



DRAFT AGENDA

South Florida CEDS Strategy Committee Kickoff Meeting

MONDAY, DECEMBER 6, 2021

South Florida Regional Planning Council
1 Oakwood Boulevard, Suite 250
Hollywood, FL 33020
Phone: 954-924-3653

Meeting will begin at 10:00 a.m.

THIS WILL BE A PHYSICAL / VIRTUAL MEETING

Please join my meeting from your computer, tablet or smartphone.

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I. Welcome and Introductions

- A. Senator Steve Geller, Chair, CEDS Strategy Committee
 - i. Roll Call
 - ii. September 13, 2021 CEDS and Work Group Meetings Minutes Approval
- B. Committee Members Self Introduction
- C. Gregory Vaday, AICP, Economic Development Representative, U.S. Department of Commerce, Economic Development Administration (EDA) - EDA Update

II. CEDS Update

- A. Present CEDS Annual Report for Committee Approval
- B. Progress on CARES Act Strategic Plan Including Work Group Meetings



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- i. Economic Diversification & Business Attraction
 - ii. Mobility & Access and Environment
- C. Present CARES Draft Goals and Objectives for Committee Approval
- D. Draft SWOT Summary
- E. Performance Measures

III. Next Steps

- A. Expected CEDS Upcoming Quarterly Meetings
 - i. March 6, 2022
 - 1. Draft CARES Act Element
 - 2. Finalize Action Plan and Evaluation Framework, Formal Vision Statement, Goals, and Objectives
 - ii. June 2022 – TBD
 - iii. September 2022 – TBD
- B. Work Group Upcoming Meetings
 - i. 2nd Work Group Meeting – February 2022
 - 1. Identify specific projects to recover economy and become more resilient to future shocks
 - 2. Identify CEDS Goals and Objectives, discuss evaluation plan and framework
 - 3. Develop economic resiliency project evaluation framework
 - ii. 3rd Work Group Meeting – April and May 2022
 - 1. Identify specific projects to recover economy and become more resilient to future shocks
 - 2. Identify CEDS Goals and Objectives, discuss evaluation plan and framework
 - 3. Develop economic resiliency project evaluation framework

- IV.** Comments/Questions
- V.** Adjourn



SOUTH FLORIDA REGIONAL PLANNING COUNCIL
CEDS STRATEGY COMMITTEE

SEPTEMBER 13, 2021

The CEDS Strategy Committee met virtually and in-person on this date at the Council Office at 1 Oakwood Boulevard, Suite 250, Hollywood, FL 33020. Chair Geller called the meeting to order at 10:03 a.m., reminded everyone of the meeting's procedures, and asked SFRPC Staff to conduct a roll call.

Chair Steve Geller (present)

Steve Abrams, Executive Director, South Florida Regional Transportation Authority *

Maria Alonso, President, United Way of Miami-Dade *

Gretchen Beesing, CEO, Catalyst Miami *

Councilmember Joseph Corradino, President, Miami-Dade Urban League of Cities **

Nelson Fernandez, Executive Vice President, ANF Group **

Michael Finney, President & CEO, Miami-Dade Beacon Council *

Lynn Goldman, Community Relations Coordinator, Broward Technical Colleges *

Oliver Gross, President, New Urban Development *

Jonathan Guevarra, President, College of the Florida Keys *

Gregory Haile, President, Broward College *

George Hanbury, President, Nova Southeastern University *

Pablo Ortiz, Vice President & Vice Provost, Florida International University *

Madeline Pumariega, President, Miami-Dade College *

Daniel Reynolds, President, Broward County AFL-CIO (present)

Matthew Rocco, President, South Florida Manufacturers Association *

Juliet Roulhac, Chair, Broward Workshop, Director of External Affairs, Florida Power and Light *

Daniel Samess, CEO, Greater Marathon Chamber of Commerce **

Newton Sanon, President & CEO, OIC of South Florida *

Jared Smith, Chair, South Florida Hospital Association, Chairman & CEO, Broward Health Coral Springs
**

Bob Swindell, President & CEO, Greater Fort Lauderdale Alliance *

TJ Villamil, Intl Trade & Business Development, Enterprise Florida*

John Wensveen, PhD., Chief Innovation Officer, Nova Southeastern University, Executive Director,
Alan B. Levan | NSU Broward Center of Innovation *

Beverly Williams, President, Broward League of Cities *

Councilmember Cary Goldberg, Diversified Realty Development Co *

Councilmember Mayor Ana M. Ziade, City of North Lauderdale*

* Virtually Present

** Absent

Isabel Cosio Carballo, SFRPC Executive Director, and Sam Goren, Legal Counsel, were present.

