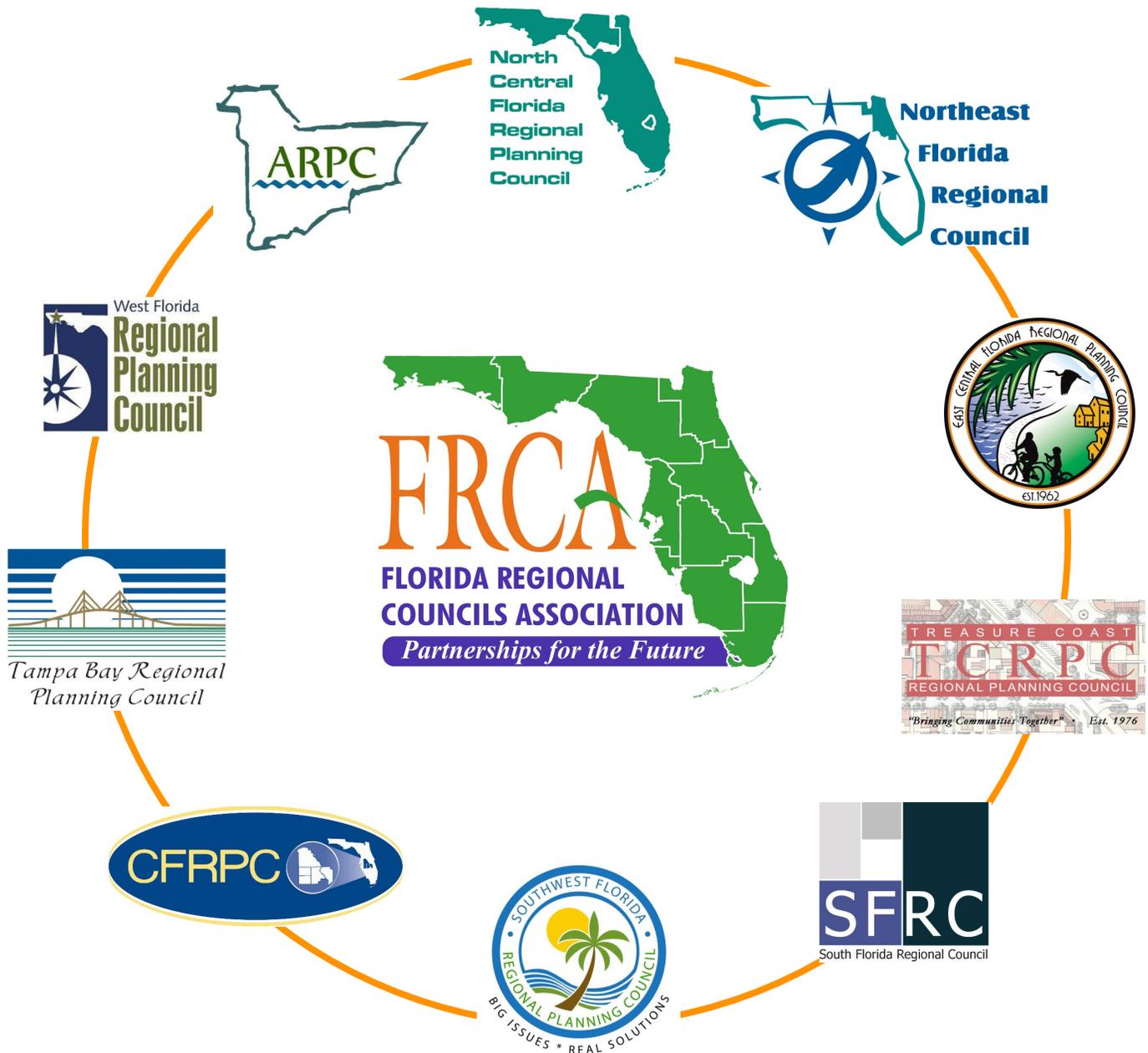


Florida Regional Councils Association

Annual Report and Directory

2014 - 2015



PRESIDENT'S MESSAGE

President's Message _ ML Draft

The year 2015 marked change in the 4__-year history of Florida's regional councils. With the 2015 legislative session came revisions to the statutory provisions governing our Councils and realignment of our councils in the north central and central regions of Florida. We are now 10 councils strong, serving all __ counties and numerous municipalities and agencies throughout our state.

Florida's Regional Planning Councils have evolved as truly multi-purpose regional entities that provide much more than planning assistance for our members and local governments. Our collective councils have dealt with myriad issues around the state over the past year, encompassing:

Workforce

Coastal Issues

Energy

Florida's aging population

Transportation

Housing

Economic Development

This past year was an exciting one for the Florida Regional Councils Association (FRCA). *Organize key accomplishments according to Six Pillars here:*

The accomplishments of our RPCs have not gone unnoticed. In the past year, our Councils have received a number of prestigious awards and recognitions, including:

Finally, I want to thank two outstanding leaders and RPC Directors who retired this year. Terry Joseph has served the West Florida Regional Planning Council for more than ___ years, and Manny Pumariega has served the Tampa Bay Regional Planning Council for more than ___ years. Finally, I thank Pat Huff, for his service as Chairman of the FRCA from _____ 2014 through August 2015.

We are fortunate to be _---, the 3rd largest and fastest growing state in the nation. With growth comes some challenges and many opportunities. On behalf of our FRCA members, we look forward to continuing to serve as key partners to our state and local governments, working together for Florida's future.

Lee Constantine, President

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POLICY BOARD MEMBERS

Apalachee Regional Planning Council

Honorable Jane Sauls, Leon County Commissioner
Honorable Durwood Stewart, City of Bristol Councilman
Ms. Lisa Miller, Gubernatorial Appointee

Central Florida Regional Planning Council

Honorable Juril "Buddy" Mansfield, Desoto County Commissioner
Honorable W. Patrick "Pat" Huff, City of Bartow Mayor
Ms. Jacqueline Tucker, Gubernatorial Appointee

East Central Florida Regional Planning Council

Honorable Sean Parks, Lake County Commissioner
Honorable Lee Constantine, Seminole County Commissioner
Ms. Jill Rose, Gubernatorial Appointee

North Central Florida Regional Planning Council

Honorable Daniel Riddick, Bradford County Commissioner
Honorable Carolyn Spooner, City of Starke Mayor
Ms. Lorene Thomas, Gubernatorial Appointee

Northeast Florida Regional Council

Honorable Frank Meeker, Flagler County Commissioner
Honorable Jon Netts, City of Palm Coast Mayor
Mr. Darryl Register, Gubernatorial Appointee

South Florida Regional Planning Council

Honorable David Rice, Monroe County Commissioner
Honorable Franklin Caplan, City of Key Biscayne Councilman
Mr. Mario Bailey, Gubernatorial Appointee

Southwest Florida Regional Planning Council

Honorable Forrest Banks, City of Ft. Myers Councilman
Mr. Don McCormick, Gubernatorial Appointee
Mr. Alan Reynolds, Gubernatorial Appointee

Tampa Bay Regional Planning Council

Honorable Victor Crist, Hillsborough County Commissioner
Honorable Scott Black, City of Dade City Commissioner
Ms. Barbara Sheen Todd, Gubernatorial Appointee

Treasure Coast Regional Planning Council

Honorable Tod Mowery, St. Lucie County Commissioner
Honorable James DuBois, Town of Lake Park Mayor
Mr. Reese Parrish, Gubernatorial Appointee– Alternate

West Florida Regional Planning Council

Honorable Nathan Boyles, Okaloosa County Commissioner
Honorable Thomas Abbot, City of Callaway Mayor
Mr. J.D. Smith, Gubernatorial Appointee



Honorable Lee Constantine



**Honorable Barbara Sheen Todd
First Vice-President**

**Honorable Carolyn Spooner
Second Vice-President**

FLORIDA REGIONAL COUNCILS ASSOCIATION



- ◆ The Florida Regional Councils Association is an **alliance of Florida's 10 regional planning councils**, which serves to strengthen the regional planning councils, **enhance regional economic prosperity**, and improve the consistency and quality of regional planning council programs to ensure they **add value** to state, regional, and local initiatives.
- ◆ The Association is **governed by a Policy Board** made up of two elected officials and one gubernatorial appointee from each regional planning council.
- ◆ The Policy Board meets to **discuss issues** affecting regional planning councils, **share information** with its partners, and **set policy** and a **legislative agenda**.

- ◆ The Policy Board seeks support of its **national regional agenda** from Florida's Congressional Delegation as well as **support for state funding** of regional planning councils to carry out state mandates and responsibilities.
- ◆ The Association is **actively involved** in the National Association of Regional Councils, National Association of Development Organizations, and SouthEast Regional Directors Institute.
- ◆ The Association ensures regional planning councils are **consensus builders** and **problem solvers**, and serve as **conveners of their region**.
- ◆ The Association encourages and promotes opportunities for regional planning councils to become **partners in state programs and initiatives**, while promoting the uniqueness of each region.



- ◆ The Association **fosters relationships and partnerships** and coordinates with regional, state, and national associations and organizations, non-profit entities, public-private partnerships, the Governor's Office, state agencies and others on **issues of mutual interest and concern** and with whom the Association shares mutual goals and priorities.
- ◆ Regional planning council executive directors serve as the Policy Board's **Executive Directors Advisory Committee** to coordinate statewide initiatives, collaborate with state agencies, and share best programmatic and administrative practices among one another.



ABOUT THE RPCs

- ◆ Florida's 10 regional planning councils have been in existence in Florida since the early 1960s, **created by the local governments they serve**, to meet local government and regional needs, provide services, and collaborate on state and federal initiatives and programs.
- ◆ Florida Statutes recognize regional planning councils as ***Florida's only multi-purpose regional entity that is in a position to plan for and coordinate intergovernmental solutions to growth-related problems on greater-than-local issues, provide technical assistance to local governments, and meet other needs of the communities in each region*** (Section 186.502(4), Florida Statutes).
- ◆ Regional planning councils adopt **Strategic Regional Policy Plans** to address natural resources, housing, emergency management, transportation, and economic development. Strategic Regional Policy Plans are **long-range guides for the physical, economic, and social development of each region**.
- ◆ All 10 regional planning councils are **federally designated as Economic Development Districts** by the U.S. Economic Development Administration, which empowers the councils to engage in a full range of economic development activities as provided for in their federally approved **Comprehensive Economic Development Strategies**.
- ◆ In addition to their **core functions** of providing assistance in the areas of economic development, emergency management, transportation, quality of life, and conveners of their regions, each regional planning council tailors its services and programs to address **regional concerns** and **meet the needs of their member local governments** (see the complete list of regional planning council services and programs on pages 18 and 19).
- ◆ Each regional planning council is governed by a **Board of Directors** made up of **two-thirds local elected officials** and **one-third gubernatorial appointees** from its member counties, that set its work program and budget. These governing boards range in size from 18 to 48, and include at least **four ex-officio, nonvoting members** from the following entities: Florida Department of Economic Opportunity, Florida Department of Environmental Protection, Florida Department of Transportation, and the jurisdictional water management district/s.
- ◆ **Funding** for regional planning councils generally comes from **local government membership dues** and **federal, state, and local grants and other contracts for services**.

Providing professional technical support to local governments, state and regional partners, and the civic and business community for more than 50 years.

