Meeting Minutes

May 6, 2016 (9:00AM – 12:00PM)
South Florida Regional Council

The Southeast Florida Transit Oriented Development (TOD) Working Group is an informal group of participants, from various agencies and organizations, whose purpose is to work together to foster the creation of TOD in Southeast Florida in a cooperative, collaborative, effective, and efficient manner.

Agenda Items

1. ### Round Table Updates

   After brief introductions and announcements, participants shared individual updates on TOD-related efforts.

2. ### TOD Regional Models of Collaboration Follow-Up: Implementation Programs

   Chris Sinclair presented 10 initiatives that four cohort regions used to overcome TOD challenges. These 10 initiatives hold promise for applicability in Southeast Florida, and the group engaged in a discussion on the findings.

3. ### Survey Results

   Shane Laakso shared the preliminary results of a survey to local governments on TOD challenges and topics of interest.

4. ### Leadership Committee Report: Workshops for Local Governments

   Steve Mackey presented the Leadership Committee's recommendation to host a series of interactive workshops on TOD readiness, site design, market dynamics, and pro-forma analysis.

Throughout the meeting, participants expressed a need to provide training and technical assistance on market and pro-forma analysis for local governments. Several meeting participants expressed excitement about recent TOD activity occurring throughout the region.

Next Steps

- Facilitators will prepare a more detailed outline for the TOD workshop series to present to the Leadership Committee.
- The Leadership Committee will meet in June to develop recommendations on the 10 initiatives and review the detailed outline for the TOD workshop series.
- The Leadership Committee will present initial recommendations for the 10 initiatives to the TOD Working Group at the next meeting in August.
- After the August meeting, Working Group members will discuss the recommendations on the 10 initiatives with their respective agencies and bring suggestions and revised recommendations to the group for discussion at the November meeting.

Participants

- Jim Carras, Carras Community Investment
- Isabel Cosio Carballo, South Florida Regional Council (SFRC)
- Kim Delaney, Treasure Coast Regional Planning Council (TCRPC)
- Wilson Fernandez, Miami Dade Metropolitan Planning Organization (MPO)
- Kevin Fischer, Broward County
- Emily Garrett, Carras Community Investment
- Alex Hansen, City of West Palm Beach
- Alexia Howald, Carras Community Investment
- Zak Lata, Florida Department of Transportation (FDOT) District 6
- Richard Lorber, City of North Miami Beach
- Steve Mackey, Urban Land Institute (ULI) and Mack Industrial
- Christina Miskis, SFRPC
- Vielka Quintero, City of Hollywood
- Scott Seeburger, FDOT District 4

Remote Participants

- Khurshid Mohyuddhin, Palm Beach County
- Valeria Nielson, Palm Beach MPO
- Nick Sofoul, Broward County Transit (BCT)
- Lynda Westin, South Florida Regional Transportation Authority (SFRTA)
- Marianne Winfield, Smart Growth Partnership

Facilitators

- Nicole Estevez, Renaissance Planning
- Shane Laakso, Renaissance Planning
- Chris Sinclair, Renaissance Planning

The Southeast Florida TOD Working Group is open to anyone interested in attending. If you are interested in joining the TOD Working Group, please contact Shane Laakso at SLAAKSO@citiesthatwork.com or 561-404-7261 x157.

Detailed Meeting Notes

AGENDA ITEM #1: ROUND TABLE UPDATES

The **City of North Miami Beach** upzoned the area around the anticipated Tri-Rail Coastal Link station in March 2015. Developers are now preparing to develop TOD in this area, and have asked when the service will begin. In response, City staff met with a developer and SFRTA's Executive Director Jack Stephens and Director of Planning and Capital Development Bill Cross to discuss the status of the Tri-Rail Coastal Link. SFRTA provided City staff with a map of the Tri-Rail Coastal Link Aventura Link and indicated that the service could begin within a few years. The meeting included a discussion about a specific property located on the east side of Biscayne Blvd, opposite of the proposed train station. SFRTA suggested 65 park and ride spaces could be accommodated on the site through surface parking. The developer plans to use the space for a building, not a surface parking lot, especially given the high density zoning. The City is also interested in investigating the feasibility of constructing a pedestrian overpass linking this property to the train station, over Biscayne Blvd.