II. Housekeeping Items

Chair Geller welcomed everyone to the meeting. The meeting commenced a little after 10:00 a.m. Chair Geller requested that everyone keep their speakers on mute unless they are speaking. He asked guests in the conference room to please wear masks during the meeting unless speaking or drinking a beverage. If there are any questions or problems with the web meeting, please call the Council at (954) 924-3653.

III. Roll Call

SFRPC staff called the roll of the Strategy Committee Members. Chair Geller mentioned that this meeting has been publicly noticed. Isabel Cosio Carballo, Executive Director, introduced guests in attendance including Manny Gonzalez from Miami-Dade County, Rick Miller from the South Florida Defense Alliance, John Rouge from the College of the Florida Keys, Margie Smith of Florida Small Business Development – Florida Keys, SFRPC staff, Ron Drew from the Greater Fort Lauderdale Alliance, Councilmember Goldberg, Councilmember Ziade, and Jaap Donath from the Beacon Council.

IV. Opening Comments

Councilmember Geller thanked everyone for their participation and assistance. He appreciates everyone taking the time from their busy schedule to serve on the Committee. The Committee consists of the region's top leaders and their insights, direction, and personal involvement in setting the region's agenda is needed. Not only in economic development, but in critical decision making in all areas of South Florida's future including water, wastewater, affordable housing, job creation and training, resiliency and climate change, education and economic inclusion, and the creation of opportunity for all segments of our communities. The Council is asking for your guidance and assistance in the creation of the CEDS to chart a better economic development future while positioning the region to access greater levels of state and federal funding. In this process the SFRPC is fulfilling its key role of regional convening and planning. Chair Geller, incoming Council Chair, will continue advocating for this expanded roll. Chair Geller looks forward to the Council convening additional regional conferences after COVID. The purpose of this effort is to develop a CEDS for 2022 – 2027. The Council is the Economic Development District for South Florida; designated by the U.S. Department of Commerce and Economic Development Administration in 1994. Work group meetings will be scheduled along the way for focus areas, project, and funding sources, and scheduled for 2-hour meeting blocks. SFRPC & TCRPC continue to work together on regional priorities. Chair Geller asked for comments at this time. No comments were offered. Chair Geller introduced Mr. Mark Cassidy and Ms. Eralda Agolli.

Public Comment - None

V. Presentation (SFRPC Staff)

Mr. Cassidy, Economic Development and Research Manager, introduced himself, defined meeting objectives, and explained the SWOT Survey and next steps. The Council is the Economic Development District designated by EDA. It is the responsibility of the Council to update the CEDS document. The 2022 -2027 CEDS will be developed over the course of the next year and is scheduled to be completed by September 2022. The CEDS reflects the past, present, and future of the regional economy, establishes regional goals and objectives, incorporates an action plan, and identifies priority projects and funding

sources. With the CEDS as the foundation document reflecting regional agreement on priorities, the region's stakeholders will be better prepared to move forward proposals when funding opportunities arise. Performance measures will be needed to evaluate progress and funding applications. Mark Cassidy discussed the 2017-2022 CEDS. Chair Geller would like the updated CEDS to contain greater detail on issues of importance and relevance to the South Florida Region. Example goals and objectives were discussed. East Central Florida CEDS is a strong example of a complete CEDS which avoids undue lengthiness discouraged by EDA. EDA investment priorities were reviewed along with the required components of the CEDS, SWOT Analysis, Action Plan, performance measures, and economic resilience. Mr. Cassidy then introduced Ms. Eralda Agolli, Program Manager, Economic Disaster Recovery.

