



August 23, 2010

**South Florida Regional Planning Council
U.S. HUD Sustainable Communities Planning Grants Program
Category I - \$ 5,000,000**

Tel: 954.985.4416

FACTOR FORM NARRATIVE

Rating Factor 1:

a. Organizational Capacity and Qualifications. The Southeast Florida Regional Partnership (Partnership), and its consortium, will develop a Regional Plan for Sustainable Development (RPSD) within the next three years using: a logical and transparent organizational structure; a broad and numerous general membership and supporting organizations (194 entities and growing); expertise of the expected subcontractors, consultants, sub-recipients, and community-based organizations (see appendix for a list of Partners and organizational chart); and the commitment of the members of the consortia to the project as evidenced by this proposal. Those Southeast Florida relationships were developed over several decades and represent a significant body of human capital brought together for this regional undertaking.

Regional planning efforts will include open and frequent discussions with people who live and work in the many neighborhoods of Southeast Florida and experts who are experienced and knowledgeable in the relevant planning subject matters (the expert community). Such discussions will involve factors and analysis that already exists, new information that will need to be produced for this planning effort, and the improvements that will allow Southeast Florida to grow based on the six livability principles. The Partnership has added a seventh Livability Principle: enhance community resiliency to the impacts of climate change through the development of mitigation and adaptation strategies.

The planning activities will be undertaken through the prism of the seven regional Livability Principles and with continuing expert community and neighborhood input, accurate data collection, rigorous analysis by subject matter experts and scientists. Subcontractors, consultants, sub-recipient, community-based organizations, and members of the consortia (planning team) will be selected based upon their objectivity, knowledge of the region, and expertise in planning and the subject matters being considered during the planning process per HUD procurement guidelines. Key consortium members include two regional planning councils, the region's major transportation planning organizations, institutions of higher education, numerous counties and major cities, as well as non-profit partners. All are well-established organizations with significant planning, budgeting, sustainability, convening, and implementation expertise and some are the agencies and jurisdictions responsible for implementing housing, transportation, and related infrastructure planning decisions. Each member is committed to this effort and has well-documented expertise with such plans; however, this is the first effort to bring all those plans together into a comprehensive regional. The Human Services Coalition, the Liberty City Trust, Collins Center, and local housing authorities are skilled partners in reaching out to the underserved and at risk populations.

The planning team will develop action plans that describe how to engage the expert community and neighborhoods in discussions and develop a RPSD. Discussions will occur in the seven counties and in the traditional principle cities located in the region and in such other areas as are identified by the

consortium's Executive Committee (described below) as underserved or likely to be in special need of attention in order to successfully adapt to current and changing conditions. Discussions will need to optimize input so the RPSD is consistent with the seven regional livability principles and desired outcomes. Regional meetings will address the service delivery systems that cross local boundaries. As activities in the action plans are undertaken, periodic reports (*Southeast Florida Livability Reports and Recommendations*) of the expert community and neighborhood discussions and of the data collection and analysis will be presented to the consortium committees. Electronic and print media and innovative communications will be used for wide distribution of activities and information.

This RPSD, as approved and revised from time to time, will need to be approved by the local or regional governmental entities within the Southeast Florida region as to those matters that require action within their jurisdictional powers. All resource allocations, goal setting, and dispute settlements among consortium members will be resolved by its Executive Committee after input is received through the consortium committee structure and after opportunities are given for expert community and neighborhood comments to be received. The Executive Committee provides policy and planning guidance to the overall Project Director and the day-to-day Project Manager, appoints Consortium Committee members, and approves all agreements with consortium members regarding work assignments and other matters that require decisions. The exception is decisions and activities that are delegated to the Project Director and Program Manager and that are appropriate for their respective job descriptions and duties.

The Executive Committee will be initially comprised of 17 persons. It will be balanced by geography, subject matter issue, and socio-economic segments. It will include both private and public sector members. An early and continuing assignment of one of the consortium committees (to be referenced as the Governance and Social Equity Committee) will be to recommend how the Executive Committee can be expanded to include a representative from the seven counties, from each of the six MPOs, at least each of the twelve traditional principal cities, and other segments of the region to make the Executive Committee more responsive to the needs of all citizens and businesses as it develops the RPSD. Studies necessary to collect data and analyze governance matters will be undertaken by the Governance and Social Equity (G&SE) Committees and will be further explored and acted upon by the Executive Committee pursuant to the recommendations of the G&SE Committees, and reports commissioned to seek out governance and social equity recommendations.

The initial ten members of the Executive Committee shall be:

1. Carolyn Dekle, Executive Director of the South Florida Regional Planning Council (SFRPC)
2. Michael Busha, Executive Director of the Treasure Coast Regional Planning Council (TCRPC)
3. Tom Gustafson, Director of Government and Transportation Policy, Florida International University's Lehman Center for Transportation Research (designee of Michael Busha)
4. James Murley, Assistant Dean and Senior Advisor for Energy and Climate Change at Florida Atlantic University (designee of Carolyn Dekle)
5. James Wolfe, the Florida Department of Transportation District 4 Secretary or his designee.
6. Gus Pego, Florida Department of Transportation District 6 Secretary or his designee.
7. Chair of the SFRPC
8. Vice Chair of the SFRPC
9. Chair of the TCRPC
10. Vice Chair of the TCRPC

The seven remainder members will be selected by the first ten members as follow:

11. The Chairman of the Executive Committee.
12. A person from the SFRPC knowledgeable about economic growth, jobs creation, job training, and job placement
13. A person from the SFRPC knowledgeable about equitable and affordable housing

14. A person from the TCRPC who is knowledgeable about economic growth, jobs creation, job training and job placement
15. A person from the TCRPC who is knowledgeable about equitable and affordable housing
16. A person from the Southeast Florida/Caribbean Chapter of the Urban Land Institute (ULI)
17. A person knowledgeable about water management in the Southeast Florida Region

The SFRPC Executive Director shall serve as the Interim Chair. The Executive Committee Chair when selected shall serve for up to a six year term and an election of the replacement chair shall occur whenever a vacancy occurs or when a 2/3 majority of the total Executive Committee membership chooses to elect a replacement. Partnership by-laws will be approved by the Executive Committee consistent with this proposal within 120 days after the award of this grant. The consortium members will suggest to the Executive Committee planning activities they might initiate under this grant within 120 days of award so that formal consortium agreements can be executed with approval of the Executive Committee that describe each consortium member's specific activities under the program efforts. The partnership will use the SFRPC staff until the Project Director, Program Manager, and partnership staff is hired by 160 days after the grant award or they may continue to use SFRPC and TCRPC staff per terms as agreed upon.

The consortium committees will be established so that all subject matters relevant to the seven regional livability principles are addressed by at least one committee and so that the administrative, leadership development, strategic communications, and governance and social equity, public policy development, planning and livability, outreach, measurable results, program evaluation, infrastructure, science, and other necessary functions can be addressed in a relevant committee before recommendations are made to the Executive Committee. Committees will be filled with identified Consortium Members volunteering to serve and thereafter committees will be filled pursuant to a discussion and motions that are approved by the majority vote of the Executive Committee. Committees should be balanced regionally and have persons knowledgeable in the subject matter of the committee. One-third of all Consortium Committee members should be from general membership or supporting organizations to the extent possible.

Consortium Members Capacity and Relevance: Additional details about how each Consortium member will support the work of this grant is included on the Factor 1 Rating form. Consortium Members include:

- Since 1969, the SFRPC, with TCRPC in 1976, have planned and developed public policy for the Southeast Florida Region and been engaged in economic development activities.
- Since 1986, 1000 Friends of Florida, as a non-profit membership organization has been dedicated to promoting smarter growth and is positioned to addresses Climate Change.
- Since 1936, the ULI, as a member supported, nonprofit education and research institute has provided leadership in creating and sustaining communities.
- Since 1988, the Collins Center for Public Policy, as a statewide non-profit organization, has sought creative, non-partisan solutions for Florida's toughest issues and responsive changes in public policy.
- Since 1972, Florida International University has provided research and public higher education in South Florida and is now one of the 25 largest universities in the United States.
- Since 1964, Florida Atlantic University has provided research and public higher education in South Florida with campuses spanning from Broward County to St. Lucie County.
- Since 1961, St. Thomas University, a private Roman Catholic university, has provided research and higher education in South Florida and community leadership development.
- Since 1960, Miami Dade College has provided public open-access community college education; with eight campuses, it is the largest minority-serving institution in the nation.
- Since 1998, the Shimberg Center for Housing Studies at the University of Florida has provided housing data and technical assistance in support of safe, decent affordable housing and community development.
- Since 2006, the Housing Leadership Council of Palm Beach County has been identifying solutions that address workforce housing for workers at all income levels.

- Since 1995, the Human Services Coalition, using best practices, has sought access to healthcare; decent/affordable housing; quality education programs; and economic self-sufficiency.
- Since 2006, the Liberty City Trust has facilitated/overseen the revitalization plan for affordable housing, full employment, commercial/economic development, and safety.
- Since 2002, the Regional Business Alliance, a regional group of CEOs, has worked across jurisdictional lines with top business leaders and other decision makers to address regional problems and opportunities.
- Since 1997, The Resource Innovation Group (TRIG) is an independent 501(c)3 non-profit social science-based global climate change research and technical assistance organization.
- Since 1999, the City of Lauderdale Lakes CRA developed the Community Redevelopment Plan and Update to revitalize the CRA area (Concept Plan, Capital Improvements, and Implementation).
- Since 1938, the West Palm Beach Housing Authority has provided safe, decent, and affordable housing and services to persons and families with limited financial resources.
- For 25 years, the South Florida Cultural Consortium and/or its member cultural agencies have provided public sector cultural investment in non-profit arts and cultural organizations.
- Since tax increment financing enabling legislation in 1977, the Florida Redevelopment Association has supported revitalization efforts of Community Redevelopment Agencies.
- Cities in Southeast Florida which will help establish a RPSD are Key West, Homestead, Miami, Miami Beach, Fort Lauderdale, Pompano Beach, Boca Raton, Delray Beach, West Palm Beach, Port St. Lucie, Vero Beach, and Sebastian.
- Counties in Southeast Florida that will help establish a RPSD are Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie, and Indian River.
- Southeast Florida's six MPOs and TPO, along with Monroe County, with assistance from the Southeast Florida Transportation Council and the Treasure Coast Transportation Council, will help in building a regional consensus in support of the RPSD.
- The four transportation entities in the Southeast Region supporting these regional planning efforts are the Florida Department of Transportation (FDOT) District IV; FDOT District VI; the Miami-Dade Expressway Authority; and the South Florida Regional Transportation Authority.