Economic Development

Emergency Management

Transportation

Quality of Life

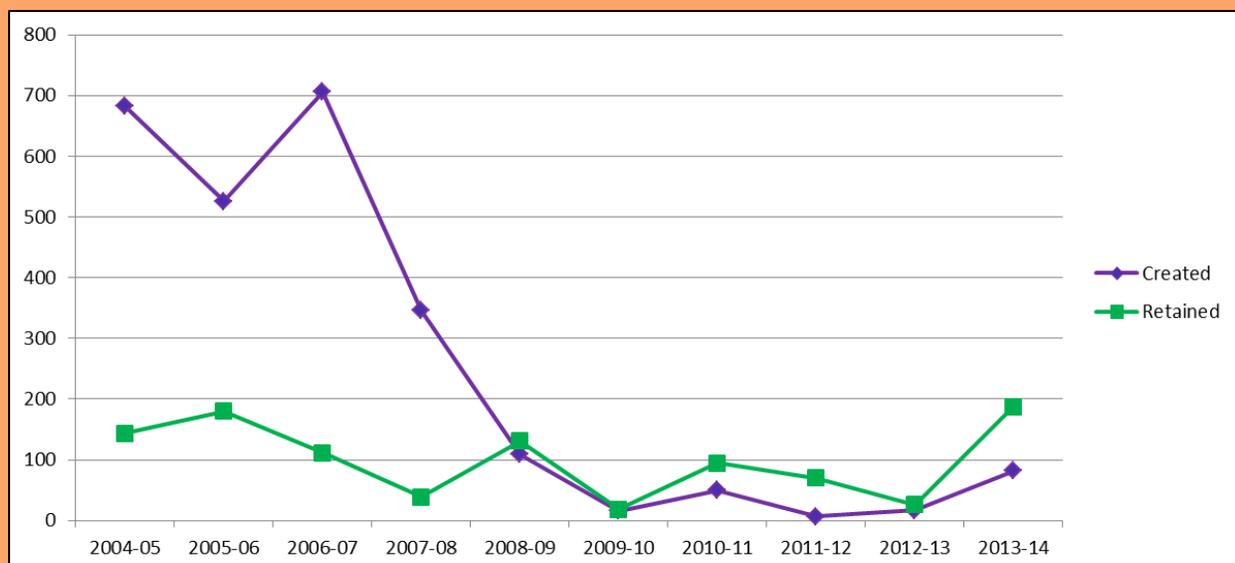
Regional Conveners

RETURN ON INVESTMENT

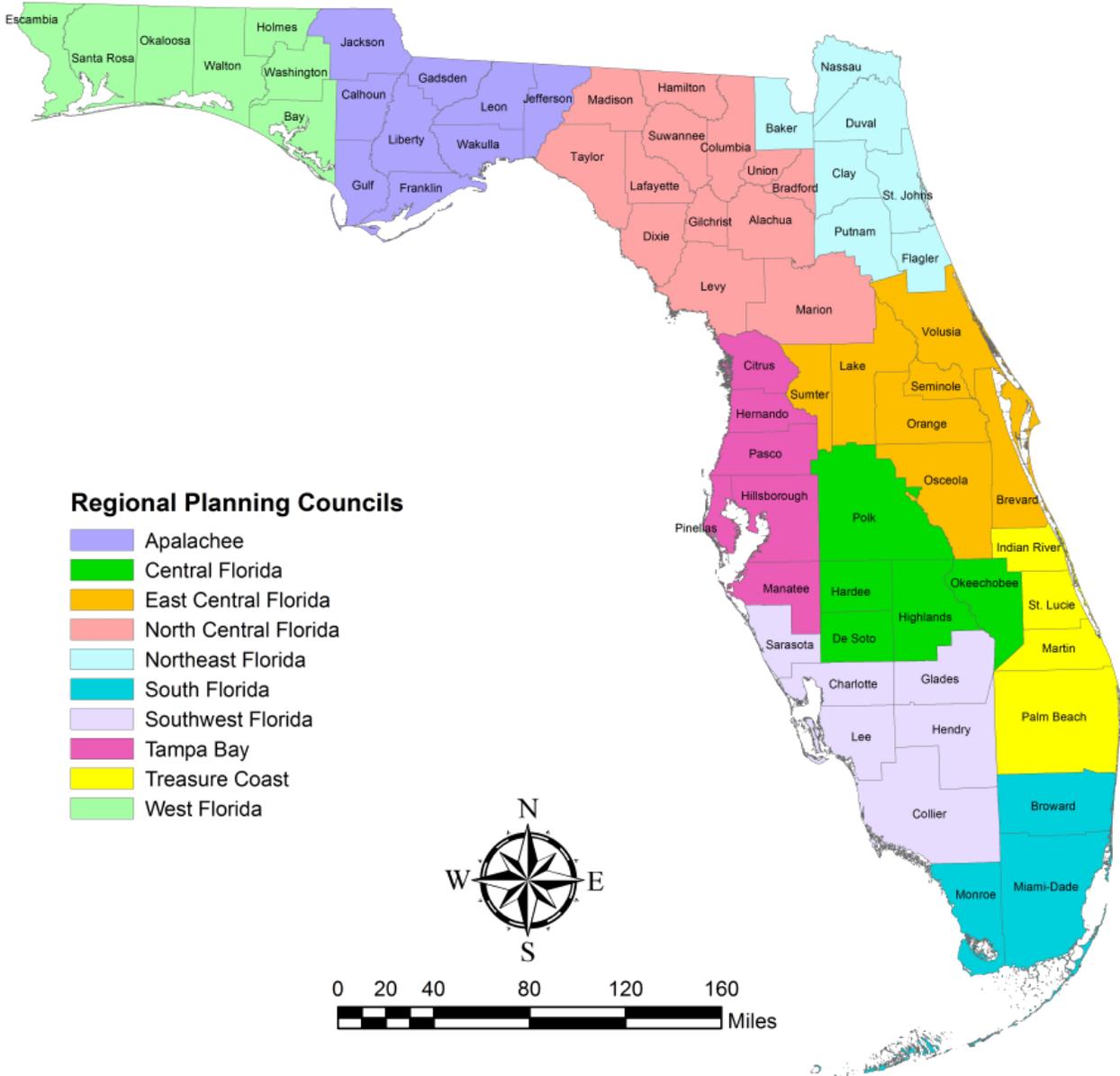
Regional planning councils are Florida's only multipurpose regional entities that plan for and coordinate intergovernmental solutions on multijurisdictional issues, support economic development, and provide professional technical assistance to local governments.

- ◆ Through regional planning councils, from January 2005 to September 2014, the U.S. Economic Development Administration **invested \$64.5 million in 36 projects in Florida, to create 4,759 jobs, retain 10,310 jobs** and leverage over \$600 million in private capital investment.
- ◆ In 2013-14, through revolving loan fund portfolios composed of federal and state funds, four regional planning councils **loaned a total of \$2.35 million to grow small businesses and encourage business retention and expansion, resulting in the creation and retention of 270 jobs.** Over the past ten years, these same regional planning councils have loaned **\$39.9 million**, resulting in the creation and retention of **3,544 jobs.**
- ◆ In 2013-14, regional planning councils conducted **92 regional economic impact analyses and studies**, often in support of local economic development organizations, helping them compete nationally and globally for investment and skilled jobs. A total of **507 regional planning council economic analyses** have been completed in the last 10 years.
- ◆ In 2013-14, regional planning councils **trained 3,691 first responders** and other emergency management personnel. A total of **34,577 first responders** and other emergency management personnel have been trained in the past 10 years.
- ◆ In 2013-14, regional planning councils **reviewed 992 projects under the Federal Consistency Review Program**, ensuring access to hundreds of millions of federal infrastructure and economic development investment dollars. A total of **11,988 projects** were reviewed in the past ten years under this program.

REGIONAL PLANNING COUNCIL REVOLVING LOAN FUND JOB CREATION & RETENTION



REGIONAL PLANNING COUNCIL DIRECTORY



REGIONAL PLANNING COUNCIL	COUNTIES	EXECUTIVE DIRECTORS
Apalachee	Calhoun Franklin Gadsden Gulf Jackson Jefferson Leon Liberty Wakulla	Chris N. Rietow 2507 Callaway Road, Suite 200 Tallahassee, FL 32303 PH: 850.488.6211, x102 FAX: 850.488.1616 Email: crietow@thearpc.com Website: www.thearpc.com
Central Florida	DeSoto Hardee Highlands Okeechobee Polk	Patricia M. Steed 555 East Church Street Bartow, FL 33830 PH: 863.534.7130, x130 FAX: 863.534.7138 Email: psteed@cfrpc.org

REGIONAL PLANNING COUNCIL DIRECTORY

REGIONAL PLANNING COUNCIL	COUNTIES		EXECUTIVE DIRECTORS
East Central Florida	Brevard Lake Orange Osceola	Seminole Sumter Volusia	Hugh W. Harling, Jr. 309 Cranes Roost Boulevard, Suite 2000 Altamonte Springs, FL 32701 PH: 407.262.7772, x303 Fax: 407.262.7788 Email: harling@ecfrpc.org Website: http://www.ecfrpc.org
North Central Florida	Alachua Bradford Columbia Dixie Gilchrist Hamilton Lafayette	Levy Madison Marion Suwannee Taylor Union	Scott R. Koons 2009 Northwest 67th Place Gainesville, FL 32653 PH: 352.955.2200, x101 FAX: 352.955.2209 Email: koons@ncfrpc.org Web Site: http://www.ncfrpc.org
Northeast Florida	Baker Clay Duval Flagler	Nassau Putnam St. Johns	Brian D. Teeple 6850 Belfort Oaks Place Jacksonville, FL 32216 PH: 904.279.0880, x103 FAX: 904.279.0881 Email: bteeple@nefrpc.org Web Site: http://www.nefrpc.org
South Florida	Broward Miami-Dade Monroe		James F. Murley 3440 Hollywood Boulevard, Suite 140 Hollywood, FL 33021 PH: 954.985.4416, x220 FAX: 954.985.4417 Email: jmurley@sfrpc.com Website: http://www.sfrpc.com
Southwest Florida	Charlotte Collier Glades	Hendry Lee Sarasota	Margaret A. Wuerstle 1926 Victoria Avenue Ft. Myers, FL 33901 PH: 239.338.2550, x222 FAX: 239.338.2560 Email: mwuerstle@swfrpc.org Website: http://www.swfrpc.org
Tampa Bay	Citrus Hernando Hillsborough	Manatee Pasco Pinellas	Manny L. Pumariega 4000 Gateway Centre Boulevard, Suite 100 Pinellas Park, FL 33782 PH: 727.570.5151, x17 FAX: 727.570.5118 Email: manny@tbrpc.org Website: http://www.tbrpc.org
Treasure Coast	Indian River Martin	Palm Beach St. Lucie	Michael J. Busha 421 Southwest Camden Avenue Stuart, FL 34994 PH: 772.221.4060, x15 FAX: 772.221.4067 Email: mbusha@tcrpc.org Website: http://www.tcrpc.org
West Florida	Bay Escambia Holmes Okaloosa	Santa Rosa Walton Washington	Terry A. Joseph 4081 East Olive Road, Suite A Pensacola, FL 32514 PH: 850.332.7976, x201 FAX: 850.637.1923 Email: terry.joseph@wfrpc.org Website: www.wfrpc.org

VOTING MEMBER GOVERNMENTS



REGIONAL PLANNING COUNCIL	COUNTY	MUNICIPALITY (BY COUNTY)	GUBERNATORIAL APPOINTEE COUNTIES	BOARD MEETING DATE/TIME
Apalachee	Calhoun Franklin Gadsden Gulf Jackson Jefferson Leon Liberty Wakulla	Altha Carrabelle Quincy Wewahitchka Malone Monticello Tallahassee Bristol St. Marks	Calhoun Franklin Gadsden Gulf Jackson Jefferson Leon Liberty Wakulla	Every other month: Fourth Thursday 10:30 a.m.
Central Florida	DeSoto Hardee Highlands Okeechobee Polk	Arcadia Wauchula Sebring Okeechobee Lakeland, Winter Haven, Ridge League of Cities	DeSoto Hardee Highlands Okeechobee Polk	Monthly: Second Wednesday 9:30 a.m.
East Central Florida	Brevard Lake Orange Osceola Seminole Sumter Volusia	Space Coast League of Cities Lake County League of Cities Tri-County League of Cities Tri-County League of Cities Tri-County League of Cities Volusia County League of Cities	Brevard Lake Orange Osceola Seminole Sumter Volusia	Every other month: Third Wednesday 10:00 a.m.
North Central Florida	Alachua Bradford Columbia Dixie Gilchrist Hamilton Lafayette Levy Madison Marion Suwannee Taylor Union	Alachua, Archer, Gainesville, Hawthorne, High Springs, Newberry, and Waldo Starke Lake City No Voting Municipal Member No Voting Municipal Member Jasper No Voting Municipal Member Madison Like Oak Perry No Voting Municipal Member	Alachua Bradford Columbia Dixie Gilchrist Hamilton Lafayette Levy Madison Marion Suwannee Taylor Union	Monthly: Fourth Thursday 7:30 p.m.

