EAST CENTRAL FLORIDA REGIONAL PLANNING COUNCIL

ANNUAL REPORT

2021
“Life’s most persistent and urgent question is, ‘What are you doing for others?’”

– Martin Luther King, Jr.
ANNUAL HIGHLIGHTS

$938,786 Grants

$310,452K Federal

$628,334K State

- $4.5 million in grants awarded in the Economic Development District (EDD) by Economic Development Administration (EDA) this year:
  - $4 million CARES Grant to Volusia County
  - $500k Build Back Better Grant in Osceola County
- 2021 NADO Aliceann Wohlbruck Impact Award for the Sanford Resilience Element Awarded $1.499 million CDBG MIT Grant in partnership with 5 other regional planning councils
- Michelle Cechowski received her Florida Professional Emergency Manager (FPEM) certification.
- At the American Planning Association (APA) Florida Conference in Miami Beach, Florida;
  - Michelle Morrison took part in a panel discussion that brought new awareness to ECFRPC resilience and planning work in Sanford, Florida
  - Luis Nieves-Ruiz participated in a panel focused on the economic impacts of multi-use trails
  - Tara McCue presented with the City of Cape Canaveral and the Northeast Regional Council to discuss the Statewide Regional Evacuation Study and its use in resilience planning
- Luis Nieves-Ruiz was re-elected as the Chair of the Orlando Metro Section of the APA
- Lori Cox, AICP serves on the Florida Chapter of the APA’s 2022 Planning Conference sessions committee as well as the Florida Chapter’s Equity, Diversity, and Inclusion committee
- Luis Nieves-Ruiz was selected as the Workforce Development Representative for the Department of Agriculture’s Florida Advisory Council on Climate and Energy (FACCE)
- Luis Nieves-Ruiz was selected by Orange County Mayor to the CFRC/SunRail Customer Advisory Board and was elected as the Vice-Chair of the Orange County Citizens Review Panel
- At the Florida Energy Summit, Luis Nieves-Ruiz moderated the Workforce Development panel
- Jenifer Rupert was invited by Orange County Mayor Jerry Demings to convene on his external Sustainability & Resilience Committee.
- Jenifer Rupert spoke and/or presented at numerous events including an international engagement with ICLEI for the United Nations and the Global Covenant for Mayors.
- The East Central Florida Regional Resilience Collaborative, alongside partners The Nature Conservancy and the American Security Project, introduced “East Central Florida: Security in a Changing Climate.” The event, with the assistance of Congressman Waltz and Commissioner Lober discussed the implications of climate change on our National Security, including military installations in East Central Florida. The in-person event was broadcast numerous times on the local PBS affiliate, WUCF.
- Jenifer Rupert led multiple resiliency events throughout the year. The Business Case for Resilience included remarks from the Consul General of the United Kingdom, and a panel featuring leaders at numerous legacy Florida companies including Disney, Siemens, Tupperware, Legacy Resorts and Climate First Bank.
- Michelle Cechowski and Luis Nieves-Ruiz helped the next generation of leaders by serving as adjunct professors at the University of Central Florida
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>7</td>
</tr>
<tr>
<td>Council Chair’s Address</td>
<td>8</td>
</tr>
<tr>
<td>Executive Director’s Address</td>
<td>9</td>
</tr>
<tr>
<td>Council Board Members</td>
<td>10</td>
</tr>
<tr>
<td>Community Planning Projects</td>
<td>11</td>
</tr>
<tr>
<td>Economic Development Projects</td>
<td>19</td>
</tr>
<tr>
<td>Emergency Preparedness Projects</td>
<td>25</td>
</tr>
<tr>
<td>Resiliency Projects</td>
<td>29</td>
</tr>
<tr>
<td>Fiscal Summary</td>
<td>41</td>
</tr>
<tr>
<td>Staff Contact Information</td>
<td>43</td>
</tr>
</tbody>
</table>
INTRODUCTION

The East Central Florida Regional Planning Council was established in 1962 as an area-wide association of local governments and serves eight counties, 78 cities, and more than 3 million people within the counties of Brevard, Lake, Marion, Orange, Osceola, Seminole, Sumter, and Volusia.

Our Board is comprised of two representatives from each county, one representative from the City of Orlando, one municipal representative from each county via the league of cities or, if no league, the largest city, and gubernatorial appointees. Several state agencies have non-voting seats as well. The Council provides a forum where regional leaders can discuss complex regional issues and set regional goals and objectives as envisioned in the 2050 Regional Vision and the 2060 Strategic Regional Policy Plan.

Over the past two years, the unprecedented reality we all have faced has provided a renewed focus on the importance of assets and resources found throughout the community and region. ECFRPC staff have been busy assisting our local and regional partners in becoming more resilient and cognizant of the societal and economic shifts set in place in recent years, along with planning for current and future environmental hazards. Multiple high-profile resilient collaborative opportunities and panels, including one that has been broadcast several times on the local PBS affiliate, brought together decision-makers from the public, private, nonprofit, military, and other regional agencies.

After nearly half a decade of unsuccessful proposals, the ECFRPC’s dedication paid off, and we were awarded our first major EPA Brownfields grant.

With the onset of a new decade and the rapid shifts in technology, the economy, climate demands, and generational demands, multiple local communities have turned to the ECFRPC to assist in reviewing and rewriting their comprehensive plans and land development codes. Large-scale planning efforts, led by the ECFRPC, have been undertaken in Sanford and Apopka. Staff assisted DeLand, Dunnellon, Lake Helen, Oak Hill, and Winter Springs in planning and growth activities. Another highlight of the year included the How Did We Grow public engagement efforts. Other annually funded programs include Central Florida GIS (FDOT D5), the Comprehensive Economic Development Strategy Program (CEDS), and the Local Emergency Planning Committee (LEPC).

Projects included in this report are organized by the ECFRPC program areas:

• Community Development
• Emergency Preparedness
• Economic Development
• Resilience
Chairman’s Address

As we start a new year, I’d like to thank our council Board for their leadership and commitment. Last year, the board made elevating the Council’s significance and expertise a priority. We rose to that challenge and demonstrated the versatility and proficiency of the ECFRPC team, as well as the impact of regional collaboration. In 2022, we will continue to build on these efforts and serve our partners and region through a strength-based approach and regional and local relationships.

Over the past year we saw many new programs, both on the state and federal level, that brought to our region a number of opportunities to grow our workforce, infrastructure and resilience. The East Central Florida Regional Planning Council not only secured new opportunities for the region but also worked individually with many of our partners to apply for this new funding. As we move into 2022, the Council Board and staff are looking forward to new projects and programs in the ECFRPC, including the new regional Brownfields program.

