Putting It All Together: The Nuts and Bolts of Designing a Regional Plan
(That People Will Actually Read)

June 16, 2014
2:00 - 3:15 ET
The National Association of Development Organizations (NADO) is a membership organization for the network of over 520 **regional development organizations** (RDOs) throughout the U.S.

RDOs are also known as “Councils of Governments,” “Regional Planning Commissions,” “Economic Development Districts,” and other local names.

Promote efforts that **strengthen local governments, communities, and economies** through regional strategies focusing on economic development, infrastructure, housing, transportation, and regional planning.
Founded in 1988, the NADO Research Foundation is the non-profit research affiliate of NADO

Shares **best practices** in latest developments and trends in small metropolitan areas and rural America through training, peer exchanges, publications, and other resources

**Focus Areas:**
- Rural Transportation
- Regional Resilience
- Sustainable Communities
- Capacity Building
- Organizational Support
NADO Research Foundation serves as one of the capacity building teams in the Sustainable Communities Learning Network providing support and technical assistance to HUD Sustainable Communities grantees and EPA technical assistance recipients.

Initiative of the Partnership for Sustainable Communities (HUD/DOT/EPA)

Capacity building support to strengthen grantee communities to create more housing choices, make transportation more efficient and reliable, make more effective infrastructure investments, and build vibrant, economically prosperous neighborhoods, towns, and regions.

Sharing lessons learned and resources to a wider audience.
Brett Schwartz

Program Manager
NADO Research Foundation

bschwartz@nado.org  202.624.7736
Today’s Presenters:

- Kevin Byrd, Executive Director, New River Valley Planning District Commission (Radford, VA)
- Cheryal Hills, Executive Director, Region Five Development Commission (Staples, MN)
- Pat Steed, Executive Director, Central Florida Regional Planning Council (Bartow, FL)
Webinar Logistics

Please type any questions you have for the speakers in the question box on the side panel throughout the presentation.

The webinar is being recorded and will be posted within a day along with the PowerPoint slides on the NADO website at www.nado.org.

1.25 AICP CM credits are available.

Please contact Brett Schwartz at bschwartz@nado.org if you have any questions after the presentation.
New River Valley Livability Initiative

Lessons Learned in Plan Design

June 16, 2014
OVERVIEW

• Selecting the firm

• What to expect

• Quick tips

• Where are we now?
CONSORTIUM MEMBERS

NRV Planning District Commission
Montgomery County
Pulaski County
Floyd County
Giles County
Town of Blacksburg
Town of Christiansburg
City of Radford
Virginia Tech
Community Housing Partners
National Committee for the New River
Community Foundation
New River Community Action
Metropolitan Planning Organization
NRV HOME Consortium
New River Health District
SELECTING THE FIRM

- Get samples of similar products
- References
- Staffing capacity at firm
- Establish Point of Contact
- Designers are different from planners!
WHAT TO EXPECT

• Pick a color pallet early
• Request multiple layout options
• Content delivery (firm preference vs project reality)
• “Beauty is in the eye of the beholder”
  ...report holder!
FINAL PRODUCTS

• Reports, books, binders, magazines
• High resolution pdf (graphics, emailing)
• Think about internet formatting
• Retain original project files (InDesign)
• Develop plan for reprinting
• Recovering cost...when/how much to charge
p. 45: ...level of physical activity. Recreation options include outdoor trails, multi-purpose paths, gyms and public recreation centers. ...

p. 65: ...This could mean extending sidewalks, bike lanes, and trails into larger neighborhoods or connecting sections to create...

p. 85: ...and the Appalachian Trail. Most established roadways and trails are protected in the immediate vicinity of the resource, but...

p. 87: ...District Conservation Easements Town Boundaries Multi-purpose Trails Hiking Trails Pulaski Dublin Rich Creek Glen Lyn Narrows...

p. 91: ...Protection and enhancement of parkland, open space, trails and land or water corridors provides for outdoor recreation...

p. 94: ...appreciate opportunities to get out in nature for physical activity. Trails connecting town and village centers to natural and...

p. 97: ...culture in the New River Valley. 'Round the Mountain Artisan Trails Promotes artists and artisans in southwest Virginia. Crooked...

p. 126: ...as sidewalks, shared roads, bike lanes, and multipurpose trails – to existing road systems makes it easier to cross the street...

p. 129: ...Safe Routes to School funds and the
CURRENT TRENDS

WHAT IS HAPPENING TO THE CHARACTER OF COMMUNITIES WITHIN THE REGION?

The character of communities within the region is slowly changing. Some communities are experiencing a revitalization of their town centers, while others continue to see a growing number of vacant commercial and residential properties.

National forests, state parks, and privately conserved lands will continue to protect important natural resources and will increasingly serve as a draw for outdoor recreation and tourism. Those localities with fewer conserved lands may face future threats to water quality and ecological diversity due to anticipated changes in land use.