VOTING MEMBER GOVERNMENTS

REGIONAL PLANNING COUNCIL	COUNTY	MUNICIPALITY BY COUNTY	GUBERNATORIAL APPOINTEE COUNTIES	BOARD MEETING DATE/TIME
Northeast Florida	Baker Clay Duval Flagler Nassau Putnam St. Johns	Macclenny Keystone Heights Baldwin Bunnell Callahan Palatka St. Augustine	Baker Clay Duval Flagler Nassau Putnam St. Johns	Every other month: First Thursday 10:00 a.m.
South Florida	Broward Miami-Dade Monroe	Lauderhill, Cooper City Key Biscayne and Miami Lakes Key West	Broward Miami-Dade Monroe	Every other month: First Monday 10:30 a.m.
Southwest Florida	Charlotte Collier Glades Hendry Lee Sarasota	Punta Gorda Marco Island, Naples, Everglades City Moore Haven Clewiston and Labelle Bonita Springs, Cape Coral, Ft. Myers, Ft. Myers Beach, and Sanibel Longboat Key, North Port, Sarasota, Venice	Charlotte Collier Glades Hendry Lee Sarasota	Monthly: Third Thursday 9:00 a.m.
Tampa Bay	Citrus Hernando Hillsborough Manatee Pasco Pinellas	Plant City, Tampa, and Temple Terrace Bradenton and Palmetto Dade City, New Port Richey, and Zephyrhills Clearwater, Dunedin, Gulfport, Largo, Oldsmar, Pinellas Park, Safety Harbor, St. Petersburg, St. Pete Beach, Seminole, South Pasadena, Tarpon Springs, and Treasure Island	Citrus Hernando Hillsborough Manatee Pasco Pinellas	Monthly: Second Monday 10:00 a.m.
Treasure Coast	Indian River Martin Palm Beach St. Lucie	Sebastian, Indian River Shores Stuart Jupiter, Lake Park, Royal Palm Beach, Palm Beach Gardens, Wellington Fort Pierce, Port St. Lucie	Indian River Martin Palm Beach St. Lucie	Ten Times/Year: Third Friday 9:30 a.m.
West Florida	Bay Escambia Holmes Okaloosa Santa Rosa Walton Washington	Callaway, Lynn Haven, and Panama City Pensacola No Voting Municipal Member Crestview, Destin, and Fort Walton Beach Jay and Milton DeFuniak Springs and Paxton Chipley and Vernon	Bay Escambia Holmes Okaloosa Santa Rosa Walton Washington	Monthly: Third Monday 3:30 p.m.

TALENT SUPPLY & EDUCATION

WORKFORCE DEVELOPMENT

Marine Industries Career Training

The Treasure Coast Regional Planning Council completed a Regional Waterways Plan for Martin and St. Lucie Counties, which includes an evaluation of economic opportunities provided by the nearly 140 miles of navigable waterways in the two counties. A key finding focuses on the "Marine Industries" industry sub-sector and its workforce development needs.



The plan includes a recommendation to develop a high school/post-secondary career track to expand the local workforce to support the industry. The Council, local school district representatives, and the Marine Industries Association of the Treasure Coast are working together to identify appropriate industry certifications, internship opportunities among marine industry businesses, and in-school mentors; and are participating in career expos to recruit potential high school career-track students.

Federal Transit Administration Funding to Improve Access to Employment

Several regional planning councils administer Federal Transit Administration (FTA) funding with the specific goal of improving access to employment and employment related activities for eligible low-income individuals under the Florida Transportation Disadvantaged Program. The funding may be used to transport qualified residents to educational and training opportunities. To identify eligible clients in need of transport, these councils partner with their district Workforce Boards, Educational Institutions, and Vocational Rehabilitation agencies. FTA funds may also be used to procure vehicles to provide these trips.

CareerSource Northeast Florida

This year, Brian Teeple, Chief Executive Officer of the Northeast Florida Regional Council, was appointed to CareerSource Northeast Florida. Mr. Teeple was pleased to be selected to serve as one of the Board's Regional Representatives. This opens the door for exploring opportunities to strengthen the ties between regional planning councils and CareerSource Florida.

EDUCATION

Curriculum at Florida Polytechnic

The Central Florida Regional Planning Council provided input and guidance in the development of curriculum for several programs, including Science, Technology, Engineering, and Math (STEM) majors at the new Florida Polytechnic, Florida's 12th public university, which opened in Fall 2014. The STEM university curriculum aligns with goals contained in the State Strategic Plan for Economic Development, the region's Comprehensive Economic Development Strategy, and the Heartland 2060: Building a Resilient Region initiative.



Regional Schools Work Group

For nearly a decade, the Treasure Coast Regional Planning Council has facilitated a Regional Schools Work Group that includes the four local school districts in the region as well as topic-specific participation by Florida Atlantic University, Indian River State College, Palm Beach State College, two CareerSource districts, and local governments. The Work Group meets six to 12 times per year, and its discussion topics include legislation, population projections, opportunities for capital facilities efficiencies, and workforce development/career training. Through the efforts of the work group, the school districts created multi-county career track programs, shared resources, and developed regional legislative platforms to expand career track programs.

INNOVATION & ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT DISTRICTS/ COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES

Regional planning councils are designated by the U.S. Economic Development Administration as Florida's Economic Development Districts. Each Economic Development District is required to develop a Comprehensive Economic Development Strategy, which is an economic development plan designed to bring public and private sectors together to create an economic road map to diversify and strengthen the regional economy.

Once a project is listed in the Strategy, it becomes eligible to seek funding from the U.S. Economic Development Administration's Public Works and Economic Adjustment Programs. These awards can fund up to one-half of the qualifying infrastructure costs of a project. *From January 2005 to September 2014, the U.S. Economic Development Administration invested \$64.5 million in 36 projects in Florida to create 4,759 jobs and retain 10,310 jobs and leverage over \$600 million in private capital.*

Six Pillars™ Communities

The Florida Chamber Foundation's designation of the 10 regional planning councils as Six Pillars™ Communities, acknowledges the RPCs Comprehensive Economic Development Strategies alignment with the Foundation's Six Pillars. This alignment with Florida's business community leverages the economic development efforts of the regional planning councils and fosters more opportunities for the entire state, including rural areas. Furthermore, this designation brought the Six Pillars™ to the attention of the U.S. Economic Development Agency, reinforcing Florida's commitment to align the public and private sectors in the area of economic development. The alignment of the 11 Comprehensive Economic Development Strategies was also recognized by the National Association of Regional Councils, which awarded the Florida Regional Councils Association with a 2014 Regional Leadership Excellence Award.

U.S. Economic Development Administration Project in Fellsmere, FL

The U.S. Economic Development Administration awarded a \$364,000 grant to the City of Fellsmere to build critical roadway infrastructure to enhance the Treasure Coast Region's growing aquaculture cluster. With total project costs estimated to be \$728,000, the additional funding was provided by a grant from the State of Florida through the Economic Development Transportation Fund. The U.S. Economic Development Administration and Trust Fund investments will fund the construction of roadway infrastructure to support the development of a commercial-scale, state-of-the-art aquaculture program and related research and development facilities. The program and facilities will be led by Florida Organic Aquaculture and a consortium that includes Florida Atlantic University's Harbor Branch Institute, the Florida Institute of Technology, and Texas Tech University. Florida Organic Aquaculture's capital investment will exceed \$13 million and the company expects to provide 60-70 jobs to harvest and sell fresh sushi-grade colossal shrimp.

**Regional planning councils
are federally designated U.S. EDA
economic development districts.**



Regional Community Institute

The Regional Community Institute, Inc., the not-for-profit policy affiliate of the Northeast Florida Regional Council, completed policy recommendations regarding its Thriving Small Business initiative. The committee established

baseline data regarding small businesses in the region and developed small business climate indicators, in an effort to identify actions that would make Northeast Florida most conducive to small business startups, expanded employment, and long-term success. The Action Plan proposes to make full use of the region's Economic Development District designation by submitting at least one project per year for funding to support small business, partnering and sharing information with key stakeholders to strengthen agriculture and agri-tourism, and developing a "Main Street" strategy for the region focused on downtowns that present opportunities for small businesses.

INNOVATION & ECONOMIC DEVELOPMENT

FLORIDA STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

The Florida Department of Economic Opportunity, Division of Strategic Business Development, is required by state law to create a Five-Year Statewide Strategic Plan designed to help guide the future of Florida's economy. Approved by the Governor in 2014, the Florida Strategic Plan for Economic Development, organized according to the Florida Chamber Foundation's Six Pillars, defines the goals, objectives, and strategies to move Florida toward its economic vision of being increasingly competitive.

In addition to playing a significant role in the development of the Strategic Plan, the regional planning councils developed tactics and metrics to measure and report their progress toward achieving the plan's goals and objectives on a quarterly basis. For the 2013-14 state fiscal year, regional planning councils accomplished the following:

- ◆ Created 82 jobs and retained 188 jobs through their revolving loan fund programs;
- ◆ Wrote 168 grants in partnership with their local governments or economic development organizations; and,
- ◆ Conducted 92 economic impact analyses on behalf of their local governments or economic development organizations.

In addition, regional planning councils engaged in thousands of technical assistance activities in support of the strategies in the Strategic Plan, which were also implemented through actions that supported each regional planning council's Strategic Regional Policy Plan and Comprehensive Economic Development Strategy.

Finally, over the past year, staff from the Florida Department of Economic Opportunity met with most of

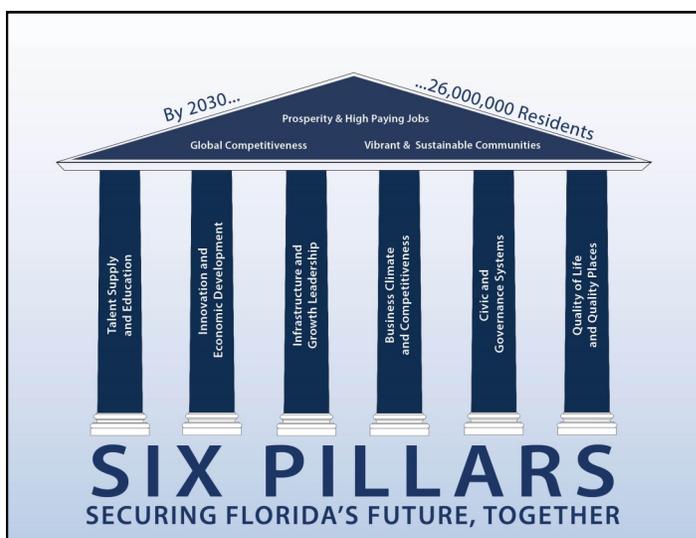
Florida Strategic Plan to Economic Development

the regional planning council Boards of Directors and provided a presentation and written crosswalk of the Strategic Plan's strategies with each council's programs and activities, to further promote implementation of the

plan.

RURAL ECONOMIC DEVELOPMENT INITIATIVE

The statutorily-established Rural Economic Development Initiative is a coordinated effort among state and regional agencies to provide programs and services to rural communities. The Florida Regional Councils Association is a statutorily identified Rural Economic Development Initiative agency.



Among its statutory responsibilities, the Rural Economic Development Initiative recommends to the Governor the designation of Rural Areas of Opportunity, which are defined as rural communities, or a region composed of rural communities, that have been adversely affected by extraordinary economic events or natural disasters. The designation establishes each region as a priority assignment for Rural Economic Development Initiative agencies and allows the Governor to waive certain economic development incentive criteria.

The Governor has designated the following three Rural Areas of Opportunity:

- ◆ Northwest: Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Liberty, and Washington Counties
- ◆ North Central: Baker, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Jefferson, Lafayette, Levy, Madison, Putnam, Suwannee, Taylor, and Union

INNOVATION & ECONOMIC DEVELOPMENT

Counties

- ◆ South Central: Desoto, Glades, Hardee, Hendry, Highlands, and Okeechobee Counties

Within each of these areas is at least one “catalyst” project undertaken to help bring a skilled workforce and higher paying jobs to these regions. Regional planning councils work closely with the Florida Heartland Rural Economic Development Initiative, Opportunity Florida, and North Florida Economic Development Partnership, which are the three economic development organizations responsible for coordinating the activities of these areas, to promote collaboration, carry out economic development programs, and further the goals of the catalyst projects.

It is important to note that communities in non-rural counties that meet the rural community criteria in Florida Statutes, including having an employment base focused on traditional agriculture or resource-based industries, are also eligible for Rural Economic Development Initiative assistance. Over the past year, these were the cities and towns of Center Hill (Sumter County), Century (Escambia County), Fellsmere (Indian River County), Fort Meade and Frostproof (Polk County), and Jay (Santa Rosa County).

MILITARY BASE COMPATIBILITY

Defense spending is a major economic driver for Florida. In 2011, it was responsible for \$73.4 billion, or 9.4% of Florida’s 2011 Gross State Product. It also accounted for a total of 758,112 jobs. Therefore, the value of Florida’s military bases cannot be overstated. Current and future mission capabilities; the ability to host large, complex joint training exercises; and the availability and condition of land, facilities, water, and airspace to maintain a diversity of climate and terrain among training areas are paramount to ensuring a viable and sustainable military presence in Florida.

In recognition of these factors, the Legislature has undertaken several initiatives to make Florida a military friendly state. The Legislature has established the Florida Defense Support Task Force to prepare Florida to effectively compete in any federal base realignment and closure action and to improve the state’s military-friendly environment. In addition to serving as a resource for the Task Force, regional planning councils work in partnership with military installations and local governments to promote compatible land uses on property surrounding

military bases and prevent encroachment. In particular, the purchase of conservation easements from willing landowners allows them to capture the value of the land while, in most cases, while maintaining traditional agricultural activities. The Central Florida Regional Planning Council is particularly active in this area as demonstrated by their partnership with the Avon Park Air Force Range to carry out recommendations of a Joint Land Use Study, conducted by the Council in cooperation with the Range and surrounding jurisdictions.

Partnership with SWRPC- Advanced Manufacturing Study

The Tampa Bay Regional Planning Council (TBRPC) received matching grant assistance from the Economic Development Administration (EDA) to analyze advanced manufacturing in the southwestern Florida counties. The analysis will be in partnership with the Southwest Florida Regional Planning Council and will be completed in August 2015.

The Advanced Manufacturing Analysis will create an ecosystem to support regional development by accelerating manufacturing transformation toward emerging export products and demand. The project will assess infrastructure, logistics, workforce skill competency, available undeveloped land, data/broadband requirements, energy usage, and domestic costs comparison leading to the development of a high-tech manufacturing playbook.

Analyzing the manufacturing collectively in the region will allow the project to lay the foundation for the creation of a manufacturing process capabilities index. This will assist counties and their respective economic development organizations by identifying key players and strategic actions required to grow and expand the manufacturing base. Further, the study will determine which employment would be best suited for each county by using the latest economic modeling tools and the Quarterly Census of Employment and Wages (QCEW).

A regional website will be developed for utilization of these sites and for marketing to economic development organizations and their respective manufacturing prospects. The pilot prototype will be transferable to the other Economic Development Districts in the future. The result will be a pathway that can be duplicated to expedite investing in manufacturing community partnerships.

INFRASTRUCTURE & GROWTH LEADERSHIP

COMMUNITY DEVELOPMENT

Comprehensive Planning

The Comprehensive Planning Act governs local government comprehensive planning in Florida. While there have been many changes to the law over the past few years, regardless of whether a local government submits its comprehensive plan to the Florida Department of Economic Opportunity using the Expedited State Review or State Coordinated Review process, regional planning councils continue to play a significant role.

Local government comprehensive plan amendments are reviewed by regional planning councils for extra-jurisdictional impacts and consistency with the applicable Strategic Regional Policy Plan. Under the Expedited State Review process, regional planning councils send their comments directly to the local government and the State Land Planning Agency (Florida Department of Economic Opportunity), whereas under the State Coordinated Review process, regional planning councils send their comments to the State Land Planning Agency.



Local Government Technical Assistance

Regional planning councils provide technical assistance to their local jurisdictions through numerous services and special tasks. By offering technical assistance programs to their local governments, economies of scale are achieved. Regional planning council technical assistance may include the following:

- ◆ preparation of small- and large-scale comprehensive plan map and text amendments;
- ◆ development proposals;
- ◆ redevelopment master plans;
- ◆ evaluation and appraisal assessments;
- ◆ rezoning applications;
- ◆ variances;
- ◆ land development regulations;
- ◆ water supply plans;
- ◆ special permits and special exceptions;
- ◆ traffic studies;
- ◆ mobility plans;
- ◆ complete streets planning;
- ◆ concurrency evaluations;
- ◆ site plan review; and
- ◆ visioning exercises.

Finally, some regional planning councils serve as the county or city planner for their local governments that are unable to afford a full-time planning staff.

Geographic Information Systems Mapping

Regional planning councils provide Geographic Information System mapping services to local governments and other agencies. The purpose of these services is to produce various types of maps, such as the following:

- ◆ local government map series and regional map series;
- ◆ delineation of community redevelopment areas;
- ◆ utility service areas;
- ◆ natural resource and environmentally sensitive areas;
- ◆ hurricane surge zones; and
- ◆ soils classifications and floodplain areas.

Regional planning councils also use Geographic Information Systems to conduct analyses, such as those pertaining to corridors, the environment, or health impact assessments, as well as custom special analyses.

EMERGENCY MANAGEMENT

Training, Exercises, and Technical Assistance

Regional planning councils are a source of affordable, high-quality planning and training professionals with extensive expertise in emergency management and preparedness who are available to member local

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governments and stakeholders. This assistance includes exercise and training activities designed in conjunction with county emergency management staff. Regional planning councils coordinate training to first responders, both public and private, in the following areas:

- ◆ hazardous materials
- ◆ hazardous waste
- ◆ incident command
- ◆ disaster response
- ◆ pre- and post-disaster planning
- ◆ post-disaster redevelopment
- ◆ continuity of operations and governance



Over the past ten years, regional planning councils have trained more than 34,577 first responders and other emergency management personnel. Examples of specific training exercises are given in the sections that follow.

Local Emergency Planning Committees

Regional planning councils are the coordinators for Local Emergency Planning Committees, which are charged with facilitating regional hazardous materials emergency response and compliance with hazardous materials reporting laws under the Emergency Planning and Community Right-to-Know Act. The State Emergency Response Commission appoints the Committee members, which are from diverse backgrounds and occupations, representing the various groups of first responders as well private partners. The Committees do the following:

- ◆ serve as a public information repository for inventory reports;

- ◆ assist in planning for chemical spill mitigation;
- ◆ provide and support training events;
- ◆ design, conduct, and evaluate emergency exercises; and
- ◆ educate the public on how to react to a hazardous materials release.

79th St Corridor Initiative Community Action Plan

The South Florida Regional Council was selected to assist the Neighborhood Housing Services of South Florida (NHSSF), the 79th Street Corridors Initiative, residents and their partners with the development of a Community Action Plan (CAP). The CAP builds upon the many assets in the community, its residents and leaders, businesses, housing, and transportation infrastructure. The CAP is being used to guide community enhancement and strategic investment opportunities to advance the economic, environmental and social well-being.

This CAP provides an initial framework around six action items with steps, measures, and desired outcomes. The plan will be revised and updated regularly to reflect accomplishments, tasks to be completed, new partners, and new community and economic development priorities. The priority Action Areas are:

- ◆ Create a Range of Housing Options
- ◆ Improve the Appearance and Vitality of the Built Environment
- ◆ Foster Economic Development and Create Diverse Employment Opportunities
- ◆ Create an Environment that Supports Healthy Behaviors
- ◆ Create Ladders of Opportunity through Lifelong Learning
- ◆ Build and Maintain Community and Steering Committee Capacity and Engagement

The challenge that remains is how to bridge the gap between research and planning to investment and implementation. How does one develop the broad-based political will and unwavering commitment necessary from diverse partners for the investment of professional and financial resources of the magnitude necessary to change the conversation from one of assisting a community of need to one of realizing the untapped potential of a community of opportunity?

The establishment of the 79th Street Corridor Steering Committee is the most important difference between this and past efforts as the Committee is charged with bridging the gap between planning and implementation. This committed, multi-disciplinary team of public, private, non-profit, and philanthropic organizations and champions, led by

PROGRAM MATRIX

PROGRAM	ARPC	CFRPC	ECFRPC	NCFRPC	NEFRPC	SFRPC	SWFRPC	TBRPC	TCRPC	WFRPC
Regional Planning										
Broadband Planning		X					X	X		
Energy Initiatives	X	X	X	X	X	X	X	X	X	X
Federal Clearinghouse	X	X	X	X	X	X	X	X	X	X
Health Initiatives		X	X		X	X	X			
Military Base Compatibility		X	X	X	X	X		X		X
Power Plant Siting Review		X	X	X	X	X	X		X	X
Strategic Regional Policy Plan	X	X	X	X	X	X	X	X	X	X
U.S. Housing & Urban Development Sustainable Communities Initiative		X	X			X			X	
Visioning Initiatives		X	X		X	X	X	X	X	
Economic Development										
Brownfields Assessments		X	X				X		X	X
Comprehensive Economic Development Strategy/Economic Development District	X	X	X	X	X	X	X	X	X	X
Eco/Cultural/Heritage Tourism Development			X	X	X		X	X	X	
Economic Development Organization Collaboration	X	X	X	X	X	X	X	X	X	X
Economic Impact Analyses Modeling	X	X	X	X	X	X	X	X	X	X
Revolving Loan Fund (Business and/or Brownfields)	X	X				X			X	X
Rural Area of Opportunity	X	X		X	X		X		X	X
Rural Economic Technical Assistance	X	X		X	X	X	X	X		X
Community Development										
Affordable Housing Initiatives		X	X	X	X	X		X		X
Areas of Critical State Concern	X	X	X			X	X	X		
Coastal Zone Planning			X	X	X	X	X	X	X	X
Developments of Regional Impact	X	X	X	X	X	X	X	X	X	X
Dispute Resolution		X	X	X	X	X	X	X	X	X
Downtown Redevelopment and Urban Design		X	X	X			X		X	X
Geographic Information Systems Mapping/US Census Data Center	X	X	X	X	X	X	X	X	X	X
Grant Writing and Administration	X	X	X	X	X	X	X	X	X	X
Local Government Comprehensive Plan Review	X	X	X	X	X	X	X	X	X	X
Local Government, Land Use, and Community Planning	X	X	X	X	X	X	X	X	X	X