VI. Presentation (SFRPC Staff)

Ms. Agolli introduced herself and thanked everyone for joining the meeting. She presented the CARES Act Scope of Work from August 2020 through June 2022. SFRPC received the EDA award to focus staff resources on priorities related to coronavirus response. Ongoing activities include technical assistance, enhancing regional planning, collaboration, intergovernmental coordination, and economic development of the business community. She discussed the grant roadmap and program activities up to June 2022. Her role is to work with the Committee and work groups to identify priorities and develop an economic resilience plan for South Florida.

VII. Presentation (SFRPC Staff)

Mr. Cassidy presented additional information about the CEDS. The CEDS development process will be led by Council staff, primarily Mr. Cassidy, with Ms. Agolli leading the CARES Act Economic Resiliency activities. The ideas will primarily come from the Strategy Committee and work group participants. The Council requests that each Committee Member join a work group according to their area of expertise and/or designate a member of their staff to participate in the work group meetings. The work groups will be divided by the focus areas designated in the larger CEDS Framework organizational chart. The work group focus areas include economic diversification, business attraction / workforce development, transit-oriented development, and environment and resilient infrastructure. The topics in the CEDS Framework Chart are not intended to be a definitive or exhaustive list of the topics and focus areas of the region. This is a starting point to guide the key themes of economic development in the region and how they are interconnected. Feedback was encouraged from the Committee, and none was offered.

Each work group will meet once in between each CEDS Committee Meeting. They will occur every other week on a regular day of the week. The work groups will discuss the activities that the organizations are currently engaging in and desired outcomes in a perfect world. With new funding, what types of projects would they seek? What connections or organizational relationships exist that can serve as steppingstones for priority projects? In the first meeting, the focus will be the CARES Act and economic resiliency. The next meeting will be the CEDS Focus Area and Action Plan followed by a meeting on Projects and Funding Sources. The final work group meeting will finalize everything in preparation of a draft 2017-2022 CEDS document. The meetings may be up to two hours long, and if need be, additional time may be scheduled to follow up.

Upcoming CEDS Strategy Committee Meeting Dates and Topics:

- December 2021
 - SWOT, Performance Measures, CARES Act
- March 2022
 - Vision statement, Action Plan, Goals and Objectives
 - Draft CARES Act Element

- June 2022
 - Projects and Funding Sources
 - Approve CARES Act Element
- September 2022
 - Approve final 2022-2027 CEDS

Mr. Cassidy presented an outline of the required components of a CEDS and provided some examples for the South Florida region. The summary background and baseline summary report provide a brief analysis of demographic and economic data; additional supporting information includes strong, holistic indices such as the Innovation Index or ALICE Index; and maps of current and future infrastructure in the region. The summary background provides a “State of the Region” and is organized according to focus areas. The traditional CEDS framework used by the Regional Planning Councils has been the Florida Chamber’s Six Pillars Framework. EDA has recently encouraged the RPC Economic Development Districts to move past the Six Pillars Framework to an organically defined framework suitable to each region. Thus, the summary background will likely be organized according to the proposed draft framework of the SFRPC CEDS: Economic Diversification, Business Attraction / Workforce Development, Transit Oriented Development, Environment and Resilient Infrastructure.

As an example of data presented in the summary background, Mr. Cassidy provided an overview of the 2020 Annual Report and Update, which included updated data such as new consensus sea level rise projections, economic data, COVID-19 Impacts, and Opportunity Zones. The 2020 Annual Report and update was an amendment to the current 2017-2022 CEDS requested by EDA to reflect current economic conditions in preparation for the 2022-2027 update. The overview included a summary of select items from the 2020 Annual Report and update.

Performance Metrics are also integrated into the summary background and evaluation framework for the CEDS priority projects. Most EDDs use common performance metrics including high school graduation rates, unemployment, and average wages. Additional metrics unique to each region can also be selected. Additional performance metrics will be discussed at the December CEDS Committee meeting. Some examples of suggested metrics were presented. It was explained to the CEDS Committee that there is an opportunity to think about what information we may not be currently leveraging to tell South Florida’s story and measure progress. The big picture is that because there is such a strong group of regional leaders, there is an opportunity to think of new ways to do things.

