



MEMORANDUM

AGENDA ITEM #8c)2

DATE: OCTOBER 5, 2009

TO: COUNCIL MEMBERS

FROM: STAFF

SUBJECT: STRATEGIC PLANNING SESSION DRAFT AGENDA, OCTOBER 5, 2009

SFRPC Mission

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

Strategic Planning Session Proposed Agenda

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|-------------|------------------------|--|
| I. | (Noon - 12:10) | Overview of Planning Session Process |
| II. | (12:10 - 12:30) | Overview of Current Council Programs and Activities |
| III. | (12:30 - 1:00) | Identification of the Challenges and Opportunities Facing the Region |
| IV. | (1:00 - 1:20) | Priority Order of Regional Challenges and Opportunities |
| V. | (1:20 - 1:30) | Identification of Council Roles and Responsibilities to Address Regional Challenges and Opportunities |
| VI. | (1:30 - 2:00) | Expenditure and Revenue Assumptions |
| VII. | 2:00 | Adjourn |

The following information is provided to assist you:

- Overview of Current Programs and Activities
- Resident Population Estimates and Projections for the Region (1920 - 2030)
- Executive Summary of the SFRPC's Comprehensive Economic Development Strategy
- Summary of Council Expenditure and Revenue Assumptions

Overview of Current Programs and Activities

Strategic Regional Policy Plan (SRPP)¹

The Council, with input from other governmental entities and the private sector, prepares, adopts, and implements the Goals and Policies of the SRPP to balance the needs of the Region. The SRPP contains 22 goals that reflect the priority issues of the Region. These issues, including affordable housing, school facilities, transportation, and natural resources, are addressed in the context of the SRPP's supporting values: **Sustainability, Connectivity, and Responsibility**. Indicators and targets are provided for each goal to help determine progress, identify opportunities for improvement and collaboration, and recognize regional success.

Local Government Comprehensive Plan Review²

The Council regularly reviews local government comprehensive plans and plan amendments for consistency with the SRPP. Local governments amend their plans regularly to adjust to changing conditions. Plan and plan amendments are reviewed to determine compatibility with the SRPP and for extra-jurisdictional impacts.

Developments of Regional Impact (DRIs)³

Pursuant to Chapter 380, Florida Statutes, Regional Planning Councils are charged with the coordination of multi-jurisdictional agency review of large-scale development projects, which may impact more than one county. These projects, known as Developments of Regional Impact (DRIs), are typically complex and require input from numerous reviewing agencies. Senate Bill 360 (2009 Session) exempts projects within Dense Urban Land Areas from the DRI Program, except in Areas of Critical State Concern and within two miles of the Everglades.

Regional Transportation and Land Use Planning

The Council works with the Region's Metropolitan Planning Organizations, Florida Department of Transportation, other state and federal agencies, counties, cities and the private and nonprofit sectors to make sure that transportation initiatives and improvements are supportive of the goals and policies articulated in the SRPP.

Understanding the role that transportation plays in issues such as economic development, urban redevelopment and infill, community revitalization, brownfields remediation and reuse, environmental justice, emergency management, regional land use and water supply planning, regional transit and mobility, the creation of sustainable, livable communities, and conservation and recreational open space planning, the Council works to ensure that, to the greatest extent possible, transportation projects and initiatives support regional sustainability and an improved quality of life for the region's existing and future residents.

Broward County Planners' Technical Committee and Miami-Dade Planners' Technical Committee

Council staff provides support for the Miami-Dade and Broward Planners' Technical Committees, which meet monthly. Both have broad memberships representing professional planning staff from local governments in each county. Monthly meetings provide a forum to coordinate planning issues in our region, including comprehensive planning, land use, transportation, schools, water supply and changes in legislation.

¹ Council is directed by s.186.507-508, *Florida Statutes*, to prepare and adopt the SRPP.

² Council is directed by s.163.3184(4), *F.S.*, to review Comprehensive Plan and Plan amendments and provide comments to DCA.

³ Council activities are directed by s.380.06, *F.S.*

State Road 7/U.S. 441 Collaborative

The State Road Seven Corridor Redevelopment Strategy is an initiative to assist in design issues for the widening of SR7 in Broward County.

Florida Gold Coast Clean Cities Coalition

The role of the Coalition is to provide fuel-neutral policy direction to maximize the use of vehicles operating on alternative fuels throughout Broward, Martin, Miami-Dade, Monroe and Palm Beach Counties.

