

IM-H02

HOW TO DEVELOP A TOD PHASING STRATEGY



Methodology to help develop phasing strategies
for a TOD project or program

Type: Step-by-Step Guide



ABOUT THE IMPLEMENTATION TOOL

Implementing TOD is both a time and resource-intensive undertaking. As such, a phased approach to transit-oriented development is key to success over the long-term. Phasing allows for development to be scheduled based on factors such as overall time frame, resource availability, priority to the city, possible risks and the required stakeholder responsibilities. ‘Quick Wins’ are generally the first activities to take place in a TOD, as they bring about positive changes for a city with little risk or financial/time constraints. This allows the transit-oriented development to enhance public buy-in and reputation. Consequently, activities that are higher risk and financially or resource intensive are scheduled for the long-term, providing a buffer for contingencies, potential resource delays and budgetary constraints.

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

This tool aims to assist with the creation of a phasing strategy for TOD that accurately represents city priorities, the resource considerations at play and the possible risks during each stage of activity. Establishing ‘quick wins’ in the short-term and achieving overall goals and visions in the long-term will become possible through the scheduling resources available with this tool. An overall phasing strategy, guided by the underlying resource, budgetary and time constraints, should be determined through the step-by-step process provided. An effective phasing strategy for the implementation of TOD must include risk management strategies that can avoid common pitfalls. (Carlton and Fleissig 2014).

References

Carlton, I., and Fleissig, W. (April 2014). *Steps to Avoid Stalled Equitable TOD Projects*. Living Cities.

TIME FRAME AND RESOURCE IMPLICATIONS

TIME FRAME

The total time required to complete each activity must be estimated as shown below:

TIME REQUIREMENT FOR EACH ACTIVITY			
Stage No.	Time estimation	Required time buffer	Total time required
	(Define the number of hours/days required to complete each stage)	(Estimate buffer time to be prepared for any contingencies)	(Sum of the previous two columns)
S1			
S2			
S3			

RESOURCE IMPLICATIONS

The human resource and financial requirements for every stage of the activity must be taken into account while scheduling the activity.

RESOURCE REQUIREMENTS AND RISK MANAGEMENT FOR EACH ACTIVITY			
Stage No.	Resources	Budget Responsible	Risk Management**
	(Define the financial resources and/or number of hours/days required per annum to sustain this stage)	(Specify which organization will provide the required human and/or financial resources)	(Describe the risks for each stage and list out measures that are set in place, in order to proactively manage them)
S1			
S2			
S3			

**** Risk Management:** Some common risks associated with TOD implementation (Carlton and Fleissig 2014) include:

1. Components of affordable housing and placemaking investments increase the cost and resource ambiguities associated with implementation.
2. Redevelopment or land amalgamation projects tend to overstep timelines because of complexities related to a large number of stakeholders.
3. Higher level planning decisions are not always responsive to market trends and demands, which may increase the time taken for projects to be adopted for development. This may also cause miscalculations of finance needs.
4. Market conditions may change during the process of TOD implementation. News of TOD planning can cause market speculation that can change market conditions also.
5. Feasibility studies may miscalculate the viability of TOD projects. This may not bring in the returns envisioned in the initial assessment and lead to derailment of the financing order.
6. Other parallel activities such as infrastructure investments can influence the implementation of dependent TOD activities.
7. It is important to know where gap funding may be needed, so as to keep the project on track.

01 DEFINE THE ACTIVITIES TO BE CONDUCTED

Many smaller activities need to be identified and listed, specifically related to addressing the desired outcomes of the TOD Plan. For example, improving pedestrian mobility requires activities such as widening of sidewalks, improving crossings, building pedestrian facilities, etc. As such, each activity should be listed against the TOD desired outcome.

‘Quick Win’ Activities should be identified at this stage. These are projects that have minimal risks associated with them and are capable of assured success. These projects help to set the stage for the rest of the project, enabling greater public acceptance.

02 DEFINE THE STAGES FOR EACH ACTIVITY

Define the stages that each activity has to go through from inception to completion, such as pre-planning, planning and design, implementation and monitoring. For each stage, resource requirements vary and these need to be considered in Step 4.

03 DEFINE THE TIME FRAME AND RESOURCE NEEDS FOR EACH STAGE

For each stage within each activity, define the amount of time required and the resource and budgetary needs. Ensure that a buffer is considered for contingencies, to avoid delay or cash flow issues during subsequent stages of the activity.