The **City of West Palm Beach** indicated that construction of the Brightline station is underway. The City expects service to begin in the summer of 2017. The City has also approved the Brightline station area development containing 285 residential units, 12,000 square feet of commercial, and 838 parking spaces (500 park and ride spaces and 338 spaces for the residences). The City anticipates that construction on this project will begin next year. The City has been working with FDOT on a project to connect the CSX and FEC tracks. This connection will enable the extension of Tri-Rail to the northern portion of Palm Beach County. This project involves two phases. The first phase includes the rehabilitation of an abandoned connection and is scheduled to be completed in November 2016. Phase 2 involves the construction of new tracks and is scheduled to begin in 2017. The project is fully funded and is in the utilities and land acquisition phase. The City anticipates that the tracks will be operational in 2018. Finally, the developer for the West Palm Beach Transit Village project has received all of the required approvals and is working to finalize financing for the project.

The **Miami-Dade MPO** recently adopted the Strategic Miami Area Rapid Transit (SMART) Plan for Miami-Dade County. This plan intends to advance six of the People's Transportation Plan's (PTP) rapid transit corridors, along with a network system of Bus Express Rapid Transit (BERT) service. The six rapid transit corridors include:

1. North Corridor (NW 27th Avenue) [PD&E started in April 2016]
2. Beach Corridor
3. East-West Corridor SR-836
4. South Dade TransitWay
5. Northeast Corridor (Tri-Rail Coastal Link)
6. Kendall Corridor

The MPO is taking a comprehensive look to ensure that the network of rapid transit corridors provides linkages to transit supportive destinations and land uses. The SMART plan is expected to act as a catalyst to encourage TOD activities within the six rapid transit corridors.

A matrix of SMART plan corridor status and BERT network projects is available at the following link: http://miamidadempo.org/library/smartplan-matrix.pdf.

A map of the transit corridors and additional information about the SMART plan is available at the following link: http://miamidadempo.org/smartplan.asp.

The MPO is studying the extension of Tri-Rail further into Miami-Dade County along the CSX East-West corridor and analyzing the function of potential stations. Preliminary data indicates that this proposed line, which was originally anticipated to primarily serve as a feeder system to the airport and Downtown Miami, showed a strong ridership demand for transit riders to gain access to the employment centers in the Doral area. The impact of these findings may change the purposing of potential future stations from auto-oriented park-and-ride facilities to intermodal connections facilitating travel between transit modes. The MPO anticipates publishing the Tri-Rail extension study within the next few weeks.

The **Florida Department of Transportation – District 4** indicated that a new developer has expressed interest in the FDOT owned Cypress Creek park and ride facility and is currently seeking entitlements for a mixed-use development.

In July 2015, FDOT issued a Request for Proposals (RFP) for leasing the Sheridan Street park and ride lot for the purposes of constructing, operating, and maintaining a mixed use TOD, but only received and rejected one bid for this project. The District plans to repackage the RFP in hopes of generating more responses.

FDOT is working with the City of Lauderdale Lakes on advancing the Oakland Park Boulevard/State Road 7 Mobility Hub Master Plan.

Scott Seeburger gave an overview of the District's efforts related to Tri-Rail Coastal Link. FDOT developed a GIS-based station suitability tool to examine the Tri-Rail Coastal Link corridor in 2006. This tool is similar to the TOD Readiness Tool Larry Hymowitz and Renaissance Planning have developed. The purpose of the station suitability tool, almost 10 years ago, was to begin discussions with cities and encourage them to participate in funding. FDOT also used the results to justify federal investment. FDOT now has identified a set of stations from a cost effective standpoint and expects the PD&E process for Tri-Rail Coastal Link to begin soon.

