



# Regional Consortia Building

*Climate Resilience Webinar Series*



U.S. Department of Housing and Urban Development

# Disclaimer

- This presentation is intended to provide communities and states with the tools and information to help in climate resilience planning and activities.
- Information presented in this webinar is independent of the Notice of Funding Availability (NOFA) for the National Disaster Resilience Competition (NDRC). While we expect that this information will be useful to interested communities and eligible applicants, *it should not be construed as the definitive word on any singular approach to resilience.*
- No NOFA NDRC questions will be answered during this presentation.
- All NOFA NDRC questions should be sent to: [resilientrecovery@hud.gov](mailto:resilientrecovery@hud.gov)

# Presenters

- *Presenters:*
  - *Chris Forinash, Institute for Sustainable Communities*
  - *Amy Cotter and Rebecca Davis, Metropolitan Area Planning Council (Boston)*
  - *Elaine Wilkinson, Gulf Regional Planning Commission*
  - *Megan McConville, National Association of Development Organizations*

# Agenda

1. Introduction
2. Regional Collaboration and Sustainability
3. Creating Resilient Communities in Boston
4. Incorporating Resilience into Sustainability Planning Processes
5. Recommendations for Regional Consortia Building
6. Questions



INSTITUTE FOR  
Sustainable  
Communities

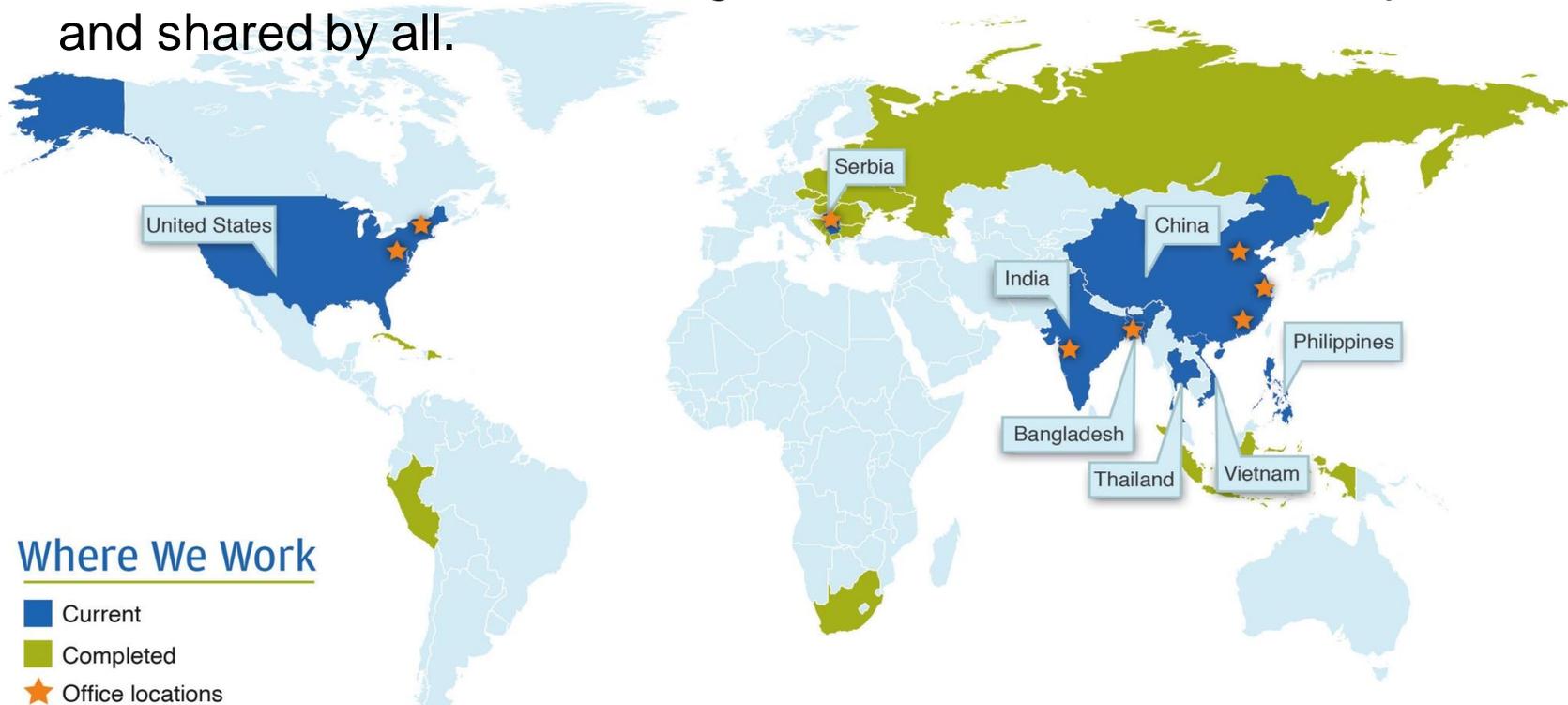
# Regional Collaboration and Sustainable

Christopher Forinash  
Program Director



# ISC Mission and Reach

Help communities around the world address environmental, economic, and social challenges to build a better future shaped and shared by all.



## Where We Work

- Current
- Completed
- ★ Office locations

Currently, we have 10 offices worldwide and a staff of 85.



# Our approach to capacity-building

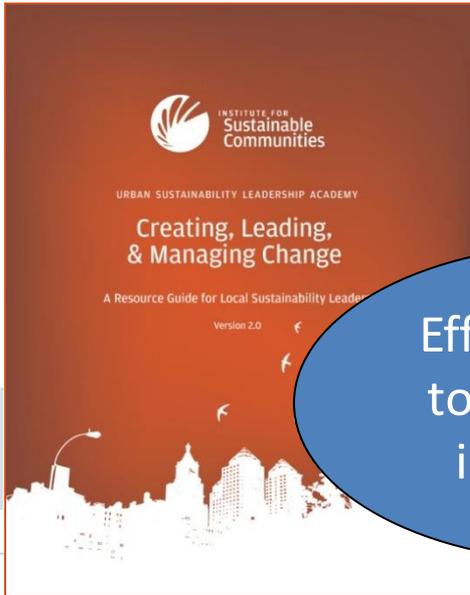


Peer-learning & training workshops



On-going support/direct engagement

Efficient access to high-caliber information



# Our work with communities

[www.SustainableCommunitiesLeadershipAcademy.org](http://www.SustainableCommunitiesLeadershipAcademy.org)

Sustainable Communities  
Leadership Academy

Advancing local solutions

Home

Solutions

Approach

Workshops

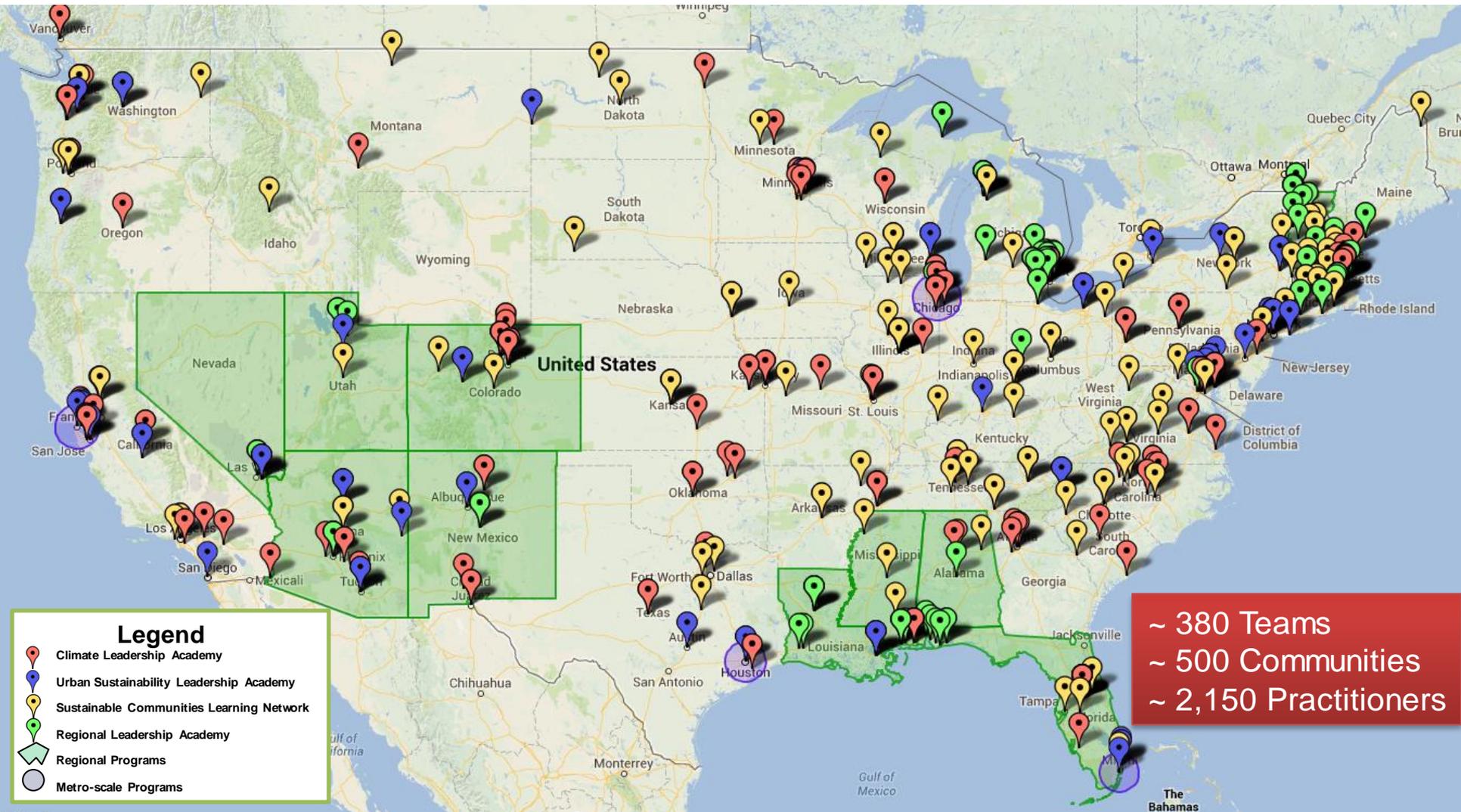
Resources

About Us

SOLUTIONS



# Our work with communities



# Sustainable Communities Initiative

HUD sustainable communities grant program 2010-2011

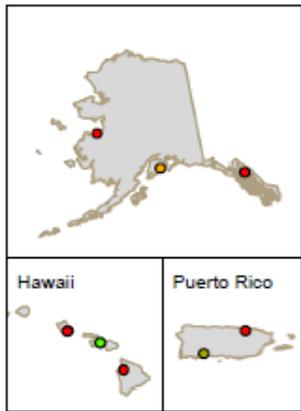
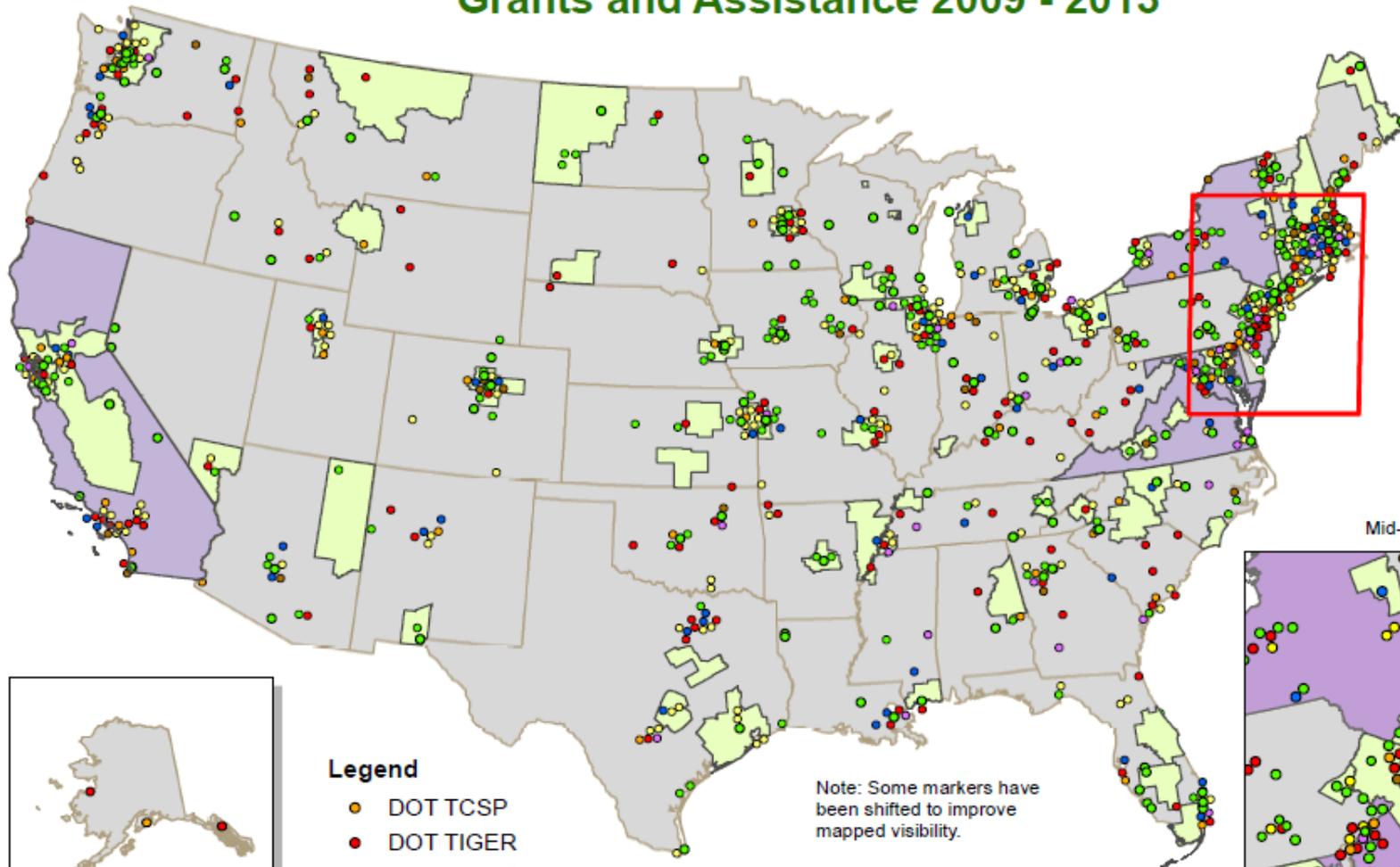
- 143 grantee communities
- 74 regional planning grantees

Unprecedented scope of regional consortia

- Regional entity
- Multiple jurisdictions
- Community groups
- Anchor institutions
- All formalized through consortium agreements



# HUD-DOT-EPA Partnership for Sustainable Communities Grants and Assistance 2009 - 2013

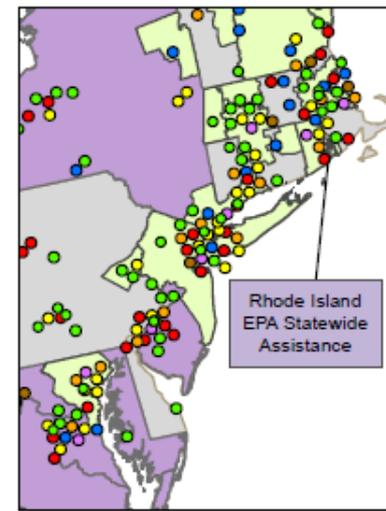


### Legend

- DOT TCSP
- DOT TIGER
- DOT Transit
- EPA Brownfields Planning Assistance
- EPA Smart Growth Technical Assistance
- HUD Choice Neighborhoods
- HUD Community Challenge
- HUD Sustainable Communities Regional Planning Grant
- EPA Statewide Technical Assistance

Note: Some markers have been shifted to improve mapped visibility.

Mid-Atlantic Detail Map



Updated: June 13, 2013



# Sustainable Communities Learning Network





“The work in Southeast Florida has really caught the attention of the country and it is a powerful partnership evolving here to deal with the issues we all face.”

– EPA Deputy Administrator Bob Perciasepe at the  
Fifth Annual Southeast Florida Regional Climate  
Leadership Summit in Fort Lauderdale

Image courtesy of James Willamar, <http://www.flickr.com/photos/81464596@100/5713678378>

## Southeast Florida Regional Climate Compact: Building Capacity for Implementation

### Key Issues

Florida, home to over 19 million people and the fourth most populous state in the U.S., is especially vulnerable to climate change. High density coastal development dominates the state's modern landscape, all sitting atop a very flat, low elevation limestone foundation. This low-lying topography makes Florida's built environment, people and economy particularly vulnerable to rising sea levels through larger and more powerful storm surges, decreased capacity of gravity-fed stormwater drainage as well as salinity infiltration of freshwater aquifers that currently provide drinking water for the region. In fact, nearly forty percent of U.S. sea-level rise risk is in Florida. These issues represent an urgent need to implement a comprehensive climate strategy to manage and reduce climate risks in the state.

### Project Overview

5.9

MILLION PEOPLE

4

COUNTIES

109

MUNICIPALITIES

1

CLIMATE COMPACT

# Southeast Florida

## Climate Compact

- Four counties (2+2), 5.9 million people, signed in 2010
- Common scenarios and vulnerability assessments

## Regional climate action plan in 2012

- 110 recommended actions in 7 areas
- Adaptation Action Areas

Integrated with seven 50 regional planning



# Recent workshop

## Think Resiliently, Act Regionally October 2014 in Alexandria, Virginia

[SustainableCommunitiesLeadershipAcademy.org  
/workshops/act-regionally](http://SustainableCommunitiesLeadershipAcademy.org/workshops/act-regionally)

- Metro-Boston
- New England
- National Capital Region
- The Twin Cities
- Sierra Nevada
- Puget Sound Regional Council
- P2R2 Northeast Florida
- Southeast Florida Regional Climate Change Compact
- Sacramento Capital Region Climate Readiness Collaborative
- The Bay Area Climate & Energy Resilience Project
- Los Angeles Regional Collaborative for Climate Action & Sustainability
- San Diego Regional Climate Collaborative





# Creating Resilient Communities in Metro Boston

MetroFuture: From Plan to Reality

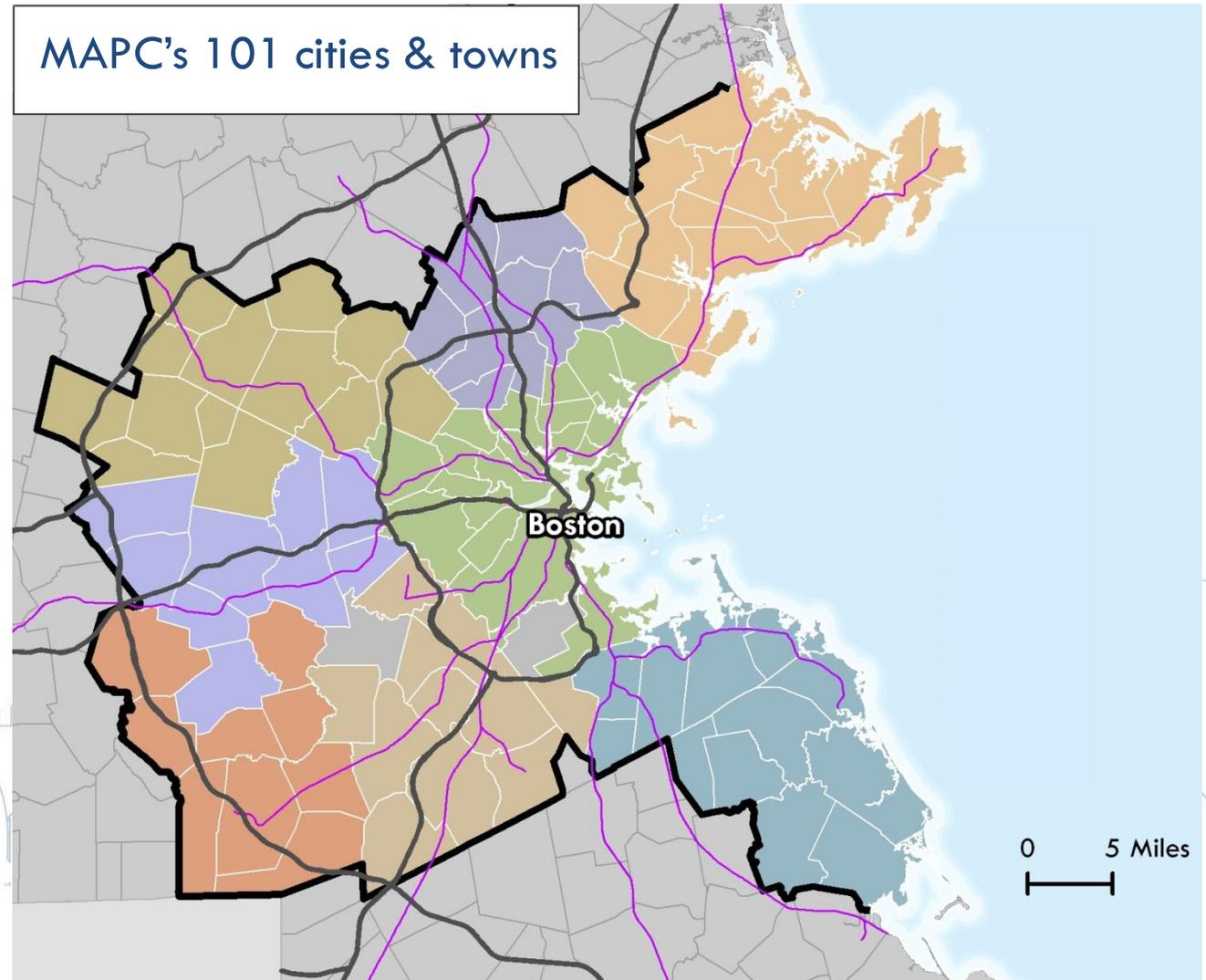
Amy Cotter & Rebecca Davis | Metropolitan Area Planning Council | December 4, 2014



# The MAPC Region

As of 2010, our region had:

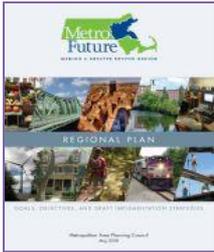
- Nearly 3.2 million residents
- 1.8 million jobs



# What is MetroFuture?



**A vision for the region**, adopted in 2008, building on the region's strengths and investing in our residents



**65 goals**, supported by hundreds of objectives, for Greater Boston to achieve by the year 2030



**13 implementation strategies**, with hundreds of specific recommendations, designed to help the region to achieve its goals



**A constituency of 5,000 “plan builders”** who are working to implement MetroFuture



# MetroFuture: By 2030, we will...



Be responsible stewards of our resources, passing on an environmentally, financially, and socially sustainable region to our children.



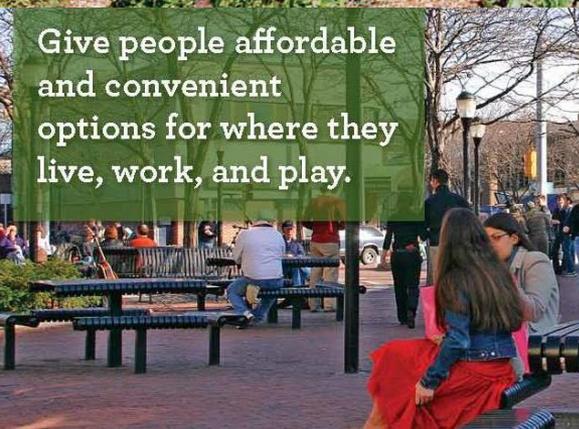
Involve more people in making the decisions that shape their lives.



Build safe, healthy, and welcoming communities.



Ensure that all residents fairly share the costs and benefits of the region's growth.



Give people affordable and convenient options for where they live, work, and play.



Create a world-class region that is vibrant, competitive, and connected.

# Implementation Requires...

Local zoning changes

Local, state and federal investment in catalytic projects

Innovation in public management

Public-private-philanthropic partnerships

Preservation of the region's assets, from affordable housing units to farmland

Active, engaged new leaders

Political will

And more....



