



A SYNTHESIS OF ROLES AND RESPONSIBILITIES

in Planning and Implementing Transit Oriented
Development (TOD) in Southeast Florida

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Table of Contents

Executive Summary	2
Opportunities	2
Recommendations for the Southeast Florida TOD Working Group	4
Recommendations for TOD Partners	4
Introduction	5
Who are the Partners?	6
What are the Roles and Responsibilities?	7
Planning	8
Programming	13
Design and Construction	15
Support	17
Operations & Maintenance	18
Interpreting the Matrix – Where are Opportunities for Improvement?	19
1. A few key roles require additional support and/or leadership	19
2. Multiple partners share the primary responsibility for many roles, requiring closer coordination	20
Close coordination is necessary to align efforts, avoid duplication, and to prevent partners from missing important pieces, which can happen when each partner assumes the other is taking care of it.	20
3. Closer coordination and overlap at key transitions is important to keep concepts consistent throughout the planning process	20
4. Public agencies need a better understanding of market perspectives throughout the process	23
Recommendations for the Southeast Florida TOD Working Group	24
Recommendations for TOD Partners	25
Conclusion and Summary	26

Executive Summary

This synthesis establishes an overall framework of existing roles and responsibilities in planning for and implementing TOD in Southeast Florida. The “roles” are the various steps within the process, and the “responsibilities” describe the actions each partner undertakes to fulfill those roles. This framework is illustrated in **Figure 1: Matrix of Existing Roles and Responsibilities for TOD in Southeast Florida**. The roles and responsibilities are explained in detail in the “Who are the Partners?” and “What are the Roles and Responsibilities?” sections of this synthesis document.

Opportunities

The matrix reveals some opportunities for improvement by clarifying and enhancing partner roles and responsibilities:

1. A few key roles require **additional support and/or leadership**.
 - The region could benefit from a formal **TOD Office or TOD Program** with dedicated staff whose primary responsibility is to guide TOD plans and projects through the process from start to finish. These staff must have the necessary economic and market insight to understand developer’s pro forma.
 - More **direct involvement in the regional visioning role** from partners besides the RPCs will produce a greater sense of ownership, and ensure continuity of the vision’s values and concepts into latter steps in the process.
2. Multiple partners share the primary responsibility for many roles, requiring **closer coordination**, particularly within the following roles:
 - **Regional Transportation Planning**: SEFTC Regional LRTP and SFRTA TDP
 - **County Transportation Planning**: MPO, FDOT, County Transit Agencies, and county governments
 - Programming, Design, and Construction of **Supporting/Public Infrastructure**
3. Closer coordination and overlap at **key transitions** is important to keep concepts consistent throughout the planning process. The key will be to ensure that the vision for TOD in the region and subsequent implementation activities are all coordinated such as:
 - Between regional visioning and long-range transportation planning
 - Between the regional levels of planning down to the corridor/local/station area levels
 - Between all supporting agencies to ensure that their activities aren’t working against prior visioning and planning activities
4. Public agencies need a better understanding of **market perspectives** throughout the process.
 - **Market assessments** early on help set realistic expectations for public agencies.
 - **Direct communication with developers** prior to issuing an RFP is critical.
 - Public partners have a responsibility to understand market dynamics and implement **policies for equitable TOD** to protect affordable housing and provide ladders to success and social stability through access to jobs and social services.

Figure 1: Matrix of Existing Roles and Responsibilities for TOD in Southeast Florida

Partners		Implementation																					
		Planning							Programming				Design & Construction					Support				Operations & Maintenance	
		Regional Visioning	Regional Transportation Planning	County Transportation Planning	Long-Term Market Assessment	Corridor Planning	Station Area Planning	Comprehensive Planning (Future Land Use)	Zoning and Development Regulations	Supporting/Public Infrastructure	Station/Transit Infrastructure	Short-Term Market Assessment	Transit Service	Supporting/Public Infrastructure	Station/Transit Infrastructure	Development Financing	Land Acquisition	Building Construction/Development	Education & Advocacy	TOD Program	Technical Assistance/Grant Programs	Best Practices, Research, and Guidebook	Transit & Station
Regional	Regional Planning Council																						
	SEFTC																						
	MPO			\$		\$							\$	\$									
	FDOT			\$		\$	\$						\$	\$									\$
	Regional Transit Authority													\$									\$
	Local Transit Agency													\$									\$
	Counties														\$								
	County Planning Council																						
	Cities (incl. CRAs & DDAs)															\$							\$
Other	Private Sector														\$	\$	\$						
	NGOs & Non-Profit Organizations														\$	\$	\$						

 High level of responsibility for initiating and advancing the respective role (Primary Responsibility)
 Lower level of responsibility for initiating and advancing the respective role (Secondary Responsibility)
Note: Involvement in a role is different from responsibility. Partners are often involved in roles for which they do not have responsibility. Responsibility indicates ownership of a task.
 \$ Funding Responsibility

Recommendations for the Southeast Florida TOD Working Group

Based on the findings from this exploration of roles and responsibilities, several recommendations emerge for the Southeast Florida TOD Working Group for consideration to strengthen the TOD planning and development process.

IN GENERAL, BE THE “GLUE” TO CONNECT ONE STEP TO THE NEXT. Suggest convening various partners to streamline transitions in TOD-related efforts as they unfold.

SPECIFICALLY, UNDERTAKE ACTUAL ON-THE-GROUND COORDINATION AT A SPECIFIC LOCATION WITH STRONG TOD POTENTIAL. Agree to oversee the process at a specific location. Optional analyses could include inventorying potential sites, conducting market assessments, and auditing zoning codes. Specific partners could perform these analyses on the group’s behalf.

FORMALIZE THE GROUP WITH A COMPACT. Produce a simple agreement to aid in the coordination of specific TOD projects that ensures that the partners will not work at cross-purposes and provides political backing for undertaking joint tasks.

FOSTER THE CREATION OF A TOD OFFICE OR PROGRAM WITH DEDICATED AGENCY STAFF. The agreement to work on a specific TOD project could be a good pilot project for the longer term creation of a new program or office.

PROVIDE A CENTRAL REPOSITORY FOR RESOURCES AND GUIDANCE. Compile readily available resources and information through a Southeast Florida TOD website, which SFRPC is currently developing. Use this website to disseminate consistent tailored messages and desirable examples to elevate the importance of TOD in the public eye.

UNDERTAKE TARGETED ADDITIONAL COORDINATION WITH SELECT PARTNERS including Community Redevelopment Agencies, Downtown Development Authorities, and the Florida Housing Finance Corporation.

Recommendations for TOD Partners

Several recommendations also emerged for partner agencies and organizations. These recommendations are provided simply for reflection against the matrix framework of roles and responsibilities, and warrant closer investigation and consideration.