In conjunction with day-to-day activities and projects, the ECFRPC staff and board is committed to engaging conversation concerning priorities and values for the region and understanding how well communities are implementing the regional vision. The 2050 regional vision and ECFRPC 2060 Plan promote growth in centers connected by multi-modal corridors, thus, taking development pressures off the countryside and protecting conservation areas. As we take a deep dive into the How Did We Grow? feedback, we look forward to collaborating with the board and partners on key areas of focus resulting from this effort.

Working with our communities and partners to plan for our growing population, protect natural resources, and increase workforce opportunities in a resilient, equitable and sustainable manner is more important than ever. As evident by the projects and programs highlighted in this 2021 report, our staff continues to strive to fill this mission and innovatively serve our partners across the region by working with teams from not only within Florida but throughout the southeastern United States. This Annual Report highlights projects undertaken by the ECFRPC in FY 20/21 and provides for program updates, each with the aim to identify solutions to today’s issues and trends.

Sincerely,

Emily Bonilla
Commissioner, Orange County
Chairman, East Central Florida Regional Planning Council
Executive Director’s Address

The East Central Florida Regional Planning Council has continued to deal with the COVID-19 virus and variants. The safety and protection of our members, staff, and partners is our priority. We were fortunate that we did not have, within our organization, any serious infections. We continue to have two of our emergency management employees who were able to assist several of our county members by serving as incident commanders at vaccination and testing sites. The year saw us secure multiple grants, completed our task obligations with current contracts, and grew our internal expertise despite some turnover.

The broad areas of local issues that require solutions include:
- Localized flooding and sea level rise both for our coastal and inland communities,
- Pollution runoff into the lakes, drains, rivers, and lagoon systems continue to need solutions and implementation such as eliminating septic tanks and installing sewers; this is underway in Oak Hill,
- A Statewide Regional Evacuation Studies Program,
- Emergency monitoring of hazardous waste producing sites and hazardous material being transported within the state,
- Emergency Management eliminated the Hazardous Materials Symposium due to the COVID-19 impact

We continue to provide technical assistance to our member counties and cities through planning expertise, resilience, comprehensive plan reviews, and economic development. We successfully received a $600,000 three-year Brownfields Coalition grant that will allow brownfields assessments through our region (with Coalition partner cities of Apopka, Eustis, Kissimmee, and Longwood).

We continue to work with our nine other regional planning councils to connect common services throughout the State of Florida in order to better serve all the citizens. One such partnership saw us rewriting the Comp Plan and updating the land development code for Washington County in partnership with the Emerald Coast RPC.

Our Board has provided the leadership to increase our services to our region. We continue to work with our partners to create a more resilient, healthy, and prosperous East Central Florida region. I want to thank our partners, staff, and Council Members for making 2021 a successful year.

Sincerely,

Hugh W. Harling, Jr., PE
Executive Director
East Central Florida Regional Planning Council
2021 COUNCIL BOARD MEMBERS

County Representatives
Commissioner Bryan Lober, Brevard County (Vice-Chair)
Commissioner John Tobia, Brevard County
Commissioner Sean Parks, Lake County (Immediate Past Chair)
Commissioner Douglas Shields, Lake County
Commissioner Jeff Gold, Marion County
Commissioner Craig Curry, Marion County
Commissioner Emily Bonilla, Orange County (Chair)
Commissioner Mayra Uribe, Orange County
Commissioner Ricky Booth, Osceola County
Commissioner Peggy Choudhry, Osceola County (Member at Large)
Commissioner Lee Constantine, Seminole County
Commissioner Amy Lockhart, Seminole County (Secretary)
Commissioner Craig Estep, Sumter County (Member at Large)
Commissioner Oren Miller, Sumter County
Council Member Jeff Brower, Volusia County
Council Member Billie Wheeler, Volusia County

Municipal Representatives
Commissioner Patty Sheehan, City of Orlando
Council Member Mindy Gibson, City of Satellite Beach, Space Coast League of Cities
Council Member Brent Malever, Marion County, City of Ocala
Commissioner Jim Fisher, City of Kissimmee, Tri-County League of Cities
Commissioner Jordan Smith, City of Lake Mary, Tri-County League of Cities
Commissioner Chris Cloudman, City of DeLand, Volusia County League of Cities
Commissioner Julian Green, Sumter County, City of Wildwood (Treasurer)

Gubernatorial Appointees
Mr. Jose A. Rivas, Orange County
Mr. John Lesman, Seminole County

Ex-Officio Members
Mr. Steve Shams, Florida Department of Transportation
Mr. Aaron Watkins, Florida Department of Environmental Protection
Ms. Susan Davis, St. Johns River Water Management District
Ms. Laura Kelley, Central Florida Expressway Authority
Mr. Mike Radzik, City of Groveland
Ms. Eileen Hinson, City of Sanford
Oak Hill EAR and Vulnerability Assessment

Every seven (7) years, communities are required to reassess their comprehensive plans to implement new legislative changes and update relevant data such as demographics, land uses, transportation information, and others. With the diverse expertise in-house, the ECFRPC is able to provide assistance to our local partners in these large planning process requirements.

Through an existing technical assistance contract, the ECFRPC worked with the City of Oak Hill to fulfill the Evaluation and Appraisal Report process and update the City’s comprehensive plan last updated in 2014. Nine elements were updated: Intergovernmental Coordination, Recreation and Open Space, Conservation, Capital Improvements, Public Facilities, Housing, Transportation, Future Land Use, and Coastal Management.

Furthermore, through a grant from the FDEP, the ECFRPC worked with the City staff and council to conduct a vulnerability assessment regarding current and future flood conditions and hosted public engagement opportunities. The team also drafted policies for the coastal management element of the comprehensive plan to ensure compliance with Section 163.7138(2)(f)1-6, Florida Statutes (Peril of Flood).
City of DeLand Small Housing Case Studies and Sign Code

The Council assisted the City of DeLand in two (2) initiatives this year, which are continuing in 2022. The first was a Case Study of other community’s regulations allowing small home developments (garden communities), as well as successful projects developed in these communities. The second was amending the City’s sign regulations.

Garden Communities. These communities, which involve the development of small homes on smaller than traditional lots, clustered to allow greater remaining open space and community amenities, are becoming a much-discussed housing option in this country. Such communities are permitted in the City, and are desired, but none have been developed to date. The purpose of this study was to examine the regulations and experiences of other communities where such garden communities have been successfully developed so as to recommend any needed changes to the Deland Land Development Regulations to allow such projects to develop and prosper.

The Case Study research involved initially examining garden community regulations and/or developments in more than seven (7) communities, including two (2) in Florida (DeLand included), two from the East Coast, and three (3) from the West Coast of the United States. After this comprehensive review, three (3) of the communities with well-written regulations and garden community projects either under constructed or completed were chosen as case studies to compare to the City of Deland’s regulations. Now that this Case Study Report has been submitted to the City of Deland, future work will involve comparing these other community’s regulations and experiences with Deland’s and how DeLand can amend their regulations to have successful garden communities.

