



# EAST CENTRAL FLORIDA REGIONAL RESILIENCE COLLABORATIVE STRATEGIC RESILIENCE ACTION PLAN (SRAP)



Through the East Central Florida Regional Resilience Collaborative (R2C), the Strategic Resilience Action Plan (SRAP) was built to align efforts aimed to increase collective impact toward a more resilient region. The R2C has worked vigorously to identify ambitious, yet essential, actionable goals to help our local governments, organizations, educational institutions, and other entities to find common ground and commit to building from the region's strengths, and support and amplify current and continuous efforts that actively address our communities' vulnerabilities, as these relate to people, places, and prosperity.

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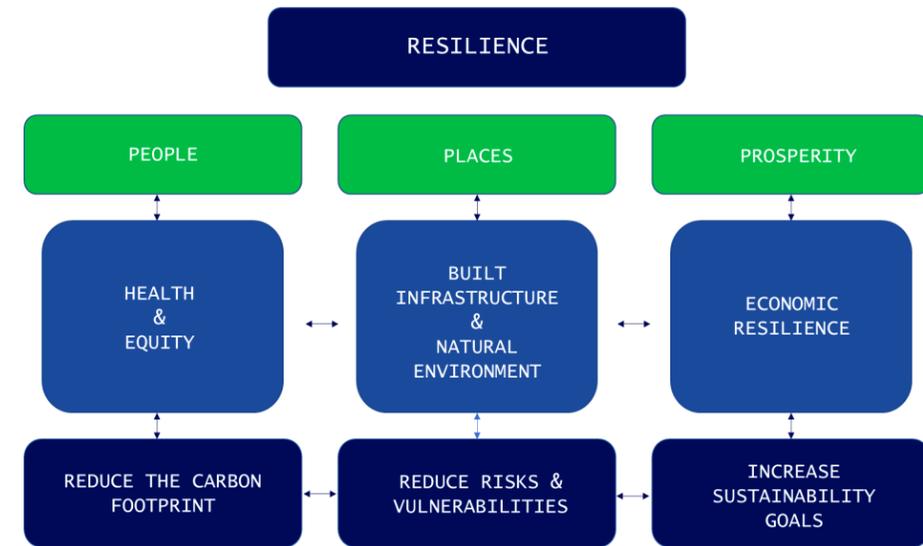
# EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY

What a year this has been. When the R2C was established in May of 2019 by a unanimous decision of the East Central Florida Regional Planning Council board, the region certainly was not anticipating the shock to our systems that this pandemic has caused. The focus was on building a regional in scale resilience effort, defining it as, bouncing forward (not back) in the face of short-term shocks like hurricanes or infrastructure failures and long-term stressors like affordable housing, aging infrastructure and climate change. In fact, the Regional Planning Council had been conducting various projects over the last 15 plus years including sea level rise impact studies, health impact assessments, vulnerability assessments and even established unified sea level rise projections for our coastal communities to include in their planning efforts. These efforts were done in partnership with our governments, academic institutions and partner agencies. This pandemic exposed and exacerbated the vulnerabilities in our systems and provided a reminder that connection matters- across tables, streets, sectors, disciplines and spaces of our inland and coastal communities. Systems thrive and function at a higher level of capacity when they work together and resilience to any disaster rests on the premise that all aspects of a community- its (places) built infrastructure + natural environment, (people) health and equity, and its (prosperity) economy- are strong. It is these three pillars of people, places and prosperity that frame the R2C work. Elected leadership made certain (and acknowledged) the need to weave throughout those pillars a reduction of risks, vulnerabilities and our carbon footprint as well as an increase in our sustainability goals. These vulnerabilities need to be approached holistically and strive for transformative change to address the drivers of these vulnerabilities and those that exacerbate them, including climate change.



**R2C MISSION:** Empower the communities in East Central Florida to advance resilience strategies that strengthen and protect the built infrastructure and natural environment, enhance health and equity, and ensure a thriving economy.



**Resilience** – the ability to *bounce forward*; absorb, recover and get better in the face of *short term shocks* like hurricanes or infrastructure failures and *long-term stressors* like affordable housing, aging infrastructure, shifting economic trends and climate change.

This living document is the culmination of two years of work, building the R2C from the bottom up, defined by the formalized partnerships that committed and signed a Memorandum of Understanding that acknowledges where we are, develops the structure and framework for action and the benefits of aligning our efforts to solve the greatest of vulnerabilities in the region together. To date the R2C totals 39 unique partners, engaging over thirty percent of the region's local governments toward collective action. COVID may have slowed our progress toward building partnership, but it invigorated a renewed sense of urgency and online engagement that allowed new voices to come to the collaborative table with a shared definition and mission. Each committee was brought together to build capacity with purpose and intention; a volunteer sub set of elected leadership from the East Central Florida Regional Planning Council board to build support and community alignment, the Steering Committee to understand perspectives and unify disciplines and define a common agenda, and 6 technical advisory committees that bring empirical experience to assist in defining goals and strategies to achieve them. Connecting the work, holistically, provides a roadmap, this strategic resilience action plan, that the R2C will implement with partner organizations that exhibit alignment with mutually reinforcing initiatives to build capacity, support, fund and implement the goals over the next five years. Together, everyone achieves more.



## ECFRPC Chairman

Lake County Commissioner Sean Parks  
Chairman, ECFRPC



As Chairman of the East Central Florida Regional Planning Council, I am pleased to present the Strategic Resilience Action Plan that celebrates the Collaborative, our partners, and all the efforts made since our formal signing ceremony in 2019 to advance the interconnected conversation of resilience across the region.

While the COVID pandemic highlighted the exact reason the R2C is looking at economic resilience and how health and equity play into the conversation, COVID did not slow down our collaborative partners. Despite the challenges of the past year, everyone adapted and bounced back to create a more resilient region. This document exemplifies how working with municipal and organizational partners to understand greenhouse gas emissions across the region to collaborating with multiple technical advisory committees to architect the direction and priorities of the collaborative while securing funding to advance these priorities, is a true testament to the power of united collaboration. United around the need and desire to look at the natural and built environment, economic development and health and equity through a new lens, the lens of resilience which is so desperately needed to ensure that the east central Florida region can withstand whatever comes our way for generations to come.

We look forward to continue to collaborate for resilience across the east central Florida region.



# Orlando, CSRO



August 20, 2021

To the Regional Resilience Collaborative,

In 2021, we find ourselves dealing with some of the most challenging issues in history — plagued with a global pandemic, civil and racial injustice, unprecedented economic hardship, and the existential threat of the climate crisis that is already causing billions of dollars in damage and the loss of thousands of lives every year. At the same time, we are at a powerful moment of opportunity when the leaders across public and private sectors around the World are realizing the urgency of moving towards a more sustainable, resilient, and equitable future for all.

Now more than ever, we have an opportunity to collaborate and work together to advance shared goals and priorities that will allow our communities and the Central Florida region to rebuild in a way that positions us to thrive well into the future.

In the City of Orlando, this has not just been an idea, it's been our practice. Since the start of Green Works Orlando in 2007, we have been actively working toward advancing sustainability and the Sustainable Development Goals (SDGs), even before they were established. Our focus has centered on the triple-bottom-line of "people, places, and prosperity" in a comprehensive way, and we've co-created our City's strategy with the Orlando community. In addition, we recently sharpened our focus on social sustainability, equity, and environmental justice to begin to address the current and looming disparities facing black, indigenous, and people of color (BIPOC) and LGBTQ+ communities. In January 2021, the city hired its first Chief Equity Official, Merchon Green, tasked with making transformational changes to our government policies and protocols, and strengthening the trust and collaboration between elected leaders and the residents we serve. Only then can we truly thrive as a city and a region.

Orlando's efforts to advance sustainability will not be enough to realize this vision if we're the only local government in the region prioritizing these efforts. Over the years, we've been encouraged to see other local governments, businesses, and institutions step up to hire sustainability directors, create sustainability plans, and align their goals in a similar fashion. And most importantly, we've been stimulated by the 35+ members of the Regional Resilience Collaborative (R2C).

The R2C Action Plan is our roadmap to a better future for East Central Florida. As we work to tackle these issues, it's critical that we create symbiotic pathways of collaboration among peer-governments, academic institutions, businesses, community, and faith-based organizations, and most importantly, the residents that we serve. In that spirit, we look forward to continuing to work alongside our fellow city leaders to advance a healthier, more resilient, and more sustainable future for all.

Chris Castro, LEED GA, CPB  
Director, Office of Sustainability & Resilience  
City of Orlando

**OFFICE OF SUSTAINABILITY & RESILIENCE**  
Orlando City Hall - 400 South Orange Avenue - Orlando, FL 32801  
[cityoforlando.net/greenworks](http://cityoforlando.net/greenworks)



# Orange County, CSRO



May 26, 2021

To Our Community Members and Regional Partners,

Recent weather, natural, health, and human-caused disasters have increased shocks and stressors to Florida's economy, human security, health and equity, natural environment, and built infrastructure. Our capacity to bounce forward from these shocks and stressors defines our resilience as a community and as a local government organization.

Although the 2020 pandemic presented some challenges, it has not kept us from moving county-wide operations and our community toward the future. In 2020, Orange County developed a phased approach to become top-ranked for sustainability & community resilience. We implement this vision through the 2021 Orange County Sustainable Operations & Resilience Action Plan and our Vision 2050 Comprehensive Plan.

Intentional and data-driven planning for resilience will help us achieve a variety of benefits, such as reducing our infrastructure risks and operational costs and continuing to fund critical programs and services.

Greater than 21.3% of Orange County residents live below the poverty line, and 29% of our residents are vulnerable in three or more of the 11 risk factors identified by the U.S. Census Bureau Community Resilience Assessment. Vulnerable, underserved, low-income populations in our region are disproportionately impacted by the shocks and stressors mentioned above. Along with our region's fast-growing population, these disasters affect affordable housing, transportation, food systems, and public utilities. Our community has witnessed and expects to see an increase in stresses from migration and evacuation to our region resulting from shocks along the coastal areas.

The Strategic Resilience Action Plan results from collaboration from our local governments, agencies, community-based organizations, elected leaders, and committed individuals. It builds upon the challenges and strengths of the past to address the shocks and stresses of today and tomorrow.

Collaboration, innovation, and inclusion must remain at the forefront of this action plan's implementation. The R2C action plan provides a common agenda to prepare for future conditions, prepare funding strategies and concedes differentiated local approaches in policy and action to achieve the vision toward increased resilience through collective impact for east central Florida.

Every day, my young family and individuals committed for a better future make me proud to serve our residents, leaders, staff, and businesses in Orange County and the greater East Central Florida Region.

Sincerely,

Jeff Benavides,  
LEED AP O+M, GGP, ISSP-SPC, NABCEP-PVA  
Chief Sustainability & Resilience Officer  
Orange County Government

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# Volusia County, SRM



May 28, 2021

Jenifer Rupert,  
East Central Florida Regional Planning Council  
455 N Garland Ave.  
Orlando, FL 32801

Dear Jenifer,  
Volusia County has worked since 2010 to develop sustainability and resilience knowledge and plans. Through many of the initiatives we've developed we recognized that there were others in our community, Volusia County and regionally, working on similar issues it was apparent rather than tackling the issues individually we could work together towards common goals and be more efficient and effective. The value of that collaborative approach became obvious when local governments, agencies, and non-profits in Volusia and Brevard Counties worked collaboratively on the Regional Resilience Action Plan.

When Volusia County had the opportunity to join the East Central Florida Regional Resilience Collaborative (ECF R2C) our County Council voted unanimously in favor of becoming members. In my role as the Sustainability and Resiliency Manager, I am on the R2C Steering Committee, and was asked to Co-Chair the Regional GHG inventory Technical Advisory Committee (RGHGi TAC); Volusia County staff are also on a number of the other TACs.

One of the issues many local governments face, is juggling limited resources to address resilience work. The collaborative has provided the opportunity to work with agencies, non-profits and individuals we may not easily have had the opportunity to work with and stretch those resources by sharing the workload. The TACs have completed a lot of work in the last year because of the expertise and resources given by the TAC members, who have also worked creatively to develop strategic next steps for the year ahead. I also want to stress how important it is to have someone in your role managing the collaborative, ensuring we work towards our goals and keeping us moving forwards

By participating in the RGHGi TAC Volusia County staff developed a greater understanding of greenhouse gas emissions inventories. We had the opportunity to work with local governments who had completed inventories and those who had not.

The funding secured through the R2C partnerships not only allowed us to complete the regional inventory but also provided funding for 18 local governments to work through their individual operations inventories. Volusia County was one of those local governments, we received technical advice from ICLEI and assistance from a student assigned to us to complete our inventory. Without the R2C we did not have the financial or staff resources available to us to complete an inventory.

Volusia County finds enormous value in the collaborative framework and will continue to actively participate to move this important work forwards.

Respectfully,

Katrina Locke  
Sustainability and Resilience Manager



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May 26, 2021



To Whom it May Concern:

The Space Coast Transportation Planning Organization (SCTPO) is a proud member of the East Central Florida Regional Resilience Collaborative (R2C). The SCTPO recognizes the importance of regional coordination. Much like how the transportation system crosses municipal boundaries, shocks and stressors can have regional impacts and need to be addressed regionally.

The R2C's pillars, Health + Equity, Built Infrastructure + Natural Environment, and Economic Resilience, are vital in transportation resiliency and transportation can impact each of those pillars. It is important for regional coordination amongst our transportation systems in order to effectively and equitably provide transportation access to all modes and users.

The SCTPO is currently developing a Transportation Resiliency Master Plan (RMP). The RMP is utilizing the definition of resiliency and the lens in which the R2C has outlined. This is important when developing a regional plan, as many of the municipalities we work with are members of the R2C and have worked with the East Central Florida Regional Planning Council on resiliency plans and programs. The RMP will be working within the pillars of the R2C to develop a roadmap to resiliency for the Brevard County area.

The R2C Strategic Resilience Action Plan will help local and regional partners move resiliency forward and develop plans and programs for implementation; furthering regional coordination, partnership, and building a resilient community. Through these actions, our region will not only be able to bounce back and adapt to shocks and stressors, but will be able to truly thrive.

Sincerely,

Georganna Gillette  
Executive Director



Jared Meyers

Florida for Good Co-Founder/Chairman  
Legacy Vacation Resorts Co-Founder, Owner, and Chairman  
Salt Palm Development Co-Founder, Owner, and Chairman



To whom it may concern,

As an entrepreneur and the owner of Central Florida-based Legacy Vacation Resorts (LVR), I seek to use the power of my businesses as a force for good within our community and the corporate ecosystem at large. One of my biggest goals is creating measurable positive impact and resilience – for the planet, for people and for social and environmental justice.

In my work as co-chair with the Economic Resilience Technical Advisory Committee, I collaborated with many regional leaders to discuss East Central Florida’s resilience strategies that would address people, place and prosperity. To that end, our collective created inclusive and holistic goals with the purpose of attaining a more resilient, sustainable and enhanced quality of life.

At LVR, we operationalize these goals in a variety of ways. We start by assessing our vulnerabilities, in the context of climate justice, racial inequity, and stakeholder governance, and in response we adapt. One of the ways we do so is by proactively providing financial stability to our employees. LVR pays a living wage and offers an incredible Income Advance and Savings program to help employees with financial emergencies while building credit and personal savings. In the face of the unexpected shocks or stressors of this past year, we were able to maintain our employees without pay cuts, attain the highest level of employee satisfaction ever achieved in our company, and increase our community and environmental commitments.

Furthermore, as a Certified B Corporation, everything we do helps foster sustainable and regenerative systems and lead towards equitable prosperity. This includes our environmental stewardship initiatives such as achieving carbon neutrality to mitigate climate change, utilization of renewable energy, elimination of single use plastics and waste/water reduction efforts, as well as our programs that bolster our employees and local community like paying a living wage, professional development opportunities, a comprehensive volunteerism system, guest education on responsible tourism, partnerships with local and fellow B Corp suppliers and much more.

My work with and support for our co-founded Florida For Good organization and our regional Central Florida For Good chapter helps to position and advance East Central Florida as a laboratory for new economic development concepts by embracing community wealth building, systemically advancing stakeholder orientation, and showcasing a different type of business model – one that can adopt a purpose-driven path and truly succeed while doing so.