SEFTC is a critical link that guides the regional vision to the MPOs’ LRTPs. Opportunities to strengthen this link and provide a feedback loop for SEFTC to influence the development of the MPOs’ individual LRTPs should be considered.

SFRTA should continue to be a leader for the regional premium transit vision, including premium bus transit services.

MPOS, FDOT DISTRICTS, COUNTY TRANSIT AGENCIES, AND COUNTY GOVERNMENTS should employ robust outreach coordination efforts with planners from partner agencies throughout the development of their long range planning processes.

SEFTC, perhaps in partnership with the **MPOS**, could consider the use of financial incentives to move forward the regional vision, both from the Seven50 Plan for Prosperity and the Regional Long Range Transportation Plan.

LANDOWNER AGENCIES who are considering issuing RFPs for joint development should coordinate with developers to set reasonable expectations given market conditions.

Introduction

Transit oriented development (TOD) requires many different agencies and stakeholders to coordinate together. The process can be long and arduous, and it is rarely ever straightforward. There are many different steps in the process, and with so many different partners, it can be difficult to understand who does what, and how the pieces fit together.

This synthesis establishes an overall framework of existing roles and responsibilities in planning for and implementing TOD in Southeast Florida. The “roles” are the various steps within the process, and the “responsibilities” describe the actions each partner undertakes to fulfill those roles. This framework is illustrated in Figure 1: Matrix of Roles and Responsibilities for TOD in Southeast Florida (page 3), and is further described throughout this summary. Establishing this framework is important because it helps each partner to understand how their efforts fit within the broader process. It also reveals opportunities for improvement.

This synthesis summarizes the findings from several efforts:

- Surveys of TOD partners to describe their responsibilities in planning for and implementing TOD
- Results from a sticky dot exercise to identify primary and secondary responsibilities in TOD roles
- Discussions amongst the Southeast Florida TOD Working Group

This synthesis of roles and responsibilities will be a resource for the TOD Working Group’s future endeavors to enhance and streamline the process for achieving TOD.

Roles are the various steps or stages within the process of planning and implementing TOD.

Responsibilities describe the actions each partner undertakes to fulfill the roles.

For clarity, the term “regional” within this document refers to an entity or activity that spans multiple counties. In most instances, “regional” refers to Miami-Dade, Broward, and Palm Beach counties together. “Local” refers to a county level jurisdiction or smaller.



Who are the Partners?

Many different public agencies, non-profit organizations, and private sector stakeholders are involved in the TOD process. The following descriptions provide a general overview of each type of TOD partner. A more exhaustive description of the partners' roles and responsibilities is discussed in subsequent sections.

CITY GOVERNMENTS have land use authority, approve developments, write development regulations and other development guidelines, and prepare comprehensive plans. City governments may also include Community Redevelopment Agencies (CRAs), Downtown Development Authorities (DDAs), and Economic Development Associations (EDAs).

COUNTY GOVERNMENTS generally have the same authority as city governments in unincorporated areas of the county.

The Broward **COUNTY PLANNING COUNCIL** coordinates comprehensive planning throughout the county and its incorporated municipalities. In Miami-Dade and Palm Beach Counties, the county government planning departments serve this function.

COUNTY TRANSIT AGENCIES operate local, intra-county mass transit service, usually as a complement to the regional, longer distance system. The county transit agencies are typically a division within the county government. Transit agencies prepare Transit Development Plans (TDPs), and coordinate with Metropolitan Planning Organizations (MPOs) in the development of Long Range Transportation Plans (LRTPs).

The South Florida **REGIONAL TRANSPORTATION AUTHORITY** (SFRTA) operates Tri-Rail, an inter-county commuter rail service, and coordinates Tri-Rail shuttle services with city governments. SFRTA prepares TDPs and is leading planning efforts for Tri-Rail Coastal Link commuter rail service along the Florida East Coast (FEC) Railway in partnership with the Florida Department of Transportation (FDOT).

MPOs conduct long range transportation planning activities and allocate federal transportation dollars to local planning and infrastructure projects. MPOs are responsible for preparing LRTPs.

The **SOUTHEAST FLORIDA TRANSPORTATION COUNCIL** (SEFTC) is a formal partnership of the Miami-Dade, Broward, and Palm Beach MPOs. In the 2000 US Censuses, the Miami Urbanized Area was recognized as encompassing parts of all three counties. In response to the potential of consolidating into a single MPO, the three individual MPOs committed to developing and implementing a coordinated planning effort, thus creating SEFTC. It prepares the Regional LRTP and provides a forum for policy coordination.

FDOT's primary responsibility as a state agency is to ensure the viability of the state transportation system, which affects the region's economic prosperity and community quality of life. FDOT Districts operate somewhat independently, with the Central Office providing guidance and oversight.

REGIONAL PLANNING COUNCILS plan for and coordinate intergovernmental solutions to growth-related problems on "greater-than-local" issues and assist local governments in economic development efforts.

The **PRIVATE SECTOR** includes developers, lending institutions, builders, financial consultants, planning and design consultants, and other for-profit organizations interested in developing land or supporting land development.

Other **NON-PROFIT ORGANIZATIONS** include universities, advocacy groups, and professional associations who undertake outreach and educational efforts. These include Smart Growth Partnership and Urban Land Institute, among many others.

What are the Roles and Responsibilities?

The process of achieving TOD is not always linear and occurs within the larger context of many planning, programming, and other decision-making processes. With such a complexity of roles undertaken by many partners, successful TOD happens only when these processes align in a very specific way.

One of the biggest challenges in achieving TOD is maintaining momentum throughout the various steps in the process. There are many different ways each partner contributes to each role. Identifying, understanding, and defining the roles in planning for and implementing TOD is a critical first step. The process is complicated, and there is often more than one way to define the steps that occur along the way. The descriptions below set a framework for understanding the various roles required to achieve TOD, recognizing that the process is not linear, and there are many other ways to define the process. The framework here is simply meant to provide a 'common language' for describing the roles within the process and the responsibilities of each partner in fulfilling each role. Please refer to **Figure 1: Matrix of Existing Roles and Responsibilities for TOD in Southeast Florida** on page 3.

Roughly speaking, the left side of the matrix is the "start" of the process and the right side is the "end result." The process typically begins with planning. **PLANNING** occurs at different scales and across various timelines. The roles within the planning phase occur in cycles, and aligning these roles can be difficult. The planning phase involves analyzing data and identifying a vision, goals, and strategies. The later stages of the planning process are the beginnings of the implementation phase. **IMPLEMENTATION** is the phase of acting on an idea for TOD, turning it into a physical reality. **PROGRAMMING** is the bridge from Planning to Design & Construction. It translates the planning efforts into actual, financed projects for transit and associated infrastructure improvements. Programming, along with zoning and development regulations, are the initial steps of implementing the plans and visions developed earlier on; they are what set the stage for the private sector to come in and start developing. The heart of implementation is **DESIGN & CONSTRUCTION**. This may include building a transit station, subdividing large blocks into smaller ones, installing sidewalks, laying rail, and ultimately the design and construction of private sector buildings. Throughout the entire TOD process, **SUPPORT** roles aid the other efforts through grants, technical assistance, education, and other means. The bookend of the TOD process is **OPERATIONS & MAINTENANCE**. Once transit infrastructure is built, the transit service must be operated and the station continually maintained. Other public infrastructure, including sidewalks, must also be maintained, while security and related services need to be provided in the station area.