The Working Group discussed **Tri-Rail Coastal Link** further. Steve Mackey asked if the Tri-Rail Coastal Link will connect to Downtown Miami. Some developers do not understand the possibilities associated with the Tri-Rail Coastal Link because the station areas and alignments have not been clearly communicated. Wilson Fernandez indicated that some of the projected lines are temporary and that eventually passengers will not be able to directly access Downtown Miami via Tri-Rail Coastal Link. The initial Tri-Rail Coastal Link route will use the Iris Northeast Connection, but this connection may eventually be removed and the Pompano Beach crossover could be the permanent connection. If the two cross-overs remain, there may be too much conflict between operating trains. If Pompano Beach becomes the only crossover, all of the existing Tri-Rail Stations south of Pompano Beach will not have a direct connection to Downtown Miami.

Participants noted the maps available for the Tri-Rail Coastal Link are confusing because they contain conflicting information. In contrast, maps and plans for the Brightline show a clear alignment. Conveying the information and alignment clearly can help attract investment in future station areas.

TCRPC provided an update on the Federal Transit Administration (FTA) grant that SFRTA received for the TOD Planning Pilot Program for the Tri-Rail Coastal Link. TCRPC, SFRC, and SFRTA are developing a scope for the grant-funded activities in concert with FTA. The scope is anticipated to include station area planning for four Tri-Rail Coastal Link stations. Station area planning activities are anticipated to occur over three to six months, and would investigate the station area (including connections to and from the station area) and conduct a market analysis of different sites. If a community already has a

station area plan in place, then the activities could involve developing a form-based code. TCRPC, SFRC, and SFRTA are still honing in on the specific work plan, and will select the four station areas. Local governments will apply for selection and must provide a local match. The grant money will likely be available this summer and participating communities could be selected by the fall. TCRPC anticipates the work could be completed by the spring of 2018.

<u>Additional Updates</u>

During the roundtable discussion, time did not permit all participants to provide an update. Facilitators requested that participants who did not speak provide updates after the meeting for inclusion in the meeting summary.

Emily Garrett from Carras Community Investment, Inc. indicated that the City of Hialeah's Market District plan is progressing. A developer who owns 20 acres in the district is moving ahead with the first phase of plans for approximately 600 residential dwelling units, 22,000 square feet of retail, and 21,000 square feet of flex space.

The City of Hialeah, working with Carras Community Investment, has completed a Finding of Necessity (FON) study in accordance with Florida Statutes, to determine whether "slum and blight" conditions exist. The FON was accepted by Miami-Dade's Redevelopment/TIF Committee in February and the City is awaiting approval of the FON from the Board of County Commission. After approval, the Commission will then authorize the City of Hialeah to proceed with the Community Redevelopment Area (CRA) plan. The City expects Miami-Dade County to adopt the CRA plan in the fall of 2016. The City has engaged the community in two charrettes for the CRA, including a "high school charrette" for sophomores at the Hialeah Educational Academy.

Vielka Quintero from the City of Hollywood indicated that the City is preparing to solicit an RFP to redevelop the property known as University Station into a TOD. The 3.4-acre property located along the Dixie Highway corridor, in Downtown Hollywood, currently houses the City of Hollywood's Public Shuffleboard Center and Courts, a public parking lot, and the Barry University College of Nursing & Health Sciences. The City anticipates that the property will be redeveloped with a mix of uses. The property is adjacent to the potential Tri-Rail Coastal Link station.

Daniel Knickelbein from the Broward MPO indicated that the 2035 Long Range Transportation Plan identified mobility hubs as a model for serving transit riders in Broward County. Since the adoption of this plan the definition of mobility hub has shifted. The MPO put out a Request for Qualifications for a Mobility Hubs Redefined Plan that will help redefine what makes a mobility hub, define success within a mobility hub, and include mobility hub classifications. The contract for this work with HNTB was approved on May 12,2016. Two of the county's major mobility hubs (Cypress Creek and Downtown Fort Lauderdale) are moving forward. The Downtown Fort Lauderdale mobility hub contains the Brightline station, Wave Streetcar stations, and a County Bus terminal. All Aboard Florida (AAF) has started construction on the Brightline Station in the Downtown Fort Lauderdale mobility hub. The MPO's contribution to this station area includes wayfinding signage, lighting, and streetscaping improvements.