With the creation of these goals and the effort to put them into action as business and community leaders, we have the opportunity to eliminate inequities that exist in our current systems. In its current form, our region is not yet resilient – something that was particularly exposed during the COVID-19 pandemic. My intentions for being an active member of this committee is because I desire a more inclusive, equitable and just system in the community where I work and live with my own family. This new framework will serve as a roadmap, providing a path to resiliency in anticipation for the next shock or stressor.

My approach in each of the businesses I own is one of stakeholder capitalism, where equal importance is placed on people and the planet in addition to profits, enabling all stakeholders to thrive when we do. This method of equitable and inclusive prosperity is a model we can follow to honor the interconnectedness of our regional ecosystem. If we can align interests among all of our sectors and create sustainable and regenerative systems that promote shared benefit, we will be positioned to not only survive what comes ahead but to use the disruption to better bounce forward and advance our region and way of life.

With gratitude and hope for a better future,

# ACRONYMS

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1. **[ECF] R2C:** [East Central Florida] Regional Resilience Collaborative
2. **ECFRPC:** East Central Florida Regional Planning Council
3. **SRAP:** Strategic Resilience Action Plan
4. **ICLEI:** International Council for Local Environmental Initiatives
5. **TAC:** Technical Advisory Committees
6. **GHG:** Greenhouse Gases
7. **RGHGi:** Regional Greenhouse Gas Inventory
8. **GGB:** [Infrastructure] Grey, Green, and Blue
9. **SDGs:** Sustainable Development Goals
10. **DEO:** Department of Economic Opportunity
11. **EDA:** U.S. Economic Development Administration



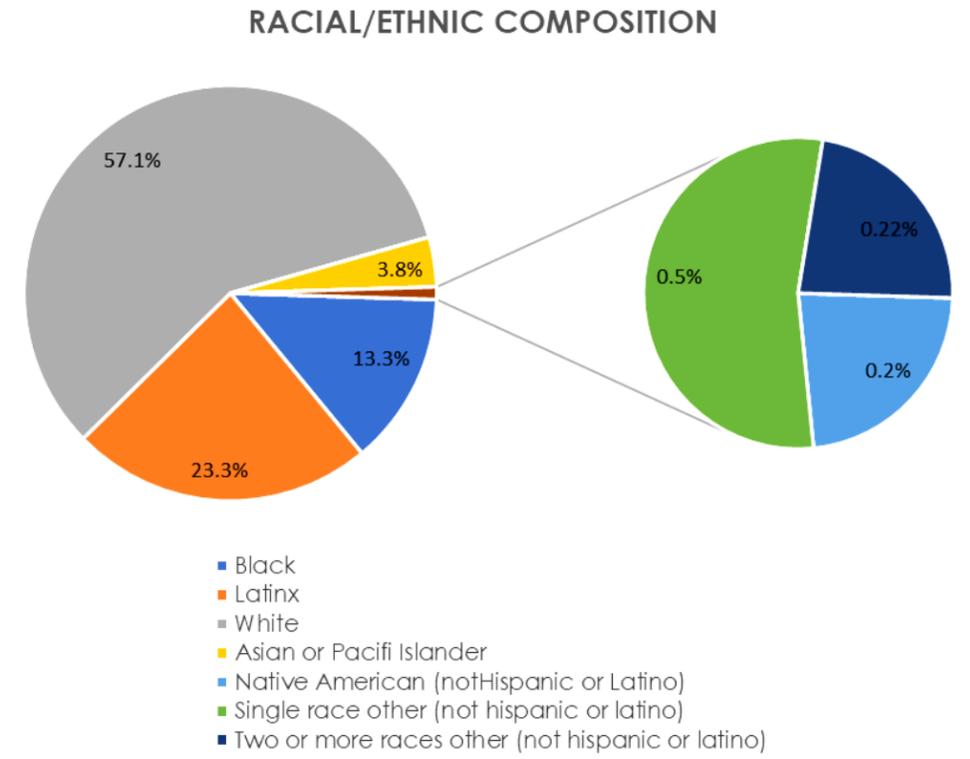
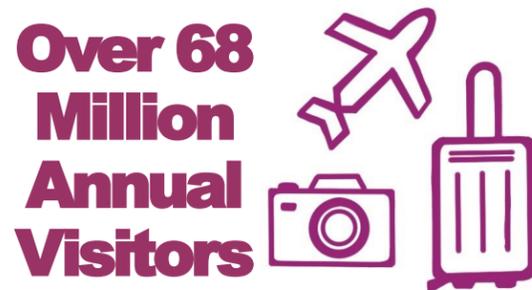
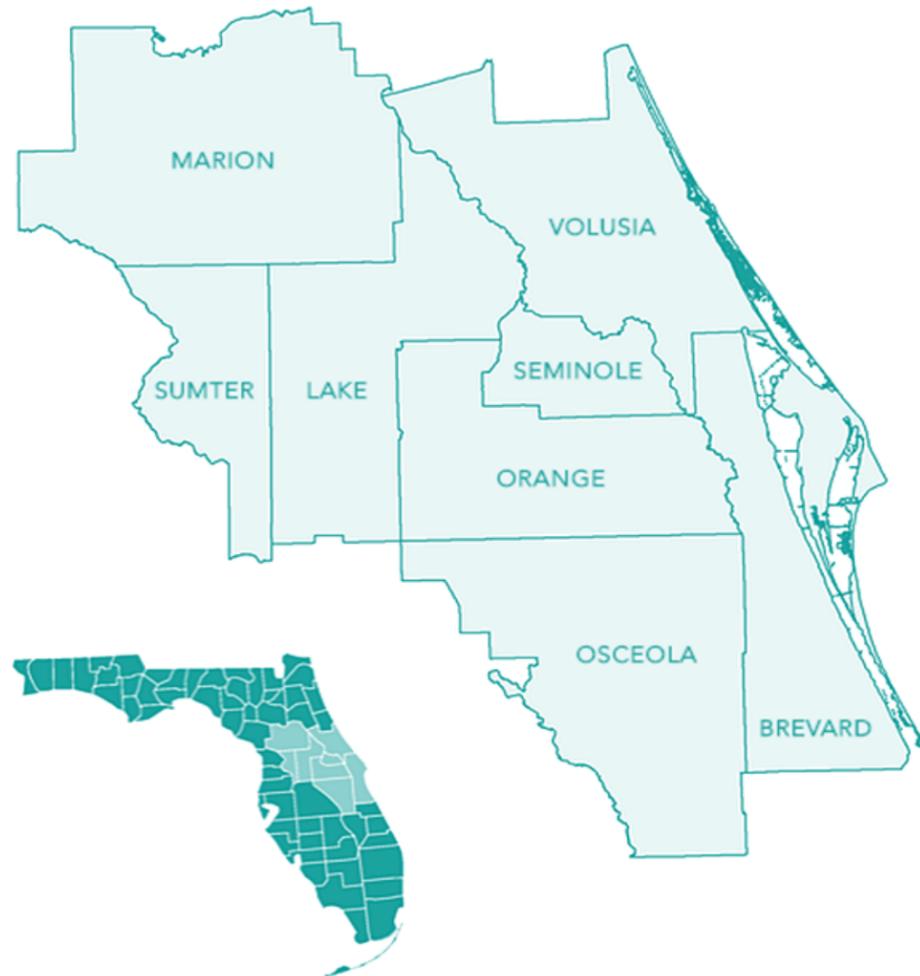
# INTRODUCTION

# EAST CENTRAL FLORIDA'S STORY

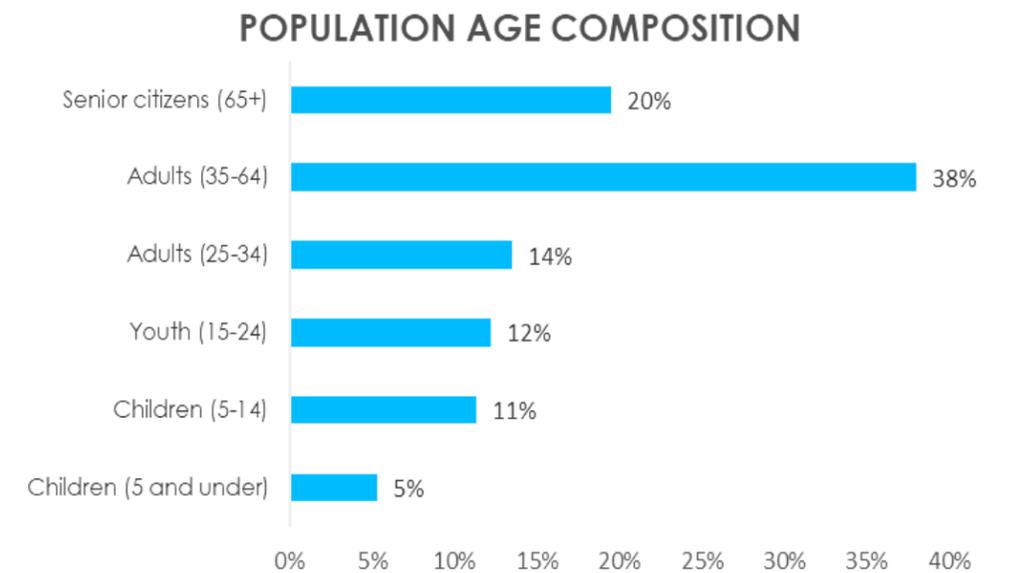
The east central Florida region is a wonderfully diverse and unique place that roughly 20 % of Floridians call home. It is a diverse community, with people from all different age groups, multiple cultural and national backgrounds, and broad ethnic and racial composition (ECFRPC, 2011). In fact, the region is so diverse that it includes two (Orange and Osceola County) out of the seventy-eight counties that have turned into **majority-minority counties** meaning there is no single predominant racial or ethnic group in these counties (ECFRPC, 2017).

A preferred destination to live or visit by many, this region is host to some of the world's most famous attractions, giving its grand tourism and hospitality profile. With numerous renowned theme parks (i.e., Disney World, Universal Studios, and Sea World), NASA's J.F. Kennedy Space Center, the world's second busiest cruise port, international sporting events, and magnificent all-around natural beauty with distinct sub-tropical ecological systems that provide great species richness and diversity, this place is vibrant and welcoming all-year-round (ECFRPC, 2011).

Our region is also known for its numerous academic institutions, including the University of Central Florida, which is one of the country's largest universities, among other educational entities (ECFRPC, 2017).



sources: US Census ACS 5-year



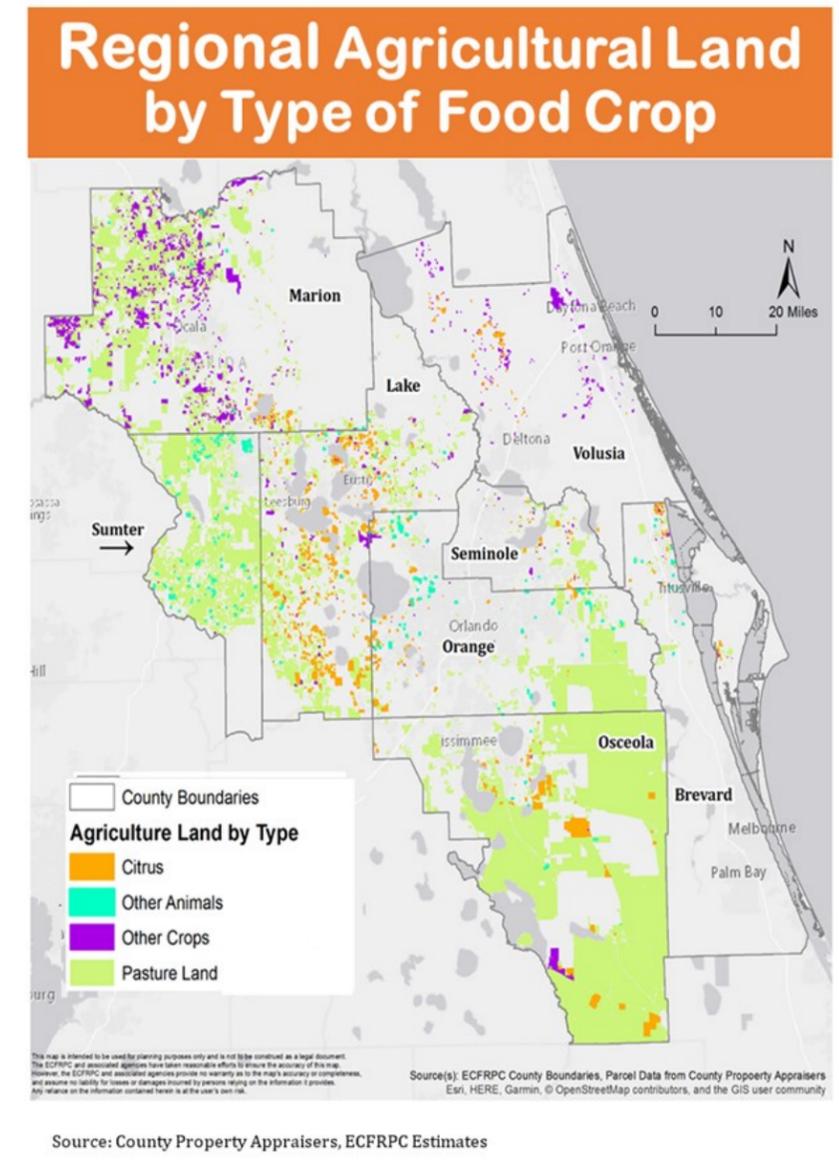
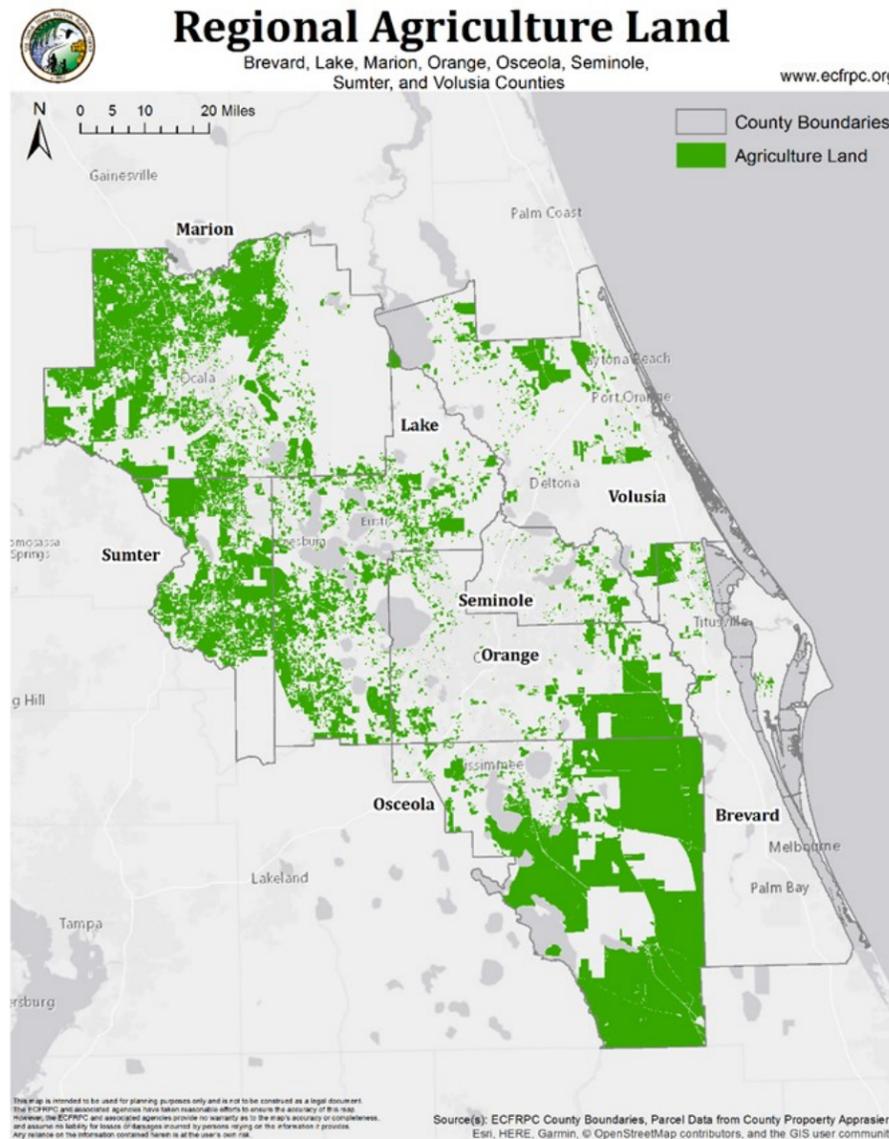
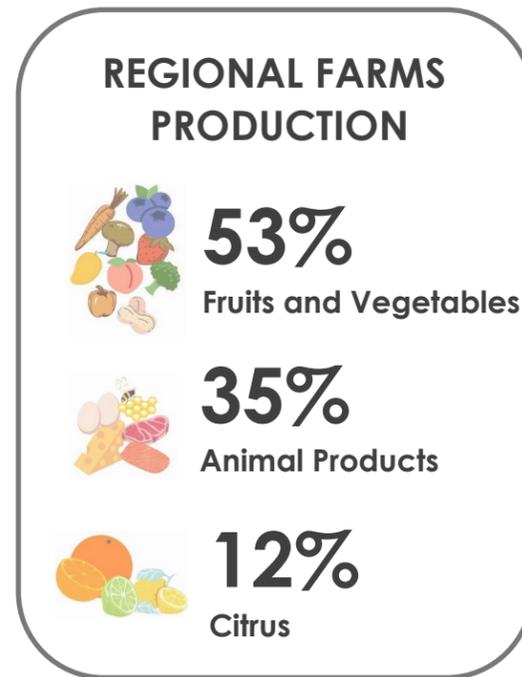
sources: US Census ACS 5-year

## EAST CENTRAL FLORIDA'S STORY (cont.)

Due to the unique combination of climate and soil types, this region also has an ideal environment for diverse agricultural practices. From fruits, vegetables, and peanut farming, to floriculture and cattle raising, this area of the state has an essential role in food production and state farming value (FDACS, n.d.). Based on a recent analysis done by the ECFRPC for the East Central Florida Food Resiliency Plan: Existing Conditions Analysis, 1.7 million acres are allocated for agricultural practices, with 1.3 million acres (81 %) designated for food production. About 92% of the food-producing land is for pasture; the region is the nation's largest in calf production. The remaining 8 % of food production land is assigned for fruits (berries, citrus, mangoes, melons, peanuts, etc.), vegetables (mushrooms, potatoes, broccoli, etc.), and other animal products (dairy, eggs, honey, fish, shellfish, etc.) (Nieves-Ruiz & Morrison, 2021).

