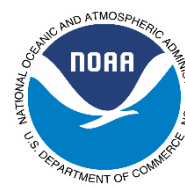




East Central Florida Regional Resiliency Action Plan Stakeholder Engagement Findings Paper



Summary:

The East Central Florida Regional Planning Council with direction and oversight from the East Central Regional Resiliency Action Plan Steering Committee and Stakeholder Engagement Sub-Committee hosted six stakeholder engagement workshops between May and August of 2018. A total of 200 stakeholders participated in the workshops. The workshops not only focused on educating attendees about the overall project, laws pertaining to resilience, case studies of adaptation measures, and legal cases associated with resilience, but were designed to solicit input from the stakeholders to increase the ability of local and regional stakeholders to implement resiliency and climate adaptation strategies across disciplines. The results of the six workshops helped to create the objectives and action items in the East Central Florida Regional Resiliency Action Plan – Brevard and Volusia Counties.

This findings report highlights the findings associated with the engagement process conducted during the workshops noted below:

Listening Session Workshops: May 7th–Volusia; May 8th–Brevard

Stakeholder Engagement Workshops: August 20th–Brevard; August 21st–Volusia



May Workshops–Introduction:

Goal of the East Central Florida Regional Resiliency Action Plan:

Increase the ability of local and regional stakeholders to implement resiliency and climate adaptation strategies across disciplines.

East Central Florida Regional Resiliency Action Plan Listening Workshops:

The Listening Sessions took place on May 7th in Volusia County and on May 8th in Brevard County. Two workshops occurred in each county: “*Collaborating for Resilience*” and “*Building Economic and Social Resilience*”. This report provides an overview of the workshop findings and highlights reoccurring and identified priorities and actions. These findings were then incorporated, where feasible, in the ECF RRAP. While some actions are outside the immediate scope of the RRAP, they are highlighted in this report to aid in their advancement. Additionally, the ECFRPC began to some address some identified gaps after the workshops by connecting various agencies and departments and providing access to various available resources.

Attendance:

Volusia Collaborating for Resilience	32 attendees
Volusia Building Economic	9 attendees
Brevard Collaborating for Resilience	37 attendees
Brevard Building Economic	25 attendees

Break-Out Session Groupings:

Workshop attendees participated in break-out sessions, as listed below, to discuss barriers and opportunities for resiliency and developed priorities and actions based on topics described below. The *Building Economic and Social Resilience* groups were aggregated because some registrants did not attend the workshop. The findings from the breakout sessions in each workshop were categorized into the following groupings to reflect the framework of the RRAP: Leadership and Strategy, Economic and Society, Infrastructure and Environment, Health and Well-Being. The breakout sessions are noted below:

Collaborating for Resilience Workshop Break-Out Groups:

1. Grey and Green Infrastructure
2. Health
3. Local Fiscal Perspective
4. Planning
5. Leadership
6. Social Stability, Security and Justice

Building Economic and Social Resilience Workshop Break-Out Groups:

1. Leadership
2. Business Resiliency
3. Workforce
4. Infrastructure and Financing/Funding Tools
5. Tourism

Major Findings:

1. Infrastructure and Environment:

Goal:

Create cross-discipline plans, policies and strategies to develop infrastructure, natural resources and a built environment that can withstand and adapt to natural disasters, changes to climate, and human manipulation to protect the health, safety and economic welfare of residents, businesses and visitors.

Priorities:

- 1) Post Disaster Recovery Plans (PDRP) – revisit and ensure consistency between plans and consider incorporation of green/gray infrastructure
- 2) Educate the public and elected officials about economic and mitigation benefits of conservation lands
- 3) Improve infrastructure for sewage, water, stormwater and address high nutrient loading into natural systems
- 4) Be proactive across all activities
- 5) Conduct assessments and implement code and policy changes
- 6) Engage leaders to get problems recognized and acted upon
- 7) Address issues of flooding (nuisance flooding, storm surge impacts, and sea level rise)
- 8) Plan fiscally for long-term impacts

Action Items:

- 1) Determine locations of all vulnerable infrastructure
- 2) Collaborate with partners to discuss the development of a “Resilient Homes Program”

- 3) Create (or add where one exists) a checklist for the planning, prioritization and funding of infrastructures projects to include assessment of vulnerabilities and if/how the project addresses long-term resiliency
- 4) Create or update stormwater utility inventory database
- 5) Conduct a vulnerability assessment for stormwater infrastructure and prioritize and plan for stormwater infrastructure improvements and mitigation activities including raising outfall infrastructure
- 6) Implement strategies for wastewater level of service improvements
- 7) Assess intersections and assign generator priorities to operate traffic lights
- 8) Assess existing plans for obstruction of resilient goals; diversify and identify adaptive measures to vulnerabilities
- 9) Develop methodology/procedures for inspecting infrastructure (stormwater) after a storm
- 10) Create a one page document for benefits of green infrastructure
- 11) Find funding/partners to look at Return on Investment (ROIs) and benefits for green infrastructure
- 12) Reassess utility/conservation lands plan to integrate stormwater solutions more effectively
- 13) Develop demonstration sites for utilization of green infrastructure on a variety of scales
- 14) Identify program overlaps (Promise Lands, LMS, CRS, WMD, Stormwater, etc.) and identify what is being done that can be used for other planning and to advance resiliency
- 15) Limit or prohibit public infrastructure investment for new developments built in hazard zones
- 16) Create a Chief Resilience Officer a position
- 17) Create a regional education plan/tool box for use across the region for all levels and sectors
- 18) Conduct constant education of elected officials, public, developers, businesses etc. about different aspects of resiliency, natural systems and environmental issues such as current freshwater supply and the current saltwater intrusion problem
- 19) Update evacuation plans to ensure inclusion of transit to address current areas of need, new staging areas and include reentry planning
- 20) Integrate appropriate flood reduction measures on new and improved road facilities
- 21) Update codes and policies to discourage development and high rises along coast and vulnerable areas

- 22) Assess Land Development Codes (LDC)/Land Development Regulations (LDRs) and comprehensive plans, and other plans (stormwater, transportation, open space, etc.) and update as needed to include resiliency measures and ensure they are all compatible
- 23) Address development and population growth in hazardous/vulnerable areas
- 24) Assess existing plans for obstruction of resilient goals
- 25) Prioritize the need to protect natural infrastructure from development pressures
- 26) Create a resiliency checklist for developers and planning staff
- 27) Revisit PDRP for resiliency and how it relates to new/updated plans
- 28) Develop off-shoot of County PDRP to implement on the City-wide scale
- 29) Train county, city and agency staff to respond to disasters or events through emergency exercises



Brevard Collaborating for Resilience Workshop May 8, 2018

Major Findings:

2. Health and Wellbeing:

Goal:

Create sustainable, resilient and healthier communities, programs and opportunities for all to better respond to disaster and adapt to climate and social stressors and shocks.

Priorities:

- 1) Communicate with and educate residents
- 2) Protect residents by disallowing development in high-risk areas
- 3) Ensure that the water supply and stormwater infrastructure are protected
- 4) Build reserves and adjust budgets to include specific line items to be proactive in creating sustainable and resilient communities
- 5) Access to Services
- 6) Homeless, Special Needs, Elderly and Low Income

Action Items:

- 1) Communicate dangers of do-it-yourself tasks and generators with residents
- 2) Ensure that English-limited populations have storm-related information/alerts
- 3) Change future land use and zoning codes in vulnerable areas to promote resilient planning
- 4) Ensure that a “primary” social media account relays all disaster-related information
- 5) Continue to include real-time information on shelters, openings/closings, and resources on County Emergency Management websites and social media

- 6) Include information regarding specific medical supply and other resources available at specific public shelters. Vulnerable populations should know which shelter to report to.
- 7) Train county, city and agency staff to respond to disasters or events through emergency exercises
- 8) Continue efforts for Total Max Daily Load (TMDL) reductions for the Indian River Lagoon
- 9) Protect sources of potable water from sewage and natural hazard infringement
- 10) Purchase portable towers for emergency cell phone services
- 11) Provide tax incentives that would minimize impervious surfaces
- 12) Research the potential of the existing financing programs and the roles they may play in the community (i.e. PACE, CDFI ,IIVA)
- 13) Develop a financial plan to build reserves for a “rainy day/disaster fund”
- 14) Reassess budgets to determine what programs/line items may need additional funding for proactive resiliency funding (i.e. debris management, conservation lands, planning, etc.)
- 15) Advocate for Multiple Listing Service (MLS) standards to include vulnerabilities or scale of vulnerability
- 16) Create a Chief Resilience Officer position
- 17) Address development and population growth in hazardous/vulnerable areas
- 18) Utilize HMP to hardening facilities
- 19) Develop a program and find a funding source to purchase resources (AC, generators, etc.) for fixed and low-income and citizens
- 20) Include transportation to and from shelters in evacuation plans and test it. Take into factor post storm and how tying up the transit system limits availability to those who rely on the services to get to and from work.
- 21) Identify ways to encourage residents that are determined not to evacuate to adhere to warnings
- 22) Continue to utilize pre-registration to identify shelters for special needs and seniors within the community
- 23) Prioritize and Utilize IDignity program as a Disaster Preparedness tool. Develop funding mechanism to provide identification and paperwork
- 24) Identify and develop food pantry collaboration– access funds for development of regional food pantry network disaster plan for activation prior to FEMA arrival

- 25) Explore options for reverse *211 for consistent social services emergency messaging. (United Way) Use *211 as pre-registration tool for vulnerable populations
- 26) Discuss, investigate and develop the criteria for setting up mobile post-disaster DRC in affected vulnerable communities
- 27) Coordinate with transportation services to identify communities/locations with high ridership and compare those locations with flood prone evacuation sites
- 28) Utilize existing or develop a single app for efficient communication of resources– (explore the idea of Virtual Business or expanding county app)



Volusia Collaborating for Resilience Workshop May 7, 2018

Major Findings:

3. Economy and Society:

Goal:

Provide opportunities and strategies to foster economic prosperity and improve social equity and justice in preparation for and recovery from stressors and shocks.

Priorities:

- 1) Business to Business Mentoring and Outreach
- 2) Ensure that small businesses are prepared to deal with hazard events
- 3) Identify “point person” in local government to act as a liaison between the business community and the local government for resiliency
- 4) Communication during disaster situations
- 5) Education for all entities
- 6) Enhance transit access and efficiency especially in transit dependent communities
- 7) Access to funding and finances
- 8) Coordination between jurisdictions and agencies to address financial side of resiliency
- 9) Build financial security to be proactive
- 10) Bridge the gap between expenditures and FEMA reimbursement process
- 11) Affordable Housing
- 12) Special Needs Shelter/Senior Shelters
- 13) Access to Services
- 14) Homeless, Special Needs, Elderly and Low Income

Action Items:

- 1) Engage small businesses to ensure they have contingency plans and contingency funds for hazard events.
- 2) Develop “one-pager” from the Chamber of Commerce with best practices and links for responding to and preparing for hazard events
- 3) Develop and facilitate program development of Business Action/Continuity Plans (BCOOP) planning with small businesses and utilize local colleges and universities
- 4) Identify 20+ businesses to assist in development of BCOOPs as a pilot
- 5) Enforce against and educate about price gouging
- 6) Assess existing plans for diversification and identify adaptive measures to economic vulnerabilities
- 7) Develop plans and policies to encourage and develop future affordable housing choices in areas outside vulnerabilities and with access to transit, jobs, and resources. Refocus funding to make more affordable housing
- 8) Develop a program to help impacted businesses with rent deferment
- 9) Research the potential of the existing financing programs and the roles they may play in the community (i.e. PACE, CDFI ,IIVA)
- 10) Develop a financial plan to build reserves for a “rainy day/disaster fund”
- 11) Develop a long-term financial plan for loss of or restructure of tax base in highly vulnerable areas
- 12) Assess reserves and develop a plan to build reserves for disaster preparedness and response – Update charter to build reserves and conduct referendum where necessary
- 13) Promote legislation that increases property taxes in high hazard zones to create a financial avenue for mitigation/adaptation strategies.
- 14) Build reserves and adjust budgets to include specific line items to be proactive regarding vulnerable infrastructure including commercial infrastructure

Major Findings:

4. Leadership and Strategy:

Goal:

Promote leadership, education and empowerment both in government, and public and private sectors to foster the implementation of resiliency strategies across disciplines and communities.

Priorities:

- 1) Overcome leadership roadblocks like budgets, political agendas, term limits, lobbyists, and lack of education
- 2) Develop regional and local collaboration through a more formal and continuous format
- 3) Education for everyone, including leadership. Have a succession plan and focus on keeping the end goal in mind
- 4) Build trust between government agencies and between the public and government agencies
- 5) Build financial security to be proactive

Action Items:

- 1) Replicate the New Smyrna Beach Coastal Community Resiliency Campaign in other communities and update annually
- 2) Develop Positive Public Leadership Relations and Newsletters, Forums, etc.
- 3) Identify vulnerable priorities
- 4) Educate leadership on potential political impacts (Quarterly)
- 5) Conduct new leadership orientation
- 6) Insure municipal guaranteed property tax revenue
- 7) Investigate and develop innovative long-term funding and revenue generators
- 8) Create a Chief Resilience Officer position

- 9) Build reserves and adjust budgets to include specific line items to be proactive regarding vulnerable infrastructure including commercial infrastructure
- 10) Support the update of codes and policies to discourage development and high rises along coast and vulnerable areas
- 11) Find champions and strong advocates for planning for resiliency and natural systems, both elected and non-elected
- 12) Promote legislation that increases property taxes in high hazard zones to create a financial avenue for mitigation/adaptation strategies.
- 13) Create a regional education plan/tool box for use across the region for all levels and sectors both private and public as well as citizens



Volusia Building Economic and Social Resilience Workshop May 7, 2018

Other Action Plan Items and Take-Aways:

- 1) Work with CareerSource, Chambers, and others to assist in the development of a template for workplace communication pre- and post-disaster
- 2) Review/overlay/consider identified aging infrastructure (public works projects), flood prone areas, vulnerable communities and high use transit stops for “hot spot” evacuation/post storm assistance
- 3) Assist the county and cities through their already established Council in developing and promoting language to encourage affordable housing choices policies with stronger building codes that address/consider resiliency. At the same time have county/cities pre-identify developers. Research Orlando model to mirror
- 4) Work with Brevard EOC on identifying clear path for reviewing Business Continuity of Operations
- 5) Develop/Re-convene long-term care working group with the goal to create a county wide model for preparedness and recovery and coordinate and determine an agency responsible
- 6) Finalize Long-Term Care Model and share with facilities
- 7) Implement Long-Term Care Model at facilities across the county
- 8) Identify and disseminate a clear path after development of private business COOP, what/ where do with the plan/ who reviews them
- 9) Interplanetary species – create resiliency on our own planet before we explore other planets
- 10) Education, funding and political will is key



August Workshop–Introduction:

Goal of the East Central Florida Regional Resiliency Action Plan:

Increase the ability of local and regional stakeholders to implement resiliency and climate adaptation strategies across disciplines.

East Central Florida Regional Resiliency Action Plan Stakeholder Workshops:

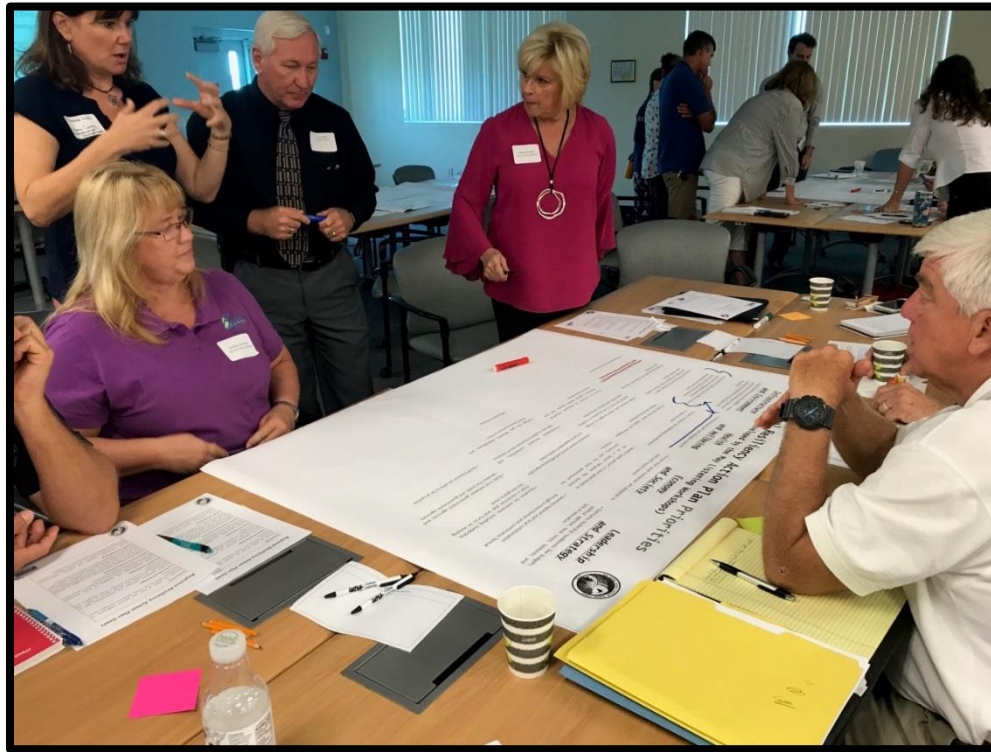
The East Central Florida Regional Planning Council worked with stakeholders to develop a Regional Resiliency Action Plan for Brevard and Volusia Counties to “Increase the ability of local and regional stakeholders to implement resiliency and climate adaptation strategies across disciplines.” These workshops, which took place on August 20th and 21st, focused on engaging Public Officials, Agencies, and the Public in order to further the development of the plan. Presenters at the workshop included the East Central Florida Regional Planning Council, Florida Sea Grant, and Dedy Law to provide an educational opportunity about the overall project, laws pertaining to resilience, case studies of adaptation measures, and legal cases associated with resilience. With the findings from the May workshops and informative presentations, the attendees were able to narrow-down, edit, and add to the priorities and actions that were formulated in May.

Attendance:

Brevard Stakeholder Workshop	47 attendees
Volusia Stakeholder Workshop	50 attendees

Break-Out Session Groupings:

For this workshop, the attendees participated in break-out groups which had a “Priorities” and an “Actions” poster that encompassed the main ideas from the May workshops. The groups worked through the top 5 Priorities that were established in each of the 4 frameworks of the plan. The groups then worked through the Actions that coincide with each specific Priority on the Action poster. This exercise was used as a means for these stakeholders to narrow down and revise the priorities and actions used to formulate the plan. Discussions during the exercise focused on the needs, feasibility of the actions as presented, additional steps necessary to complete action items, departments/agencies, projects or programs already in place to accomplish tasks, and barriers.



Brevard Stakeholder Engagement Workshop August 20th, 2018

Infrastructure and Environment	Health and Wellbeing	Economy and Society	Leadership and Strategy
1a) Improve infrastructure for sewage, water, stormwater and address high nutrient loading into natural systems.	1) Communicate with and educate residents.	1) Coordination between jurisdictions and agencies to address financial side of resiliency.	1) Overcome leadership roadblocks like budgets, political agendas, term limits, lobbyists, and lack of education.
1b) Educate the public and elected officials about economic and mitigation benefits of conservation lands and get problems recognized and acted upon.	2) Ensure that the water supply and stormwater infrastructure are protected.	2) Enhance transit access and efficiency especially in transit dependent communities.	2) Develop regional and local collaboration through a more formal and continuous format.
2) Conduct assessments and implement code and policy changes.	3) Protect residents by disallowing development in high-risk areas.	3) Identify “point person” in local government to act as a liaison between the business community and the local government for resiliency.	3) Education for everyone, including leadership. Have a succession plan and focus on keeping the end goal in mind.
3) Plan fiscally for long-term impacts.		4) Ensure that small businesses are prepared to deal with hazard events.	4) Build financial security to be proactive.
4) Address issues of flooding (nuisance flooding, storm surge impacts, and sea level rise).			

Major Findings:

Most Important Priorities Ranked by Stakeholders:

Major Findings:

Most Important Actions Chosen by Stakeholders:

1. Infrastructure and Environment:

- Determine locations of all vulnerable infrastructures
- Create (or add where one exists) a checklist for the planning, prioritization and funding of infrastructures projects to include assessment of vulnerabilities and if/how the project addresses long-term resiliency (and maintain funding) (Need funding to gain new data on city level/parcel level to be able to plan and educate with accurate and up to date data)
- Create a one-page document for benefits of green infrastructure
- Create a regional education plan/tool box for use across the region for all levels and sectors
- Conduct constant education of elected officials, public, developers, businesses etc. about different aspects of resiliency, natural systems and environmental issues (County Departments, TPOs, implement and reinforce) (educating public on how infrastructure works and its relationship with the environment– develop a strategy to do this)
- Train county, city and agency staff to respond to disasters or events through emergency exercises
- Identify program overlaps (Promise Lands, LMS, CRS, WMD, Stormwater, etc.) and identify what is being done that can be used for other planning and to advance resiliency

- Conduct a vulnerability assessment for stormwater infrastructure and prioritize and plan for stormwater infrastructure improvements and mitigation activities
- Implement strategies for wastewater level of service improvements
- Assess existing plans for obstruction of resilient goals; diversify and identify adaptive measures to vulnerabilities
- Reassess utility/conservation lands plan to integrate stormwater solutions more effectively (currently do to some degree– SJRWMD, capital projects, LDRs)

2. Health and Wellbeing:

- Change future land use and zoning codes in vulnerable areas to promote resilient planning (3–5+ years, consider future conditions like SLR and stormwater)
- Protect sources of potable water from sewage and natural hazard infringement
- Research the potential of the existing financing programs and the roles they may play in the community (i.e. PACE, CDFI ,IIVA)
- Revisit comp. plan and revise as necessary to assume that population does not surpass sustainable levels
- Reassess budgets to determine for proactive resiliency funding (i.e. debris management, conservation lands, planning, etc.)
- Continue to utilize pre-registration to identify shelters for special needs and seniors within the community
- Ensure that a “primary” social media account relays all disaster-related information (currently doing EOC)

3. Economy and Society:

- Develop a long-term financial plan for loss of or restructure of tax base in highly vulnerable areas
- Promote legislation that increases property taxes in high hazard zones to create a financial avenue for mitigation/adaptation strategies (cut out “increases property taxes”, AAAs)
- Engage small businesses (stakeholders) to ensure they have contingency plans and contingency funds for hazard events
- Develop and facilitate program development of Business Action/Continuity Plans (BCOOP) planning with small businesses and utilize local colleges and universities (Use 20+ businesses as a pilot)
- Develop a financial plan to build reserves for a “rainy day/disaster fund”

- Assess reserves and develop a plan to build reserves for disaster preparedness and response – Update charter to build reserves and conduct referendum where necessary
- Research the potential of the existing financing programs and the roles they may play in the community (i.e. PACE, CDFI ,IIVA)
- Assess existing plans for diversification and identify adaptive measures to economic vulnerabilities
- Help businesses develop and plan for resilience individually and with groups like Chamber of Commerce
- Enforce against and educate about price gouging
- Can use EOC model as a guideline for interagency long-term planning

4. Leadership and Strategy:

- Find champions and strong advocates for planning for resiliency and natural systems, both elected and non-elected
- Create a climate compact
- Develop Positive Public Leadership Relations and Newsletters, Forums, etc.
- Investigate and develop innovative long-term funding and revenue generators
- Create a Chief Resilience Officer position
- Support the update of codes and policies to discourage development and high rises along coast and vulnerable areas
- Build reserves and adjust budgets to include specific line items to be proactive regarding vulnerable infrastructure including commercial infrastructure
- Educate leadership on potential political impacts (Quarterly workshops for elected officials)
- Support the update of codes and policies to discourage development and high rises along coast and vulnerable areas
- Identify the roadblocks and acknowledge them as a first step

Take-aways:

As one can tell, this activity from the workshops narrowed down the initial ideas. This was the goal of the workshop so that the community as a whole would be the driving force behind the plan's elements. Going forward, the Priorities and Actions are to be revised by our RRAP Steering Committee, ECFRPC staff, and any other necessary stakeholder to work toward a final form document.



Volusia Stakeholder Engagement Workshop August 21st, 2018