# Sustainable Communities

*In October 2010, the Obama Administration awarded the Metro Boston Consortium for Sustainable Communities a \$4 million Regional Planning Grant to implement MetroFuture.*

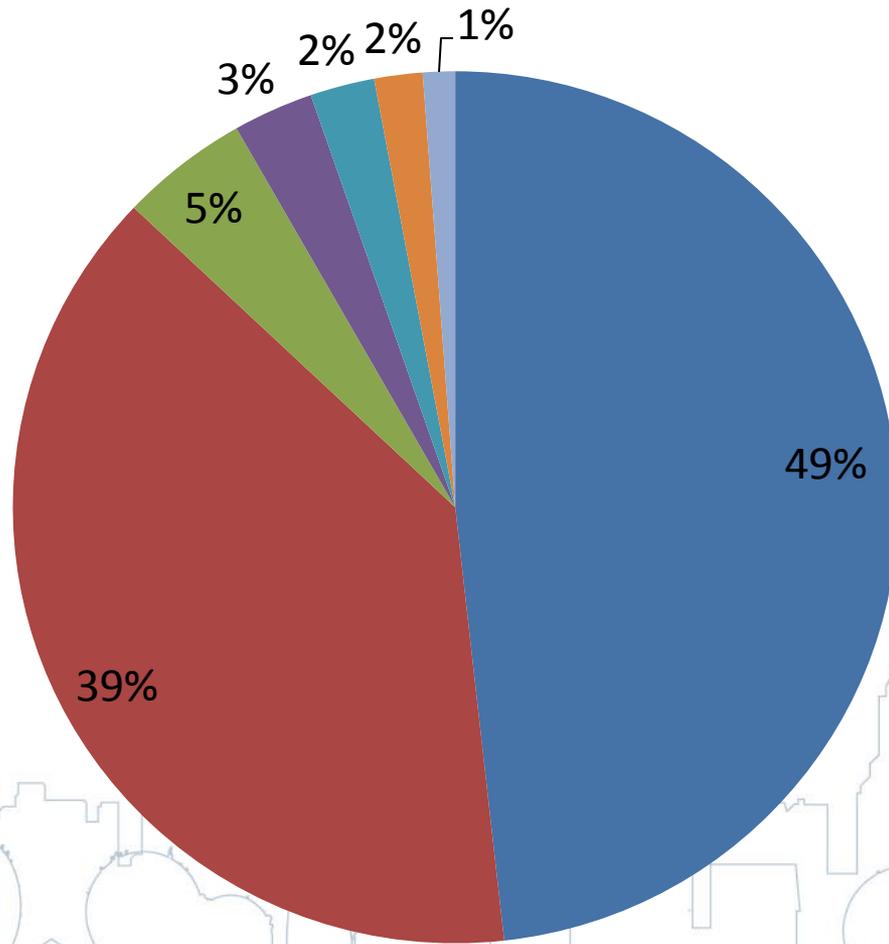


# Sustainable Metro Boston Activities

- Fill key gaps in the *MetroFuture* plan
- Conduct intensive place-based planning and zoning efforts
- Develop new tools and models
- Pursue regional and state-level policy change
- Build capacity of local leaders
- Track the region's progress with indicators



# Consortium Membership (170 total)



- Non Profits
- Municipalities\*
- Institutions
- Housing Authorities
- State Agencies
- Foundations
- Other

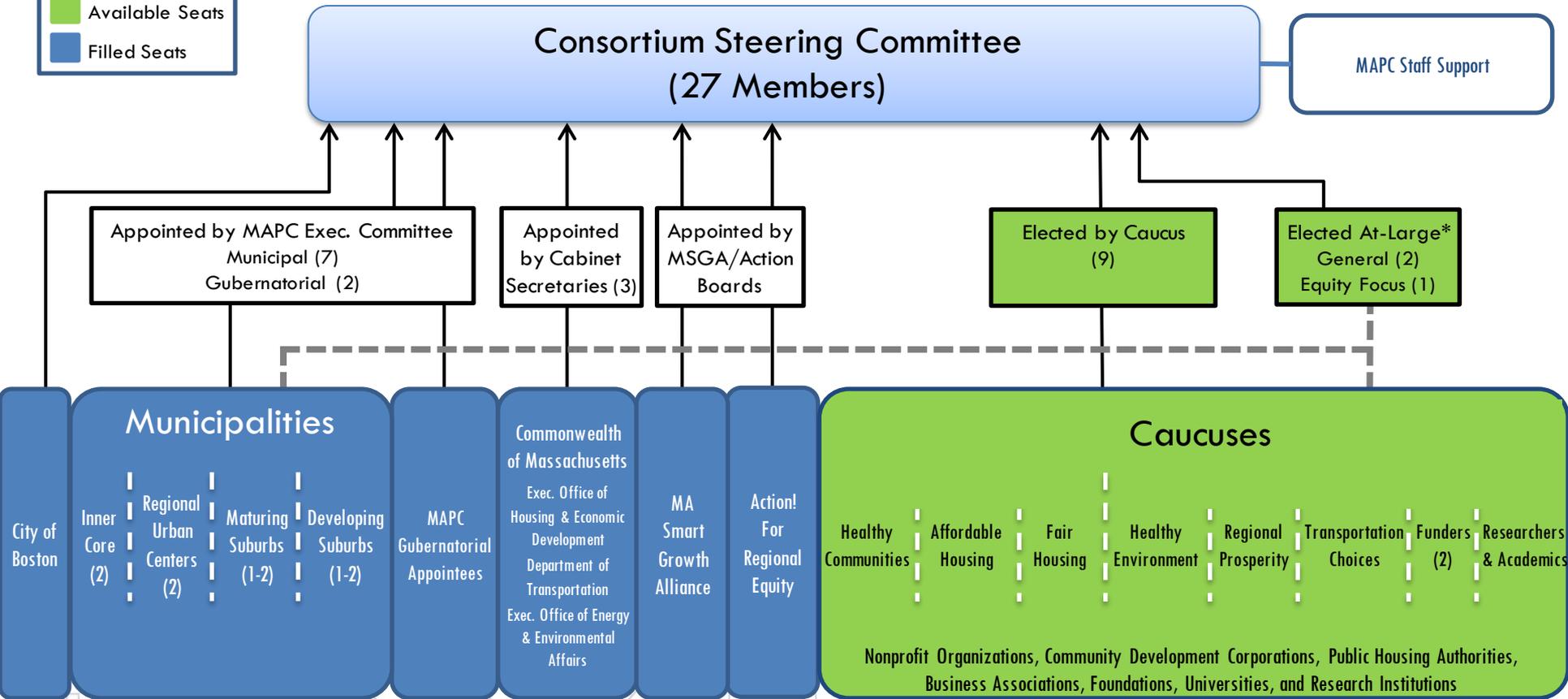
\*Includes 66 cities and towns that represent 80% of the region's population



# Consortium Governance

## Metro Boston Consortium For Sustainable Communities

### Organizational Chart



\*Any municipal or caucus member that does not already have a seat on the Steering Committee may run for an at-large seat. All consortium members may vote for the three at-large seats.



# Metro Mayors Coalition Climate Summit



The **Climate Preparedness Summit** will convene 13 mayors of the Metro Mayors Coalition for a discussion on climate preparedness for the Boston region.

## Purpose

- Collectively set goals and principles for regional climate preparedness
- Establish a mechanism for coordinating a regional and cross-governmental effort
- Share data to contribute to a regional vulnerability assessment
- Develop a work plan to implement resilience and preparedness measures
- Produce a shared policy agenda for the region

# Metro Mayors Coalition



Data Source: MAPC, MassGIS, MassDOT  
December, 2014

# MMC Climate Summit



## Participants of the MMC Climate Summit will include:

- 13 Mayors of the Metro Mayors Coalition:

Boston	Braintree	Brookline	Cambridge	Chelsea
Everett	Malden	Melrose	Medford	
Quincy	Revere	Somerville	Winthrop	

- Massachusetts Executive Office and legislative leaders
- Business and institutional leaders

# How a Consortium Incorporated Resilience into Sustainability Planning Process

Elaine Wilkinson, Executive Director  
Gulf Regional Planning Commission



[Gulf Coast Plan website](#)





# Mississippi Gulf Coast and Sustainable Redevelopment

- Historical settlements stretched long 72 miles of coastline, a region of three counties and twelve cities; the largest cities are Gulfport, Biloxi and Pascagoula. Total population less than 400,000
  - Devastated by Hurricane Katrina (2005)
  - Recovery Impacted by the National Recession (2008)
  - Further Impacted by BP Oil Spill (2010)
- *Plan for Opportunity* completed December 2013

# Part One: The Consortium



The initial ***Consortium*** came together to create the grant application. This initial consortium became the ***Project Management Committee (PMC)***

**Two Components** to the design of the project preserved the consortium:

1. ***The Partnership Agreement***
2. ***The Governance Structure***

# 1. *The Partnership Agreement*

## The Project Management Committee (PMC)

1. Developed and signed the *Partnership Agreement*, accepting:

a. HUD-mandated requirements of the Cooperative Agreement

b. Long-term commitment to completion of the work plan

– Comprehensive planning process (exhaustive!)

