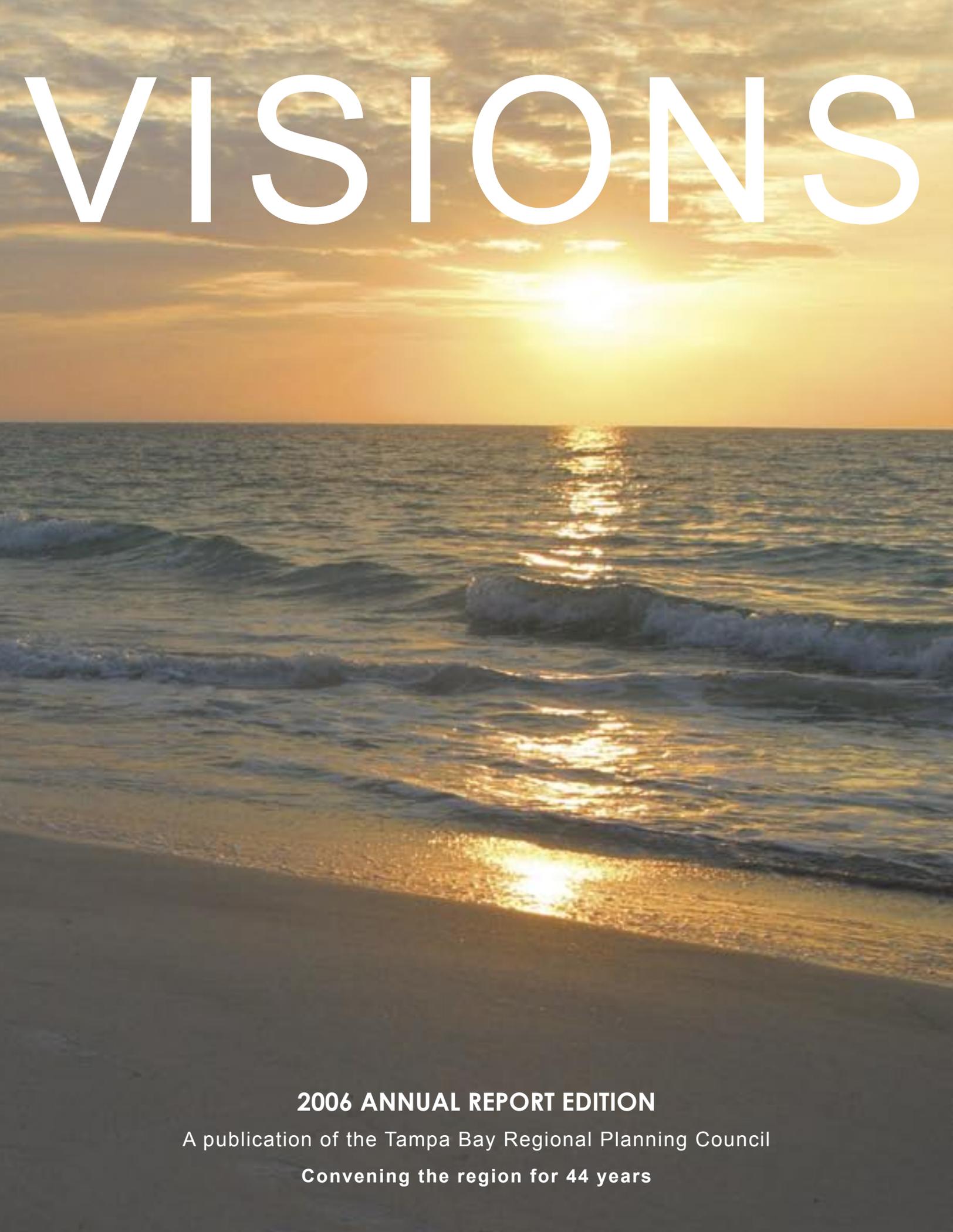


VISIONS



2006 ANNUAL REPORT EDITION

A publication of the Tampa Bay Regional Planning Council

Convening the region for 44 years

MISSION STATEMENT

To serve our citizens and member governments by providing a forum to foster communication, coordination and collaboration in identifying and addressing issues and needs regionally.

VISIONS

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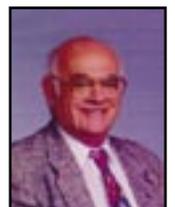
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REGIONALLY SPEAKING

A MESSAGE FROM THE CHAIR AND THE EXECUTIVE



Tampa Bay Regional Planning Council

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Secretary/Treasurer
Commissioner Scott Black

Executive Director
Manny Pumariega

Recently, the Tampa Bay Regional Planning Council conducted a visioning session with its membership and staff. The session served as an important ingredient in setting forth goals and objectives for the future.

Since 1998 we have conducted two visioning sessions that contributed to our success from adopting a new mission statement to providing an organizational platform to allow the Council to succeed over the past eight years.

As with any organizational visioning process, we looked internally at ourselves to identify areas that would strengthen and improve our services to the community. Through the years our previous visioning sessions have produced successful initiatives such as: The REMI Model; The Economic Development District and closer relationships with economic development practitioners; Telework Tampa Bay; and the development of a regional agenda with greater legislative support.

This time around we looked at ourselves and set a future path while being cognizant of outside forces and looking beyond the sphere of our traditional environment. These forces include the impact on globalization and the rapid changes taking place; increases in the cost of living and the disappearance of the American dream of owning a home and the possibility that the next generation won't be better off than generations past. And finally, the changes to our political landscape with a new Governor, a new President of the Senate and a new Speaker of the House will also play a vital role in the direction of all of Florida's eleven Regional Planning Councils.

Our most pressing issues, on a statewide basis, are property insurance and real estate taxes. Local government will find itself in a vice between the local tax payer and the state government, a no-win situation. Local government must deal with ever increasing costs of police, fire, other personnel costs, insurance, fuel and health care costs which far exceed inflation. The facts point to an ever increasing demand for local government to band together at all levels with a unified vision as to where we are headed and how we are going to get there. We cannot over emphasize the importance of building alliances that are inclusive of both the public and private sector where issues transcend boundaries.

We must do the same as other regional areas of the country, where they have reached agreement on their vision for growth. These regional areas modified land use and zoning regulations to accommodate future growth and have tied transportation, transit and other infrastructure investments and incentives to their regional land use and transportation plans. We will be starting this process with the Council's involvement in Reality Check Tampa Bay. The reality check is a one day exercise designed to discuss, analyze and develop aggressive growth scenarios for our rapidly growing region through the year 2050.

Regional councils and other regional organizations design strategies and create the partnerships for effective regional cooperation. As the Tampa Bay Regional Planning Council embarks upon its 45th year we will continue to focus on the spirit of cooperation as we endeavor to serve our local governments and the citizens of the Tampa Bay region. Whatever we try to accomplish in the future, whatever problem we try to solve and whatever solutions we come up with, we need to make a difference in the daily lives of our citizens. Thinking regionally is a strategic investment in our future.

Robert A. "Bob" Kersteen
Chair

Manny Pumariega
Executive Director

4000 Gateway Centre Boulevard, Suite 100 Pinellas Park, FL 33782
Phone: 727-570-5151 Fax: 727-570-5118 • State Number: 513-5066 www.tbrpc.org

VISIONING SESSION - OCTOBER 27, 2006

TRANSPORTATION



STEWARDSHIP



ENVIRONMENT

MASS TRANSIT

AFFORDABLE HOUSING



INSURANCE



STEWARDSHIP

MASS TRANSIT

ENVIRONMENT

AFFORDABLE HOUSING



TRANSPORTATION



INSURANCE

2006

AT A GLANCE

2006 was another busy year for all of the Council's planning programs.