Additionally, based on ideal climatic and land attributes, the region is also home to a large and breed-rich equine industry, with a horse population of over 385,000. The "horse capital of the world," nonetheless, located in Marion County, a host to many nationally recognized equestrian events and a significant economic contribution to the state's annual gross domestic product (FDACS, 2021).

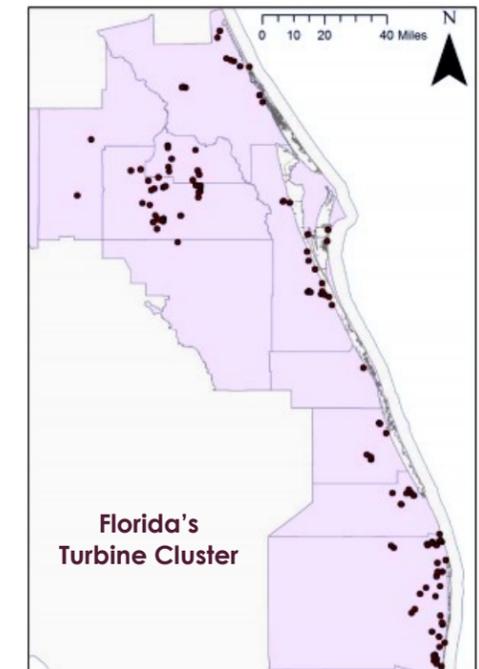
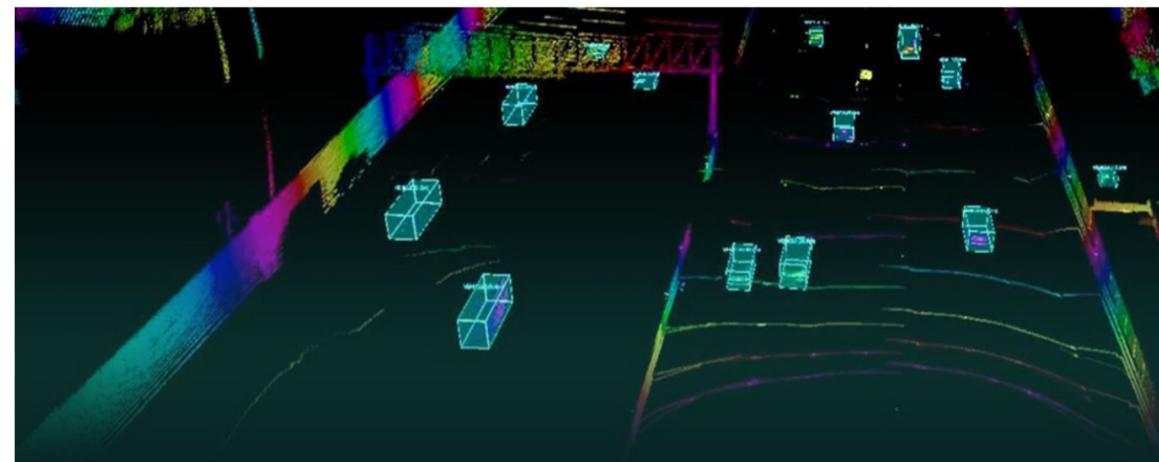
With a considerable portion of the region's land allocated to various climate-reliant agricultural practices, a changing climate could contribute to increasing shocks and stressors. Potential impacts on our regions' soil and water quality and quantity could significantly affect food production, animal raising, and the region's overall economy.



## EAST CENTRAL FLORIDA'S STORY (cont.)

In addition to significant tourism and agricultural economic components, the region is also proficient in other regional innovation clusters that play an important role in east-central Florida's economic system. Aerospace, modeling simulation and training, photonics, telecommunications, boating, and turbines are either long-established or rapidly emerging economic practices in the region. For instance, the boating industry in the region is composed of manufacturing, retail, repairs, and related services, holding 185 technology industry patents. The aviation industry comprises 140 aviation companies in the east-central Florida area, including manufacturing, avionics instruments and other airplane parts, software and navigation tools, and other aviation-related services, making this industry economically significant for our region. There is also the turbine industry, which includes applications in clean power generation, aerospace propulsion, and oil and gas exploration. The region holds over 70 companies that work in the design and development of turbines (ECFRPC, 2017).

Some of these innovation areas could present great opportunities for circular economy practices through technology (i.e., aviation, boating, and turbine) waste aggregation from manufacturing and end-of-life stages for remanufacturing and recycling, renewable energy implementation growth, and jobs generation. These areas of innovative growth, footprint reduction, and social and environmental responsibility could benefit the local community and beyond, which is why the R2C is focusing part of its efforts towards these clusters and the opportunities these represent through economic and infrastructure goals.



Sources: Infogroup, ECFRPC Research



## 1800 – 1850s



- **1800s**— Pioneers & settlers moved to Florida frontiers



- **1850s**- Steamboat/paddlewheel cruised through the St John River. This offered a new form of transportation and opened a unique opportunity for tourism

## 1850 – 1900s



- **1890s**—the railroad system was introduced to the region. This offered an additional form of transportation and tourism opportunity



- **1883** - Stetson University is founded (first university in the region)



- **1885** – Rollins College become the first college in the region

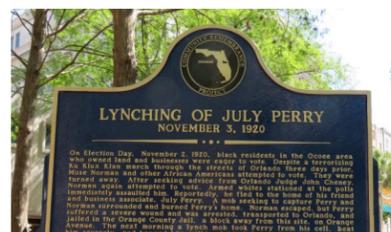
## 1900 – 1950s



- **1903**—“Birth place of speed” First organized race in Daytona Beach/Ormond Beach 5-mile stretch. This event attracted famous international drivers, which made it globally popular



- **1904**—Mary McLeod Bethune, teacher and activist for women’s rights and civil rights, opened Daytona Educational and Industrial Training School for Negro Girls (later becoming Bethune-Cookman University)



- **1920**—Ocoee Massacre, a historical, racial and political, event that impacted part of the region’s land use, planning, and social dynamics.

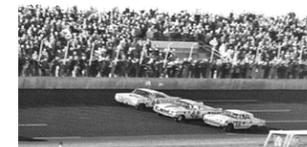


- **1948**—Daytona Beach, **NASCAR** was born

## 1950 – 2000s



- **1958**— Florida Institute of Technology (FIT) was founded



- **1959**— First Daytona 500 race



- **1962**— NASA Kennedy Space Center (KSC), historic main space flight launch site, opened
  - ◊ 1969—Space mission Apollo 11 from KSC (first man on the moon)



- **1962**— Due to the expected regional growth from the opening of NASA’s KSC, the East Central Florida Regional Planning Council was established



- **1963**- University of Central Florida is founded



- **1971**—Walt Disney opened **Disney’s Magic Kingdom**; within 10 yrs. Of opening Orlando had become the most popular touristic destination in the world

- **1985**— **Growth management & Planning Law**
  - ◊ Major historic comprehensive land use planning and growth management legislation of the state



- **1989**- Devastating freeze: destruction of agricultural production (i.e., citrus)

## 2000 – Present



- **2004**— Hurricanes: Charley, Frances, and Jeanne hit all 8 regional counties.



- **2007**- Groundhog Day Tornado Outbreaks—devastating tornadoes affected Sumter, Lake, Seminole, and Volusia counties.



- **2008**— Tropical Storm Fay caused flooding to 7 out of 8 counties.



- **2016**—Hurricanes Hermine hit Marion and Sumter County.

- Hurricane Matthew impacted all counties except Sumter County.

- **2017**- Hurricane Irma impacted all counties in the region.



- **2018**- ECF R2C was born—The Collaborative was established, in part, as a result of Hurricane Irma



- **2020**- COVID-19 (Global Pandemic) All regional counties have been affected (currently ongoing)



- **2020** — The hottest year on record in Florida
  - Some of the east central FL counties had the highest, second highest, or third highest temperatures on record.
  - In east central Florida, 2020 had the “highest” low temperatures recorded.

## EAST CENTRAL FLORIDA’S STORY (CONT.)

Although east central Florida is wonderful and vibrant in many ways, it would be remiss if it was not also recognize that the region suffers from many present shocks and stressors and that it needs to take the opportunity to learn from the past, examine the present, and re-think (holistically, innovatively and regeneratively) how to envision the future to alleviate anticipated shocks and stressors in future years. In many ways, it is our own unique traits as a region that also make us so vulnerable to local and global social and natural challenges.

The east central Florida region is no stranger to severe weather events and natural threats, like tropical storms, hurricanes, storm surges, flooding, extreme heat, and sea level rise, to name a few. We also experience significant population growth and movement of people, housing affordability, and economic diversity and mobility constrains. It is because of these challenges and opportunities for change that the adequate implementation of resilience measures and approaches is considered and encouraged throughout this Regional Strategic Action Plan.

Our region is beginning a complex, yet worthwhile journey of collective responsibility and action. It is partaking in efforts that will help ensure an equitable and prosperous quality of life for all community members. It is also encouraging the development of innovative and sensible infrastructure implementation and planning, with people and the natural environment in mind. And it is promoting the generation of a diverse and mobile regional economic system, among other pursued components. Ultimately with the goal to strengthen and prepare the region as it continues to grow and face economic, social, and environmental shocks and stressors—making the east central Florida region a more resilient and vigorous community today and for generations to come. Working for a community that feels safe and at home.

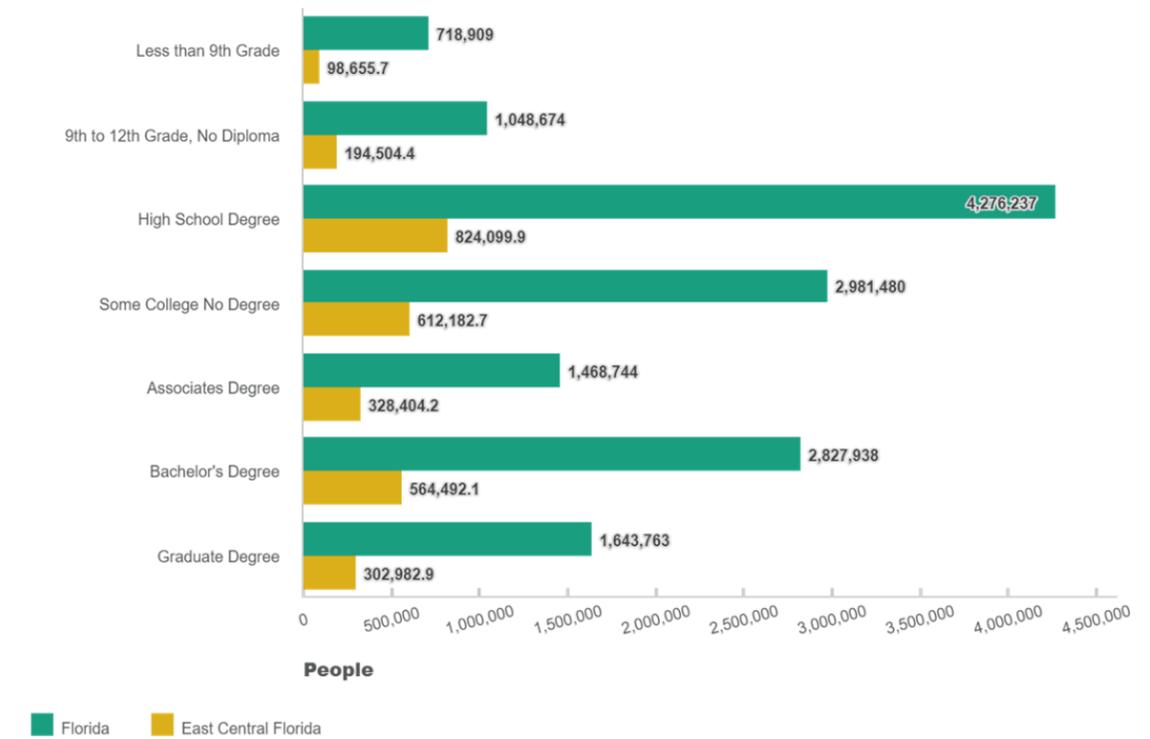


**11.7 % OF THE POPULATION ARE WITHOUT HEALTH INSURANCE**



**ABOUT 12 % OF HOUSEHOLDS DO NOT HAVE ACCESS TO INTERNET**

### EDUCATIONAL ATTAINMENT



mySidewalk.com Sources: US Census ACS 5-year



# ECFR<sub>2</sub>C STRUCTURE

## THE STARTING POINT

Established in 1962 as an area-wide association of governments, the East Central Florida Regional Planning Council (ECFRPC) is represented by thirty two Council Members and a skilled staff that provides technical assistance to governments and organizations within the 8-County East Central Florida region. The ECFRPC has five areas of expertise: Planning and technical assistance, economic development, emergency management, geographic information systems (GIS), and resilience. Over the last 18 years the ECFRPC has conducted numerous resilience projects, including sea level rise impact assessments, vulnerability assessments, community engagement workshops, comprehensive plans updates (including peril of flood language), health impact assessments and the identification of strategies to increase resilience in communities, among other relevant work. This empirical expertise led to the development of Volusia and Brevard's East Central Florida Regional Resilience Action Plan (RRAP). This RRAP identify and defined resilience, establish a unified sea level rise curve for adaptation and develop a list of action items assigned to multiple local agencies. Consequently, based on one of the action items identified within the RRAP was to expand the efforts to inland communities, in conjunction with stakeholder engagement conversations, **vision to form the R2C was born and the seed was planted for larger regional effort.**

**R<sub>2</sub>C MISSION:** Empower the communities in East Central Florida to advance resilience strategies that strengthen and protect the built infrastructure and natural environment, enhance health and equity, and ensure a thriving economy.