Capability and Qualifications of Key Personnel. The Partnership will use the capacity of the region's experts, citizens, and business owners to lead the effort to create the RPSD. The Project Director and the Program Manager will be selected by the Executive Committee based upon demonstrated knowledge and experience in the development of Sustainable Communities and the planning efforts within the Southeast Florida Region. A high-level, technical staff working group from the membership of the partnership will provide support, data and information, and technical assistance to the consortium and Executive Committee. (See Appendix for resumes.)

The Project Director and Program Manager candidates will be recruited through an open search process and the most qualified candidate will be approved by the Executive Committee. A national search for a Project Director and Program Manager will be undertaken by the SFRPC and the TCRPC Executive Directors. The search will begin before, and conclude immediately after, the HUD notice of the grant award in order to schedule candidates for selection interviews with the Executive Committee within 30 days of the award notice. Job qualifications and selection criteria for Project Director candidates will be based on who best demonstrates knowledge and experience with the citizens and businesses within the Southeast Florida Region and direct experience in the management of up to five other large and complex planning activities that involved land use, transportation, economic development, water infrastructure planning, environment issues, and other related activities. Job qualifications and selection criteria for Program Manager candidates will be based upon who best demonstrates knowledge and experience of the proposed day-to-day program management and direct experience in the management of at least two other large and complex planning activities that involved land use,

transportation, economic development, water infrastructure planning, environment issues, or other related activities.

Before being hired, the Administration Committee shall recommend to the Executive Committee a job description for both the Project Director and the Program Manager and that job description or some variation of it will be approved by the Executive Committee before the approval of the persons to fill those positions. Upon being hired, the Project Director and Program Manager will assemble and recommend to the Executive Committee a staffing plan to undertake development of the RPSD, a consortium committee structure, and the work that can be undertaken by members of the consortium compared to subcontractors, consultants, sub-recipients, and community-based organizations.

Rating Factor 2: Needs/Extent of the Problem

Southeast Florida is a region in rapid transition. How that transition occurs – and how the region capitalizes on a number of significant federal investments to aid in that transition (outlined in the description of our regional plan for sustainable development) – might very well determine the region’s long-term sustainability. Described in more detail on the following pages, Southeast Florida has:

- Evolved from seven disconnected counties to a 295-mile long interconnected super metropolitan region of 6.2 million people (a population that is larger than 34 of the 50 states). It represents one-third of Florida’s total population and, combined, makes the region the fifth largest in the country.
- Shifted from being viewed simply as a desirable destination for domestic retirees and vacationers to serving as an international trade hub connecting Central and South America and the Caribbean to the U.S., Europe, Asia, and Africa.
- Become a minority-majority region that is a magnet for new residents from around the world and where multicultural, multilingual, and multiracial communities are a way of life.
- Experienced increasingly long commutes and gridlocked roads accelerating the need to make transit a viable option and to reshape a pervasive pattern of sprawl into compact, mixed-use, mixed-income developments.
- Seen a thriving economy go into a free-fall with record unemployment rates and a hot housing market replaced by a pandemic of foreclosures and a record number of families whose mortgages are under water because of unprecedented declines in housing values. Southeast Florida’s economy is expected to be one of the slowest to recover in the nation.
- Found itself in the bull’s eye for the most stark impacts of climate change, some of which are already being experienced, in particular sea level rise that could inundate significant parts of the region and have devastating impacts on the region’s built, human, and natural systems.

The Current Geography – The New International Region Reality (See Appendix for regional maps) Southeast Florida extends from the Florida Keys in the south to Indian River Lagoon in the north. The Atlantic Ocean coast forms the eastern boundary and the Everglades the western. Those two natural boundaries have served as the region’s greatest assets and created its geographic form. Unlike most major metropolitan regions, Southeast Florida did not grow around a single central city. Instead, growth first spread from east to west and, when the land in-between began to fill up, from south to north. Over time, cities have literally grown to meet each other, with the result that four separate metropolitan sub-regions are finding that their economic futures and long-term sustainability are intertwined with those of the city next door or down the coast. In addition, Southeast Florida’s proximity to Central and South America and the Caribbean is reshaping the region’s economy and population and driving its growth.

The Current Population – A Preview of America’s Future: Because of its location and role as an international trading hub, Southeast Florida is a desirable destination for domestic retirees and vacationers. It is a minority-majority region where no single racial or ethnic group dominates, and international immigration is the principal driver of growth. In the last decade, more than eight of every ten new residents emigrated from other countries. Today one-third of residents are foreign-born, the majority from Latin America. By 2030, 64% of the projected 7.2 million residents will be Hispanic, Black

(includes both African-Americans and those from other parts of the world, especially the Caribbean), or some other race, while non-Hispanic Whites will comprise a little over one-third of the population. Moreover, by 2030 one-quarter of the population will be 65 and older, up from 17% today. That diversity calls out for new and creative processes for civic engagement and decision-making that are inclusive of all populations in the region.

The Critical Planning Challenges: The region's greatest planning challenges go to the heart of maintaining a strong, livable, and sustainable region.

(1) A Lack of Transportation Choice: Southeast Florida has a mobility crisis as a result of poor transit choices. Sprawling, low-density development patterns have resulted in a largely auto-dependent region and caused a disconnect between where people can afford to live and where they go for jobs and daily services. As a result, long commutes and time stuck in traffic are the norm. The costs are high for residents, businesses, and the environment. The statistics tell the story.

- *Auto-dependency* – For 2008 work trips, 92% of residents in the region either drove alone or carpooled, while only four percent took transit and another two percent walked or biked. The 2008 vehicle miles traveled (VMT) per capita was 24.81 in the region. Until the economy went into a freefall in 2008, VMT increased far faster than population grew.
- *Commuting* – 415,000 of the region's working population commute to another county for work. Of that workforce, 45% (1.2 million) spend 30 minutes or more commuting to work and 10% (270,000) spend 60 minutes or more. In its 2009 Urban Mobility Report, the Texas Transportation Institute estimates the 2007 congestion cost in the Miami urbanized area to be \$3 billion, reflecting a travel delay of 146 million hours and 102 million gallons of excess fuel consumed.
- *Lack of transit and housing near job centers* – Only 14% of employment is within a half mile of high capacity transit, ranging between one percent (Martin) and 25% (Miami-Dade).
- *Air quality* – Currently, there are no ozone or PM2.5 nonattainment areas based on the 8-hour ozone PM2.5 standard of 2006. However, it is expected that four counties (Miami-Dade, Broward, Palm Beach, and St. Lucie) will be designated as new ozone nonattainment areas with the implementation of EPA's proposed standards of 60-70 parts per billion. Indian River, Martin, and Monroe counties do not include ozone monitors.

(2) A Persistent Housing Crisis: In four short years, Southeast Florida has gone from being a hot real estate epicenter to a foreclosure capital. The figures are startling:

- *Pervasive foreclosures* – In terms of sheer numbers, the Miami Metro area (Miami-Dade, Broward and Palm Beach counties) led all other regions in the country with 94,466 homes in some stage of foreclosure during the first six months of 2010. When Monroe, Martin, St. Lucie and Indian River counties are added in, the number of homes jumps to 104,722. In addition, three of the 10 counties in Florida with the highest number of foreclosures were in Southeast Florida. Miami-Dade and Broward counties led the state with the highest number of foreclosures (76,395 between them), and Palm Beach County was eighth with 18,083. In Miami-Dade and Broward counties, one of every 26 and 21 homes, respectively, received a foreclosure notice.
- *No change on the horizon* – The problem does not appear to be going away soon. In Miami-Dade and Broward counties, the foreclosure rate was up by 11% from the first half of 2009, and filings were 57.9% higher in Indian River County. Only St. Lucie County, which in 2009 had the nation's eighth-worst foreclosure rate, saw a slight drop.
- *Housing and transportation cost burden* – According to the Center for Neighborhood Technology's Affordability Index, 74.7% of the region's households pay more than 45% of their income for housing and transportation expenses. In 2008, among the region's very low and extremely low income households, 72% spent more than 30% of their income on housing (up from 71% in 2000). The median regional rental housing price relative to income increased from 29% in 2000 to 36% in 2008.

- *Homelessness continues to rise* – Florida Department of Children and Families data shows that since 2005, homelessness in our region has increased from 15 to 23% of the state’s homeless total.

The impacts of the foreclosure tsunami on Southeast Florida are staggering. Neighborhoods are being destabilized, housing values and tax revenues are falling, and the outmigration of families is leading to an unstable workforce, further undermining an already weak economy. In addition, the inability of residents to attain housing is exacerbated by the difficulty in obtaining financing due to a tightened credit market and a high unemployment rate. That is especially true with respect to purchasing a condominium, because many buildings with a high number of foreclosures do not qualify for HUD mortgage loans.

(3) An Economy Under Siege. For the past two years, Southeast Florida’s economy has been in a free-fall. The region’s statistics tell the story.