In the past, the TOD Working Group explored models of regional TOD collaboration through a research effort[1] and discussions at previous TOD Working Group meetings. In March 2016, the TOD Leadership Committee identified the need to focus on implementation of TOD. In response, Renaissance conducted a closer investigation of the implementation programs of four cohort regions who successfully overcame the same challenges Southeast Florida is currently experiencing (as voiced by the TOD Working Group in prior meetings). The four cohort regions examined are:

- Puget Sound Regional Council (PSRC) – Seattle
- Wasatch Front Regional Council (WFRC) – Salt Lake City
- Regional Transportation District (RTD) – Denver
- Atlanta Regional Council (ARC) – Atlanta

Chris Sinclair has taught TOD courses across the US through the National Transit Institute and presented the findings from the examination of the four cohort regions' implementation programs. Mr. Sinclair first acknowledged the context of transit and TOD in Southeast Florida with existing Tri-Rail and Metrorail corridors, planned Brightline and Tri-Rail Coastal Link service on the FEC rail line, and future connections identified diagrammatically in the Regional Transit Vision in the 2040 Southeast Florida Regional Transportation Plan.

Given the current context, Mr. Sinclair identified three themes that encompass the key challenges Southeast Florida is experiencing and the ways in which the cohort regions addressed these challenges:

1. Providing more premium transit
2. Transforming the suburban context
3. Increasing buy-in from elected officials, developers, and business interests

For each of these three themes, the regional partners must collectively identify the "why, how, and who" to establish a consistent message and begin developing a cohesive TOD implementation approach for Southeast Florida.

The four cohort regions employed **10 key initiatives** within these three themes that led to successful TOD implementation:

To address the issue of expanding and enhancing the **more premium transit** system, cohort regions have:

1. Adopted a **regional premium transit vision** or **system plan** with identified corridor alignments and TOD areas
2. Developed **regional goals** for TOD and activity centers
3. Established a **corridor task force** and developed **action strategies** through station area typologies

To address the issue of **transforming the suburban context**, cohort regions have:

4. Provided **technical assistance** through workshops or direct assistance to local governments

---

[1] Report available at http://www.sfrpc.com/TOD/citiesthatwork-289dd1/Documents/ResearchReportsforTODWorkingGroup/ModelsofCollaboration_091914.pdf.

5. Developed a **toolbox** with strategies, tools, policies, and model codes for supporting each step in the process
6. Established **funding** programs for TOD supportive projects that advance the regional vision and TOD goals

To address the issue of **increasing buy-in**, cohort regions have:

7. Developed a **regional compact**
8. Regularly measured and reported system and station area **performance**
9. Pursued **grant funding** to support tools and technical assistance
10. Constructed **catalyst projects** to demonstrate success and lead the market

More detail on the 10 initiatives and examples from the cohort regions will be available in a forthcoming memorandum.

Mr. Sinclair recommended the TOD Working Group carefully consider and collectively develop recommendations for each of the 10 initiatives.

<u>Additional Discussion</u>

After Mr. Sinclair's presentation, the group asked questions and engaged in discussion.

High Priority Initiatives

One meeting participant asked Mr. Sinclair what **top three initiatives** should be the Working Group's highest priority. Mr. Sinclair suggested that the two highest priority initiatives are **identifying the corridor alignments and station areas in a regional system plan map** to generate support for a more robust regional transit system (#1) and **creating a mechanism for TOD performance feedback** (#8). Denver's State of the System report accomplishes these two goals by mapping alignments and station areas and informing the public how the station areas function together. The third priority could be developing **station area strategies and typologies** (#3) similar to Puget Sound. The Tri-Rail Coastal Link station area typology could be a starting point for developing system-wide station area typologies.

Alex Hansen asked if Southeast Florida's transit system can be viewed as one whole system, or several smaller individual systems. Mr. Sinclair reiterated the importance of viewing future transit service as an integrated regional system, which will help identify regional access centers.

Affordable Housing

Mr. Sinclair indicated that it is important to consider affordable housing when planning for transit. FTA is concerned with providing transit to low income populations. In the Denver example, FTA required the region to preemptively plan for low income populations in station areas.

