

Making 2045 Healthy, Sustainable, and Resilient

Hosted by:



Note

This report summarizes the discussions from MetroPlan Orlando's Transportation Think-In held on February 7, 2018. The information in the pages that follow synthesize the notes taken throughout the day.

The event helped us identify several research questions – ones that we'll work to answer in the coming months and years (see Appendix A). Some will be addressed through a series of policy-oriented reports in the coming months. Others will take much longer to research and develop recommendations. We hope that you will join us as we work towards making the Central Florida region one that has a healthy population, sustainable environment, and supports resiliency in all its forms.

Acknowledgements

The Federal Highway Administration (FHWA) is providing financial support to MetroPlan Orlando's INVEST project, which includes the Transportation Think-In. Thank you to Connie Hill and Teresa Parker from FHWA for your assistance and attendance.

Many people made the Transportation Think-In happen. Thank you to all the participants, who graciously gave us several hours of their day. MetroPlan Orlando's Regional Leadership Council identified participants and personally invited many of them. Several of our transportation partners were also instrumental in developing the participant list. Students from the University of Central Florida volunteered to take notes. They made this report possible. Every MetroPlan Orlando staff member contributed to the Think-In in some way. Thank you to Commissioner Cheryl Grieb, Commissioner Pete Clarke, and Council President John Dowless for attending and contributing to the day's conversations. To Karen Leone de Nie and the Federal Reserve Bank of Atlanta: thank you for your assistance, time, and excellent presentation.

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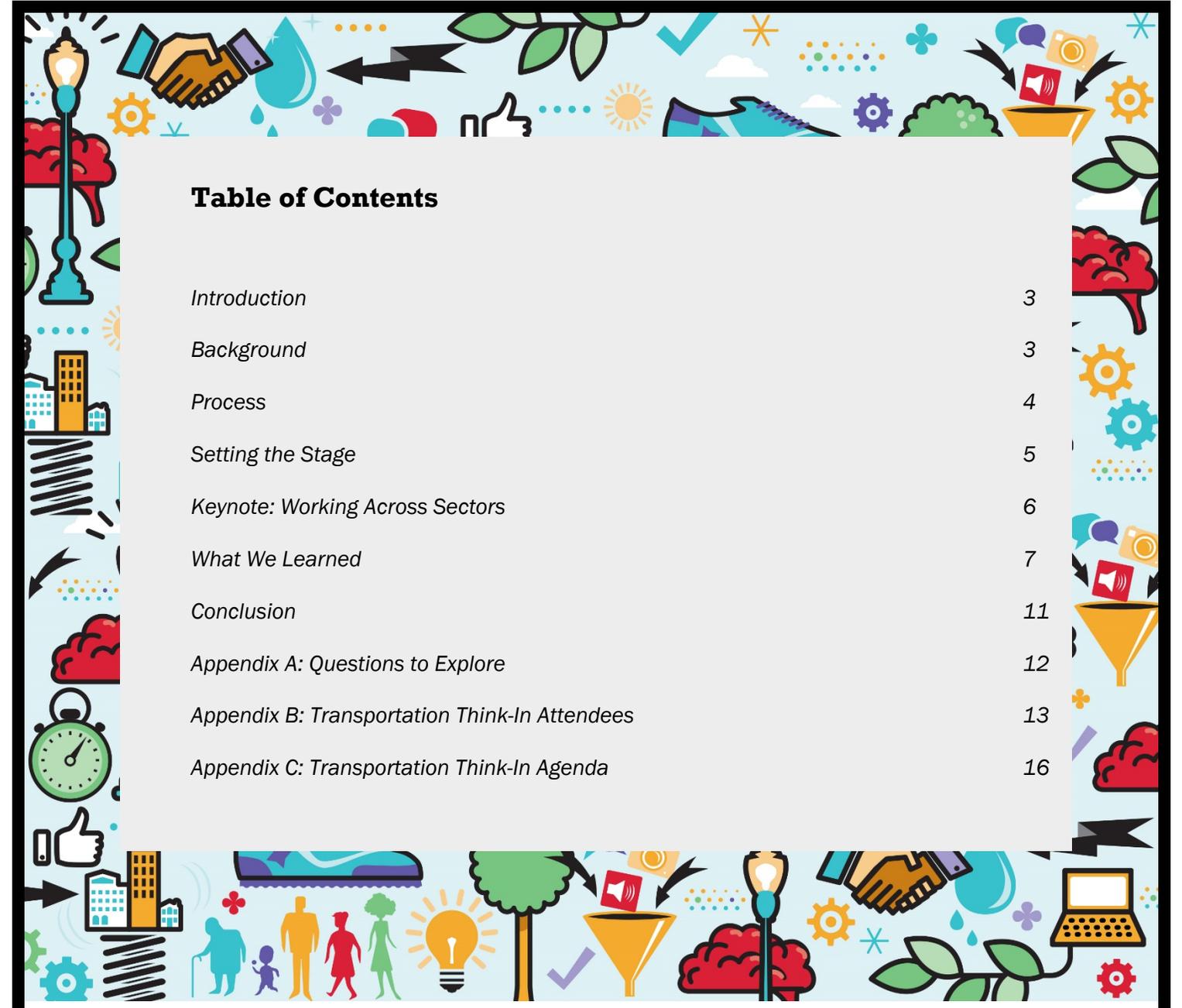


