

COUNCIL ITEM 13L
DATE 6/20/11

Patty Lipp



From: Marcela Cambor [marcela@tcrpc.org]
Sent: Tuesday, June 14, 2011 12:14 PM
To: Patty Lipp
Subject: FW: Time Sensitive / Southeast Florida Regional Partnership // Consortium Agreements with Attachments A & B // Important UPDATES including info for Consortium members who may wish to work on tasks as Subgrantees.
Importance: High
Attachments: US HUD FAQ-July 21, 2010.doc; HUDSCI_MatchForm.xls; SFRPC_Regional_Partnership_Narrative_22Apr2011 Rev.pdf; Sustainable Communities Grant Consortium Agreement FINAL.doc; Attachment A - Abstract and Narrative Work Plan.doc; Attachment B 06-01-11 print 8 5x14.xls; SFRPC_WorkPlan_Matrix_22Apr2011.xls; Partnership Agreement_Commitment Letter_Final_7-23-10 (3).docx; FINAL MOU Sustainable Communities Initiative.doc

Per our phone conversation, please find attached information(below) regarding the Consortium Agreement commitment initially entered into by the City.

I would like to talk with Mr. Bentrott regarding the "Final Consortium Agreement".

On a separate e-mail, please also find the City's original correspondence regarding this matter.

Mr. Bentrott can reach me at the Regional Planning Council 772-221-4060, or on my cell (772) 708-1108.

Sincerely

Marcela

Marcela Cambor-Cutsaimanis, AICP
Program Manger
Sustainable Communities Initiative
421 SW Camden Ave
Stuart, Florida 34994
Tel: (772) 221-4060
(772) 708-1108

From: Isabel Cosio Carballo [mailto:isabelc@sfrpc.com]
Sent: Tuesday, June 14, 2011 10:37 AM
To: Marcela Cambor
Subject: FW: Time Sensitive / Southeast Florida Regional Partnership // Consortium Agreements with Attachments A & B // Important UPDATES including info for Consortium members who may wish to work on tasks as Subgrantees.
Importance: High

6/14/2011

From: Isabel Cosio Carballo

Sent: Thursday, June 02, 2011 10:46 AM

To: 'Beth Beltran - Martin MPO'; 'Bill O'Dell - UF Shimberg Center'; 'Bob Doppelt - The Resource Innovation Group'; 'Britton De Witt - St. Lucie County'; 'Carla Coleman - ULI SEFLA / Caribbean District Council'; 'Carole Westmoreland - Fla Redevelopment Assn'; 'Charles Pattison'; 'Charles Wu - West Palm Beach'; 'Daniel Holbrook - Port St. Lucie'; 'Daniella Levine - Catalyst Miami'; 'Elaine Black - Liberty City Community Revitalization Trust'; 'Eric Silva - Miami Dade County'; 'Francisco Garcia'; 'Glen Hadwen'; 'Greg Vaday - TCRPC'; 'Gregory Stuart - Broward MPO'; 'J. Gary Rogers - Lauderdale Lakes CRA'; 'Jack Osterholt - SFRPC'; 'Jane Tallman - Monroe County'; 'Javier Rodriguez - Miami Dade Expressway Authority'; 'Jodie Knofsky - Content Creators'; 'Joe Corradino'; 'John Carpenter - St. Thomas University'; 'Jorge Gomez - Miami Beach'; 'Julia Trevarthen - Boca Raton'; 'Kathleen Gunn - Fort Lauderdale'; 'Kim Briesemeister - West Palm Beach'; 'Kim Delaney - TCRPC'; 'Laurel Robinson - WPB Housing Authority'; 'Leonard Berry - FAU'; 'Lois Bush - FDOT 4'; 'Lynda Westin - SFRTA'; 'Marciea Lathou - St. Lucie TPO'; 'Mark Bailey - Miami Dade College'; 'Mark Satterlee - St. Lucie County'; 'Mayra Diaz - Miami Dade Expressway Authority'; 'Michael Busha - TCRPC'; 'Michael Spring - South Florida Cultural Consortium'; 'Mr. Robin Bird - Pompano Beach'; 'Nikki Van Vonno - Martin County'; 'Paul Dorling - Delray Beach'; 'Peter Buchwald - St. Lucie TPO'; 'Peter Ross - Broward County'; 'Phil Bacon - Collins Center'; 'Phil Matson - Indian River County and MPO'; 'Phil Steinmiller - FDOT 6'; 'Phyllis Korab - Pompano Beach'; 'Ralph Marrinson - Regional Business Alliance'; 'Randy Whitfield - Palm Beach MPO'; 'Rebecca Grohall - Sebastian'; 'Richard Lorber - Miami Beach'; 'Sheila Griffin - Key West'; 'Sherry Howard - Palm Beach County'; 'Steve Adams - The Resource Innovation Group'; 'Susan Schreiber - Miami Dade MPO'; 'Suzanne Cabrera - HLC Palm Beach'; 'Teresa McClurg - Boca Raton'; 'Tim Collie - Content Creators'; 'Timothy McGarry - Vero Beach'; 'Tom Gustafson - FIU'; 'Townsley Schwab - Monroe County'

Cc: 'cchambers@broward.org'; 'bhenry@broward.org'; 'harden@mydelaybeach.com'; 'jack.seiler@fortlauderdale.gov'; 'alove@fortlauderdale.gov'; 'ggretsas@cityofhomestead.com'; 'jsholl@keywestcity.com'; 'tcrapp@miamigov.com'; 'jgonzalez@miamibeachfl.gov'; 'dennis.beach@copbfl.com'; 'jbentrott@citypsl.com'; 'aminner@cityofsebastian.org'; 'citymgr@covb.org'; 'emitchell@wpb.org'; 'alperind@fau.edu'; 'Stephen Sauls'; 'gila@fiu.edu'; 'Wolfe, James'; 'Pego, Gus'; 'tkryzda@martin.fl.us'; 'rmontoya@mdc.edu'; 'Bartels, Patti'; 'Torriente, Susanne M. (OOS)'; 'Griner, Debbie (DERM)'; 'LaFerrier, Marc C. (DP&Z)'; 'San Roman, Irma (MPO)'; 'Fernandez, Wilson A. (MPO)'; 'RCF@miamidade.gov'; 'gastesi-roman@monroecounty-fl.gov'; 'cyr-connie@monroecounty-fl.gov'; 'Verdenia Baker'; 'rweisman@pbcgov.org'; 'balterman@pbcgov.org'; 'Kareen Boutros'; 'Joe Giulietti'; 'Jack Stephens'; 'Cross William'; 'fcasale@stu.edu'; 'Anne Ray'; 'Imedina@miamigov.com'; 'Becht, Mary'; 'Kewl, Grace'; 'Margol, Deborah (CUA)'; 'Richard Ogburn'; 'Eric Swanson'; 'Jim Murley'

Subject: Time Sensitive / Southeast Florida Regional Partnership // Consortium Agreements with Attachments A & B // Important UPDATES including info for Consortium members who may wish to work on tasks as Subgrantees.

Importance: High

Attachments:

Consortium Agreement and Attachments (Action Item)

1. Sustainable Communities Grant Consortium Agreement
2. Attachment A – Abstract and Narrative Work Plan
3. Attachment B – 06-01-11

Information Items Only

1. US HUD FAQ July 21, 2010 (Guidance on In-Kind and Leveraged Match)
2. Draft HUD SCI Match Form (developed by SFRPC)
3. SFRPC Regional Partnership Narrative 22 APR 2011 (Workplan narrative approved by HUD)
4. SFRPC Work Plan Matrix 22 APR 2011 (Matrix approved by HUD)
5. Partnership Agreement Commitment Letter Final 07-23-10 (Sent to HUD Secretary)

6/14/2011

- Donovan – documents the terms of the Consortium Agreement signed by Partners)
6. FINAL MOU Sustainable Communities Initiative

Good morning everyone,

I hope that you are doing well. Please find attached the Final Consortium Partners Agreement and Attachments A & B.

As initial consortium members, all of you agreed to enter into a "Final Consortium Agreement" as part of our August 2010 application to HUD within 120 days of the signing of the Cooperative Agreement with HUD. The Cooperative Agreement was signed on February 21st and so we are hoping to get as many of the Consortium Agreements finalized by June 21st as possible.

I understand that this will not be possible for at least some of the Consortium Members because of the need to bring the Agreement to your respective Boards. While the goal is to have as many of the Agreements completed by the required HUD deadline, I have spoken with our HUD Government Technical Representative Dwayne Marsh and he has agreed that in lieu of the final Consortium Agreement by June 21st, he will accept an email from you that states the following while the Agreements are finalized.

The email to me (isabelc@sfrpc.com) should state:

1. That you are in receipt of the Agreement
2. That you will schedule the Agreement for discussion by your Board (if necessary only) for the next available Board Meeting on the date of the meeting
3. That the staff recommendation will be to approve the Agreement

Please send a pdf of the executed Consortium Agreement or email to me by June 17th if possible.

Most of you have seen the Agreement and Attachment A earlier.

1. The Consortium Agreement restates provisions of the attached Memorandum of Understanding signed by all Partnership members; the initial points you agreed to in the initial Consortium Agreement entered into as part of the application (attached letter to Sec Donovan); and language in the attached work plan narrative submitted to HUD on April 21. This work plan was subsequently approved by HUD.

I don't think that there is anything new here but of course you'll want to look at it carefully.

2. Attachment A is a brief Abstract combined with an abbreviated version of the full work plan narrative submitted to HUD on April 21st.

There are aspects of Attachment B that I would like to highlight for you.

Attachment B

1. "Value of In-Kind Match Contribution (over 3 years)" under the Rating Factor Form column reflects the value of the in-kind match of staff time and other project support that was reported in our August 2010 application to HUD. The attached HUD FAQ dated July 21st provides additional guidance as does the Consortium Agreement itself under IV. Roles and Commitments.

The activities under this Section outline some of the main areas of activity for Consortium Members and provide some guidance as to the type of activities you can place a value on. Additionally, we have developed a draft HUDSCI Match Form for your review. It may be helpful to you as you think about what your in-kind contribution over the next 2 ½ to 3 years. Part 3 of this draft form "Other expenses" could be used to list contributions of meeting facilities for example. I would appreciate your feedback on this draft form when you have an opportunity.

Please note that this is the contribution you are willing to make voluntarily and not part of any potential scope of work as a subgrantee.

2. "HUD 424 In Kind Match reported February 21, 2011" reflects the amount we reported in the budget document that was required as part of the Cooperative Agreement with HUD. This is the "floor" not "ceiling" amount. Please take a look at it carefully and let me know what you are comfortable with your "confirmed" in-kind contribution over three years.
 - a. In some cases the amount is less than what was reported in the application because we had to estimate what amount of the leverage match was actually in-kind contribution of time and we erred on the side of a conservative estimate.
 - b. In some cases there is no amount in that column because we could not reasonably determine from your leverage letter your intent as to what might reasonably be in-kind match.

What we would like you to please do with Attachment B

Please fill in the last column with your confirmed "in-kind" contribution for the project. If you can confirm for a higher amount than what we reported in the HUD 424 document, that would be great. We understand that our economic situation has changed since the time of the application and that despite good intentions it may be difficult to meet the level of in-kind contribution you identified in August 2010. Having said that, we are responsible for meeting our overall match requirement as part of the grant.

As I receive this information from you I will update Attachment B so that at the end of this process we will all have a complete and updated Attachment B.

Note for Consortium Members who are interested in submitting a proposal for paid work on the grant

At the May 27th Partnership Executive Committee meeting, there was discussion related to what will be the process for the Operations Subcommittee to consider work proposals from

Consortium members. While submitting a work proposal **does not** guarantee funding, a benefit of being a Consortium member is that Partnership is able to contract directly with your organization without having to undertake a bidding process. Please refer to the attached work program and tasks matrix for information regarding the activities that will need to be undertaken in the course of implementing the work plan.

In the next two weeks we will be scheduling an Operations Subcommittee meeting. At that time the Subcommittee may begin hearing proposed scopes of work by Consortium Members. If you think that you may be interested in participating as a subgrantee, please let me and TCRPC staff (Kim Delaney (kdelaney@tcrpc.org) and/or Greg Vaday (gvaday@tcrpc.org) know of your intent to submit a proposal at your earliest convenience. This is the time to begin formulating your proposals.

I will continue to follow up with you and send you additional information. I have copies of your leverage letters and initial Consortium Agreements. I will try to send them to you by no later than tomorrow morning to assist you in the process of ratifying and executing the Consortium Agreement.

Thank you in advance for your continued time, assistance and support.

All the best,

Isabel

Isabel Cosio Carballo
Director of Public Affairs
South Florida Regional Planning Council
954 985 4416; cell 954 240 3012
isabelc@sfrpc.com



Help shape Southeast Florida's future!
Join the Partnership!
<http://www.sfrpc.com>
<http://www.tcrpc.org>

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT THE
DEPUTY SECRETARY
WASHINGTON, DC 20410-0050
www.hud.gov espanol.hud.gov**

**Frequently Asked Questions about HUD's Sustainable Communities
Regional Planning Grants
UPDATED JULY 21, 2010**

3. Can pre-existing planning funds be counted towards leveraged match? Yes, as long as the funds are used solely for the purpose of the Sustainable Communities Regional Planning grant program. *Leveraged resources* are additional cash and in-kind contributions that can be combined with funds awarded by HUD under this NOFA to increase the effectiveness of the proposed program activities. Leveraged resources may be in the form of cash and/or the cash equivalent of verified in-kind contributions. Leveraged resources may be secured from one source or a combination of sources, including governmental entities, public and private entities, and the community. The applicant must provide evidence of a firm commitment for each source of the leveraged resources. The leveraged resources committed to the program will need to be spent for the purpose of the program and during the period of performance stated in the grant agreement.

Cash contributions may come from any combination of local, state and/or federal funds, and/or private and philanthropic contributions dedicated to the express purposes of this proposal. As noted in the NOFA, applicants securing leveraged resources from other HUD programs, Sustainability Partnership agencies, and other federal agencies will receive a greater rating.

In-kind contributions can include physical items such as office supplies, computer equipment and supplies, materials for projects, and fliers and other marketing materials. They can also be in the form of office and meeting space, including allowed use of computers, phones, fax and copy machine, or the use of a vehicle, construction equipment and other project related items. In-kind contributions can also be contributions of professional time. When an individual donates his/her time in a professional capacity to supervise members, train or engage in member development, provide technical assistance on a project, evaluate a project, oversee project quality, or provide pro bono work as a member of the non-profit organization on a permanent or temporary basis, the time involved is an in-kind contribution. The dollar equivalent of all assistance provided to meet this requirement must be based upon accepted salary or regional dollar values."

Leveraged Resources: At the signing of the Cooperative Agreement, a minimum of 20% cash and/or in-kind contributions must be documented in writing. Applicants will not receive full points under this rating factor if they do not submit evidence of a firm commitment and the appropriate use of leveraged resources under the grant program.

