



## The Southeast Florida Regional Vision and Blueprint for Economic Prosperity

### *Introduction*

The Southeast Florida Regional Partnership includes over 200 organizations from a very diverse and linear region extending 295 miles from the Florida Keys in the south to the Sebastian Inlet to the north. Southeast Florida is also a region that has grown rapidly during the past 50 years. Although the region's rate of growth has slowed, it is expected to resume once the national economy rebounds.

During this pause in growth, the Partnership has embarked on a bold new initiative – the development **Southeast Florida's Regional Vision and Blueprint for Economic Prosperity (Regional Vision and Blueprint)**. The Regional Vision and Blueprint will enable the region's organizations, residents, visitors, and businesses to work in unison to address the region's most pressing challenges and opportunities and to achieve shared goals for the optimal Southeast Florida of tomorrow.

The Partnership has developed the following mission statement to guide the visioning and blueprint process:

*The Southeast Florida Partnership will create and implement a Regional Vision and Blueprint for a vibrant and resilient economy; socially inclusive, sustainable, and equitable communities; and environmental sustainability.*

The Partnership will take the following six steps to achieve and sustain its Regional Vision and Blueprint:

- Build long term collaborative partnerships;
- Build and support the region's leadership capacity;
- Measure where the region currently is and where it will likely be if trends continue (current conditions and trend analysis);
- Identify a vision of the future with better outcomes than identified in the current conditions and trend analysis;
- Engage communities in developing plans and achieving the Regional Vision and Blueprint with an emphasis on equitable and achievable outcomes; and
- Develop strategies to implement the Regional Vision and Blueprint and measure progress towards the Regional Vision and Blueprint outcomes.

### **A Vibrant and Resilient Region**

The current economic downturn has made it clear that Southeast Florida cannot continue to rely primarily on population growth and new development as an economic engine. Further, due to historic

growth patterns, most of the region’s public, private, and civic institutions are aligned locally, not regionally, and often fail to reflect the diverse population groups within the region.

That fragmentation hampers Southeast Florida’s ability to effectively compete as a unified force in today’s global marketplace where metropolitan regions are the unit of economic competition. When making a business investment decision, companies look at the resources of a region, not an individual community or county.

To be competitive in the global marketplace and create a vibrant and resilient region and economy that benefits all residents and communities, the following values will guide the Partnership’s actions:

- **Think regionally and act collaboratively to advance shared regional priorities.** The Partnership’s primary goal is to provide a regional forum for discussion and consensus building on issues of importance to Southeast Florida. The Partnership includes more than 200 organizations today and its membership is anticipated to grow over time. Through issue specific work groups and other committees, the Partnership will create and sustain the broad-based regional collaboration needed to develop and approve the Regional Vision and Blueprint for Economic Prosperity. The Partnership will also work to advance those priorities through individual and collective action.

The Partnership recognizes that the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) entered into a Sustainable Communities Agreement last June 16, 2009 that announced their interagency partnership “to help American families in all communities – rural, suburban, and urban – gain better access to affordable housing, more transportation options, and lower transportation costs...while simultaneously protecting the environment, promoting equitable development, and helping to address the challenges of climate change.” To this end, the Regional Vision and Blueprint will suggest to the federal government how better to coordinate transportation, environmental protection, and housing investments and strategies in this region. The Partnership has agreed to support and advance the “Livability Principles” articulated by the federal interagency partnership in addition to a seventh principle adopted by the Partnership related to climate change resiliency.

<b>Livability Principles</b>
1. Provide more transportation choices
2. Promote equitable, affordable housing
3. Enhance economic competitiveness
4. Support existing communities
5. Coordinate policies and leverage investment
6. Value communities and neighborhoods
7. Enhance community resilience to the impacts of climate change

- **Embrace the region’s diversity and need for economic and social equity.** Regional prosperity depends on regional equity and enabling all residents to succeed. To that end, the Partnership will provide, to the extent possible, the opportunity for every member of the community to participate in this regional visioning and planning process. It will do that by providing:

- An **equitable process** where traditionally under-represented populations are included in all phases of planning and outreach activities;

- ***Equitable decision-making*** that expands regional leadership structures to ensure broad representation in the decision-making process; and
- ***Equitable outcomes*** to ensure outcomes positively impact all populations in the region.

## Addressing Major Issues

The Partnership has identified 10 major issues related to the future of Southeast Florida as a region, including the overarching issues of economic prosperity and inclusive regional leadership. The issues are as follows:

- Economic development
- Housing
- Transportation
- Water
- Environment
- Climate resiliency
- Community assets and culture
- Education
- Healthy communities
- Inclusive regional leadership

The Partnership intends to create work groups to identify regional opportunities and challenges and recommend potential goals, objectives, and strategies in each of these 10 areas. It is likely that some related areas (for example, economic development and education) will be combined into joint work groups to facilitate cross-cutting conversations. These work groups will serve as the initial structure for involving regional stakeholders and the public in developing the Regional Vision and Blueprint for Economic Prosperity. The findings and recommendations of the work groups will be integrated through the work of the overall Partnership, the Sustainable Communities Grant Consortium, and the Executive Committee, as discussed in Activity 1.

### ***Economic Development***

The region's most pressing issues are high unemployment and over-reliance on industries that are tied to the region's population growth, which means that they are influenced by migration trends and swings in consumer confidence and spending. The result is over-exaggerated and problematic economic cycles that are particularly acute in lower income and disadvantaged communities. An additional problem is the widening gap between the skills and education of residents, especially those with lower incomes and the many who are unemployed or underemployed, and the skills and education required to access today's jobs. Also important is helping new businesses emerge from within the region, especially from lower income and disadvantaged urban, suburban, and rural communities – ranging from distressed

inner cities and their surrounding neighborhoods to depressed rural communities surrounding Lake Okeechobee. Strategies to support emerging and existing businesses include establishing communities or districts that nurture creativity and innovation, creating small business incubators close to transit, providing financial and technical assistance for microenterprises, and working with the region's universities to establish a seven-county science, technology, and research corridor. The region must also seize the once-in-a-generation opportunity to expand its role as a global hub for trade, travel, and investment following the widening of the Panama Canal in 2014. *It is essential, therefore, that the region undertake efforts through a coordinated regional economic strategy to diversify and strengthen its economic base and, in doing so, provide equitable opportunities for creating new businesses and jobs and investments. By helping existing businesses to expand and creating an environment where new businesses are created and nurtured, economic growth can be achieved. Of equal importance, is the need to empower communities and individuals to compete in an ever-changing economic environment through enhanced educational and workforce training opportunities.*

### **Housing**

The Southeast Florida region has been hit hard by the burst of the housing bubble that pushed housing prices up beyond the reach of most homebuyers. Despite the non-sustainability of these prices, all projections indicate that housing affordability, even with the dip in prices, likely will remain a major regional issue given the concurrent drop in household incomes. Rental costs for affordable units continue to be above national standards resulting in the region having the highest percentage of residents paying more than 50% of their income for housing. Today, while housing prices have receded, home ownership is still unattainable for much of the workforce which is primarily of low- and moderate income. Affordable rental units are still scarce and a significant distressed inventory of foreclosed and abandoned homes continues to skew the market. Many residents continue to live in auto-oriented communities that are fairly remote from existing job centers. This has resulted in a lack of economic integration and high household housing-transportation costs that places an additional burden on lower income residents. The region must plan to work collaboratively to address the more systemic problems caused by the inequity in housing values and incomes and the lack of housing choice, especially near well-paying jobs. *Our solution is a regional equitable housing plan, tied to more mixed-use, mixed-income, and mixed-housing type development near existing and planned transit options, that better connects safe and affordable housing with employment centers and educational opportunities, services, and other basic needs by workers via multiple transportation options at lower costs. When implemented, the plan will contribute to a lower combined cost of housing and transportation; help foster more open space and safeguard rural landscapes; and reduce traffic congestion, greenhouse gas emissions, and the use of foreign oil. Additional benefits include, but are not limited to, improved air quality; an increase in safe, walkable neighborhoods and improved public health; increased energy conservation; and revitalized community centers with enhanced ties between diverse populations.*

