Strategic Regional Policy Plan for South Florida

Prepared by the South Florida Regional Planning Council
June 7, 2004

SFRPC Mission

The Council's mission is to identify the long-term challenges and opportunities facing Southeast Florida and assist the Region's leaders in developing and implementing creative strategies that result in more prosperous and equitable communities, a healthier and cleaner environment, and a more vibrant economy.

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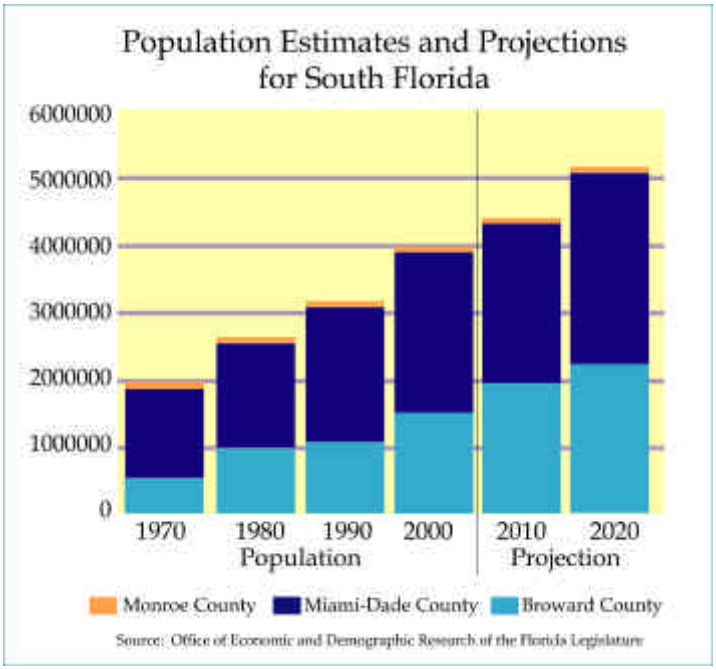
EXECUTIVE SUMMARY

What happens when you throw four million people, six million cars, a half-dozen or more professional sports arenas, three international airports, two major seaports, thousands of shopping malls, over 14 million annual visitors, over 500 schools, 100 golf courses, and three national parks in an area about the size of Rhode Island?

Well, if you don't get chaos, you at least need to plan to avoid it. And at the same time — maybe — you can make living in South Florida better than you ever dreamed it could be.

That's why the South Florida Regional Planning Council issues the 2004 *Strategic Regional Policy Plan for South Florida*. Because life isn't going to be slowing down any time soon on the southernmost tip of Florida.

In fact, the population of South Florida currently is projected to grow by almost 1.2 million *more* people within the next 20 years. This growth not only will increase the demand for additional land for development — it will increase the demand for all urban services. Water, wastewater treatment, parks, schools, housing, health care, energy, and all forms of transportation will be affected.



In short, anticipated growth is not something any of us can afford to ignore.

Growth and the issues of affordability and access affect everyone who lives in South Florida, and everyone who visits here. But specific populations are affected more dramatically and in different ways — for example, by the escalating costs associated with housing and human services. If we fail to meet our physical infrastructure and human service needs, we'll significantly handicap our Region's ability to compete economically with other areas of the country (not to mention the world).

The Strategic Regional Policy Plan for South Florida addresses these and other critical issues for the South Florida Region. It is a plan for our entire Region, not just the South Florida Regional Planning Council. While it is a guide for local governments in the development and implementation of their comprehensive plans, it also provides a framework for non-governmental organizations seeking to enhance their activities within the Region. As such, the goals and targets in the document are expressed in the imperative to underscore the Council's intention to work with all of our regional partners to implement the plan.

We appreciate your dedication to South Florida, our home of many unique and diverse resources. We look forward to working with you to achieve a successful and sustainable future for all South Floridians.

Goals & Indicators

The *Strategic Regional Policy Plan for South Florida (SRPP)* contains 22 goals that reflect the priority issues of the Region. These issues, including affordable housing, school facilities, transportation, and natural resources, are addressed in the context of the *SRPP's* supporting values: Sustainability, Connectivity, and Responsibility. Indicators and targets are provided for each goal to help determine progress, identify opportunities for improvement and collaboration, and recognize regional success. A summary of the Goals and Indicators follows.

Progress & Needs – At a Glance

Area of considerable progress.

Area of progress with remaining needs.

Area of considerable need.

Sustainability: Investing in Our People		
Education & Workforce Development		
GOAL 1	***Invest in the youth and workforce of the Region by providing quality education, workforce training, and targeted job creation.***	
Indicator:	Percentage of South Florida's residents with at least a high school diploma.	
Baseline:	Only 74.2% of South Florida's residents had at least a high school diploma in 2000, well below the 80.4% national average.	
Target:	Increase the share of South Florida's residents that have at least a high school diploma to the national average by 2010.	
Wages & Affordability		
GOAL 2	***Increase employment opportunities and support the creation of jobs with better pay and benefits for the Region's workforce.***	
Indicator:	Average regional poverty rates.	
Baseline:	The average regional poverty rate in 1999 was 15.2% as compared to the national average of 12.4%.	
Target:	Decrease average regional poverty rates to no more than the national average by 2010.	
Human Health, Safety & Welfare		
GOAL 3	***Promote the health, safety, and welfare of South Florida's residents.***	
Indicator:	Health insurance coverage.	
Baseline:	As of 1999, 20.7% of South Floridians under the age of 65 were uninsured as compared to the state average of 16.8%.	
Target:	Decrease the percentage of South Floridians under the age of 65 without health insurance to no more than the state average by 2010.	

Sustainability: Investing in Our Places		
Infrastructure		
GOAL 4	***Enhance the economic and environmental sustainability of the Region by ensuring the adequacy of its public facilities and services.***	
Indicator:	Number of residents connected to central water and wastewater facilities.	
Baseline:	As of 2003, there were approximately 1,033,872 connections within the Region.	
Target:	Increase the number of connections to central water and wastewater facilities by 287,000 by 2010; 436,000 by 2015.	

Schools		
GOAL 5	***Overcome school overcrowding in the Region.***	
Indicator:	Number of student stations in relation to enrollment.	
Baseline:	A deficit of 72,000 student stations existed within the Region as of the 2003/2004 20th day enrollment reports.	
Target:	Systematically reduce the gap between enrollment and student stations by 12,000 student stations per year to reach a total reduction of 72,000 by 2010.	
Housing		
GOAL 6	***Ensure the availability and equitable distribution of adequate, affordable housing for very low, low, and moderate-income households within the Region.***	
Indicator:	Region's housing cost burden.	
Baseline:	As of 2003, 34% of households within our Region had a housing cost burden.	
Target:	Reduce the percentage of households with a cost burden in our Region to less than 30% by 2010.	
Potable Water, Wastewater & Stormwater		
GOAL 7	***Protect, conserve, and enhance the Region's water resources.***	
Indicator:	Incorporation of ultra-conserving water saving devices and techniques in new development and redevelopment.	
Baseline:	Projected 2010 baseline without additional water conservation is nearly 1,262 Million Gallons Per Day (MGD) annually; projected 2015 baseline without additional water conservation is 1,360 MGD annually.	
Target:	Increase in total water savings by 73 MGD by 2010; 107 MGD by 2015.	
Transportation		
GOAL 8	***Enhance the Region's mobility, efficiency, safety, quality of life, and economic health through improvements to road, port, and public transportation infrastructure.***	
Indicator:	Persons driving alone.	
Baseline:	In 2000, 80% of the drivers in Broward County drove alone, 74% drove alone in Miami-Dade County and 67% drove alone in Monroe County.	
Target:	Decrease the percentage of drivers driving alone by 5% by 2010.	

Energy		
GOAL 9	***Develop clean, sustainable, and energy-efficient power generation and transportation systems.***	
Indicator:	Percentage of alternative fuel vehicles within the overall transportation network in the Clean Cities region (Martin, Palm Beach, Broward, Miami-Dade, and Monroe Counties).	
Baseline:	In 2002, .03% of all vehicles in the Clean Cities region were powered by alternative fuels.	
Target:	Increase the number of vehicles powered by alternative fuels among all modes by 20% by 2010.	
Green Infrastructure		
GOAL 10	***Increase awareness of the Region's green infrastructure, its significance to the Region's economy, and the public's role in access and use that is compatible with long-term sustainability.***	
Indicator:	Extent of greenways within the Region both designated and acquired through the Florida Greenways and Trails program.	
Baseline:	As of 2003, 78,123 acres were designated within the Region. As of early 2004, 6.57 acres were acquired through the Florida Greenways and Trails Program.	
Target:	Increase lands designated under the Florida Greenways and Trails program by 1.5% per year within the Region. Increase lands acquired within the Region through this program by 30 acres by 2010.	
Development & Redevelopment		
GOAL 11	*Encourage and support the implementation of development proposals that conserve the Region's natural resources, rural and agricultural lands, green infrastructure and:* • *utilizes existing and planned infrastructure where most appropriate in urban areas;* • *enhances the utilization of regional transportation systems;* • *incorporates mixed-land use developments;* • *recycles-existing developed sites; and* • *provides for the preservation of historic sites.*	
Indicator:	Brownfields redevelopment projects.	
Baseline:	As of 2003, 25 sites have been designated for the Florida Brownfields Program; two have been completed.	
Target:	Complete ten brownfields rehabilitation and redevelopment projects within the Region through the Florida Brownfields Program by 2010.	
Rural & Agricultural Lands		
GOAL 12	***Encourage the retention of the Region's rural lands and agricultural economy.***	
Indicator:	Net farm income within the Region.	
Baseline:	In 2001, agriculture produced $20 million in net farm income in Broward County and $133 million in Miami-Dade County.	
Target:	Maintain or increase net farm income within the Region.	

Historic Preservation		
GOAL 13	***Preserve, restore and rehabilitate South Florida's historic structures, landmarks, districts, neighborhoods and archaeological sites.***	
Indicator:	Number of historic sites within the Region listed on the National Register of Historic Places.	
Baseline:	As of 2002, there were 225 historic sites within the Region listed on the National Register of Historic Places.	
Target:	Increase the number of historic sites within the Region listed on the National Register of Historic Places by 25% by 2010.	
Natural Resources		
GOAL 14	***Preserve, protect, and restore Natural Resources of Regional Significance.***	
Indicator:	Conservation and restoration land acreage acquired within the Region.	
Baseline:	As of 2000, 118,091 acres had been acquired by various entities for the Save Our Rivers projects within South Florida.	
Target:	Increase the acreage acquired for the Save Our Rivers program within the Region by 15,000 acres by 2010.	
The Everglades		
GOAL 15	***Restore and protect the ecological values and functions of the Everglades Ecosystem by increasing habitat area, increasing regional water storage, and restoring water quality.***	
Indicator:	Acreage acquired within the Region for the Comprehensive Everglades Restoration Plan (CERP).	
Baseline:	As of 2003, approximately 36,658 acres have been acquired for CERP within the Region, reflecting 46% of the total acreage required.	
Target:	Increase the acreage acquired for CERP within the Region to 60% by 2010; 85% by 2015.	
Marine & Coastal Resources		
GOAL 16	***Enhance and preserve natural system values of South Florida's shorelines, estuaries, benthic communities, fisheries, and associated habitats, including but not limited to, Florida Bay, Biscayne Bay, tropical hardwood hammocks, and the coral reef tract.***	
Indicator:	Number of beach advisories issued within the Region on an annual basis.	
Baseline:	Since the initiation of a statewide coastal water quality-monitoring program in August 2000, there have been 230 beach advisories issued within the Region.	
Target:	Decrease beach advisories within the Region by 25% by 2010.	

Sustainability: Investing in Our Future		
Economic Expansion & Diversification		
GOAL 17	***Maintain a competitive, diversified, and sustainable regional economy.***	
Indicator:	Annual average earnings per job for each county within the Region.	
Baseline:	In the year 2001, annual average earnings per job in all 3 South Florida counties lagged behind the national average: by 7.6% in Broward, 3.8% in Miami Dade, and 27.3% in.	
Target:	Increase average weekly wages on an annual basis to narrow the gap between South Florida Counties and the nation.	
Emergency Planning		
GOAL 18	***Ensure regional coordination, preparation, and response to emergencies.***	
Indicator:	Shelter satisfaction for vulnerable population choosing to use public shelter.	
Baseline:	As of 2003, 92% of the vulnerable population choosing to use public shelter within the Region would be accommodated in the event of an emergency.	
Target:	By 2010, provide shelter to support 100% of the vulnerable population choosing to use public shelter within the Region.	
Coastal High Hazard Areas		
GOAL 19	***Direct future development away from areas most vulnerable to storm surges.***	
Indicator:	Evacuation clearance times.	
Baseline:	Evacuation clearance times are route specific; therefore, a single baseline is not available for the Region.	
Target:	Evacuation clearance time as described in the *South Florida Regional Hurricane Evacuation Study* is maintained or reduced on each evacuation route by 2010.	
Connectivity: Providing linkages between People, Places & Opportunities		
Connecting People, Places & Opportunities		
GOAL 20	***Achieve long-term efficient and sustainable development patterns that protect natural resources and connect diverse housing, transportation, education, and employment opportunities.***	
Indicator:	Ratio of vehicle miles traveled to growth in population.	
Baseline:	From 1982 to 1999, the region's population increased 42% while the average number of miles driven by each driver increased 62%.	
Target:	Decrease the ratio of vehicle miles traveled to growth in population on an annual basis.	

Responsibility: Conducting Business for the Benefit of our Region		
Coordinated Planning & Regional Cooperation		
GOAL 21	***Enhance regional cooperation, multi-jurisdictional coordination, and multi-issue regional planning to ensure the balancing of competing needs and long-term sustainability of our natural, developed, and human resources.***	
Indicator:	Regional infrastructure financing mechanisms.	
Baseline:	As of 2003, four entities provided regional financing for infrastructure improvements within South Florida.	
Target:	Implement regional wastewater and potable water infrastructure financing mechanisms that support a regional development strategy.	
Cultural Competence		
GOAL 22	***Create a regional environment that is aware of and sensitive to cultural diversity, and that provides opportunities for all to become successful regional citizens.***	
Indicator:	Regional index of gender and race/ethnic balance of elected and appointed boards in South Florida.	
Baseline:	2003 Gender Index = 2.04; 2003 Race/Ethnicity Index = 1.72.	
Target:	Increase the regional index of balance for both gender and race/ethnicity.	

INTRODUCTION

Over the past several decades, South Florida has been recognized as a tropical paradise, well known for its tourist attractions and retirement population. From these beginnings, South Florida has grown into a vibrant multi-cultural community with a growing role in the international economy. Tremendous growth and change, both within and external to the Region, have posed significant challenges and opportunities to the Region's future. The deficiency of a well-prepared workforce, strains on the environmental system from the intensification of development, and a backlog of public infrastructure improvements represent some of these challenges.

State legislation passed in 1993 recognized that the Regional Planning Council (RPC) is Florida's only multipurpose regional entity that is in a position to plan for and coordinate intergovernmental solutions to growth-related problems on greater-than-local issues. This legislation requires each RPC to develop and periodically update a Strategic Regional Policy Plan.

The South Florida Regional Planning Council has regional planning responsibilities for the **South Florida Region: Broward, Miami-Dade and Monroe Counties**. The Council consists of a 19-member board, including thirteen locally elected officials and six Governor's appointees. There are also three ex officio members representing the Florida Department of Transportation, the Florida Department of Environmental Protection, and the South Florida Water Management District. The Council works with the regional community to identify issues and opportunities that are regional in scope and create implementing strategies to achieve our desired future. **The *Strategic Regional Policy Plan for South Florida (SRPP)* is the policy document that guides all of the Council's activities.**

Key Features

1. **The *SRPP* strives to be a plan for the Region, not just a plan for the South Florida Regional Planning Council.** The *SRPP* addresses the needs and aspirations of the regional community, and can only be fully implemented through the institutions within and affecting the Region, whether public, private, or non-profit, and the general public. As such, the goals and targets in the document are expressed in the imperative to underscore the Council's intention to work with all of our regional partners to implement the plan.

2. **The *SRPP* provides critical linkages within Florida's state-regional-local integrated growth management process.**

3. **The *SRPP* focuses on high priority, strategic issues facing the Region over a 20-year time horizon.** In addressing strategic regional issues, the *SRPP* establishes both the long-term direction of strategic regional goals as well as short-term indicators to guide implementation efforts.

Organization of the Plan

The Vision and Supporting Values (please see next page) provide the basis for the organization of the *SRPP*. Goals and Indicators are provided for each strategic regional issue. Summaries of these are provided within this Introduction.

Following this introduction, a discussion of **Our Region** describes overall regional trends and conditions of Our People and Our Places. The next section of the document covers **Sustainability** of our People, Places, and Future. The Sustainability section includes strategic regional issues such as education of our youth and workforce (Our People), development patterns, infrastructure, and natural resources (Our Places), and economic development and emergency planning (Our Future). The following section, **Connectivity,** discusses the linkages between transportation and land use. The final section of the *SRPP,* **Responsibility**, discusses regional coordination and cooperation, cultural competence, and the balancing of competing needs.

The appendices to the SRPP can be found on the Council's website, www.sfrpc.com. They include information on the *SRPP* update process and timeline, a coordination outline, organizations participating in the update, a bibliography, a glossary of terms and a list of significant regional resources and facilities. This information is kept current and is subject to change. Maps of South Florida's natural resources of regional significance, which are adopted components of the *SRPP,* can be found in the appendix as well as in the hard copy of the *SRPP*.

Our Vision

By the year 2025, Southeast Florida's investment in its People, Places & Future has helped our Region mature into one of the great places in the world to live, work, play, and prosper.

Supporting Values

Sustainability: Investing in our People, Places & Future for a Livable South Florida

Connectivity: Providing Linkages between People, Places & Opportunities

Responsibility: Conducting Business for the Benefit of our Region

Characteristics of Our Vision

- Known for its vibrant, multi-cultural society and dynamic business climate, the Region is the undisputed Capital of the Americas.
- Still an attractive and popular tourist destination, the Region has successfully transitioned to a more stable and diverse economy featuring high wage employment opportunities.
- The Region's educational system is one of the best in the nation producing a record number of college graduates and highly trained technical workers.
- The Region's public transportation system is highly utilized and provides residents of all ages with access to recreation, employment, education, affordable housing, and other needed services and amenities.
- The Region's residents and businesses are stewards of the environment and natural resources, conserving water and energy, improving air quality through the use of alternatively fueled vehicles, and protecting conservation lands and open space.
- Development and redevelopment now supports the creation of better, more livable communities.
- Diversity is celebrated in the Region and all races and cultures share in the Region's economic prosperity and opportunities.
- The Region's public, private, non-profit, and civic sector leadership is unified and routinely works in partnership for the benefit of the Region as a whole.

No community or person is left behind as the Region moves forward.

OUR REGION

South Florida is comprised of complex and unique places, people, and opportunities. Sustaining these elements, while providing choices and access regarding employment, housing, and activity, is a true challenge. This document discusses opportunities for us to address this challenge and further enhance our Region.

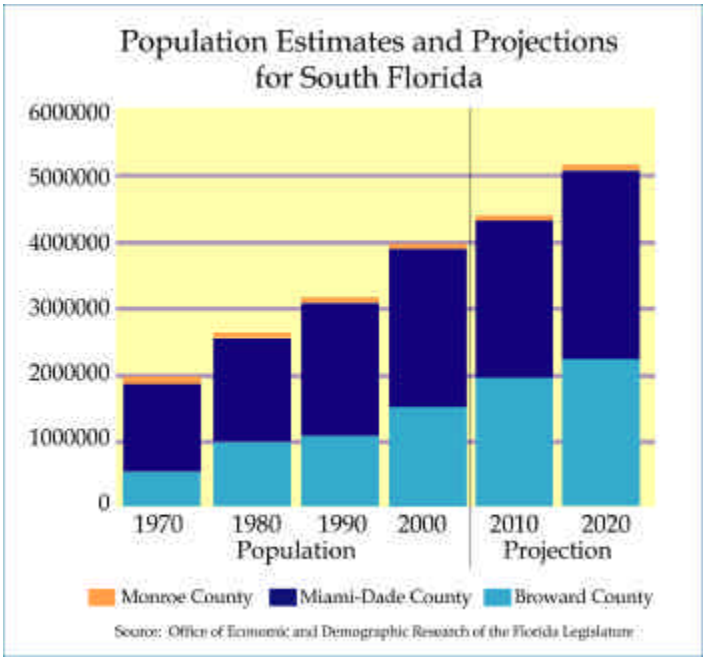
Our People

The 2000 Census has provided us further information regarding who we are, where we live, and how we are faring in South Florida. The demographics of the Region are described below.

Our Population Growth

In 2000, South Florida had a larger population than 24 states. The Region adds more than 160 new residents each day, which translates to an increase of almost 1.2 million people in the next two decades (from just under 4.0 million in 2000 to 5.1 million in 2020).

- According to the most recent official projections, Broward and Miami-Dade Counties each are expected to contribute close to 600,000 new residents to the regional total in that period; Monroe County, meanwhile, will experience a much smaller amount of growth (just over 5,000 new residents).
- As a region, South Florida will have average annual rates of growth around 1.4%, slightly lower than the projected growth of the State of Florida (1.5% per year).
- Broward County is expected to continue to outpace the State of Florida as a whole (with annual rates of growth around 1.7%), while Miami-Dade County will grow more slowly than the state (about 1.2 % per year), and Monroe County will remain essentially stable.



Our Diversity

International migration is the most significant source of population growth in the Region, accounting for more than seven of every ten new residents in the last decade.

- Latin America and the Caribbean continue to be the primary sources of international migration into South Florida, but there is growing diversity as new immigrants are attracted to the Region from Europe and Asia.
- The net increase in foreign-born residents between 1990 and 2000 was 489,000; of these, 273,000 (56%) settled in Miami-Dade County, another 212,000 (43%) settled in Broward County, and 4,000 in Monroe County.

The ethnic and racial composition of South Florida's population continues to grow more diverse.

- Four in ten of South Florida's residents today are Hispanic or Latino, or nearly 1.6 million people. This ethnic group, which may be of any race, is a majority in Miami-Dade County (57%); it grew by 151% in Broward County, increasing to 17% of the total population in 2000. Stated differently, 430,000 more Hispanics live in South Florida now than in 1990.
- The Hispanic population continues to grow more diverse, as new residents from Puerto Rico, Colombia, Nicaragua, Mexico, the Dominican Republic, Peru, Honduras, and Venezuela have established significant communities in the Region (each with more than 30,000 residents), even as the Cuban community has grown and firmly established itself. These, and other communities from Haiti, Jamaica, the Bahamas, and Brazil, now attract direct migration from all around the Region.
- The Asian and Pacific Islander population increased by 60% over the decade, to 71,000, more than twice the pace of the population as a whole, although it still represents less than 2% of the region's population.
- The African-American population in South Florida grew by 199,000 residents over the last decade to 794,000, increasing its percentage of the overall population to 19%. This racial group is diverse as well, including not only African-Americans, but also Haitians (119,000), Jamaicans (95,000), and people from other Caribbean and Latin American nations, whose populations together may represent as much a third of the group.
- Racial and ethnic characteristics of public school students suggest that the non-Hispanic Black population will continue to increase its share of the population as a whole. Non-Hispanic Blacks were almost a third of the student body in the Region in 2001-02, much larger than their proportion of the population as a whole in 2000 (19%). Hispanic students (42%) and Hispanics in the population at large (40%) were comparable proportions of the total. However, non-Hispanic Whites represented 37% of the population in 2000, but only 23% of students in 2001-02. Viewed from a different angle, during the 12 years, 62% of the 207,000 new public school students in South Florida were of Hispanic origin, and 33% were Black non-Hispanic

South Florida's population is older than the rest of the nation, but it is getting older more slowly now. In fact, the age composition of the Region's population is influenced by conflicting trends. Among these are:

- A gradual slowing in the growth of South Florida's elderly population, as those who retired in the 1970s are not being fully replaced by additional incoming retirees.
  - The 488,000 residents 65 years or over in 1980 (18% of the total), grew to 540,000 in 1990 and to 573,000 in 2000, although this represents a decline to only 14% of the total population. Broward County's elderly population grew by only 369, and Monroe County actually lost 808 elderly residents. Still, South Florida had more residents 65 years or over in 2000 than 28 states.
  - More than 150,000 (26%) of the residents 65 years or over in South Florida in 2000 lived alone, similar to the proportion of elderly living alone in the state and the US.
  - The very old population (85 years or over) in the region was among the fastest-growing age groups in the last decade (a 47% increase), rising to 82,000 –more very old residents than 32 states.
  - While the nation's median age rose from 32.9 to 35.3 in the 1990s, Florida's median age rose from 36.3 to 38.7. However, the estimated median age in the region rose only from 35.6 to 36.6 between

1990 and 2000. Miami-Dade County's median age in 2000 (35.6) was lower than the State average and only slightly higher than the country's; Broward County's median (37.8) was less than the Florida average, although still higher than the US. The region's age distribution of the population is expected to look more like the rest of the nation over the next decade, but a little less like the rest of the State of Florida.

- The impact of the "Baby Boom" generation, which is being felt across the nation – The current 35-54 age cohort grew at a rate of 3.6% annually over the last decade, increasing by 344,000 between 1990 and 2000, to 1,168,000 (30% of the total population, up from less than 25% in 1990). This group will cause a bulge in the 45-64 cohort by the time the next census is carried out in 2010.
- A new bulge in the distribution as the larger than average cohort of children of "boomers" reaches adolescence - The number of young people in the 10-19 age cohort grew by 138,000 in the last decade, to 528,000, or 13% of the total, up from 12% in 1990. This could lead to an increased importance for issues that correlate with high school students and young adults. An associated trend will be a leveling off in the growth in the youngest age cohort, 0-9, with a corresponding slowdown in the growth of the elementary and middle school population.
- A preponderance of international in-migrants who tend to be younger than the existing population as a whole - the overall age composition of the population in the region is most influenced by the age distribution of in-migrants, due to the significant role they play in overall population increase.

How Are We Doing?

