



MEMORANDUM

To: Council Members

From: Michael J. Busha, Executive Director, Treasure Coast Regional Planning Council
Carolyn A. Dekle, Executive Director, South Florida Regional Planning Council

Date: April 7, 2008

Subject: Draft Scope of Work for Southeast Florida 2060

Introduction:

Today's agenda continues the discussion of regional visioning that the South Florida and Treasure Coast Councils began at their previous joint meeting on January 18, 2008. At our last meeting the Councils directed staff to develop a draft work program for jointly carrying out and funding a regional visioning effort for Southeast Florida. The Councils also directed that the effort should incorporate a significant public outreach component. Finally, they directed that another Joint Councils meeting be set to discuss a draft work program.

Background:

Southeast Florida, like other metropolitan regions across the United States and the world, competes for jobs, economic investment, and future prosperity on a global playing field that pays little attention to jurisdictional boundaries. From Indian River to the Florida Keys, this complex region is composed of four subregions, hundreds of unique communities, distinct cultures, and one-of-a-kind natural treasures. And while each of these peoples and places possess unique qualities, it is clear that all share an intertwined economic and environmental destiny.

While we are bound by a collective future, our communities, by and large, continue to approach challenges and opportunities separately. Collaboration is still largely the exception, not the rule. The shared challenges of the 21st century require that we step back and create region-wide strategies for accommodating the jobs and people of the coming decades. Fractured decision-making reduces our quality of life and limits access to opportunity.

Southeast Florida 2060 Draft Work Program

Organization of the Work Plan

The work plan details a multi-track process to develop a comprehensive regional vision and action plan for Southeastern Florida. The work plan includes key steps and early actions required to start a comprehensive regional visioning process, as well as a detailed approach to each task necessary to develop a physical plan and implementation strategies. This also includes a series of community technical assistance projects that demonstrate the implementation of the regional growth visioning principles at the local scale. These components are organized into three distinct but inter-related tracks:

- Track 1: Early Actions for the Southeast Florida 2060 Regional Plan
- Track 2: Southeast Florida 2060 Regional Plan
- Track 3: Community Technical Assistance and Demonstration Projects

These tracks, and the tasks therein, are not necessarily sequential, and many tasks overlap throughout the expected 18-36 month duration of a large-scale regional planning effort for Southeast Florida.

Track 1: Early Actions for the Southeast Florida 2060 Regional Plan

Track 1 details near-term actions to develop the support and institutional infrastructure for a regional vision project in Southeast Florida. These include the designation of a "home" organization for the effort, the formulation of a plan for coordinating the involvement of key agencies, the identification of potential project "champions" across the study area, and the development of marketing materials. It also includes the tasks associated with building funding and institutional support from a variety of potential funders and partners.

Task 1: Develop or Designate the "Home" Organization

It will be necessary to designate a home organization for the effort. This organization will be the administrative "home" of the project and will be associated with all aspects of the project from its inception. Past regional efforts across the United States have been sponsored by a range of entities—from non-profit public-private partnerships specifically created to sponsor a regional effort, to regional government bodies including regional transportation authorities. The ultimate designation of a Southeast Florida sponsor will depend on specific political, funding, and other issues.

Task 2: Create a Regional Vision Advisory Committee

A small, but comprehensive, advisory committee should be developed for the Southeast Florida 2060 regional visioning project. This advisory/steering committee will be regularly convened throughout the planning process to assess the content and direction of the planning process. Committee members should include a strategic cross-section of important stakeholders and project partners representing both technical and policy expertise. It is important that this group include designees from across the entire study area.

Task 3: Identify Vision Champions and Primary Stakeholders

A comprehensive list of stakeholders and potential project "champions" should be developed. The list should include influential individuals and opinion leaders from the public, private and non-profit sectors who can support and advocate on behalf of Southeast Florida 2060 throughout the process. Key stakeholders and champions will be essential in implementing the plan. The group's strategic involvement throughout the process will insure a deep understanding of the process and a commitment to the project's outcomes. Project champions should include a cross-section of the racial, social, and ethnic groups of the region, and well as the many disciplines and jurisdictions represented within the Southeast Florida 2060 project area.

Task 4: Create Vision Marketing Package and Branding

Branding and marketing is an important early step in the regional planning effort, both to develop and solidify support for the effort, and to clearly convey the project to potential funders and/or project sponsors. A concise and engaging marketing package about the project should be developed. These materials will set the stage for subsequent discussions and will serve as an essential "leave behind" about the project and its goals.

This task also includes the development of a brand, or name, for the regional project. This is an important task, as the project will likely be associated with this name for years to come. It should be a name/brand that speaks to the values, concerns, and desires of Southeast Florida's citizens, as well as addressing the challenges facing the region. Special consideration should be paid to the challenge of communicating the process to the wide variety of ethnic and racial groups across Southeast Florida. To date, the working name for the project has been Southeast Florida 2060 (SEFL 2060).