### **Transportation**

Mobility and connectivity are the lifeblood of the region's economic development and vitality, and yet the region's transportation systems are overstretched. Its airports and seaports provide a tremendous economic development advantage because of easy access to global markets. However, as the region

readies for the expanded opportunities which will come with the widening of the Panama Canal, its seaports are reaching physical capacity (both landside and waterside) and too often are not effectively connected to the highway and rail networks. The region's major highway corridors, most notably the Interstate 95 corridor, are at capacity. A significant contributor to congestion is the long commute between where people can afford to live and where they go for jobs and daily services. Two other issues are the predominantly sprawling, low-density, single-use development patterns that have resulted in a largely auto-dependent region and a lack of transit or rail alternatives for moving people and goods. While Miami-Dade has a more mature transit network, transit options in other counties of the Southeast Florida region are more limited. In addition, national, state, and regional sentiment against raising taxes has made it difficult to properly invest in the transportation improvements that are essential to both economic development and livability. Long commutes between jobs and housing, low-density suburban development, and a lack of transit choice have a significant impact on the use of foreign oil, reductions in air quality, and increases greenhouse gas emissions that occur with increases in vehicle miles traveled. *The Partnership must identify and decide how to fund the regional transportation investments needed for economic growth and competitiveness. Those investments need to be made through integration of transportation, land use, and economic development decisions which are essential to achieving a reliable, cost-efficient, financially self-sufficient, fully-integrated, and seamless multimodal transportation system that connects the region and is accessible to all segments of the population and businesses. Such a system of transport should provide to all residents of rural, suburban, and urban communities better access to affordable housing, more transportation choices, and lower transportation costs while simultaneously protecting the environment, promoting equitable development, and helping to address the challenges of climate change (especially sea level rise that may severely impact and/or render inoperative parts of the current transportation system in the Southeast Florida region).*

## **Water**

Water, like transportation, is critical to sustaining a growing economy. It is also the region's life force. Although the region abounds in water, only a small portion is suitable for drinking. As Southeast Florida grows, that limited freshwater supply will become even more depleted. The region needs to conserve its freshwater, retain rain and ground water, and may eventually need to use salt and brackish water for its freshwater supply. Such strategies and others yet to be articulated will likely be more expensive than historic freshwater water supply costs because of the infrastructure and energy needed to conserve, retain, and make salt and brackish water usable as a freshwater water supply. Volatile commodity and energy prices could lead to an increase in the price of the region's fresh water supply. Further, the use of energy to meet the region's water supply needs may counter the region's need to reduce greenhouse gasses. Additional issues to address are the region's exceptionally low level of fresh water reuse and inadequate and aging water infrastructure. The number of communities on septic systems and the quality of outfall flowing directly into the ocean also presents problems. All will be exacerbated by the impacts of climate change, specifically sea level rise, on the region's water supply and its flood control and water infrastructure. Saltwater is already intruding into water wellfields and stormwater retention areas, and rising water tables are causing increased flooding in inland areas. Addressing those issues will require greater coordination among what today are fragmented utilities. *The Partnership must identify how it will work with the region's water providers, residents, and businesses to develop greater*

*coordination and collectively create a water supply plan designed to address the region's long-term water infrastructure needs and more sustainable use of its limited fresh water supply.*

### **Environment**

The natural environment is a key driver of population growth and tourism in Southeast Florida. The Atlantic Ocean, Florida Bay, Florida Keys, Biscayne Bay, coastal beaches and coral reefs, Lake Okeechobee, Indian River Lagoon, and the Everglades, which nearly encircle the region, are among the region's greatest natural and economic assets. However, they have been diminished by encroaching development and environmental contamination due to population growth and engineered alterations to natural drainage systems. That has led to the altered delivery of water, declining water quality, continued loss of habitat, and impaired ecosystem function. Those problems will be exacerbated by the added stressor of climate change, and fixing them must be a national, state, regional, and local priority. The solutions are only possible at the regional scale using a whole system approach. An example is the Comprehensive Everglades Restoration Plan, a \$13.5 billion restoration plan covering over an 18,000 square-mile area that is described as the world's largest ecosystem restoration. Also important to protecting natural systems and the region's food and energy security is the preservation of a viable agricultural economy. That could include connecting local growers and urban dwellers, particularly in communities with little access to affordable healthy food options, and facilitating agriculture's role in the production of renewable energy sources. Conservation of agricultural land uses and community gardening on larger scales will need to be considered. *The Partnership must clearly define how it will cooperatively work to both restore and protect, in perpetuity, the major environmental systems, fresh water supplies, and food sources within and surrounding it. That restoration is all the more critical if the region's natural systems are to be resilient when impacted by major disasters such as hurricanes, extreme storm surges, sea level rise, and fluctuations in rainfall.*

### **Climate Resiliency**

The projected impacts of climate change are acutely relevant to a region that is lined on one side by a low-lying fresh water environment and surrounded on one or more sides by hurricane-prone coastal ocean waters. Sea level rise, which is already evident in some areas, will impact the region's ecosystems.

The region's approach to climate change might need to include two parallel approaches – reducing the greenhouse gas emissions that contribute to climate change (recognizing that the region, by itself, cannot resolve that global problem) and adapting to the impacts of climate change. *The Partnership must work with the public, private, and civic sectors to better understand the likely impacts of climate change, including the likely extent of sea level rise impacts; consider how the region can contribute to reductions in greenhouse gas emissions; and develop a coordinated regional adaptation and resiliency plan designed to protect natural, built, and human communities. Strategies should build on the work of the Southeast Florida Regional Climate Change Compact, best practices and science, and focus on prudent steps to address the threats of inundation in the Southeast Florida region.*

## ***Community Assets / Culture***

Cultural diversity and the region's arts, historic, and cultural resources are perhaps the region's most underappreciated and underutilized resources. Southeast Florida's climate, geographic location, and world class seaports and airports have attracted people from all over the globe and created a richness of cultures unparalleled in the southeastern United States. Reflecting its role as an international hub, Southeast Florida is a minority-majority region where no single racial or ethnic group dominates and international immigration is the principal driver of growth. That diversity brings both variety and vitality to the region and reinforces the region's connections to the global marketplace. To international investors, that diversity makes the region desirable as place to live or locate a business. Capitalizing on the region's diversity requires identifying the assets that are important to international location decisions and investing in enhancing the human, built, and institutional infrastructure that makes the region attractive to international markets. It also requires creating leadership and civic structures that are inclusive of the full population spectrum that is Southeast Florida.

At the same time, the region includes a number of currently distressed communities and neighborhoods that lack sufficient private investment and targeted, effective public investment. Oftentimes these communities have a more limited access to high quality educational opportunities, are impacted by multiple foreclosures and families mired in poverty, and may have weak social and civic networks. These distressed communities are also characterized by inadequate housing, unsafe and unhealthy community environments including brownfields, and deteriorating infrastructure. There tends to be poorer access to nutritious and healthy food options, quality jobs and capacity-building opportunities, and full and fair housing and transportation choices. Such places can be found in the region's central cities and some of its rural communities. Five such pockets of poverty are the rural Glades communities of Palm Beach County; Northwest Fort Lauderdale in Broward County; and Liberty City, Overtown and Opa-locka in Miami-Dade County. Other pockets of poverty will be identified and assessed as well. *The Partnership must tap into and use the region's cultural richness and its international gateway role as an integral part of its economic development strategy, recognizing that in the global marketplace of today, the region's diversity is one of its greatest assets and a story that needs to be told. The Partnership must also address the needs of the region's distressed communities through a holistic approach to define those qualities that result in economically vital, sustainable, and opportunity-rich neighborhoods; assess the region's job market and resources as it relates to existing communities; and define the steps and investments needed to plan for successful, safe, resident-empowered, and economically competitive neighborhoods. This approach must include the development of leadership capacity and networks to more fully integrate these communities into the rest of the region.*

