



DRAFT WORK PLAN

For the Southeast Florida Transit Oriented
Development Working Group

Achieving transit oriented development (TOD) in South Florida is a complex process and requires coordination and collaboration amongst many partner agencies. The Southeast Florida TOD Working Group formed with the purpose of working together to better achieve TOD in the region. This document outlines the group's purpose, proposes a set of objectives to achieve its purpose, and provides specific next steps for the group to undertake.

DRAFT – February 5, 2015
Prepared for TOD Working Group Review

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Overview

The Southeast Florida Transit Oriented Development (TOD) Working Group is an informal group of public and private sector representatives who meet on a quarterly basis for the purpose of fostering the creation of TOD in Southeast Florida in a cooperative, collaborative, effective, and efficient manner.

Planning for and implementing TOD is a complex process and requires the close coordination of various local, regional, and state level agencies and organizations. While many agencies and organizations (i.e. TOD “partners”) have done a lot of planning work on TOD, a variety of challenges prevent TOD from actually happening.

**SOUTHEAST FLORIDA TOD
WORKING GROUP PURPOSE**

The purpose of this informal group is to work together to foster the creation of transit oriented development in Southeast Florida in a cooperative, collaborative, effective, and efficient manner.

The TOD Working Group is a forum for collaboration amongst these agencies in Miami-Dade, Broward, and Palm Beach counties.

The TOD Working Group is an on-going *self-determining group*, meaning its members work together to identify the challenges to achieving TOD and decide on the best course of action to overcome these challenges. While many agencies and organizations are undertaking efforts to plan and implement TOD either individually or with select partners, the TOD Working Group provides a forum for sharing information and resources for the region’s partners together.

What has the Group Accomplished?	What is the Value of these Efforts?
Held Roundtable Discussions at Quarterly Meetings	<ul style="list-style-type: none"> • Accelerating physical improvements within selected TOD areas • Enhancing prospects for private TOD investment and development activity within selected TOD areas • Promoting the inclusion of mixed income residential uses within selected TOD areas • Fostering leadership at multiple levels of government for removing TOD barriers and facilitating TOD plan implementation • Communicating the strengths and challenges associated with ongoing TOD activities • Allocating TOD resources to meet technical assistance needs within the region • Enhancing the TOD knowledge base and skill sets within the region
Hosted Presentations on TOD-Related Topics: <ul style="list-style-type: none"> • <i>Seven50 (Southeast Florida Prosperity Plan)</i> • <i>“Can you OD without the T?” – Planning for TOD when funding for transit is uncertain</i> • <i>SEFTC Regional Transit System Master Plan (currently under development)</i> • <i>Cypress Creek TOD Concepts</i> • <i>Planning for TOD along SunRail in Orlando</i> • <i>TOD in Miami-Dade County</i> 	
Created an Inventory Map of TOD-Related Plans	
Researched Case Studies of Peer Regions with Strong Collaboration in Planning and Implementing TOD	
Surveyed Group Members to Clarify Partners’ TOD Roles and Responsibilities	

Over the past 18 months, the Working Group has articulated many different multifaceted challenges and barriers to achieving TOD in Southeast Florida. If the group's purpose is to work together to overcome the barriers to achieving TOD, then the first step is to define what the challenges actually are. This is easier said than done because the challenges are multifaceted, and not all-encompassing. Each TOD project is unique, and the problems that arise in one project will likely differ from the challenges of another.

What challenges are inhibiting TOD from occurring in Southeast Florida recognizing the current availability of premium transit service? Five main root causes exist, as expressed through the Working Group meetings, and are articulated in the call out box below.

WHAT CHALLENGES ARE INHIBITING TOD FROM OCCURRING IN SOUTHEAST FLORIDA?

1. The partners **lack clarity on the roles and responsibilities** in planning and implementing TOD.
2. The region **lacks a clear champion** or steward to oversee TOD projects from start to finish.
3. Partners sometimes **lack the resources** to implement TODs.
4. Partners sometimes **lack the political will** to implement needed changes.
5. There is a **general lack of understanding** of what it takes to make TOD work from a **market perspective**.

This Work Plan proposes a set of activities for the Working Group to undertake in the next couple of years to overcome these challenges, as well as longer term strategies that may require changes in agencies' decision-making processes. The facilitation team created this work plan to synthesize and clearly articulate the key themes from Working Group's discussions over the past 18 months and suggest next steps for moving forward.