PROGRAM MATRIX

PROGRAM	ARPC	CFRPC	ECFRPC	NCFRPC	NEFRC	SFRPC	SWFRPC	TBRPC	TCRPC	WFRPC
Community Development (Continued)										
Newsletter		X			X		X	X		X
Regional Leadership Training			X		X		X			
U.S. Census State Data Center Affiliate	X	X	X	X	X	X	X	X	X	X
Emergency Preparedness										
Comprehensive Emergency Management Plan Support	X	X	X	X	X	X	X	X	X	X
Emergency Management and Disaster-Related Training and Exercises	X	X	X	X	X	X	X	X	X	X
Hazardous First Responder Training	X	X	X	X	X	X	X	X	X	X
Hurricane Evacuation and Shelter Planning	X	X	X	X	X	X	X	X	X	X
Local Emergency Planning Committee	X	X	X	X	X	X	X	X	X	X
Local Hazard Mitigation Strategies	X	X	X		X		X	X	X	
Post Disaster Redevelopment Planning	X	X	X		X	X	X	X	X	
Regional Domestic Security Task Force Training and Exercises	X	X	X	X	X	X	X	X	X	X
Sea Level Rise/Climate Change Studies			X		X	X	X	X	X	
Small Quantity Hazardous Waste Generator Monitoring	X	X		X	X		X		X	X
Statewide Regional Evacuation Study	X	X	X	X	X	X	X	X	X	X
Transportation Planning										
Bicycle and Pedestrian Planning		X	X	X					X	X
Commuter Assistance Programs					X					X
Local Government Transportation Technical Assistance		X	X	X	X	X	X	X	X	
Metropolitan Transportation Planning Organization				X						X
Modal Planning Initiatives		X	X			X			X	
Rural Transportation Planning Services	X	X			X					X
Safe Routes to School Initiatives		X	X				X			X
Transportation Disadvantaged Program	X	X		X	X		X			X
Environmental & Natural Resource Planning										
Clean Cities Initiatives						X				X
Estuary/River/Bay/Ecosystem Initiatives	X		X			X	X	X	X	X
Springs Protection Initiatives			X							
Wildlife Habitat Initiatives		X	X				X		X	

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Neighborhood Housing Services of South Florida, has the power to act and speak with one voice, and use their talent, knowledge, and influence to support, attract, and direct needed investment to the community. Another important element of the CAP process is ongoing engagement of residents and the fostering of community leadership. Additional information can be found at: <http://sfrregionalcouncil.org/revitalizing-miamis-79th-street-corridor/>

Local Mitigation Strategies

The Federal Disaster Mitigation Act of 2000 significantly expanded the mitigation planning requirements imposed on both state and local jurisdictions to maintain eligibility for federal mitigation funds. Regional planning councils provide planning and technical services to their local governments in developing Local Mitigation Strategies, which must be in place to receive Federal Emergency Management Agency Hazard Mitigation Grant Program funds or other federal mitigation assistance program funds, resulting from presidential disaster declarations. The purpose of the Local Mitigation Strategy is to reduce or eliminate the impact of hazards within a community and diminish the loss of life and property damage. Local Mitigation Strategies serve as a bridge between comprehensive plans and emergency management plans of local governments.

Regional Domestic Security Task Forces

Three of the seven Regional Domestic Security Task Forces in Florida are staffed by regional planning councils (Apalachee, East Central, and Tampa Bay). Their mission is to ensure a safe and secure future; strengthen domestic security prevention, preparedness, protection, response, and recovery capabilities through interdisciplinary and interagency consensus; and build and rely upon a strong regional mutual aid response capability.

Under the leadership of these Task Forces, the three regional planning councils continued to coordinate Regional Domestic Security exercises to encourage and facilitate multijurisdictional and multidisciplinary participation.

Hazards Analyses and Response Planning

Regional planning councils play a significant role in the hazards analyses planning process in Florida. The Emergency Planning and Community Right-to-Know Act requires all facilities possessing extremely hazardous

substances with an amount equal to or greater than certain thresholds, submit a report to the State Emergency Response Commission. The process of completing a report on each of the facilities that identifies these chemicals, their quantities, the potential threat of a release, and critical facilities and special locations (i.e., schools, hospitals and nursing homes) is known as a hazards analysis. In addition to the analyses, a map is produced showing the threat zone for each chemical stored on site. The threat zone, or vulnerability zone, indicates the population and identifies special locations that would need to be evacuated in a worst-case scenario in the event of a release. Annually, the State provides a list to all 67 counties, noting the facilities that are due to be analyzed. Many counties use regional planning councils to complete their hazards analyses.

Small Quantity Generators of Hazardous Waste

Regional planning councils help the Florida Department of Environmental Protection implement the state-mandated Small Quantity Generators inspection program. Small Quantity Generators are individual businesses that generate or accumulate dangerous wastes, between 100 to 1,000 kilograms a month.

The goal of the program is environmental protection by providing business assistance through the identification, notification, and on-site verification of businesses that are considered active or potential generators of hazardous waste. Regional planning councils identify and monitor facilities that produce some form of hazardous waste, either as a product or a by-product of their day-to-day activities. This may include automotive repair facilities, dry cleaners, medical facilities that use x-ray machines, and manufacturing businesses.

ENERGY

Solar Ready Florida

Solar Ready Florida is a collaborative effort to improve and expand the solar market in the Tampa Bay and Southwest Florida regions. Led by the Tampa Bay Regional Planning Council and Southwest Florida Regional Planning Council, Solar Ready Florida strives to implement solar best management practices, training materials, and other implementation strategies. Solar Ready Florida seeks to engage key solar electric stakeholders in this

INFRASTRUCTURE & GROWTH LEADERSHIP

process, including city and county governments, solar contractors, and other solar industry groups, electric utilities, business leaders, and interested citizens. Together, with support from the region's local governments, Solar Ready Florida will achieve more streamlined and standardized solar practices, resulting in measurable improvement in solar market conditions. For more information, visit www.SolarReadyFlorida.com.

TRANSPORTATION PLANNING

Heartland Rural Mobility Plan

The Central Florida Regional Planning Council continues to create, expand, plan, and coordinate mobility options for Heartland citizens. This effort is focused on the continued implementation of the goals and objectives included in the Heartland Rural Mobility Plan. Two pilot projects identified in the Plan have been implemented. The Lake Region Commuter Route, which operates from Clewiston in Hendry County to Belle Glade in Palm Beach County, and the DeSoto-Arcadia Regional Transit System. Ridership continues to increase as residents learn to take advantage of these programs.

Rural Transportation Work Program

The Apalachee Regional Planning Council and West Florida Regional Planning Council completed a contract with the Florida Department of Transportation to bring information from its five-year work program to counties in the rural areas, thereby strengthening regional transportation planning priority setting in these areas. In the West Florida region, the counties include Escambia, Holmes, Okaloosa, Santa Rosa, Walton, and Washington. In the Apalachee region, the counties being served are Calhoun, Franklin, Gulf, Jackson, and Liberty. Council staff met with county staff to review current transportation projects and discuss potential future projects. The majority of the needs identified included bicycle/pedestrian facilities, bridge replacements, maintenance of paved shoulders, and roadway resurfacing. Each Council provided a report of their findings to the Department.

HOUSING

State Housing Initiative Partnership Programs

The Northeast Florida Regional Council successfully managed two State Housing Initiative Partnership

programs this past year—one for Putnam County and one for Baker County. In total, the Council administered a total of \$377,972 to provide housing and housing rehabilitation services to very-low, low-, and moderate-income households.

Affordable Housing Toolkit for the Heartland

The Central Florida Regional Planning Council's Affordable Housing Toolkit is a three-pronged analytical tool, which includes an Affordable Parcel Inventory for the six rural counties within the Florida Heartland (DeSoto, Glades, Hardee, Hendry, Highlands, and Okeechobee Counties). This project was created through the guidance of the Heartland 2060 Consortium, a partnership between universities, regional authorities and councils, and local governments. The Toolkit estimates and examines the affordability of all residential parcels in the six rural counties by estimating their combined housing- and transportation-related costs. The study is unique in that it investigates housing affordability for both rental and for-purchase residential parcels. The model is transferable for use in other rural and urban counties. The Toolkit won an American Planning Association, Florida 2014 Award of Merit.

WATER/ENVIRONMENTAL PROGRAMS

Environmental Partnerships in Southwest Florida

The Southwest Florida Regional Planning Council and Charlotte Harbor National Estuary Program have a long-standing history of partnering together to protect the pristine estuarine systems in the region. This past year, the two entities coordinated in partnership with the Sanibel-Captiva Conservation Foundation to successfully



INFRASTRUCTURE & GROWTH LEADERSHIP

complete an economic value ecosystem services study for the Pine Island Sound, as well as two ecosystem services studies for the Lee County and Collier County land acquisition programs. The Council and the Estuary also partnered with The Nature Conservancy to develop an oyster restoration plan for Charlotte Harbor that included



establishing an oyster bar at a public park on the Peace River.

Original Florida Tourism Task Force

In many of the rural communities in the north central Florida region, tourism is a primary component of economic activity. The Original Florida Tourism Task Force markets the ten-county "Natural North Florida" region by promoting the development of nature-, culture-, and heritage-based tourism. The Task Force is comprised of representatives from each of the participating counties in the region to support and direct the regional tourism development effort. The North Central Florida Regional Planning Council provides staffing to the Task Force, to maintain the www.VisitNaturalNorthFlorida.com website; coordinate consumer travel show participation; create proactive publicity campaigns; and produce collateral materials to meet the goals of the Task Force's marketing plan.

The Task Force uses funds from a Rural Regional Development Grant from the Florida Department of Economic Opportunity as well as grants from Visit Florida to help implement the Task Force's marketing plan to build capacity in the rural communities in the region. For instance, the Task Force recently conducted a visitor

survey to gather information regarding tourists who visit the region. The Task Force also recently completed a photograph series of freshwater springs for use in brochures, its website, and advertising pieces.

ENERGY

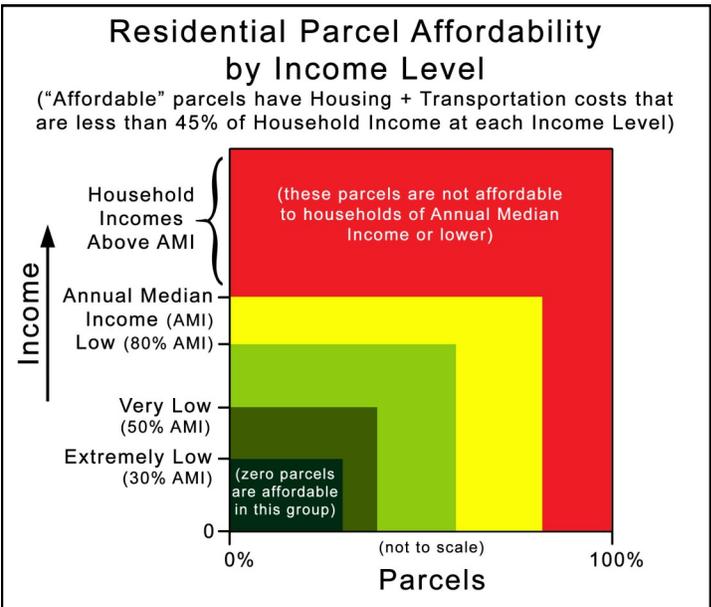
Energy Summit Tampa Bay

The Tampa Bay Regional Planning Council hosted Energy Summit Tampa Bay in May 2015. Stakeholders from the energy industry, elected officials and policy makers, business and economic development partners, citizen leaders and students gathered to



ENERGY SUMMIT
TAMPA BAY

focus on energy resilience and assurance. An educational component presented the alternative and renewable solutions/options currently available through energy industry stakeholders. Future energy sources and resources were also explored. The full-day program included presentations on energy demand and supply, state and national perspectives on solar energy, renewables, energy infrastructure security and resilience, energy efficient buildings, solar PV systems and alternative energy for transportation.