Task 5: Identify and Secure Funding Sources for Regional Effort

A plan to identify primary and secondary funding sources must be developed, along with a strategic plan to secure necessary funding from these sources. Potential funding sources generally include private foundations and trusts, state agencies, federal grants and programs, local jurisdictions, regional entities such as regional planning councils, metropolitan planning organizations, or water management districts, major infrastructure providers (i.e. energy, transportation), major corporations or employers, chambers of commerce or business groups, and economic development organizations.

Track 2: Southeast Florida 2060 Regional Plan

Track 2 encompasses the development and completion of a Regional Vision and Action Strategies for Southeast Florida. Key tasks include data compilation and model development, region-wide public workshops, alternative scenario development and modeling, major public outreach on vision alternatives, and the completion of a regional vision and action plan. This track would run for approximately 18-24 months and some tasks would overlap or run concurrently.

Task 1: Background Research, Data Compilation and Model Development

A significant portion of this work is being accomplished in the development of the work plan. Large-scale visioning efforts are data intensive. Compiling and indexing the data resources available for this study, along with the many concurrent, completed, and future efforts that this process must build upon, integrate with, and inform is critical to ensure that the study is based on the best available data. This task also includes rigorous evaluations of state, regional, and local transportation models to ensure they are ready for transport planning and modeling tasks throughout the regional process. Subtasks associated with this task include

- Review current and completed planning studies and literature
- Compile comprehensive plans and developments of regional impact
- GIS data compilation, regional context mapping and analysis
- Develop demographic and economic forecasts
- Regional housing assessment
- Assess Regional redevelopment potential
- Develop a land suitability index
- Transportation model assessment and calibration

Task 2: Develop Regional Benchmarks and Indicators

Regional benchmarks and related indicators provide a powerful basis for shaping and evaluating baseline and alternative land use scenarios, and will ultimately provide the framework to gauge the effectiveness of long-term strategies and actions. Benchmarks set quantifiable targets for achieving key policy goals. Benchmarks can cover a wide range of issues—from roadway congestion, water quality and supply, to green house gas emissions, housing diversity and affordability, and hurricane risk. Indicators are the metrics used to measure progress towards the benchmarks. Rather than utilizing benchmarks and indicators simply to evaluate alternatives after the fact, in this process benchmarks will drive the initial formulation and refinement of alternatives. Regional benchmarks and indicators will build upon the ongoing work of regional partners such as FAU CUES and will be closely coordinated with related Florida efforts. Subtasks associated with this task include:

- Conduct National, State, and Local Research on Benchmarks
- Develop Indicators and Draft Benchmarks for SEFL 2060 Process
- Review Indicators and Benchmarks with Advisory Committee

Task 3: Development of Multi-Phase Community and Public Outreach Strategy

This task encompasses the development of a comprehensive marketing and public outreach and engagement strategy for the regional planning effort. Effective branding, information dissemination, and public engagement are essential ingredients for a successful regional effort. This task must include a concerted effort to clearly understand the social and political realities under which recent planning and regional visioning efforts have taken place and under which the Southeast Florida regional process will progress. A clear understanding of the public's reactions to earlier work and attitudes about growth issues should help to shape both the planning process and its

communication to the public. This task must be particularly sensitive to developing strategies and methods to integrate community-level input from the diversity of communities and stakeholder groups that make up the Southeast Florida region. Subtasks associated with this task include:

- Develop Marketing and Outreach Strategy
- Produce Template Materials for Public Workshops, Outreach, and Final Products
- Conduct Regional Values and Issues Poll(s)

Task 4: Baseline Development, Initial Modeling, and General Public Dissemination

This task focuses on the development of a baseline scenario that clearly depicts the pattern and consequences of the current trajectory of growth and development in Southeast Florida. It involves identifying the complex issues facing the region and develops a baseline that will serve as a status-quo against which alternative futures will be evaluated. The team will examine current and historic trends, as well as the driving factors for future growth—including the Florida Growth Management Act, the FDOT Strategic Intermodal Study, regional transportation plans developed by the Southeast Florida Transportation Council, Treasure Coast Transportation Council and the South Florida Regional Transportation Authority, redevelopment potential, and expected demographic and housing trends and forecasts. Special attention will be given to water management, Everglades restoration, and climate change/sea-level rise. The public dissemination of the baseline will help drive outreach and public discourse on the challenges facing the region (especially as they relate to the ability to attain regional benchmarks or targets). Subtasks associated with this task include:

- Baseline Assumptions and Driving Forces Work Session with Advisory Committee
- Baseline Alternative Development
- Modeling of Baseline Alternative including land use, transportation, air quality, water management, jobs/housing balance, carbon footprint, etc.
- Compile and Disseminate Results of Baseline Modeling to the General Public

Task 5: Regional Alternatives Development and Dissemination

Alternative scenarios will be created that illustrate and explore various ways Southeast Florida and its communities could accommodate expected population and job growth. A series of public workshops will provide essential input into the development of these alternatives. The workshops will challenge a cross-section of participants to collaboratively create a set of visions for Southeast Florida's future; participants will grapple with the location, mix, and intensity of development and redevelopment throughout the region, major roadway and transit infrastructure options, and economic development strategies and other policy issues related to the driving forces explored in Task 4.

