



MEMORANDUM

AGENDA ITEM #V.D.1

DATE: JUNE 6, 2011

TO: COUNCIL MEMBERS

FROM: STAFF

SUBJECT: REGIONAL VISION AND BLUEPRINT FOR ECONOMIC PROSPERITY (SOUTHEAST FLORIDA REGIONAL PARTNERSHIP SUSTAINABLE COMMUNITIES PROGRAM)

Please find herewith the U.S. Department of Housing and Urban Development's (HUD) approved Southeast Florida Regional Partnership's Sustainable Communities Grant Consortium's Agreement (Agreement) for your review and information.

The purpose of this Agreement is to formalize the roles and commitments of the Consortium participants, as they are known today. The Southeast Florida Regional Partnership and Consortium will work over the next three years to create and lay the foundation for implementation of the Regional Vision and Blueprint for Economic Prosperity. This Agreement has two attachments. The Agreement and its attachments have been reviewed and approved by SFRPC Legal Counsel and HUD. Attachment A is a brief Abstract and summary of the Work Plan; Attachment B, which is under development at this time and not included herewith, will be a summary of the in-kind match and leverage contributions offered by Consortium participants at the time of application submittal.

Partnership and Consortium participants, as regional leaders, commit to develop and implement the Regional Vision and Blueprint unless it is detrimental to their organization and/or the Region. Specifically, Consortium participants agree to:

- Assist and participate in the development of strategies, plans and tools;
- Assist in engaging stakeholders, particularly local and hard-to-reach populations;
- Help assess, analyze, and evaluate plans, strategies, tools, and projects;
- Play specific roles in implementing local projects providing leadership, staff support, research, oversight, or financial support;
- Participate in educational and outreach opportunities through classes, meetings, conferences, and workshops; and
- Assist in developing and refining the visions and plans that constitute the elements of a sustainable region and integrating these visions.

Furthermore, Consortium participants reaffirm:

- The SFRPC will act in the representative capacity with HUD on behalf of all members of the Consortium, and the SFRPC agrees to assume administrative responsibility for ensuring the Consortium's program is carried out in compliance with HUD requirements and the Federal Funding Accountability and Transparency Act of 2006;

- To work cooperatively with the SFRPC (lead applicant), the TCRPC, and other Partnership and Consortium participants to develop the Regional Vision and Blueprint;
- To work with the Executive Committee established as the overall governing body for the Partnership to ensure full participation by Partnership and Consortium participants in developing and implementing the Regional Vision and Blueprint, and to involve additional committees, organizations, and groups as part of the community engagement work that is integral to this effort; and
- To commit leveraged resources in terms of staff, financial investment, or other resources in support of carrying out the work program to the best of their ability.

Consortium participants will designate a primary delegate and a backup delegate to serve as points of contact for the participating organization and to participate in meetings of the Consortium. The Consortium delegates or their designees will meet at least three times a year to receive reports on the work of the Consortium and the Partnership and will function as an advisory board for the development of the Regional Vision and Blueprint and related Work Plan activities. The SFRPC, as lead fiscal agent, will maintain a list of all Consortium delegates and their primary designees.

Any Consortium member may terminate its membership in the Partnership upon written notice from the organization's Executive Director or Chief Executive Officer, with hard copy by U.S. Mail, to the Executive Director of the SFRPC. Termination of Consortium member status shall not relieve a member of any responsibilities or liabilities already incurred.

Ability to Join: The Southeast Florida Regional Partnership and the Sustainable Communities Grant Consortium will continue to grow over time. An ongoing task will be to reach out to potential new partners and seek their membership and active involvement.

Background

- In June 2009, the U.S. Departments of Housing and Urban Development (HUD), and Transportation and the Environmental Protection Agency announced the creation of an interagency partnership and the Sustainable Communities Regional Planning Grant Program that would support regions who committed to work collaboratively across jurisdictional boundaries to create "Regional Plans for Sustainable Development."
- The South Florida Regional Planning Council (SFRPC), working in partnership with the Treasure Coast Regional Planning Council (TCRPC), entered into memoranda of understanding (MOU) with 130 organizations, with an additional 70 organizations providing letters and resolutions of support, to create the Southeast Florida Regional Partnership (Partnership).
- On behalf of the Partnership, the South Florida Regional Planning Council (SFRPC), as lead applicant, submitted an application to the U.S. Department of Housing and Urban Development and was subsequently selected as one of 45 recipients of the first round of Sustainable Communities grants in 2010.
- As part of the application process, and as required by HUD, a subset of Partnership members were organized to form the nucleus of a strong leadership consortium called the "Sustainable Communities Grant Consortium" that would be expanded over time to include additional Partnership members.
- Initial Consortium participants include approximately 45 local governments, metropolitan and transportation planning organizations, nonprofit community-based organizations, professional associations, public and private sector organizations, and educational institutions.
- At the time of the application, the Consortium participants agreed to enter into formal Consortium Agreements (Agreement) with the SFRPC within 120 days (June 21, 2011) of the formal Cooperative Agreement entered into with HUD on February 21, 2011.