INFRASTRUCTURE & GROWTH LEADERSHIP

CLIMATE CHANGE/SEA LEVEL RISE

Southeast Florida Regional Climate Change Compact

The South Florida Regional Planning Council provides technical and administrative assistance to the Southeast Florida Regional Climate Change Compact. The Compact outlines an ongoing collaborative effort among the four Compact counties (Broward, Miami-Dade, Monroe and Palm Beach) to foster sustainability and climate resilience at a regional scale. The Compact has been recognized nationally and internationally for its leadership and groundbreaking work in the area of climate change



adaptation and resiliency. Through the work of the Compact counties, adaptation and resiliency to rising seas and climate change were fully integrated into the Southeast Florida Prosperity Plan for the region, which is more fully described on page 32.

As part of the development of the Prosperity Plan, the South Florida Regional Planning Council and Treasure Coast Regional Planning Council worked with the Compact counties and Indian River, Martin and St. Lucie Counties to create a common framework for the incorporation of climate change/sea level rise adaptation and resilience issues into the seven-county Plan. The Compact also contracted with the Florida Public Health Institute to conduct a health impact assessment of the 110 recommendations contained within the Compact's Regional Climate Action Plan to understand the larger picture of the effects that climate change, particularly sea level rise, will have on the residents of Southeast Florida.

The Compact's resilience work has been cited in the National Climate Assessment Report and will be included in the next report to the White House Task Force on Preparedness and Resilience. The need for such an initiative is evidenced below in the picture of Miami Beach experiencing a seasonal high tide on a day with no rain.

Climate Change/Sea Level Rise Adaptation Action Areas

In 2012, the Florida Department of Economic Opportunity (DEO) initiated a five-year project to integrate sea level rise adaptation into current planning mechanisms, including local comprehensive plans, hazard mitigation plans, and post-disaster redevelopment plans. The DEO seeks to develop statewide guidance and a replicable model for coastal communities throughout Florida on how to implement an Adaptation Action Area (AAA) at the local level. Through funding from the National Oceanographic and Atmospheric Administration (NOAA) and the Florida Department of Environmental Protection (DEP), DEO engaged SFRC to assist in the research for AAA implementation strategies. SFRC worked with the City of Fort Lauderdale (City) one of the state's AAA pilot communities, and Broward County to test adaptation policy options to be incorporated into the City's Comprehensive Plan.

The 2011 Florida Legislature passed the Community Planning Act, changing the state's growth management laws and adding optional adaptation planning for coastal hazards and the potential impacts of sea level rise. The AAA is an optional comprehensive plan designation for areas that experience coastal flooding and that are vulnerable to the related impacts of rising sea levels for the purpose of prioritizing funding for infrastructure needs and adaptation planning. Local governments that adopt an AAA may consider policies within the coastal management element of their comprehensive plan to improve resilience to coastal flooding.

The SFRC, Broward County, and the City explored and developed an interactive menu of options available to local governments that wish to designate AAAs and policies in their local comprehensive plan. The results of the process were compiled into a series of guidance documents which include a Policy Options Report, a Fort Lauderdale Case Study, a practical "how-to" Adaptation Action Areas Guidebook, and a series of informational videos which feature interviews with

INFRASTRUCTURE & GROWTH LEADERSHIP

public and private sector stakeholders. The City recently adopted AAAs into the coastal management element of their comprehensive land use plan, with a unanimous vote of the City Commission. The Council has subsequently assisted Miami-Dade County and the City of Pinecrest in implementing AAAs in the coastal management element of their comprehensive land use plans as well.

TBRPC Receives NOAA Grant to Prepare for Sea Level Rise

The National Oceanic and Atmospheric Administration (NOAA) awarded Tampa Bay Regional Planning Council (TBRPC) a grant through the Coastal Resilience Networks (CRest) grant program. The grant allows TBRPC to leverage the existing ONE BAY: Livable Communities Working Group for the purpose of improving the Tampa Bay area's regional capacity to withstand adverse impacts of sea level rise, storm surge and extreme weather. ONE BAY will augment an existing network of developers, planners, business and community leaders, and private citizens convened to tackle various regional quality of life issues.



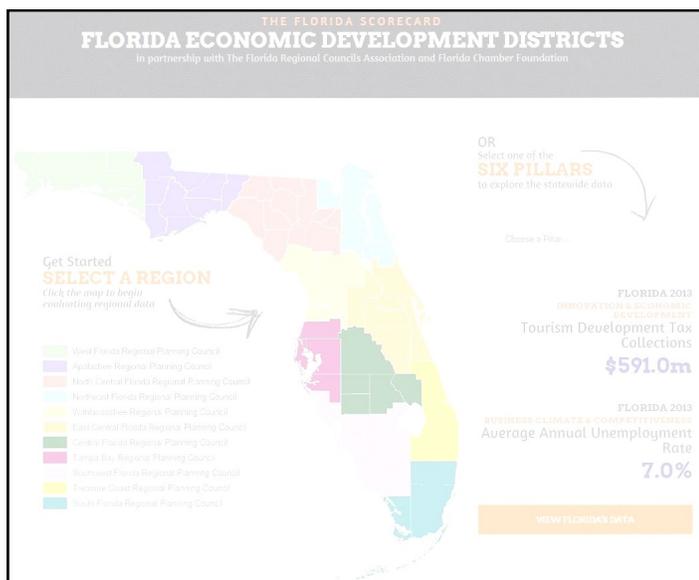
The TBRPC will bring together the ad hoc efforts related to sea level rise and coastal hazards currently underway by extending the existing ONE BAY framework to specifically address vulnerability to sea level rise and other potential climate-induced changes to the frequency and intensity of hurricanes and rainfall events. TBRPC Executive Director Manny Pumariega stated, *"The TBRPC believes that together, the local governments of the Tampa Bay area can establish a common approach to understanding, communicating and planning for coastal hazards and ensure the region will continue to thrive for years to come."*

Through ONE BAY, local stakeholders have a forum to share information and establish a consensus-based approach to understanding and planning for sea level rise and other coastal hazards likely to affect their communities. A planned website will provide an inventory of existing research, programmatic efforts and decision support tools specific to Tampa Bay in regard to sea level rise and coastal hazards. The TBRPC will provide technical assistance to local governments for incorporating sea level rise and other coastal hazards into comprehensive plans, land development regulations, and local mitigation strategies. data generated as a result of this collaboration is also expected to be used to enhance business continuity plans in both the public and private sector.

BUSINESS CLIMATE & COMPETITIVENESS

REGIONAL ECONOMIC SCORECARDS

In March 2014, the 10 regional planning councils, in partnership with the Florida Chamber Foundation,



launched a new website on regional metrics. Now, regional planning councils and their state, regional, and local partners are able to view measurable results in over 18 separate metrics that align with the Florida Chamber Foundation's Six Pillars framework. The aggregate data allows the user to generate regional and statewide comparisons. To access the website, visit <http://floridarpcscorecard.com>.

ECONOMIC DEVELOPMENT TECHNICAL ASSISTANCE

Promoting regional economic development in conjunction with local economic development organizations is a priority for regional planning councils. Among their many responsibilities, regional planning councils prepare and administer grant applications for federal and state economic development infrastructure funds and projects at the request of local economic development organizations and local governments.

Wakulla Environmental Institute

The Apalachee Regional Planning Council received a 2014 Innovation Award from the National Association of Development Organizations for the Wakulla Environmental Institute project. The Council provided support in

developing the proposal and application for the project and provided grant administration services during the construction phase. The Wakulla Environmental Institute, located south of Crawfordville, is a project of regional importance to Tallahassee Community College. It will train the next generation of environmental professionals, tour guides, and park managers. This new campus will offer associate degrees and certificate programs in the classroom and online to facilitate career development of working adults. The project is expected to create at least 100 jobs in the region.

Economic Development Plans for Communities in the East Central Florida Region

This past year, the East Central Florida Regional Planning Council helped secure \$35,000 to develop economic development plans for the cities of DeBary, Lake Helen, and Tavares. The objective of these projects was to bring new innovative ideas for economic development; identify unique niche areas to improve the economic competitiveness; and create vibrant and sustainable places. The DeBary SunRail Station Area Economic Development Strategic Plan provided a series of recommendations for the long-term development of the City's Transit Oriented Overlay District; an assessment of the current regulations; and Volusia County's competitive advantages. The economic/land use plan for properties near the I-4 interchange in the City of Lake Helen included a detailed analysis of the land use characteristics of the area and a market assessment.



BUSINESS CLIMATE & COMPETITIVENESS

Finally, The South Lake Dora Shore Economy Strategy Plan focused on a 1,400-acre area recently annexed by the City of Tavares in Lake County. The project included an inventory of the existing characteristics of the study area; an analysis of the assets, challenges, and opportunities available in the area; and an implementation plan that translates the recommendations into a series of tasks. All of these projects were funded through the Department of Economic Opportunity's Community Planning and Technical Assistance Grants program.

Community Challenge Planning Grant - Glades Region Master Plan

The Treasure Coast Regional Planning Council assisted Palm Beach County as part of a county-wide team to prepare a comprehensive master plan for the Glades Region of Palm Beach County through a \$1.98 million Community Challenge Planning Grant awarded to Palm Beach County by the U.S. Department of Housing and Urban Development. The plan will enhance economic competitiveness, infrastructure sustainability, transportation choices, workforce training, and housing options in close proximity to employment centers. The Glades Region includes the cities of Belle Glade, Pahokee, and South Bay, and the community of Canal Point. The

Glades Counties was identified as a Vital Project in the Southwest Florida Economic Development District's Comprehensive Economic Development Strategy. With funding from the Florida Department of Economic Opportunity, the Southwest Florida Regional Planning Council developed a business plan to help guide this effort. Formed in 2013, this public/private partnership, the Southwest Florida Economic Development Alliance, is actively involved in partnering with government, business, community leaders, and educational institutions in the Southwest region, to create a vibrant regional economy that welcomes and encourages growth and expansion. Its mission includes serving as a non-parochial economic development coordinator to site selectors, real estate consultants, and targeted companies.

REVOLVING LOAN FUNDS

The Apalachee, Central Florida, South Florida, and Treasure Coast Regional Planning Councils administer revolving loan fund portfolios composed of federal and state funds to help grow small businesses, create jobs, encourage business retention and expansion, and undertake Brownfield revitalization projects. **Over the past ten years, these regional planning councils have loaned \$39.9 million, resulting in the creation of 2,541 jobs and retention of 1,003 jobs. Update**

Council-Led Brownfields Revolving Loan Programs Funds Needed Affordable Housing Development (check title?)

In 2004, the South Florida Regional Council, in partnership with the U.S. Department of Environmental Protection and the Housing Finance Authority of Palm Beach County, financed the brownfields site cleanup and construction of Malibu Bay Apartments - a \$25 million, 265-unit, affordable housing project located in West Palm Beach, Florida. Unfortunately, the project came to market just as the recession began in 2009 and came into financial difficulty. Council staff worked with their partners to refinance the project. Today, the affordable housing development is stable, occupied, and a community asset. In addition, with repayment of the loan to the Brownfields Revolving Loan Program, additional brownfields sites projects are under development creating value for the economy, environment, and communities.



project, known as the Glades Region Master Plan, will serve as a guiding blueprint to enhance economic competitiveness focusing on major employment centers. The Council is completing the Public Participation, Economic Development and Environmental components of the Master Plan.

