



# TRANSIT ORIENTED DEVELOPMENT ROLES & RESPONSIBILITIES SURVEY RESULTS

## Technical Memorandum

Roles and Responsibilities for the Planning and Implementation of TOD  
as Identified by the Southeast Florida Transit Oriented Development Working Group Partners

Prepared for:  
Southeast Florida Transit Oriented Development Working Group

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# Transit Oriented Development Roles and Responsibilities Survey Results

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## Introduction

Transit-Oriented Development (TOD) has numerous benefits, but there are challenges that impede successful implementation. Effective collaboration among multiple agencies and interests in the public and private sectors is essential to successfully plan for and implement TOD<sup>1</sup>. Establishing effective partnerships requires mutual understanding of how partners fulfill the various roles and responsibilities in the TOD planning and implementation processes. Once the partners understand these roles and responsibilities, they can establish a collaborative framework to build upon each partner's strengths, overcome weaknesses, and fill gaps in the organizational structure of TOD planning and implementation.

The various TOD stakeholders in Southeast Florida recognized the challenges involved in implementing TOD, and established a TOD Working Group to overcome them in a cooperative, collaborative, effective and efficient manner. The Working Group currently consists of 20 members, including county agencies, transit agencies, regional planning councils, metropolitan planning organizations (MPOs), FDOT, and non-profit and professional organizations. Currently there are no city government representatives on the TOD Working Group. The Working Group has identified a need to bring city perspectives into the Working Group's discussion.

At the first TOD Working Group meeting in June 2013, the members expressed interest in identifying, discussing, and clarifying the roles and responsibilities of the various stakeholders involved in planning and implementing TOD in the Southeast Florida region. FDOT surveyed the TOD Working Group members to understand their perspectives on what the roles and responsibilities in planning and implementing TOD are. Sharing the results will enable the TOD Working Group to discuss and better understand the challenges of TOD planning and implementation. Ultimately, the TOD Working Group may collectively explore potential enhancements within the structure of roles and responsibilities and communicate this information in local, metropolitan, and regional venues to help overcome the identified challenges.

This TOD Roles & Responsibilities Survey Results Technical Memorandum summarizes the results of the survey effort. The results presented may not be wholly exhaustive of all the actual roles, responsibilities, and functions of each partner. Nor are they necessarily indicative of what the partners' roles and responsibilities should be. As summarized herein, they are simply the perspectives of the individual respondents.

The purpose of the survey effort and memorandum is to spur dialogue on what the roles and responsibilities in TOD planning and implementation are, what roles the region's TOD planning partners are currently fulfilling, what the areas of strength are, and what gaps or overlaps in functions may exist. The survey results also determine whether the partners share similar expectations. The overall goal is to help the TOD Working Group form a more effective structure for collaborating and delegating tasks in planning and implementing TOD.

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<sup>1</sup> A Framework for TOD in Florida

## Overview of the Roles & Responsibilities Questionnaire

The first attempt to solicit input from the TOD Working Group on the various partners' roles and responsibilities through a specific questionnaire received few comments. FDOT subsequently prepared a second more open-ended questionnaire that asked respondents to describe their organization's responsibilities in planning for and implementing TOD as well as the responsibilities of other organizations. This questionnaire asked about the types of plans, programs, incentives, and assistance each partner currently provides, or anticipates providing in the future, to foster the implementation of TOD. Complementary questions asked respondents to identify opportunities and barriers to achieving implementation of TOD. By understanding the various partners' roles and responsibilities and the opportunities for and barriers to implementation, a picture of the current state of coordination begins to take form, shedding light on how essential roles and responsibilities for TOD implementation are being met. These results help to evaluate areas of strength and determine gaps in functions as well as existing overlaps and any duplicating effort.

The second questionnaire consisted of the eight questions listed below. A copy of it is provided in Appendix A. FDOT distributed the questionnaire to the members of the TOD Working Group.

### Southeast Florida TOD Roles & Responsibilities Questionnaire

1. What is your organization's role(s) or responsibility in:
  - Planning for TOD?
  - Implementing TOD?
2. How do these role(s) and/or responsibilities relate to your organization's overall mission?
3. How can each of the following organizations support your organization in planning for and implementing TODs? Are there activities you find beneficial? Should they change how they operate in the future?
4. Is there a role or responsibility that currently is not being fulfilled and is needed to make TODs a reality? If so, please explain.
5. What does your organization view as the key barrier(s) to implementing TOD in the Southeast Florida region?
6. What is the major challenge(s) within your own organization related to implementing TOD?
7. What does your organization view as the biggest opportunity for implementing TOD?
8. What is the major opportunity or strength within your own organization for implementing TODs?

Twelve of the twenty current partners of the TOD Working Group submitted responses to the open ended questionnaire and further feedback was sought from two additional partners through interviews and their responses to the first questionnaire. Table 1 lists the participating partners.