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This report is available on MetroPlan Orlando's website: <https://metroplanorlando.org/programs-resources/health-transportation/>

There is a lot of exciting work going on in the Orlando metropolitan area. And we can achieve great things in the region by coordinating our efforts and leveraging our resources. That was the overarching theme of *Transportation Think-In: Making 2045 Healthy, Sustainable, and Resilient*. Organized by MetroPlan Orlando as part of a Federal Highway Administration (FHWA) project. The nearly day-long event brought together about 60 community leaders from across Central Florida.



Discussions throughout the day were wide-ranging as participants got to know one another, shared stories, and talked about transportation-related challenges our region faces. This report summarizes the thoughts shared during the event and identifies several questions to answer. MetroPlan Orlando will explore some of these questions through applied research in the coming months. The insights gained through the entire project will establish the guiding principles for the region's 2045 transportation plan and inform other MetroPlan Orlando documents.

The report is divided into several sections: Background, Process, Setting the Stage, Keynote, and What You Told Us. The day's agenda focused mostly on three sessions: the Keynote from Karen Leone de Nie of the Federal Reserve Bank of Atlanta, How We'll Work Together, and What We Want to Accomplish. The latter two sessions were conducted in small groups at tables of 7-8. The intimate setting allowed conversation to flow and led to a sharing of insights that MetroPlan Orlando will use as we plan for a regional transportation system that supports positive health outcomes, enhances sustainability, and builds resiliency.



Background

In early 2017, FHWA awarded MetroPlan Orlando a grant to pilot implementation of the Infrastructure Voluntary Evaluation Sustainability Tool (INVEST). MetroPlan Orlando is using the funds to incorporate measurable health and sustainability principles into the regional transportation planning process. The project has three phases:

- 1) Evaluation of Existing and Current Processes: INVEST has 17 best practices for regional planning, which build off MetroPlan Orlando's [health audit and previous work](#).
- 2) Host a Transportation, Health, and Sustainability Summit: a forum for offering direction on how the 2045 regional transportation plan can produce a greater return on investment through health, environmental, and economic benefits
- 3) Strategy Reports: These reports will provide data analysis and insights for the next regional transportation plan, our public opinion efforts, and other yet-to-be-determined documents.

Phase 1 – the INVEST evaluation – identified areas of strength and weakness, which informed the Think-In’s content. The 2040 regional transportation plan scored well on Transportation System, Management, and Operations (TSMO) issues, but poorly on efforts to address transit, affordability, and what’s called the jobs-housing balance. The jobs-housing balance looks at the location of housing compared to the location of employment opportunities. Ideally, jobs and housing are near each other, which makes it easier to provide people with transportation options.

Process

Planning for the Transportation Think-In began in the summer of 2017. MetroPlan Orlando’s Regional Leadership Council, which includes officers from the MetroPlan Orlando Board, Community Advisory Committee, Technical Advisory Committee, TSMO Advisory Committee, and Municipal Advisory Committee, provided input and guidance during the early stages of the process.