### R<sub>2</sub>C COMMITMENT

**39** R<sub>2</sub>C PARTNERS

Over 30% of the region's local governments engaged

**10** Disciplines with unified effort

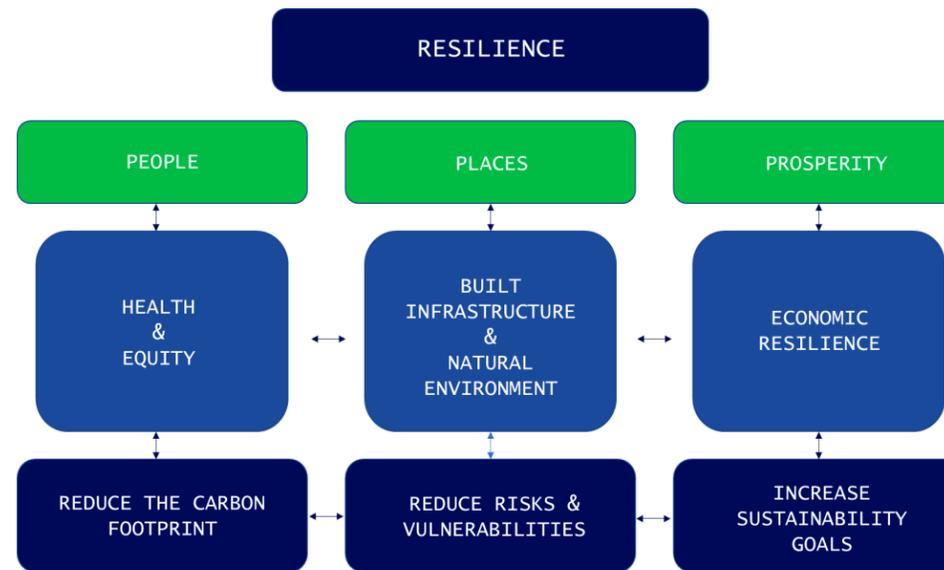
**“THINK GLOBALLY. PLAN REGIONALLY. ACT LOCALLY”**

# ECFR<sub>2</sub>C STRUCTURE (cont.)

The East Central Florida Regional Resilience Collaborative (R2C) originated in September 2018 after a unanimous board decision based on common ground in response to shocks and stressors of the inland and coastal communities throughout the 8-county, 78 city region.

Utilizing the Regional Planning Council for structure, the Collaborative is organized under a resilience umbrella with three pillars of (people) Health + Equity, (places) Built Infrastructure + Natural Environment, and (prosperity) Economic Resilience.

Woven throughout each pillar is an emphasis on the reduction of risks, vulnerabilities and the carbon footprint, and an increase in sustainability goals. Local governments, transportation agencies, educational entities, and others (39 to date) have formalized their partnership with the R2C through board/ commission consideration of a memorandum of understanding.



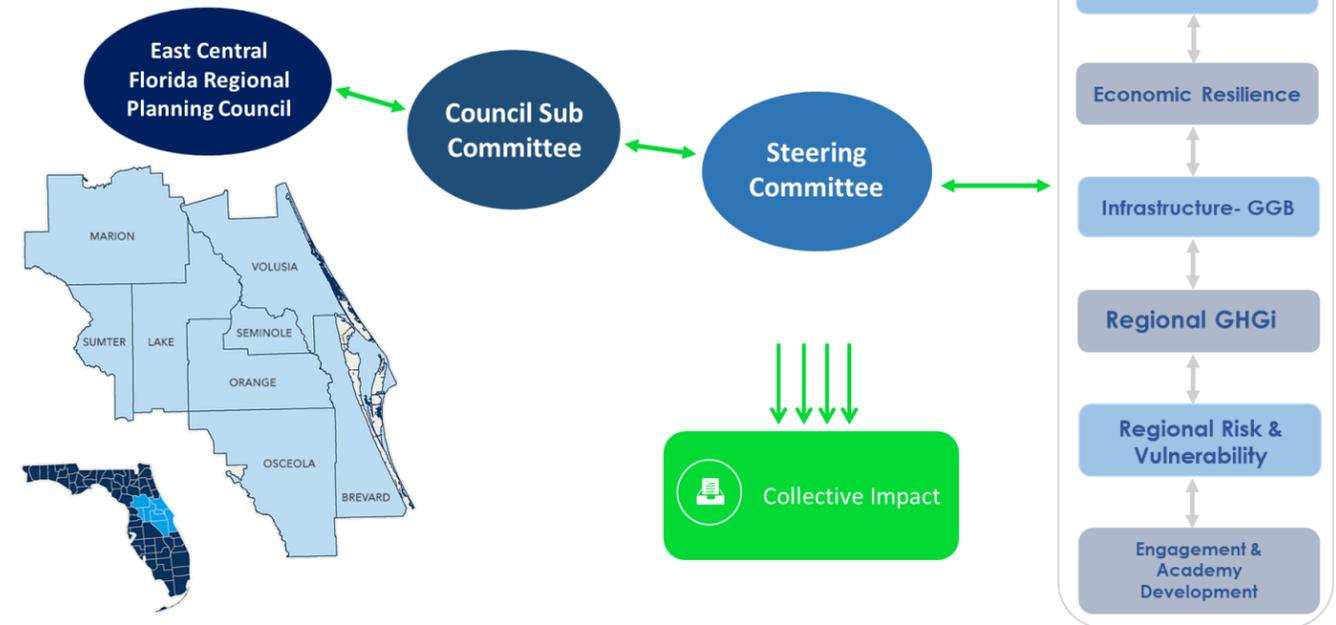
The R2C is composed of a volunteered Council Sub-Committee, a Steering Committee, and six supporting technical advisory committees (TACs). Developed to address and focus discussions on specific regional concerns and potential opportunities, these eight committees support R2C collective efforts and overall vision towards achieving a more resilient east central Florida community. Each TAC- Regional Risk and Vulnerability TAC; Regional Greenhouse Gas Inventory TAC; Infrastructure [Green, Grey, and Blue] TAC; Engagement and Academy TAC; Economic Resilience TAC; and Equity TAC— embraces at least one pillar (people, places, and prosperity) into their mission's work; with the understanding that people, places, and prosperity are interconnected and interdependent components of a community's system.

## ECFR<sub>2</sub>C STRUCTURE (CONT.)

### THE COMMITTEES

**THE [VOLUNTEER] COUNCIL SUB-COMMITTEE** is a dynamic sub set of the larger East Central Florida Regional Planning Council board specifically focused on propelling the Collaborative forward by hearing recommendations from the steering committee and making key decisions to drive the process. They seek and leverage external opportunities within their networks to build and sustain the Collaboratives' identity and impact. In addition, the Council Sub Committee acts as an intermediary for advancing preparedness and resilient action across jurisdictions as well as to the Regional Planning Council board.

**THE STEERING COMMITTEE** is a lead multidisciplinary group of stakeholders across east central Florida responsible for developing the process, framework and direction for the Regional Resilience Collaborative to achieve a comprehensive, interdependent approach to increase resilience in the region.



### TECHNICAL ADVISORY COMMITTEES (TAC)' PURPOSE

#### TECHNICAL ADVISORY COMMITTEES

Technical advisory committees were established to fill gaps in systems identified by a survey and a series of workshops conducted around the region. These regional scale committees provide productive connectivity opportunities to explore the gaps, develop and prioritize goals and cultivate shared strategies and recommendations toward a specific outcome. The committee outcomes may or may not include targets but brought together, all outcomes will contribute implementation or adaptation goals and strategies to reduce risks, vulnerabilities and our carbon footprint and increase sustainability in the region within the three pillars of (people) equity, (places) built infrastructure + natural environment, and (prosperity) economic resilience.



**ADVISE:** To be informed of, review and make recommendations to the Collaborative Steering Committee and Council Sub-Committee for action on all related technical activities of the Collaborative.



**IMPLEMENT:** To establish and implement the procedures and technical projects necessary to execute Council requested tasks.



**DEVELOP:** To develop and implement programs and technical activities necessary to achieve the TAC goals and objectives.



**SUPPORT:** To serve as a community of connected leaders and experts to amplify existing efforts and provide technical information to end users to build resilience.

## **ECFR<sub>2</sub>C STRUCTURE (CONT.)**

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### **THE TECHNICAL ADVISORY COMMITTEES (CONT.)**

#### **THE EQUITY TAC**

The Equity technical advisory committee was established with the purpose to advance and create people focused community resilience by building capacity, guiding and supporting the Collaborative and region with the development of equitable decision-making processes, programs, and policies.

#### **THE ECONOMIC RESILIENCE TAC**

The Economic Resilience technical advisory committee was established to strengthen the regional economic system from exposure to shocks and stressors, increase economic mobility and investment, and develop strategies to adapt to future conditions.

#### **THE INFRASTRUCTURE– GREY, GREEN, & BLUE TAC**

The Grey, Green and Blue Infrastructure Technical Advisory Committee was established with the purpose of providing a consistent assessment approach to increase resilience and build on strengths of the region's grey, green and blue infrastructure. This includes identifying regional green, blue and grey assets and infrastructure systems to strengthen functionality, accommodate growth and future migration, protect biodiversity, ecosystem services, natural flood-plains and wetlands, and their economic interdependencies toward a more resilient region.

#### **THE REGIONAL GREENHOUSE GAS INVENTORY TAC**

The Regional Greenhouse Gas Inventory Technical Advisory Committee has been established with the purpose of guiding the development of a regional scale greenhouse gas emissions inventory for the 8-county region in east central Florida. This goal will be achieved through utilizing ICLEI's ClearPath tool and platform to aid in the establishment of a standardized approach to capture transportation, waste and energy data, beginning with the baseline year of 2019. In order to establish historical context, the R2C also gathered 2016 data.

#### **THE REGIONAL RISK & VULNERABILITY TAC**

The Risk & Vulnerability Technical Advisory Committee was established with the purpose of assessing regional scale impacts from shocks and stressors in order to provide support for implementing strategies and resilient practices within the region. This regional risk efforts will be achieved by leveraging regional expertise; historic, current, and future conditions; consistent metrics and index evaluation; and through analysis of social and natural vulnerabilities.

#### **THE ENGAGEMENT & ACADEMY DEVELOPMENT TAC**

The Engagement and Academy Development Technical Advisory Committee was established with the purpose of instating systems-based thinking, building awareness, and regional capacity for resilient people, places and prosperity. To achieve these efforts the committee will aim to disseminate regional scale knowledge, amplify local efforts and create a universal message.

# R2C STRUCTURE (CONT.)

## RESILIENCE

Resilience goes beyond preparing for our region’s projected sea level rise, heat, and other impacts exacerbated by climate change. Resilience is a holistic approach, an acknowledgment of all components that can make up or break up a system- people, places and economy- so that decision-making can ensure a community’s wellbeing regardless of its dynamics. As defined by the R2C, **RESILIENCE** is “the ability to **bounce forward**; absorb, recover and get better in the face of short-term shocks like hurricanes or infrastructure failures and long – term stressors like affordable housing, aging infrastructure, shifting economic trends and climate change.”



## UNITED NATIONS — 17 SDGs

Acknowledging our global community, we have aligned the R2C framework and outcomes with the United Nations Sustainable Development Goals (SDGs). We will partner with other regional organizations to use the globally recognized indicators to track progress. These consistent measurements across disciplines and organizations recognize the connection and interdependence of people, places and prosperity and works to unify efforts toward these greater goals.

# REGIONAL GREENHOUSE GAS EMISSIONS INVENTORY

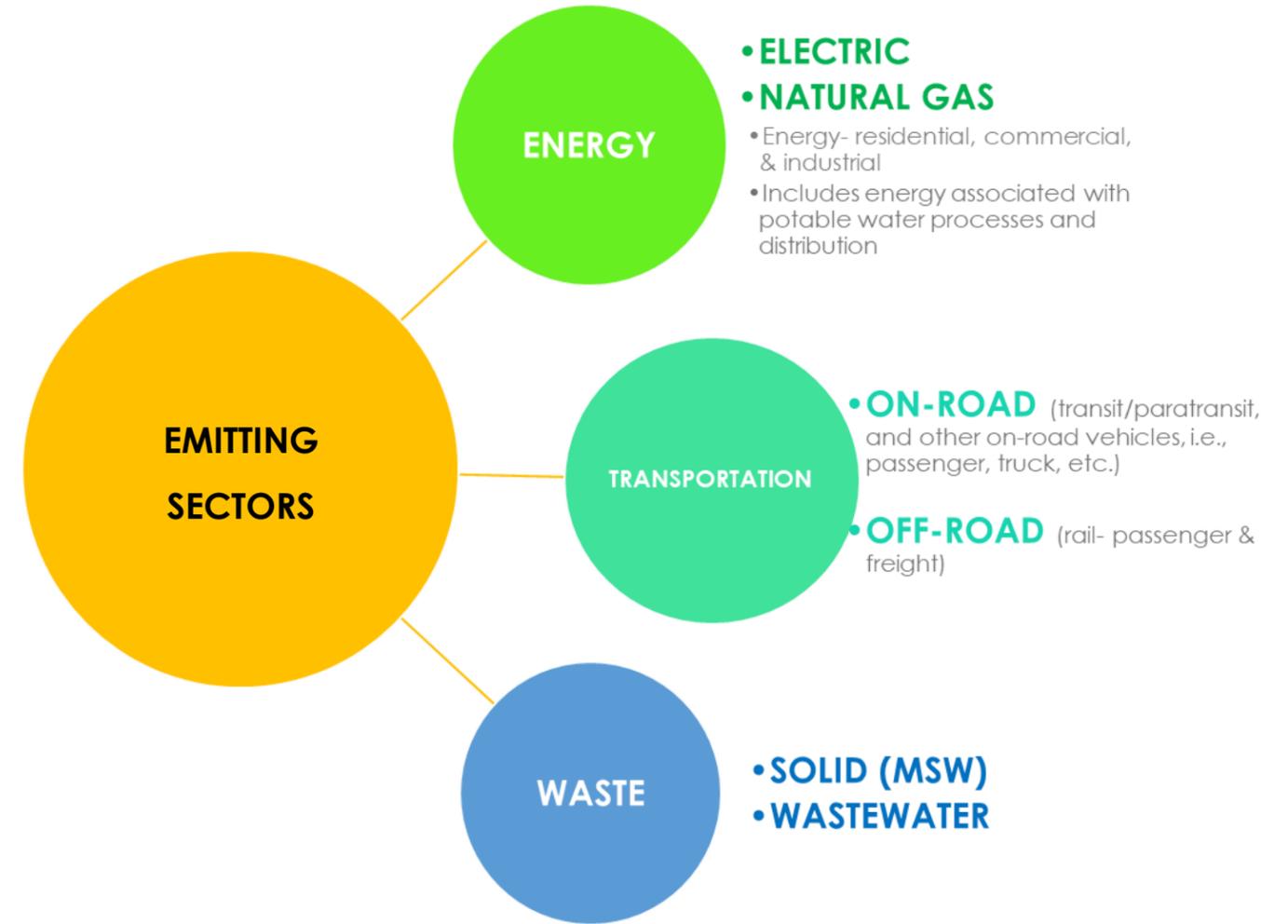
As part of the guiding framework to increase resilience in our region, the R2C is taking a proactive approach to reduce our risks, vulnerabilities and our region's greenhouse gas emissions. As we work toward mitigation and adaptation efforts, we also acknowledge the contribution of greenhouse gas emissions to the long term stressor of climate change that is exacerbating our vulnerabilities. As you cannot manage what you do not measure, reducing our carbon footprint is one of the most relevant efforts our region can face, head on.

A region-wide greenhouse gas emission inventory will help our region understand the scope and scale of our emissions. Emission sources and activities are studied, and attributed gas emissions are quantified. This type of inventory provides a consistent measurement with a base for informed decision-making and a wide range of emissions reduction opportunities. Moreover, it is an optimal approach to forecast emissions, measure community performance, and transition toward integrated climate action planning.

Delegated to the RGHG technical advisory committee, a region-wide greenhouse gas (GHG) emissions inventory has been under development.

For this first regional greenhouse gas emissions inventory, the scope is focused on the recommended "U.S. Community Protocol for Accounting and Reporting of GHG Emissions" **five basic emission generating activities:**

- 1) use of electricity by the community.
- 2) use of fuel in residential and commercial stationary combustion equipment.
- 3) on-road passenger and freight motor vehicle travel.
- 4) use of energy in potable water and wastewater treatment and distribution.
- 5) generation of solid waste by the community.



After identifying community emission generating activities and sources, utilities and local entities were contacted for data requests, for the years 2016 for historical perspective and baseline 2019. For requesting and collecting adequate information, data request workbook templates were developed and shared with each accounted emission generating sector. The sectors included were energy, transportation, and waste.

A region-wide GHG emission inventory at this scale is no easy task. It requires diligent work, community cooperation, and the building of sustainable relationships for future support. However, from this effort, we believe that the result will be more than the development of our regional GHG emission inventory; it establishes an actionable process for duplication and will be a catalyst for a paradigm shift toward resilience.