Southwest Florida Economic Development Alliance

The creation of a public/private partnership to market the five-county region of Lee, Collier, Charlotte, Hendry, and

BUSINESS CLIMATE & COMPETITIVENESS

BROWNFIELDS REVITALIZATION

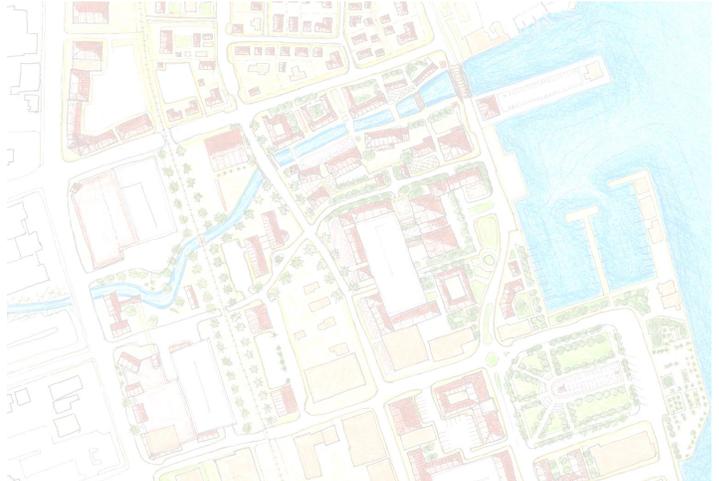
Brownfields are defined as abandoned or underutilized industrial and commercial facilities and sites where redevelopment is complicated by real or perceived environmental contamination, and may include abandoned factories, commercial buildings, dry cleaning establishments, gas stations, and agricultural and mining facilities. With funding from the U.S. Environmental Protection Agency, the Central Florida Regional Planning Council and Treasure Coast Regional Planning Council undertake brownfield revitalization projects. The funds are used to conduct environmental assessments and reuse planning to place economically obsolete properties back into productive use and revitalize impacted neighborhoods.

In June 2015, the United States Environmental Protection Agency awarded a \$500,000 Brownfields Assessment Coalition Grant to the Treasure Coast Regional Planning Council, and its partners the South Florida Regional Council and Palm Beach County. Grant funds will be used to address community-wide hazardous substances and petroleum sites with particular focus on sites proximate to the Florida East Coast rail corridor. Funds will support up to 14 Phase I and 14 Phase II environmental site assessments, and the preparation of up to 10 cleanup plans. Grant funds will also be used to conduct community involvement activities, including up to 12 community meetings.

Transforming H.D. King Power Plant Site

The Treasure Coast Regional Planning Council has been involved in the assessment and remediation of the former H.D. King Power Plant site through its Brownfields Program. The Council provided \$1.4 million in funding for clean-up activities through their brownfields revolving loan fund and assessment grants, and managed three clean-up grants in partnership with the Fort Pierce Redevelopment Agency, Fort Pierce Utilities Authority, and operator of the power plant. Source removal actions were conducted between 2010 and 2012, and the remaining remedial efforts will focus on the main parcel on which the majority of site operations occurred. The remaining remediation is being phased over a two-year period (2014/2015) to take full advantage of tax credits available through the Florida

Voluntary Cleanup Tax Credit Program. The Council's Urban Design Studio also prepared a master redevelopment plan for the site, pictured above, which is actively being used to market the property as a key piece



of the City's overall downtown redevelopment plans.

REGIONAL ECONOMIC IMPACT ANALYSIS MODELING

Regional planning councils use economic impact analysis modeling tools to measure the economic and fiscal impacts of project development or policy initiatives in their communities. These modeling tools (REMI, IMPLAN®, and fiscal analysis), designed specifically for the regions, account for business cycles and allow the user flexibility in analyzing the timing of economic impacts. This service provides economic development practitioners and local governments with a method to assess the economic and demographic impacts of proposed projects and policy initiatives. The information provided in these assessments is utilized by local governments and economic development organizations to make decisions on possible incentive packages for new or expanding economic development projects, and provides background data to support various federal and state economic development grants for local economic development initiatives. Over the past ten years, regional planning councils conducted 507 regional economic impact analyses.

Economic Impacts of Successful Commercial Fire Interventions in Orange County

BUSINESS CLIMATE & COMPETITIVENESS

The East Central Florida Regional Planning Council conducted six economic impact analyses to measure the impact of public and private investments across the region. The most significant of these analyses was a report on the Economic Impacts of Successful Commercial Fire Interventions in Orange County. This project was a partnership between the East Central Florida Regional Planning Council, the Center for Public and Non-Profit Management at the University of Central Florida, and the Orange County Fire Rescue Department. The study focused exclusively on commercial entities that could have temporarily or permanently lost their production capability or operations without the intervention of the Orange County Fire Rescue Department. The results of this study, which was completed March 30, 2014, demonstrated that without the Fire Rescue Department's response, 8,741 jobs in Orange County would have been lost, as well as 10,082 jobs statewide. The results of the study will help improve the efficiency of fire services in Orange County.

U.S. CENSUS DATA CENTER AFFILIATES

To help local governments and businesses obtain the maximum benefit of a complete count under the decennial census, regional planning councils play an important role as U.S. Census affiliates to support the activities of the U.S. Census Bureau. In this capacity, regional planning councils coordinate with the Florida Department of Economic Opportunity, which acts as the U.S. Census Bureau's designated Florida State Data Center, helping provide official guidance to local government stakeholders statewide. Working with the Florida State Data Center, regional planning councils help distribute information to facilitate maximum participation in the decennial census.

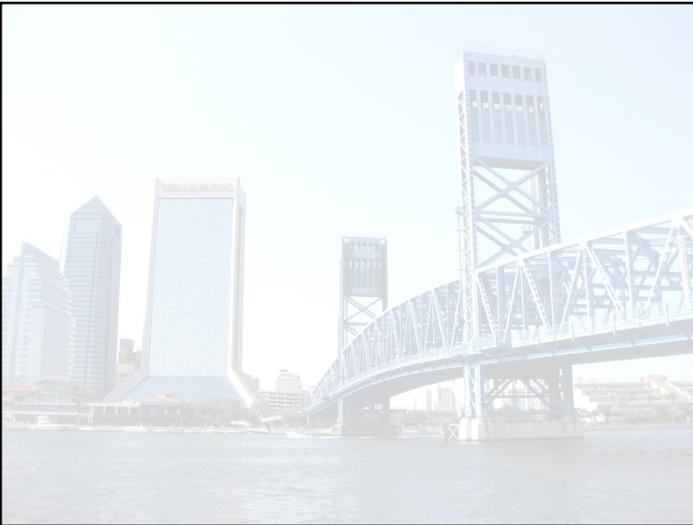
In addition, regional planning councils are a resource for economic, demographic, social, and development data. Regional planning councils maintain extensive libraries and databases providing access to data, research, and publications, and have the ability to provide data in a format tailored to a specific request.

CIVIC & GOVERNANCE SYSTEMS

INTERGOVERNMENTAL COORDINATION

Intergovernmental Coordination and Review (Federal Clearinghouse)

Presidential Executive Order 12372 and Governor's Executive Order 95-359 established the Intergovernmental Coordination and Review Process to evaluate and review



certain federal programs and projects to ensure consistency with local, regional, and state plans. The Florida State Clearinghouse, within the Florida Department of Environmental Protection, administers this process for projects in Florida. Regional planning councils act as a regional clearinghouse for the State. They review and comment on grants and permits from various government agencies as well as certain proposed plans and projects of statewide and regional significance. Over the past ten years, regional planning councils have provided required Federal Consistency Review to 11,998 projects, ensuring access to hundreds of millions of federal infrastructure and economic development investment dollars annually.

Transportation Disadvantaged

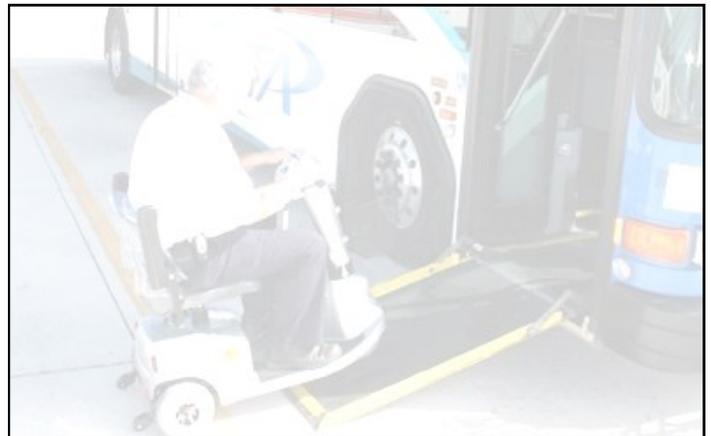
The Transportation Disadvantaged coordinated system for Florida is governed by the Florida Commission for the Transportation Disadvantaged. Its mission is to ensure the availability of safe, efficient, cost-effective, and quality transportation services for individuals who, because of physical or mental disability, income status, or age, are unable to transport themselves or purchase transportation. The Commission also designates an Official Planning Agency in each county, which is

responsible for Transportation Disadvantaged Program planning. In most rural areas, regional planning councils are the "Designated Official Planning Agency" and help ensure access to employment, health care, education, and other life-sustaining resources for qualified individuals.

REGIONAL CONVENERS

Northeast Florida Regional Leadership Academy

The Northeast Florida Regional Council continued an eight-year standing program by accepting the Class of 2014 to its Northeast Florida Regional Leadership Academy; an assembly of 11 future regional leaders. The candidates were professionals from a variety of areas within the region, including law enforcement, aviation, and education. The program ran from January to August. Each month, the class explored a county in the region, examining issues of regional significance such as transportation, public safety, natural and cultural resources, food, sustainability, and education. Graduates from the Leadership Academy become lifetime members of the Regional Community Institute. Since 2006, the



Regional Leadership Academy has produced 197 regionalists.

Hendry County Education Improvement Task Force

The Southwest Florida Regional Planning Council and the Hendry County Economic Development Council, with funding from the Florida Department of Economic Opportunity, developed a Vision and Implementation Plan for the Hendry County Education Improvement Task Force. The Task Force is a public/private partnership among the school district, economic development council,

CIVIC & GOVERNANCE SYSTEMS

and local businesses. The Plan was developed through a series of meetings, public involvement opportunities, and identification of vital projects and top priorities to meet the needs of Hendry County. The resulting goals included creating a Pre-K to 12 school system that is highly regarded for its academic excellence; improving economic development efforts to attract new, high wage businesses



and industries; attracting, developing, and retaining high caliber staff; and, ensuring Hendry County has a high quality of life and is recognized as a leading community in which to work, play, and raise families.

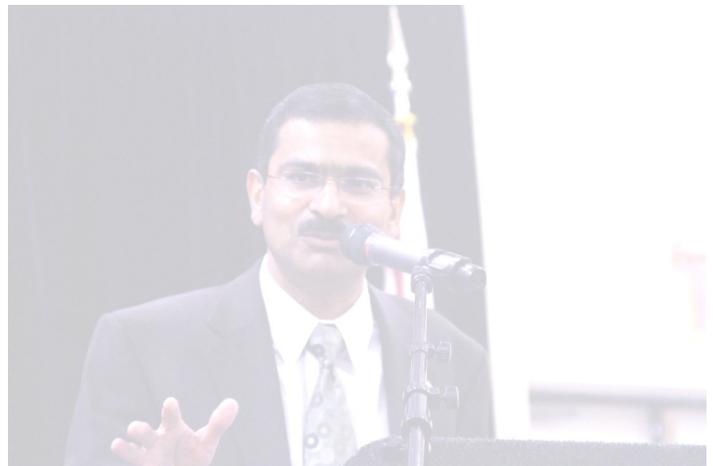
All Aboard Florida Public Outreach

All Aboard Florida is a proposed high-speed express passenger rail service between Miami and Orlando, with intermediate stations in Fort Lauderdale and West Palm Beach. While the project could provide significant benefits state-wide and in cities where rail stations would be located, it could also impose extensive costs as well as impacts on communities without stations. The Treasure Coast Regional Planning Council, since the inception of the project in 2012, has convened nearly 90 public meetings and workshops with community leaders and citizens and 53 one-on-one briefings with elected officials to communicate All Aboard Florida project details, gain public input, and help identify possible mitigation strategies.