Recommendation

Information only.



Sustainable Communities Grant Consortium Consortium Agreement

WHEREAS, In June 2009, the U.S. Departments of Housing and Urban Development (HUD), Transportation, and the Environmental Protection Agency announced the creation of an interagency partnership and Sustainable Communities Regional Planning Grant Program that would support regions who committed to work collaboratively across jurisdictional boundaries to create "Regional Plans for Sustainable Development";

WHEREAS, the South Florida Regional Planning Council (SFRPC), working in partnership with the Treasure Coast Regional Planning Council (TCRPC), entered into memoranda of understanding (MOU) with 130 organizations, with an additional 70 organizations providing letters and resolutions of support, to create the Southeast Florida Regional Partnership (Partnership);

WHEREAS on behalf of the Partnership, the South Florida Regional Planning Council (SFRPC), as lead applicant, submitted an application to the U.S. Department of Housing and Urban Development and was subsequently selected as one of 45 recipients of the first round of Sustainable Communities grants in 2010;

WHEREAS, as part of the application process a subset of Partnership members were organized to form the nucleus of a strong leadership consortium called the "Sustainable Communities Grant Consortium" that would be expanded over time to include additional Partnership members;

WHEREAS, initial Consortium participants include approximately 45 local governments, metropolitan and transportation planning organizations, nonprofit community-based organizations, professional associations, public and private sector organizations, and educational institutions; and

WHEREAS, at the time of the application the Consortium participants agreed to enter into formal Consortium Agreements (Agreement) with the SFRPC within 120 days (June 21, 2011) of the formal Cooperative Agreement entered into with HUD on February 21, 2011.

NOW THEREFORE, the Parties hereto agree as follows:

I. Consortium Participants: This Agreement is entered into by members of the Southeast Florida Regional Partnership's Sustainable Communities Grant Consortium (Consortium).

II. Goal: The Consortium will work together to successfully carry out the activities outlined in the Southeast Florida Regional Partnership's work plan to create a "Regional Vision and Blueprint for Economic Prosperity," (Regional Vision and Blueprint) approved by the U.S. Department of Housing and Urban Development (HUD) on May 11, 2011. The work plan, milestones, and schedules will be more fully developed by the Partnership's Executive Committee, the chief governing board for the Partnership and the Consortium; Partnership and Consortium participants; and work groups. Please see Attachment A – Abstract and Work Plan Summary. The Partnership and Consortium will take the following six steps to achieve and sustain the Regional Vision and Blueprint:

- Build long term collaborative partnerships;
- Build and support the region's leadership capacity;
- Measure where the region currently is and where it will likely be if trends continue;
- Identify a vision of the future with better outcomes than identified in the current conditions and trend analysis;

- Engage communities in developing plans to achieve the Regional Vision and Blueprint with emphasis on equitable and achievable outcomes; and
- Develop strategies to implement the Regional Vision and Blueprint and measure progress towards the Regional Vision and Blueprint outcomes.

III. Purpose of the Agreement: The purpose of this Agreement is to formalize the roles and commitments of the Consortium participants as they are known today. The Partnership and Consortium will work over the next three years to create and lay the foundation for implementation of the Regional Vision and Blueprint.

IV. Roles / Commitments: Please see Attachment B for specific commitments of in-kind, cash, or additional leverage fund contribution.

Partnership and Consortium participants, as regional leaders, commit to develop and implement the Regional Vision and Blueprint unless it is detrimental to their organization and/or the region. Specifically Consortium participants agree to:

- Assist and participate in the development of strategies, plans and tools;
- Assist in engaging stakeholders, particularly local and hard-to-reach populations;
- Help assess, analyze, and evaluate plans, strategies, tools, and projects;
- Play specific roles in implementing local projects providing leadership, staff support, research, oversight, or financial support;
- Participate in educational and outreach opportunities through classes, meetings, conferences, and workshops; and
- Assist in developing and refining the visions and plans that constitute the elements of a sustainable region and integrating these visions.