A discussion regarding the SWOT Analysis followed. Council staff will distribute a survey to the Committee following the meeting. The Survey will ask for the top five strengths, weaknesses, opportunities, and threats of the region in an economic development context. The survey will also ask Committee Members to choose a work group on which they and/or their representative would like to serve and identify performance metrics that are applicable to the relevant focus area.

Mr. Cassidy asked if there was any feedback from the CEDS Committee on the Survey and if there is anything that they see as critical to include. Chair Geller recommended that this be discussed at the end of the presentation. Mr. Cassidy summarized the meeting and next steps including distribution of the survey. Committee members are encouraged to respond to the Survey as soon as possible to facilitate the organization of the work groups and scheduling of meetings. In the first work group meeting, there will be a discussion of the CARES Act and economic resiliency. In the December CEDS Committee Meeting, there will be an update on the CARES Act economic resiliency work and discussion of the SWOT and Performance Metrics. Committee Members will be asked to discuss key takeaways from the SWOT,

performance metrics, and the Action Plan and Evaluation Framework. Mr. Cassidy concluded his presentation with a review of key milestones in the development of the CEDS. The floor was opened for discussion from the Committee.

Dr. George Hanbury mentioned that he was very excited to be on the CEDS Committee. He expressed disappointment that Palm Beach County is not a part of this planning process given that they function as part of the South Florida region. It was noted that Palm Beach is part of the Treasure Coast Regional Planning Council's planning area. Presidents and CEOs of the Greater Fort Lauderdale Alliance and the Beacon Council are going through an exercise similar to that of the Council and South Florida CEDS. Dr. Hanbury wonders if Council staff can send the questionnaires to not only the CEOs of those organizations, but possibly the members, because each of them is actively engaged in the region. He also encouraged the Council, if not prohibited by statute, to send the survey to Ms. Kelly Smallridge of the Business Development Board of Palm Beach County. The Council is in a wonderful position to consolidate this work. Many of the major businesses that Broward County seeks to attract are also Miami-Dade and Palm Beach priorities, including financial services, high tech, bio tech, marine, and traditional manufacturing.

Chair Geller welcomed and heartedly agreed with Dr. Hanbury's comments. He mentioned that the SFRPC and TCRPC meet at least twice a year in a joint meeting. He has invited this group of leaders to this Committee for two reasons. The first reason is for the CEDS development process itself. The second reason is that as the South Florida Regional Planning Council coordinates additional regional planning initiatives and convenings, the continued involvement and participation of this group of leaders is critical. He mentioned the Southeast Florida Transportation Council (SEFTC) as an example of an organization that only deals with transportation. It is important to have organizations that focus on a specific issue; but each issue also impacts myriad issues that other organizations focus on. To understand and integrate these issues it is important that everyone continue to meet and work together. When the pandemic ends, the goal is to return to at least two in-person regional conferences per year where these regional leaders will be a key part of the conversation. The CEDS Committee's goal is to develop the priorities based on SWOT, and next steps moving forward. This work should be the subject of a regional conference which includes Palm Beach County as well as the rest of the TCRPC counties (Martin, St. Lucie, and Indian River counties). With these regional conversations and planning effort, we will be able to address the challenges facing the region as well as individual local governments. For example, if we build resiliency in Broward, but there are not similar investments in Boca Raton and Aventura, Broward is still at risk; transit systems that stop at county lines; affordable housing only in one county; it is not going to work. We want to set the stage not only for the CEDS but for these regional conferences and future of South Florida.

Mr. Abrams thanked Mayor Geller for giving his "speech on transportation". As the representative of the "Palm Beach County Alumni Association" (former County Commissioner), he knows that Palm Beach County is very interested in the activities of Broward. He inquired about the seven-county plan Seven50 and asked whatever happened to that? Can this exercise be used to inform this process? When was that process?

Chair Geller observed that it may be helpful as a guide, however some of the information may be dated. Mrs. Cosio Carballo explained that the Seven 50: Southeast Florida Prosperity Plan, undertaken from 2011-2014, is being used in a variety of planning activities and informs policy decisions throughout the region to this day. A key step for Council staff will be to review the Seven50 and Strategic Regional Policy Plan to update and incorporate them into the CEDS update process.

Ms. Roulhac stated that she is excited to take on this work, but it seems very expansive. For context, there was reference to a 2022 plan, and if there is a 2017, it would be helpful for the Committee Members to have a copy of it. Particularly, there may be some carry forward items from the 2017 – 2022 CEDS which will give us a more foundational context base to move forward.

After a conversation regarding the best day of the week to plan for meetings, it was agreed that Council Staff would seek to schedule meetings on Mondays. Chair Geller asked if there were any additional comments.

Mr. Sanon commented that given the many silos we all work with, it is exciting to move everything forward together.

Public Comments

None

VII. Announcements

C. Upcoming Meetings

- 1) December 2021 TBD – SFRPC, Hollywood
- 2) March 2022 TBD – SFRPC, Hollywood
- 3) June 2022 TBD – SFRPC, Hollywood

VIII. Adjournment

The meeting was adjourned at 11:30 a.m.

This signature is to attest that the undersigned is the Chair of the SOUTH FLORIDA REGIONAL PLANNING COUNCIL CEDS STRATEGY COMMITTEE, and that the information provided herein is the true and correct minutes for the September 13, 2021, Meeting of the SOUTH FLORIDA REGIONAL PLANNING COUNCIL CEDS STRATEGY COMMITTEE adopted the 6th day of December 2021.

Steve Geller, Chair

Date



Business Attraction / Workforce Development Work Group

October 18, 2021

Attendees:

Lynn Goldman, Community Relations Coordinator, Broward Technical Colleges

Oliver Gross, President, New Urban Development

Newton Sanon, President & CEO, OIC of South Florida

Jared Smith, Chair, South Florida Hospital Association, Chairman & CEO, Broward Health Coral Springs

Dan Reynolds, CEO, Greater Marathon Chamber of Commerce

TJ Villamil, Intl Trade & Business Development, Enterprise Florida

Isabel Cosio Carballo, Executive Director, SFRPC

The Work Group met via GoToMeeting and in the Council's office. The primary purpose of the meeting was to discuss the economic recovery resiliency program, best practices, strategies, goals, and objectives, and to give an overview of the SWOT survey answers.

During the work group meeting, a policy discussion was held with Committee members to develop a holistic understanding of the issues based on data and other information. As subject matter experts, the Committee members were asked what issues or challenges should be included in the Economic Resiliency Plan of the CARES Act grant. According to all in attendance, the following are the most pressing issues for our region:

CARES Act:

1. Affordable Housing

- a. Dan Reynolds stated that homebuyers are increasingly being priced out of the market and the same goes for the rental market. The Committee Members agreed. The plan should show the gap between stagnant wages and increasing living costs in the region.

2. Transportation

- a. Lynn Goldman stated that we need to show how transportation, housing, and cost of living are related and what we can do to help residents.

3. Workforce Development

- a. Lynn Goldman stated businesses need to collaborate with technical training schools not only for tech jobs, but healthcare and other sectors. It is important for all to learn more

about ongoing engagement efforts from the business community. What are the skills they need the workforce trained for?

- b. Dan Reynolds will share information on available apprenticeship programs and maritime officers' programs in South Florida.
- c. To get a better understanding on what workforce development programs are needed, Newton Sanon requested that staff provide a comprehensive mapping/asset inventory of all economic development opportunities and projects in the region. Everyone agreed that this would be very useful information. The report will include:
 - 1. Emerging trends and jobs in South Florida
 - 2. Assessment of skill sets needed
 - 3. Mid-tier jobs analysis

4. Achieve New Business Attraction and/or retain existing businesses

- i. Utilize the Florida weather as an advantage for new business attraction.
- ii. Develop and/or further market new business incentives.

The Committee Members decided the outcomes to include in the plan need to outline where does the South Florida region want to be in 10-15 years and include actions on how to accomplish the goals, and strategies recommended.

To get a better idea on how to tie the equity portion of the plan, Council Staff will provide an Opportunity Zones assessment.

Mark Cassidy presented the CEDS – SWOT Analysis results from the work group members survey answers. The following were identified:

- I. **Strengths:**
 - a. Location, weather, and diversity
 - i. EDO collaboration, workforce development
 - ii. Broad small business community
 - iii. Education
- II. **Weaknesses:**
 - a. Cost of Living
 - i. Housing affordability
 - ii. Transportation
 - iii. Low wages
 - b. Leadership – government dysconnectivity
- III. **Opportunities:**
 - a. Collaboration between workforce development, major industries, economic development, and government. Coordinate efforts.
 - b. Airport/seaport integration
 - c. Green industry
 - d. Access to capital
 - e. Tax Environment
- IV. **Threats:**
 - a. Cost of Living

- b. Housing
- c. Leadership
- d. Wage Gap
- e. Resiliency/Sea Level Rise

NEXT STEPS

- **2nd CEDS Strategy Committee Meeting – Monday, December 6, 2021, at 10:00am**
 - Finalize SWOT Analysis and Performance Measures
 - Working topic – CARES Act Strategic Plan Goals and Objectives
- **2nd Work Group Meeting – Monday, January 10, 2022, at 10:00am**
 - Identify specific projects to recover economy and become more resilient to future shocks
 - Identify CEDS Goals and Objectives, discuss evaluation plan and framework
 - Develop economic resiliency project evaluation framework
- **3rd CEDS Strategy Committee Meeting - March 2022**
 - Draft CARES Act Strategy
 - Finalize Action Plan and Evaluation Framework, formal vision statement, goals, and objectives



Transit-Oriented Development (Renamed Mobility and Access) Work Group

November 1, 2021

Attendees

Steve Abrams, Executive Director, South Florida Regional Transportation Authority

Dr. George Hanbury, Ph.D., President & CEO, Nova Southeastern University

Dr. Pablo Ortiz, Ph.D., Vice President & Vice Provost, Biscayne Bay Campus, Florida International University

Isabel Cosio Carballo, Executive Director, SFRPC

The primary focus of the meeting was to discuss with the Committee Members the economic recovery resiliency program, best practices, strategies, goals, and objectives, and to give an overview of the SWOT survey responses.

Mark Cassidy gave an overview of the CEDS process and how the participants will assist in writing a program of regional priorities and then identify priority projects to implement that plan. Performance metrics will be developed for organizations that will carry out the work for the next five years. Work Group Committee Members agreed to change the work group name to “Mobility and Access” to emphasize its focus on mobility and access to integrate transit-oriented development, housing, and the other pressing issues.

Each Committee Member was asked what issues or challenges should be included in the Economic Resiliency Plan of the CARES Act grant. All participants agreed with the issues that were identified by the Business Attraction and Workforce Development Work Group: Affordable Housing, Transportation, Workforce Development, and New Business Attraction and/or retain existing businesses.

CARES Act:

1. Affordable Housing

2. Transportation

- a. Dr. Hanbury stated South Florida needs an integrated rail system that connects all directions (East, West, South, North). In his view a dedicated transportation source that does not share the road with automobiles is the only way to have true economic development, affordable housing, workforce development, and improve educational delivery. Transportation is central to attracting people to South Florida for educational opportunities, and creating affordable housing, economic expansion, and prosperity.

- b. Dr. Ortiz stated that college students want the high level of transit access and commuter service that high-performing metropolitan communities have. The ability to reduce the time spent in traffic by FIU staff and students will not only enhance and improve the experience that their students and faculty are having, but it will also give their faculty and students access to opportunities within the community.
- c. Mr. Abrams stated that the problem is not just TOD, but mobility in general and orienting transit toward the places where people need to be. Expanding rail in the region is expensive and we need to try and use the existing rail corridors when we can. He stated that the region's Brightline system is unaffordable for the regular commuter and is mostly geared towards tourists. Their tickets are expensive, people must pay for parking, and there are limited stations and limited hours of operation.

3. Workforce Development

4. Achieve New Business Attraction and/or retain existing businesses

Mark Cassidy presented the CEDS – SWOT Analysis results from the work group members survey answers. The following were identified:

- I. **Strengths:**
 - a. Location, weather, and diversity
 - i. EDO collaboration, workforce development
 - ii. Broad small business community
 - iii. Education
- II. **Weaknesses:**
 - a. Housing affordability
 - b. Limited Public Transportation
- III. **Opportunities:**
 - a. Improving educational institutions
 - b. Economic Growth
 - c. Migration
 - d. Economic Diversification
 - e. Lack of sports culture to drive economic development
- IV. **Threats:**
 - a. Cost of Living
 - b. Housing
 - c. Leadership/Political Polarization
 - d. Land constraints
 - e. Resiliency/Sea Level Rise
 - f. Traffic/gridlock/car-dependence

Common themes are lack of affordable housing, climate change, and transportation options. Committee members mentioned that there is a disconnect between government and regional leadership. It was

noted that no work group is overseeing the environmental threats, the transportation problems; issues that require a unified, coordinated effort to address.

NEXT STEPS

- **2nd CEDS Strategy Committee Meeting – Monday, December 6, 2021, at 10:00am**
 - Finalize SWOT Analysis and Performance Measures
 - Staff will organize the work group responses, distill them, and formulate key themes from the broad perspectives to have a discussion with all the committee members and finalize the goals and objectives, performance metrics, and selected projects.
 - Working topic – CARES Act Strategic Plan Goals and Objectives
 - Staff will give an update on the program, discuss plans, goals, and objectives, and identify specific things to include in the program.
- **2nd Work Group Meeting – Monday, January 10, 2022, at 10:00am**
 - Identify specific projects to speed economic recovery and become more resilient to future shocks
 - Identify CEDS Goals and Objectives, discuss evaluation plan and framework
 - Develop economic resiliency project evaluation framework
- **3rd CEDS Strategy Committee Meeting - March 2022**
 - Draft CARES Act Strategy
 - Finalize Action Plan and Evaluation Framework, formal vision statement, goals, and objectives
- **3rd CEDS Strategy Committee Meeting - March 2022**



Economic Diversification & Environment & Resilient Infrastructure Work Group

November 18, 2021

Attendees:

Gretchen Beesing, Catalyst Miami

John Rouge, College of the Florida Keys

Dr. Ana Carolina Coelho Maran, South Florida Water Management District

Isabel Cosio Carballo, Executive Director, SFRPC

The primary focus of the meeting was to discuss the economic recovery resiliency program, best practices, strategies, goals, and objectives, and to give an overview of the SWOT survey answers.

During the work group meeting, staff discussed with subject matter experts to develop a holistic understanding of the issues based on data and other information. Mark Cassidy gave an overview of the CEDS process and how the participants will assist in writing a program of regional priorities and then outline the priority projects that will execute that plan according to what we think are the focus areas. Performance metrics will be developed for organizations that will carry out the work for the next five years.

Ms. Beesing gave an overview of the work and programs of Catalyst Miami. Most of their projects come from solidarity economics which is an economic practice that's more centered on democratic management and local control as opposed to a more neoliberal capitalism frame where there's this idea that privatizing everything will generate riches that eventually make their way to everybody.

The organization runs a few coalitions, including the Miami Climate Alliance and Miami and for Clean Energy where the focus is on policy and advocacy. Other programs were: Economic Development; North Miami Community Investment co-operative which offers direct services to help stabilize families, financially, including tax preparation, financial coaching, and managing a handful of credit building and loan products; Future Bound Miami, which is the Universal Children's Savings Program, for Miami Dade County Public Schools; Public Land work, such land banking, creating community land trusts etc.; Worker co-operative Model where Catalyst Miami organizes domestic workers to help them form more formal small businesses together.

Each Committee Member was asked what issues or challenges should be included in the Economic Resiliency Plan of the CARES Act grant. All participants agreed with the pressing issues that were stated from the previous work group members:

CARES Act:

1. Affordable Housing

- a. An inadequate supply of affordable housing, along with the skyrocketing real-estate market, made it hard for residents to afford a mortgage or to pay rent.
- b. Ms. Beesing stated that Miami Homes, for All, is working with a coalition of organizations including Catalyst which have been organized into Greater Miami Housing Alliance. They are working with a national intermediary, called the Center for Community Investment to apply what is called a capital absorption framework to the affordable housing crisis. This framework will illuminate pipelines for affordable housing, and get capital moving in the right direction

2. Transportation

- a. Lack of public transit

3. Workforce Development

- a. Workforce limitations such as inadequate training, low wages, and a high concentration of low paying jobs in the hospitality and retail industries that were the most impacted from the pandemic.
- b. Ms. Beesing recommended council staff research the Miami Foundation's work done to understand the workforce ecosystem, how to bring together different entities that provide workforce training and placement, and what improvements are needed where the ecosystem is weak. All info can be found on Labor Miami website.
- c. Mr. Rouge reported that the College of the Florida Keys has taken over an Opportunity Zone property in Big Pine Key north of Marathon that will be used for workforce development programs. In collaboration with the National Marine Sanctuary Foundation, the pilot program will focus on reef restoration, CLD licensing and other. Mr. Rouge will share this information with council staff.