Defining the Objectives

In response to these challenges, this Work Plan proposes the following objectives for the Working Group to undertake in pursuit of achieving better TOD outcomes:

1. Clarify the partners' **roles and responsibilities** in planning and implementing TOD to improve collaboration and coordination.
2. Build **regional leadership** and identify **clear champions** to overcome procedural obstacles.
3. Develop, maintain, and promote a **clearinghouse of resources** for advancing the understanding and implementation of TOD.
4. Promote the **value of TOD** for achieving desired outcomes.
5. Advance the **market readiness** of station areas within the region for TOD investments.

These five objectives are further described below. These objectives are not unique to the Southeast Florida region. The facilitation team conducted research on other regions throughout the US, and many regions who are now successful models of TOD collaboration have faced similar problems.

1. Clarify the partners’ roles and responsibilities in planning and implementing TOD to improve collaboration and coordination.

Clarifying the partners’ roles and responsibilities helps each partner understand how their individual efforts align with others’ efforts, and how all the partners’ efforts together comprise the entire process of planning and implementing TOD. When each partner more fully understands the process as a whole, they can ensure that their efforts easily transition to the next step in the planning process. This enhanced understanding bridges gaps in the overall process, and increases efficiencies in collaboration amongst partners.

At the Working Group’s direction, the facilitation team began clarifying the TOD roles and responsibilities within the region. The facilitation team surveyed the partners’ on their perspectives, facilitated a sticky dot exercise to obtain a sense of which partners should fulfill each role, and facilitated several conversations within working group meetings on this topic.

While the general framework of roles and responsibilities will be helpful in understanding who typically does what, individual projects often require unique partnerships depending on the circumstances. A clear agreement of roles and responsibilities that addresses an individual project’s unique circumstances can help prevent a project from stalling, and can help the project realize its full TOD potential. Seattle’s regional transit agency (Sound Transit) developed TOD Compacts to clarify partners’ roles and responsibilities for specific projects. The Tri-Rail Coastal Link Partnership Memorandum of Understanding is a good example of a partnership agreement to plan for and implement transit service. The TOD Working Group may consider attempting a similar agreement in planning for and implementing development projects to support the transit service.

The facilitation team is currently completing a **summary of the TOD roles and responsibilities**.

This summary will be a **resource** for understanding the **general framework** of how each partner fulfills each role within the overall process of planning and implementing TOD.

It will also **identify gaps and opportunities**, and suggest **considerations for improvement**.

2. Build regional leadership and identify clear champions to overcome procedural obstacles.

TOD is an integral component of the regional vision of Seven50, Southeast Florida’s 50 year vision plan. In order to achieve TOD and many other components of the regional vision, all partners will need to collaborate. True collaboration often requires agencies to undertake activities that stretch beyond their traditional mission statements. Many partners see TOD as supportive but ancillary to their mission. Agencies who are willing to partner with others and have staff take active leading roles in areas that are outside of the primary responsibilities in their job descriptions will help maintain continuity between different stages of the process.

True collaboration often requires agencies to undertake activities that *stretch beyond* their traditional mission statements and typical job descriptions.

Regions that have the best success in implementing TOD have *created a position for dedicated staff* to oversee the TOD process and shepherd projects from visionary planning through construction.

Regions that have the best success in implementing TOD have created a position for dedicated staff to oversee the TOD process and shepherd projects from visionary planning through

construction. The Atlanta, Seattle, and Minneapolis regions have experienced TOD successes due in large part to having dedicated staff to overcome sticking points in the planning process and through implementation. Staff whose job descriptions entail guiding the TOD process ensure the outcomes from one agency's efforts fully translate to the next.

3. Develop, maintain, and promote a clearinghouse of resources for advancing the understanding and implementation of TOD.

A variety of resources for local governments already exist, including the Florida TOD Framework and Guidebook, and a number of MPO and FDOT programs to help fund and implement local projects. Making these resources more readily accessible and easy to find will make it easier for local governments with limited budgets and staffing constraints to experience the best returns on their efforts.