– Open and Inclusive

– *Seek to expand its capacity*

c. Governance Structure

## 2. *The Governance: Committee Based*

### 1. **Project Management Committee**

- GRPC, the grant recipient served as Chair to the PMC
- All PMC members were under contract to GRPC
- *Main Proviso– the PMC were “Politically Neutral” staff to the project*

### 2. **Working Group** (45) Members came from public, private, nonprofit and neighborhood/community organizations

- The sounding-board, provided feedback guidance and sage advice
- Not always in agreement but always respected the majority decisions

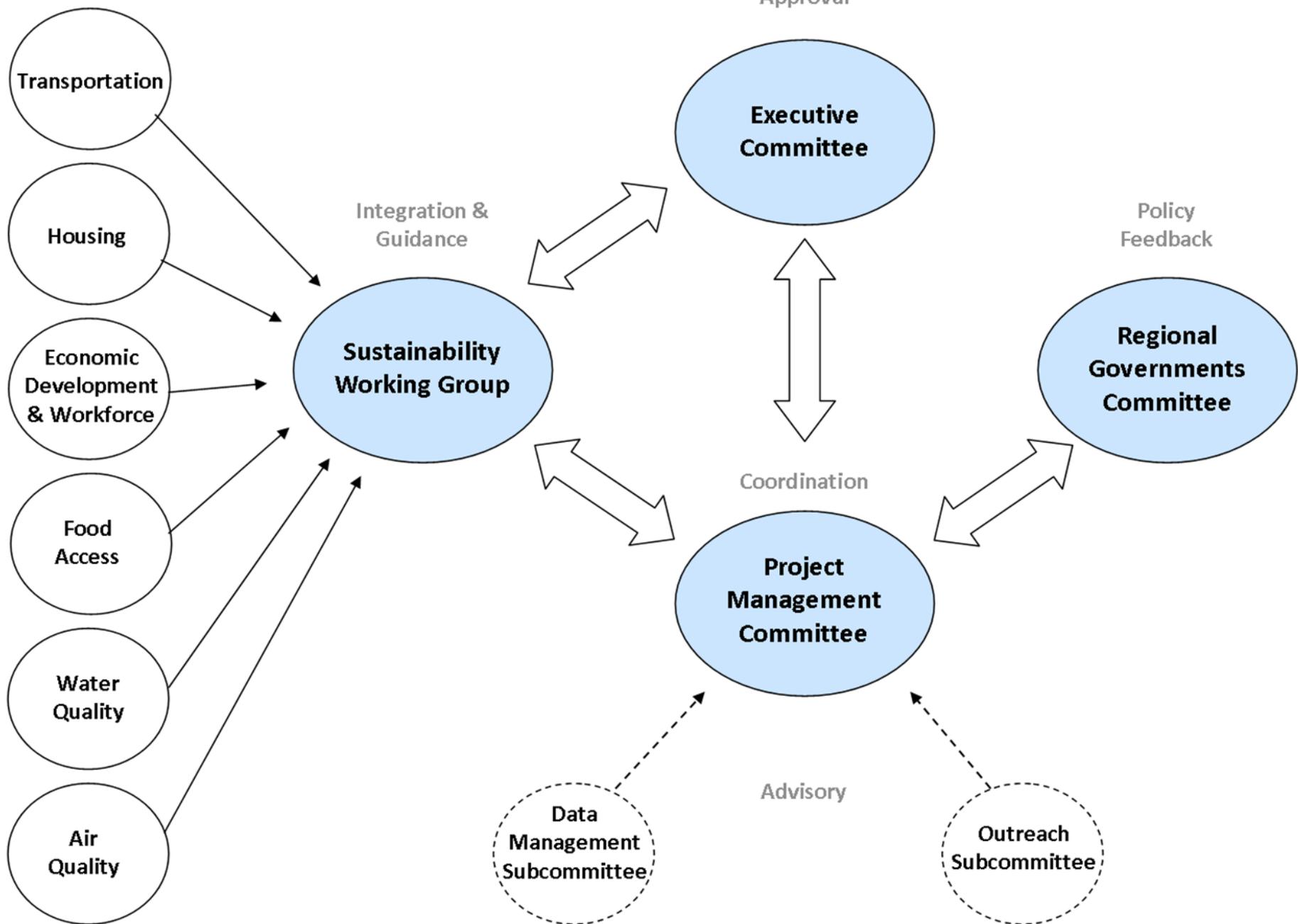
### 3. **Executive Committee** (15) Members came from the MPO, public, private, nonprofit and community/neighborhood organizations

- Signed the Partnership/Consortium Agreement
- Highest and disparate learning curves among members
- Developed into strong supporters and provided good feedback

### 4. **Regional Governments Council**

- Used the MPO as the RGC

Data Collection and Analysis





# A Missing Component

*Plan for Opportunity* focused on

Strategies for economic prosperity, quality growth, and sustainable development

*Plan for Opportunity* focused on

- Barriers to achieving these outcomes
- Gaps and deficiencies of the systems:
  - Transportation/Land Use—connections of low opportunity areas to high opportunity areas were not in place
  - Housing-- affordability and housing types were not based on emerging needs
  - Economic Development/Work Force-- jobs and skills were disconnected
  - Water-- education, policies and practice were not preserving resources
  - Food-- recovery of access and availability to healthy foods was slow/disparate
  - Air Quality-- education, polices and practice were not effective to reduce ozone

*Plan for Opportunity* **did not focus on**

- Capacity as *the ability to recover from expected or unexpected circumstance that threaten to destroy a system*

**UNTIL.....**



# Part Two: Adding Resilience



As each system was assessed and a definition of a future, more sustainable system was discussed, *resilience* emerged as a characteristic of a sustainable system.

Planners needed a way to identify strategies that were key to having a *sustainable and resilient system*.

PMC reached out to expand the consortium and add NOAA and the Mississippi/Alabama Sea Grant Consortium to the partnership.



# A Resilience Study Framework



**Resilience Committee-** Members were from organizations and groups that were vulnerable to environmental and economic changes:

- Housing Destroyed, Damaged, Unaffordable
- Homeless/Displaced
- Unemployed/Underemployed
- Minority Groups/Disenfranchised
- Health Compromised
- Mobility Impaired

1. Learn about the plan/topics
2. Determine the science to be used
3. Frame the process
4. Undertake the resilience workshops
5. Link recommendations to the *Plan for Opportunity*



# Workshops Focused on Each System:

Housing \* Transportation \* Water \* Food \* Economic Development/Work Force

What can threaten that system? →

**Housing**- Climate- Storm Surge

**Transportation**- Climate- Sea Level Rise

**Food**- Climate- Temperature

What in the system is vulnerable? →

**Housing**- Structure

**Transportation**- Coastal exposed roadbeds

**Food**- Crops

Why is it vulnerable? →

**Housing**- Not to code; Located within high velocity zone

**Transportation**- Repetitive flooding washes out roadbed

**Food**- Growing season altered

# What Does a Resilient System Look Like? (in Twenty Years)

“A \_\_\_\_\_ system that is resilient will \_\_\_\_\_”

A **housing system** that is resilient will provide strong, safe and affordable homes for everyone in the community.

A **transportation system** that is resilient will provide safe, affordable mobility options with continuous connectivity all communities for all travelers.

A **food system** that is resilient will provide access to locally grown, healthy food markets for all communities in the region.

# Work the Vision of a Resilient System

What are the challenges to the vision? →

**Housing**- Insurance costs will continue to escalate housing costs if houses continue to flood or destroyed by surge, becoming unaffordable.

**Transportation**- Maintenance will become routine and costly if the roadbeds continuously wash out; roads become disposable.

**Food**- Farmers are no longer able to grow customary seasonal crops; Farmers out of business, no seasonal crops

What are strategies to overcome the challenges? →

**Housing**- Communities adopt 'Resilience Star' building codes.

**Transportation**- Project funds prioritized for 'climate adaptation' improvements.

**Food**- Agricultural extension centers provide training in new, adaptable crops.

# Implementation of Resilience Strategies

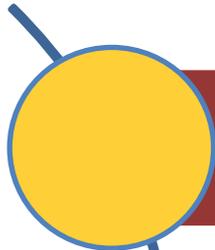
Strategies must have implementers and indicators with quantifiable measurements to assess if the ‘resilience gauge’ has moved forward or backward or not at all. These measurements should be achievable during pre-determined time periods.

System	Strategy	Implementer	Indicator	Timeframe
<b>Housing</b>	Adopt Resilience Star	Cities	2 cities	2 years (2016)
Transportation	Prioritize Climate TIP	MPO/LPA	2 CA projects	2016 TIP
Food	Workshop on changing growth zones	MSU Extension Center	One workshop	2015

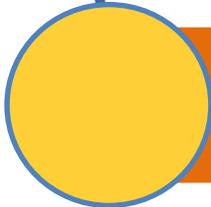


# A Vision of a Resilient MS Gulf Coast

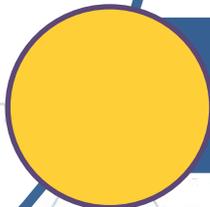
The Mississippi Gulf Coast is made resilient by a sustainability plan that provides the following:



A foundation of understanding and knowledge of sustainable practices and the ability to implement those practices within a culture of resilience that teaches self-reliance as well as collaboration on a personal and community-wide scale; and



Community planning, preparation and collaboration to develop and retain the ability to respond to changes, adapt to changes, and thrive; and



Capacity, the will and the resources to adapt to incremental changes or sudden traumatic events, to sustain remaining resources while incorporating changes and to emerge stronger.

# *In Conclusion*

## Resilience as the Added Dimension

### *What we learned:*

1. Resilience should be included as a dimension of the livability principles to create systems with *the capacity to adapt to known/unknown changes that may disrupt the system.*
2. An Assessment of resilience will expose all vulnerabilities/risks that can disrupt/undermine a system.
3. Resilience related to climate change will require particular effort:
  - Expertise and Facilitation
  - Local Data and visualization tools
  - Correct stakeholders
4. Resilience, in a real sense, becomes the litmus test for sustainability.





*Photo credit: Adam Koch, iStockPhoto*

# Building Regional Resilience in Rural America

Megan McConville

National Association of Development Organizations



# NADO's Definition of Resilience

The ability of a region or community to anticipate, withstand, and bounce back from shocks and disruptions, including:

- Natural disasters or hazards
- Climate change impacts
- The closure of a large employer
- The decline of an important industry
- Changes in the workforce



# Why *Regional* Resilience?

- Nearby communities often share similar risks/hazards.
- Disaster impacts cross jurisdictional boundaries.
- Communities are interdependent.
  - Vulnerabilities in one community could impact another.
  - Mitigation investments in one community could impact another (positively or negatively).
- Economies are regional in nature.
- Communities can accomplish more when they work together.



# NADO: Who We Are

## Our mission:

To strengthen local governments, communities, and economies through the regional strategies, partnerships, and solutions of the nation's **regional development organizations.**

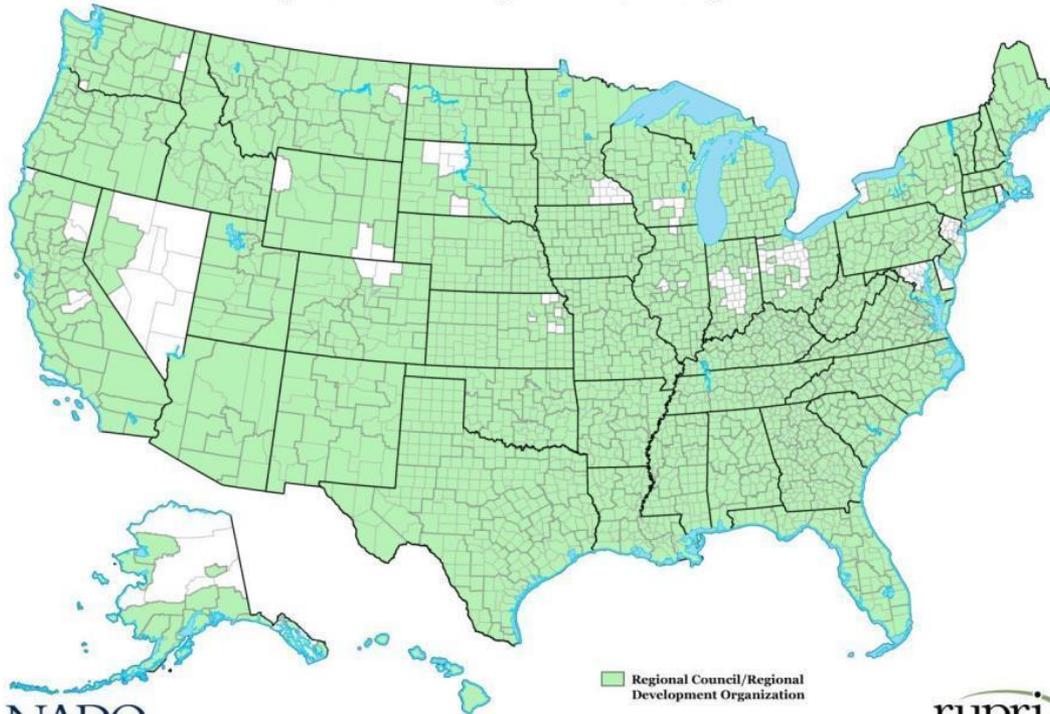


Photo credit: Flickr user Professor Bop



# Our Membership

Regional Councils and Regional Development Organizations



**NADO**  
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS

Source: National Association of Development Organizations, Regional Councils, August 13, 2010; Survey Data Results - January 12, 2011.

**rupri**  
REAL PROPERTY URBAN PLANNING INSTITUTE

This map was created by the Center for Applied Research and Environmental Systems (CARES) in March 2011.

## “RDOs” are:

- Councils of Government
- Regional Planning Commissions
- Regional Councils
- Economic Development Districts
- Area Development Districts
- ...and other multi-county organizations.



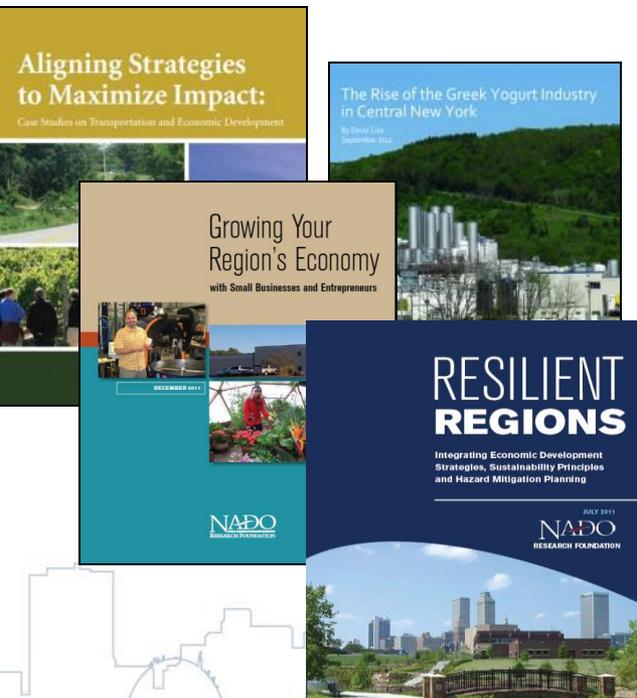
# NADO Research Foundation

Founded in 1988, the **NADO Research Foundation** is the non-profit research affiliate of NADO.

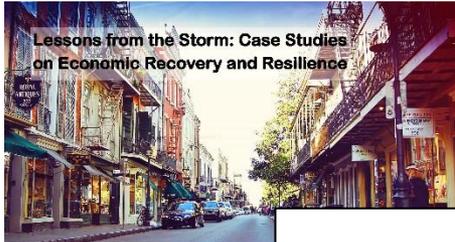
Shares best practices from small metropolitan and rural America through **training, peer exchange, research, and other capacity-building activities.**

## Focus Areas:

- Rural Transportation
- Regional Resilience
- Sustainable Communities
- Economic Development
- Organizational Support



# Our Regional Resilience Program



**Lessons from the Storm: Case Studies on Economic Recovery and Resilience**

**Greater New Orleans: Building on Competitive Advantages to Strengthen Economic Resilience**

Hurricanes Gustav and Ike Undermine the Gulf's Economic Vulnerability

In September 2005, just three years after Hurricane Katrina and the Gulf Coast was hit by two Category 2 hurricanes, Gustav and Ike. While they were not as severe as the 2005 storm, Gustav and Ike brought widespread damage to damaged and economic disruption. Like a previous Gulf Coast hurricanes, they had serious impacts on the three sectors that you traditionally derive the regional economic and social gain: Housing, and tourism. Onshore oil rigs, pipelines, refineries, and supporting industries were damaged or destroyed in high winds, waves, and debris surge, particularly during the storm. The severe weather also damaged hundreds of acres of oyster beds, caused habitat loss through erosion and saltwater intrusion into freshwater areas, wrecked vessels and docks, and

damaged private and public facilities for tourists and commuters. The loss of non-renewable resources, such as oil and gas, and the loss of jobs in the tourism and service sectors, are also significant economic challenges for the region.