Local Emergency Planning Committee⁴

- The South Florida Local Emergency Planning Committee (SoFlaLEPC) is one of 11 LEPCs created by the Florida legislature to assist the State Emergency Response Commission (SERC) with hazardous materials planning and reporting requirements mandated by the EPA
- Membership in the Committee is made up of emergency management, firefighting, health and safety, hospital, facility owners and operators, transportation and environmental representatives from Miami-Dade, Broward and Monroe counties
- Each year as part of its outreach activities, the South Florida LEPC provides a variety of free hazardous materials training to public and private sector employees in the Region
- In 2008, more than 210 persons were trained in eight classes

Regional Domestic Security

- For the past six years, Council staff has been working with the Southeast Regional Domestic Security Task Force (SERDSTF) through a cooperative agreement with the Florida Division of Emergency Management (FDEM).
- The SERDSTF is one of Florida's seven Regions funded by the Department of Homeland Security (DHS) to help prevent or respond to terrorism events in the State. The SERDSTF, which is Region 7, includes Miami-Dade, Broward, Monroe and Palm Beach Counties.

Economic Development

The Council's Comprehensive Economic Development Strategy provides economic information and technical assistance to local governments, private businesses, and neighborhood-based organizations with respect to the creation and expansion of employment opportunities, thereby maintaining our designation as an Economic Development District.

Revolving Loan Fund

The South Florida Regional Planning Council Revolving Loan Fund is accepting applications from small to medium-sized businesses in Miami-Dade, Broward and Monroe Counties.

Urban Planning & Design

Council Staff is available to provide planning assistance and design services to the region's local governments. Our support efforts focus on initiatives that work to create more prosperous and equitable communities, a healthier and cleaner environment, and a more vibrant economy.

⁴ Council activities are directed by DCA annual contract.

Intergovernmental Coordination & Review⁵

The South Florida Regional Planning Council is responsible for the review of applications for state and federal permits and requests for funding from state and federal agencies for projects within the South Florida Region.

Regional Housing Strategy

The SFRPC has identified affordable housing as a priority concern. The Council directed staff to initiate efforts to address the affordable housing situation in the Region.

Eastward Ho! Brownfields Partnership

Because actual or perceived environmental contamination in urban infill sites - along with the risks and costs associated with addressing it - is a significant barrier to redevelopment in the Eastward Ho! corridor, the Partnership is targeting the remediation and sustainable reuse of contaminated and abandoned or underused sites as part of the larger Eastward Ho! effort.

The Coordinating Council of Broward (CCB)

The South Florida Regional Planning Council is engaged in an on-going collaboration with The Coordinating Council of Broward (CCB) to support integrated planning for health, education and human service delivery in Broward County.

Dispute Resolution⁶

The Council's Regional Dispute Resolution Process (RDRP) was adopted in response to the requirements of Chapter 186.509, Florida Statutes. The RDRP is designed to reconcile differences in planning, growth management, and other matters among local governments, regional agencies, and private interests. The RDRP endeavors to be a flexible process that will clearly identify and resolve problems as early as possible; utilize procedures in a low-to-high cost sequence, allow flexibility, provide for the appropriate involvement of affected parties, and provide as much process certainty as possible. Senate Bill 360 amended this process and now mandates participation by all local governments to address intergovernmental conflicts.

GIS/Mapping

The South Florida Regional Planning Council uses a Geographic Information System (GIS) to produce display maps and assist the planning staff in their analytical work. The Council offers a variety of Mapping Services including the creation of customized maps. Examples of the Council's mapping capabilities are displayed in the South Florida Map Gallery.

State Data Center

As an affiliate of the Florida State Data Center, the Council receives and distributes data from the U.S. Bureau of the Census and other sources. The Council library contains a comprehensive set of publications for the State of Florida, as well as an extensive collection of CD-ROMs containing detailed data. Staff can provide selected data on diskette.

⁵ Council activities are directed by Presidential Executive Order 12372, National Environmental Policy Act (NEPA), Coastal Zone Management Act (CZMA), and DCA annual contract.

⁶ Council is directed by s.186.509, F.S., to conduct mandatory mediation to resolve growth management-related intergovernmental conflicts.