Population growth continues to be a major factor in a changing South Florida, affecting the age, race, and ethnic composition of the population in complex ways. South Florida's public sector, non-profit organizations, and private sector have all initiated programs to address socio-economic challenges facing our residents, including job generation, higher wages, and the provision of affordable housing. Some local governments and private companies are beginning to address the issue of affordability and livability by instituting a minimum livable wage for their employees. The major socio-economic activities of the South Florida Regional Planning Council are listed below.

Revitalization & Economic Development

South Florida was designated an Economic Development District (EDD) in 1994 by the federal Economic Development Administration (EDA) in order to foster and promote economic growth in the Region. EDA granted the South Florida Regional Planning Council the authority to operate a Revolving Loan Fund (RLF) program in 2000. The overall goal of the RLF program is to create private-sector jobs within the regional economy and to diversify and strengthen the economic base.

The Eastward Ho! Brownfields Partnership is targeting the remediation and sustainable reuse of contaminated and abandoned or underused sites as part of the larger Eastward Ho! urban infill and redevelopment effort. One of the Partnership's significant tools is the Brownfields Cleanup Revolving Loan Fund, which assists for-profit, non-profit and governmental agencies with remediation activities.

Affordable Housing & Services

The 2001 Regional Housing Summit and subsequent roundtables convened by the Council assessed the issues and challenges facing our Region in regard to the provision of adequate and affordable housing for our residents and developed strategies to deal with the issue.

The South Florida Regional Planning Council is engaged in an on-going collaboration with The Coordinating Council of Broward (CCB) to support integrated planning for health, education and human service delivery in Broward County.

How Can We Improve?

Improving Regional Equity

Regional equity refers to the fair provision and distribution of economic opportunities and public facilities services within a region. Numerous components of this concept are addressed within the *SRRP*. Goals 1 through 3 of the *SRPP* outline specific steps to improve our Education and Workforce Development, Wages and Affordability, and Human Health, Safety and Welfare. Goals 4 through 10 provide guidance as to improving the quality and distribution of our Region's infrastructure, including School Facilities and Housing. Goal 22 addresses ways to increase our cultural competence, our understanding and ability to help those of different backgrounds become a part of our Region, achieve economic success, and enjoy an improved quality of life. Through implementation of the *SRPP* and related efforts, we will enhance the Region's equity, livability, and sustainability for all South Floridians.

Our Places

South Florida's places include the developed portion of our landscape, our rural and agricultural lands, and the Region's unique and diverse natural resources. A compilation of the significant regional facilities and natural resources of South Florida is available within the Appendices, which can be found on the Council's website, www.sfrpc.com.

Our Urban Places

As of 2004, South Florida consists of three counties and 69 municipalities, stretching from Deerfield Beach in the northeast all the way to Key West. Many of these cities, towns, and villages are highly urbanized and suburbanized, creating a non-stop stretch of development along the eastern coast. Major downtown areas, including Fort Lauderdale and Miami, are home to businesses, shops, tourist destinations, and government agency headquarters. Many suburban areas are currently looking to diversify their land uses so as to offer residents jobs, services, and other opportunities within their communities. The provision of adequate schools and affordable housing are major issues throughout the Region. The future will offer fewer opportunities for continued sprawl, which could deplete many of our remaining rural and agricultural lands, and will provide increased opportunities for infill and redevelopment activities.

Our Rural Spaces

Our Region is home to one of the nation's most unique and productive agricultural areas. South Miami-Dade County contains a broad mixture of agriculture, including winter vegetables, tropical fruits, and nurseries. Economic and market conditions, as well as population growth, continue to place strong development pressure on these remaining areas. The South Miami-Dade County Watershed Plan is currently underway and will address ways to help sustain this area's agricultural economy. Smaller pockets of rural and agricultural lands, such as those within southwest Broward County and portions of Monroe County, face similar challenges.

Our Natural Resources

The natural resources of South Florida are many and varied. Although dominated by the Everglades landscape, the Region is also home to such diverse habitats as beaches, estuaries, coral reefs, and tropical hardwood hammocks. The Biscayne Aquifer, our main drinking water supply, underlies almost the entire Region. Historic development patterns have had negative impacts on these habitats and resources. Efforts towards conservation and restoration of these resources, many of which are already underway, are essential for the Region's sustainability.

How Are We Doing?

Revitalization of Our Urban Places

As the Region runs out of developable land, the Council is working with communities to promote more efficient and sustainable patterns of development with a particular focus on redevelopment and infill opportunities. Such development opportunities and patterns, as well as the need to provide adequate public facilities and services, were strategic issues identified in the 1995 *SRPP*. Since then, the Council has pursued these opportunities through vigilant review of local government comprehensive plans, developments of regional impact, and federal and state permits, and through encouragement of the concepts of Eastward Ho!, the Brownfields Partnership, and the State Road 7/US 441 Collaborative. The Council has also encouraged integrating land use and water resource planning through such efforts as the South Miami-Dade Watershed Plan.

The State Road 7/US 441 Collaborative

The State Road 7/US 441 Collaborative is a unique partnership that shares one common goal: to coordinate local resources and planning in order to promote the economic vitality of the corridor through:

- Aesthetic improvements,
- Redevelopment,
- Enhanced mobility, and
- Safety of the corridor.

The Collaborative's membership includes each of the 14 local government jurisdictions that span the State Road 7/US 441 corridor in Broward County.

The Eastward Ho! Brownfields Partnership

Designated a National Brownfields Showcase Community in 1998, the Eastward Ho! Brownfields Partnership is a regional collaboration around shared environmental restoration and urban revitalization interests. It allows local, state, regional, and federal agencies and private-sector, nonprofit, and community organizations to bring their skills and resources to bear on the shared problem of Brownfields (sites of perceived or actual contamination) in Southeast Florida's urban core in Miami-Dade, Broward, and Palm Beach Counties.

Restoration of Our Natural Resources

The citizens of South Florida, with our federal and state partners, have made significant progress towards addressing each of the strategic issues regarding Natural Resources of Regional Significance identified within the 1995 edition of the *Strategic Regional Policy Plan for South Florida.* Through the Comprehensive Everglades Restoration Plan, the Lower East Coast Water Supply Plan, general management plans for Everglades National Park, Dry Tortugas National Park, and the Florida Keys National Marine Sanctuary, the Florida Keys Carrying Capacity Study, and others, we have made progress towards creating an integrated comprehensive natural resource protection and management plan, balancing recreation and conservation needs in our open spaces, and determining water resource management for the future. Through Florida's Communities Trust and local bond issues (which have never been turned down by our electorate), we have seen increased funding for habitat protection and management.

How Can We Improve?

Enhancing Connectivity and Preserving Our Resources

With all of this work, we still are only beginning to make the connections necessary to sustain our places for the future. We only now are starting to implement the planning efforts listed above. In the future, we will do more. We are prepared to support the connections between land use and water resources. We are proposing to use our land in more efficient, sustainable ways through our support of public transportation and pedestrian-oriented urban corridors. We will address the preservation of our historic resources, urban parklands, and community character within our redevelopment framework. The residents of South Florida have no lack of energy, ambition, and commitment to make the connections necessary to reach and sustain our vision of the future.

Goals 4 through 16 of the *SRPP* address specific ways to improve our infrastructure and developed areas and to conserve our rural, agricultural, historic, and natural resources.

SUSTAINABILITY
Investing in our People, Places & Future for a Livable South Florida

Sustainability commonly has been defined as meeting the needs of the present without endangering the ability of future generations to meet their own needs. Sustainability requires the enhancement, protection, and proper management of our Region's natural, economic, and social resources. In short, the future of South Florida is dependent upon the integrity of our aging infrastructure, the health of our threatened natural resources, and the economic potential of the Region's poorest residents. This section of the *SRPP* focuses on sustaining and improving the basic infrastructure of our Region and addressing issues that impact the health and viability of South Florida's natural and human resources.

Investing in Our People

South Florida contains a diverse population that provides our workforce today and represents our future in the youth of the Region. Our residents must be provided opportunities to live, learn, and work within South Florida. In the future, we will make the connections between the skills that people need to have and the jobs in which they will be used. We will make the connections between those jobs and the housing needed to shelter the workers who perform them. Such investment in the people of South Florida will enhance individual lives as well as the sustainability of our entire Region. Sections 1 through 3 address these issues, including education, workforce development, affordability, and human health, safety, and welfare.

Investing in Our Places

Urban development and its associated infrastructure and services and rural, agricultural, and environmental lands all are components of our landscape. Improving and maintaining these places and physical resources are necessary for our Region's sustainability. In the future, we will protect, enhance, and restore the natural resources of our Region. We will make the connections between landscaping and native plant habitat; greenways and wildlife corridors; transportation options, energy conservation, and clean air; water supply and wetlands restoration; stormwater runoff and marine fish nurseries; and soil contamination and sustainable human habitat. In the future South Florida, we will recognize the value of sharing our habitat with native plants and animals as a means of sustaining and improving our own quality of life. Sections 4 through 16 describe the various components of our physical landscape, including infrastructure, development, and natural resources.

Investing in Our Future

Our Region's sustainability is dependent upon our ability to provide for future generations. This will entail considerable effort in regard to diversifying and strengthening our economic base, as well as ensuring a safety net for all South Floridians in the event of natural disasters and economic downturns. Sections 17 through 19 describe economic development and emergency planning.

1. Education & Workforce Development

GOAL 1	***Invest in the youth and workforce of the Region by providing quality education, workforce training, and targeted job creation.***
Indicator:	Percentage of South Florida's residents with at least a high school diploma.
Baseline:	Only 74.2% of South Florida's residents had at least a high school diploma in 2000, well below the 80.4% national average.
Target:	Increase the share of South Florida's residents that have at least a high school diploma to the national average by 2010.

Why is This Important?

The provision of diverse, high-quality, and accessible educational opportunities is important for our youth, our workforce, and our Region's future. To compete and succeed economically, South Florida must develop, attract, and retain skilled workers. A basic building block for success is the attainment of high school diplomas by our residents. Higher educational and skill levels in our workforce are necessary for the Region's sustainability. Low skill levels in the workforce contribute to a historical pattern of underemployment and increase the probability of higher unemployment during economic downturns. Workers in lower-wage jobs are more likely to fall into poverty when the economy slows or sags. If we cannot offer an adequate and skilled labor pool, new high-wage industries and businesses will not choose to locate here, making it harder for workers to find and keep adequate employment.

South Florida Voices

We have outstanding institutions of higher learning in South Florida. Only if we transcend our boundaries…through common projects…can we meet the needs of a community that ranges South Florida.
Sister Jeanne O'Laughlin, President, Barry University

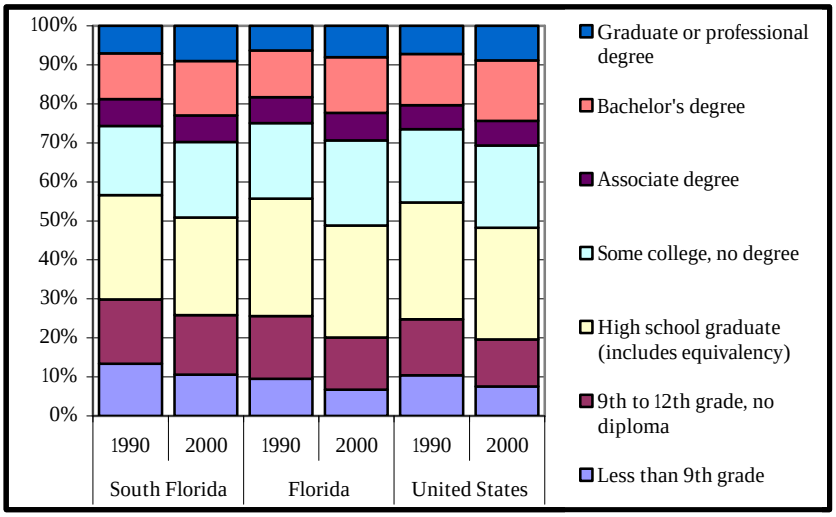
We cannot forget that access to higher education is getting more difficult (with budget cuts). We are still affordable, but not when you are looking at us being the access point to universities and to careers in nursing, law enforcement, education, and computer technology.
Eileen Holden, Vice President for Academic Affairs, Broward Community College

How Are We Doing?

Low Educational Levels – High School Diplomas

In South Florida in 1990, 1.6 million residents 25 years of age or older (70%) had a high school diploma, but 668,000 did not even complete high school and receive a diploma. By 2000, the absolute number of residents 25 years of age or older with a high school diploma had increased to 2 million, and the percentage improved to 74%. Still, this compared to an average of 80% in both the United States and the State of Florida as a whole in 2000. In fact, only 6 out of 10 entering 9th graders in the 1999-00 school year graduated from high school four years later, well below the state average.

Educational Attainment, 1990 and 2000
South Florida Region, State of Florida



Low Educational Levels - Literacy

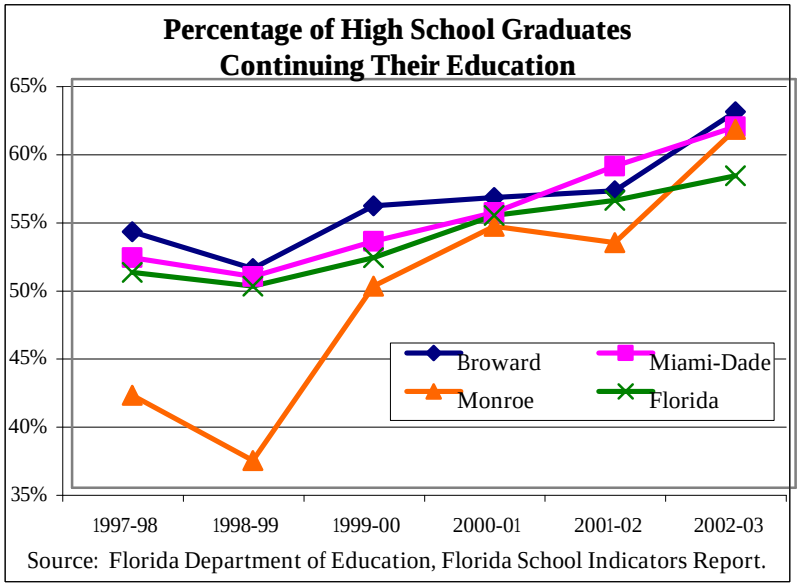
Command of the English language is an important factor influencing job earnings. In 2000, languages other than English were spoken by 51% of South Florida residents 5 years and older, and half of those (911,000 residents) reported speaking English less than "very well."

While Spanish is the predominant "other" language spoken, 148,000 South Florida residents reported speaking languages other than Spanish and not speaking English very well (16% of the total). Professional language courses and education are also necessary to provide specific technical language expertise for our workforce.

Improvements in Continuing Education Rates

The percentage of South Florida high school graduates pursuing continuing education increased steadily over the last 5 years. For those who graduated in 2002-03, over 61% in each of the counties continued their education the following year, compared with only 59% in the State of Florida as a whole. The percentage of those graduates pursuing continuing education while actively employed ~~also~~ increased through 2001, but fell in the last two years as the economy declined. With the newly instated three-year graduation option, we must ensure that high school graduates utilizing this option are provided a seamless transition to continuing education opportunities.

How Can We Improve?



Source: Florida Department of Education, Florida School Indicators Report.

Improving Workforce Retention/Support Systems

The ability to learn, live, and eventually work in the same geographic area is a special challenge in our Region. It is hard for high school graduates to live and work in South Florida because of the high coast of living. High wage job opportunities are scare even for those with advanced degrees or training. Employee turnover is also a common problem. The solution to the issue of workforce retention is complex, involving economic diversification, housing affordability, evening daycare and public transportation options, the ability for employers to provide on-site services such as daycare, and school-to-job training.

Providing Targeted Training

Our Region suffers today from critical shortages of teachers, nurses, and primary care physicians. The challenge extends from these current needs to predicting future needs. Employers and educators must work together to identify future skill needs and adapt education and training efforts to fill them.

Targeted training will help our labor force adapt to the changing needs of the regional economy. Today's workers tend to change jobs frequently, whether within the same career path or into a completely different arena. Workers and businesses need assistance in these transitions to ensure continued productivity.

Expanding Partnerships

As South Florida grows economically and begins to redevelop, we must focus on the quality of education rather than just increasing our schools' physical capacity. (For more information on school capacity issues, please refer to Goal 5: Schools.) Opportunities for improving the quality of education provided for our Region's residents include:

- The potential for new partnerships (and strengthening of existing partnerships) among school districts, local governments, and the private sector.
- An efficient and effective use of technology.
- A greater focus on vocational and technical education that is more closely tailored to regional workforce demands.

If we expand the partnerships among schools, local governments, non-profit organizations, and the business community, we could provide increased training and employment opportunities. These opportunities would extend not just to students, but also to all South Florida workers who want to improve their job skills.

Education & Workforce Development
Goals & Policies

Goal 1 — Invest in the youth and workforce of the Region by providing quality education, workforce training, and targeted job creation.

Educational Levels

Policy 1.1 — Advocate and work with the Council's partners to implement programs that will increase the percentage of South Floridians earning high school diplomas.

Policy 1.2 — Advocate and work with the Council's partners to implement programs that will increase literacy rates within the Region.

Continuing Education

Policy 1.3 — Promote the development and implementation of programs that will increase the percentage of South Floridians pursuing continuing education.

Policy 1.4 — Guarantee access to post-secondary education through increased funding, facilities, and programs.

Workforce Retention/Support Systems

Policy 1.5 — Provide an adequate, affordable, and accessible support system for the Region's diverse workforce, including housing, childcare, transportation, and language training.

Policy 1.6 — Enhance the financial literacy of the Region's residents, including awareness and understanding of housing and transportation costs and the financial benefits of higher education and training.

Expanded Partnerships & Targeted Training

Policy 1.7 — Develop a workforce that is able to fulfill the Region's employment needs and opportunities, including education, healthcare, international business, and emerging technologies.

Policy 1.8 — Provide youth with education and training, including technological and vocational skills, needed to be prepared for future employment.

Policy 1.9 — Encourage and expand partnerships among education providers, local governments, and the business community to develop curricula and provide training programs for the Region's workforce.

Policy 1.10 — Encourage youth and workforce members to consider a diverse range of educational programs, including vocational and technical training, certificate programs, and two-year associate degrees.

Policy 1.11 — Provide training and employment programs specifically for at-risk and economically disadvantaged youths designed to enhance long-term employability potential.

Policy 1.12 — Work with the Florida Agency for Workforce Innovation to improve long-range workforce demand studies in conjunction with the Region's business community.

2. Wages & Affordability		
GOAL 2	***Increase employment opportunities and support the creation of jobs with better pay and benefits for the Region's workforce.***	
Indicator:	Average regional poverty rates.	
Baseline:	The average regional poverty rate in 1999 was 15.2% as compared to the national average of 12.4%.	
Target:	Decrease average regional poverty rates to no more than the national average by 2010.	

Why Is This Important?

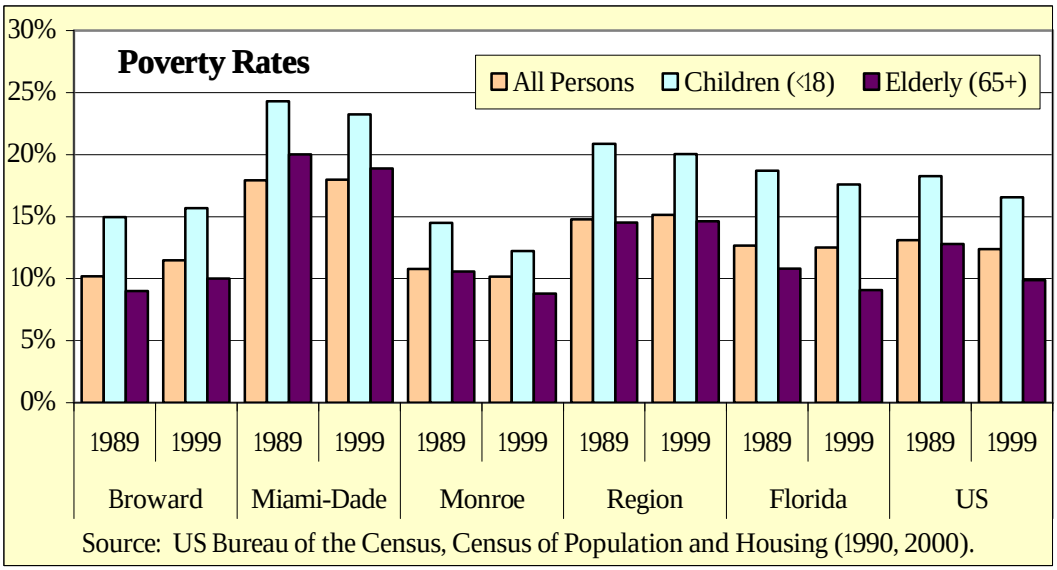
Our wages often cannot keep pace with our increasing costs of living, including housing and transportation. As a result, **South Florida is becoming unaffordable for a growing proportion of residents.** In addition, there are disparities within the Region, both in unemployment rates and average wages and salaries. This decreases our quality of life, increases the risk of poverty, and creates greater instability in our workforce.

How Are We Doing?

South Florida has high percentages of low-wage earners and above-average rates of poverty. In fact, the percentage of households living in poverty in the Region exceeds the state and national averages. Fluctuations in economic conditions make these segments of the population particularly vulnerable to economic slowdowns.

High Poverty Rates

Throughout the 1990s, South Florida had a consistently higher percentage of people living under the federal poverty level than the State of Florida and the nation as a whole: almost 590,000 residents were members of households in poverty in 1999 (15.2%), up from 476,000 in 1989 (14.8%). From 1989 to 1999, the overall proportion of children living in poverty in South Florida remained above 20% it decreased slightly in Miami-Dade (to 23.2%), but it increased in Broward (to 15.7%). And while the elderly population in poverty fell to less than 10% nationally and in the state, it rose slightly in South Florida (to 14.6%).

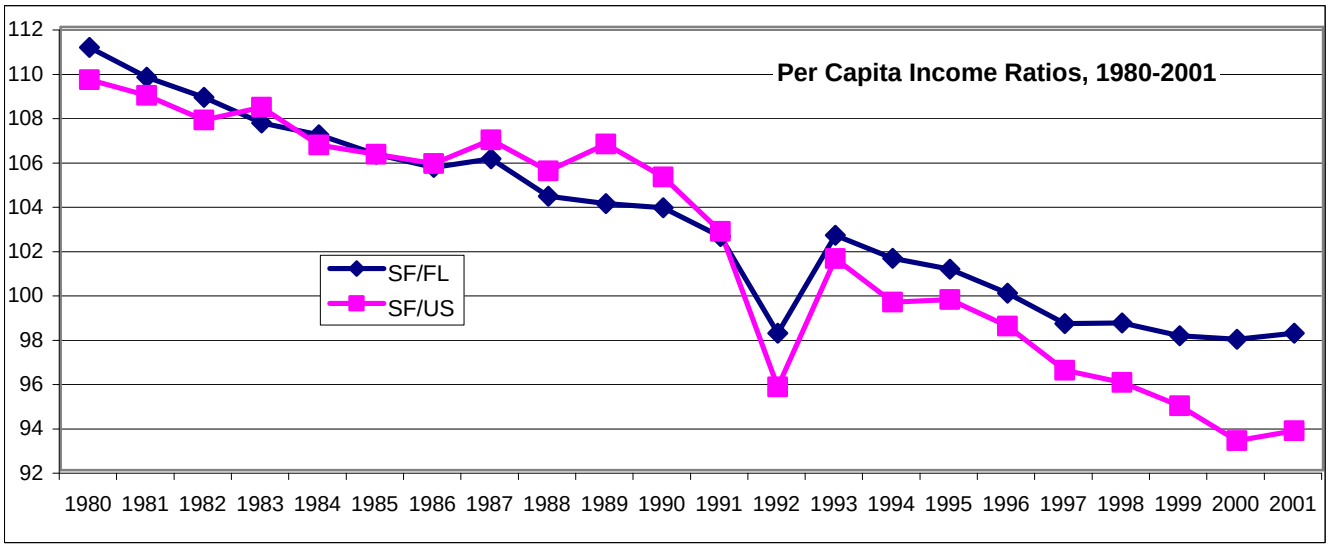


Source: US Bureau of the Census, Census of Population and Housing (1990, 2000).

Low Incomes

The growth of personal incomes in South Florida has been well below the national and state averages during the last 20 years. In 1980, per capita personal incomes in South Florida were approximately 10% higher than the state and national averages. By 2001, the average per capita income in South Florida ($28,521) was 1.8% lower than the Florida average ($29,048), and 6.2% lower than the national average ($30,413). One reason for this

decline is the relative shortage of higher-paying manufacturing jobs in the region one out of every six jobs in South Florida was in the retail trade sector, which is the lowest-paying major sector in the region, with an average annual wage that is less than two-thirds of the economy-wide average annual wage.



How Can We Improve?

Controlling the Costs of Living and Providing Affordable Services

We must improve the provision of services to ensure that the Region's residents, including our most economically disadvantaged, can access needed services easily and affordably. Providing improved access to services promotes greater employment and workforce stability. Preventing the most adverse effects of poverty also avoids greater future costs to government and society. Large development projects should consider the needs of the Region in providing sufficient and affordable housing, transportation, employment, and services. The cost of neglecting community and service needs now will be compounded by higher future costs in areas like crime prevention and health care. Additionally, South Florida's large senior population creates a growing need for community-based services including expanded and affordable access to long-term care, appropriate housing, transportation, and legal services.

Housing

South Florida's economy, which is largely driven by tourism, is particularly dependent on the availability of people to fill the lower-wage jobs associated with the service industry. Therefore, it is important that our service workers be able to afford to live here. But it's becoming more and more difficult for significant numbers of people to do just that. Monroe County already faces a crisis in regard to this issue.