A key element for success was the identification of leaders and creative thinkers who could provide new perspectives on transportation challenges in the region. The goal was to identify 50-75 leaders who would represent various sectors of the community, including business, education, faith, economic development, health, housing, local government, social services, and tourism.

Identifying Participants

MetroPlan Orlando wanted to invite what we termed “not the usual suspects.” We have ongoing conversations with traditional transportation stakeholders throughout the year. The Transportation Think-In was an opportunity to engage representatives from organizations who are not commonly represented in transportation planning (see Appendix B).

Staff members developed a preliminary list of organizations that should be represented. This list was presented to the Regional Leadership Council, who helped to identify contacts at the various organizations. MetroPlan Orlando’s investment in building community partnerships played a large role in not only identifying the desired participants but also generating interest in the event. Transportation partners and invited guests were also asked to recommend individuals who should be invited to the event.

Communication

To generate interest, MetroPlan Orlando named the event *Transportation Think-In: Making 2045 Healthy, Sustainable, and Resilient*, which reflected the participatory nature of the event as well as the focus of the discussions. A logo/graphic was created to visually communicate the purpose and themes of the event. A mid-week day in early February was selected for the day-long event.

The event was marketed as an opportunity to help shape the future of the region. Invitees were informed that they were part of a carefully selected think tank.

The participants represented groups that work in:

- Business
- Education
- Tourism
- Health
- Community Development
- Social Service Organizations
- Ending Homelessness
- Ending Hunger
- Workforce Development
- Advocacy
- Real Estate
- Supporting Older Adults



Developing the Program

Using the INVEST evaluation as a starting point for developing the event program, MetroPlan Orlando looked for a keynote speaker who could talk about the connections between transportation planning, sustainability, and community health while inspiring creative thought among the participants. Karen Leone de Nie, assistant vice president in the community and economic development (CED) group at the Federal Reserve Bank of Atlanta, was selected to speak about her research and success in building partnerships that support healthy community development. A primary objective of the program was to generate interactive, collaborative, solution-oriented discussions among the participants (see Appendix C).

Setting the Stage

MetroPlan Orlando Board Chairwoman Cheryl Grieb, an Osceola County Commissioner and real estate business leader, kicked off the program talking about the purpose of the event and introducing MetroPlan Orlando Executive Director Harry Barley, who served as the moderator. The 20-minute Welcome and Warm-Up session provided a foundation for the day's discussions. Attendees learned:



- The combination of safe roads, trains, sidewalks, buses, and trails directly influences travel decisions.
- Demographic shifts and changing preferences within the region and transportation are rapidly changing how we plan and what we fund. The 2045 regional transportation plan provides an opportunity for MetroPlan Orlando to establish guiding principles that reflect these changes.
- The population in Orange, Osceola, and Seminole counties is expected to increase by an additional 1.2 million by 2045.¹
- Balancing the mix of jobs and housing for the future is an important factor in reducing miles traveled in cars and increasing physical activity.²
- The amount of data in the world is expected to increase 400% between 2015 and 2020.³ The ability to filter and extract the data produced through technological innovation will impact our transportation system.



¹ University of Florida's Bureau of Economic and Business Research (BEBR), June 30, 2017

² FHWA, INVEST Version 1.2

³ Brookings Institution, [Modernizing government's approach to transportation and land use data](#), July 2017

- Natural disasters are expected to increase in frequency and severity. The transportation system for a healthy and sustainable region requires resiliency to quickly respond and recover from natural and man-made disasters.
- The average monthly cost for housing and transportation for Central Florida households is \$2,458 and varies by Census tract. Some households spend more than 75% of their annual income on housing and transportation.⁴

Keynote: Working Across Sectors

DON'T BLOCK THE BOX

When a driver does not clear an intersection before the light turns red, the car blocks others from moving ahead. The metaphor: Transportation can help or hurt the work of other sectors.

Transportation can be the arena that brings varied stakeholders and groups together. Karen Leone de Nie's⁵ keynote presentation shared lessons and tips for how this could happen. She titled her presentation *Don't Block the Box: Transportation's Many Intersections* and focused on three lessons she's learned in her career.