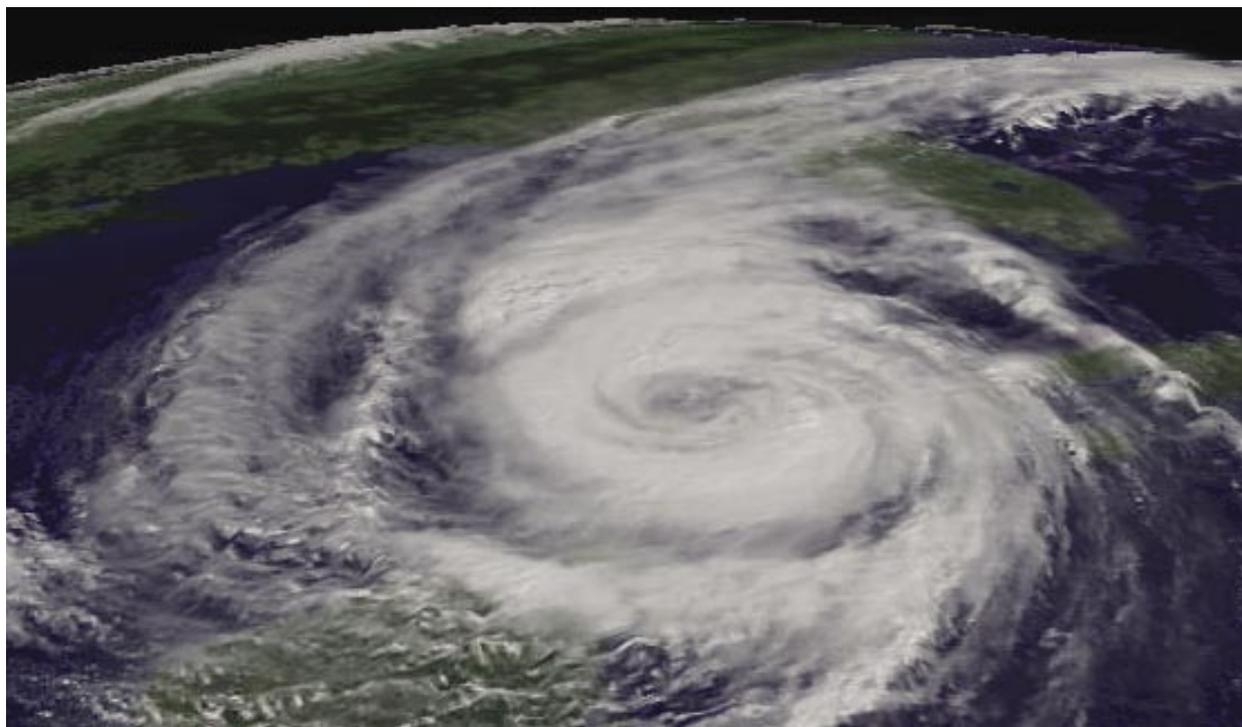
Highlights include:

- 14th Annual Future of the Region Awards took place in March 2006.
- Updated the Tampa Bay Region Hurricane Evacuation Study including a new SLOSH Storm Tide Atlas, Technical data Report, Critical Facilities Inventory and Abbreviated Transportation Model.
- Completed the Continuity of Operations (COOP) Plans for the cities of Dunedin, Largo, Tarpon Springs and Pinellas Park and four (4) additional Pinellas County departments.
- Updated the Terrorism Annex for Pinellas County Emergency Management Department.
- In partnership with WFLA Channel 8, the Tampa Tribune and tbo.com, produced and distributed 1.2 million copies of the official Hurricane Guide in 11 counties and two languages.
- Supported Program Committees for both the National Hurricane Conference and Governor's Hurricane Conference developing workshops and training sessions. Solicited and received more than \$100,000 in sponsorships for the Governor's Hurricane Conference as part of the marketing effort.
- Staffed the Media Room for the National Hurricane Conference in Orlando, Florida.
- Tampa Bay Economic Development District completed an EDA funded regional manufacturing supply chains.
- Economic Analysis Program assisted regional economic development partners with numerous economic analysis projects. Examples include the impacts of corporate relocations, new manufacturing firms, and support for various grant applications.
- Continued work on economic development module of the Decision Support GIS.
- Completed first annual update of the Comprehensive Economic Development Strategy.
- Hosted two Regional Transit Roundtable discussions.
- Completed a study on sea level rise in the Tampa Bay region in coordination with SWFRPC and the US EPA.
- Conducted two workforce housing symposiums - West Shore and Pinellas.
- ABM provided input to Tampa Bay Water on the potential impact of introducing treated wastewater into the confined Hillsborough River, the expanded use of treated wastewater for irrigation and industrial uses, and how to increase public use of this valuable resource.
- ABM reviewed plans to use submerged lands in central western Hillsborough County as an 18-20-acre seagrass nursery and suggested strategies to prevent damage to natural resources.
- ABM considered the US Army Corps of Engineers' plan to alleviate flooding associated with Wares Creek in the City of Bradenton and raised concerns about the removal of a mangrove island.
- Produced four issues of Bay Soundings, the environmental journal focusing on the Tampa Bay estuary and the other natural resources of the Tampa Bay Region. Increased distribution in print and on-line. Began fifth year of production.
- Continued implementation and capability expansion of an Emergency Management Module for the Spatial Growth Model, Decision Support GIS.
- Telework Tampa Bay (TTB) encourages Pinellas and Hillsborough employers to host pilot telework programs within their worksites. In turn, Telework Tampa Bay provides a comprehensive package of technical assistance services at no cost.
- In 2006, Telework Tampa Bay hosted two workshops; one at the Quorum Hotel and the other at the Tampa Bay Regional Planning County office; TTB Staff held 20+ employer meetings/trainings; and over 100+ employers have

taken advantage of TTB services.

- ✦ Telework Tampa Bay, participated in the Transportation Supersession and participated in the annual Westshore Alliance Human Resources event.
- ✦ Responded to over 210 requests for DRI-related information.
- ✦ Updated and distributed nearly 300 copies of the 2006 Regional Directory.
- ✦ Maintained listserv so anyone can receive Council, CRC, ABM, RPAC, and LEPC agendas, and general announcements via e-mail. Sign up today at www.tbrpc.org.
- ✦ The LEPC (Local Emergency Planning Committee) completed an update of the Hazardous Materials Emergency Response Plan, conducted six bimonthly meetings and processed 1540 Tier Two (right-to-know) reports.
- ✦ Sponsored Region BZPP Training at Clorox Company, TBRPC, and Tyrone Square Mall.
- ✦ Sponsored Counterdrug/Clandestine Lab Training.
- ✦ Conducted 11 How-to-Comply Workshops to assist those with requirements to submit annual Tier Two Reports under EPCRA.
- ✦ Co-sponsored Bio-Terrorism Workshop at the Tampa Bay Regional Planning Council.
- ✦ Staffed a Planner position for the Region 4 Regional Domestic Security Task Force.
- ✦ Worked with first responder agencies to identify resources throughout the Region.
- ✦ Participated in design and evaluation of the RDSTF Tabletop exercise.
- ✦ Facilitated RDSTF training classes and meetings.
- ✦ Began development of the RDSTF Regional Incident Management team.
- ✦ Coordinated a training course on Cultural Awareness and Terrorism Investigations in conjunction with the Florida Department of Law Enforcement.
- ✦ Developed a website to make first responders aware of the training opportunities taking place within the Region.
- ✦ Staff reviewed and reported on 56 local government comprehensive plan amendments representing 153 individual amendments.
- ✦ Staff reviewed 21 Development Order amendments, 30 Notices of Proposed Changes and 85 annual reports for approved DRI's.
- ✦ Four Development of Regional Impact Final Reports were issued during the past year. The Reports were for: Cypress Creek Town Center, Sarasota-Bradenton International Airport Substantial Deviation, Sunlake Centre and Oakley Plaza.
- ✦ Reviewed and issued recommendations on 328 projects through the Intergovernmental Coordination and Review (IC&R) process, of which 284 projects were determined to be regionally significant.
- ✦ Staffed four meetings of the Stormwater Education Task Force, in compliance with the Department's NPDES permit; and managed grant funds for stormwater education projects throughout the region.
- ✦ Produced four issues of Bay Soundings, the environmental journal focusing on the Tampa Bay estuary and the other natural resources of the Tampa Bay Region. Increased distribution in print and on-line. Began fifth year of production.
- ✦ Staff assisted in the development of Reality Check Tampa Bay scheduled for May 2007.
- ✦ Conducted workshops on Senate Bill 360 Growth Management legislation.
- ✦ Staff led Florida's Regional Planning Councils in training on the Fiscal Impact Analysis Model.

2006 HURRICANE EVACUATION STUDY



IN AUGUST 2006 TAMPA BAY REGIONAL PLANNING COUNCIL

completed the Tampa Bay Region Hurricane Evacuation Study Update, a study that provides vital data to state and local emergency management agencies and decision makers. “The 2004 and 2005 hurricane seasons highlighted the need to re-examine key issues associated with hurricane evacuations in order to ensure the safety of our residents and visitors,” stated Manny Pumariega, TBRPC Executive Director.

HURRICANE VULNERABILITY ANALYSIS

“The Hazards and Vulnerability Analysis is the first step in the development of the regional hurricane evacuation study (RHES) update,” stated Betti Johnson, Principal Planner for the Council’s emergency management program. “It identifies our risk to the major hazards associated with a hurricane strike.” These risks include storm surge, high winds, tornadoes and inland flooding. Detailed storm tide limits were delineated in the 2006 Study using the National Oceanic and Atmospheric Administration (NOAA) numerical storm surge model, SLOSH (Sea, Lake and Overland Surges from Hurricanes). SLOSH provides the maximum amount of surge expected at approximately 300 points in the region considering the parameters of hypothetical storms (strength, track and forward speed), the topography and the bathymetry of the Tampa Bay basin. These surge heights provide the basis for the evacuation

zones in the region.