Furthermore, Consortium participants reaffirm:

- The SFRPC will act in the representative capacity with HUD on behalf of all members of the Consortium and the SFRPC agrees to assume administrative responsibility for ensuring the Consortium's program is carried out in compliance with HUD requirements and the Federal Funding Accountability and Transparency Act of 2006;
- To work cooperatively with the SFRPC (lead applicant), the TCRPC, and other Partnership and Consortium participants to develop the Regional Vision and Blueprint;
- To work with the Executive Committee established as the overall governing body for the Partnership to ensure full participation by Partnership and Consortium participants in developing and implementing the Regional Vision and Blueprint, and to involve additional committees, organizations, and groups as part of the community engagement work that is integral to this effort; and
- To commit leveraged resources in terms of staff, financial investment, or other resources in support of carrying out the work program to the best of their ability.

Consortium participants will designate a primary delegate and a backup delegate to serve as points of contact for the participating organization and to participate in meetings of the Consortium. The Consortium delegates or their designees will meet at least three times a year to receive reports on the work of the Consortium and the Partnership and will function as an advisory board for the development of the Regional Vision and Blueprint and related work plan activities. The SFRPC, as lead fiscal agent, will maintain a list of all Consortium delegates and their primary designees.

Any Consortium member may terminate its membership in the Partnership upon written notice from the organization's Executive Director or Chief Executive Officer, with hard copy by U.S. Mail, to the Executive Director of the SFRPC. Termination of Consortium member status shall not relieve a member of any responsibilities or liabilities already incurred.

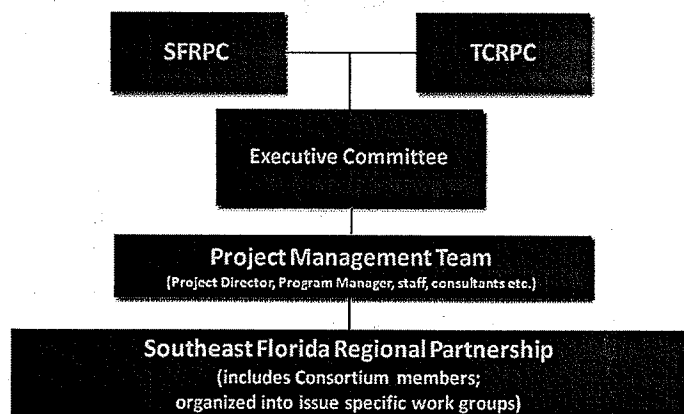
V. Governance Structure and Decision-making:

The following principles guide the Partnership's organization:

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

Southeast Florida Regional Partnership

Organization



Mission Statement

The Southeast Florida Regional Partnership will create and implement a "Regional Vision and Blueprint for Economic Prosperity" to support the creation of a vibrant and resilient economy; socially inclusive, sustainable, and equitable communities; and environmental sustainability.

The core elements of the organization include the following:

Southeast Florida Regional Partnership: Provides a regional forum for discussion and consensus building on issues of importance to Southeast Florida. The Partnership will develop and approve the Regional Vision and Blueprint, and support long-term implementation of Regional Vision and Blueprint through individual and collective action. During the visioning process the Partnership will primarily conduct its work through issue-specific Work Groups, augmented by at least four summits of the entire Partnership during the visioning process. In parallel with the visioning process, the Partnership will explore options for a long-term optimal structure to assist with implementation, progress review, and future updates. The intent is for the Partnership to develop a long-term structure for its ongoing operations by the conclusion of the visioning process.

To join the Partnership, organizations must sign an MOU and commit to work collaboratively to advance the region's livability and sustainability through implementation of the work program developed by the Partnership with support of the Sustainable Communities Planning Grant Program. Partnership members who are not currently Consortium participants and have pledged leverage and in-kind support, or other interested Partnership members, may wish to become Consortium participants with additional responsibilities in the development and implementation of the work plan.