**Table 1: Contributing Partners**

Input was received from:	
Broward County Planning Council	Broward County Transit
Broward Metropolitan Planning Organization	Dover, Kohl & Partners
Florida Department of Transportation	Miami-Dade Metropolitan Planning Organization
Miami-Dade Transit	Palm Tran
Southeast Florida Transportation Council	South Florida Regional Planning Council
South Florida Regional Transportation Authority	Smart Growth Partnership
Treasure Coast Regional Planning Council	Urban Land Institute

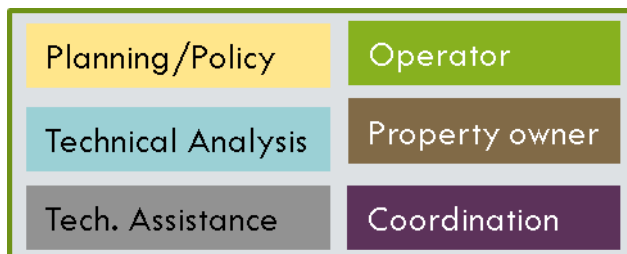
The confidential responses for each question were compiled into preliminary categories of the roles and responsibilities of the various partners involved in planning for and implementing TOD in Southeast Florida. The findings of the survey effort are summarized below, in the same order as the questions from the second questionnaire.

## Findings

### *Roles in Planning For TOD*

One objective of the survey effort was to determine the partners' perception of their roles in planning for and implementing TOD. The 14 partners that participated in the survey are categorized into six types: Regional Planning Councils (RPCs), Transit Providers (Transit), Counties, Metropolitan Planning Organizations (MPOs), FDOT, and Others (including non-governmental organizations, advocacy groups and consulting firms).

The roles in planning for and implementing TOD from the survey responses are classified into six overarching categories as shown in Figure 1: planning and policy development (including design and regulations), technical analysis, technical assistance, transit operations, property and real estate, and coordination. Each category contains multiple more specific roles that are being conducted by the partners in Southeast Florida.



**Figure 1: TOD Role Categories**

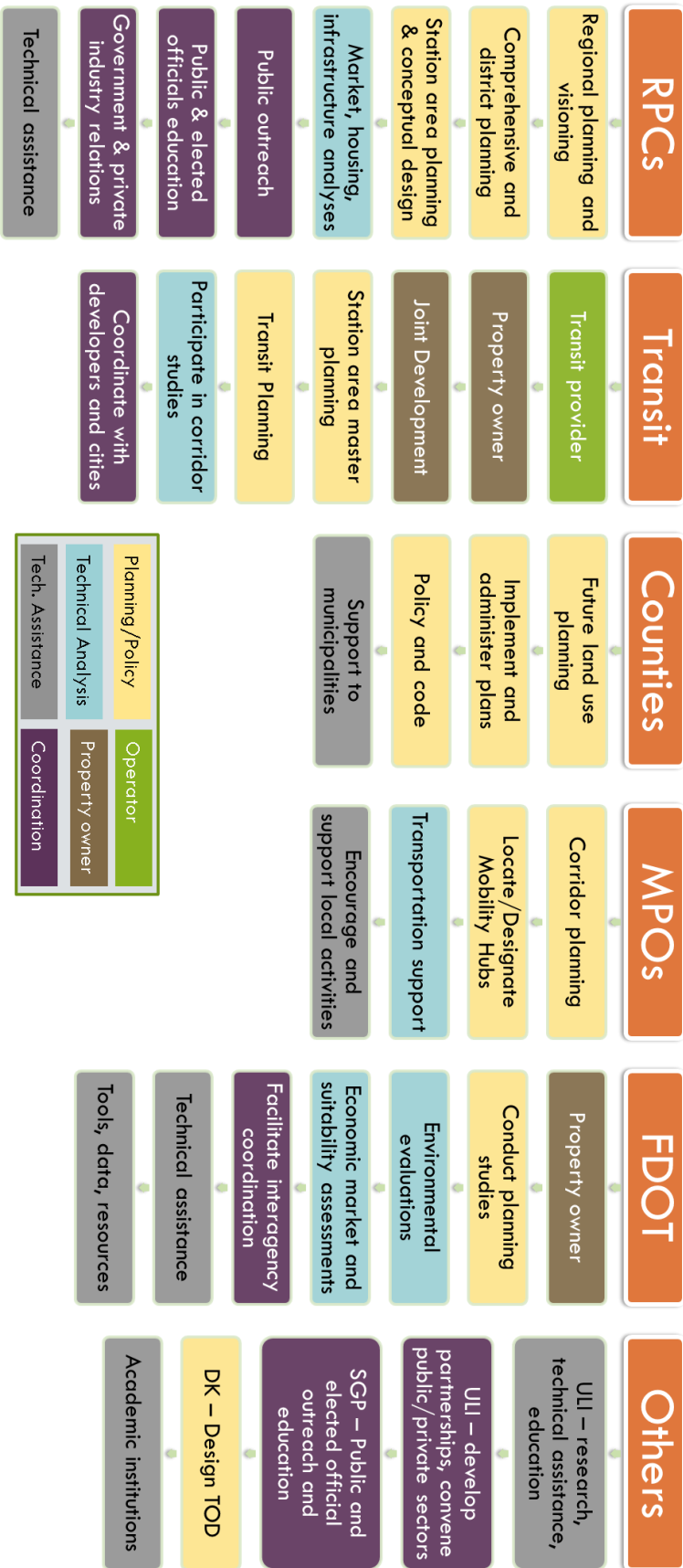
## TOD Roles & Responsibilities Survey Results Technical Memorandum

Figure 2 displays the various roles in planning for TOD that the partners identified in the survey responses. While this may not be a complete list of all of the roles that actually exist, it begins to show the relationships between and among the partners, and highlights gaps and any duplication of effort.