## ***Education***

Equitable access to quality education is essential for both healthy neighborhoods and economic development. Regions with superior educational systems, particularly at the higher education level, thrive in today's global marketplace. However, to succeed at that level, residents must have access to excellent pre-K through 12<sup>th</sup> grade education to prepare for higher and continued education and succeed in mastering subjects and skills necessary in a modern economy. With today's changing economy, residents must also have access to lifelong opportunities for education and learning new job



skills. A particular focus needs to be on helping the region's many unemployed and underemployed workers obtain the education and skills required for the current market as well as new economy job sectors. *The Partnership must define how it will work with regional education leaders to provide quality lifelong educational, vocational, and job training opportunities for all residents that align with job requirements in the 21st century.*

### **Healthy Communities**

Recognizing, understanding, and effectively responding to the intersections between a community's health status and the social determinants of health (those conditions in which people are born, live, work, and age) is critical to addressing health inequities found across varying populations within the region. Chronic disease and preventive health indicators (e.g., asthma incidence, childhood obesity, diabetes, heart disease, and low birth weight) illustrate the complexities associated with ethnically diverse, medically underserved populations. Significant health status disparities exist across all categories in the Southeast Florida region and are often locally driven. Factors such as an inability to access primary care, lack of insurance, poverty, employment status, level of cultural assimilation in areas of high immigration, affordable housing in safe neighborhoods, and transportation all play a role in the incidence of preventable disease and affect the overall health and wellness of communities. *The Partnership will build the region's capacity to generate information about living and social conditions through participatory research initiatives and enhanced community empowerment utilizing a neighborhood-based service learning and education model. The Partnership will establish systems whereby acquired data are accessed and readily available to inform investment policies across myriad regional issues and support programmatic activities that will create and maintain healthier communities. Through these efforts, the Partnership will have a clearer understanding of the costs to the economy that arise from suboptimal health and should be better able to more fully estimate the impact that health costs have on local, regional, state, and national finances as well as the benefits arising from healthy communities.*

### **Inclusive Regional Leadership**

Globally competitive, equitable, and sustainable regions require inclusive, well-informed, focused, and unified leadership that speaks with a single, clear voice. Effective regional leadership must draw from the public, private, and civic sectors; include diverse voices representing the region's multitude of ages, ethnicities, races, and socioeconomic groups; and pay particular attention to those voices that traditionally have not been represented in regional processes. The relative 'newness' of the Southeast Florida region as an integrated economy, combined with the diversity and transitory nature of the region's population, make identifying, developing, and retaining leaders a particular concern compared to more mature regions. *The Partnerships must incorporate a range of educational and collaborative strategies to create a vital network of regional leaders and champions who can guide the region through the choices of today to set the stage for the future; identify and develop emerging leaders who can guide the region tomorrow; and create more opportunities for involvement of leaders who have been underrepresented in the past. As other regions have experienced, this civic capacity may be the single most lasting impact of this visioning process.*



## Work Plan Summary

The work plan presented below defines the process for addressing the issues and working towards the goals highlighted above, culminating in the **Southeast Florida Regional Vision and Blueprint for Economic Prosperity**.

### *Objectives*

The Southeast Florida Regional Partnership is embarking on a regional visioning, strategic planning, and consensus building initiative to enhance economic, environmental, and social sustainability in the region for the next 50 years and beyond. The resulting Regional Vision and Blueprint will be the result of partnerships among the region's many separate jurisdictions and public, private, and civic stakeholders. It is those partnerships that will engender cooperation in guiding growth and development on a local level that will, at the same time, produce better benefits to the region as a whole.

The fundamental objectives for the process are to:

- Develop a unifying vision for the Southeast Florida region that will result in a vibrant, resilient economy; livable communities; and sustainable development over the next 50 years. The vision will include implementation steps for local governments as well as recommendations for private and civic stakeholders;
- Initiate a broad educational effort to increase understanding of shared regional assets; issues, challenges and opportunities facing the region; and the necessity for cooperation to sustain the economy, environment, and quality of life as the region moves into the future;
- Achieve regional public participation and engagement in the planning process to engender community champions and supporters of the process who will translate the vision into reality;
- Expand the capacity of local governments and regional and community leaders from the public, private, and civic sectors to develop and implement the Regional Vision and Blueprint;
- Improve communication and build bridges to ensure participation in ongoing planning and decision-making in the region; and
- Ensure that all segments of the population are involved and engaged in the decision-making process, with particular emphasis on traditionally under-represented residents.

### *Principles*

The Southeast Florida Regional Partnership recognizes the value of working together to envision an achievable future that improves economic prosperity, respects the environment, and supports livable, unique communities. Therefore, the work plan will be built on and incorporate the six Livability Principles established by the federal interagency partnership as well a seventh principle related to climate change resiliency.

The work plan will ensure that:

- All residents in the region have the opportunity to participate in the educational and decision-making process of defining a vision for the region.

- Inequities within the region will be addressed in both decision-making and outcomes of the visioning and strategic planning process.
- The Regional Vision and Blueprint and associated policies will be clear and understandable, will address the deeply held values in the region, and will include specific actions for implementation by public, private, and civic partners, including integration into existing regional and local government planning processes.

## ***Planning Process Summary***

The planning phase for the Southeast Florida Regional Vision and Regional Blueprint for Economic Prosperity is designed to be substantially complete within 30 months of its approval, with implementation measures extending for the full 36 months of the Sustainable Communities Regional Planning Grant and beyond.

The work plan identifies seven activity areas which are not necessarily sequential activities. Many will be continuous throughout the project and some will extend beyond the project horizon.

### **1 – Build Collaborative Partnerships.**

Over the past year, more than 200 organizations have come together to create the Southeast Florida Regional Partnership. More than 40 of these organizations have committed to provide technical or financial support for the development of the Regional Vision and Blueprint for Economic Prosperity as members of the Sustainable Communities Regional Planning Grant Consortium. This first activity area, which will continue for the duration of the process, will be to continue to build these collaborative partnerships with emphasis on the ongoing role of the Partnership and its work groups. The outcome will be a more fully integrated partnership composed of local, regional, and state partners from the public, private, and civic sectors with the expertise required to address the full range of the region’s challenges and opportunities. By the end of the 30-month period, the Partnership, under the leadership of its Executive Committee, will develop a structure for its ongoing operations so it can continue to play a meaningful role in shaping the region’s future.

### **2 – Develop Regional Resource Library and Scorecard.**

Measuring progress is a central component in the long-term success of the Regional Vision. Identification of key indicators and the methods of measuring progress toward achieving them is the focus of this activity. That process will begin at the inception of the project with a review of existing indicators and extend beyond the creation and adoption of the Regional Vision and Blueprint.

An additional outcome will be a Regional Resource Library of documents and comprehensive data and information about each jurisdiction and subregional area of Southeast Florida. A data warehouse will be developed as a part of the Regional Resource Library and it will be used to create a “virtual present” and “trend future” scenario.

### **3 – Conduct Public Engagement.**

Engaging key stakeholders and the public in the decision-making process is central to its ultimate success. Without broad public support, the vision will not have the momentum to assure its integration into local plans and implementation.

That effort will be engaged on many levels to reach as wide an audience as possible, and will integrate both traditional and modern communication techniques. Additional effort will be made to reach traditionally under-represented populations and find ways to engage them in the education and decision-making process.

### **4 – Enhance Regional Leadership and Technical Capacity.**

Building leadership capacity within the region is essential both during and after the visioning process. A particular focus will be on helping individual jurisdictions, agencies, and community groups develop a regional perspective on the issues and opportunities facing Southeast Florida. Civic organizations and the business community will also be meaningfully involved throughout the process to ensure their input into the vision and its implementation.

Attention will be given on how to assist local governments, regional leaders, and Partnership members with expanding their technical and analytical capacities to provide improved information and tackle regional challenges and opportunities.

### **5 – Develop Regional Vision.**

This phase of work will build on the regional data warehouse, the virtual present, and the trend future scenario, all of which will establish the baseline for alternative futures scenario development. This ‘business-as-usual’ trend future scenario will be modeled and the results widely disseminated to initiate public discussion, forming a backdrop for the development of scenarios to describe “alternative futures.”

