use NW 6th Way, a private road, for bus service, but the property owner will not allow BCT to route buses along this road (as recently as 2 months ago). BCT staff expressed disappointment that the TOD vision is not moving forward because current property owners do not share the same vision for TOD. However, BCT staff remarked that FDOT owns land on the east side of the Cypress Creek Rail Station, and Khalilah Ffrench and other District 4 staff are doing a lot of work regarding this property on moving forward with improvements.

DKP added that the preparation of the TOD vision at Cypress Creek is just the first step. Others will need to implement it in the future. TOD visions need to be far reaching. Developing the vision and placing it on a map keeps the conversation about TOD going. The property owners may not currently have a vision for TOD, but the TOD vision prepared for the site will go beyond this owner to the next. While this landowner's vision differs from the planner's perspective, the far reaching vision may spark TOD later on.

*Kittelson & Associates* – Kittelson does TOD work and is working with Scott Seeburger (FDOT District 4) to develop Mobility Hubs along University Drive. This effort is currently in the planning phase. Other TOD-related efforts include the Sawgrass Mills TOD Station Area Plan with Larry Hymowitz (FDOT District 4) and the SEFTC Regional Transportation Plan. MPOs are mostly leading the development of the Regional Transportation Plan, but Kittelson desires feedback from the TOD Working Group on the Regional Transit Vision. The Vision outlines corridors for transit and is intended to encourage land use changes to support transit investments. The Vision provides political support for local governments with land use authority to make these transit supportive land use changes. Kittelson expects SEFTC will adopt the Regional Transportation Plan in April 2015.

Participants noted the definitions of a "Hub" and "premium transit" vary amongst agencies throughout the region. Participants agreed there is a need for a consistent nomenclature for transit service in the region. The Regional Transit Vision is looking at defining these terms for consistency. The Mobility Hubs in Broward County have very specific definitions and categories from the MPO's 2035 Long Range Transportation Plan (LRTP) based mainly on intersecting transit lines. The University Drive Hub Corridor is consistent with this definition. However, the Hubs in the Regional Transportation Plan are more than just areas with intersecting transit service; they are more like destinations, and incorporate both land use and transportation.

*Broward County* – Broward County staff mentioned the update to the Broward County Comprehensive Plan at the previous TOD Working Group meeting. In addition to this update, Broward County is preparing Complete Streets Plans. The County has existing greenways plans and bike and pedestrian plans which show gaps in the network, but nothing is tying them together. Broward County would like to tie these plans together and include trip generators and attractors. The County is coordinating with the MPO and 2040 LRTP process. With limited funding, the County will use the Complete Streets Plans to develop a prioritization process for projects. This prioritization process will be separate from the MPO's, but prioritization will be coordinated. Projects will use a mix of funding from the MPO and the County, including Complete Streets funding and safety funding.

*Broward County Planning Council* – BCPC is undertaking a 2-year process to update the Land Use Plan and Comprehensive Plan (Broward NEXT). The County and Planning Council held numerous public workshops which were very well attended. A lot of the comments from the workshops are not directly related to the Comprehensive Plan or Land Use Plan, and BCPC staff are forwarding these comments to the appropriate people. BCPC is beginning to hear that density is needed in the County, including transit supportive densities along corridors. This feedback will be considered while rewriting the plans. Currently, BCPC is aggregating the information it has received so far. BCPC staff reminded the group of the importance for professionals, such as the members of the TOD Working Group, to provide information about the need for density and good planning practices to help change the mindset of politicians who tend to have an aversion to density. A diverse group of people, including professionals,

is needed to support these efforts to help encourage politicians to understand the need for density.  The next round of work products will be released in January 2015.

