EN-C02
THE TOD ‘ROLE-OUT’ - A STAKEHOLDER ENGAGEMENT GAME
An interactive game for cross-agency coordination and visioning

Type: Reference Document
INTRODUCTION

OBJECTIVE:
The TOD ‘Role-Out’ is a stakeholder engagement tool, to be conducted in the form of a game. The game allows for collaborative decision-making with various stakeholders to make them understand each other’s motives, possible trade-offs and how individual interests can be better aligned for successful implementation.

FORMAT: WORKSHOP

TYPICAL TIME: Two hours for a quick process or a half-day session for a thorough discussion.

SESSIONS:
The game includes two sessions:
» Conduct SWOT Analysis
» Develop Station Area Programming Alternatives and Concept Plan

AUDIENCE(S):
Invite participants from across the project’s organizational spectrum to ensure thorough stakeholder mapping.
» Primarily involves public sector/agency stakeholders
» Can be extended to select private stakeholders such as NGO’s and developers, as well as mayors and political decision-making stakeholders

IDEAL ENGAGEMENT SIZE:
Maximum 40-50 stakeholders. Participants are sitting around a table in groups of 8-10 people. Groups can be created by randomly picking up participants, however, a diverse team is recommended to broaden the view and understand the tradeoffs more accurately. Provide 1 facilitator to guide the discussion.
Print the pre-prepared suit of cards on 4.1 x 5.8 in. The cards are organized similarly to a suit from a deck of cards—9 cards, with each card presenting a stakeholder responsible in a coordinated TOD implementation programme. Each card includes a list of priorities (differing motives of various stakeholders), trade-offs (to understand the motives of each stakeholder) and incentives (how interests can better be aligned for successful implementation).
Print the pre-prepared worksheets preferably on 8.5x11 inches or 11x17 inches.

The game includes two worksheets in a standardized format. The first worksheet summarizes the Strengths, Weaknesses, Opportunities and Threats (SWOT) from the perspective of all the stakeholder roles being played out. The second worksheet is to be used to develop the programming for the Station Area.

**WORKSHEET 1: S.W.O.T. ANALYSIS**

List minimum five – favorable conditions that need to be built upon (Strength); unfavorable conditions that need to be considered (Weakness); potential improvements and favorable conditions that will help the project achieve the goal (Opportunities); and potential barriers that may impede the realization of project goals (Threats).

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<th>OPPORTUNITIES</th>
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**Thinking Points**
- Urban Design & Placemaking
- Land Use Attributes
- Access to Transit
- Parking Management
- Housing Diversity
- Development Context: Redevelopment/Greenfield

**WORKSHEET 2: STATION AREA PROGRAMMING & CONCEPT PLAN**

Select one scenario based on what is allotted to the group to decide how the TOD Station Area may evolve over time:

**SCENARIO 1: PRIORITIZING TRANSPORTATION**

The different transportation modes (bus, bicycle, cars, etc.) and the infrastructure and amenities (lanes, parking spots, transit stops, stations, sidewalks, etc.) that allow residents to travel safely, conveniently, and comfortably whichever mode they choose.

**SCENARIO 2: PRIORITIZING PUBLIC SPACES**

The public spaces (plazas, patios, parks, sidewalks, etc.) that form the transition between transportation facilities and buildings, also known as ‘the spaces between’ where the life of the city plays out. Can be public or private property, but should be designed to be accessible, friendly, and fun for all.

**SCENARIO 3: PRIORITIZING DEVELOPMENT**

The built-up areas, or urban development parcels, where different human activities occur that support varied housing, employment, shopping, and other uses. In the TOD model, buildings should relate to and activate surrounding open spaces and support transit ridership by adequate density.
A large base map (preferably 33.1x46.8 inches or 23.4 x 33.1 inches) that includes:

- Transit station location with 400m (5min walk) and 800m (10min walk) radial circle centered on the station
- Existing road network
- Natural environment systems including greenways, waterways and open spaces
- Existing building footprints, including developments and destinations

Kuvempu road station area is one of the older residential areas of Bangalore. It consists of parts of Gayathrinagar, Prakashnagar and Mariyappanapalya. Designed as industrial workers housing layouts, these areas have a dense street network connecting various landmarks of the station area.