These alternative futures scenarios will be purposely designed to articulate consequences relating to the region’s key issues, challenges and opportunities, and major goals. Gathering input from across the region on these alternative futures will represent the apex of public engagement, and the Partnership will attempt to reach the broadest possible segment of the region’s population through the full range of communication strategies.

The scenarios will be analyzed and the results disseminated for discussion. Out of those scenarios a preferred alternative will emerge that crystallizes the best features of the scenarios. That preferred alternative will be refined into a Regional Vision that reflects the most robust elements of the scenarios.

### **6 –Develop Regional Blueprint.**

The Regional Vision will be further refined through a policy framework that defines the Regional Blueprint. This framework will establish the goals, objectives, and implementation strategies to be pursued going forward, including the roles of key Partnership members. The Blueprint will cover

the full set of 10 regional issues identified on pages 3-8, along with others that emerge during this process.

#### **7 – Begin Implementation.**

This stage of the project will focus on tools for implementation and the initiation of a series of demonstration projects throughout the region. It will include an Implementation Toolbox consisting of model ordinances and policies that could be adopted by regional jurisdictions and descriptions of analytical techniques and strategies for regional coordination.

Progress toward achieving the Regional Vision and Blueprint will be monitored at regular intervals after adoption to provide feedback on its success far beyond the planning process. The Regional Vision and Blueprint will be modified and supplemented as new information becomes available or pertinent conditions change.

Since the Vision and Blueprint will take many years to fully realize, and will likely adjust to changing conditions, we anticipate the process initiated during the planning phase will be refined and modified to respond to new information. Maintaining a focus on the region's major issues, challenges, and opportunities will occur throughout the process. The table on the following page summarizes how the focus is achieved.

**Table 1 - Summary of Work Plan and Issues**

	<b>Build Collaborative Partnerships</b>	<b>Develop Regional Resource Library &amp; Scorecard</b>	<b>Conduct Public Engagement</b>	<b>Enhance Regional Leadership Capacity</b>	<b>Develop Regional Vision</b>	<b>Develop Regional Blueprint</b>	<b>Begin Implementation</b>
<b>Economic Development</b>	Establish Partnership Executive Committee and subcommittees  Establish Partnership issue-specific Work Groups  Collaborate among partners throughout process  Identify long term structure for Southeast Florida Regional Partnership	Develop regional resource library  Identify indicators for each issue area  Develop regional scorecard  Develop “virtual present” and “trend future” scenarios	Develop public engagement strategy with continuing focus on issue areas  Conduct regional values survey  Engage public at key points of project through summits, workshops, etc.  Develop and use on-going communication capabilities	Assess current leadership capacity in each issue area  Develop training, collaboration, and other strategies to build capacity among current and emerging leaders	Build issues based scenarios and evaluate with Regional Scorecard  Use Work Groups and public input to create vision statement and illustration for each issue area  Develop integrated composite Regional Vision	Use Work Groups and public input to create Blueprint elements for each issue area  Create regional composite Regional Blueprint  Develop Implementation Matrix for each issue area	Conduct demonstration projects  Build Implementation Tool Box  Create plan to monitor implementation progress
<b>Housing</b>							
<b>Transportation</b>							
<b>Water</b>							
<b>Environment</b>							
<b>Climate Resiliency</b>							
<b>Communities Assets / Culture</b>							
<b>Health</b>							
<b>Education</b>							
<b>Inclusive Regional Leadership</b>							

# Work Plan

## ***1 – Build Collaborative Partnerships***

### **Timeline – Throughout the Planning Process and beyond**

#### **Description**

One of the keys to success for this effort is building partnerships among regional and community leaders in the public, private, and civic sectors. This activity will focus on building partnerships through a fully functional, effective organizational structure that is intended to continue beyond the visioning process.

The following principles will guide the Partnership as it creates its organization:

- Build an enduring consensus and constituency for the Regional Vision and Blueprint for Economic Prosperity;
- Develop a clear organizational structure and decision-making protocols for the Partnership;
- Create multiple, meaningful opportunities for engagement and input from the full range of public, private, and civic/nonprofit partners in the region, including traditionally underrepresented stakeholders;
- Enable ‘joinability,’ so more partners can join the Partnership over time;
- Build on the strengths of existing institutions in the region;
- Engage and build ownership among implementing agencies and stakeholders early and throughout the process;
- Ensure transparency and clear lines of accountability and reporting; and
- Adapt the Partnership’s organizational model over time as the project shifts from visioning to implementation.

The organizational chart for the Partnership is shown on Page 16. The details of work group structures and decision making protocols are still under development by the Partnership’s Executive Committee and will be refined as part of the initial implementation of this work plan. The core elements of the organization include the following:

- **Southeast Florida Regional Partnership:** Provides a regional forum for discussion and consensus building on issues of importance to Southeast Florida. The Partnership will develop and approve the Regional Vision and Blueprint for Economic Prosperity and support long-term implementation of Regional Vision and Blueprint through individual and collective action. The Partnership includes more than 200 organizations who have signed memoranda of understanding and/or letters and resolutions of support. Its membership is expected to grow

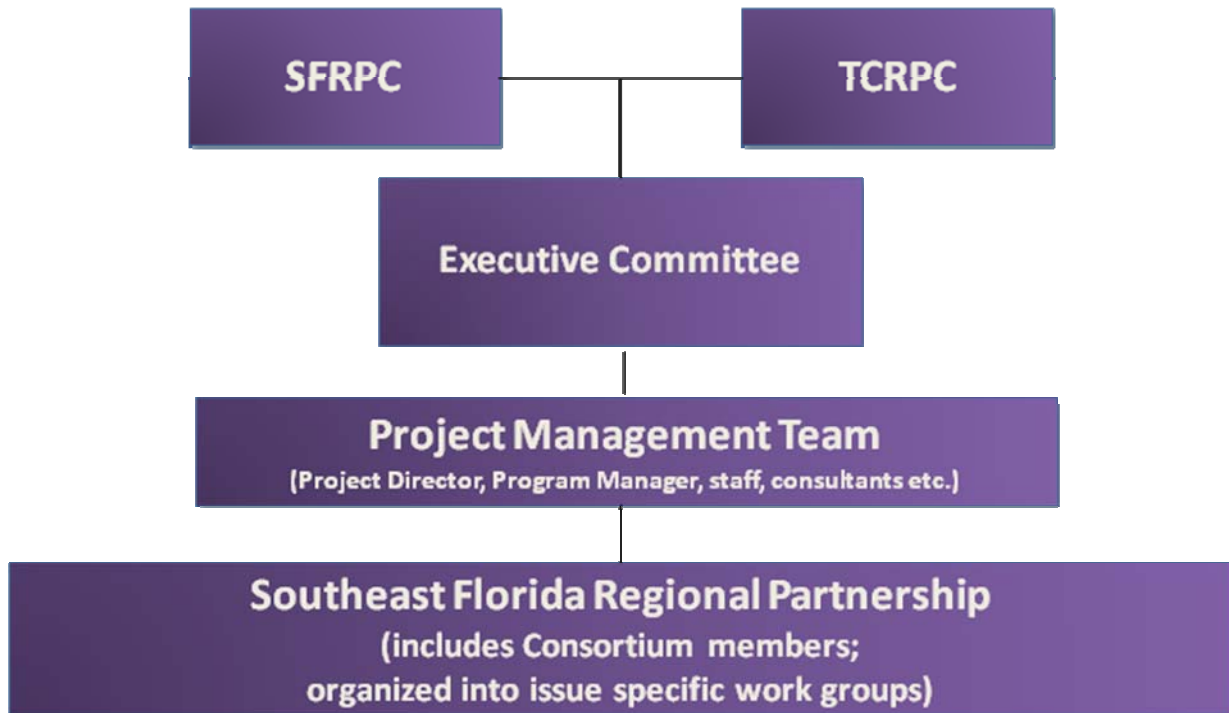
over time to include additional organizations and regional stakeholders. During the visioning process the Partnership will primarily conduct its work through issue-specific Work Groups, augmented by at least four summits of the entire Partnership during the visioning process. In parallel with the visioning process, the Partnership will explore options for a long-term optimal structure to assist with implementation, progress review, and future updates. The intent is for the Partnership to develop a long term structure for its ongoing operations by the conclusion of the visioning process.

