



BACKGROUND

In October 2018, county and local government elected officials from throughout the Tampa Bay Region voted to sign a memorandum of agreement creating the Tampa Bay Regional Resiliency Coalition. The MOU calls for the creation of a Regional Action Plan with strategies for coordinated regional preparation for and adaptation to a rapidly changing global environment. The MOU also calls for the plan to identify funding strategies at the local, state and federal levels for mitigation and adaptation actions to deal with those impacts.

CONTEXT FOR READING THE OBJECTIVES AND ACTIONS

The Regional Resiliency Action Plan is intended to serve as a guiding framework and provided a menu of best practices, which will be implemented locally and together as a region. TBRPC staff reviewed resiliency plans, recommendations and frameworks used around the country and state to identify promising practices that would work in our region. The TBRPC staff also received recommendations on best practices being implemented in region – so the plan builds on the priorities and work of member governments. The plan defines regional collaboration and actions that will enhance consistency in implementation across jurisdictions.

The actions reflect a compilation of best practices, are voluntary and should be viewed by local governments as recommendations.

Recognizing that Coalition members have different levels of resources and are at different stages in resilience planning, the plan is designed to support local governments from small to large. It includes a range of actions which will enable local governments to implement “low hanging fruit” and new innovative approaches.

LOCAL GOVERNMENT AND STAKEHOLDER INPUT ON THE DRAFT PLAN

Stakeholder feedback is essential to ensure the proposed actions match local and regional priorities. The ownership of the plan belongs to the member governments of the Resiliency Coalition. As such the top priority is ensuring that the plan aligns with the priorities of member governments and is supported by the Coalition Partners.

The TBRPC asks that member government staff conduct meetings for interdepartmental teams for review, forward to staff who have not been able to participate in the workshops and share the plan with relevant advisory boards.

Coalition Partners, community stakeholders, and subject matter experts are invited to provide comments. Your input will help to ensure the plan aligns with leading practices, is consistent with leading academic research, federal and state agency goals, and supports the priorities of organizations serving the communities in the region.



HOW TO PROVIDE FEEDBACK

Click on the links to download the [Regional Resiliency Action Plan Draft](#) in Word or PDF format. Please use the [comment](#) feature in Word or [add comments](#) in Adobe PDF.

When reviewing the goals, objectives and actions, **please include the number**. Feel free to provide specific copy edits to help enhance public understanding. You can also indicate actions that should be consolidated or removed. Or you may also propose new actions.

If necessary, the TBRPC will also hold a meeting with Coalition Members and Partners to review and discuss key topics. We also ask that you provide written comments to support the editing process.

DEADLINE FOR INPUT

Please submit your comments and feedback to cara@tbrpc.org by **May 28, 2021**. The TBRPC will combine comments in June and post the updated draft in July.

HAVE QUESTIONS?

Contact Cara Woods Serra (cara@tbrpc.org) or CJ Reynolds (cjreynolds@tbrpc.org).

CHAPTER 5

PROSPERITY

*Disaster preparedness for businesses
and economic growth.*

The regional economy is protected through integrated disaster preparedness and recovery and supports growth through sustainable innovation in existing industries and new sectors.

Goal 10	Businesses prepare and recover quickly from the impacts of extreme weather events and hazards.
Goal 11	The regional workforce is skilled and can rapidly adapt to changing business environment conditions.

Goal 10

Businesses prepare and recover quickly from the impacts of extreme weather events and hazards.

Members of the business community of the Tampa Bay are important to the region, not just as employers and service providers but also as community lifelines necessary to the recovery of the whole region when disaster strikes. In the event of a disaster, businesses are responsible for their employee's needs, and at the same time must prioritize their financial management including navigating insurance and disaster assistance. Meanwhile members of the community rely on these businesses to restore operations to provide essential services such as food, To prepare businesses and the region as a whole to better recover for the next disaster it is imperative that businesses have a disaster plan, and are part of the emergency management planning process.