As indicated below, educational and religious institutions form a major part of the destinations followed by cultural, recreational and eateries.

Some of the key destinations include, Gayathri Devi park, Navrang theatre, KLE college, Vasila masjid and Harishchandra ghat.
MATERIAL REQUIRED

**MATERIAL REQUIRED:**

**Visual Aids:**
A visual library of examples to describe TOD scenarios to be considered during the game:
- Presentations
- Annotated pictures to orient people to the TOD area
- Videos
- Printouts

**Documentation:**
- Flipchart paper for listing audience’s priorities
- Sticky notes of different colors, markers and pens for working on the base map
- Camera to capture the results
ACTIVITY 1: SWOT ANALYSIS

» Each group is given five minutes to describe and characterize the core elements or unique abilities of the station area. The players can use the working sheets to write their ideas and sticky notes to mark the ideas spatially on the map. Repeat the process for all four headings (S.W.O.T).

» After 20 minutes, initiate a group discussion with the goal to create a summary of SWOT and identify top 10 under each heading.

ACTIVITY 2: STATION AREA PROGRAMMING & CONCEPT PLAN

» With a strong understanding of the strengths and problems of the area, each group is handed over a scenario to decide how the TOD Station Area may evolve over time.

» Each group is given 1.5 hrs of time to come up with the programming and to sketch a concept plan on the base map.

» A member of the project team then reports back on the ranking of projects/ideas based on their scenarios.

» At the end of the activity, project goals and priorities are summarized for all three scenarios. Reoccurring key issues/ideas are taken forward to guide the project.
THE TOD ‘ROLE-OUT’

Supporting tools - Cards
City Transportation Planner
TOD Brainstorming Game

Chief Town Planner
TOD Brainstorming Game

Real Estate Consultant (City)
TOD Brainstorming Game
**PRIORITIES**
- Ensure highest and best use of city owned properties within the TOD area
- Economic benefits resulting from development through land value capture
- Land monetization through redevelopment of vacant/underdeveloped parcels in close proximity to transit station
- Destination creation and enhancing market value of the TOD area

**TRADE-OFFS**
- Higher property values vs. mixed-income housing
- Owner-occupied housing vs. renter-occupied housing
- Short-term returns vs. long-term market creation

**INCENTIVES**
- Increased opportunities in attracting development interests within TOD areas
- Access to a more robust market and upgraded building stock for future investments
- Opportunities to build long-term government contracts to realize TOD visions

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**PRIORITIES**
- Enforce existing planning & development regulations
- Increase formal supply of mixed-income housing stock
- Promote enhanced accessibility
- Placemaking through urban design interventions
- Encourage mix of uses & equitable development

**TRADE-OFFS**
- Permitting development in greenfield vs. redevelopment of gov’t sites in TOD area
- High-value market-rate housing vs. affordable housing
- Blanket FAR vs. differential FAR along the transit corridor
- Increased congestion at concentrated areas vs. balanced distribution of jobs and residents regionally
- High-rise building vs. context-specific design

**INCENTIVES**
- Discounted infrastructure charges by managing development growth
- Private sector contribution in improving access to public realm improvements
- Streamlined development approvals

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**PRIORITIES**
- Minimize impacts of traffic congestion
- Boost transit ridership
- Promote walkability and cycling
- Create a seamless integration between transit modes

**TRADE-OFFS**
- Utilize the right-of-way for movement of traffic vs. movement of people
- Reduced parking vs. alternative transportation modes transportation
- Increase transit coverage vs. provide an efficient, coordinated transit service

**INCENTIVES**
- Funding for transit and street improvements
- Private sector investment in the public realm
- Preserve the environment
Private Developer

Resident

Non-Profit Activist

TOD Brainstorming Game
**PRIORITIES**
- Ensure social equity in neighborhoods
- Preserve the environment
- Minimize impacts of traffic congestion
- Promote walkability and cycling
- Limit sprawl & related costs of infra.
- Ensure mixed-income housing