Sign Code. The second project carried out this year for the City of Deland was an update to their sign code, Article VII of their Land Development Code, making it more relevant to current trends in signage and adding more user-friendly graphics. The changes included updating code standards for both the Downtown and Gateway Overlay Districts; amendments to codes regarding auto dealerships; modifying the Airport Zone sign regulations to meet the unique needs of this active airport; changes to the standards for both Prohibited and Temporary signs; and assurance that the sign regulations could withstand challenges related to freedom of speech and content neutrality. This update is ongoing and will be completed in 2022.
Washington County Comprehensive Plan and Land Development Code Updates

This year, the East Central Florida Regional Planning Council had a unique opportunity, corroborating with the Emerald Coast Regional Council, our fellow planning council covering the western Panhandle area of Florida, in updating the Comprehensive Plan and Land Development Regulations for Washington County, FL. The County is sparsely populated, located north of Panama City Beach, midway between Tallahassee and Pensacola along Interstate 10. The County and four incorporated communities therein covered under these documents wished to allow some growth and economic development while preserving the county’s environmental resources. As Washington County is within the jurisdiction of the Emerald Coast Regional Council, they primarily took the lead as the liaison with the County, with the ECFRPC handling much of the technical writing and documentation. The results were a Comprehensive Plan and Land Development Regulations, which were updated to current planning standards allowing for environmentally conscience growth. Additionally, an increased number of higher quality graphics were added, allowing residents to easier understand these growth and development-related documents.

CITY OF DUNNELLON

The East Central Florida Regional Planning Council (ECFRPC) continues to assist the City of Dunnellon on a variety of planning activities. Council Staff has worked with City staff on amendments to enhance its Land Development Code (LDC) and to include new activities such as mobile vendors and live-work units in commercial districts, as well as comprehensive plan text changes and GIS assistance. Staff also provides LDC interpretations, reviews of permit and project applications, and land use changes. The ECFRPC looks forward to continuing its multi-year partnership with the City of Dunnellon in dealing with zoning and growth issues in a way that allows the City to maintain its environmentally sensitive treasures, such as the Rainbow and Withlacoochee rivers. This also helps the City in maintaining its charm as an older historic community.
Over the past year, the East Central Florida Regional Planning Council has worked closely with the City of Winter Springs to provide assistance on a variety of planning activities. The ECFRPC provided support on-site at City Hall to the City’s planning department. This included providing assistance with permit reviews, meeting project needs, assisting the general public and developers with zoning and development questions, and any other required daily planning activities.

Additionally, the ECFRPC and City were awarded a Florida Department of Economic Opportunity Technical Assistance Grant, which led to the development of a Parks and Recreation Master Plan for the City. This Plan will provide the opportunity for improved recreational opportunities and an atmosphere for economic growth.

Finally, as part of the weekly technical assistance, ECFRPC staff performed an audit of the Land Development Code and Comprehensive Plan, seeking to find inconsistencies hampering the development process. Now that the Audit is completed, staff is currently examining other areas of the Land Development Regulations to further improve and streamline the land development process.

The East Central Florida Regional Planning Council partnered with the City of Winter Springs to develop a Parks and Recreation Master Plan. The Master Plan is comprised of four elements: The Existing Conditions Analysis, The Economic Analysis, The Public Engagement Report, and The Recommendations. The project was funded by the Department of Economic Opportunity’s Community Planning Technical Assistance Grant (2020/2021).

The project began with the inventory of park and recreation related assets within Winter Springs. This included calculating the total miles of sidewalks and bicycle trails, finding potential areas for new development, mapping of all Cross Seminole Trail access points and surrounding businesses, in addition to an overview of the recreational business ecosystem in Winter Springs. Infrastructure profiles for each park were developed, as well as a street lighting analysis to identify gap areas.
The Economic Analysis looked at two funding mechanisms that could be utilized to implement projects from the Parks and Recreation Master Plan. As previous engagement with the community highlighted the overall sentiment of keeping taxes low while improving components of the park system, it was important to the project team that the analysis yield information the city could utilize to determine the potential return on investment for these funding mechanisms.

The project team engaged the community through an online survey platform, MetroQuest, and hosted an open house in the spring. MetroQuest was used by the ECFRPC to collect resident input for the direction of parks and recreation in Winter Springs. The survey ran for approximately one month and received hundreds of comments from nearly 500 participants. The survey provided opportunities for the residents to identify how they currently use the City parks system, programs and events they would like to see, areas for increased bike/ped connectivity, and opportunities for new park facilities. Comments were collected throughout the survey in addition to the survey exercises. The open house included a variety of stations to ensure social distancing and engage the participants in opportunities to discuss bike/ped connectivity and safety issues and enhancements to existing park facilities and programming. At one station, the attendees were able to create a conceptual park plan and identify themes for a new playground occurring at one of the parks.

The final Parks and Recreation Master Plan includes a “Parks and Recreation Projects and Programs” section that incorporates information received during the engagement and existing conditions analysis. Additionally, the report features a “Bicycle and Pedestrian Opportunities” section that provides an update to the existing City conceptual bicycle/pedestrian map and addresses five priority focus areas with recommendations.
City of Lake Helen

Council staff has been working with the City of Lake Helen in updating their land Development Regulations to eliminate discrepancies and create modern, user-friendly regulations which will allow context-appropriate development while allowing the City to continue to maintain its identity as a small town with historically-significant architecture. Particular attention to the preservation of the Town’s traditional development pattern shall be made through continued emphasis on the City’s Gateway and Historic corridors. ECFRPC Staff is currently documenting inconsistencies between and within the City’s Land Development Code, its Comprehensive Plan, and The Lake Helen Pattern Book. ECFRPC has also continued to provide technical assistance as needed on development and zoning issues this year. One highlight of the year was the development review on the new ten-lot Faith Grove subdivision, located on Lake Olivia, administering this rare subdivision proposal in the City of Lake Helen through to City Commission approval. The Council will also continue to assist the City in proposed changes to the former Auto Mall property, which the ECFRPC previously has assisted in the development review process.
COMPREHENSIVE PLAN
ASSESSMENT FOR MARION AND SUMTER COUNTIES

Marion and Sumter County comprehensive plans were reviewed as part of a statewide project for FDOT. The review was based on consistency with and opportunities to support and further the goals of the 2020 Florida Transportation Plan (FTP). Opportunities along with recommendations to address the FTP were provided for each county. The review was based on the following criteria.