- *Chronic unemployment the new norm* – Between December 2007 and January 2010, the region lost almost 209,000 jobs (a decline of 7.4%), and its unemployment rate rose from 4.7 to 11.5%. Two of the region’s largest employers, the tourism and construction industries, have significantly reduced their workforce. In June 2010, 11.8% of the region’s workforce (373,000) remains unemployed – 22% higher than the national average of 9.6%. That figure is even more serious for the Hispanic and Black-African American populations where, using national disparity information, the unemployment rates are 12.4 and 15.4%, respectively.
- *Public assistance indicator* – In June 2010, over 15% of the region’s households (530,000) received food stamps totaling more than \$128 million, a 152% increase over December 2007. From December 2007 to June 2010, the number of residents eligible for Medicaid increased by 25% to 977,000. Regionally, the number of children qualifying for free or reduced cost school meals also increased from 53% in 2009 to 58% in 2010, including a staggering 63% in Miami-Dade County.
- *Declining household income* – In 2008 (which does not reflect the current job loss impacts), median household income in the metropolitan area dropped by three percent compared to 2006, and 13% of the region’s population (16% for Miami-Dade County) had incomes below the poverty level. That rate goes up for the elderly (14%), children (18%), and the Black-African American population (21%).
- *Educational disparities* – Educational attainment is a big driver of the extreme economic disparities in the region. Whereas 35% of the non-Hispanic White population 25 years or older has a bachelor’s degree or higher (necessary to compete for jobs in today’s economy), only 24% and 17%, respectively, of the Hispanic-Latino and Black-African American populations have a bachelor’s degree or higher.
- *Pockets of poverty* – Averaging numbers at the county and regional levels masks areas of need. Although the region’s poverty level is on par with the national average, of 69 places in the region with a population of 20,000 or more, 25 had a poverty level higher (as much as 33%) than the national average. Of those places, 22 also had a level of educational attainment (a bachelor’s degree or higher) that is lower than the national average. Two significant pockets of poverty are the rural Glades portion of Palm Beach County (Pahokee, South Bay, and Belle Glade) and the Overtown community in Miami. Both are isolated within otherwise affluent broader communities, suffer from high unemployment rates (in the 40% range), and have below average median incomes (as low as \$14,400 in Overtown).
- *Areas of severe economic distress* – Three cities in the region (Miami, Homestead and Fort Pierce) meet all three of the severe economic distress criteria outlined on page 41 of the NOFA. Miami, with a population of 342,287 and the largest city in the region, has a median household income that is 56% of the U.S. average, a June 2010 unemployment rate of 13.5% (40% above the national average for that month), and a poverty rate of 25.8%. Homestead and Fort Pierce also meet all three criteria, underscoring that the economic distress extends from the extreme south of the region to the extreme north. As discussed above, although the region has equally distressed smaller

communities, municipalities (and other areas) with less than 20,000 residents are excluded from the data, because the 3-year period estimates do not have a sufficient sample size .

- *Healthy and fresh food* – Virtually across the board, non-white populations have a greater prevalence of preventable disease than the non-minority population. Likewise, almost five percent of the region’s low-income people are without easy access to a grocery store.
- *High number of brownfields* – The region has 36% (67,000 acres) of the state’s officially designated brownfields, most of which are located adjacent to low income communities experiencing high rates of unemployment and poverty.

(4) A Unique Vulnerability to the Most Severe Predicted Impacts of Climate Change. Southeast Florida is the canary in the coal mine when it comes to the projected impacts of climate change.

- *Unique vulnerability* – Lined on one side by a low-lying tidal coastline (with portions of the region at sea level) and surrounded on two sides (three sides in the Keys) by hurricane-prone waters, the projected impacts of climate change on Southeast Florida are profound, already in evidence, and projected to make areas of the region uninhabitable. (See Appendix for sea level rise maps.)
- *Devastating impacts* – The big five impacts are 1) sea level rise, 2) increased storm surge, 3) more frequent and intense hurricanes and tropical storms, 4) more extreme fluctuations in freshwater levels and precipitation, and 5) warmer land, air, and water temperatures. If not addressed through a major investment in adaptation strategies, those impacts could cripple and totally inundate coastal communities, accelerate coastal erosion and flooding, raise water tables causing increased flooding in inland areas, and increase the salinity of rivers, bays, and aquifers.
- *Hard-hit water resources and infrastructure* – The above impacts will result in the need to establish new drinking water wellfields inland and abandon existing coastal wellfields impacted by saltwater intrusion. In addition, it will be necessary to replace, relocate, or retrofit coastal buildings and infrastructure such as flood control structures, water storage and waste water treatment structures, power plants, utilities, and transportation facilities (roads, bridges, and ports). In some areas of the region minor increases in sea level will significantly impact coastal water control structures, rendering them unable to provide flood protection or prevent saltwater intrusion.

(5) Aging Water Delivery Infrastructure. Presently the region’s miles of water distribution infrastructure per thousand residents has increased from 2.7 in 1990 to almost 3.9 today. Much of the region’s water infrastructure is aging or missing. For example, more than 50% of Miami-Dade’s pipes are more than 40 years old. Major water and sewer main failures this year resulted in 20 million gallons of effluent being discharged into Biscayne Bay before repairs could be made. Additionally, a number of the region’s historic and infill communities are on septic systems. For example, in the city of Hollywood, with a population of more than 160,000 residents, 45% of the city is on septic, making it difficult to concentrate infill development.

(6) Damaging Alterations to Natural Systems. Southeast Florida’s natural resources are important to the region and to the nation. Those systems include the Upper St. Johns River Basin, the Everglades (Lake Okeechobee to Florida Bay), the Indian River Lagoon, the Lake Worth Lagoon, Biscayne Bay, the Florida Keys National Marine Sanctuary, coastal rivers, and an extensive shallow coral reef formation along the Atlantic Coast and the Florida straits.

- *Alterations to what nature intended* – Historically, those natural systems were an important component of the region’s pre-drainage system. Water flowed so slowly over the low and flat landscape that it was stored (and cleaned) in the system during one season and used in the next. The problems came in the late 19th and 20th centuries when drainage systems were created to move the water off the land in order to promote agricultural and urban development. As a result, the water is now shunted from the watersheds to coastal estuaries and the Atlantic Ocean through a man-made water management system of canals, levees, water control structures, and pump stations. That led to the altered delivery of water, declining water quality, continued loss of habitat, and impaired ecosystem function.

- *Getting back to nature* – Fixing those unintended consequences is the focus of significant federal, state, and local investments. They recognize that the region’s sustainability is directly linked to healthy regional water management and natural systems and that effective solutions are only possible at the regional scale, as part of a holistic approach that aligns land development and transportation policies with the needs of natural systems. That will be particularly true with the added stressor of climate change. The region’s delicate coastal and inland ecosystems are already under severe duress from years of high human population growth; their ability to adapt to climate change could be outpaced by the speed with which that change is occurring.
- *Rate of urbanization* – The region’s rate of urbanization underscores the pressures on natural resources. From 1990 to 2000, the rate of urbanization was 19.3%, four percent faster than the national average. However, during that time the urbanized land per capita decreased from 0.172 to 0.167 acres.
- *Parks and recreational areas* – Excluding state and national parks, the region averages 5.87 recreation acres per 1,000 people. Although this amount satisfies the accepted standards of four-to-five acres of park space per 1,000 people, the region lacks adequate distribution of neighborhood parks. When including state and national parks, the region averages 15.22 acres per 1,000 people.

(7) Regional Coordination. Southeast Florida has failed to develop a vibrant, inclusive regional system for collaboration on important issues. For many years, regional issues such as transportation and water were the focus of single counties. Only recently have regional institutions, such as the South Florida Regional Transportation Authority, been created to address issues across county lines. Regional institutions often fail to reflect the diverse population groups within the region.

Rating Factor 3: Soundness of Approach

The banner line for the 2060 Southeast Florida Regional Plan for Sustainable Development (RPSD) will state what this 50 year plan is all about: *a better region, a better life for all*. The goal is a region that is economically competitive and prosperous, socially inclusive, and environmentally sustainable, because in 2010 steps were taken to:

- Build and sustain strong and inclusive regional leadership and civic capital that places a priority on partnerships, including the nontraditional and new voices and views to the regional planning process.
- Organize existing and future plans under a unifying regional vision, building on the strong planning history at the local and sub-regional levels and providing a planning framework to align local and sub-regional plans with overarching regional goals while systematically addressing climate change impacts.
- Create a unified region that empowers communities and individuals so that they can better compete in an ever-changing economic environment. Regional prosperity depends on regional equity and enabling all people to succeed.

The RPSD will capitalize on past and future investments and partnerships to achieve those outcomes and catalyze the transition to a stronger, more sustainable region.

- U.S. Housing and Urban Development Department’s (HUD) significant long-term investments in Southeast Florida through its Community Development Block Grants, Neighborhood Stabilization Program, Brownfields Economic Development Initiative, and Section 108 and Public Housing programs.
- U.S. Environmental Protection Agency’s (EPA) significant investments in the Eastward Ho!, the Brownfields Partnership and Brownfields Cleanup Revolving Loan Fund.
- Major federal and state investment in building an interconnected multimodal transportation system, including: the U.S. Department of Transportation’s (DOT) \$1.25 billion investment to establish a 324-mile long Tampa-Orlando-Miami Passenger High Speed Rail System; the \$62.9 million Urban Partnership Agreement entered into by the DOT for conversion of High Occupancy Vehicle (HOV)

lanes on 21 miles of Interstate-95 in Miami-Dade and Broward Counties to High Occupancy Toll (HOT) lanes, with operation of bus rapid transit (BRT) in the HOT lanes; and U.S. Army Corps of Engineer investments at Port Everglades and the Port of Miami that could exceed \$200 million to expand waterway access in response to the widening of the Panama Canal that is expected to greatly increase Asian trade.

- Total federal, state, and local investments that will exceed \$10 billion for the Comprehensive Everglades Restoration Plan (CERP), authorized by Congress in the Water Resources Development Act (WRDA) of 2000. This plan is critical to preserving and protecting the region's ecosystem and providing for other water-related needs of the region, including water supply, flood protection, and purchases of environmentally-sensitive lands to assist with Everglades restoration projects.
- The U.S. Interagency Climate Change Adaptation Task Force is charged by executive order to develop recommendations for adapting to climate change impacts both domestically and internationally. Climate change investigations have been undertaken by several federal agencies, including the National Oceanic and Atmospheric Administration, U.S. Geological Survey, U.S. Fish and Wildlife Service and the U.S. Park Service. The Task Force is assessing climate change impacts on coastal habitats and species in the Everglades.