Disaster Planning for small businesses is essential for better disaster recovery. Chambers of commerce, emergency management staff, and the regional planning council have been working to provide resources to assist businesses in creating and implementing a business continuity plan. Leveraging these existing resources and partnering to broaden the reach of the delivery of these resources will improve recovery when disaster strikes.

It is also important for businesses to participate in the Emergency Operations planning process. Many businesses also serve as essential [community lifelines](#). According to FEMA, a lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. Efforts to protect lifelines, prevent and mitigate potential impacts to them, and building back stronger and smarter during recovery will drive overall resilience of the nation. As such, when the business community participates in the management and development of the Local Mitigation Strategy and are integrated into planning for operations at the Emergency Operations Center these lifelines are better able to get back up and running after a disaster.

HOW DO WE GET THERE?

OBJECTIVE 10.1	Provide resources for business disaster planning through partnerships with business organizations and local governments.
OBJECTIVE 10.2	Local governments partner with the business community to implement policies and programs that Assist businesses in recovering after a disaster.
OBJECTIVE 10.3	Local governments involve the business community in mitigation, disaster preparedness and disaster recovery planning
OBJECTIVE 10.4	Local governments and business efforts increase community health and well-being

Objective 10.1

Provide resources for business disaster planning through partnerships with business organizations and local governments.

Actions	
<p>Local governments emergency management staff facilitate disaster recovery training exercises for small businesses using the Project Phoenix 2.0 hurricane scenario and tabletop exercise (TTX) training materials.</p>	<p>Lead Organization: Local governments Partners: TBRPC, Chambers of Commerce Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
<p>Local governments work with business in the high risk areas, identified in the jurisdiction's community vulnerability assessments, to provide materials and resources for mitigation and preparedness which might include conducting a needs assessment, and/or preparing a business continuity plan to aid in disaster recovery efforts.</p>	<p>Lead Organization: Local governments Partners: Chambers of Commerce Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
<p>The TBRPC, with input from business organizations, will identify gaps in existing disaster preparedness and recovery related educational materials available for business. The TBRPC will create regionally consistent education materials to fill these gaps. Creation of the materials will be funded through a partnership between local government wishing to use the materials and this funding may be subsidized by state or federal grants. The materials will be disseminated through local governments, business organizations, and media outlets.</p>	<p>Lead Organization: TBRPC Partners: Local governments, Chambers of Commerce Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
<p>The TBRPC, local governments and private sector partners will work to create a regional business certification</p>	<p>Lead Organization: TBRPC Partners: private sector partners, Local governments</p>

<p>program, based on existing businesses certification programs in the region that recognizes businesses who have assessed their business's preparedness and recovery needs and created a business continuity plan.</p>	<p>Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
<p>Business organizations will form a coalition to mentor or support co-learning and voluntarily adopt best practices.</p>	<p>Lead Organization: Business organizations Partners: Local governments Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>

Objective 10.2

Local governments partner with the business community to implement policies and programs that assist businesses in recovering after a disaster.

Actions	
<p>Local governments will implement a resiliency awards program for businesses to encourage best practices in businesses preparedness, continuity planning, and business recovery.</p>	<p>Lead Organization: Local governments Partners: business organizations Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
<p>Based on feedback from the business community local governments adopt policies and regulations to provide relief to small businesses in post-disaster construction such as permit expediting, and/or permit waivers.</p>	<p>Lead Organization: Local governments Partners: Private sector Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
<p>Local governments will collaborate with chambers of commerce and business associations to support energy efficiency retrofits, hardening of infrastructure/buildings and improvements for businesses.</p>	<p>Lead Organization: Local governments Partners: Business organizations, finance institutions, PACE Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>

Objective 10.3

Local governments involve the business community in mitigation, disaster preparedness and disaster recovery planning.