Housing and economic activity may be considered as two sides of the same coin. Each is highly dependent on the other. Housing provides the consumers and employees to support economic activity, while economic activity provides the means of support for residential areas. Providing decent housing at affordable prices is crucial to the economic vitality and comparative advantage of our Region. The availability of affordable housing allows the opportunity to live and work in our Region. Without adequate affordable housing a financial burden may be placed on the Region's employers whose employees spend many hours in traffic congestion as a result of long commuting distances between work and home. The opportunity cost of time spent in traffic is a potential loss to employers whose employees spend productive time commuting over long distances. For specific policies on the issue of housing affordability, please see Goal 6.

Creating Jobs with Better Pay & Benefits

Economic expansion and diversification efforts (discussed in Goal 17) must focus on the need to increase employment opportunities that provide better pay and benefits for our Region's workforce. Such efforts would be complemented by improvements in the accessibility and affordability of education and workforce training within South Florida (please see Goal 1).

Wages & Affordability
Goals & Policies

Goal 2 — Increase employment opportunities and support the creation of jobs with better pay and benefits for the Region's workforce.

Addressing Poverty & Low Incomes

Policy 2.1 — Reduce the poverty levels in disadvantaged areas by encouraging the retention of local businesses and providing job-training opportunities.

Policy 2.2 — Ensure that eligible workers in South Florida apply for and receive the Earned Income Tax Credit.

Policy 2.3 — Support the establishment of a "living wage" in communities where studies have demonstrated the need.

Policy 2.4 — Ensure that decisions with regard to the location of infrastructure investments by local governments are made with priority for the lowest income neighborhoods.

Provision of Affordable Services

Policy 2.5 — Combat poverty and low wages through the provision of affordable housing, transportation, childcare and other services.

Policy 2.6 — Promote the location of publicly supported services within walking distance of regional transit services to make it possible for residents without access to private transportation to use those services in a convenient and timely fashion.

Policy 2.7 — Ensure the maximum utilization of federal and state resources that support the provision of services to low-income residents by ensuring adequate local match, where required.

3. Human Health, Safety & Welfare

GOAL 3	***Promote the health, safety, and welfare of South Florida's residents.***
Indicator:	Health insurance coverage.
Baseline:	As of 1999, 20.7% of South Floridians under the age of 65 were uninsured as compared to the state average of 16.8%.
Target:	Decrease the percentage of South Floridians under the age of 65 without health insurance to no more than the state average by 2010.

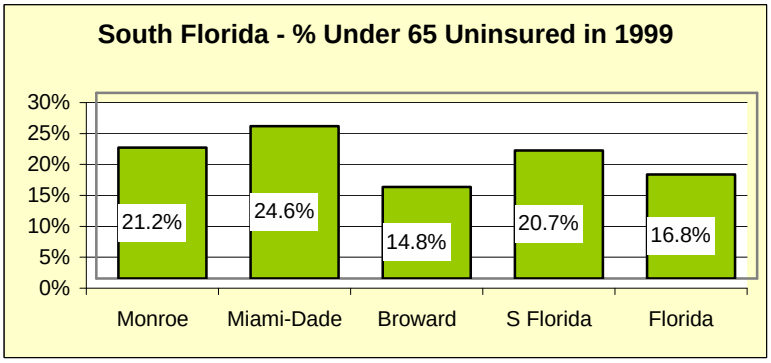
Why Is This Important?

An investment in our people is an investment in our Region. **Creating a safer and healthier environment for people to live, work, and play will benefit the individuals striving to make South Florida home as well as the entire Region.** While there have been significant improvements in the Region's crime rate, South Florida is struggling to improve access to affordable healthcare and health insurance.

How Are We Doing?

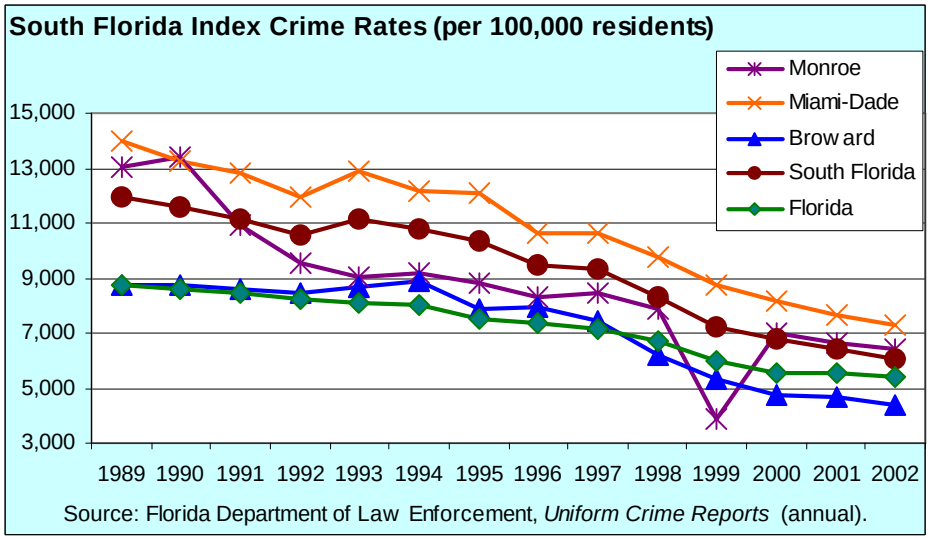
Inadequate Access to Health Services

With 2.8 million residents of Florida lacking health insurance, Florida ranks 44th in the nation for health insurance coverage. It is vitally important to South Florida that public, private and non-profit health services be accessible to the greatest number of residents possible.



Improvements in the Crime Rate

Crime is at a 30-year low in the state, with overall index crimes in South Florida down an average 5% from 2001 to 2002, according to the latest data from the Florida Department of Law Enforcement. For each of the three counties, crime rates in 2002 were at half of what they were in 1990. And these gains have been true for both violent and non-violent crimes, both of which have fallen over the same period. Still, the Region's average crime rates are higher than those for the State of Florida – only Broward County has attained a rate lower than the state average, and Miami-Dade County's averages run well above those for the Region and for the State.



Establishment of a Regional Security Office
Governor Bush established the Southeast Florida Regional Domestic Security Task Force following the events of September 11, 2001. This task force includes representatives from all levels of government who would be the first responders to large-scale mass casualty disasters within the Region.

How Can We Improve?

While attempting to detect and contain crime, decreasing and preventing crime has become an increasingly important and necessary goal. The implementation of community policing and implementation of Crime Prevention through Environmental Design (CPTED) concepts are two ways that communities use to decrease the occurrence of some types of crimes

Improving Crime Prevention through Environmental Design (CPTED)
CPTED is based on the idea that the structure and organization of an environment contributes prominently to the incidence or prevention of those crimes that most threaten residents' feelings of security. By restructuring the environment, the emphasis is placed on reducing the opportunity for crimes to occur and on creating or reinforcing the social network of the community. By creating environments that encourage interaction and collective responsibility, residents may be able to use and control their own environment through a feeling of community belonging. When the opposite process occurs, crime and fear can take a foothold in communities.

Community Policing
Law enforcement has long recognized the need for cooperation with the community it serves. Community policing is a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems. It is founded on close, mutually beneficial ties between police and community members. Community policing offers a way for law enforcement to help re-energize our communities and recognizes the value of bringing the people back into the policing process. The concept is predicated on the belief that developing strong, self-sufficient communities is an essential step in creating an atmosphere in which serious crime will not flourish.

Improving Access and Affordability of Health Services
The cost of health care is rapidly increasing nationwide. The impact in South Florida is particularly severe due to the prevalence of low incomes and high poverty rates within the Region. Finding new and innovative approaches to the provision of affordable healthcare, and informing our growing populace of existing options, is an urgent task.

Human Health, Safety & Welfare
Goals & Policies

Goal 3	Promote the health, safety, and welfare of South Florida's residents.
Policy 3.1	Provide public health information relating to healthful lifestyles and disease prevention.
Policy 3.2	Provide affordable and accessible healthcare services for the Region's residents.
Policy 3.3	Promote better linkages among social service agencies in the local service delivery system to maximize available resources and reduce fragmentation.
Policy 3.4	Provide equitable and accessible human services to the elderly and disadvantaged, particularly in underserved areas.

Policy 3.5	Reduce crime within the Region through such means as community policing and Crime Prevention Through Environmental Design (CPTED).
Policy 3.6	Provide information and assistance to new immigrants in regard to accessing available human services.
Policy 3.7	Reduce exposure to environmental contaminants and hazards in the Region's ground, air, and water.
Policy 3.8	Provide affordable quality daycare, after school care, and evening childcare services, particularly for the Region's working poor.

4. Infrastructure		
GOAL 4	***Enhance the economic and environmental sustainability of the Region by ensuring the adequacy of its public facilities and services.***	
Indicator:	Number of residents connected to central water and wastewater facilities.	
Baseline:	As of 2003, there were approximately 1,033,872 connections within the Region.	
Target:	Increase the number of connections to central water and wastewater facilities by 287,000 by 2010; 436,000 by 2015.	

Why is This Important?

Basic facilities in South Florida often are not located in the areas of greatest need. Or, they lack the capacity to serve the existing and projected populations. Or, they just don't exist at all. Areas that are most suited for redevelopment often lack adequate water, wastewater, educational, recreational, and other facilities for the existing population or to accommodate expected growth. By addressing the backlog, such as that found in the Region's water and wastewater infrastructure, we will be better able to guide and support development, redevelopment, and infill activities resulting in more efficient growth patterns, decreased sprawl, and improved environmental sustainability. These issues must be addressed in order to enhance our Region's quality of life and economic development capability.

How Are We Doing?

Continued Backlog of Facilities and Services

The pace of growth in the Region has led to an accumulated backlog in the ability to provide some of our public services at the adopted levels of service. The number of residents not connected to public water service in the Region is greatly exceeded by those who are not connected to a public wastewater treatment system. Even though the region is served by 266 public wastewater systems, by some estimates as much as one-third of the Region's residences use septic tanks. Like private wells, this is also more common in the older, urban core areas of the region. Although schools currently are one of the most visible types of facilities experiencing backlogs, the same situation exists for other public services. For example, transportation infrastructure, especially public transportation options and intermodal connections, is not available today to serve the existing needs of the Region's population. In some cases, existing infrastructure is nearing the end of its useful life and will need replacement in order to continue to serve existing development. Building facilities requires identifying the appropriate resources in a way that equitably distributes the cost among existing and new residents. Indicators for specific types of infrastructure can be found in Goals 4 through 10.

How Can We Improve?

Addressing the Backlog

It is of critical importance to maintain and protect the Region's infrastructure in order to guarantee its full potential. In many cases existing facilities can be expanded consistent with economies of scale. In other cases, facilities can take advantage of improved technology to provide new services, such as wastewater for reuse. There are potential advantages to development of larger-than-local facilities and the use of inter-local agreements to share excess capacity among jurisdictions when it exists. Potential advantages include the reduction in cost to provide services and better quality services over time.

Guiding Growth to Areas with Adequate Infrastructure

Local governments in South Florida already have a substantial investment in public facilities and services, including roads, public transportation, wastewater and water systems, solid waste treatment facilities, police and fire protection, health and human services facilities, schools, libraries, and parks and other recreational areas. To maximize the use of these facilities and services, future growth should be directed towards areas within or contiguous to those where adequate support services are either programmed or currently available. Redevelopment efforts, such as those along the State Road 7 corridor, provide opportunities to utilize and enhance facilities and services within the urban core. Further discussion regarding this issue can be found in Goal 11: Development and Redevelopment and Goal 20: Connectivity.

Improving Financing & Funding

The quality of life in our Region is directly tied to the amount of public investment in our infrastructure. In addition to finding the necessary funds to improve existing systems, there is the also the need maintain existing facilities, or provide service for the first time. Clean drinking water, along with treated wastewater and stormwater, is essential for expanding our economy and maintaining quality of life. State and Federal funding for such infrastructure improvements has been declining so the challenge for South Florida's continued economic prosperity will be to maximize our local investments and funding strategies.

Infrastructure
Goals & Policies

Below are Goals and Policies that apply to numerous forms of infrastructure. Following sections will provide further detail on some specific facilities and services, including schools, water, wastewater, and stormwater, transportation, and energy.

Goal 4 — Enhance the economic and environmental sustainability of the Region by ensuring the adequacy of its public facilities and services.

Addressing the Backlog

Policy 4.1 — Public facility and service providers should give priority to the construction, maintenance, or reconstruction of public facilities needed to serve existing development most effectively and to the elimination of any infrastructure deficiencies which would impede redevelopment.

Policy 4.2 — Optimize the service area and facility size of public facilities in the Region and direct future development and redevelopment first to areas served by existing infrastructure.

Policy 4.3 — Utilize the existing infrastructure capacity of regional facilities to the maximum extent consistent with applicable level of service (LOS) standards before encouraging the expansion of facilities or the development of new capacity.

Policy 4.4 — Whenever feasible, larger-than-local facilities or services should replace inefficient local facilities and services.

Policy 4.5 — Develop a regional forum and legislative initiatives to address service provision and facility development needs and strategies, as well as to enable the inter-governmental review of regionally significant public facilities.

Guiding Growth

Policy 4.6 — Provide adequate infrastructure to support the redevelopment of areas that are underserved, or within major public transportation corridors.

Policy 4.7 Create neighborhood investment strategies based on public facility improvements such as schools.

Financing & Funding

Policy 4.8 Utilize financing mechanisms for the provision of new public facilities and ensure that costs are distributed equitably within the Region.

Policy 4.9 Ensure that local governments establish as wide a range of financing methods for the provision of public facilities as possible. Where impact fees are assessed, procedures, schedules, and programs for the expenditure of these fees in a timely and equitable manner shall be developed.

Policy 4.10 Encourage the application of resource recovery, recycling, cogeneration, district cooling, water re-use systems, and other appropriate mechanisms where they are cost-effective and environmentally sound as a means of reducing the impacts of new development on existing public facilities and services and decreasing the costs of providing new public facilities and services.

Policy 4.11 Ensure that the public sector gives priority to the funding of those improvements which support the general welfare of its citizenry and promote public goals, objectives, and plans.

5. Schools		
GOAL 5	***Overcome school overcrowding in the Region.***	
Indicator:	Number of student stations in relation to enrollment.	
Baseline:	A deficit of 72,000 student stations existed within the Region as of the 2003/2004 20th day enrollment reports.	
Target:	Systematically reduce the gap between enrollment and student stations by 12,000 student stations per year to reach a total reduction of 72,000 by 2010.	

Why is This Important?

If you have too many kids in a classroom, they just don't learn as much. And when they don't learn as much, they just don't perform as well when they grow up and enter the world of work. Providing school capacity where it is needed, and when it is needed, is a continuing challenge for the Region. The gap between the supply of adequate student stations and the demands being brought on by growth must be addressed.

How Are We Doing?

Continued School Overcrowding

Despite efforts at intergovernmental coordination, new-school construction just can't keep pace with the construction of new homes in South Florida. In our job-packed urban centers, some schools have greater remaining capacity for enrollment yet these areas often lack other public facilities and services necessary to support any increase in population or development.

A constitutional amendment passed in 2002 requires that class size be decreased incrementally in order to achieve defined class size goals. This widens further the gap between the supply of adequate student stations and the demands being brought on by growth. Unofficial estimates indicate that the amendment may have exacerbated existing deficits by 30,000 student stations in Miami-Dade County and 40,000 stations in Broward County for the 2003/2004 school year. Creative solutions are needed. Construction of facilities alone will not meet these needs, but it is important to understand where we stand with regard to the availability of student stations. The table below provides cumulative enrollment and capacity totals for each of the counties in the Region. The enrollment data is gathered on the 20th day of each year and can be easily compared to the known number of student stations on an annual basis.

ENROLLMENT VS. CAPACITY 2003 – 04 SCHOOL YEAR			
County	**Enrollment**	**Student Stations**	**Deficit**
BROWARD	**271,339**	**235,427**	**35,12**
MIAMI-DADE	**348,180**	**312,080**	**36,100**
MONROE	**8,633**	**10,930**	**-2297**

Source: School Boards of Broward, Miami-Dade and Monroe Counties

How Can We Improve?

Improving School Facility Planning & Coordination

Although an efficiency gap still exists between land use and public school planning, legislation providing for coordinated planning among school boards and the local governments they serve was passed during 2002 and offers additional opportunities for improvement. The local governments in the Region's three counties have enacted interlocal agreements and are in the process of implementing them. Local

governments and school boards will be working together more closely and sharing information relating to such things as new school construction, expansions of existing schools, land use plan amendments, and rezonings. As this process gets underway it is clear that the approaches taken by the counties and their respective school boards differ greatly. A more unified approach to development review as well as the assessment, distribution and effectiveness of impact fees is needed in Miami-Dade and Broward Counties if we are to address the issue regionally. It will also be important to look for alternative funding sources that could supplement or even replace the current impact fee approach.

While Monroe County schools are currently under-enrolled, clearly the student station deficit in Broward and Miami-Dade Counties must be reduced. Accomplishing this goal will require coordination and participation by not only school boards and local governments, but also the business and development communities and legislative leaders.

Utilizing Innovative Approaches

- Using existing school buildings to house technology infrastructure in exchange for resources or for free use of the technology.
- Examining non-traditional options, such as year-round schooling and split sessions.
- Encouraging "full-service" schools that also provide community programs and services.
- Exploring legislative changes that would provide for greater flexibility in school siting, design and construction.
- Taking a unified approach to development review and assessment of impact fees.

Schools
Goals & Policies

Goal 5 Overcome school overcrowding in the Region.

School Overcrowding

Policy 5.1 Implement planning and financial mechanisms to ensure the ability to meet school needs for existing and future development.

Policy 5.2 Support the implementation of school concurrency requirements in the Region as a means to ensure the timely availability of adequate educational facilities.

Policy 5.3 Discourage development proposals that would exacerbate school overcrowding, except where mitigation measures that would alleviate overcrowded conditions at impacted schools are agreed upon by the affected local government and school board.

Planning and Coordination

Policy 5.4 Promote greater cooperation among the state, the counties, the municipalities, the school districts, and other appropriate state and regional agencies regarding school issues including a better integration between local comprehensive plans and school district plans. Local governments are encouraged to include periodic assessments of their educational facilities needs and identify implementation strategies.

Policy 5.5 Ensure that local governments and their respective school boards coordinate efforts to provide adequate sites for needed educational facilities.

Policy 5.6 Ensure effective implementation of school interlocal agreements through the monitoring process included in each agreement.

Innovative Approaches

Policy 5.7	Promote the design, development, and funding of full-service school facilities, which could provide a range of community programs and services in neighborhoods needing and lacking such services.
Policy 5.8	Promote innovative approaches to the provision of school facilities, including co-location of technology infrastructure and utilization of non-traditional scheduling options.
Policy 5.9	Support innovative approaches and public-private partnerships to enhance school planning and hasten school construction, in part through more flexible siting and design criteria and new, faster construction methods.
Policy 5.10	Promote the adoption of a broad-based fee on the transfer of all residential units dedicated to school construction with commensurate accountability measures about spending the funds.
Policy 5.11	Seek a more unified approach to development review as well as the assessment, distribution and effectiveness of educational facilities impact fees.

6. Housing		
GOAL 6	***Ensure the availability and equitable distribution of adequate, affordable housing for very low, low, and moderate-income households within the Region.***	
Indicator:	Region's housing cost burden.	
Baseline:	As of 2003, 34% of households within our Region had a housing cost burden.	
Target:	Reduce the percentage of households with a cost burden in our Region to less than 30% by 2010.	

Why Is This Important?

South Florida's housing supply should provide residents with a diverse mix of styles, locations, and prices. Providing workforce housing that is affordable, attractive, and located near employment centers, services, and daycare opportunities, remains a continuing challenge. The issue of affordable housing is impacting a greater proportion of South Floridians, ranging from those with very-low incomes to those of the "middle class." According to the U.S. Department of Housing and Urban Development standards, a unit is considered affordable if it costs no more than 30% of the household's income. Households that spend more than 30% of their gross income on housing expense are considered to have a cost burden.

How Are We Doing?

Decreased Housing Affordability

Wages are not keeping pace with the cost of housing in the Region, and housing is becoming less affordable for many low- and moderate-income households. Approximately 47% of renters in South Florida are unable to afford the fair market rent for a two-bedroom unit and approximately 27% of owners are cost burdened. According to the Affordable Housing Needs Assessment conducted by the Shimberg Center for Affordable Housing at the University of Florida, in the year 2002, approximately 516,248 households in the Region, or 34% of all households, were cost burdened, or pay more than 30% of their income on housing. By the year 2010, it is projected that a total of 585,259 households will be cost burdened, an increase of 69,011 households.

South Florida Affordable Housing Costs, Median Incomes and Income Ranges

			Very Low Income		Low Income		Moderate Income	
County	2003 Median Income	Maximum Home Price	2003 Income Ranges	2003 Rental Price Ranges	2003 Income Ranges	2003 Rental Price Ranges	2003 Income Ranges	2003 Rental Price Ranges
Broward	$56,400	$163,485	up to $28,200	up to $677	$28,201 - $45,120	$678 - $1,083	$45,121 - $67,680	$1,084 - $1,626
Miami-Dade	$43,800	$145,000	up to $21,900	up to $542	$21,901 - $35,040	$543 - $867	$35,041 - $52,560	$868 - $1,302
Monroe	$56,500	$166,681	up to $28,250	up to $636	$28,251 - $45,200	$637 - $1,017	$45,201 – $67,800	$1,018 - $1,527

Source: Florida Housing Finance Corporation and Miami-Dade County Housing Authority

How Can We Improve?

Addressing Affordable Housing as Infrastructure

The provision of affordable housing is as basic to the Region's economic, environmental, and community prosperity as its transportation, educational, and water and wastewater infrastructure systems. As such, affordable housing should be planned and accounted for, subsidized, and provided with the same or greater level of importance as other infrastructure in the Region in order to ensure a prosperous economy and improved quality of life for all of the Region's residents.

Increasing Wages and Expanding Partnerships

The issue of affordability and housing is a complex issue that transcends mere provision of affordable units. The ability of our residents to earn wages that keep pace with housing costs and provide a broader choice of housing within the Region is a critical component to addressing the affordable housing challenge. For further discussion on Wages and Affordability, please refer to Goal 2. Expansion of partnerships to address this issue is discussed in Goal 21: Coordinated Planning and Regional Cooperation.

Improving Housing Affordability & Dispersal

To satisfy the demand for more affordable housing, we should increase the availability of funding sources to help subsidize the cost of creating below-market-rate units. We should examine the utility and applicability of zoning policies, such as inclusionary zoning, and incentive programs that encourage the provision of affordable housing as a percentage of all new residential development. We should discourage exclusionary land use policies that adversely affect the supply and dispersal of affordable housing units throughout the Region. We should identify by geographic location areas that are suitable for redevelopment and higher densities, such as those areas indicated on the Livability and Connectivity Illustration of the *SRPP*.

Providing Housing for Special Needs Populations

Many South Floridians need special assistance in accessing adequate and affordable housing. For example, although wide variations exist in seniors' ability to live independently, not as many choices exist to fit those different needs. More than 150,000 (26%) of our senior residents lived alone in 2000. However, only about 13% of state funds currently are spent on home-based alternatives to nursing homes (as of February 2001). Increased options for independent living need to be explored and made available to all.

South Florida Voices

All of South Florida is experiencing rapid increases in the prices of homes, primarily due to the lack of available, inexpensive land…We need to bring industry here so that people have the power to work and purchase homes. Miami-Dade being a poor county – and Miami itself being the nation's single poorest city – we must do more economic development because right now we don't have the resources given our needs.

Rene Rodriguez, Director, Miami-Dade Housing Authority

Developing a Regional Housing Plan

In order to implement Goal 6 and its supporting policies, a Regional Housing Plan (RHP) will be developed by December 31, 2005. The primary objectives of the RHP are to: ensure a fair distribution of housing among all cities and counties; assist local governments in addressing the housing issues that are related to future growth in the South Florida region and are required to be addressed in the Housing Element of their Comprehensive Plan; address the housing needs of the entire region in addition to addressing local housing needs; identify by geographic location areas that are suitable for redevelopment and higher densities, such as those areas indicated on the Livability and Connectivity Illustration of the *SRPP*; and quantify each local government's responsibility for accommodating its fair share of the regional housing need. The RHP will be developed by a "Working Group" that would meet for a specified period of time (six to nine months) to undertake a series of specific tasks and to make implementation recommendations.

Housing
Goals & Policies

Goal 6 — Ensure the availability and equitable distribution of adequate, affordable housing for very low, low, and moderate-income households within the Region.

Housing Implementation

Policy 6.1 — Address the needs of the growing population requiring affordable housing, including those of moderate-income households, and the resulting impacts on economic development activities, transportation and public transportation networks, and the quality of life for South Florida residents by developing a Regional Housing Plan by December 31, 2005. The Regional Housing Plan will assure a fair distribution of housing throughout the Region, so that every local government provides an opportunity for a mix of housing affordable to all income ranges.

Affordable Housing as Infrastructure

Policy 6.2 — Decisions regarding proposed development shall consider the ability of the proposal to provide affordable housing and shall treat affordable housing as infrastructure to the extent that the cost of affordable housing is factored into proposed developments that create the need for affordable housing. Tools such as restrictive covenants to require affordable housing could be utilized to strengthen development proposals particularly when the development's impacts on infrastructure and services, including school capacity, are of concern.

Policy 6.3 — Encourage new housing, including housing at higher densities, to be directed toward areas designated as Urban Corridors, Regional Intermodal Centers, Intermodal Centers and Regional Centers as depicted on the Livability and Connectivity Illustration of the *SRPP*.

Housing Affordability

Policy 6.4 — Promote low and moderate-income housing as an economically viable and financially feasible type of development by disseminating information about existing tax incentives and providing other incentives such as density bonuses designed to stimulate affordable housing development.

Policy 6.5 — Encourage employers to offer assistance in meeting the housing needs of employees who are cost burdened.

Policy 6.6 — Promote innovative financing approaches which would minimize down payments and closing costs for very low and low-income households through such alternatives as sweat equity and employer incentive programs.

Policy 6.7 — Promote a region-wide program, in cooperation with local governments and the banking industry, to provide mortgages to very low-income households at reduced interest rates.