- **Executive Committee:** Serve as the overall governing board for Partnership. The Executive Committee will oversee the Sustainable Communities Regional Planning Grant administration; establish the project organization; approve the overall work plan; recommend the selection of staff and consultants to the Regional Planning Council (RPC) boards for action; provide guidance to the Project Director and Program Manager; provide policy direction for the Regional Vision and Blueprint for Economic Prosperity; ensure all constituencies have meaningful opportunities to engage and shape the process; identify and resolve significant issues arising during the process; recommend the final Regional Vision, Blueprint, and implementation plan; and recommend the long-term structure for Southeast Florida Regional Partnership. The Executive Committee has 17 initial members as identified in the grant application. The Committee is designed to expand as needed to ensure representation from each of the 7 counties; each of the 6 metropolitan planning organizations, at least each of the 12 traditional principal cities, and other segments of the region as needed to make the Executive Committee more responsive to the needs of all residents and businesses. The Executive Committee has established two subcommittees to guide its initial work: an Operations Subcommittee and an Organization and Equity Subcommittee.
- **Sustainable Communities Grant Consortium:** Serve as the core team within the Partnership for meeting HUD requirements and carrying out activities to develop the Regional Vision and Blueprint. The Consortium includes more than 40 organizations who have committed to provide financial or technical support for the Sustainable Communities Regional Planning Grant. Each consortium member will support key activities as defined in the consortium agreements. Consortium members also will participate actively in the Southeast Florida Regional Partnership summits and Work Group meetings.
- **Partnership Work Groups:** Serve as regional subject matter experts in identified issue areas, and develop technical and policy recommendations and draft products for review by the Partnership. Work Group membership will be open to Partnership members, organizations, and individuals interested in the subject matter. The Partnership Executive Committee will ensure the membership of each Work Group reflects a mix of perspectives among the public, private, and civic sectors; among subareas and types of communities in the region (coastal, urban, suburban, and rural); and among socioeconomic/ethnic groups including traditionally underrepresented groups. The chair and vice chair of each Work Group will be identified by the Partnership's Executive Committee.



- **Regional Planning Councils:** The South Florida Regional Planning Council (SFRPC) will act as the fiscal agent for the grant. SFRPC will work with the Treasure Coast RPC to manage the work program, including hiring the Project Director (PD), Program Manager (PM), and other staff and consultants; developing consultant scopes of work and budgets; and providing technical and consensus-building assistance to Consortium and Partnership members.

**Figure 1. Southeast Florida Regional Partnership Organization**



**Goals**

Continue to develop and expand the Southeast Florida Regional Partnership

**Objectives**

- Build collaborative partnerships to develop and approve the Regional Vision and Blueprint for Economic Prosperity
- Develop a lasting Southeast Florida Regional Partnership that will continue beyond the visioning process
- Build relationships that encourage the integration of regional goals into local plans and initiatives
- Create a sense of shared regional identity and ownership among the region’s residents as contributing members to an enhanced and sustainable future in the region
- Recognize common values and goals among the Partnership’s many members
- Expand participation during and after the project duration

## Major Activities

- Put into operation the organizational structure defined during the project scoping phase that will be used by the Partnership to address each major issue and activity in a collaborative process (PD/PM, Executive Committee).
- Establish a decision-making framework for Work Groups, the Executive Committee, and other decision making bodies formed (PD/PM, Executive Committee and its subcommittees).
- Create, identify leadership for, and recruit membership of the Work Groups covering the following issues, individually or in combination: (PD/PM, Work Groups, Executive Committee and its subcommittees)
  - Economic Development
  - Housing
  - Transportation
  - Water
  - Environment
  - Climate Resiliency
  - Cultural Assets / Culture
  - Education
  - Healthy Communities
  - Inclusive Regional Leadership
- Initiate collaboration among the Work Groups to identify and refine the issues and challenges of regional importance and the goals and objectives needed to address those issues (Partnership, Consortium Members, Consultant, Work Groups).

## Outcomes / Products

- Fully functional Executive Committee (and Subcommittees thereof)
- Fully functional Work Groups
- Long-term structure for an ongoing Southeast Florida Regional Partnership

## ***2 – Regional Resource Library and Scorecard***

### Description

The Regional Scorecard is intended to be an objective set of measurements to gauge progress in the region. It will initially be calibrated to the Virtual Present and Trend Future Scenario and subsequently used to evaluate the alternate futures scenarios. Ultimately it is intended to monitor regional progress on a regular basis beyond the grant horizon.

The Scorecard will be designed to monitor key economic prosperity, livability, and sustainable communities factors as well as social and equitable progress as the region continues to develop. The Scorecard will build on existing data collection efforts at the regional and local levels, as well as statewide indicators being developed by the Florida Chamber Foundation and other partners. The indicators will be directly linked to the initial goals for each of the issue areas developed by the Work Groups, the regional values identified in a survey conducted during the early phases of the project, and

build upon a review of national best practices in quantitative benchmarking measures and guidance offered from the federal Sustainable Communities Partnership. It is designed to be supplemented, over time, with additional indicators as they emerge. Technical experts will be responsible for providing advice and direction to the Consortium Members and/or Consultants developing a data warehouse, a modeling structure, and final set of indicators for the Scorecard. Much of the technical work will be conducted by the Consortium Members and/or a Consultant and reviewed by the Work Groups for its accuracy, ease of data querying and navigation through the data systems and warehouse by users, and the ease by which users can understand information provided and comprehend knowledge represented by data.

A related outcome will be a Regional Resource Library of documents and comprehensive data and information about each jurisdiction and subregional area in Southeast Florida. While early steps toward the development of the Regional Resource Library began prior to the submittal of the grant proposal, there is still much work to be done to include all relevant data and information that is highly integrated and interactively available for use by the Partnership as a geo-spatial data base. Development of the Regional Resource Library will extend throughout the process and beyond and be a fundamental source for information about the region, documentation of the Regional Vision and Blueprint planning process, and a tool for the development of skills and knowledge required for effective planning participation and implementation of the Regional Vision and Blueprint.

The Scorecard, Regional Resource Library, and Data Warehouse will serve as resources to the Partnership Work Groups as they identify regional challenges, opportunities, goals, objectives, and strategies. These resources also will inform the broader work of the Executive Committee and the Partnership as they integrate the work group recommendations into the overall Regional Vision and Blueprint.

### **Goal**

Create a set of indicators that will help the Partnership identify how the region is currently meeting its goals and track progress towards those goals over time

### **Objectives**

- Define a range of indicators that reflect the deeply held values of the residents of the region and the major challenges and issues confronting the region
- Identify successful local, regional, statewide, and national examples of economically competitive and sustainable regions
- Develop a methodology for measuring and reporting indicators
- Develop a protocol for updating base indicators on a regular basis
- Develop Regional Resource Library and Scorecard

### **Major Activities**

- Conduct a survey of indicators used in other regions, statewide initiatives in Florida, in similar regional visioning processes around the nation, including those recommended by the federal Sustainable Communities Partnership (Consortium Members)

