Reality Check First Coast

final **report**

BAKER CLAY DUVAL FLAGLER NASSAU PUTNAM ST. JOHNS







Table of Contents

executive summary 4	
background 8	3
game day 12	
the findings 22	2
the conclusion 42	2
acknowledgements 46	5



Reality Check First Coast

executive summary



A Collaboration Based on Shared Values

This extraordinary opportunity brought together key business, political, community and non-profit leaders from the First Coast's seven counties - Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns – each with their individual perspectives on growth. Using a unique, tactile exercise developed by the Urban Land Institute (ULI), participants, divided into 30 groups, plotted where and how to grow population, jobs, transportation infrastructure and green spaces. Only a handful of regions across the nation have conducted this innovative exercise. It is an experience participants will not soon forget.

The event was organized through the combined effort of ULI's North Florida District Council; the Northeast Florida Regional Council and its associated not-for-profit, the Regional Community Institute of Northeast Florida, Inc.; the Cornerstone Regional Development Partnership; the University of North Florida; the St. Johns River Water Management District; the North Florida Transportation Planning Organization, and the St. Johns River Alliance. Each is committed to seeing the First Coast prosper and to ensuring not only economic vitality but the attributes needed to maintain quality of life for the region's residents.

executive summary

Planning the future is like a chess game – players must envision all the possible moves and their consequences in order to win the game. On May 21, 2009, a Reality Check First Coast event held in the St. Johns County Convention Center, challenged 300 regional community leaders to look 50 years into the future. They were asked to determine the best moves to ensure a winning outcome for the First Coast with 1.6 million additional residents and 650,000 new jobs projected by 2060. With a mandate to "think big," participants gave free rein to their ideas about how and where to grow the region to ensure the highest guality of life.

Emerging Vision

What became clear from this exercise is the relatively universal recognition that the First Coast must ensure the preservation of its natural resources in order to maintain sustainable growth. The importance of multi-modal transportation and transit-oriented development were recurring themes. The latter offers mixed-use residential and commercial areas designed to maximize access to public transit and reduce the physical separation between housing, jobs and services.

From the Reality Check First Coast exercise, the picture of the future First Coast that emerged shows a region defined by:

- Multiple compact growth areas
- Mixed-use development
- A more balanced distribution of population and jobs in each County
- Development of multi-modal infrastructure
- New roadways that increase the flow east to west, including an outer beltway
- Preservation, conservation, and connectivity of key natural systems

Consensus Theme

While many ideas emerged regarding how and where our region's growth should occur, one consistent theme or fact was clear. We must take a regional approach to key community elements such as natural resources, mobility and land use. Furthermore, now is the time to reposition the First Coast region by expanding housing, transportation and open space choices.

executive **summary**

Guiding Principles and Patterns of Growth

To develop an overarching regional vision for the future, Reality Check's diverse participants held lively discussions around the general principles that should guide our region's growth and development. These will provide the foundation for any strategic regional or local comprehensive planning that ensues. From the various discussions, the following six Guiding Principles emerged:

- Protect and conserve open spaces, agricultural lands and natural resources
- Promote compact and sustainable mixed-use development
- Provide mobility choices
- Promote infill development
- Promote economic vitality and competitiveness
- Capitalize on regional assets and promote community identity

The greatest support was for promoting mixed-use development and conserving land and resources, both of which were identified by all participating groups/tables.

Each table then developed what they believed was the best scenario for growth. Four general growth patterns emerged:

- The Corridor Pattern is compact, concentrating growth along new and existing transportation corridors.
- Multiple Growth Centers disperse growth among a number of hubs. This pattern preserves green space and would consume the least amount of new land.
- The Dispersed Pattern spreads growth throughout the region, with the greatest impact on rural areas.
- The Urban Compact Pattern contains new growth to existing urban areas, preserving open spaces and the character of rural areas.

The Corridor Pattern was the most common scenario created, proposed by one-third of participants/tables. However, a poll taken at the afternoon results session, which included attendees who had not participated in the morning exercise, showed slightly greater support for Multiple Growth Centers (38%) vs. the Corridor Pattern (32%). The Multiple Growth Centers and Corridor patterns both require less mobility investment than the Urban Compact and Dispersed patterns. The Urban Compact Pattern requires the most transit infrastructure, while the Dispersed Pattern requires the most new roadways.

The majority of participants placed transit lines in remarkably similar patterns to those proposed by the Jacksonville Transportation Authority's (JTA) Commuter Rail and other studies. These corridors run along major roadways, including I-95, US 1, US 17 and I-10. Half of the groups proposed a waterborne transit line, mainly running from downtown Jacksonville to Palatka. Participants broadly supported an outer beltway and additional roads running east and west.

Barriers and Solutions

Turning this vision into reality will require the First Coast to overcome critical barriers. Participants agreed these barriers include:

- Lack of political will and leadership
- Inadequate infrastructure and/or funding
- Public opposition and uncooperative attitudes
- Parochialism
- Burdensome regulations
- Natural resource limitations and barriers

executive summary

However, they were not without solutions. The participants believe we can overcome these barriers and grow our region consistent with the shared Guiding Principles by:

- Strong leadership to implement a vision
- Increasing awareness of issues with the public
- Investing in additional transportation options
- Taking a regional approach to solutions
- Pursuing creative funding sources for additional revenue
- Investing in "green" solutions and making sustainable, smart growth decisions

Region First 2060

Through an umbrella partnership called *Region First 2060*, Reality Check First Coast organizers are continuing the work begun with the visioning exercise. This new initiative will engage all sectors of the First Coast to help implement the Guiding Principles agreed upon, overcome the barriers identified and embrace the solutions recommended by Reality Check First Coast participants. *Region First 2060* will share gathered data with the Regional Community Institute, which is charged with creating a regional vision in a timeframe that will allow it to be considered as the Strategic Regional Policy Plan (SRPP) is updated. The SRPP offers an opportunity to coordinate local growth policies under a regional framework and serves as a valuable implementation tool.



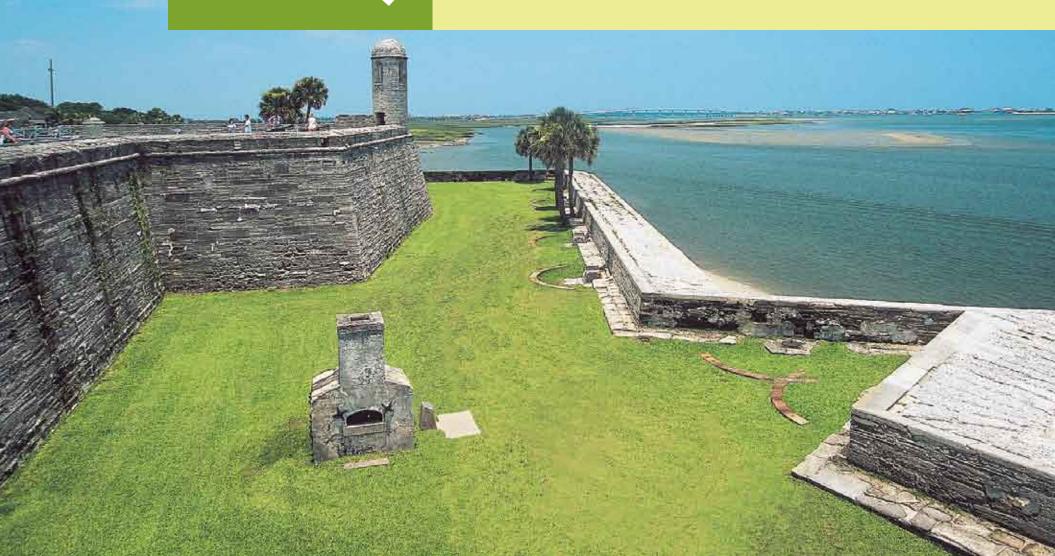
Reality Check First Coast Steering Committee

From left to right: Barbara Goodman, Mark Middlebrook, Brian Teeple, Commissioner Michael Boyle, Jack Healan, Jerry Mallot, Susan Hughes, Kelli Jo Kilberg, John Kopelousos, Denise Bunnewith, Mayor Jon Netts, Wilfredo Gonzalez, Commisionner Milissa Holland, Susan Grandin, Art Graham, Lynn Pappas, Chris Folds, John Welch, Kerri Stewart, Quinton White, Mike Shalley and Commissioner Cyndi Stevenson.

The complete list of Steering Committee members is on page 47.



background



The First Coast is home to beautiful natural resources, enviable recreational opportunities and a desirable climate. Relative to many parts of the country, First Coast roads are not overwhelmingly congested, our air quality remains acceptable, housing is abundant and residents perceive their quality of life as good or very good (The Grow Smart Survey, NEFRC, 2009).