Understanding the Market Perspective

Local governments establish parameters for development through zoning and land development regulations (e.g. minimum densities, FAR, parking ratios), and developers use market analyses to determine whether projects that meet those parameters are financially feasible. **Local government staff need to have a solid understanding of the principles of market analysis to ensure that the development parameters they set are realistic.**

Additionally, it is useful for local government staff to have a general understanding of the elements of a pro-forma analysis (e.g. average rents, construction costs, absorption rates, price gaps, and financial and regulatory requirements), especially during negotiations with developers. The group voiced that technical assistance to provide this type of information to local governments would be valuable.

Developers who perform market analyses can reach different conclusions on the best types of uses for a particular area. For example, the City of West Palm Beach received rezoning requests for Class A office space within the Brightline station area from one developer, while another developer is pursuing residential development in the same area because he believes there is no market for more office space in this location.

The group suggested that **tracking and disseminating data on development activity within TOD areas** would be valuable. SFRTA completed a market and economic analysis of potential Tri-Rail Coastal Link station areas approximately four years ago. These studies typically have a useful life of three to five years, but provide a useful snapshot that can be compared with future studies to indicate trends and show progress. Some of the market analysis information can be included in a State of the System report, such as Denver's, which was highlighted in the presentation. Kim Delaney suggested it would be helpful to regularly **collect and track data on development activity, demographics, and economic and market dynamics.** Ms. Delaney also suggested the idea to establish local expertise to assist local governments in evaluating development proposals using pro-forma analysis.

Participants discussed a suggestion to ask a representative from AAF to join the TOD Working Group to get a better perspective from an active developer. AAF may be willing to participate because a representative of AAF currently sits on a Miami-Dade MPO advisory committee. However, AAF may not openly share their financial expertise because they have a vested interest in developing in station areas.

Parking

Local governments need to effectively control parking requirements in TOD areas, and should begin thinking of parking as infrastructure. When developing station area plans and updating comprehensive plans and zoning codes, local governments should consider parking location, quantity, and need. Participants noted that parking can eventually begin to generate revenues and surface parking lots can evolve into building footprints, as redevelopment occurs.

Connectivity for Bicyclists and Pedestrians

A State of the System Report could also include information about each station area's connectivity for bicyclists and pedestrians.

Large blocks make it harder to walk or bike from the station area to a final destination. Station areas should have efficient connections for both pedestrians and bicyclists to increase efficiency and decrease travel time. Pedestrian bridges can increase connectivity, but they must be designed to make it easy to cross. If a pedestrian bridge is poorly designed, pedestrians will view the bridge as an obstacle and choose to cross the street at grade.

<u>Next Steps</u>

The TOD Leadership Committee will develop draft recommendations for the 10 initiatives and present their recommendations to the larger Working Group at the August 2016 meeting.

AGENDA ITEM #3: SURVEY RESULTS

In prior meetings, the TOD Working Group agreed that outreach and assistance to local governments is a high priority. The group had asked facilitators to develop a survey that asks local governments to identify challenges to implementing TOD. In March 2016, the TOD Leadership Committee suggested the survey inform and advertise a series of workshops for local governments. (The workshops are discussed in greater detail in Agenda Item #4.)

Following the Leadership Committee's guidance, Renaissance developed and distributed a survey for local governments in April. Shane Laakso presented the survey results, which included 21 responses at the time of the May 6 meeting.

As of May 12, a total of 30 responses have been received. Responses are summarized below.

Question 1: What type(s) of transit service do you envision serving your community in the future?

- Rail (Heavy Rail, Commuter Rail, Light Rail, or Streetcar): 80%
- Premium Bus (Bus Rapid Transit, Express, or Limited Stop Bus Service): 57%
- Local Fixed Route Bus: 53%