Policy 6.8 — Encourage public/private partnerships for the production of affordable housing and provide guidelines for organizing and managing them in order to increase efficiency.

Policy 6.9 — Provide incentives for employers that offer down payment assistance to employees who purchase homes within a 10-mile radius of their place of employment.

Policy 6.10 — Encourage local governments to identify and adopt new revenue sources to provide funds earmarked for use by eligible families to provide low-interest mortgages and down payment assistance.

Housing Dispersal

Policy 6.11	Increase the range of choice of housing location, type, and cost for very low, low, and moderate-income families.
Policy 6.12	Provide a range of affordable housing that is reasonably accessible to employment centers, family support systems, shopping, public transportation, and recreational facilities.
Policy 6.13	Promote partnerships between the public and private sector to create opportunities to live and work in the same community.
Policy 6.14	Promote linkage programs that condition approvals for, and incentivize the development of high revenue and employment generating uses, such as office and retail upon development of very low, low, and moderate-income housing within reasonable proximity.
Policy 6.15	Promote regional incentives for the provision of affordable housing, including development of regional affordable housing production goals.
Policy 6.16	Explore the development of inclusionary housing programs throughout the Region that encourage an affordable housing set aside in all mixed-use and large-scale market rate housing developments.
Policy 6.17	By December 31, 2005, the South Florida Regional Planning Council will work with development interests and local governments to explore specific geographic areas in the Region that are appropriate for higher densities that could support affordable housing and identify those areas in the Regional Housing Plan.
Policy 6.18	Pursue an incentive based Statewide Fair-Share Model and encourage all local governments to work towards achieving the State's affordable housing goal by 2010.
Policy 6.19	Promote increased use of mixed densities and housing product types within residential zoning and individual parcels to encourage the planning and construction of a greater diversity of housing choices.
Policy 6.20	Increase public awareness by developing an educational program regarding the positive benefits of good urban and building design on affordable housing, including the aesthetic architectural treatment of increased density to ensure compatibility with surrounding neighborhoods, community livability, and dispelling the myths that lead to neighborhood opposition to affordable housing.
Policy 6.21	Promote the mixing of income levels in neighborhoods.
Policy 6.22	Increase or improve the existing supply of adequate affordable housing through the stabilization and revitalization of existing neighborhoods.
Policy 6.23	As part of a general strategy to increase the supply of adequate, affordable housing in the Region, eliminate sub-standard housing through renovation and rehabilitation where economically feasible.
Policy 6.24	Encourage well-designed subsidized housing that is compatible with the surrounding housing.
Policy 6.25	Discourage community segmentation, displacement, and a net decrease in the affordable housing supply caused by the placement of infrastructure or redevelopment activities.
Policy 6.26	Encourage both ownership and rental opportunities for all types of housing.

Policy 6.27 Promote the rehabilitation of neglected historic structures for affordable housing needs.

Policy 6.28 Promote new housing that is characteristic of or compatible with the community's historic structures, landmarks, districts, neighborhoods and archeological sites.

Special Needs Populations

Policy 6.29 Provide the least restrictive living environments for those previously institutionalized persons, in accordance the Olmstead decision, and address the housing needs of South Florida's special needs populations, including those with disabilities, the homeless, those earning very low-incomes, seasonal workers, the elderly, and those previously institutionalized for mental or health concerns.

Policy 6.30 Increase options and funding for independent living for senior populations, including home-based alternatives to nursing homes.

Policy 6.31 Develop programs for short-term emergency housing for those persons displaced through circumstances such as natural disasters, forced relocation, or cases of extreme hardship.

7. Potable Water, Wastewater & Stormwater		
GOAL 7	***Protect, conserve, and enhance the Region's water resources.***	
Indicator:	Incorporation of ultra-conserving water saving devices and techniques in new development and redevelopment.	
Baseline:	Projected 2010 baseline without additional water conservation is nearly 1,262 Million Gallons Per Day (MGD) annually; projected 2015 baseline without additional water conservation is 1,360 MGD annually.	
Target:	Increase in total water savings by 73 MGD by 2010; 107 MGD by 2015.	

Why is This Important?

Inadequate and deteriorating water, wastewater, and stormwater facilities drive up costs for everyone and adversely affect our environmental sustainability. The provision of water to the natural ecosystem, agricultural areas, and urbanized South Florida at the right time and of the right quantity and quality is a primary concern of agencies, water utilities, businesses, agriculture, and residents. Aging wastewater infrastructure and inadequate stormwater infrastructure affects our ability to redevelop in certain urban areas because the costs of upgrading those systems are so high. Additional water conservation efforts, including the installation of ultra-conservative water saving devices in new development and redevelopment projects, would help sustain our water resources.

How Are We Doing?

Improved Water Resource Planning

Continued population and business growth, and their subsequent demand for limited water resources, will lead to increased costs for water. Growth also creates a higher potential for temporary shortages. In addition, providing the land for suitable development and human habitation will continue to require considerable flood protection, since without such protection most of South Florida would be unsuitable for existing urban and agricultural uses. According to the South Florida Water Management District (SFWMD), extensive actions are required to ensure that a sustainable water supply is available to fulfill future urban, agricultural and natural systems water needs. While the approximately $8 billion Comprehensive Everglades Restoration Plan (CERP) project (discussed in further detail in Goal 15) is primarily an ecosystem restoration effort, it will also address some water supply and flood protection concerns in the Region. These include establishing numerous surface storage reservoirs and using aquifer storage and recovery (ASR) systems for our water supply. Additional initiatives, such as those outlined within Broward County's *Integrated Water Resources Plan (IWRP)* and the SFWMD's *Lower East Coast Water Supply Plan (LECWSP)*, will be necessary to fully address the Region's water issues.

South Florida Voices

We are pioneers in regionalism, dating back to the origins of the district. Water does not respect regional boundaries.
Nicolás J. Gutiérrez, Jr., Esq., Chair, South Florida Water Management District Governing Board

Inadequate Facilities & Water Quality

The lack or inadequacy of water, wastewater, and stormwater infrastructure is prevalent in many of the Region's established urban communities. Approximately 90,000 residents in the Broward and Miami-Dade utility service areas still rely on individual wells rather than a central potable water system. The Cities of Miami, Hollywood, Fort Lauderdale, and North Miami Beach are just a few of the Region's municipalities

where many home and business owners rely on individual septic tanks and/or private wells because connecting to the central system is cost prohibitive or the central service is inadequate or non-existent.

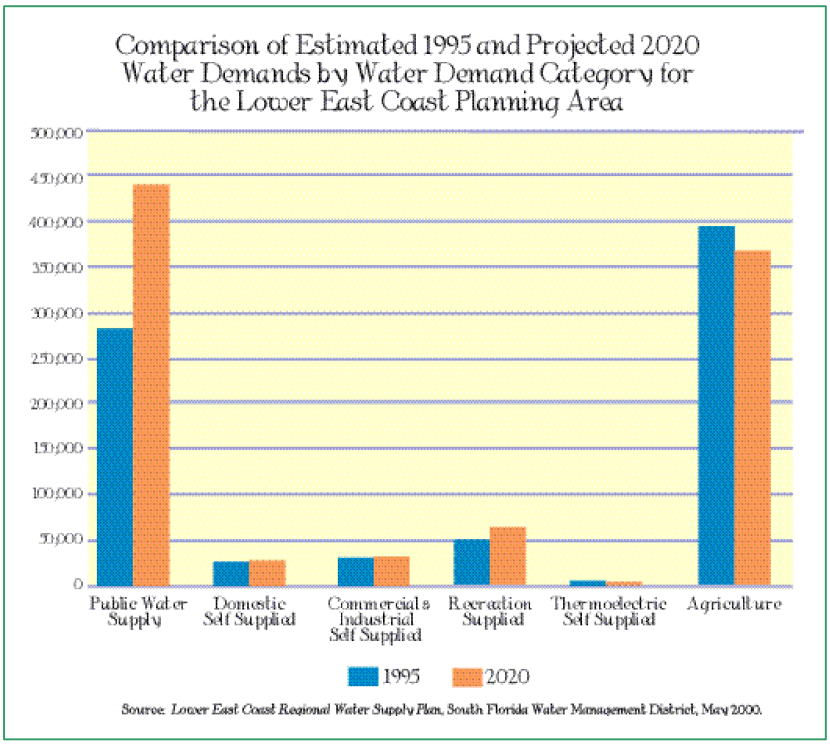
The Region's drainage system is generally comprised of a system of canals: primary canals operated by the SFWMD, a secondary canal system operated by a local or quasi-government agency, and a third system associated with streets, parking lots, storm sewers, and on-site detention/retention systems. When the drainage system is not adequate due to the quantity of water in the system, localized flooding can occur, resulting in the loss of property and business productivity.

Inadequate infrastructure can result in adverse environmental and economic impacts. Non-point sources of pollution as well as leakage of private septic tanks introduces nutrients into adjacent canals, nearshore waters, such as Biscayne Bay, and the Biscayne Aquifer resulting in marked declines in water quality. Monroe County currently is addressing its nearshore water quality issues through a multimillion-dollar sewer treatment upgrade. The lack of adequate water and wastewater infrastructure will continue to pose a serious impediment to economic development and redevelopment in areas such as Broward County's State Road 7/U.S. 441 Corridor unless it is addressed in a comprehensive manner. In addition, newly effective Federal water quality standards will place strict limits on the amount of pollutants, or Total Maximum Daily Loads (TMDLs), that water bodies may receive from development, resulting in the need to retrofit many existing stormwater facilities.

How Can We Improve?

Increasing Water Conservation

When we're faced with a limited water supply — which we are — we are naturally presented with opportunities to conserve. Measures such as those outlined in the SFWMD's *Model Water Shortage Ordinance* and the Florida Department of Environmental Protection's *Florida Water Conservation Initiative* will help achieve a reduction in the per capita use of water. South Florida also is home to creative new efforts to recycle and reuse greywater for functions like landscape and golf course irrigation.



Implementing Innovative Approaches

We're still debating alternatives to traditional wastewater treatment facilities and processes. The current controversy over deep-well injection of partially treated wastewater is likely to continue. Communities must weigh using this option against the potential for leakage into the aquifer, and against often-intense public opposition. Developing alternative water supplies such as wells into the deeper Floridian aquifer, desalinization, and reuse is an expensive proposition, but one that may be increasingly necessary.

To make flood-protection efforts compatible with environmental protection, drainage projects need to be accomplished in a way that does not harm the ecology of protected natural areas while providing flood protection for adjacent lands. In addition to providing drainage, some of the primary canals also provide recreational opportunities or have been identified as community assets for community redevelopment. More and more community redevelopment plans will identify opportunities to turn canal front properties into community assets. Instead of being a utility that runs through or divides a community, new

redevelopment opportunities will look toward transforming these canals into promenades, linear parks, bikeways, waterfront residential, or mixed-use developments. Communities along these canals should work to ensure that redevelopment can be accommodated without reducing the maintenance access and conveyance.

Numerous nonstructural options for flood protection exist for urbanized areas. These include, but are not limited to, ensuring that new construction meets Federal Emergency Management Agency (FEMA) guidelines, land use planning to guide development away from flood-prone areas, and acquiring undeveloped lands from willing sellers.

Fully Funding Wastewater and Drinking Water Infrastructure

Numerous national studies indicate that there is a significant gap between projected clean water and drinking water investment needs, both in terms of infrastructure and operation and maintenance expenses, over the twenty-year period from 2000 to 2019. Nationally, the estimated cost of the investments needed to repair, replace, or upgrade aging facilities; to accommodate the nation's growing population; and to meet new water quality standards ranges from $300 billion to $1 trillion over the next 20 years. From fiscal year 1999 through fiscal year 2000, nine federal agencies made available about $44 billion, in a variety of forms, for drinking water and wastewater capital improvements.

In response to these gaps between infrastructure needs and funding, the Region's local governments should prepare now to bear a significantly greater share of the costs of constructing and operating these facilities in the years to come. Locally, the Miami-Dade Water and Sewer Department (WASD) has already identified over $1.1 billion in water and sewer improvements necessary to support the various County revitalization initiatives over the next 20 years.

Potable Water, Wastewater & Stormwater
Goals & Policies

Goal 7 — Protect, conserve, and enhance the Region's water resources.

Water Resources

Policy 7.1 — Develop a more balanced, efficient, and ecologically sustainable allocation and reservation of the water resources of the Region.

Policy 7.2 — Water suppliers, in coordination with the South Florida Water Management District, should address long term water supply alternatives, which include the possibility of utilizing areawide or regional water supply systems as a substitute for, or as a means of augmenting, the present non-regional systems.

Policy 7.3 — Increase the use of public media for water resource related educational statements and symposia.

Improving Facilities & Water Quality

Policy 7.4 — Local governments should provide centralized wastewater service in areas where existing septic tanks are an environmental or human health problem, particularly within densely populated urban services areas and sites where septic tanks and private water wells are jointly utilized.

Policy 7.5 — Implement stormwater quantity and quality level of service standards consistent with those recommended by the South Florida Water Management District.

Policy 7.6 — Ensure that the recharge potential of land is not reduced as a result of a proposed modification in the existing uses by incorporation of open space, pervious areas, and impervious areas in ratios which are based upon analysis of on-site recharge needs.

Policy 7.7 Require all inappropriate inputs into Natural Resources of Regional Significance to be eliminated through such means as redirection of offending outfalls, treatment improvements, or retrofitting options.

Policy 7.8 Existing stormwater outfalls that do not meet or improve upon existing water quality or quantity criteria or standards, or cause negative impacts to Natural Resources of Regional Significance, shall be modified to meet or exceed the existing water quality or quantity criteria or standard.

Policy 7.9 Restore and improve water quality throughout the system by:

a. requiring stormwater treatment and management;
b. protecting wetlands, native uplands, and identified aquifer recharge areas; and
c. implementing best management practices, such as utilization of low phosphorus fertilizers.

Policy 7.10 Protect the habitat and water quality of the Region's Outstanding Florida Water bodies by requiring stormwater discharges to meet applicable non-degradation water quality standards.

Water Conservation

Policy 7.11 Encourage the implementation and further development of water conservation measures.

Policy 7.12 Encourage additional water conservation techniques, which discourage excessive use of infrastructure and services in the Region while considering social and economic equity standards.

Policy 7.13 Utilize measures such as those outlined in the South Florida Water Management District's *Model Water Shortage Ordinance* and the Florida Department of Environmental Protection's *Florida Water Conservation Initiative* to address water usage and require adoption of these measures by local governments so that a reduction in the per capita use of water is realized.

Policy 7.14 Implement water conservation measures including but not necessarily limited to:

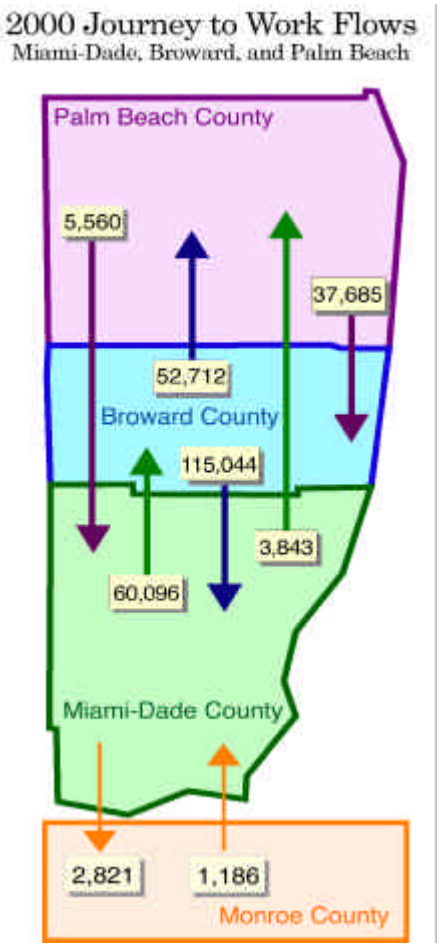
a. adoption of local government Xeriscape/Florida friendly landscape ordinances requiring landscaping methods that maximize the conservation of water by the use of site-appropriate plants and efficient watering systems;
b. utilization of native plant material as a first priority in landscaping;
c. implementation of a water conservation public education program;
d. implementation of a leak detection and repair program for public water supply systems;
e. adoption of a water conservation-based rate structure by utilities that provides a financial incentive for users to reduce demand;
f. implementation of water loss prevention programs including adoption of a rain sensor device ordinance for automatic sprinkler systems;
g. adoption of an ultra-low volume fixtures ordinance;
h. adoption of an irrigation hours ordinance and reduction in the use of potable water for irrigation; and
i. utilization of reuse water wherever and whenever possible based upon the ecological and technical factors involved, and analysis of reclaimed water feasibility by potable water supply utilities.

Policy 7.15 Conserve water, return water lost from the Everglades ecosystem, and increase the self sufficiency of urban and agricultural water supplies by:

a. creating water storage areas near or within urban areas;

b. increasing the efficiency of water use in agriculture, business, and residential uses;
c. developing alternative water supply sources; and
d. rehydrating wetlands with water of appropriate quality and quantity that would otherwise be lost from the regional system.

8. Transportation		
GOAL 8	***Enhance the Region's mobility, efficiency, safety, quality of life, and economic health through improvements to road, port, and public transportation infrastructure.***	
Indicator:	Persons driving alone.	
Baseline:	In 2000, 80% of the drivers in Broward County drove alone, 74% drove alone in Miami-Dade County and 67% drove alone in Monroe County.	
Target:	Decrease the percentage of drivers driving alone by 5% by 2010.	



Why is This Important?

To sustain and enhance the Region's quality of life and economy, we must improve our ability to move goods and people. Anyone who travels regularly on South Florida's roadways knows that our Region is experiencing increased traffic congestion. Reducing single-occupancy trips will help alleviate traffic congestion. This issue, as well as the capacity challenges facing our airports and seaports, must be addressed to enhance our Region's quality of life and economic conditions.

How Are We Doing?

Continued Road Congestion

We have more drivers driving more miles and driving by themselves than ever before. South Florida residents often live in one county and work in another. 60,096 residents of Miami-Dade County and 37,685 residents of Palm Beach County drive to their jobs in Broward County every day. 115,044 residents of Broward County drive to their jobs in Miami-Dade County. Adding to the resulting congestion issue is the fact that our land use patterns and transportation systems in the Region are not effectively integrated. Neither are South Florida's bus systems integrated effectively through scheduling and routes. Meanwhile, the 2025 Long Range Transportation Plans for Miami-Dade and Broward counties identify more than $11 billion in unfunded transportation projects.

Increased Port Capacity Concerns

Airports

Airports are responsible for 79% of arriving visitors to South Florida. In the year 2003~~1~~, Fort Lauderdale-Hollywood International Airport and Miami International Airport respectively recorded more than 17.9 million and 39.5 million passengers. South Florida's international airports are projected to run out of capacity in 20 years.

Seaports

The Port of Miami is the largest cruise ship homeport in the world, and Port Everglades in Broward County is also a world-class facility. Nearly four million passengers traveled through the Port of Miami and over 3 million traveled through Port Everglades in fiscal year 2003. In the same period, the volume of cargo moving through the Port of Miami was over 9 million tons, exports totaled 3.6 million and imports totaled 5.47 million tons. The Port of Miami has approximately 40 shipping lines calling on more than 100

countries and 250 ports around the world. However, competition from other domestic and foreign ports threatens the position of South Florida ports, which underscores the need for a globally competitive regional transportation network.

Continued Economic Benefit of Ports

The Region's airports and seaports are critical economic engines that support existing industries and attract new ones. They create significant amounts of direct and indirect employment in the region and generate significant tax revenue. During fiscal year 2003, the combination of cruise and cargo activities at the Port of Miami supported approximately 98,000 jobs, and had an economic impact in Miami-Dade County of over $12 billion. Port Everglades directly and indirectly accounts for an estimated 19,500 jobs and adds more than $2 billion a year to the region's economy and those numbers are projected to double by the year 2020 if all elements of the Port's 2020 vision plan move forward.

Miami International Airport is the air gateway to the Caribbean, Central and South America. Its role in international trade is increasing, being ranked the number one international freight airport in the United States and number seven in the world. Miami International Airport's economic impact on Miami-Dade County is estimated at approximately $18.5 billion in annual business revenue and it generates 1 out of every 6 jobs in the Region. Fort Lauderdale-Hollywood International Airport employs nearly 9,000 people, making it the largest employment center in Broward County.

How Can We Improve?

Increasing Public Transportation Funding & Improvements

At the same time that South Florida is groaning under the burden of millions of single-occupancy vehicles, we still don't have adequate funding to support alternatives like public transportation, car and van-pooling, and telecommuting programs. Providing dedicated funding and using cutting-edge technologies can help make public transportation more desirable and functional for the public. Miami-Dade County, through referendum, has dedicated a ½ penny sales tax as a source of funding for transportation improvements.

Promoting Efficiency

There is a vital link between the efficiency of the transportation system and the health of the Region's economy. By pursuing new technologies and improving the public transportation system, we can improve the efficiency of the overall transportation system and the health of the Region's economic system. We must also ensure the ability of the transportation system to support the Region's emergency evacuation needs.

Increasing Port Funding & Improvements

Planned rail links between our airports and seaports can help alleviate congestion on port roads. The Florida Department of Transportation has identified more than $300 million in airport and seaport capital improvements to expand cargo facilities, airport roads, concourses, rights-of-way and runway extensions in the agency's adopted 2003 through 2007 work program. Additionally, the Transportation Improvement Plans for Miami-Dade and Broward counties identify almost $5 billion in priority projects for air and seaports projects that currently have no funding source.

Increasing Safety

The Florida Department of Transportation has made safety one of its primary strategic goals. This refers not only to safe travel on roads and bridges for our residents and visitors, but efficient emergency response and evacuation plans and safe commercial vehicle operations as well. Supporting and enhancing the State's efforts at the regional and local levels will help ensure the safety of all South Floridians and enhance the overall efficiency of the transportation system.

South Florida Voices

My goals are to place more emphasis on intermodal connections, transit and regionalization of transportation. I believe we're on the right track.
José Abreu, Secretary
Florida Department of Transportation
Tnews, Vol. 37 No. 1, Jan/Feb 2004

Transportation Discussion Point – Expansion and Alternative Solutions

Capacity issues affect every facet of transportation. Because of our ever-increasing traffic, South Florida experiences constant pressure to expand our public and commercial transportation systems. But although the needs are obvious, they are not without controversies. For example, expanding our airports and seaports can have very undesirable impacts on our communities. They may decrease property values, injure the environment, and even make traffic problems worse instead of better. They can cause noise, air, and water pollution. In short, expansions can be controversial for very good reasons.

Today, limited land availability, high real estate values, competing uses, lack of public acceptance, and legal challenges all threaten the expansion of both airports in Miami and Fort Lauderdale. And the Port of Miami has reached its expansion limit, due to the development of remaining seaport property for the American Airlines Arena and for other non-port-related purposes.

However, these obstacles to expanding our transportation capacities also give South Florida an important opportunity. Instead of enlarging our systems in a piecemeal fashion, we can develop a truly integrated approach to transportation and land use issues, throughout the Region. Not being able to expand some current facilities will force us to consider other options thus making use of all our transportation systems in the most efficient and effective way.

The 2020 Florida Transportation Plan

The 2020 Florida Transportation Plan (FTP) forms a policy framework to guide investments in Florida's transportation system. Following is a description of the primary issues and goals being addressed by the Florida Department of Transportation through implementation of the FTP and other efforts.

Economic Competitiveness

- ***Global Economy*** – An effective transportation system is a key contributor to Florida's global competitiveness.
- ***Transportation Investments*** – Invest only after understanding the economic consequences.
- ***Transportation and Land Use*** – Transportation system efficiency requires coordination of transportation and land use decision-making.
- ***Transportation System Efficiency*** – Reduce reliance on single-occupant vehicles to improve efficiency.

Mobility

- ***Corridors*** – Planning issues and design elements should vary, based on the intended function of the corridor. All modes should be considered.
- ***Emergency Preparedness*** – Have plans and resources ready for emergency response services, incident management and timely evacuations. Consider all modes and the needs of the transportation disadvantaged.
- ***Interconnectivity/Accessibility*** – Improve connections between modes to provide smooth transfers of people and goods.
- ***Mode Choice*** – Consider the unique advantages of each mode of travel when deciding what choices should be available.

Quality of Life

- ***Environment*** – Integrate planning and decision-making for transportation, land use, water and natural resources.
- ***Livable Communities*** – Make transportation decisions with the goal of livable communities in mind.
- ***Patterns of Development*** – Consider existing development patterns, as well as more efficient ones, in making transportation decisions. "One size fits all" may not best serve al Floridians' interests.
- ***Preserving Options*** – Current decisions and actions should leave desirable options in the future.

Working Together

- ***Safety*** – Stress safety in meeting all travel needs.
- ***Planning for Needs*** – Coordinate and consult with customers, partners and stakeholders early and often.
- ***Establishing Priorities*** – Consider the needs of all customers and the use of new technologies.
- ***Providing Facilities and Services*** – Form partnerships that maximize public and private participation to enhance financing and implementation. Provide funding and implementation flexibility.
- ***Public Participation*** – Early and effective public involvement is critical at every decision-making step, yet there must be a point when the focus shifts from "if" the project should be implemented to "how."

Transportation
Goals & Policies

Goal 8 — Enhance the Region's mobility, efficiency, safety, quality of life, and economic health through improvements to road, port, and public transportation infrastructure.

Roads

Policy 8.1 — Maintain the Florida Intrastate Highway System, other state roads, local roadways, and public transportation systems to preserve the Region's investment in infrastructure; support daily use and needs; enhance the Region's global competitiveness and economic health; increase safety; ensure emergency access and response; and provide for evacuation purposes.

Policy 8.2 — Reduce the utilization of the Florida Interstate Highway System and other components of the regional road system for short, local trips.

Ports

Policy 8.3 — Plan land use in and around airports and seaports to minimize unnecessary social, environmental, or economic conflicts and costs.

Public Transportation

Policy 8.4 — Expand use of public transportation, including buses, commuter rail, waterborne transit, and alternative transportation modes that provide services for pedestrians, bikers, and the transportation disadvantaged, and increase its role as a major component in the overall regional transportation system.