The roles constituting each phase of the TOD process are outlined in detail on the following pages. For each role there is at least one partner who has **PRIMARY RESPONSIBILITY** for initiating and ensuring that the role is fulfilled. Typically, primary responsibility for a role is also

an essential component of the partner agency's mission. Other partners may have a **SECONDARY RESPONSIBILITY** for carrying out a role. In this case the partner may sometimes take the lead for the role, but the role is not essential to the partner's mission or purpose. For each role, there are numerous other partners who participate, but do not bear the ultimate responsibility of fulfilling the role. The logic and reasoning behind the assignment of primary and secondary responsibilities is documented throughout the rest of this section, and are based on the survey results, sticky dot exercise results, and discussions from the TOD Working Group meetings.

Planning

Planning occurs at different scales and across various timelines. The roles within the planning phase occur in cycles, and aligning these roles can be difficult. The planning phase involves analyzing data and identifying a vision, goals, and strategies.

Regional Visioning

Regional visioning, as defined for this exercise, can be thought of as the first step in the process. It involves hosting a broad conversation amongst all stakeholders, including the public, to understand the current state of affairs, express their values, and to imagine possibilities for the long-term future. Regional visioning often aims to resolve key economic, social, environmental, and growth issues and set a guiding direction for the activities of all of the partners within the region moving forward.

Who has primary responsibility?

Regional Planning Councils lead the regional visioning effort, which in this region is Seven50. While the SEFTC Regional Long Range Transportation Plan (RLRTP) also includes a transit vision component, in this exercise it is considered to be a part of regional transportation planning.

Who has secondary responsibility?

No partners conduct regional visioning as a secondary responsibility.

How are others involved?

The nature of regional visioning requires input and collaboration from the majority, if not all, of the other TOD partners. These partners are involved as participants supporting the development of the regional vision. Critical as their involvement is, it is ultimately the regional planning councils' responsibility to condense the effort into a unified vision for the region.

Regional Transportation Planning

For this framework, regional transportation planning can be defined as identifying and analyzing the long-range (typically 20-25 years into the future) transportation needs of the tri-county metropolitan region, and creating a framework for project priorities. Regional transportation planning in Southeast Florida primarily consists of the RLRTP. This role also includes SFRTA's TDP, which includes improvements for the inter-county transit system 10 years into the future.

Who has primary responsibility?

SEFTC is responsible for the three county regional Long Range Transportation Plan (RLRTP) and the regional project prioritization and selection process. The RLRTP is a bottom up amalgamation of the three individual MPO's LRTPs. Although the federal government created MPOs to conduct planning activities for entire urbanized areas, the three MPOs' planning activities cover only their respective county jurisdictions, and are therefore in this exercise considered to be county transportation planning activities.

The *South Florida Regional Transportation Authority* (SFRTA) is responsible for planning and providing transit service connecting nodes within the three county region. Current service consists Tri-Rail commuter rail service and shuttle buses. The SFRTA TDP also includes Tri-Rail Coastal Link and the Wave Streetcar. SFRTA does not include a visioning component for local county bus systems or regional bus service.

Who has secondary responsibility?

No partners conduct regional transportation planning as a secondary responsibility.

How are others involved?

The individual MPOs constitute SEFTC, the partner which produces the Regional LRTP. Other partners are involved through outreach efforts. The county transit agencies participate and coordinate transit planning and service with SFRTA.

County Transportation Planning

County Transportation Planning refers to the individual long-range transportation planning efforts that occur within a single county's boundaries.

Who has primary responsibility?

MPOs are responsible for long-range transportation plans (LRTPs) to allocate federal transportation funds to specific projects and to prioritize projects (both infrastructure and planning) for funding at the county level. The MPOs also initiate and assist in other transportation planning studies within their respective counties, including complete streets plans.

FDOT takes initiative on a wide variety of transportation planning studies across multiple scales, including planning Mobility Hubs in Broward County.

County Transit Agencies plan for transit service within their respective county with TDPs. TDPs are required to be consistent with local government comprehensive plans and the MPO's LRTP.

Who has secondary responsibility?

SFRTA plans local shuttle services within its TDP to serve Tri-Rail stations.

Counties are required to adopt a comprehensive plan with a transportation element, typically with a 20-25 year planning horizon.

The Broward County *Planning Council* develops the county comprehensive plan, which includes a Transportation Element, typically with a 20-25 year planning horizon.

Cities are required to adopt a comprehensive plan with a Transportation Element, typically with a 20-25 year planning horizon.

How are others involved?

Other partners may provide input and technical assistance.

Long-Term Market Assessment

Market assessments identify the potential for development to occur from the perspective of private sector developers and investors. The long-term market assessment is a broader look at general market forces for 10-20 years into the future.

Who has primary responsibility?

Both *FDOT* and *SFRTA* have conducted market assessments for Tri-Rail Coastal Link. Interestingly, the sticky dot exercise results indicate the regional planning councils and the private sector should have primary responsibility for economic, market, and housing analyses. It does not appear that the regional planning councils conduct market assessments currently, and the private sector's market assessment activities typically fall under the short-term market assessment role.

Who has secondary responsibility?

Regional planning councils prepare comprehensive economic development strategy (CEDS) plans, which inventory and assess the regions' economic assets, which is good background information when conducting the market assessments. The CEDS plans are not location specific, and are therefore considered to be a secondary responsibility.

How are others involved?

Other non-profit and advocacy organizations may provide knowledge resources to help local governments conduct market assessments. Some may even provide financial assistance.

Corridor Planning

Corridor Planning defines a corridor's needs, the route a transit service will take, the station locations, and the transit technology. A corridor plan helps focus planning efforts on the most significant problems and acts as a catalyst for discussion about how best to invest in a corridor. Corridor studies assess options for serving existing and future travel demand. Corridor Plans tend to have a shorter planning horizon than County Transportation Plans such as LRTPs and TDPs.

Who has primary responsibility?

MPOs take the lead in corridor planning within their counties and sometimes in conjunction with neighboring *MPOs* for corridor studies that cross county lines. The Oakland Park Boulevard Corridor Study is one example.