3.A1 General Description of the Proposed Southeast Florida 2060 Regional Plan for Sustainable Development (RPSD). To achieve the future of a better region and life for all, the RPSD will:

- Engage residents, elected officials and stakeholders substantively and meaningfully in the development and implementation of a long-term shared regional vision and plan through an inclusive, transparent process that includes all communities and reaches out to communities traditionally marginalized from public planning processes.
- Integrate and align housing, land use, economic and workforce development, transportation, water, and air quality plans and capital investments in a manner that empowers jurisdictions to consider the interdependent challenges of economic competitiveness and revitalization, energy efficiency, climate change, public health and environmental health, and social equity, inclusion, and access to opportunity.
- Achieve the six livability principles endorsed by HUD, DOT, EPA Sustainable Communities Partnership plus an additional one recognized by the Partnership that focuses on the effects of climate change because of its potential impacts on Southeast Florida. The Partnership is also committed to the improvement of public health throughout the region with particular focus on communities of need.
- Establish the detailed plans, policies, implementation strategies, and performance goals and measures that will provide clear, practical guidance for those responsible for the day-to-day public and private decisions that shape the region, and strengthen the management and decision making of governmental entities, nonprofit organizations, the private sector, and other partners to achieve the regional vision.
- Described below, the RPSD will contain the following elements: Vision Statement and Vision Map, Regional Sustainability Scorecard, Implementation Strategies for Sustainable Development Matrix, and a Sustainable Development Toolbox. The strategies will be organized by specific plan elements that will focus on the interdependent issues of full housing and transportation choices, sustainable water supply and infrastructure, a healthy environment, inclusive economic prosperity, climate resiliency, regional leadership development, and healthy communities.

2060 Vision Statement and Vision Map: The Vision Statement and Map will be developed through the scenario analysis (detailed description 3.A2) and shown in the Appendix. They will:

- Articulate the livability principles of the regional vision and provide two levels of information: 1) an easy to understand and remember depiction of the vision and its benefits that can be used by residents, public officials, decision-makers, and key stakeholder groups to discuss and make decisions that support the vision, and 2) specific details and analyses that will help align local and sub-regional plans and activities with the vision.

- Include words, numbers, and illustrations and include performance standards that will provide guidance to local governments as they incorporate the RPSD into their future plans and regulating codes.
- Be produced in two forms: an interactive on-line format and a brochure that, when folded, easily fits in a pocket and, when opened, can be hung as a poster.

In order to guide planning and investment decisions, the Vision Map will depict the desired 2060 regional development strategy (highlighting, for example, environmental conservation, housing, employment, and revitalization areas, including vacant and underutilized properties and brown and grey fields locations that could be expanded or redeveloped) and multimodal transportation corridors and intermodal linkages related to the modes of transport that will serve local communities and connect the region. Specific elements will portray economic generators; community and cultural resources, such as educational, healthcare, recreational, and cultural institutions; water, wastewater and stormwater infrastructure; and development patterns (to include urban, suburban, and rural fabric). It will also illustrate the areas projected to be impacted by climate change, in particular sea level rise, and the related adaptation strategies.

Implementation Plan: In order to facilitate their implementation, the matrix will display prioritized strategies and actions identified through development of the RPSD. The display will clearly show the regional objectives, overarching performance goals, implementation strategies or actionable items assigned to key partners to meet those goals, and how measurable three-to-five year benchmark targets are interconnected and interdependent. Objectives will include the livability principles, and other objectives that arise through the regional planning process. Implementation strategies will identify the key policies that should be adjusted to redirect development patterns and policies towards the regional vision. For example, on the public side, key policies include how and where the region invests in transportation, jobs, and housing. Strategies for leveraging the location and pattern of private land development will also be identified. The format will ensure that ideas can be quickly grasped, while still providing sufficient detail to facilitate alignment of local, sub-regional, state and federal plans and investments with the RPSD.

Regional Sustainability Scorecard (RSS): The RSS will provide a management framework to give continuous feedback on desired outcomes. Feedback will be used to identify what needs to be done in order to continuously improve performance. The inventory of existing conditions and needs will provide the scorecard baseline. Specific measures will link to the livability principles and the mandatory and additional desired plan outcomes (Rating Factor 5). The RSS will enable participants in the regional visioning process (described 3.A2) to assess the alternative scenarios. When the RPSD is completed, consortium members and the public will use the RSS (described in 3.A2.10 (g), below) to measure and monitor progress; local and regional organizations will use it to benchmark performance against the plan goals and make adjustments as needed.

Sustainable Development Toolbox: The toolbox will provide descriptions and illustrated examples of the types of planning tools and strategies necessary to implement the RPSD. Providing the toolbox as part of the regional planning process achieves two purposes. During the planning stage, the toolbox would allow participants to fully understand the types of tools that can be used to achieve equitable, sustainable development. Once the plan is developed, having the toolbox ready to go will speed up plan implementation. It will be used in demonstration pilot projects and technical assistance panels led by the ULI District Council and educational programs sponsored by the region's two Regional Planning Councils, civic organizations, universities, and other regional partners. The toolbox, would be peer reviewed, organized by the livability principles, and draw on expertise in the region.

Specific Plan Elements: In addition to the Vision Statement and Map, the RPSD will contain the following elements that are central to achieving equitable, livable, and sustainable communities. Additional elements based on community input are anticipated.

(1) *Full Transportation Choice.* The transportation component of the RPSD will ensure that Southeast Florida has a safe, reliable, cost-efficient and seamless multimodal transportation system that is accessible to all segments of the population, effectively and creatively moves people and goods within and through the region, supports and is supported by surrounding land uses, and addresses impacts of climate change. To capitalize on High Speed Rail from Orlando and other transit investments, one focus of the RPSD will be on developing a composite regional map with High Speed Rail alignment options, including how they will relate to the rest of the transportation system. As the region is geographically constrained, development and redevelopment around hubs or stations that are or could be served by high capacity transit will be emphasized. Examples of existing transit systems and services to build and improve upon include Tri-Rail commuter rail services in three counties, MetroRail and the Metromover in Miami-Dade County, an expanding network of express bus services operating on interstate facilities, county bus systems and, in rural Glades area communities, shuttle services connected to county bus service. Existing transportation plans and studies prepared by the region's MPOs and other partners will be key sources. Examples include the South Florida FEC study to include transit service along the original rail corridor linking Southeast Florida's downtowns, the creation of a regional system of managed lanes following the I-95 Express example and the East Coast Greenway linking Maine with Key West to provide a continuous, traffic-free shared used trail. The location and implementation of transportation infrastructure and services will be guided by vision-defined benchmarks and performance indicators (for example, access to housing and employment, environmental protection, opportunities for neighborhood revitalization, complete streets, populations served including those with lower incomes and disabilities, reductions in VMT, and combined housing-transportation cost per household).

(2) *Full Housing Choice:* To achieve full housing choice and a more equitable distribution of housing that is affordable to all income levels, the housing element will consist of two parts: the incorporation of an Equity and Fair Housing Analysis and preparation and adoption of a Regional Housing Plan. The Equity and Fair Housing Analysis will assess impediments to fair housing choice and identify linkages to transportation, employment, and housing resources in order to promote fair and affordable housing in high opportunity areas. The Regional Housing Plan, which will be developed in consultation with the region's public housing authorities, as well as with non-profit organizations, governmental organizations, and academic centers providing housing assistance, will be designed to include each element outlined by the Sustainable Community Planning Grant Program. The housing plan will contain an implementing financing plan and describe and promote regional and local strategies to eliminate the effects of discriminatory housing patterns, further the goals of the Fair Housing Act, help reverse or prevent the further destabilization of neighborhoods and condominium communities by foreclosure, and include strategies to prevent displacement of low and very low income residents and small businesses in redevelopment areas. An additional focus will be on the housing and related transportation needs of the region's 65-plus age group. The consortium, in partnership with the ULI District Council, community redevelopment agencies, and public housing agencies will assess the best mechanism to gain greater coordination among the region's housing and neighborhood revitalization organizations. They will also work with local governments and transportation agencies to support the creation of strategies that encourage the development of affordable housing and land use and transportation plans that result in transit-oriented and transit-ready corridors that include or are close to full-choice housing.

(3) *Inclusive Economic Development Prosperity.* RPSD economic development activities will focus on stimulating the region's economy and increasing residents' access to opportunities by creating a diverse, innovative economy, including the development of innovative renewable energy products and services, that is resilient and matched by a well-trained and -educated workforce. The consortium in partnership with the two Regional Planning Councils will seek Economic Development Administration funding for a joint Southeast Florida Comprehensive Economic Development (SECED) Strategy that will outline an economic vision that guides and complements the RPSD land development and investment elements. The SECED focuses on reducing social and economic disparities for low-income, minority communities, and other disadvantaged and special need populations in the region; identifying investments and policies that will bolster small business development by increasing access to technical assistance and capital

(microenterprises); and establishing small business incubators in transit-supported locations. It will include a review of regional and local economic and workforce development plans to create a composite picture of socio-economic conditions and trends and an assessment of whether additional (beyond those in use now) economic and workforce development strategies are needed.

(4) *Climate Resiliency.* Rising sea levels, the region's low land elevations, predicted increases in the severity of tropical storm events, and potential impacts to property, infrastructure, water supply, natural systems, and health and safety of residents make the effects of global climate change a driving regional concern. The development of coordinated adaptation strategies designed to protect natural, built, and human communities from the effects of climate change is critical to achieving sustainability in Southeast Florida. Another essential element for regional sustainability will be undertaking a full complement of mitigation actions to reduce greenhouse gas emissions. A region-wide coordinated approach to addressing climate change issues will be facilitated by developing a regional climate change adaptation plan; expanding the Southeast Florida Regional Climate Change Compact comprised of Monroe, Miami-Dade, Broward and Palm Beach counties to include Martin, St. Lucie, and Indian River counties; and creating a central resource for learning about region-specific climate change impacts and adaptation strategies. Information will include models, data, maps, and protocols that can be used to determine vulnerable areas and identify possible adaptation measures. Programs to assist developed areas that may be impacted by sea level rise and to expand the use of best practices will also be developed. Examples to expand to other parts of the region include Miami-Dade County's GreenPrint Plan, which is under development, to create a set of adaptation strategies to minimize the negative impacts of climate change; exemplary uses of the U.S. Green Building Council's LEED for Neighborhood Development Rating System; and St. Lucie County's Green Mile program, a cooperative effort with the U.S. Department of Energy's Oak Ridge National Laboratory to establish the nation's first sustainable communities demonstration project targeting strategies to reduce greenhouse gas emissions.

