



# MEMORANDUM

AGENDA ITEM #V.A

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DATE: JANUARY 28, 2019

TO: COUNCIL MEMBERS

FROM: FRANK CAPLAN, CHAIR

SUBJECT: STRATEGIC PLANNING WORKSHOP MEETING SUMMARY

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## **Brief History:**

Throughout the roughly 50 years since its inception, the South Florida Regional Planning Council has worked in partnership with public, private, nonprofit, philanthropic and community stakeholders to plan for safe, sustainable and thriving communities and to advance regional prosperity and a superior quality of life in Southeast Florida. Council staff performs research and analyses, develops reports, and conducts community engagement activities supporting policy-makers in reaching empirically-based, comprehensively-informed decisions. Staff expertise encompasses demographics; economic development; environmental protection and natural resource management; transportation and housing policy; alternative fuels and sustainable city practices; climate science and resiliency; data marshalling and analyses; mapping and geospatial analyses; emergency preparedness and disaster response; dispute resolution; and growth management generally. The Council has shared relevant data and best practices, contributing strategic thinking and innovative solutions in service to Miami-Dade, Broward and Monroe Counties and the cities within them, and larger regions through collaborations with the Treasure Coast Council and others, including innumerable stakeholders.

## **Recent Past:**

Our Council and its nine peers statewide have been in transition in recent years. During Governor Scott's administration, Council's budget, work program and staff were affected materially by legislative changes curtailing the RPCs' statutory responsibilities and by the Governor's repeated line-item vetoes of legislature-approved annual appropriations. Apart from budgetary constraints, Council's reduced role with regard to comp plan reviews, intergovernmental coordination generally and DRIs raised "existential" questions concerning the importance of Council's remaining mission. This was especially thought-provoking, as in the past our Council had made distinctive contributions to South Florida growth management and general policy planning.

It seemed to our Council and our peers statewide an inauspicious time to squander growth management expertise as population growth and consequent strains on infrastructure and resources were significant



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preoccupations throughout the region and throughout the state. In addition, our Council (and our peers) observed that some in Tallahassee seemed to regard regional planning and growth management either with indifference or negatively as impeding economic development. This was not a universal sentiment in the legislature or state agencies, but some measure of disregard or diminished regard for regional planning was unmistakable. Debate ensued on our Council and statewide as to whether this was something of an historical aberration. Little comfort was drawn by the hopeful observation that “this too will pass”; a realistic pessimism fueled by an unusually overt dispute involving the formerly-separate Withlacoochee Regional Planning Council.

In response, Council staff took various measures to reduce fixed expenses. And while continuing to perform our various contractual and other responsibilities, our Council undertook a systematic self-critical assessment of its continuing roles and capabilities in the face of these changes and pressures. This included a thoughtful analysis of whether, and why, regional planning continues to be relevant, and in fact critical, despite the prevailing political climate and jurisdictional curtailments under state law. This effort culminated with a two-part, facilitated strategic planning retreat in June and July 2017. That retreat was similar to a near-simultaneous statewide strategic planning initiative undertaken by the Florida Regional Councils Association on behalf of the RPCs statewide. A summary of our Council’s 2017 planning sessions is included herewith as Appendix A.

#### **Follow-up and Predicate for this Report:**

The Council convened a follow-up strategic workshop on December 7, 2018. This followed substantive actions by our Council in connection with the American Dream Mall and Graham Properties DRI-sized projects, as well as Miami-Dade County’s plans for the southwest extension west of the urban development boundary. Councilmembers had varying reactions to those experiences which of course involved major regional decisions affecting multiple jurisdictions – the traditional purview of regional planning. A prevailing reaction was that the submissions before us were unripe in some respects inasmuch as other agency reviews were not complete. In addition, members of our Council found flaws in the submission process itself because material impact-of-development assumptions and conditions could not be verified. This prompted discussion as to whether the submission, review and comment process is so uncoordinated and perfunctory as to hamper any fair prospect for our Council to contribute a meaningful assessment based on regional strategic policies; putting aside the fact that ours is not an approval or denial function.

The briefing packet for the December 7<sup>th</sup> workshop included a summary of existing Council programs (attached to this report as Appendix B). But the workshop discussion focused more on aspirations than on existing programs. Councilmembers drilled-down on the mission and resources at hand while bearing in mind recognized regional needs and constituent service opportunities that perhaps are not being addressed adequately. The following summarizes the discussions and conclusions drawn from the December 7<sup>th</sup> workshop.

#### **Takeaways:**

The workshop takeaways may be summarized as: (1) mission – performance, communications & branding, and (2) extra-jurisdictional “black hole”; intergovernmental coordination challenges and opportunities.

Discussion of each of these prompted a variety of thoughts about immediate and near-term alliance-building.

## 1. Mission – Performance, Communications & Branding:

The first takeaway centers on continuing excellent performance, but more, on much improved communications and constituent outreach. The discussion also focused on possibilities for enlarging the mission (either by interlocal agreements or legislative action, or both). And, there was a good deal of discussion concerning Palm Beach County as being functionally a part of South Florida, but not within the roster of our constituent communities.

- ❖ Councilmembers focused on “what is” as distinct from “what was”. We should put our energies into what we’re doing instead of lamenting the loss of what we used to be doing. We must heed what is and what is not within our direct control. We should re-double-down on excellence in what we’re doing, deliver value, recognize that communications are inherent in our mission, and build on success.
- ❖ Critically, we have a solid consensus that regionalism matters; that our Council and RPCs generally have an essential role and distinctive capabilities in helping decision-makers orient toward the best decisions. Legislative and budgetary curtailments and transitory politics do not change that reality. In fact, unabated population growth, conspicuous and worsening stress in income levels and housing availability, ecological vulnerabilities, strains on resources, aging infrastructure, insular thinking locally, educational challenges, untenable commuting challenges, a myriad of challenges overall, makes regional planning even more critical than was the case when impacts were more localized and less dire.
- ❖ The overriding sense is that Council does a great job on matters of local and regional importance and by and large is unrecognized in doing so. We do not dedicate sufficient energy at outreach. We do too little to bring to mind with our constituents our existence much less our relevance, capabilities and contributions. This raises an implementation question: what resources do we have or can we marshal to improve our communication outreach? We observe that outreach materials must be content-worthy; excellent and timely.
- ❖ Action items generally are (i) do a great job; (ii) improve name recognition, and (iii) network with local and state elected and appointed officials and organizations. Specific action items discussed included:
  - Enhance grassroots contacts & improve reporting and social media efforts to ensure effective communication with Council stakeholders.
    - ◆ Track municipal / County challenges, successes and failures. Target Council outreach to address current local issues.
    - ◆ Feed-back to Miami Springs, others, who actually have engaged with Council.
    - ◆ Encourage municipal representatives to address Council on comp plan amendments.
    - ◆ Possibly report in person or by letter to local governments after Council acts on amendments.
    - ◆ Emphasize collaboration both as a branding theme and an action item.
    - ◆ Use “Plan It South Florida” & “Building Bridges, Filling Gaps”.
    - ◆ FRCA logo and branding theme: “Local Knowledge/Regional Solutions/Statewide Impact”. This states the case, elegantly.
  - Support restoration of RPC state appropriations and restoration of some legislative roles; bearing in mind political antipathy to “burdensome or redundant regulations” but possibly highlighting the void relative to intergovernmental coordination.

- Amplify RPC value proposition by leveraging RPC members serving on the Governor’s transition advisory committees (O’Brian with Treasure Coast and O’Keefe with East Central) and by meeting with “insiders” in the Governor’s office (Chief of Staff Shane Strum, for example).
- Continue an active working collaboration with Treasure Coast, refining that effort with specifically coordinated work focusing on Palm Beach County as needs or opportunities arise.
- It was observed that greater involvement with Palm Beach County does not require re-aligning the RPC jurisdictional boundaries, which is in any event likely unachievable.

## 2. Extra-Jurisdictional Impacts & Intergovernmental Coordination:

The discussion about extra-jurisdictional impacts is not about current mission, but rather about a need that’s not being addressed.