1. **Economic Opportunity and Development:** Opportunities to address: a) employment opportunities specifically to assist rural communities and lower-income residents and to help retain younger residents; b) accessibility to existing businesses in rural areas; and c) provisions for connectivity to medical facilities, colleges, universities and workforce training sites.

2. **Connected, Efficient, and Reliable Mobility for Freight:** Opportunity to address freight (both rail and truck infrastructure), and technology to improve access, capacity, and interregional connectivity for residents, visitors, and freight between communities and markets.

3. **Land Use and Transportation Connection:** Opportunity to address land use and accessibility in relation to highway interchanges and activity centers.

4. **Complete Streets:** Opportunity to address street design and operations to enable safe use by and support mobility for all users, including people of all ages and abilities, economic status, and mode of travel in the Florida Transportation Plan.

5. **Technology:** Opportunity to address infrastructure to support current and emerging state-of-the-art vehicles, materials, data, and methodologies to improve safety and efficiency within corridors.

6. **Maximizing Use of Existing Facilities:** Opportunity to address safety and operational improvements to existing transportation facilities and addressing connectivity gaps to improve performance.

7. **Agriculture:** Opportunity to collaborate with agricultural stakeholders during facility planning process and minimizing impacts to agricultural and rural areas.

8. **Consistency With Other Plans:** Opportunity to ensure consistency between state and local transportation and corridor plans, including Vision Zero.

9. **Social and Community Aspects:** Opportunity to consult with historical and minority communities to avoid negative impacts of development on the communities.

10. **Environmental Considerations:** Opportunity to restore and connect wild lands in and near state transportation facilities, as well as collaborating with Florida Forest Service and Florida Forever.

11. **Water Resources:** Opportunity to address protection from negative impacts to water resources and local/regional cooperation to limit impacts to karst areas and springs.
ECONOMIC DEVELOPMENT
In its role as the region’s Economic Development District, The ECFRPC provides technical services to government agencies and organizations located within the East Central Florida region. In February, staff hosted a webinar to educate City economic development representatives about the services provided by the EDD. This event was attended by more than three dozen officials from across the region. The ECFRPC is also using funding provided by a CARES Act Supplemental Grant to help communities overcome the impacts of the COVID-19 pandemic. One noteworthy project is the development of an Economic Element for the City of Apopka’s Comprehensive Plan. This will be the first such element for the City. Another exciting project is the South East Volusia Economic Development Strategy. The ECFRPC is partnering with Volusia County, the Southeast Volusia Chamber of Commerce, Team Volusia, and the cities of Edgewater, New Smyrna Beach, Oak Hill, among others. As part of this process the ECFRPC facilitated the Southeast Volusia Economic Development Summit on May 17, 2021. Held at New Smyrna Beach’s Brannon Center, this event was attended by close to 40 regional leaders including elected officials from the three municipalities. Since the completion of the summit, the ECFRPC continued assisting with the development of a framework to identify economic corridors of regional significance and the development of a zoning overlay to help attract aerospace companies to the area.

The past year saw numerous federal funding opportunities related to the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and the American Rescue Plan Act (ARPA). The ECFRPC assisted with securing more than $4.5 million in grant awards for the region in the past year. In July, Volusia County was awarded a $4 million EDA CARES Act. Recovery Assistance grant to for the development of project COVID, a medical research, manufacturing and multi-modal distribution facility. This grant funding will be used to make infrastructure improvements to a 56-acre site adjacent to Daytona Beach International Airport. This new investment is expected to create 360 jobs and generate Another highlight was the recent award of a $500,000 Build Back Better Challenge grant award to Osceola County to plan for the expansion of NeoCity’s semiconductor research, and manufacturing capabilities. This was the only project selected in Florida and one of sixty finalists nationwide. ECFRPC staff will be assisting Osceola County with the development of the Phase 2 grant application. The grant awards for this second phase of the challenge would range between $25 and $100 million.

The year ahead will also see award announcements regarding other grant EDA special grant programs. The ECFRPC assisted several communities/organizations with their applications to the Travel, Tourism, & Outdoor Recreation program, including the City of Cocoa, Seminole County, and Preserve Eatonville. The ECFRPC is
also part of a regional coalition that will be submitting an application to the Good Jobs Challenge. If awarded, the region may see up to $25 million in EDA funds used to assist in developing pathways to higher-paying jobs in the fields of manufacturing and healthcare. Other project partners include CareerSource Central Florida, Jobs Partnership of Florida, the Manufacturing Association of Central Florida, and Valencia College.

Lake Helen Economic Resiliency and Disaster Preparedness Plan

The East Central Florida Regional Planning Council has completed an Economic Resiliency and Disaster Preparedness Plan for the City of Lake Helen in the Spring of 2021. This report was possible through the Competitive FL Partnership Grant from the Florida Department of Economic Opportunity. Lake Helen is a small city of just over 2,000 residents in West Volusia County. An existing conditions analysis was conducted first to identify important economic and demographic trends in Lake Helen, especially compared to Volusia County.

Two community meetings were held via Zoom on March 9th and March 31st, 2021. These meetings gathered participation from community members, including City officials, business owners, and other concerned citizens. Input from community members was key in determining the multiple assets Lake Helen has to offer to residents and visitors alike. A SWOT analysis was conducted based on the existing conditions analysis as well as community input. Identifying Lake Helen’s strengths, weaknesses, opportunities, and threats help measure the City’s current economic resiliency, as well as providing guidance to further advance economic development and disaster resiliency goals.

Lake Helen boats a strong sense of place among residents that differs greatly from surrounding communities. Nearby cities including DeLand, Orange City, and Deltona have witnessed explosive growth in the past few decades, with large tracts of land in West Volusia being converted to low-density and single-family homes. Residents consider the small-town feel and slow rate of population growth to be a great asset for the City of Lake Helen. As a result, the recommendations made by the East Central Florida Regional Planning Council reflect the values and concerns of Lake Helen while allowing for beneficial economic development into the future.
The goals and strategies presented in this plan ultimately aim to increase economic resiliency in Lake Helen, which is the ability of a community to weather and respond to both short-term and long-term economic shocks by addressing its vulnerabilities. Smaller municipalities like Lake Helen must employ creative methods to increase economic activity as well as resiliency within their borders. The goals and strategies of the Lake Helen Economic Resiliency and Disaster Preparedness Plan are structured according to the Three Pillars of Economic Development: People, Economy, and Places. Setting goals for each pillar helps contribute to a more well-rounded and resilient economic development plan for Lake Helen. The city has numerous people and place-based assets that contribute greatly to the overall high quality of life Lake Helen offers. Specifically, numerous clubs and other social organizations enforce strong social ties between community members. The City’s place-based assets, including wildlife, mature tree canopy, and parks, add to the allure of Lake Helen.