The responsibilities of the partners encompass a fairly comprehensive set of roles related to planning for TOD. Some duplication is evident, particularly in the planning, coordination and technical assistance categories. However, the roles shown in Figure 2 are only a starting point for further discussions, and may not reflect the full assortment of roles in planning for TOD that exist in Southeast Florida. Some respondents may engage in other roles they did not articulate in the survey responses.

It is important to reiterate the purpose of this technical memorandum is not to describe all of the roles that do or should exist. It is to summarize the roles that were identified in the survey responses.





**Figure 2: Self-Identified Roles in Planning for TOD from the Survey Responses**  
 City Governments are an integral partner in the planning and implementation of TOD. However, the questionnaire was submitted to TOD Working Group members only, which does not yet include city government representatives.

**Roles in Implementing TOD**

Figure 3 shows various partners' roles in implementing TOD from the survey responses. The implementation role categories are the same as the planning role categories in Figure 1 with the exception of "Design/Construct" substituting the "Planning/Code" category and "Funding" substituting the "Technical Analysis" category. Just as with the planning roles, the implementation roles may not be exhaustive for each category of partners. The partners may perform additional functions stretching beyond the roles shown below.

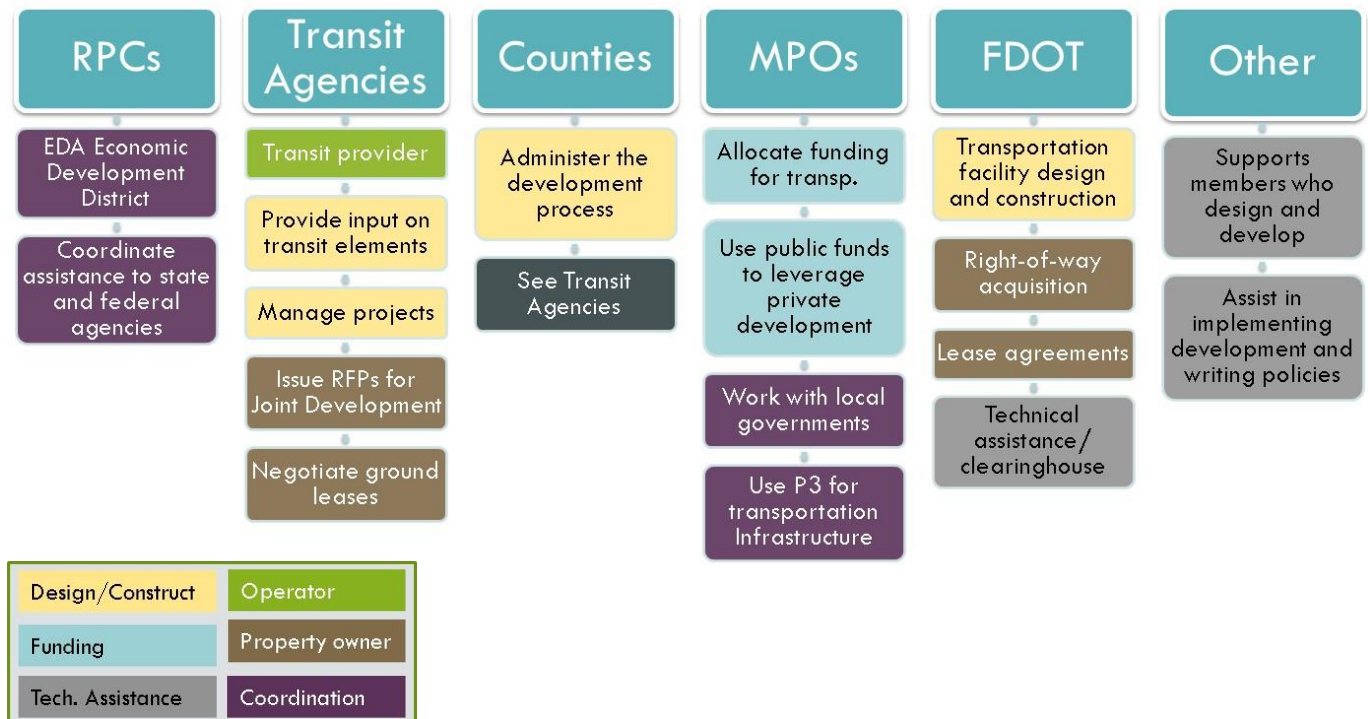


Figure 3: Self-Identified Roles in Implementing TOD from the Survey Responses

**Role's Relationship to Agency Mission**

Most of the partners actively participate in the TOD process and some have fully embraced TOD as a reflection of their mission statement. TOD can support each partner's mission, but it is unclear from the survey results if partners recognize this value. For many, TOD may only fill a small part of their overall responsibilities. Table 2 lists how each category of partners views the roles and responsibilities of TOD planning and implementation as fitting in with their overall missions.

**Table 2: TOD Roles and Responsibilities as Part of Partner's Mission as Identified Through the Roles and Responsibilities Questionnaire**

Agency	TOD As Part of Mission
<b>RPCs</b>	<ul style="list-style-type: none"> <li>• Provide coordination with state and federal agencies</li> </ul>
<b>Transit Agencies</b>	<ul style="list-style-type: none"> <li>• Primary mission is to provide transit</li> <li>• Part of overall mission</li> <li>• Provides benefits to primary mission: ridership, revenue, ad valorem taxes &amp; cost avoidance</li> </ul>
<b>Counties</b>	<ul style="list-style-type: none"> <li>• Administration of land use planning is a primary function</li> </ul>
<b>MPOs</b>	<ul style="list-style-type: none"> <li>• Aligns with goals and objectives: mobility, accessibility and connectivity</li> <li>• Part of mission of supporting a multimodal transportation system</li> </ul>
<b>FDOT</b>	<ul style="list-style-type: none"> <li>• Consistent with mission to: foster economic prosperity, improve mobility, preserve quality of environment and communities</li> </ul>
<b>Others</b>	<ul style="list-style-type: none"> <li>• Provide leadership in the responsible use of land</li> <li>• Keep working toward creating TOD</li> </ul>

Survey responses indicate that while TOD may be a particular strategy beneficial to achieving many of the partners' missions, it is not a core tenet. The partners in the "Other" category, particularly nonprofit organizations, are the exception. They recognize TOD as a key component of their primary mission.

**Responsibilities as Identified by Other Partners**

Successful implementation of TOD requires intergovernmental and regional level collaboration, so it is important for each partner to understand the roles and responsibilities of other partners. Misconceptions about what others are or could be doing can result in both duplication of effort and gaps in the TOD planning and implementation process. To better understand these relationships and to clarify the level of understanding between and among partners, the second questionnaire asked each partner to identify the TOD roles and responsibilities of the other partners. The results were compared to the partners' responses of their own roles and responsibilities, offering insight on how the partners view each other.

The following seven tables (Tables 3 through 9) list each partner's roles and responsibilities as identified by the other partners and are organized by partner category. Some partners identified a role for another partner that the other partner did not self-identify. These roles are noted in *italic orange* text. The italic orange roles may imply that other partners perceive a partner to have a certain role or responsibility that it may not. It may also imply that other partners would like that partner to undertake the noted role or responsibility. The partner may actually fulfill that

role, but it either does not recognize it as being related to TOD, or may have simply omitted it as an oversight in its survey response. The roles and responsibilities listed in Tables 3 - 9 are not exhaustive for each partner but represent the individual perspective of the person responding to the survey.

It is important to note that Table 3: Local Governments includes both cities and counties. However, city governments are not currently part of the TOD Working Group, and their feedback was not solicited through the questionnaire for the purpose of this initial roles and responsibilities effort. Other partners identified TOD planning and implementation roles and responsibilities for cities, as local government entities, in their survey responses.

**Table 3: Local Government Roles and Responsibilities as Identified by Other Partners**

Local Governments
<i>Understand factors that attract developers and build partnerships</i>
Implement regional planning efforts
Continue to collaborate and coordinate
Develop clear city/county zoning & permitting processes and procedures
Adopt transit supportive zoning and design guidelines
<i>Coordinate with region on 5-year planning/implementation program</i>
Create vision for community
Facilitate entitlements
<i>Provide incentives</i>

**Table 4: Local Transit Agencies' Roles and Responsibilities as Identified by Other Partners**

Local Transit Agencies
<i>Support implementation of regional planning efforts</i>
Expand expertise with TOD and joint development
Collaborate with local governments on design, access and integration of transit elements
Integrate future service and station locations
<i>Provide data and information</i>
Align plans and programs with visions and goals

**Table 5: Regional Transit Agency Roles and Responsibilities as Identified by Other Partners**

South Florida Regional Transit Authority
<i>Develop clear visions and plans</i>
Continue collaboration and coordination efforts
Integrate feeder bus service

**Table 6: Regional Planning Councils' Roles and Responsibilities as Identified by Other Partners**

<b>Regional Planning Councils</b>
Develop land use related information about sites
<i>Lead regional TOD discussions (possibly with funding from FDOT)</i>
Work with others on plans that are clear and concise
Support TOD efforts and sign Memoranda of Understanding
Ensure regional dialogue among policy makers and implementers
Commit to TOD through Regional Prosperity Plans and Comprehensive Economic Development Strategies (CEDS) Plans
Educate local governments and assist in creation of vision plans
Build relationships and conduct outreach
<i>Develop clear mission and focus</i>

**Table 7: FDOT's Roles and Responsibilities as Identified by Other Partners**

<b>Florida Department of Transportation</b>
Participate in planning and funding partnerships
Assist in taking planning efforts to implementation
Build facilities that support and encourage TOD
Assist in critical transit projects, to push from concept to reality
Support transit supportive development along state roads and state-owned facilities
<i>Provide funding to support 5-year work program for TOD sites in region</i>
Support environmental assessments, design, construction, and right-of-way acquisition
Fund and potentially implement bike and pedestrian connections to stations
<i>Fund transit operations</i>

**Table 8: MPOs' Roles and Responsibilities as Identified by Other Partners**

<b>Metropolitan Planning Organizations</b>
Prioritize transit projects
Coordinate with regional efforts for consistency and support
Support planning on critical corridors
Adopt TOD programs in LRTP
Coordinate work program and planning initiatives to provide multimodal access to TOD sites
<i>Provide funding to support 5-year work program from TOD sites in region</i>
Facilitate collaboration
Contribute funding
Fund economic assessments
<i>Provide leadership and vision</i>

**Table 9: Other Partners' Roles and Responsibilities as Identified by Other Partners**

Others
Help in outreach and education
Engage multi-faceted development community
Outreach to private sector
Conduct seminars and workshops/summits
Offer technical assistance
Facilitate sharing of experiences from elsewhere
Serve as a liaison between agencies, elected offices and public
<i>Provide funding support to development community</i>
<i>Advance TOD in the region through academic research and resources</i>

In general, the partners have an accurate understanding of the roles and responsibilities of other partners in TOD planning and implementation processes, as demonstrated by the relative lack of roles and responsibilities listed in *italic orange* in Tables 3 - 9. The roles allocated to partners, but not recognized as TOD related roles by itself, can be useful for assessing which partner or partners should take on roles that currently are not fulfilled and identifying additional roles that may be beneficial to the TOD planning and implementation processes in the region. Few potential roles have been identified so far. It will be important for the TOD Working Group to collectively discuss that topic in general, and the roles noted in *italic orange* text in particular. The Models of Collaboration research can be utilized to facilitate that discussion.

***Gaps in Roles and Responsibilities***

The partners have identified a number of gaps in the roles and responsibilities for planning and implementing TOD in Southeast Florida, which are presented in Table 10. Many of the gaps are directly related to barriers, which are presented in the following section. Filling these gaps may address many of the related barriers. Interestingly, the gaps do not closely follow the findings on the perceived roles, which are noted in *italic orange* text in Tables 3 - 9. It remains unclear as to which partners would be most appropriate to take responsibility for filling these various gaps.

**Table 10: Gaps in Roles and Responsibilities from the Survey Results**

<b>Gaps in Roles and Responsibilities from the Survey Results</b>
Active courting of developers who are familiar with, understand and have developed projects with walkable design.
Requirements for regional coordination of transportation and land use planning. With no legislation or enforcement mechanism, efforts are likely to remain sporadic.
Greater collaboration and coordination with the development and real estate communities to ensure that viable TODs are built and to gain buy-in from the development community.
Development of a five-year work program for each TOD designated by a local government which is consistent with regional plans. Funding options can be pursued to implement the work program.
Economic market assessments to prioritize where transportation investments can catalyze TOD.
Linking economic opportunity with transportation needs.
Provision of financial incentives to assist in TOD implementation.
Premium transit service to support TOD.

***Barriers to Implementing TOD***

While the benefits of TOD are numerous, so too can be the challenges of successfully planning for and implementing TOD. Some of these challenges may be in the form of barriers preventing the further realization of TOD. Whether the identified barriers are actual or perceived barriers, they need to be addressed if TOD is to take place. The questionnaire was designed to determine if any of these barriers are attributable to gaps in the roles and responsibilities of the partners. A summary of the key barriers identified is shown in Table 11.

**Table 11: Barriers to Implementing TOD from the Survey Results**

<b>Key Barriers to Implementing TOD from the Survey Results</b>
Lack of mass transit in region at desired service levels
Inadequate funding and support for such transit
Lack of existing transit-supportive densities and appropriate mix of uses
Future land use and zoning designations around transit that are not supportive of TOD
Financial market that is not conducive for TOD
Surplus of available parking and higher than necessary parking requirements
Streetscapes and built forms that are not designed for walkability
Desire for any development activity that outweighs good TOD design
Stringent or antiquated development standards and lack of predictable and efficient development processes
Lack of financing for private or public development and financial incentives or programs to support private TOD investment
Difficulty in gaining acceptance and support from local governments and public
Lack of clear visions and alignment among partners

The partners cited many different barriers to implementing TOD. The lack of mass transit in the region and inadequate funding and support for transit were the most commonly identified barriers to implementing TOD, but fewer than half of the partners identified them as barriers. While there are notable examples of existing transit and TOD in the region, the partners' responses indicate that for TOD to become more commonplace within the region as a whole, support and funding for transit at the level of service necessary for TOD is needed. Another barrier commonly mentioned is that the existing low density land use pattern common in the region is not conducive to transit. Similarly, many respondents expressed concern that zoning and future land uses along or near transit will not permit the requisite densities/intensities and mix of uses that typically characterize successful TOD.