## FIRST EAST CENTRAL FLORIDA REGIONAL GHG EMISSIONS INVENTORY



**PEOPLE. PLACES. PROSPERITY.**

# PEOPLE. PLACES. PROSPERITY.

From the beginning, one of the main focuses of the R2C has been connectivity, guiding the work towards creating connections across sectors, disciplines, and spaces throughout the region's communities. This approach has allowed the Collaborative to identify multiple vulnerabilities and areas of regional concern that interrelate among different sectors and disciplines. Community vulnerabilities are generally examined independently, often inadequately addressing these concerns because of their multidimensional complexity. For this reason, we are re-establishing regional work to a holistic approach for integrative planning and transformative action, focusing effort towards the R2C's three pillars: people, places, and prosperity.

The need to shift and reinforce holistic work has become more apparent than ever as we live and learn from the affects of the COVID-19 global pandemic. This historical event has brought to light our region's strengths and weaknesses, presenting us with a new perspective and an opportunity to reflect on our community's resilience.

Our region's people, places, and economic system have been reevaluated for progressive and restructuring work amidst COVID-19 and as part of the R2C's overall vision. Correlation between risk and vulnerability factors has been identified and diligently incorporated as part of the TACs' work.

The R2C recognizes that this intricate work can not be done alone, acknowledging that meaningful partnerships must be established for collective impact, expanding a network that embraces and leverages efforts to accomplish our diverse set of goals and vision for transformative change and regional resilience.

The following pages, will introduce each of the R2C TAC goals and SDG alignment. These goals and efforts will serve as a 5-year plan, but it will be a living document as the work evolves with regional progress and needs.



# VULNERABILITIES

Through the process of regional evaluation and the alignment of people, places, and prosperity pillars for the development of goals and their respective strategies and targets, the TACs were able to identify correlating regional indicators of vulnerable communities. These findings will help steer R2C's work towards focus collaboration and strategic and diversified partnerships.

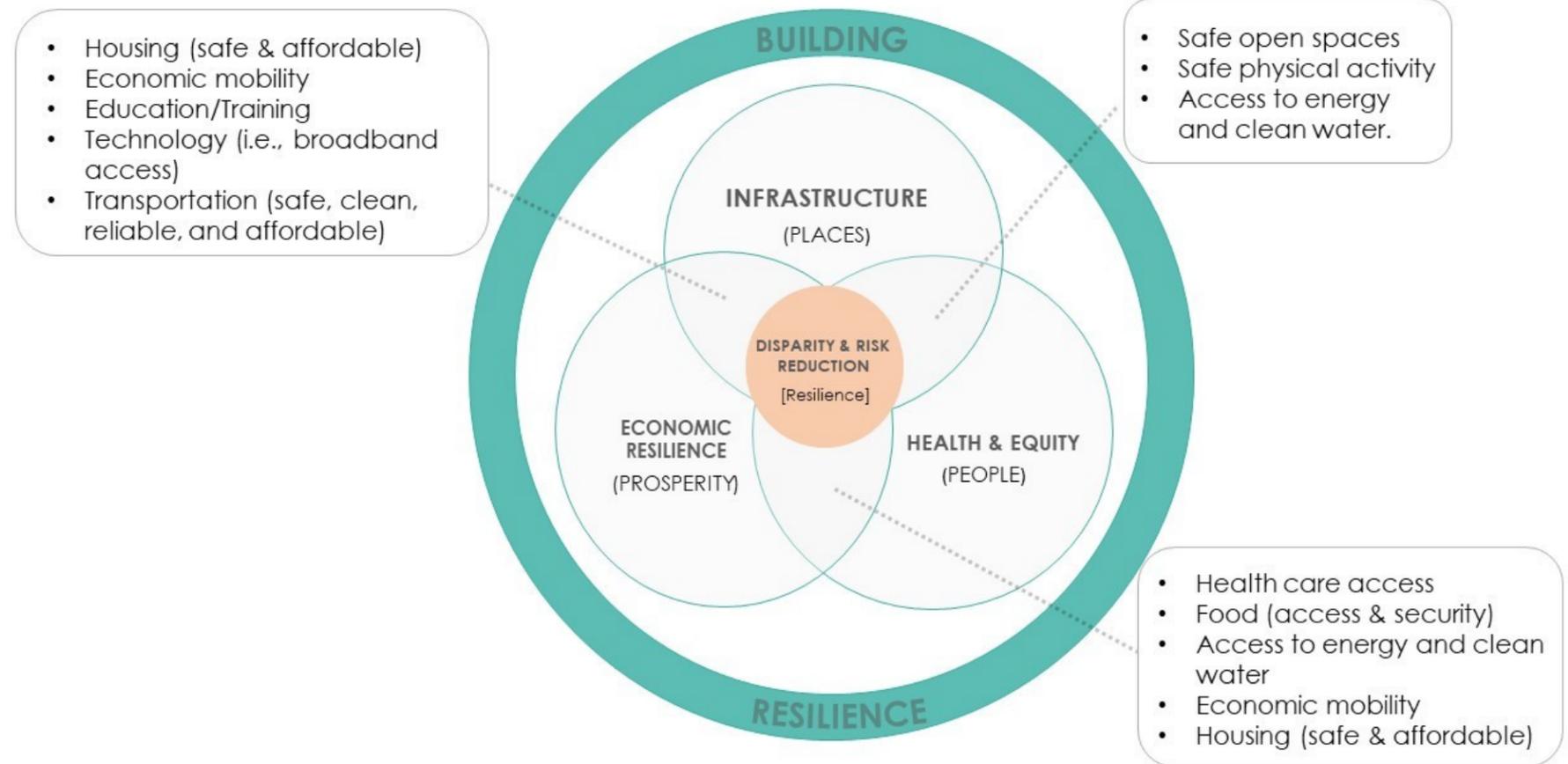
Based on Equity and Economic Resilience TAC's vulnerabilities findings, framed and reinforced by the COVID-19 pandemic, a list of focus needs for increase regional efforts emerged. During this health-related crisis, it became widely apparent that some of our community members were, in many ways, experiencing disparities and risk exposure. Whether confined at home in efforts to reduce the spread of the virus or out responding to working duties (i.e., "essential workers"), people were living in uncertainty, concerned about their livelihoods, and vulnerable to health, economic, and infrastructure stressors of everyday-life components.

Do community members have a safe home environment where they can work or study? Can they afford to live in their homes? Do they have access to technology that would allow them to continue to work or study from their homes? Do people (e.g., "essential workers") that need to go to work have a safe and affordable mode of transportation? Does our community have access to safe open spaces? Do people have access to affordable and nutritious foods to stay healthy? These were some of the questions that helped identified some of the most pressing community's vulnerabilities, steering the focus of collective efforts.

Integrated as part of the Risk & Vulnerability TAC, Infrastructure Assessment [GGB] TAC, Economic Resilience TAC, and the Health & Equity TACs' goals, further detailed assessment of vulnerabilities will be conducted for the development of metrics and adequate targeted work.



## Drivers of Vulnerability



# EQUITY GOALS

The Collaborative supports the region to build equitable decision-making processes, programs, and policies to increase access to assets and resources, and grow participation and opportunities for all. The committee is working toward transformative change and defines the drivers of vulnerability to include health access; housing; discrimination (including and not limited to race and gender); food access and insecurity; lack of economic mobility (income and employment); quality education (birth to 5, K-12 and advanced certificates and degrees); safe, clean & affordable transportation; sustainable clean water & energy; peace and justice; safe physical activity; violence; social isolation and technology disparities that create barriers to full participation and access.

In R2C's vision, equity means the intentional inclusion of every member of our community and the removal of wide-range systems barriers so that a community can have adequate tools and opportunities for equal access to health, education, and economic prosperity. With this in mind, the Equity TAC will work to build awareness and capacity towards equity. By establishing consistent measurements, communities and the region will be better positioned to leverage programs collectively to address prioritized vulnerabilities.

The TAC has established five interrelated and encompassing primary goals, which will help provide a roadmap for addressing vulnerabilities at three main levels: within the organization, with the community, and region, one step at a time. These goals will help build regional capacity to include equity and health into resilience work and further illustrate the correlation to thriving economies and a greater capability to bounce forward from future shocks or stressors with the reduction of vulnerabilities throughout our systems.

Equity work will be designed with the understanding that an equitable approach should be implemented prior to conducting planning and decision-making. Community history, participation, and perspective must be sensibly accounted for throughout each resilience development process for meaningful and collective impact. This will be a complex approach that will require learning, empathy, patience, and openness to new points of view and creative paths of action, a necessary step for transformative and purposeful community building and resilience.

SDG ALIGNMENT											
<b>EQUITY TAC GOALS:</b> <ul style="list-style-type: none"> <li><b>ORGANIZATIONAL GOAL:</b> Guide and support municipalities and counties in the region to create equitable resilience policies, programs, and decision-making processes that consider local socioeconomics including inequities to ensure all can participate and prosper</li> </ul>	<b>STRATEGIES</b>										
	<ul style="list-style-type: none"> <li>Provide a regional statement from the Collaborative to the municipalities</li> </ul>								Short-term	Long-term	Ongoing
	<ul style="list-style-type: none"> <li>Create guiding principles for equity (before projects are developed- that are agreed upon regionally)</li> </ul>								X		
	<ul style="list-style-type: none"> <li>Utilize and expand the TAC, establish a board, ad hoc committee, task force or commission for equity</li> </ul>										X
	<ul style="list-style-type: none"> <li>Establish or strengthen partnerships</li> </ul>								X		
	<ul style="list-style-type: none"> <li>Utilize/refine (policy focused) equity scorecard (e.g., social inclusion in comprehensive plans)</li> </ul>									X	

# EQUITY GOALS

## EQUITY TAC'S GOALS (cont.):

- **COMMUNITY GOAL:** Identify and assess community vulnerabilities to shocks and stressors (and assets)
- **REGIONAL GOAL:** Build and gather consistent baseline equity data for a regional equity profile that connects to other systems
- **GOAL:** Leverage Programs around the region collectively toward prioritized topics and align priorities
- **GOAL:** Build local awareness and regional capacity for including health, equity, and addressing the system to offer equal access to both tools and opportunity into resilience work.

## STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>• Identify drivers of vulnerability in central Florida communities</li> </ul>
<ul style="list-style-type: none"> <li>• Engage the community to identify assets (or lack thereof) and develop appropriate solutions based on the communities unique, lived experience</li> </ul>
<ul style="list-style-type: none"> <li>• Provide a "roadmap" of tools and resources to increase opportunity for change</li> </ul>
<ul style="list-style-type: none"> <li>• Prioritize investment &amp; build partnership</li> </ul>
<ul style="list-style-type: none"> <li>• Build support and define metrics with organizations for a regional scale equity profile</li> </ul>
<ul style="list-style-type: none"> <li>• Engage the school systems/educators and youth toward inclusion of key indicators.</li> </ul>
<ul style="list-style-type: none"> <li>• Measure across disciplines</li> </ul>
<ul style="list-style-type: none"> <li>• Develop socially resilient strategies</li> </ul>
<ul style="list-style-type: none"> <li>• Base recommendations and decisions on data findings</li> </ul>
<ul style="list-style-type: none"> <li>• Participate in efforts for the development of broadband- to make accessible for all</li> </ul>
<ul style="list-style-type: none"> <li>• As prioritized topics and priorities are brought to light, connect and amplify efforts toward greater collective impact.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide a "roadmap" of tools and resources to increase opportunity for change</li> </ul>
<ul style="list-style-type: none"> <li>• Educate leadership on equity &amp; regional equity profile</li> </ul>
<ul style="list-style-type: none"> <li>• Educate and engage citizens and elected officials to create a will to do the equity work</li> </ul>

## TARGETS (cont.)

Short-term	Long-term	Ongoing
X		
		X
X		
		X
X		
	X	
	X	
		X
		X
X		
		X
		X

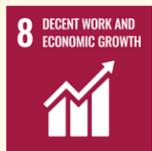
# ECONOMIC RESILIENCE GOALS

The Economic Resilience TAC was formed to help inspire the development and implementation of six interlinked goals that yield a dynamic and resilient economy by uniting the three pillars of people, places and prosperity through various sectors to increase access, opportunity and mobility in the region's economic system.

As previously mentioned, critical work focus has been, in part, directed by the current effects of the COVID-19 pandemic, as well as future, envisioned economic advancement. Diversification, investment, innovation, inclusiveness, equity, affordability, and education are some of the main targeted topics by this TAC's mission.

Integral to the Collaborative's work, the TAC will help, as part of its first goal, assess vulnerabilities of the region's economic system and develop strategies for adapting to shocks and stressors; this, in turn, will address region-wide drivers of vulnerability and will help create synergy with equity efforts for transformative work.

The Collaborative will carry forward the goals and strategies into action by identifying areas for regional focus, risk reduction and investment toward regional initiatives, with current and additional partners. One way in which this will be accomplished will be by developing a regional scorecard based on credible and accessible metrics to measure our progress toward the achievement of our goals.

SDG ALIGNMENT									
<b>ER TAC'S GOALS:</b>  <b>1) Assess vulnerabilities of the economic system and develop strategies to adapt to shocks and stressors</b>	<b>STRATEGIES</b>						<b>TARGETS</b>		
		<b>Short-term</b>	<b>Long-term</b>	<b>Ongoing</b>					
	• Develop an economic systems map	<b>X</b>							
	• Identify vulnerabilities & a regionally consistent set of indicators of vulnerable economic systems	<b>X</b>							
	• Identify organizations working with and in indicators of vulnerable economic systems, amplify efforts and explore regional alignment and partnership.				<b>X</b>				
	• Standardized (normalized) credible metrics and transparency to track and benchmark progress/impact across sectors				<b>X</b>				
	• Disseminate training opportunities, build capacity and consider incentives for business continuity planning, risk reduction and survival across sectors.				<b>X</b>				
• Consider a financial structure/contribution during blue skies to build a business safety net for recovery/ impact			<b>X</b>						

# ECONOMIC RESILIENCE GOALS

## ER TAC'S GOALS (cont.):

2) Increase investment in the region's innovation clusters and emerging industries that encourage economic diversification

3) Foster sustainable and regenerative systems that promote equitable and inclusive prosperity

4) Position and advance east central Florida as a laboratory for new economic development concepts/models using common and comparable metrics across all sectors

### STRATEGIES (cont.)

- Develop understanding & encourage cross sector commitments (private, gov., civil society, academia, clusters, etc.) for sharing innovation
- Develop recommendations, strategies, and best practices that provide incentives for "green" economic growth
- Stimulate investments in and development of work/study and apprenticeship programs for green jobs, with emphasis on inclusion for minority groups and disenfranchised youths
- Invest in key vulnerable sectors AND emerging industries
- Promote circular economy concepts, practices, and policies in industry and government operations.
- Develop local strategies to preserve dollars in Florida and protect our employees, resources and community
- Mirror metrics of embedded community organizations (strategy for prioritizing)
- Create expertise that can be exported
- Direct institutional money toward the betterment of the region. (e.g., CFDIs)
- Utilize regional food production systems to generate entrepreneurship and job creation opportunities
- Educate and engage elected leadership on business as a force for good
- Educate and engage elected leadership on the necessity for public services and investments to enable and support sustainable economic development
- Develop incentives for business that align with local goal/efforts based on transparency and impact assessments
- Encourage emphasis on accountable and performance based economic development
- Educate on opportunities offered by Social Enterprise/B- Corp
- Educate on the need to state support for regional approaches to economic development

### TARGETS (cont.)

Short-term	Long-term	Ongoing
		X
	X	
	X	
		X
	X	
	X	
X		
		X
		X
	X	
		X
X		
X		

# ECONOMIC RESILIENCE GOALS

## ER TAC'S GOALS (cont.):

5) Eliminate education achievement gap (including ages 0-5) and increase exposure to learning as a prerequisite for innovation among differing demographics

6) Fund increased access to quality public goods and services in transportation, housing, food access and affordability, quality childcare and digital broadband access

## STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>Standardize credible metrics and transparency consistent across the region to track the achievement gap</li> </ul>
<ul style="list-style-type: none"> <li>Invest in early childhood education (0-5) and infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Increase spending in public education at all levels</li> </ul>
<ul style="list-style-type: none"> <li>Teach/reward an entrepreneurial mindset</li> </ul>
<ul style="list-style-type: none"> <li>Work cross TAC and sectors to identify opportunities toward increased access.</li> </ul>
<ul style="list-style-type: none"> <li>Invest in early childhood education (0-5) and infrastructure</li> </ul>

## TARGETS (cont.)

Short-term	Long-term	Ongoing
	X	
X		
		X
		X
X		
X		

# INFRASTRUCTURE [GGB] GOALS

The Infrastructure– GGBTAC was established to create a regional infrastructure data inventory and mapping application to help determine vulnerabilities to assets and engage in conversation of solutions. The TAC has developed nine interlinked goals to assess, implement, and provide region-wide tools for adequate infrastructure planning, development, and project management as related to green, grey, and blue infrastructures. The goals will help with current and future mitigation and adaptation strategies and determine regional infrastructure vulnerabilities in our community to evaluate and implement resilient community measures.