FDOT also takes initiative of corridor studies and frequently partners with *MPOs*. The Department recently completed six corridor studies in Broward County.

SFRTA prepares corridor studies in addition to its TDP. *SFRTA* has led and produced several corridor studies for the Tri-Rail Coastal Link project along the FEC corridor. *SFRTA* is conducting Tri-Rail Coastal Link corridor planning in conjunction with *FDOT* and others.

Who has secondary responsibility?

County Transit Agencies work closely with their corresponding MPO and/or FDOT for corridor studies.

Counties prepare corridor studies and similar plans. While these may be done working with the corresponding MPO and/or FDOT, the County may be the one who initiated the study. As an example, Palm Beach County has designated several corridors as transit supportive corridors in its comprehensive plan.

Cities also prepare corridor studies and similar plans. While these may be done working with the corresponding MPO and/or FDOT, cities may be the one who initiate the study.

How are others involved?

Other partners may provide input and technical assistance.

Station Area Planning

Station Area Planning happens at a neighborhood level, and usually includes the area anchored by a transit station facility. Station area plans inform the contents of the comprehensive plan, particularly the future land use element, zoning, and land development regulations. Station area plans usually include a visualization of the desired physical form of a TOD and include recommendations for realizing the vision.

Who has primary responsibility?

FDOT prepares some station area plans, such as the Sawgrass Area Intermodal Station Planning Study. FDOT may also prepare other transportation infrastructure plans within station areas. However, FDOT is not viewed as having a primary responsibility for station area planning in the sticky dot exercise; although, it is well represented as having a secondary responsibility.

SFRTA conducts station area planning at its existing and proposed Tri-Rail stations.

As a local government entity, *counties* are viewed as having a primary responsibility for station area planning, according to the sticky dot exercise.

As a local government entity, *cities* are viewed as having a primary responsibility for station area planning, according to the sticky dot exercise.

Who has secondary responsibility?

Regional Planning Councils often work with local governments when they are developing station area plans. In some cases, the regional planning council is the partner that produces the plan on behalf of the local government. Treasure Coast Regional Planning Council (TCRPC) has produced numerous station area plans on behalf of a local government partner throughout the tri-county region.

MPOs assist in the development of station area plans, including leading complete streets planning and other transportation planning efforts within station areas. For example, the Broward MPO has identified Mobility Hubs in its 2035 LRTP as places, “where people go to make transportation connections.” The Mobility Hubs, “can also provide direct connections to concentrated activities such as housing, commercial, office, and entertainment.”

County Transit Agencies lead or heavily contribute to station area planning and work closely with cities and developers on projects. Prime examples include Dadeland North in Miami Dade County and the Miramar Town Center and Metropica in Broward County.

The *private sector* creates master plans and site development plans for station areas through PUD, DRI, site review and other means. Private sector station area planning has to comply with city or county plans and be approved by the authorized local government (s).

NGOs and non-profit organizations can develop station area plans on behalf local governments. ULI is one such example.

How are others involved?

Many of the other TOD Partners work with those responsible for station area planning to help achieve mutual goals.

Comprehensive Planning (Future Land Use)

A Comprehensive Plan is an adopted municipal or county plan that guides future growth and development with goals, objectives, and policies addressing future land use, transportation, infrastructure, and capital improvements, among other topics. The comprehensive plan outlines future land uses and transportation networks, laying the legal framework for zoning and land development regulations.

Who has primary responsibility?

Each *county* is required by the Local Government Comprehensive Planning and Land Development Regulation Act to adopt a comprehensive plan in conformance with the requirements of the Act, including a future land use element. The future land use element in Miami Dade and Palm Beach Counties is applicable to unincorporated county areas, with the exception of Miami Dade's Rapid Transit Developmental Impact Zones, where the county's Rapid Transit Developmental Impact Committee, in coordination with municipalities, prepares the land use plan.

The Broward County *Planning Council* is required by the County Charter to prepare a countywide land use plan under the jurisdiction of the Broward County Board of County Commissioners. All local land use plans within the County are then required to conform to the Broward County Land Use Plan.

Cities are required by the Local Government Comprehensive Planning and Land Development Regulation Act to adopt a comprehensive plan in conformance with the requirements of the Act, including a future land use element. In Broward County, cities prepare their own land use plan consistent with the Broward County Land Use.

Who has secondary responsibility?

Regional Planning Councils coordinate planning efforts.

How are others involved?

Other partners may coordinate with cities and counties or provide technical assistance and other resources.

Zoning and Development Regulations

Zoning and Development Regulations are ordinances enacted by governing bodies for the regulation of land consistent with the land use categories adopted in future land use elements of comprehensive plans. These regulations restrict and define the types of land uses and development that can occur on each parcel of land in a community^{1 2}. These regulations actualize the future land uses from the comprehensive plan.

Who has primary responsibility?

Counties *Cities* and enact zoning and development regulations within their jurisdiction.

Who has secondary responsibility?

No partners enact zoning and development regulations as a secondary responsibility.

How are others involved?

Other partners may provide feedback or technical assistance to cities and counties.

Programming

Programming is the bridge between planning and construction. It entails the identification of capital projects, equipment purchases, and transit operations, providing for a planning schedule and including options for financing. These are included as or part of planning documents such as the: MPO Transportation Improvement Program (TIP), FDOT Work Plan, local government Capital Improvements Element (CIE) of the comprehensive plan, and transit agency TDP.

Supporting/Public Infrastructure

Supporting/Public Infrastructure can be defined as the infrastructure that provides access to a transit station and accommodates the development of higher density, mixed use buildings. This may include roadways, bike lanes, sidewalks, sewers, parks, etc.

Who has primary responsibility?

MPOs allocate resources and dollars through the short-range TIP over 5-year periods. A TIP is a comprehensive list of federal, state and locally funded transportation projects. TIPs are to be consistent with the LRTP. Ideas and projects are initially included in the LRTP and over time work their way into the TIP through the LRTP's financially constrained prioritization process. TIPs also include priority lists of unfunded projects.

FDOT programs projects through their Work Program, a five-year plan of transportation projects as defined in Section 339.135, Florida Statutes.

Counties and *Cities* demonstrate commitment to their comprehensive plan's transportation and land use elements by programming improvements to advance various goals, policies and objectives in their comprehensive plan's capital improvements element. Per Florida Statute 163.3177(3)(a)(4) the element must include a schedule of capital improvements for a 5-year period and identify projects as funded or unfunded and assigned a level of priority for funding.

¹ *A Framework for TOD in Florida (March 2011), pg 64*

² 163.3164 F.S., Community Planning Act; definitions

Who has secondary responsibility?

No partners in the region program supporting/public infrastructure as a secondary responsibility.

Station/Transit Infrastructure

Station/Transit Infrastructure can be defined for this exercise as the physical transit infrastructure including train stations, rail lines, bus shelters, etc.