- ❖ Extra-jurisdictional impacts are seen mainly in land development decisions or special events sited in one jurisdiction, the impacts from which affect other jurisdictions. Intergovernmental coordination is not required. To the extent there is intergovernmental coordination, its typically because the host city acts as a responsible neighbor (not a universally reliable proposition).
- ❖ According to F.S. §186.502 (4), “[t]he regional planning council is recognized as Florida’s only multipurpose regional entity that is in a position to plan for and coordinate intergovernmental solutions to growth-related problems on greater-than-local issues, provide technical assistance to local governments, and meet other needs of the communities in each region. A council shall not act as a permitting or regulatory entity.”
- ❖ The current processes to address extra-jurisdictional impacts and intergovernmental coordination is inadequate. The discussion centered on the Council’s role in convening regional actors to identify and assess factors that lead to extra-jurisdictional “strife” on the one hand, and successful outcomes on the other hands. This may include case studies where intergovernmental coordination was absent or unsuccessful, and what might have been done (including with Council facilitation) to improve past failures.
- ❖ In addition to land development and special events, extra-jurisdictional impacts and/or intergovernmental coordination needs also arise with respect to: (1) water quality and supply; (2) transit; (3) economic development; (4) affordable/workforce housing and homelessness; and (5) landfill issues.
  - Water Quality and Supply. Presently, the Council’s engagement is limited to comprehensive plan amendment reviews and input into the South Florida Water Management District’s *Lower East Coast Water Supply Plan*. The Water Supply Plan assesses projected water demands and potential sources of water. It’s used by local governments, water users and utilities to update and modify local comprehensive plans, facility work plans and ordinances. The workshop focused on the following action items:
    - Council should consider holding meetings among Broward, Miami-Dade, and Monroe County Water Boards.
    - Council should follow up on the water resource presentations at the October Joint Meeting with Treasure Coast.

- Florida Association of Counties established a water quality group, Commissioner Levine Cava hosted a water quality meeting, and the Southwest Florida RPC held a water quality summit. Council might consider convening its own regional discussion, focusing on current projections, contingency and budget planning, and development “Do’s and Don’ts”.
  - The Coral Reef Ecosystem Group was created based on meetings of the South Florida and Treasure Coast RPCs. The Ecosystem Group received state funding. This is an example of an identified emergency giving rise to an urgent need for top-of-mind attention, study and policy recommendations. Council is well-suited to lead or at least participate. Consider a state of emergency declaration as an option to draw attention and marshal resources.
  - Martin County Commissioner Doug Smith (also a member of the Treasure Coast RPC and FRCA policy board member) will make a presentation on 23 January 2019 to Miami-Dade County on the coral reef crisis. Mayor Furr will join him. Commissioner Levine Cava will note their roles on the RPCs and the Coral Reef Ecosystem Group.
  - The City of Key West passed a ban on certain sunscreen lotions to protect coral reefs. That action and the underlying debate serve as examples of “best practices” and “critical thinking” that Council could disseminate to constituents.
  
- Growth Management and Land Use. The Council’s role mainly lies in its advisory review of comprehensive plan amendments. The amendment process under current state law does not require intergovernmental coordination or mandatory resolution of extra-jurisdictional impacts. The workshop discussion focused on the following action items:
  - Consider outreaches to the counties and local governments to establish a foundation for a broader role under Interlocal Agreements to address intergovernmental coordination (replacing the former statutory role with a contractual role, in effect). Be thoughtful, however, about tension between Council role and sovereign prerogatives (see below for examples).
  - Consider inviting local governments to address Council with regard to their own extra-jurisdictional concerns before submitting comp plan amendments. This might give rise to a more proactive capability on the part of Council. Of course, deference must be given to sovereign prerogatives, so council proactivity as an intergovernmental dispute mediation counsellor would typically be sensitive politically. An example: the City of Miami’s decision to locate the Ultra Music Festival on Virginia Key.
  - Council should assess whether it should undertake a role in addressing future flood considerations in the land use review process. No one is pulling this together presently. One potential role is presenting architectural renderings depicting new base flood elevations. This would be valuable to local governments lacking extensive BPZ staff capabilities.
  - We observed that the State should pay for new flood elevation maps, transportation plans, and evacuation plans. FRCA is proposing a lead role for the RPCs on evacuation planning. Council should assess informational and planning gaps that we can fill in our region.
  - Assist local governments with development or use issues that have regional impacts (e.g., new malls and considering whether to redevelop existing malls; special events held in one jurisdiction that impacts others; development

planning correlating with regional long-term sustainability goals). Again, sovereign prerogatives require discretion.

- Focus on opportunities for constructive engagement generally within the region, case-by-case as local issues arise. Offer observations. Reinforce Council relevance by action. Provide value.
  - Seek to change the review process so Council is not prematurely receiving proposals which do not include input from other agencies. And, as we sought to do in 2018, comment appropriately, charging others with common sense sequencing.
- Emergency Management. Expand the Council's emergency management role. Talk with Representative Jared Moskowitz, Chief of the Division of Emergency Management, about RPC capabilities and their historical role.
  - Economic Development. The Council serves as the Economic Development Administration's designated Economic Development District for the geographic area of Broward, Miami-Dade, and Monroe counties. In this role, the Council prepares the Comprehensive Economic Development Strategy (CEDS) and assists in the deployment of various economic development programs, including our business loans program. The Council, working with regional partners, completed a major update of the CEDS in November 2017 using the Florida Chamber of Commerce's "Six Pillars" format. The Council also provides an annual update of the CEDS data, last completed in December 2018. The workshop discussion focused on the following action items:
    - Commissioner Geller has been involved with Marine Fisheries Research. We observed that this type of investment and presence in the Region is highly desirable, contributing to "brainy capital" and economic lift. Council should find ways to support this type of investment.
    - Councilmembers Levine Cava and Caplan drew a parallel to RSMAS and the neighboring NOAA facilities. When NOAA announced in 2017 the relocation of its Fisheries headquarters from Virginia Key to St. Petersburg, County, City responses were inadequate. This experience points to a role for Council to assist local governments in gaining and preserving economic and quality of life enhancements regionally.
    - Convene a meeting on Amazon recruitment to determine what was learned.
  - Affordable/Workforce Housing and Homelessness. The Region's affordable/workforce housing demand and need continues to increase. In addition, prices for housing stress many and homelessness and support service needs are increasing. We observed that these phenomena may be best addressed collectively and regionally.
    - Affordable and workforce housing is a legislative priority for Monroe, Broward and Miami-Dade Counties.
    - Convene a summit on housing costs and variety, and on homelessness, focusing on responsive policies.
  - Landfill / Sanitary Waste Issues.
    - Convene a summit to communicate data, prospects for the future and sustainable practices.

- Include human biowaste discussion and issues regarding outfall vulnerabilities, deep-well injection and water and geologic implications.
- Natural Resource Management.
  - Many opportunities for data and best practices dissemination.
  - Include lessons learned – red tide and economic effects, for example.

### **3. Immediate Next Steps & Implementation.**

- ❖ Survey Councilmembers – what’s on their radar? What local issues are in fact regional in effect? What’s their sense of first tier and lower tier priorities, and what goals might be a “bridge too far”?
- ❖ Fill-in Councilmembers’ understanding of Council staff capabilities and limits. What is feasible and what is not without additional resources and staff?
- ❖ Compile list of regional groups (e.g., Climate Compact, Life Science, etc.) and contact them directly, in lieu of a blanket survey.
- ❖ The consensus was that Council could and should serve as regional convener to address the variety of issues and topics summarized above, drawing attention to current issues (and to Council’s capabilities) and distilling factors that lead to better or worse outcomes.
- ❖ Consider private sector underwriting. For example, Broward College’s Village Square initiative.

## APPENDIX A



### South Florida Regional Planning Council 2017 Board Strategic Planning Retreat Parts I & II Summary Report

*Creating partnerships to grow greater economic prosperity in our region*

#### Summary

The following report is a compilation of the major priorities set during the South Florida Regional Planning Council (SFRPC) Strategic Planning Retreats held on June 8 and July 24, 2017 in the Council offices. Retreat notes, as well as a Summary Report on Part I of the retreat, are available upon request. The main goal of the two-part process was to help set the Council's strategic focus and priorities for the next several years.

The economy, climate change, prosperity issues, disruptive technologies, and population growth were identified as some of the major drivers of future trends affecting the region. It is critical that the Council refocus its mission and operations to reflect these changing forces, as well as clearly communicate the Council's value to the region's economic prosperity.

Council members identified the following four opportunity areas for special emphasis in moving the Council's mission and work program forward. They include:

1. Strengthening the Council's multi-jurisdictional mission, especially through opportunities to serve as a platform for regional convenings and as an interface with state agencies, federal agencies, and other regions.
2. Focusing on economic prosperity for the region, including building the Council's collaboration, research, and database roles in support of a stronger regional economy.
3. Securing 'fee for service' opportunities to assist local governments and other regional partners.
4. Improving communication about the Council's mission and work.

The remainder of this short summary report outlines each of these four opportunity areas and emphasizes next steps in implementation.

#### Opportunity I: Strengthening the SFRPC's Multi-Jurisdictional Mission

##### *Overview*

A stronger emphasis on activities that bring multiple jurisdictions together to organize regional convenings, provide intergovernmental coordination services, and offer dispute resolution services was identified as its most important priority. Specific ideas include:

- Making regional convenings of county and city elected officials, legislative delegations, and other partners compelling enough to encourage attendance. Two different types of convenings could be pursued. The first type could focus on setting an annual regional agenda, especially for the



legislative session. The second type would focus on convening a broader set of partners on a specific issue, similar to last year's Coastal Link meeting.