Funding

Policy 8.5 — Identify all possible existing and future funding sources at the local, state, and federal levels and from the private sector, and facilitate access to these sources in order to meet the Region's transportation needs.

Efficiency

Policy 8.6 — Promote efficiency of the transportation network through the implementation of tools such as Intelligent Transportation Systems (ITS) that incorporate public transportation information, improvement of signalization systems, and other operational improvements.

Policy 8.7 — Ensure that the transportation network, including public transportation, supports the emergency evacuation needs of the Region.

Safety

Policy 8.8 — Ensure the safety of the transportation system by implementing measures to reduce vehicle, pedestrian, and bicycle crashes, and increase the safety of commercial vehicle operations.

9. Energy		
GOAL 9	***Develop clean, sustainable, and energy-efficient power generation and transportation systems.***	
Indicator:	Percentage of alternative fuel vehicles within the overall transportation network in the Clean Cities region (Martin, Palm Beach, Broward, Miami-Dade, and Monroe Counties).	
Baseline:	In 2002, 0.3% of all vehicles in the Clean Cities region were powered by alternative fuels.	
Target:	Increase the number of vehicles powered by alternative fuels among all modes by 20% by 2010.	

Why is This Important?

Energy resources and infrastructure are critical to South Florida's ability to expand, diversify, and compete economically. We are unlikely to meet our current and future energy needs for our businesses, industries and homes without increasing investment in energy production, capacity, and distribution. Increasing the utilization of alternative fuel vehicles within the overall transportation network will help conserve energy and improve South Florida's air quality.

How Are We Doing?

Continued Dependence upon Limited and Imported Sources

South Florida is dependent today and will be dependent tomorrow on petroleum and natural gas (and, to a lesser extent, on nuclear energy). Most of the energy that we consume is electric, energy that relies heavily on petroleum. To compound the problem, we import all our petroleum and natural gas, as well as the radioactive elements needed to supply our sole nuclear power plant from outside the state. South Florida faces increased security concerns because of our total dependence on outside sources of fuels for energy production.

Increased Limitations on Facility Expansion and Siting

We face increasingly limited land resources for the construction and/or expansion of new energy infrastructure such as electric utility generating plants, merchant plants, and electric transmission lines. New natural gas pipelines, offshore oil production, and use of nuclear energy pose potential hazards to our environment. This limited land availability may result in our inability to locate facilities in areas that need more energy sources.

Continued Air Quality Concerns

The utilization of traditional coal and petroleum products for energy generation and transportation adversely impact the Region's air quality. Motor vehicles and other transportation modes alone account for approximately 60% of South Florida's air pollution. If we continue to increase our use of motor vehicles (and subsequently, continue to clog our roadways) we'll suffer from more air pollution emissions and continue to deplete the ozone. Motor-vehicle emissions are the major cause of "ground-level ozone" pollution causing serious hazards to our health, like long-term lung damage and respiratory disorders. Ozone pollution is the leading cause in triggering asthma in children less than 18 years of age. The estimated annual cost associated with treating asthma in those less than 18 years of age in the U.S. amounts to approximately $1.9 billion.

Increased Global Climate Change Concerns

South Florida is especially vulnerable to the effects of global climate change, which are long-term changes in the value of temperature or precipitation over the course of a decade or longer having important economic, environmental, or social effects. Potential effects include sea level rise that could adversely impact communities located in low-lying areas. Adverse impacts to the low-lying areas could include loss of land and structures, wildlife habitat loss, accelerated coastal erosion, exacerbated flooding, increased vulnerability to storm damage, and increased salinity of rivers, bays, and aquifers which would threaten supplies of fresh water.

How Can We Improve?

Planning for the Region's Energy Needs

Expected population growth will place increasing pressure on our energy infrastructure capacity. Currently, our electric energy production, capacity, and distribution infrastructure is able to meet the Region's daily demands. But if we are to meet demand in the long term, we'll need to make additional infrastructure investments. Energy consumption is highly concentrated in the residential, commercial, and transportation, sectors of our economy. Future growth in these sectors will require us to make continued investments in our energy infrastructure. Developing a strategic, renewable and energy-efficient conservation plan would help address energy issues for all of South Florida. Further, developing regional data on demand and siting would help us assess the effects of our energy facilities.

Utilizing Alternative Fuels and Modes

We'll have more energy options for South Florida if we develop sustainable technologies in the areas of production and cleaner fuels. One prime potential source of energy is right over our heads: the sun. Our abundant solar radiation can do more for us than "just" draw thousands of tourists in search of that perfect tan. It can power our homes, schools and offices. Additionally, experimental ocean current energy studies are examining the potential of the Gulf Stream currents east of Fort Lauderdale to supply energy.

Fuel-cell technology offers potential for small-scale electricity generation. Even more alternatives are possible at the industrial and commercial level, if businesses are willing to explore them. For example, cogeneration a process in which an industrial facility recycles its waste energy to produce heat or electricity could play a significant role in an energy-efficient conservation plan for South Florida. Landfills are another potential source of energy. Solid waste deposited there can be used to produce methane gas and, subsequently, electricity.

We must decrease our reliance on the automobile to reduce the emission of dangerous air pollutants. We can do this if we work to increase the use of cleaner alternative fuel transportation modes. At the same time, we must do a better job of integrating existing and future land uses with the transportation system and develop an efficient and effective regional public transportation system. Carpooling, vanpooling, flexible work schedules, teleconferencing, telecommuting, bicycling, and walking are all methods that we can use to reduce single-occupancy vehicle use and help reduce dependence on petroleum based motor fuels.

Energy
Goals & Policies

Goal 9 Develop clean, sustainable, and energy-efficient power generation and transportation systems.

Alternative/Renewable Energy Resources

Policy 9.1 Develop and implement sustainable energy conservation strategies.

Policy 9.2 Encourage the development of renewable, clean fuels and energy-efficient enterprises to serve our communities and national markets.

Policy 9.3 Increase the use of alternative fuel and hybrid vehicles and public transportation facilities in part through the provision of adequate funding and support infrastructure.

Air Quality

Policy 9.4 Improve regional air quality through a reduction of transportation and electrical power generation related impacts.

Policy 9.5 Improve regional air quality and energy conservation by promoting the use of alternative fuel and hybrid vehicles and less polluting vehicles, utilizing Transportation Demand Management alternatives, increasing the use of public transportation, and other strategies.

Policy 9.6 Fleet operators within the Region shall be encouraged and given incentives to utilize clean-burning fuels for fleet vehicles.

Global Climate Change

Policy 9.7 Assess the impacts of global climate change and sea-level rise on South Florida's resources and land uses.

Policy 9.8 Establish greenhouse gas emission reduction goals and implement renewable energy measures to minimize the risks posed by sea-level rise and other effects of global climate change.

Planning

Policy 9.9 Encourage coordination among state, regional, and local economic development agencies and the private sector to develop an alternative and renewable energy technology industry to ensure a sustainable regional community.

10. Green Infrastructure		
GOAL 10	***Increase awareness of the Region's green infrastructure, its significance to the Region's economy, and the public's role in access and use that is compatible with long-term sustainability.***	
Indicator:	Extent of greenways within the Region both designated and acquired through the Florida Greenways and Trails program.	
Baseline:	As of 2003, 78,123 acres were designated within the Region. As of early 2004, 6.57 acres were acquired through the Florida Greenways and Trails Program.	
Target:	Increase lands designated under the Florida Greenways and Trails program by 1.5% per year within the Region. Increase lands acquired within the Region through this program by 30 acres by 2010.	

Why is This Important?

We must provide open space and recreational opportunities for our communities and protect habitat for our wildlife. These components of natural resource based infrastructure are necessary for the Region's sustainability. Providing parks and open space within the urban context is an increasing concern as development pressures increase within areas poised for redevelopment and infill. Implementing greenways, through a variety of local and state programs, provides connectivity for both habitat and recreation. (Please see Goal 20 for more on enhancing connectivity within the Region.)

How Are We Doing?

Increased Development Pressure

Parks and conservation lands are vital components of our Region's green infrastructure. However, as open land becomes more scarce, there may be increasing pressure to examine existing open areas for use as urban infill or as sites for public facilities. This pressure will result in a greater need to recognize the critical role that parks and conservation lands play in a sustainable South Florida for our people, environment, and economy.

Extensive Park System

The Miami-Dade County Parks and Recreation Department manages over 12,000 acres, approximately half of which are environmentally sensitive or conservation lands. Broward County manages almost 5,000 acres in 30 parks that provide a variety of passive and active recreational opportunities. Monroe County is responsible for over 153 acres of parks and beaches within the unincorporated areas. These public facilities are complemented by the numerous municipal, state, and federal parks within the Region. Efforts by private businesses and residents to enhance urban tree canopy and native habitat will further increase the connectivity of our green infrastructure. Additional discussion and policies regarding these issues can be found in Goal 14 (Natural Resources) and Goal 20 (Connecting People, Places and Opportunities).

How Can We Improve?

Increasing Recognition of Green Infrastructure Benefits

As a Region, we must recognize the economic and social value that green infrastructure provides. These open spaces help to clean the air we breathe and the water we drink and provide a home for native plants and animals, some of which occur nowhere else on Earth. Green infrastructure provides a place for ourselves and our children to rest, play, and enjoy the marvels of nature. These spaces also act as an amenity for the quality of our everyday lives and the value of our homes and neighborhoods. As the Region develops and redevelops to accommodate a growing population, we can ensure the establishment

of green infrastructure level of service standards for all neighborhoods, rich or poor, old or new, urban or suburban.

Green Infrastructure
Goals & Policies

Goal 10	Increase awareness of the Region's green infrastructure, its significance to the Region's economy, and the public's role in access and use that is compatible with long-term sustainability.
Policy 10.1	Preserve lands designated as open space, parks and recreation, and conservation; these areas shall contain uses that are directly related to active or passive recreation or habitat preservation.
Policy 10.2	Maintain and revitalize parks so that they offer comfort, sociability, access, and a variety of activities to meet the mixed and varied needs of their visitors.
Policy 10.3	Encourage interagency cooperation and co-location of parks and other public facilities where appropriate for use and access.
Policy 10.4	Establish minimum green infrastructure level of service standards such as acres per population or households for publicly accessible recreation and open space within Regional Activity Centers, Community Redevelopment Areas, and urban corridors.
Policy 10.5	Adopt methods used in other regions to estimate the dollar value added to the regional economy by the extent and proximity of recreation and open space to our citizens.

11. Development & Redevelopment		
GOAL 11	***Encourage and support the implementation of development proposals that conserve the Region's natural resources, rural and agricultural lands, green infrastructure and:*** • ***utilize existing and planned infrastructure where most appropriate in urban areas;*** • ***enhance the utilization of regional transportation systems;*** • ***incorporate mixed-land use developments;*** • ***recycle existing developed sites; and*** • ***provide for the preservation of historic sites.***	
Indicator:	Brownfields redevelopment projects.	
Baseline:	As of 2003, 25 sites have been designated for the Florida Brownfields Program; two have been completed.	
Target:	Complete ten brownfields rehabilitation and redevelopment projects within the Region through the Florida Brownfields Program by 2010.	

Why is This Important?

It's a simple equation: If we don't plan for our projected population increases, our quality of life will decline. Low-density development quickly consumes our land, vastly increases the area in which infrastructure and services are required, and limits our economic growth. When we combine this type of development with our increasing population, it is easy to understand why the quality of services provided by our local governments and the private sector are inevitably strained and likely to decline. At the same time, the costs of those services will increase. The resulting economic pressure will adversely affect our ability to compete economically with other regions.

We need to make better use of our available land. And we need to improve the connection among affordable housing, employment centers, and public facilities and services. These needs give us just the conditions we'll require to promote infill and redevelopment. One means of accomplishing more efficient growth, while also benefiting from economic development and the resolution of environmental health concerns, is through increased brownfields redevelopment. With more efficient growth, we'll have a real opportunity to improve our quality of life and, at the same time, keep down the costs of our public infrastructure and private development.

How Are We Doing?

Continued Sprawl Development is Outpacing Infrastructure Provision

Generally, South Florida has developed the way most suburban areas do: through sprawl. It's the typical suburban sprawl pattern that's evident throughout the United States, except that natural features like the Atlantic Ocean, Florida Bay, and the Everglades surround us and prevent us from continuing this pattern. South Florida's historic growth pattern has consumed the vast majority of our available land for relatively low-density development. This is a disadvantage, since higher-density development patterns could for example reduce road building costs by 25% and other public infrastructure costs by 15%. The spread-out development pattern of sprawl also increases other transportation costs through wear and tear on our cars and

Characteristics of sprawl include:

- Wide roads to accommodate vehicular traffic;
- Strip commercial development;
- Isolated office and industrial parks;
- Gated and walled residential development;
- Large retail development surrounded by large expanses of parking; and
- Deteriorating historic and first-generation suburban communities.

through increased fuel consumption. In a 2003 survey by Smart Growth America, with scores ranging from 63 (extreme sprawl) to 352 (highly compact), the Miami-Fort Lauderdale Metro Area received a sprawl index of 127 for Broward and 136 for Miami-Dade.

In South Florida we are quickly reaching our limit for sprawl. Lands to the west are needed for Everglades restoration and to ensure our future regional water supply. While some land remains to be developed, primarily in southern Miami-Dade County and in portions of Monroe County, development in our Region will focus on redevelopment in areas that can support it. Many communities throughout South Florida have already established areawide redevelopment plans that can be used as examples for others.

Increased Brownfields Redevelopment

Brownfields are generally abandoned, idled, or underused commercial or industrial sites where growth or redevelopment is complicated by real or perceived environmental contamination. Brownfields redevelopment is one voluntary tool that local governments are using to assist in their redevelopment efforts. Brownfields redevelopment can cover a broad range of activities, including environmental assessment and cleanup activities, public outreach, environmental justice activities, and job training.

The Eastward Ho! Brownfields Partnership, a public-private regional collaborative, has identified more than 2,000 known contaminated sites in Miami-Dade, Broward and Palm Beach counties. Three hundred and ninety contaminated sites in South Florida have received environmental assessment reviews. Seventy-five sites need no further assessment and will not require remediation. Twenty-five sites (48,190 acres) have been designated for the Florida Brownfields Program, assuring the assessment, remediation and redevelopment of these areas.

How Can We Improve?

Implementing Alternative Development Patterns and Utilizing Existing Infrastructure

Promoting redevelopment and infill development provides an excellent opportunity to rethink land use planning, land development regulations, and permitting, and will create further incentives for redevelopment in urban service areas. We should examine opportunities to employ existing tools, such as area-wide, corridor, and sector redevelopment plans, transfer of development rights, community visioning exercises, charrettes, interlocal agreements, the Main Street Program, collaboratives, Regional Development Districts, Community Development Corporations, and Community Redevelopment Agencies. We should encourage more public-private partnerships and local government partnerships to find creative solutions and incentives. We should also strengthen and better utilize the urban design expertise available within our Region.

As developable land becomes more and more scarce, we should wholeheartedly embrace new approaches to creating communities that are livable that provide adequate and affordable housing without sacrificing privacy, quality of life, and natural areas. We must also address the concerns of environmental justice, the potential displacement of existing residents, economic equity and historic preservation. These new approaches may include redeveloping urban properties. They also may entail new developments that offer alternatives to the single-family detached home such as townhomes, garden apartments, and condominiums. Increased density in appropriate areas, and utilization of mixed-use design, will provide access and use of our current (and planned) public transportation and other infrastructure. Existing infrastructure will have to be improved to accommodate and direct expected growth. If we pursue these

South Florida Voices

When you work with brownfields, you learn to look beyond the obvious. I went in [a site], and saw that under the mess, the place was actually very well built, with a good, clear ceiling height. I checked around the neighborhood, and noticed that people already were fixing up some of the surrounding commercial properties.
In other words, I could see that the site had a lot of potential.
Bill Cocose, Brownfields Redeveloper

efforts vigorously, and preserve and restore our unique natural habitats at the same time, we will vastly enhance our quality of life.

Development & Redevelopment
Goals & Policies

Goal 11 Encourage and support the implementation of development proposals that conserve the Region's natural resources, rural and agricultural lands, green infrastructure and:

- utilize existing and planned infrastructure where most appropriate in urban areas;
- enhance the utilization of regional transportation systems;
- incorporate mixed-land use developments;
- recycle existing developed sites; and
- provide for the preservation of historic sites.

Alternative Development Patterns

Policy 11.1 Encourage local governments to implement urban design guidelines to create attractive, well-planned, compact, mixed-use communities that utilize and conserve the Region's existing and planned infrastructure including urban parkland and green space.

Policy 11.2 Encourage mixed land uses and activities within communities to foster more balanced and energy-efficient development patterns, which are characterized by appropriate density, diverse economic, employment, and housing opportunities, and public transportation access.

Policy 11.3 Develop and implement incentives for urban redevelopment to promote:

a. high density, urban centers;
b. flexibility in the expenditure of transportation system capital funds to create a more balanced mix of highways, public transportation, and goods movement; and
c. nodes of transit-oriented design of appropriate land use density along major urban corridors of public transportation.

Policy 11.4 Strengthen neighborhoods by:

a. increasing and strengthening code enforcement at the local level through additional staffing and funding;
b. maintaining and improving infrastructure in neighborhoods and targeting declining neighborhoods for enhancements;
c. promoting programs designed to enhance the safety of neighborhoods; and
d. protecting the Region's historic structures and promoting the preservation, restoration, and rehabilitation of structures listed at the federal, state, or local level.

Policy 11.5 Encourage infill and redevelopment activities that are compatible with community character. Infill and redevelopment should be encouraged on an areawide basis instead of incrementally on a site-by-site basis.

Policy 11.6 Revitalize and maintain the Region's developed areas.

Policy 11.7 Create tangible advantages for development in areas that are characterized by underdevelopment or underemployment.

Policy 11.8 Encourage the use of innovative and creative redevelopment programs, such as brownfields redevelopment programs, area-wide plans, corridor and sector planning, as well as public-private partnerships and collaborations.

Policy 11.9 Address the full range of redevelopment impacts, including the displacement of existing populations, the loss of historic structures and neighborhood character, and the overburdening of existing infrastructure.

Infrastructure Provision

Policy 11.10 Decisions regarding the location, rate, and intensity of proposed development shall be based on the existing or programmed capacity of infrastructure and support services or on capacity which will be programmed to serve that proposed development. In addition, consideration should be given to the impact of infrastructure and support services on natural resources.

Policy 11.11 Provide incentives to encourage the use of existing public facilities and services for development and redevelopment.

Policy 11.12 Encourage increased density within appropriate urban areas that are served by adequate and planned facilities and services, including public transportation, and that are proximate to regional activity or employment centers. Ensure that the impacts of increased density are fully mitigated by increased investment in facilities and services.

Brownfields Redevelopment

Policy 11.13 Promote brownfields redevelopment including environmental assessment and cleanup, public outreach, environmental justice activities, and job training.

Regional Development Districts

The following policy provides for the designation of Regional Development Districts (RDDs) to allow for increased Development of Regional Impact (DRI) thresholds in certain areas to facilitate higher density developments.

Policy 11.14 a. Regional Development Districts may be designated to allow for increased DRI thresholds and be prime candidates for special consideration of transportation levels of service (LOS). For an area to be considered for designation it must be proposed by a local government and meet the following criteria:

1. located outside coastal high hazard areas and within a designated urban central business district or regional activity center in a county with a population greater than 500,000 residents, consistent with Section 380.06(2), F.S., and Section 28-24.014(10), F.A.C.;
2. located within a jurisdiction whose local comprehensive plan is in compliance with Chapter 163, F.S., and Rule 9J-5, F.A.C., and whose land development regulations have been adopted;
3. infrastructure within the designated area shall be available to meet generated demand and established levels of service (LOS) or the applicable capital improvement programs shall reflect funding of infrastructure to serve generated demand and established LOS in areas of designation where infrastructure capacity is not available;
4. designations shall provide mitigation of negative impacts and ensure consistency with other local comprehensive plans when impacts upon other local governments occur;
5. designations shall promote redevelopment, support mixed-use functions, complement adjacent uses, and be serviced by mass transit;

6. designations shall not contribute to urban sprawl;

7. designations shall require the provision of adequate, affordable, and reasonably accessible housing opportunities for people employed within the district;

8. designations shall be consistent with and support appropriate policies delineated in the strategic regional policy plan;

9. designations shall require the preservation and/or improvements of areas of historical significance, if appropriate; and

10. designations shall not include areas with a significant presence of threatened species and species of special concern and shall mitigate any adverse impacts which may occur.

b. Areas meeting the following criteria are presumed not to be candidates for RDD designation, unless rebutted with clear and convincing evidence and/or mitigated in a satisfactory manner:

1. The nominated area is within:

- the Coastal High Hazard Area;
- a wellfield protection area;
- areas of known or potential archaeological significance;
- areas which serve as habitat for endangered species;
- environmentally sensitive lands as defined in the applicable local comprehensive plan(s); or
- an area of critical state concern, designated according to Ch. 380, F.S.

2. The nominated area adversely impacts a natural resource or facility of regional significance as delineated in the strategic regional policy plan.

c. Those applications for RDD designation involving increased DRI thresholds for office and hotel will require amendment of the local comprehensive plan and the strategic regional policy plan, consistent with sections 380.0651(3)(d)3 and 380.0651(3)(g)2, F.S. A process for the simultaneous review of local and regional plans will be developed in order to facilitate the RDD designation review process.

12. Rural & Agricultural Lands		
GOAL 12	***Encourage the retention of the Region's rural lands and agricultural economy.***	
Indicator:	Net farm income within the Region.	
Baseline:	In 2001, agriculture produced $20 million in net farm income in Broward County and $133 million in Miami-Dade County.	
Target:	Maintain or increase net farm income within the Region.	

Why is This Important?

As population and resulting development pressure on agricultural and rural lands grow, efforts to maintain a healthy and diversified economy and landscape must be made. South Florida, although thought of by many as a purely urban and coastal area, still maintains significant agricultural and rural lands. These areas, particularly within south Miami-Dade County, provide opportunities for economic activities such as farming and agricultural services. Net farm income is one indicator of the economic health of agriculture within the Region.

How Are We Doing?

Continued Economic and Development Pressures

In 1997, Miami-Dade County had 87,812 acres of land in agricultural production and employed 14,795 people on 1,576 farms. Since that time, a shift has occurred in the type of agricultural production. Row crops declined from increased foreign competition, and citrus groves were eliminated in a statewide effort to eradicate a disease that causes canker. At the same time, landscape nurseries and ornamental plant production for export have increased dramatically. Two studies being developed by Miami-Dade County, the *Agriculture and Rural Area Study* and the *South Miami-Dade Watershed Study*, are expected to produce recommendations for preserving the agricultural economy while balancing the need to accommodate population growth, support a viable economy, and protect a sustainable environment.

How Can We Improve?

Improving Development Patterns

Historically, the loss of agricultural land in South Florida has been directly related to the inefficient development patterns used to accommodate population growth. We can no longer afford to waste good land by developing it at three residential units or less per acre. This can be improved by enforcing existing policies to direct growth to areas with existing and planned infrastructure, especially public transportation, promoting development and redevelopment at densities and intensities designed to make the most efficient use of infrastructure, and utilizing more attractive and functional urban design techniques to create and maintain a human-scale quality of life.

Increasing Agricultural Competitiveness

Our agricultural economy has suffered from forces external to South Florida, such as increased competition from lower-wage trading partners, destructive exotic pests, and extreme weather events. We can increase our agricultural competitiveness by adding value to locally grown produce through food processing, cooperative branding, and marketing, and utilizing Best Management Practices in agricultural activities.

Rural & Agricultural Lands
Goals & Policies

Goal 12 Encourage the retention of the Region's rural lands and agricultural economy.

Development Patterns

Policy 12.1 Maintain the character of rural and agricultural areas by encouraging compatibility of adjacent land uses.

Policy 12.2 Encourage the environmental compatibility of rural and agricultural lands through such means as best management practices for stormwater runoff.

Policy 12.3 Discourage the expansion of urban service areas into agricultural lands except: 1) when the expansion is necessary to accommodate projected population growth; and 2) when the development densities will be sufficient to support public transportation.

Policy 12.4 In the event that land is converted from agriculture to urban uses, local governments should discourage sprawl development patterns and require urban design and density necessary to support pedestrian-orientation, public transportation, and the efficient provision of other infrastructure.

Agricultural Competitiveness

Policy 12.5 Promote the local agricultural economy by:

a. developing cooperative value-added processing activities for locally-grown produce;
b. establishing a brand identity for locally grown and processed goods;
c. promoting farmer's markets in each of our Region's urban centers;
d. marketing local brands to the Region's restaurants and tourist destinations; and
e. supporting the establishment of a County Farmbudsman position to assist in these endeavors;
f. utilizing Best Management Practices in agricultural activities.

Policy 12.6 Review the recommendations of the *Agriculture and Rural Area Study* and the *South Miami-Dade Watershed Study* and formulate policies adapted from them to sustain the agricultural economy and environment.

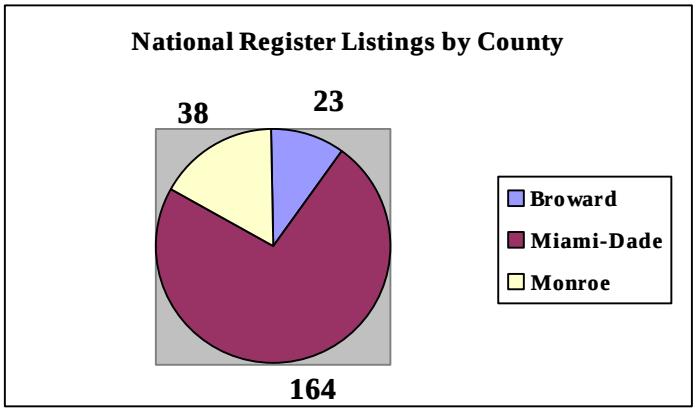
13. Historic Preservation		
GOAL 13	***Preserve, restore, and rehabilitate South Florida's historic structures, landmarks, districts, neighborhoods and archaeological sites.***	
Indicator:	Number of historic sites within the Region listed on the National Register of Historic Places.	
Baseline:	As of 2002, there were 225 historic sites within the Region listed on the National Register of Historic Places.	
Target:	Increase the number of historic sites within the Region listed on the National Register of Historic Places by 25% by 2010.	