Who has primary responsibility?

MPOs and *FDOT* can allocate resources for station/transit infrastructure through the TIP and Work Program, just as with the supporting/public infrastructure.

SFRTA and *County Transit Agencies* demonstrates commitment to projects by including them in its 10-year Transit Development Plan (TDP). Public transit service providers are required to develop and adopt a TDP meeting *FDOT* requirements under the State of Florida Public Transit Block Grant (PTBG) Program, which provides a stable source of funding for public transit.

Who has secondary responsibility?

No partners in the region program station/transit infrastructure as a secondary responsibility.

Short-Term Market Assessment

Short-term market assessments are much more targeted than long-term market assessments. They usually provide an estimate of how many dwelling units and non-residential square footage can be expected in a given location, and the timeframe for anticipating that activity given market conditions like vacancy rates, housing prices, and other factors, and are usually focused on a 5-year horizon. Market assessments are important because they help public sector partners set realistic expectations, and can provide insight on effective incentives to entice developer interest.

Who has primary responsibility?

Private sector developers often conduct market assessments for their own purposes. It is advantageous for local governments to directly communicate with developers prior to issuing and RFP.

Cities can conduct short-term market assessments for parcels of interest, typical through their CRA or DDA. It is unclear how many cities currently conduct market assessments in the tri-county region, and it is noted that there is tremendous value in conducting an assessment if the local government intends to issue an RFP for development.

Who has secondary responsibility?

It is unclear whether other partners have secondary responsibilities. The sticky dot exercise shows slight evidence of regional planning councils and *FDOT* having secondary responsibilities, but it is unclear how.

Transit Service

Programming transit service includes the scheduling and operation of transit including routing and frequency. This activity is typically included in the transit agency TDP.

Who has primary responsibility?

FDOT provides funding and support to transit agencies for operations and maintenance. This is programmed into FDOT's work program.

SFRTA and *County Transit Agencies* program the operations and maintenance of their services in their TDPs. The TDPs' 10-year implementation plans also include planning efforts, capital improvements, and operations including how much funding will be allocated and when.

Who has secondary responsibility?

Some *cities* provide shuttle services, usually in collaboration with a transit agency.

Design and Construction

The design and building of infrastructure previously programmed and the development of buildings.

Supporting/Public Infrastructure

Supporting/Public Infrastructure can be defined as the infrastructure that provides access to a transit station and accommodates the development of higher density, mixed use buildings. This may include roadways, bike lanes, sidewalks, sewers, parks, etc.

Who has primary responsibility?

FDOT manages construction of these facilities. The sticky dot exercise results support this role as one of FDOT's responsibilities.

Counties and *Cities* may take the initiative for and management of streetscape, complete streets, and other similar projects from planning to construction.

Who has secondary responsibility?

MPOs fund supporting/public infrastructure and may have a larger role in the construction of some projects.

The *Private Sector* may build supporting/public infrastructure to meet local zoning and development regulations or as part of a developer's agreement.

Station/Transit Infrastructure

Station/Transit Infrastructure can be defined for this exercise as the physical transit infrastructure including train stations, rail lines, bus shelters, etc.

Who has primary responsibility?

FDOT manages construction of these facilities. The roles and responsibilities survey results indicate this role as one of FDOT's implementation responsibilities.

The roles and responsibilities survey and sticky dot exercise show SFRTA and the *County Transit Agencies* as primarily responsible for the management and construction of station and transit infrastructure. While funding may be provided by FDOT, MPOs and others, SFRTA or a *County Transit Agency* may manage the construction.

Who has secondary responsibility?

No partners in the region construct station/transit infrastructure as a secondary responsibility.

Development Financing

Development financing is the provision of funding to support development. It can include identifying funding sources and assembling various investors.

Who has primary responsibility?

Private Sector banks and other financial institutions provide the majority of financing for market rate developments.

Nonprofit and Non-Governmental organizations may contribute to development financing as well. However, in this region, these agencies have little involvement in this role.

Who has secondary responsibility?

Counties and *Cities* may provide financial incentives and subsidies to encourage development projects by private developers. CRAs and DDAs may contribute additional financing to developments. Additionally, housing authorities may contribute.

Land Acquisition

Land acquisition is the purchase of land for development or public investment, including the aggregation of parcels.

Who has primary responsibility?

Private Sector developers purchase land for their projects typically with funding from banks and other financial institutions.

Who has secondary responsibility?

FDOT has responsibility for right-of-way acquisition. Properties owned by FDOT, including park-and-ride lots, may be suitable for TOD.

SFRTA and *County Transit Agencies* are responsible for negotiating ground leases as well as purchasing and owning property and pursuing joint development. One example is PalmTran exploring opportunities to develop the air rights at its West Palm Beach Intermodal Center.

Counties and *Cities*, particularly through CRAs, may purchase land or assists in aggregating parcels for a development by either a public or private entity.

Building Development

Building development is simply the construction of the physical buildings of the TOD.

Who has primary responsibility?

The sticky dot exercise shows the *private sector* as clearly having the primary responsibility for developing/constructing buildings.

Who has secondary responsibility?

County Transit Agencies participate in joint development projects. This was demonstrated through the roles and responsibilities survey responses. However, this is not a primary mission of the agencies.

Cities, through their CRAs, may develop projects and/or issue Requests for Proposals (RFPs) for developers to build projects on their behalf.

Other Organizations may develop buildings in station areas.

Support

Programs, activities, and resources that advance TOD and supplement the efforts of other partners.

Education & Advocacy

Education & Advocacy can be defined as general communication activities that help to inform elected officials, professionals, and the public about the benefits of TOD and the process of developing it.

Who has primary responsibility?

TOD Working Group members noted the successes of the *Regional Planning Councils* in educating elected officials, the public, developers, and lenders about TOD and smart growth principles. In the sticky dot exercise they received the most votes for having primary responsibilities for public outreach, education, and for promoting TOD. The survey results also show regional planning councils having public outreach, education, and government and private industry relations as their roles. This is perhaps one of the clearest examples of a public agencies' responsibilities.

The survey results indicate that *MPOs* encourage and support local activities. *MPOs* also received a high proportion of votes in the sticky dot exercise for having the primary responsibility for public outreach and education.

The survey results memo, sticky dot exercise, and Working Group meeting summaries all show that *nonprofit, non-governmental and educational organizations* play an important part in advocating for TOD and related development patterns as well as educating elected officials and the public on the topic. Smart Growth Partnership is a prime example of a TOD partner with responsibility for this role.

Who has secondary responsibility?

FDOT performs outreach to educate the public on numerous issues, particularly those related to safety.

SFRFTA occasionally fulfills this role. A prime example is hosting a developer panel.