04 DEFINE SCHEDULING AND PHASING OF ACTIVITIES

Scheduling and phasing of activities should be defined based on the following:

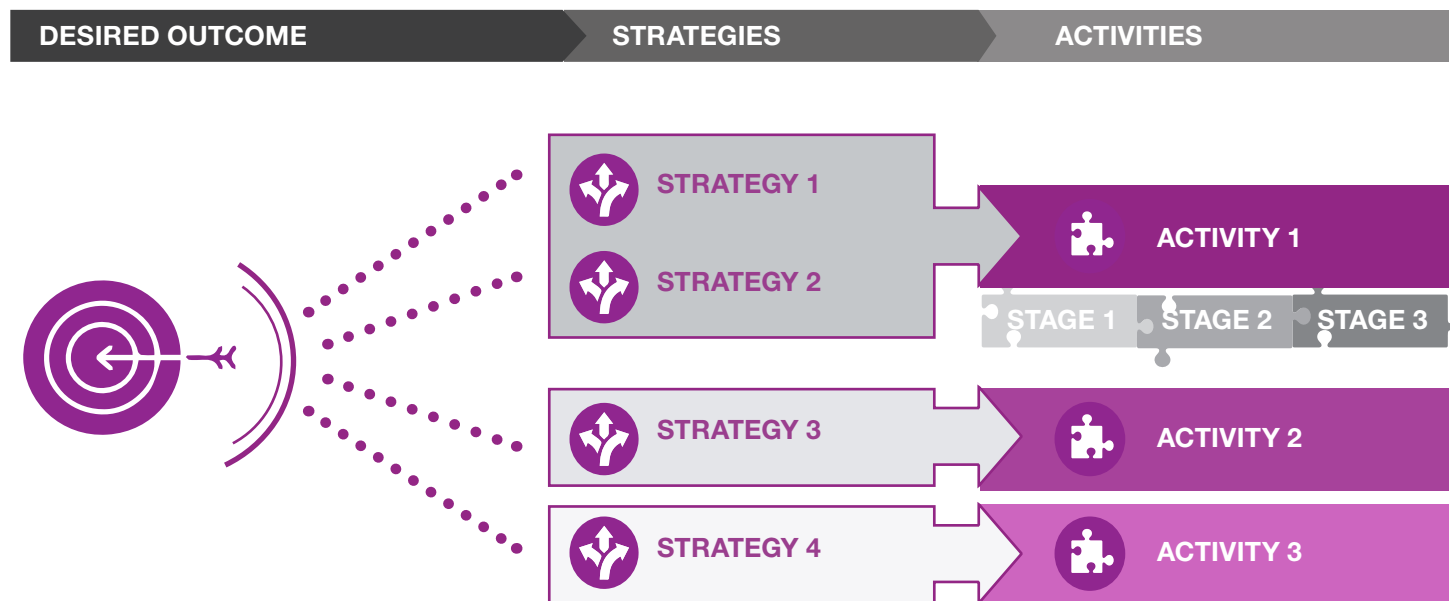
- **Prioritization** depending on immediate needs, ease of implementation or definition of ‘Quick Win’ projects.
- **Resource considerations** such as availability of equipment or staff. The Critical Path Method or similar should be used to appropriately plan resource distribution
- **Possibility of risks** during each stage of the activities. Risks should be minimized through scheduling in the appropriate season or similar.

05 IDENTIFY STAKEHOLDERS WHO WILL MANAGE EACH ACTIVITY

Define roles and responsibilities clearly for each activity, including planning, implementation and post-implementation responsibilities. Identify regular accountability mechanisms to ensure the timely delivery of the project.

SUMMARY OF ACTIVITIES AND PHASING

SUMMARY OF ACTIVITIES



Create a detailed list of activities required to complete the project and specify the following for each of them:

SUMMARY OF ACTIVITIES						
Outcomes	Strategies	Activity	Time frame for each activity	Budget Requirement	Resource Requirement	Agency/ Organization Responsible
(Input the overall outcome required)	(Define the broad strategies required to achieve the desired outcome)	(Describe the activity type. For eg. Project Program Policies)	(Total time duration to complete each activity including all stages)	(Financial requirement to sustain each activity)	(Resource requirement for each activity)	(Organization responsible for planning and implementation of this activity)

SCHEDULING AND PHASING OF ACTIVITIES

SCHEDULING AND PHASING

Taking into consideration the time frame for each activity, financial and human resource availability and the risks involved in each activity, the project must be scheduled and phased as shown below. It must take into account activities that have the possibility to be implemented in parallel and the activities that require the completion of a previous task before augmentation.