4. Achieve New Business Attraction and/or retain existing businesses

- a. Lack of small business retention plans. The limited efforts to diversify the South Florida economy were hampered by the pandemic, and small business owners lacked a safety net to keep them afloat during the emergency
- b. Ms. Beesing stated that we are not a very strong CDFI community. There is a need for more urban leagues and CDFI certified organizations to get investment dollars in to then deploy them in regional projects.

5. Lack of Leadership and Communication

- a. Siloed governmental agencies whose systems aren't connected made resident support resources difficult, inefficient, and hard to navigate.
- b. Ms. Beesing reported that a survey done by Catalyst Miami to small business showed that most of the small businesses were not aware of the government financial assistance programs for businesses. Those businesses who were aware of such programs, were not able to take advantage because their businesses weren't entirely formal. Having more

active intermediaries to help navigate the system would help. Something that Mayor Daniela Cava is planning to do in the future to co-ordinate the CRAs in Miami Dade County to communicate and align their strategies.

Dr. Maran recommended the staff explore the Business Case for Resiliency published by the South Florida Climate Change Compact to get a better understanding on how climate change affects/will affect the South Florida economy and what types of investments are needed in the future to build resilience against future climate effects so that we don't get into a situation where we have a compound effect.

The group decided that the outcomes to include in the plan need to not only outline where do we want to be in 10-15 years, but also include actions on how to accomplish the goals and strategies recommended.

Mark Cassidy presented the CEDS – SWOT Analysis results from the work group members survey responses. The following were identified:

- I. **Strengths:**
 - a. Location, weather, and diversity
 - i. EDO collaboration, workforce development
 - ii. Broad small business community
- II. **Weaknesses:**
 - a. Cost of Living
 - i. Housing affordability
 - ii. Transportation/traffic
 - iii. Low wages/low skilled labor
 - b. Climate change
- III. **Opportunities:**
 - a. Collaboration between workforce development, major industries, economic development, and government. Coordinate efforts.
 - b. Universities and hospitals
 - c. Green industry/clean renewable energy
 - d. Tourism
 - e. Attracting Investment / Business Relocation Supporting local products and services in exportation.
 - f. Resiliency solutions
- IV. **Threats:**
 - a. Cost of Living
 - b. Housing
 - c. Leadership
 - d. Wage Gap
 - e. Resiliency/Sea Level Rise/Natural Disasters/Water

Mark Cassidy stated the common themes from all work groups are lack of affordable housing, climate, and transportation options. There is a government disconnect which is an impediment to everybody

working together for the common good. No work group is overseeing the environmental threats, the transportation problems, and we need to get unified to co-ordinate these efforts.

NEXT STEPS

- **2nd CEDS Strategy Committee Meeting – Monday, December 6, 2021, at 10:00am**
 - Finalize SWOT Analysis and Performance Measures
 - Staff will organize all the work group responses, distill them, and formulate key themes from the broad perspectives to have a discussion with all the committee members and finalize the goals and objectives, performance metrics, and selected projects.
 - Working topic – CARES Act Strategic Plan Goals and Objectives
 - Staff will give an update on the program, discuss plans, goals, and objectives, and identify specific things to include in the program.
- **2nd Work Group Meeting – Monday, January 10, 2022, at 10:00am**
 - Identify specific projects to recover economy and become more resilient to future shocks
 - Identify CEDS Goals and Objectives, discuss evaluation plan and framework
 - Develop economic resiliency project evaluation framework
- **3rd CEDS Strategy Committee Meeting - March 2022**
 - Draft CARES Act Strategy
 - Finalize Action Plan and Evaluation Framework, formal vision statement, goals, and objectives