Actions	
Local governments will work with business organizations to identify impacts/shortcomings of a community's emergency management plan from a business perspective.	<p>Lead Organization: Local governments Partners: Private sector Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
Local government emergency management will identify and map business sectors that support Community Lifelines which are vital for recovery.	<p>Lead Organization: Local governments Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
Local government engages the business community in the Local Mitigation Strategy Working Group meetings on an ongoing basis.	<p>Lead Organization: Local governments Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
Local government emergency management will collaborate with the business community to identify the assets with the highest short-term risk for inundation.	<p>Lead Organization: Local governments Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
Develop a prioritization process to address mitigation/adaptation strategies for vulnerable assets as part of the Local Mitigation Strategy.	<p>Lead Organization: Local governments Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning</p>
Local government will work with privately managed critical facilities to determine resources needed to aid in timely recovery efforts such	<p>Lead Organization: Local governments Partners: private sector partners Comprehensive Plan Themes: Economic Development</p>

as generators, mitigation projects, etc.	Topic Tags: LMS, Emergency Management, Business Continuity Planning
Local governments will include businesses in updated PDRPs, and other hazard planning documents include input from the business community.	Lead Organization: Local governments Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: LMS, Emergency Management, Business Continuity Planning

Objective 10.4

Local governments and business efforts increase community health and well-being.

Actions	
FDOH with health planners, health care providers and economic development agencies create a healthcare services resilience assessment to define access, availability, jobs and gaps by county.	Lead Organization: FDOH Partners: Healthcare providers, Economic Development agencies Comprehensive Plan Themes: Economic Development Topic Tags: Public Health
The local government invites healthcare service providers to participate in the Local Mitigation Strategy Working Group meetings.	Lead Organization: Local governments Partners: Medical Facilities Comprehensive Plan Themes: Economic Development Topic Tags: Public Health
Local governments will partner with business organizations and the local health department to conduct workshops on heat impacts and labor productivity to increase workforce resilience.	Lead Organization: Local governments Partners: business organizations, FDOH Comprehensive Plan Themes: Economic Development Topic Tags: Public Health
Local governments, health care providers and business organizations support development of community health plans to address chronic illnesses and health impacts to climate hazards.	Lead Organization: Local governments Partners: Business organizations, FDOH Comprehensive Plan Themes: Economic Development Topic Tags: Public Health

<p>Local governments will partner with medical facilities to identify vulnerabilities, identify opportunities for mitigation projects and develop implementation plans.</p>	<p>Lead Organization: Local government Partners: medical facility managers Comprehensive Plan Themes: Economic Development Topic Tags: Public Health</p>
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DRAFT

Goal 11

The regional workforce is skilled and can rapidly adapt to changing business environment conditions.

As the members of the Tampa Bay Regional Resiliency Coalition continue to track the impacts of a changing climate, it is becoming more important to these local governments to partner with the private sector to make the regional economy more resilient to these impacts. Protecting regional prosperity protects the quality of life for people in the Tampa Bay region.

These actions under Goal 11 provide a blueprint for how to make the regional economy more resilient through workforce planning, prioritizing equity, upgrading telecommunications, and considering the role the agricultural industry plays in a resilient regional economy.

HOW DO WE GET THERE?

OBJECTIVE 11.1	The TBRPC will create a coordinated economic and workforce development plan to support growth for higher wage construction, engineering and technology jobs focuses on resiliency and sustainability.
OBJECTIVE 11.2	Spur Economic Opportunity and Support Equity.
OBJECTIVE 11.3	Expand and upgrade telecommunications services the region to support capacity for remote work/telecommuting
OBJECTIVE 11.4	Improve the resiliency and sustainability of the agricultural industry through partnerships, advocacy and regulations.

Objective 11.1

The TBRPC will create a coordinated economic and workforce development plan to support growth for higher wage resilience-focused construction, engineering, energy and technology jobs.