(5) *Sustainable Water and Wastewater Infrastructure:* Sustainable development in Southeast Florida is directly linked to making significant regional investments in water infrastructure and protecting natural resources. To advance regional water infrastructure planning, the consortium will build alliances with local governments, the region's utilities, and resource management organizations, especially the South Florida (SFWMD) and the St. Johns River Water Management Districts (SJRWMD), to assess and develop a sustainable water supply plan designed to address the region's long-term water infrastructure needs. A first step will be to assess the needs outlined in regional and local water supply plans in order to identify the gaps in the system that would benefit from a coordinated regional focus. As part of developing a regional action adaptation policy and investment agenda, an assessment will be undertaken to include a review of recent analysis of climate change impacts, specifically sea level rise, on the region's water supply and flood control and water infrastructure. Other plan components will address strategies that would prompt greater water reuse, such as the adoption of practices endorsed by EPA's WaterSense Program; analyzing opportunities to use interlocal agreements to share excess capacity among jurisdictions; and working with the region's community redevelopment agencies to identify areas where redevelopment is limited because of inadequate potable water transmission lines and wastewater and stormwater treatment.

(6) *A Healthy Environment.* Integrating urban and natural environments in a way that each provides a positive feedback upon the other is essential to long-term regional sustainability. To achieve that integration, the regional plan will establish an environmental planning system that is consistent with the National Environmental Policy Act and that creates a built environment that does not over utilize or pollute natural systems. A principle RPSD focus will be on establishing a sustainable planning cooperative agreement with the U.S. Army Corps of Engineers (ACOE), the SFWMD, the state Department of Environmental Protection (DEP), and other organizations to improve coordination and promote greater involvement and participation by local governments in the protection and restoration of the Everglades ecosystem. That will include developing an integrated plan for Everglades restoration and a compatible built environment which features increased density in urban areas as a critical component of Everglades

restoration and efforts to preserve buffer areas adjacent to the Everglades. Important to protecting natural systems, and the region's food security, is the preservation of a viable agricultural economy, which includes connecting local growers and urban dwellers, particularly in communities with little access to affordable healthy food options (for example through mobile farmers' markets and Florida's "Farm to School" program).

(7) *Community Assets and Culture*. This plan element will address community values and the vision for aspects not covered in the physical elements of the plan. Examples include historic, ethnic, and cultural resources, including museums and buildings; educational institutions from pre-kindergarten through post-graduate, including vocational and specialized training; parks and recreational opportunities; and healthcare and social services. Attention will be given to partnering with local arts and housing partners and redevelopment agencies to identify areas that would accommodate arts-related enterprises and serve as strategic targets for a cultural or innovation district that creates opportunities for the arts sector to partner with businesses, civic organizations, and community leaders and that are or could be well-served by transit and provide opportunities for live/studio units.

(8) *Inclusive Regional Leadership*. Continuous development of an inclusive regional leadership in support of the regional planning process is a critical plan component. While diversity is one of the region's greatest strengths, it also creates challenges as groups feel disconnected from each other. Especially in areas where marginalized populations reside, there is a need to identify, train, and engage new and representative leaders. A focus of regional leadership development will be on identifying, nurturing, and engaging the full population spectrum that is Southeast Florida and building the social capital needed to transcend differences and work together for the common good. A first step is to conduct a regional social capital asset mapping and survey project that will identify community engagement and leadership assets and gaps, and measure the community's social fabric. That analysis will assist in the development of effective communication mechanisms to inform and receive input, understand how people connect to each other and social institutions in the region, and create non-traditional leadership development and engagement techniques.

(9) *Healthy Communities*. Recognizing, understanding, and effectively responding to the intersections between a community's health status and the social determinants of health (those conditions in which people are born, live, work, and age) is critical to addressing health inequities found across varying populations within a community and a crucial component of a long-term, successful regional sustainability plan. Chronic disease and preventive health indicators (asthma incidence, childhood obesity, diabetes, heart disease, and low birth weight) illustrate the complexities associated with ethnically diverse, medically underserved populations. Significant health status disparities exist across all categories in Southeast Florida and are often locally driven. Factors such as an inability to access primary care, lack of insurance, poverty, employment status, level of cultural assimilation in areas of high immigration, affordable housing in safe neighborhoods, and transportation all play a role in the incidence of preventable disease and affect the overall health/wellness of communities. The proposed RPSD will address those issues by enhancing the community's capacity to generate information about living/social conditions through participatory research initiatives, enhancing community empowerment utilizing a neighborhood-based service learning/education model, and establishing systems whereby acquired data is accessible and readily available to inform infrastructure policies across the multitude of RPSD domains and support programmatic activities designed to affect change.

3.A1.2(b) How the RPSD will advance sustainable development in the region. Regional sustainable development in Southeast Florida is articulated in the seven regional livability principles. The following examples demonstrate how the regional plan will advance those principles.

- *Provide more transportation choice*. Development of an accessible, seamless multimodal transportation system serving communities and the wider region, coupled with complementary land uses and funding mechanisms, will provide the transportation choices required for a sustainable region. Choices will expand with improvements of the pedestrian environment and bicycle routes and the expansion and

enhancement of transit services ranging from community transit to high speed rail. Outcomes include healthy lifestyles from large scale walking, reduced growth in per capita VMT and transportation-related emissions, overall reduction in combined housing and transportation cost per household, and better connections between low- and moderate-income workforce to major employment centers as well as better access for rural communities.

- *Promote equitable, affordable housing.* The adoption of a regional housing plan that identifies existing affordable housing and its proximity to future employment and transportation investments and assesses the need for additional affordable housing will promote development of equitable, affording housing. Greater housing options will result by identifying impediments to fair housing choice. Greater affordable choice will also result from working through local resources, such as community land trusts; freeing up income now spent on lengthy commutes by car by locating affordable housing close to transit, jobs, and other daily needs; and the promotion of workforce housing and employer-assisted housing programs, housing linkage fees, inclusionary zoning, and incentives for affordable housing and mixed income housing strategically located near transit.
- *Enhance economic competitiveness.* Economic competitiveness will be enhanced by a number of RPSD strategies. They include development of a Comprehensive Economic Development Strategy and the creation of a fully integrated multimode and intermodal transportation system that connects residents to employment and education centers; including one-step career centers that can help the region's many unemployed and underemployed residents obtain the skills needed to be employed in new economy job sectors. Competitiveness will also be enhanced by creating districts that nurture creativity and innovation, establish small business incubators close to transit, provide financial and technical assistance for microenterprises, and with the region's universities, establishing a seven-county science, technology, and research corridor.
- *Support existing communities.* One of the central goals of the RPSD is to support and invest in existing communities and neighborhoods, with a particular focus on fixing the broken places first through a "complete neighborhood" approach. That approach will build on the planning strategies and success stories of local governments, universities, and other regional partners who have strategically focused investments to assist in the transformation of neighborhoods and communities that are disadvantaged, neglected and/or impacted by multiple foreclosures into opportunity-rich places that are stable, safe, healthy, inclusive, prosperous, climate resilient, and energy efficient. Those investments improve residents' access to good schools, jobs that provide a living wage, affordable transportation and housing choices, nutritious and healthy food, safe and pedestrian friendly streets, parks and playgrounds, clean water and protected environmental resources, and strong social networks.
- *Coordinate policies and leverage investments.* The RPSD vision map, sustainability scorecard, and integrated implementation matrix will provide an organizing mechanism that can be used to align federal and state policies and funding and remove barriers to collaboration, leveraging funding, with attention to investments that yield multiple benefits, and increasing the effectiveness and accountability of local governments to plan for sustainable growth.
- *Value communities and neighborhoods.* The regional visioning and planning process and RPSD elements will be tied to neighborhoods and communities (the building blocks of a region) and local and regional plans. The visioning process will begin with reaching out to community civic associations to find out what residents value in their communities. One of the key elements of the vision is to depict a range of urban to suburban to rural place types that reflect, respect, and support the region's full range of community types and diverse population groups. Regional development will also occur through the utilization of neighborhood-level data and research derived through a community-by-community approach and evaluation of community living conditions and assessment of health status through population-based survey techniques.
- *Enhance community resilience to the impacts of climate change.* A major element of the RPSD will focus on identifying and preparing the region for the likely impacts of climate change particularly sea level rise and increased storm surge. The RPSD will promote strategies to mitigate the climate change

impacts by reducing per capita greenhouse gas emissions through supporting energy efficient development and making smart energy choices. Adaptation actions to be implemented in appropriate policies, plans, and capital improvement budgets will be identified.

3.A1.3(c) How the Consortium will use scenario planning to sharpen the regional visioning process. A scenario planning process (see Appendix) will be used to define the vision by exploring alternatives and measuring the benefits of each. In summary, a base case, or trend scenario, will be developed that extrapolates recent trends into a likely future. A series of workshops and other interactive feedback techniques will be used to 1) create a regional conversation about scenarios to be considered and the preferred direction for the future, and 2) solicit input into the development and evaluation (using the RSS) of alternative future scenarios and the selection of a preferred scenario (the regional vision). Public engagement is a cornerstone of the scenario planning process. The process will be strengthened by the extensive experience of consortium and partnership members with scenario planning processes and subject matter knowledge. Supporting the scenario planning process and implementation of the resulting plan are a series of regional data and tools that will be used or enhanced to reflect the broader regional focus. New tools will be needed to support scenario planning and implementation of the RPSD after it has been established. On-going and periodic performance tracking and monitoring will evaluate progress in achieving the plan.