But cracks in our lifestyle's facade are starting to appear. The region's major natural resource, the St. Johns River, has been experiencing water quality issues, as evidenced by algae blooms, and is under consideration as a significant source for public water consumption. Some of our roads are congested enough to deter new residents or businesses that would have no alternative but to use them. Most of the region is nowhere near sufficiently dense to support mass transit, and lack of mobility shackles our poorest citizens with an inability to make choices that could lift them out of poverty.

While the First Coast is not currently suffering from a growth management crisis, a series of signs warns that our excellent lifestyle cannot be sustained without some changes in direction.

Visioning

Nationally, there is growing concern regarding housing, climate change, water supply, jobs and quality of life. Although many national organizations and initiatives exist to address these issues, state and local governments are the entities charged with planning responsibilities designed to address them. Planning is key in assisting a city, county or region in its evolution, as well as in protecting the health, safety and welfare of its residents.

background

Over the past 20 years, regional visioning has emerged as a dynamic and important tool for building broad-based consensus on issues, such as sustainability, mobility (transportation), water conservation, economic development and housing. Visioning exercises provide an opportunity for a diverse group of stakeholders to ask the questions: Where and how should we grow? How shall we preserve, promote and protect our strengths and assets? How shall we overcome the challenges faced by our region?

Growth Management

Many jurisdictions in Northeast Florida have acknowledged future change and have conducted vision and master plans to accommodate future growth while ensuring quality of life. Within the framework of Florida's Growth Management laws, the Northeast Florida Regional Council and the region's county, city and town governments have adopted specific policies to address growth at the regional and local levels. The Council's Strategic Regional Policy Plan (SRPP) provides regional guidance for local governments and land-use practitioners. Comprehensive plans adopted by local jurisdictions must be consistent with the SRPP.

The current SRPP was adopted in 1997. Reality Check First Coast is one of the first steps that the Northeast Florida Regional Council has taken in updating the plan. The Guiding Principles developed in Reality Check First Coast will help form the basis for many of the goals, objectives and policies that will be included in the revision. Planning efforts undertaken by local and regional entities also will be incorporated into an updated SRPP, as will results of other state and local visioning efforts when applicable to Northeast Florida. In this way, the SRPP will build on the many planning efforts that have been completed or that are currently in progress.

background



Growth Trends

Growth presents the region with many challenges. But we have an opportunity to leverage projected growth and accomplish our goals with effective planning.

To address the statewide impact of future population growth, 1000 Friends of Florida contracted with the University of Florida's GeoPlan Center to prepare trend projections based on current population growth and land use patterns. The GeoPlan Center used a geographic information system (GIS) to develop graphics depicting what Florida land use might look like in 2060. These graphics (on opposite page) assume a continuation of current development patterns. The projections show that developed areas will approximately double between 2005 and 2060 and that population will increase in the First Coast Region by 1.6 million people in that same timeframe.

Reality Check First Coast organizers used this growth projection and extrapolated a minimum figure of 650,000 new jobs that would be needed to be added in the region to sustain the additional population. The projections are simply a place to start to get participants to think about how and where we grow. They are not to be used to guide infrastructure investment decisions without additional studies and evaluations.

Development Types and Patterns

The location of housing and jobs determines transportation needs and impacts air and water quality, carbon emissions and important ecological resources, such as wildlife habitat. Land use determines where our homes, schools, jobs, shopping, recreation and other activities are located and can profoundly affect our mobility.

Typically, the First Coast has developed outward from the existing urban areas onto vacant land. Current development is mainly characterized by single-family

homes, suburban-style office parks and commercial strip malls and is dependent on automobiles for transportation. This type of development provides many amenities, including large yards, larger homes and proximity to open space, new schools, parks and other public facilities.

However, it has also contributed to the decline of many of the region's urban communities and older suburbs. New single-use residential development has contributed to congested streets and increased commute distances, accelerated the loss of natural resources and the deterioration of the natural environment, and limited opportunities to retain and create affordable housing.

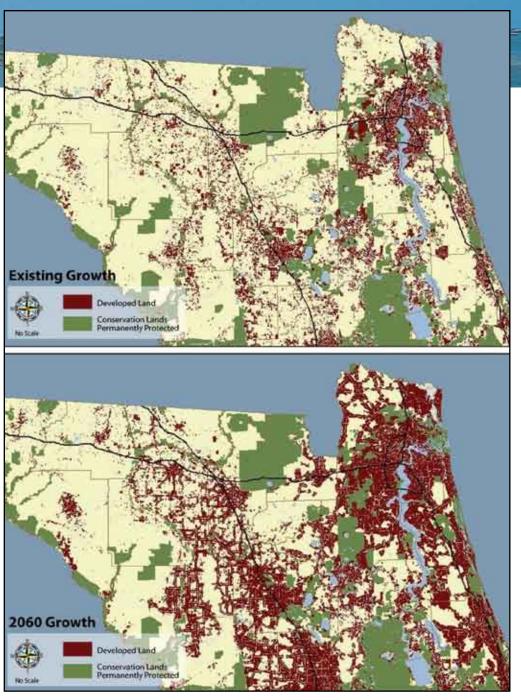
Climate Change

According to the Florida Department of Environmental Protection, "Over the past three decades, leading experts have developed a strong body of scientific evidence documenting changes in global climate patterns as well as changes observed on the ground. The science is increasingly clear about the role of carbon emissions in changing our global climate. With 1,350 miles of coastline and most of our residents living in coastal communities, Florida is more vulnerable to the worst effects of climate change than any other state." (www.dep.state.fl.us/climatechange)

At the land-use level, single-use residential developments located away from commercial, recreation and job centers increase the dependence on automobiles. Carbon footprints for new development can be reduced through transit-oriented design and a balanced home-to-job ratio, both of which reduce vehicle miles traveled.

On July 13, 2007, Governor Charlie Crist signed a series of executive orders aimed at reducing Florida's greenhouse gases, increasing Florida's energy efficiency, and pursuing renewable and alternative energy sources.

Population Distribution Scenario: Existing (2005) and Projected 2060



Source: 1000 Friends of Florida



Reality Check First Coast

game day



On May 21, 2009, Reality Check First Coast brought together 300 leaders from the business, government and non-profit sectors to envision the future of our region. The participants were chosen from thousands of individuals who were nominated, either through the Reality Check First Coast Steering Committee or online submissions. Efforts were made to ensure that all counties enjoyed representation, participants came from diverse age and ethnic groups, and the widest possible range of interests was included. The 300 chosen by the Steering Committee reflected the diversity of our region.

The keynote speaker, Ed McMahon, ULI Senior Resident Fellow, galvanized the participants and volunteers by reminding them that sustainable communities are the most prosperous, and that we have the opportunity to decide whether we want new development to shape the character of our region or our vision to shape the region's development. Participants reviewed the rules of the game together and were reminded to think big, keep an open mind, be bold and creative, work together and give each other an equal voice.

Game players were assigned to one of 30 tables. Each table included participants with a wide mix of interests to maximize the likelihood that they would have different perspectives and learn from each other. A trained volunteer facilitator assigned to each group helped them complete the exercise, and a volunteer scribe recorded their results. Each table was charged with placing yellow LEGO® Bricks representing population growth and red LEGO[®] Bricks representing new jobs on a map of the region.

LEGO® is a trademark of the LEGO Group of companies which does not sponsor, authorize or endorse this report.

game day

Before the event, each participant received a guidebook that included the agenda and rules of the game, as well as an overview of the region and relevant trends.

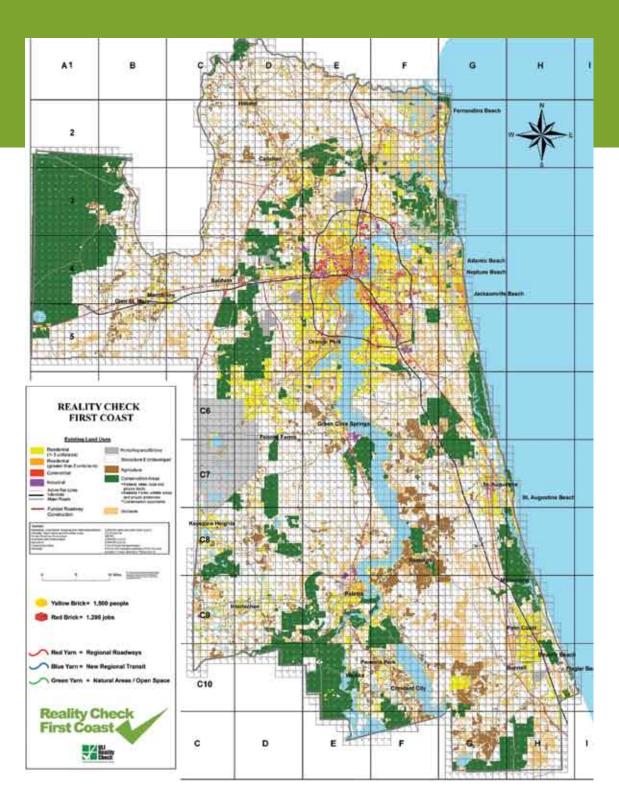


game day

The Game Day Map

Each table's game board was a large map of the entire region that purposely did not include county boundaries. It did include general information showing existing land uses, large industrial and military facilities, protected/managed lands, agriculture, silviculture, wetlands and undeveloped land.