Documented Leveraged Resources and Other Contributions of the Requested HUD Amount	Points Awarded	Points Awarded (with federal leverage)*
20 percent	0 Points	0 Points
>20 - ≤35 percent	1 Point	3 Points

>35 - ≤ 50 percent	2 Points	4 Points
> 50 percent	3 Points	5 Points

***Other HUD Programs and/or Sustainability Partnership agencies, and other Federal agencies (dollars) will receive a greater rating (up to 2 points. p 55)**

Note: \$5 million request at 20% (threshold) is \$1 million cash and/or in-kind, and at 50%, is \$2.5 million cash and/or in-kind leveraged resources.

Southeast Florida Regional Partnership

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

The Southeast Florida Regional Vision and Blueprint for Economic Prosperity

Introduction

The Southeast Florida Regional Partnership includes over 200 organizations from a very diverse and linear region extending 295 miles from the Florida Keys in the south to the Sebastian Inlet to the north. Southeast Florida is also a region that has grown rapidly during the past 50 years. Although the region's rate of growth has slowed, it is expected to resume once the national economy rebounds.

During this pause in growth, the Partnership has embarked on a bold new initiative – the development **Southeast Florida's Regional Vision and Blueprint for Economic Prosperity (Regional Vision and Blueprint)**. The Regional Vision and Blueprint will enable the region's organizations, residents, visitors, and businesses to work in unison to address the region's most pressing challenges and opportunities and to achieve shared goals for the optimal Southeast Florida of tomorrow.

The Partnership has developed the following mission statement to guide the visioning and blueprint process:

The Southeast Florida Partnership will create and implement a Regional Vision and Blueprint for a vibrant and resilient economy; socially inclusive, sustainable, and equitable communities; and environmental sustainability.

The Partnership will take the following six steps to achieve and sustain its 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 (current conditions and trend analysis);
- Identify a vision of the future with better outcomes than identified in the current conditions and trend analysis;
- Engage communities in developing plans and achieving the Regional Vision and Blueprint with an 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.

A Vibrant and Resilient Region

The current economic downturn has made it clear that Southeast Florida cannot continue to rely primarily on population growth and new development as an economic engine. Further, due to historic

growth patterns, most of the region's public, private, and civic institutions are aligned locally, not regionally, and often fail to reflect the diverse population groups within the region.

That fragmentation hampers Southeast Florida's ability to effectively compete as a unified force in today's global marketplace where metropolitan regions are the unit of economic competition. When making a business investment decision, companies look at the resources of a region, not an individual community or county.

To be competitive in the global marketplace and create a vibrant and resilient region and economy that benefits all residents and communities, the following values will guide the Partnership's actions:

- ✦ *Think regionally and act collaboratively to advance shared regional priorities.* The Partnership's primary goal is to provide a regional forum for discussion and consensus building on issues of importance to Southeast Florida. The Partnership includes more than 200 organizations today and its membership is anticipated to grow over time. Through issue specific work groups and other committees, the Partnership will create and sustain the broad-based regional collaboration needed to develop and approve the Regional Vision and Blueprint for Economic Prosperity. The Partnership will also work to advance those priorities through individual and collective action.

The Partnership recognizes that the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) entered into a Sustainable Communities Agreement last June 16, 2009 that announced their interagency partnership "to help American families in all communities – rural, suburban, and urban – gain better access to affordable housing, more transportation options, and lower transportation costs...while simultaneously protecting the environment, promoting equitable development, and helping to address the challenges of climate change." To this end, the Regional Vision and Blueprint will suggest to the federal government how better to coordinate transportation, environmental protection, and housing investments and strategies in this region. The Partnership has agreed to support and advance the "Livability Principles" articulated by the federal interagency partnership in addition to a seventh principle adopted by the Partnership related to climate change resiliency.

Livability Principles

1. Provide more transportation choices
2. Promote equitable, affordable housing
3. Enhance economic competitiveness
4. Support existing communities
5. Coordinate policies and leverage investment
6. Value communities and neighborhoods
7. Enhance community resilience to the impacts of climate change

- ✦ *Embrace the region's diversity and need for economic and social equity.* Regional prosperity depends on regional equity and enabling all residents to succeed. To that end, the Partnership will provide, to the extent possible, the opportunity for every member of the community to participate in this regional visioning and planning process. It will do that by providing:

- An **equitable process** where traditionally under-represented populations are included in all phases of planning and outreach activities;

- ***Equitable decision-making*** that expands regional leadership structures to ensure broad representation in the decision-making process; and
- ***Equitable outcomes*** to ensure outcomes positively impact all populations in the region.

Addressing Major Issues

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:

- Economic development
- Housing
- Transportation
- Water
- Environment
- Climate resiliency
- Community assets and culture
- Education
- Healthy communities
- Inclusive regional leadership

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, as discussed in Activity 1.

Economic Development

The region's most pressing issues are high unemployment and over-reliance on industries that are tied to the region's population growth, which means that they are influenced by migration trends and swings in consumer confidence and spending. The result is over-exaggerated and problematic economic cycles that are particularly acute in lower income and disadvantaged communities. An additional problem is the widening gap between the skills and education of residents, especially those with lower incomes and the many who are unemployed or underemployed, and the skills and education required to access today's jobs. Also important is helping new businesses emerge from within the region, especially from lower income and disadvantaged urban, suburban, and rural communities – ranging from distressed

inner cities and their surrounding neighborhoods to depressed rural communities surrounding Lake Okeechobee. Strategies to support emerging and existing businesses include establishing communities or districts that nurture creativity and innovation, creating small business incubators close to transit, providing financial and technical assistance for microenterprises, and working with the region's universities to establish a seven-county science, technology, and research corridor. The region must also seize the once-in-a-generation opportunity to expand its role as a global hub for trade, travel, and investment following the widening of the Panama Canal in 2014. *It is essential, therefore, that the region undertake efforts through a coordinated regional economic strategy to diversify and strengthen its economic base and, in doing so, provide equitable opportunities for creating new businesses and jobs and investments. By helping existing businesses to expand and creating an environment where new businesses are created and nurtured, economic growth can be achieved. Of equal importance, is the need to empower communities and individuals to compete in an ever-changing economic environment through enhanced educational and workforce training opportunities.*

Housing

The Southeast Florida region has been hit hard by the burst of the housing bubble that pushed housing prices up beyond the reach of most homebuyers. Despite the non-sustainability of these prices, all projections indicate that housing affordability, even with the dip in prices, likely will remain a major regional issue given the concurrent drop in household incomes. Rental costs for affordable units continue to be above national standards resulting in the region having the highest percentage of residents paying more than 50% of their income for housing. Today, while housing prices have receded, home ownership is still unattainable for much of the workforce which is primarily of low- and moderate income. Affordable rental units are still scarce and a significant distressed inventory of foreclosed and abandoned homes continues to skew the market. Many residents continue to live in auto-oriented communities that are fairly remote from existing job centers. This has resulted in a lack of economic integration and high household housing-transportation costs that places an additional burden on lower income residents. The region must plan to work collaboratively to address the more systemic problems caused by the inequity in housing values and incomes and the lack of housing choice, especially near well-paying jobs. *Our solution is a regional equitable housing plan, tied to more mixed-use, mixed-income, and mixed-housing type development near existing and planned transit options, that better connects safe and affordable housing with employment centers and educational opportunities, services, and other basic needs by workers via multiple transportation options at lower costs. When implemented, the plan will contribute to a lower combined cost of housing and transportation; help foster more open space and safeguard rural landscapes; and reduce traffic congestion, greenhouse gas emissions, and the use of foreign oil. Additional benefits include, but are not limited to, improved air quality; an increase in safe, walkable neighborhoods and improved public health; increased energy conservation; and revitalized community centers with enhanced ties between diverse populations.*

Transportation

Mobility and connectivity are the lifeblood of the region's economic development and vitality, and yet the region's transportation systems are overstretched. Its airports and seaports provide a tremendous economic development advantage because of easy access to global markets. However, as the region

readies for the expanded opportunities which will come with the widening of the Panama Canal, its seaports are reaching physical capacity (both landside and waterside) and too often are not effectively connected to the highway and rail networks. The region's major highway corridors, most notably the Interstate 95 corridor, are at capacity. A significant contributor to congestion is the long commute between where people can afford to live and where they go for jobs and daily services. Two other issues are the predominantly sprawling, low-density, single-use development patterns that have resulted in a largely auto-dependent region and a lack of transit or rail alternatives for moving people and goods. While Miami-Dade has a more mature transit network, transit options in other counties of the Southeast Florida region are more limited. In addition, national, state, and regional sentiment against raising taxes has made it difficult to properly invest in the transportation improvements that are essential to both economic development and livability. Long commutes between jobs and housing, low-density suburban development, and a lack of transit choice have a significant impact on the use of foreign oil, reductions in air quality, and increases greenhouse gas emissions that occur with increases in vehicle miles traveled. *The Partnership must identify and decide how to fund the regional transportation investments needed for economic growth and competitiveness. Those investments need to be made through integration of transportation, land use, and economic development decisions which are essential to achieving a reliable, cost-efficient, financially self-sufficient, fully-integrated, and seamless multimodal transportation system that connects the region and is accessible to all segments of the population and businesses. Such a system of transport should provide to all residents of rural, suburban, and urban communities better access to affordable housing, more transportation choices, and lower transportation costs while simultaneously protecting the environment, promoting equitable development, and helping to address the challenges of climate change (especially sea level rise that may severely impact and/or render inoperative parts of the current transportation system in the Southeast Florida region).*

Water

Water, like transportation, is critical to sustaining a growing economy. It is also the region's life force. Although the region abounds in water, only a small portion is suitable for drinking. As Southeast Florida grows, that limited freshwater supply will become even more depleted. The region needs to conserve its freshwater, retain rain and ground water, and may eventually need to use salt and brackish water for its freshwater supply. Such strategies and others yet to be articulated will likely be more expensive than historic freshwater water supply costs because of the infrastructure and energy needed to conserve, retain, and make salt and brackish water usable as a freshwater water supply. Volatile commodity and energy prices could lead to an increase in the price of the region's fresh water supply. Further, the use of energy to meet the region's water supply needs may counter the region's need to reduce greenhouse gasses. Additional issues to address are the region's exceptionally low level of fresh water reuse and inadequate and aging water infrastructure. The number of communities on septic systems and the quality of outfall flowing directly into the ocean also presents problems. All will be exacerbated by the impacts of climate change, specifically sea level rise, on the region's water supply and its flood control and water infrastructure. Saltwater is already intruding into water wellfields and stormwater retention areas, and rising water tables are causing increased flooding in inland areas. Addressing those issues will require greater coordination among what today are fragmented utilities. *The Partnership must identify how it will work with the region's water providers, residents, and businesses to develop greater*

coordination and collectively create a water supply plan designed to address the region's long-term water infrastructure needs and more sustainable use of its limited fresh water supply.

Environment

The natural environment is a key driver of population growth and tourism in Southeast Florida. The Atlantic Ocean, Florida Bay, Florida Keys, Biscayne Bay, coastal beaches and coral reefs, Lake Okeechobee, Indian River Lagoon, and the Everglades, which nearly encircle the region, are among the region's greatest natural and economic assets. However, they have been diminished by encroaching development and environmental contamination due to population growth and engineered alterations to natural drainage systems. That has led to the altered delivery of water, declining water quality, continued loss of habitat, and impaired ecosystem function. Those problems will be exacerbated by the added stressor of climate change, and fixing them must be a national, state, regional, and local priority. The solutions are only possible at the regional scale using a whole system approach. An example is the Comprehensive Everglades Restoration Plan, a \$13.5 billion restoration plan covering over an 18,000 square-mile area that is described as the world's largest ecosystem restoration. Also important to protecting natural systems and the region's food and energy security is the preservation of a viable agricultural economy. That could include connecting local growers and urban dwellers, particularly in communities with little access to affordable healthy food options, and facilitating agriculture's role in the production of renewable energy sources. Conservation of agricultural land uses and community gardening on larger scales will need to be considered. *The Partnership must clearly define how it will cooperatively work to both restore and protect, in perpetuity, the major environmental systems, fresh water supplies, and food sources within and surrounding it. That restoration is all the more critical if the region's natural systems are to be resilient when impacted by major disasters such as hurricanes, extreme storm surges, sea level rise, and fluctuations in rainfall.*

Climate Resiliency

The projected impacts of climate change are acutely relevant to a region that is lined on one side by a low-lying fresh water environment and surrounded on one or more sides by hurricane-prone coastal ocean waters. Sea level rise, which is already evident in some areas, will impact the region's ecosystems.

The region's approach to climate change might need to include two parallel approaches – reducing the greenhouse gas emissions that contribute to climate change (recognizing that the region, by itself, cannot resolve that global problem) and adapting to the impacts of climate change. *The Partnership must work with the public, private, and civic sectors to better understand the likely impacts of climate change, including the likely extent of sea level rise impacts; consider how the region can contribute to reductions in greenhouse gas emissions; and develop a coordinated regional adaptation and resiliency plan designed to protect natural, built, and human communities. Strategies should build on the work of the Southeast Florida Regional Climate Change Compact, best practices and science, and focus on prudent steps to address the threats of inundation in the Southeast Florida region.*

Community Assets / Culture

Cultural diversity and the region's arts, historic, and cultural resources are perhaps the region's most underappreciated and underutilized resources. Southeast Florida's climate, geographic location, and world class seaports and airports have attracted people from all over the globe and created a richness of cultures unparalleled in the southeastern United States. Reflecting its role as an international hub, Southeast Florida is a minority-majority region where no single racial or ethnic group dominates and international immigration is the principal driver of growth. That diversity brings both variety and vitality to the region and reinforces the region's connections to the global marketplace. To international investors, that diversity makes the region desirable as place to live or locate a business. Capitalizing on the region's diversity requires identifying the assets that are important to international location decisions and investing in enhancing the human, built, and institutional infrastructure that makes the region attractive to international markets. It also requires creating leadership and civic structures that are inclusive of the full population spectrum that is Southeast Florida.