**TRADE-OFFS**
- Preserve environment vs. economic growth
- Income equality vs. increased investment
- Integrate marginalized sections vs. improve investment image
- Maintain affordability near transit vs. higher land values

**INCENTIVES**
- Community participation in decision-making
- Integration of social infrastructure and services in TOD projects
- Mandatory affordable housing provisions in market-rate housing
- Provision of open space

**PRIORITIES**
- Preserve neighborhood character & identity
- Improve the overall quality of life with environmental, social and cultural investments
- Reduce resident commuting times
- Maintain affordability in the area
- Ensure safety and security in the neighborhood

**TRADE-OFFS**
- Remove blight and deterioration vs. resistance to change through redevelopment
- Invest in public realm infrastructure upgrades vs. resistance to increased user costs for better services

**INCENTIVES**
- Community participation in decision-making
- Integration of community facilities
- Inclusion of public spaces
- Promotion of local businesses

**PRIORITIES**
- Receive financial return on investment
- Availability of land in close proximity to transit
- Public realm infrastructure in place

**TRADE-OFFS**
- Long-term investment in TOD projects vs. short-term returns on automobile-oriented uses
- High-value market-rate housing vs. affordable housing
- Open Space

**INCENTIVES**
- Increased FARs allowed by right
- Site assemblage and land banking
- Impact fees and tax waivers and long-term tax subsidies
- Expedited development approval in TOD areas
- Discounted infrastructure charges
- Relaxation of development controls
01
Representative: National/State-level Transport Agency
TOD Brainstorming Game

02
Engineer: State-level Public Works/Infrastructure
TOD Brainstorming Game

03
Elected Official (Mayor)
TOD Brainstorming Game
### PRIORITIES
- Create more jobs
- Reduce transportation costs for constituents
- Increase municipality’s tax base and property values
- Distribution of benefits across society
- Improvements to public realm
- Ease of doing business

### TRADE-OFFS
- High-density development vs. infrastructure capacity
- Attractive development vs. affordable housing
- Environment quality vs. intense development
- Displacement of informal settlements vs. in-situ redevelopment

### INCENTIVES
- Land monetization tools
- Increased private sector investment
- Private sector contribution in improving access to public realm improvements
- Streamlined development approval

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### PRIORITIES
- Reduce peak period traffic congestion
- Encourage transit and non-motorized travel
- Reduce per capita vehicle travel
- Improve access & reduce need for travel
- Upgrade aging infrastructure, especially in urban infill/redevelopment areas

### TRADE-OFFS
- Right-of-way dedicated for additional lanes vs. public transit
- Reduction in regional vehicle miles traveled (long-term) vs. traffic congestion in areas with concentrated densities (short-term)
- Investment in aging infrastructure vs. new infrastructure in greenfield/semi-urban TOD areas

### INCENTIVES
- Impact fees or value capture mechanisms to fund infrastructure improvements
- Cross-sector coordination to avoid duplication of projects

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### PRIORITIES
- Increase transit ridership
- Maximize land value capture opportunities
- Maintain flexibility in station standards and multi-modal integration
- Increase revenues from non-fare box sources

### TRADE-OFFS
- Maximize coverage vs. high ridership
- Reduced parking vs. park-and-ride
- Fare-box revenues vs. affordable transit

### INCENTIVES
- Joint Development with private sector
- Permissible development above stations (air rights)
- Increased densities allowed based on transit ridership
List a minimum of five favorable conditions that need to be built upon (Strengths); unfavorable conditions that need to be considered (Weaknesses); potential improvements and favorable conditions that will help achieve project goals (Opportunities); and potential barriers that may impede the realization of project goals (Threats).

**Thinking Points**
- Urban Design & Placemaking
- Land Use Attributes
- Access to Transit
- Pedestrian and Cycle Mobility
- Parking Management
- Housing Diversity
- Development Context: Redevelopment/Greenfield
Select one scenario, based on what is allotted to the group, to decide how the TOD station area may evolve over time:

**SCENARIO 1**
PRIORITIZING TRANSPORTATION

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BRT Stop, Curitiba, Brazil