Actions	
<p>The TBRPC coordinates the formation of the Tampa Bay Resilience and Economic Development Initiative (REDI) to engage business, finance markets and civic sector.</p>	<p>Lead Organization: TBRPC Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>
<p>The TBRPC, in partnership with the Tampa Bay Partnership, will identify opportunities to provide Energy efficiency evaluations for businesses including the possibility of business organizations to conducting energy audits for a fee as a funding mechanism.</p>	<p>Lead Organization: TBRPC, Tampa Bay Partnership Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>
<p>Climate resilience and risk mitigation is integrated into the region's Comprehensive Economic Development Strategies (CEDs).</p>	<p>Lead Organization: TBRPC Partners: private sector partners Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>
<p>The TBRPC will partner with the Tampa Bay Partnership to build on Business Case for Resilience study with workshops to define business priorities.</p>	<p>Lead Organization: TBRPC Partners: Tampa Bay Partnership Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>
<p>The TBRPC will establish partnerships with universities to create Resilience Accelerator(s) to catalyze and incubate growth for new resiliency and sustainability-oriented business services and technologies to address the region's challenges. This should include identification of opportunities to incorporate carbon sequestration.</p>	<p>Lead Organization: TBRPC Partners: Tampa Bay Partnership Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>
<p>The TBRPC will work local, regional, state and federal agencies, USF, UF Sea grant,</p>	<p>Lead Organization: TBRPC</p>

<p>NOAA and St. Pete Ocean Team to engage fishery management councils, scientists, and other stakeholders to define impacts to regional fisheries and aquaculture businesses and define potential strategies to increase economic resilience to extreme weather and climate change.</p>	<p>Partners: USF, UF, Sea Grant, NOAA, St. Pete Ocean Team, TBEP Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>
<p>The TBRPC in partnership with the Tampa Bay Partnership will collaborate with Universities and Colleges to create updated regional jobs analysis to support regional clean energy goals and actions (i.e. municipal and private sector); define specific workforce skills needed to meet growth for solar, storage, data management and other tasks.</p>	<p>Lead Organization: TBRPC Partners: Tampa Bay Partnership Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy, Renewable Energy</p>

Objective 11.2

Spur Economic Opportunity and Support Equity.

Actions	
<p>Coordinate with United Way, non-profits, builders, ULI and universities to developed an updated workforce training curricula/program that creates job opportunities for women, people of color and rural communities to participate in resilience-focused construction, engineering and technology jobs.</p>	<p>Lead Organization: TBRPC Partners: United Way, nonprofit builders, ULI and universities Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>
<p>The TBRPC and Tampa Bay Partnership will partner to identify target industry sectors and their vendors to identify obstacles for pivoting toward more resilient and sustainable practices. With input from these private sector stakeholders, the TBRPC and their partners will identify best practices for</p>	<p>Lead Organization: TBRPC Partners: Regional academic and business leadership Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy</p>

these industries to have a stake in creating jobs focused on resiliency and sustainability.	
The TBRPC will coordinate with regional academic and business leadership to develop Talent Pipeline Management strategies which focus on resilience-oriented jobs and careers.	<p>Lead Organization: TBRPC</p> <p>Partners: regional academic and business leadership</p> <p>Comprehensive Plan Themes: Economic Development</p> <p>Topic Tags: Resilient Economy</p>
The TBRPC will partner with the United Way and business organizations to ensure green economies, jobs and STEAM workforce development goals are integrated into existing workforce programs	<p>Lead Organization: TBRPC</p> <p>Partners: United Way, Tampa Bay Partnership,</p> <p>Comprehensive Plan Themes: Economic Development</p> <p>Topic Tags: Resilient Economy</p>

Objective 11.3

Expand and upgrade telecommunications services the region to support capacity for remote work/telecommuting.

Actions	
The TBRPC will coordinate with counties and the Florida Office of Broadband to support assessments of broadband and cellular services by county.	<p>Lead Organization: TBRPC</p> <p>Partners: local governments, Florida Office of Broadband</p> <p>Comprehensive Plan Themes: Economic Development, Public Facilities</p> <p>Topic Tags: Resilient Economy</p>
Local governments will convene a meeting or solicit feedback from business organizations to develop a plan to ensure continued growth of broadband and cellular services.	<p>Lead Organization: Local governments</p> <p>Partners: private sector partners</p> <p>Comprehensive Plan Themes: Economic Development, Public Facilities</p> <p>Topic Tags: Resilient Economy</p>

<p>Local government's comprehensive plan and/or land development regulations include policies or regulations to encourage the installation of high-speed broadband alongside public utility projects and private development.</p>	<p>Lead Organization: Local governments Partners: private sector partners Comprehensive Plan Themes: Economic Development, Public Facilities Topic Tags: Resilient Economy</p>
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Objective 11.4

Improve the resiliency and sustainability of the agricultural industry through partnerships, advocacy and regulations.

Actions	
<p>The TBRPC will partner with regional partners and agricultural stakeholders to support development of plans to adapt to and mitigate the effects of climate using one or more of the following strategies: (1) identify the most pressing climate-related data and research needs for the agriculture industry in the region (2) increase awareness of impacts from extreme weather and climate risks to regionally important crops (3) identify and quantify risks associated with increasing heat (4) conduct outreach on heat-stress minimization practices (5) create education and incentive programs to encourage sustainable food production techniques that preserve soil and water quality and/or (6) identify climate-smart management practices for future climate impacts.</p>	<p>Lead Organization: TBRPC Partners: Extension services, Agricultural Stakeholders Comprehensive Plan Themes: Economic Development Topic Tags: Resilient Economy, Agriculture</p>
<p>Advocate for increase funding and creation of new funding to cost-share programs that assist farmers in</p>	<p>Lead Organization: TBRPC Partners: Local governments</p>

implementing Best Management Practices.	<p>Comprehensive Plan Themes: Economic Development</p> <p>Topic Tags: Resilient Economy, Agriculture</p>
Advocate for farmer-driven research and agricultural extension services that align with needs for climate adaptation in agriculture, including: Monitoring systems, Best management practices, Climate-smart crops, and Management systems for agriculture.	<p>Lead Organization: TBRPC</p> <p>Partners: Agricultural Stakeholders, USF</p> <p>Comprehensive Plan Themes: Economic Development</p> <p>Topic Tags: Resilient Economy, Agriculture</p>

Regional Targets

Goal 10

1. Five (5) Project Phoenix scenario tabletop exercises or educational sessions are conducted.
2. The TBRPC will create regionally consistent education materials with input from business organizations to fill gaps in existing disaster preparedness and recovery related educational materials
3. A regional business certification program is created to recognize businesses who have assessed their business's preparedness and recovery needs and created a business continuity plan.
4. A coalition of businesses organizations is formed to mentor or support co-learning and voluntarily adopt best practices.
5. Regional partners (FDOH, health planners, health care providers, economic development agencies) create a healthcare services resilience assessment to define access, availability, jobs and gaps by county.
6. The TBRPC will partner with regional partners and agricultural stakeholders to support development of plans to adapt to and mitigate the effects of climate using one or more of the following strategies: (1) identify the most pressing climate-related data and research needs for the agriculture industry in the region (2) increase awareness of impacts from extreme weather and climate risks to regionally important crops (3) identify and quantify risks associated with increasing heat (4) conduct outreach on heat-stress minimization practices (5) create education and incentive programs to encourage sustainable food production techniques that

preserve soil and water quality and/or (6) identify climate-smart management practices for future climate impacts.

7. Advocate for increase funding and creation of new funding to cost-share programs that assist farmers in implementing Best Management Practices.
8. Advocate for farmer-driven research and agricultural extension services that align with needs for climate adaptation in agriculture, including: Monitoring systems, best management practices, Climate-smart crops, and Management systems for agriculture.