At the same time, the region includes a number of currently distressed communities and neighborhoods that lack sufficient private investment and targeted, effective public investment. Oftentimes these communities have a more limited access to high quality educational opportunities, are impacted by multiple foreclosures and families mired in poverty, and may have weak social and civic networks. These distressed communities are also characterized by inadequate housing, unsafe and unhealthy community environments including brownfields, and deteriorating infrastructure. There tends to be poorer access to nutritious and healthy food options, quality jobs and capacity-building opportunities, and full and fair housing and transportation choices. Such places can be found in the region's central cities and some of its rural communities. Five such pockets of poverty are the rural Glades communities of Palm Beach County; Northwest Fort Lauderdale in Broward County; and Liberty City, Overtown and Opa-locka in Miami-Dade County. Other pockets of poverty will be identified and assessed as well. *The Partnership must tap into and use the region's cultural richness and its international gateway role as an integral part of its economic development strategy, recognizing that in the global marketplace of today, the region's diversity is one of its greatest assets and a story that needs to be told. The Partnership must also address the needs of the region's distressed communities through a holistic approach to define those qualities that result in economically vital, sustainable, and opportunity-rich neighborhoods; assess the region's job market and resources as it relates to existing communities; and define the steps and investments needed to plan for successful, safe, resident-empowered, and economically competitive neighborhoods. This approach must include the development of leadership capacity and networks to more fully integrate these communities into the rest of the region.*

Education

Equitable access to quality education is essential for both healthy neighborhoods and economic development. Regions with superior educational systems, particularly at the higher education level, thrive in today's global marketplace. However, to succeed at that level, residents must have access to excellent pre-K through 12th grade education to prepare for higher and continued education and succeed in mastering subjects and skills necessary in a modern economy. With today's changing economy, residents must also have access to lifelong opportunities for education and learning new job

skills. A particular focus needs to be on helping the region's many unemployed and underemployed workers obtain the education and skills required for the current market as well as new economy job sectors. *The Partnership must define how it will work with regional education leaders to provide quality lifelong educational, vocational, and job training opportunities for all residents that align with job requirements in the 21st century.*

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 the region. Chronic disease and preventive health indicators (e.g., 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 the Southeast Florida region 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 and wellness of communities. *The Partnership will build the region's capacity to generate information about living and social conditions through participatory research initiatives and enhanced community empowerment utilizing a neighborhood-based service learning and education model. The Partnership will establish systems whereby acquired data are accessed and readily available to inform investment policies across myriad regional issues and support programmatic activities that will create and maintain healthier communities. Through these efforts, the Partnership will have a clearer understanding of the costs to the economy that arise from suboptimal health and should be better able to more fully estimate the impact that health costs have on local, regional, state, and national finances as well as the benefits arising from healthy communities.*

Inclusive Regional Leadership

Globally competitive, equitable, and sustainable regions require inclusive, well-informed, focused, and unified leadership that speaks with a single, clear voice. Effective regional leadership must draw from the public, private, and civic sectors; include diverse voices representing the region's multitude of ages, ethnicities, races, and socioeconomic groups; and pay particular attention to those voices that traditionally have not been represented in regional processes. The relative 'newness' of the Southeast Florida region as an integrated economy, combined with the diversity and transitory nature of the region's population, make identifying, developing, and retaining leaders a particular concern compared to more mature regions. *The Partnerships must incorporate a range of educational and collaborative strategies to create a vital network of regional leaders and champions who can guide the region through the choices of today to set the stage for the future; identify and develop emerging leaders who can guide the region tomorrow; and create more opportunities for involvement of leaders who have been underrepresented in the past. As other regions have experienced, this civic capacity may be the single most lasting impact of this visioning process.*

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**.

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 on pages 3-8, along with others that emerge during this process.

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. The table on the following page summarizes how the focus is achieved.

Table 1 - Summary of Work Plan and Issues

	Build Collaborative Partnerships	Develop Regional Resource Library & Scorecard	Conduct Public Engagement	Enhance Regional Leadership Capacity	Develop Regional Vision	Develop Regional Blueprint	Begin Implementation
Economic Development	Establish Partnership Executive Committee and subcommittees	Develop regional resource library	Develop public engagement strategy with continuing focus on issue areas	Assess current leadership capacity in each issue area	Build issues based scenarios and evaluate with Regional Scorecard	Use Work Groups and public input to create Blueprint elements for each issue area	Conduct demonstration projects
Housing	Establish Partnership Issue-specific Work Groups	Identify indicators for each issue area	Conduct regional values survey	Develop training, collaboration, and other strategies to build capacity among current and emerging leaders	Use Work Groups and public input to create vision statement and illustration for each issue area	Create regional composite Regional Blueprint	Build Implementation Tool Box
Transportation	Collaborate among partners throughout process	Develop regional scorecard	Engage public at key points of project through summits, workshops, etc.			Develop Implementation Matrix for each issue area	Create plan to monitor implementation progress
Water	Identify long term structure for Southeast Florida Regional Partnership	Develop virtual "present" and "trend future" scenarios	Develop and use on-going communication capabilities				
Environment							
Climate Resiliency							
Communities Assets / Culture							
Health							
Education							
Inclusive Regional Leadership							

Work Plan

1 – Build Collaborative Partnerships

Timeline – Throughout the Planning Process and beyond

Description

One of the keys to success for this effort is building partnerships among regional and community leaders in the public, private, and civic sectors. This activity will focus on building partnerships through a fully functional, effective organizational structure that is intended to continue beyond the visioning process.

The following principles will guide the Partnership as it creates its organization:

- Build an enduring consensus and constituency for the Regional Vision and Blueprint for Economic Prosperity;
- Develop a clear organizational structure and decision-making protocols for the Partnership;
- Create multiple, meaningful opportunities for engagement and input from the full range of public, private, and civic/nonprofit partners in the region, including traditionally underrepresented stakeholders;
- Enable ‘joinability,’ so more partners can join the Partnership 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.

The organizational chart for the Partnership is shown on Page 16. The details of work group structures and decision making protocols are still under development by the Partnership’s Executive Committee and will be refined as part of the initial implementation of this work plan. The core elements of the organization include the following:

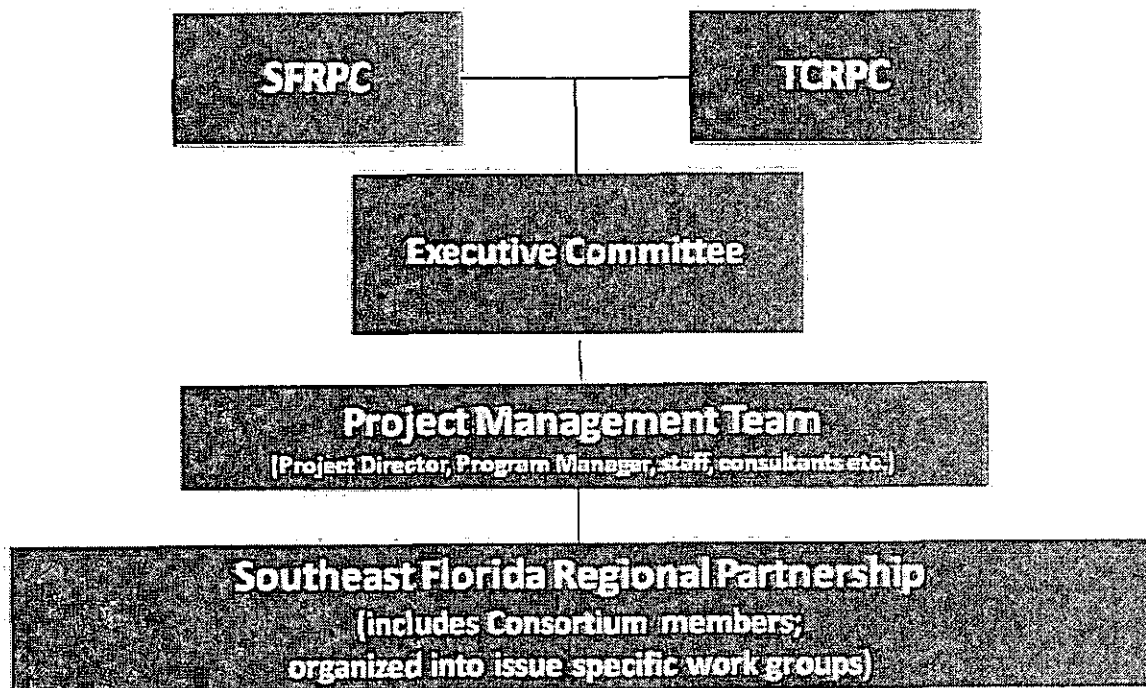
- **Southeast Florida Regional Partnership:** Provides a regional forum for discussion and consensus building on issues of importance to Southeast Florida. The Partnership will develop and approve the Regional Vision and Blueprint for Economic Prosperity and support long-term implementation of Regional Vision and Blueprint through individual and collective action. The Partnership includes more than 200 organizations who have signed memoranda of understanding and/or letters and resolutions of support. Its membership is expected to grow

over time to include additional organizations and regional stakeholders. 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.

- **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 (RPC) boards for action; provide guidance to the Project Director and Program Manager; provide policy direction for the Regional Vision and Blueprint for Economic Prosperity; 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 from each of the 7 counties; each of the 6 metropolitan planning organizations, at least each of the 12 traditional principal cities, and other 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.
- **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. The Consortium includes more than 40 organizations who have committed to provide financial or technical support for the Sustainable Communities Regional Planning Grant. Each consortium member will support key activities as defined in the consortium agreements. Consortium members also will participate actively in the Southeast Florida Regional Partnership summits and Work Group meetings.
- **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, organizations, and individuals 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.

- **Regional Planning Councils:** The South Florida Regional Planning Council (SFRPC) will act as the fiscal agent for the grant. SFRPC will work with the Treasure Coast RPC to manage the work program, including hiring the Project Director (PD), Program Manager (PM), and other staff and consultants; developing consultant scopes of work and budgets; and providing technical and consensus-building assistance to Consortium and Partnership members.

Figure 1. Southeast Florida Regional Partnership Organization



Goals

Continue to develop and expand the Southeast Florida Regional Partnership

Objectives

- Build collaborative partnerships to develop and approve the Regional Vision and Blueprint for Economic Prosperity
- Develop a lasting Southeast Florida Regional Partnership that will continue beyond the visioning process
- Build relationships that encourage the integration of regional goals into local plans and initiatives
- Create a sense of shared regional identity and ownership among the region's residents as contributing members to an enhanced and sustainable future in the region
- Recognize common values and goals among the Partnership's many members
- Expand participation during and after the project duration

Major Activities

- Put into operation the organizational structure defined during the project scoping phase that will be used by the Partnership to address each major issue and activity in a collaborative process (PD/PM, Executive Committee).
- Establish a decision-making framework for Work Groups, the Executive Committee, and other decision making bodies formed (PD/PM, Executive Committee and its subcommittees).
- Create, identify leadership for, and recruit membership of the Work Groups covering the following issues, individually or in combination: (PD/PM, Work Groups, Executive Committee and its subcommittees)
 - Economic Development
 - Housing
 - Transportation
 - Water
 - Environment
 - Climate Resiliency
 - Cultural Assets / Culture
 - Education
 - Healthy Communities
 - Inclusive Regional Leadership
- Initiate collaboration among the Work Groups to identify and refine the issues and challenges of regional importance and the goals and objectives needed to address those issues (Partnership, Consortium Members, Consultant, Work Groups).

Outcomes / Products

- Fully functional Executive Committee (and Subcommittees thereof)
- Fully functional Work Groups
- Long-term structure for an ongoing Southeast Florida Regional Partnership

2 – Regional Resource Library and Scorecard

Description

The Regional Scorecard is intended to be an objective set of measurements to gauge progress in the region. It will initially be calibrated to the Virtual Present and Trend Future Scenario and subsequently used to evaluate the alternate futures scenarios. Ultimately it is intended to monitor regional progress on a regular basis beyond the grant horizon.

The Scorecard will be designed to monitor key economic prosperity, livability, and sustainable communities factors as well as social and equitable progress as the region continues to develop. The Scorecard will build on existing data collection efforts at the regional and local levels, as well as statewide indicators being developed by the Florida Chamber Foundation and other partners. The indicators will be directly linked to the initial goals for each of the issue areas developed by the Work Groups, the regional values identified in a survey conducted during the early phases of the project, and

build upon a review of national best practices in quantitative benchmarking measures and guidance offered from the federal Sustainable Communities Partnership. It is designed to be supplemented, over time, with additional indicators as they emerge. Technical experts will be responsible for providing advice and direction to the Consortium Members and/or Consultants developing a data warehouse, a modeling structure, and final set of indicators for the Scorecard. Much of the technical work will be conducted by the Consortium Members and/or a Consultant and reviewed by the Work Groups for its accuracy, ease of data querying and navigation through the data systems and warehouse by users, and the ease by which users can understand information provided and comprehend knowledge represented by data.

A related outcome will be a Regional Resource Library of documents and comprehensive data and information about each jurisdiction and subregional area in Southeast Florida. While early steps toward the development of the Regional Resource Library began prior to the submittal of the grant proposal, there is still much work to be done to include all relevant data and information that is highly integrated and interactively available for use by the Partnership as a geo-spatial data base. Development of the Regional Resource Library will extend throughout the process and beyond and be a fundamental source for information about the region, documentation of the Regional Vision and Blueprint planning process, and a tool for the development of skills and knowledge required for effective planning participation and implementation of the Regional Vision and Blueprint.

The Scorecard, Regional Resource Library, and Data Warehouse will serve as resources to the Partnership Work Groups as they identify regional challenges, opportunities, goals, objectives, and strategies. These resources also will inform the broader work of the Executive Committee and the Partnership as they integrate the work group recommendations into the overall Regional Vision and Blueprint.

Goal

Create a set of indicators that will help the Partnership identify how the region is currently meeting its goals and track progress towards those goals over time

Objectives

- Define a range of indicators that reflect the deeply held values of the residents of the region and the major challenges and issues confronting the region
- Identify successful local, regional, statewide, and national examples of economically competitive and sustainable regions
- Develop a methodology for measuring and reporting indicators
- Develop a protocol for updating base indicators on a regular basis
- Develop Regional Resource Library and Scorecard

Major Activities

- Conduct a survey of indicators used in other regions, statewide initiatives in Florida, in similar regional visioning processes around the nation, including those recommended by the federal Sustainable Communities Partnership (Consortium Members)

- Review and summarize regional values based on the Values Survey to be conducted as part of Activity 2. (Consortium Members, Consultant, Work Groups)
- Define an initial set of indicators that measure the region's success at meeting the deeply held values and addressing each of the region's major issues. (Consortium Members, Consultant, Work Groups)
- Create a Regional Resource Library that can provide needed information to Work Groups and others throughout the process (Partnership, Consortium Members, Consultant – branded by Southeast Florida Regional Partnership).
- Build a data warehouse using readily available and relevant data. Also identify data gaps that should be addressed in future assessments. (Consortium Members, Consultant, state, regional and local agencies, others providing data)
- Create a modeling structure to synthesize, analyze, and summarize data. (Consortium Members, Consultant, state, regional, local agencies, others providing modeling support)
- Develop the Virtual Present using data from the data warehouse. (Consortium Members, Consultant)
- Create a Trend Scenario by exploring past patterns of development using census and other available data. This will demonstrate decisions that have resulted in the current form of the region and provide a likely path of future development. The early stages of this process will involve a detailed review of currently adopted plans and policies in the region. Those will set the context of the future based on existing plans. The Trend forecast of population, households, and employment will provide anticipated growth in the region to be accommodated. That will most likely be an extrapolation of 2035 forecasts to a 2060 planning horizon. (Consortium Members, Consultant)
- Publish the first Regional Scorecard of existing conditions (Virtual Present) and the Trend Scenario. (Consortium Members, Consultant, Work Groups, Executive Committee)
- Establish a regular schedule for updating the Scorecard. (Executive Committee, PD/PM)
- Conduct the Regional Analysis of Impediments to Fair Housing. (PD/PM, Work Groups, housing authorities, Consortium Members)

Outcomes / Products

- Descriptions of indicators, including data sources and methodologies, and their relevance to regional values
- An "on line" (web accessible) Regional Resource Library developed, maintained, improved, and expanded over time
- 'Virtual Present'
- Trend Future Scenario
- Initial Regional Scorecard on the Virtual Present and Trend Future Scenario

3 – Conduct Public Outreach and Engagement

Description

Public outreach and engagement are essential to creating an effective regional vision. Both direct and indirect feedback from residents and stakeholders in the region are required to help guide the development of the Vision and Blueprint for Economic Prosperity. The outreach program will employ a variety of tools, both traditional and cutting-edge, to engage as many residents as possible in the visioning and planning process as well as to ensure that the project outcomes are meaningful and equitable.