- Review and summarize regional values based on the Values Survey to be conducted as part of Activity 2. (Consortium Members, Consultant, Work Groups)
- Define an initial set of indicators that measure the region's success at meeting the deeply held values and addressing each of the region's major issues. (Consortium Members, Consultant, Work Groups)
- Create a Regional Resource Library that can provide needed information to Work Groups and others throughout the process (Partnership, Consortium Members, Consultant – branded by Southeast Florida Regional Partnership).
- Build a data warehouse using readily available and relevant data. Also identify data gaps that should be addressed in future assessments. (Consortium Members, Consultant, state, regional and local agencies, others providing data)
- Create a modeling structure to synthesize, analyze, and summarize data. (Consortium Members, Consultant, state, regional, local agencies, others providing modeling support)
- Develop the Virtual Present using data from the data warehouse. (Consortium Members, Consultant)
- Create a Trend Scenario by exploring past patterns of development using census and other available data. This will demonstrate decisions that have resulted in the current form of the region and provide a likely path of future development. The early stages of this process will involve a detailed review of currently adopted plans and policies in the region. Those will set the context of the future based on existing plans. The Trend forecast of population, households, and employment will provide anticipated growth in the region to be accommodated. That will most likely be an extrapolation of 2035 forecasts to a 2060 planning horizon. (Consortium Members, Consultant)
- Publish the first Regional Scorecard of existing conditions (Virtual Present) and the Trend Scenario. (Consortium Members, Consultant, Work Groups, Executive Committee)
- Establish a regular schedule for updating the Scorecard. (Executive Committee , PD/PM)
- Conduct the Regional Analysis of Impediments to Fair Housing. (PD/PM, Work Groups, housing authorities, Consortium Members)

#### **Outcomes / Products**

- Descriptions of indicators, including data sources and methodologies, and their relevance to regional values
- An “on line” (web accessible) Regional Resource Library developed, maintained, improved, and expanded over time
- ‘Virtual Present’
- Trend Future Scenario
- Initial Regional Scorecard on the Virtual Present and Trend Future Scenario

### ***3 – Conduct Public Outreach and Engagement***

#### **Description**

Public outreach and engagement are essential to creating an effective regional vision. Both direct and indirect feedback from residents and stakeholders in the region are required to help guide the development of the Vision and Blueprint for Economic Prosperity. The outreach program will employ a variety of tools, both traditional and cutting-edge, to engage as many residents as possible in the visioning and planning process as well as to ensure that the project outcomes are meaningful and equitable.

The overall strategy for outreach and marketing engagement will address the full available range of media and marketing techniques and will include a regional values survey, regional summits, interactive web site, visioning scenario workshops, speakers' bureau, focus groups, and other methods to reach a broad, diverse segment of Southeast Florida's residents. Targeted outreach techniques will be employed to obtain input from business leaders and traditionally underrepresented populations.

The input derived from ongoing community engagement will be a critical resource to the Partnership Work Groups as they identify regional goals, objectives, and strategies. Each Work Group will have the opportunity to pose specific questions for public input through the various public engagement processes and will receive regular reports of public input relative to the Work Group's subject matter. Early on, the public engagement process will help identify key opportunities and challenges for each Work Group; in later stages, the public engagement process will provide input on potential goals, objectives, and strategies being formulated by each Work Group; toward the end, the public engagement process will provide feedback on the draft Vision and Blueprint elements created by each Work Group. Public input will inform the broader work of the Executive Committee and the Partnership as they integrate the Work Group recommendations into the overall Regional Vision and Blueprint. The Executive Committee will ensure that there are meaningful opportunities for all segments of the region to participate throughout the Work Group process. They will review the public input that is received to ensure that no key issues are being overlooked by the Work Group. The Executive Committee will use a set of public involvement performance measures to evaluate the effectiveness of these activities.

#### **Goals and Objectives**

The public engagement and outreach program will reach a diverse audience in the region. It will involve key stakeholders and residents, and specifically include traditionally under-represented residents. The intent is not only to inform, but to directly engage residents in the education and decision-making process. That will enhance their 'ownership' of the vision as it emerges and greatly enhance the likelihood of successful implementation. Work Group meetings will be organized to discuss the various issues that will be addressed in the Regional Vision and Blueprint. As the Regional Vision and Blueprint concepts and segments are articulated, that will be reported to the Executive Committee and posted in the Regional Resource Library. Comments from Consortium Members and the other Partnership members will be solicited so that revisions that are suggested can be reviewed, further revised if necessary, and cycled through an approval process at subsequent Work Group meetings, visioning and

scenario workshops, and regional summits. Additional comments and reactions will be received electronically and at meetings arranged through the Speakers' Bureau.

### Major Activities

- A detailed public engagement plan prepared by the Consortium Members and/or Consultant Team that fleshes out the specific activities to be taken in this area of work. The plan will continually be reviewed and updated as needed throughout the process. (Consortium Members, Consultant, Work Groups)
- Outreach to communities of traditionally unrepresented and under-represented populations will be made by various methods including social assets mapping; identification and engagement of non-traditional community leaders; and working with CDCs, public housing agencies, and human services non-profits to increase capacity to engage and participate in a meaningful way.
- A regional values survey will be undertaken early in the process. That will establish the deeply held beliefs of the residents in the region and will help guide development of some of the key indicators to be monitored over time. The results will be integrated into the kick-off Regional Summit. (Consortium Members, Consultant, Work Groups)
- Regional Summits will be held at major junctures in the process. The summits will bring together the full membership of the Southeast Florida Regional Partnership along with other interested stakeholders. The Executive Committee and Work Group leadership will be heavily engaged in planning for each summit, so the summit provides an opportunity for broad input into the work of each committee and group. It is anticipated that each summit might include an opportunity for each Work Group to meet and draw in members of the Partnership who do not normally participate in that Work Group's meetings. (Partnership, Consortium Members, Work Groups, Executive Committee, Consultant)
  - Summit 1 – The value of regional collaboration will be the focus of the initial kick-off summit. This summit will highlight, at a minimum, successful regional visions and plans from around the country, other regional planning efforts in Florida, and initiatives within the Southeast Florida Region. The overall visioning process will be presented as well as results of the regional values survey.
  - Summit 2 – The Virtual Present and Trend Future will highlight broadly stated existing conditions and the future currently adopted policy will produce. This forum will also provide the kick-off for developing the alternative scenarios and presenting the regional score card.
  - Summit 3 – More detailed Virtual Present and Trend Future will be presented and Alternative Futures will be presented with the evaluation results of the scenarios and the identification of the strengths and weaknesses of key components. The most robust elements of each will be presented as possible components of the emerging regional vision.
  - Summit 4 – The final summit will present the Regional Vision, Blueprint, and implementation steps. The Summit will formalize the Partnership's approval of the

vision and announce demonstration projects selected throughout the region. The Summit also will highlight the proposed ongoing role of the Partnership.

- Interactive web site. The website will be branded to the Southeast Florida Regional Partnership and will be continually updated during the visioning process to provide information on the process; access to documents, data, and information; a point of inquiry about associated activities in the region; and archival documents and information. Recognizing that not all segments of our communities have the same access to technology, additional tools will be developed (i.e. traditional media, phone apps, etc.) to ensure equitable access to information. (Consortium Members and/or Consultant develops, Executive Committee approve, Partnership brands)
- Visioning and Scenario Workshops will be held throughout the region. An initial series, hosted by the Consortium or Partnership Members with Consultant support, will kick off the process of engagement on the community level. A schedule of additional regional visioning and scenario workshops will be developed by the Project Director and Consultant team to enhance public involvement throughout the development of the regional vision. (Consortium Members, Consultant, PD/PM, Partnership members hosting and supporting logistics)
- Public outreach and engagement will be continuous throughout the process. A diverse array of media will be employed to engage as many residents in the region as possible. (Consortium Members, Consultant, Work Groups)
- Champions from diverse populations will be recruited for a Speakers' Bureau to disseminate information during various phases of the project. (Consortium Members, Consultant, Work groups)

#### **Outcomes / Products**

- Detailed public engagement and outreach plan
- Regional values survey
- Four regional summits
- Work Group meetings
- Interactive web site
- Extensive public outreach using full range of communication tools and techniques
- Visioning and Scenario workshops
- Scenario development and evaluation
- Regional vision education and outreach

### ***4 – Enhance Regional Leadership and Technical Capacity***

#### **Description**

A key outcome of this project will be to expand the capacity of Southeast Florida's regional leaders and institutions to think and act regionally. Regional capacity has two major dimensions:



- Identifying, developing, and retaining networks of regional leaders and champions who are comfortable addressing issues at a regional scale in a collaborative manner, and who are willing to commit their time, treasure, and talent to help the region act on its greater opportunities and challenges. These include both the leaders of today and the emerging leaders of tomorrow; and
- Enhancing the technical capabilities of local governments and private and civic organizations to analyze and act on regional challenges and opportunities

In both cases, leaders and organizations must develop the capacity to collaborate across jurisdictions, across sectors (public, private, and civic), and across issues.