The SLOSH model for the Tampa Bay basin was updated in 1991, so the actual storm surge data did not change since the 1992 report. This study did, however, use updated topographic data to revise the evacuation zones. In Hillsborough detailed survey data was provided by the Southwest Florida Water Management District (SWFWMD) and the county to determine the topography. In Pasco, Pinellas and Manatee counties, new contour data was developed using laser terrain data (LIDAR). Both the LIDAR and survey data allowed emergency management to pinpoint evacuation areas using the detailed elevation data and the geographic information system (GIS) computer mapping.

The result of this storm surge hazard analysis is the Storm Tide Atlas which graphically portrays the storm tide limits based on the maximum storm surge for landfalling categories 1, 2, 3, 4 and 5. The maps are available in electronic or printed format online at www.tbrpc.org.

Based on the new storm tide limits, county emergency management agencies determined the new evacuation zones. The new zones were first distributed to the public in the 2006 Hurricane Survival Guide, an annual publication and part of the public awareness campaign.



Population-at-risk for the Tampa Bay Region IS ESTIMATED AT 547,000 FOR CATEGORY 1 HURRICANES TO 1.57 MILLION FOR CATEGORY 5 HURRICANES.

POPULATION-AT-RISK AND THE EVACUATION POPULATION

Depending on the strength of the storm, the regional evacuation study calls for the complete evacuation of successively more zones inland in addition to all mobile home residents. Population-at-risk for the Tampa Bay Region is estimated at 547,000 for category 1 hurricanes to 1.57 million for category 5 hurricanes.

If everyone who was ordered to evacuate did so and those who were not ordered to evacuate, secured their homes and stayed put, emergency management could use the population-at-risk statistics. This, however, is not the case.

“Post-hurricane behavioral studies conducted along the Atlantic and Gulf coasts illustrate that many people ordered to evacuate will not and, conversely, people who live in site-built homes far outside the coastal areas will pack up and try to outrun the storm (shadow evacuation),” stated Dr. Jay Baker of Florida State University. How we quantify this behavior is key to an accurate transportation analysis. Using the behavioral assumptions, the evacuation population is estimated at 962,000 evacuees in a Category 1 hurricane and 1.9 million in a category 5 hurricane.

The evacuation population estimates may, in fact, over-estimate the evacuation population in lower intensity storms where many residents may not obey the local evacuation

orders. Based on some survey results of behavioral studies conducted after Hurricane Floyd (1999) and Rita (2005), they may also under-estimate the evacuation population of a severe (category 4 or 5) hurricane.

SHELTER FROM THE STORM

Evacuees will seek different kinds of safe shelter when ordered to evacuate. Most (55%) will find refuge in the homes of friends or relatives. Some will go to local hotels or motels (10-15%), although 70% of the hotel/motel space in the Tampa Bay Region is located in hurricane evacuation areas. Some will attempt to leave the region. Some will go to public shelters.

While the state and local emergency management agencies, the American Red Cross and the local school boards have been working together to identify and retrofit shelter space for those residents who may need it, there are significant obstacles in this effort.

First, facilities must meet the ARC 4496 criteria established by the State of Florida and the American Red Cross. State and local governments have been tremendously successful in the retrofit programs of existing facilities (primarily schools) as well as the implementation of required Enhanced Hurricane Protection Areas (EHPA) in new school construction, significantly lowering the shelter deficit in the

VANISHING WATERFRONT



Salty Sol boat launch; one of the few on Old Tampa Bay.

Vanishing Waterfront. That's the title of the featured story in the Summer 2006 issue of Bay Soundings, the environmental journal published by the Tampa Bay Regional Planning Council. And it's also a mantra being heard around Tampa Bay, the state, and the nation, as high land values and high property taxes take their toll on small business owners with waterfront access.

It isn't that waterfront is disappearing; it's that public access to the waterfront, and to open water itself, is being reduced. Where marinas once catered to small boat owners, now "dockominiums" are sold at ever-increasing prices. Former renters must pay \$124,000 - \$184,000 for 30' - 45' dry slips in one dry storage facility

in Tampa, and more than \$270,000 at a yacht club in Pinellas, or find other dockage. Other public marinas have been sold to make way for high-density residential development with private marinas, further reducing the available rental space. Public boat ramps have never been plentiful, some have fallen into disrepair, and a few have closed due to vandalism, parking problems or encroaching development. Private boat ramps are closing (three in southern Hillsborough County alone in the past year). Local governments have serious difficulty finding sites for new ramps because of shallow and environmentally-sensitive shoreline, adjacent land use conflicts, and/or land costs. Why is this of concern? For several important reasons:

By The Numbers...

151,000	Boats registered in the Tampa Bay region in 2005.
1,010,370	Total boats registered in Florida in 2005; highest in the U.S.
\$6,000	Price/linear ft. for a boat slip at Riviera Dunes Marina Resort, on the Manatee River.
1,300	(of 5,600) Slips lost in Pinellas County over past 10 years, compared to 10,000 newly registered boats.
8,000	Multi-slip docking facilities in Florida (about 1,300 are open to the public).
200	Public marinas converted to private or closed in Florida between 2002 and 2004.



A current water-dependent use poised to convert to residential development.



Residential development encroaches on the Imperial Boat Basin in Old Tampa.

- Tampa Bay’s recovery, in terms of water quality, habitat, and fisheries, has been remarkable to-date. Our community has been a part of that recovery and deserves to be able to experience it through fishing, swimming, bird-watching, and boating. Everyone should be able to reach the shore and waters.
- There is still much to do to restore the estuary to its pre-1950 productivity, and we need the support of the community to make it happen. Without the help of residents and businesses to curb stormwater pollution the bay’s recovery will stall. It’s imperative that people throughout the region be able to get out into the bay so they will understand and appreciate why we’re asking them to help.
- The private citizen can help protect our natural resources, as well as assist with national security, by being on the water to observe others. The various flotillas of the U.S. Coast Guard Auxiliary offer information on how to identify and report suspicious activities on the water which is part of keeping our ports, bridges and waterfronts safe.



Former site of Imperial Marina, converting to residential development and private marina.

A few years ago the Agency on Bay Management initiated a Recreational Boat Launch Task Force to try to find launch sites to reduce pressure on the Cockroach Bay area in southwestern Hillsborough County. That effort was unsuccessful for various reasons, but the groundwork laid there has led to an effort by Commissioner Joe McClash of Manatee County to site a large boat launch adjacent the Sunshine Skyway causeway. A meeting of environmental interest groups, regulatory agencies, and potential funding agencies was held in late November to identify the hurdles to and benefits of such an undertaking. The results of the meeting will determine the next steps for the project.

DECISION SUPPORT GIS PROGRAM

The Tampa Bay Regional Planning Council is developing technology that enhances many planning-related activities. The Decision Support Geographic Information System (DS-GIS) simulates the effects of a variety of different planning scenarios. The DS-GIS calculates outcomes to those scenarios and shows how they relate to the local and regional landscape of the future.

The DS-GIS suite includes separate modules that focus on land use, environmental, economic, fiscal, emergency management, and domestic security issues. Working within a GIS, each module clearly displays its forecasts on a map. Patterns and trends can easily be seen in the DS-GIS because the maps show how the simulated model outcomes affect real places in the Tampa Bay area.



DS-GIS IN-DEPTH: THE ECONOMIC DEVELOPMENT MODULE

The Economic Development Module (EDM) is a recent development in the Decision Support GIS program. This modeling tool shows how different places are affected by various changes in the economy. The purpose of the EDM is to find the right business and industry scenarios that maximize the economic benefits to the region. These scenarios can be included when economic development plans are considered.

Information management is a key component of a successful economic development strategy. However, the data used to support economic development can be difficult to convey. The numbers and statistics pile up and

can easily get lost in a mountain of tables, spreadsheets, and bar graphs.

The EDM enhances the way economic data are presented by adding the geographic component. With the EDM, users can visualize current and forecast economic data and pinpoint the areas most suitable for different types of business growth. The modeling tool is integrated with GIS software to show the specific areas on a map where economic impacts are forecast to occur.

Geography plays an important role in determining the economic impacts on our region. A new office park, manufacturing facility, or shopping center placed in the “right” location will increase the overall number of jobs that are created and will boost the amount of money that gets pumped into the local and regional economy. The EDM can be used to analyze the economic effects created by new businesses and find the optimal places for individual industry sectors to grow.

In a competitive global market, companies need to be convinced of the advantages of bringing their business to our area. At the same time, the state and local governments must ensure that new industries are moving into the specific locations that provide the most overall economic benefit to the region. The Economic Development Module is a useful tool for finding the optimal conditions that benefit both private business and our local communities.

The EDM is just one component of the Decision Support GIS technology. As DS-GIS development continues, the independent modules will integrate to show how land use, economic, environmental, and transportation issues relate to one another. The results maps from these multi-aspect scenarios help guide the decision process as planners and policy makers manage the future growth of our region.

HURRICANE from Page 11

region since 2000.

Second is the potential demand for special needs shelter capacity, which is a complex and critical need in the Tampa Bay region. Legislation in 2006 identified key public and private sector partners necessary to provide an appropriate level of care and continuity of care for our residents. However, it is an extremely complicated issue which must be addressed locally and regionally.



Third is the provision of pet-friendly shelters. The American Red Cross and the local school boards have traditionally not allowed pets in public shelters. However, the behavioral surveys indicated that not having a safe place for pets was a major obstacle of evacuation for many (15%) residents. In fact approximately 58% of households have pets. Craig Fugate, Director of the Florida Division of Emergency Management firmly stated that “Pet-friendly shelters are a people issue not just a pet issue. We need to find a way to deal with it.”

Based on the analysis, public shelter demand across the region (not county by county) should be sufficient for minor storm events. In the event of a major (Category 3) or catastrophic hurricane (Category 4 and 5), the region could experience a significant shelter shortfall.

EVACUATION TIMES



One of the most important results of the Tampa Bay Region Hurricane Evacuation Study Update 2006 was the re-calculation of the evacuation clearance times. The clearance times are calculated in two ways. The first set of clearance times are termed “in-county” and consider only the time necessary for anticipated external trips to cross the regional boundary. The regional or statewide clearance times take the

evacuees to a “point of safety” through the state critical link at I-75 and the Turnpike in Wildwood or Orlando via I-4. The differences are significant.

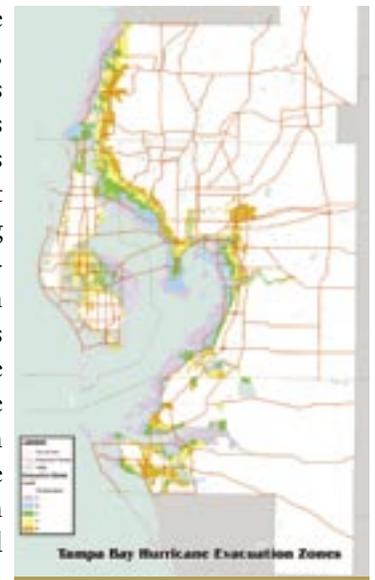
In addition, a third calculation is made quantifying the impact of the simultaneous evacuation of the Southwest Florida Region. The evacuation clearance times for this multi-regional evacuation remain the highest in the country.

If most evacuees seek safety within the region, clearance times range from a low of 7½ hours in Pasco County (Category 1) to a high of 35 hours for a category 5 hurricane. Intra-state clearance times range from 16 ½ to 54 ½ hours. If Southwest Florida initiates an evacuation in addition to Tampa Bay, the clearance times could exceed 100 hours.

CONCLUSIONS AND RECOMMENDATIONS

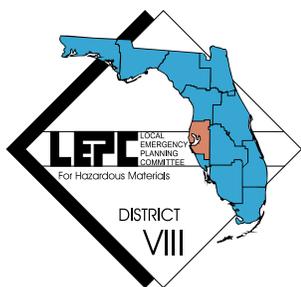
Obviously, the implementation of a successful hurricane evacuation in the Tampa Bay Region will be complex and challenging. It will require a team effort - not just on the part of the emergency management and response personnel - but of the entire community,” emphasized Ms. Johnson. “We have come to a point in this metropolitan coastal region that complacency and apathy will have dire consequences.”

The update of the Tampa Bay Region Hurricane Evacuation Study illustrates that there have been improvements in hurricane evacuation planning including increased public shelter capacity, assistance for the transit dependent, alternatives for evacuees with pets, special needs shelters, route improvements and growth management mitigation strategies helping to reduce the population-at-risk. However, there remain serious challenges in this metropolitan region if we are to avoid the loss of life and property and human suffering witnessed in the 2005 hurricane season in Mississippi, Louisiana and Texas.



DOMESTIC PREPAREDNESS

Tampa Bay LEPC year highlighted by *DISASTER PREPAREDNESS WORKSHOPS*



As an outgrowth of hazardous materials awareness week in January, the Local Emergency Planning Committee (LEPC) undertook a series of workshops to assist commercial businesses and government facilities with

the development of plans for safeguarding hazardous materials during a disaster. The workshops centered on pre-event, event, and post-event planning featuring disaster in a Post-Katrina World scenario. Discussion included basics of Business Continuity Planning, and what to do before, during and after a disaster. Pre-disaster risk assessment and risk assessment tools were covered and included an exercise in Hazardous Materials Management and Business Recovery. Communication was also a component of the workshops with focus on Pre-Disaster Communications Tools for Facilities and Pre-Disaster Communications Planning. Discussion centered on a gamut of communication issues such as the effectiveness of landlines, cell phones, satellite phones, radios, and CBs during an event. These also included warning/notification and communications to citizens

and various public information issues. Discussion of Facility Preparedness encompassed elements such as protection of assets and critical data, training and security, hazardous materials, resources, media relations, critique and plan revisions, pre-event scheduling, and finally checklists. The response to the workshops was significant and as a result the series will continue in 2007 with more technically advanced workshops scheduled.

Other community outreach activities included the annual round of 17 How-to-Comply Workshops held throughout the region to assist facilities with the annual requirement to report on their chemical inventories under the Emergency Planning and Community Right-to-Know Act (EPCRA).

A third outreach was co-sponsorship with METRA-West, a Hazardous Waste Workshop held in the spring at the Tampa Bay Regional Planning Council to ensure facilities having responsibilities for disposal of hazardous wastes were aware of the latest changes in applicable regulations.

A fourth outreach continued with briefings on the ammonia siren warning system. The system provides for more than twice the coverage of the old system for warning the residents and tenants on the Port of Tampa

of an event regarding release of ammonia from one of the three Port ammonia terminals. Briefings were held at the Tampa Bay Chapter of the American Red Cross and the Harbour Island Civic Association.

In January Florida's Annual Thomas Yatabe SERC (State Emergency Response Commission) Awards are announced for individuals or facilities, both private and government sector, who have made outstanding contributions in the field of hazardous materials preparedness, planning, mitigation, or response. This year's recipient for District 8 was Howard Loy, Director of Environmental Health and Safety for J. T. Walker Industries. He was recognized for the outstanding and continual work in promoting hazardous materials awareness and safety.

In the area of training, District 8 LEPC continued to concentrate on hospital emergency rooms, security, and facilities management personnel as a priority for hazardous materials response preparation. A number of courses were conducted throughout hospitals in the area under grant funds provided by the U.S. Department

of Transportation's Hazardous Materials Emergency Preparedness (HMEP) program. Additionally, a number of courses were held in support of Regional Hazmat Teams which include technical training in hazardous materials operations, hazardous foam training, and computer training for emergency responders (CAMEO).

Continuing with assistance to the Region 4 Domestic Security Task Force, the Tampa Bay Regional Planning Council provided exercise staff to plan and conduct the annual Tabletop Exercise. Staff support was also provided to Region 3 in Jacksonville for their functional exercise held in the spring.

A highlight of the year was the LEPC's Biennial Exercise which was conducted in cooperation with the Pinellas County Sheriff's Office. The exercise tested the medical team at the Pinellas County Jail in the ability to respond rapidly to a hazardous materials release in the prisoner exercise yard. This exercise included securing inmates in the yard, and immediately providing on-site triage and treatment or transport for hospital treatment. The exercise also tested jail communications in emergency conditions as well as the Critical Incident Team and their capability to provide security for medical, as well as first responding fire/EMS personnel.



REGIONAL ROUNDUP

SENATE BILL 360 IMPLEMENTATION WORKSHOP



On November 3rd the Tampa Bay Regional Planning Council hosted a workshop that fostered discussion on the implementation of Senate Bill 360 and specifically focused on the transportation proportionate fair share ordinances required by the new law. The distinguished group of panelists and presenters at the workshop included representatives from the Florida Senate, House Committee Staff, staff representation of Florida Department of Transportation, the Department of Community Affairs, planners, attorneys, and developers. The primary group of panelists included: Senator Mike Bennett-Florida Senate District 21, Valerie

Hubbard-Department of Community Affairs, Robert Magee-FDOT Office of Policy Planning, Waddah Farah-FDOT District Seven, Al Bartolotta-Pinellas County MPO, Joe Zambito-Hillsborough County MPO, David Goldstein-Pasco County Attorney's Office, Nancy Linnan-Carlton Fields, David Mechanik-Mechanik Nuccio, and Dan Molloy-Molloy and James.

The workshop attracted a total of 115 participants from throughout the region. Discussion focused on the successes and difficulties, as well as the realities and myths regarding implementation of Senate Bill 360. Most important to this workshop was for participants to acquire a clearer understanding of the new requirements established by SB 360 and how these are being interpreted by various stakeholders. Some commonly shared issues during the open discussion portion of the workshop included better clarification on how proportionate fair share can be applied to transit projects and the additional need for flexibility in how proportionate fair share payments may be used. Of some concern are the limited ways in which mitigation can be paid for in areas that have constrained roadways and no identified projects in the near term.

Though some jurisdictions are already in the process of preparing their proportionate fair share ordinances, others have not yet begun or are having more difficulty. Therefore, over the next six months FDOT is hoping to make available many of the successful proportionate share examples from around the state. These examples should help continue the discussion and answer some of the questions that were expressed during the workshop. More detail is available at www.tbrpc.org.



REGIONAL ROUNDUP



Case Study:

MetLife

"This has been the best innovation since sliced bread. We have stabilized our workforce with this innovation"

-Rich Catozzi, Director, New Business Processing

Telework Program Summary:

MetLife's corporate vision is to build financial freedom for everyone and to guide the company's response to people's growing needs for first-rate financial products and services through various life stages and economic cycles. MetLife's trusted brand, capital strength, and existing relationships with millions of individual and institutional customers around the globe uniquely position MetLife among its competitors.

Planning for the MetLife telework pilot started in 2004. The Tampa pilot started with about 25-30 employees and grew to about 80 participants in the past year. The employees are using MetLife provided laptops. The equipment is configured by the IT department so that proper safeguards are in place and there is secure access to the network. MetLife provides a virtual private network (VPN) to its employees. The employees pay for the High Speed Internet Access. All the teleworkers are in the New Business Underwriting Division, however only the life underwriters are eligible. All 80 life underwriters telework. The department has 250 employees. The employees telework about four days per week.

Given the frequency of teleworking, one of the challenges of the program was scheduling time for face to face meetings. By teleworking four days per week, there are opportunities to plan scheduled meetings and to avoid employee feelings of isolation and a breakdown in teamwork. The teleworker and telemanager training sessions were instrumental in communicating MetLife's policies and guidelines. Having a formal program in place clarified the rules and rigors of the program to the employees and the managers.

Several MetLife employees have stated that they either accepted a job with MetLife because of the telework arrangement or that they would have left their current positions if they could

FAST FACTS:

MetLife

Industry:
Financial (Insurance)

Location:
Global. Telework pilot in Tampa, FL

Statistics:

- 80 teleworkers
- Program implemented in 2004

Business benefits:

- Overhead savings
- Improved productivity
- Employee retention
- Improved morale

Challenges:

- Educating employees and managers on teleworking
- Improving technology and access to materials on-line

Transportation impacts:

- Reduced vehicle miles traveled by 713,000 annually
- On average, teleworkers save 129 minutes each day they telework. They use that time to work more, spend more time with their families and do household chores.

Reasons for implementation:

- Improve productivity
- Improve morale
- Improve recruitment/retention

TELEWORK TAMPA BAY



Telework Tampa Bay (TTB) is an initiative of the Tampa Bay Regional Planning Council and Bay Area Commuter Services. TTB is recruiting Pinellas and Hillsborough employers, both public and private sector, to implement pilot Telework programs within their worksites.

Telework (or telecommuting) is a tool to help businesses improve the bottom line.

Statistics show that companies utilizing telework in their businesses show improved productivity among their teleworking staff, reduced absenteeism, increased ability to recruit and retain valuable employees and the potential to reduce overhead expenses.

Increasingly, companies are finding that teleworking is not only an effective business strategy, but is also an essential tool in preparing for, and recovering from, a catastrophic natural or man-made disaster.

Whether it is “home-based” or “remote-office based,” teleworking moves the work to the employee, rather than moving the employee to the work. Teleworking can play an instrumental part in keeping your business productive and operational, regardless of the condition of your office building in the aftermath of a disaster.

Employers agreeing to participate in the “pilot” are provided with step-by-step program development at no cost. Each pilot project is tailored to the individual business; all the tools needed to implement a pilot project are provided by the Telework Tampa Bay team, with as much or as little “hands-on” assistance as needed.

What types of businesses have used Telework Tampa Bay services? Healthcare services, engineering firms, the court system, planning agencies, insurance companies, market research firms, environmental groups, university research groups, medical billing services, and the list goes on.

To find out more about Telework Tampa Bay and how it can benefit your business, call Jessica White at 1-888-736-8640 or visit our website at www.teleworktampabay.org.

FREQUENTLY ASKED QUESTIONS

What is teleworking?

Teleworking, also known as telecommuting, replaces travel to, from and for work with telecommunications technologies. It refers to working at home or another location on a full or part time basis. Many employees telework only once or twice per week, on the other hand, some employees telework full time and only go to the office on an occasional basis.

What type of equipment is needed for teleworking?

Teleworking can be done with as little technology as a phone, a piece of paper, and a pen or may involve computer hardware, software and other technologies. The amount and type of equipment for successful teleworking will depend on the nature of the job and the frequency of teleworking.

What type of jobs are appropriate for teleworking?

Most “information-based” jobs are appropriate for teleworking. Teleworking is ideal for jobs that require reading, writing, research, working with data and talking on the phone. Many jobs that may not seem appropriate at first may be modified so that the employees can telework, at least on a part-time basis. One of the secrets to designing a good teleworking program lies in the ability to organize specific jobs so they can be done without constant interaction or need for feedback.

How do I know if the teleworkers are really working?

The employee’s completed work product is the indicator. Telemanagers must focus on quantity, quality and timeliness. They must manage by objective or results, rather than by direct observation.

Will employees work less if they are at home working unsupervised?

No, survey results showed made improvements in productivity. Productivity increases because employees have fewer distractions and interruptions, work at their peak times and experience less stress due to the absence of the commute to work.

not telework. MetLife is planning to expand the program to other departments.

Telework Program Results:

Productivity:

One hundred percent of the employees and managers who responded to a question on the impact of teleworking on productivity thought productivity had increased or stayed the same as result of the program. For those who thought productivity had improved, a 25 percent increase in productivity was cited.

The Workplace:

Seventy percent of the teleworkers believe that the program had improved their morale. One hundred percent of the managers also agreed that morale had improved. Ninety percent find that their management is supportive of the program and 60 percent find that their co-workers are supportive of their teleworking.

Program Expansion:

Ninety-five percent of the teleworkers and 100 percent of the managers believe that teleworking is good for the organization. About 67 percent of the teleworkers state they will not look for another job as long as they can telework. One hundred percent of the managers are willing to allow others to telework.

“Working at home is great...I save money on gas and dry cleaning. I also work more.”

--MetLife Teleworker

For more information about *Telework Tampa Bay*
contact Jessica White @ 727-570-5151 ext. 38
or toll-free at 1-888-736-8640
<http://www.teleworktampabay.org>.

Case Study Prepared by Telework Tampa Bay

Telework Tampa Bay is a program of the Tampa Bay Regional Planning Council, Bay Area Commuter Services, and the Florida Department of Transportation

MetLife

Selection criteria for teleworkers:

- Need to have hi-speed internet access in home, paid for by employee
- All staff in life underwriting is eligible

Staff teleworking:

- Life Underwriters

Elements of the program:

- MetLife provided equipment and virtual private network (VPN)
- Policies and program guidelines
- Training
- Evaluation

Annual emissions savings (adjusted for 2006 factors):

- VOC (Volatile Organic Compounds): 770,688 grams /1697 pounds
- CO (Carbon Monoxide): 8,006,592 grams / 17,635 pounds
- NOx (Nitrous Oxide): 528,064 grams / 1,163 pounds

Telework Tampa Bay - Case Study 061406

COUNCIL CAPSULES

SEA LEVEL RISE



As part of an ongoing program evaluating global climate change, the U.S. Environmental Protection Agency (EPA) has initiated a nationwide project promoting planning for and awareness of sea level rise. In 2000, the EPA issued a grant to the Southwest Florida Regional Planning Council (SWFRPC) to participate in this

program and coordinate the study of sea level rise throughout the State of Florida. In late 2005 the Tampa Bay Regional Planning Council (TBRPC) entered into a contract with SWFRPC to conduct a study of sea level rise in the Tampa Bay Region.

This study created maps of the Tampa Bay Region that identify the coastal areas likely to be protected from erosion, inundation, and flooding from those areas where natural shoreline retreat is likely to take place. The study was designed to support the EPA's national effort encouraging long-term thinking required to deal with the issues associated with sea level rise. The ultimate goal of this project is to diminish losses to life and property from coastal hazards, such as erosion and inundation, and to ensure the long-term survival of coastal wetlands.

This study followed the general approach of other sea level rise planning studies sponsored by the EPA. We used decision rules defined by a statewide approach for identifying likelihood of land use protection to characterize all uplands from 0 to 10 feet in elevation and within 1000 feet of the shoreline into the following four general categories:

- protection almost certain;
- protection reasonably likely;
- protection unlikely; and
- no protection.

We assigned colors to these categories to distinguish the protection scenarios on the sea level rise maps prepared for each county.

Application of the statewide approach for assessing the likelihood of land use protection in the Tampa Bay region resulted in identification of 185,456 acres (290 square miles) of uplands and 64,170 acres (100 square miles) of wetlands in the study area. Regionally, the "protection almost certain" category accounted for 64.3% of the total study area. This was followed by "protection reasonably likely" (0.5%), "protection unlikely" (2.6%), and "no protection" (0.5%). Coastal areas of the Tampa Bay region are clearly identified in this study as primarily "protection almost certain" due to the extent of development that is already present in these areas.