TOD Program

A TOD Program is included in the framework because many model regions for collaboration have created one. A TOD Program is defined in this document as a formal office or division within an agency or organization dedicated to the advancement of TOD.

Who has primary responsibility?

Several *NGO & Non-Profit Organizations* have TOD programs, although none are specific to the region. The Center for Transit-Oriented Development (CTOD) is the best example. None of the public agency TOD partners have official TOD programs or TOD offices with dedicated staff as some of the regions in the Models of Collaboration had.

Who has secondary responsibility?

No partners in the region have a TOD Program as a secondary responsibility.

Technical Assistance/Grant Programs

Technical assistance and grant programs include the provision of resources, expertise, guidance, or other assistance to a community (or other organization or individual), that it does not have available on its own, to achieve shared goals while providing mutual benefits.

Who has primary responsibility?

Regional Planning Councils provide technical assistance and guidance to local governments. For example, TCRPC assists local governments in developing station area plans.

MPOs provide technical assistance within their jurisdiction. Broward MPO currently has a Complete Streets technical assistance program.

FDOT provides technical assistance, guidance and other resources for transportation related planning and projects.

NGO's & Non-Profit Organizations provide technical assistance, guidance, grants and other resources.

Who has secondary responsibility?

Counties provide support to municipalities.

Best Practices, Research, and Guidebooks

Best practices, research, and guidebooks include research on best or recommended practices that support TOD. This role also includes documents outlining and detailing the planning, design, and implementation of TOD.

Who has primary responsibility?

FDOT produced a TOD Framework reference document for the state of Florida. *FDOT* also created, in partnership with TCRPC, a Guidebook for TOD in Florida.

NGO's & Non-Profit Organizations, including the Center for Transit Oriented Development (CTOD) have developed numerous reports and guides on TOD.

Who has secondary responsibility?

Regional Planning Councils assisted in the creation of *FDOT's* TOD guide.

Operations & Maintenance

The provision of services and on-going maintenance of infrastructure and other capital investments.

Transit and Station

Operation and maintenance of the transit infrastructure and physical transit station includes the on-going day-to-day running of transit service, including the operation of transit routes and the maintenance of transit stations, vehicles, bus stops, and other related facilities and capital investments.

Who has primary responsibility?

SRFTA is responsible for operating and maintaining the Tri-Rail system.

Local Transit Agencies operate local bus service and maintain buses and bus stops.

Who has secondary responsibility?

Some *cities* operate shuttle and paratransit services, in partnership with SFRTA.

Station Area

Operation and maintenance of the station area includes the on-going day-to-day maintenance of the station area's supporting infrastructure and amenities, including sidewalk cleaning, landscaping, security, etc.

Who has primary responsibility?

FDOT maintains state highway facilities.

Counties maintain county infrastructure and roadway facilities. Counties also provide police and fire services as well as some utilities.

Cities maintain city roadways, decorative landscaping, and may provide some utility services as well.

The *Private Sector* is responsible for maintaining and operating buildings and private plazas.

Who has secondary responsibility?

It is unclear whether any partners have secondary responsibilities in operating and maintaining the station area.

Interpreting the Matrix – Where are Opportunities for Improvement?

The matrix demonstrates that the partners' current activities generally fulfill the roles in the TOD process. There are few gaps and many overlaps. Yet some areas of the region are still struggling to implement TOD at its fullest potential. The matrix reveals some opportunities for improvement by clarifying and enhancing partner responsibilities.

1. A few key roles require additional support and/or leadership.

Most roles appear to have adequate leadership and support, but there are a few that do not.

The region could benefit from a **TOD PROGRAM** with dedicated staff whose primary responsibility is to guide TOD plans and projects through the process from start to finish. Some developers have indicated that responsibilities for developing transit-oriented areas require high levels of business acumen, which many public partner staff lack. Whether through an existing office within a partner agency, through a new office or program, or as a new private sector partner, dedicated TOD staff are needed to anticipate the transitions

throughout the process. These staff must have the necessary market insight to understand developer's pro forma.

The regional planning councils carry almost the entire responsibility for **REGIONAL VISIONING**, with limited assistance from others. More direct involvement in the regional visioning role from partners besides the RPCs will produce a greater sense of ownership, and ensure continuity of the vision's values and concepts into latter steps in the process.

It is often unclear who has primary responsibility for **OTHER ACTIVITIES** in the day-to-day maintenance of the station area's supporting infrastructure (i.e. sidewalk cleaning, landscaping, and security). Formal agreements on maintenance roles should be considered in the planning and programming process.

2. Multiple partners share the primary responsibility for many roles, requiring closer coordination.

Close coordination is necessary to align efforts, avoid duplication, and to prevent partners from missing important pieces, which can happen when each partner assumes the other is taking care of it.

SEFTC and SFRTA both undertake separate and well-defined **REGIONAL TRANSPORTATION PLANNING** efforts (defined previously as those efforts that cover the tri-county region). Close coordination during development should ensure that both efforts' key concepts and priorities align.

MPOs, FDOT, county transit agencies, and county governments all undertake separate **COUNTY TRANSPORTATION PLANNING** responsibilities. The sheer volume of planning efforts at this level necessitates close coordination, and the various partners utilize existing venues like the SFRTA PTAC and SEFTC RTTAC to keep abreast of others' efforts. Targeted coordination during plan development, through meetings with other agency planner staff for example, is critical.

The responsibilities for programming, design, and construction of **SUPPORTING/PUBLIC INFRASTRUCTURE** falls on multiple partners, depending on the type of infrastructure. The various infrastructure elements together make up the environment as a whole. The design process should provide for close coordination amongst designers from all partners (for example amongst FDOT engineers for curb height and sidewalk width, County or City engineers for lighting spacing and driveway access, transit agency engineers for bus stop placement and amenities, and MPOs for incremental bicycle and pedestrian infrastructure improvements).

3. Closer coordination and overlap at key transitions is important to keep concepts consistent throughout the planning process.

The partners are engaging in many of the necessary planning activities required to make TOD a reality. However, as much as this matrix demonstrates those activities, it is very difficult to see the continuity between those planning activities, particularly since there are many different levels of planning for TOD. The key will be to ensure that the message for TOD and subsequent implementation activities are all coordinated such as:

- Between regional visioning and long-range transportation planning.

- Between the regional levels of planning down to the corridor/local/station area levels.
- Between all supporting agencies to ensure that their activities aren't working against these planning activities.

Figure 2 below illustrates some of the key transitions.