**Brownfields Coalition Assessment Grant**

After years of collaboration, the East Central Florida Regional Planning Council (ECFRPC) and the Cities of Apopka, Eustis, Kissimmee, and Longwood successfully received a major Brownfields Coalition Assessment Grant. The grant, awarded by the U.S. Environmental Protection Agency to the ECFRPC and the partner cities, will help ensure potential brownfields throughout the region are adequately addressed. The $600,000 grant, one of only two Brownfield Cleanup and Assessment grants of this size awarded in the state this round, will be used to identify suspected brownfields within the community.

Through a preliminary study conducted by ECFRPC staff, more than one hundred potential brownfields sites were identified along the U.S. 441 corridor. A Brownfields Advisory Committee, made up of local stakeholders, is now being formed. This Committee will assist in identifying additional areas and will work as a liaison between the ECFRPC and local communities. The Advisory Committee is paramount to ensuring continued progress in the regional approach towards addressing brownfields spearheaded by the ECFRPC.

The ECFRPC believes this grant award is the first step in developing a strong regional brownfields program. Moreover, it helps expand the scope of economic development services provided by the Council to local governments and organizations within the region. Multiple municipalities have already expressed interest in joining the new program.
U.S. 90 Trail & Wekiva Trail Economic Impact Analysis

The ECFRPC developed a comprehensive economic impact analysis for the Emerald Coast Regional Planning Council. This analysis reviewed the impacts of a proposed multi-use trail along U.S. 90 in three counties within the Emerald Coast region. The model reviewed estimates for direct, indirect, and induced economic effects related to the trail. While doing the analysis, ECFRPC staff identified several gaps in existing data and developed a comprehensive measurement system to help close these gaps. According to the REMI PI+ model that ECFRPC staff developed, the trail’s construction will generate an estimated 114 positions, $13 million in sales, $5.7 million in personal income for the region’s residents, and $7 million to the region’s GDP. Once open, the model shows the U.S. 90 Trail will attract more than 1.5 million visitors and add $148.3 million to the region’s economy.

Similar to the U.S. 90 Trail analysis, ECFRPC staff reviewed the proposed 11.5-mile multi-use trail that will connect Tavares, Mt. Dora, Mt. Plymouth, and Sorrento to the existing trail network in the Wekiva region. The analysis found the trail will result in the creation of nearly three dozen jobs and contribute more than $1.3 million to Lake County’s Gross Domestic Product.

East Central Florida Food Resiliency Plan

Food Production Components

The ECFRPC was awarded a Community Planning Technical Assistance grant from Florida's Department of Economic Opportunity to develop a Food Resiliency Plan for the region. The economic crisis spurred by the COVID-19 pandemic evidenced the brokenness of the nation’s food system. The closure of major sectors of the economy such as hotels, restaurants, and schools led to the elimination of many markets for food commodities. Not having an outlet for their product, most of these food producers were forced to destroy their surplus crops.
Meanwhile, the number of food-insecure people grew exponentially as people continued to lose their jobs.

The project developed a framework for understanding food production as a vital community activity. A steering committee consisting of members from municipalities, department of health, extension offices, public school, food bank, and academia met monthly to review the research, offer insight into food system challenges, and formalize resilience plans. Initial research provided an assessment of East Central Florida’s food production assets. This included the location and distribution of agricultural land and food production businesses (farms, processors, and distributors) across the eight-county region. The assessment was followed by a resiliency analysis of the region's food production system's strengths, weaknesses, opportunities, and threats. Finally, the assessment and resiliency analysis findings were used to develop a Resiliency Food Plan Matrix. The matrix provides a list of short-term and long-term tasks necessary to create a more resilient regional food system
COVID-19 COMMUNITY RESPONSE

The ECFRPC provided two staff members to deploy on behalf of the Florida Division of Emergency Management (FDEM) in response to the COVID-19 worldwide pandemic. Beginning in March 2020, Mark Reali, Emergency Preparedness Planner II, and Michelle Cechowski, Emergency Preparedness Manager, put their emergency management skills to work by working as Planning Section Chiefs and Incident Commanders at numerous state-run COVID-19 testing sites in the East Central Florida region and Tampa area.

LOCAL EMERGENCY PLANNING COMMITTEE (LEPC) COORDINATOR

The ECFRPC continued to serve as the Coordinator of the Local Emergency Planning Committee (LEPC) in 2021. The LEPC helps to coordinate regional hazardous materials response needs and assists in supporting and providing opportunities for training, exercises, and evaluation. The East Central Florida LEPC is one of ten in the state of Florida. The LEPC meets quarterly to discuss planning, training, and the reporting of hazardous material and toxic chemicals. Although quarterly meetings moved to virtual meetings during all of 2020 and most of 2021, contract requirements were met with some modifications due to the pandemic.

BREVARD, MARION, ORANGE, OSCEOLA, AND SUMTER HAZARD ANALYSIS

ECFRPC Emergency Preparedness staff assisted Brevard, Orange, Osceola, and Sumter Counties by conducting 193 virtual site visits of facilities reporting extremely hazardous substances. Due to the ongoing pandemic, the state allowed modifications to be made to accommodate those facilities whose staff was virtual or had visitation restrictions. Information collected during these virtual site visits is sent to local fire departments, emergency management offices, and the state for compliance purposes.
HAZARDOUS MATERIALS EMERGENCY PREPAREDNESS
(HMEP) GRANT

The ECFRPC received just over $111,134 to train first responders in transportation-related hazardous materials incidents. This is an annual grant program in which the ECFRPC participates. Activities of the 2020-21 program include various hazardous materials classroom and hands-on trainings, “How to Comply” classes for facilities reporting Extremely Hazardous Substances (EHSs), Incident Command System (ICS) trainings, and the upcoming 2022 Florida Hazardous Materials Symposium. A total of 679 first responders were trained during the calendar year. Due to COVID-19, most in-person trainings were canceled during the second half of calendar year 2020 but resumed in December 2020 and have been occurring monthly in-person throughout 2021.

FLORIDA HAZARDOUS MATERIALS SYMPOSIUM

The ECFRPC is the lead organization of the annual Florida Hazardous Materials Symposium held in Daytona Beach every January. The FL HazMat Symposium is a conference that includes classroom courses, hands-on trainings, and a HazMat Team competition for first responders from all regions of Florida and all over the United States. The specific mission is to enhance and better train/educate first responders, first receivers, manufacturers and industry partners regarding hazardous materials response, mitigation, prevention and safety through classroom and hands-on trainings.