This case study is part of a series produced by the NADO Research Foundation to explore how regional development organizations have used their own resources to address the impacts of natural disasters, both in terms of physical events and indirect long-term economic impacts and stability in their regions. If you are interested in this report, please contact the NADO Research Foundation at [info@nado.org](mailto:info@nado.org) or call 1-800-845-2222.

## AGENDA

**Building Economic Resilience to Disasters in the Buffalo Niagara Region**  
A training workshop for business owners, chamber representatives, and economic developers  
Conference & Event Center, Niagara Falls, NY

Tuesday, February 25	Governor Anny Pirogo
8:00 a.m. - 8:30 a.m.	<p><b>Opening Remarks: The Role of Economic Developers and Business Leaders in Regional Resilience</b></p> <p>Julie Menden, Assistant Executive Director, Economic Development Council of Western New York</p> <p>Also includes remarks and networking with local economic development leaders whose organizations deal with severe flooding about the key role of economic developers and business owners in preparing disaster preparedness recovery.</p>
Wednesday, February 26	Professor Valeria Scorsone
8:00-8:30 am	<p><b>Registration and Breakfast</b></p>
8:30-10:30 am	<p><b>Training for Business Owners: Developing a Business Continuity Plan</b></p> <p>Carl Merziani, Business Resilience Strategist, Insurance Institute for Business and Home Safety</p> <p>Participants will walk away with the basics of creating continuity plans, a checklist for disaster preparation, knowledge and other resources available to protect their business. Local government and Chamber staff are encouraged to observe the training.</p>
10:30-10:45 am	<p><b>Break</b></p>
10:45 am-12:00 pm	<p><b>Train the Trainer for Local Government and Chamber Staff: Helping Businesses Develop Continuity Plans</b></p> <p>Carl Merziani, Business Resilience Strategist, Insurance Institute for Business and Home Safety</p> <p>Following up on the morning training, this session will equip local economic developers and Chamber staff to work with business owners in their own communities to develop continuity plans.</p>



The NADO Research Foundation provides capacity-building services to RDOs and local governments around **regional resilience to natural disasters and other economic shocks.**

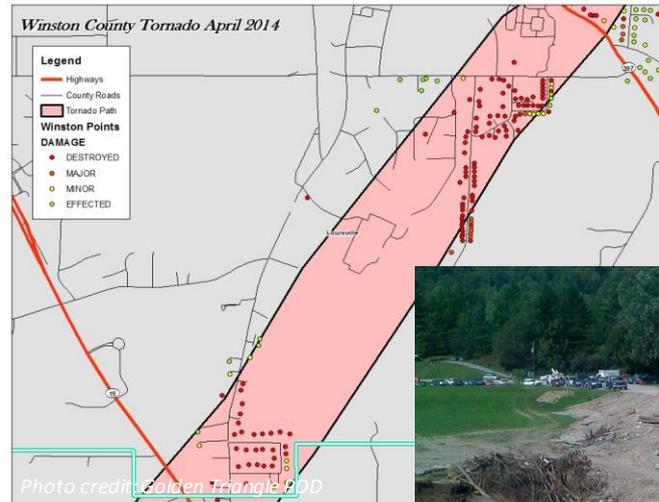
These services include training workshops, peer exchanges, technical assistance, webinars, and research on best practices.

We make our resources and lessons learned available to the public—visit [NADO website](http://www.nado.org) or contact [Mail to Mmconville](mailto:info@nado.org).



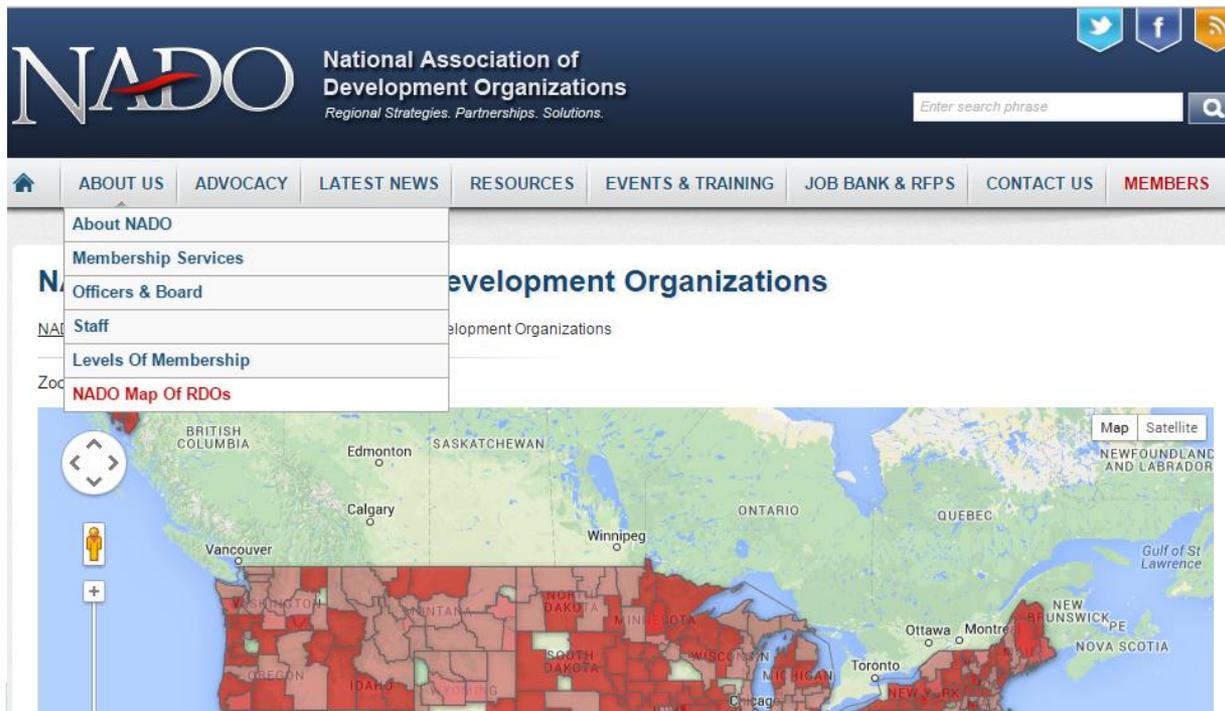
# RDO Roles in Building Resilience

- Regional planning and analysis
  - Hazard mitigation planning
  - Vulnerability assessments
  - Economic development/resilience
  - GIS mapping
- Building/enhancing local capacity
  - Technical assistance
  - Grant writing
  - Revolving loan funds
  - Sharing staff
- Coordinating federal, state, and local government partners
  - Allocate funding (i.e. recovery)
  - Connect local governments with assistance opportunities
  - Translate national and local priorities
- Convening stakeholders in a neutral forum
- Contributing regional, long-term perspectives



# Ways to Reach Out to Your RDO

- [Nado website](#) → About NADO → NADO Map of RDOs



- CEDS Resilience Library: [NADO resources library](#)
- State associations
- Contact NADO!



# Recommendations for Regional Consortia Building



# Understand the Regional Landscape

- What is the history of regional cooperation in your region?
- What formal or informal structures are in place?
  - Regional organizations/committees
  - Plans
  - MOUs
- Who has relationships with key stakeholders?