Lesson 1: Break the Silos

Too often, we plan within our sectors.

Transportation is a big offender. It's not alone, though. All sectors tend to work within themselves. Ms. Leone de Nie shared an example from the Atlanta Region where a cross-sector collaborative is breaking down silos. The Atlanta Regional Collaborative for Health Improvement ([ARCHI](#)) is a coalition of public, private, and nonprofit organizations. The collaborative utilizes a collective impact model⁶ to address seven strategies (see box).

Lesson 2: Don't Assume the Answer to the Problem is Found Solely in the Problem itself

We need to dig deeper to uncover the root cause of the problem before we can identify the most effective solution. A review of Atlanta workforce development efforts ranked the barriers to accessing job training services. The second highest barrier was the lack of transportation to reach the available job training services. While transportation is not typically a part of workforce development, this example illustrates how improvements in one area can address a problem in another sector.

ARCHI's Seven Strategies

Encouraging Healthy Behaviors
 Family Pathways
 Coordinated Care
 Global Payment
 Capture and Reinvest
 Expand Insurance
 Innovation Fund

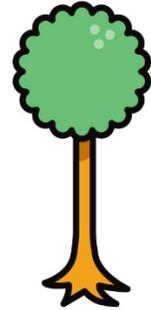
⁴ Center for Neighborhood Technology, Housing and Transportation Affordability Index, January 2018

⁵ Ms. Leone de Nie is the Assistant Vice President in the Community and Economic Development (CED) group at the Federal Reserve Bank of Atlanta

⁶ The [Stanford Social Innovation Review](#) defines collective impact as the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

Lesson 3: Light Up the Runway for Investment

Orlando's ability (or inability) to attract grant capital has an effect on what we are trying to accomplish. Based on the Federal Reserve Bank's [Following the Money Tool](#), Orlando wins 2.1 grants for every 10,000 residents, which amounts to \$8.44 per resident. Our peer regions, such as Austin, Tampa-St. Petersburg, and Las Vegas, win more grants and more money per resident. From 2008-2013, Austin received 6.5 grants for every 10,000 residents, which brought \$50.82 of grant money per person into Austin's economy.



Ms. Leone de Nie asked us to think about the diversity of our workforce and its capacity to develop ideas that attract funding. What are our peer metro areas doing better than us? What lessons can we learn from them for attracting non-governmental capital?

In a short question and answer session, Ms. Leone de Nie used a metaphor that provided perspective for the rest of the day's discussions. She said that we all need transportation options. We do not eat the same food every day because it is not healthy for us. We should apply the same standard to transportation.

What We Learned

Four sessions created the framework for the day's discussions:

- Let's Get to Know Each Other
- Keynote Challenge
- How We'll Work Together
- What We'll Accomplish



The sessions were designed to facilitate conversations among all the participants, who were organized in tables of 8 – a facilitator, note taker, and 6 participants. Each provided their own insights into their work and how transportation affected them. We started with introductions and quickly flowed into topics the Orlando region needs to consider as we grow. Overall, it was clear at every table that how we have planned transportation systems in the past is not how it should be done in the future. For this report, we have organized the day's discussions into themes and identified research questions for each theme.



Funding

Money was mentioned over and over in each small group discussion. The conversations tended to follow four lines of thought: the amount of money available, better use of existing revenue sources (in all sectors), aligning financial resources with needs and priorities of the region, and investing in maintenance and operations more than capital improvements.

Much of the conversation relating to the amount available was an outgrowth of the data shared during the keynote presentation – the comparative lack of non-governmental grants that flow into the metropolitan area. Participants questioned why we are preparing to spend billions on roadway projects; how much is needed to properly invest in frequent, reliable transit service; how to ensure transportation, housing, and other public investments are aligned; and the impact of declining gas tax revenues and automated vehicles on available funding.

Questions to Explore:

- What funding model(s) are needed to match the changing nature of transportation?
- How can performance-based transportation planning build a healthier, more resilient system?
- What resources are available and how can they be utilized across sectors?



