

EN-R01

ROLES AND RESPONSIBILITIES OF STAKEHOLDERS



Standardized analysis of stakeholders involved in
planning and implementing TOD

Type: Reference Document



INTRODUCTION

Experiences show that collaboration is a key ingredient to creating an environment that enables the promotion of TOD. Identifying partnerships early-on between different levels of government, multiple transportation and planning agencies, security agencies, agencies involved in infrastructure works, private developers and citizen groups are essential to overcoming political and economic hurdles in creating successful and safe TODs.

As TOD is a new concept, lower and middle income countries typically do not have the regulatory frameworks in place that allow for flexibility in zoning regulations and enabling road safety measures, incentives in exchange for infrastructure improvements, or use of financing tools such as land pooling. Ensuring an enabling environment for transit-oriented development is an attractive proposition for developers and users, requiring public-sector contributions and political will.

Disclaimer: *The Transit-Orientated Development Implementation Resources & Tools knowledge product is designed to provide a high-level framework for the implementation of TOD and offer direction to cities in addressing barriers at all stages. As the context in low and middle-income cities varies, the application of the knowledge product must be adapted to local needs and priorities, and customized on a case-by-case basis.*

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PURPOSE

During the assessment stage, it is crucial that factors that enable local governments to initiate, plan and implement successful TOD projects be identified from the beginning. Strong leadership and support may include actions such as issuing policy directives to require transit systems to maximize land development potential, advocating for a community-driven neighborhood planning process in TODs, ensuring safety for all road users – especially vulnerable users (pedestrians and bicyclists) or bringing private sector players to undertake TOD projects in a city. This tool identifies the roles and responsibilities of the various stakeholders included in a coordinated TOD implementation programme.

RESPONSIBILITIES FOR VARIOUS STAKEHOLDERS

STAKEHOLDER	ROLES AND RESPONSIBILITIES
<p>LOCAL GOVERNMENTS</p>	<p>Systems (transit and infrastructure) planning, master planning (city and corridor), local area planning (station area and neighborhood), development control regulations and building by-laws, site plan review and approvals, infrastructure upgrades, land assemblage, active marketing of TOD opportunities, developer incentives, secure financing, enforcement (traffic police) and public outreach</p>
<p>TRANSIT AGENCIES</p>	<p>Infrastructure investment, station design, systems planning, transit service, land assemblage, active marketing of TOD opportunities, secure financing and joint development of stations with the private sector</p>
<p>REGIONAL PLANNING AGENCIES OR METROPOLITAN AUTHORITIES</p>	<p>Long-range transportation planning, regional transit planning, regional growth management, technical assistance to local agencies and monitoring of urban transport funds</p>
<p>INFRASTRUCTURE AGENCIES/ PUBLIC WORKS</p>	<p>Support planning and transit agencies in formulating short-range and long-range goals, developing mechanisms for achieving these goals, provide technical assistance and expertise to support urban growth and safety, help develop infrastructure</p>
<p>POLICE & SECURITY AGENCIES</p>	<p>Prepare and maintain road crash data inventory, identify road safety and security concerns within the city and station areas, review design interventions and safety plans</p>
<p>PRIVATE SECTOR ENTITIES</p>	<p>Provide financial support for TOD implementation, joint development of infrastructure in public-private partnerships, construction, investment in real estate and funding transport system operations</p>
<p>CITIZENS, NGOs AND ADVOCACY GROUPS</p>	<p>Advocacy for NMT improvements, community participation in planning and design, get educated, attend planning meetings and advocate for high-quality design</p>
<p>ELECTED OFFICIALS</p>	<p>Developer and citizen awareness about the benefits of TOD, changing regulatory climate, advocate transportation demand management policies and local economic development incentives</p>
<p>BUSINESSES/REAL-ESTATE DEVELOPERS</p>	<p>Joint development with transit agencies, public-private partnerships, affordable housing construction, private sector investment in real estate and employee incentives</p>
<p>STATE GOVERNMENT</p>	<p>Policy changes, funding assistance, capacity building, technical assistance, Land and Market Reforms</p>
<p>CENTRAL GOVERNMENT</p>	<p>Policy changes, guidelines formulation, funding assistance, and capacity building</p>

COMMUNICATION BETWEEN STAKEHOLDERS

The government needs to facilitate TOD proposals that are intrinsically based on the urban context of the city. The transit agencies within each level of government, aside from being managers and planners, need to be leaders in preparing and implementing TOD. They also need to adapt to a new organizational hierarchy that can handle the planning and implementation, as well as the long-term management of the TOD system. Typically, responsibilities for various stakeholders in a coordinated TOD implementation programme at the city scale, for example, would include a back and forth communication as shown below. Similar communication patterns will need to be defined at the corridor, station area, and site scales for efficient collaboration between stakeholders