Why is This Important?

In planning for South Florida's future, we must be especially vigilant in preserving its past. This is challenging in an area like ours that is relatively young, largely populated by newcomers and in a continuous state of dynamic growth and evolution. Still, understanding our past is key to understanding who we are and where we are heading. While history can be read about in books, sung about in music and visualized in art, few mediums connect us to our past as well as our historic structures, landmarks, districts, neighborhoods and archeological sites. **Historic preservation efforts aim to preserve, restore and rehabilitate the physical linkages to our history, so that South Florida's past can be appreciated well into the future.**

How Are We Doing?

Continued Preservation Challenges



Source: *Economic Impacts of Historic Preservation in Florida, 2002.*

A growing number of our governments, businesses, community organizations and citizens have picked up the banner of historic preservation. Great strides have been made in the preservation and rehabilitation of our historic neighborhoods, with such noted examples as Miami Beach's Art Deco District, Key West's Historic District, and Ft. Lauderdale's Himarshee Village leading the charge. In 2002, Broward County had 23 listings, Monroe County had 38, and Miami-Dade County had 164 on the National Register of Historic Places. Moreover, these examples and others have demonstrated the resounding economic benefits that are often produced as a result of preservation. Historic preservation activities in Florida have an economic impact of $4.2 billion annually, including job creation, income generation and increased state and local tax collections. Heritage tourism alone provides a $3.7 billion direct economic benefit for the State of Florida. Despite these successes, significant historic sites continue to be lost, and the character of our historic neighborhoods continues to be weakened, due to in part to the pressures of redevelopment.

How Can We Improve?

Increased Education and Appreciation

We must help our residents develop a greater appreciation of South Florida's rich and unique heritage, and the structures, landmarks, districts, neighborhoods and archeological sites that tell the story of its history. Educational programs, historic appreciation events and comprehensive public information programs must all be enhanced in this regard.

Implementing Existing Tools and Creative Planning Solutions

Existing tools for historic preservation both regulatory and incentive-based must be supported and strengthened, and new and innovative tools should be explored and adopted. Creative planning solutions should be developed towards promoting urban infill and redevelopment that are characteristic of or compatible with our communities' historic sites.

Fostering Partnerships

Partnerships and collaboratives should be formed to provide multi-jurisdictional, multi-disciplinary, multi-sector approaches to historic preservation.

Historic Preservation
Goals & Policies

Goal 13 — Preserve, restore and rehabilitate South Florida's historic structures, landmarks, districts, neighborhoods and archaeological sites.

Education & Appreciation

Policy 13.1 — Promote public information and education programs to increase understanding, appreciation and access to the Region's historic resources.

Tools and Planning

Policy 13.2 — Identify, evaluate and inventory historic structures, landmarks, districts, neighborhoods and archaeological sites.

Policy 13.3 — Encourage local, state and federal designation of historic structures, landmarks, districts, neighborhoods and archaeological sites.

Policy 13.4 — Urge local governments to incorporate a historic preservation element in their local comprehensive plans.

Policy 13.5 — Promote the exploration and adoption of innovative regulatory and incentive-based tools for historic preservation.

Policy 13.6 — Promote historic preservation as a tool for community revitalization and economic development.

Partnerships

Policy 13.7 — Foster multi-jurisdictional, multi-disciplinary, multi-sector dialogue, partnerships, and collaboratives in addressing historic preservation issues.

14. Natural Resources		
GOAL 14	***Preserve, protect, and restore Natural Resources of Regional Significance.***	
Indicator:	Conservation and restoration land acreage acquired within the Region.	
Baseline:	As of 2000, 118,091 acres had been acquired by various entities for Save Our Rivers projects within South Florida.	
Target:	Increase the acreage acquired for Save Our Rivers projects within the Region by 15,000 acres by 2010.	

Why is This Important?

South Florida's current rate and historic patterns of development are, in a word, unsustainable. We simply cannot continue to grow and consume our unique natural resources as we have. We must strike a successful balance between meeting the ecological needs of our natural systems and encouraging efficient human consumption of our natural and water resources or our quality of life may continue to deteriorate.

In addition to the high quality-of-life costs, our economic costs also are great. When we develop and consume our natural resources as we have been doing, we are forced into extremely costly activities like removing pollutants from air and water, restoring wetland functions, and providing flood controls. As our population continues to swell, and as our demand for resources increases along with it, we'll inevitably see further deterioration of our natural systems damage that will cost more and more to fix (if, indeed, it can be fixed). If we don't protect our natural resources, particularly through the acquisition, restoration, and conservation of natural areas, we'll destroy the very attractions that lure visitors to South Florida and which make life worth living here.

How Are We Doing?

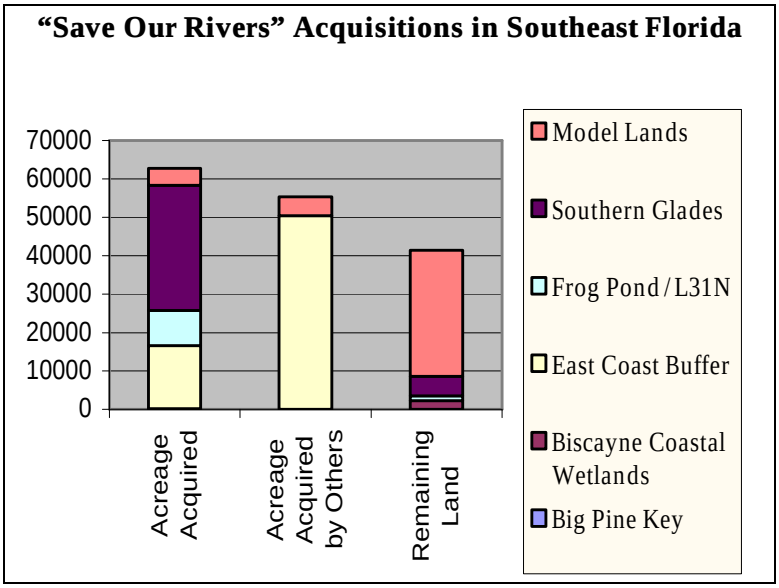
Continued Acquisition Efforts

South Florida is home to numerous natural resources, many unique to our Region. Protecting and investing in these natural resources *now* will save us money in the long run. We'll avoid increased restoration costs because we'll have no damaged areas to restore and we'll improve our quality of life. South Florida's local governments have contributed substantial funding for acquiring sensitive environmental lands through bond issues and other mechanisms. This funding is a welcome addition to the acquisition efforts of state and federal agencies. Park and recreation acquisition efforts also have been furthered by local funding initiatives.

Currently, South Florida is home to numerous protected internationally renowned natural resources, including:

- Everglades National Park
- Biscayne National Park
- Florida Keys National Marine Sanctuary
- Dry Tortugas National Park
- Big Cypress National Preserve

In 1981, the Florida Legislature created the Save Our Rivers (SOR) program for water management districts to acquire environmentally sensitive land. The South Florida Water Management District (SFWMD) is pursuing several acquisition efforts within our Region through the SOR program. In addition to acquiring additional lands within the Water Conservation Areas west of urbanized South Florida, the SFWMD is pursuing acquisition of wetland areas in western Broward County and southern Miami-Dade County to improve the quantity, quality, timing, and distribution of water to sensitive habitats such as the Everglades, Florida Bay, and Biscayne Bay.



Source: SFWMD, 2000.

How Can We Improve?

Improving Development Patterns & Habitat Quality

The low-density and spread-out character of South Florida's urban development coupled with our continuing population growth has seriously affected our available natural resources. This has resulted in the deterioration of our water quality and aquifers, degradation of our wetlands and their ecological functions, and increased pollution in our canals, rivers, estuaries, and coastal resources. Poor development patterns significantly fragment both wetland and upland habitat and cause loss and degradation of our native plant and animal species. South Florida is home to numerous endangered species, including the Key Deer, the Everglades Snail Kite, and the Florida Panther. Invasive exotic species, such as Brazilian pepper and melaleuca trees, are also serious threats to our native species and habitat quality.

To restore habitat quality and protect native and endangered species, improvements in development patterns and urban design must be made. Florida's statewide wetland protection requirements mandate that impacts to wetlands first be avoided, before attempting to minimize or mitigate those impacts. Development patterns should also allow for increased connectivity between habitats, buffering of significant natural resources, enhancement of urban tree canopy, protection of endangered species, and removal of invasive exotic plants.

Improving Education and Access

Continued education regarding appropriate use and access for natural sites is needed in order to increase awareness within the Region about our unique resources and how to enjoy and conserve them. Numerous local governments within South Florida are working to enhance outreach regarding water conservation, appropriate landscaping techniques, recycling, proper disposal of hazardous materials, and other methods that residents can employ to protect and conserve our natural resources.

South Florida Voices

It was an acceptable notion in my grandfather's day to take the "pestilent" mangrove swamps and turn them into desirable waterfront property. We've come a long way since my grandfather's day. To me it is remarkable that we have saved so much land from development through acquisition and regulation. Between Everglades National Park, Biscayne National Park, and the state parks, we have protected a lot.

Carol Rist, Member, League of Women Voters and Granddaughter of South Florida developer R.E. Dye

Efforts to expand the Region's greenways systems are currently underway. Improving the greenway network will increase pubic access to South Florida's natural resources as well as increase connectivity for habitats and species. Further information on this topic can be found in Goal 20: Connectivity.

Natural Resources
Goals & Policies

Goal 14 Preserve, protect, and restore Natural Resources of Regional Significance.

Protection and Acquisition of Natural Resources

Policy 14.1 Address environmental issues, including the health of our air, water, habitats, and other natural resources, that affect quality of life and sustainability of our Region.

Policy 14.2 Improve the quality and connectedness of Natural Resources of Regional Significance by eliminating inappropriate uses of land, improving land use designations, and utilizing land acquisition where necessary.

Development Patterns

Policy 14.3 Protect native habitat by first avoiding impacts to wetlands before minimizing or mitigating those impacts. Development proposals should demonstrate how wetland impacts are being avoided and what alternative plans have been considered to achieve that objective.

Policy 14.4 Direct land uses that are not consistent with the protection and maintenance of natural resource values away from Natural Resources of Regional Significance, adjacent buffer areas.

Policy 14.5 Use incentives to direct land uses that are not consistent with the protection and maintenance of natural resource values away from Natural Resources of Regional Significance and adjacent buffer areas. Such incentives should include, but not necessarily be limited to, the following:

a. conservation easements;
b. mitigation banks;
c. tax breaks;
d. regional transferable development rights; and
e. transferable densities.

Policy 14.6 Include adequate buffer zones between development and Natural Resources of Regional Significance. The buffer zones shall provide complementary natural habitat values and functions so that the natural system values of the site are not negatively impacted by adjacent uses. The buffer zones shall be a minimum of 25 feet in width and in proportion to the scale of project, taking into account the needs of the adjacent natural resource. The buffer zones should further the viability of the adjacent natural resource, effectively separating the development impacts from the natural resource and reducing habitat fragmentation.

Habitat Quality

Policy 14.7 Restore, preserve, and protect the habitats of rare and state and federally listed species. For those rare and threatened species that have been scientifically demonstrated by past or site specific studies to be relocated successfully, without resulting in harm to the relocated or receiving populations, and where *in-situ* preservation is neither possible nor desirable from an ecological perspective, identify

suitable receptor sites, guaranteed to be preserved and managed in perpetuity for the protection of the relocated species that will be utilized for the relocation of such rare or listed plants and animals made necessary by unavoidable project impacts. Consistent use of the site by endangered species, or documented endangered species habitat on-site shall be preserved on-site.

Policy 14.8 Remove invasive exotic plants and animals from all Natural Resources of Regional Significance and associated buffer areas. Require the continued regular and periodic maintenance of areas that have had invasive exotics removed.

Policy 14.9 Encourage local governments to require invasive exotic removal as a condition of development approvals.

Policy 14.10 Maximize the use of native plants in landscaping to provide and improve urban habitat and connectivity for native species.

Policy 14.11 Encourage local governments to utilize pervious areas in public rights-of-way as opportunities to re-establish native vegetation, particularly in residential swales.

Policy 14.12 Restore and enhance upland habitat for native plants and animals and increase the Region's urban tree canopy.

Policy 14.13 Natural system corridors shall include upland as well as wetland habitat areas to facilitate the re-establishment of regional system ecological values and functions.

Education & Access

Policy 14.14 Increase public awareness and continue to support programs regarding the importance of maintaining and enhancing the tree canopy and other native vegetative cover in improving air quality and natural habitat.

Policy 14.15 Require the ecologically sensitive use of natural areas as a condition to access and utilization. Promote environmental education through parks, nature centers, and schools.

Policy 14.16 Coordinate funding from various groups to produce common documents to be distributed to the public regarding natural resource protection, appropriate recreational opportunities, and access.

Policy 14.17 Educate property owners about the environmental benefits of landscaping with drought-tolerant, native plants and support local efforts to do so.

Policy 14.18 Educate the public in regard to the benefits of avoiding development impacts to wetlands and the statewide wetland protection requirements that mandate avoidance prior to minimization and mitigation.

Natural Resources Map 1 of 2

Natural Resources Map 2 of 2

15. The Everglades		
GOAL 15	***Restore and protect the ecological values and functions of the Everglades Ecosystem by increasing habitat area, increasing regional water storage, and restoring water quality.***	
Indicator:	Acreage acquired within the Region for the Comprehensive Everglades Restoration Plan (CERP).	
Baseline:	As of 2003, approximately 36,658 acres have been acquired for CERP within the Region, reflecting 46% of the total acreage required.	
Target:	Increase the acreage acquired for CERP within the Region to 60% by 2010; 85% by 2015.	

Why is This Important?

The Everglades is a globally unique habitat that supports a diverse array of species, many of which are found nowhere else on Earth. Implementation of the Comprehensive Everglades Restoration Plan (CERP) and other projects will help restore the Everglades, protect habitat, and improve the timing, distribution, quantity, and quality of water for our natural resources. The restoration of the Everglades will require the acquisition of significant lands to provide water storage, improve water quality, and restore habitat.

How Are We Doing?

Continued Progress on Restoration

Efforts to drain the Everglades during the early and mid-1900's have proven remarkably successful. However, after an extensive flood control system was put into place, adverse impacts to the Everglades ecosystem began to be seen. Currently, water movement through the Everglades ecosystem its quantity, quality, timing, and distribution is being addressed by the CERP. The U.S. Army Corps of Engineers and the South Florida Water Management District (SFWMD) are leading this effort, along with multiple local agencies and tribal entities. The $8 billion CERP will create storage facilities to capture water currently "lost" through canals to the Atlantic Ocean, rehydrate coastal wetlands, and re-establish more historic flows in natural areas including the Everglades and Biscayne and Florida Bays. We are currently in the early implementation stages of this 30-year project.

How Can We Improve?

Fully Funding & Implementing Water Quality, Land Acquisition, and Habitat Restoration Programs

Inadequate water supply will cause our natural resources to deteriorate and will adversely affect our environment, particularly the fragile Everglades. Increased withdrawals of fresh water can lead to decreased viability of wetland habitat and saltwater intrusion into the aquifer which pose enormous long-term consequences to the health of our entire Region. While CERP will address many water resource concerns, we will need other state and local efforts to improve water quality, acquire environmentally sensitive land, and restore many of South Florida's unique natural habitats in order to reap the full rewards of the Everglades restoration effort. We will also need full funding from the local, regional, state, and federal partners to achieve restoration.

Land acquisition for CERP is a priority for the SFWMD, the agency charged with the responsibility of acquiring the real estate needed for the construction, monitoring, and operation of CERP projects. An estimated 76,973 acres will be required for implementation of the Water Preserve Areas and other CERP projects within South Florida. Approximately 36,658 acres have been acquired in the Region to date, reflecting 46% of the total acreage required.

The Everglades
Goals & Policies

Goal 15	Restore and protect the ecological values and functions of the Everglades Ecosystem by increasing habitat area, increasing regional water storage, and restoring water quality.
Policy 15.1	Encourage land uses and development patterns that are consistent with Everglades Ecosystem restoration and with the protection of Natural Resources of Regional Significance.
Policy 15.2	Restore natural volume, timing, quality, and distribution of water to the Everglades, Florida Bay, Biscayne Bay, other estuaries, and the Atlantic Ocean by: a. implementing structural and operational modifications to the Central and Southern Florida Project including Modified Water Deliveries to Everglades National Park, the C-111 Project, and the Comprehensive Everglades Restoration Plan; b. implementing the East Coast Buffer / Water Preserve Areas; and c. implementing the Lower East Coast Water Supply Plan so that the needs of the natural system are met consistent with ecosystem restoration.

16. Marine & Coastal Resources		
GOAL 16	***Enhance and preserve natural system values of South Florida's shorelines, estuaries, benthic communities, fisheries, and associated habitats, including, but not limited to, Florida Bay, Biscayne Bay, tropical hardwood hammocks, and the coral reef tract.***	
Indicator:	Number of beach advisories issued within the Region on an annual basis.	
Baseline:	Since the initiation of a statewide coastal water quality monitoring program in August 2000, there have been 230 beach advisories issued within the Region.	
Target:	Decrease beach advisories within the Region by 25% by 2010.	

Why is This Important?

Declining habitat and water quality of our marine and coastal resources adversely affect the sustainability of our Region's environment and economy. South Florida's marine and coastal resources provide scenic vistas for tourists, opportunities for a wide range of recreational activities, and habitat for diverse and often endangered species. A prominent indicator regarding the health of these resources is the occurrence of beach advisories issued within the Region due to water quality and human health concerns.

How Are We Doing?

Continued Loss and Degradation of Habitat

Beaches

South Florida is famous for its beaches. There are over 50 miles of beach along the Atlantic Coast of the Region. Each year, millions of tourists come to the Region to enjoy the good weather and go to the beach. Coastal development is common within the Region and real estate values typically increase with proximity to the water. However, beaches also serve a natural function of protection from severe storms and hurricanes. In addition, regional beaches serve as nesting habitat for sea turtles, a protected species. As development occurs along the beaches, their natural buffering capacity is diminished and sea turtle nesting habitat is destroyed. The loss of the Region's beaches to erosion as a result of natural forces and development has required renourishment over the years through cooperative efforts with federal and state authorities.

Mangroves and Estuaries

South Florida's mangroves and estuaries are the nursery areas for many fish species necessary for commercial and sports fishing. In the past, mangroves have been eliminated by dredge and fill activities to create development, particularly canal-lot subdivisions. Canals used to drain the Everglades for agriculture are now surrounded by urban development and empty into the Region's estuaries. This man-made drainage pattern changes natural salinity regimes of our estuaries and transports sediment and pollutants, which degrade conditions necessary for the growth of juvenile fish.

Coral Habitat

The Florida Reef Tract, extending from Elliott Key to Dry Tortugas, consists of a diverse pattern of reefs from 25 meters to 13 kilometers offshore. This is the only shallow-water (less than 10 meters), tropical coral reef system found on the continental shelf of North America. The reef and adjacent areas serve as important habitat for several thousand species of marine organisms, including commercial and sports fisheries.

Impacts to coral reefs from boat anchors, groundings, human contact, and illegal harvesting are increasing due to increases in population pressures within the Region. To help relieve some of the pressures, Miami-

Dade, Broward, and Monroe Counties have developed artificial reef programs. Old ships and other debris are bought, cleaned and sunk off the coast in designated areas permitted by the Florida Department of Environmental Protection and the U.S. Army Corps of Engineers. These areas provide habitat as well as recreational dive spots. However, a recent survey of the reef within the Florida Keys National Marine Sanctuary indicates declines in both stony coral cover (37%) and Keys elkhorn coral (85 to 98%) from 1996 to 2000.

Increased Planning and Coordination

In October 2002, the U.S. Coral Reef Task Force recommended that Local Action Strategies (LAS) be developed in order to improve interagency coordination and achieve coral reef conservation and management goals. The Southeast Florida Action Strategy Team began meeting in 2003 in order to draft the LAS for the Region's coral reef resources. The team identified four issue areas: Awareness and Appreciation; Fishing, Diving, and Other Uses; Land Based Sources of Pollution; and Maritime Industry and Coastal Construction Impacts. This effort will build upon the general management plan for the Florida Keys National Marine Sanctuary and other ongoing planning and coordination efforts.

How Can We Improve?

Improving Habitat Quality

The estuarine system throughout South Florida is vast, with Biscayne Bay and Florida Bay as the two most significant components. Freshwater flows into the estuaries of the Region are tied into the Everglades system. Sloughs, rivers, and freshwater springs historically entered the estuaries during the wet season and water was naturally filtered by mangroves and coastal marshes before entering the estuary. The volume, distribution, and duration of freshwater flows into estuaries have been impacted by development pressures, inappropriate uses of land, and the extensive system of canals within the Region. Implementation of the CERP and other water delivery projects should help restore the natural inflows to Biscayne and Florida bays. Increasing awareness of the importance of mangroves to the Region's ecosystem, and watershed planning efforts to mitigate for the effects of canals on our estuaries, would also help improve conditions in our nearshore habitats.

Improving Water Quality

Our coastal waters are home to North America's only living coral reef, and yet continue to exhibit deteriorating quality, coral die-offs, and reduced animal numbers. Additionally, the spring of 2002 witnessed the appearance of a large area of black water off the southwest coast of Florida, which resulted in die-offs and adversely affected the health of several species within Florida Bay. Nutrients from wastewater are one of the major contributors to the decline of the water quality in the Florida Keys. Monroe County is embarking upon implementation of a wastewater master plan to help improve nearshore water quality. The plan will cost an estimated $438,000,000 to implement.

Protecting Habitat and Endangered Species

Our coastal areas are home to numerous endangered plant and animal species, including the West Indian Manatee and American Crocodile. Many of these endangered species and other marine and coastal resources occur within Monroe County, which is home to multiple state and federal protected areas. In 1975, the Florida Keys Area of Critical State Concern was first established by the Legislature in order to protect its natural resources. The Florida Keys National Marine Sanctuary was designated in 1992 in order to preserve adjacent marine resources, especially the coral reefs. Protection of habitat quality is also a key step in preserving economically important nurseries for commercial and sport-fishing species.

Marine & Coastal Resources
Goals & Policies

Goal 16 — Enhance and preserve natural system values of South Florida's shorelines, estuaries, benthic communities, fisheries, and associated habitats, including, but not limited to, Florida Bay, Biscayne Bay, tropical hardwood hammocks, and the coral reef tract.

Water Quality

Policy 16.1 — Restore and improve marine and estuarine water quality by:

a. improving the timing and quality of freshwater inflows;
b. reducing turbidity, nutrient loading, and bacterial loading from wastewater facilities, septic systems, and vessels;
c. reducing the number of improperly maintained stormwater systems; and
d. requiring port facilities and marinas to implement hazardous materials spill plans.

Policy 16.2 — Protect the Biscayne Bay Aquatic Preserve (BBAP) through such measures as:

a. discontinuing all untreated stormwater discharges to the Bay;
b. requiring stormwater treatment systems to meet the required non-degradation water quality standards for this Class III, Outstanding Florida Water body;
c. discouraging development that proposes to fill within the Bay or discharge contaminants to its waters; and
d. connecting developments that are served by septic tanks within the watershed of the BBAP to central sanitary waste treatment facilities to treat pathogens and remove nutrients from the wastewater effluent.

Habitat Quality

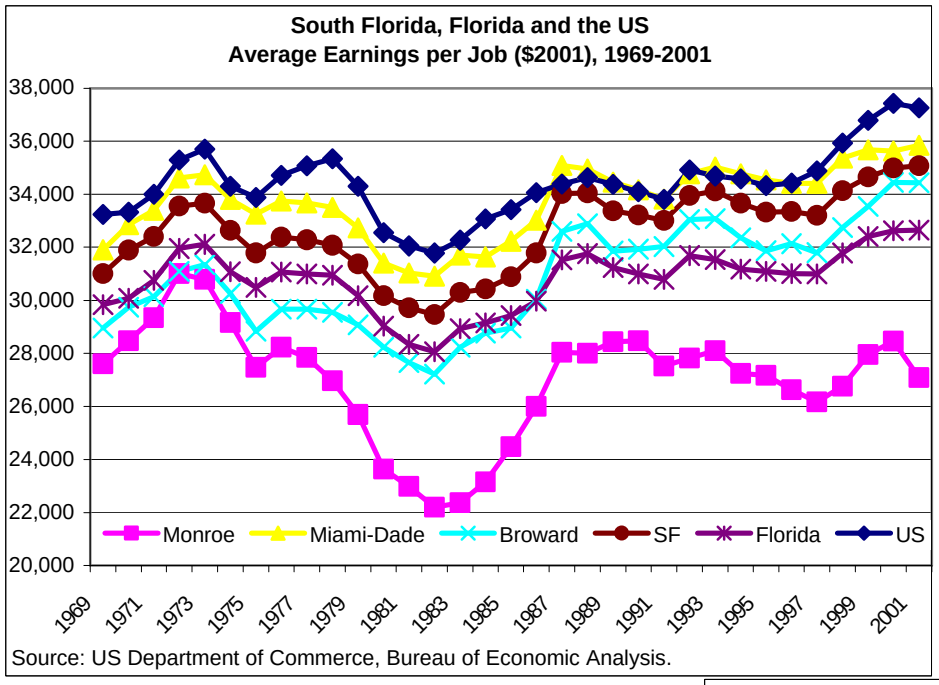
Policy 16.3 — Enhance and preserve coastal, estuarine, and marine resources, including but not limited to, tropical hardwood hammocks, mangroves, seagrass and shellfish beds and coral habitats.

Policy 16.4 — Enhance and preserve commercial and sports fisheries through monitoring, research, best management practices for fish harvesting, education, and protection of nursery habitat.