		Implementation																						
		Planning						Programming			Design & Construction				Support		Operations & Maintenance							
Partners		Regional Visioning	Regional Transportation Planning	County Transportation Planning	Long-Term Market Assessment	Corridor Planning	Station Area Planning	Comprehensive Planning (Future Land Use)	Zoning and Development Regulations	Supporting/Public Infrastructure	Station/Transit Infrastructure	Short-Term Market Assessment	Transit Service	Supporting/Public Infrastructure	Station/Transit Infrastructure	Development Financing	Land Acquisition	Building Construction/Development	Education & Advocacy	TOD Program	Technical Assistance/Grant Programs	Best Practices, Research, and Guidebook	Transit & Station	Other Activities
Regional	Regional Planning Council																							
	SEFTC																							
	MPO			\$		\$								\$	\$									
	FDOT			\$		\$	\$							\$	\$									\$
	Regional Transit Authority														\$									\$
	Local Transit Agency															\$								\$
Local	Counties															\$								
	County Planning Council																							
	Cities (incl. CRAs & DDAs)															\$								\$
Other	Private Sector															\$	\$	\$						
	NGOs & Non-Profit Organizations															\$	\$	\$						

Figure 2: Key Transitions in the TOD Process

TRANSITIONING FROM REGIONAL VISIONING TO REGIONAL AND COUNTY TRANSPORTATION PLANNING - The Seven50 visioning effort brought together an unprecedented level of civic leaders and community members, and produced a visionary plan and set of priorities. How the Seven50 Plan for Prosperity becomes implemented into the rest of the planning process is largely unknown. Model regions, such as Atlanta and Salt Lake City, have implemented funding programs to support local initiatives that implement the regional vision. Southeast Florida partner agencies could consider the use of financial incentives for local governments to further implement the recommendations and strategies from the regional vision.

The regional long range transportation planning process is a particularly important link between the regional vision and the county level transportation planning processes, such as the MPOs' individual LRTPs. The regional transit vision is a commendable effort. It refines concepts from the Seven50 regional vision (e.g. focusing development in transit supportive nodes, and providing a transit system with premium service that draws choice riders) to provide more specificity for the rest of the process. The challenge in regional transportation planning is in influencing the development of the individual MPOs' LRTPs. Currently, the MPOs develop their LRTPs somewhat independently, and SEFTC builds the Regional LRTP as a compilation of these efforts. SEFTC has developed a prioritization methodology for unfunded projects, which is a valuable next step. Further clarification on how the Regional LRTP then influences the development of individual MPO LRTPs could help maintain continuity of the regional visioning principles through the rest of the overall planning process.

TRANSITIONING FROM CORRIDOR PLANNING TO CITY AND COUNTY GOVERNMENT

PROCESSES – There is a large drop-off in the responsibilities between (a) Corridor and Station Area Planning and (b) the Comprehensive Planning and Zoning effort of local municipalities. This transition is particularly given the sheer volume of local municipalities within the three-county region.

Corridor planning efforts of MPOs, FDOT, and SFRTA could include greater active participation with local governments, particularly cities. The lead agency for corridor planning efforts should involve all applicable city government staff throughout the process to ensure the cities fully understand their responsibilities in moving the recommendations from the corridor planning efforts forward. Similarly, city planning staff should be proactive in their interactions with the MPOs, FDOT, and SFRTA as they are aware of corridor planning studies. Recognizing limits in all agencies' staffing resources, **it is critical for the lead corridor planning agencies to anticipate specific next steps from the individual cities, and communicate directly with them.**

TRANSITIONING FROM PUBLIC INFRASTRUCTURE CONSTRUCTION TO PRIVATE SECTOR

ACTIVITIES – Public agencies are primarily responsible for design and construction of the infrastructure of the transit station and surrounding public infrastructure. Private developers and lenders are generally primarily responsible for development financing, land acquisition, and the design and construction of the actual site development. There is a sharp transition between the public and private sector. While the development review process is intended to smooth this transition, developers often become frustrated because of the public sector's lack of understanding of business and financial principles and the long timeframes for development reviews and negotiations.

Developers find typical zoning regulations like maximum FARs difficult to interpret. One way local governments can decrease development review timelines, which will in turn could increase the number of developers willing to undertake projects, is by **providing clear examples of the types of developments they desire**. Another good practice is to **provide venues for communication between developers and local government staff before issuing RFPs**, which clarifies expectations for both parties. Figure 3 represents this idea within the matrix framework.

Partners		Implementation																							
		Planning						Programming			Design & Construction					Support			Operations & Maintenance						
		Regional Visioning	Regional Transportation Planning	County Transportation Planning	Long-Term Market Assessment	Corridor Planning	Station Area Planning	Comprehensive Planning (Future Land Use)	Zoning and Development Regulations	Supporting/Public Infrastructure	Station/Transit Infrastructure	Short-Term Market Assessment	Transit Service	Supporting/Public Infrastructure	Station/Transit Infrastructure	Development Financing	Land Acquisition	Building Construction/Development	Education & Advocacy	TOD Program	Technical Assistance/Grant Programs	Best Practices, Research, and Guidebook	Transit & Station	Other Activities	
Regional	Regional Planning Council																								
	SEFTC																								
	MPO			\$		\$								\$	\$										
	FDOT			\$		\$	\$							\$	\$									\$	
	Regional Transit Authority														\$									\$	
	Local Transit Agency															\$								\$	
Local	Counties															\$									
	County Planning Council															\$									
	Cities (incl. CRAs & DDAs)															\$								\$	
Other	Private Sector NGOs & Non-Profit Organizations															\$	\$	\$							

Figure 3: Advancing Private Sector Responsibilities to Occur Earlier in the TOD Planning Phases.

ANTICIPATING CRITICAL TRANSITIONS AND UTILIZING ADDITIONAL RESOURCES – It may also be a valuable to **bring in additional partners** who may impact TOD, such as local economic development administrations that know local and regional market opportunities and housing authorities since they may have lands and additional supportive initiatives.

COORDINATING EARLY TO STREAMLINE THE PROCESS LATER – The MPOs and FDOT Districts fulfill critical roles throughout the process, and therefore can often move projects through the process seamlessly and mostly internally. This makes coordination with other partners in the early planning stages critical to ensure that their projects meet multiple agencies’ needs.

4. Public agencies need a better understanding of market perspectives throughout the process.

DEVELOPMENT FINANCING can be the single most critical role in achieving TOD, and there are relatively few partners who have responsibilities in it. **Market assessments** early on help set realistic expectations for public agencies, especially for the demand and timing of development, in addition to the amount of dwelling units and commercial square footage. As mentioned previously, **direct communication with developers** prior to issuing an RFP is critical.

MARKET ASSESSMENTS are also critical in the programming phases. Partners should understand the relative timeframe of anticipated development to best align the programming of funds for infrastructure projects or planning studies with the realistic development expectations from a robust market analysis.

It is also important to note the **EQUITY PERSPECTIVE** of TODs that may be overlooked in the market perspective. Public partners have a responsibility to understand the market dynamics, and implement policies to protect affordable housing and provide ladders of opportunity through access to jobs.