- Think broadly and include other jurisdictions, where appropriate, i.e., Treasure Coast Regional Planning Council.
- Focus initially on convening the chairs of these bodies, perhaps focusing on a limited agenda, like transportation or housing.
- Strengthening emphasis on 'hot topics', e.g., transportation.
  - Pursue opportunity driven regional convenings of key partners to discuss issues and build consensus around solutions.
  - Emphasize education, collaboration, advocacy for a good regional perspective, and conflict resolution.
  - Pursue broad regional convenings that are opportunity and issue-driven. i.e. US 27 corridor, Tri-Rail Coastal Link
  - Explore using SFRPC's Regional Prosperity Institute, a 501(c)3, to fund these and other activities through sponsorships.
- Focusing on organizing convenings and providing services relating to infrastructure issues, especially P3 projects and 'intelligent approach' strategies. (This strategy will be especially relevant to exploring 'fee for services' ideas, discussed in a subsequent section of this report.)
  - Provide research on mobility hubs and similar locales. Partner with the Florida Department of Transportation (FDOT), the regional Metropolitan Planning Organizations (MPOs), the South Florida Regional Transportation Authority (SFRTA), and others to provide this service on a fee basis where possible.
- Strengthening the Council's lobbying focus by:
  - Developing a legislative agenda early.
  - Providing more direction and clear expectations to the Florida Regional Councils Association (FRCA) lobbyist in a timely way.
  - Making sure Council has a regional lobbying agenda to promote to the delegations.
  - Involving other organizations, such as the Climate Compact in a 'Coalition of Coalitions.'

#### *Next Steps for Implementation*

- Become a member (either formal or ex-officio) of other regional groups, e.g., Southeast Florida Transportation Council and Southeast Florida Climate Compact.
- Seek even greater coordination with Palm Beach County on metropolitan-level issues, as well as with the Treasure Coast Regional Planning Council and other neighboring councils on regional/megaregional issues.
- Focus initially on where SFRPC can tap into available funding.
  - Organize convenings focusing on and with the cities.
  - Approach the International City Managers Association (ICMA) on county-wide basis to speak at a monthly meeting about partnership opportunities.
  - When appropriate, seek funding for activities from partners in those activities, including the cities, MPOs, SFTRA, and FDOT
- Long term, revisit SFRPC's charter regarding board membership to broaden possible membership.

### **Opportunity II: Focusing on Economic Prosperity for the Southeast Florida Region**

#### *Overview*

As the Council refines its changing mission and future activities, an important priority is developing a 'lens' that views activities through their relationship to attracting/retaining jobs and growing economic

prosperity throughout the region. SFRPC must cultivate its reputation as an unbiased third party while it evaluates impacts on the larger region. Specific activities might include:

- Positioning SFRPC as more like a local think tank with emphasis on economic prosperity.
  - Consider “Think Smarter” as a branding title.
  - Consider issuing an annual regional economic report card, and perhaps an event to roll out the report
- Creating a broader data repository by enhancing the Council’s data collection, analysis, sharing, and visualization capabilities, and building on the recent DataCommon work.
  - Explore grants to build organizational capacity for these functions.
  - Perhaps also pursue grants to provide access to the database for smaller governments (develop criteria to define who has access under a grant program).
  - Explore areas where the Council can provide research and data coordination and services for multiple governments.
  - Consider analyzing implications of selected data, such as drafting white papers.
  - Aggressively market the available databases externally, so that SFRPC becomes ‘top of the mind’ and is thought of as the ‘Wikipedia of Data’ for this region.
- Increasing a special focus on transportation and housing, which are critical issues across the region and have high impact on economic prosperity.
- Elevating the importance of the Comprehensive Economic Development Strategy (CEDS).

#### *Next Steps for Implementation*

- Focus on developing DataCommon offerings.
  - Develop a ‘buy-in’ fee schedule, perhaps with three levels, to be developed as part of the ‘fee for service’ program.
  - Market membership opportunities based on a list of deliverables and their fee schedule.
- Continue CEDS with or without federal assistance, emphasizing its usefulness as a tool to local governments and other organizations.
  - Might be possible to fund through a cost sharing proposal with local governments.

### **Opportunity III: Securing ‘Fee for Service’ Opportunities**

#### *Overview*

As the Council redefines its mission and activities, new models to generate the revenue necessary to support priorities must be explored and secured. Especially important at a time when local government revenues are shrinking and state/federal funding is uncertain, the Council must determine specific local government/agency service needs, which will enable it to respond with services designed to fill the gaps. A more aggressive ‘fee for service’ program and marketing of those services, especially to smaller governmental entities without the capacity to handle all governmental functions in-house, is a high priority. Initially, services might focus on hands on/quick projects, especially where the SFRPC can act as a ‘one stop shop’.

Building and enhancing the Council’s research and data collection roles is also an important component in pursuing this opportunity. As was discussed under the last opportunity area focusing on economic prosperity projects, serving as a data repository is a needed regional activity.

Some of the activities and ideas for services include:

- Offering proactive services (before the problem occurs).
- Offering preapplication services.
- Convening consensus building forums/meetings.
- Providing contract negotiation services.

- Developing data on local government salaries/benefits, as this is one product not readily available, but in high demand.
- Exploring outreach opportunities/functions needed by other agencies on a regional basis, including training needs.
- Adding a pooled lobbying function (for a fee).
- Exploring the possibility of establishing and charging a fee for plan review services.
- Early projects might also be related to state or local regulatory or planning requirements. Examples include:
  - Transportation and land use planning (e.g., transit-oriented development and mobility hubs)
  - Water re-use plans and water supply management
  - Economic prosperity related planning
  - Resiliency planning (e.g., resilient redesign)
  - Regional and community indicators
  - Data management
  - Building a dispute resolution function.

#### *Next Steps for Implementation*

- Immediately develop a process for moving forward.
  - Set up a task force or other group of Council members to delve into this topic and make recommendations to the full Council.
- Conduct a survey or focus groups to figure out what services would be in most demand, as well as who already might be providing these services.
  - Concentrate first on developing list of possible services to market to cities through such mechanisms as focus groups, meeting with ICMA, Broward League of Cities, etc.
- Conduct a gap analysis of staff skills and capacity, and subsequently identify an inventory of consultants who might be available to work on special projects. If there is not sufficient demand for a full-time employee yet, consider opportunities to bring on contract employees with a markup. For consensus building and dispute resolution, consider an on-call facilitator and some of Isabel's time initially, and add full-time staff as demand for this service grows.
- Extremely important to figure out a membership structure for services (including DataCommon discussed in previous section). Make membership mandatory to access information, with a tiered level of membership fees for additional services, such as analysis of the data.
- Work with Council attorney to determine how data developed through fee for service activities might fall under public records laws.
  - Determine whether fee for service opportunities are better offered through the 501c3
- Building a marketing plan for the initiative after the program parameters are drafted.
- Conduct 'pilot project(s)' to use as examples in marketing efforts.
  - Target five potential clients for fee for service projects, first approaching those who best understand SFRPC and its mission, such as Board members' host communities. Potential targeted clients could include:
    - County and city governments
    - MPOs
    - SFRTA
    - FDOT District 4 and 6
    - Other state agencies
    - Water management districts
    - Economic development organizations

## Opportunity IV: Improving Communication about the Council and its Work

### *Overview*

The Council must make a *strong case for adding value* in these changing times. Implementation of a new branding plan was identified as a critical opportunity, recognizing that costs are associated with strong communications programs with active websites and social media platforms. In redeveloping this core competency, the following points are key:

- The need to reeducate the SFRPC constituents and partners about the Council's mission
  - Be pithy and brief
  - Be laser focused
  - Differentiate SFRPC from others
- As a new branding plan is developed, important components include the following points:
  - What is the value proposition?
  - What are the best ways to implement a successful plan?
  - Spend time reflecting on recent successful projects, such as the American Dream Mall.
  - Must include a social media presence.
- Continue engagement and communication with all the issues and suggestions developed at the Retreats with Board members who could not attend.
- Must focus on branding and communication more consistently, especially in terms of the Council's mission, work, and accomplishments.
- Engaging more millennials with the Council, perhaps as members or on special committees to involve a broader constituency in Council activities and decisions. This is strategically important, as the work plots future trends and solutions

### *Next Steps for Implementation*

- Develop better information on what enhanced communications will cost and how much effort it will take to accomplish the mission well.
- Explore obtaining potential pro bono assistance to get started, especially in terms of updating the website and adding social media (Facebook, etc.).
  - Explore in-kind and/or an intern through the county governments.
- Initially, push out these sources through the members.
- Form a Speaker's Bureau and develop a standard script.
- Initiate a newsletter (web-based).
- Engage next generation of leadership (millennials) through avenues such as Twitter, Indeed, etc., as their engagement is key to regional success.