The 8th Annual Florida Hazardous Materials Symposium was held in January 2020 and hosted 627 people who participated in this event (including international attendees), which included 72 training sessions (236 hours) and 80 instructors. There were twelve (12) HazMat Teams who competed in the competition. Orange County Fire Rescue took first place, the City of Orlando Fire Department took second place, and the St. John’s County Fire Department came in third place.
Due to the worldwide pandemic of COVID-19, the 2021 annual conference was canceled. However, the 9th Annual Florida Hazardous Materials Symposium is currently in the final stages of planning and is expected to be held January 18-21, 2022.
RESILIENCY
Since its founding in 2019, the East Central Florida Regional Resilience Collaborative has worked to empower 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. The three events below work toward accomplishing the mission.


This webinar was an action item defined by the business and economic development community that participate in the East Central Florida Regional Resilience Collaborative’s (R2C) economic resilience advisory committee. The eight-county East Central Florida region faces challenges from shocks and stressors exacerbated by climate change, and our local government leaders are taking action toward mitigation and adaptation. Business leaders are increasingly prioritizing sustainability and climate action into planning for a prosperous economic future. This convening, representing five of the region’s economic sectors, illustrated momentum and inspired action toward a changing business model and inspire climate action. Panelists included Disney, Siemens, Tupperware, Legacy Resorts, and Climate First Bank, whom shared details about their changing business model, specifically implemented to create a more sustainable and resilient central Florida region.

Security in a Changing Climate, October 29th – Council Sub Committee Goal: Nurture the framework by engaging community leaders to align priorities, goals, and leadership. Thank you to Brevard County Commissioner Bryan Lober, whom participated on the panel and was key to bringing leadership to the event.

The American Security Project and the East Central Florida Regional Resilience Collaborative (R2C), in partnership with the Nature Conservancy, held an event, “East Central Florida: Security in a Changing Climate,” at Full Sail University. The event featured remarks by Congressman Michael Waltz and Vice Admiral Kevin Green, USN (Ret), and a panel including local leadership; Brevard County Commissioner Bryan Lober, City of Orlando Commissioner Tony Ortiz, and Mr. Dale Ketchum of Space Florida. The discussion focused on the impacts of climate change, like rising seas, flooding, and extreme heat, that threaten national security, military base missions, and community resilience.
November saw a successful Climate Indicators Workshop that saw beneficial discussions on advancing preparedness/resilience policy and action across jurisdictions.

On December 15th, the East Central Florida Security in a Changing Climate event aired on WUCF TV (PBS) and brought a unique partnership to the central Florida region with Full Sail University and the University of Central Florida. Teams from each university worked to produce, record, and bring this critical conversation to the region.

The East Central Florida Regional Resilience Collaborative, Stetson University, and the Florida Climate Institute held a joint climate indicator workshop focused on extreme heat and health, in addition to flooding and precipitation.

Extreme heat and flooding, alongside sea level rise and our greenhouse gas inventory, have been identified as priority climate indicators for the East Central Florida region. This first in a series workshop, will focus on the “community” aspect of climate resiliency within the region, creating strategic methods of achieving cross-sector collaborations with the public, private institutions, and academia to develop accurate data that reflects trends within the region and ultimately leads to the passage/implementation of policy.
Strategic Resilience Action Plan (R2C SRAP)

The R2C Strategic Resilience Action Plan (R2C SRAP) is a living document representing two years of the bottom-up approach and outcomes of the East Central Florida Regional Resilience Collaborative (R2C). Focusing on the Collaborative’s structure and framework for action (rooted in the three R2C’s pillars of people, places, and prosperity), and the benefits of aligning efforts to solve the most significant vulnerabilities in the region, this SRAP highlights the need for connection and calls for regional collective action for increased resilience development. Further encouraged by the impacts of the COVID-19 pandemic, the Collaborative gained a renewed sense of urgency due to our systems’ vulnerabilities, reminding us of the importance of connection and partnerships (across all sectors, disciplines, and communities).

The work and progress presented in the R2C SRAP from the eight committees (volunteer Council Subcommittee, Steering Committee, Regional Greenhouse Gas Inventory TAC; Infrastructure-Green, Grey, and Blue TAC; Engagement and Academy TAC; Economic Resilience TAC; Regional Risk and Vulnerability TAC, and Equity TAC) highlights a holistic approach to integrative planning and transformative action. The technical advisory committees (TACs) have developed goals and strategic objectives to propel the region forward. The TAC’s goals have been framed and reinforced by identifying correlating regional indicators of vulnerable communities. These findings will help steer the R2C’s work towards focus collaboration and strategic and diversified partnerships. With this in mind, the collaborative is pivoting from defining the regional scale goals toward developing partnerships to implement each of 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.

The 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. It is also encouraging the development of innovative and sensible infrastructure implementation and planning, with people, the natural environment, and long-term prosperity in mind. Ultimately, the goal is to strengthen regional systems 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 vibrant community today and for generations to come.
Regional Greenhouse Gas Inventory (RGHG)

In the fall of 2020, the East Central Florida Regional Resilience Collaborative explored alignment and partnership with The Nature Conservancy, Audubon Florida, and the Environmental Defense Fund, which led to financial support for the 8-county region’s first greenhouse gas (RGHG) emissions inventory. The combination of grant resources and organizational partnership has allowed the East Central Florida Regional Resilience Collaborative (R2C) to establish consistent measurement, build relationships, and leverage initiatives, aligning goals toward collective reduction of GHG emissions across the region.

In order to reflect completed local government GHG inventories and build this unique in-scale RGHG inventory, the R2C established the regional greenhouse gas inventory (RGHGi) technical advisory committee made up of local government and NGO partners. Along with ICLEI’s guidance, this committee underwent an intricate data collection and management process, which was executed by establishing a region-wide consistent 2019 baseline and measurement of transportation, energy, and waste data. To track the information over time consistently, the R2C utilized a unified platform or ClearPath tool and built relationships with data providers. About ninety-one (91) regional service providers were surveyed for data collection purposes from four emitting sectors; this accounted for twenty-three (23) energy providers (electric and gas), nine (9) transportation service providers (transit and rail), one (1) municipal solid waste data source, and fifty-eight (58) water and wastewater service entities (for the purpose of gaining greater energy usage-by-category understanding). In addition, data research was conducted to obtain county-specific on-road vehicle information for further emissions calculations.