These activities will help identify and develop leaders for immediate participation in the development of the Regional Vision and Blueprint, including participants and leaders in the various Partnership work groups. More importantly, these activities will create an ongoing leadership capacity to ensure successful implementation of the Regional Vision and Blueprint and the ongoing vitality of the Southeast Florida Regional Partnership. Because of the importance of leadership, the Partnership will create an Inclusive Regional Leadership Work Group to develop and monitor all activities in this area. The Executive Committee will pay particular importance to this issue as part of its standing agenda.

### Goals

- Expand the capacity of Southeast Florida's regional leaders and institutions to think and act regionally

### Objectives

- Identify regional leaders and champions and build and support their capabilities and effectiveness
- Develop leadership capacity on all levels, with particular emphasis on traditionally under-represented populations and emerging leaders
- Develop inter-agency networks and work cooperatively to develop and share innovative policy and technical capabilities

### Major Activities

- Assess the existing technical capacity of local governments and regional organizations to address the region's key challenges and opportunities (Consortium Members, Consultant, Inclusive Regional Leadership Work Group)
- Document the region's formal and informal leadership networks through social assets mapping and related techniques. Create a database of organized local and regional leadership structures (e.g., leadership programs, leagues of cities, community associations, younger professionals programs), and assess the informal leadership networks which often guide specific community and socioeconomic groups. Conduct a social capital survey to establish a baseline of regional leadership capacity today. (Consortium Members, Consultant, Inclusive Regional Leadership Work Group with input from other work groups)

- Develop an overall capacity building strategy that identifies strategies for building leadership and technical capacity in the region (Consortium Members, Consultant, Executive Committee, Inclusive Regional Leadership Work Group)
- Develop and conduct on-going education and training programs to enhance regional leadership and networking capabilities. These may cover regional wide issues (such as a regional leadership academy) or be targeted to specific issue areas. Options include training courses, workshops, mentoring programs, and web-based curricula (Consortium Members, Consultant, Inclusive Regional Leadership Work Group)
- Develop targeted strategies for collaboration among elected officials on regional issues, including removing impediments to collaborative regional action (Consortium Members, Consultant, Executive Committee, Inclusive Regional Leadership Work Group)
- Identify best practices and long-term structures for continuing to develop and retain regional leaders and enhance collaboration among these leaders, such as a Congress of Regional Leaders (Consortium Members, Consultant, Executive Committee, Inclusive Regional Leadership Work Group)

#### **Outcomes / Products**

- Assessment of existing leadership and technical capacity
- Capacity building strategy
- On-going education, training, and mentoring programs
- Elected and appointed officials training workshops focusing on Vision/Blueprint implementation strategies
- Congress of Regional Leaders or comparable entity

## ***5 – Develop Regional Vision***

**Timeline: September 2011 – June 2012**

#### **Description**

This activity will use Alternative Future Scenarios to illustrate and educate the Partnership and others about options and consequences regarding the region’s major challenges, values, and issues. The activity will rely on the available data stored in the Regional Resource Library (including the data warehouse) created during Activity 3, as well as the results of the Virtual Present and the Trend Future Scenario. The Trend Future Scenario will serve as a starting point, and each Alternative Future Scenario will reflect differing outcomes assuming changes in key variables influencing each of the major issues areas. Alternative scenarios will reflect changes in future development patterns, infrastructure investments, economic drivers, environmental protection strategies, and climate change impacts in the region. The Trend Future Scenario and Alternative Future Scenarios will be evaluated using indicators in the Regional Scorecard. The scenarios will help the Partnership define the preferred scenario to be used as the basis for the Vision and Blueprint. The Regional Vision will detail the preferred scenario and include a vision statement, supporting maps and other information for each issue area.

The Partnership Work Groups will play a critical role in developing elements of the Regional Vision, including developing the vision statement and supporting documentation for each issue area. The Work Group chairs will meet periodically to discuss cross cutting issues and identify potential gaps or conflicts. The Executive Committee will review the development of the Regional Vision to ensure all desired outcomes are being met.

### **Goal**

A unified Regional Vision with economic prosperity as the unifying umbrella

### **Objectives**

- Broad-based understanding of the consequences of continuing on the same (trend) path
- Technically supported analysis of the consequences of future decisions

### **Major Activities**

- Develop workshop framework and content
- Conduct workshop training with Partners
- Conduct regional workshops that explore how the future of the region can change assuming changes to the major drivers in each of the major issue areas. (Consortium Members, Consultant, Work Groups, Partners hosting and helping with logistics)
- Compile and analyze workshop results in preparation for development of alternative future scenarios
- Create Alternative Future Scenarios from the outputs from the workshops, information from the Regional Resource Library (including the data warehouse and the regional modeling structure) (Consortium Members, Consultant, Work Groups)
- Ensure scenarios address major issue areas, regional challenges, input from regional workshops, and regional values (Consortium Members, Consultant, Work Groups)
- Evaluate scenarios using the Regional Scorecard. Disseminate results widely to begin a regional discussion about options (Consortium Members, Consultant, Work Groups, Executive Committee)
- Conduct a regional summit to define a Preferred Scenario and draft Vision (PD/PM, Consortium Members, Consultant, Partnership, Work Groups, Executive Committee, Partnership hosting and helping with logistics)
- Create a Regional Vision, including a composite vision statement and map and specific visions for each issue area, from the Preferred Scenario that will be the focus for the policy development and adoption in the Regional Blueprint (Consortium Members, Consultant, Work Groups, Executive Committee, Partnership)

### **Outcomes / Products**

This phase of activity will have a number of products over its course.

- Alternative Future Scenarios
- Evaluation of scenarios using Regional Scorecard
- Preferred scenario

- Regional Vision

## ***6 – Regional Blueprint***

### **Description**

The Regional Blueprint is the full range of policy documents that supports the Regional Vision and guides its implementation. It includes strategies for integration into relevant local, regional, state, and federal plans to weave vision elements through each level of planning activity. The Blueprint identifies various paths of implementation at each level of planning activities.

The Blueprint will be a new type of plan that does not exist in Southeast Florida today – cutting across traditional jurisdictions, issues, and planning processes. The structure and contents of the Blueprint will be developed over the course of the planning process. It will address the 10 key issues identified by the Partnership on pages 3-8 of this work plan. The Blueprint will include:

- A regional economic strategy to diversify and strengthen Southeast Florida’s economic base and provide equitable opportunities for creating new businesses, jobs and investments
- A regional equitable housing plan to better connect safe and affordable housing with employment centers and educational opportunities, services, and other basic needs
- A regional long range transportation strategy identifying the transportation investments needed for economic competitiveness, including potential funding sources for these investments
- A regional water supply strategy to address the region’s long-term water infrastructure needs and work toward more sustainable use of its limited fresh water supply
- A regional environmental stewardship strategy to both restore and protect, in perpetuity, the major environmental systems, fresh water supplies, and food sources within and surrounding the region
- A regional climate resiliency strategy to better understand the likely impacts of climate change, including the likely extent of sea level rise impacts; consider how the region can contribute to reductions in greenhouse gas emissions; and develop a coordinated regional adaptation and plan to protect natural, built, and human communities
- A regional community assets strategy to protect and promote the region’s arts, culture, and historic assets, with particular attention on strategies for addressing the needs of the region’s distressed communities
- A regional workforce and education strategy to provide quality lifelong educational, vocational, and job training opportunities for all residents that matches with job requirements in the 21st century
- A regional healthy communities strategy to improve the well being of all residents
- Ongoing regional leadership capacity activities and partnerships to sustain a vital network of regional leaders and champions who can guide the region through the choices of today and tomorrow

The Partnership Work Groups will play a critical role in developing elements of the Regional Blueprint, including developing the goals, objective, strategies, and actions for each issue area. The Work Group chairs will meet periodically to discuss cross cutting issues and identify potential gaps or conflicts. The Executive Committee will review the development of the Regional Blueprint to ensure all desired outcomes are being met.