Through this TAC's work, the Collaborative will be able to catalyze R2C endeavors by establishing a foundation for equity, economic, and risk, and vulnerability reduction efforts. Consequently, the TAC will help lower our inland and coastal communities' exposure to shocks and stressors and, thus, strengthen their ability to bounce forward and become better.

**INFRASTRUCTURE:** natural and human engineered or designed assets that provide one or multiple services required by society. Infrastructure can be broken into grey, green and blue acknowledging that some may be hybrid and span across asset areas.

- Grey Infrastructure includes human engineered or designed infrastructure, assets and technology that provide one or multiple services required by society.
- Green Infrastructure includes natural or living features (including engineered structures built to mimic natural features in look and functionality) that perform critical natural processes.
- Blue Infrastructure includes components related to surface and ground water quality, quantity and delivery.

SDGs ALIGNMENT							
<b>GGBI TAC'S GOALS:</b>  <b>1) Implement infrastructure projects to reduce heat island effect</b>	<b>STRATEGIES</b>				<b>Short-term</b>	<b>TARGETS Long-term</b>	<b>Ongoing</b>
	<ul style="list-style-type: none"> <li>• Identify and establish a consistent set of land use conditions, regional infrastructure and conditions that mitigate heat island effects</li> </ul>	<b>X</b>					
	<ul style="list-style-type: none"> <li>• Identify heat islands in the region</li> </ul>	<b>X</b>					
	<ul style="list-style-type: none"> <li>• Create a regional priority list for identified heat islands; among other sustainable and resiliency infrastructure projects</li> </ul>	<b>X</b>	<b>X</b>	<b>X</b>			
	<ul style="list-style-type: none"> <li>• Assess procedures and requirements for smart infrastructure and other heat island/resilient mitigation designs and implementations</li> </ul>	<b>X</b>					
	<ul style="list-style-type: none"> <li>• Pursue funding sources to move projects and programs forward that focus on reduction of heat islands</li> </ul>	<b>X</b>			<b>X</b>		
	<ul style="list-style-type: none"> <li>• Conduct necessary research and provide technical guidance for implementation [of TAC activities] and/or support municipalities in developing heat island-related infrastructure policies, plans and projects</li> </ul>				<b>X</b>		
	<ul style="list-style-type: none"> <li>• Research, identify and establish the procedures and resources to guide the development of regional approaches, technical guidance and implementation of projects and action items</li> </ul>				<b>X</b>		
	<ul style="list-style-type: none"> <li>• Work with jurisdictions to identify redevelopment areas and encourage smart growth</li> </ul>	<b>X</b>	<b>X</b>	<b>X</b>			

# INFRASTRUCTURE [GGB] GOALS

## GGBI TAC'S GOALS (cont.):

2) Provide regionally accessible tools, database and data standards

3) Increase acreage of conservation lands and green space

4) Assess and decrease vulnerabilities to grey infrastructure from shocks and stressors

## STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>• Develop a regional consistent database of green, grey, and blue infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>• Create and promote web-based visual mapping application</li> </ul>
<ul style="list-style-type: none"> <li>• Create standards and guidelines for including conditions to determine impacts of shocks and stressors to infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>• Create a regional plan, network, and inventory that identifies key areas for conservation based on future conditions</li> </ul>
<ul style="list-style-type: none"> <li>• Work with state and relevant agencies to secure funding to purchase conservation lands</li> </ul>
<ul style="list-style-type: none"> <li>• Develop more resilient and sustainable waste and recycling infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>• Assess risks and vulnerabilities to grey infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>• Identify opportunities for vulnerability mitigation and reduction</li> </ul>
<ul style="list-style-type: none"> <li>• Research and develop future action items regarding technology and cyber vulnerabilities</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage, collaborate, and educate on innovative transportation solutions and planning</li> </ul>

## TARGETS (cont.)

Short-term	Long-term	Ongoing
X		
		X
X		X
X		
	X	
X		
X		X
X	X	
X		
X	X	

# INFRASTRUCTURE [GGB] GOALS

## GGBI TAC'S GOALS (cont.):

5) Assess and decrease vulnerabilities to green infrastructure from shocks and stressors

6) Assess and decrease vulnerabilities to blue infrastructure from shocks and stressors

7) Increase the implementation of regionally (cross-jurisdiction significant) resilient infrastructure projects.

## STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>Assess risks and vulnerabilities to green infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Develop procedures and requirements for infrastructure design alternatives to promote resilience of natural lands and waterway health</li> </ul>
<ul style="list-style-type: none"> <li>Identify solutions that could decrease vulnerabilities of green infrastructure to shocks and stressors</li> </ul>
<ul style="list-style-type: none"> <li>Pursue funding sources to move projects and programs forward that focus on green infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Assess risks and vulnerabilities to blue infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Identify opportunities for vulnerability mitigation and reduction</li> </ul>
<ul style="list-style-type: none"> <li>Assess procedures and requirements for design alternatives to promote resilience of natural lands and waterway health.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and maintain regional list of resilient infrastructure projects</li> </ul>
<ul style="list-style-type: none"> <li>Apply lessons learned from case studies in grey, green, and blue infrastructure goals</li> </ul>
<ul style="list-style-type: none"> <li>Prioritize increased funding in infrastructure and implementation of resiliency projects</li> </ul>
<ul style="list-style-type: none"> <li>Develop plan for region-wide electric and autonomous vehicle infrastructure</li> </ul>

TARGETS (cont.)		
Short-term	Long-term	Ongoing
X	X	
	X	
X	X	
X	X	
X	X	
X		X
X		
	X	
		X
X		

# INFRASTRUCTURE [GGB] GOALS

## GGBI TAC'S GOALS (cont.):

8) Decrease flood impacts across the region

9) Increase implementation of resilient infrastructure policies and planning

### STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>• Create standards and guidelines for including future inundation and nuisance flooding to determine areas of flood impacts to infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>• Work with jurisdictions to identify redevelopment areas and encourage smart growth</li> </ul>
<ul style="list-style-type: none"> <li>• Pursue further development of regional sea level rise and flooding impacts (rain events) on inland and coastal counties</li> </ul>
<ul style="list-style-type: none"> <li>• Develop best practices language for comprehensive plan, LDRs and process applications to reduce flood impacts across the region</li> </ul>
<ul style="list-style-type: none"> <li>• Create and coordinate training and capacity building opportunities</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage redevelopment and smart growth policies and planning</li> </ul>
<ul style="list-style-type: none"> <li>• Create (or add where one exists) a regional checklist for the planning, prioritization and funding of green and gray infrastructure projects to include assessment of vulnerabilities and if/how the project addresses long-term resiliency</li> </ul>

### TARGETS (cont.)

Short-term	Long-term	Ongoing
X		
	X	X
X	X	
	X	X
		X
		X
		X

# REGIONAL GREENHOUSE GAS INVENTORY GOALS

The RGHG i TAC was formed to increase capabilities and capacities of our implementing local governments, the Collaborative fulfilled a need found across the region and established the TAC. This RGHG i TAC is guiding the development of **east central Florida's first region-wide inventory**. As previously mentioned in this SRAP's Regional Greenhouse Gas Inventory section, the development process for this particular TAC goal included identifying emission sources, data collection, emissions quantification, and inventory completion through ICLEI's ClearPath Tool. By creating a region-wide emissions understanding baseline through a unique and ambitious scale of work, the Collaborative will establish along the process a standardized approach for data gathering and sharing and emissions inventory methodology.

The Collaborative will work within the partnership to train, populate and carry forward the regional GHG inventory into action by identifying areas for regional focus, goal development, and recommendations to target reductions and establish appropriate regional initiatives. Moreover, through this TAC's initial goal, the region's emitting sectors and local governments, among other entities, will be able to engage in action-driven dialogues that could help guide and shift conventional practices, processes, and sharing of data. Additionally, this approach will serve as a

regional opportunity, specifically for local governments and elected leaders, to learn about the importance of understanding and measuring our community's emissions and the process behind those efforts. In fact, motivated by this R2C goal, eighteen regional local governments (about 20% of the region) mirrored this inventory work through the Audubon Florida + R2C's cohort and developed their own local government operations GHG inventories.

The reduction of GHG emissions is an important component for community resilience building. GHGs not only contribute to global warming effects and our changing climate but also affect our air quality. Poor air quality can severely impact people's health, particularly affecting community elders, children, people with autoimmune diseases, and community members with cardiovascular and respiratory illnesses (in 2019, our region had 2,968 hospitalizations and 22,828 emergency visits related to asthma alone (FDH-Public Health Tracking System, n.d.)). Moreover, air pollution disproportionately affects low income communities. Thus, GHG emissions/air pollution is a critical social (health and equity) and environmental problem.

SDGs ALIGNMENT	SDGs			
	7 AFFORDABLE AND CLEAN ENERGY	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS	
<b>RGHG I TAC'S GOALS:</b>  1) Develop a regional greenhouse gas (GHG) emissions inventory for cities and counties throughout east central Florida and support local governments within the region with data collection, and developing their internal capacity to report their own GHG emissions inventories.	STRATEGIES			
	• Develop inventory of current GHG inventory efforts across east central Florida	Short-term	TARGETS Long-term	Ongoing
	• Identify and standardize the tool(s) used, baseline years, and sectors to perform individual and regional GHG Inventory	X		
	• Secure funding to complete region-wide inventory	X		
	• Standardize the assumptions, emissions factors, and methodologies for GHG inventories	X		
	• Develop list of providers in the region in appropriate category	X	X	X
	• Develop templates and standards for GHG emissions data requests		X	X
	• Collect GHG data per category at the regional level		X	X
	• Develop regional priorities and recommendations following the GHG inventories			X
	• Create a GHG 101 tutorial workshop for local governments, annually with identified jurisdictional lead as part of (Engagement & Training TAC)	X		

# REGIONAL GREENHOUSE GAS INVENTORY GOALS

## RGHGI TAC'S GOALS (cont.):

2) In conjunction with the regional greenhouse gas (GHG) emissions inventory, assist R2C partners/ local governments in the region with data collection and developing their internal capacity to conduct their respective GHG emissions/ municipal operation inventories.

3) Create a GHG 101 tutorial workshop for local governments, annually with identified jurisdictional lead as part of (Engagement & Training TAC)

### STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>Identify funding opportunities to support local governments with technical assistance in performing a GHG/municipal operations inventory</li> </ul>
<ul style="list-style-type: none"> <li>Explore creating a "climate specialist training program" with academic institutions to provide local governments with technical assistance.</li> </ul>
<ul style="list-style-type: none"> <li>In development</li> </ul>

### TARGETS (cont.)

Short-term	Long-term	Ongoing
X		
X		
X		

# REGIONAL GREENHOUSE GAS INVENTORY GOALS

## RGHGI TAC'S GOALS (cont.):

4) Using the regional GHG inventory results, develop long-term goals, interim targets, and strategies to reduce the GHG emissions across the region.

5) Develop and continue GHG monitoring strategy: measure and monitor goals/targets.

### STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>Conduct an inventory assessment: Deeper analysis of what the greenhouse gas inventory mean in terms of emissions profiles, reduction goals, areas for strategies, priorities appropriate to the region and the local governments.</li> </ul>
<ul style="list-style-type: none"> <li>Forecasting Analysis to include potential strategies for expected regional growth and trends etc.</li> </ul>
<ul style="list-style-type: none"> <li>Business as usual (BAU) path, cost of inaction – costs of impacts to community.</li> </ul>
<ul style="list-style-type: none"> <li>Conduct a planning analysis: GHG reduction impacts of priority strategies – changing the projection of our future emissions.</li> </ul>
<ul style="list-style-type: none"> <li>Complete a climate vulnerability analysis at a regional scale to assist in mitigation and adaptation strategies that will also meet goals of Equity TAC.</li> </ul>
<ul style="list-style-type: none"> <li>Establish regional GHG reduction goals with measurable targets, within 3 years, intermediate targets in 2030, 2040, and 2050. Identify and assess strategies to reach targets, include both adaptation and mitigation strategies.</li> </ul>
<ul style="list-style-type: none"> <li>Develop/determine a system for tracking and sharing progress regionally.</li> </ul>
<ul style="list-style-type: none"> <li>Create a plan to collaborate on data collection and sharing to promote regional inventory completion and local government updates.</li> </ul>

### TARGETS (cont.)

Short-term	Long-term	Ongoing
X		
X		
X		
	X	
	X	
	X	
	X	
		X

# REGIONAL RISK & VULNERABILITY REDUCTION GOALS

This technical advisory committee is made up of representatives of the emergency management community; representing local governments, school districts, hospitals, higher education institutions for example. This committee met only a few times due to the onset of the COVID-19 pandemic, where response and vaccine roll out has taken the highest priority. In that short timeframe, the following goals were drafted. The committee work will continue when time permits.

## SDG ALIGNMENT



### R&V TAC GOALS:

- 1) Develop an integrated regional scale risk and hazard assessment accounting for social vulnerabilities, climate sensitivities, and future conditions based on scientific data. (social vulnerabilities + risk analysis + historical hazard occurrence/future conditions) \*must satisfy multiple federal level risk assessment requirements and could include natural and human made

### STRATEGIES

• Develop crosswalk of federal scale risk assessment requirements
• Define risk analysis at region scale
• Develop regional set of hazards based on scientific data (not public perception)
• Develop regional threat assessment combining unilateral documents designed so each county/municipality meets requirements
• Develop consensus on a regional set of future conditions and timeframes that would impact identified hazards
• Define social vulnerabilities
• Consider hazard impacts on vulnerable communities using a consistent set of indicators across the region
• Conduct region-wide risk assessment using the following inputs: (social vulnerabilities +risk analysis + historical hazard occurrence/future conditions)

### TARGETS

Short-term	Long-term	Ongoing
X		
X		
	X	
	X	
X		
X		
X		
X		

# REGIONAL RISK & VULNERABILITY REDUCTION GOALS

## R&V TAC'S GOALS (cont.):

- 2) Develop a regional list of mitigation projects emphasizing alignment, interactions and strategies.
  
- 3) Assess available land use tools and integrate land use solutions to mitigate identified risks.

### STRATEGIES (cont.)

<ul style="list-style-type: none"> <li>• Work with the region's emergency management department &amp; local mitigation strategy committees to compile current lists and compare with risk analysis</li> </ul>

### TARGETS (cont.)

Short-term	Long-term	Ongoing

# ENGAGEMENT & ACADEMY DEVELOPMENT GOALS

The Engagement & Academy TAC was established with the purpose of instating systems-based thinking, building awareness, and regional capacity for resilient people, places and prosperity. To achieve these efforts the committee will aim to disseminate regional scale knowledge, amplify local efforts and create a universal message.

101 capacity building Series will be Resilience 101 and Climate 101 to set up a knowledge base prior to the R2C Summit.

The Collaborative will carry forward the goals and strategies into action by identifying areas for regional focus, risk reduction and investment toward regional initiatives, with current and additional partners. One way in which this will be accomplished will be by developing and implementing an educational work plan, informed by the capacity building needs and outcomes of additional R2C technical advisory committees. The first



## SDGs ALIGNMENT

### E&A DEVELOPMENT TAC'S GOALS:

- 1) Establish regional scale capacity building webinars/training that focus on the pillars of (people) health + equity, (places) built infrastructure + natural environment, and (prosperity) economic resilience. In addition, reducing risks, vulnerabilities and carbon emissions, and increasing sustainability efforts are an essential piece.