The overall strategy for outreach and marketing engagement will address the full available range of media and marketing techniques and will include a regional values survey, regional summits, interactive web site, visioning scenario workshops, speakers' bureau, focus groups, and other methods to reach a broad, diverse segment of Southeast Florida's residents. Targeted outreach techniques will be employed to obtain input from business leaders and traditionally underrepresented populations.

The input derived from ongoing community engagement will be a critical resource to the Partnership Work Groups as they identify regional goals, objectives, and strategies. Each Work Group will have the opportunity to pose specific questions for public input through the various public engagement processes and will receive regular reports of public input relative to the Work Group's subject matter. Early on, the public engagement process will help identify key opportunities and challenges for each Work Group; in later stages, the public engagement process will provide input on potential goals, objectives, and strategies being formulated by each Work Group; toward the end, the public engagement process will provide feedback on the draft Vision and Blueprint elements created by each Work Group. Public input will inform the broader work of the Executive Committee and the Partnership as they integrate the Work Group recommendations into the overall Regional Vision and Blueprint. The Executive Committee will ensure that there are meaningful opportunities for all segments of the region to participate throughout the Work Group process. They will review the public input that is received to ensure that no key issues are being overlooked by the Work Group. The Executive Committee will use a set of public involvement performance measures to evaluate the effectiveness of these activities.

Goals and Objectives

The public engagement and outreach program will reach a diverse audience in the region. It will involve key stakeholders and residents, and specifically include traditionally under-represented residents. The intent is not only to inform, but to directly engage residents in the education and decision-making process. That will enhance their 'ownership' of the vision as it emerges and greatly enhance the likelihood of successful implementation. Work Group meetings will be organized to discuss the various issues that will be addressed in the Regional Vision and Blueprint. As the Regional Vision and Blueprint concepts and segments are articulated, that will be reported to the Executive Committee and posted in the Regional Resource Library. Comments from Consortium Members and the other Partnership members will be solicited so that revisions that are suggested can be reviewed, further revised if necessary, and cycled through an approval process at subsequent Work Group meetings, visioning and

scenario workshops, and regional summits. Additional comments and reactions will be received electronically and at meetings arranged through the Speakers' Bureau.

Major Activities

- A detailed public engagement plan prepared by the Consortium Members and/or Consultant Team that fleshes out the specific activities to be taken in this area of work. The plan will continually be reviewed and updated as needed throughout the process. (Consortium Members, Consultant, Work Groups)
- Outreach to communities of traditionally unrepresented and under-represented populations will be made by various methods including social assets mapping; identification and engagement of non-traditional community leaders; and working with CDCs, public housing agencies, and human services non-profits to increase capacity to engage and participate in a meaningful way.
- A regional values survey will be undertaken early in the process. That will establish the deeply held beliefs of the residents in the region and will help guide development of some of the key indicators to be monitored over time. The results will be integrated into the kick-off Regional Summit. (Consortium Members, Consultant, Work Groups)
- Regional Summits will be held at major junctures in the process. The summits will bring together the full membership of the Southeast Florida Regional Partnership along with other interested stakeholders. The Executive Committee and Work Group leadership will be heavily engaged in planning for each summit, so the summit provides an opportunity for broad input into the work of each committee and group. It is anticipated that each summit might include an opportunity for each Work Group to meet and draw in members of the Partnership who do not normally participate in that Work Group's meetings. (Partnership, Consortium Members, Work Groups, Executive Committee, Consultant)
 - Summit 1 – The value of regional collaboration will be the focus of the initial kick-off summit. This summit will highlight, at a minimum, successful regional visions and plans from around the country, other regional planning efforts in Florida, and initiatives within the Southeast Florida Region. The overall visioning process will be presented as well as results of the regional values survey.
 - Summit 2 – The Virtual Present and Trend Future will highlight broadly stated existing conditions and the future currently adopted policy will produce. This forum will also provide the kick-off for developing the alternative scenarios and presenting the regional score card.
 - Summit 3 – More detailed Virtual Present and Trend Future will be presented and Alternative Futures will be presented with the evaluation results of the scenarios and the identification the strengths and weaknesses of key components. The most robust elements of each will be presented as possible components of the emerging regional vision.
 - Summit 4 – The final summit will present the Regional Vision, Blueprint, and implementation steps. The Summit will formalize the Partnership's approval of the

vision and announce demonstration projects selected throughout the region. The Summit also will highlight the proposed ongoing role of the Partnership.

- Interactive web site. The website will be branded to the Southeast Florida Regional Partnership and will be continually updated during the visioning process to provide information on the process; access to documents, data, and information; a point of inquiry about associated activities in the region; and archival documents and information. Recognizing that not all segments of our communities have the same access to technology, additional tools will be developed (i.e. traditional media, phone apps, etc.) to ensure equitable access to information. (Consortium Members and/or Consultant develops, Executive Committee approve, Partnership brands)
- Visioning and Scenario Workshops will be held throughout the region. An initial series, hosted by the Consortium or Partnership Members with Consultant support, will kick off the process of engagement on the community level. A schedule of additional regional visioning and scenario workshops will be developed by the Project Director and Consultant team to enhance public involvement throughout the development of the regional vision. (Consortium Members, Consultant, PD/PM, Partnership members hosting and supporting logistics)
- Public outreach and engagement will be continuous throughout the process. A diverse array of media will be employed to engage as many residents in the region as possible. (Consortium Members, Consultant, Work Groups)
- Champions from diverse populations will be recruited for a Speakers' Bureau to disseminate information during various phases of the project. (Consortium Members, Consultant, Work groups)

Outcomes / Products

- Detailed public engagement and outreach plan
- Regional values survey
- Four regional summits
- Work Group meetings
- Interactive web site
- Extensive public outreach using full range of communication tools and techniques
- Visioning and Scenario workshops
- Scenario development and evaluation
- Regional vision education and outreach

4 – Enhance Regional Leadership and Technical Capacity

Description

A key outcome of this project will be to expand the capacity of Southeast Florida's regional leaders and institutions to think and act regionally. Regional capacity has two major dimensions:

- Identifying, developing, and retaining networks of regional leaders and champions who are comfortable addressing issues at a regional scale in a collaborative manner, and who are willing to commit their time, treasure, and talent to help the region act on its greater opportunities and challenges. These include both the leaders of today and the emerging leaders of tomorrow; and
- Enhancing the technical capabilities of local governments and private and civic organizations to analyze and act on regional challenges and opportunities

In both cases, leaders and organizations must develop the capacity to collaborate across jurisdictions, across sectors (public, private, and civic), and across issues.

These activities will help identify and develop leaders for immediate participation in the development of the Regional Vision and Blueprint, including participants and leaders in the various Partnership work groups. More importantly, these activities will create an ongoing leadership capacity to ensure successful implementation of the Regional Vision and Blueprint and the ongoing vitality of the Southeast Florida Regional Partnership. Because of the importance of leadership, the Partnership will create an Inclusive Regional Leadership Work Group to develop and monitor all activities in this area. The Executive Committee will pay particular importance to this issue as part of its standing agenda.

Goals

- Expand the capacity of Southeast Florida's regional leaders and institutions to think and act regionally

Objectives

- Identify regional leaders and champions and build and support their capabilities and effectiveness
- Develop leadership capacity on all levels, with particular emphasis on traditionally under-represented populations and emerging leaders
- Develop inter-agency networks and work cooperatively to develop and share innovative policy and technical capabilities

Major Activities

- Assess the existing technical capacity of local governments and regional organizations to address the region's key challenges and opportunities (Consortium Members, Consultant, Inclusive Regional Leadership Work Group)
- Document the region's formal and informal leadership networks through social assets mapping and related techniques. Create a database of organized local and regional leadership structures (e.g., leadership programs, leagues of cities, community associations, younger professionals programs), and assess the informal leadership networks which often guide specific community and socioeconomic groups. Conduct a social capital survey to establish a baseline of regional leadership capacity today. (Consortium Members, Consultant, Inclusive Regional Leadership Work Group with input from other work groups)

- Develop an overall capacity building strategy that identifies strategies for building leadership and technical capacity in the region (Consortium Members, Consultant, Executive Committee, Inclusive Regional Leadership Work Group)
- Develop and conduct on-going education and training programs to enhance regional leadership and networking capabilities. These may cover regional wide issues (such as a regional leadership academy) or be targeted to specific issue areas. Options include training courses, workshops, mentoring programs, and web-based curricula (Consortium Members, Consultant, Inclusive Regional Leadership Work Group)
- Develop targeted strategies for collaboration among elected officials on regional issues, including removing impediments to collaborative regional action (Consortium Members, Consultant, Executive Committee, Inclusive Regional Leadership Work Group)
- Identify best practices and long-term structures for continuing to develop and retain regional leaders and enhance collaboration among these leaders, such as a Congress of Regional Leaders (Consortium Members, Consultant, Executive Committee, Inclusive Regional Leadership Work Group)

Outcomes / Products

- Assessment of existing leadership and technical capacity
- Capacity building strategy
- On-going education, training, and mentoring programs
- Elected and appointed officials training workshops focusing on Vision/Blueprint implementation strategies
- Congress of Regional Leaders or comparable entity

5 – Develop Regional Vision

Timeline: September 2011 – June 2012

Description

This activity will use Alternative Future Scenarios to illustrate and educate the Partnership and others about options and consequences regarding the region's major challenges, values, and issues. The activity will rely on the available data stored in the Regional Resource Library (including the data warehouse) created during Activity 3, as well as the results of the Virtual Present and the Trend Future Scenario. The Trend Future Scenario will serve as a starting point, and each Alternative Future Scenario will reflect differing outcomes assuming changes in key variables influencing each of the major issues areas. Alternative scenarios will reflect changes in future development patterns, infrastructure investments, economic drivers, environmental protection strategies, and climate change impacts in the region. The Trend Future Scenario and Alternative Future Scenarios will be evaluated using indicators in the Regional Scorecard. The scenarios will help the Partnership define the preferred scenario to be used as the basis for the Vision and Blueprint. The Regional Vision will detail the preferred scenario and include a vision statement, supporting maps and other information for each issue area.

The Partnership Work Groups will play a critical role in developing elements of the Regional Vision, including developing the vision statement and supporting documentation for each issue area. The Work Group chairs will meet periodically to discuss cross cutting issues and identify potential gaps or conflicts. The Executive Committee will review the development of the Regional Vision to ensure all desired outcomes are being met.

Goal

A unified Regional Vision with economic prosperity as the unifying umbrella

Objectives

- Broad-based understanding of the consequences of continuing on the same (trend) path
- Technically supported analysis of the consequences of future decisions

Major Activities

- Develop workshop framework and content
- Conduct workshop training with Partners
- Conduct regional workshops that explore how the future of the region can change assuming changes to the major drivers in each of the major issue areas. (Consortium Members, Consultant, Work Groups, Partners hosting and helping with logistics)
- Compile and analyze workshop results in preparation for development of alternative future scenarios
- Create Alternative Future Scenarios from the outputs from the workshops, information from the Regional Resource Library (including the data warehouse and the regional modeling structure) (Consortium Members, Consultant, Work Groups)
- Ensure scenarios address major issue areas, regional challenges, input from regional workshops, and regional values (Consortium Members, Consultant, Work Groups)
- Evaluate scenarios using the Regional Scorecard. Disseminate results widely to begin a regional discussion about options (Consortium Members, Consultant, Work Groups, Executive Committee)
- Conduct a regional summit to define a Preferred Scenario and draft Vision (PD/PM, Consortium Members, Consultant, Partnership, Work Groups, Executive Committee, Partnership hosting and helping with logistics)
- Create a Regional Vision, including a composite vision statement and map and specific visions for each issue area, from the Preferred Scenario that will be the focus for the policy development and adoption in the Regional Blueprint (Consortium Members, Consultant, Work Groups, Executive Committee, Partnership)

Outcomes / Products

This phase of activity will have a number of products over its course.

- Alternative Future Scenarios
- Evaluation of scenarios using Regional Scorecard
- Preferred scenario

- Regional Vision

6 – Regional Blueprint

Description

The Regional Blueprint is the full range of policy documents that supports the Regional Vision and guides its implementation. It includes strategies for integration into relevant local, regional, state, and federal plans to weave vision elements through each level of planning activity. The Blueprint identifies various paths of implementation at each level of planning activities.

The Blueprint will be a new type of plan that does not exist in Southeast Florida today – cutting across traditional jurisdictions, issues, and planning processes. The structure and contents of the Blueprint will be developed over the course of the planning process. It will address the 10 key issues identified by the Partnership on pages 3-8 of this work plan. The Blueprint will include:

- A regional economic strategy to diversify and strengthen Southeast Florida’s economic base and provide equitable opportunities for creating new businesses, jobs and investments
- A regional equitable housing plan to better connect safe and affordable housing with employment centers and educational opportunities, services, and other basic needs
- A regional long range transportation strategy identifying the transportation investments needed for economic competitiveness, including potential funding sources for these investments
- A regional water supply strategy to address the region’s long-term water infrastructure needs and work toward more sustainable use of its limited fresh water supply
- A regional environmental stewardship strategy to both restore and protect, in perpetuity, the major environmental systems, fresh water supplies, and food sources within and surrounding the region
- A regional climate resiliency strategy to better understand the likely impacts of climate change, including the likely extent of sea level rise impacts; consider how the region can contribute to reductions in greenhouse gas emissions; and develop a coordinated regional adaptation and plan to protect natural, built, and human communities
- A regional community assets strategy to protect and promote the region’s arts, culture, and historic assets, with particular attention on strategies for addressing the needs of the region’s distressed communities
- A regional workforce and education strategy to provide quality lifelong educational, vocational, and job training opportunities for all residents that matches with job requirements in the 21st century
- A regional healthy communities strategy to improve the well being of all residents
- Ongoing regional leadership capacity activities and partnerships to sustain a vital network of regional leaders and champions who can guide the region through the choices of today and tomorrow

The Partnership Work Groups will play a critical role in developing elements of the Regional Blueprint, including developing the goals, objective, strategies, and actions for each issue area. The Work Group chairs will meet periodically to discuss cross cutting issues and identify potential gaps or conflicts. The Executive Committee will review the development of the Regional Blueprint to ensure all desired outcomes are being met.

It is anticipated that the Executive Committee will recommend the Regional Vision and Blueprint for Economic Prosperity for adoption, and the Southeast Florida Regional Partnership members will approve the final Regional Vision and Blueprint at the last regional summit. The Regional Planning Council boards would then adopt and integrate Regional Vision and Blueprint into their Strategic Regional Policy Plans. Other regional and local stakeholders would adopt Regional Vision and Blueprint through the most appropriate process – for example, local governments would incorporate into comprehensive plans; metropolitan planning organizations into long-range transportation plans; and economic development organizations and chambers of commerce into relevant plans and strategies.