Goal 11

1. The TBRPC coordinated the formation of the Tampa Bay Resilience and Economic Development Initiative (REDI) to engage business, finance markets and civic sector.
2. The TBRPC identified opportunities to provide Energy efficiency evaluations for businesses including the possibility of business organizations to conducting energy audits for a fee as a funding mechanism.
3. Climate resilience and risk mitigation was integrated into the region's Comprehensive Economic Development Strategies (CEDS).
4. The TBRPC and Tampa Bay Partnership hosted three (3) regional workshops to build on the Business Case for Resilience study.
5. The TBRPC convened one (1) working group meeting with universities to determine the feasibility of Resilience Accelerator(s) to catalyze and incubate growth for new resiliency and sustainability-oriented business services and technologies to address the region's challenges.
6. The TBRPC convened one (1) working meeting with stakeholders to define impacts to regional fisheries and aquaculture businesses and define potential strategies to increase economic resilience to extreme weather and climate change.
7. The TBRPC created an updated regional jobs analysis to support regional clean energy goals and actions.
8. United Way's workforce training curricula/program is updated to create job opportunities for women, people of color and rural communities to participate in resilience-focused construction, engineering and technology jobs.
9. The TBRPC and their partners will identify best practices construction, engineering and technology industries to create jobs focused on resiliency and sustainability.
10. The TBRPC convenes one (1) working meeting with regional academic and business leadership to discuss feasibility of implementing Talent Pipeline Management strategies which focus on resilience-oriented jobs and careers.

11. The TBRPC will convene one (1) working meeting with the United Way and business organizations to ensure green economies, jobs and STEAM workforce development goals are integrated into existing workforce programs.
12. A county-by-county broadband and cellular assessment is produced.

Local Targets

Goal 10

1. Local government has implemented one or more of the following actions: (1) provided information to local businesses on business continuity planning on an ongoing basis and/or (2) facilitated disaster recovery training exercises for small businesses using the Project Phoenix 2.0 hurricane scenario and tabletop exercise (TTX) training materials.
2. Local government has used one or more of the following strategies: (1) implemented a resiliency awards program for businesses to encourage best practices in business preparedness, continuity planning, and business recovery (2) provided relief to small businesses for post-disaster construction such as permit expediting, and/or permit waivers (3) collaborated with chambers of commerce and business associations to support energy efficiency retrofits, hardening of infrastructure/buildings and improvements for businesses.
3. Local government has used one or more of the following strategies: (1) worked with business organizations to identify impacts/shortcomings of a community's emergency management plan from a business perspective (2) mapped the business sectors that support the FEMA Community Lifelines in their jurisdictions (3) engaged the business community in the Local Mitigation Strategy Working Group meetings (3) collaborated with the business community to identify the assets with the highest short-term risk for inundation (4) developed a prioritization process to address mitigation/adaptation strategies for vulnerable assets as part of the Local Mitigation Strategy (5) worked with privately managed critical facilities to determine resources needed to aid in timely recovery efforts such as generators, mitigation projects, etc. (6) included businesses in updated PDRPs, and other hazard planning documents include input from the business community.

4. The local government has completed on or more of the following actions:
 - (1) invited healthcare service providers to participate in the Local Mitigation Strategy (LMS) Working Group meetings
 - (2) partnered with business organizations and the local health department to conduct workshops on heat impacts and labor productivity
 - (3) developed a community health plan to address chronic illnesses and health impacts to climate hazards
 - (4) partnered with medical facilities to identify vulnerabilities, identify opportunities for mitigation projects and develop implementation plans.
5. Local government has used one or more of the following strategies:
 - (1) met with or solicited feedback from business organizations to develop a plan to ensure continued growth of broadband and cellular services
 - (2) included policies or regulations in the comprehensive plan and/or land development regulations to encourage the installation of high-speed broadband alongside public utility projects and private development.

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