*Palm Beach County* – Palm Beach County has an Urban Redevelopment Area (URA) vision for the Congress Ave and Military Trail priority transit supportive corridors.  These corridors extend from Southern Blvd to Lake Worth Blvd through Palm Springs, Green Acres, Cloud Lake, and Glen Ridge (i.e. Central County).  These corridors are very congested and are constrained. The objective of the vision is to capture some of the local trips by transit, bicycle, and pedestrian modes through redevelopment.  The County offers "carrots" in the overlay zones that are optional for property owners, but no "sticks" because their previous use did not work.  Any capital projects in these areas should coordinate with the overlay to support the land use vision.  County staff remarked the market does not yet support the vision.  Even though the development regulations allow almost unlimited density and intensity, drainage issues limit the feasibility of developing at higher densities.  County staff estimate about $1 billion of drainage infrastructure work is needed.

*Smart Growth Partnership (SGP)* – SGP participated in the Broward NEXT workshops, and suggested the TOD Working Group consider meeting with the Broward NEXT team and attending their events.  While the Broward NEXT conversation goes beyond the topic of TOD, collaborating with other organizations is how community involvement is achieved.  SGP also participated in a Health Impact Assessment (HIA) with the Broward MPO and Broward Health Department, organized by the Broward Regional Health Planning Council.  One of the breakout groups incorporated transportation and health issues.  The TOD Working Group may wish to investigate funding opportunities for linking transportation and health.  SGP suggested the group consider collaborating with Urban Core, an organization in Ft. Lauderdale that discusses transportation related topics, such as Andrews Avenue and All Aboard Florida (AAF).

TCRPC added that the region's agencies were doing a lot of TOD planning (including the TOD Framework and Guidelines) before the housing crisis, which had an impact in ending a lot of this work.  TCRPC staff encouraged the group to "get our act together" and encourage good development and TOD, especially now that the economy is improving.

*Broward County Transit* – BCT staff explained that BCT is working on two different types of TOD: Small "t" TOD and big "T" TOD, depending on the type of transit service.  BCT's small "t" TOD efforts include assuring new developments provide pedestrian and bicycle connectivity to the bus stop and requesting improvements to  bus stops (e.g. the provision of shelters, signs, etc.) in land use amendment responses.

Big "T" TOD efforts include several TOD projects:
- The City of Coral Springs is considering a redevelopment project south of Sample Road at University Drive, including the possibility of moving City Hall off the corridor into the redevelopment area.  BCT is working with the City, ULI, and consultants to develop a vision for the area with robust transit service in hopes that it will inform future development and transportation decisions.  ULI recommended locating a transit hub next to the proposed location for City Hall.  However, the City is concerned that it could lessen vitality if it allocates property in the center of the redevelopment for a transit hub.  BCT perceives that the City wants to remain suburban and does not want to change to incorporate TOD.  While the redevelopment could be considered as a TOD, the City does not view it as such.  This reinforces the need to involve cities in the Working Group and to educate them on the advantages of TOD.
- A development of regional impact (DRI) in the City of Lauderhill is moving forward with new ownership.  This development will include a LEED certified transit terminal and housing.

- The Metropica DRI in the City of Sunrise is another major TOD that is intended to form the City's downtown. In this case, the developer is referring to the development as a TOD and the City is embracing TOD. A transit terminal will be located on the periphery of the development, which is less ideal than in the center, and BCT is encouraging the City and developer to include community buses connecting downtown Metropica to the BB&T Arena, the Sawgrass Mills Mall, and the Wisteria office park development. Phase 1 of the DRI consists of the development of the downtown. Phase 2 will include offices and the transit terminal. BCT continues to work with the developers and City, and is using Miramar as an example of a transit terminal integrated into a parking garage.

Participants discussed the Wal-Mart development at the Gateway Hub at US 441 and Hollywood Blvd. The group viewed this development as a lost opportunity for TOD. The City of Hollywood approved the Transit-Oriented Corridor (TOC) designation, and was developing a form based code and zoning regulations specifying the densities and urban form to support the TOC, but did not implement them. The 38 acre site was vacant for years, and participants believed the City approved the suburban style development because of financial pressures. While the City had the TOC land use designation in place, the current land development regulations did not support the TOC designation, and Wal-Mart developed the property following the suburban model of a big box store surrounded by parking. The property owner indicated TOD was not profitable under the available financing and instead, that a big box Wal-Mart with out-parcels would be. Participants believed MPO funds might have supported the Gateway Hub, but these funds were not available at the time of development.