3.A1.4(d) How the Consortium incorporates its livability principles into its regional planning exercise. The livability principles, in combination with the values developed during the regional visioning process, will drive the RPSD and engagement process. They will provide the underlying foundation for the design and evaluation of scenarios, the regional scorecard, and development of the Vision Map and implementation matrix. For example, creating transportation choices and housing opportunities will be among the criteria used to evaluate scenarios. The Vision Map will show how the principles and values can be optimized in the region. Vision implementation strategies and specific plan elements will be designed to achieve them over time. During plan implementation, the principles and values will provide the basis for the benchmarks and indicators used to document and evaluate progress.

3.A1.5(e) How the plan responds to the needs demonstrated under Rating Factor 2. Pressing regional needs described in Rating Factor 5 will be addressed by advancing sustainable development in the region. Described in more detail in 3.A1.2(b), above, the RPSD will 1) address the identified transportation needs by developing a fully integrated, affordable, reliable, accessible multimodal and intermodal system of transport and mutually supportive land use plans; 2) promote equitable, affordable housing through the adoption and implementation of a regional housing plan that will remove impediments to fair housing choice and assist neighborhoods and families impacted by foreclosure; 3) enhance economic competitiveness and increase economic opportunities in close proximity to affordable housing reducing the region's high unemployment rate and current economic and social disparities; 4) support investments and policies that create complete, opportunity-rich communities and neighborhoods with easy access to fresh nutritious food, transit, jobs, affordable housing, parks, and up-to-date, climate resilient, and energy-efficient infrastructure (including water); 5) create a healthy natural environment by integrating urban and natural environments in a way that allows each to provide a positive feedback upon the other; 6) develop the coordinated adaptation strategies that will protect natural, built, and human communities from the predicted effects of climate change, in particular sea level rise and an increase in the intensity of storm events; 7) develop inclusive regional leadership that reflects the diverse community assets and culture in the region through participation in open, transparent plan development structures; and 8) promote the creation of healthy and vigorous communities.

3.A1.6(f) Description of how the RPSD will leverage critical regional economic assets to advance sustainability. Regional assets will be leveraged by creating responsible regional organizations and partnerships and by ensuring that the entire partnership is working to achieve the regional vision. For example:

- Transportation providers in the region will continue to coordinate and work toward a shared regional vision that ensures the region's major transportation assets represent an integrated, safe, reliable, cost effective, and multimodal and intermodal system of transport that increases choice, provides easy access to employment and other destinations, and promotes positive impacts, including environmental and economic, within the communities they serve.
- To capitalize on and connect the region's educational research and technical resources, the region's institutions of higher and vocational education and its trade schools will evaluate the creation of a Southeast Florida Science, Technology, and Research Partnership to capitalize on and connect the region's educational and technical resources. This partnership, which will bring a non-governmental perspective to the table, will support the consortium through coordinated sustainability regional research.
- The consortium's Community Engagement Team will apply the expertise and experiences of the region's community-building and social equity organizations to planning for equitable and sustainable development. A particular focus will be on helping youth develop their leadership skills, healthy lifestyles, and knowledge about their communities and the region.
- The federal Southeast Florida Ecosystem Restoration Task Force, the region's two water management districts, the region's research universities, and the state DEP will serve as the organizational focus for leveraging the region's natural assets. By focusing on sustainable development practices that direct development away from and enhance natural systems, the vision will support Goal 3 of the Comprehensive Everglades Restoration Plan (foster the compatibility of natural and built systems).

3.A2 Process to Develop a Regional Plan for Sustainable Development. With Southeast Florida's diverse and dispersed population, creating a big tent is particularly applicable when designing and implementing a regional plan. The visioning and planning process will be designed to:

- Push deep in order to reach and involve those who are traditionally marginalized in public planning processes, such as low income residents, people of color, people with disabilities, the elderly population with limited mobility options, and residents who come from different countries and have different traditions, languages, and cultures and may not have a shared sense of place and destiny.
- Push out to include the region's diverse geography that extends to the Keys to the south, to Sebastian Inlet to the north, to Atlantic coastal communities on the eastern edge, and to single-family suburbs, environmentally sensitive lands, and rural communities on the western edge.

3.A2.1(a) Broad-Based Community Engagement. To reach and meaningfully engage residents in such a diverse region, the process to develop and implement the regional vision will involve a variety of outreach and community feedback methods. Described below, they include a Strategic Communications Plan, advisory committees and working groups, and a scenario planning process designed to reach consensus on a regional vision and plan.

Strategic Communication Plan and Team. A strategic communication and outreach program is critical to vision success. The communication program will be continuous (prior to, and throughout vision development and implementation) and will provide a two-way flow that gets information about the visioning process out to citizens and information from citizens back into the process. It will also be designed to make the visioning process and RPSD the buzz around the region – what people are talking about, paying attention to, and want to be involved in. A variety of tools will be used, as best-practice and evidence-based planning approaches, including:

- Web-based and electronic tools that will include on-line storytelling (in words, statistics, images, and video) that distills interesting facts about the region and contributes to a regional identity, links that

enable users to learn more, and use of the latest social networking tools and blogs, real-time news feeds on issues affecting the region. On-line surveys and websites to contribute comments will allow access for those unable to attend events, such as those with mobility restrictions or seasonal residents.

- A variety of traditional outreach tools for those without or not comfortable with electronic communication formats. That could include posters and flyers at community events, programs on community-specific radio and television stations, a speakers' bureau, easy to read multiple language fact sheets and newspaper inserts about ways to provide input, and newsletters sponsored by neighborhood associations and civic, youth/senior, faith- or cultural-based organizations. Communication and engagement with the community will be culturally and linguistically sensitive and appropriate.

Advisory Committees. A coordinated set of advisory committees and working groups will be established as necessary and charged with garnering input from and staying connected with the variety of community sectors that compose the region during the visioning and implementation process. The intent is that by owning the process and ultimately the vision, the Partnership and its network of committees and working groups will be the champions who help integrate the vision into the consciousness of the region and provide the social capital bridge that transcends differences between population groups, geographies, and interests.

- A *Vision Advisory Committee (VAC)* will be established by the Executive Committee and will provide overall guidance and serve as a conduit for communication operating within the Strategic Communication Team. Members will embody the wide spectrum of interests represented in the region and include the private, non-profit, and public sectors, with particular attention to people from traditionally under-represented sectors. The VAC will be established early to assure communication with the community from the earliest stages. Informational materials and sessions will ensure that all members have the knowledge needed to fully participate and make decisions. An early VAC responsibility will be to oversee public engagement in order to reach all residents and bring as many of them into the conversation as possible. VAC working groups will drill deeper into issues of particular interest and/or concern.
- The *Technical Advisory and Indicator Committee (TAIC)* established by the Executive Committee will provide technical guidance and oversight to the consortium committees regarding measurable results and program evaluation to assure technical soundness and will be composed of staff from public (local, regional, state, and federal) agencies. The TAIC will have several representatives on the VAC to ensure close coordination between the two committees and will support all consortium activities including plan implementation.
- The Consortium's *Community Engagement and Outreach Team* will be charged with providing technical guidance and oversight to assure that the full range of residents within the region have meaningful input into the visioning and plan implementation processes. Its membership will include representatives of the region's social equity, community-based, ethnic, and environmental justice organizations. Those organizations are already working in close collaboration with the region's local governments and other regional partners to more fully engage community members and needed partners in discussions about equitable economic and community development, transportation, healthcare, and affordable housing.

Pre-Visioning Outreach Homework. The first step in the visioning process will be to identify those who need to be involved (public, non-profit, and private sectors), begin developing relationships with them, and build excitement about the visioning process. Non-profits and community-based and social justice organizations will be asked to identify and reach out to participants, recognizing that reaching diverse audiences will require the right messenger, message, and mediums (including different languages and cultural norms). Throughout the process, additional voices will be added.

Visioning Scenario Planning. The scenario planning process will fully involve stakeholders and the public in each of the steps outlined below. Citizens will be able to learn about the process and provide input

through multiple electronic formats and other outlets provided through the Communication Program. The information from each step will be conveyed in an interactive web-page form and presented to the VAC and TAIC and at vision workshops designed to encourage participant feedback and dialogue. Each workshop round will involve multiple locations in each county. The workshops will be held in partnership with local community-building, social justice, and neighborhood organizations and located at convenient locations where residents are comfortable.

- Where the Region is Today (Baseline): The information on the region today will include a baseline analysis of current conditions (described below in 3A2.2(b)) and an assessment of community values, which will be obtained through early workshops, surveys, and focus groups held in representative communities. The current conditions will be in the form of a “Virtual Present,” a digital representation of the existing state of the region, including spatial allocation of housing and employment, available vacant land, land that could be redeveloped, and the associated infrastructure, environmental, social, and cultural conditions. The baseline canvas will provide the foundation for the assessment of scenarios and will create a shared understanding of the region, important in a region that is so geographically, culturally, and economically diverse.
- Where the Region is Going (Trend): This scenario will project a future based on currently adopted development plans and policies. It will also examine the projected impacts of climate change, particularly sea level rise. The focus will be on creating a dialogue about the challenges, impacts, and likely results of taking no action.
- Alternative Future Scenarios: The alternative scenarios will operate as ‘Virtual Futures’ that represent fully developed options that are realistic and measurable. Workshop participants will work in facilitated groups to assess (using the RSS) the findings of the trend analysis and build alternatives using sets of chips scaled to regional and sub-regional maps that represent the increment of growth forecast for the area represented by the base map. Chips (reflecting various levels of development, investment, or infrastructure) would be configured to address locations for such items as housing (by type), employment, infrastructure (transportation, water, wastewater, and stormwater facilities), education, parks, and nutritious and healthy food access. Detailed elevation data and projected sea level changes will be used to identify areas that could be at risk; several scenarios may be used to reflect sea level rise alternatives. Workshop results will be tabulated and synthesized into two or more fully developed alternative scenarios that will be used for modeling and evaluation. Each scenario will use the same forecast of jobs and households but will employ different means of meeting community values. (Alternatives with different forecasts of jobs and populations could also be developed.) The alternative scenarios analysis will be reviewed with the VAC and TAIC and then disseminated to the public through the Communication Plan and vision workshops where a preferred scenario will be selected and implementation strategies identified.
- Where the Region Wants to Go (the Preferred Scenario Vision) and How it gets There (Implementation): The results of community preferences will be merged into a preferred vision scenario that will include the most widely supported elements of the alternatives evaluated. The preferred scenario will provide the basis for the regional Vision. The results will be presented to the VAC and TAIC, which will be asked to endorse the vision for the Partnership’s and consortium’s consideration.