It is anticipated that the Executive Committee will recommend the Regional Vision and Blueprint for Economic Prosperity for adoption, and the Southeast Florida Regional Partnership members will approve the final Regional Vision and Blueprint at the last regional summit. The Regional Planning Council boards would then adopt and integrate Regional Vision and Blueprint into their Strategic Regional Policy Plans. Other regional and local stakeholders would adopt Regional Vision and Blueprint through the most appropriate process – for example, local governments would incorporate into comprehensive plans; metropolitan planning organizations into long-range transportation plans; and economic development organizations and chambers of commerce into relevant plans and strategies.

### **Goal**

Create a planning and policy framework to support and guide the Regional Vision through its implementation

### **Objectives**

- Convert the vision into specific goals, objectives, and implementation strategies
- Provide enough specificity in the framework to enable Partners to work tangibly and in unison towards the Vision
- Integrate regional strategies, policies, and projects into federal, state, regional, and local plans
- Create an implementation matrix that clearly defines what is to be done in the short, medium, and long terms

### **Major Activities**

- Identify a model outline for the Blueprint based on a scan of national best practices
- Create Blueprint Elements which integrate the Vision into a regional policy framework to address each of the major issue areas, including: (Consultant, Work Groups)
  - Economic development
  - Housing
  - Transportation
  - Water
  - Environment
  - Climate resiliency
  - Community assets/culture
  - Education
  - Healthy communities

- Inclusive regional leadership
- Develop strategies to integrate each of the Blueprint elements into local and state planning structures (Consortium Members, Consultant, Work Groups)
- Prepare an Implementation Matrix that shows regional projects to be implemented in the short, medium, and long terms. This matrix should include potential funding sources (Consortium Members, Consultant, Work Groups)

### **Outcomes / Products**

- Elements to address all aspects of the vision (economic development, environment, housing, transportation, etc.)
- Strategies for integration into local, regional, state, and federal plans
- Implementation Matrix that includes needed projects, partners and paths to implementation

## **7 – Begin Implementation**

### **Description**

Implementation of the Vision Plan and Blueprint will begin early in the project with the preparation of a series of case studies that document successful developments already existing in the region. These will be used as model patterns and supplemented with additional examples as needed.

As mentioned in Task 6, a key activity will be to develop an implementation strategy that will further the adoption of the Regional Vision and Plan. Demonstration projects will begin as the preferred scenario is developed in coordination with development of the Regional Blueprint. Representative projects that characterize specific components of the Vision, or mechanisms for implementing the Vision, will be selected through a competitive process of matching grants to elucidate the tools needed to bring the vision to fruition. Each of these will contribute to the Implementation Toolbox that will assist local planners in translating the vision into locally adopted model ordinances.

### **Goal**

Develop and illustrate techniques for planning, policy, and regulation changes that will facilitate implementation of the Regional Blueprint

### **Objectives**

- Develop model regional compacts and ordinances that will facilitate implementation of the Vision
- Develop an Implementation Toolbox to assist planners in modifying their local codes to embrace the Vision elements
- Create and fund a program to continue demonstration projects beyond the visioning process to systematically strengthen local expertise in implementing vision elements

### **Major Activities**

- Work with regional partners to adopt Regional Vision and Blueprint

- Work with regional partners to integrate Regional Vision and Blueprint into strategic planning efforts
- Identify successful local initiatives through case studies report developed early in the process (Consortium Members, Consultant, Work Groups, participating Consortium Partners)
- Identify successful development patterns, practices and strategies from outside the region that could be appropriate for Southeast Florida. (Consortium Members, Consultant, Work Groups)
- Work with the Work Groups to identify, scope, and implement demonstration projects that illustrate how Partnership members can address regional issues and achieve regional goals within the purview of their authority. It is important that Partnership members assume most of the responsibility in conducting the demonstration projects and providing the products to other members. Demonstration projects should touch on the region's major issues and represent each of the regional area types, including coastal, urban, suburban, and rural. (Consortium Members, Consultant, Work Groups, participating Partnership members)
- Create an Implementation Toolbox with a full range of supporting policies and tools to integrate and implement the Regional Vision and Blueprint into each level of government in the region. Tools will include model ordinances, design guidelines, and technical methods to address critical areas requiring unique attention or providing a large impact, such as transit oriented development and other issues related to the creation of sustainable communities. As with the demonstration projects, it is important that the Regional Toolbox touch on the region's major issues, regional challenges, and area types. (Consortium Members, Consultant, Work Groups)
- Continually refine and update the Regional Blueprint to reflect changing conditions and address new opportunities and challenges
- Monitor progress toward achieving the Regional Vision and Blueprint

#### **Outcomes / Products**

- Case Studies report and PowerPoint and/or multimedia presentation
- Demonstration projects
- Implementation Toolbox



# Schedule

The project was initiated on February 21, 2011 with the signing of the Cooperative Agreement with HUD. The initial scoping phase will be completed in June, 2011 and anticipated completion will occur on or before February 2014. Where there are opportunities to accelerate completion of the work program without sacrificing the quality and inclusiveness of this regional effort, they will be discussed and explored. Several tasks will extend well beyond the grant period including the implementation phase and ongoing publication of the Regional Scorecard. The Regional Partnership will continue to grow and evolve after the vision is adopted and work cooperatively to achieve the goals. Building collaborative partnerships and enhancing regional capacity will also extend beyond the grant horizon as common goals continue to be explored.

Activity Description	Where Are We Now?												Where Are We Going?												Where Do We Want To Go?												How Do We Get There?	
	2011												2012												2013												2014	
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2
Scoping Phase																																						
Activity 1: Build Collaborative Partnerships																																						
Activity 2: Regional Scorecard																																						
Activity 3: Public Engagement																																						
Activity 4: Enhance Regional Capacity																																						
Activity 5: Regional Scenario Development																																						
Activity 6: Regional Vision																																						
Activity 7: Implementation																																						

The budget that follows describes the level of effort for each of the phases of work. It also includes the local match distributed proportionately among the tasks, although many of the tasks may actually attract much larger matching from the Partnership. Nearly three quarters of the grant is allocated to developing the Regional Scorecard, building and measuring scenarios, crafting the Vision and Blueprint and associated policy documents and implementation strategies. The largest proportion is directed toward Demonstration Projects during the implementation phase. These critical investments interpret the Vision and associated policies in real-world projects and inform the Toolbox for implementation at the local level. It is anticipated that this phase will begin the process realizing the regional vision.

Work Description	Total	Task	Grant	RPCs	Consultants	TOTAL
	Labor	Proportion	Funded	Grant-Funded	Sub-Grants	In-Kind
	<b>\$6,604,403</b>	<b>100%</b>	<b>\$4,250,000</b>	<b>\$1,670,000</b>	<b>\$2,559,281</b>	<b>\$2,354,403</b>
Scoping Phase	\$198,132	3%	\$127,500	\$127,500	\$0	\$70,632
Task 1: Build Collaborative Partnerships	\$396,264	6%	\$255,000	\$255,000	\$0	\$141,264
Task 2: Regional Resource Library and Scorecard	\$1,320,881	20%	\$850,000	\$323,000	\$527,000	\$470,881
Task 3: Conduct Public Engagement	\$990,660	15%	\$637,500	\$127,500	\$510,000	\$353,160
Task 4: Enhance Regional Leadership and Technical Capacity	\$462,308	7%	\$297,500	\$282,625	\$14,875	\$164,808
Task 5: Develop Regional Vision	\$990,660	15%	\$637,500	\$159,375	\$457,406	\$353,160
Task 6: Develop Regional Blueprint	\$792,528	12%	\$510,000	\$280,500	\$229,500	\$282,528
Task 7: Begin Implementation	\$1,452,969	22%	\$935,000	\$114,500	\$820,500	\$517,969

Please refer to the accompanying Southeast Florida Regional Vision and Blueprint Work Plan for additional detail on both the tasks time line and activities and budget.

For additional information please contact:

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