Institute for Community Collaboration

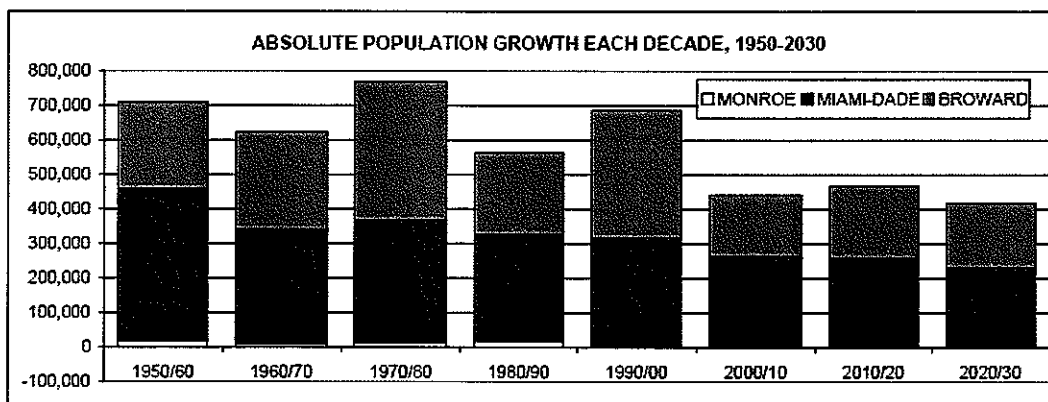
The Institute for Community Collaboration, Inc. (ICC) is a not-for-profit corporation organized and existing under the Laws of the State of Florida and qualified under Section 501(c)(3) of the Internal Revenue Code. The ICC provides professional research, training, mediation, facilitation, and other services to governments, institutions, private parties, and organizations in order to bring collaborative processes and consensus decision-making to South Florida communities regarding the myriad issues they face in this diverse region. These services include, but are not limited to, economic and community development and revitalization, conflict resolution, environmental protection and justice, visioning, land planning, program advocacy, and administrative oversight and support.

**SOUTH FLORIDA REGION
RESIDENT POPULATION ESTIMATES AND PROJECTIONS
1920 - 2030**

YEARS	BROWARD	MIAMI-DADE	MONROE	REGION	FLORIDA	SF/FL
RESIDENT POPULATION						
1920	5,135	42,753	19,550	67,438	968,470	6.96%
1930	20,094	142,955	13,624	176,673	1,468,211	12.03%
1940	39,794	267,739	14,078	321,611	1,897,414	16.95%
1950	83,933	495,084	29,957	608,974	2,771,305	21.97%
1960	333,946	935,047	47,921	1,316,914	4,951,560	26.60%
1970	620,100	1,267,792	52,586	1,940,478	6,789,447	28.58%
1980	1,018,257	1,625,509	63,188	2,706,954	9,746,961	27.77%
1990	1,255,531	1,937,194	78,024	3,270,749	12,938,071	25.28%
2000	1,623,018	2,253,779	79,589	3,956,386	15,982,824	24.75%
2010	1,806,300	2,512,300	78,700	4,397,300	19,308,100	22.77%
2020	2,016,400	2,768,300	77,000	4,861,700	22,477,900	21.63%
2030	2,203,900	2,997,200	75,500	5,276,600	25,340,700	20.82%
2035	2,286,700	3,098,300	74,900	5,459,900	26,616,600	20.51%
ABSOLUTE GROWTH						
1920/30	14,959	100,202	-5,926	109,235	499,741	21.86%
1930/40	19,700	124,784	454	144,938	429,203	33.77%
1940/50	44,139	227,345	15,879	287,363	873,891	32.88%
1950/60	250,013	439,963	17,964	707,940	2,180,255	32.47%
1960/70	286,154	332,745	4,665	623,564	1,837,887	33.93%
1970/80	398,157	357,717	10,602	766,476	2,957,514	25.92%
1980/90	237,274	311,685	14,836	563,795	3,191,110	17.67%
1990/00	367,487	316,585	1,565	685,637	3,044,753	22.52%
2000/10	183,282	258,521	-889	440,914	3,325,276	13.26%
2010/20	210,100	256,000	-1,700	464,400	3,169,800	14.65%
2020/30	187,500	228,900	-1,500	414,900	2,862,800	14.49%
AVERAGE ANNUAL RATES OF GROWTH (%)						
1920/30	14.62	12.83	-3.55	10.11	4.25	237.96%
1930/40	7.07	6.48	0.33	6.17	2.60	237.66%
1940/50	7.75	6.34	7.84	6.59	3.86	170.75%
1950/60	14.81	6.57	4.81	8.02	5.98	134.18%
1960/70	6.38	3.09	0.93	3.95	3.21	123.25%
1970/80	5.08	2.52	1.85	3.38	3.68	91.93%
1980/90	2.12	1.77	2.13	1.91	2.87	66.49%
1990/00	2.60	1.53	0.20	1.92	2.14	89.96%
2000/10	1.08	1.09	-0.11	1.06	1.91	55.67%
2010/20	1.11	0.98	-0.22	1.01	1.53	65.88%
2020/30	0.89	0.80	-0.20	0.82	1.21	68.18%

Sources: US Bureau of the Census (1920-2000).