# APPENDIX B

## SFRPC PROGRAMS FISCAL YEAR 2018 - 2019

### Priority Issue Area 1: Economic Development and Finance

- Comprehensive Economic Development Strategy
- Strategic Plan for South Dade Economic Development
- Disaster Recovery
- Revolving Loan Fund
- Brownfield Cleanup Revolving Loan Fund
- Southeast Florida Brownfields Redevelopment Coalition
- Brownfield Assessment Coalition Grant
- Southeast Florida Community Development Fund, Inc.
- Economic Forecasting Partnership
- Opportunity Zones

### Priority Issue Area 2: Emergency Preparedness

- Local Emergency Planning Committee
- Southeast Regional Domestic Security Task Force

### Priority Issue Area 3: Climate and Economic Resiliency

Council staff actively participates in climate change related planning and coordination efforts across Monroe, Miami-Dade, Broward, and Palm Beach counties. Please see Priority Issue Area 6 for technical assistance activities related to community resilience to climate change.

### Priority Issue Area 4: Transportation and Alternative Fuels

- Southeast Florida Clean Cities Coalition
- SolSmart
- South Florida Regional Transportation Authority
- SFRTA – FTA Transit Oriented Development (TOD) Pilot Project

### Priority Issue Area 5: Regional Convening

- Joint SFRPC / TCRPC Council Meetings
- Southeast Florida Reef Tract
- Coordination of Special Topic Meetings
- Coordination and Collaboration Activities
- Seven50: Southeast Florida Prosperity Plan

### Priority Issue Area 6: Technical Assistance

- Peril of Flood (Department of Economic Opportunity Grant)
- Peril of Flood (Department of Environmental Protection)
- Strategic Regional Policy Plan
- Comprehensive Plan Amendment Review
- Developments of Regional Impact
- Intergovernmental Coordination and Review
- Power Plant and Transmission Line Siting



## **COUNCIL OVERVIEW**

### **SELECTED PROGRAMS AND SERVICES FY 18-19**

#### **December 2018**

The South Florida Regional Planning Council (Council) is one of ten regional councils created by the Florida Legislature to address issues and plan solutions that are of greater than-local scope, assist in areawide cooperative activities of all levels of government, provide a regional perspective, plan intergovernmental solutions to growth related problems and other challenges, provide technical assistance to local governments, enhance the ability and opportunity for of local governments to resolve issues and problems transcending their individual boundaries, and promote and facilitate economic development.<sup>1</sup>

Pursuant to the 1974 Interlocal Agreement creating the South Florida Regional Planning Council (Council), the Council is directed by its member counties to “assure the orderly, economic, and balanced growth and development of the Region, consistent with the protection of natural resources and environment of the Region and to protect the health, safety, welfare and quality of life of the residents of the Region.”

The Council serves Monroe, Miami-Dade, and Broward counties with 71 municipalities and more than 4.7 million residents. Its mission is to identify the long-term challenges and opportunities facing Southeast Florida and assist the region’s leaders in the development and implementation of creative strategies that will result in prosperous and equitable communities, a healthier and cleaner environment, and a more vibrant economy. A strength of the Council is its unique public/private governing board consisting of county and municipal officials from Monroe, Miami-Dade, and Broward counties; gubernatorial appointees; and ex-officio members representing the South Florida Water Management District, and Florida departments of Transportation, Environmental Protection, and Economic Opportunity.

The Council works in partnership with the region’s public, private, nonprofit, philanthropic, and community stakeholders to advance job creation, regional prosperity, and a superior quality of life in Southeast Florida. Council staff conducts research studies, performs analyses, develops reports, conducts community engagement activities, and undertakes special projects as requested. Staff expertise includes, but is not limited to, the areas of Sea Level Rise Analysis, Adaptation, and Resiliency; Data and Data Analysis; Alternative Fuels; Economic Development; Emergency Preparedness; Environmental Resiliency; Health and the Built Environment; Housing; Mapping and Geospatial Analyses; Transit-Oriented Development; and Local Government Comprehensive Plan Review.

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<sup>1</sup> §186.502, Fla. Stat.

## MISSION – VISION – PURPOSE

**Mission:** The Council’s mission is to identify the long-term challenges and opportunities facing Southeast Florida and assist the Region’s leaders in developing and implementing creative strategies that result in more prosperous and equitable communities, a healthier and cleaner environment, and a more vibrant economy.

**Vision:** By the year 2050, Southeast Florida’s investment in its People, Places & Future has helped our Region mature into one of the great places in the world to live, work, play, and prosper.

### Supporting Values

- **Sustainability:** Investing in our People, Places & Future for a Livable South Florida
- **Connectivity:** Providing Linkages between People, Places & Opportunities
- **Responsibility:** Conducting Business for the Benefit of our Region

**Purpose (Statement of Organization):** To exercise the rights, duties, and powers of a regional planning council as defined in Chapters 186 and 163 and Section 403.723, Florida Statutes, as amended from time to time and of a regional planning agency as defined in Chapter 23, Section 403.723, and Chapter 380, Florida Statutes, as amended from time to time, including those functions enumerated by legislative finding and declarations of Chapter 186, Florida Statutes, as amended from time to time and other applicable federal, State and local laws.

1. To conduct the comprehensive regional planning process.
2. To provide regional coordination for the local governments in the South Florida Region.
3. To exchange, interchange, and review the various programs referred to it which are of regional concern.
4. To promote communication among local governments in the Region.
5. To identify and resolve regional problems and issues.
6. To cooperate with federal, State, local and non-governmental agencies and citizens.
7. To assure the orderly and balanced growth and development of this Region, consistent with the protection of the natural resources and environment of the Region, and to promote safety, welfare and quality of life of the residents of the Region.
8. To encourage and promote communications between neighboring regional planning districts in an attempt to insure compatibility in development and long-range planning goals.
9. To establish, manage and maintain various revolving loan programs.

## FY 18-19 Work Program and Funding Sources

### 1. Economic Development and Finance

The Council serves as the Economic Development Administration's (EDA) designated Economic Development District (EDD) for the geographic area of Broward, Miami-Dade, and Monroe counties. In this role, the Council prepares the Comprehensive Economic Development Strategy and assists in the deployment of various economic development programs.

#### a. Comprehensive Economic Development Strategy

The EDA directs each designated EDD to develop and maintain a Comprehensive Economic Development Strategy (CEDS) with the assistance of public involvement. The CEDS is a strategy-driven plan for regional economic development and result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region. The EDDs are required to fully update the CEDS every five years and can update the CEDS on an annual basis.

The Comprehensive Economic Development Strategy (CEDS) for South Florida is a roadmap to diversify and strengthen the regional economy of Broward, Miami-Dade, and Monroe counties. The regional CEDS process guides federal and state investment priorities, funding sources, and delineates lead organizations' responsibilities for execution of the CEDS, while bringing together public and private sector leaders, and decision-makers.

The Council completed a major update of the CEDS in November 2017 using the Six Pillars format and is undertaking implementation activities for the newly adopted strategy. The 2017-2022 update of the CEDS presented a unique opportunity to align and bring together several important regional, state, and local economic development initiatives through an integrated, synergistic, and results-oriented approach to economic development planning and implementation.

During the upcoming year, this document will be reviewed again and updated to reflect the importance of emerging initiatives.

#### **Project Accomplishments:**

Since 2000, EDA's partnership with the Council has funded approximately 11 projects in South Florida. The array of projects includes economic development strategies and/or plans on the non-construction side to stormwater improvements and other infrastructure improvements including:

- FY 2002 – Opa-Locka Community Development Corporation - Industrial park improvements, EDA \$1,000,000, total project costs \$4,871,000.



- FY 2002 - Miami-Dade County - Port of Miami infrastructure improvements, EDA \$1,500,000, total project costs \$2,588,000.
- FY 2005 - City of Homestead - Utility improvements, EDA \$1,000,000, total project costs \$4,436,081.
- FY 2011 - Miami-Dade County - Economic Development web portal, EDA \$100,000, total project costs \$200,000.
- FY 2013 – Southeast Overtown/Park West Community Redevelopment Agency - Building rehabilitation, EDA \$900,000, total project costs \$1,969,437.

In terms of economic outcomes as reported to EDA from respective applicants, all projects combined produced a total of 523 new jobs and retained 1,338.

- FY 2018-19 - Miami-Dade County – Strategic Plan for South Dade Economic Development, EDA \$206,000, total project costs \$295,000. This planning project is described below.

**FY18-19 Project Budget**

**EDA Award:** **\$70,000** **Council Funds:** **\$70,000**

**b. Strategic Plan for South Dade Economic Development**

In November 2018, the Economic Development Administration (EDA) awarded the Council, in partnership with Miami-Dade County, a grant to develop the *Strategic Plan for South Dade Economic Development*.