The scenarios that emerge from workshop input are intended to convey a range of possible futures so that an analysis of the various costs and consequences of each approach can be understood and ultimately inform a preferred regional vision, as well as critical community building efforts, and infrastructure and other investment decisions. Subtasks associated with this task include:

- Conduct Region-Wide Stakeholder Workshops
- Create Alternative Scenarios for Development and Redevelopment
- Review Alternative Scenarios
- Refine Alternative Scenarios
- Modeling of Alternative Scenarios including land use, transportation, air quality, water management, jobs/housing balance, carbon footprint, etc.
- Regional Alternatives Outreach and Polling

Task 6: Regional Vision and Strategy/Action Plan Development

This task includes the development of the key final products: the Vision - a visual representation of the region in 2060; and an Action Plan - a set of strategies and actions to implement the vision. The Regional Vision will illustrate how Southeast Florida can reach its regional targets or benchmarks by developing and redeveloping in ways that are consistent with the needs, concerns, and goals of its citizens, drawing upon regional alternatives polling, and the values survey.

The Southeast Florida 2060 Regional Plan will inform state, regional, and local implementation of the plan with a coordinated set of infrastructure investments, community design approaches, economic development strategies, public services, environmental restoration, and future natural hazards mitigations. It will serve as a means of evaluating and integrating local, federal, and state investments, and private building and investment. The Plan will clearly illustrate where Southeast Florida wants to be in 2060, identify and prioritize actions to get there, and address the institutional and organizational challenges to implementation. Subtasks associated with this task include:

- Develop Regional Vision Map and Illustrations
- Develop Key Strategies and Actions
- Produce Final Vision and Action Plan
- Develop Monitoring Plan

Track 3: Community Technical Assistance and Demonstration Projects

Track 3 focuses on ways to help implement the vision through demonstration projects and technical assistance to communities to highlight the principles of smart, sustainable growth. Planning and design services could be provided at nominal cost to local jurisdictions to promote many Southeast Florida 2060 concepts "on the ground" by engaging a number of communities in detailed planning projects. Neighborhood and district-scale project work will be tailored to each jurisdiction, with some projects receiving more design services and others more planning and implementation services, depending on the community's needs and desires.

The projects will be instrumental in communicating the day-to-day benefits of smart growth and transit-oriented principles to both the public and local officials, as well as exploring the processes of project development by which these principles can be realized. The resulting series of plans and implementation prototypes can be used as models for other communities. In addition, the

projects can reveal what changes to local, regional, and state development policies may be necessary in order to create the communities desired by the public.

A regional visioning effort for Southeast Florida will produce a concrete Regional Vision and Action Plan and Strategies that builds upon an existing foundation of planning and policy to create a sustainable and smarter future for the region. The Vision will illustrate where Southeast Florida wants to be in 2060 and it will be coupled with a clear set of actions and policies to move the region towards this vision.

Southeast Florida 2060 Estimated Timeline and Budget

A regional visioning effort for Southeast Florida is a significant project. The estimated timeline to complete the tasks outlined above is 18 to 36 months, depending on the constraints and timing of funding and other resources necessary to complete the scope. The estimated budget is \$3,000,000 over the project period. Both the estimated timeline and budget are in line with other large-scale regional visioning efforts across the country.

In many respects this is a perfect time to launch this kind of regional effort. The downturns in the economy and development have created some breathing room for communities to thoughtfully plan their futures without as much pressure to respond to a constant stream of development proposals. On the other hand, economic conditions make it more challenging to secure funding for initiatives such as this, making it unlikely that sufficient resources will come from any one source, public or private.

Consequently, the funding strategy for Southeast Florida 2060 will have to be highly flexible, continuously identifying ways to leverage limited resources to serve multiple goals. Resources will be sought from all sectors – public, private, non-profit, and civic.

Conclusion:

We can experience our future by default, without coordination or an understanding of how each local decision impacts the whole. Or we can choose to design a bold future, investing time and energy to explore the consequences of different decisions before we commit to them.

Metropolitan regions around the United States and the world are committing time, energy, and fiscal resources into preparing for the future. In Florida, the Central Florida regional visioning initiative, managed through the not-for-profit organization myregion.org, is the largest and most fully developed. The initiative began in late 1999, launching fully in spring 2001. They recently completed phase two with *How Shall We Grow?*, developing a single set of regional priority goals and actions to address how, where, and in what form the Orlando region should grow over the coming decades. Led by myregion.org – a public-private partnership of government agencies, business interests, and citizens' groups – this regional effort is addressing shared challenges and opportunities through regional collaboration and leadership. It is creating a coordinated regional agenda with a coherent vision to secure funding for key regional projects and initiatives.

Recommendation:

Southeast Florida needs to move forward in the development of its regional plan or risk a diminished quality of life and decreased competitiveness when compared to regions across the state and country which have formulated their unified vision and action plan.