Goal

Create a planning and policy framework to support and guide the Regional Vision through its implementation

Objectives

- Convert the vision into specific goals, objectives, and implementation strategies
- Provide enough specificity in the framework to enable Partners to work tangibly and in unison towards the Vision
- Integrate regional strategies, policies, and projects into federal, state, regional, and local plans
- Create an implementation matrix that clearly defines what is to be done in the short, medium, and long terms

Major Activities

- Identify a model outline for the Blueprint based on a scan of national best practices
- Create Blueprint Elements which integrate the Vision into a regional policy framework to address each of the major issue areas, including: (Consultant, Work Groups)
 - Economic development
 - Housing
 - Transportation
 - Water
 - Environment
 - Climate resiliency
 - Community assets/culture
 - Education
 - Healthy communities

- Inclusive regional leadership
- Develop strategies to integrate each of the Blueprint elements into local and state planning structures (Consortium Members, Consultant, Work Groups)
- Prepare an Implementation Matrix that shows regional projects to be implemented in the short, medium, and long terms. This matrix should include potential funding sources (Consortium Members, Consultant, Work Groups)

Outcomes / Products

- Elements to address all aspects of the vision (economic development, environment, housing, transportation, etc.)
- Strategies for integration into local, regional, state, and federal plans
- Implementation Matrix that includes needed projects, partners and paths to implementation

7 – Begin Implementation

Description

Implementation of the Vision Plan and Blueprint will begin early in the project with the preparation of a series of case studies that document successful developments already existing in the region. These will be used as model patterns and supplemented with additional examples as needed.

As mentioned in Task 6, a key activity will be to develop an implementation strategy that will further the adoption of the Regional Vision and Plan. Demonstration projects will begin as the preferred scenario is developed in coordination with development of the Regional Blueprint. Representative projects that characterize specific components of the Vision, or mechanisms for implementing the Vision, will be selected through a competitive process of matching grants to elucidate the tools needed to bring the vision to fruition. Each of these will contribute to the Implementation Toolbox that will assist local planners in translating the vision into locally adopted model ordinances.

Goal

Develop and illustrate techniques for planning, policy, and regulation changes that will facilitate implementation of the Regional Blueprint

Objectives

- Develop model regional compacts and ordinances that will facilitate implementation of the Vision
- Develop an Implementation Toolbox to assist planners in modifying their local codes to embrace the Vision elements
- Create and fund a program to continue demonstration projects beyond the visioning process to systematically strengthen local expertise in implementing vision elements

Major Activities

- Work with regional partners to adopt Regional Vision and Blueprint

- Work with regional partners to integrate Regional Vision and Blueprint into strategic planning efforts
- Identify successful local initiatives through case studies report developed early in the process (Consortium Members, Consultant, Work Groups, participating Consortium Partners)
- Identify successful development patterns, practices and strategies from outside the region that could be appropriate for Southeast Florida. (Consortium Members, Consultant, Work Groups)
- Work with the Work Groups to identify, scope, and implement demonstration projects that illustrate how Partnership members can address regional issues and achieve regional goals within the purview of their authority. It is important that Partnership members assume most of the responsibility in conducting the demonstration projects and providing the products to other members. Demonstration projects should touch on the region's major issues and represent each of the regional area types, including coastal, urban, suburban, and rural. (Consortium Members, Consultant, Work Groups; participating Partnership members)
- Create an Implementation Toolbox with a full range of supporting policies and tools to integrate and implement the Regional Vision and Blueprint into each level of government in the region. Tools will include model ordinances, design guidelines, and technical methods to address critical areas requiring unique attention or providing a large impact, such as transit oriented development and other issues related to the creation of sustainable communities. As with the demonstration projects, it is important that the Regional Toolbox touch on the region's major issues, regional challenges, and area types. (Consortium Members, Consultant, Work Groups)
- Continually refine and update the Regional Blueprint to reflect changing conditions and address new opportunities and challenges
- Monitor progress toward achieving the Regional Vision and Blueprint

Outcomes / Products

- Case Studies report and PowerPoint and/or multimedia presentation
- Demonstration projects
- Implementation Toolbox

Schedule

The project was initiated on February 21, 2011 with the signing of the Cooperative Agreement with HUD. The initial scoping phase will be completed in June, 2011 and anticipated completion will occur on or before February 2014. Where there are opportunities to accelerate completion of the work program without sacrificing the quality and inclusiveness of this regional effort, they will be discussed and explored. Several tasks will extend well beyond the grant period including the implementation phase and ongoing publication of the Regional Scorecard. The Regional Partnership will continue to grow and evolve after the vision is adopted and work cooperatively to achieve the goals. Building collaborative partnerships and enhancing regional capacity will also extend beyond the grant horizon as common goals continue to be explored.

Activity Description	Where Are We Now?												Where Are We Going?												Where Do We Want To Go?												How Do We Get There?											
	2011												2012												2013												2014											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2										
Scoping Phase																																																
Activity 1: Build Collaborative Partnerships																																																
Activity 2: Regional Scorecard																																																
Activity 3: Public Engagement																																																
Activity 4: Enhance Regional Capacity																																																
Activity 5: Regional Scenario Development																																																
Activity 6: Regional Vision																																																
Activity 7: Implementation																																																

The budget that follows describes the level of effort for each of the phases of work. It also includes the local match distributed proportionately among the tasks, although many of the tasks may actually attract much larger matching from the Partnership. Nearly three quarters of the grant is allocated to developing the Regional Scorecard, building and measuring scenarios, crafting the Vision and Blueprint and associated policy documents and implementation strategies. The largest proportion is directed toward Demonstration Projects during the implementation phase. These critical investments interpret the Vision and associated policies in real-world projects and inform the Toolbox for implementation at the local level. It is anticipated that this phase will begin the process realizing the regional vision.

Work Description	Total Labor \$6,604,403	Task Proportion 100%	Grant Funded \$4,250,000	RPCs Grant Funded \$1,670,000	Consultants Sub-Grants \$2,559,281	TOTAL In-Kind \$2,354,403
Scoping Phase	\$198,132	3%	\$127,500	\$127,500	\$0	\$70,632
Task 1: Build Collaborative Partnerships	\$396,264	6%	\$255,000	\$255,000	\$0	\$141,264
Task 2: Regional Resource Library and Scorecard	\$1,320,881	20%	\$850,000	\$323,000	\$527,000	\$470,881
Task 3: Conduct Public Engagement	\$990,660	15%	\$637,500	\$127,500	\$510,000	\$353,160
Task 4: Enhance Regional Leadership and Technical Capacity	\$462,308	7%	\$297,500	\$282,625	\$14,875	\$164,808
Task 5: Develop Regional Vision	\$990,660	15%	\$637,500	\$159,375	\$457,406	\$353,160
Task 6: Develop Regional Blueprint	\$792,528	12%	\$510,000	\$280,500	\$229,500	\$282,528
Task 7: Begin Implementation	\$1,452,969	22%	\$935,000	\$114,500	\$820,500	\$517,969

Please refer to the accompanying Southeast Florida Regional Vision and Blueprint Work Plan for additional detail on both the tasks time line and activities and budget.

For additional information please contact:

Isabel Cosio Carballo
 Director of Public Affairs
 South Florida Regional Planning Council
 954.985.4416; cell 954.240.3012
isabelc@sfrpc.com

**South Florida Regional Planning Council
HUD Sustainable Communities Initiative
Federal In-Kind Match Funds Reporting Form**

Reporting Period		From:		To:	
Reporting Organization:					
Reporting Date:					

Summary of Expenses for this Reporting Period		Total
Part 1. Staff Salary and Fringe		\$0.00
Part 2. Staff Travel Expenses		\$0.00
Part 3. Other Expenses		\$0.00
Total Expenses for this Reporting Period		\$0.00

1. Eligible match expenses must have been incurred on after February 21, 2011, and prior to completion of the grant period (Feb/2013).
2. Eligible match expenses must reflect activities or events tied to completion of the goals of the HUD Sustainable Communities Initiative.
3. Salary rates are capped at \$129,517 per year or \$62.26 per hour; amounts in excess of the cap will be discarded.
4. Please attach copies of documentation for each expenditure listed. You must retain originals for 3 years after completion of the grant.
5. For staff salary and fringe, please attach timesheets; also attach meeting agendas when appropriate.

I certify that the information reported on this form is accurate and true to the best of my knowledge and belief.

Name of Authorized Official		Signature		Date
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**South Florida Regional Planning Council
HUD Sustainable Communities Initiative
Federal In-Kind Match Funds Reporting Form**

Reporting Period	From: <input style="width: 90%;" type="text"/>
Reporting Organization:	To: <input style="width: 90%;" type="text"/>
Reporting Date:	<input style="width: 90%;" type="text"/>

Part 1: Staff Salary and Fringe				
Name of Employee	Description of Activity or Event	Date	Number of Hours	Hourly Rate (\$) Total Value (\$)
Sub-Total: Staff Salary and Fringe				

Reporting Period
Reporting Organization:
Reporting Date:

To:

Reporting Organization:		
Reporting Date:		

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**South Florida Regional Planning Council
HUD Sustainable Communities Initiative
Federal In-Kind Match Funds Reporting Form**

Reporting Period

From:

To:

Reporting Organization:

Reporting Date:

Part 2. Staff Travel Expenses				
Name of Employee	Type of Expense (Air Fare, Hotel, Mileage, Food)	Date	Total Value (\$)	
Sub-Total: Staff Travel Expenses				

Reporting Period	
Reporting Organization:	
Reporting Date:	

From: To:

[illegible]

**South Florida Regional Planning Council
HUD Sustainable Communities Initiative
Federal In-Kind Match Funds Reporting Form**

Reporting Period		
Reporting Organization:		
Reporting Date:	From: <input type="text"/>	To: <input type="text"/>

Part 3. Other Expenses		
Description of Expense	Date	Total Value (\$)
Sub-Total: Other Expenses		

Reporting Period:
Reporting Organization:
Reporting Date:

To:

Reporting Organization:
Reporting Date:

Description of Expense

Date	Total Value (\$)
1/1/2020	100.00
2/1/2020	100.00
3/1/2020	100.00
4/1/2020	100.00
5/1/2020	100.00
6/1/2020	100.00
7/1/2020	100.00
8/1/2020	100.00
9/1/2020	100.00
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2/1/2030	100.00

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Southeast Florida Regional Partnership

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

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.

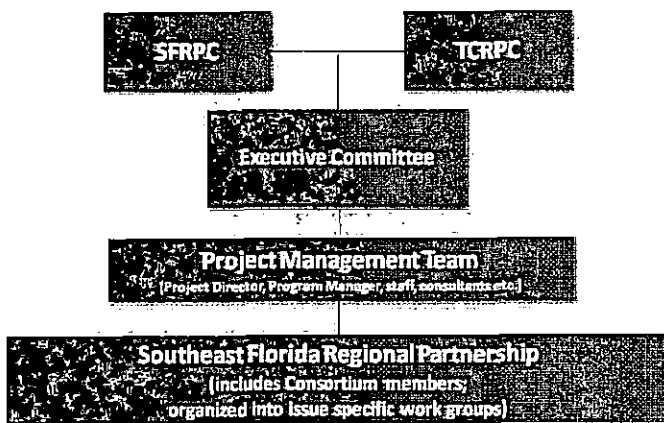
V. Governance Structure and Decision-making:

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.

COPY

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: 12-13-2011

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

	Build Collaborative Partnerships	Develop Regional Resource Library & Scorecard	Conduct Public Engagement	Enhance Regional Leadership Capacity	Develop Regional Vision	Develop Regional Blueprint	Begin Implementation
Economic Development	Establish Partnership Executive Committee, and subcommittees	Develop regional resource library	Develop public engagement strategy with continuing focus on issue areas	Assess current leadership capacity in each issue area	Build issues based scenarios and evaluate with Regional Scorecard	Use Work Groups and public input to create Blueprint elements for each issue area	Conduct demonstration projects
Housing	Establish Partnership	Identify indicators for each issue area	Conduct regional values survey	Develop training, collaboration, and strategies to build capacity among current and emerging leaders	Use Work Groups and public input to create vision statement and illustration for each issue area	Create regional composite Regional Blueprint	Build Implementation Tool Box
Transportation	Establish Partnership issue-specific Work Groups	Develop regional scorecard	Engage public at key points of project through summits, workshops, etc.	Develop training, collaboration, and strategies to build capacity among current and emerging leaders	Develop integrated composite Regional Vision	Develop Implementation Matrix for each issue area	Create plan to monitor implementation progress
Water	Collaborate among partners throughout process	Develop virtual present and trend future scenarios	Develop and use on-going communication capabilities				
Environment	Identify long term structure for Florida Regional Partnership						
Climate Resiliency							
Communities Assets Culture							
Health							
Education							
Inclusive Regional Leadership							

Link to information about the Southeast Florida Regional Partnership:

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

For additional information, please contact:

South Florida Regional Planning Council 954.985.4416

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Greg Vaday
Economic Development Coordinator
gvaday@tcrpc.org

August 20, 2010

Honorable Shaun Donovan, Secretary
U.S. Department of Housing and Urban Development
451 Seventh Street, SW, Room 10276
Washington, DC 20410-0500

RE: Partnership Agreement and Commitment Letter for South Florida Regional Partnership Consortium – HUD Sustainable Communities Regional Planning Grant Program

Dear Secretary Donovan:

As lead representative for the Southeast Florida Regional Partnership Consortium, this Partnership Agreement and Commitment Letter is provided to confirm our intent to work together and implement a HUD Sustainable Communities Regional Planning Grant Program as follows:

1. This provides the guiding principles for the Southeast Florida Regional Partnership. It is proof of our commitment to work collaboratively with regional partners in a coordinated effort to prepare and carry out a comprehensive work plan pursuant to the receipt of adequate funding from the U.S. Department of Housing and Urban Development's (HUD) Sustainable Communities Planning Grants Program.
2. If awarded, these funds will be used to further develop the Southeast Florida Regional Partnership; establish a comprehensive regional vision and plan identifying critical projects and infrastructure that will improve the Region's sustainability; and establish priorities for focused investment in Southeast Florida.
3. The HUD Sustainable Communities Planning Grants Program grant application and work program will be prepared and managed by the South Florida Regional Planning Council, in partnership with the Treasure Coast Regional Planning Council, and other regional stakeholders.
4. The South Florida Regional Planning Council, lead applicant, is authorized to act in the representative capacity with HUD on behalf of all members of the Consortium and to assume administrative responsibility for ensuring that the Consortium's program is carried out in accordance with all HUD requirements.
5. While the South Florida Regional Planning Council holds fiscal and administrative responsibility for regular interaction with HUD, this does not restrict the Consortium from developing a governance structure that reflects the diversity of its partners, and allows for maximum participation in strategy development and decision-making.
6. We agree to the best of our ability and within the limits of our budget to work cooperatively to implement the funded project.
7. As a member of the Consortium, we are committed to following the *Livability Principles* relating to the sustainable development and redevelopment of Southeast Florida:
 - Provide more transportation choices
 - Promote equitable affordable housing
 - Enhance economic competitiveness
 - Support existing communities
 - Coordinate policies and leverage investment
 - Value communities and neighborhoods
 - Enhance community resiliency to the impacts of Climate Change
8. Any regional plan document developed pursuant to the HUD Sustainable Communities Planning Grants Program will support these Livability Principles and should, to the greatest extent possible and where appropriate, be built upon the foundation of work that has been accomplished and undertaken in the region where existing plans, partnerships, and processes enhance regional planning; coordination and efficiency; reduce unnecessary duplication of effort and responsibilities; and add clarity and accountability to implementation processes.
9. This letter is neither a fiscal nor funds obligation document (leverage commitment letters are provided separately). Nothing herein shall obligate Consortium members to expend appropriations, obligate funds, or

enter into any contract or other agreement, or restrict the undersigned from participating in similar activities or arrangements with other entities or agencies.

10. A formal Consortium agreement will be executed no later than 120 days after the effective start date of the grant agreement with the approval of the Chief Executive Officer and/or governing body of the organization. The Consortium agreement will describe each Consortium member's specific activities under the Program, including timetables for completion. The South Florida Regional Planning Council will enter into Memoranda of Understanding with partner recipients of grant funds to ensure delivery of the required activities. We acknowledge that HUD reserves the right to terminate the grant if a Consortium agreement has not been executed within 120 days of the award.

The below listed partners represent governmental entities, metropolitan planning councils, regional planning councils, non-profit and faith-based organizations; and educational institutions. Each has authorized me to prepare and execute this Partnership Agreement Letter on their behalf. Additionally, as required, they each have provided the required Letters of Commitment, that are on file the SFRPC. Combined, the partners have pledged _____ cash commitment as cash match, and [state in-kind value amount

Thank you!

Sincerely,

Carolyn A. Dekle
Executive Director

CONSORTIUM PARTNERS
Local / Regional Government

COMMITMENT LETTER

South Florida Regional Planning Council
Treasure Coast Regional Planning Council
City of Boca Raton
City of Delray Beach
City of Fort Lauderdale
City of Homestead
City of Key West
City of Miami
City of Miami Beach
City of Pompano Beach
City of Port St. Lucie
City of Sebastian
City of Vero Beach
City of West Palm Beach
Broward County
Indian River County
Martin County
Miami-Dade County
Monroe County
Palm Beach County
St. Lucie County

CONSORTIUM PARTNERS
Transportation Partners

COMMITMENT LETTER

Broward MPO
Indian River MPO
Martin MPO
Miami-Dade MPO
Palm Beach MPO
St. Lucie TPO
Florida Department of Transportation Dist 4 & 6
Miami-Dade Expressway Authority
South Florida Regional Transportation Authority

Non-Profit / Community-Based Partners

1000 Friends of Florida
City of Lauderdale Lakes CRA
Florida Redevelopment Association
Housing Leadership Council of Palm Beach
Human Services Coalition
Liberty City Trust

Academic & Research Institutions

Collins Center for Public Policy
Florida Atlantic University
Florida International University
Miami Dade College
St. Thomas University
University of Florida Shimberg Center for
Housing Studies

Business Leadership

Regional Business Alliance
Urban Land Institute – SE Florida / Caribbean Chapter

**SUSTAINABLE COMMUNITIES INITIATIVE
MEMORANDUM OF UNDERSTANDING
FOR THE
SOUTHEAST FLORIDA REGION**

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to provide a mutual understanding in support of the signatory agencies, organizations, governments, and individuals that will be working in cooperation to: 1) prepare a successful Sustainable Communities Initiative (SCI) grant application; and 2) complete the work funded under the SCI grant.

II. Background

On June 16, 2009, the U.S. Department of Housing and Urban Development (HUD) joined with the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Transportation (DOT) to help improve access to affordable housing, more transportation options, and lower transportation costs while protecting the environment in communities nationwide. A set of guiding livability principles and a federal interagency partnership agreement is intended to guide their efforts in coordinating federal housing, transportation, and other infrastructure investments designed to protect the environment, promote equitable development, and help to address the challenges of climate change.

Congress provided a total of \$150,000,000 to U.S. HUD for the SCI program to encourage regional planning efforts that integrate housing and transportation decisions, and increase State, regional and local capacity to incorporate livability, sustainability and social equity principles into land use and zoning. From that total amount, \$100,000,000 is being made available to encourage metropolitan regions to develop integrated regional plans that articulate a vision for growth that federal housing, transportation and other federal investments can support.

More importantly, the three federal agencies have made a commitment to utilize the integrated regional plans or visions to guide their planning and funding decision-making. Funding to these metropolitan regions would generally be directed towards programs and projects identified in “Regional Plans for Sustainability” aimed at increasing transportation choices, reducing combined housing and transportation costs for American families, improving the quality of life in communities, and improving the natural and built environment.

III. Agreement

Whereas, there is a recognized need among the signatories for a coordinated, collaborative regional effort to prepare and carry out a successful SCI grant application and work program; and

Whereas, an SCI grant application and work program will be prepared and managed by the Treasure Coast and South Florida Regional Planning Councils in cooperation with the MOU signatories, including, but not limited to, (insert name of organization), with the intent of establishing a comprehensive regional plan or vision identifying critical projects and infrastructure to: 1) improve the Region’s sustainability; and 2) assist and guide federal funding agencies in prioritizing and focusing future federal investment in Southeast Florida; and

Whereas, the signatories agree to the best of their abilities and within the limits of their budgets to work cooperatively on the grant application and funded project; and

Whereas, any private sector organization, non-profit, academic or research institution, philanthropic partner, community organization, governmental entity, individual, or intermediary agency that bears responsibility for or has an interest in the sustainable development and redevelopment of Southeast Florida may be a partner and signatory to this MOU; and

Whereas, each of the signatories to this MOU understands urban redevelopment and the promotion of infill development in Southeast Florida represents environmental, transportation, social, and economic and community development strategies for restoration of the Everglades ecosystem and advancing the goals of the federal SCI program; and

Whereas, each of the signatories to this MOU is committed to following the Livability Principles relating to the sustainable development and redevelopment of Southeast Florida:

1. **Provide more transportation choices.** Develop safe, reliable and economic transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
2. **Promote equitable, affordable housing.** Expand location-and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility, and lower the combined cost of housing and transportation.
3. **Enhance economic competitiveness.** Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services, and other basic needs by workers as well as expanded business access to markets.
4. **Support existing communities.** Target funding toward existing communities through such strategies as transit-oriented, mixed-use development and land recycling – to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.
5. **Coordinate policies and leverage investment.** Align policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. **Value communities and neighborhoods.** Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods – rural, urban or suburban.
7. **Enhance community resiliency to the impacts of Climate Change.** Enhance community resiliency to the impacts of climate change through the development of mitigation and adaptation strategies.

Whereas, any regional plan document developed under the SCI grant will support these Livability Principles and should, to the greatest extent possible and where appropriate, be built upon the foundation of work that has been accomplished and undertaken in the region where existing plans, partnerships, and processes enhance regional planning, coordination and efficiency, reduce unnecessary duplication of effort and responsibilities, and add clarity and accountability to implementation processes.

Now, Therefore, this MOU is established to create a framework for coordinating efforts related to the preparation of a successful SCI grant application and successfully completing the work funded under the SCI grant.

IV. Programming, Budgeting, Funding and Reimbursement Arrangement

- a. This MOU is neither a fiscal nor a funds obligation document. Any transfer of funds between parties may take place through existing authorities and procedures.
- b. Generally, any endeavor involving the transfer of funds will follow normal procurement or other appropriate processes and will be affected in writing by representatives of the organizations involved.
- c. This MOU in no way restricts the signatories from participating in similar activities or arrangements with other entities or agencies.

- d. Nothing in this MOU shall obligate the signatories to expend appropriations, obligate funds or enter into any contract or other agreement.

V. Effective Date

This MOU will become effective upon signature by any two parties. Any Party may terminate its participation in this MOU upon written notice to the other Parties. The provisions of the MOU will be reviewed periodically, as appropriate, and amended or supplemented as may be mutually agreed upon.

VI. Other Memorandum of Understandings

There are no superseding MOUs on this topic among the Parties hereto.

VII. Signatures

This MOU may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Each Party has signed this five-page agreement on a separate page. The original signature pages are on file at the South Florida Regional Planning Council, 3440 Hollywood Boulevard, Suite 140, Hollywood, FL 33021; (954) 985-4416.

**SUSTAINABLE COMMUNITIES INITIATIVE
MEMORANDUM OF UNDERSTANDING
FOR THE
SOUTHEAST FLORIDA REGION**

By my signature below, my organization/agency becomes a signatory to the Sustainable Communities Initiative Memorandum of Understanding for the Southeast Florida Region, dated _____, 2010. I understand that the MOU will be executed in one or more counterparts, each of which will be deemed an original, but all of which shall constitute one and the same instrument. This original signature page will be kept on file at the South Florida Regional Planning Council.

Signature

Typed Name and Title

Organization/Agency

Date

Please return to:

South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

Consortium Member as of August 2010	Work to be Accomplished in Support of the Southeast Florida Regional Plan for Sustainable Development	Leverage Letter Signature and/or Key Contact	Consortium Agreement Signature Contact and Title	Raising Factor Form Amount		
				Value of In-Kind Match Contribution (over 3 years)	Value of Leveraged Match Cash Contribution	Value of Contributed Cash
Martin County	Martin County will assist in the development of the RPSD through its participation in meetings and on project issue committees.	Taryn Kryzda County Administrator Nikki Van Vonnio, Growth Management Department Director	Taryn Kryzda, County Administrator	\$61,908		\$61,908
Martin Metropolitan Planning Organization (MPO)			Beth Beltran, Director			\$0
Miami Dade College	In-kind professional time and services; support staff and facilities; project outreach via broadcast facilities; and project promotion via college website.	Rolando Montoya, College Provost Mark Bailey, Director of Municipal and Federal Relations	Eduardo Padron, Ph.D., President	\$26,142		\$26,142
Miami-Dade County	Support includes professional time and services; technical assistance on climate change mitigation and adaptation issues; and research and evaluation activities. Contributions include strategic planning to remove impediments to fair housing in Miami-Dade County; develop stormwater master plans; and enhance resiliency to the impacts of climate change and sea level rise.	Susy Torriente, Director, Office of Sustainability Eric Silva, Chief of Community Planning, Department of Planning and Zoning			\$10,230,158	\$10,230,158
Miami-Dade Expressway Authority (MDX)	Leveraged resources including investing over \$1 million per year in transportation planning developing future expansions and improvements to the MDX roadway system.	Javier Rodriguez, Executive Director Mayra Diaz, Planning Manager	Javier Rodriguez, Executive Director		\$3,000,000	\$3,000,000
Miami-Dade Metropolitan Planning Organization	In-kind staff participation in meeting and on project committees; and research and evaluation activities (Planning funds from FHWA and FTA 5303).	Irma San Roman, Acting Director Susan Schreiber, Transportation Systems Analyst	Jose Luis Mesa, Director		\$525,000	\$525,000

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

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Monroe County	In-kind professional time and services; support staff and facilities; In addition Monroe County will engage in Infrastructure Improvements, community and economic development, energy efficiency, environmental justice, and green building projects.	Townsley Schwab, Director, Dept of Planning and Environmental Resources Jane Tallman, Florida Keys Seaside Highway Coordinator	Roman Gastesl County Administrator	rgastesl-roman@monroecounty-fl.gov cvt-connie@monroecounty-fl.gov tallman-jane@monroecounty-fl.gov schwab-townsley@monroecounty-fl.gov		\$0	
Palm Beach County	Participation in meetings and technical assistance in economic development and competitiveness, the coordination of policies and leverage investment, support of existing communities, and enhancement of community resiliency to the impacts of climate change and sea level rise.	Robert Weisman, County Administrator Verdenia Baker, Deputy County Administrator Sherry Howard, Director, Economic Development Office Barbara Alterman, Planning, Zoning & Building	Sherry Howard, Director, Economic Development Office	rwelsman@pbcgov.org vbaker@pbcgov.org showard@pbcgov.org balterman@pbcgov.org	\$24,960	\$1,020,000	\$1,044,960
Palm Beach Metropolitan Planning Organization	Participation in meetings and on project issue committees, research and evaluation activities. The Regional Business Alliance will provide in-kind support in the form of participation in meetings on project issues and committees; outreach to Chief Executive Officers (business community outreach); issue forums; and assistance with research and evaluation activities.	Randy Whitfield, Executive Director	Randy Whitfield, Executive Director	rwhitfie@pbcgov.org		\$445,000	\$445,000
Regional Business Alliance		Ralph Marrinson, Chair	Ralph Marrinson, Chair	rmarrinson@marrinson.com	\$75,000		\$75,000
South Florida Cultural Consortium	The South Florida Cultural Consortium will participate in meetings and provide technical assistance in civic engagement, communications, community gardening, data collection and research, including community needs assessments, education, the development of educational tools and strategies. Specific studies include a Local Arts Index study and a Regional Arts and Economic Prosperity Study.	Michael Spring, Chairman	Michael Spring, Chairman	ms4@miamidade.gov	\$240,000		\$240,000

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

Consortium Member as of August 2010	Work to be Accomplished in Support of the Southeast Florida Regional Plan for Sustainable Development	Leverage Letter Signature and/or Key Contact	Consortium Agreement Signature Contact and Title	Contact E-mail	Rating Factor Form Amount		
					Value of In-Kind Match Contribution (over 3 years)	Value of Leveraged Match Cash Contribution	Value of Total Contribution
South Florida Regional Planning Council (SFRPC)	In-kind support via donation of professional time and services; participation in meetings and committees; outreach and coordination with local partner organizations/governments; participate in meetings and dedicate personnel to the development and implementation of the Regional Plan for Sustainable Development.	Isabel Cosio Carballo	Jack Osterholt, Executive Director	josterholt@sfrpc.com	\$0	\$3,388,000	\$3,388,000
South Florida Regional Transportation Authority (SFRTA)	In-kind support including participation in meetings, and outreach and evaluation activities leveraging FTA 5307.	Lynda Westin	Joseph Giuletto, Executive Director	giuletto@sfrta.fl.gov westin@sfrta.fl.gov stephens@sfrta.fl.gov crossw@sfrta.fl.gov		\$821,760	\$821,760
St. Lucie County	Three (3) Projects that will support and complement the HUD project: Western Lands Study; Green Corridor Charrette; and Wetlands Study. Participation in meetings and technical assistance.	Britton De Witt, Senior Planner	Mark Satterlee, Planning & Development Services Director	satterleem@stlucelco.org		\$630,000	\$630,000
St. Lucie Transportation Planning Organization	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; research and evaluation support; technical assistance; and computers and equipment.	Marcela Lathou	Peter Buchwald, Executive Director	buchwaldp@stlucelco.org lathoum@stlucelco.org	\$75,000		\$75,000
St. Thomas University	Voluntary administration and technical assistance; provision of office space; provision of meeting space; provision of equipment; scholarship fund; and secondary school future leadership development.	John Carpenter, PhD., Dean	Reverend Monsignor Franklyn M. Casale	carpenter@stu.edu fcasale@stu.edu			\$0
The Resource Innovation Group	In-kind support including professional time and services; technical assistance on climate change mitigation and adaptation issues; and research and evaluation activities.	Steve Adams, Director, Climate Adaptation & Preparedness Program	Bob Doppelt, Executive Director	bob@trig-dil.org egcadams@ugregion.edu	\$150,000		\$150,000
Treasure Coast Regional Planning Council (TCRPC)	The Treasure Coast Regional Planning Council will reach out to, and coordinate with, partner organizations and local governments in Palm Beach, Martin, St. Lucie, and Indian River counties to support the development of the RPSD. The TCRPC will participate in meetings on project issues and committees and dedicate personnel to the development and implementation of the RPSD.	Kim Delaney	Michael Busha, Executive Director	mbusha@tcrpc.org kdelaney@tcrpc.org rvaday@tcrpc.org	\$100,000	\$700,000	\$800,000