Planning in a Cone of Uncertainty

Everyone seemed aware of the changes they could anticipate in their sector in the next few years. Forecasting out a decade or more was harder. Many people talked about change. They knew changes were coming, especially in transportation. And it was mentioned often that changes are needed.

Participants said that continued technical advancements will change how and when we work, how we move around, and lots more. A few of the small groups talked about the disruption these changes will have on the region's low-skilled workforce.

Everyone seemed to agree that simple answers do not exist; the challenges grow more complex the further we look into the future.

Questions to Explore:

- As the region grows and demographics shift, how will the disruption from connected and automated vehicles affect current efforts in sustainability?



- Technological advancements are accelerating change. What can we do to ensure each person has access to the benefits of technology?
- As technology changes where and when we work, how will we plan for changing traffic patterns?

Housing and Transportation

At table after table, people talked about the silos that exist in our work. This was illustrated through many examples. The common theme was that housing and transportation need to break down their silos and work together. The word ‘holistic’ was often used.

Participants talked about how a robust public transit system could address the region’s affordable housing needs. Broadly speaking, for many, this is a workforce issue. It was stressed through the participants’ expertise that reasonably-priced housing and a transportation system with reliable options were critical to maintaining and growing our region’s workforce. Many of the groups talked about this as an issue to address not only in the future but also today.

Pam Nabors, CEO of Career Source Central Florida, shared an obstacle she has experienced with her clients. Many of these individuals live in east Orlando and have the skills for jobs that pay around \$15 an hour around downtown Orlando or the NeoCity area in Osceola County. The lack of reliable, frequent transit service between the area where Ms. Nabors’ clients can afford to live and the location of employment opportunities forces many to leave jobs or turn down potential jobs.

Questions to explore:

- Where do housing and public transit co-exist well? How can these two areas work together on a regional level? Are there other regions in the U.S. that we could use as examples?
- What are the challenges to breaking down the silos?
- What type of housing do we have? What housing gaps exist? Does the housing we have match the housing we need?

What’s your biggest transportation challenge?

“Enough transportation to allow people who are near homeless or homeless to be able to get to jobs more efficiently. Transportation is one of the key drivers in ensuring homelessness in this community is rare, brief and one-time.”

-Shelley Lauten
CEO, Central Florida Coalition on Homelessness



Perception of Transportation

Several, but not all, of the small groups mentioned what some perceived as a stigma around public transportation, particularly buses. And all the groups cited recent positive developments regarding transit – SunRail, LYNX apps for smartphones, and planning activity. The topic of communication and transit’s image was highlighted as an area for improvement. Many participants asked, without answering, how can we tell our story better.

Questions to explore:

- What is our story? And how do we tell it?
- What is the role of advocacy groups and how can they advance the regional vision for public transportation?



Collaboration and Organizational Roles

The Think-In was the first event of its kind hosted by MetroPlan Orlando. The region has a great record of working together as it did with its collaboration to address homelessness. SunRail is the result of years of partnership between transportation, business, health, and local government stakeholders. As previously mentioned, there is a need to address multiple housing issues.

Discussions at the Think-In posed these questions: What is the next area of regional collaboration? What would it take to further break down the entrenched silos that exist? Which institutions should take the lead? It was clear at each table that the solutions and strategies necessary in the coming decades will require more collaboration and working collectively.

Stephanie Murray, a master planner at Walt Disney Imagineering, said that Disney, whose long-term transportation plan is set for 2035, is looking at regional connections that support sustainability, public health and resilience. Murray mentioned efforts to expand transportation options for their employees and customers. She said the Disney transportation system is easy for people to understand and use, but the problem is reaching Disney's property. She said they are partnering with LYNX to improve transportation options.

Questions to Explore:

- How will MetroPlan Orlando advance solutions to all these questions and answers?
- How can evidence and data be further incorporated into our decision-making process?
- Are the current agencies structured to address these existing and forthcoming issues?
- How can ties be strengthened between the public, private, and nonprofit sectors?

Access to Services

Marni Stahlman, president and CEO of Shepherd's Hope, a free clinic for the uninsured, talked about how the lack of transportation often prevents her clients from returning for follow-up appointments. She says better transportation will result in more people getting access to healthcare.