Recommendations for the Southeast Florida TOD Working Group

Based on the findings from this exploration of roles and responsibilities, the Southeast Florida TOD Working Group should consider the following recommendations to strengthen the TOD process.

IN GENERAL, BE THE “GLUE” TO BRING ONE STEP TO THE NEXT. The TOD Working Group members stay abreast of all TOD-related efforts as they unfold through roundtable discussions at quarterly meetings. The group can anticipate how the end of one study can become the starting point for the next partner and convene the conversation as necessary. The TOD Working Group is likely the most appropriate party to suggest convening various partners as necessary to streamline transitions from one role to the next within the TOD process. The addition of city government perspectives in the TOD Working Group membership has highlighted the need for this coordination.

SPECIFICALLY, UNDERTAKE ACTUAL ON-THE-GROUND COORDINATION AT A SPECIFIC LOCATION WITH STRONG TOD POTENTIAL. The roles and responsibilities at a specific site will inevitably differ from those of the general framework. Additional opportunity lies with the TOD Working Group agreement to be the shepherd of the process at a specific location. This process could include the following options:

- Inventory potential regional transit corridors and subsequent best site(s).
- Conduct a regional market assessment to understand which transit locations will be the strongest development candidates as well as the realistic development costs of TOD as compared to conventional development.
- Assess the related zoning and development complexities in the local jurisdictions to identify those best suited for TOD development through a zoning audit or other form of analysis.

FORMALIZE THE GROUP WITH A COMPACT. The Southeast Florida partners have already created a compact for climate change that formalizes the relationships of the partners relative to the topic, and serves as the political backing to endorse multi-agency efforts. The compact specifies the partners “will not work at cross-purposes.” While simple, this compact provides partner staff the formality they need to prioritize coordination efforts within their daily job responsibilities.

FOSTER THE CREATION OF AN INDEPENDENT TOD PROGRAM OR DEDICATED AGENCY STAFF. The single biggest challenge for developers is the lack of public agency staff whose primary responsibility is TOD. Developers become frustrated that agency staff do not have the business experience and market knowledge nor the priority within their job descriptions to advance TOD in an efficient manner. The most successful regions elsewhere in the country have employed dedicated TOD staff. The agreement to work on a specific location could be a good pilot project for the creation of a new program or office. Developers here in Southeast Florida believe that development responsibilities should fall to an objective third party, rather than public agencies who lack the adequate business acumen. The TOD Working Group should consider this perspective and contemplate ways in which the system could be refined to start to address the issue.

PROVIDE A CENTRAL REPOSITORY FOR RESOURCES AND GUIDANCE. Finally, knowledge transfer remains a difficult challenge throughout the process. Compiling available information is an

important first step, and SFRPC is already developing a website for TOD in Southeast Florida that will contain a resources page. Continued research and the eventual creation of a clearinghouse is a longer term opportunity. More immediately, partners have noted the need to elevate the importance of TOD in the public eye. Developing and communicating tailored and consistent messages with relevant South Florida examples, research, and context is a good first task.

UNDERTAKE TARGETED ADDITIONAL COORDINATION WITH SELECT PARTNERS. The region's **Community Redevelopment Agencies (CRAs)** and **Downtown Development Authorities (DDAs)** have been very successful at spurring redevelopment. These agencies are important partners to involve moving forward. Housing authorities may be an untapped resource for funding housing in TODs. Miami-Dade partners have used this resources effectively. Broward and Palm Beach partners may consider engaging the **Florida Housing Finance Corporation** in the early stages of the TOD process, while land is less expensive. Building affordable housing early, and implementing policies to preserve it will help prevent eventual displacement effects from gentrification.

Recommendations for TOD Partners

The exploration of current TOD roles and responsibilities in Southeast Florida also reveals several recommendations for partner agencies and organizations. These recommendations are provided simply for reflection against the matrix framework of roles and responsibilities, and warrant much closer investigation upon consideration.

SEFTC is a critical link between regional visioning and county- and MPO-level transportation planning. SEFTC needs to be a strong link that guides the regional vision to the MPOs' LRTPs. Opportunities to strengthen this link and provide a feedback loop for SEFTC to influence the development of the MPOs' individual LRTPs should be considered.

SEFTC and SFRTA together fill an important regional transportation planning role. SFRTA's 2013 TDP expresses vision-related goals of taking an active leadership role in expanding premium transit in the region, and providing leadership in advocacy and education of the need for an expanded regional premium transit system. To the degree possible, **SFRTA** should continue to be a leader for the regional premium transit vision, including premium bus transit services.

MPOs, FDOT DISTRICTS, COUNTY TRANSIT AGENCIES, AND COUNTY GOVERNMENTS should employ robust outreach coordination efforts with parallel planners from partner agencies throughout the development of their long range planning processes (e.g. LRTP, TDP, and comprehensive plans) to ensure consistency amongst the recommendations between all documents at this level. Aligning specific projects within these plans can maximize limited funding.

SEFTC, perhaps in partnership with the **MPOs**, could consider the use of financial incentives to move forward the regional vision, both from the Seven50 Plan for Prosperity and the Regional Long Range Transportation Plan. In other regions, the MPO was the partner to do so. With multiple MPOs in Southeast Florida, SEFTC might be the appropriate convening entity to suggest the creation of a regional vision financial incentive program.

Any **LANDOWNER AGENCY** (cities, transit agencies, FDOT, or counties) who is considering issuing an RFP for joint development should communicate directly with developers to set reasonable expectations given market conditions and the political context.

Conclusion and Summary

This Synthesis of Roles and Responsibilities in planning and implementing TOD in Southeast Florida presents a matrix framework for understanding how the efforts of the various partners currently fulfill the responsibilities in the TOD process from visioning through construction and ongoing operations and maintenance. This synthesis document will be a resource for the TOD Working Group moving forward.

Interpreting the matrix framework reveals several opportunities for enhancing the TOD process in the future, many of which are directly related to implementing the Seven50 regional vision for prosperity throughout the rest of the TOD processes. This will require alignment with other agencies' planning processes. Working together as a region provides benefits for all partners by streamlining decisions and resulting in mutually-beneficial outcomes.

Additionally, more direct involvement with private developers early in the planning stages is critical to avoid stalling projects once they begin. Market assessments help set realistic expectations for both public and private sector partners. Bringing in outside resources or employing dedicated staff with business experience and market knowledge will streamline the process and ultimately result in better outcomes for all parties.

One potential next step for the Working Group to consider is agreeing to focus on a specific location and providing assistance to all partners therein. This location-focused assistance would provide benefits for all partners, including the Working Group, as it can further refine the roles and responsibilities framework as applied in real-time.

Southeast Florida has already achieved TOD successes, especially in Miami-Dade. With continued focused efforts to overcome the challenges, the entire region will continue to grow and achieve the broader regional vision for prosperity.