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

Consortium Member as of August 2010	Work to be Accomplished in Support of the Southeast Florida Regional Plan for Sustainable Development	Leverage Letter Signature and /or Key Contact	Consortium Agreement Signature Contact and Title	Contact E-mail	Rating Factor Form Amount		
					Value of In-Kind Match Contribution (over 3 years)	Value of Leveraged Match Cash Contribution	Value of Total Contribution
University of Florida Shimberg Center for Housing Studies	The Shimberg Center will provide in-kind support in the form of participation in meetings on project issues and committees and provide information and analysis on: (1) preservation of public and assisted housing, especially risk assessment in relation to TOD's, employment centers, neighborhood stabilization and gentrification; (2) housing need and cost burden.	William O'Dell	William O'Dell, Acting Director	bill@ufl.edu arav@ufl.edu	\$33,000		\$33,000
Urban Land Institute (ULI) Southeast Florida / Caribbean District Council	In-kind support of volunteer time from ULI members in Technical Assistance Panels, Office and equipment to assist with convenings, outreach and facilitation.	Carla Coleman	Carla L. Coleman, Executive Director	carla.coleman@uli.org	\$95,000		\$95,000
West Palm Beach Housing Authority	In-kind support including participation in meetings and on project issue committees particularly in the area of promoting equitable, affordable housing. Will assist in outreach to, and engagement of the region's housing authorities in the development of the regional housing needs assessment and regional plan.	Laurel Robinson	Laurel Robinson, Executive Director	lrobinson@wpbha.org	\$30,000		\$30,000
TOTAL AMOUNT							

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

Consortium Member as of August 2010	Work to be Accomplished in Support of the Southeast Florida Regional Plan for Sustainable Development	Leverage Letter, Signature and / or Key Contact	Consortium Agreement, Signature Contact and Title	Contact Email	Rating Factor Form Amount		
					Value of In-Kind Match Contribution (over 3 years)	Value of Leveraged Match Cash Contribution	Value of In-Kind Match Contribution
1000 Friends of Florida	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; technical assistance and training support in the areas of growth management and climate change.	Charles Pattison	Charles Pattison, President and CEO	cpattison@1000fof.org	\$30,000		\$30,000
Broward County	1) EECBG Climate Change Task Force public outreach and planning activities; 2) Evaluation and Appraisal of Comprehensive Plan (public workshops, public hearings, and outreach); and 3) Housing Council Annual Work Program (meetings with NPOs, citizens, special populations, outreach); and In-kind staff support for three (3) above programs.	Peter M. Ross, Environmental Protection and Growth Management, Deputy Director	Peter M. Ross, Environmental Protection and Growth Management, Deputy Director	pross@broward.org schambers@broward.org bherry@broward.org	\$150,000	\$2,420,000	\$2,570,000
Broward MPO	In-kind support including outreach activities; research and evaluation activities; and technical assistance.	Gregory Stuart, Executive Director	Gregory Stuart, Executive Director	stuartg@browardmpo.org		\$495,000	\$495,000
Catalyst Miami (formerly Human Services Coalition)	In-kind support via donation of professional time and services; participation in meetings and committees; outreach activities; technical training; office supplies; production of flyers; and use of office equipment.	Daniella Levine	Daniella Levine, President & CEO	daniella@hscdade.org	\$75,000		\$75,000
City of Boca Raton		Paul Dorling, Director of Planning and Zoning		itrevvarthen@ci.boca-raton.fl.us tmcclurg@ci.boca-raton.fl.us			\$0
City of Delray Beach		Paul Dorling, Director of Planning and Zoning	David T. Harden, City Manager	harden@mydelraybeach.com dorlingp@mydelraybeach.com			\$0
City of Fort Lauderdale	The Office of Grants & Legislative Affairs will provide professional service in-kind support in the form of participation in meetings on project issues and committees; public outreach; and assistance with research and evaluation activities. Sustainability planning activities including infrastructure improvements, community and economic development activities, energy efficiency, environmental justice, and green building planning and projects.	Kathleen Gunn, Assistant to the City Manager	Jack Sellar, Mayor	jack.sellar@fortlauderdale.gov kgunn@fortlauderdale.gov alove@fortlauderdale.gov	\$13,835	\$2,347,350	\$2,361,100

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

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City of Homestead		George Greissas City Manager Joe Corradino Development Services		ggreissas@cityofhomestead.com jcorradino@cityofhomestead.com	\$0		
City of Key West	Infrastructure and public works improvement projects with associated planning activities; in-kind support including professional time and services; participation in meetings and on committees.	Jlm Scholl, City Manager		jscholl@keywestcity.com sheila.griffin@comcast.net	\$5,000	\$1,346,000	\$1,351,0
City of Miami	The City will provide professional in-kind support in the form of participation in meetings on project issues and committees; public outreach; and assistance with research and evaluation activities. Additional support will be provided to promote equitable, affordable housing, enhance economic competitiveness, coordinate policies and leverage investment, support the creation of sustainable communities, and enhance community resiliency to the impacts of climate change and sea level rise.	Carlos Migoya Former City Manager Tony Crapp, Jr., City Manager Glenn Hadwen Environmental Program Manager	Carlos Migoya, City Manager	tcrappp@miamigov.com fgarcia@miamigov.com ghadwen@miamigov.com	\$30,000	\$4,970,000	\$5,000,0
City of Miami Beach	The City will participate in meetings and project issue committees; conduct community outreach; provide technical assistance and the use of the City's meeting facilities, and assist with research and evaluation activities.	Francisco Garcia Director, Planning Richard Lohr, Formerly Acting Planning Director Jorge Gomez, Director, Planning & Zoning	Jorge Gonzalez, City Manager	jgonzalez@miamibeachfl.gov jgomez@miamibeachfl.gov lorber@miamibeachfl.gov	\$75,000		\$75,00
City of Pompano Beach	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; research and evaluation support; technical assistance and training support.	Phyllis A. Korah, Assistant City Manager	Dennis Beach, City Manager	dennis.beach@copbfl.com phyllis.korah@copbfl.com Robin.bird@copbfl.com	\$45,000		\$45,00
City of Port St. Lucie	The City will provide professional in-kind support in the form of participation in meetings on project issues and committees; public outreach; and assistance with research and evaluation activities. Additional support will be provided in the creation and implementation of an urban reforestation program and the acquisition of foreclosed and abandoned homes for rehabilitation and resale to low/moderate/middle income individuals.	Jerry Benoit, City Manager Daniel Holbrook, Director of Planning and Zoning	Patricia Christensen, Mayor	jbenoit@cityofpsl.com dholbrook@cityofpsl.com	\$100,000	\$13,500,000	\$13,600,0

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

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					Value of In-Kind Match Contribution (over 3 years)	Value of Leveraged Match Cash Contribution	Value of Total Contribution
City of Sebastian	The City will provide professional in-kind support in the form of participation in meetings on project issues and committees; public outreach; and assistance with research and evaluation activities.	Al Minner, City Manager Rebecca Grohall, Growth Management Director	Al Minner, City Manager	aminner@cityofsebastian.org rgrohall@cityofsebastian.org	\$50,000		\$50,000
City of Vero Beach	In-kind support including professional planning staff participation in meeting and committees in the development of the regional plan for sustainable development.	Monte Falls, Interim City Manager Timothy McGarry, Planning Director	James M. Gabbard, City Manager	citymgr@covb.org timcgarry@covb.org	\$54,700		\$54,700
City of West Palm Beach	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; research and evaluation support; technical assistance and training support; use of equipment and meeting facilities; and preparation of flyers and marketing materials.	Ed Mitchell, City Administrator Kim Briesemeister, Redevelopment Manager and CRA Executive Director Charles Wu, Planning Director	Lois Frankel, Mayor	emitchell@wpb.org kbriesemeister@wpb.org cwu@wpb.org	\$50,000		\$50,000
Collins Center for Public Policy	In-kind services and support: staff expertise in planning, coordination, outreach, community education, training, and support to diverse and special populations; and participation in meetings and service on committees.	Phil Bacon	Phil Bacon, Vice President, Neighborhood and Regional Initiatives	pbacon@collinscenter.org	\$30,000	\$1,200,000	\$1,230,000
Community Redevelopment Agency (CRA) of the City of Lauderdale Lakes	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; research and evaluation support; technical assistance and training support; and use of equipment.	Gary Rogers	J. Gary Rogers, Executive Director of the CRA	lgary@lauderdalelakes.org	\$60,000		\$60,000
Content Creators	Content Creators will donate professional time and services; participate in meetings and project issue teams; provide technical assistance in the areas of communication strategies, website design, web content and forums utilizing social media tools to implement the design of the regional plan.	Tim Collie	Tim Collie, Co-Founder, Executive Director	jcollie@gmail.com jodie@astorytellingcompany.com	\$30,000		\$30,000
Florida Atlantic University (FAU)	FAU will provide in-kind support in the form of participation in meetings on project issues and committees; assistance with research and evaluation activities. FAU will also help coordinate climate change related activities and partnerships at local, state, and federal levels.	Leonard Berry, Ph.D., Director, FI Center for Environmental Studies Diane Alperin, Ph.D., Interim Provost	Leonard Berry, Ph.D.	berry@fau.edu alperind@fau.edu	\$50,000		\$50,000

**Southeast Florida Regional Partnership
Consortium Members Leverage Summary**

Consortium Member as of August 2010	Work to be Accomplished in Support of the Southeast Florida Regional Plan for Sustainable Development	Leverage Letter Signature and / or Key Contact	Consortium Agreement Signature Contact and Title	Contact E-mail	Rating Factor Form Amount		
					Value of In-Kind Match Contribution (over 3 years)	Value of Leveraged Match Cash Contribution	Value of Total Contribution
Florida Department of Transportation (FDOT), Districts 4 and 6	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; research and evaluation support; and technical assistance.	Lois Bush Phil Stelmiller	James A. Wolfe, District 4 Secretary Gus Pego District 6 Secretary	james.wolfe@dot.state.fl.us gus.pego@dot.state.fl.us lois.bush@dot.state.fl.us phil.stelmiller@dot.state.fl.us	\$2,780,000	\$45,886,000	\$48,666,000
Florida International University (FIU)	FIU provide professional in-kind support in the form of participation in meetings on project issues and committees; public outreach; and assistance with research and evaluation activities. It will provide technical assistance and research in major research areas in transportation, hurricane adaptation and resiliency, health care, environment, economic and community development.	Tom Gustafson, Director of Government and Transportation Policy	Andres G. Gil, Vice President for Research	gil@fiu.edu tgestaf@fiu.edu saules@fiu.edu	\$50,000		\$50,000
Florida Redevelopment Association	The Florida Redevelopment Association (FRA) will increase the skills and technical expertise of partner organizations through capacity building and knowledge sharing through their Regional Outreach Program. The FRA will coordinate with the Florida League of Cities and the region's Community Redevelopment Associations in the development of the RPSO.	Carol Westmoreland, Executive Director	Carol Westmoreland, Executive Director	cwestmoreland@flcities.com	\$81,000		\$81,000
Housing Leadership Council of Palm Beach County	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; research and evaluation support; technical assistance and training support; use of equipment; and Housing Stimulus and Planning Activities.	Suzanne Cabrera	Suzanne P. Cabrera, President and CEO	scabrera@hlcpcb.org	\$150,000		\$150,000
Indian River County	Indian River County will provide in-kind support in the form of participation in meetings and on committees; project outreach; technical assistance. Additional projects in support of the grant include update of the utilities master plan, beach renourishment environmental studies and monitoring and wetlands impact analysis.	Phil Matson	Phillip J. Matson, Director, Community Development Department	pmatson@iregov.com	\$25,000	\$1,460,000	\$1,485,000
Indian River Metropolitan Planning Organization	In-kind support including professional time and services; participation in meetings and on committees; outreach activities; research and evaluation support; technical assistance and training support; use of equipment, and preparation of flyers and marketing materials.	Phil Matson	Phillip J. Matson, MPO Staff Director	pmatson@iregov.com	\$75,000		\$75,000
Liberty City Community Revitalization Trust			Elaine Black, President and CEO	eblack@cityofmiami.fl.us			\$0

[illegible]

Task	Description	Deliverable	Responsibility	Due Date	Status	Measures	Evaluation	Notes
Task 5.1	Governance, Organization	Governance Diagram	Executive Committee, Consortium, Grant Working Group	Spring 2011 Ongoing		Refine Governance and Committee Structure to facilitate the development and implementation of the grant work plan and development of the Regional Vision and Blueprint for Economic Development and Prosperity	Convene Executive Committee and Consortium, identify additional members, develop revised Organizational Chart and meeting schedule	
Task 5.2	Work Plan Development	Work Plan	Executive Committee, Consortium, Grant Working Group	Winter-Spring 2011		Refine initial work plan to outcome based work plan with sufficient information so that the Consortium and other partners so that the plan can be refined and partners can better understand opportunities to enhance implementation of the grant activities through their participation	In-kind and Matching Grant opportunities developed and agreed with Consortium members	
Task 5.3	Execute Consortium Agreements	Consortium Agreements	Executive Committee, Consortium, Grant Working Group	Winter-Spring 2011		Identify discrete tasks that will be undertaken by members of the Consortium as part of the local match of the HUD Sustainability Grant	Execute agreements for at least \$2.5 million in matching funds or in-kind contributions from Consortium members	
Task 5.4	Recruit Staff	Job Descriptions	Executive Committee, Consortium, Grant Working Group	Winter-Spring 2011		Develop job descriptions for Project Director & Manager / Recruit and Hire Staff	Successfully recruit needed staff	
Task 5.5	Form and Operationalize Work Groups and Committees	Revised Committee Structure	Executive Committee, Consortium, Grant Working Group	Spring 2011		1. Create additional work groups and committees as needed to study and develop strategies to address, at a minimum, the identified planning issues and opportunities for improved program delivery and outcomes. 2. Form and recruit leadership for initiative committees and working groups, with early priority on economic development and equitable outcomes. Develop work plans for the committees that will facilitate opportunities for increased efficiencies and effectiveness in achieving the livability principles and enhanced program outcomes.	Work groups are fully staffed and operational. Missions are clear and schedules dated. Relationships with other committees established	
Task 5.6	Initiate Early Stages of Activities	Web Site, Data Gathering, Convene Housing Authorities	Executive Committee, Consortium, Grant Working Group	Winter-Spring 2011		Initiate early tasks in Activities 3, 4 and 6	Activities are initiated	
Task 5.7	Develop RFP(s)	RFP(s)	Executive Committee, Consortium, Grant Working Group	Spring 2011		Develop Request for Proposals (RFPs) for principle component parts of the work program as needed	Tasks to outsource identified, RFP(s) developed and advertised	