Participants further discussed the financial challenges of implementing TOD. When the market was strong, Cities could implement regulations supporting good urban form without hearing complaints because developers could still make money. The economic downturn changed developer's perspectives. Participants noted that the City and MPO need to closely coordinate so that the MPO can adjust the allocation of funds to support a development project that is moving forward in the necessary timeframe. The Broward MPO's 2040 LRTP will have a local initiatives program to make the use of funds more flexible. One participant noted the Twin Cities Livable Communities program in Minneapolis supports good development by funding development projects that are ready to go, and is a good model.

*FDOT D4* – FDOT D4 will soon execute a contract for environmental clearance and conceptual design for one to four Mobility Hubs in Broward County. FDOT conducted previous work to select the pilot project site. Six corridor studies in Broward County incorporated Hubs from the Broward 2035 LRTP, and FDOT used these studies as a starting point in the pilot site selection. FDOT considered 20 to 24 Hubs in the process. FDOT wanted to pick a site that (a) had a good chance of development occurring around a transit improvement and (b) was in a location that embraced the Mobility Hub concept. FDOT selected Lauderdale Lakes because of its strong existing ridership and because the vision for the area was well-articulated in a Masterplan, which TCRPC produced.

FDOT communicated with the City on the process and responsibilities. FDOT would provide the transit infrastructure, and the City would have to change the land use to support development. FDOT intends to put in transit infrastructure that is appropriate for current conditions, not what may be warranted in the future, which is inconsistent with what the City wants. While the City has grander visions for the Hub, FDOT can only provide infrastructure consistent with current needs. The District is focusing on providing transit islands at intersections. As density increases and transit service improves, FDOT will consider implementing the next phase of transit infrastructure, such as more elaborate station infrastructure and amenities. In the meantime, the City needs to "do its part", including implementing a

master plan to serve as the "backbone" for more intense development.  The pilot site is located in the Community Redevelopment Area (CRA), and FDOT noted that the CRA has not yet focused money on providing intersection improvements.  FDOT suggested that the City might consider assembling parcels in the station area, and noted that Phase 3 of the Hubs project will provide "something grander" in the future.   FDOT echoed the inconsistencies in the definition of a Hub.

*Palm Tran* – Palm Tran is currently working with FDOT on a transit signal priority (TSP) project for the Lake Worth Road corridor.  Palm Tran is also working on a TSP project for Okeechobee Blvd from the mall to downtown West Palm Beach.  Palm Tran previously issued a Request for Proposals (RFP) for developing the air rights over the West Palm Beach Transit Terminal, and now this conversation is starting up again.  Other major developments underway in downtown West Palm Beach include the start of construction on the Palm Beach Convention Center Hotel and groundbreaking on FECI's West Palm Beach station.

*FDOT D4* – FDOT mentioned the Palm Beach MPO's 2040 LRTP has specific objectives with targets, including ones relating to mode choices.  FDOT suggested Jessica Josselyn could provide an overview of the 2040 Regional Transportation and Freight Plans at one of the next meetings.  FDOT also suggested the group consider the housing and job density analysis done as part of development of the 2040 Regional Transportation Plan.

*SFRPC* – SFRPC is working with FDOT to create a temporary TOD Working Group webpage on SFRPC's website.  Renaissance Planning Group is coordinating with SFRPC to post the group's materials to the site.  Additionally, SFRPC is reviewing the All Aboard Florida's Environmental Impact Statement (EIS) and is conducting a review of Increment 3 of the Downtown Miami DRI.  SFRPC will add the FEC train station into the DRI plan.  SFRPC is also getting ready to update the three-county Comprehensive Economic Development Strategies (CEDS), and intends to strengthen language on TOD in the update.

*Miami-Dade Transit (MDT)* – MDT provided comments on Increment 3 of the Downtown Miami DRI. MDT would like the DRI to include a mechanism for an impact fee to help fund transit infrastructure improvements in the City.  MDT is coordinating with All Aboard Florida as they continue the site approval process for their downtown Miami station.  MDT is also reviewing a 280-unit mixed use development on the last vacant site in Dadeland North.  They are working closely with the developer to make sure the development is fully integrated with transit.

## 2.   *Discussion on Roles and Responsibilities*
In one of the first TOD Working Group meetings, the group expressed a need to clarify the roles and responsibilities for planning and implementing TOD in Southeast Florida.  The group wanted to better understand the efforts of each partner and identify any gaps in the roles and duplication of effort.  The facilitation team surveyed the partners and reported the results in a technical memorandum.  At the previous Working Group meeting, the group provided further feedback on roles and responsibilities through a sticky dot exercise.  Both efforts attempted to identify where gaps exist, if they are barriers, and how the gaps can be filled.

The group discussed the results of the sticky dot exercise and more generally the challenges in achieving TOD.

*Example of a Gap –Sawgrass Mills Station Area Planning and Development*
The group discussed the Sawgrass Mills development as an example to illustrate the roles and responsibilities framework. Recognizing that the City's perspective was missing from the conversation, the assumptions of this example will need to be vetted to the City to see a fuller picture. However, the example illustrates an application of the roles framework to a real situation.

FDOT prepared the Sawgrass Area Intermodal Station Planning Study, but local politicians and the community at large never fully embraced it. The group saw this example as a missed opportunity for TOD. The Station Area Plan contained a lot of good work, but the City did not adopt it into the Comprehensive Plan, and it was never implemented. When the developer was ready to build, the City did not follow the station area plan. This example illustrates a gap in the implementation roles framework, at least in this instance. The other partners assumed that ensuring the design of the development was consistent with the station area plan was the City's responsibility, but the City may not have seen it this way. The developer was primarily responsible for the project's urban design. The group noted that a discussion with the City Planning Director would help to better explain the situation and better understand the gap in the roles framework.

*Lessons Learned*:
- Communication and coordination with local governments and politicians is critical.
- As agencies prepare vision plans, they must thoroughly consider who can implement the plans and how. Closer coordination between agencies and local governments could have resulted in more successful implementation of the vision.
- Agencies usually work in silos due to their own processes, yet planning and implementing TOD requires closely coordinated partnerships because of the scale and complexities of the process.
- TOD projects need to involve all stakeholders (including cities, utilities, property owners, environmentalists, etc.) from the beginning.

## Implementation of Vision Plans
The group noted that many transportation and related plans are conducted in 5-year increments. It may take five years to incorporate the projects from a vision plan into the next LRTP, and it takes much longer to include these projects in the work program. The lag time makes it difficult to keep momentum for projects going, and "some plans get lost in the process."

## Dadeland North and South Miami Success Examples
Participants discussed several projects that are considered successful TOD projects – Dadeland North and South Miami. In these cases, the municipality successfully implemented a station area plan by changing the land use and regulations. The City of South Miami and Miami-Dade County had strong local leadership support for the downtown Kendall and South Miami TODs, and strong mayors who fully and proactively supported the necessary changes in regulations. (It should be noted that the market was strong at the time.) Local governments need to take initiative at the station area for changing land uses and development regulations to support the desired development type.

## Lessons from Other TOD Projects
Today's built projects tend to need subsidies to make the pro forma work. TOD is more expensive to build, takes longer to get through the approval process (adding cost), and usually has to meet additional public requirements. To encourage TOD projects it is necessary to either:

- change the regulations, which in many places are hindering TOD development, so developers do not have to jump through hoops, or
- provide grants to offset the higher administrative and construction expenses of mixed-use development.

Although higher construction and insurance costs make mixed-use development more complicated, it has the potential to be more profitable, depending on the strength of the market. Mixed-use is not always successful in every market. For example, the Working Group members debated the success of Abacoa in terms of its mixed-use component based on high retail vacancies.

## *Gaps and Challenges in Achieving TOD*

From the discussion on roles and responsibilities, the group identified challenges to achieving TOD, and discussed ways of overcoming some of these challenges:

- Cities need to take greater leadership in implementing TOD visions and plans.
- Suburban development regulations can hinder projects from realizing full TOD potential.
- Some elected officials and communities have a general mindset against TOD, part of which may be generational.
    - Some people view Broward County as a bedroom community with a NIMBY ("not in my backyard") mentality.
    - To change the general mindset, planners can use educational and marketing techniques to demonstrate the economic advantages and benefits of mixed-use and TOD, and use visualizations to illustrate TODs that are consistent with community preferences.
    - The City of Fort Lauderdale is a good example of city staff working together across departments as a team to "get the message out." The planning department proactively works with other departments to publicize the benefits of TOD and smart growth planning to garner community support and implement these planning concepts.
- Local governments and other partner agencies may lack the resources and technical capability that enables them to take ownership of an implementation responsibility.
- Many downtown areas and potential TOD areas lack the civic and community infrastructure that families with children want. The lack of civic infrastructure and amenities is likely contributing to households with children choosing to live in suburban areas. For example, downtown West Palm Beach lacks soccer fields while in the suburbs they are plentiful.
    - TODs are currently desirable for young households [single person households and "DINKs" (dual income no kids)] and empty nester households. The missing market segment is families with young children.
    - Families with children will move to locations with good schools – an important factor in making TOD areas desirable for all household types. Magnet schools or specialty schools located near downtowns can help attract families back downtown.
    - Some communities (e.g. New York City's Upper Westside and Miami, and West Palm Beach and Fort Lauderdale to a lesser degree) are changing civic and community infrastructure to better accommodate different demographics.
- The Regional Climate Change Compact has regional political support because people are passionate about the issue. TOD does not have the same level of general support.
    - The general population does not see TOD as "important enough." When policy issues become important, they get attention.
    - It is important to frame the issue to gain political support: Why do people want to come to the table for TOD? Why is it important for the region?

- Marketing to development communities is an opportunity to help raise the perceived importance of TOD.
  - o In the short term, encourage developers to cater to the existing market (i.e. young adults, double income couples, and empty nesters) with smaller units with less parking. Elected officials can celebrate these types of projects as successes, which provides more opportunities for marketing the benefits of TOD.
  - o Participants noted that Washington DC is marketing itself as "Silicon East" – an example of a large scale marketing effort
- Education of Elected Officials, Developers, Lenders, and the Public
  - o The education process can be very successful.  Regional councils have been doing a great job at this and have had lots of success.
  - o Outreach to the banking industry is important.  Financing TOD projects can be tough. Planning professionals and TOD advocates need to collaborate with lenders to understand the perceived risks in funding projects that do not meet suburban parking standards.
  - o One participant noted that the combination of Housing Cost + Transportation Cost is meaningful for people and easy to understand.  The Working Group may consider conducting targeted research on this topic in the future.
  - o Education to the business community should focus on workforce housing.  Chambers of Commerce can "sell" TOD as a way to provide affordable places to live and access jobs, which attracts a high quality workforce.
  - o The Florida Housing Finance Corporation funded many of the affordable housing TODs in Miami, and may be a valuable partner in marketing and outreach.  The Corporation has focused on the SunRail Corridor more recently.

One participant noted that in the Roles and Responsibilities dot exercise and survey responses, some people may consider local governments as counties or cities, and suggested that the facilitation team clarify this in the roles and responsibilities documentation.

Participants reiterated the need to involve cities in the TOD Working Group.  Renaissance is currently communicating with the three counties' Leagues of Cities, but they were unable to send a representative to the meeting.  Renaissance will work to further involve them in the future.

### 3.  Directions and Activities for the TOD Working Group
The group lastly brainstormed possible directions and activities for moving forward.

### Showcase TOD Guidelines
Guidelines on how to build TOD are important resources for local governments and developers.  The Florida TOD Framework and Guidebook (http://fltod.com/) are existing resources that provide this information.  The group agreed on the need to showcase these existing guidelines and resources.

### Reach Out to Financial Institutions and Developers
These two partners still need to be included more actively in the Working Group.  Difficulties in obtaining financing is a large impediment to achieving TOD.  Participants suggested learning more about the financial impediments and incentives that may help overcome them.

## Understand Market Conditions

The market plays a large role in whether or not a project is implemented as TOD or at all.  There are differing viewpoints on the level of financial and other kinds of support that may be necessary for implementing TOD.  The group raised several questions:

- To what degree could the business community advocate for regulatory changes for mixed-use TOD during strong market conditions if they can make money?
- Would the business community prefer to avoid regulatory changes because they can make money on status quo developments?
- Should the TOD Working Group propose financial incentives for TOD?

Participants noted TOD is especially challenging when the market is not supportive.  Another participant noted the importance of concentrating population and employment growth in transit-supportive areas throughout the region as a critical challenge in achieving TOD.

## Craft Economic Development Legislation

One participant suggested the group could work towards generating more interest in TOD within the business community by crafting legislation that can tie the economic development opportunities that TOD affords into the governor's push for jobs.  Could new legislation offer more carrots for TOD at the state level?

## Partner with the Climate Change Compact

The Regional Climate Change Compact and the TOD Working have a number of interests in common.  One participant suggested partnering with the Compact to help implement TOD as a strategy for reducing greenhouse gas emissions.  The Regional Climate Action Plan includes recommendations to support effective TOD planning and implementation.  The group could invite a representative to the next Working Group meeting and share the Working Group's efforts with the Compact.  Building allies and furthering communications would benefit both the Compact and TOD Working Group.

## Convene a Panel Discussion with Developer & Lender Perspectives

The group expressed a desire to understand developers' perspectives on the hindrances to TOD and developer's desires.  Representatives from ULI and Chambers of Commerce could speak on behalf of developers.  A formal entity (such as ULI or a Development Authority), as opposed to the TOD Working Group, could sponsor a developer panel to obtain better participation.  SFRTA convened such a dialogue several years ago, and it may be time to reconvene.  From that dialogue, developers said "over-planning isn't beneficial; you just need to 'set the table' with densities and intensities."  The group noted the discussion should include lending institutions as well.  ULI may also be able to provide this perspective.

## Seek Grants

Another suggestion included seeking out other sources of funding through grants, such as from Federal agencies (e.g. HUD) or foundations (e.g. Health Foundation of Florida or Knight Foundation). Any agency can apply for HUD grants, and the funding could be used for dedicated staff for the TOD Working Group.

## Engage Local Governments & Developers in Local Case Study Research

Another possible activity would be to sift through local TOD examples for case studies of successful and failed TODs for lessons learned on successes and challenges.   These case studies could inform a dialogue with local governments to share this information. Communities and developers could share their experiences with the group and with other invited guests.  For example, the TOD Working Group could organize a forum for local governments and invite the Cities of Coral Springs and Sunrise and their respective developers to share their perspectives on the projects.

*Explore New Group Members and Funding Partnerships*

The group suggested bringing local Departments of Health into the TOD discussion. Some possible contacts are the Broward County Department of Health Director Dr. Thaqi, and the Palm Beach County Health Department Director. Other new partners might include potential funding partners, such as Health Foundation of Florida, Knight Foundation, MacArthur Foundation, South Florida Health Initiative, and AARP.

*Streamline Agency Processes*

One participant noted the TOD Working Group has already identified many issues of timelines and processes and suggested the facilitator team summarize these issues and develop preliminary ways to address these agency process issues. This participant suggested the team first sort out the roles and responsibilities of the various agencies and partners before reaching out to developers, and have the group work to improve these processes.

*Provide TOD Training*

Another participant suggested the Working Group could be a central repository for training. The group could identify what types of training would be helpful for local partner governments, and provide appropriate training accordingly.

*Help Cities Update Codes for Walkability and TOD*

One participant noted that existing places need to attract more customers by foot instead of by car to encourage developers to build true TOD. This participant suggested cities should update their land development codes to require walkable design and TOD in certain areas, even if such development might not happen until years later.

*Connect with SEFTC or RTTAC*

The planning team for the SEFTC 2040 Regional Transportation Plan will keep meeting regularly through the end of 2015 even though the Plan will be adopted in April 2015. One participant suggested the Working Group attend a SEFTC or RTTAC meeting to "get more legs in a formal setting."

**4. Future Working Group Actions and Meeting Topics**

The TOD Working Group members at the December 1st meeting reached consensus on the following actions and next steps:

- The facilitator team will invite Florida East Coast Industries (FECI) to present on TOD station area planning for All Aboard Florida at the next TOD Working Group meeting.
- The facilitator team will review all input to date (including previous meeting discussions, roles and responsibilities information, and notes from this meeting), synthesize the information, and propose a set of next steps for discussion at the next TOD Working Group meeting.
- The facilitator team will explore and identify the best opportunities to engage developers and lenders (e.g. a panel or other venue for dialogue).

## SOUTHEAST FLORIDA TOD WORKING GROUP MEMBERS

The current roster of Southeast Florida TOD Working Group Members is listed below.  Participants with a ✓ were in attendance at the Dec. 1, 2014 meeting.

| | | |
|---|---|---|
| ✓ | Kevin Fischer | Broward County |
| | Sara Forelle | Broward County |
| ✓ | Pete Schwarz | Broward County Planning Council |
| | Deanne Von Stetina | Broward County Planning Council |
| ✓ | John Ramos | Broward County Transit |
| | James Cromar | Broward MPO |
| | Peter Gies | Broward MPO |
| | Jim Carras | Carras Community Investment |
| ✓ | Jason King | Dover, Kohl & Partners |
| | Kenneth Garcia | Dover, Kohl & Partners |
| | Eric Dumbaugh | Florida Atlantic University |
| | Amie Goddeau | Florida Department of Transportation, D4 |
| ✓ | Larry Hymowitz | Florida Department of Transportation, D4 |
| ✓ | Lois Bush | Florida Department of Transportation, D4 |
| ✓ | Scott Seeburger | Florida Department of Transportation, D4 |
| | Jayne Pietrowski | Florida Department of Transportation, D4 |
| | Curlene Thomas | Florida Department of Transportation, D6 |
| | Lisa Colmenares | Florida Department of Transportation, D6 |
| | Christopher Dube | Florida Department of Transportation, D6 |
| | Blake Drury | GAI Consultants |
| ✓ | Jessica Josselyn | Kittelson & Associates |
| | Marcela Camblor | Marcela Camblor Consultant |
| | Garett Rowe | Miami-Dade County Planning (RER) |
| | Jess Linn | Miami-Dade County Planning (RER) |
| | Wilson Fernandez | Miami Dade MPO |
| ✓ | Nilia Cartaya (remote) | Miami-Dade Transit |
| | Judy Emerson | Miami-Dade Transit |
| | Froilan Baez | Miami-Dade Transit |
| ✓ | Khurshid Mohyaddhin | Palm Beach County Planning |
| | Nick Uhren | Palm Beach MPO |
| ✓ | Fred Stubbs | Palm Tran |
| | Chuck Cohen | Palm Tran |
| | Whit Blanton | Renaissance Planning Group |
| ✓ | Jessica Dimmick | Renaissance Planning Group |
| ✓ | Rob Piatkowski | Renaissance Planning Group |
| ✓ | Marianne Winfield | Smart Growth Partnership |
| | Karen Hamilton | South Florida Regional Planning Council |
| ✓ | James Murley (remote) | South Florida Regional Planning Council |
| ✓ | Lynda Westin | South Florida Regional Transit Agency |
| ✓ | Kim Delaney | Treasure Coast Regional Planning Council |
| | David Orshefsky | Urban Land Institute (ULI) |
| | Carla Coleman | Urban Land Institute (ULI) |

The Southeast Florida TOD Working Group is open to anyone interested in attending.  If you are interested in joining the TOD Working Group, please contact Jessica Dimmick, Renaissance Planning Group at jdimmick@citiesthatwork.com or 561-404-7261x304.