17. Economic Expansion & Diversification

GOAL 17	***Maintain a competitive, diversified, and sustainable regional economy.***
Indicator:	Annual average earnings per job for each county within the Region.
Baseline:	In the year 2001, annual average earnings per job in all 3 South Florida counties lagged behind the national average: by 7.6% in Broward, 3.8%; in Miami-Dade, and 27.3% in Monroe.
Target:	Increase average weekly wages on an annual basis to narrow the gap between South Florida Counties and the nation.

Why is This Important?



Source: US Department of Commerce, Bureau of Economic Analysis.

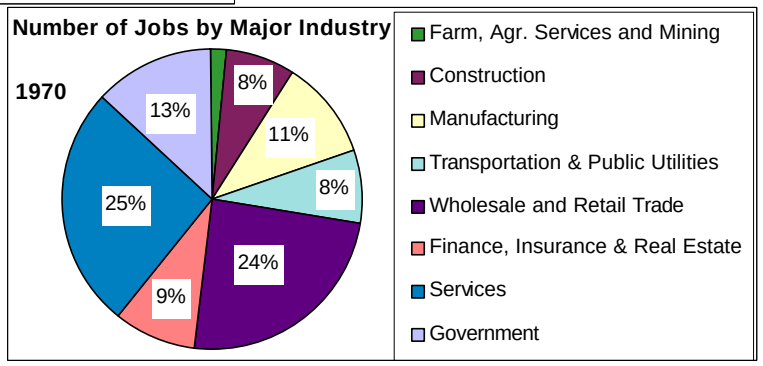
What do you think of when you think "Florida"? Probably sun and sand, theme parks and tourists. Tourism is indeed one of our major industries. But a narrow economic base leaves the South Florida economy overly vulnerable to changes in external economic conditions and contributes to the Region's high percentage of low-wage jobs. Annual average earnings per job indicate the quality of jobs and businesses coming to the Region. **South Florida needs economic expansion and diversification to help guarantee a more stable economy and higher-wage jobs.**

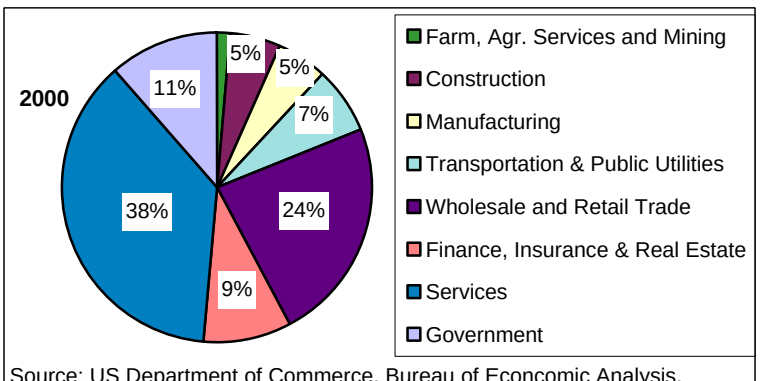
How Are We Doing?

Improved Economic Diversification and Job Creation

The events of September 11, 2001 and other major world events further demonstrated the vulnerability of economies (like ours), which are based on tourism and international trade. Only 5% of all jobs in the Region are in the manufacturing sector, down from 11% in 1970.

South Florida has seen a lot of successful job creation over the last few decades. In fact, from 1970 to 2000, service-sector jobs here increased from 26 to 38% of the total, even as the number of jobs in the Region more than doubled during the same period. Prior to the events of September 11, 2001, international tourism and export-import trades here were generally trending upward.



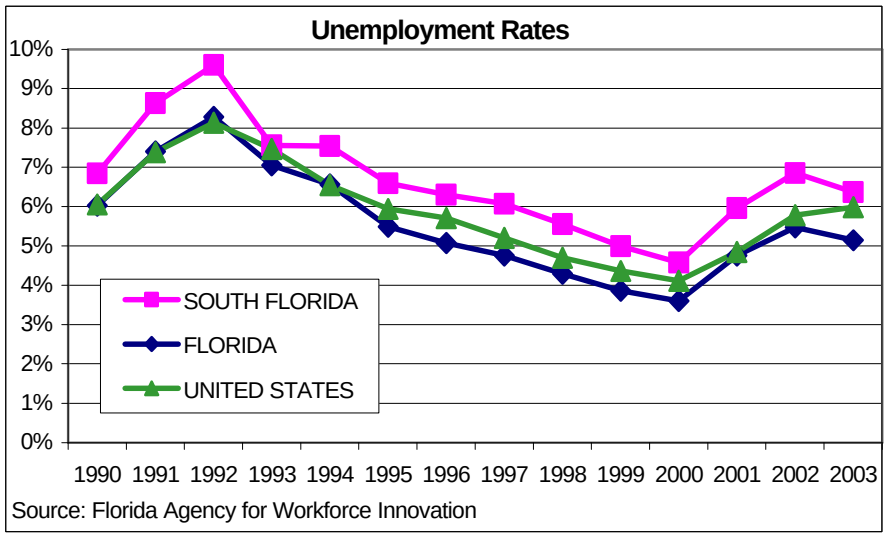


Source: US Department of Commerce, Bureau of Econcomic Analysis.

International trade and business markets are showing growth due in part to strong connections between the immigrant populations in South Florida and their home countries.

Other areas of economic strength include:

- Hospital services and other health services
- Biotechnology (including the new Scripps Institute, in Palm Beach County)
- Internet-based businesses
- Business-related legal services for international economy
- Services for retirees (medical, long-term care, etc.)



Continued High Unemployment Rates

Throughout the 1990's and the years 2000-02, South Florida had consistently higher unemployment rates than the State of Florida and the nation as a whole. In 2003, the unemployment rate for South Florida was 6.4%, significantly higher than the rates of the State of Florida (5.1%) and the nation (6.0%). The unemployment rates for Miami-Dade County have consistently been the highest in the Region, reaching 7.8% in 2002, before falling to 7.2% in 2003.

How Can We Improve?

Furthering International Trade

South Florida sits on the doorstep to the Western Hemisphere and enjoys vital links not just to Central and South America but also to the rest of the global community. Therefore, international trade with its connection to our large immigrant population offers significant opportunities to increase our participation in the worldwide economy. Our culturally diverse populations (particularly the high percentage of Hispanic-owned businesses) provide key elements to expanding the Region's international business interests.

Florida Free Trade Area of the Americas

The Free Trade Area of the Americas (FTAA) is a unique and important opportunity for Southeast Florida. The FTAA is currently being negotiated by 34 Western Hemisphere nations and is intended to be the most far-reaching trade agreement in history. It is an effort to unite the economies of the Western Hemisphere into a single free trade area comprising 800 million consumers with a combined gross domestic product of $14 trillion, making it the largest trading block in the world. The FTAA process began at the Miami Summit of the Americas in December 1994 and negotiations are scheduled to be concluded by 2004.

By 2005, the FTAA membership body will most likely select a location for its Permanent Secretariat, and cooperative efforts are currently underway to bring the Permanent Secretariat to Miami and South Florida. Foreign trade, particularly with Latin American and the Caribbean, is crucial to Florida's economy and prosperity. Already, trade among the 34 FTAA counties amounts to more than $750 billion annually more than double the U.S. trade with the European Union. Some economists predict that the FTAA would boost U.S. exports by nearly $25 billion a year. Since a significant portion of that trade would pass through Southeast Florida's airports and seaports, our state and Region could be a major beneficiary of the FTAA. The FTAA could also bring new direct investment and jobs to Florida.

Pursuing New Technology Opportunities

South Florida is uniquely positioned to become a leader in the rapidly changing technology industry. It is a strategic location for science and technology industries such as telecommunications, aviation, pharmaceuticals, and nanotechnology. The "Internet Coast" is home to businesses in the cutting edge of technological advances in voice, video, and data transmission including multimedia Internet exchange points provided by the BellSouthMIX, a regional Network Access Point (NAP) system, and Terremark Worldwide NAP of the Americas. A well-structured network of research and development institutions provides support to an emerging nanotechnology industry, which could contribute to breakthroughs in pollution and environmental controls, manufacturing, and medicine while expanding higher-wage job opportunities.

South Florida Voices

The impact that we see is this: when the economy gets sluggish, everyone wants to go into business. If people lose their jobs, they might think, "Well, maybe now's the time to start a business of my own." It's as if they say, "I always knew I could do that." It's about accomplishing your goal, proving yourself. It's not so much about making big money.

Elaine Black, Executive Director,
Tools for Change, The Black Economic Coalition, Inc.

Protecting our Marine Resource Economy

Our world-renowned waterways provide more than just tourism. The Region is home to mega-yacht builders and outfitters, and the marinas and support services that are located along our coastline provide jobs as well as eye appeal. As the Region continues to grow, demands for residential development along the scenic waterways increase, putting a sometimes-irresistible pressure on marine related industries. Loss of marine-related businesses, especially those that are water dependent to residential development means a loss of jobs and a change in the character of an economy that has been traditional in South Florida.

Discussion Point: Dependence on Tourism

Our economy's reliance on the revenues and jobs generated by the tourism industry increases the vulnerability of the regional economy to changes in economic conditions and increases the adverse effects of economic fluctuations.

The tourist economy has generated job growth but primarily in low-wage jobs. This above-average concentration of lower-wage jobs narrows the line between employment and poverty for these workers when job cutbacks occur. This aggravates the effects of economic downturns. Recession lowers revenues available for services, while the demand for services increases due to rising unemployment.

Without greater economic diversification, South Florida is more likely to lose higher-wage jobs, and our ability to make needed improvements in infrastructure will be weakened as a result.

Economic Expansion & Diversification
Goals & Policies

Goal 17 Maintain a competitive, diversified, and sustainable regional economy.

Employment & Quality of Life

Policy 17.1 Achieve a lower unemployment rate and higher per capita income than the state and national average for the Region.

Policy 17.2 Address quality of life issues including education, access to services, and safety, in order to make South Florida a more attractive location for domestic and international talent and businesses.

Economic Diversification

Policy 17.3 Utilize economic development enhancement resource agencies and programs designed to involve small and minority businesses in the development and expansion of permanent job opportunities.

Policy 17.4 Continue to seek and take advantage of global opportunities that increase diversification of the Region's economy.

Policy 17.5 Support efforts to solidify the role of international trade in the Region, including South Florida's role in the Free Trade Area of the Americas.

Policy 17.6 Improve economic diversification in South Florida and enhance the Region's assets for international business, tourism, technology, sports, entertainment, and other economic development activities.

Policy 17.7 Continue to diversify the economic base to utilize the range of skills in the Region's labor force.

Policy 17.8 Develop and enhance the role of sustainable tourism in economic development by:

a. encouraging cooperative partnerships of public and private agencies to promote tourism;
b. encouraging the promotion of South Florida as an attractive and safe place to live, work, and visit;
c. increasing resident and visitor appreciation of the Region's natural and historic resources;
d. enhancing appropriate eco-tourism opportunities throughout the Region; and
e. providing exceptionally high quality levels of service for public transportation, walking, and bicycling in strategically important tourist development areas.

Policy 17.9 Promote eco-tourism that enhances the Region's economic vitality while protecting South Florida's natural resources.

Policy 17.10 Protect marine related industries through innovative comprehensive planning and zoning regulations that provide incentives such as mixed-use in areas that can sustain both residential and non-residential water-dependent uses.

18. Emergency Planning

GOAL 18	***Ensure regional coordination, preparation, and response to emergencies.***	
Indicator:	Shelter accommodation for vulnerable population choosing to use public shelter.	
Baseline:	As of 2003, 92% of the vulnerable population choosing to use public shelter within the Region would be accommodated in the event of an emergency.	
Target:	By 2010, provide shelter to support 100% of the vulnerable population choosing to use public shelter within the Region.	

Why is This Important?

Inadequate preparation increases the chances of injury and death to our population as well as property destruction. Since Hurricane Andrew struck South Florida in August 1992, emergency management planning has made great strides. But a large-scale disaster could present South Florida with challenges that will be difficult and very costly to overcome. Being aware of added threats and vulnerabilities provides us with opportunities to make even more improvements.

How Are We Doing?

Enhanced Planning & Coordination

Over the past decade, efforts have been made to increase the representation of diverse interests to correct the deficiencies in emergency preparedness exposed by Hurricane Andrew. The Florida Department of Community Affairs, Division of Emergency Management and the U.S. Department of Commerce, through both its Economic Development Administration and Federal Emergency Management Agency, have successfully marketed the concept of pre-disaster mitigation, or making the decisions that reduce the impacts of disaster well in advance of the event, to local governments through the development of Local Mitigation Strategies (LMS). A similar strategy is beginning to be applied to our business communities. As a result, tens of millions of dollars have been spent to improve drainage and strengthen vulnerable structures, so that the forces of floods and high winds that had repeatedly damaged property are no longer as threatening or costly.

Critical Facilities within the Region that could be affected by a disaster:

- Three international airports (Miami, Fort Lauderdale-Hollywood, Key West)
- Two major seaports (Port of Miami, Port Everglades)
- One nuclear power plant and three petroleum-fueled power plants
- NAP (Network Access Point) of the Americas (Internet infrastructure)
- Natural gas pipelines
- Water supplies
- A wide variety of tourist destinations
- Entertainment and event centers that cater to high-profile national and international events

Improved Evacuation & Sheltering

The response of a community to an emergency or disaster includes evacuation and sheltering of affected populations. Coordination of these activities across jurisdictional boundaries is necessary to ensure the safety of our residents and visitors. Over the past decade, the counties in our Region have been systematically increasing the capacity and reliability of shelters used for disasters. School Boards in our counties have been constructing new schools to meet construction standards for shelters as prescribed by the American Red Cross. Miami-Dade County has been adding hurricane protective shutters to older facilities to increase their capacity for sheltering the population. Due to these policies, as our population grows and aging infrastructure is replaced, we can count on the supply of hurricane shelter spaces to increase in proportion to the vulnerable population.

How Can We Improve?

Improving Coordination

So far, most of the funding for implementing the LMS has arrived after a disaster, as a means of preventing future damages. The track record of LMS projects is beginning to show that mitigation pays for itself with reduced damages. It remains to be seen whether or not funding will come to implement the remaining LMS projects in time to prevent damages prior to, rather than after, emergencies. With better coordination among the agencies that have emergency management responsibilities including creating partnerships with more organizations in the planning phase we can mitigate or even avoid our remaining vulnerabilities, especially among our small business economy.

South Florida Voices

Hurricane Andrew redefined the whole concept of emergency management. It made us realize that we'd better pull together and get prepared. And we can't expect the feds to save us. We have to do it ourselves.

Frank Reddish, Coordinator, Miami-Dade County Office of Emergency Management

Preventing Adverse Economic Impacts

The ability of South Florida's small businesses to recover after a disaster will determine the resilience and competitiveness of our economy in the succeeding years. The economic impact of a large-scale disaster would be particularly acute in South Florida. More than 70% of our jobs are in small business (50 or fewer employees) and, according to U.S. Department of Labor statistics, more than 40% of all small companies that experience a disaster never reopen. More than 25% of the remaining small companies close within two years.

What local governments have been learning from implementing the LMS is that many disasters are the result of ignorance and are avoidable. Anticipating what could go wrong and how to prevent a minor disaster becoming a major one are educational needs of our business community. The most effective technique for insulating our economy from disaster is to empower our small businesses to be better prepared for disaster. We can help to systematically increase the awareness and skills of our small business owners by developing an economic mitigation strategy.

Addressing Emergencies Beyond Hurricanes

While we've made significant improvements in emergency management planning for natural disasters like hurricanes and technological ones like hazardous materials spills, additional work is necessary to address large-scale mass casualty disasters like the events of September 11, 2001. Large-scale mass casualty disasters, technological disasters (hazardous material release, deployment of weapons of mass destruction, etc.), and other threats beyond hurricanes must be incorporated in South Florida's emergency management plans.

A positive step forward has been the creation of the Southeast Florida Regional Domestic Security Task Force. Governor Bush established this new state and regional structure following the events of September 11, 2001. Each task force includes representatives from all levels of government who would be the first responders to such disasters.

Emergency Planning
Goals & Policies

Planning and Coordination

Goal 18	Ensure regional coordination, preparation, and response to emergencies.
Policy 18.1	Analyze the impacts of proposed development on evacuation times, the availability of off-site shelter capacity, and the potential loss of life and property from hurricanes.
Policy 18.2	Develop and implement additional disaster preparedness requirements for new developments whose future residents might have limited mobility or demand specialized attention.
Policy 18.3	Prioritize funding for evacuation routes in need of enhancement in all capital facility programs affecting the Region.
Policy 18.4	Ensure coordination of all public and private relief agencies' activities in preparation and response to a disaster.
Policy 18.5	Develop and implement a Regional Emergency Preparedness Plan.
Policy 18.6	Utilize an Incident Command System (ICS) to establish unified command for all public safety agencies during an emergency.

Economic Impact

Policy 18.7	Minimize future risk to lives and property partly through the timely completion of post-disaster redevelopment plans.
Policy 18.8	Public agencies and private businesses should develop continuity plans in order to safely resume and maintain operations to the maximum extent possible following an emergency.
Policy 18.9	Local governments should designate sites and facilities to serve as post disaster shelters for temporary housing in order to allow schools to return to normal operations. Local governments should develop site designation plans for relief staging and distribution, military and volunteer encampments, and debris storage, disposal and burning away from environmentally sensitive areas or areas of historic or archaeological importance.
Policy 18.10	Encourage local governments to distribute the *Hurricane Survival Guide for Small Businesses*, published by the South Florida Regional Planning Council in 2000, to all holders of occupational licenses within their jurisdictions.
Policy 18.11	Encourage local governments to establish a Disaster Resistant Economic Action for Mitigation (DREAM) Team to assist businesses within their jurisdictions to mitigate for future disasters and increase the likelihood of their continuity.
Policy 18.12	Encourage local governments to work with the South Florida Regional Planning Council in its role as the Region's Economic Development District Coordinator to seek hazard mitigation funding from the U.S. Department of Commerce, Economic Development Administration to fund the organizational and training activities of the DREAM Teams. The DREAM Teams should be constituted with members representing local government departments of economic development, community redevelopment, building, risk management, historic preservation, and other entities, such as the County Emergency Management Department, South Florida Regional Planning Council, local Chambers of Commerce, the U.S. Department of Commerce, Economic Development Administration, Federal Emergency Management Agency,

Florida Department of Community Affairs, Division of Emergency Management, Florida Insurance Commissioner's Office, and local businesses choosing to participate. The duties of the DREAM Teams would include, but not be limited to:

a. Assist each participating local business in developing an emergency plan;
b. Educate businesses regarding insurance options;
c. Arrange group discount insurance rates from competing insurers for property and business continuity insurance for participating businesses;
d. Educate businesses about physical improvement options to promote disaster mitigation;
e. Arrange group discounts from competing contractors for the installation of hurricane shutters, doors, windows, and roof clips to protect business properties;
f. Develop a strategy to provide a network of secondary suppliers of goods and services for local businesses outside the Region for the duration that local suppliers within the Region are disrupted;
g. Establish a low-interest revolving loan fund for participating small businesses to retrofit their structures to be more disaster resistant; and
h. Promote DREAM Team membership among local businesses.

Policy 18.13 Encourage local government building departments to reduce the permit application fees for disaster resistant shutters, doors, windows, and roof clips for DREAM Team participating businesses.

Beyond Hurricanes

Policy 18.14 Achieve flexible, comprehensive, and coordinated emergency planning for a variety of emergencies.

Policy 18.15 Enhance public awareness and education regarding appropriate responses to a variety of emergencies.

Policy 18.16 Promote the federal, state, and regional coordination of a public information and awareness program concerning various types of hazards and appropriate responses.

Evacuation and Sheltering

Policy 18.17 Discourage the development of public facilities in the storm surge areas except when necessary for the public health, safety, and welfare of existing residents. Government entities should retrofit all existing public facilities under their jurisdiction outside of the storm surge areas to shelter specifications until adequate regional shelter capacity is met.

Policy 18.18 Provide adequate shelter capacity within the Region. Local governments should include emergency shelter capacity as part of the development review. Adequate shelter capacity outside the evacuation areas should be in place for the projected population of new development in evacuation areas prior to occupancy. Developers should expect to reasonably contribute to the provision of additional shelter supply as part of development approval in these areas.

Policy 18.19 Discourage the development of new manufactured home parks in South Florida. Local governments should require existing manufactured home parks to have on-site shelter facilities for their residents or plans for alternative off-site shelters.

Policy 18.20 Ensure the availability of emergency shelter for residents required to evacuate areas adversely affected by natural or technological disasters.

Policy 18.21 All levels of government and the private sector, including schools and the Red Cross, shall work together to ensure adequate and timely sheltering within the Region for those residing in hurricane evacuation areas.

Policy 18.22 State, regional, and local governments should have coordinated emergency evacuation plans for hurricanes, other weather-related events, and technological disasters.

Policy 18.23 Provide access to regional, system-wide information, such as Intelligent Transportation Systems, so that the populace, including the public transportation dependent, will be alerted to transportation system conditions and receive effective response and recovery information.

Policy 18.24 Local governments should inventory special needs populations, designate a special shelter(s) to accommodate their needs, and establish an outreach program to assist the special needs population in evacuation and sheltering.

Policy 18.25 Reduce risk to hospital patients and special needs population due to natural or technological emergencies.

19. Coastal High Hazard Areas		
GOAL 19	***Direct future development away from areas most vulnerable to storm surges.***	
Indicator:	Evacuation clearance times.	
Baseline:	Evacuation clearance times are route specific; therefore, a single baseline is not available for the Region.	
Target:	Evacuation clearance time as described in the *South Florida Regional Hurricane Evacuation Study* is maintained or reduced on each evacuation route by 2010.	

Why is This Important?

South Florida has been experiencing increased pressure for redevelopment on the barrier islands and in coastal high hazard areas. We need to strike a sensible balance between growth-driven economic development demands and safety. Achieving recommended evacuation clearance times is critical for the safety of our residents.

How Are We Doing?

Continued Development Pressure

The results of efforts to discourage increases in residential densities on our barrier beaches have been mixed in the past decade. On the positive side has been the City of Miami Beach's decision to reduce residential densities on waterfront properties resulting in the elimination of over 60,000 potential dwelling units in the future. Similarly, the City of Miami does not include the parts of its City located within the Coastal High Hazard Area as part of its Urban Infill Area designation, as it does the remainder of the City. The Florida Department of Community Affairs has used its standard for local governments to "maintain or reduce hurricane evacuation clearance time" to challenge Future Land Use Map changes that would have resulted in greater numbers of residential units in some of our local governments. On the negative side, we have seen development pressure to demolish small beachfront motels and replace them with high-rise residential, and pressure from the development community and local and state elected officials to use private property protection to justify ignoring the legitimate State interest of protecting lives and property from disasters.

How Can We Improve?

Protecting Coastal Residents & Property

It is possible that attempts to prevent local governments from reducing development densities in vulnerable locations will succeed. In anticipation of this, it would be necessary to rely on performance standards to ensure the utmost reliability of building techniques to withstand high winds and storm surges. Accountability for land use decisions that result in greater numbers of people in harm's way can be examined as part of our regional responsibility.

Coastal High Hazard Areas
Goals & Policies

Goal 19	Direct future development away from areas most vulnerable to storm surges.
Policy 19.1	Local governments should reduce allowable residential development densities in the Coastal High Hazard Area to densities no greater than the current use of the

property, if developed. Local governments should ensure that new development and redevelopment in the Coastal High Hazard Area complies with the National Flood Insurance Program, South Florida Building Code, and hurricane shelter policies promoted by the *SRPP*. Local governments should consider undeveloped land in the Coastal High Hazard Area for reservation as agriculture or as recreation and open space, whether for public or private use. All levels of government should place priority on the acquisition of this land for restoration to its natural state.

Policy 19.2 All levels of government should review alterations in ground elevations in the Category 5 Hurricane Evacuation Area and develop policies to guide future development densities based on performance standards and acceptable risks. Local governments should consider the long-term economic and environmental impacts of increasing allowable development densities in the Category 5 Hurricane Evacuation Area. Local governments should ensure that new development and redevelopment in the Category 5 Hurricane Evacuation Area comply with the National Flood Insurance Program, the South Florida Building Code, and hurricane shelter policies promoted by the *SRPP*.

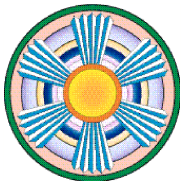
Policy 19.3 Discourage local governments from permitting the filling of land, new development, or expansion of existing development in floodways passing through the coastal ridge between the western floodplains and the storm surge areas. Local governments should consider undeveloped land in this area for reservation as agriculture, or as recreation and open space, whether for public or private use. All levels of government should place priority on the acquisition of this land for restoration to its natural state.

Policy 19.4 Limit the development of non-recreational public facilities in the storm surge areas except when necessary for the public health, safety, and welfare of existing residents.

Policy 19.5 Incorporate buffer and conservation zones into site designs for new development and redevelopment in the storm surge areas to mitigate possible damage. Consider the inevitable rise in sea level in all decisions regarding the design, location, and replacement of coastal development or redevelopment.

Policy 19.6 All levels of government should give priority to the public acquisition of property in areas that have been destroyed as the result of a hurricane. Public acquisition priority listing should include indicators of vulnerability to destruction by hurricanes. Local governments should identify and put in priority order properties within the hurricane evacuation areas for use in state and federal acquisition programs.

Policy 19.7 Require any development or redevelopment that occurs in a Coastal High Hazard Area to include features that mitigate hazard impacts and promote public safety and welfare.



CONNECTIVITY

Providing linkages between People, Places & Opportunities

The residents of South Florida make daily connections to people, to places, to goods, and to services. Rarely do we stop and consider the decisions that others made in the past to clear obstacles and make those connections possible. Rarely do we contemplate the people working behind the scenes to maintain those connections, and to help us overcome obstacles to make new ones. Every job, every home, every street, water line, sewer line, park, school, business, and port all are the accumulated result of decisions that have created the South Florida we know today.

A little over a century ago, so few people lived here that decisions could be made without fear of negatively affecting the lives of others. Today we live with many more people sharing limited space and resources. As a result, nearly every decision about how we connect as a Region has to consider the impacts on those spaces, resources, and other people. For example, what good is a public transportation station miles from any place you want to go? What is the good of developing land with inadequate infrastructure or resources to support the people who will live and work there?