The South Dade area and community has suffered economically in the wake of Hurricane Andrew (1992), the passing of the North American Free Trade Agreement (NAFTA, 1994), the Great Recession of 2008, and most recently Hurricane Irma (2017). In the aftermath of each of these debilitating events, no plan to rebuild stronger as a community and local economy has existed. Furthermore, the unique character and needs of South Dade have become obscured with the statistics for the mostly urban County as a whole.

Through this joint effort of the Council, Miami-Dade County, the Economic Development Council of South Miami-Dade, and local business partners, a specific economic development plan which caters to the unique area and incorporates ways to recover from and become resilient to shocks and stressors will be created over the next nine months. The plan will also address the creation of economic resilience and physical damage to agriculture and other industries by prioritizing strategic investments, job creation, innovation, and the diversification of industries in South Dade.

**Project Accomplishments:**

Following months of meetings and preparation of the grant proposal, grant funding was recently awarded to Miami-Dade County (lead applicant) and the Council (co-applicant). County and Council staff are working collaboratively to begin implementation of the grant during the upcoming year.

**FY18-19 Project Budget**

**EDA Award: \$200,000 Council Funds: \$20,000**

**c. Disaster Recovery**

Since Hurricane Irma’s landfall in September 2017, the South Florida Regional Planning Council has actively contributed to Economic Recovery efforts in Monroe County in our capacity as the EDA’s Economic Development District. In partnership with the Florida Department of Opportunity, the International Economic Development Council, the Economic Development Agency and other federal agencies, and the Greater Marathon Chamber of Commerce, the Council helped organized and co-hosted an Economic Resiliency and Recovery Workshop in Marathon. This enabled business owners to meet directly with federal agencies to discuss issues and resources available to support economic recovery. The Council also helped Monroe County obtain federal funding to support hiring a dedicated Disaster Recovery Director.

Monroe County is undertaking the development of a Post Disaster Redevelopment Strategy.

**FY18-19 Project Budget**

These activities are supported by the EDA Planning Grant referenced in item 1.

**d. Revolving Loan Fund**

The South Florida Regional Planning Council works with the U.S. Department of Commerce, Economic Development Administration to provide low interest rate loans to small- and medium-sized businesses in counties of Miami-Dade, Broward, and Monroe. The Council’s Revolving Loan Fund (RLF) Program is designed to meet the needs of businesses that are not met by conventional lenders. The RLF offers loans between \$25,000 and \$500,000.

**Project Accomplishments:**

Since 2002, the RLF serviced more than 410 loans and provided funding to area businesses. The \$37 million in loans have helped fund projects totaling over \$112 million. As a result of these investments more than 8,000 jobs have been created or saved.

**FY18-19 Project Budget**

**Program Income: \$194,662<sup>2</sup> Council Funds: \$194,662**

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<sup>2</sup> Interest accrued from loan funds is budgeted for program activities.

**e. Brownfields Cleanup Revolving Loan Fund, Southeast Florida Brownfields Redevelopment Coalition, Brownfields Site Assessment Assistance**

The Council’s leadership in Brownfields dates back to the Eastward Ho! Brownfields Coalition’s designation as an inaugural national Brownfields Showcase Community in 1998 by the Clinton / Gore administration.

**Brownfields Cleanup Revolving Loan Fund:** Brownfield loans can help alleviate some of the investment risk, attract more experienced developers, and promote redevelopment. The Council administers a Brownfields Cleanup Revolving Loan Fund (BCRLF) originally-funded by the U.S. Environmental Protection Agency (EPA). Loans fund Brownfields remediation activities that advance redevelopment projects and, concomitantly, create jobs; develop housing; stimulate the economy; and promote economic diversification in the Region and Palm Beach County. There is approximately \$1,000,000 available in revolving loan funds for site remediation.

Funding from this program contributed to the creation of a 264-unit affordable housing development called Malibu Bay Apartments in West Palm Beach. Prior to the construction of the Malibu Bay Apartments, the property was a golf course, and products containing arsenic as pesticides were used resulting levels in the soil and groundwater above the exposure limit for residential use.

**FY18-19 Project Budget**

|                        |                             |                       |                 |
|------------------------|-----------------------------|-----------------------|-----------------|
| <b>Program Income:</b> | <b>\$30,743<sup>3</sup></b> | <b>Council Funds:</b> | <b>\$30,743</b> |
|------------------------|-----------------------------|-----------------------|-----------------|

**Southeast Florida Brownfields Redevelopment Coalition:** The Council participates in the Southeast Florida Brownfields Redevelopment Coalition. The Southeast Florida Brownfields Redevelopment Coalition (SFBRC) partners include the Treasure Coast Regional Planning Council, the South Florida Regional Planning Council, and Palm Beach County. Together, the partners bring extensive experience involving targeted communities and stakeholders, such as neighborhood organizations, citizens groups, property owners, lenders, business organizations, and developers in the planning and implementation of large regional projects.

**Brownfields Assessment Coalition Grant:** In 2015, the U.S. Environmental Protection Agency (EPA) awarded a Brownfields Assessment Coalition Grant to the Treasure Coast Regional Planning Council and its partners, the South Florida Regional Council and Palm Beach County. The assessment grant funds have been used to inventory, characterize, and assess potential Brownfields sites for hazardous substances and petroleum impacts. The grant budget period is October 1, 2015 to September 30, 2018. A new grant proposal is under development.

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<sup>3</sup> Interest accrued from loan funds is budgeted for program activities. However, EPA prohibits program funds to be used for indirect expenses.

**Project Accomplishments:**

The Council’s participation in the Brownfields Assessment Coalition facilitated brownfields related activities for three project sites in the South Florida region. These projects are located in Miami-Dade County (5-acre site; site assessment report - Owner: Miami-Dade County Internal Services Department), Pompano Beach (12 acre site; site assessment report - Owner: Pompano Beach CRA), and Fort Lauderdale (Geodatabase for 219 properties; Owner: Progresso / Flagler Village Community Redevelopment Agency).

**f. Southeast Florida Community Development Fund, Inc.**

Community development financial institutions (CDFIs) are private financial institutions dedicated to providing responsible, affordable lending to finance small businesses, microenterprises, nonprofit organizations, commercial real estate, and affordable housing. Through these activities CDFIs spark job growth and retention in hard to serve markets across the nation.

The Southeast Florida Community Development Fund, Inc.’s (SFCDFI) is an independent 501(c)3 established in 2015. Council staff provides administrative and staff support. Its primary mission is to promote community and economic development, access to capital for small businesses, and job creation. The SFCDFI primarily targets low- and moderate-income individuals and activities that revitalize or stabilize (i) low- or moderate-income geographic areas; (ii) federally designated disaster areas; or (iii) federally designated distressed or underserved non-metropolitan middle-income geographic areas primarily within the Monroe, Broward, Miami-Dade, and Palm Beach geographic area.

Council staff is currently assisting the SFCDFI to attain its Community Development Fund Certification from the U.S. Department of Treasury. Once certified, the SFCDFI will be able to attract funding from banks, credit unions, loan funds, and other entities to redeploy in Southeast Florida.

**Project Accomplishments:**

- Umbree dba Icytalent Group - \$250,000 approved; loan investment – existing
- Sunrise City Community Housing Development - \$150,000 – affordable housing; loan investment – repaid
- Broward County Minority Builders - \$159,000; affordable housing; loan investment – new
- Broward County Minority Builders – 174,000; affordable housing; loan investment – new

The SFCDFI is seeking additional new funding sources to continue to serve the community with affordable housing financing; existing backlog of projects – currently 2 new affordable homes projects.

**FY18-19 Project Budget**

**Program Income:** \$28,791 **Council Funds:** \$28,791

**g. Economic Forecasting Partnership**

In 2003, the Council joined with the Treasure Coast Regional Planning Council, five of the seven counties in Southeast Florida, and the South Florida Water Management District to form the Southeast Florida Economic Forecasting Partnership. Through the Partnership, the Council acquired Policy Insight Plus, an economic and demographic forecasting model developed and maintained by Regional Economic Models, Inc. (REMI). It is a county-based model that is ideal for measuring the economic impacts of projects or policies on each county in Southeast Florida, as well as the rest of the State of Florida. REMI allows users to define the analysis using any combination of the 70 North American Industrial Classification System (NAICS) economic sectors on which it is built. Council staff can develop impact scenarios for periods that extend out as far as 2060. It is a moderately complex model with many features that make it possible to design and evaluate projects and policies. For that reason, it is not a tool that can be used without some basic initial training. REMI provides excellent technical support to all members of the Partnership.

The Partnership meets 3-4 times yearly to share work products and discuss techniques and approaches to economic impact assessment and forecasting, making the "learning community" a critical component of its ongoing function.