13A2.2(b) Assessment of Existing Conditions. A first step in the visioning process is to develop a solid, technically reviewed, and consistent regional database that accurately represents current conditions and planned futures. (Much of the information is available in GIS format, but is dispersed among various agencies and developed for specific purposes.) The data will include:

- A composite of the regional need data outlined in Rating Factor 2. See Appendix on the role the data plays in the planning and implementation of the RPSD. That composite will be used to ensure that each need is addressed through the visioning process, the RPSD, and the development of implementation strategies, and monitoring benchmarks and indicators (described in 3.A2.10(g), below).

- An inventory of what is currently on the ground (including physical features and constraints, environmentally sensitive lands, and vacant land available for future development) and what is planned (through the assembly of local, county plans, and regional plans).
- Information from the region's transportation models, redevelopment and land suitability models, water supply models, and other models currently employed for planning along with demographic, housing, and economic data necessary for the baseline and alternative development scenarios.
- The resulting database will be used as the baseline for the assessment of alternative scenarios, including projecting current trends, and as a shared regional data resource (something that does not exist today) for planning and related activities on the local, regional, state, and federal levels.

3A2.3(c) Visioning Process Data. Illustrated in Appendix. In addition to the composite data described above, other data will be development to serve the process (for example, community redevelopment areas, brownfields, empowerment and enterprise zones, and community resources).

3A2.4(d)(1) Barriers to Sustainability. The regional planning process itself will provide the foundation for formulating the strategies that will be needed to remove the barriers to sustainability. The process will examine and synthesize currently adopted local and regional plans and assess how each aligns with the RPSD. Remedying strategies for each barrier identified will also be defined. The implementation component of the RPSD will identify actions, responsibility, and timelines for implementing the RPSD and removing the identified barriers. A Performance, Tracking and Monitoring function (see Appendix) provides the oversight. The consortium will take the lead in establishing and implementing a cohesive process for working with local public and planning officials to enact the policies and regulations that will remove barriers to sustainability. Additional support will come through the strong alliances of committed residents and regional interest groups created through the visioning process. An annual scorecard reporting event (describe in 3.A2.10 (g) below) will recognize those local governments and agencies taking steps that implement the RPSD and move the region a step closer to its vision for regional sustainability.

3A2.5 (d)(2) Preventing Displacement. A first strategy is to incorporate policies and strategies in the RPSD that will minimize displacement due to redevelopment. A second strategy is to provide replacement opportunities as integral parts of any potential displacements. Members of the Partnership and consortium have addressed this issue and as part of continuing redevelopment and infill activities. For example, the Delray Beach's Community Redevelopment Agency has a number of initiatives that include providing down payment subsidies to moderate-income families, buying land and buildings that can be used for the development of affordable housing, creating a community land trust, and working with developers to set aside units that are affordable to low- and moderate-income buyers.

3A2.6(e) Achieving Regional Consensus in Support of the Regional Plan. The visioning process and involvement of citizens, as described 3.A2.1(a), is designed to achieve and maintain a regional consensus in support of the RPSD. Involving citizens, governmental agencies, non-profit, faith-based, and private sector organizations in each step of the visioning process (i.e., understanding current conditions and trends, assessing alternative scenarios and their implications for regional sustainability, and working together to define a preferred regional vision and implementation plan) will result in a regional plan that is viewed as desirable and achievable and an extensive regional network of committed plan champions. Broad public, private, nonprofit and civic sector involvement in the Partnership, consortium and its committees and working groups will also play an important role in reaching consensus.

3.A2.9 (f) Regional Vision Implementation. Key strategies are the Implementation Matrix, the RSS, and performance tracking and monitoring, and catalytic demonstration projects.

- Described in more detail in the RPSD description, implementation strategies will be displayed in an Implementation Matrix that connects the seven regional livability objectives with overarching plan goals, implementation strategies and actions, indicators, and timelines. The matrix format will highlight the key policies that can be adjusted to redirect regional development patterns and policies

towards the vision and enable clear assignment of implementation responsibility and the desired performance outcomes.

- To create a bridge between the regional visioning process and ongoing planning in the region, the consortium will identify demonstration projects that can be used to illustrate how the vision plan can be implemented at the local level. Each county will have at least one demonstration project to illustrate how each element of the RPSD and the concepts developed during the visioning process can be interpreted in codes, ordinances, and capital improvement plans that result in changes in policies and built projects. The process will provide feedback to participants through a documenting case study report. The case studies will be used to build a virtual library of useful examples that aid in plan implementation.

3.A2.10 (g) Tracking Metrics. Using the Regional Sustainability Scorecard as a framework, the consortium will develop a transparent monitoring plan to allow its members and the public to evaluate progress and guide the progress of plan implementation. The monitoring plan will identify for each RPSD implementation strategy and action, the responsible lead agencies and organizations, the measurable outcomes, a timeline, and an integrated set of key sustainability metrics to document and analyze progress. The metrics will:

- Link to the seven regional livability principles and the mandatory and additional desired plan outcomes (see Rating Factor 5).
- Contain both benchmarks and performance indicators. The benchmarks establish quantifiable goals, while the indicators will be used to monitor and score progress toward the benchmarks.
- Show how one issue relates to and is influenced by others (for example, locating workforce housing closer to jobs and transit means more disposable income for housing).
- Enable Partnership and consortium members, stakeholders, and residents to understand and have a dialogue about how well the region is performing and to adjust strategies and actions as needed.
- Monitoring results will be communicated in a variety of ways, including through the multi-faceted prong approach of the consortium's Communication Plan described in (a), above and an annual indicators report that documents and evaluates progress. Building on Florida Atlantic University's five regional indicator reports published between 2001 and 2007 and its research on creating a regional research collaborative, a collaborative of the region's universities will be charged with publishing the annual progress report as well as keeping the benchmarks and indicators current. The consortium will sponsor an annual scorecard event that focuses attention on how well the region is doing with regard to its sustainability goals and recognizes how well organizations are doing in meeting their assigned sustainability goals. Each partner with an assigned responsibility will report on progress to date.

3.A3. Governance and Management.

3.A3(a) Consortium Structure. 3.A3.1(a) & (c) *Consortium Structure and Commitments.* The Southeast Florida Regional Partnership (see chart in Appendix) provides the formal structure for the Partnership and consortium developing the RPSD. The consortium will adopt bylaws and a handbook of operating procedures that address the decision-making mechanisms and specific strategies needed to undertake this grant. To a great degree, Southeast Florida's traditionally under-represented populations have been identified and recruited as supporters and partners outlined in a previous section. Additional participants will be recruited to serve on the various committees and working groups implementing the grant, and the consortium will focus on expanding that inclusivity. The main decision making mechanism for issues dealing with grant administration will be achieved through the Executive Committee.

3.A3(b) Partner Roles. Each consortium member will be tasked with representing their relevant agency or constituency throughout the process. This will be implemented through regular, organized and facilitated visioning meetings and forums. The full consortium and other interested parties will meet twice annually and the group's executive committee will meet at least six times a year.

3.A3(d) Data Management Plan. The data management plan for RPSD project can be handled by the Southeast Florida Economic Forecasting Partnership (SEFEFP), an existing region-wide technical committee that covers all seven counties in the study area, and others as otherwise directed by the Executive Committee. The group and others will be tasked with providing the regional data necessary to formulate the regional vision. The SEFEFP is composed of leading economic and demographic forecasters from both the public and private sectors. The information generated for the project, as well as other information relevant to and created during the planning process, will be communicated across jurisdictions and to partners, stakeholders, and the public through, but not limited to, a project website and online data specifically developed for the RPSD as well as other means developed in the grant's strategic Communications Team.

The envisioned process would convene meetings in all seven counties, at the regional planning councils, at the transportation planning organizations, at the FDOT district offices, and at locations made available through other stakeholders. This group will work collaboratively to develop a methodological framework that will ensure consistent population estimates and projections in the region for all levels of geography required by the distinct planning and modeling needs. The SEFREF is well-situated to provide the linkage to regional economic forecasts associated with the region's demographic projections. Policy Insight, the demographic and economic forecasting model developed by Regional Economic Models, Inc. (REMI), can be calibrated to reflect the population projections developed by this process so that economic scenarios will reflect both the magnitude and the county-to-county distribution of the projected population. These activities will be convened by the staff of the consortium and its costs would be included in the support for Regional Planning Councils staff.

3.A3(e) Regional Plan Implementation. Throughout the three year planning horizon for the RPSD, resources will be dedicated to increasing community capacity to implement the vision and to transitioning the partnership and its consortium into an organization that outlasts the grant. Key activities will focus on 1) increasing community capacity to implement the vision; 2) identifying and developing funding mechanisms to sustain the Partnership and its activities; and 3) providing input, coordination, and support for public, private, and legislative initiatives that support the implementation of the regional vision and plan. The consortium will seek additional foundation, private and public funding during and following the grant's three year timeframe. Members of the consortium will take the lead in providing a conduit for keeping the boards and governing entities of their respective organizations informed on all related consortium initiatives, activities, and projects to ensure the continued support and participation of the regional partner organizations in implementation activities. In addition, the consortium will work with public agencies and special districts to begin the process of advancing the RPSD and aligning public agency and special district plans with the RPSD. The consortium and its committee structure will bring together the region's active private and quasi-private business and economic development organizations to assist with implementing the RPSD and provide a coordinated regional voice, which is critical if the region is to make the transformational changes required to build and sustain global competitiveness and create jobs. The involvement of public agencies and special districts and the private sector in the regional visioning process will provide the foundation for those steps. The communication channels developed during the regional planning process will be used to report on progress, as documented through the ongoing monitoring plan (3.A2.10 (g)).