Projections: University of Florida, Bureau of Economic and Business Research (March, 2008).

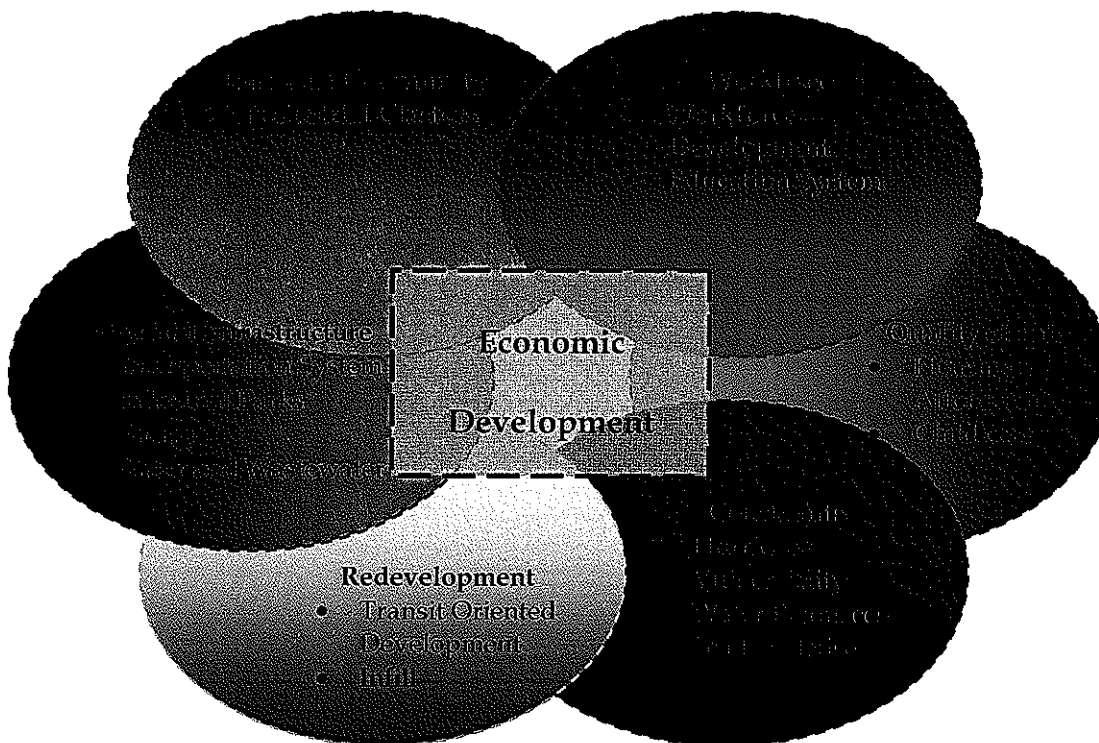


SOUTH FLORIDA REGIONAL PLANNING COUNCIL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Executive Summary

South Florida, which is made up of Monroe, Miami-Dade and Broward Counties, had a population of 4.3 million in 2006, larger than 25 states. The region is projected to add about 143 new residents each day through 2030, which will lead to an increase of more than 1.2 million people. International migration is the most significant source of population growth in the region, accounting for more than seven of every ten new residents in the last decade. In 2005, the foreign-born population in the region was 41% of the total, up from 33% in 1990 and 26% in 1980.

The ethnic and racial composition of South Florida's population continues to grow more diverse. Nearly half (44%) of the region's population today is Hispanic or Latino. This ethnic group, which can be of any race, continues to grow more diverse within, with large communities from various Central and South American nations, even as the Cuban community, the largest Hispanic group in the region, continues to grow. The Black population, which in South Florida includes not only African Americans but also large communities from the Caribbean and Latin America, represented 21% of the overall population in 2006.