**Project Accomplishments:**

Over the course of the last 15 years, each of the Partners has used the model for a variety of purposes. Among others, the Council has used it to prepare:

- the economic analysis of South Florida for several versions of the Comprehensive Economic Development Strategy (CEDS), for the Economic Development Administration (EDA);
- an economic profile of the Southeast Florida region and each of the seven counties;
- economic impact assessments for Developments of Regional Impact;
- an annual assessment of the economic impacts of new jobs and jobs retained for the Greater Fort Lauderdale Alliance; and
- numerous individual project impact assessments for external organizations.

**FY18-19 Project Budget**

**Partner Contributions:** \$16,800 **Council Funds:** \$16,800

#### **h. Opportunity Zones**

In December 2017, President Trump signed the Tax Cuts and Jobs Act of 2017 which created a new tool for community economic development, the Opportunity Zones program. An Opportunity Zone is an economically distressed neighborhood community where new investments, under certain conditions, may qualify for preferential tax benefits for investors. These benefits include a temporary deferral on capital gains tax when the investments are made in designated census tracts.

The legislation stipulated that Governors could nominate up to 25% of a state's low-income census tracts for inclusion in the Opportunity Zone program. The nominated census tracts, in turn, would be reviewed and certified by the U.S. Department of the Treasury. Council staff worked with local governments to facilitate the submittal of information to the Department of Opportunity about low-income census tracts with successful outcomes for South Florida. In October, the IRS issued proposed regulations and guidance for the new Opportunity Zone tax incentives.

In its role as the South Florida Economic Development District, the Council will be working with the Florida Department of Economic Opportunity and local governments to assist with local implementation efforts.

## **2. Emergency Preparedness**

### **a. Local Emergency Planning Committee**

The Emergency Planning and Community Right-to-Know Act (EPCRA) was passed by Congress in 1986 as Title III of the Superfund Amendments and Reauthorization Act (SARA Title III). The Act was an effort to help local communities protect public health and safety and the environment from chemical hazards. In Florida, the State legislature created ten Local Emergency Planning Committees in 1988 to help implement EPCRA in the State. Since then, the Council has served as staff to the South Florida Local Emergency Planning Committee (SoFlaLEPC), which encompasses Miami-Dade, Broward and Monroe Counties.

The South Florida LEPC is required to:

- Conduct quarterly public meetings;
- Perform outreach activities;
- Prepare and update annually a HazMat Emergency Response Plan (Plan);
- Conduct tabletop training exercises to test and validate the Plan;
- Provide public access to annual facility chemical information reports;
- Conduct hazards analyses of certain hazmat facilities in Monroe County; and
- Provide FREE hazardous materials training to responders and others.

**Project Accomplishments Last Year**

- Conducted seven local hazmat training classes and sponsored attendance to a Regional HazMat Symposium;
- Provided over 8,700 hours of training to 255 students;
- Planned and conducted a hazmat tabletop exercise; and
- Conducted a dozen facility hazards analyses in Monroe County.

**FY18-19 Project Budget**

|                             |                 |                       |                 |
|-----------------------------|-----------------|-----------------------|-----------------|
| <b>LEPC Contract:</b>       | <b>\$80,000</b> | <b>Council Funds:</b> | <b>\$80,000</b> |
| <b>HMEP Grant:</b>          | <b>\$88,000</b> | <b>Council Funds:</b> | <b>\$8,800</b>  |
| <b>Monroe HAS Contract:</b> | <b>\$3,200</b>  | <b>Council Funds:</b> | <b>\$3,200</b>  |

**b. Southeast Regional Domestic Security Task Force (SERDSTF)**

The Legislature found “there is a need to develop and implement a statewide strategy to address prevention, preparation, protection, response, and recovery efforts by federal, state, and local law enforcement agencies, emergency management agencies, fire and rescue departments, first-responder personnel and others in dealing with potential or actual terrorist acts within or affecting this state.”<sup>4</sup> The Florida Department of Law Enforcement (FDLE) established a Regional Domestic Security Task Force (RDSTF) in each of its seven regions. Responsibilities of the RDSTFs include establishing, implementing and maintaining public information/awareness programs; planning and coordinating training and exercises and providing direction and oversight to interdisciplinary workgroups such as law enforcement, fire rescue, medical/health, emergency management, K-24 and others.

**PBSO-SFRPC Grant Contract Project**

Since 2010, the Council has worked with the SERDSTF through the Palm Beach Sheriff’s Office to provide fiscal management for 8 to 10 Regional Information Analysts. The Analysts are stationed at various Departments throughout the Region and provide support for domestic security activities. The project is self-supported through State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI) Grants.

**SERDSTF Exercise Planning Assistance Project**

Since 1995, the South Florida Regional Planning Council has provided planning and conduct support for more than 25 training exercises in the Region.

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<sup>4</sup> §943.0312(1), Fla. Stat.

In 2017, the Region was awarded a FEMA Complex Coordinated Terrorist Attack (CCTA) Grant to plan and conduct one tabletop exercise and one full-scale exercise in each of Miami-Dade, Broward and Palm Beach Counties in 2019. The SERDSTF contracted with the Council to provide exercise planning and conduct support.

**Project Accomplishments Last Year**

- Coordinated fiscal management for ten Regional Information Analysts at various Departments throughout Region 7
- Assisted planning and conduct of a multi-jurisdictional and multi-disciplinary full-scale training exercise involving 12 locations, 23 agencies from three counties and over 1,000 participants

**FY18-19 Project Budget**

|                                |                         |                              |                        |
|--------------------------------|-------------------------|------------------------------|------------------------|
| <b><i>SHSGP Grant:</i></b>     | <b><i>\$210,000</i></b> | <b><i>Council Funds:</i></b> | <b><i>\$21,000</i></b> |
| <b><i>UASI Grant:</i></b>      | <b><i>\$223,000</i></b> | <b><i>Council Funds:</i></b> | <b><i>\$23,000</i></b> |
| <b><i>FEMA CCTA Grant:</i></b> | <b><i>\$95,000</i></b>  | <b><i>Council Funds:</i></b> | <b><i>\$95,000</i></b> |

**3. Climate and Economic Resilience**

As a member of the Southeast Florida Regional Climate Change Compact Staff Working Group, the Council actively participates in climate change related planning and coordination efforts across Monroe, Miami-Dade, Broward, and Palm Beach Counties. Activities include, but are not limited to, special meetings with members of the regional business community to discuss and plan for regional economic resilience, Climate Compact staff planning retreats and regular conference calls, critical infrastructure workshops, etc. to address social, environmental and economic disturbances related to changes in climate, such as sea level rise, flooding and more.

In addition, Council staff works directly with local communities to enhance economic and community resilience which in turn increases economic and regional resilience. These technical assistance activities are described in point 6. Technical Assistance.

**4. Transportation and Alternative Fuels**

The Council works in partnership with the region’s private sector, counties, and transportation planning organizations including the Miami-Dade TPO, Broward County MPO, FDOT Districts 4 and 6, South Florida Regional Transportation Authority, and the Southeast Florida Transportation Council to enhance resiliency, connectivity, mobility, community quality of life, and economic prosperity.

The Clean Cities program began in Florida in 1993 with the creation of the Southeast Florida Clean Cities Coalition by Executive Order of the Governor and the subsequent designation by the U.S. Department of Energy. The Coalition is managed by the South Florida Regional Planning Council,



a regional public agency whose mission is to work with South Florida’s public, private, non-profit, and civic leadership to create a sustainable future for the region.

**a. Southeast Florida Clean Cities Coalition**

The Southeast Florida Clean Cities Coalition is a public-private partnership composed of local government representatives and the private sector concerned with alternative fuel technology and programs. The role of the Coalition is to provide a fuel-neutral policy direction to maximize the use of vehicles operating on clean, alternative fuels throughout the region of more than six million people living in Broward, Miami-Dade, Monroe and Palm Beach Counties.

The Southeast Florida Clean Cities Coalition is one of nearly 100 coalitions around the country that are part of the U.S. Department of Energy’s strategy to reduce America’s dependence on imported oil. The Clean Cities’ collective goal, nationwide, is to reduce this country’s import needs by one million barrels of oil per day by the year 2020.

Southeast Florida Clean Cities provides many opportunities for its members to participate and make a difference in Southeast Florida through public education, participation in special events, and idle reduction campaign.