Multiple partners also identified financial and market difficulties facing developers as a barrier to implementing TOD. This suggests that a gap in roles and responsibilities may be providing funding and financing assistance. Another gap may be identifying strategies to overcome these key barriers. While many of the partners have key roles in funding plans, transit, transportation improvements, and other items, the responsibility of providing financial incentives or support to developers and others looking to implement TOD projects is not clearly established.

Other barriers concerned a lack of public support and political will, a regulatory environment hindering TOD, and a built environment hostile to pedestrians. All of these barriers relate to a perceived lack of support for promoting TOD as a desired development pattern. The other identified barriers can be categorized as physical barriers or policy barriers. Physical barriers include streetscapes and established development patterns that are not conducive to TOD, and a lack of robust transit service at activity centers. Examples of policy barriers include parking regulations, lack of financial incentives, unsupportive zoning, and cumbersome development processes.

### *Key Opportunities for Implementing TOD*

Survey responses indicate that Southeast Florida possesses many key opportunities to build upon for successful implementation of TOD. Table 12 presents a summarized list of these opportunities identified by the partners.



**Table 12: Key Opportunities for Implementing TOD from the Survey Results**

<b>Summarized List of Key Opportunities from the Survey Results</b>
Communities with strong visions that can draw interest in development activity
Potential for development near existing rail stations and retail hubs
All Aboard Florida and parallel regional rail as potential catalysts
Ability to learn from others around the country to capitalize on recent trends
Economic development and jobs creation benefits of transit to support system expansion
Complete Streets initiatives renewing interest in compact, urban development
Implementing transit service and being patient
Creation of a TOD Clearinghouse, and the continuation and expansion of coordination amongst partners
Available resources from MPO to further the vision and improve the context for redevelopment
Creation of a regional funding consortium
Expansion of interest in rapid bus and express bus services
The Wave as a potential opportunity to demonstrate the benefits of transit

These opportunities encompass a broad range of topics and demonstrate that the region has the potential to overcome the barriers to implementing TOD. Transit service is poised to expand in the region, especially with several rail initiatives in progress. Many partners have strong visions and goals, and there is an overall renewed interest in urban downtown areas and Complete Streets. Development potential exists in areas surrounding existing transit stations.

The opportunities for TOD identified by the partners are fairly diverse. The respondents rarely repeated similar opportunities. This is in contrast to the identified barriers where there were several similarities in responses. This may indicate that the partners see opportunities as unique to their specific roles and responsibilities, but the same barriers impact many partners regardless of what their roles and responsibilities are. Potential benefits can possibly arise from this when creating a collaborative TOD framework. With each partner seeing something different as an opportunity, there are a large number of possibilities to act on, while the shared barriers may foster collaboration to overcome them.

***Partners’ Internal Challenges and Strengths***

The questionnaire sought responses on the major challenges and strengths within each partner’s own organization related to implementing TOD. The responses indicate whether relationships exist between barriers in the region and the partners’ internal challenges, and between opportunities in the region and the partners’ strengths. Table 13 shows the survey results for the partner’s challenges. Table 14 summarizes the results for the partners’ internal strengths and opportunities.

**Table 13: Partner Challenges to TOD Implementation from the Survey Results**

<b>Internal Challenges of Partners</b>
Lack of operations and maintenance funding for premium transit
Lack of capital funding for system expansion
Lack of experience with Public-Private Partnerships
Maintaining staff or expert consultants to assist with TOD planning
Limited land ownership
Restrictions on property acquisition and use for TOD
Lack of funding for incentivizing private sector TOD
Insufficient funding for TOD joint use development

**Table 14: Partner Strengths and Opportunities for TOD Implementation from the Survey Results**

<b>Agency</b>	<b>Internal Strengths and Opportunities of Partners</b>
<b>RPCs</b>	<ul style="list-style-type: none"> <li>• Policy Council provides access to non-transportation federal and state agencies who can assist with TOD</li> </ul>
<b>Transit Agencies</b>	<ul style="list-style-type: none"> <li>• Experienced transit management and training staff</li> <li>• Ability to participate in Public-Private Partnerships</li> <li>• Ability to learn from operating WAVE and assisting in implementing TOD along it</li> <li>• Assistance with long range station area planning</li> <li>• Shuttle bus connections</li> <li>• Provide heavy transit infrastructure and fixed guideway transit</li> <li>• Recognition that a more diverse transportation network is needed to efficiently move people</li> <li>• Recognition that developments should be planned so major destinations can be accessed by transit.</li> </ul>
<b>Counties</b>	<ul style="list-style-type: none"> <li>• Experienced and knowledgeable planning staff to assess and adopt TOD proposals</li> <li>• Existing designated TOD sites in Land Use Plan</li> </ul>
<b>FDOT</b>	<ul style="list-style-type: none"> <li>• Possibility for joint use development on agency property</li> <li>• Potential to develop transportation projects that can motivate development</li> </ul>
<b>Others</b>	<ul style="list-style-type: none"> <li>• Knowledge base of TOD information and best practices</li> </ul>

The challenges internal to the partners are reflective of the barriers in the region to TOD implementation listed as in Table 11. The most commonly identified internal challenges are related to lack of funding, which are the same as the barriers to implementing TOD, and which also tie into the barriers to achieving limited premium transit service and the need for assistance programs for private developers. Some of the internal strengths and opportunities also relate to the opportunities in the region for implementing TOD as listed in Table 12, with many of the internal strengths enabling the opportunities in the region. The partners' strengths and opportunities can function as a starting point in establishing a regional framework for TOD planning and implementation. The strengths and opportunities can help determine which partners are best suited for filling in the gaps in planning and implementing TOD, which will help overcome the barriers to TOD implementation.