Nevertheless, after ten months of communication efforts and substantial yet insufficient data collection, the committee had to seek external data sources due to a lack of cooperation from a significant number of energy providers. Thus, after careful consideration, in response to the considerable data gap, the R2C partnered with Google to use Google’s Environmental Insights Explorer (EIE) 2019 per county energy-related and transportation (on-road vehicles) data in order to complete the region-wide inventory. To ensure data validity for the region, the committee conducted a series of engagement workshops with Google, ICLEI, and several regional entities (i.e., cities, counties, transportation organizations) to discuss the benefits and the potential shortcomings of this data source and its methodologies. After valuable feedback, the R2C decided to utilize Google’s EIE data as a base for calculations, making relevant regional and county-specific energy usage (electricity and natural gas activity data) calculation adjustments for accuracy. The use of EIE data, in combination with the country-specific waste and rail data acquired through initial data collection efforts, resulted in the development of inventories conducted for each of the eight counties in the region. This data was then aggregated for region-wide results, providing the inventory that the R2C is proudly able to present today.
The highest emissions are accounted to buildings (residential and non-residential, respectively) energy consumption with 61%. A related interesting finding from isolated county emissions results shows that Orange County, where 45% of the regions’ jobs are located, had the highest emissions from non-residential buildings. The transportation sector follows with approximately 36% of the region’s total emissions. Due to the large emissions contribution buildings’ energy consumption has, it can be deduced that this sector presents the most significant reduction opportunity in the region.

In addition, to extend the reach of the region-wide inventory and spur local government action, the R2C partnered with ICLEI and Audubon Florida for a GHG municipal operations training cohort. The cohort began in January 2021 with 18 governments engaged in measuring their energy consumption, transportation (fleet), and waste emissions. That accounts for roughly 20% of the region working toward managing their newfound municipal operations measurements. Furthermore, to amplify the regional inventory results, a series of training workshops have been planned to provide GHG 101 training in conjunction with the rollout of the regional and municipal inventory results. The third in the series will focus on the region's identified most significant emissions issue (transport, energy, or waste), presenting with training toward solutions.

The RGHG i TAC, now known as the Regional GHG Reduction Advisory Committee (RGHG r AC), has developed science-based targets and is currently working to identify and define a series of high impact actions (HIA) to reduce region-wide emissions to achieve the region’s absolute target of 54.3% reduction by 2030. This absolute target builds a shared vision to achieve reduction, spur innovation and collaboration, and simultaneously supports the United States in meeting its nationally determined contribution of GHG emissions reductions. Based on inventory results and emissions forecast, an HIA analysis shows three target areas with substantial levels of impact. These high and medium impacts include grid decarbonization efforts, reduction of internal combustion engine vehicle miles traveled, and increase of building’s energy efficiency. In order to, with the guidance of ICLEI, further tailor and establish these emission reduction targets according to the region’s needs and current level of effort, the committee is continuing to collect additional data respective to each county in the region.
Comprehensive Plan Resilience Element for the City of Sanford

The ECFRPC provided technical assistance to the City of Sanford to create an optional Comprehensive Plan Resilience Element via a Florida Department of Economic Opportunity (FDEO) Community Planning Technical Assistance grant. The community resilience project was presented at the American Planning Association’s 2021 Florida Planning Conference. Additionally, the project was one of 102 projects from 70 organizations spanning 24 states to receive a 2021 National Association of Development Organizations (NADO) Aliceann Wohlbruck Impact Award.

While vulnerable to flooding because of its proximity to the St. John’s River, Sanford’s newly drafted Resilience Element expands upon typical flood-focused coastal resilience with a move inland and focuses on people, prosperity, and places. These three resilience dimensions are integrated into the Resilience Element. The element addresses the ability of the City to withstand disruptions created not only by the environment but also due to shifting demographics and economics. The people dimension addresses the general needs of the population, workforce, and local organizations to help foster social cohesion, inclusiveness, and community welfare. The prosperity dimension harnesses major industry assets and innovation systems to promote paths of upward social mobility, equity, and inclusive economic development. The places dimension focuses on the community’s natural and built environments, infrastructure, place-based assets, local institutions, and governance systems to attract and retain economic activity, and improve residents’ health and well-being. Sanford prioritized resilience by creating an optional Resilience Element for its Comprehensive Plan, with the entire formulation process occurring during the COVID-19 public health crisis.

The creation of the Sanford Resilience Element followed a four-part process: 1) stakeholder engagement, 2) vulnerability assessment, 3) drafting of the element’s goals, objectives, and policies, and 4) adoption of the element. The element was recently approved by the City’s Planning and Zoning Board and Commission and is awaiting FDEO review.
Resilient Brevard

In 2020, the Florida Department of Environmental Protection’s Coastal Management Program (FCMP) awarded the Brevard County Board of County Commissioners a grant to assess natural current and future vulnerabilities in the unincorporated areas of Brevard County.

Brevard County launched the Resilient Brevard project utilizing the grant funding to take a comprehensive look at vulnerability in the County and accomplish three (3) main tasks:

- **Vulnerability Analysis**: Identify the social, economic, and functional vulnerabilities facing the County from storm surge, flooding, sea-level rise, and flooding. The combined impacts of sea-level rise and storm surge were also analyzed.
- **Public Engagement**: Engage the community in an educational manner to identify vulnerabilities for mitigating vulnerabilities and facilitate discussion concerning future development strategies and opportunities within the County.
- **Strategy and Policy Development**: Develop strategies for the County based on public input and best practices for integration strategies into the formulation of comprehensive plan policies for compliance with SB 1094 (Peril of Flood) to enhance resiliency in the County.

To address these issues comprehensively, the Brevard County Planning and Development Department and the Brevard County Natural Resources Management Department collaboratively headed this effort. The County partnered with the East Central Florida Regional Planning Council, Florida Sea Grant, and RW Parkinson Consulting to conduct the vulnerability analysis, community outreach, and engagement, and synthesize findings into policy recommendations.

**Outcomes of the Study**

- Data concerning vulnerabilities to critical facilities and projected time frames from flooding, storm surge, sea-level rise, and storm surge plus sea-level rise.
• Economic impact analysis assessing the impacts of sea-level rise on the County if no action is to be taken to improve resiliency and risk avoidance from flooding, storm surge, coastal erosion, and sea-level rise.
• Recommended green infrastructure, engineering, and policy-related strategies reviewed by the community through the engagement process to be considered by the County for implementation and inclusion into the comprehensive plan and other County plans and documents.

Samsons Island Restoration

In partnership with the City of Satellite Beach and funding from the National Estuary Program, the ECFRPC provided technical and physical labor support to an effort to prevent erosion and restore the shoreline of Samsons Island Park in the City. ECFRPC staff worked with Nick Sanzone at the City of Satellite Beach to survey planted oyster beds and seagrass mats in order to create a starting point for a database to catalog growth of the shoreline over the years to come. This data was then placed into a GIS format, and an ArcOnline Story Map was developed by ECFRPC staff to share the process of the shoreline restoration with the general public. Data will be updated periodically to show decreases in erosion and increases in the shoreline as a whole for the park.