Southeast Florida Regional Planning Compact									
TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	ROUTE	STATUS	MEASURES	EVALUATION	NOTES	
Task 1.1	Continue Developing the Southeast Florida Regional Partnership	Strategies to Expand the Regional Partnership	Project Director, Program Manager, Executive Committee Review	Ongoing		Expand the depth of representation in the Regional Partnership	Review with Technical Steering Committee		
Task 1.2	Identify Opportunities to Enhance Collaboration	Collaboration Strategies	Project Director, Program Manager, Executive Committee Review, Local Planners Working Group	Ongoing		Review existing planning processes and activities to identify opportunities to enhance collaboration, reduce fragmentation, and improve integration of activities	Increased communication among local governments to solve mutual problems. Inventory of opportunities to enhance collaboration, integration, and reduce fragmentation in planning activities		
Task 1.3	State and Regional Coordination	Existing Coordinated Processes	Project Director, Program Manager, Executive Committee Review, Local Planners Working Group	Ongoing		Coordinate, to the extent possible, with other statewide regional visioning processes	Increased communication among local, state and regional governments to coordinate planning process with neighboring communities.		
Task 1.4	Strategies for Regional Collaboration	Regional Compact	Project Director, Program Manager, Executive Committee Review, Local Planners Working Group	Spring 2013		Identify lessons learned from prior regional initiatives - factors that have encouraged collaboration, as well as potential barriers to collaboration. Identify solutions to overcome these barriers	Regional Compact to further sustainability principles through enhanced collaboration, integration and reduced fragmentation		
Task 1.5	Expand Participation	Map of Existing Communication Network	Project Director, Program Manager, Executive Committee Review, Local Planners Working Group	Ongoing		Identify opportunities for meaningful participation in discussions and decision making for stakeholders with particular attention to populations traditionally marginalized in public planning processes	Communications 'tree' that expands opportunities for participation throughout the community		

South Florida Regional Sustainability Monitoring Program									
TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	STATUS	MEASURES	EVALUATION	NOTES	
Task 2.1	National Research	Research and Analysis of Existing Indicators and Applicable National and State Measures	Project Director, Program Manager, Technical Steering Committee Review	Spring/Summer 2011		Survey National, State and local Indicators. Assess applicability to South Florida Region.	Review with Technical Steering Committee		
Task 2.2	Survey and Integrate Regional Values	Project Survey Questions and Results	Project Director, Program Manager, Outreach Committee Review	Spring/Summer 2011		Interpret Survey Results into Measurable Indicators	Indicators that reflect deeply held values in the region		
Task 2.3	Data Warehouse	Format for Resource Library, Regional Digital Data Warehouse	Project Director, Technical Steering Committee Review, Local Planners Working Group	Spring/Summer 2011		Create and continually update on-line repository of regional information; Comprehensive dataset covering the entire region without gaps	Local governments provide updated information in an agreed-upon format for periodic updates of the regional library		
Task 2.4	Demographic Forecasts	Trend and Scenario Forecasts	Project Director, Program Manager, Technical Steering Committee Review	Spring/Summer 2011		Agreed-upon Trend Forecast and Alternative Forecasts for Scenarios			
Task 2.5	Regional Housing Assessment	Region-wide housing assessment	Project Director, Program Manager, Housing Committee	Summer/Winter 2011		Assemble existing housing assessments. Undertake gap analysis and assign responsibility.	Seamless housing assessment for the region with regularly scheduled updates.		
Task 2.6	Virtual Present	Digital representation of the existing region	Project Director, Program Manager, Technical Steering Committee Review	Fall 2011		Compilation of Data that represents current conditions with all necessary components to incorporate indicators as Scenarios are developed. The Virtual Present is the 'canvas' for scenario development. As such it will include vacant land, potential redevelopment areas, environmental constraints, potential hazard areas from sea level rise and other important information to help guide scenario development.	Agreement among local governments as to the accuracy and reliability		
Task 2.7	Existing Conditions Analysis and Modeling	Regional Scorecard to evaluate existing conditions	Project Director, Program Manager, Technical Steering Committee Review	Fall 2011					
Task 2.8	Trend Future	Map and Indicators of the Trend Future	Project Director, Technical Steering Committee Review	Fall/Winter 2011-12		Representation of the Future of the Region if no changes are made to existing adopted policy	Substantial agreement among local governments		
Task 2.9	Model Trend	Model Results	Project Director, Technical Steering Committee Review	Fall/Winter 2011		Indicators for 'Business as Usual' scenario	Sensitivity test of scenario indicators		
Task 2.10	Develop Range of Regional Indicators	Comprehensive Set of Sustainability and Regional Values Indicators		Fall 2011		Comprehensive set of indicators that will measure regional values as well as HUD Sustainability Goals	Adopted indicators will address a comprehensive array of regional values, environmental measures, equity issues and transportation issues applicable on both regional and local level		
Task 2.11	Select Indicators for Scorecard, Review with Executive Committee	Indicators report	Project Director, Program Manager, Technical Steering Committee Review, Executive Committee Adoption	Fall 2011			Test results of Model Runs. Review with Technical Steering Committee, Input and refinement from State and local Agencies		
Task 2.12	Integrate Scorecard Indicators in Modeling Efforts	Model Updates	Project Director, Program Manager, Technical Steering Committee	Fall/Winter 2011		Integration into Models to be used to evaluate Regional Scenarios	Fully integrates ongoing evaluation into the existing framework of National, State and local indicators. Addresses deeply held values in the region.		
Task 2.13	Ongoing Monitoring Program	Format of Regional Report Card and Proposed Ongoing Monitoring Program	Project Director, Program Manager, Technical Steering Committee	Winter/Spring 2012 Ongoing Periodic Evaluation		Regional and local Values, Sustainability Principles, Existing Indicators			

Appendix 3: Confidentiality Agreement

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUE	STATUS	MEASURES	EVALUATION	NOTES
Task 3.1	Create Outreach and Engagement Strategy	Public Outreach Strategy	Project Director, Program Manager, Outreach Committee Review, Executive Committee Approval	Winter-Spring 2011		Formulate and begin implementation of a comprehensive communication structure. This includes developing a strategy for initial website enhancements, communication across a large and diverse region, outreach and educational tools that will increase participation and decision making in developing and implementing a long term vision for the region by current and future partnership members and populations traditionally marginalized in public planning processes (Activity 1).	Incorporate the full spectrum of communities, businesses, and the arts and cultural community. Identify communities / populations requiring specialized outreach. Identify strategies and tools to reach persons requiring specialized outreach. Identify strategies and tools to reach persons requiring specialized outreach. Review and revise as necessary.	
Task 3.2	Refine and Implement Phased Outreach Strategy	Local Government Strategy	Project Director, Program Manager, Outreach Committee Review, Local Planners Working Group	Spring-Summer 2011		Develop a strategy to fully engage local governments in the visioning process to assure their concerns and needs are addressed throughout the process. Include representatives in decision-making process.	Establish local Planners Working Group to provide insight to Consortium throughout the process. Since the vision will be implemented by local governments it is crucial that local planners in the region in an active and ongoing discussion about how local plans integrate into the regional vision.	
Task 3.3	Web Site and Template Materials (including Regional Scorecard)	Web site	Project Director, Program Manager, Outreach Committee Review	Spring-Summer 2011		Integrate into Models to be used to evaluate Regional Scenarios	Test results of Model Runs: Review with Technical Steering Committee, input and refinement from State and local Agencies	
Task 3.4	Regional Values Polling	Regional Survey Questions and Results	Project Director, Program Manager, Outreach Committee Review	Fall 2011		Interpret Survey Results into Measurable Indicators	Indicators that reflect deeply held values in the region	
Task 3.5	Regional Scenario Workshops and Summits	Workshop Series, Regional Summit	Project Director, Program Manager, Outreach Committee Review	Various		Coordinate and schedule Regional Summits at key junctures in the visioning process including: 1. Peer Regions (Kick-Off) 2. Trend Future 3. Alternative Futures 4. The Regional Vision Roll-Out	Participation by local governments and citizens in the region.	
Task 3.6	Develop a Speakers Bureau	Topical Speakers Bureau Directory	Project Director, Program Manager, Outreach Committee Review	Fall 2011				

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DUPLICATE	STATUS	MEASURES	EVALUATION	NOTES
Task 4.1	Develop Capacity Building Strategy	Capacity Building Strategy	Executive Committee, Consortium	Winter-Spring 2011, Ongoing		Convene committee to develop work plan for community and regional leadership identification and capacity building. Strategies developed for identifying and reaching out to existing and emerging community leadership	Outreach to existing and emerging community leadership. Committees and working groups reflect the diversity of the region	
Task 4.2	Asset Mapping	Asset Map of Region	Project Director, Project Manager, Review by Technical Steering Committee, Local Planners Working Group	Fall 2011		Conduct regional social capital asset mapping and survey project to identify community and leadership assets and gaps	Completed Social Asset Mapping Project as part of Virtual Present (Task 6.3)	
Task 4.3	Develop Regional Leadership Program	Developed curriculum and educational materials	Project Director, Project Manager, Review by Outreach Steering Committee, Regional Equity Committee	Spring 2012		Explore opportunities for training and development of the consortium / partnership leadership through a multi-day regional "boot camp"	Development of regional "boot camp" for consortium / partnership training	
Task 4.4	Best Practices	Updates	Project Director, Project Manager, Review by Outreach Steering Committee, Regional Equity Committee	Spring 2012, Ongoing		Create Educational Materials - Best Practices and Case Studies	Adopted Best Practices by majority of local governments	

TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DATE	STATUS	MEASURES	EVALUATION	NOTES
Task 5.1	Develop Workshop Framework and Content	Workshop Process	Project Director, Program Manager, Outreach Committee Review	Winter 2011-2012		Comprehensive workshop process and supporting materials for public input into regional concerns	Test workshop with Committee, schedules and materials approved by Executive Committee	
Task 5.2	Workshop Training with Partners	Training Session	Project Director, Program Manager, Outreach Committee Review	Winter 2012		Training of regional partners in holding local input workshops	Regional coverage of workshops	
Task 5.3	Regional Workshops	Workshop Series	Project Director, Program Manager, Outreach Committee Review	Winter-Spring 2012		Public Engagement workshops throughout the region held in a variety of settings with full cross-section of regional residents	Engagement of as many people as possible with special emphasis on groups that are traditionally not involved in policy	
Task 5.4	Compile and Analyze Workshop Results	Workshop analysis	Project Director, Program Manager, Outreach Committee Review	Spring-Summer 2012		Workshop results compiled and synthesized into themes	Report and PowerPoint presentation of workshop activities and results	
Task 5.5	Create Alternative Future Scenarios	Future Scenarios	Project Director, Program Manager, Outreach Committee Review	Summer-Fall 2012		Synthesize themes into discrete scenarios	Report and PowerPoint presentation of scenarios	
Task 5.6	Evaluate Model Scenarios, Present Findings	Model Scenarios	Project Director, Program Manager, Technical Committee	Fall 2012		Model and compare results of alternative future scenarios. Develop presentation and report. Post on web site	Scenario modeling results widely disseminated additional input from region.	
Task 5.7	Outreach Program and Regional Dialogue	Scenario engagement	Project Director, Program Manager, Outreach Committee Review	Fall-Winter 2012		Speakers bureau presentation, web site posting		
Task 5.8	Choose and Model Preferred Scenario	Preferred Scenario	Project Director, Program Manager, Technical Committee	Winter 2012-2013		Compile additional input and synthesize into a single preferred scenario	Preferred scenario developed from the most robust parts of the alternatives	
Task 5.9	Create Vision Plan	Vision Plan	Project Director, Program Manager, Executive Committee	Winter-Summer 2013		Vision plan is refined from the preferred scenario and is vetted and supported by stakeholders	Vision plan incorporates the best features of the preferred scenario and is vetted and supported by stakeholders	

Appendix A: Develop Regional Blueprint								
TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DATE	STATUS	MEASURES	EVALUATION	NOTES
Task 6.1	Develop Vision Framework	Issues to be Addressed	Project Director, Project Manager, Technical Steering Committee Review, Executive Committee Adoption	Winter 2012		Convene work group(s) to create the framework for the development of the Regional Blueprint for Economic Development and Prosperity, and corresponding infrastructure investment plan, which will integrate the regional planning issues and further the livability principles and equitable outcomes in all communities.	Review with Technical Steering Committee	
Task 6.2	Develop Blueprint Integration Strategy	Regional Survey Questions and Results	Project Director, Project Manager, Technical Steering Committee Review, Executive Committee Adoption, Public Outreach Committee, Local Planners Working Group	Winter-Spring 2012-13		A strategy will be developed to continually integrate the regional visioning effort into the development of the Regional Blueprint for Economic Development and Prosperity planning effort and vice versa so that public input will inform and shape both processes.	Indicators that reflect deeply held values in the region	
Task 6.3	Identify Paths to Implementation	Implementation Strategies	Project Director, Project Manager, Technical Steering Committee Review, Executive Committee Adoption, Local Planners Working Group	Fall-Winter 2013-2014		The regional visioning effort will illuminate present conditions, trend future, and the preferred alternative future that will emerge as a result of regional discussions. This group will continue to meet throughout the life of the project and beyond to ensure implementation.	Adopted indicators will address a comprehensive array of regional values, environmental measures, equity issues and transportation issues applicable on both regional and local level	

Regional Vision Implementation									
TASK	DESCRIPTION	DELIVERABLE	RESPONSIBILITY	DATE	STATUS	MEASURES	EVALUATION	NOTES	
Task 7.1	Vision Adoption	Regional Compact	Executive Committee	Winter-Spring 2012-13		Adoption of the Regional Vision and Blueprint for Economic Development and Prosperity by relevant agencies and organizations	Adoption by a majority of regional participants		
Task 7.2	Integrate Regional Blueprint into Strategic Planning	Vision Guide	Project Director, Project Manager, Review by Technical Steering Committee, Local Planners Working Group	Spring 2013		Integration of the Regional Vision and Blueprint for Economic Development and Prosperity into planning and implementation processes throughout the region	Linkages between the Vision and Local Plans		
Task 7.3	Identify, Scope and Implement Demonstration Projects	Project Descriptions	Project Director, Project Manager, Review by Technical Steering Committee, Local Planners Working Group	Spring 2013		Identification of catalytic demonstration projects through a competitive process screened to be representative of primary vision goals	Identification and Matching Funds to support key projects that will help develop tools for implementation		
Task 7.4	Create a Regional Tool Box	Tool Box	Project Director, Project Manager, Review by Technical Steering Committee, Local Planners Working Group	Fall-Winter 2013		Regional Tool Box for implementing the Vision on a local level. This will provide information to local planners, business and the development community about techniques for successfully implementation	Education sessions with local planners and neighborhood groups		
Task 7.5	Refine and Update Regional Blueprint	Monitoring Plan	Technical Steering Committee, Local Planners Working Group	Ongoing		A plan to continuously monitor implementation will be adopted. This will reflect the indicators developed for the Regional Report Card and will provide a feedback loop on the success of the Vision Implementation	Steady progress toward a successful Vision		