## Summary

The results from the open-ended questionnaire, interviews, and the previous questionnaire provide an initial look at how the 14 partners that responded view the roles and responsibilities for TOD planning and implementation in the Southeast Florida region. This assessment of the region's TOD-related organizational structure provides the TOD Working Group with a foundation for additional discussion to refine what each partner does regarding TOD and what might be the best way to work together to achieve the mutual goal of successfully implementing TOD in the region over time. As the discussion evolves, partners are likely to refine or add to their own list of TOD planning and implementation roles and responsibilities.

The survey results help not only to identify the roles and responsibilities of each partner, but also to clarify the relationships between and among the barriers to implementing TOD in the region, the gaps in roles and responsibilities, and challenges internal to the partners. Similarly, the results make visible the connections between the region's opportunities for TOD implementation and the strengths of each individual partner.

Most importantly, the survey results demonstrate that the region has the potential for overcoming the identified barriers and will require a collaborative effort, building upon each partner's strengths, to overcome the shared barriers. Capitalizing on the region's opportunities has the potential for a greater impact on overcoming barriers in the region than if each individual partner focused solely on its own opportunities, which again stresses the importance of collaboration.

The responses identify areas of strength and determine gaps in functions to be more fully considered by the TOD Working Group. While the identified gaps seem to address the barriers, which partner or partners should take responsibility for them remains unclear. A starting point could be for the TOD Working Group to use the partners' internal strengths to determine which partner or partners can fill the identified gaps. The TOD Working Group can establish a clearinghouse for the region's TOD related plans and documents, including the TOD Google Map. The TOD Working Group can also develop a regional TOD planning and implementation framework by considering the region's opportunities for implementing TOD and the individual strengths of each partner. This framework can be a first step in overcoming the barriers to expanding and growing successful TOD in the region. Figure 4 provides an initial synthesis of the relationships between and among the barriers in the region, partners' internal challenges, gaps in roles, and the opportunities in the region, as indicated in the survey results.

Finally, future discussion amongst the TOD Working Group may foster a more comprehensive understanding of what it takes to implement TOD and how each partners' efforts contribute. The TOD Working Group may find that TOD is not only an ultimate goal but also a means to achieve the goals of both the individual partners and the region as a whole.

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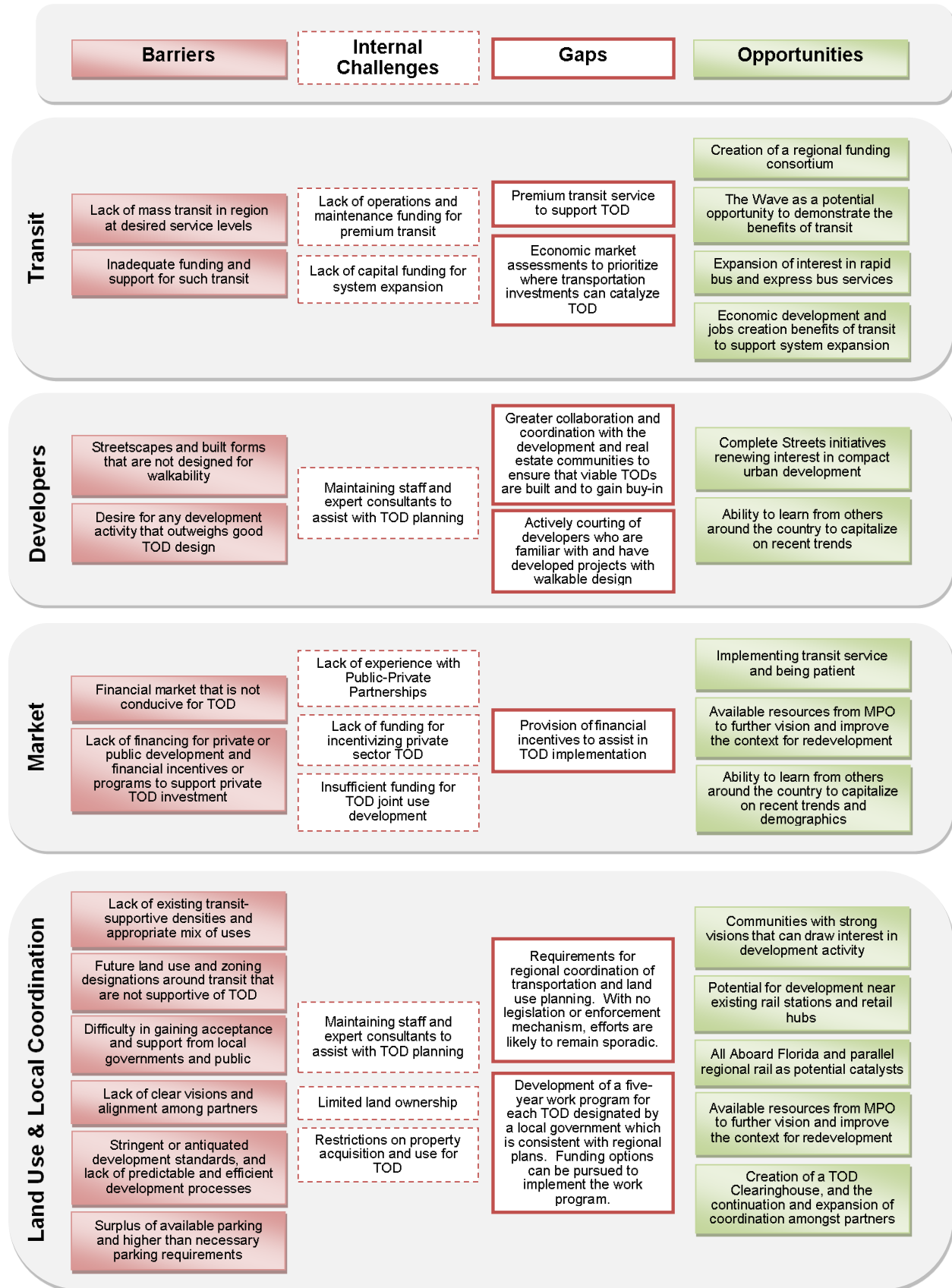