The sea level rise planning maps are intended for general planning purposes. The maps do not represent a comprehensive program to address sea level rise, but rather constitute a planning baseline that decision makers can use when evaluating land use, infrastructure, wetland permits, and other decisions where outcomes may be sensitive to future sea level rise, flooding, and shoreline erosion. The maps are not intended to be based on a benefit-cost analysis, but rather on the best planning judgments of the local and regional authorities responsible for land use planning.

Given the broad planning context for this study, an analysis of specific parcels was beyond the intended scope. However, the maps are detailed enough to identify the jurisdictions where factoring sea level rise into near-term decision making is most important. Based on this study, a total of 36 municipalities in the four county Tampa Bay region are likely to be impacted by sea level rise in the future. The final report, including maps, is intended as a starting point to assist local governments to engage in a dialog concerning sea level rise. The sea level rise maps are an attempt to depict the expected response scenarios to sea level rise based on the best currently available knowledge. In the future, local planners may decide that it will be wise to retreat from lands currently deemed to be protected lands, due to coastal and environmental considerations. This project seeks to represent one of the first steps in planning for sea level rise in the Tampa Bay Region.

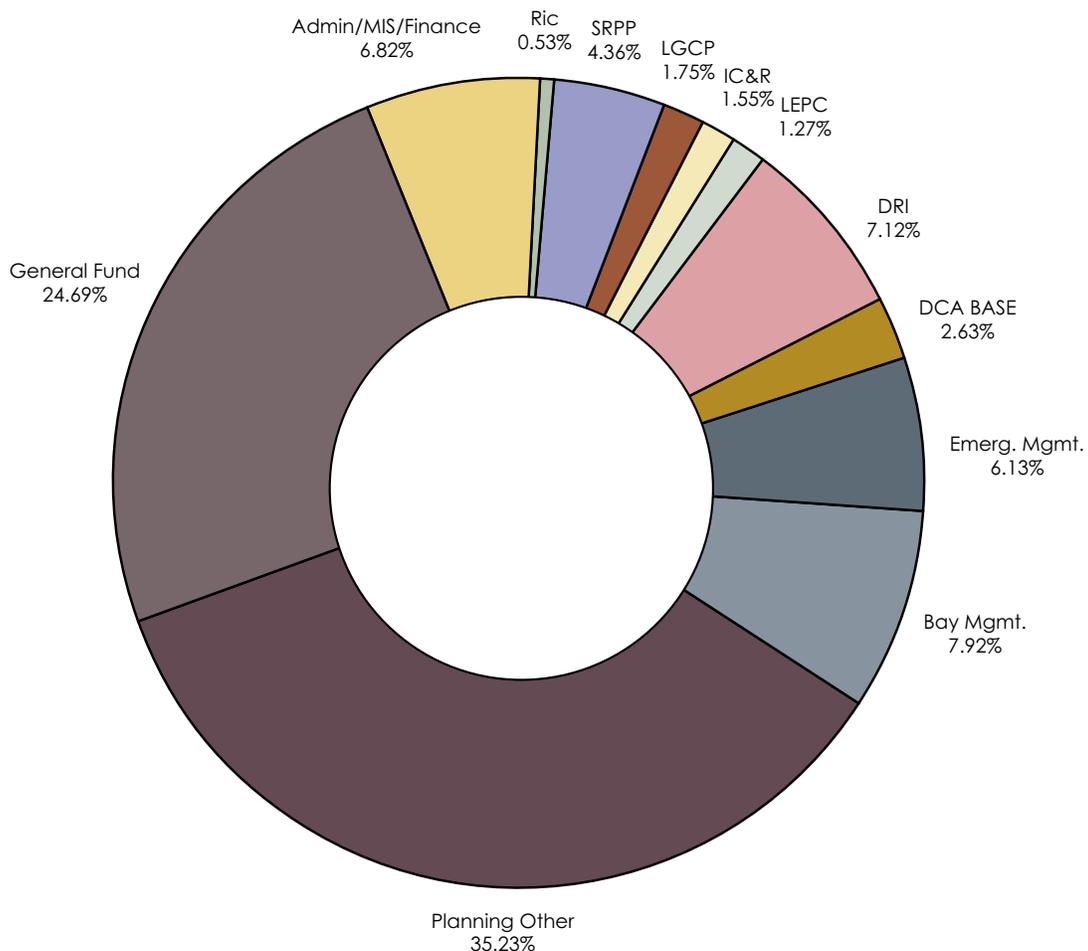
The entire Tampa Bay Sea Level Rise Study including maps is currently available on the Council's website, www.tbrpc.org.

THE ANNUAL BUDGET

The Tampa Bay Regional Planning Council's Budget Committee accounted for more than \$3,502,307 financing the regional programs featured in this annual report. The \$3,502,307 in revenues were derived from federal (5.46%), state (34.71%) and local (59.83%) sources. Staff worked closely with the Budget Committee and the Executive Committee during the 2006 fiscal year.

The administrative staff is responsible for the overall operations of the Council's office facility. These responsibilities include but are not limited to: Board operations, inner office procedures and policies, records management, human resources for Council staff, and public information. The administrative staff recently revised the Employee Policy Manual, The Councilmember Handbook as well as several other Council publications. The staff also completed implementation of a new and improved data base for the Records Management System. Administration continues to emphasize staff development, encouraging each staff member to attend local workshops in areas of his or her expertise.

FY 06 EXPENDITURES



COUNCIL CAPSULES

COMPREHENSIVE PLAN AMENDMENTS

Through November 2006, 56 reports representing 153 amendments had been issued. One amendment was found to be inconsistent with the Council's adopted Strategic Regional Policy Plan.

Involvement in the local comprehensive plan evaluation and appraisal report process increased during 2006. Council staff reviewed and offered comments on several draft Evaluation Appraisal Reports (EARs), or reviewed EAR-based amendments from Clearwater, New Port Richey, Belleair Beach, Belleair Bluffs, Belleair Shore, Dunedin, Pasco County, Port Richey, Manatee County, Bradenton, Plant City, Tampa, and Temple Terrace.

As part of its local plan assistance program, Council staff continued to provide the Hillsborough County Planning Commission with preliminary comments on proposed comprehensive plan amendments.

INTERGOVERNMENTAL COORDINATION & REVIEW

Reviewed and issued recommendations on 328 projects through the Intergovernmental Coordination and Review (IC&R) process of which 284 projects were determined to be regionally significant.

REGIONAL TRANSIT ROUNDTABLES

The Council again hosted regional transit roundtable discussions in 2005-06 to encourage coordination and the sharing of ideas on transit-related issues



between local transit agencies and local governments. This year's meetings, held in October and again in June, were both well-attended by stakeholders from throughout the region.

Some of the issues discussed included: FDOT's Regional Transit Needs Assessment, FDOT's Intermodal Center Study, Bus Rapid Transit (BRT) initiatives, Tampa Bay Partnership's Transportation Initiative, transit friendly corridors, regional transit governance, Senate Bill 360 regarding growth management, and the federal transportation legislation passed as SAFETEA-LU. The transit roundtable meetings have turned out to be a valuable communication and brain-storming tool for the region's transit professionals and therefore the Council has plans to host additional roundtable discussions as needed throughout the upcoming year.

RDSTF PLANNER

During 2006 TBRPC staffed a Planner position for the Regional Domestic Security Task Force Region 4; this position is being funded through the Florida Division of Emergency Management. The RDSTF Planner will work closely with the various agencies and personnel in the nine county region on several projects and exercises. TBRPC will continue to staff this position

through January, 2008.

The primary duty of the Planner continues to be the development of the Type 3 Incident Management Team (IMT) for RDSTF Region 4. A Type 3 IMT is made up of the command and general staff members in an Incident Command Structure organization. It is a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within the region. The team would be activated to support incident management at events throughout the Region and State that extend beyond one operational period. twenty-six team members have been selected, and have training in the requisite Incident Command System courses. Members will also receive the U.S. Fire Administration's seven day All Hazards IMT Course, which will enhance their ability to work together as a team following a natural disaster or terrorist incident.

A training website was developed so agencies within the RDSTF could post upcoming training opportunities online. This site allows personnel from other agencies within the RDSTF to be aware of future training classes and register for them. The RDSTF Training website can be found at www.dstftraining.net. Staff also assisted with the development and evaluation of the 2006 Region 4 RDSTF Tabletop exercise and will work with local first responder agencies and officials on additional projects that may arise.



ECONOMIC ANALYSIS PROGRAM

The Tampa Bay Regional Planning Council (TBRPC) utilizes economic analysis to help communities and organizations predict how policy changes or economic events (activities) affect the economy. Some of the typical event impacts studied are business expansions, startups, closings, new housing sub-divisions, use of economic development incentives, and changes in inter-governmental revenues. An economic impact analysis traces spending through the local economy and measures the cumulative effects of that spending. The most common measure of economic impact is the number of jobs created or lost, but other measures include personal income, business production, value added, and tax collection. The Economic Analysis Program provides critical information for governments, economic development agencies, chambers of commerce, service organizations, policy makers, public interest groups, and businesses.

The Economic Analysis Program employs a number of tools to provide the community with high quality and lost cost analysis. Our tools include: strong data sources in the Regional Informational Center, IMPLAN® (an input/output model), REMI Policy Insight® (a highly sophisticated econometric model), and extensive staff training. Approximately one analysis is performed each month.

Examples of projects this past year included a proposed pharmaceutical manufacturing plant in Hillsborough County, and scenario of proposed tax cuts (Local Tax, Homeowner Rebate, Repeal Intangibles Tax, Hurricane and BTS Sales Tax reduction, Venture Capital Tax Credits, Individual Sales Tax Exemptions, Alternative Fuels Tax Reduction, and Bottle Drink Tax Reduction) for local newspaper.



FIAM TRAINING

Fiscal Impact Analysis Model (FIAM) is a model created in conjunction with the Department of Community Affairs (DCA) to provide fiscal planning tools to the local communities. It was distributed to each of the Regional Planning Councils, who in turn, distributed it to the city and county planning and budget departments. Three training sessions were conducted earlier in the year to help the local communities learn how to use the program. Continuing workshops are held to discuss any issues or developments that occur. A web based forum (www.myfiam.com) was created to help users communicate with each other while using the tool. This forum is moderated by the Tampa Bay Regional Planning Council and DCA.

FIAM is utilized to analyze the existing jurisdiction fee policies and how these will forecast out in the future. Costs and revenue impacts are estimated for the future based on a per capita approach. FIAM will look at the current land use and project out the future land use by year. It will be helpful in creating, maintaining, and making adjustments to the comprehensive plan required in each community. Policy decisions can be tweaked as well with a reliable estimate as to the affects the change will bring to the community. For information on FIAM, contact Patrick O'Neil, TBRPC Senior Planner.

COUNCIL CAPSULES

NEW “DEVELOPMENTS” IN THE TAMPA BAY REGION

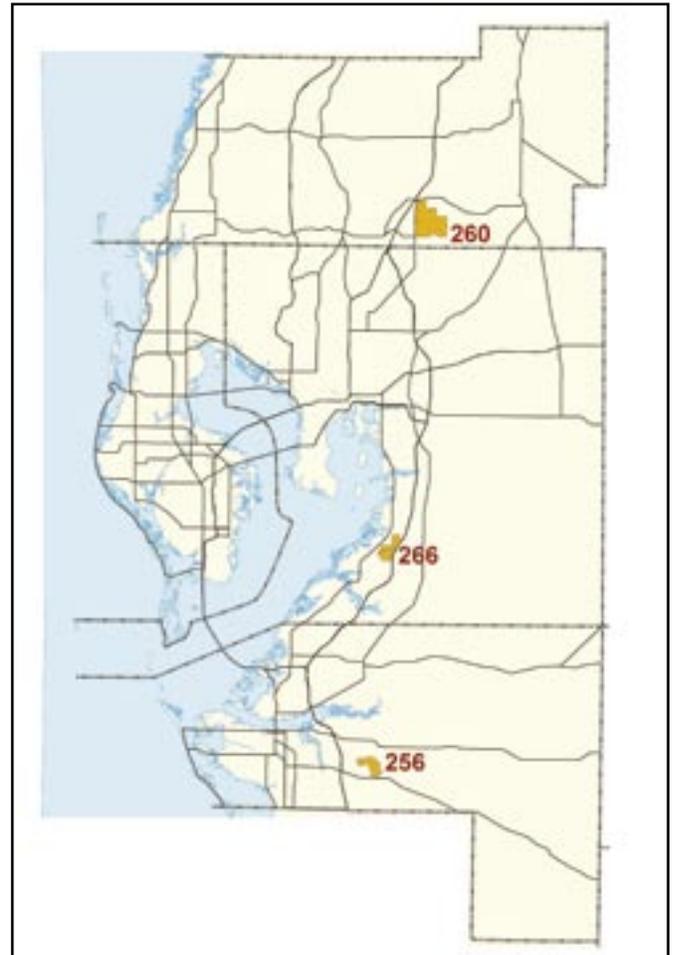
Two proposed pre-dominantly residential Developments of Regional Impacts have received the Tampa Bay Regional Planning Council’s endorsement for Development Order approval already in 2006, subject to the terms and conditions specified within each of the project’s respective Final Reports. The projects are:

DRI #256 – Northwest Sector, Manatee County. This 1,519+ acre proposal is located in southern Manatee County, generally along the north side of S.R. 70 between Lakewood Ranch Boulevard and Lorraine Road. The project is adjacent to Schroeder Manatee Ranch’s other land holdings including the University Lakes DRI, Cypress Banks DRI and the proposed Lakewood Centre DRI. As indicated, the project would consist of: 4,446 residential units, 200,000 sq. ft. of retail and 105,000 sq. ft. of Office, as well as school sites upon project completion in 2019. It is recommended that the final 1,446 residential units (i.e., Phase 2) be subject to further analysis prior to specific approval. The proposal is identified as “256” on the map.

DRI #266 – Wolf Creek Branch Substantial Deviation, Hillsborough County. Proposed as a 990-acre expansion to the existing 628-acre Wolf Creek Branch DRI, Newland Communities proposes to increase the residential entitlements by 71.3 percent (to 4,505 total units), increase Office by more than 58,000 sq. ft. (to 108,900) and increase Retail development by nearly 150 percent (to 348,480 sq. ft.). Inclusive of previously approved entitlements, the project will be completed by 2018. The project is situated in southern Hillsborough County, generally west of I-75, north of 19th Avenue and the South Shore Corporate Park DRI and south of S.R. 672 and the Southbend DRI. The project is depicted as “266” on the map.

Slated for consideration at the December 11, 2006 Council meeting is the third Final Report to be considered this year – Wiregrass Ranch. The proposal is currently the largest DRI proposed within the Tampa Bay Region in terms of entitlements.

DRI #260 – Wiregrass Ranch, Pasco County. Spread across 5,100+ acres and three phases of development, Pulte Homes, Goodman Properties and others are seeking specific-approval to construct 12,500 residential units, 2.74 million sq. ft. of Retail and 1.2 million square feet of Office through 2016. A 100-bed hospital and three public school facilities are also included on the development plan. An additional 1,000 residential units and more than 1.3 million square feet of additional non-residential development are proposed within a conceptually-approved Phase 4. This final phase would be subject to further analyses and incorporation of additional mitigation into the Development Order. The project is bound on the west by S.R. 581, to the north by S.R. 54, Saddlebrook Village Golf & Tennis Resort and the communities of Fairfield Village and Fox Hollow, to the east by the Wesley Chapel DRI and to the south by the Meadow Pointe DRI. The proposal is represented as a “260” on the map.



COUNCIL IN ACTION

PROPERTY AND CASUALTY INSURANCE REFORM

After members of the Tampa Bay Regional Planning Council personally witnessed or heard evidence from numerous constituents regarding the insurance crisis facing Florida's property owners, the Council voted unanimously on July 10, 2006 to pass Resolution #2006-04 which called for the Florida Legislature to convene a special session to address this crisis. The resolution was forwarded to the Governor, President of the Senate, Speaker of the House and to the Bay Area Legislative Delegation. To further assist in finding possible solutions to this crisis, the Tampa Bay Regional Planning Council solicited its membership and constituents for recommendations which were forwarded along with the resolution.

EMINENT DOMAIN

This past year the Council also discussed and addressed Legislation which would change the existing laws that pertain to eminent domain. The Council urged the legislature, via a letter to the Governor, to defer action on the matter during the 2006 Legislative Session to better deliberate and consider all potential options along with any possible unintended consequences any changes may engender. As indicated in the Florida Senate Interim Eminent Domain Project Report 2006-151, "The Florida Supreme Court has not considered a case involving the use of eminent domain with the express purpose of economic development." Further, the wide effect of the Kelo case remains to be seen. It will have little effect in Florida which prohibits the use of eminent domain for economic development except to eliminate blight. The Council advocated an in depth study with public input to provide additional due diligence and enhanced rational deliberation.

COUNCIL ACQUIRES INTERACTIVE AUDIENCE RESPONSE TECHNOLOGY

Tampa Bay Regional Planning Council has acquired an Interactive Audience Response system. The system consists of credit card sized keypads, receivers, and software. Participants answer questions displayed on a screen and receive answer confirmation on their ResponseCard through two-way communication. Successful transmissions are acknowledged on the participant's keypad via a three second long visual green light signal. In addition to displaying the audience response instantly on-screen, the TurningPoint software can perform demographic slicing of all response in countless ways. Currently the Council owns 200 keypads but can add additional keypads for larger events. To find out how the system can energize your meetings contact, Greg Miller, greg@tbrpc.org, or Avera Wynne, avera@tbrpc.org.



COUNCIL CAPSULES

MANUFACTURING SUPPLY CHAIN STUDY

The Tampa Bay Regional Economic Development District received a matching grant from the Economic Development Administration to conduct a supply chain study on local manufacturers. The manufacturers included in the survey were from Pinellas, Hillsborough, Manatee, Sarasota, Pasco, Hernando, and Polk counties. The results were very informative.

The first two questions of the survey researched general trade patterns within the Tampa Bay Region concerning where firms sold goods and where firms purchased materials. A follow up question was asked in regards to where firms felt most of their competition was from, using the same set of possible answers. Thirty-two percent felt the pressure within their own county, an additional 14 percent of the competition was in the same region, 11% more was in Florida, while 23% was in the United States, and 20% in the World.

Where Firms Sold Most

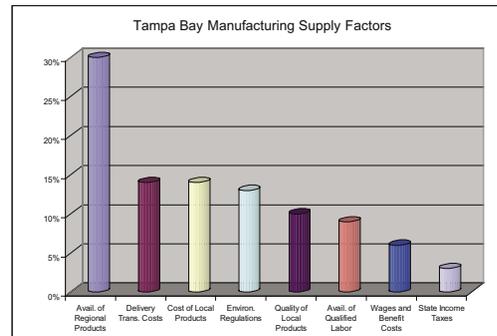
Florida - 33%
Regional - 20%
County - 19%
US - 14%
World - 4%

Where Firms Purchased Most

Florida - 13%
County - 25%
Regional - 26%
US - 26%
World - 9%

Additional questions allowed manufacturer's to discuss the most important factors for their sustainability. The graph below depicts the importance of each factor. The most important factors are:

- **Availability of Regional Products**
- **Delivery/Transportation Costs**
- **Cost of Local Products**
- **Environmental Regulations**
- **Quality of Local Products**
- **Availability of Qualified Labor**
- **Wages and Benefit Costs**
- **And, State Income Taxes**



The survey also included a series of open-ended questions. The results indicated that since most sales take place in either the region or the state, regional manufacturers find it more important to be closer to customers than providers of inputs.

Typically, manufacturers who locate closer to sources of production inputs are those who focus on processing raw materials, while manufacturers who locate closer to customers tend to be more service oriented, specialized and focused more on value-added activities.

Indications of Self Supply

39% of sales take place within the region.

51% of input purchases are from the region.

Self supply fuels secondary economic impacts.

While these results are not surprising, given the region's emphasis on service oriented industries, manufacturing firms that support construction and high value-added manufacturing, the results provide some additional anecdotal support to existing empirical manufacturing employment data.

The two most important statistics from a regional perspective also indicate a large degree of regional self-supply (39% of sales of final products take place within the region and 51% of regional input purchases take place within the region).

Regional self-supply is an important characteristic of a region's economic strength. If most secondary economic impacts take place within a county or a region, employment multipliers will be higher because other inputs purchased from other firms generate more demand for labor, creating new jobs and pushing regional wages up.

The down side of the results indicates that, aside from inherent advantages such as a warm year-round climate and easy access to one of the largest US populations, the Tampa Bay region's principal advantage is low wages. Given globalization trends, this 'advantage', as opposed to a highly skilled labor force, puts the region's economy at a disadvantage because with long-term falling transportation costs, other countries with even more 'advantageous' labor costs could out-compete the Tampa Bay area for firms that are labor intensive.

TAMPA BAY REGIONAL PLANNING COUNCIL PRESENTS THE...

15th Annual

Future of the *Region Awards*

Do you have a project or program that exemplifies regionalism?

The Tampa Bay Regional Planning Council is sponsoring the 15th Annual Future of the Region Awards program to provide recognition for outstanding achievement and contribution which benefit the regional community.

The Awards Luncheon will take place Friday, March 30, 2007, 11:45 a.m. at the Quorum Hotel, 700 North Westshore Blvd., Tampa, Florida 33609.

For more information on eligibility and to download submission forms visit www.tbrpc.org, or contact Ms. Wren Krahl, Manager of Administration/Public Information, wren@tbrpc.org, (727) 570-5151 x22.



CALL FOR ENTRIES

SUBMISSIONS DEADLINE: Friday, January 12, 2007

COUNCIL CAPSULES

Meet the Officers

CHAIR



Robert A. "Bob" Kersteen, Chair, is a gubernatorial appointee who holds degrees in both business and law. He retired in 1999 from GTE after a 37 year career in various executive management positions. Mr. Kersteen has been a council member since 1995.

Mr. Kersteen, a former councilman for the City of St. Petersburg, has volunteered on the City's Environmental Development Commission for 14 years with 10 years as chairman or vice chairman. He has served as Chairman for the National League of Cities Telecommunications Committee and past Chair for two years with the Pinellas Planning Council. He is also a former member of Workforce of Pinellas and is currently a member of the Sierra Club. He was recently elected as a member of the executive committee for Friends of Weedon Island, Inc. and was past president of the Suncoast Chapter of Florida Planning and Zoning Commission.

Mr. Kersteen has served numerous years as president of Westgate Elementary and Tyrone Middle School's PTAs and SAC Committees. He further involved himself as President of the Azalea Youth Soccer League and the Azalea Youth Sports foundation. Mr. Kersteen has been a resident of St. Petersburg since 1963.

VICE CHAIR



Jill Collins, Vice Chair, is a gubernatorial appointee from Hillsborough County and is with Barclay Partners, LLC of Florida. Ms. Collins was first appointed to the TBRPC by Governor Jeb Bush in 2000 and re-appointed in 2004.

Currently Ms. Collins serves as president for the Florida Regional Councils Association Policy Board. She also serves on the Governor's Affordable Housing Study Commission, the Affordable Housing Task Force for Hillsborough County and the Secretary/Treasurer for the Real Estate Investment Council.

Ms. Collins attended Eckerd College in St. Petersburg, Florida and Southeastern College in Lakeland, Florida and holds a Florida Real Estate Salesperson License. Her numerous recognitions include the recipient of the National Association of Industrial and Office Properties (NAIOP) Tampa Chapter President's Award (1998), the International Development Research Council (IDRC) Florida Chapter Award for Outstanding Service (1998-99) and the Tampa Bay's Under 40 Award in 2000.

SECRETARY/TREASURER



Commissioner Scott Black, Secretary/Treasurer, has served as commissioner for the City of Dade's City since 1990 and has represented his city on the Tampa Bay Regional Planning Council since 1999. Commissioner Black also served as mayor from 2000-2004 and mayor pro-tem from 1992 to 2000. Commissioner Black is known for his past service as president of the Florida League of Cities and Chair of the Florida Investment Trust, 2000-2001. He also served as President of the Suncoast League of Municipalities.

Commissioner Black is active in several organizations such as the Pasco County Historical Society, East Pasco Habitat for Humanity and the Pasco County Tourism Council. He is a member of the Dade City Rotary Club and can boast perfect attendance since 1987. Commissioner Black is an agent/partner with Most & Black Agency/Nationwide Insurance Companies.

Staff

Tampa Bay Regional Planning Council

4000 Gateway Centre Blvd., Suite 100, Pinellas Park, FL 33782

Phone: (727) 570-5151

FAX: (727) 570-5118 Suncom: 513-5066 Suncom FAX: 513-5118

www.tbrpc.org

TBRPC Administrative Staff

Manny L. Pumariega, Executive Director

Avera Wynne, Planning Director

Roger S. Tucker, General Counsel

Wren Krahl, Manager of Administration/Public Information/Editor

Ext.	17	Manny Pumariega	Executive Director
	30	Avera Wynne	Planning Director
	40	Roger Tucker	General Counsel
	22	Wren Krahl	Manager of Administration/Public Information
	19	John Jacobson	Accounting Manager
	32	Suzanne Cooper	Principal Planner, ABM (Environmental)
	17	Lori Denman	Administrative Assistant
	11	Marshall Flynn	Information Systems Manager, GIS
	26	Nancy Harrison	Accountant
	15	Frank Hughes	Accounting Assistant
	10	Bobbi Jaroy	Planning Secretary
	39	Betti Johnson	Principal Planner, Emergency Management (Hurricane)
	33	Bill Lofgren	Principal Planner, LEPC Sara III-Haz. Mat.
	28	Richard Kephart	Senior Planner (Military Duty)
	29	John Meyer	Principal Planner, DRI Coordinator
	18	Greg Miller	Senior Planner, GIS/Transportation
	31	Patrick O'Neil	Senior Planner, Economic Development/Analysis
	42	Brady Smith	Senior Planner, GIS/Economic Development
	21	Mike Spina	Senior Planner, Regional Domestic Security Task Force
	38	Jessica White	Senior Planner, Telework Tampa Bay
	41	Kim Williams	Communications/Graphics Coordinator
	14	Sue Young	Planning Secretary