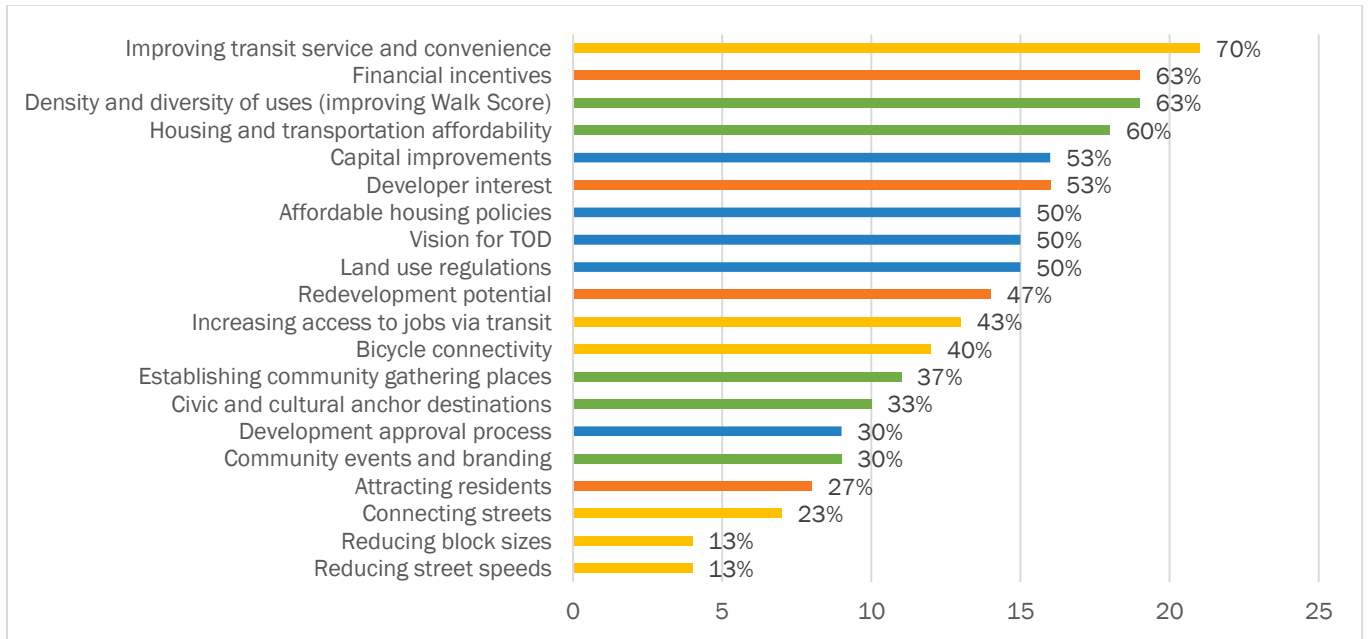**Question 2: How would you describe the type of development in your community?**

- Both Urban and Suburban: 60%
- Urban: 23%
- Suburban: 17%

Question 3: Which aspects of TOD are the most challenging for your community? Which aspects of TOD would you like to learn more about?

The choices for this question reflect the 20 measures of TOD Readiness.[2] The colored bars in the bar graph of results represent the four categories of readiness measures:
- Orange – Transit Service and Multimodal Transportation Infrastructure
- Red – Market Dynamics
- Green – Social Characteristics (Community Vibrancy)
- Blue – Policies

---

[2] See http://planfortransit.com/resources-2/florida-transit-oriented-development/.

Chart data:
- Improving transit service and convenience: 70%
- Financial incentives: 63%
- Density and diversity of uses (improving Walk Score): 63%
- Housing and transportation affordability: 60%
- Capital improvements: 53%
- Developer interest: 53%
- Affordable housing policies: 50%
- Vision for TOD: 50%
- Land use regulations: 50%
- Redevelopment potential: 47%
- Increasing access to jobs via transit: 43%
- Bicycle connectivity: 40%
- Establishing community gathering places: 37%
- Civic and cultural anchor destinations: 33%
- Development approval process: 30%
- Community events and branding: 30%
- Attracting residents: 27%
- Connecting streets: 23%
- Reducing block sizes: 13%
- Reducing street speeds: 13%

Question 4: Would your community be interested in evaluating the TOD potential for a specific location?

- Yes: 62%
- No: 37%

Question 5: The Southeast Florida TOD Working Group is considering hosting a series of workshops on TOD readiness, TOD site planning, and market analysis. If you are interested in attending a workshop please provide your name, your email address, your community's name, and other suggestions for workshop topics below.

Question 5 provided space for respondents to write in their name, email address, community name/organization, and suggestions for workshop topics.