Resilient Ponce Inlet

The ECFRPC worked with the Town of Ponce Inlet to develop updated policies for the coastal element of the Towns comprehensive plan in order to meet Peril of Flood Act requirements to attribute for future sea-level rise conditions when developing a plan to mitigate flood risk. ECFRPC staff used GIS modeling to determine how future sea-level rise conditions would impact the Town and its facilities it deemed critical to the operation and welfare of the community.
A more detailed report of how current storm surge, future sea-level rise, and coastal high-hazard areas would impact the town was created as a formal Vulnerability Analysis. Additionally, the community of Ponce Inlet was engaged for input in the development of these policies through two public workshops conducted in February and October of 2021.

In addition to receiving feedback from the discussions at these workshops, and public survey was released online via the MetroQuest platform and distributed to Ponce Inlet residents through social media, email, and public flyer announcements. A total of 341 participants responded to the survey and provided valuable input into the values and strategies for increasing the resilience of the Town that the community would like to see implemented. Specifically, a focus out of all three of these engagements was to fund living shorelines/low-impact development methods of flood prevention as well as working to harden structures in place by elevation or other armament methods. Finally, as a result of all the engagement and vulnerability analysis, a complete document was presented to Ponce Inlet staff outlining specific recommendations in policy changes to the Comprehensive Plan to reflect the desires of the community.

Resilient Volusia

The County was awarded another grant in 2020 to develop a process for determining areas to be designated as Adaptation Action Areas (AAA) and to engage stakeholders to create policies and strategies for these areas. Working in conjunction with this effort, a Florida Sea Grant project, titled “Optimizing coupled human and natural system benefits for public land acquisitions in the East Central Florida coastal zone: An applied spatial planning and ecosystem services approach,” a partnership between the County, ECFRPC and Stetson University, will provide additional data and strategies for this project. The project team also engaged the U.S. Army Corps of Engineers, South Atlantic Coastal Study, focused on vulnerability and flood risk reduction to tie into the AAA process. Overlaying work being done simultaneously in other resiliency planning efforts ensures the Volusia County Comprehensive Plan and AAA process work is implemented successfully.

“The best designs these days aren’t optimized for one single vision of what the future is going to be. The designs need to deal with uncertainty with climate and how people are going to move around.”

-BRIAN BLEDSOE, P.E.
The goals of adaptation action areas are to:

- Reduce risk associated with current and future flood hazards,
- Develop hazard-mitigation and adaptation strategies specific to each area,
- Enhance the County’s ability to withstand, recover from and prepare for climate shocks and stressors.

The project provided an in-depth overview of how internal and external stakeholders and the public were engaged in the conversation of resilience and strategies to lessen impacts of current and future flood conditions in vulnerable areas of the County. Potential adaptation action areas were identified in which to focus adaptation and mitigation strategies to reduce risk to the social and built environment, and recommendations were provided for action areas, comprehensive plan goals, objectives and policies, and next steps.

As a complement to the goals of the FDEP Resilient Volusia Project, funding from the Sea Grant project also aimed to help engage stakeholders and subject matter experts to strengthen the counties’ resilience through conservation efforts. ECFRPC Staff worked with the Stetson University Institute for Water and Environmental
Resilience (IWER) as well as partners from Volusia County and the Florida Sea Grant to further advance our regional resilience goals in the County and investigate how ecosystems may alter under future conditions and how they can be utilized for climate resilience. A workshop was conducted in October of 2021 with experts from around the county and region to rank species of concern as well as prioritize ecosystem services that contribute to the quality of life of residents and the natural landscape of the County. The rankings and other input received from this workshop was implemented into a Marxan Land Cover Change model, used by Stetson IWER staff to analyze areas that should be identified as the highest priority protection measures. Overall, ECFRPC staff continues to support the efforts of this project, which is expected to be completed in winter 2022, to examine how future sea levels may impact ecosystems and the services they provide while working with stakeholders to collaborate on how these impacts and flood mitigation opportunities may offer new or additional context for determining land acquisition priorities.
This page shows financial information for the ECFRPC for the 2020-2021 fiscal year. Additional financial information can be requested from Finance Manager Julie Bowes. Revenues increased by 20% in fiscal year 2020-2021 over fiscal year 2019-2020, with a corresponding increase in expenditures of 12%.

### ECFRPC Funding Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal</td>
<td>$393,531</td>
</tr>
<tr>
<td>State</td>
<td>$798,237</td>
</tr>
<tr>
<td>Local</td>
<td>$1,066,089</td>
</tr>
</tbody>
</table>

**Total**: $2,257,857

### ECFRPC Expenses by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>$254,730</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>$377,310</td>
</tr>
<tr>
<td>Planning &amp; Technical Assistance</td>
<td>$910,322</td>
</tr>
<tr>
<td>Resilience</td>
<td>$485,841</td>
</tr>
<tr>
<td>Transportation</td>
<td>$56,542</td>
</tr>
</tbody>
</table>

**Total**: $2,084,745
STAFF CONTACT INFORMATION
Hugh W. Harling, Jr., P.E.
Executive Director
hharling@ecfrpc.org
407.245.0300 ext. 303

Tara McCue, AICP
Deputy Director
tara@ecfrpc.org
407.245.0300 ext. 327

Julie Bowes
Finance Manager
jbowes@ecfrpc.org
407.245.0300 ext. 304

Luis Nieves-Ruiz, AICP
Economic Development Program Manager
luis@ecfrpc.org
407.245.0300 ext. 308

Michelle Cechowski, M.S., FPEM
Emergency Preparedness Manager
mcechowski@ecfrpc.org
407.245.0300 ext. 317

Joshua Sheldon
GIS Manager
JSheldon@ecfrpc.org
407.245.0300 ext. 330

Charles Abbatantuono
Planner I
cabbatantuono@ecfrpc.org
407.245.0300 ext. 312

Pegge Parker
Office Operations/Project Assistant
pparker@ecfrpc.org
407.245.0300 ext. 300

Lori Cox, AICP
Planner III
lcox@ecfrpc.org
407.245.0300 ext. 329

John Patterson, AICP
Planner II
jpatterson@ecfrpc.org
407.245.0300 ext. 301

Anthony Esposito
Planner I
easposito@ecfrpc.org
407.245.0300 ext. 328

Tamara Pino
Planner I
tpino@ecfrpc.org
407.245.0300 ext. 305

Daphne Green
Planner III
dgreen@ecfrpc.org
407.245.0300 ext. 315

Mark Reali
Emergency Preparedness Planner II
mreali@ecfrpc.org
407.245.0300 ext. 317

Michelle Morrison, AICP
Planner II
mmorrison@ecfrpc.org
407.245.0300 ext. 331

Jenifer Rupert
Regional Resilience Officer
jrupert@ecfrpc.org
407.245.0300 ext. 302

Kim Wilson
Finance Assistant
kwilson@ecfrpc.org
407.245.0300 ext. 304