**Program Accomplishments:**

- Alternative Fuel Safety Training Network / Train the Trainer. First responder instructors received training to learn about safety when encountering alternative fuel vehicles involved in crashes, including a session tailored for tow truck operators. This project ended in August 2018.
- Electrify America will be investing \$5 million in charging infrastructure in the Miami-Fort Lauderdale- West Palm Beach MSA as well as \$16 million in highway charging infrastructure throughout the state. The first cycle ends in June 2019. Clean Cities is involved as a local resource to disseminate information, coordinate with local stakeholders, and be a point of contact between U.S. Department of Energy, local governments, the private sector, and ElectrifyAmerica.
- Volkswagen Litigation and Settlement. In October 2016, Volkswagen settled with the U.S. Government over claims that it had violated the Clean Air Act with the sale of vehicles using emission testing defeat devices. As part of the settlement, it is anticipated that the State of Florida will receive approximately \$152 million out of \$2.7 billion nationally to support an Emissions Reduction Program. The Council, through the Southeast Florida Clean Cities Coalition, has worked since 2016 to position the region to receive a portion of these sums (Resolution 16-03). It is anticipated that the Council will continue to play and leadership and coordinating role during the upcoming year.
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**FY18-19 Project Budget**

|                                      |                        |                              |                        |
|--------------------------------------|------------------------|------------------------------|------------------------|
| <b><i>Dept. of Energy Grant:</i></b> | <b><i>\$45,000</i></b> | <b><i>Council Funds:</i></b> | <b><i>\$45,000</i></b> |
|--------------------------------------|------------------------|------------------------------|------------------------|

**b. SolSmart**

Launched in 2016, SolSmart is a national technical assistance and designation program through the U.S. Department of Energy's Sunshot initiative. This initiative recognizes local governments for making it faster, easier, and more affordable for residents and businesses to go solar through the elimination of unnecessary paperwork, red tape, and requirements that increase costs and impediments to solar companies wishing to invest in a community. Through this program, a SolSmart adviser provides no-cost technical assistance to help municipalities and counties become "open for solar businesses." In recognition of their achievements, these communities can receive designations of SolSmart Gold, Silver, or Bronze.

**Program Accomplishments:**

The Council SFRPC applied to become an advisor in June 2018 and was selected to provide technical assistance starting in November 2018 through July 2019. An advisor will set up training sessions, conference calls, and in-person meetings as needed for a period of nine (9) months. During this program, the SFRPC will qualify the following local governments: Unincorporated Miami-Dade County, Coral Gables, Sunny Isles Beach, Miami, Miami Shores, Miami Lakes, El Portal, Aventura, Key West, Pompano, Deerfield, Weston, Tamarac, Miramar, and Fort Lauderdale.

**FY18-19 Project Budget**

|                                      |                        |                              |                        |
|--------------------------------------|------------------------|------------------------------|------------------------|
| <b><i>Dept. of Energy Grant:</i></b> | <b><i>\$75,000</i></b> | <b><i>Council Funds:</i></b> | <b><i>\$15,000</i></b> |
|--------------------------------------|------------------------|------------------------------|------------------------|

**c. South Florida Regional Transportation Authority**

The Council provides planning services including land use analysis, community engagement and geographic information systems mapping, to maximize the symbiosis of regional transit and healthy, vibrant communities along the South Florida Rail Corridor.

**Program Accomplishments:**

The Council is a member of the Tri-Rail Coastal Link Executive Committee organized to expand passenger rail service and connect it to all other transportation modes in the Region. We also provide specific planning services to the South Florida Regional Transportation Authority.

The Council completed a TOD Outreach Program to all municipalities along the South Florida Rail Corridor; held a TOD Summit for municipalities and stakeholders along the corridor; and held a regional Tri-Rail Coastal Link Summit on progress of the project.

**FY18-19 Project Budget**

**SFRTA Grant: \$100,000 Council Funds: \$100,000**

**d. SFRTA – FTA Transit Oriented Development (TOD) Pilot Project**

Council staff is involved with regional transit-oriented development (TOD) initiatives in partnership with the South Florida Regional Transportation Authority and the Treasure Coast Regional Planning Council. TOD is an integral tool to realize the Seven50 vision of a sustainable and resilient future for South Florida: prosperous, vibrant communities connected by an efficient multi-modal transportation network.

The Council is providing planning assistance for the South Florida TOD Study for the potential future Coastal Link Corridor that would connect the historic downtowns along the FEC corridor. Funding is provided by a grant from the Florida Transit Administration through the South Florida Transportation Authority. Grant activities include Bicycle/Pedestrian Planning Study, Housing Equity Study, Infrastructure Capacity Study (water and wastewater analysis), and a TOD Business Fund Study. These activities are on-going.

This project seeks to create compact, walkable, pedestrian-oriented, mixed-use communities centered around high-quality train systems. This makes it possible to live a lower-stress life without complete dependence on a car for mobility and survival.

**Program Accomplishments:**

Council staff has participated in charrettes at potential stations along the Coastal Link to identify changes that would support future TOD in Miami-Dade, Broward and Palm Beach Counties; review of best practices on TOD, TOD loan funds, affordable housing initiatives; identification of current conditions and potential significant improvements and strategies to improve bike and pedestrian access at four potential stations; broad community engagement among communities along the Coastal Link Corridor.

**FY18-19 Project Budget**

**SFRTA TOD Grant: \$318,500 Council Funds: \$108,500**

**5. Regional Convenings / SFRPC – TCRPC Collaboration**

**a. Joint SFRPC / TCRPC Council Meetings**

The SFRPC / TCRPC Councils have meet in Joint Session most recently in October 2017 and October 2018 to discuss and tackle issues related to Affordable Housing, Autopsy Records, the Florida Reef Tract, U.S. 27, Passenger Rail, Water Infrastructure, and the National Flood Insurance Program among others. These meetings provide an opportunity for regional conversation and planning in the seven-county region spanning from Monroe

County through Indian River. These meetings are especially fruitful to both Councils and a priority for this year's upcoming work program.

**b. Southeast Florida Reef Tract**

Following the October 2017 Joint Meeting of the South Florida and Treasure Coast Regional Planning Councils and adoption of Joint Resolution TCSF # 17-01, the Councils established a Joint Committee on the South Florida Reef Tract to coordinate and organize efforts of local staff and elected officials with local, state, and federal partners involved in the fight to address the coral disease outbreak. Since that time, the Councils have been working closely with the Florida Department of Environmental Protection, the region's counties, and other stakeholders to elevate and raise awareness of the crisis facing the Florida Reef Tract to federal elected officials and the region's business leaders. With the Councils' continued support at its October 22, 2018 Joint Meeting (TCSF # 18-04), this effort will continue to be part of the Council's work program for FY 18-19.

**c. Coordination of Special Topic Meetings**

Over the years, the Council has organized and convened meetings to address special topics identified by Council members and regional stakeholders. These meetings include, but are not limited to, the Tri-Rail Coastal Link (December 2016), U.S. Census Bureau meetings, U.S. 27 Highway Workshop (June 2017), regional meetings with U.S. EPA Regional Administrator Heather Toney and U.S. Senator Bill Nelson, and multiple meetings to discuss the challenges facing the Southeast Florida Reef Tract.

It is anticipated that during FY 18-19 the Council will continue in its role of regional convener and facilitate one or more regional convenings to enhance regional coordination and collaboration among residents, elected officials, the business community, and other stakeholders.

**d. Coordination and Collaboration Activities**

As discussed throughout this document, the Council is a member of numerous planning committees and organizations throughout the region. The topic areas include economic development and resiliency, life sciences, affordable housing, transportation / mobility, climate change and community resiliency, emergency preparedness, and alternative fuels among others. The Council works with local, state, and federal elected officials, local governments, economic development organizations, chambers of commerce, non-profits, the private sector, and other stakeholders to develop and advance regional priorities. It is anticipated that during FY 18-19 the Council will continue to expand its efforts in this area.

**e. Seven50: Southeast Florida Prosperity Plan**

In 2009, the U.S. Department of Housing and Urban Development, U.S. Department of Transportation, and U.S. Environmental Protection Agency announced an Interagency Partnership for Sustainable Communities and the Sustainable Communities Regional Planning Grant Program to support multi-jurisdictional regional planning efforts. Following the creation of the Southeast Florida Regional Partnership, a collaborative network of more than 200 public, private, non-profit, and philanthropic organizations, the South Florida and Treasure Coast Regional Planning Councils coordinated the development a joint application and secured a \$4.25 regional planning grant. Over three years, these resources, with more than \$2 million in local match from Partnership members, were used to develop the Seven50: Southeast Florida Prosperity Plan for Monroe through Indian River counties. This Prosperity Plan reflects regional agreement around priority investments in key areas of importance to Southeast Florida’s future.

During the creation of the plan, four regional summits where held to bring together elected leaders and other regional stakeholders. The last summit was held in January 2014. SFRPC / TCRPC will discuss a follow up summit and present a recommendation to their respective Council members.

**6. Technical Assistance**

**a. Peril of Flood (Department of Economic Opportunity Grant)**

The Council is assisting Bal Harbour, Islamorada, Lauderdale-By-The-Sea, and Marathon to update their comprehensive plans to reflected Florida Senate Bill 1094 (2015) to consider future flood risks from storm surge and sea level rise. The revised comprehensive plan must address redevelopment principles, strategies and engineering solutions. Communities will solicit public input while preparing a technical document analyzing the implications of coastal issues relating to flooding at the current sea level, as well as one- and two-foot increases in sea levels, including the interaction of the shoreline, the new sea level, and a Category 1 hurricane.