3.A.4 Project Completion Schedule.

3.A4(a) Timeline to Develop the RPSD. The Regional Plan for Sustainable Development will address nine planning issues in the Southeast Florida Region:

1. Lack of regional housing strategies to achieve full housing
2. Lack of an integrated regional transportation plan that incorporates the new High Speed Corridor to Orlando
3. Uncoordinated regional economic strategies
4. Need for built environment to be compatible with Everglades restoration
5. Need to prepare for future impacts from climate change

6. Unfunded regional water supply network
7. Need for a more inclusive regional leadership in the development of a sustainable South Florida future
8. Lack of recognition of the region's diverse cultural, historic, and ethnic assets
9. Need to better understand and respond to neighborhood-level social determinants of health affecting health status in South Florida

The project will be carried out in four phases over a three-year period. Progress measures and specific activities for each issue are detailed in Factor Form 5, but will be in line with the general timeline outlined as below:

1. First six months – Preparation and Inventory: Identify and analyze existing local plans related to the nine issue areas across the seven-county region, establish an inventory of regional assets and plans, create a common vision, and refine the rules by which the consortium will function.
2. Second six months – Data Collection and Process Definition: Develop a regional database to identify and track regional issues and needs, establish a matrix to document the project progress and measure the outcomes, develop processes to reach consensus on regional priorities, and develop processes to align existing plans with the Regional Plan for Sustainable Development (RPSD).
3. Year 2 – Plan Development: Develop the Regional Plan for Sustainable Development (RPSD), including evaluation of alternative scenarios and vision creation, to be reviewed by federal, state, regional, and local agencies and other stakeholders.
4. Year 3 – Outreach and Funding: Outreach to all stakeholders and communities, and alignment of existing plans with the RPSD identification of funding for implementation of the RPSD.

Throughout plan development and outreach, there will be a focus on capacity-building among the members of the consortium. The regional database will bring together data that cuts across the nine target issues in ways not previously undertaken in the region, making it possible to identify linkages that can lead to more effective interventions.

3.A.4.c. Applications Budget Proposal. \$5,000,000 is requested to develop a Regional Plan for Sustainable Development (Category 1). See Budget Detailed Attachment.

3.A.4.d. HUD's Departmental Policy Priorities.

3.A.4.d.(1) Capacity Building and Knowledge Sharing

3.A.4 Expanding cross-cutting policy knowledge

The Partnership will build capacity and improve knowledge sharing through reliance on the two public institutions of higher education – Florida International University (FIU) and Florida Atlantic University (FAU) – and on the network of consortium members that span the region. FIU and/or FAU will devise course work and make available classroom facilities to help all participants in the RPSD efforts to get on the same page with the current state of the science. With other consortium members who are institutions of higher education, FIU and FAU will determine the best way for all RPSD participants to become functionally literate on the web and through commonly used software applications. With all the institutions of higher education within the region, FIU and FAU will seek to provide classroom opportunities to consortium members, the general membership, and the supporting organizations to widen the general knowledge and cross-cutting policy knowledge of all regional planning participants.

In addition, the Florida Redevelopment Association will provide training, networking and the sharing of best practices in the redevelopment throughout the region. They will partner with the Florida Chapter of the American Planning Association, the ULI, the Florida Planning and Zoning Association, and the Florida Brownfields Association in planning these events within the region.

Further, FIU and/or FAU will take the lead in providing, with other consortium members who are institutions of higher education, capacity building of core skills within partner organizations to organize, manage, implement, and raise capital for community development and affordable housing projects and to provide one-on-one, place-based community assistance to implement projects. Each campus of each institution of higher education will be asked to reach out to the communities in need adjacent or nearby their campuses. Increased technical capabilities and knowledge sharing will allow those institutions of higher education within the Southeast Florida Region to help members of the Partnership participate in decision making and planning processes, coordinate on cross-programmatic, place-based approaches, and ensure that expertise is institutionalized.

Finally, FIU and/or FAU will look to how they already collect data regarding community programs that it already undertakes and find a way to make that available data useful measure health, safety, educational, self-sufficiency, transportation, and sustainability outcomes. For FIU, programs in the city of Sweetwater where the FIU Honor College extends opportunities for the Honors College students to provide community service will address environmental improvements; housing; infrastructure; tutoring; citizenship classes; mentoring girls in athletics, hygiene, and healthy living practices; sponsor night with the arts programs for art and music celebrations; provides classes in journalistic literacy, solicitation of books and school supplies for elementary school kids; and, provide an exercise program for adult women during the summer.

For the FIU College of Medicine (COM), it would be the NeighborhoodHelp™ program in Miami Gardens and the unincorporated neighborhoods nearby in northwest Miami-Dade County where student teams initially consisting of a medical, nursing, and social work students learn more about the needs of the household and to add resources from the College of Law, Education, the School of Public Health as well as physical therapy, occupational therapy, and speech pathology. NeighborhoodHELP™ does not seek to replace existing healthcare and social services. FIU COM offers help in using these services better, or if needed, finding these services for participating households. NeighborhoodHELP™ initiates a long-term engagement model aims at building trust between the community the COM seeks as partners. There are five key steps: Identify community assets; Identify service opportunities; create vehicles for community participation; provide service to the community; value the community's trust.

Rating Factor 4: Leveraging Resources

The Southeast Florida Regional Partnership has matched the \$5,000,000 requested of U.S. HUD with a total of \$136,086,809.00 in in-kind match contribution, including a wide array of federal funds. We are just beginning to reach out to partners and identify additional sources of funding to support the Partnership and this initiative.

Since its creation in February 2010, the membership of the Southeast Florida Regional Partnership (see Appendix) has grown to include almost 200 organizations with a broad range of expertise. Some of these organizations are statewide organizations, such as the Florida Housing Coalition, the Collins Center for Public Policy, and national partners, such as Social Compact. More than 125 organizations, most of which are “organizations of organizations,” have executed the partnership's Memorandum of Understanding (MOU), the provisions of which are incorporated into the consortium partnership agreement in the Appendix. An additional 70 organizations have written letters and resolutions in support of the Partnership and its application to the U.S. HUD Sustainable Community Planning Grant Program.

Resolutions and letters of support on file at the SFRPC include letters from the nine members of the Southeast Florida Congressional Delegation, Florida's U.S. Senators Nelson and LeMieux, and the seven chairs of Southeast Florida state legislative delegation representing the region's state elected officials (14 of the 40 member Florida Senate and 43 of the 120 member Florida House of Representatives). The state agency secretaries representing the departments of Transportation, Environmental Protection, Community Affairs, Elder Affairs, and Health have written a letter of support committing the support of their respective agencies to this Partnership effort.

In the month of August, 68 letters of in-kind support were received and placed on file by the Regional Planning Councils for HUD's review upon request. (Please see Appendix for two leverage letters, Miami-Dade County and OIC of Broward County, Inc.) Examples of federal funds leveraged by public and private partners, including the region's transportation partners, are Energy Efficiency and Conservation Block Grant, Community Development Block Grant, American Recovery and Reinvestment Act, Federal Highway Planning (HP) funds, Metropolitan Transportation Planning (PL) funds, Federal Transit Administration Section 5303 and 5307 funds, Neighborhood Stabilization Program, and Department of Labor funds related to green workforce initiatives.

Rating Factor 5: Achieving Results and Program Evaluation

Members of the Partnership, consortium and partner organizations are experienced in working with regional indicator data. The South Florida Regional Resource Center, directed by the Center for Urban and Environmental Solutions at Florida Atlantic University and funded by the John D. and Catherine T. MacArthur Foundation, prepared regional indicator reports drawing on data from existing organizations within the region. In anticipation of proceeding with the proposed process of developing elements of RPSD, seven regional planning issues have been identified for inclusion in Rating Factor 5: Achieving Results and Program Evaluation. The approach relies on using existing regional data collection and performance measurement systems (for example, the work of the South Florida Ecosystem Restoration Task Force, charged by Congress in 2000 to provide overall strategic guidance for Everglades Restoration and related activities).

In the area of transportation, the Florida Department of Transportation's Strategic Intermodal System Plan for Southeast Florida tracks progress on all major transportation facilities within the seven-county region. The new element introduced through the RPSD is the recent federal and state agreement to design and construct a high speed rail system connecting Tampa to Orlando (phase 1) and Orlando to Miami (phase 2). Economic development planning is currently coordinated by two regional comprehensive economic development (CED) strategies (funded by the U.S. Economic Development Administration) housed in the South Florida and Treasure Coast Regional Planning Councils. The RPSD anticipates a single, seven-county CED. Housing and equity participation issues lack a current regional structure and will need to be initiated as part of the proposed RPSD.

The proposed Southeast Florida RPSD will bring current regional activities together with new initiatives through the nine plan elements. The regional issues have been tied to the mandatory and additional program outcomes, the seven regional livability principles, and the HUD strategic plan goals. Anticipated benchmarks and metrics are identified for completion of each plan element. The final adopted Southeast Florida RPSD will include additional future outcomes and metrics that will provide the tools to evaluate progress in addressing all regional issues and the seven regional livability principles. The RSS will provide the primary framework for reporting progress on the developing RPSD and for measuring progress in implementation.

The ICLEI – Local Governments for Sustainability USA's (ICLEI USA) ICLEI Star Community Index Demonstration Program is a potential tool to help the Partnership identify a set of locally appropriate performance metrics that are consistent with the Livability Principles. The consortium, under the administrative and fiscal authority of a formal consortium agreement, will consider the proposal from ICLEI to participate in this demonstration program.