Partnership Work Groups: Serve as regional subject matter experts in identified issue areas, and develop technical and policy recommendations and draft products for review by the Partnership. Work Group membership will be open to Partnership members (individuals and organizations) interested in the subject matter. The Partnership Executive Committee will ensure the membership of each Work Group reflects a mix of perspectives among the public, private, and civic sectors; among subareas and types of communities in the region (coastal, urban, suburban, and rural); and among socioeconomic/ethnic groups including traditionally underrepresented groups. The chair and vice chair of each Work Group will be identified by the Partnership's Executive Committee.

Sustainable Communities Grant Consortium: Serve as the core team within the Partnership for meeting HUD requirements and carrying out activities to develop the Regional Vision and Blueprint. Consortium participants will support key activities as defined in this Agreement under IV. Roles and Commitments.

Consortium participants agree to the basic commitments and responsibilities outlined for Partnership members, as well as the additional commitment of leveraged resources in terms of staff, financial investment, or other resources.

Certain Consortium participants will be identified as Subgrantees with a commitment to provide specific program assistance funded through grant funds. All Subgrantees will have a contract with the SFRPC that specifies specific deliverables and time frames and passes through all HUD grant requirements. These contracts will be more clearly defined following appointment of the Project Director and Program Manager.

Executive Committee: Serve as the overall governing board for Partnership. The Executive Committee will oversee the Sustainable Communities Regional Planning Grant administration; establish the project organization; approve the overall work plan; recommend the selection of staff and consultants to the Regional Planning Council boards for action; provide guidance to the Project Director and Program Manager; provide policy direction for the Regional Vision and Blueprint; ensure all constituencies have meaningful opportunities to engage and shape the process; identify and resolve significant issues arising during the process; recommend the final Regional Vision, Blueprint, and implementation plan; and recommend the long-term structure for Southeast Florida Regional Partnership. The Executive Committee has 17 initial members as identified in the grant application. The Committee is designed to expand as needed to ensure representation of segments of the region as needed to make the Executive Committee more responsive to the needs of all residents and businesses. The Executive Committee has established two subcommittees to guide its initial work: an Operations Subcommittee and an Organization and Equity Subcommittee.

Regional Planning Councils / Project Management Team: The SFRPC will act as the fiscal agent for the grant. The SFRPC will work with the TCRPC to manage the work program, including hiring the Project Director, Program Manager, and other staff and consultants; developing consultant scopes of work and budgets; and providing technical and consensus-building assistance to Consortium and Partnership members.

The intent for these committees and work groups is to use a consensus decision-making process. This entails substantial engagement of all parties, full transparency, extensive dialog, and ultimately crafting policies and decisions that are acceptable to all parties. The process takes longer, but produces results that when embraced, will provide the foundation for continuing work. If full consensus cannot be reached then the Executive Committee will be in a position to take a majority vote on a specific issue as well as a super-majority vote to approve the final Regional Vision and Blueprint.

VI. Partner Roles / Commitments: The members of the Southeast Florida Regional Partnership will belong to one of three tiers.

TIER 1 – Partnership Member. Basic tier of participation. All Partnership members have signed a MOU and committed to work collaboratively to advance regional livability principles through implementation of the work program developed by the Partnership with support from the Sustainable Communities Grant Program.

TIER 2 – Sustainable Communities Grant Consortium Member. This includes the basic commitments and responsibilities outlined for Partnership members, but also includes additional commitment of leveraged resources in terms of staff, financial investment, or other resources. To be a Consortium member, a Partnership member must execute a consortium agreement to formalize their greater level of commitment and direct involvement in the development and implementation of the Regional Vision and Blueprint for Economic Prosperity.

TIER 3 – Consortium Subgrantees. In addition to general Consortium participant commitments and responsibilities, a subset of Consortium participants may be asked to perform specific work program tasks. In addition to this Agreement, Consortium Subgrantees will be required to enter into a contract with specific deliverables and time frames, and meet all HUD requirements.

As the Regional Vision and Blueprint for Economic Prosperity initiative unfolds, work groups meet, and the Executive Committee makes decisions on process and content, new roles and responsibilities may emerge. These new roles and responsibilities will be captured in project scopes and new agreements.

VII. Accountability: To ensure successful completion of the project activities, Consortium participants will designate a primary delegate and a backup delegate to serve as points of contact for the participating organization with the SFRPC and participate in meetings of the Consortium. Consortium participants shall participate in meetings and provide leverage and in-kind reporting forms to the SFRPC as requested to meet all HUD requirements. Guidance regarding general reporting for leverage and in-kind funds will be provided once it is received from HUD. Subgrantee contracts will contain specific deliverables, time frames, and reporting requirements.

Overall initiative accountability will be managed by a three level project management system.

Level I - The highest level is reporting periodically on individual project progress and how that relates to the overall initiative progress. This will be done through the website and quarterly status reports.

Level II - Project management of specific work tasks or projects will include identified tasks and timelines which will be captured and monitored. The Project Director and Program Manager will be responsible for ensuring that work tasks undertaken by Consortium participants, who may also be subgrantees, are tracked, recorded, and incorporated into an overall project management system to ensure timely completion of delegated tasks.

Level III - The third level of project accountability will be the oversight of the Executive Committee, which will meet at least once per quarter to review progress on individual projects as well as the overall initiative.

VIII. Joinability: The Southeast Florida Regional Partnership and the Sustainable Communities Grant Consortium will continue to grow over time. An ongoing task will be to reach out to potential new partners and seek their membership and active involvement. New partners will be asked to sign the Partnership MOU or Consortium Agreement as appropriate. Interested stakeholders who have not joined the Partnership will be able to participate in appropriate work groups and the regional summits and community workshops, and will be encouraged to join the Partnership as members.

VIII. Public Engagement: All meetings of the Southeast Florida Regional Partnership and the Consortium are publicly noticed. On most occasions, interested persons can participate by phone, webinar, or in person. The Consortium will implement a wide ranging public engagement process throughout the region that prioritizes the engagement of all community residents and stakeholders, particularly groups traditionally underrepresented in public planning processes. This process will include community outreach, written and visual materials and information accessible to disabled populations. The public involvement component will ensure the participation of a wide range of stakeholders to ensure a diversity of population, viewpoints, and issues.

X. Other Considerations: As indicated above, Subgrantees (Tier 3) will have individual contractual instruments specific to their circumstances, responsibilities, and commitments. Special circumstances requiring governance changes, representation, changes or other alterations to agreements or process will be reviewed by the Executive Committee and final action taken by SFRPC, the lead fiscal agent.

Benefits for participation in the Partnership and Consortium are the enhanced ability of the region and individual communities to develop and implement the Regional Vision and Blueprint for Economic Prosperity. By participating in the Partnership and Consortium, work partners will be able to influence the development of plans, strategies, and tools and access those tools for their own use. In addition, partners will have the potential opportunity to access additional federal and other funds to advance their own prosperity, livability, and sustainability goals as long as they also further the regional priorities.

By my signature below, my organization / agency reaffirms its commitment to serve as a member of the Sustainable Communities Grant Consortium in accordance with the terms outlined in this Agreement. I understand that this Agreement will be executed in one or more counterparts, each of which will be deemed an original, but all of which will constitute one and the same instrument. The executed Agreement will be kept on file at the South Florida Regional Planning Council.

This Agreement will become effective upon signature by any two parties and may be terminated upon written notice to the South Florida Regional Planning Council. The provisions of this Agreement will be reviewed periodically and amended or supplemented, as appropriate, as may be mutually agreed upon.

Signature
Typed Name and Title
Organization / Agency

Date: _____

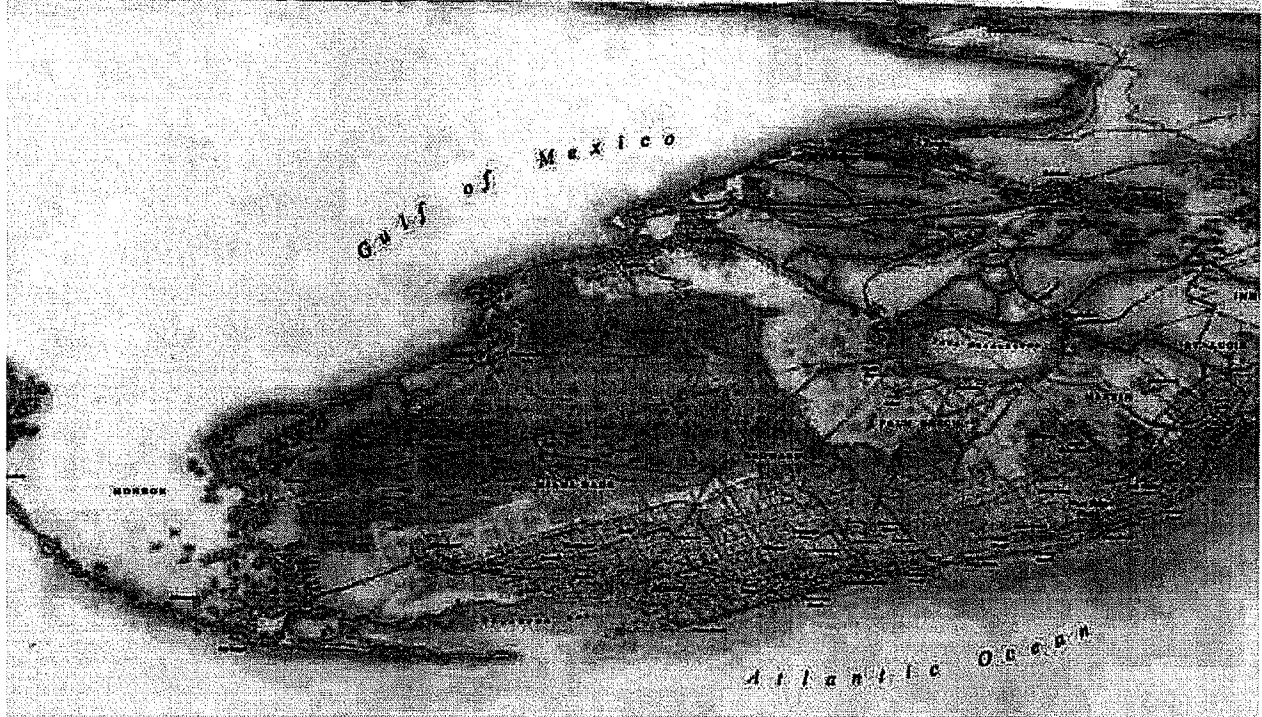
Signature
Jack Osterholt, Interim Executive Director
South Florida Regional Planning Council

Date: _____

Please return executed agreement to:

Mr. Jack Osterholt
Interim Executive Director
South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

Southeast Florida Regional Partnership



U.S. Department of Housing and Urban Development
Sustainable Communities Planning Grant Program

“Regional Vision and Blueprint for Economic Prosperity”

Submitted By the South Florida Regional Planning Council
on behalf of the

**Southeast Florida
Regional Partnership**

Indian River - St. Lucie - Martin
Palm Beach - Broward - Miami-Dade - Monroe

May 2011

Abstract and Work Plan Summary

Southeast Florida Regional Vision and Blueprint for Economic Development

Southeast Florida is home to 6.2 million people (one-third of Florida's total population) that, combined, create the fifth largest metropolitan region in the country. It is also a region in rapid transition. Regional issues that go beyond traditional local boundaries, such as international migration, global trade, and tourism, including expansion of the Panama Canal, Everglades restoration, transportation, water management, the housing and unemployment crisis, and climate change are reshaping the region. How we address those issues could very well determine Southeast Florida's long-term success.

With substantial in-kind and leveraged support from the Southeast Florida Regional Partnership (Partnership), and funding pursuant to U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant Program, the Partnership will develop Southeast Florida's Regional Vision and Blueprint for Economic Prosperity to ensure that planning and investment decisions yield a more prosperous, inclusive, and sustainable region. The process will be the first comprehensive effort to develop a regional plan that spans the existing jurisdictions of two regional planning councils, multiple state agency sub-districts, 6 metropolitan and transportation planning organizations, numerous special districts, seven counties, over 100 municipalities, and a diverse mix of business, social and ethnic organizations.

Because Southeast Florida is on the cutting edge of global issues such as international immigration, trade, communication, and climate change, regional solutions developed in Southeast Florida will provide a model for other regions. As those issues have become dominant, traditional regional planning and development processes will have to recreate themselves in order to stay competitive for domestic public funding, reflect demographic changes, and provide the framework for successful private investment and the creation of jobs. The regions that successfully manage that transition will create the models for future sustainable, regional planning.