**Program Accomplishments (Ongoing):**

- Current, public outreach meetings in the municipalities;
- Technical meetings among Council staff, local government staff, and other interested parties; and
- Additional grant funding from the Florida Department of Environmental Protection to assist two additional municipalities (Dania Beach and Palmetto Bay).

**FY18-19 Project Budget**

|                          |                        |                              |                        |
|--------------------------|------------------------|------------------------------|------------------------|
| <b><i>DEO Grant:</i></b> | <b><i>\$40,000</i></b> | <b><i>Council Funds:</i></b> | <b><i>\$40,000</i></b> |
|--------------------------|------------------------|------------------------------|------------------------|

### **Peril of Flood (Department of Environmental Protection)**

Pursuant to a new contract with the Department of Environmental Protection, the Council will assist the cities of Dania Beach and the Village of Palmetto Bay in addressing requirements put forth in the 2015 Peril of Flood Act. The Council will conduct vulnerability assessments, stakeholder engagement, and produce data-driven comprehensive plan amendments to the Coastal Management Elements to ensure that these cities are compliant with Peril of Flood 163.3178(2)(f), Florida Statutes.

#### **FY18-19 Project Budget**

**DEO Grant:**                      **\$36,885**

**Council Funds:**                      **36,885**

### **b. Strategic Regional Policy Plan**

The *Strategic Regional Policy Plan for South Florida* was adopted by the South Florida Regional Planning Council on June 7, 2004 and became effective on July 12, 2004. The *Strategic Regional Policy Plan for South Florida (SRPP)* contains 22 goals that reflect the priority issues of the Region. These issues, including affordable housing, school facilities, transportation, and natural resources, are addressed in the context of the *SRPP*'s supporting values: **Sustainability, Connectivity, and Responsibility**. Indicators and targets are provided for each goal to help determine progress, identify opportunities for improvement and collaboration, and recognize regional success.

Section 507 of Chapter 186, Florida Statutes addresses Strategic Regional Policy Plans and their content. These plans "shall contain regional goals and policies that shall address affordable housing, economic development, emergency preparedness, natural resources of regional significance, and regional transportation, and that may address any other subject which relates to the particular needs and circumstances of the comprehensive planning district as determined by the regional planning council. Regional plans shall identify and address significant regional resources and facilities.<sup>5</sup>" "Upon adoption, a strategic regional policy plan shall provide, in addition to other criteria established by law, the basis for regional review of developments of regional impact, regional review of federally assisted projects, and other regional comment functions.<sup>6</sup>"

#### **Program Accomplishments:**

The *Strategic Regional Policy Plan for South Florida* serves the foundational document for Council activities and decision-making. It is anticipated that the Strategic Regional Policy Plan for South Florida will be updated to reflect priorities added since its adoption in 2004.

### **c. Comprehensive Plan Amendment Review**

The Community Planning Act (Chapter 163, Florida Statutes [Fla. State.], Part II) requires all cities and counties to adopt and maintain a comprehensive plan, which "provide[s] the

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<sup>5</sup> §186.507(1), Fla. Stat.

<sup>6</sup> §186.507(8), Fla. Stat.

principles, guidelines, standards, and strategies for the orderly and balanced future economic, social, physical, environmental, and fiscal development of the area that reflects community commitments to implement the plan and its elements.<sup>7</sup>”

Regional Planning Councils are one of seven reviewing agencies, which “**may** provide comments regarding the amendment or amendments to the local government.”<sup>8</sup> “The regional planning council review and comments shall be limited to adverse effects on regional resources or facilities identified in the strategic regional policy plan and extra-jurisdictional impacts that would be inconsistent with the comprehensive plan of any affected local government within the region. A regional planning council may not review and comment on a proposed comprehensive plan amendment prepared by such council unless the plan amendment has been changed by the local government subsequent to the preparation of the plan amendment by the regional planning council.”<sup>9</sup>

### **Program Accomplishments:**

While agencies’ review of plan amendments was initially a part of an integrated system to determine consistency with minimum standards and guidelines, the Council’s reviews are intended to assist member local governments to implement and achieve their community-based planning efforts.

Two examples of this process were the American Dream Mall and Graham Property amendments, which are intended to further economic development in Miami-Dade County. Council staff convened and facilitated multi-party meetings and assisted Miami-Dade County to identify and ameliorate potential extra-jurisdictional impacts.

During the period of 01 January 2017 – 31 December 2017, local governments in the Region submitted the following number of comprehensive plan amendments for Council review:

- 62 Proposed Packages (45 Expedited State Review; 17 State Coordinated Review); and 54 Adopted Packages (41 Expedited State Review; 13 State Coordinated Review).

During the period of 01 January 2018 – 23 November 2018, local governments in the Region submitted the following number of comprehensive plan amendments:

- 61 Proposed Packages: (41 Expedited State Review; 20 State Coordinated Review); and 51 Adopted Packages: (37 Expedited State Review; 14 State Coordinated Review).

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<sup>7</sup> §163.3177(1), Fla. Stat.

<sup>8</sup> §163.3184(3)(b)2., Fla. Stat.

<sup>9</sup> §163.318(3)(b)3.a., Fla. Stat.

**Program Recommendation:**

Council staff proposes to implement a tiered system where the Council only reviews amendments that may adversely impact regional resources and facilities or generate extra-jurisdictional impacts.

**d. Developments of Regional Impact**

A Development of Regional Impact (DRI) is “any development that, because of its character, magnitude, or location, would have a substantial effect upon the health, safety, or welfare of citizens of more than one county.<sup>10</sup>” Formerly, the Council was charged with the coordination of multi-jurisdictional agency review of DRIs, including review of proposed amendments to existing DRI Development Orders and Annual/Biennial Reports.

The Council maintains copies of DRI applications, development orders, and other documentation. Council staff provides technical assistance to local governments and developer representative regarding DRI program implementation.

The 2018 Legislature substantially changed the DRI Program. Proposed developments that exceed statewide thresholds no longer are required to undergo DRI review, and the Council as well as state and regional review agencies are no longer required to coordinate the review proposed changes and Annual/Biennial Reports. The host local government is responsible for conducting these reviews based on their comprehensive plan and land development regulations.

**Program Accomplishments:**

During the period of 2017 – 2018, the Council coordinated the review of the following number of Notices of Proposed Change and Annual/Biennial Reports:

| <b>YEAR</b> | <b>NOPCS REVIEWED</b> | <b>ANNUAL/BIENNIAL REPORTS REVIEWED</b> |
|-------------|-----------------------|---|
| 2017        | 1                     | 12                                      |
| 2018        | 0                     | 8                                       |

**Program Recommendation:**

Council staff proposes contracting to serve as local government, back-office staff, to assist local governments lacking the staff capacity to conduct required reviews.

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<sup>10</sup> §380.06(1), Fla. Stat.



**e. Intergovernmental Coordination and Review**

Through this program the Council reviews and comments, on a regional level, on grant and permit applications submitted to various government agencies. The Program was initiated by Executive Order No. 12372 signed by President Reagan in 1982, and given direction in Florida by Executive Order No. 83-150 signed by Governor Graham in 1983. The Council's is to be coordinated with the State Clearinghouse, located in the Department of Environmental Protection.

The reviews fall into three broad categories: 1) grant applications to federal agencies; 2) construction permit applications to the Department of Environmental Protection, South Florida Water Management District, or U.S. Army Corps of Engineers; and 3) opportunities to comment on proposed plans and projects. Each application is reviewed for consistency with the *Strategic Regional Policy Plan for South Florida*.

**Program Reviews:**

| <b>YEAR</b> | <b>NUMBER REVIEWED</b> | <b>LETTERS OF SUPPORT</b> | <b>CRITICAL REVIEWS</b> |
|-------------|------------------------|---------------------------|-------------------------|
| 2017        | 262                    | 2                         | 2                       |
| 2018        | 235                    | 4                         | 9                       |

**f. Power Plant and Transmission Line Siting**

Regional Planning Councils have a limited role, hosting the required informational public meeting, under the Florida Electrical Power Plant Siting Act<sup>11</sup> and Florida Electric Transmission Line Siting Act<sup>12</sup>. The Council may comment on the proposed applications, which it did when Florida Power and Light (FPL) submitted a Site Certification Application to the Florida Department of Environmental Protection (DEP) on June 30, 2009 for the Turkey Point Expansion.

**Program Recommendation:**

Council staff does not anticipate any activities during the fiscal year. Council staff will seek Board guidance if an application is received.

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<sup>11</sup> §403.50663(1), Fla. Stat.

<sup>12</sup> §403.5272, Fla. Stat.