Eleven people from nine communities or organizations provided their information. Additionally, four respondents included suggestions for additional workshop topics:

- Addressing public fear of density and attachment to automotive transportation
- Support for TOD advocacy and translating TOD into regulations
- Developing policy for TOD
- Master planning TODs

AGENDA ITEM #4: TOD LEADERSHIP COMMITTEE REPORT: WORKSHOPS FOR LOCAL GOVERNMENTS

Steve Mackey presented the TOD Leadership Committee's recommendation to host a series of three workshops for local governments.

Workshop Format

Each workshop could consist of two parts:

1. An educational session with presentations to teach participants about the topic

2. An interactive work session to apply the concepts presented to a station area of their choosing.

At the conclusion of the workshop series, participants would have a package of materials they could use to facilitate TOD in their own community.

Workshop Topics

Mr. Mackey proposed three workshop topics the Leadership Committee suggested at the March 2016 meeting:

1. **Fundamentals of TOD**: This workshop could focus station area spacing and mode speeds; system, corridor, station, and site level planning considerations; catchments and place types; station area planning principles; and aspects of TOD readiness. The interactive component could include a high-level evaluation of TOD readiness and inventory of station area assets.

2. **TOD Site Design**: The second workshop could educate participants on TOD design principles, comprehensive plan policies, model regulations, working with developers, and providing adequate infrastructure. The interactive component could help participants create a conceptual site plan for a property within the station area.

3. **Market Dynamics and Economic Analysis**: The final workshop could teach participants about market analysis - examining metrics, assessing potential growth, understanding market strengths and weaknesses, and identifying key opportunities. The interactive session would include an examination of financial feasibility for a project in the local government's station area.

Discussion

The group discussed the potential workshops proposed.

Marketing the Workshops

Alex Hansen suggested emphasizing that **TOD can apply to both rail and bus** when marketing the workshops to local governments, and Richard Lorber agreed. The City of North Miami Beach is interested in targeting TOD at the bus transit hub at the 163rd Street mall, which currently accommodates 14 bus routes. Participants suggested workshop facilitators convey the differences between rail based and bus based TODs.

Kim Delaney indicated that TCRPC and SFRTA will engage four communities in a similar station area planning exercise through the Tri-Rail Coastal Link TOD Pilot Program (see discussion under Agenda Item #1). Ms. Delaney suggested the workshops be clearly marketed to **prevent confusion with the TOD Pilot Program**. Ms. Delaney also noted that some cities may decline to participate in the workshops because they are already experiencing significant development pressure.

Market Analyses and Pro-Formas

Participants agreed that providing resources and education to assist local governments in negotiating with developers and understanding the financial aspects of development would be valuable. Many local governments and CRAs do not have the capacity or capability to perform a market analysis. The third workshop would help local governments better understand the development process from a developer's perspective and identify assets that can help create TOD.

Participants debated what level of pro-forma or market analysis would be most appropriate for the interactive session. The goal of the workshop is not to teach participants how to conduct a full pro-forma analysis – this could be conducted as part of individualized technical assistance. The workshop could present concepts of a pro-forma at a general level and elements local governments should look for when reviewing an active project. The goal of the workshop would be for city staff to understand what a pro-forma is, how developers use pro-formas, and how city staff can use the pro-forma analysis to negotiate more effectively.

Workshop Structure

Alex Hansen suggested that having 3-4 months between each workshop may reduce attendance. He suggested condensing the three workshops into two or reducing the time between each workshop. Others noted that maintaining the time between workshops could allow the participants to digest the information and return to the next workshop with more information about local sites, improving the next workshop's outcomes. Additional time could also allow participants to develop follow-up questions.

Next Steps

Meeting facilitators will draft a more detailed annotated outline of the workshop series and a draft agenda for Workshop #1 for the Leadership Committee to discuss at their next meeting.

Future Meetings

The next TOD Leadership Committee meeting will be held in late June 2016. Facilitators will coordinate with the Leadership Committee to determine the best date and location.

The next TOD Working Group meeting is currently scheduled for Friday, August 5, 2016 from 9:00 am to noon. The meeting location is to be determined.

Please contact Shane Laakso if you are interested in hosting future meetings at SLAAKSO@citiesthatwork.com or 561-404-7261 x157.