With a total personal income of \$131 billion in 2004, South Florida's contribution to the State of Florida's economy of \$547 billion (24%) was roughly equal to its share of the state's population. The regional share in national personal income was about 1.4%. South Florida's per capita personal income in 2004 (\$31,347) was higher than the State of Florida (\$31,469), but lower than the national average (\$33,050).

The growing and highly diverse population is an asset for the region's competitiveness in the global economy. It provides a multi-ethnic, multi-lingual workforce and culturally diverse environment for businesses. This continuing growth will require the region's local governments to make major investments in infrastructure, to both maintain and expand existing services for both existing and new

residents. The region's highest infrastructure priorities are for transportation/transit, water, wastewater and education. Challenges identified include lower incomes, higher poverty rates, a shortage of affordable housing and a relatively lower level of educational attainment – these will require significant effort to ensure sustained growth of the region's economy and the creation of quality jobs.

A more diversified economic structure – a more favorable sectoral and geographic distribution of economic activity – needs to be achieved to raise the quality of economic growth. The need to accelerate South Florida's economic diversification is crucial for the region's stability, prosperity, and global competitiveness. An industry cluster development strategy can help accelerate the diversification of the regional economy through a targeted focus on high-wage, high value-added economic growth.

For the current planning period (2007-2012), the South Florida region has concluded that the key strategy to achieve and sustain a more diversified economy is to enhance the region's workforce. In order to develop South Florida's "workforce of the future" – a skilled labor force that is well educated and facile in the workplace – educational institutions and workforce development groups must work more closely with each other, employers and industry leaders to develop the curriculum and training programs needed to create a workforce that can meet the region's economic diversification and growth goals. A targeted industry partnership needs to be formed among the industries, public sector partners such as economic development agencies and workforce development groups, and educational institutions. Key correlated strategies will address the availability of workforce housing and the transportation infrastructure required to efficiently integrate the regional job market.

The Comprehensive Economic Development Strategy (CEDS) Committee identified the following four goals:

1. Train the Region's workforce to match current and future business needs.
2. Foster a strong and diverse economy that creates ample employment opportunities for the workforce.
3. Ensure that the Region's infrastructure enhances the efficiency of the regional economy, while satisfying the need for a good quality of life for the workforce as well as local residents.
4. Build a regional knowledge base to better understand the dynamics among workforce development, economic development, and infrastructure needs and to direct regional policy-making.

The South Florida Regional Planning Council will work with local, regional, state and federal partners to accomplish these goals. The role of the US Economic Development Administration (EDA) as a partner will be critical.

EXPENDITURE AND REVENUE ASSUMPTIONS

Expenditure Assumptions:

1. The Council's largest expenditure category is personnel cost (over 70% of the total). Annual personnel costs have been reduced by 19% over the last 3 years.
2. Our facility lease is another significant expenditure. Staff has negotiated with the landlord to reduce both our amount of space and the cost per square foot.
3. The resulting expenditure reduction will be approximately \$43,000 over the next fiscal year and \$110,000 for the remainder of the lease.
4. Annual non-personnel operating costs have been reduced by \$238,000 (24.5%) over the last 3 years.
5. Expenditure from all budget categories will continue to be required to meet a high needs test. In other words all travel, equipment and other requests will be deferred until it is determined that the expense is critical to the organization's operation.

Revenue Assumptions:

1. On September 28, 2009 the Council received grant award notification from the U. S. Department of Health and Human Services (HHS). The grant award amount is \$436,502. This grant was reflected in the proposed budget adopted by the Council at the September Board meeting. All budget categories will be reviewed to ensure cost and therefore revenue are internalized to the extent possible and appropriate.
2. Council staff is engaged in on-going conversations with our member units of local government to identify areas where Council staff has unique ability to provide service. Demographic and economic analyses are specific areas where Council staff has the tools and skill to provide service.
3. At this time, Agreements are being discussed to manage several Revolving Loan Funds for member units of local government. These Agreements would realize approximately \$250,000 in program design and management dollars.
4. New federal programs are continuing to be developed and guidelines are being released. There is a strong interest in regional multi-county responses. Staff will continue to work with our public and private partners to ensure Southeast Florida is well positioned to compete with other urban regions throughout the country.

In summary staff will carefully monitor expenditures and aggressively seek appropriate revenue opportunities. Expenditures will continue to be reported on a monthly basis. New revenue opportunities will be reported to the Council as they are secured. We look forward to a productive year.

Information only.