Targeted technical assistance can help these partners navigate through the complex and interrelated transportation, land use, urban design, and financing issues. Continuing to develop additional resources and maintaining state-of-the-practice resources will deepen the knowledge base and help partners better anticipate consequences of tough decisions.

4. Promote the value of TOD for achieving desired outcomes.

Several planning and visioning efforts have initiated public dialogue on community values and future growth. These efforts have elevated the importance of issues like climate change and sea level rise within the public eye. The message of the regional vision also explains how focusing development in strategic areas can preserve community quality of life and community character in the midst of growth pressures.

The regional vision from Seven50 states the region's priorities. TOD is an integral component of several priorities, including:

- Integrate land use and transportation planning; plan more transit-oriented development areas to support transit.
- Provide more housing and workplace choices in response to emerging trends.
- Integrate land use and transportation planning to provide more transportation choices and increase opportunities.
- Redevelopment opportunities should be prioritized over new development.

Seven50 and the SEFTC Regional Transit Vision together represent a strong foundation for promoting transit and TOD as a cross-cutting mechanism to achieve the goals of many different stakeholders.

SEFTC is currently crafting a regional transit vision that will identify regional destinations and a conceptual regional transit network that will connect them. These efforts represent a strong foundation for promoting transit and TOD as a cross-cutting mechanism to achieve the goals of many different stakeholders.

The Wasatch Front (Salt Lake City, UT) region is a model region who focused their efforts on building support for the regional vision through an extensive outreach campaign. The campaign focused on cultivating consensus amongst different areas on an accepted plan for where growth should be focused. This vision then formed the foundation for the MPO's long range transportation plan, so that transportation investments align with the regional growth concept.

More education and outreach is necessary in Southeast Florida to strengthen support for the regional vision and better align existing agency processes to directly support the regional vision.

5. Advance the market readiness of the region for TOD investments.

The public sector needs to better understand the market forces that drive developer and lender decisions in order to offer the right incentives and modify their policies accordingly. More fully understanding the risk factors that lenders associate with TOD characteristics may aid public agencies in their attempts to spur TOD in targeted areas, and may aid the private sector in assembling special financing arrangements.

Activities to Achieve Success

In pursuit of these objectives, the Working Group can undertake a variety of activities. The facilitation team proposes the following activities, organized by objective, for the Working Group's consideration. Many of these are activities the Working Group has proposed in prior meetings.

- 1-A: **Conduct case studies** of TOD projects to understand the roles and responsibilities at specific TODs.
- 1-B: Develop a **TOD Compact** to articulate mutual understanding of each partners' specific roles in planning and implementing TOD in station areas along a specific corridor.
- 2-A: Pursue opportunities for **funding for dedicated staff** whose primary responsibility is to work on TOD-related efforts through foundation grants and/or joint funding partnerships amongst agencies.
- 3-A: **Compile the TOD resources** available to date, make them more easily accessible, and conduct outreach to partners to spread the word that they are available through a **Southeast Florida TOD website**.
- 3-B: **Continue to research topics of importance** to deepen the Working Group's understanding of TOD concepts and issues.
- 3-C: **Create a technical assistance** program to provide more targeted research that helps implement the regional vision.
- 3-D: **Create a TOD Clearinghouse** as a full 'one stop shop' for resources.
- 4-A: **Conduct outreach to partners through a TOD promotional campaign**, beginning with individual partner meetings with finely tuned messaging to build support for the regional vision.
- 4-B: **Convene a TOD Forum** to publicly celebrate successes, raise awareness, and build support
- 4-C: **Conduct demonstration projects** to illustrate benefits of TOD.
- 5-A: **Host a panel with developer and lender representatives** to better understand the barriers and challenges from their perspective, and identify strategic actions to best incentivize TOD.
- 5-B: **Pursue opportunities to obtain funding** for land banks and development incentives through foundations for seed money, Housing Authority partnerships, and agency funding partnerships.

Working Group members are encouraged to consider the challenges of each activity, and opportunities to overcome those challenges. The facilitation team has provided a list of challenges and opportunities for each proposed activity, with blank lines for member to provide additional challenges and opportunities. The facilitation team will facilitate a discussion on the proposed activities at the February 6 meeting.

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Objective #1: Clarify the partners’ roles and responsibilities in planning and implementing TOD to improve collaboration and coordination.