The map was overlaid with a grid, with each grid cell equaling one-square-mile calibrated to be the same size as a LEGO® Brick. Large scale versions of 13 other maps included in the guidebook were positioned around the room for the participants' convenience. Each map illustrated specific information, such as natural resource attributes, agricultural areas, population centers, and approved developments of regional impact.





The Game

Each table was given 1,067 yellow LEGO® Bricks, representing 1.6 million people, and 502 red LEGO[®] Bricks, representing 650,000 jobs. The bricks represented only the new growth that will be added to existing population and jobs by 2060. The population and job numbers were based on the growth estimates projected by the 1000 Friends of Florida study and Reality Check First Coast organizers, respectively, and were not negotiable at the exercise. Participants had to place all the LEGO® Bricks, and could place them anywhere but in the water or outside of the region.

the growth.

other participants.

game day

Participants also had available an unlimited amount of red yarn to represent new or expanded roadways, blue yarn for new regional transit systems, and green yarn to designate natural areas and open spaces for preservation. In determining roadway and transit infrastructure needs, participants were instructed not to consider cost. They were free to build the infrastructure they believed necessary to accommodate

Before placing the LEGO® Bricks on the board, each group discussed the principles they believed should guide their growth patterns. Once the principles were agreed upon, they placed the bricks and yarn to build their vision for growth. Each table assessed how well they followed their Guiding Principles, discussed the barriers to the development of their vision and brainstormed solutions that would address those barriers. Many of the groups also developed "big ideas" to share with the

At the end of the morning game session, facilitators, scribes and other volunteers collected data from each group/table. Yellow and red LEGO® Bricks on each table were counted and recorded from every grid cell, and the yarn was measured.

The data were analyzed to assess the growth patterns' effect on density, land use, new land consumption, green space, mobility and transportation priorities.

The Afternoon Session

A packed room arrived to hear the results of the morning session. The session was open to the public and was attended by nearly 500 people, including those who participated in the exercise. Speakers included luncheon keynoter Marilee Utter, president of Citiventure Associates LLC; John Delaney, president of the University of North Florida and a former mayor of Jacksonville, who participated in the morning's visioning exercise; and Governor Charles Crist, who congratulated exercise participants and encouraged the audience to continue their efforts. Reality Check First Coast co-chairs then presented the results of the morning session.

Results

The results of the Reality Check First Coast visioning exercise include collected and compiled statements on Guiding Principles; barriers and solutions; data from the maps themselves; polling information; and big ideas that participants wanted to share. All of these data points provide insight into where the First Coast should focus to achieve its vision. The results are presented in the order in which each table played the game:

- Guiding Principles
- Population and Job Distribution Patterns (LEGO[®] Bricks)
- Transportation and Open Space (Yarn)
- Barriers
- Solutions
- Themes and Big Ideas

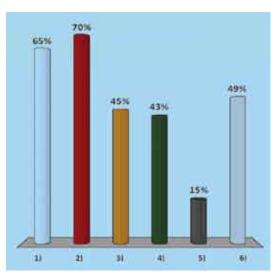
game day

Guiding Principles

Each table was asked to identify three to six general principles to guide them as they created their growth scenario. Staff and volunteers collected and consolidated the lists from all the tables. The following Guiding Principles were cited most frequently, with the first two shared by all tables:

- 1. Protect and conserve open spaces, agricultural lands and natural resources
- 2. Promote compact and sustainable mixed-use development
- 3. Provide mobility choices
- 4. Promote economic vitality and competitiveness
- 5. Promote infill development
- 6. Capitalize on regional assets and promote community identity

Attendees to the afternoon results session had an opportunity to weigh in on what they considered the three most important of the six principles identified. The majority (70%) of those polled ranked "Promote compact and sustainable mixed development" as the most important, followed by "Protect and conserve open spaces, agricultural lands, and natural resources" (65%) and



"Capitalize on regional assets and promote community identity" (49%).

Population and Job Distribution Patterns

When challenged to place their LEGO® Bricks on the map to determine the best alternatives for growth, exercise participants appeared to recognize our automobile dependency. Nevertheless, they are open to densities that would support transit. They also recognize that the current development pattern that separates jobs and housing and forces long commutes is not sustainable. In addition, they clearly are committed to maintaining and expanding conservation lands and unique open spaces.

While each of the 30 tables created a unique vision for the future, four general patterns emerged:

- Corridor
- Multiple Growth Centers
- Dispersed
- Urban Compact

The Corridor Pattern occurred most frequently, but all the tables distributed growth in population and jobs in a way that is more balanced throughout the region than current conditions. Each of the tables densified some existing urban areas, but no LEGO® Bricks were placed within open spaces in the category shown on the map as Managed Lands. The four land-use scenarios or patterns are described on the following pages. Each offers its own benefits and challenges.





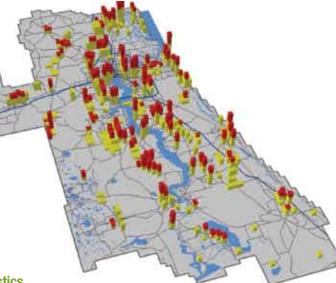
Characteristics

Corridor Pattern



Tables 8, 10, 11, 12, 14, 15, 23, 24, 27, 28 Example: Table 24

Corridor Pattern in Virtual LEGO® Bricks



• Recognition of new and existing transportation corridors

• New growth assigned is mostly mixed use

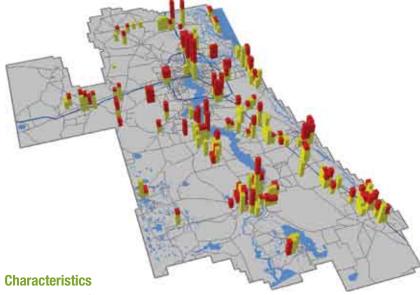
New growth is compact/nodal – supporting transit opportunities

Multiple Growth Centers Pattern



Tables 4, 7, 9, 17, 19, 22, 26, 29 Example: Table 9

Multiple Growth Centers Pattern in Virtual LEGO® Bricks



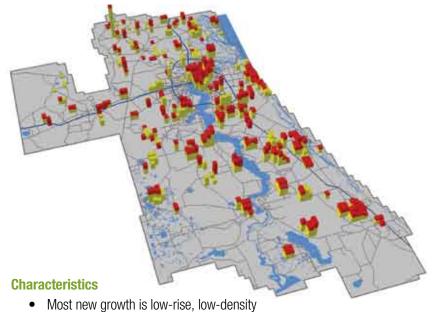
- Pattern of new growth is mixed
- Preserves green space
- May impact rural character

Dispersed Pattern



Tables 1, 3, 5, 13, 16, 20, 25 Example: Table 3

Dispersed Pattern in Virtual LEGO® Bricks



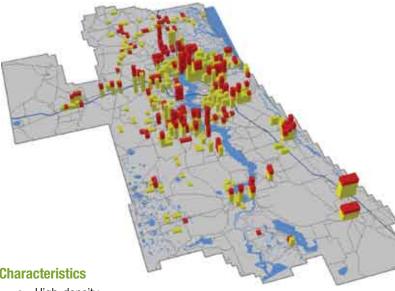
- New growth is mostly assigned outside of existing urban areas
- Pattern of new growth may or may not be mixed use
- Less preservation of green space
- Impact to rural character

Urban Compact Pattern



Tables 2, 6, 18, 21, 30 Example: Table 18

Urban Compact Pattern in Virtual LEGO® Bricks



- High-density
- Most new growth is assigned to existing urban areas
- Pattern of growth is mixed-use
- Preserves open spaces
- Preserves rural character



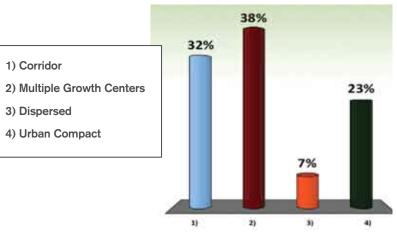
Pattern Preference

1) Corridor 3) Dispersed

Characteristics

game day

Ten of the 30 tables built their vision in a Corridor Pattern, while Multiple Growth Centers were slightly preferred at the afternoon results session. That session included Reality Check First Coast participants and well as people who had not participated in the exercise. Thirty-eight percent selected Multiple Growth Centers and 32 percent preferred a Corridor Pattern. The result of the poll is provided below.

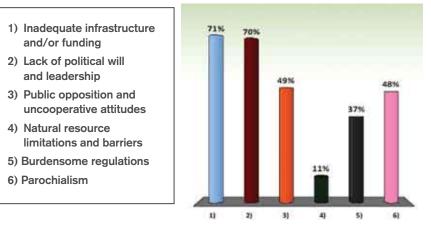


Barriers

After participants placed their LEGO® Bricks and yarn, they reviewed their vision for growth against their Guiding Principles and named their pattern. They then discussed the barriers to actually achieving the pattern they created. The barriers were collected and consolidated from all 30 tables. The following six were cited most frequently:

- Inadeguate infrastructure and/or funding
- Lack of political will and leadership
- Public opposition and uncooperative attitudes
- Natural resource limitations and barriers
- Burdensome regulations
- Parochialism

During the afternoon results session, polling was conducted to prioritize the barriers. Seventy one percent of those polled ranked "Inadequate infrastructure" as the most critical, followed by "Lack of political will." The results are below.



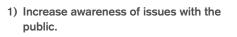
game **day**

Solutions

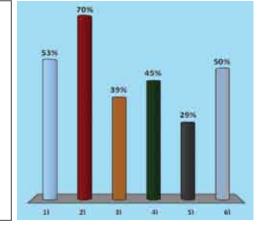
Solutions to address the barriers were also discussed at each table, compiled and consolidated. These were the six most frequently identified:

- Increase awareness of issues with the public
- Develop strong leadership to implement vision
- Pursue creative funding sources for additional revenue
- Take a regional approach to solutions
- Invest in "green" solutions. Make sustainable, smart growth decisions
- Invest in additional transportation options

At the afternoon results session, polling established the priorities of the larger group. Seventy percent of those polled ranked "Strong leadership" as the most effective solution, and 53 percent ranked "Increase awareness of issues with the public" as the most effective solution. The results are below.



- 2) Strong leadership to implement vision.
- 3) Pursue creative funding sources for additional revenue.
- 4) Regional approach to solutions.
- 5) Invest in "green" solutions. Make sustainable, smart growth decisions.
- 6) Invest in additional transportation options.



Themes/Big Ideas

During the Reality Check First Coast Exercise, each of the 30 tables had the opportunity to capture themes or "Big Ideas" that they wanted to share with the group at large. These are more difficult to consolidate because they cover such a wide range of issues, but the following "Big Ideas" were cited most frequently:

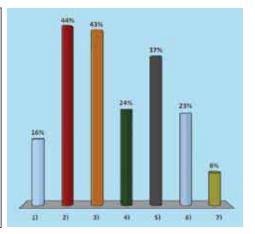
- Regional leadership
- St. Johns River as transportation and natural resource

game day

When they were considered at the results session, 44 percent of those polled ranked "Sustainable growth" as one of the two most important, and 43 percent chose "Multi-modal transportation and transit oriented development." The results are below.

- Environmental and agricultural protection
- Sustainable growth and communities through infill and mixed use
- Multi-modal transportation and transit-oriented development
- Adequate infrastructure and infrastructure funding
- Economic growth and vitality including jobs, workforce preparation, and
- promotion of major economic drivers

- 1) Environmental and agricultural protection.
- 2) Sustainable growth and communities through infill and mixed use.
- 3) Multi-modal transportation and TOD.
- 4) Adequate infrastructure and infrastructure funding.
- 5) Economic growth and vitality including jobs, workforce preparation, and promotion of major economic drivers.
- 6) Regional leadership.
- 7) St. Johns River as transportation and natural resource.





- Density

A MENTAL AND A LAND A PARTY

Reality Check First Coast

the findings

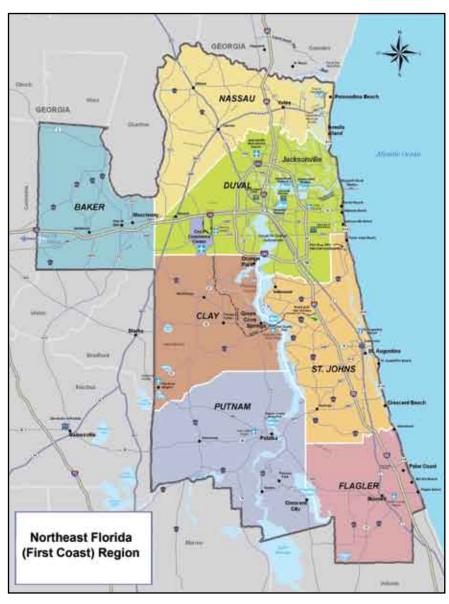
The following pages present the four (4) growth patterns and typical development characteristics. It is important to note that these pattern maps are presented for comparison purposes and illustrate only conceptual growth patterns.

However as previously noted, all four (4) growth patterns are viewed as *alternatives* to current and past development patterns and therefore indicate a collective desire to make changes to current practices by adding choices.

At the afternoon results session, the tables chosen as representative of each growth pattern were compared to each other in the following areas:

Total land consumed

 New transportation infrastructure • People-to-jobs balance by county



The following patterns use virtual LEGO® Bricks to depict jobs (red), and a yellow shading to depict population. The darker the shade, the more people represented.

Corridor Pattern

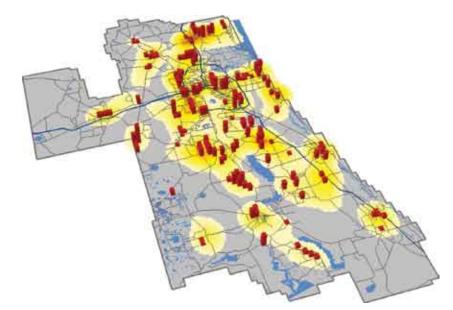
The Corridor Pattern concentrates populations in well-defined areas along major transportation routes, extending out from previously developed areas. New growth is predominantly mixed-use, providing a variety of housing and job opportunities. Because efficient rapid transit relies on relatively few, well-traveled routes, the compact corridor pattern supports the development of high-capacity rapid transit.

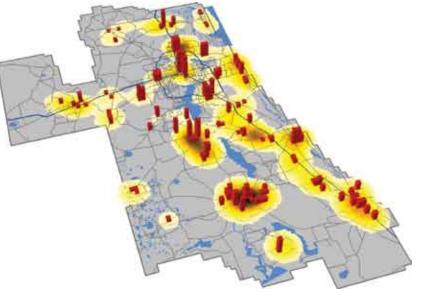
Corridor Pattern Concentration Map



Multiple Growth Centers cluster growth in well-defined core areas. Because of higher density, this pattern preserves green space for recreation, but may impact the character of rural areas. New growth is predominantly mixed-use, providing a variety of housing and job opportunities. The pattern provides for urban infill and revitalization of existing urban areas.

Multiple Growth Centers Pattern Concentration Map





Dispersed Pattern

Dispersed Pattern Concentration Map



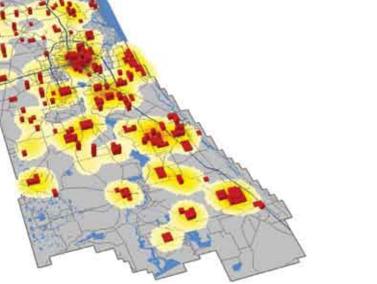
the findings

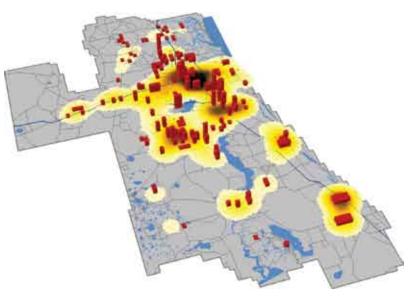
The Dispersed Pattern expands outward in all directions and has a strong impact on rural areas. It features low density with smaller areas of medium and high density outside existing urban areas. Jobs are dispersed regionwide.



The Urban Compact Pattern is characterized by urban infill and gradual redevelopment at higher densities. It concentrates development around a core city. Fewer new areas would be developed. The Urban Compact Pattern maximizes the use of existing infrastructure and provides for the greatest increase in transit.







Total New Land Consumed

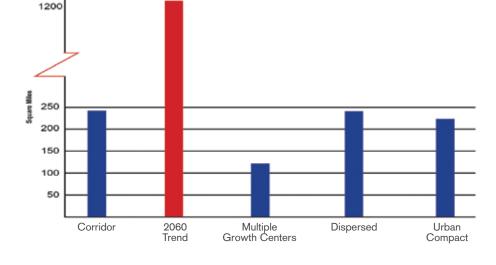
The chart below compares the estimated amount of new land consumed by each of the pattern examples. The Multiple Growth Centers Pattern uses the least amount of land. All four patterns consume significantly less land than would be consumed if the current trends continue through 2060.

It is important to note that the land consumed statistics shown in the chart are for comparison purposes only, or an order of magnitude check.

Density

Density was calculated using total new land consumed and total LEGO[®] Bricks representing additional population and jobs in the city limits of Palatka, Jacksonville and St. Augustine. The ratio of jobs and people per acre calculated for 2060 was compared to the current ratio.

Currently, the region has relatively low density levels even in urban areas. Jacksonville, because of its large land mass, can accommodate both urban and rural areas, and would be expected to have low average density into the future no matter how it grows. Palatka and St. Augustine more clearly illustrate the effect of growth based on the various patterns.



the findings

	Palatka People & Jobs per sq. mile	Palatka Households & Jobs per acre	Jacksonville People & Jobs per sq. mile	Households & Jobs per acre	St. Augustine People & Jobs per sq. mile	St. Augustine Households & Jobs per acre
Corridor						
Population	3,554	2	1,519	1.0	3,907	2.7
Employment	1,851	1	237	0.2	4,631	3.1
Mult. Growth Ctrs.						
Population	13,354	9	1,352	0.9	8,113	5.5
Employment	7,204	5	242	0.2	6,204	4.2
Dispersed						
Population	6,554	4	1,519	1.0	6,010	4.1
Employment	3,578	2	198	0.1	4,267	2.9
Urban Compact						
Population	6,754	5	1,810	1.2	7,833	5.3
Employment	3,578	2	361	0.2	4,872	3.3
Existing						
Population	1,554	1	1,061	1.0	1,384	1.0
Employment	1,333	2	732	0.5	2,331	1.6

New Transportation Infrastructure

Yarn was placed to indicate new roadways, transit and green space. Yarn lengths were unlimited and the placement was restricted to the First Coast Region. There were no costs associated with the placement of yarn. The yarn length of each of the 30 tables was measured, and the sum calculated by pattern category is shown in the table below.

The results indicate that the Dispersed Pattern requires the most new roadway, and the Urban Compact Pattern requires the most transit. The Multiple Growth Centers and Corridor patterns generally require fewer new roadways or transit infrastructure than the other two patterns.

	Corridor Pattern	Multiple Growth Centers	Dispersed Pattern	Urban Compact Pattern
Roadways	116 miles	94 miles	175.75 miles	54.5 miles
Transit	113 miles	105 miles	130.25 miles	198 miles

TOTAL MILES OF ROADWAY AND TRANSIT YARN



Using the Guiding Principles they had agreed upon, each group then tackled where improvements would be needed to the region's transportation infrastructure and what kind of transportation choices would be most appropriate. While cost was not a consideration for this exercise, participants agreed that funding for all types of infrastructure, including roads, where appropriate, transit and green infrastructure, is key to the vision's success.

Florida Forever.

the findings

Transportation and Open Space

Reality Check First Coast enabled participants to create the ideal scenarios for relating land use to transportation and green space. They clearly recognized the need to make transportation investments for the future – from building new roads, expanding mass transit to adding a waterborne transit line.

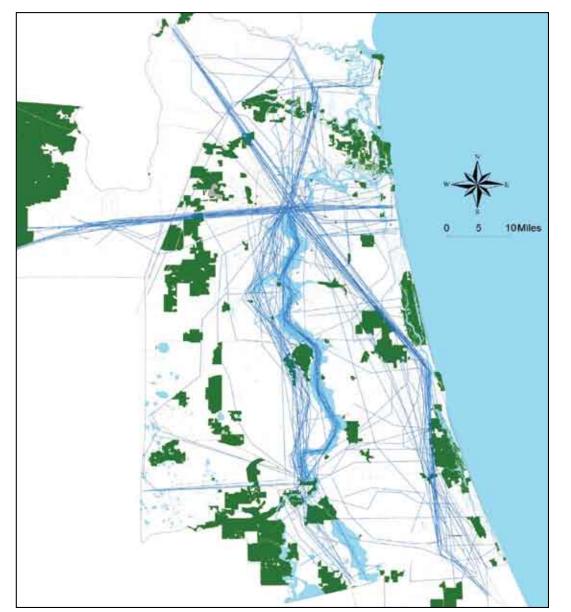
The amount of yarn used at each table was digitized into a Geographic Information System (GIS) and analyzed for general trends. The maps validate some planning initiatives already under way. It showed participants broadly support the alignments under consideration for commuter rail and the Outer Beltway. Additionally, their recommendations for preserving open areas are similar to existing programs, such as



Transit

Approximately 60 percent of the tables set transit lines remarkably similar to those proposed by the Jacksonville Transportation Authority (JTA) based on Commuter Rail Feasibility and other transit studies. These corridors run along I-95, US 1, US 17 and I-10. Forty-three percent of the tables proposed transit lines running along I-10 from Baker County to the Jacksonville Beaches area. Approximately 50 percent of the tables included a waterborne transit line, mainly running from Downtown Jacksonville south to Palatka.

The map on the right is a composite of all 30 tables' vision for future transit infrastructure development.



New Roads

and counties.

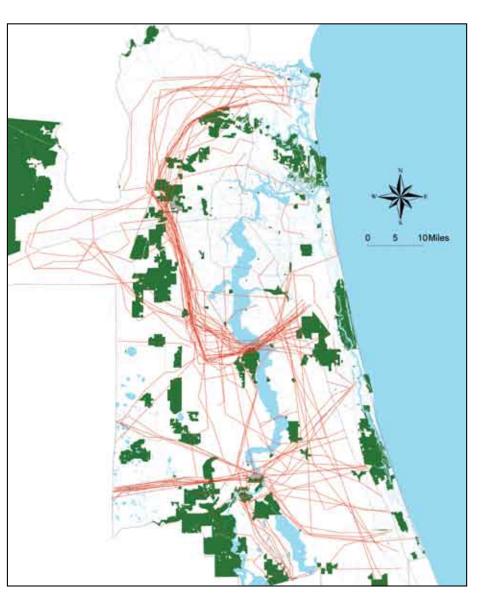
new or expanded roadways.



While participants appear to favor the development of public transit over road construction, they do recognize our region's automobile dependency. All 30 tables included an Outer Beltway alignment, and the east-west proposal that occurred most frequently was an alignment in Nassau County generally along A1A/SR 200/US301.

Another recurring regional east-west alignment appeared in Putnam County going west from Palatka to the county line (presumably Gainesville). In addition, many tables included roadways that originate in Palatka and connect to various other municipalities

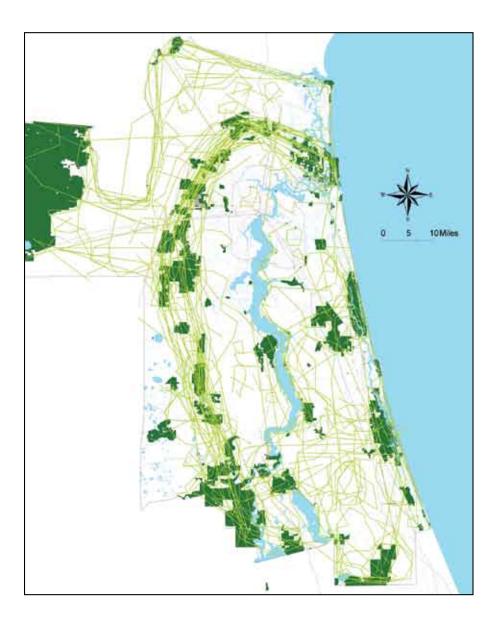
The map on the right is a composite of all 30 tables covering recommendations for



Open Space

The open space yarn is intended to represent both linear shapes (corridors, connections, trails) and open space preservation. Much of the yarn placed by participants connects to existing Managed Lands (dark green areas).

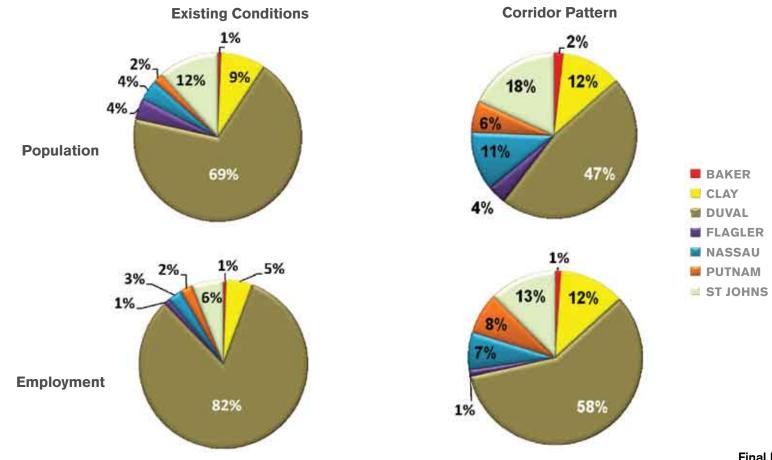
The map on the right is a composite of all 30 tables covering recommendations for and what can be termed as *green infrastructure*. The participants' designations for conservation and open spaces seem to validate current preservation planning efforts through various land preservation programs, such as Florida Forever.



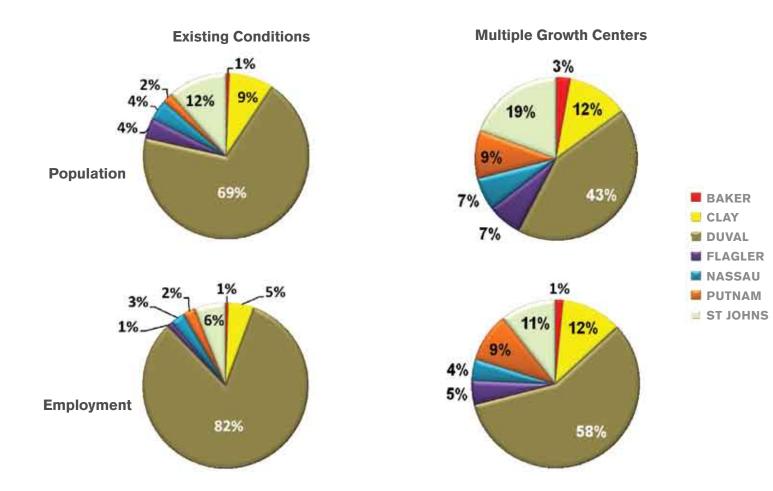


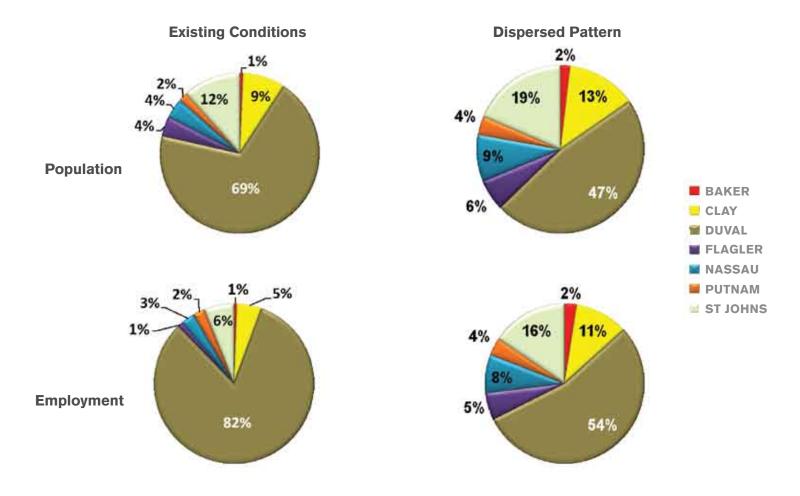
People-to-Jobs Balance

The charts below compare current population and employment concentrations in each of the seven counties that comprise the First Coast with anticipated concentrations of new population and jobs growth based on each of the four growth patterns identified through the visioning exercise.







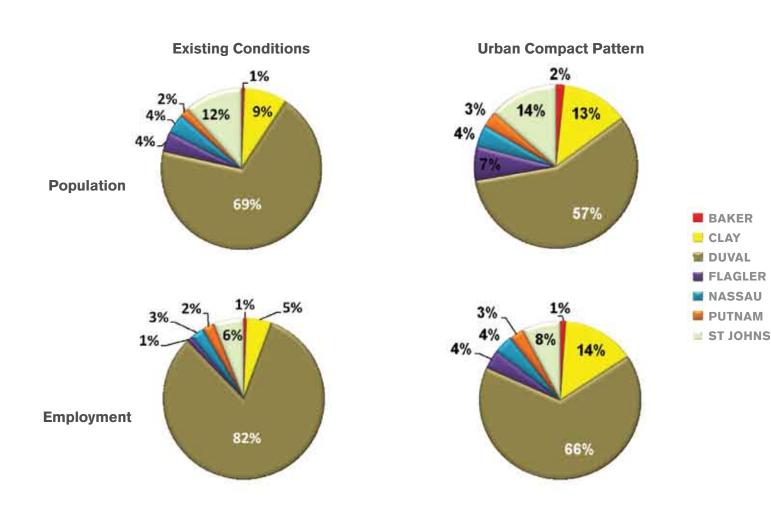




During the planning for Reality Check First Coast, the organizers agreed to provide large-scale natural resource maps for participants' use on Game Day, and to follow up the event with a review of the results by a panel of natural resource experts. RCFC co-chairs expanded this concept to cover the three areas directly addressed by the Reality Check exercise: Natural Resources, Land Use and Mobility. This review allowed for many benefits:

the beginning.

- on the results.



the findings

Expert Panel Results

• The panels enabled representatives from these perspectives to be consulted on next steps. A vision will only take hold if all stakeholders are included from

• Each panel was assembled to include experts in the areas that are most important to the successful use of the exercise. Each panel was given essentially the same questions to discuss, each from their own perspective.

• The natural resources panel included experts from the public, private, planning and advocacy sectors. The land use panel included large landowners, developers, private and public sector planners, analysts, attorneys, academics, proponents of green building, surveyors and managers. The mobility panel included private and public sector planners and transportation professionals. The first panel discussion identified a shortcoming inherent in keeping these experts separated, so a joint expert panel discussion was held to focus



QUESTIONS	Natural Resources Expert Panel	Land Use Expert Panel	Mobility Expert Panel
Given the Guiding Principles identified by the 300 regional leaders who participated in the Reality Check exercise, what is the most important implementation effort Region First 2060 can take to help them turn the principles into action?	Define sustainability and any other terms we are using as they apply to the First Coast. Educate elected officials that preservation of natural resources is good economics.	Big ideas, but one mission statement is required. Merge "protect and conserve open spaces, agricultural lands, and natural resources" with "promote economic vitality and competitiveness." Economic vitality is a critical component of sustainability. Sustainability is a three-legged stool: People, Planet and Prosperity. Or Economics, Environment and Social Equity.	Influence the work being done on a mobility fee if you want to implement the Guiding Principles.
What metrics should be used to compare the four patterns for public visioning exercises in the fall of 2009? What methodology should be used? Note: Panelists were provided with the following list to consider: Total Land Consumed, Water Consumption, Automobile Trips Generated, Electricity Usage, Vehicle Miles Traveled Wetlands Impacted, Agricultural Lands Impacted	Whatever we do needs to be credible. Consider not using electricity, as the differences between patterns will not be meaningful. Metrics need to be consistently available.	Consider not using metrics generated by RCFC maps. Use observations about the patterns and metrics that are established in the academic or professional community for that type of pattern. Do not ask the public for a pattern preference.	 Use other metrics as well that are more economic based: Cost savings if a family takes one car off the road. Cost of suburban sprawl pattern to the household, the county and the region. True cost to drive.
Given the Barriers identified, which, in your expert opinion, is most important?	Lack of political will and leadership. Need the business sector to co-own the vision.	Tie between inadequate infrastructure and/or funding and burdensome regulations. Once you address these, public support and political leadership will follow.	Lack of political will and leadership.
Given the Solutions identified, which will be the most effective in Northeast Florida?	Increase awareness of issues with the public and strong leadership to implement the vision.	Strong new format for regional leadership to implement the mission and increase awareness of issues with the public.	Increase awareness of issues with the public, then strong leadership to implement the vision.
What single action should Region First 2060 take to capitalize on the Trends/Big Ideas identified?	Start with the plan. Plan what to protect before you plan anything else.	Finalize the mission statement and provide tools for education and action. The action plan should include creation of a new regional leadership structure that is credible, sustainable and not bureaucratic.	Not asked.
What do the maps for natural resources or roads and transit suggest to you regarding the preferences of RCFC participants in comparison to the realities of natural resources or transportation planning?	Connectivity with existing managed lands and new areas for preservation is key, and the trends on the map seem to support efforts such as Florida Forever and others.	Not asked.	They support the commuter rail planning done to date and the lower outer beltway alignment. River transportation has support, despite the issues it raises, and this may indicate that it will be an option at a later date or that there is a need for more north-south connectivity in the region.

38

the findings

Overall Observations from the Natural Resources Expert Panel

• We need to define our terms early and be clear. As we have Guiding Principles that use words such as sustainable and infill, we must explain what they mean to us and make them relevant to the First Coast.

Our outreach efforts and reports need to make clear that the 1.6 million population growth projection by 2060 was simply an assumption used to help participants in Reality Check First Coast develop their vision for a growth pattern. Given the current recession and out-migration from Florida, if we were planning Reality Check First Coast today, we might have used a lower number. For RCFC, the pattern of growth is more important than the growth projections, since one of the goals was to acquire the community's ideas on "how we should grow" and "where we should direct growth."

• We need to make it explicit that assumptions and the patterns developed at Reality Check First Coast should not be used to guide infrastructure planning or investment.

• We do not know what the carrying capacity of the region is, or whether it can support 1.6 million new residents.

• Think of our efforts as: The Plan, The Will, The Money.

• We need to plan what we save first, before we plan what we will use. With a greenprint, or natural resources plan, we can start to think about what tangible methods and policies we include in a vision to preserve natural resources.

• Education is key and needs to focus on the preservation of our natural resources as good economics.

- We can take advantage of the many programs already out there, create a list and link them through a website.
- Create a "Did you know?" campaign.
- We need to give our elected officials the tools to say "no" when a project is not consistent with our definition of the Guiding Principles. These are the policies behind the vision.
- We need the grass roots of the region to understand and buy in to the Guiding Principles, and then to make their opinions known as constituents of their elected officials.
- We need to get comprehensive planning back in our region. The pattern of private property owners changing future land use designations frequently and easily is prevalent in the region, and comprehensive planning is lost in the process. Even if we are successful at adding the Guiding Principles into comprehensive plans, they will not be effective unless we have the will to stick to the plan.
- The Land Use Expert panel is misnamed, as a panel on land use should include all stakeholders, including natural resources.

Overall Observations from the Land Use Expert Panel

- If we can define sustainable growth, the Guiding Principles are contained within it.
- We need one statement of the mission or Guiding Principle, not six.
- We already have 600 people to sell the message, with Steering Committee, Coordinating Committee, other committees, volunteers, game day participants and results session attendees.
- Do not place a number in front of any of the Guiding Principle statements. They are each equal in weight.
- The region should create performance-based regulations based on the Guiding Principles.
- Education requires a youth message as well as an adult message.
- Action needs to come from leaders, but we need to give them tools.
- Incentivize green buildings and emphasize the green economy.
- Define the goal. What does success in implementation look like? Is it an educated public or is it action? It is both.
- Address inefficiency. Regulations are not aligned, and fixing this could be an early win.
- Push Region First 2060 as a pilot at the state level.

- Change traffic concurrency to encourage behavior we want to occur.
- Consider a baseline scorecard for how we are doing. This is a better use for metrics than indicators comparing the patterns. Comparison creates division.
- Leadership includes everyone.
- We need to ensure our message includes hope.
- Our system does not provide a mechanism for managing competing interests. Where is our democratic public space?
- Incentivize sustainable growth in communities.
- A new regional leadership structure needs to be established—not the traditional government pattern-to carry the mission statement forward. We need a vision and an action plan, and regional leaders who can capitalize on the drivers to achieve economic vitality.
- Ask the public what they value, and then address how the patterns fit those values.
- Create a matrix to compare the patterns. For example, "This pattern uses (more/less) roads, electricity, land, etc. than the status guo pattern," and base the matrix on existing academic/professional studies.
- Make the metrics positive, e.g., land saved rather than land consumed.

Overall Observations from the Mobility Expert Panel



Define what our Guiding Principles mean.

• Education. We need to get our Guiding Principles out there and keep them out there. Emphasize awareness of the issues and the true costs of the trend.

• We need to use the "do nothing" scenario to advantage. The "do nothing" scenario for growth is, and should be, scary, and the alternatives are not that difficult to achieve.

• The Guiding Principles need to be ingrained at every level of planning and decision making, including annual updates to the Capital Improvements Element.

• Start with a Public Relations campaign. Emphasize why the Guiding Principles matter to all citizens, and that small steps can make a difference.

• Keep an eye on state and voter initiatives, so we can capitalize on whatever momentum or changes they bring.

• There is validation of the lower outer beltway as planned on the yarn map for roads. There is a conflict between the varn map for open space, which shows a green belt and the upper outer beltway.

Start with a greenprint

- The map orientations for transit are extraordinarily like our planning to date. with one additional connection to the beaches.
- Use an economic development argument. You need a world class transit system to be a world class city.
- Compare our region to our peer regions. What have they been doing while we have been building roads?
- The three patterns other than dispersed are better than the trend. Compare them using generally accepted data. Each pattern has a place in each county.
- Give our leaders the tools to have the political will.

Summarv

By reviewing the overall observations, it becomes clear of the interrelatedness of the three areas, and that each panel recognized and appreciated one another's perspectives. Ultimately, the panels agreed that educating the region of best practices regarding natural resources, land use, and mobility is a key next step in realizing a regional vision.



Reality Check First Coast

the **conclusion**



The Expert Panels helped solidify the resolve of the Reality Check First Coast organizers to capitalize on the opportunities the exercise presents. Here is the action plan:

- Guiding Principles.

the conclusion

Translating Values into Action

• Condense the Guiding Principles into a message that is right for the First Coast.

• Get the message out to the entire region and keep it there during the entire visioning process.

• Facilitate "groundtruthing" exercises in each county of the region.

• Conduct an exercise targeted towards youth.

• Conduct citizen values polling, using examples of the growth patterns created by Reality Check First Coast.

• Assemble data from all implementation efforts for consideration by the Regional Community Institute of Northeast Florida, Inc. as they create a vision. Insist that the vision is consistent with the Guiding Principles.

• Participate in visioning efforts wherever possible.

• Encourage the NEFRC to incorporate the Guiding Priciples into the updated Strategic Regional Policy Plan.

• Encourage updates to local comprehensive plans that are consistent with the



the **conclusion**

Region First 2060

The implementation of Reality Check First Coast will be directed by an umbrella partnership, *Region First 2060*. This is the ongoing partnership of the Reality Check First Coast entities, along with other groups supporting the mission and Guiding Pricipals. The overall mission is to convene the region regarding the choices it has related to growth, development and the future, educate the region regarding the benefits of development consistent with the Guiding Principles, and use every opportunity to encourage participation in a regional vision.

There is a history of visions being left on the shelf, just like so many plans have been. The action plan will not allow this to happen, because it is tied to the update of the Northeast Florida Strategic Regional Policy Plan (SRPP). The Northeast Florida Regional Council created a not-for-profit organization, the Regional Community Institute, to create a vision with some independence from the Council, and provide that vision to the Council for consideration as they update the Strategic Regional Policy Plan. Region First 2060 will share the data it gathers from implementation efforts with the Regional Community Institute, and will partner with the Institute in some action steps to ensure that the vision reflects the Guiding Principles, and that the update to the Strategic Regional Policy Plan does as well.



Final Thoughts

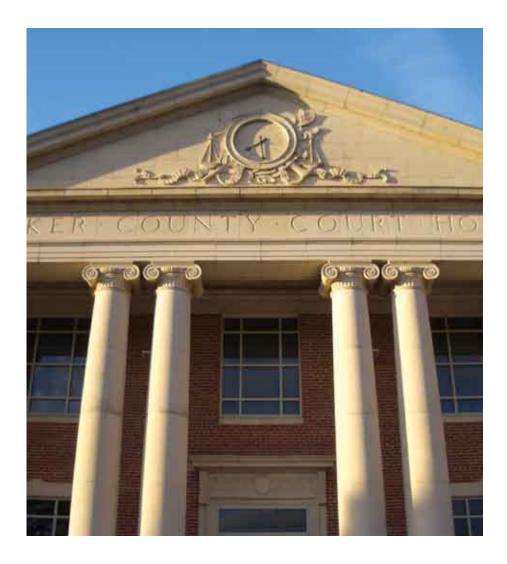
Existing development patterns may leave us with challenges, but our underdevelopment in many areas leaves us with opportunities. Our reputation as "not Central Florida" and "not South Florida" leaves the way clear for us to establish the region as a place where we can create a prosperous and sustainable future and are prepared to change where necessary to achieve it.

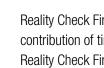
As we come into our own amidst larger and well-established regions, we still have choices that enable us to build great places – places that are walkable, accessible, diverse and interesting. We can preserve open spaces that capitalize on our existing natural lands, and emerge with a region that is unique in its environmental stewardship. Our leaders showed consensus that we can link more compact developments to each other through a regional transit system.

We have started a movement. We have an attainable goal of creating a better plan to guide our region's growth. We have a lofty goal of harnessing our region's imagination to find better ways to ensure long-term prosperity for our people, create a unique and vibrant place to live, and protect our natural resources. Join us. This is the time.

the conclusion

The principles, barriers, solutions and themes that emerged from the Reality Check First Coast visioning exercise provide a framework for meeting the challenges that our region will face in the coming decades. While the First Coast may not have been motivated towards Reality Check First Coast because of crisis, it participated in the exercise because of the value inherent in getting out ahead of a crisis.