In the future, we will make the connections between the way land is used, the transportation network to move goods and people among them, the infrastructure capable of supporting those land uses, and the way all of these things affect our environment.

This section of the *SRPP* focuses on ways to improve the connectivity within our Region — connections between our people, places, and opportunities.

20. Connecting People, Places & Opportunities		
GOAL 20	***Achieve long-term efficient and sustainable development patterns that protect natural resources and connect diverse housing, transportation, education, and employment opportunities.***	
Indicator:	Ratio of vehicle miles traveled to growth in population.	
Baseline:	From 1982 to 1999, the region's population increased 42% while the average number of miles driven by each driver increased 62%.	
Target:	Decrease the ratio of vehicle miles traveled to growth in population on an annual basis.	

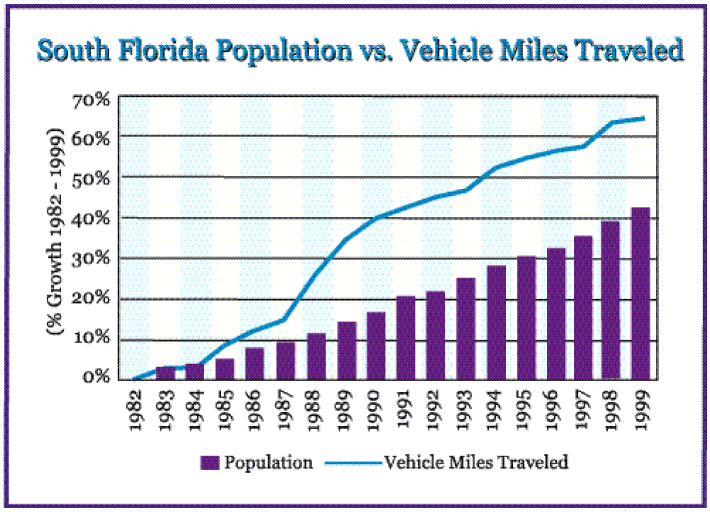
Why Is This Important?

There exists a vital link between the efficiency of our transportation system and the health of the Region's economy. The primary functions of the transportation system include moving South Florida's workforce, tourist population, and freight and goods efficiently throughout the Region. Challenges are found in each of these areas, ranging from road congestion for weekday commuters to inadequate linkages between ports and regional centers of activity. These types of inefficiencies adversely affect the economic competitiveness of the Region by limiting our ability to quickly and easily connect tourists, commuters, and freight with their desired destinations. **New development and redevelopment activities should be coordinated with transportation and public transportation improvements in order to increase intra-regional connectivity and enhance the Region's economic and environmental sustainability.** Focusing these efforts along major public transportation corridors and including higher-density mixed-uses will help improve the connectivity and livability of the Region.

How Are We Doing?

Continued Efforts to Integrate Land Use & Transportation Planning

In Southeast Florida, efforts have begun to better integrate land use and transportation planning and decision-making. An important step forward in this effort was taken in 2003 with the passage of legislation creating the South Florida Regional Transportation Authority (please see Goal 21: Coordinated Planning & Regional Cooperation, for more on this topic). Efforts promoting the use of public transportation also are underway, including broadening the availability of "premium service" public transportation that has fewer stops and directly links major areas of employment or activity.



Increased Transportation Costs

Many of the major employment centers here are not interconnected by any regional public transportation system although efforts to address this issue are increasing among government officials and our business community. As a result, at 19%, the percentage of household expenses devoted to transportation costs in the Miami-Ft. Lauderdale area actually exceeds those of huge metropolitan areas like Los Angeles-Riverside-Orange County and New York-North New Jersey-Long Island. The lack of integration between job locations, childcare, and public transportation has particularly adverse effects on lower-income workers, and then on the South Florida economy.

Continued Efforts to Assist the Transportation Disadvantaged

South Florida's significant elderly and physically challenged populations demand that services be provided for methods of transportation other than the traditional one-person use of the automobile. On-demand transportation services as well as fixed public transportation routes provide a valuable resource to this segment of the population.

How Can We Improve?

Guiding Growth to Enhance Our Connectivity

Improving the relationship between land-use planning and transportation planning can add to our effectiveness. Linking regional centers of activity or employment with premium service public transportation is one step necessary to improve our connectivity. Another is enhancing urban development along major public transportation corridors to include higher-density mixed-uses, thereby promoting use of public transportation and alternative modes. Additional efforts are needed to encourage and support mixed land-use development and redevelopment within neighborhoods outside of the major public transportation urban corridors. These areas should include a mixture of residential and non-residential land uses structured to encourage pedestrian activities and greater use of local public transportation nodes. Such neighborhood-level activities, combined with enhancements in regional connectivity and supportive land use decision-making, will help achieve greater livability within South Florida. Incorporating pedestrian-oriented urban design techniques that focus on aesthetics as well as efficiency can help South Floridians understand the benefits of higher residential densities in urban areas (not the least of which, incidentally, is greater use of public transportation).

South Florida Voices

As I watch agricultural land be rezoned for residential development, no one considers how the people are going to get to work… We would do better if we put the housing development next to the jobs. We do not want to price ourselves out of business.

Alan J. Levy, Chair, The Broward Workshop and Member, Regional Business Alliance

Enhancing Our Movement of Freight and Goods

In addition to the movement of people, the ability to move freight, goods, and services within and beyond our Region is a critical component of our sustainability. Our Region's ports must be well connected with a transportation system that can distribute goods to those requiring them. Studies being conducted by Florida Department of Transportation, including the *Strategic Intermodal System Study* and the *Statewide Freight and Goods Movement Plan*, as well as Broward County's *Freight and Goods Movement Study*, will be valuable in improving this aspect of connectivity within the Region.

Implementing Greenways

Greenways are corridors of varying widths linked together in a network in much the same way as our networks of highways and railroads have been linked. The difference is that in a greenway network, nature has provided the existing resources, which we must then conserve and manage. Greenways can provide linkages between open space, conservation lands, and urban parks. As South Florida is home to national natural treasures including Everglades National Park, Biscayne National Park, the Florida Keys National Marine Sanctuary, and numerous State and county parks, greenways are valuable additions to our existing resources.

South Florida's historic method of development has degraded and fragmented natural habitat throughout the Region. Greenways and trails can multiply the benefits of South Florida's conservation areas, parks, and open spaces by linking them together and providing additional recreational opportunities and wildlife habitat areas. They also can serve as buffers between residential areas and other non-compatible land uses, as well as transportation corridors for walking and cycling.

Utilizing Our Waterways

South Florida is well known for its beaches and coastal areas. However, the rivers, canals, and Intra-Coastal Waterway often are not viewed as a valuable connection between our regional centers and other resources. Waterbus service is growing in popularity with both visitors and residents. With appropriate protection of our nearshore and shoreline areas, and the species inhabiting these areas, our water resources could provide potential public transportation routes within the Region.

Connecting People & Places
Goals & Policies

Goal 20 — Achieve long-term efficient and sustainable development patterns that protect natural resources and connect diverse housing, transportation, education, and employment opportunities.

Guiding Growth to Enhance Connectivity

Policy 20.1 — Provide for the compatibility of adjacent land uses and assess the impacts of land uses on the surrounding environment in comprehensive plans and development regulations.

Policy 20.2 — Guide new development and redevelopment within the Region to areas, which are most intrinsically suited for development, including areas:

a. which are least exposed to coastal storm surges;
b. where negative impacts on the natural environment will be minimal; and
c. where public facilities and services already exist, are programmed or, on an aggregate basis, can be provided most economically.

Policy 20.3 — Direct future development and redevelopment first to areas served by existing infrastructure and to other locations that are suitable for development, as identified in their comprehensive plans. In particular, local governments should coordinate with state and regional officials to identify public transportation corridors and to promote development along those corridors by implementing investment strategies for providing infrastructure and services, which are consistent with them.

Policy 20.4 — Concentrate dense land uses, including residential, commercial, and mixed-use, along major public transportation corridors and at intermodal centers in concert with locally adopted long-range transportation plans.

Policy 20.5 — Improve regional air quality and reduce negative impacts to other natural resources by connecting development with multi-modal transportation systems.

Movement of People

Policy 20.6 — Develop a transportation system that connects people to places, is accessible to the greatest number of people; offers alternatives to the single-occupant vehicle; provides for the safety and mobility of pedestrians and bicyclists; accommodates sustainable growth; and functions efficiently as a regional system.

Policy 20.7 — Facilitate pedestrian and bicycle movement, increase the use of public transportation, and decrease the use of single occupant vehicles through such measures as innovative site design and transit-oriented development.

Policy 20.8 — Coordinate and develop an integrated and comprehensive multi-modal regional transportation system whereby heavy and light rail, people movers, shuttles, trolleys, express and local bus service, and other forms of public transportation play a more

active role in the movement of people, particularly between regional centers. When modernizing or creating new transportation systems, utilize land use/transportation strategies to reduce congestion and allow for sustainable growth in the Region.

Policy 20.9 Establish a coordinated system for the transportation disadvantaged, including the elderly, in all counties of the Region and ensure coordination of service delivery between the transportation disadvantaged and public transportation system.

Movement of Freight and Goods

Policy 20.10 Enhance the roles of airports and seaports in economic development by:

a. improving port conditions for the movement of passengers, freight, and goods;
b. addressing aviation system linkages for international connections from a regional perspective;
c. enhancing the accessibility for visitors traveling between ports, hotels, and other destinations; and
d. ensuring competitive port-to-rail and port-to-highway connections through efficient, dependable, and cost-effective intermodal movement of freight, goods, and people.

Policy 20.11 Support the movement of freight and goods through the development of a transportation system that efficiently connects ports, distribution centers, intermodal centers, and other appropriate areas.

Greenways

Policy 20.12 Support the linkage of existing and new conservation areas, parks, open space, cultural and historic sites, and urban areas with greenway systems.

Policy 20.13 Establish greenway networks and multi-use recreational trails throughout the Region.

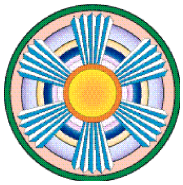
Waterways

Policy 20.14 Encourage coordination among state, regional, and local governments and the private sector in the development of waterway transportation strategies and polices, consistent with protection of the Region's water resources, which can be integrated into the local comprehensive planning process.

Policy 20.15 Require development and redevelopment plans of properties fronting on navigable waters under the jurisdiction of the Florida Inland Navigation District to provide continuous public access along the waterfront, including waterbus access.

Livability & Connectivity Illustration

Livability & Connectivity Illustration Map



RESPONSIBILITY
Conducting Business for the Benefit of our Region

As South Florida has continued to urbanize, and as municipal boundaries adjoin, the Region's agencies and entities have learned to plan together, and are coming to see the benefits of speaking with a unified voice on matters that affect us all. This is especially important as we pursue shrinking resources and attempt to attract new businesses to the Region. High-cost infrastructure can be provided more efficiently and funding for it more effectively sought through a unified approach. Recent discussions directed at the creation of the South Florida Regional Transportation Authority and implementation of its Regional Transportation Program are an examples of how planning together can better benefit the residents of South Florida.

Enhanced coordination and cooperation among the agencies and entities working within South Florida will help achieve a livable and sustainable Region. Such collaborative efforts should be a natural component of doing business in South Florida. Additionally, efforts to enhance our understanding of each other, the Region's residents and partners, will further our ability to truly function as a Region. These actions are all our responsibilities in achieving and maintaining our vision for South Florida.

We have a vision of the future for South Florida. It is one in which people make connections with each other, reaching out to our neighbors to make decisions that will benefit us all. It is a vision in which South Floridians make decisions that will better ourselves, transform our Region into a place that is more livable, and sustain our resources indefinitely.

We will achieve this vision by connecting with others whose decisions affect our Region: our federal, state and local government partners, our development and financial communities, academia, and, most importantly, our communities. We will also make the connections among our Region, the rest of Florida, our nation, and the world.

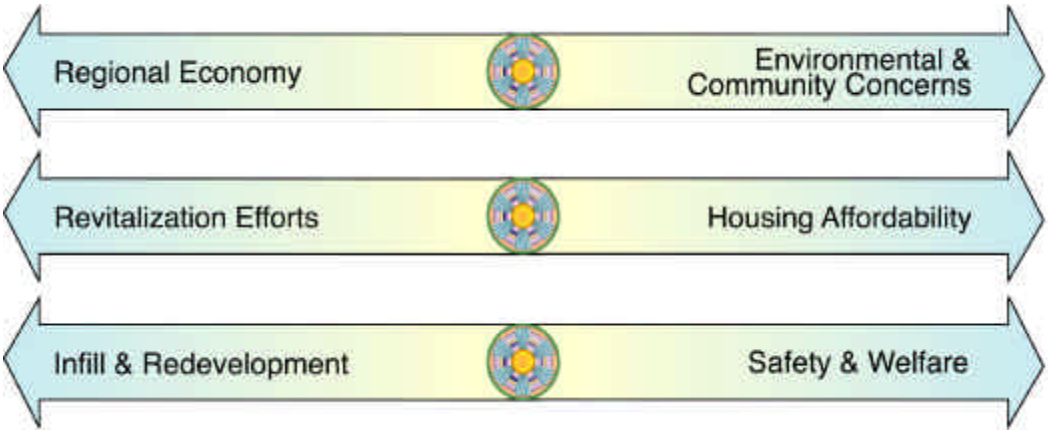
This section of the *SRPP* focuses on necessary regional activities such as coordinated planning, regional cooperation, cultural competence, and the balancing of competing needs.

21. Coordinated Planning & Regional Cooperation

GOAL 21	***Assume a leadership role to enhance regional cooperation, multi-jurisdictional coordination, and multi-issue regional planning to ensure the balancing of competing needs and long-term sustainability of our natural, developed, and human resources.***	
Indicator:	Regional infrastructure financing mechanisms.	
Baseline:	As of 2003, four entities provided regional financing for infrastructure improvements within South Florida.	
Target:	Implement regional wastewater and potable water infrastructure financing mechanisms that support a regional development strategy.	

Why Is This Important?

The future of South Florida will be determined by the multitude of complex decisions we make today. These decisions include how well we balance:



As South Florida's population continues to grow and its inventory of available land and resources keeps shrinking, we must plan smarter. We must improve our balancing of competing needs, and do a better job of managing and investing our limited resources. Taking potential impacts into account at the time changes are being planned, and developing responsible approaches to address these impacts, requires coordination among governmental and regulatory agencies, the private and non-profit sectors, and the general public**.** Increased collaboration and joint planning translates into better ideas and approaches, and greater success for everyone involved. For example, obtaining regional funding for infrastructure improvements and utilizing these mechanisms to implement a regional development strategy are important steps to creating a more cohesive and sustainable Region.

How Are We Doing?

Improved Regional Cooperation & Regional Transportation Planning

South Florida's business leaders, along with many of its elected leaders, transportation officials, and other stakeholders, understand that many challenges are regional in nature. An example is the creation of the South Florida Regional Transportation Authority in 2003. This initiative was spearheaded by the Regional Business Alliance, a group of business leaders from Monroe, Miami-Dade, Broward, Palm Beach, and Martin Counties, with the support of many of the Region's public and private sector leaders. The Regional

Sources of Infrastructure Financing

- The South Florida Water Management District
- South Florida Regional Transportation Authority
- Economic Development Administration
- Eastward Ho! Brownfields Partnership

Transportation Authority may help attract additional state and federal resources to improve regional mobility through efficient public transportation. Such efforts serve as cooperative examples to the agencies and entities conducting business within South Florida.

Establishment of the Institute for Community Collaboration

The Institute for Community Collaboration (Institute) is a neutral arm of the SFRPC that provides conflict prevention and resolution services for the Region. The Institute builds partnerships with institutions, private practitioners, and organizations to help fulfill its purpose of bringing collaborative processes and consensus decision-making to the communities of South Florida.

How Can We Improve?

Coordinating Land Use Planning with Water Resources & Schools

In 2002, new laws were enacted to provide for a more coordinated approach to planning. Local governments and school boards throughout the state are now required to enter into interlocal agreements that tie their planning efforts more closely together. Planning for the long- and short-term water supply must now be incorporated into the local governments' comprehensive plan updates, known as Evaluation and Appraisal Reports (EARs).

Cooperating Beyond Our Region

Regional cooperation among entities within the Council's Region (Broward, Miami-Dade, and Monroe Counties) is improving. However, there is an increasing need to partner with our neighbors to the north. Palm Beach County, in particular, is undergoing many of the same challenges as our Region. Lessons learned must be shared across jurisdictional boundaries in order to achieve sustainability for Southeast Florida.

Partnering on Affordable Housing

Encouraging and enhancing partnerships among public and private entities regarding the provision of housing may be the best means to achieve affordability for our current and future residents. Addressing this issue on a regional basis will also help identify strategies to overcome current challenges of providing affordable housing to the growing populations in need.

Broadening Awareness of Decision-Making Impacts

As we move towards infill and redevelopment as the primary development patterns of the Region, we must consider the impact of decisions on South Florida's existing communities and natural resources. As we address population growth, restore our natural resources, and revitalize our communities, we must balance often competing needs to maintain regional sustainability.

South Florida Voices

We need to show people how to come together and put agendas aside…
So they can see the power of working collaboratively.
Cecilia E. Holloman, Chief Consultant, CEW Consulting

The value of land is spurring more and more redevelopment,
exacerbating the problem of (housing) affordability.
Tom Tuell, Editor,
The Key West Citizen

To encourage the redevelopment of our communities…,
we must provide schools and social services for our communities,
especially our lower income communities.
Emilio Benitez, Community Activist and Former Chair, City of Hollywood Master Plan Task Force

We must give our elected officials the information they need
in order to make wise decisions that are consistent with regional goals.
Keven R. Klopp, Deputy City Manager, City of North Miami Beach

There is a real fear of gentrification…
Plus, there is no transportation infrastructure for those who have to move out of their communities.
The pieces of the plan need to come together for regionalism to work for all.
Jason T. Smith, Senior Writer,
The Miami Times

The SFRPC strives to balance competing needs through the lens of regional sustainability. Often, issues that cause conflict on a local scale can be better resolved when considering the benefits and impacts on a regional scale. The *SRPP* is intended to assist decision-makers in their efforts to balance competing needs for the benefit of our entire Region.

Coordinated and Integrated Planning
Goals & Policies

Goal 21 — Assume a leadership role to enhance regional cooperation, multi-jurisdictional coordination, and multi-issue regional planning to ensure the balancing of competing needs and long-term sustainability of our natural, developed and human resources.

Coordinated Planning

Policy 21.1 — Implement better coordination of land use, natural resource, and infrastructure planning, with special attention to regional and ecosystem management approaches.

Policy 21.2 — Strengthen intergovernmental coordination processes with state, regional, and local governments and agencies to effectively link land use decisions with affordable housing, transportation/air quality, natural resource protection, preservation, and restoration and water supply planning.

Policy 21.3 — The South Florida Regional Planning Council will work with its regional partners to establish a Regional Economic Foundation, which will operate as an umbrella organization and provide direction to other existing and future regional initiatives, and will focus on economic development, healthcare, transportation, education, housing, creative industries and quality of life.

Policy 21.4 — Establish a uniform 20-year planning horizon for the future land use element in all local government comprehensive plans in the Region. Encourage related long-range plans, such as, education, transportation, and water supply, to provide a policy framework consistent with the same 20-year period.

Policy 21.5 — Strengthen the linkage between land use and transportation/air quality planning.

Regional Transportation

Policy 21.6 — Achieve mutually supportive transportation planning and land use planning that promotes mobility, efficiency, and accessibility, fosters economic development, preserves natural systems, improves air quality, increases access to employment centers and affordable housing, and promotes safety.

Policy 21.7 — Achieve a coordinated transportation system planning process across jurisdictions and across issue-areas so that barriers are minimized and consistency across the Region is achieved.

Policy 21.8 — Enhance regional transportation and transit planning and funding through the development of a regional land use and transportation strategy and improved coordination with the region's transportation entities, particularly the South Florida Regional Transportation Authority.

Policy 21.9 — Promote public involvement, including the business community, in transportation planning and ensure that public and private responsibilities for transportation improvements are determined equitably and on a fair share basis.

Policy 21.10 — Ensure coordination between emergency management and transportation systems, including public transportation and statewide intermodal systems.

Policy 21.11 Enhance the regional transportation system's role in system-wide preparedness for emergency situations.

Inter-regional cooperation

Policy 21.12 Ensure that economic development efforts have a strong inter-regional focus.

Affordable Housing

Policy 21.13 Work cooperatively with local governments, the state, and the private sector to develop a regional understanding of the need for affordable housing and to identify opportunities to create affordable housing.

Broadening Awareness of Decision-Making Impacts

Policy 21.14 Ensure that decisions regarding the future of the Region balance competing needs and provide for the long-term sustainability of our natural, developed, and human resources.

Policy 21.15 Ensure that the need for a healthy and sustainable regional economy is balanced against other regional needs, including environmental and community concerns.

Policy 21.16 Ensure that infill and redevelopment efforts are balanced with the need to protect the safety and welfare of our communities and sustain the Region’s natural resources.

Policy 21.17 Ensure that infill and redevelopment efforts are balanced with the need to preserve community character, provide affordable housing, and preserve historic resources.

22. Cultural Competence		
GOAL 22	***Create a regional environment that is aware of and sensitive to cultural diversity and that provides opportunities for all to become successful regional citizens.***	
Indicator:	Regional index of gender and race/ethnic balance of elected and appointed boards in South Florida.	
Baseline:	2003 Gender Index = 2.04; 2003 Race/Ethnicity Index = 1.72.	
Target:	Increase the regional index of balance for both gender and race/ethnicity.	

Why Is This Important?

South Florida's diverse population, which grows more diverse every day, provides us a unique opportunity to experience different cultures within our Region, exchange a broad set of skills, knowledge, and traditions, and enhance our participation in the international economy. Achieving representation on our Region's appointed and elected boards that is representative of our diversity is a major step in accomplishing this goal.

How Are We Doing?

Improved Understanding & Appreciation

Our Region has long celebrated its diversity. This celebration has led to greater understanding and appreciation of the different languages, cultures, ethnicities, and backgrounds of the people who live here. There is broad recognition of the value that this diverse population brings to enhance South Florida's role in the international economy. Still, representation of the community in the decision-making arena has not achieved balance with regard to gender, nor has it kept pace with changes in the race/ethnic composition of the population. In December 2003, 25 elected and appointed boards with a total of 268 members scored 2.04 on the Gender Index (on a scale from 1.00 to 3.00) and 1.72 on the Race/Ethnicity Index. Seven of the 25 boards were considered balanced with regard to gender, but only 4 of the boards met the test of balance with regard to race/ethnicity.

South Florida Voices

We (the academic institutions) need to expand and export our diversity.
We need to ensure that our students have the knowledge to operate in a multi-cultural environment.
Rev. Msgr. Franklyn M. Casale,
President, St. Thomas University

We need to understand and help each other…and we must integrate all the folk who are coming…
and be aware that we live in a different milieu and population.
Claire Hartford Hornstein,
Community Activist,
City of Pompano Beach

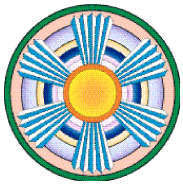
How Can We Improve?

Increasing Opportunities for all South Floridians

We must strengthen our cultural competence. This implies not only learning to deal with people of all origins with sensitivity to and respect for their culture, but also making it possible for new residents to learn the language and the culture of this country and become successful regional citizens. This includes providing information and education in multiple languages and increasing minority participation in regional economic activities. In addition, we must continue to educate the broader community about the importance of appointing qualified candidates that represent the gender and race/ethnic distribution of the population on decision-making boards around the region. At the same time, we should promote the development of qualified candidates for elected office among those that are underrepresented today, through the support of targeted leadership and other similar initiatives.

Cultural Competence
Goals & Policies

Goal 22	Create a regional environment that is aware of and sensitive to cultural diversity, and that provides opportunities for all to become successful regional citizens.
Policy 22.1	Promote cultural competence and community pride through the preservation and rehabilitation of historic structures, landmarks, and neighborhoods.
Policy 22.2	Provide diverse housing, employment, and educational opportunities throughout the Region for all racial, ethnic, and income groups.
Policy 22.3	Strengthen the role of small and minority business in economic development.
Policy 22.4	Support the diversification of the representation of elected and appointed officials to better reflect our Region.
Policy 22.5	Provide public education in regard to natural resource protection and access to the diverse population of the Region in multiple languages, including Spanish and Creole.
Policy 22.6	Require a minimum of 15% minority participation in the development of developments of regional impact.
Policy 22.7	Support the continued effort to ensure that all residents who need it will have access to classes that will give them competency in written and spoken English.
Policy 22.8	Promote the development and adoption of cultural competence standards by public and private organizations in the Region.
Policy 22.9	Promote the creation of opportunities for representatives of minority communities to participate in leadership training.



CONCLUSION

No plan, no progress. To develop and attain a shared regional vision, we need to understand where we are, how we got here, what is likely to happen in the future, and what we can realistically do to make a better path for ourselves. The *Strategic Regional Policy Plan for South Florida* embodies this work and represents the vision of many of our residents for a better South Florida.

The *SRPP* considers South Florida's fragile environment, our largely service sector economy, limited land and rising land values, a resident population that is growing younger and more diverse, and a population that is expected to grow by almost 1.2 million more people within the next 20 years. This growth not only will increase the demand for additional land for development — it will increase the demand for all urban services and impact many aspects of our lives. Water, wastewater treatment, solid waste management, parks, education, health care, energy, housing, employment, environmentally sensitive lands, agriculture, open space, the physical look and feel of South Florida, and all forms of transportation will be affected.

This *SRPP* has been adopted after an extensive, collaborative, multi-year input and review process by the Region's elected leaders and top environmental, economic, land use, and human service professionals. The SFRPC hopes you will find it a useful guide, resource, and tool in your efforts to achieve a livable, connected, and sustainable South Florida.

The South Florida Regional Planning Council – 2004

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