Activity 1-A: **Conduct case studies** of TOD projects to understand the roles and responsibilities at specific TODs.

<i>Priority:</i>	High	Medium	Low		
<i>Interest in participating or leading this activity?</i>				Participate	Lead

Challenges

1. Case studies will require information gathering from all partners involved in the TOD project, including developers, city planning staff, local transit agency staff, and others to fully understand the entire story.
2. Each case study will be different, and will require labor to identify the correct contacts.
3. The people who provide information about the project will need to be candid about the successes and failures.
4. _____
5. _____
6. _____

Opportunities to Overcome the Challenges

1. Working Group members can introduce the facilitation team to the different stakeholders who were involved and would be willing to discuss the project’s strengths and weaknesses.
2. Working Group members can take responsibility to gather information from various stakeholders.
3. _____
4. _____
5. _____

Importance and Level of Effort Considerations

1. Participants have suggested performing case studies at several previous meetings.
2. The facilitation team can coordinate the case studies, with the assistance of Working Group partners.
3. The level of effort to perform these case studies is moderate.
4. The facilitation team can present the results of the first case study at the May 2015 Working Group meeting.

Objective #1: Clarify the partners' roles and responsibilities in planning and implementing TOD to improve collaboration and coordination.

Activity 1-B: Develop a **TOD Compact** to articulate mutual understanding of each partners' specific roles in planning and implementing TOD in station areas along a specific corridor.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. The process of crafting a partnership that all stakeholder can agree to requires a lot of dialogue and compromise, and can be a long process
2. Individual TOD projects often require unique partnerships that can be difficult to anticipate in the planning stages.
3. Some partners may see TOD Compact for the Tri-Rail Coastal Link station areas as premature until the station area selection process is complete.
4. _____
5. _____
6. _____

Opportunities to Overcome the Challenges

1. The Tri-Rail Coastal Link Partnership MOU is a valuable precedent and can serve as a model for future development-related compacts.
2. TOD Compacts for other transit station areas (e.g. Wave Streetcar station areas) may be feasible now.
3. _____
4. _____
5. _____

Importance and Level of Effort Considerations

- The Tri-Rail Coastal Link station areas have not yet been selected, and agreements will include roles for the city governments.
- The level of effort required to craft an agreement is high.
- All partners must demonstrate a willingness to engage in partnerships.

Objective #2: Build regional leadership and identify clear champions to overcome procedural obstacles.

Activity 2-A: Pursue opportunities for **funding for dedicated staff** whose primary responsibility is to work on TOD-related efforts through foundation grants and/or joint funding partnerships amongst agencies.

<i>Priority:</i>	High	Medium	Low		
<i>Interest in participating or leading this activity?</i>				Participate	Lead

Challenges

1. Staff will need to be housed in an existing agency. Determining which agency is most appropriate will require coordination with various agency staff, including SFRTA and the regional planning councils.
2. Grant applications require serious staff time to research available grants, put together winning applications, and adhere to follow-up requirements.
3. Grant applications need a well thought out proposal to be competitive. The proposal should include clear and specific descriptions of staff duties, compensation, structure within the organization, and anticipated outcomes. Developing this proposal will require extensive coordination with agency staff in a timely manner.
4. _____

5. _____

Opportunities to Overcome the Challenges

1. The facilitation team, SFRTA, SFRPC, and TCRPC can form a funding partnership subcommittee to undertake this effort with individual meetings and progress updates to the Working Group at their quarterly meetings.
2. The subcommittee can explore options for funding partnerships amongst their agencies and possibly with others, and can work out the details and logistics of the arrangement.
3. This task can be done in tandem with the exploration of local government and other partner needs for the technical assistance program, to align the job description for the newly appointed or promoted staff to meet the needs of the various partners.
4. _____

5. _____

Importance and Level of Effort Considerations

- SFRTA, SFRPC, TCRPC, and potentially other Working Group members must commit to serving on the subcommittee, and be willing to undertake tasks for researching opportunities and developing proposals.
- Grant opportunities may be readily available, and this task may get underway quickly.

Objective #3: Develop, maintain, and promote a clearinghouse of resources for advancing the understanding and implementation of TOD.

Activity 3-A: Compile the TOD resources available to date, make them more easily accessible, and conduct outreach to partners to spread the word that they are available through a **Southeast Florida TOD website**.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. Several agency programs can aid local governments, but local governments are sometimes unaware of these opportunities.
2. TOD resources are available at many different sources, and partners may not know where to find them.
3. _____
4. _____
5. _____

Opportunities to Overcome the Challenges

1. The facilitation team can coordinate with agency representatives to compile a list of programs that can provide assistance to local governments and other partners.
2. SFRPC has agreed to host the Southeast Florida TOD website, and coordination on website development is underway.
3. Meetings with local governments and other partners can be an opportunity to inform them about the resources that are available.
4. _____
5. _____
6. _____

Importance and Level of Effort Considerations

- The complexity of this task is relatively low. It will require coordination with various agencies to compile all available resources.
- Meetings with local governments and other partners are suggested for other activities, and can be undertaken immediately.

Objective #3: Develop, maintain, and promote a clearinghouse of resources for advancing the understanding and implementation of TOD.

Activity 3-B: **Continue to research topics of importance** to deepen the Working Group’s understanding of TOD concepts and issues.

<i>Priority:</i>	High	Medium	Low		
<i>Interest in participating or leading this activity?</i>				Participate	Lead

Challenges

1. Equity and housing affordability are broad issues. Applied research efforts need a well-defined research question.
2. Other topics for further research need to be identified.
3. _____
4. _____
5. _____

Opportunities to Overcome the Challenges

1. Jim Carras offered to present Equitable TOD and Creating Corridors of Opportunity at an upcoming meeting.
2. The Working Group has expressed interest in several topics:
 - a. Housing and transportation affordability
 - b. Best practices for distributing population and employment ‘control totals’ for a region in line with a regional vision
3. The Working Group can develop research questions for the facilitation team to explore, with status updates at quarterly meetings.
4. _____
5. _____
6. _____

Importance and Level of Effort Considerations

- The facilitation team can begin conducting ongoing research immediately, but needs further direction from the TOD Working Group.

Objective #3: Develop, maintain, and promote a clearinghouse of resources for advancing the understanding and implementation of TOD.

Activity 3-C: **Create a technical assistance program** to provide more targeted research that helps implement the regional vision.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. The details and logistics of creating a technical assistance program are unclear, including the agency to house the program, the intended recipients, and the recipients' specific needs.
2. _____
3. _____
4. _____

Opportunities to Overcome the Challenges

1. FDOT is beginning to conduct an investigation on the feasibility of implementing a technical assistance program.
2. The Working Group can form a subcommittee or task force to aid in FDOT's investigation.
3. The meetings with local government staff as part of Activity 4-A (Outreach) can be a venue for determining local government's technical assistance TOD needs.
4. _____
5. _____
6. _____

Importance and Level of Effort Considerations

- The FDOT investigation is getting underway, and is a timely opportunity for Working Group involvement.

Objective #3: Develop, maintain, and promote a clearinghouse of resources for advancing the understanding and implementation of TOD.

Activity 3-D: **Create a TOD Clearinghouse** as a full ‘one stop shop’ for resources.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. A TOD Clearinghouse requires dedicated staff and funding.
2. Creating a TOD Clearinghouse is a time-consuming endeavor.
3. _____
4. _____
5. _____

Opportunities to Overcome the Challenges

1. The dedicated staff (2-A), TOD website (3-A) and technical assistance program (Activity 3-C) can be initial steps in the development of the TOD Clearinghouse.
2. _____
3. _____
4. _____

Importance and Level of Effort Considerations

- The creation of a Clearinghouse is a longer term goal for the TOD Working Group.

Objective #4: Promote the value of TOD for achieving desired outcomes.

Activity 4-A: **Conduct outreach to partners through a TOD promotional campaign**, beginning with individual partner meetings with finely tuned messaging to build support for the regional vision.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. The general populace does not perceive TOD to be an important topic, and are generally fearful of high density developments.
2. Local government staff and elected officials encounter political barriers to achieving TOD.
3. Elevating the importance of TOD and building support amongst local government partners, elected officials, and the general public will likely involve in-person meetings and forums that will require careful planning and tailored messaging.
4. _____