Stahlman illustrates one of the lessons shared by Ms. Leone de Nie. The participants talked about the services their organizations offer – medical care, job training, education, nutrition, etc. But the biggest issue for those they serve: the ability to reach available services. Discussions revolved around transit – where LYNX buses go, how often they run, and how long it takes to ride the bus, particularly if transfers are required. Many participants wondered how SunRail could be more effective, which was often mentioned in concert with how to pay for SunRail after 2021.

Questions to explore:

- Where are social services located and what reliable, frequent transit service is available?
- What funding is needed to ensure reliable, frequent transit service?

Many of the questions posed in this report are overlapping. As we conduct research, we expect to find the answers will be intertwined. That much is clear based on the discussions at the *Transportation Think-In: Making 2045 Healthy, Sustainable, and Resilient*.

Conclusion

The Transportation Think-In resulted in information and insights that exceeded MetroPlan Orlando's expectations. Participants expressed appreciation for the opportunity to have their thoughts heard and were energized at the prospect of working together to build a transportation system that better serves all sectors of our community. The challenge now is to turn the questions that arose during the Think-In into recommendations that lead to



effective policy change and sound investments. While there is a lot of great work occurring, the work done across the region is often conducted in its own lane – to use a transportation metaphor. We have a housing lane, a transit lane, a business lane, etc. and we do not fully understand or try to see the entire street. Let's use past collaborative successes, the insights from the Think-in, and the research from these questions to ensure Central Florida is healthier, more resilient, and sustainable.

Thinking Outside the Box

Participants were encouraged to have a solution-oriented mindset, which generated some creative ideas:

- Autonomous vehicles for first/last mile connections
- Virtual schools/work/services
- Digital interface at bus/rail locations with real-time information
- A mini-bus system
- Health apps and telemedicine to deliver services
- Public-private partnerships with tourism sector to improve transit
- Autonomous buses
- Retrofitting sprawl and setting limits to contain it
- Affordable housing near transit stations



Appendix B:
Transportation Think-In Attendees
 February 7, 2018
 Ace Café
 Orlando, FL

<u>Name</u>	<u>Organization Name</u>
Lisa Adkins	League of Women Voters of Orange County
Alice Ancona	Florida Chamber of Commerce
Jared Billings	City Year Orlando
Luann Brooks	International Drive Business Improvement District
Chris Castro	City of Orlando Office of Sustainability and Energy
Susan Caswell	Osceola County Community Development
Diane Court	Orlando Tech Association
John Davis	Orlando Regional Chamber of Commerce
Ignacio Esteban	Florida Community Loan Fund
Sandra Fatmi	Pine Hills Community Council
Roberta Fennessy	University of Central Florida
Rahsaan Graham	IDignity
Eric Gray	United Against Poverty
Jim Hartmann	Alliance for Regional Transportation, Orlando Economic Partnership
Sarah Heintzelman	Florida Hospital
Marie Hernandez	AARP Orlando
Connie Hill	Federal Highway Administration
Fraser Howe	ASCE Florida Section Government Relations Committee
Stephanie Howell	Valencia College
Heather Isaacs	Tavistock Development Company
Misty Johantgen	Experience Kissimmee
Belinda Johnson-Cornett	Osceola Community Health Services
Bryan Julian	Universal Orlando Resort
Dave Krepcho	Second Harvest Food Bank of Central Florida
Patty Maddox	Winter Park Health Foundation
Veronica Malolos	Osceola County Association of Realtors
Celestia McCloud	Osceola County Human Services
Tara McCue	East Central Florida Regional Planning Council
John McReynolds	Universal Parks and Resorts
Stephanie Murray	Walt Disney Imagineering
Pam Nabors	Career Source
John Newstreet	Kissimmee/Osceola County Chamber of Commerce
Lou Nimkoff	Orlando Regional REALTOR Association
David Overfield	Florida Department of Health Orange County
Doreen Overstreet	Orange County Government