Southeast Florida is well-positioned to create such a model. The Sustainable Communities Initiative provides Southeast Florida with a unique and exceptionally well-timed opportunity to build on its local and regional plans, capitalize on its past successes, learn from its past failures, and forge a real regional alliance for the future. Funds will be used to:

- Develop and begin implementation of the long-term Regional Vision and Blueprint for Economic Prosperity including specific implementation strategies, assignments, and timelines to ensure accountability and follow-through.
- Create integrated data, tools, and models to assess the region today, understand the region's future, and track progress toward the Vision and Regional Blueprint. A monitoring plan will focus on measuring progress toward specific regional outcomes aligned with all six livability principles, plus a seventh climate change principle because of Southeast Florida's extreme vulnerability.
- Build and sustain inclusive leadership and partnerships to strengthen regional collaboration and stewardship, providing a foundation for the region's future long-term success. That the Southeast Florida Regional Partnership already has 200 public, private, and non-profit member and supporting organizations, and can leverage substantial federal, state and local funds toward development and implementation of the Regional Vision and Blueprint provides a strong testimony to the region's commitment to creating a region that is economically competitive and prosperous, socially inclusive, and environmentally sustainable.

The intersection of major federal investments in the region's infrastructure for trade, transportation, housing, and the environment with a comprehensive and strategic regional vision and plan promises dividends in new

jobs, vibrant equitable communities, an enhanced and sustainable environment and a region prepared to be successful in the global economy.

Work Plan Summary

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

A full copy of the work plan and supporting materials can be found at: <ftp://www.sfrpc.org/> To download a copy to your computer, right click on the file and “save as” to save it locally.

Objectives

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

The fundamental objectives for the process are to:

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

Principles

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

The work plan will ensure that:

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

Planning Process Summary

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

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

1 – Build Collaborative Partnerships.

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

2 – Develop Regional Resource Library and Scorecard.

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

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

3 – Conduct Public Engagement.

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

That effort will be engaged on many levels to reach as wide an audience as possible, and will integrate both traditional and modern communication techniques. Additional effort will be made to reach traditionally

under-represented populations and find ways to engage them in the education and decision-making process.

4 – Enhance Regional Leadership and Technical Capacity.

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

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

5 – Develop Regional Vision.

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

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

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

6 –Develop Regional Blueprint.

The Regional Vision will be further refined through a policy framework that defines the Regional Blueprint. This framework will establish the goals, objectives, and implementation strategies to be pursued going forward, including the roles of key Partnership members. The Blueprint will cover the full set of 10 regional issues identified below, along with others that will emerge during this process.

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

Topic Identified in Work Plan	Proposed Combination
Economic Development	Education, Workforce & Economic Development
Education	
Housing	Development Patterns, Housing & Transportation
Transportation	
Environment	Environment & Natural Resources
Water	

Climate Resiliency	Climate Resiliency
Community Assets & Culture	Community Assets, Health & Culture
Healthy Communities	
Inclusive Regional Leadership	Inclusive Regional Leadership & Equity (cross-cutting group)

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

7 – Begin Implementation.

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

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

Since the Vision and Blueprint will take many years to fully realize, and will likely adjust to changing conditions, we anticipate the process initiated during the planning phase will be refined and modified to respond to new information. Maintaining a focus on the region’s major issues, challenges, and opportunities will occur throughout the process. Table 1 on the following page summarizes how the focus is achieved.

Table 1 - Summary of Work Plan and Issues

<p>Establish Partnership Executive Committee and subcommittees</p> <p>Establish Partnership issue-specific Work Groups</p> <p>Collaborate among partners throughout process</p> <p>Identify long term structure for Southeast Florida Regional Partnership</p>	<p>Develop regional resource library</p> <p>Identify indicators for each issue area</p> <p>Develop regional scorecard</p> <p>Develop "virtual present" and "trend future" scenarios</p>	<p>Develop public engagement strategy with continuing focus on issue areas</p> <p>Conduct regional values survey</p> <p>Engage public at key points of project through summits, workshops, etc.</p> <p>Develop and use on-going communication capabilities</p>	<p>Assess current leadership capacity in each issue area</p> <p>Develop training, collaboration, and other strategies to build capacity among current and emerging leaders</p>	<p>Build issues based scenarios and evaluate with Regional Scorecard</p> <p>Use Work Groups and public input to create vision statement and illustration for each issue area</p> <p>Develop integrated composite Regional Vision</p>	<p>Use Work Groups and public input to create Blueprint elements for each issue area</p> <p>Create regional composite Regional Blueprint</p> <p>Develop Implementation Matrix for each issue area</p>	<p>Conduct demonstration projects</p> <p>Build Implementation Tool Box</p> <p>Create plan to monitor implementation progress</p>
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Link to information about the Southeast Florida Regional Partnership:

<http://www.sfrpc.com/Regional%20Partnership.htm>

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