Increased attention towards creating arts and culture opportunities in some communities has helped to bring them tourist dollars and generates pride and a sense of cultural identity among local residents.

Floyd County, in particular, can expect to see more large-scale development, with farmland shifting slowly but steadily into low density rural residential properties.

Montgomery County is becoming more suburbanized near major employment centers, with more dense housing and commercial development along its major road corridors.

What does this mean for the region?

- Scenic landscapes along major road corridors become increasingly dotted with development.
- Average farm size decreases.
- More stormwater runoff and lower water quality in rivers and streams.
- More tax dollars required to extend and improve public water, sewer and stormwater systems.
- More housing units relying on septic and well systems.
- Increasing number of arts, culture, and outdoor recreation amenities.

What can be done to shift the trends?

Improving land use planning and practices can help protect forest and water resources as well as the rural character, scenic views and opportunities for active recreation they provide. Strengthening small town centers provides an opportunity to revitalize local economies without sacrificing the beauty of the surrounding landscape or unique character and identity of communities. Developing arts and cultural activities to serve as a “community draw” can stimulate business activity, attract tourism revenue, and help retain high quality employers and employees by creating highly desirable places in which to raise a family, work and retire. Channeling investments into existing main streets can also preserve existing infrastructure, historic character and spur new economic opportunities, while making wiser use of public resources.
ENCOURAGE THE USE OF HISTORIC TAX CREDITS TO FINANCE
REHABILITATION AND RECONSTRUCTION OF MULTI-UNIT HOUSING

Things to Know:

Historic Tax Credits (HTCs) are dollar-for-dollar reductions in income tax liability for taxpayers who rehabilitate historic buildings. Credits are available from both the federal government and the State of Virginia. The rehabilitation work for the entire project must meet the Secretary of the Interior's Standards for Rehabilitation. In order to be eligible for an HTC, the building must be either listed on the Virginia Landmarks Register or certified as a structure that contributes to a designated historic district. If the project does not meet these standards, no part of the credit may be claimed.

The Virginia Historic Tax Credit Program states that since its inception in 1997, the program has spurred private investment of approximately $1.9 billion in the rehabilitation of more than 1,100 landmark buildings. This investment in turn has generated an economic impact of nearly $1.6 billion in the Commonwealth and created more than 10,700 jobs and $244 million in associated wages and salaries, while helping to revitalize historic town centers.

What NRV Communities Can Do:

a. Educate planning staffs, local developers, and planning commission members on the specific requirements of using Historic Tax Credits. Resources include: “Prosperity through Preservation,” an overview of Virginia's Historic rehabilitation tax credit program: www.dhr.virginia.gov/pdf_files/ProsperitythroughPreservation.pdf
b. The Virginia Department of Historic Resources: www.dhr.virginia.gov/btax_ credits/tax_credits_faq.htm
c. Network with regional lenders specializing in renovation, construction, or wrap-around loans for historic structures.

Considerations:

- Requires a developer with a strong understanding of the requirements for HTCs.
- Inspires people toward reviving historic districts and reclaiming their community's legacy.
- Provides a broader range of housing stock.
- Supports smart-growth and sustainable development through the efficient reuse of existing buildings and infrastructure.

Examples:

Taylor Hollow Construction has used historic tax credits to rehabilitate three mixed-use properties in the New River Valley.

Key Implementers:

Historic Tax Credit Developers/Consultants, Local & Regional Lenders, Local Governments, NRV HOME Consortium
QUICK TIPS

• Build in extra time before the deadline
• Infographics—figure out what content is best communicated creatively
• Review, review, review before publishing
• Graphic design firm coordinate with printer/publisher
• Get a proof
WHERE ARE WE NOW?

• Partnering with the Community Foundation of the NRV for Implementation

• Solarize Blacksburg (solarizeblacksburg.org)
WANT MORE INFO?

Kevin Byrd, AICP
Executive Director
New River Valley Planning District Commission
540-639-9313
kbyrd@nrvpdc.org
www.nrvpdc.org
www.nrvlivability.org
Cheryal Hills
Executive Director
A3. Increased participation and decision-making in developing and implementing a long-range vision for the region.

A4. Reduced social and economic disparities for the low-income and communities of color within the targeted area.

A5. Decrease in per capita Vehicle Miles Traveled (VMT) and transportation-related emissions for the region.

A6. Decrease in overall combined housing and transportation costs per household.

A7. Increase in the share of residential and commercial construction on underutilized infill development sites that encourage revitalization while minimizing displacement in neighborhoods with significant disadvantaged populations.

A8. Increase proportion of low and very low-income households within a 30-minute transit commute of major employment centers in urban, suburban, and rural settings.

B. Increase proportion of affordable housing units located close to walking trails, parks, green space, and vital amenities such as hospitals and schools.

B2. Decrease in the rate of conversion of underdeveloped land into utilization across the region.

B1. Increase proportion of the local population adequately prepared to participate in the core economic growth sectors of the region.

GUIDES TO OUR APPROACH

THE PLAN

EEI Recommendation EE1
Leverage roadway resources. Local government should dedicate funds for sustainable roadway projects that can leverage additional federal or state funds.

EEI Recommendation EE2
Housing efficiency: Provide more efficient housing in the region in all areas where housing needs to be maintained by considering higher density infill development, or expanding when necessary.

EEI Recommendation EE3
Collaboration between local governments: Encourage partnerships between local governmental units and organizations that will lead to lowered costs and improved services, such as mass transit, police, fire, etc.

EEI Recommendation EE4
Cost of development: While the role of government includes providing infrastructure, local governments must provide infrastructure that meets strict, long-term financial criteria (i.e., full cost accounting). Communities must be assured that they will not be burdened with rising property taxes to cover infrastructure maintenance and replacement costs, or the costs to fix potential long-term environmental degradation.

THEME 11. VIC&N - Affordable Housing

VIC&N - Affordable Housing Issue 1: AMI Affordable housing: This key issue includes rental and single-family housing: the need for physical development of affordable rental housing and affordable pricing and/or financing of single-family housing. Building design and green technology can play a major role in reaching these affordable housing goals. Homeless emergency shelters are a vital component of affordable housing, including the need for such a shelter to service the entire region. Developing affordable senior housing is also a priority for this issue.

VIC&N - Affordable Housing Issue 1 Goal: Affordable housing: Develop affordable housing that meets the needs of individuals and families. This includes the need for stability, proximity to employment and community amenities, like schools, health care, and recreation. The percentage of lower income households spending 30% or more of their income on housing decreases from the current level of 45% to 33%. This decrease occurs because the region is willing to invest in affordable housing and because incomes increase due to better-paying local jobs.

AHR Recommendation AH1
Program funding: Recognize the value of programs that have been very effective in providing affordable housing, such as rural rent
GUIDES TO OUR APPROACH

We also created regional guiding principles as part of the grant application process to align the work with the desires and wishes of the five-county region:

1. Think regionally and inclusively (RGP1).
2. Consolidation of effective data (RGP2).
3. Capitalize on assets, current plans and work in progress (RGP3).
4. Balance redevelopment / development preservation opportunities through effective land-use planning (RGP4).
5. Consider regionalization of services (BMFs or our region, drive opportunities) (RGP5).
6. Connect more people to well-paying jobs.
7. Connect active living opportunities to the region (RGP6).
8. Connect broadband technology to entire region (RGP8).

Valued Resources

We also understood that the work would not be easy. The nation, even the state, was very divided on a number of issues. Engaging in civil discussion was going to be essential to crafting a well-vetted plan. We needed all perspectives and opinions - but we also needed to gather these in a way that honored everyone's contribution. The following were valued resources in helping us create a safe place for dialogue.

Art of Hosting: Four members of the core team participated in “The Art of Hosting” training supported by the Bush Foundation. In their written materials, the Art of Hosting is characterized as a “training unlike any training program you’ve ever experienced. It is a response to a world that is becoming increasingly complex and fragmented, where solutions and innovations lie not in one leader or one viewpoint but in the bigger picture of collective intelligence. It is designed to enhance the way you invite, design, open and hold inspired and meaningful conversations in your work, communities and life. "

ProComm, was used later in the project to help host online conversations. On its home page, ProComm was described as “a new and growing community-based initiative that connects people - face-to-face and online - so they can find and share credible tools, knowledge and resources to solve problems. It is based on..."
The Plan

Creating a Resilient Region
The Central Minnesota Sustainable Development Plan

Annotated Index of Support Resources: This online index provides a quick link to the support resources identified in the USDA's report on the Central Minnesota Sustainable Development Plan. It includes the Resilient Region Plan and an inventory of all the resources included on the Resilient Region website.

Our Plan: This plan was presented to the community at our celebration event August 14, 2013. It includes the Resilient Region Plan and a list of all the resources included on the Resilient Region website.

Table of Themes Cross-Referenced with Principles & Sources: This document provides a comprehensive view of the themes cross-referenced with the themes included in the Resilient Region Plan. It includes the themes of goals, recommendations, and action steps cross-referenced with the principles.

Modeling Climate Change in the Central Minnesota Sustainable Development Plan: The goal of the project was to develop a model of environmental sustainability. The model includes climate change and the impact of other factors on the environment.

Policy Toolkit: This toolkit includes a summary of the policies and strategies developed by the Central Minnesota Sustainable Development Plan.

Implementation of the Plan: The Champions
IMPLEMENTATION:

- Energy projects
- Local Foods
- Micro-Lending
- Service member housing
- Broad-band

$30,000,000.00

Workforce Training

- Safe-Routes 2 School
- Disaster projects
- Active Transp.

NEW funding
Building a Resilient Region

Patricia M. Steed
Executive Director
Central Florida Regional Planning Council
Heartland of Florida

No Coast!
Gulf of Mexico

Atlantic Ocean

2010 Population
Heartland 2060 Region

855,494

Source: US Census Bureau

Polk
602,095

Hardee
27,731

DeSoto
34,862

Highlands
98,786

Okeechobee
39,996

Glades
12,884

Hendry
39,140

Source:
US Census Bureau
How much is too much?

• 6 Years
• 500+ People
• 4 Task Forces
• 109 Goals → 18 Goals
• 30 Strategies
• 89 Meetings
• 7 County Economic Model
• 16 Studies/Projects/Products
• 580,580 Parcel Land Allocation Model Covering 7000 square miles
• 1000+ Pages
• 2000+ Slides
• 1,000,000+ Words & Numbers

= 40 Page Summary Report
Heartland 2060: Organizational Structure

2007-2008

- Develop core values and regional issues
- Guide process

2008-2009

- Discuss regional priorities
- Draft long-term goals and objectives

2010-2011

- Synthesize goals and objectives
- Develop recommendations and implementation actions

Leadership Team

- Environment & Natural Resources
- Education, Workforce, & Economic Development
- Community Resources
- Transportation & Land Use

Steering Committee

Leadership Team
Established Core Values

1. Stewardship of Natural Resources
2. Our Water Resources
3. Respect for Agriculture
4. Our Communities
5. Future for Our Children
6. Sustainable Growth
What We Treasure

The Core Values of the Vision, which were established by the Heartland 2060 Leadership Team, address the key concerns of the region as follows: Stewardship of Natural Resources, Our Water Resources, Respect for Agriculture, Our Communities, and Future for Our Children. The following Task Forces worked on identifying Key Issues and Goal Setting: Environment and Natural Resources; Education, Workforce and Economic Development; Community Resources; and Transportation and Land Use.

Stewardship of Natural Resources

Natural resources form the foundation of the Heartland’s way of life.

The Heartland has over 1.1 million acres of conserved lands.

Our Water Resources

Water for people, business, and nature in the Heartland.

The Heartland has 318,183 acres of lakes.
Respect for Agriculture
Agriculture is a foundation of the past, present and future of the Heartland.

Our Communities
Preserving and improving our quality of life for all Heartland residents.

Future for Our Children
Ensuring our children's future to live, learn, work and play in the Heartland.

The Heartland has over 2.9 million acres of land designated for agricultural uses.

The Heartland has 28 cities and 39 Census-recognized communities spread across 7 counties.

The Heartland has 225,000 children; over 25% of our population.
How much is too much?

- 6 Years
- 500 People
- 4 Task Forces
- 109 Goals → 18 Goals
- 30 Strategies
- 89 Meetings
- 7 County Economic Model
- 16 Studies/Projects/Products
- 580,580 Parcel Land Allocation Model Covering 7000 square miles
- 1000+ Pages
- 2000+ Slides
- 1,000,000+ Words & Numbers

= 40 Page Summary Report
Issue Task Forces

- Environment and Natural Resources
- Transportation and Land Use
- Community Resources
- Education, Workforce, and Economic Development
Environment and Natural Resources: Key Issues and Trends

- **Water**
  - How do we continue to reduce demand?

- **Sustainable & Viable Natural Systems**
  - How do we plan at the systems level?

- **Agriculture**
  - How do we sustain productive agriculture in the Heartland?

- **Energy & Climate Change**
  - How do we prepare for potential impacts?
Florida's Freshwater Frontier boasts miles of canoeing routes, world class bass fishing, bird watching, turkey and deer hunting, and boundless recreational opportunities. The Heartland will become one of the key areas in the state for land conservation and water protection in the future. The splendor of these natural resources will be conserved for the enjoyment of future generations.

**Key Questions**

- How will we work together to preserve important natural resources?
- Which resources are top priorities?
- How can we conserve our limited resources?

**Goal**

- Protect natural resources to ensure recreational opportunities including fishing, hunting and eco-tourism
- Reduce conflicts between natural areas and development by identifying key ecological resources.

**Key Issues:**

- Water
- Sustainable and Viable Natural Systems
- Agriculture
- Energy and Climate Change
How Do We Get There?

Education, Workforce, & Economic Development

Providing quality jobs for all residents, attracting growth industries to the region, and providing lifelong learning opportunities for residents will create opportunities in the future. We can improve the educational pipeline for our children, fostering a lifelong love of learning.

Key Questions

- How do we grow local businesses and provide quality jobs?
- How do we prepare our future workforce?

Goals

- Enhance lifelong learning opportunities for Heartland residents
- Encourage innovation and creativity in education at all levels
- Develop, attract, and retain a skilled workforce to meet future employer needs
- Support existing and new business
- Increase the share of employment in skilled labor occupations
- Improve the Heartland’s telecommunications and information technology infrastructure
- Strengthen the Heartland’s energy, logistics and manufacturing, agricultural, tourism and recreation industries
- Support both established and emerging regional employment centers

Key Issues:

- Economic Diversification
- Infrastructure to Support a Diversified Economy
- Early Learning, K-16 and Lifelong Education
- Creating a 2060 Workforce
How Do We Get There?

Transportation & Land Use

Tomorrow's transportation system will connect the Heartland's centers, efficiently move people and goods to, from, and through the region, provide reliable emergency evacuation routes, and enhance the mobility and choices of our residents. Transportation decision-making is linked with land use and development patterns which ultimately affect how we get to work and to school, and how far from our homes are essential services and shopping centers.

Key Questions
- In what kind of transportation system shall we invest and where?
- How do we link new communities with existing towns?

Goals
- Improve coordination of economic development, land use, infrastructure, transportation, and natural resource planning
- Develop transportation systems to support a prosperous, globally competitive economy and improves the quality of life for Heartland residents while minimizing impacts to the natural environment
- Encourage development of affordable and attainable housing in all communities of the Heartland
- Creating and enhancing a north-south multimodal corridor with connections to major markets

Key Issues:
- Integrating with Natural Resources Planning
- Supporting Economic Development
- Creating a Multimodal Transportation System
- Enhancing Existing and New Sustainable Communities
Community Resources

Our communities must retain their home town atmosphere, historic downtowns, and cultural amenities, while providing services and social opportunities to residents living throughout the region. Our health care systems must be able to respond to the needs of all residents. Growth can encourage healthy and vibrant communities.

Key Questions
- How can we grow while preserving our values?
- How can we address the health, cultural, and social needs of residents as we grow?

Goals
- Encourage youth to remain in the Heartland
- Strengthen and promote a regional identity for the Heartland that reflects its vibrant, diverse, and collaborative communities
- Improve the region’s quality of life and enhance the health and wellness of its residents
- Promote the Heartland’s arts, cultural, and historic resources

Key Issues:
- Health Care
- Cultural Resources
- Cultural Identity
Ensuring Multi-Modal Connectivity: Future connections, future choices
Transportation

Trends
The regional transportation network moves freight and people both within and through the region as part of the statewide transportation system. The Heartland will double in population creating demand for expanded employment and residential areas.

Opportunities
The region has a large supply of land that is available for business development at competitive prices. Due to regional climate, alternative energy provides many opportunities. The region is developing a logistics reliant industry with high speed roads that facilitate freight transportation and the development of Intermodal Logistics Centers (ILCs) and planning for connectivity to ports in order to move goods.

To accommodate the forecast growth, additional multi-modal transportation corridors may be needed across the Heartland region.
## Heartland 2060 Population Change

<table>
<thead>
<tr>
<th>County/Area</th>
<th>1990</th>
<th>2000</th>
<th>% Change 1990-2000</th>
<th>2010</th>
<th>% Change 2000-2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeSoto</td>
<td>23,865</td>
<td>32,209</td>
<td>34.96%</td>
<td>34,862</td>
<td>8.24%</td>
</tr>
<tr>
<td>Hardee</td>
<td>19,499</td>
<td>26,938</td>
<td>38.15%</td>
<td>27,731</td>
<td>2.94%</td>
</tr>
<tr>
<td>Highlands</td>
<td>68,432</td>
<td>87,366</td>
<td>27.67%</td>
<td>98,786</td>
<td>13.07%</td>
</tr>
<tr>
<td>Okeechobee</td>
<td>29,627</td>
<td>35,910</td>
<td>21.21%</td>
<td>39,996</td>
<td>11.38%</td>
</tr>
<tr>
<td>Polk</td>
<td>405,382</td>
<td>483,924</td>
<td>19.37%</td>
<td>602,095</td>
<td>24.42%</td>
</tr>
<tr>
<td><strong>Five County Region</strong></td>
<td><strong>546,805</strong></td>
<td><strong>666,347</strong></td>
<td><strong>21.86%</strong></td>
<td><strong>803,470</strong></td>
<td><strong>20.58%</strong></td>
</tr>
<tr>
<td>Glades</td>
<td>7,591</td>
<td>10,576</td>
<td>39.32%</td>
<td>12,884</td>
<td>21.82%</td>
</tr>
<tr>
<td>Hendry</td>
<td>25,773</td>
<td>36,210</td>
<td>40.50%</td>
<td>39,140</td>
<td>8.09%</td>
</tr>
<tr>
<td><strong>Seven County Region</strong></td>
<td><strong>580,169</strong></td>
<td><strong>713,133</strong></td>
<td><strong>22.92%</strong></td>
<td><strong>855,494</strong></td>
<td><strong>19.96%</strong></td>
</tr>
<tr>
<td>Florida</td>
<td>12,938,071</td>
<td>15,982,824</td>
<td>23.53%</td>
<td>18,801,310</td>
<td>17.63%</td>
</tr>
<tr>
<td>Nation</td>
<td>248,718,302</td>
<td>281,424,603</td>
<td>13.15%</td>
<td>308,745,538</td>
<td>9.71%</td>
</tr>
</tbody>
</table>

The population in Heartland is projected to increase by over 50% to 1.73 million persons by 2060.
How much is too much?

- 6 Years
- 500+ People
- 4 Task Forces
- 109 Goals $\rightarrow$ 18 Goals
- 30 Strategies
- 89 Meetings
- 7 County Economic Model
- 16 Studies/Projects/Products
- 580,580 Parcel Land Allocation Model Covering 7000 square miles
- 1000+ Pages
- 2000+ Slides
- 1,000,000+ Words & Numbers

= 40 Page Summary Report
The Heartland Tomorrow... Future Industry Clusters

Where we could be going...

Economic Opportunities (from the CEDS)
Regional Economic Development Investments

**Key Projects and Investments**
(Numbers do not imply priority)

**Key Projects**
1. RACEC Catalyst Project
2. FINR Expansion
3. Americas Gateway
4. Polk Gateway (CSX)

**Investments**

- **Research and Development**
  1. Polk Commerce Center
2. Florida Polytechnic
3. CSX Logistics Center
4. Americas Gateway

- **Logistics**
5. DeSoto Next Gen. Solar Farm
6. Lakeland Electric Solar Farm
7. National Solar
8. LS9 Biofuels Facility
9. US EnviroFuels
10. US EcoGen Polk
11. BP Biofuels

- **Renewable Energy**

- **Broadband**

**Map Legend**
- Broadband Polk
- FRBA

**Distances**
- 0, 10, 20 Miles
“If we continue with business-as-usual, including healthcare, natural resources, and ecotourism, then we can expect our future to look like…”

- Following current and historical trends in:
  - population
  - employment
  - land use
- Continuing economic prominence of agriculture, healthcare, mining, warehousing, ecotourism, and service industries
“If we focus on supplying technologies and goods that create energy and become energy exporters, then we can expect our future to look like...”

- Developing an alternative fuels industry based on agriculture
- Manufacturing and installing renewable energy technologies
- Using high-tech energy technologies to become an energy exporter
- Energy efficiency and conservation technologies
A future that is...
Making & Moving Goods.

“If we focus on employment hubs for manufacturing, transportation, and warehousing, then we can expect our future to look like...”

- Using current and future industrial areas and logistics and trade networks
- Maintaining high capacity transportation networks for moving goods
- Enhancing distribution of air cargo
- Connecting ports
- Establishing advanced manufacturing and warehousing facilities
Energy-Focused Economy

A future that is focused on energy

By focusing economic development on certain industry clusters, the Heartland can enhance 9 existing and future employment centers utilizing existing infrastructure and regional competitive advantages. This focus on technology, research-and-development, alternative fuels, and renewable energy generation can help secure a place in the Florida mega-region as a top energy-provider and advanced manufacturing location.

The Energy Economy is a future focused on:

- Developing an alternative fuels industry based on agriculture
- Manufacturing and installing renewable energy technologies
- Using high-tech energy technologies to become an energy exporter
- Energy efficiency and conservation technologies

In the Energy-Focused Economy, Manufacturing, and Professional, Scientific, and Technical Services employment are projected to increase by 11% over the Current Economy.
Trade-Focused Economy

A future that is making and moving goods

The Trade Economy includes 9 existing and future employment centers, and is an economy that makes, handles, and moves goods, including processing, packaging, and logistics. This economy anticipates and accounts for different workforce demands, infrastructure needs, and industry locational requirements.

The Trade Economy is a Future focused on:

- Uses current and future industrial areas and logistics and trade networks
- Maintains high capacity transportation networks for moving goods
- Enhances distribution of air cargo and connects ports
- Establishes advanced manufacturing and warehousing facilities

In the Trade-Focused Economy, Transportation and Warehousing, and Manufacturing employment are projected to increase by 10% over the Current Economy.
How much is too much?

- 6 Years
- 500+ People
- 4 Task Forces
- 109 Goals → 18 Goals
- 30 Strategies
- 89 Meetings
- 7 County Economic Model
- 16 Studies/Projects/Products
- 580,580 Parcel Land Allocation Model Covering 7000 square miles
- 1000+ Pages
- 2000+ Slides
- 1,000,000+ Words & Numbers

= 40 Page Summary Report
The employment in today’s economy reflects over 350,000 jobs. The number of jobs in the Future “Current” Economy for the region is projected to increase by nearly 50% to close to 690,000.
Professional, scientific, and technical services and manufacturing industries are projected to increase by 11% in the Energy-Focused Economy. The most targeted industries in the Trade Economy (manufacturing, transportation and warehousing) see an increase of approximately 10%.
Trade-Focused Economy

In the future Trade Economy, five existing projects and employment centers as well as the emergence of four forecasted new employment centers are identified. The locations of these centers are predicted based upon existing projects as well as infrastructure, access to transportation and rail corridors and connectivity to key ports, as well as strategic geographic locations. These employment centers will primarily focus on jobs in areas such as transportation and warehousing, advanced manufacturing, wholesale trade, construction, educational services, management, and professional, scientific, and technical services.
strong industries of phosphate mining and citrus groves and processing. Ecotourism is an important future industry, and the region’s unique ecosystems are a natural fit for this activity. Many key linkages in the state’s greenway network are located in the Heartland, which is both an opportunity and a challenge. Solar resources in the Heartland have great potential for alternative energy or growing biofuel crops.

**Challenges**

The agricultural industry still has a strong employment presence, but has experienced decline in recent years. Agricultural diseases continue to be a threat to crops. There is pressure to urbanize greenfields and agricultural lands. Environmental planning must respect private property rights and development needs. The water supply must be protected, as the region’s supply of water from the Floridian Aquifer is limited. Additionally, phosphate reserves are a finite resource.
State & Regional Priorities

Drivers of Florida’s Next Economy

- Prosperity & High Paying Jobs
- Vibrant Communities
- Global Competitiveness

- Talent Supply & Education
- Innovation & Economic Development
- Infrastructure & Growth Leadership
- Business Climate & Competitiveness
- Civic & Governance Systems
- Quality of Life & Quality Places
2030

Prosperity & High Paying Jobs
Vibrant Communities
Global Competitiveness

Talent Supply & Education
Innovation & Economic Development
Infrastructure & Growth Leadership
Business Climate & Competitiveness
Civic & Governance Systems
Quality of Life & Quality Places
How much is too much?

- 6 Years
- 500+ People
- 4 Task Forces
- 109 Goals → 18 Goals
- 30 Strategies
- 89 Meetings
- 7 County Economic Model
- 16 Studies/Projects/Products
- 580,580 Parcel Land Allocation Model
- 1000+ Pages
- 2000+ Slides
- 1,000,000+ Words & Numbers

= 40 Page Summary Report
**Shared Knowledge**

**Scenario Modeling**

**Regional Generalized Future Land Use Map (Generalized FLUM)**

The Future Land Use Element of every local Comprehensive Plan in the region (7 counties and 28 cities) were gathered, standardized, and combined into a database that summarizes the desired future development pattern for the region.

**Transportation Cost Model (TCM)**

Transportation-related costs were estimated for the entire Heartland region by examining a location’s proximity to jobs, goods, and services. These factors were estimated based on household size, location, and fuel costs.

**Sea Level Rise (SLR)**

The potential future displaced population that might migrate to the Heartland was estimated assuming a three foot rise in sea level by the year 2060. Ultimately, there were not enough extra immigrants (only ~0.6% extra) to justify alternative scenario development.

**Land Use Conflict Identification Strategy (LUCIS)**

This report outlines the methodology for the model and process that projects future land use patterns and development for each of the three Heartland Economic Futures. The LUCIS model identifies conflicts between certain characteristics associated with individual areas of land and balances those conflicts according to user-defined criteria.

**Heartland Economic Futures**

Three future development scenarios, or Futures, were envisioned as either a continuation of the Current Economy, or alternative Futures focused on alternative energy or trade and logistics. Alternative future scenario modeling is used to project these Futures and estimate their impact on employment and residential development trends to give local officials a tool for use in planning and decision making.
Population Projections Methodology
Population projections to the year 2060 were created for the seven Heartland counties. These projections were used in the scenario modeling.

Employment Projections Methodology
Employment projections to the year 2060 were created for the seven Heartland counties, in each of 23 different NAICS employment categories. These projections were used in the scenario modeling.

Affordable Housing

Housing Suitability Model (HSM)
The Housing Suitability Model (HSM) was developed by the University of Florida Shimberg Center for Housing Studies. The model uses local data to create a spatial snapshot of affordable housing suitability of the region.

Fair Housing and Equity Assessment (FHEA)
The Fair Housing Equity Assessment (FHEA) uses HUD-provided and local datasets to investigate the status of housing with regard to race and poverty.

Affordable Parcel Inventory (API)
To measure residential affordability, housing and transportation costs were estimated for every residential parcel. Rent, mortgage, property taxes, homeowner’s insurance, utilities, and transportation costs were estimated for each residential parcel.

Energy

Florida Heartland Greenhouse Gas and Energy Baseline Inventory (EBI)
This comprehensive assessment of greenhouse gas emissions and energy use for the entire Heartland region is groundbreaking in its depth and breadth of scope.
Florida Energy Resiliency Report (FERR)

Florida’s energy vulnerabilities and opportunities are assessed and strategies are provided for improving economic resiliency to potential energy supply disruption events, as well as case studies of early adopters of energy resiliency technologies.

Economic Development

Comprehensive Economic Development Strategy (CEDS)

The Heartland region’s Five-Year Comprehensive Economic Development Strategy analyzes the economic health of the region and creates a roadmap for the future. The CEDS identifies goals, key projects, opportunities, and investments as well as establishes indicators to track the progress being made.

Environment and Natural Resources

Heartland Ecological Assessment Report

Used in the Futures modeling, this dataset prioritizes land based on its ecological value and is useful for conservation planning at state, regional, and local levels.

Regional Assessment of Critical Lands and Waters (Regional CLIP) for the Cooperative Conservation Blueprint (CCB) Pilot Project

The Heartland Futures modeling uses a combination of ecological priorities data from both the Florida Fish and Wildlife Conservation Commission Cooperative Conservation Blueprint Regional Pilot Project (CCB) and the original Heartland 2060 ecological priorities. This dataset prioritizes land based on its ecological value.

Cooperative Conservation Blueprint (CCB) Regional Pilot Project

This multi-partner strategic conservation process has created conservation incentives to provide for wildlife habitat and connectivity priorities across Florida.
Acknowledgments

Heartland 2060 is an ongoing effort to build a resilient region that can work towards a better economic future for the citizens of the seven-county Heartland region while keeping the best of our natural resources and our communities for today and for generations to come.

Heartland 2060 is about people, and our thanks to all who have participated in the early years of meetings, research, sharing of ideas and volunteering your valuable time.

From the first foundational meeting in late 2007 through:

- **12** Leadership Team Meetings;
- **16** Task Force meetings on Education, Workforce & Economic Development; Environment & Natural Resources; Transportation & Land Use; and Community Resources;
- **6** Focus Group Meetings;
- **3** Weighting Workshops;
- **2** Goal Setting Meetings;
- **6** Housing Work Group Meetings;
- **4** Comprehensive Economic Development Strategy Meetings;
- **20** Heartland 2060 Consortium Partner Meetings; and to-date,
- **20** Public Engagement/Community meetings:

with presentations and discussions in small groups and large, to young people, senior citizens, minority neighborhoods, handicapped citizens, cities, counties, and economic development organizations, to name but a few, the Heartland has developed its voice. Our heartfelt thanks for being a part of the journey. To all Heartland citizens of today and those who will arrive tomorrow, please join us as we work together to build a resilient region.
Welcome to the heartland2060 website!

This website is undergoing significant updates. Please visit again soon.

Our Values

Respect for Agriculture
The Heartland has over 2.9 million acres of land designated as agriculture.

Heartland 2060 is about a region working together so that we and future generations may have the opportunity to live our values in a world that is constantly changing. By building a more resilient region, citizens, business and government can respond to changes beyond our control in a cooperative, proactive partnership based upon shared goals and established relationships.

In order to accomplish this over the coming decades, there must be a strategic plan of action to engage decision makers, community leaders, business owners, educators, environmentalists, and citizens of all ages. The Heartland 2060 Five Year Strategic Action Plan will be web-based on www.heartland2060.com. Information from partners' contributions will be available upon this platform to track alignment with the goals of Heartland 2060.

Benchmarks will be evaluated annually to measure progress toward meeting goals and for consistency with regional and state economic development plans. Strategic actions may include update of comprehensive plans, adoption of strategic or capital funding plans, implementation actions, creation of programs and training, staging of events or festivals, or any of a wide variety of activities undertaken by government, private sector, non-profits and community organizations. The Six-Pillar Platform will be used for the Strategic Action Plan.

View the Heartland 2060 Building A Resilient Region Plan

View an informative Heartland 2060 Presentation

Heartland 2060 Task Forces

Education, Workforce & Economic Development
Environment & Natural Resources
Transportation & Land Use
Community Resources
Heartland 2060
Building a Resilient Region
Thanks for joining us! Any questions?

Please type any questions you have for the presenters in the question box on the side panel.

Kevin Byrd, kbyrd@nrvpdc.org
http://nrvlivability.org/

Cheryal Hills, chills@regionfive.org
http://resilientregion.org/

Pat Steed, psteed@cfrpc.org
http://www.heartland2060.com/