# Look at Resilience Holistically

- Natural disasters/hazards
  - Climate change impacts
  - Economic threats
  - Social equity issues
  - Opportunities as well as threats
- Regional examples:
    - Southern VT/NH and northwestern MA
    - Upper Valley Adaptation Workgroup (NH/VT)



# Gather Region-Specific Information

- Data on risks and impacts
- Survey existing information and fill gaps

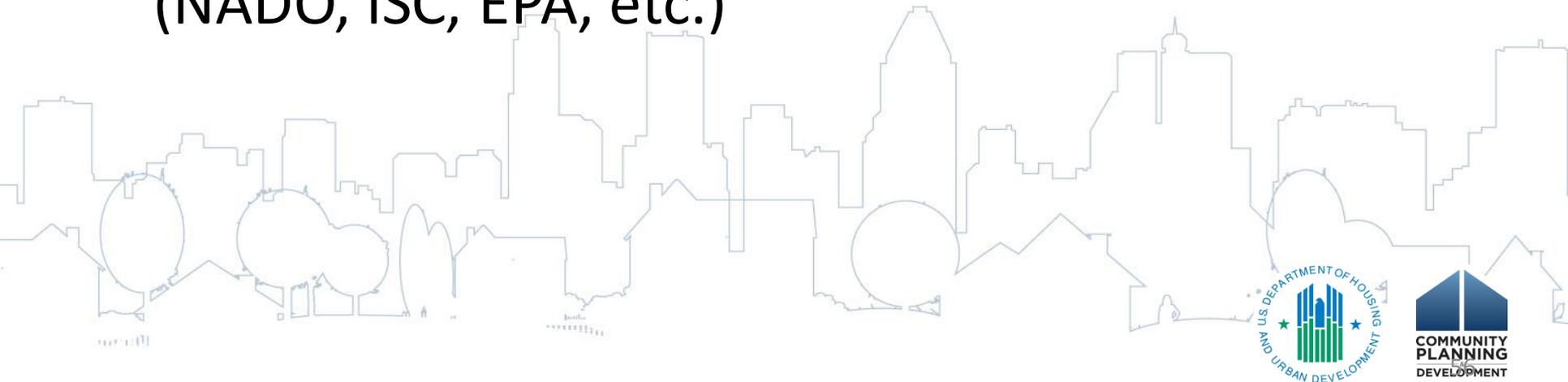
- Regional examples:
  - Northeast Florida Regional Council's Regional Action Plan
  - Central Florida Regional Planning Council's Economic Analysis and Disaster Resiliency Study



# Start a Regional Conversation

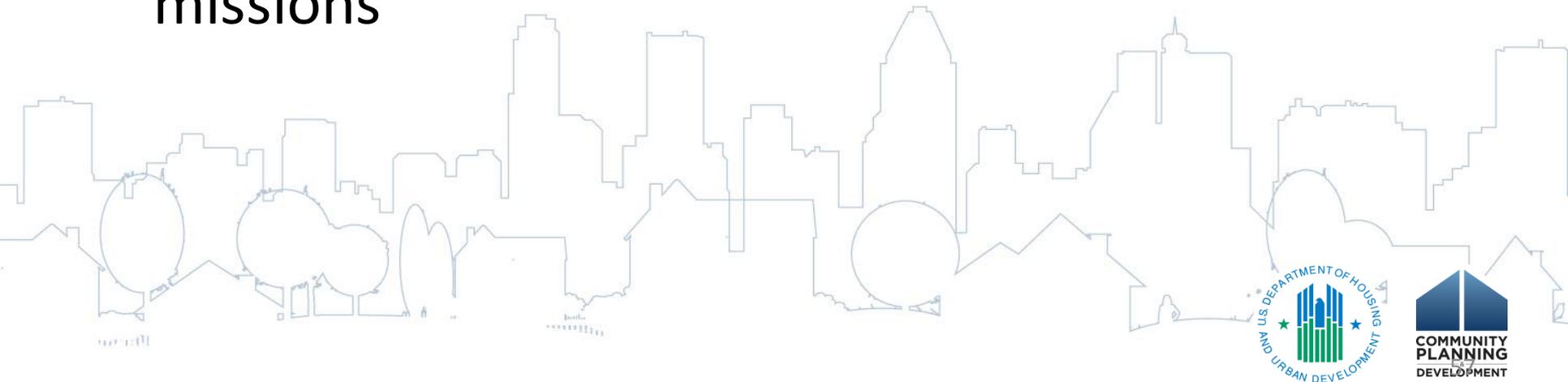
- Workshops, peer exchanges, facilitated discussions, working groups
- Look to external partners for help (NADO, ISC, EPA, etc.)

- Regional examples:
  - One Region Forward (Buffalo-Niagara region, NY)
  - Mad River Valley Planning District (VT)



# Identify Actions and Assign Responsibility

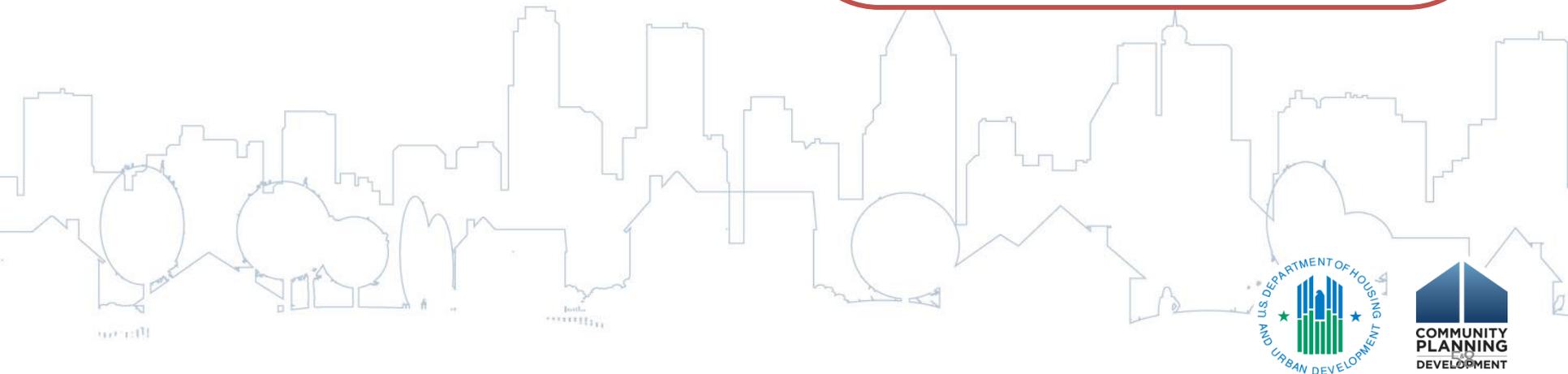
- Identify a small number of specific next steps
  - Look for actions partners can take that complement their missions
- **Regional example:**
    - Region Five Development Commission's Building a Resilient Region Plan (MN)



# Implement Through Existing Efforts

- Look for ways existing programs, policies, and plans can implement or further your work

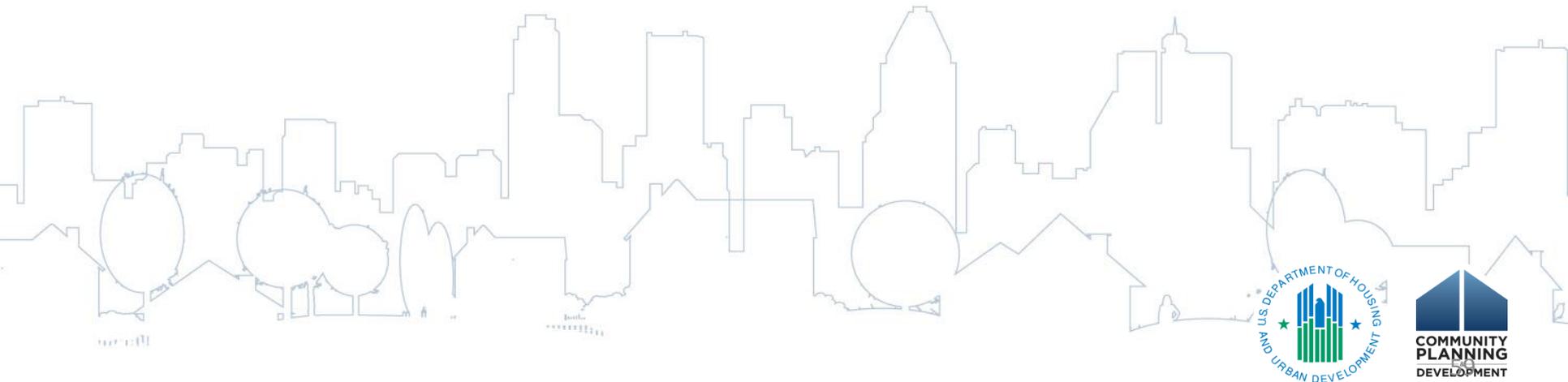
- Regional examples:
  - South Florida Regional Planning Council
  - Southern Mississippi Planning and Development District



# Tie into Broader Initiatives

- Look for ways your work can tie into larger ongoing efforts

- **Regional example:**
  - Regional Planning Commissions' engagement in Vermont Economic Resiliency Initiative



# Contact Information

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# Questions?