2nd Annual Emerald Coast Transportation Symposium

The West Florida Regional Planning Council and Northwest Florida Regional Transportation Planning Organization

hosted the 2nd Annual Emerald Coast Transportation Symposium in Pensacola Beach. Highlighted by keynote speakers, including the Florida Department of Transportation Secretary Ananth Prasad (pictured below), the Symposium provided an opportunity for more than 200 professionals and policymakers to come together to discuss ways in which to more efficiently and effectively adapt the transportation system of the region to 21st Century economic and environmental realities. Discussion topics included airport and port planning, complete streets strategies, alternative fuels, infrastructure, and health. Innovators inspired attendees; experts shared their best practices; industry leaders discussed their regionally significant issues; and guests increased their collective knowledge of how transportation impacts health, the economy, and the environment. Videos and presentations are available at www.wfrpc.org/symposium.



QUALITY OF LIFE & QUALITY PLACES

VISIONING/SUSTAINABLE COMMUNITIES

Heartland 2060: Building a Resilient Region

The Heartland 2060 Resilient Region Plan is serving as the foundation for Building Blocks of the Heartland, which



harnesses goals and principals of education, workforce, and economic development. The Central Florida Regional Planning Council, as the Economic Development District, used its Comprehensive Economic Development Strategy aligned with the Florida Chamber Foundation's Six Pillars and Florida Department of Economic Opportunity's *State Strategic Plan for Economic Development* as the structure for Heartland 2060 economic alignment.

Alternative Future Scenarios were developed to include current and future industry clusters, and took into consideration such needs as workforce, education, and housing to look at development of a trade and logistics economy as well as opportunities for alternative energy generation and fuels. With the completion of the Plan, funded in part by a U.S. Department of Housing and Urban Development grant, Heartland 2060 continues to implement key projects, including the award-winning Affordable Housing Toolkit (see page 22) that was produced as part of the Heartland 2060 Plan.

The Heartland 2060 effort addressed transportation and land use, environment and natural resources, economic

development, and education and workforce, and provides a path to a resilient future that supports growth while ensuring the Heartland's natural resources are protected and its communities remain strong.

Enhance Central Florida

On behalf of 26 partners that comprise the East Central Florida Sustainable Communities Consortium, the East Central Florida Regional Planning Council was awarded a \$2.4 million grant from the U.S. Department of Housing and Urban Development to plan for sustainable transit-oriented development around Phase One SunRail station locations. The Enhance Central Florida project is in its third and final year. The Department's Sustainable Communities Government Technical Representative, Naomi Friedman (pictured below) visited the Central Florida region to participate in SunRail's inaugural celebrations.

As part of the Enhance Central Florida project, an Affordable Housing Study and a Fair Housing and Equity Assessment was completed. The results will assist in the development of policy guidelines that can be applied to all future transit stations in the region. It also includes extensive outreach programs. Local citizen participation has served as a key element of the planning process. Local governments are currently focused on the final stages of planning, implementation, and construction along the rail corridor to ensure optimum access, connectivity, land uses, and employment opportunities are programmed to enhance the station areas.



QUALITY OF LIFE & QUALITY PLACES

SFRC Spearheads Regional Data Collaborative and "Southeast Florida DataCommon"

The Institute for Community Collaboration, a 501(c)3 associated with the South Florida Regional Council (SFRC), with the support of Citi Community Development and other partners, is developing a regional educational resource and tool that will enable regional stakeholders and residents of all income levels to access and interact with valuable data and information at differing scales of geography on issues of regional and community significance via the internet.

The Southeast Florida DataCommon project seeks to further the development of a regional data portal that features an interactive platform for exploring data and a collaborative space for engaged indicator analysis. The goal is to enhance data and understanding about community and regional policy issues on a broader scale through access to, and sharing of, up-to-date spatial data, visualization tools, and technical assistance and support opportunities. It will be implemented through a regional partnership of public, private, nonprofit, and philanthropic stakeholders working together to create the resource and enhance understanding of the challenges and opportunities of using data to drive positive change in Southeast Florida.

Currently data, analysis, and the "lessons learned" from data largely reside in organizational and issue-based "silos." This limits shared learning, understanding, and the creation of knowledge about the interrelationship of issues such as children, health, housing, transportation, water, economic development, community development, and the environment. Furthermore, it limits opportunities to increase organization and program efficiency and effectiveness, maximize the use of limited resources, and build greater understanding of the interconnectedness of the region.

This collaborative effort seeks to create a regional coalition of public, private, nonprofit, and philanthropic organizations that will:

- Support each other with enhanced access to data;
- Increase organizational efficiency and maximize the use of limited resources;
- Create strengthened and new relationships across organizations which support enhanced accessibility and usability of data;
- Create better data for better outcomes in planning and program areas, and leverage investment; and Enhance the ability of organizations to create new opportunities for communities and the region, not just

address existing challenges.



SOUTHEAST FLORIDA CLEAN CITIES COALITION

Hosted by the South Florida Regional

Council, the Southeast Florida Clean Cities Coalition was designated by the U.S Department of Energy in 1994. The Coalition operates as a public-private partnership composed of public and the private sector members concerned with alternative fuel technologies and programs. The role of the Coalition is to provide a fuel-neutral policy direction to maximize the use of vehicles operating on clean, alternative fuels throughout its region of nearly six million people living in Broward, Miami-Dade, Monroe and Palm Beach Counties. Currently, the Coalition is focused on the working with the Region's National Parks and Preserves in climate preservation efforts like those mentioned above, providing alternative fuels first responder training, developing a statewide fleet recognition program, encouraging idle reduction methodologies, and assisting employers in implementation of workplace charging infrastructure.

The natural resources of South Florida have provided the foundation and stimulus for rapid population growth and economic development. Few know that the earliest beginnings of the South Florida Regional Council dates back to 1969 when then Dade, Monroe, and Collier counties came together to create the South Florida Jetport Council and address the proposed location of a jetport in Big Cypress. In the late 1960s, conservationists and outdoorsmen alike opposed the ruination of such

ecologically and culturally valuable land, ultimately ushering the preserve into the protective arms of the National Park Service. Fast forwarding to the present, after partnering with the National Park



An infographic explains the role of photovoltaic power at Big Cypress Welcome Center. A solar panels array can be seen in the background.

LOCAL GOVERNMENT MEMBERSHIP DUES

REGIONAL PLANNING COUNCIL	COUNTY	MUNICIPALITY
Apalachee	\$4,000 base fee plus \$0.07/capita	N/A
Central Florida	\$0.25/capita	N/A
East Central Florida	\$0.16/capita	N/A
North Central Florida	\$0.30/capita	\$750 minimum \$0.30/capita ¹
Northeast Florida	\$0.41/capita	N/A
South Florida	\$0.175/capita	N/A
Southwest Florida	\$0.30/capita	\$0.30/capita ¹
Tampa Bay	\$2,000 base fee plus \$0.295/capita	\$2,000 base fee only
Treasure Coast	\$0.43/capita	N/A
West Florida	\$1,000 base fee plus \$0.0325/capita	\$500 base fee plus \$0.0325/capita

¹Optional dues paid by municipalities are subtracted from the share paid by the County.

N/A Not applicable, no membership dues assessed.

ENERGY & CLIMATE CHANGE

Climate Change/Sea Level Rise Adaptation Action Areas

In 2012, the Florida Department of Economic Opportunity (DEO) initiated a five-year project to integrate sea level rise adaptation into current planning mechanisms, including local comprehensive plans, hazard mitigation plans, and post-disaster redevelopment plans. The DEO seeks to develop statewide guidance and a replicable model for coastal communities throughout Florida on how to implement an Adaptation Action Area (AAA) at the local level. Through funding from the National Oceanographic and Atmospheric Administration (NOAA) and the Florida Department of Environmental Protection (DEP), DEO engaged SFRC to assist in the research for AAA implementation strategies. SFRC worked with the City of Fort Lauderdale (City) one of the state's AAA pilot communities, and Broward County to test adaptation policy options to be incorporated into the City's Comprehensive Plan.

The 2011 Florida Legislature passed the Community Planning Act, changing the state's growth management laws and adding optional adaptation planning for coastal hazards and the potential impacts of sea level rise. The AAA is an optional comprehensive plan designation for areas that experience coastal flooding and that are vulnerable to the related impacts of rising sea levels for the purpose of prioritizing funding for infrastructure needs and adaptation planning. Local governments that adopt an AAA may consider policies within the coastal management element of their comprehensive plan to improve resilience to coastal flooding.

The SFRC, Broward County, and the City explored and developed an interactive menu of options available to local governments that wish to designate AAAs and policies in their local comprehensive plan. The results of the process were compiled into a series of guidance documents which include a Policy Options Report, a Fort Lauderdale Case Study, a practical "how-to" Adaptation Action Areas Guidebook, and a series of informational videos which feature interviews with public and private sector stakeholders. The City recently adopted AAAs into the coastal management element of their comprehensive land use plan, with a unanimous vote of the City Commission. The Council has subsequently assisted Miami-Dade County and the City of

Pinecrest in implementing AAAs in the coastal management element of their comprehensive land use plans as well.



FACTS & FIGURES

REGIONAL PLANNING COUNCIL	DATE ESTABLISHED	2014 REGIONAL POPULATION ¹	GOVERNING BOARD SIZE	STAFF SIZE (FTE) ²	SQUARE MILES	2014-15 BUDGET	DRI ³ FEES (Est. % OF BUDGET)
Apalachee	Aug. 23, 1977	472,326	27	6	5,855	\$693,785	0.0%
Central Florida	July 1, 1974	824,958	18	16	5,287	\$3,179,548	1.42%
East Central Florida	Feb. 22, 1962	3,273,132	32	16	6,502	\$2,792,896	3.58%
North Central Florida	May 7, 1969	500,745	48	13	6,813	\$1,969,300	0.8%
Northeast Florida	April 14, 1977	1,542,449	35	10	4,428	\$2,425,910	1.9%
South Florida	July 1, 1974	4,581,780	19	14	4,091	\$2,284,711	0.7%
Southwest Florida	Nov. 8, 1973	1,576,467	36	12	6,023	\$2,656,064	1.8%
Tampa Bay	Feb. 16, 1962	3,369,783	44	12	4,179	\$2,317,120	.1%
Treasure Coast	Aug. 19, 1976	1,932,599	28	10	3,555	\$2,010,112	<0.1%
West Florida	Oct. 1, 1964	919,246	28	24	6,026	\$2,620,128	<0.1%

¹Source: [Florida Estimates of Population, 2013](#), Table 1, Bureau of Economic and Business Research, University of Florida, 2014.

²FTE means Full-Time Equivalent.

³DRI means Development of Regional Impact .

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FRCA Mission– *Proposed ML 7-15*

The Florida Regional Councils Association advances regional initiatives to support economic growth and improve quality of life; promotes excellence in regional council programs and technical assistance; and, advocates for the regional councils as the state’s leaders in addressing issues of greater-than-local concern.



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