Opportunities to Overcome the Challenges

1. Regional planning councils have already undertaken successful educational outreach efforts. The TOD campaign can build upon these efforts.
2. TOD is a key component of the Seven50 regional vision and SEFTC Regional Transit Vision.
3. The TOD Working Group can form an outreach subcommittee to plan and execute this activity.
4. A series of meetings with local government planning staff will be a good starting point for the campaign, and can tie in to other activities. These meetings should focus on:
 - a. Local governments' challenges and barriers to achieving TOD
 - b. Local governments' needs for technical assistance and other resources
 - c. Readily available resources and assistance
 - d. Support for the regional transit vision and alignment of processes
 - e. Local governments' level of interest in pursuing a TOD demonstration project
5. Additional meetings with a variety of partners and other audiences can build further support:
 - a. Other organizations (e.g. Climate Change Compact, Public Health Organizations, and Florida Housing Finance Corporation) to understand how their efforts can align with the TOD Working Group's efforts and identify opportunities to work together.
 - b. Elected officials to further understand the political context of decisions related to TOD
 - c. Grassroots advocacy groups and general public to build local support for the regional vision and the changes needed to implement TOD.
6. One or more Working Group members could accompany the facilitation team at these meetings to demonstrate support from the larger group, build relationships with meeting participants, and share in the workload.
7. _____

Importance and Level of Effort Considerations

- An outreach effort will require a high level of effort.
- The Working Group has consistently voiced a need to involve local governments in the discussion, and the meetings with local government staff will provide an opportunity to address issues from multiple objectives.

Objective #4: Promote the value of TOD for achieving desired outcomes.

Activity 4-B: **Convene a TOD Forum** to publicly celebrate successes, raise awareness, and build support.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. Planning a forum requires time and resources.
2. Participants need see value in attending.
3. _____
4. _____
5. _____

Opportunities to Overcome the Challenges

1. The TOD Forum could be a capstone event for the promotional campaign and outreach effort (4-A).
2. The outreach subcommittee formed in 4-A can assist the facilitation team in planning the forum.
3. _____
4. _____
5. _____

Importance and Level of Effort Considerations

- This event could occur after the promotional campaign meetings.
- Planning for the forum would need to start months in advance.

Objective #4: Promote the value of TOD for achieving desired outcomes.

Activity 4-C: **Conduct demonstration projects** to illustrate benefits of TOD.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. The Working Group will need to identify the most appropriate place.
2. The local municipality will need to champion the effort.
3. _____
4. _____
5. _____

Opportunities to Overcome the Challenges

1. The meetings with local government staff may be an opportunity to gauge the municipalities' interests in conducting a demonstration project.
2. _____
3. _____
4. _____

Importance and Level of Effort Considerations

- Demonstration projects may be a longer term goal for the Working Group.

Objective #5: Advance the market readiness of the region for TOD investments.

Activity 5-A: **Host a panel with developer and lender representatives** to better understand the barriers and challenges from their perspective, and identify strategic actions to best incentivize TOD.

Priority: High Medium Low

Interest in participating or leading this activity? Participate Lead

Challenges

1. The facilitation team needs help identifying developers to contact.
2. Developers have limited time available to attend meetings that are inconvenient.
3. _____
4. _____
5. _____

Opportunities to Overcome the Challenges

1. David Orshefsky is assisting the facilitation team in identifying appropriate private sector representatives from ULI who may be interested in participating.
2. ULI hosted a developer breakfast panel with SFRTA two years ago. ULI may be able to organize a similar panel for the TOD Working Group with help from the facilitation team.
3. _____
4. _____
5. _____

Importance and Level of Effort Considerations

- The Working Group has consistently voiced a desire to better understand the developer perspective.
- Assuming ULI staff have capacity to assist, the facilitation team can begin planning for the panel immediately, and could convene the panel within 3 to 6 months.

Objective #5: Advance the market readiness of the region for TOD investments.

Activity 5-B: Pursue opportunities to obtain funding for **land banks and development incentives** through foundations for seed money, Housing Authority partnerships, and agency funding partnerships.