### STRATEGIES

- Create a universal message
- Develop an education plan and timeline
- Identify exiting training
- Highlight projects and activities of local jurisdictions

	TARGETS		
	Short-term	Long-term	Ongoing
• Create a universal message	X		
• Develop an education plan and timeline	X		
• Identify exiting training	X		
• Highlight projects and activities of local jurisdictions	X		

# ENGAGEMENT & ACADEMY DEVELOPMENT GOALS

**E&A DEVELOPMENT TAC GOALS (cont.):**

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2) Develop leadership academy

STRATEGIES (cont.)	TARGETS (cont.)		
	Short-term	Long-term	Ongoing
<ul style="list-style-type: none"> <li>Work to identify standards of practice for leadership academy.</li> </ul>			X



**IMPLEMENTATION**

# IMPLEMENTATION

At this stage of the R2C's development, the Collaborative is pivoting from defining the regional scale goals toward developing partnership to implement the goals and strategies. Establishing consistent metrics and measurements, initiatives, and connecting the implementation work of each TAC will further increase the collective impact of the partnerships.

Key to the next steps of the R2C's work toward implementation will be reinvigorating the formalization of partnerships. The volunteer Council Sub Committee will continue to work to implement three goals and drive the R2C forward.

1. Develop a coordinated initiative to building resilience in communities across the region.
2. Nurture the framework by engaging with community leaders to align priorities, goals and leadership.
3. Shape and influence preparedness/resilience policy and action across jurisdictions.

The multidisciplinary steering committee will continue to mobilize and connect their networks. The following goals have been identified.

1. Seek and leverage external opportunities to build and sustain the Collaborative's identity and impact.
2. Build relationships and engage key influencers and organizations in pillar alignment.

3. Utilize networks to explore funding opportunities and maintain relevance.

4. Find opportunities for expansion within jurisdictions and networks.

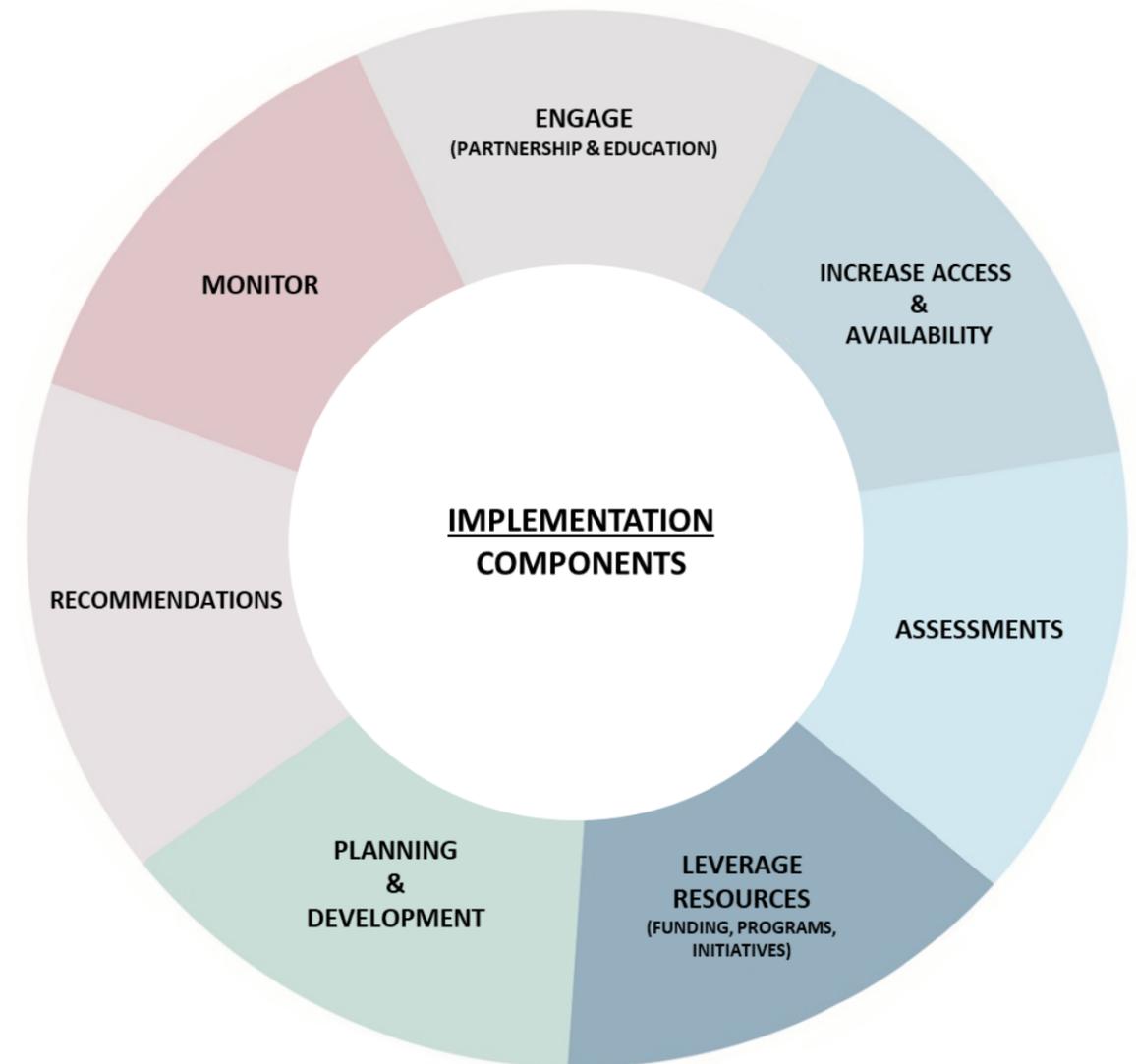
In addition and of utmost importance to move the goals and strategies as identified in the previous pages forward, will be to identify and build consensus around science-based targets and consistent years of measurement across identified indicators. The steering committee will also work to reconnect the goals within each pillar and prioritize regional scale initiatives, to culminate in the long term goal to develop an integrated climate action plan for the region.

Some immediate crossover of the technical advisory committees include the next steps for the Regional GHG Inventory TAC as well as the Economic Resilience tac. Both have identified the engagement/partnership of the regional business community and will work toward these ends. The RGHG<sub>i</sub> TAC will concurrently complete and move toward the RGHG inventory assessment and the sharing of findings for region-wide exploration and understanding of emission sector levels of contribution, data limitations, and areas of opportunities for support and reduction initiatives.

With the aforementioned efforts, the GGB Infrastructure TAC alongside the Risk & Vulnerability Tac will focus collective efforts towards regional scale hazard and vulnerability assessments, including future conditions especially focused on heat and flooding.

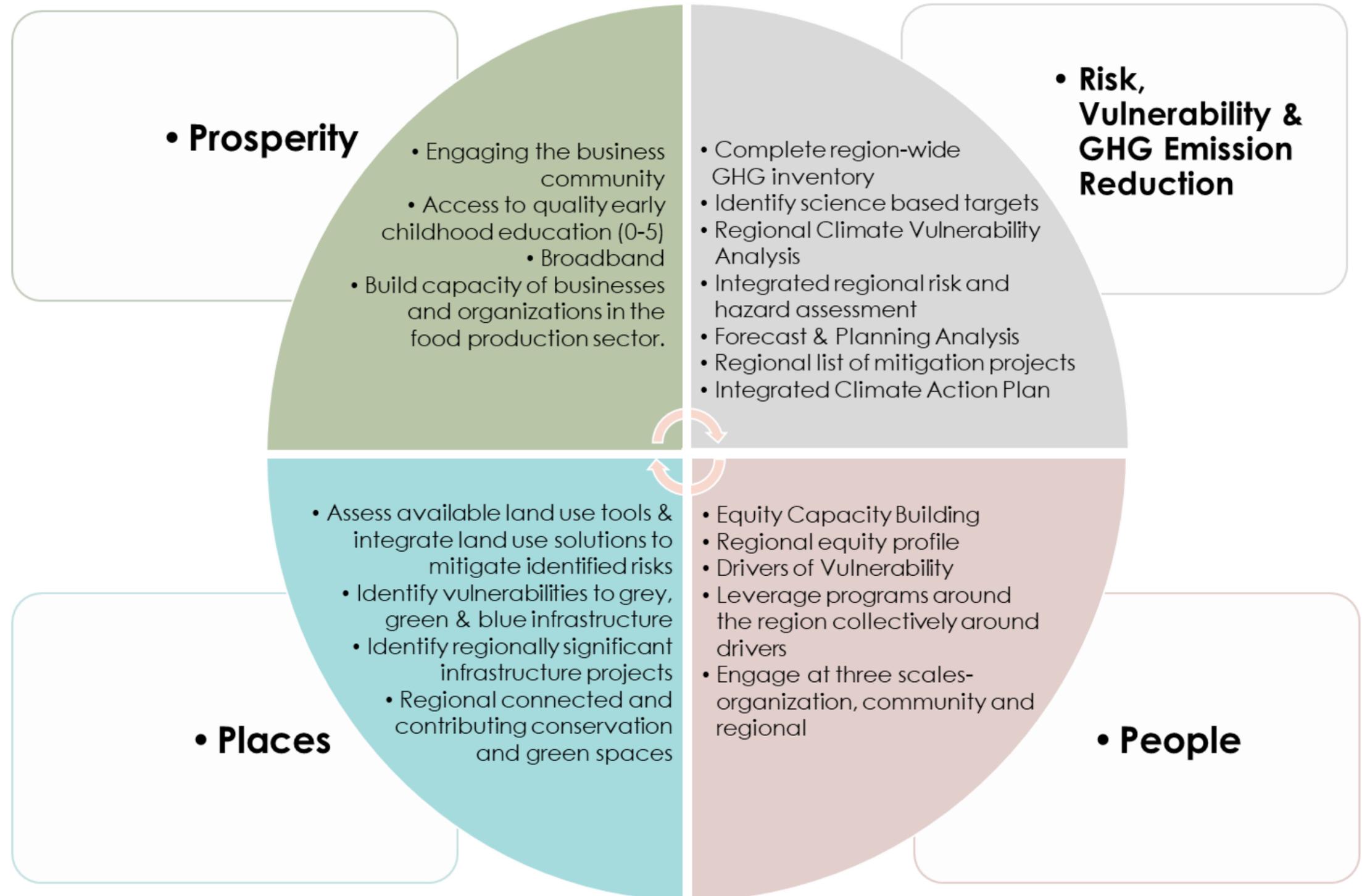
The Equity TAC have worked to define the drivers of vulnerability, many of which were corroborated by the Economic Resilience TAC further supporting and prioritizing initial vulnerability reduction efforts with co-benefits for the region. Each will focus on development of capacity building events, understanding the drivers of vulnerability while identifying and leveraging programs around the region for those collectively.

The Equity TAC will focus on the implementation of a triple scale engagement approach– organizational, community, and regional– including the development of a region-wide equity profile as consistent measurements are a barrier to identifying regional scale socially resilient strategies.



# IMPLEMENTING ACTIONS

All committees will work towards continuous community education and alignment within the pillars and stated priorities. The R2C acknowledges that continuous education must be included to create meaningful engagement and momentum toward action.



# IMPLEMENTATION PROCESS

Ultimately, this collaborative work will help create a region where multi-disciplinary collective action yields efforts that are understanding of communities' needs based on past, current, and future social, economic, and environmental components while learning to adapt and mitigate to these ever-changing factors. This collective work will help the region anticipate, prepare and build capacity towards the drivers of vulnerability to ensure a thriving and resilient community. By establishing an integrative resilience approach for people, places, and prosperity; communities can build from strengthened and connected systems.

A region-wide collective effort will bring communities toward a unified mission. Establishing consistent, accessible tools and data (science-based) for informed decision making, regional scale projects and initiatives will allow for shared accountability. The strength will lie partly in differentiated approaches toward the common goal or unified mission, adding to the knowledge base of best practices for our region.

Partnerships, continuous communication and a focus on building trust will accelerate results.



## KEY PARTNERSHIPS



Building on current collaborative momentum, the R2C will continue to seek and form key partnerships to propel efforts and accomplish envisioned next step projects. The Collaborative acknowledges that many organizations and regional entities are also striving for a more resilient community. Thus, through key intentional and strategic partnerships, regional work would be complemented, and collective action will be elevated. Moreover, with key partnerships, a network of expertise and resource sharing would be created at a significant scale, allowing for focus action-driven work in areas that need improvement and have space for the development of initiatives. Partnerships will also help reinforce existing efforts and their foundational components and will encourage a chain of similar actions throughout the region.

Currently, the R2C is partnered with multiple regional local governments (i.e., counties, cities, and towns), institutions, and forward-thinking relevant organizations. Although the long-lasting COVID-19 pandemic has considerably delayed regional local government's involvement and partnerships, the support and collaboration that has been established with current partners have been appreciable and essential to the initial R2C's efforts, which further highlights and encourages the intentional establishment of key partnerships. It is expected that the number of partners will continue to grow as the need for regional collective action becomes more important as a result of current and future shocks and stressors and as R2C continues to gain region-wide momentum.

## ACKNOWLEDGEMENT OF FUNDING

Funding has been an essential component to the R2C's development of work and the broadening of efforts and collaboration in the region. It has allowed for relevant technical work, research, and training. Through funding opportunities the R2C is able to define initiatives and channelize efforts to align goals with other regional agencies and partners' work and to collaborate toward a common vision. The R2C would like to acknowledge all of the key organizations that have contributed with funding and have made this region-wide initiative possible. Special gratitude to the Florida Department of Economic Opportunity (DEO) for funding the development of this SRAP report; to the Florida Department of Environmental Protection for funding the extension of ECFRPC's resilience program to inland communities by conducting meaningful engagement practices and participating in various TAC's activities enabling the R2C to build from the ground up; and also the U.S. Economic Development Administration (EDA) for their support. The R2C would also like to acknowledge the Environmental Defense Fund, The Nature Conservancy, and Audubon Florida for their generous financial contribution to the development (at all stages) of the regional greenhouse gas emission inventory. In addition, extended recognition goes to Audubon Florida for their extraordinary support and assistance towards the Audubon + R2C cohort in which eighteen local governments participated along with eighteen students from local academic institutions (Stetson, University of Central Florida, and Florida Institute of Technology) to complete local government operations GHG inventories.





**RECOGNITION**

# COMMITTEE MEMBERS



With over 30 committee meetings and numerous other forms of engagement, the R2C has participated in great discussions and brainstorming sessions to improve and strengthen east-central Florida's resilience. This SRAP is the accumulation and result of a collective vision and knowledge sharing from all R2C committee members. We would like to thank each R2C participating member whose time, expertise, and collaboration have been of immeasurable value as we begin this essential regional action-driven collective effort.

We would like to take this opportunity to especially thank ECFRPC's Resilience Officer- Jenifer Rupert, for her arduous and dedicated work to this project; she has passionately led the R2C into outstanding achievement in a short period of time, helping steer committees' work, collaboration, partnership, and funding towards the building and execution of this project for the development of a resilient community.

We would also like to express special gratitude to the volunteer council sub-committee for their time, support, and sharing of resources to help advance preparedness and resilient action across jurisdiction as well as to the Regional Planning Council Board. Also, we would like to acknowledge and especially thank all Steering Committee Members and TACs co-chairs. These members have served diligently and generously to the R2C's mission and have continuously worked on current and envisioned committee efforts by guiding committee members to leverage and share their resources, areas of expertise, and networks.