Figure 4: Initial Synthesis of Barriers, Internal Challenges, Gaps, and Opportunities

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The key findings from the survey results are summarized below:

- Generally, the region's partners have an accurate understanding of the roles and responsibilities each partner currently fulfills in TOD planning and implementation.
- The most commonly identified barriers to TOD implementation are a lack of transit at the desired level of service for TOD and limited funding for such transit.
- A funding/financing role is not yet a shared responsibility among the majority of partners, and was identified as a key barrier in multiple responses. There appears to be a lack of TOD specific funding for assisting private developers in overcoming market barriers. Financial incentives for private developers to build TOD are also lacking.
- Local governments, specifically cities, play a key role in the planning and implementation of TOD, but they are not yet included in the TOD Working Group. A potential next step is to bring cities into the TOD Working Group discussion.
- The survey responses identified numerous gaps, but it is not clear which partner or partners should take on the necessary roles and responsibilities to address them.
- The TOD Working Group can use the partner strengths identified from the survey responses to help determine which partner or partners should take on the roles to fill the gaps. By considering the opportunities in the region for TOD implementation and the strengths of individual partners, the TOD Working Group can establish a regional framework for TOD planning and implementation.
- Much of the region's low density development pattern is not supportive of higher levels of transit service. Land uses near transit need to be more supportive of transit with higher permitted and built densities.
- Property owners and developers are also key partners with their own roles and responsibilities for the implementation of TOD. Next steps may include incorporating these partners into the TOD Working Group discussion as well.
- TOD is only a part of the partners' organizational missions. The partners view TOD as a strategy for achieving their goals. The planning for and implementation of TOD does not appear to be a specific tenet of the partners' organizational missions as stated in the survey responses.
- There is some duplication of roles and responsibilities amongst the planning partners, particularly related to conducting planning studies and providing technical support.
- The region lacks a public voice to capture political leaders' attention and a strong regional education/advocacy group to provide political leaders with research and best practices.

## **Moving Forward**

The TOD Working Group should continue the dialogue on roles and responsibilities using this technical memorandum as a foundation. The roles and responsibilities identified through the survey responses reveal an existing structure of partners in the region. This understanding of existing roles and responsibilities sets the stage for developing a more robust collaborative model of TOD Working Group partners that builds on each partner's strengths, fills the gaps, and avoids duplication of effort.

The challenges facing Southeast Florida related to TOD planning and implementation are not unique. Other regions across the country have faced similar challenges and many still do. Some regions have addressed these challenges by building frameworks for regional coordination and pursuing targeted strategies. Several examples of successful regions are documented in the TOD Working Group's Models of Collaboration Report, which provides related ideas, examples, and strategies which address some of the same key barriers expressed by the partners. These other regions can be valuable models of allocating roles and responsibilities and for the use of innovative techniques and strategies to generate the solutions uniquely suited for improving TOD planning and implementation in Southeast Florida.

**Appendix A: Roles and Responsibilities Questionnaire**







# Southeast Florida Transit Oriented Development (TOD) Roles & Responsibilities Questionnaire

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6. What is the major challenge(s) within your own organization related to implementing TOD?

7. What does your organization view as the biggest opportunity for implementing TOD?

8. What is the major opportunity or strength within your own organization for implementing TODs?

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*For additional information on TOD and the roles and responsibilities for its implementation, please see the Florida TOD Framework at <http://fltod.com/index.htm>*