<i>Priority:</i>	High	Medium	Low		
<i>Interest in participating or leading this activity?</i>				Participate	Lead

Challenges

1. TOD projects likely require financial incentives to make the developer’s pro forma work.
2. Local governments often operate under tight budgets, and lack funding to implement incentives and land banks.
3. _____
4. _____
5. _____

Opportunities to Overcome the Challenges

1. An exploration of innovative financial incentives and unique funding partnerships would provide greater options for local governments.
2. The funding partnership subcommittee (2-A) or a separate subcommittee can oversee a research effort to explore innovative incentives and options for creating land banks, potential funding options, and develop strategies for partners in Southeast Florida.
3. _____
4. _____
5. _____

Importance and Level of Effort Considerations

- Research can begin immediately.
- The level of interest is unclear.

Additional Next Steps to Strengthen the Working Group

Beyond these action items, the working group can strengthen itself through additional activities and continuing to host quarterly TOD Working Group meetings:

1. Continue the Roundtable for sharing information
2. Check in on Work Plan activities
3. Continue to have presentations on example TOD projects here in Southeast Florida and elsewhere
4. Continue to present on topics of interest continued research findings

By continuing to provide a forum for ongoing discussion and collaboration, the TOD Working Group can work together to overcome barriers to achieving TOD.

Example 2015 Work Plan

The TOD Working Group will discuss and prioritize the above activities at the February 6 meeting. The facilitation team will use this feedback to develop a draft work plan, such as the example in Table 1 on the following page.

The Work Plan will follow this format, and will include the high priority activities based on the discussions and feedback from the Working Group. The facilitation team will present the full draft work plan at the May 1 TOD meeting.

Table 1: Example Work Plan

Activity	Measure	Feb - Apr 2015	May - Jul 2015	Aug - Oct 2015	Nov 2015 – Jan 2016	Responsible Parties
Objective 1: Clarify the partners' roles and responsibilities in planning and implementing TOD to improve collaboration and coordination.						
1A	Conduct case studies of TOD projects in Southeast Florida	Two case studies completed	Identify two case studies and contacts. Conduct Miami-Dade case study.	Present findings from M-D case study at May meeting. Conduct 2 nd case study.	Present findings from 2 nd case study at Aug meeting.	Facilitation team + select Working Group members
Objective 2: Build regional leadership and identify clear champions to overcome procedural obstacles.						
2A	Pursue opportunities for funding for dedicated staff					
Objective 3: Develop, maintain, and promote a clearinghouse of resources for increasing understanding and implementation of TOD.						
3A	Create a TOD website with available resources					
3B	Research topics of importance					
3C	Create a technical assistance program					
Objective 4: Promote the value of TOD in achieving desired outcomes.						
4A	Conduct outreach to partners through a TOD promotional campaign					
Objective 5: Advance the market readiness of the region for TOD investments.						
5A	Host a panel with developer and lender representatives					

2015 TOD Working Group Meetings

Table 2 below provides suggested meeting agenda items for the remaining quarterly meetings in 2015. These agenda items may align with tasks from the future Work Plan. Incorporating Work Plan activities into the meeting schedule will keep the facilitation team and partners on task and accountable for making progress.

Table 2: Suggested Agenda Items for 2015 Working Group Meetings

Feb. 6, 2015	May 1, 2015*	Aug. 7, 2015	Nov. 6, 2015
Setting the Direction	Lessons from Miami-Dade	Understanding TOD	Exploring Partnerships
Roundtable Presentation of Work Plan & Discussion Teaser of Miami-Dade Transit's TOD Experience	Final overview of Roles & Responsibilities summary TOD Readiness Tool Overview & Teaser Findings from local governments staff outreach Presentations from M-D Partners & Findings from Miami-Dade Case Study TOD Tour of Miami	TOD Website Premiere FECl presentation on TOD and station area planning for All Aboard Florida Equitable TOD & Creating Corridors of Opportunity (Jim Carras) Findings from 2 nd SE FL TOD Case Study Condensed Roundtable	Florida Housing Finance Corporation Public Health Agencies Regional Climate Change Compact Discussion on Funding Opportunities Condensed Roundtable

*To accommodate the TOD tour, the meeting time may vary (e.g. 10:00 to 2:30 with time for lunch).

The Work Plan can help clarify the TOD Working Group's purpose, and provide suggestions for next steps to help the group more proactively work towards its purpose. The facilitation team will lead a discussion of the Work Plan's proposed set of activities at the next TOD Working Group meeting to gauge the group's level of support for the proposed next steps.

Working Group members should feel free to submit other ideas and provide comments to the facilitation team at any time:

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