## ★ VOLUNTEER COUNCIL SUB-COMMITTEE MEMBERS:

- Commissioner Sean Parks, Chair
- Mr. John Lesman, Immediate Past Chair
- Commissioner Emily Bonilla
- Ms. Courtney Barker
- Council Member Billie Wheeler
- Commissioner Bryan Lober

## ★ STEERING COMMITTEE MEMBERS:

- Alan Harris- Seminole County E.M.
- Amanda Elmore- Brevard County
- Chris Castro- City of Orlando
- Darcie McGee- Brevard County
- Heather Shubirg- Team Volusia
- Holly Abeels- Florida Sea Grant, University of Florida IFAS
- James Bacchus- GEE0, University of Central Florida
- Jeff Benavides- Orange County
- Jenifer Rupert- East Central Florida Regional Planning Council
- Julie Finch- City of Satellite Beach
- Kari Williams- Consultant
- Katrina Locke- Volusia County
- Lori Forsman
- Thomas Carpenter- Lake County
- Mital Hall- ecoPreserve
- Rachel Allen- Peace and Justice Institute
- Resham Shirsat- Consultant
- Rod Braun- The Nature Conservancy
- Sarah Kraum- Space Coast TPO
- Stephen Harris- River to Sea TPO
- Susan Caswell- Osceola County
- Susan Glickman- So. Alliance for Clean Energy
- Tara McCue- East Central Florida Regional Planning Council
- Thomas Ruppert- Florida Sea Grant
- Venise White- The Florida Department of Health in Seminole County

## COMMITTEE MEMBERS (cont.)

### EQUITY TAC MEMBERS:

- ★ **Rachel Allen– Peace and Justice Institute (Co-Chair)**
- ★ **Venise White– Seminole Health Department (Co-chair)**
- ★ **Lavon Williams– Orange County Neighborhood Division (Co-chair)**
- Erika Feazell– Healthy West Orange
- Amanda Elmore– Brevard County
- Carmen Hall– Community Assistance Director
- Dave Krepcho– Second Harvest Food Bank
- Don Walker– Space Coast Government Television
- Dr. Asal Johnson– Stetson University
- Dr. Lisa Platt– Univeristy of Florida, College of Design, Construction & Planning
- Dr. Jason Von Meding– University of Florida, FIBER
- Ethan Johnson– [Florida health](#)
- George Mikatarian– Parrish Medical Center
- Heaven Campbell– Solar United Neighbors
- Ian Golden– Brevard County Housing & Human Services
- Jennifer Adams– [Florida Co-Partnership](#)
- Jennifer Grant– Seminole Early Learning Coalition
- Jim Liesenfelt– Brevard County
- Joe Faella– Brevard County Mosquito Control
- John Murphy– Harvest Time International, Seminole LTRG
- Johnette Gindling– Space Coast Halth Foundation
- Joseph Montemurno– Energy / Resource Conservation Brevard Public Schools
- Karen Broussard– Second Harvest Food Bank
- Kathryn Valentine– Seminole County, EM
- Katie Shannon– Vanasse Hangen Brustlin, Inc.
- Ken Peach– [Orange County Sustainability Advisory Board](#)
- Laura Betts– CLEO Institute
- Lauren Moskowitz– Second Harvest Food Bank
- Lesa Boettcher– healthy West Orange
- Leslie Hartog– K Ready Community/ MingaAdvisors
- Lori Forsman
- [Lynette Fields-](#)
- Mandy Baily– Brevard Sustainability Working Group
- Manual Fonton– WSP USA
- Milagros Serrano-Morales– Orange County Neighborhood Division
- Nick Lepp– Metro Plan
- Nick Sanzone– City of Satellite Beach
- [Ron](#)– World Housing Solutions
- Sandi Vidal– Central Florida Foundation
- Sarah Larsen– Metro Plan
- Stephanie Arquello– Advent Health
- Stephen Harris– [R2C TPO](#)

- Susan Caswell– Osceola County
- Susan Glickman– So. Alliance for Clean Energy
- Suzanne Grubbs– Volusia County, DOH
- Tarayn Korkus– Florida Department of Health
- Thomas Ruppert– University of Florida, Sea Grant
- Tom Carpenter– Lake County, EM
- Trina Gilliam– City of Rockledge

### ECONOMIC RESILIENCE TAC MEMBERS:

- ★ **Belinda Kirkegard– City of Kissimmee (Co-chair)**
- ★ **Jared Meyers– Florida for Good (Co-chair)**
- ★ **James Bacchus– University of Central Florida, GEE0 (Co-chair)**
- [Hoyer- Downtown Credo](#)
- [AJ Althuis- Professor/Former Wayfare](#)
- Amy Armstrong- Clean the World
- Ana Leal- AMLY Sustainability
- Ana Maria Leal Yepes- AMLY Sustainability
- [Andrea- EcoStrategies Group](#)
- Andrea Wesser- Orange County
- Bill Weinaug- Wekiva Island
- Bob Turk (Sheena Britton)- City of Sanford
- Brad Harris- Volusia County
- Brock McClane– Fisher Rushmer P. A.
- Chris Beehner- Seminole State
- Christina Ruiz- Tupperware
- Clay Ferrara- IDEAS for Us
- Craig Kish- WithumSmith & Brown
- Dana Carr- Seminole County
- Dr. Chris DeBodisco- Stetson University
- Eddy Moratin- LIFT Orlando
- Eric Ushkowitz- Orange County
- Glen Gilzean Jr- Central Florida Urban League
- Harris Rosen- Rosen Hotels
- Haseeb Qadri- NovaSol Energy
- Heather Shubirg- Team Volusia
- Jeff Jones- Osceola County
- Jennifer Felder-Smith- Tupperware
- Jennifer Moreau–Florida for Good
- [Jerick Mediavilla- Education/ married to state leg. Rep. Carlos Guiermo Smith](#)
- Jerry Mayes– [City of Deltona](#)
- Jim Cameron- Daytona Beach Regional Chamber of Commerce
- Joe Tankersley- Unique Visions
- John Rivers- 4 Rivers
- Josie Balzac- Rollins College
- Katherine Bordelon- Castle & Cottage Realty
- [Katrina Shadix](#)
- Kay Rollins- Orlando City Soccer
- Kellie Parkin- PRIDE Chamber Orlando

- Kimberly Bowling- Athleta
- Kyle Steele- Rally SEA
- Lenny Salvo- Resiliency Florida/Florida Prestressed Concrete Association
- Linda Landman Gonzalez- Orlando Magic
- Lynda Weatherman–Space Coast EDC
- Manual Fonton- WSP USA
- Mark Brewer – Central Florida Foundation
- Michael Pyle- BBD
- Mina McBride- Disney
- Mital Hall- ecoPreserve
- Nancy Keefer- Daytona Beach Regional Chamber of Commerce
- Nancy Wolf- Wendover Group
- [Nick Abrams?- OEP](#)
- Paul Cox- Seminole County
- Rob Panepinto- Rally SEA
- Robin King- Career Source Flagler/Volusia
- Shari Gutch- City of Orlando, Economic Development Division
- Steve Szabo–Space Florida
- Tim Wilson- City Of Mt Dora, Economic Development Manager
- Tony Pooley- Jax Green Chamber
- Trina Gilliam- City of Rockledge
- Troy Post- North Brevard Eco Development Zone

### INFRASTRUCTURE [GGB] TAC MEMBERS:

- ★ **Holly Abeels– University of Florida, Sea Grant (Co-chair)**
- ★ **Sarah Kraum– Space Coast TPO (Co-chair)**
- ★ **Tara McCue– East Central Florida Regional Planning Council (Co-chair)**
- A. Lovejoy- St. Johns River Water Management District (SJRWMD)
- Aaron Watkins- Florida Department of Environmental Protection, Central District
- Al Hill- Volusia County
- Alex Trauger- Metroplan
- Amanda Peck- Florida Department of Environmental Protection
- Bach McClure- Brevard Natural Resources
- Barbara Howell- Department of Environmental Protection
- Bart Gaetjens- Florida Power & Line
- Ben Bartlett- Volusia County
- Bilal Iftikhar- Sanford Public Works/Utilities
- Bob Musser- Port Canaveral
- Brian Horton- Kissimmee Utilities
- Caitlin Bainum- UF/IFAS Extension, Marion County
- Charles Abbatantuono- East Central Florida Regional Planning Council
- Chrstiana Oyenuga- The Nature Conservancy

## COMMITTEE MEMBERS (cont.)

- Cliff Graham- Melbourne - Orlando Airport
- Dan Kirby- Aja Orlando/Jacobs
- Duane Defreeze- Indian River Lagoon National Estuary Program (IRLNEP)
- Eddie Fontanin- Utility Services, Brevard County
- Emily Brown- Florida Department of Environmental Protection
- Eric Rollings- Main Frame Real Estate
- Euri Rodriguez- Solid Waste, Brevard County
- Gabby Milch- St Johns Riverkeepers (Middle basin)
- Gary Scarboro- AIA Orlando
- George Johnson- U.S. Department of Agriculture (USDA)
- Glen Landers- U.S. Army Corps of Engineers
- Jason Alphonso- Wood PLC
- Jason Evans, PhD- Stetson University
- Jenifer Rupert- East Central Florida Regional Planning Council
- Jennifer Webb- Seminole Soil and Water Conservation District
- Jessica Bruso- City of Cocoa
- Judy Pizzo- Florida Department of Transportation
- Julie Bortles- Orange County EPD
- Katie Shannon- Vanasse Hangen Brustlin, Inc.
- Katrina Locke- Volusia County
- Katrina Shadix- Sustainability Leader Initiative
- Kevin Hooper- Patrick Air Force Base
- Kohn Evans- City of Oak Hill
- Laura DiGruttolo- Florida Fish and Wildlife Conservation Commission
- Lenny Salvo- Resiliency Florida/Florida Prestressed Concrete Association
- Linda Walters, PhD- University of Central Florida
- Lois Boisseau- Brevard Information Tech
- Loreen Bobo- Florida Department of Transportation
- Lorraine Koss- City of Cocoa
- Manual Fonton- WSP USA
- Michael Ulrich- Water Resources and Utilities, Volusia County
- Mital Hall- ecoPreserve
- Nick Sanzone- City of Satellite Beach
- Rob Brooks- St. Johns River Water Management District (SJRWMD)
- Roberto Bonilla- Lake County Public Lands
- Saralee Morrissey- Volusia County Schools
- Shelby McRae- St. Johns River Water Management District (SJRWMD)
- Steven Gilmore- NASA
- Steven Harris- River to Sea TPO
- Susan Singer, PhD- Rollins College
- Susy Torriente—Jacobs
- Tammy Kaleel—Tammy Kaleel (Consultant)

- Tim Craven- Brevard County
- Traci Deen- Conserve Florida
- Trina Gilliam- City of Rockledge
- William Slot- Innovation and Sustainability Office, Lynx

### RGHGI TAC MEMBERS:

- ★ **Chris Castro—City of Orlando (Co-chair)**
- ★ **Katrina Locke—Volusia County (Co-chair)**
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- Alexis Miller- Satellite Beach
- Anna Leal Yepes- AMLY Sustainability, UCF GEEQ Fellow
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- Bob Wasser- Port Canaveral
- Brittany Sellers, PhD- City of Orlando
- Danielle Ramsey- Volusia County
- Heaven Campbell - Solar United Neighbors
- Jeff Benavides- Orange County CSRO
- Jeff Jones- Osceola County
- Jennifer Webb- Seminole Soil and Water Conservation District
- Jennifer Wilster- City of Melbourne
- Julia James- Lynx
- Katie Shannon- Vanasse Hangen Brustlin, Inc.
- Katrina Locke- Volusia County
- Laura Betts- CLEO Institute
- Lori Forsman- Orange County
- Manual Fonton- WSP USA
- Mital Hall- ecoPreserve,
- Nick Sanzone- Satellite Beach
- Norma Ali- Environmental Protection Department
- Robin Katz- Environmental Protection Department
- Rod Braun- The Nature Conservancy
- Tammy Kaleel—Tammy Kaleel (consultant)
- Tony Abbott, PhD- Stetson University
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- Vanessa Balta Cook- City of Winter Park
- Wendy Anderson, PhD- Stetson University

### RISK & VULNERABILITY TAC MEMBERS:

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- ★ **Tommy Carpenter—EM, Lake County (Co-chair)**
- Naim Kapucu- University of Central Florida
- Abdul-Akeem Sadiq- University of Central Florida
- Alan Harris- Seminole County
- Amanda Elmore- Brevard County
- April Taylor- City of Orlando
- Aubrie Austin- EM, Volusia County
- Aubrie Austin- LMS, Volusia County

- Bill Litton- EM, Osceola County
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- Carlos Durden- Orange County
- Chief Lauraleigh Avery- EM, Orange County
- Chris Emrich- EM, University of Central Florida
- Claire Knox, PhD- University of Central Florida
- Claudia Baker- Florida Division of Emergency Management (Region 5)
- Darcie McGee- Natural Resources, Brevard County
- Dave Casto- EM/LMS, Sumter County
- Doug Carter- Fire Rescue, Brevard County
- Doug Kettles- Central Florida Clean Cities Coalition, Inc
- Doug Tripp- EM, Orange County Public Schools
- Eric Alberts- Orlando Health
- Gabby Milch- St Johns Riverkeepers (Middle Basin)
- Heaven Campbell- Solar United Neighbors
- Jeff Benavides- CSRO, Orange County
- Jennifer Webb- Seminole Soil and Water Conservation District
- Jim Judge- EM, Volusia County
- John Mulhall- Orange County
- John Scott- LMS, Brevard County
- Joseph Thalheimer- EM, University of Central Florida
- Kate Hardie- OCPS Safety: Emergency Management
- Katheryn Valentine—LMS, Seminole County
- Katie Shannon- Vanasse Hangen Brustlin, Inc.
- Katrina Shadix- Bear Warriors United
- Kenneth Odom- Marion County
- Kohn Evans- City of Oak Hill
- Laura Betts- CLEO Institute
- Lynette Strong- Orange County
- Manny Soto- EM, City of Orlando
- Marc Cannata- Orange County
- Mark Reali- East Central Florida Regional Planning Council
- Marty Smith- Cybersecurity, U.S. Department of Homeland Security
- Michelle Cechowski- East Central Florida Regional Planning Council
- Orville Watson- Orange County Public Works
- Preston Bowlin- Marion Sheriff's Office
- Robin Hinson - Osceola County OEM
- Ron Ben-Zeev- World Housing Solutions
- Spencer Kostus—EM/LMS, Lake County
- Steven Gilmore- NASA
- Steven Harris—River to Sea TPO
- Storm Kazmierczak- Volusia County
- Tara McCue- East Central Florida Regional Planning Council
- Tom Cisco- EM, Volusia County
- Tommy Carpenter- EM, Lake County
- Trina Gilliam- City of Rockledge
- Vanessa Arnal- Brevard County
- Weyrauch, Kenneth- Marion County

## COMMITTEE MEMBERS (cont.)

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### ENGAGEMENT & ACADEMY TAC MEMBERS:

- ★ **Jeff Benavides– Orange County CSRO (Co-chair)**
- ★ **Nick Sanzone– City of Satellite Beach (Co-chair)**
- Amanda Elmore– Brevard County
- Brad Burbaugh– Volusia County
- Caitlin Bainum- University of Florida/IFAS Extension (Marion County)
- Darcie McGee- Natural Resources, Brevard County
- Gabby Milch- St Johns Riverkeepers (Middle Basin)
- Glen Hadwin- Sustainable Development Solutions Network
- Heaven Campbell- Solar United Neighbors
- Holly Abeels– University of Florida , IFAS/Sea Grant
- Janet Bowman– The Nature Conservancy
- Jason Evans, PhD- Stetson University
- Jennifer Grant- Early Learning Coalition of Seminole County
- Jerry Mayes– City of Deltona
- James Bacchus- Univeristy of Central Florida, GEE0
- Katie Shannon- Vanasse Hangen Brustlin, Inc.
- Kelly McGee- Volusia County
- Ken Lindeman- Florida Institute of Technology
- Laura Betts,- CLEO Institute
- Mital Hall- ecoPreserve/ USGBC
- Peter Jacques- Univeristy of Central Florida
- Richard Plate- Univeristy of Central Florida
- Resham Shirsat- City of Orlando
- Sarah Burke- Brevard Zoo
- Thomas Ruppert- UF/Sea Grant
- Tim Wilson- City Of Mt Dora
- Venise White– Seminole Health Department

# FORMALIZED PARTNERS

The development of partnerships as a catalyst for region-wide efforts and collaboration has been integral to the R2C's work. Currently, with thirty-nine formalized partners, including regional local governments, organizations, and institutions, the R2C has been able to propel and amplify its mission by aligning each TACs goals with our partners' work and shared priorities. Through these various partnerships, we are helping unite our region and establishing an opportunity for greater-scale collective impact.

We would like to take this opportunity to thank all R2C formalized partners for their support and commitment towards working together for a more resilient community.

**FORMALIZED PARTNERS:**

**Cities & Towns:**

- City of Cape Canaveral
- City of Cocoa
- City of Cocoa Beach
- City of DeLand
- City of Deltona
- City of Indian Harbour Beach
- City of Kissimmee
- City of Lake Helen
- City of Mascotte
- Town of Melbourne Beach
- City of Mount Dora
- City of New Smyrna Beach
- City of Oak Hill
- City of Orange City
- City of Orlando
- City of Ormond Beach
- City of Palm Bay
- Town of Ponce Inlet
- City of Rockledge
- City of Satellite Beach
- City of Titusville
- City of Winter Park

**Counties:**

- Brevard County
- Lake County
- Orange County
- Osceola County
- Volusia County

**Organizations & Institutions:**

- Audubon Florida
- Florida Institute of Technology
- One Lagoon- IRL Council
- River to Sea TPO
- So. Alliance for Clean Energy
- Space Coast TPO
- Stetson University
- The Nature Conservancy
- University of Central Florida
- Valencia College





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