Steering Committee

Peter Rummell. Brenna Durden Rob Palmer, Ja Brian Teeple, I

Michael J. Blay Michael Boylan Don Crichlow Travis Cummin Lad Daniels John Delaney David Dinkins Bruce Fergusor Christopher Fol Ronnie Fussell Wilfredo Gonzal Barbara Goodm Susan Grandin Kirby Green Mark Griffin Wayman Michael Griffis

Reality Check First Coast

acknowledgements

acknowledgements

Reality Check First Coast would not have been possible without the generous contribution of time and talent of many dedicated citizens of the First Coast region. Reality Check First Coast extends special thanks to the following individuals:

, Lewis, L acobs Eng	l Company, Inc., Chair .ongman & Walker, PA, Co-Chair ineering Group, Co-Chair Florida Regional Council, Co-Chair
	5
lock	Jacksonville Transportation Authority
I	WJCT
	City of St. Augustine
gs	Clay County Board of County Commissioners
	First Coast Manufacturers Association
	University of North Florida, Partner
	UF - St. Johns County Extension Service
ſ	WorkSource Florida
ds	HabiJax
	Jacksonville City Council
lez	U.S. Small Business Administration
nan	National Park Service
	The Trust for Public Land
	St. Johns River Water Management District, Partner

Ministries. AME Church

Baker County Board of County Commissioners

Jack Healan Milissa Holland Charles Hood Susan Hughes John Kennedy Kellie Jo Kilberg John Kopelousos David Lusby Jerry Mallot Jim Mayo Ted McGowan Barbara Moore Dick Morales. II Jack Myers Jon Netts Lynn Pappas John Peyton Brad Purcell Robert Rhodes Michael Shalley Cindy Stevenson Paul Tutwiler John Welch Bob White Quinton White

Amelia Island Plantation Flagler County Board of County Commissioners Rayonier, Inc. JEA Mercantile Bank Clay County Chamber of Commerce Kopelousos & Bradley, P.A. Palm Coast Holdings, Inc. Cornerstone Regional Partnership, Partner Baptist Medical Center - Nassau Clay County Port/Reynolds Park Lennar Morales Group, Inc. Reinhold Corporation City of Palm Coast Pappas, Metcalf, Jenks & Miller City of Jacksonville Putnam County Board of County Commissioners Foley & Lardner, LLP MKS Partners, LLC St. Johns County Board of County Commissioners Northwest Jacksonville CDC Foley & Lardner, LLP Compass Bank Marine Science Research Institute at Jacksonville University

acknowledgements

Wachovia Bank

Jacksonville Bank

Wayne and Delores Weaver

Partners

Florida Coastal School of Law

Jacksonville Aviation Authority

Foley & Lardner, LLP

HDR Engineering

Coordinating Committee

Mike Boyle	Nassau County Regional Count	BOCC, and Northeast Florida	Budget Committee Chair	Brenna Durden, Lewis, Longman & Walker, P.A.
Denise Bunnewith	0	ransportation Planning Organization	Communications Committee Chair	Jan Korb, BroadBased Communications
John Delaney	University of No		Communications Committee Co-Chair	Michael Doyle, Gleason and Associates
Kirby Green		Water Management District	Data Committee Chair	Bill Killingsworth, City of Jacksonville
Mark Middlebrook	St. Johns River	-	Data Committee Co-Chair	Amy Cole, Rink Design Partnership
Jerry Mallot	Cornerstone Re	egional Partnership	Fund Development Committee Chair	Brenda Ezell, Ezell Law Firm, P.A.
Robert Rhodes		r, LLP and Regional Community Institute	Fund Development Committee Co-Chair	John Welch, Foley & Lardner, LLP
	of Northeast Flo		Program Committee Chair	Corie Baker, JSA Architects
John Welch			Program Committee Co-Chair	Glenn Hettinger, Rink Design Partnership
Sponsors		Jacksonville Bank Jacksonville Transportation Authority	Volunteer Sponsors	
AT&T		JAXPORT	BBVA Compass Bank	Lewis Longman & Walker, P.A.
Bank of America		JEA	Edwards Cohen Attorney at Law	MACTEC
Baptist Medical Center		King Engineering Associates	Ezell Law Firm, P.A.	Max Cudd
BBVA Compass Bank		Lewis, Longman & Walker, P.A.	Flagg Design Studio	Northeast Florida Regional Council
Clay County Port/Reync	olds Park	Liberty Property Trust	Fleet & Associates Architects/Planners	RS&H
Demetree Brothers		Peter and Lee Ann Rummell	Foley & Lardner, LLP	Rink Design Partnership
Elkins Constructors, Inc	<u>).</u>	PGA Tour	HNTB	Strategic Allignment
England-Thims & Miller		Regency Realty Group	Jacobs	Susan L. Fraser
EOLA Capital		St. Johns River Water Management District	J.M. Dickson	The Mellgren Planning Group
EverBank		TerraPointe, LLC (Rayonier)	JSA Architects Interiors Planners	ULI North Florida
First Coast Workforce E	Development	The Haskell Company	Kimley-Horn and Associates	Urbanomics
Flagler Development		ULI North Florida	King Engineering Associates	

Volunteers

Jeff Alexander John Allmand Danita Andrews Jennifer Anticknap Tom Atkins Carolyn Audije April Bacchus Theresa Backhus Lindsey Ballas Bonnie Barnes **Richard Beaudoin** Shelley Beville Kelly Boree James Boyle Calvin Burney Trey Byrd Michael Calhoun Brian Canin Kristy Capobianco Cathy Chambers Al Chester Jason Cleghorn Scott Clem Jamie Cochran Maria Coppola Craig Corey Suzanne Cortina Ken Creveling Charlotte Cudd

acknowledgements

Max Cudd Alyce Decker Jean Dickson Lara Diettrich David Dinkins Todd Duncan Joseph Ehardt Dawn Emerick Valerie Evans Robert Feierstein Chris Flagg Vicki Flannery Bob Fleet Janis Fleet Sheron Forde Wanda Forrest Susan Fraser Cheryl Freeman Jerry Friley Belinda Gearis Margaret Gibson Angi Giles Laura Gonzales Trish Gramajo-St. John Michael Hadden TR Hainline Jennifer Hewett-Apperson **Richard Hilsenbeck** Jonathan Holland Michael Hutton Suzanne Jenkins

Heather Jones Nancy Kilgo Sarah King Linda Krepp Karen Kuhlmann Lisa Labs LaVilla School of the Arts Students Ed Lehman Beth Leister Michael Lewyn Tyler Loehnert Long Branch Elementary School Students Nicole Love Jeff MacFarlan Greg Matovina Brian McElvea Kraig McLane Lisa Milford Mike Miller Travis Minch Emily Montgomery Morning Star School Students Doug Myers Linda Myers Melinda Oklok Guy Parola Holly Parrish Parsons Christian Academy Students Elizabeth Payne Victoria Pennington **Richard Prindiville**

Danny Pleasant Leigh Ann Rassler Joyce Rhodes Randy Rice Jim Robinson Ameera Saveed Jill Schecter Aage Schroder Shari Schurr Jim Sellen Terry Shaw Jeff Sheffield Theresa Smith Jenny Soucek Max Starks Donna Starling Linda Strickland Jason Taylor Mario Taylor Commissioner Thrumston Nathan Tidd Amit Vaswani Beth Weatherford Joe Whitaker Grace Williams Cameron Wilson Greg Witherspoon Melissa Zimmer

acknowledgements

Reality Check First Coast – Expert Panels

Land Use Panel Members:

Mr. Mike Antonopolous	M.A.A.
Ms. Teresa Bishop	St. Johns County
Ms. Sarah Boren	US Green Building Council
Mr. Greg Clary	Clary & Associates
Mr. Ken Creveling	Urbanomix
Dr. Mark Falbo	UNF
Ms. Lindsey Haga	St. Johns County
Mr. Charles Hood	Rayonier
Ms. Lynn Pappas	Pappas Metcalf Jenks and Miller
Mr. Duncan Ross	Prosser Hallock
Mr. Dave Tillis	WilsonMiller
Ms. Denise Wallace	BCM Services

Natural Resources Panel Members:

Mr. Neil Armingeon	St. Johns Riverkeeper
Ms. Bonnie Barnes	North Florida Land Trust
Ms. Cara Connolly	Environmental Services
Mr. Walter Fufidio	Nassau County
Ms. Barbara Goodman	National Park Service
Ms. Trish Gramajo-St. John	The Nature Conservancy
Mr. Mark Middlebrook	St. Johns River Alliance
Ms. Heather Venter	Florida Division of Forestry
Dr. Quinton White	Jacksonville University
Ms. Nancy Zyski	Environmental Resource Solutions

Mobility Panel Members:

Ar. Brian Canin	Canin & Associates
/Ir. Scott Clem	Jacksonville Transportation Authority
As. Susan Fraser	SLF Consulting
/Ir. Thomas Hill	Florida Department of Transportation
/Is. Laurie Katreh	City of Jacksonville
/Ir. Ed Preston	Baker County
/Ir. Chuck Tamblyn	Reynolds, Smith & Hills

Project Managers

Carolyn Clark, ULI North Florida Margo Moehring, Northeast Florida Regional Council

A special thank you to Suzanne Cartwright, Urban Land Institute.

For more information on visioning efforts, visit www.realitycheckfirstcoast.com.



Reality Check First Coast





www.RealityCheckFirstCoast.com