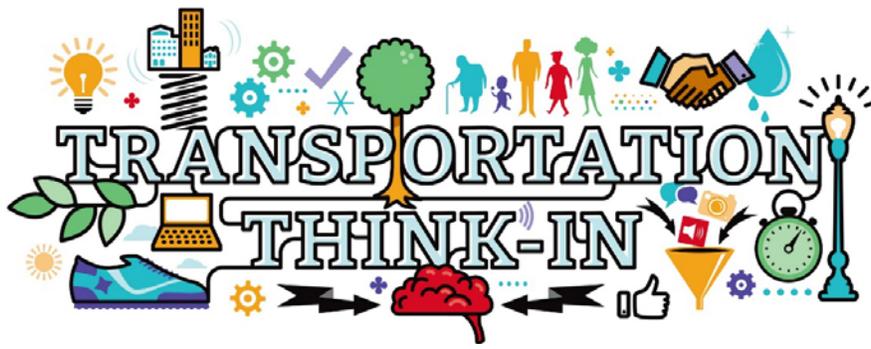
Appendix B:
Transportation Think-In Attendees
 February 7, 2018
 Ace Café
 Orlando, FL

<u>Name</u>	<u>Organization Name</u>
Theresa Parker	Federal Highway Administration
Ellis Perez	Florida Department of Health Orange County
Joe Ranaldi	Seminole County Public Schools
Carmen Rasnick	VelocityRED
Todd Rimmer	Walt Disney Imagineering
Edgar Robinson	Central Florida Commission on Homelessness
Marni Stahlman	Shepherd's Hope
Dan Tapia	Florida Chamber of Commerce
Ronald Tarpley	University of Central Florida
Anne Taylor	IDignity
Jim Thomas	Orlando Tech Association
Jane Tkach	Transportation Disadvantaged Local Coordinating Board
Alberto Vargas	Orange County Planning Division
Donna Walsh	Florida Department of Health Seminole County
Charley Williams	League of Women Voters of Orange County
Jerome Williams	AARP Orlando
Joedel Zaballero	Osceola County
Kelly Brock	City of Casselberry, MetroPlan Orlando TSMO Advisory Committee
Sarah Elbadri	MetroPlan Orlando Community Advisory Committee
Tiffany Homler Hawkins	LYNX
Dan Stephens	MetroPlan Orlando Community Advisory Committee
Mayra Campos	Student
Jacob Cummings	Student
Sarah Ebert	Student
Valentina Gamera	Student
Emily Hanson	Student
Tatum Madden	Student
Raigan McDonald	Student
Irina Pahinina	Student
Aneisha Smith	Student
Karen Leone de Nie	Federal Reserve Bank of Atlanta

Appendix B:
Transportation Think-In Attendees
February 7, 2018
Ace Café
Orlando, FL

MetroPlan Orlando Staff and Board

Cmsr. Cheryl Grieb, Chairwoman
Cmsr. Pete Clarke, Vice-Chairman
Council President John Dowless, Municipal Advisory Council Chairman
Harry Barley
Keith Caskey
Robin Cusimano
Joe Davenport
Cathy Goldfarb
Eric Hill
Mary Ann Horne
Gary Huttman
Cynthia Lambert
Nick Lepp
Jason Loschiavo
Crystal Mercedes
Sally Morris
Nikhila Rose
Virginia Whittington
Elizabeth Whitton
Mighk Wilson



February 7, 2018

Ace Café
100 W Livingston St
Orlando, FL 32801

AGENDA

8:15-8:40 a.m. Continental Breakfast and Coffee – provided

8:40-9:05 a.m. Welcome and Warm Up

- MetroPlan Orlando Board Chairwoman Cheryl Grieb
- MetroPlan Orlando Executive Director Harry Barley
- MetroPlan Orlando Transportation Planner Elizabeth Whitton

We'll open the Transportation Think-In with a short presentation on why we are here and what we want to accomplish.

9:05-9:25 a.m. Let's Get to Know Each Other

A facilitator will lead each table in a series of introductory questions that enable us to learn more about each organization and existing work going on throughout the region

9:25-10:00 a.m. Keynote: *Don't Block the Box: Transportation's Many Intersections*

Karen Leone de Nie
Assistant Vice President, Federal Reserve Bank of Atlanta

Ms. Leone di Nie will give us insights into the intersection of transportation, health, regional planning, economic resilience, place, and much more.

10:00-10:10 a.m. Break

Hosted by:

