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WHO IS GREATER MIAMI & THE BEACHES?

Greater Miami & the Beaches (GM&B) is a collaboration of Miami-Dade County, the City of Miami, and the City of Miami Beach, created to respond to the region's major challenges. As GM&B matures, the partners hope that GM&B will expand to include the remaining 32 GM&B municipalities within Miami-Dade County.

In 2016, after a very competitive process, GM&B was selected from among 400 applicants to join the 100 Resilient Cities network as the only inter-governmental partnership working to develop a shared resilience strategy.

WHAT IS 100 RESILIENT CITIES?

100 Resilient Cities – Pioneered by The Rockefeller Foundation (100RC) was launched in 2013 to help cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century.

100RC supports the adoption and incorporation of a view of resilience that addresses not just the shocks—hurricanes, economic crash, floods, etc.—but also the stresses that weaken the fabric of a city or a region on a day-to-day or cyclical basis. Resilience is what allows cities to adapt and transform in the face of these challenges, helping them to prepare for and respond in the face of both the expected and the unexpected.

In GM&B, stresses include aging infrastructure, an inadequate public transportation system, sea level rise, pronounced poverty, and health disparities. By addressing both the shocks and the stresses in a holistic manner, we become more prepared to respond to adverse events and better able to deliver basic functions in both good times and bad, to all populations.

WHAT IS RESILIENT305?

GM&B's Resilience Strategy—the Resilient305 Strategy—has been created as a living document to address prioritized resilience challenges through intergovernmental and community collaboration. Often referred to by our area code, the “305” has become a common nickname for local efforts. Not all our challenges will be addressed through actions in this resilience Strategy. Some of the issues are already being tackled by other plans or entities, such as decreasing congestion and improving transit through the Strategic Miami Area Rapid Transit (SMART) Plan, mental health through the new Miami Center for Mental Health and Recovery and the work of many social service providers and initiatives, and affordable housing through in-development Affordable Housing Master Plans. The resilience challenges tackled in Resilient305 were identified through a rigorous process that included extensive stakeholder engagement.





GM&B IN CONTEXT

As the southeast tip of the Florida peninsula and most southern land mass on the United States mainland, GM&B is a low-lying coastal community that totals 2,431 square miles, including 1,898 square miles of land. GM&B also comprises 533 square miles of water and is adjacent to three water bodies, including Biscayne Bay and the Atlantic Ocean on its eastern boundary, and the Florida Strait on the southern boundary.

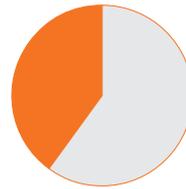
The northern, central, and eastern portions of GM&B are heavily developed with numerous high-rise buildings along the eastern coastline and Miami River. South Florida's central business district is in downtown Miami and its primary tourist destination is Miami Beach.

According to the U.S. Census Bureau, Miami-Dade County is the most populated county within the State of Florida and the seventh most populated county in the United States. It has an average density of 1,464 persons per square mile with an approximate population of 2.7 million residents across 34 GM&B municipalities and unincorporated areas.

Of the population 25 years and older, 26 percent has a bachelor's degree or equivalent, slightly below the national average of 32 percent. The census identifies 16.7 percent of the population living in poverty, which is 4 percent higher than the national average. Some 68 percent of the resident population is Hispanic or Latino with a 53 percent foreign-born population. The multicultural composition of GM&B has continued to grow since 1961 with a 10.2 percent population increase between 2010 and 2017. This overall growth is expected to continue.

Every year, GM&B sees an influx of approximately 16 million visitors, predominantly for business purposes, or to visit the National Parks, sandy beaches, and turquoise waters. Cruise vacations and major events lure additional visitors. According to Miami-Dade County, GM&B's economy has continued to strengthen since the end of the Great Recession in 2010 with an increasing number of corporate headquarters for both the United States and Latin America located here. As the "Gateway to the Americas," GM&B hosts more than 700 multinational companies.

GEOGRAPHIC AREA*



2,431 square miles

2/3 protected land, local/national parks, waterways, urban development boundary

*United States Census

POPULATION*

2.7 million people

16% over the age of 65

20.3% under the age of 18

*United States Census

36 40

average age expected to increase to 40 by 2030

*United States Census

DIVERSITY*



53% foreign born

3 primary languages

spanish english creole

*United States Census

TOURISM*

22.5 million arrivals annually

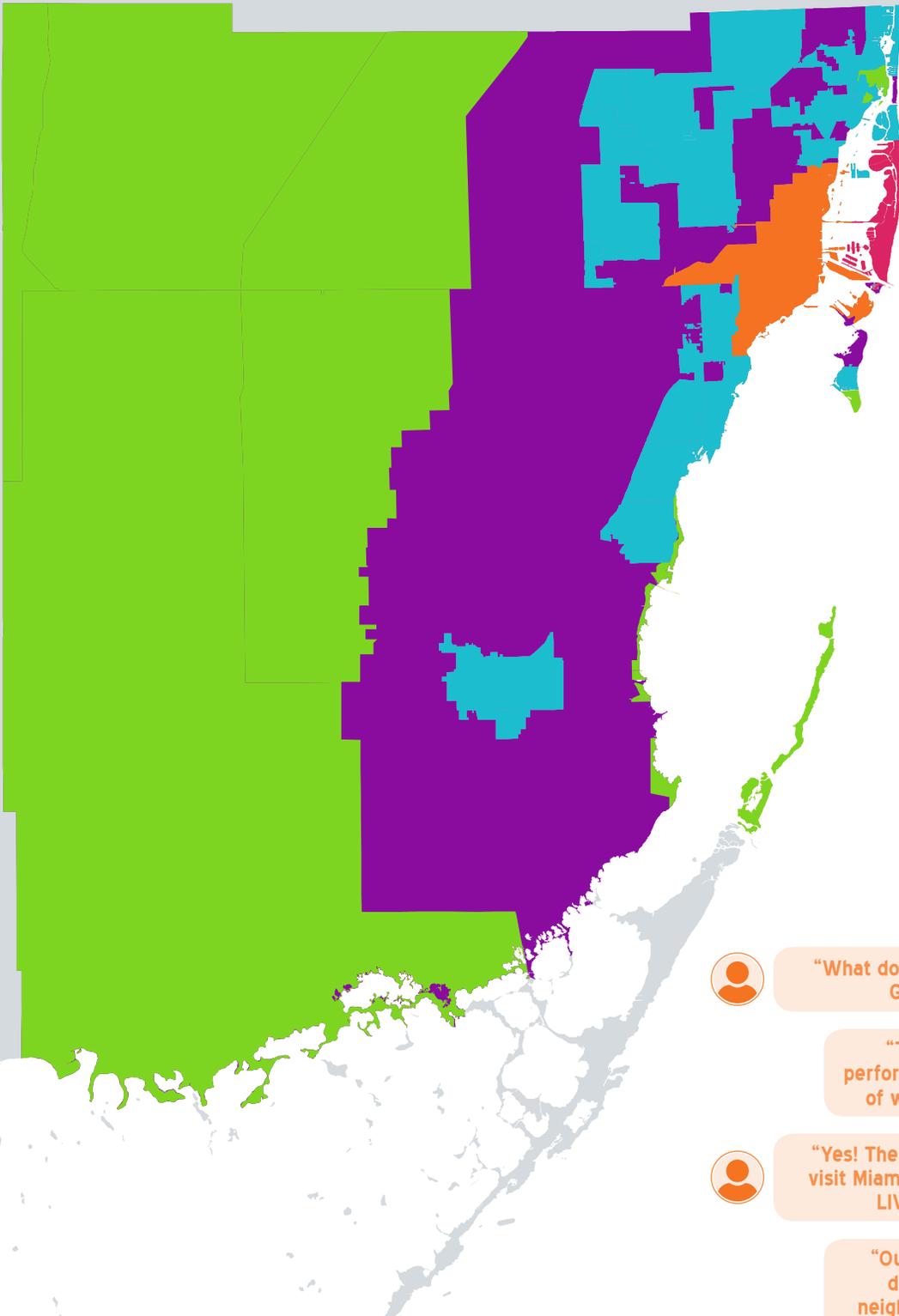


51% international
40% domestic

33% from Latin America 85% visit for leisure

\$26 billion in expenditures in 2017

*Greater Miami Convention & Visitors Bureau



-  Urbanized Miami-Dade County
-  City of Miami
-  City of Miami Beach
-  Other Municipalities
-  National or State Parks and Preserves in Miami-Dade



“What do you love about GM&B?”

“The growth in arts, performing arts, and creation of world class festivals!”



“Yes! The world wants to visit Miami Beach, and we LIVE here!”

“Our sense of unity and diversity among our neighborhoods is amazing. Miami is unlike any city in the nation.”



“Beautiful city, dazzling water and architectures, great people and energy”

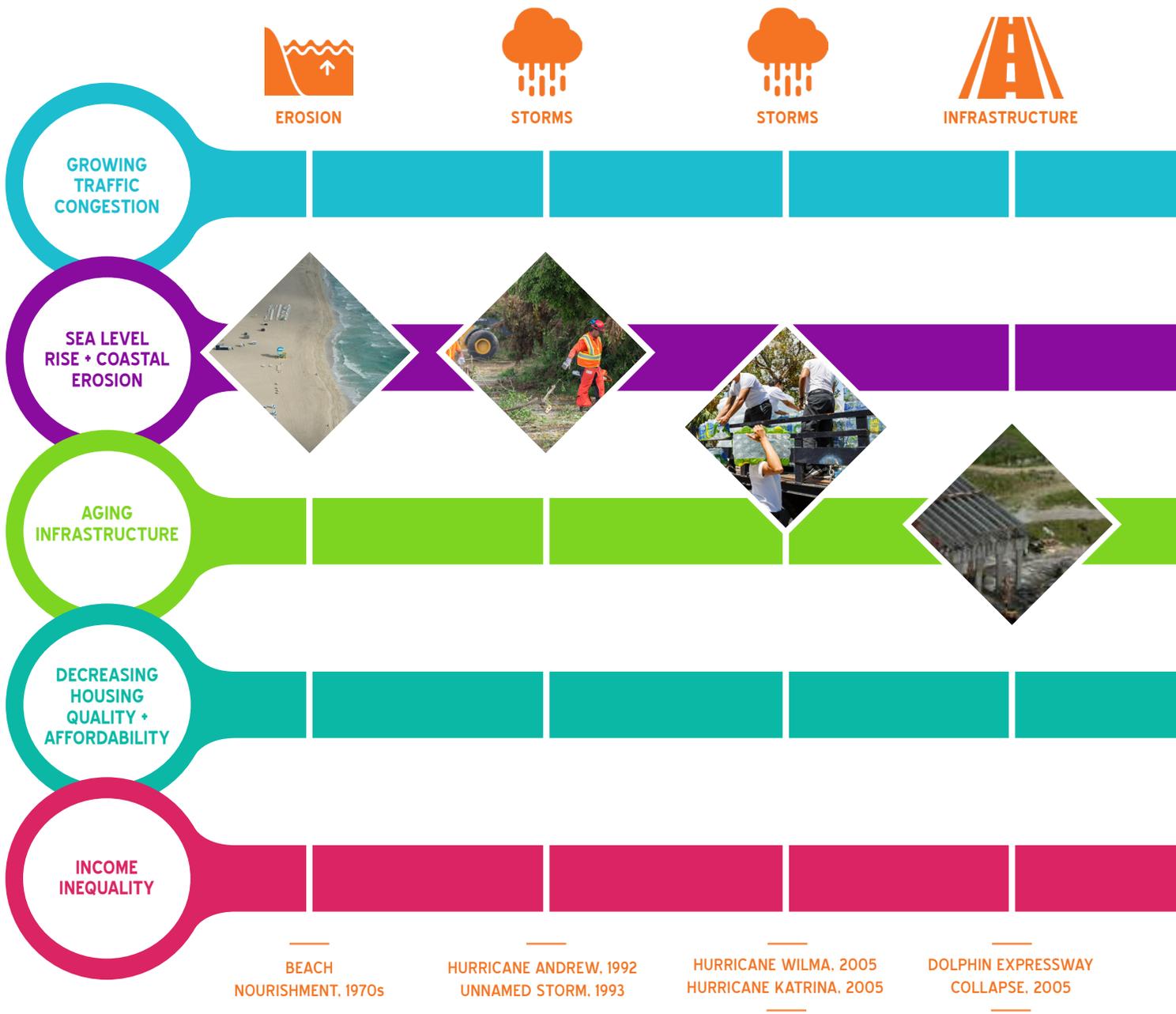
“I love the diversity of our people and our beautiful natural resources”





OUR CURRENT STRESSES AND PAST SHOCKS

As with many communities, GM&B's challenges have brought additional underlying issues to surface. Unforeseeable circumstances and their consequences create opportunities for GM&B to strengthen its communities and better prepare for the next occurrence. As we grow, we learn.





RECESSION



FLOODING



STORMS



PANDEMIC



GLOBAL FINANCIAL
CRISIS, 2008

KING TIDE FLOODING,
2011 + 2016

HURRICANE IRMA,
2017

ZIKA VIRUS,
2017



OUR PARTNERSHIP WITH THE SOUTHEAST FLORIDA REGIONAL CLIMATE COMPACT HAS TAUGHT US HOW TO BETTER COLLABORATE, PREDICT, AND PLAN.

In 2009, officials in South Florida lobbied for a federal climate policy in Washington, D.C., and quickly discovered they didn't have enough clout as a single entity for their requests to be prioritized. Officials needed to speak as a region to have more impact. Leaders from Palm Beach, Broward, Miami-Dade, and Monroe Counties formed a voluntary and collaborative partnership called the Southeast Florida Regional Climate Change Compact to work on issues such as rising temperatures, increased storm activity, and sea level rise that clearly cross municipal boundaries. The Compact's initial work was to develop and agree to consistent sea level rise projections, a regional vulnerability assessment, and the region's first greenhouse gas inventory. As the efforts of the Compact expanded, this innovative form of collaboration has become a model for regions around the nation and internationally. As a result, GM&B is leveraging the Compact and seeking to replicate the approach to engage GM&B municipalities in the GM&B region to address shared problems, advance shared priorities, and provide technical assistance. In 2018, Miami-Dade County hosted the Southeast Florida Regional Climate Leadership Summit with a record attendance of more than 700 participants.

Sunny day or nuisance flooding during high tides is now a regular occurrence in parts of GM&B due to the elevation and the geology of the region, disrupting daily life and causing economic impacts to residents and businesses alike. This is only going to get worse as sea levels continue to rise. GM&B is seen as an early actor in adapting to sea level rise, such as through raising roads in Miami Beach.

OUR HISTORY OF HURRICANES HAS TAUGHT US TO PREPARE BETTER, RESPOND QUICKER, AND RECOVER SMARTER.

In 1992, Hurricane Andrew hit Miami-Dade County with devastating impact, destroying homes and businesses. This Category 5 hurricane left Miami-Dade County with 175,000 people homeless and 1.4 million people without power in a very hot and humid climate. As a result, Miami-Dade County and its municipal partners developed a unified emergency response network and collaborated to develop one of the strongest building codes in the nation. After Hurricane Andrew, Miami-Dade County also founded the Homeless Trust, which today is one of the nation's most successful systems for ending homelessness. In 2018, Miami-Dade County saw an 8 percent reduction in homelessness.

In 2005, two hurricanes hit our region within a 2-month span, causing \$2.9 billion in damages. The Federal Emergency Management Agency (FEMA) issued disaster declarations and response teams were deployed from all over the country to support our emergency operations and disaster clean-up after Hurricane Katrina. Meanwhile, we were simultaneously preparing for our next storm, Hurricane Wilma, which produced a 6-foot storm surge in some areas of Miami-Dade County and caused over 98 percent of our residents to lose power for weeks. As a result, gas stations and larger grocery stores are now required to have back up power and fuel on site. In 2017, Hurricane Irma forced evacuations for the first time in over a decade. The debris from the hurricane's aftermath took months to clean-up. As a result of our experience in coping with the aftermath of hurricanes, GM&B municipalities in the GM&B region have begun working with local organizations to have clean-up crews in place prior to an anticipated severe weather event. In addition, local nonprofits have a renewed interest in building disaster awareness and preparedness at the community level.



12 of 35



GM&B municipalities have signed the Mayor's Climate Action Pledge



53,000

number of homes located less than 3 feet above high tide

4 inches
Amount sea level has risen since 1992



3-7 inches

additional amount sea level is expected to rise in Southeast Florida by 2030

\$21 billion
in assets are at risk

\$2.9 billion
in damages in 2005

31,246

Citizen Corps Volunteers in

2017
during Hurricane Irma



FEMA damage estimates

\$467,371,000

in 2017 (Hurricane Irma)

Miami-Dade County Operated

43 evacuation centers;



20

medical management facilities during Hurricane Irma





OUR GROWING POPULATION HAS TAUGHT US THE IMPORTANCE OF BETTER MOBILITY OPTIONS.

Over the last 50 years, we have continued to experience development growth and population influx, leading to increasingly congested roadways. According to the Florida Department of Transportation (FDOT), in 2018, commuters averaged 60-minute daily commute times. In an effort to reduce travel costs and congestion, the Transportation Planning Organization (TPO) prioritized rapid transit and transit supportive projects for GM&B. Ongoing efforts include the SMART Plan's six major transit corridors, a drive to support Transit-Oriented Development as well as making grid-based route adjustments, and implementation of an Advanced Traffic Management System to increase reliability and reduce travel time for 80 percent of bus riders. In addition to TPO initiatives, several GM&B municipalities within the GM&B region, including the City of Miami and City of Miami Beach, operate trolley systems without fares to encourage ridership. In partnership with the South Florida Regional Planning Council (SFRPC) and South Florida Regional Transportation Authority (RTA), GM&B is aiming to reduce dependence on privately owned vehicles from its current 97 percent to 65 percent over the next 50 years.

OUR EXPERIENCE WITH HIGH RATES OF PROPERTY FORECLOSURES HAS TAUGHT US TO BETTER DIVERSIFY OUR ECONOMY AND REVENUE SOURCES.

Miami-Dade County was severely affected in 2007 by the mortgage crisis with more than 79,000 residential foreclosures, resulting in aggregate residential loss of value from \$258 billion in 2008 to \$157 billion in 2012. The largest source of revenue for GM&B municipalities is property taxes, which declined by 27 percent. This decline resulted in the elimination of discretionary reserves and a loss of funding for many community-based organizations. In 2012, the Miami-Dade Beacon Council, the economic development agency for Miami-Dade County, updated its long-term economic development strategy, One Community One Goal. This effort involved public, private and nonprofit organizations in developing and implementing a strategy to diversify our industry base and retain local talent. In 2018, the County welcomed more than \$402 million in new capital investments.



6th

M-DC is the 6th most congested county in the Nation



33 minute
average commute time

30 mins quicker than by car

62%

of transit riders use buses

7.7

Million

people ride



+



Public buses

Metrorail

every month

Transit Ridership

is down **5%**

in 2019 (metrobus, metrorail, metromover)

2015 → **2018**

peak ridership over 9.5 million

peak ridership over 7 million

"The County has implemented *Employ Miami-Dade* a program that reaches out to unemployed residents to train and prepare them for job placement in GM&B."

MAYOR GIMENEZ, MIAMI-DADE COUNTY

16%

Live below the poverty level

4%

higher than the national average

\$46,338

Average household income



19% ↓

lower than the national average

267,544 

people earn less than **\$25,000**

59%



Live above the poverty level but struggle to meet basic needs



OUR DIVERSE, FOREIGN-BORN POPULATION HAS TAUGHT US TO EXPAND OUR COMMUNITY ACTION AND SOCIAL JUSTICE EFFORTS.

Approximately 500,000 Cubans, most of them business people and professionals, arrived in Miami during a 15-year period after the Cuban Revolution in 1959. In 1980, the Mariel boatlift allowed as many as 125,000 Cubans to emigrate to Florida in search of both political freedom and economic opportunities. Much of the population settled in the GM&B region, forever changing the cultural and demographic flavor of the area. Since then, both our federal and local governments have continued to enact Temporary Protected Status (TPS) to welcome persons from places who leave their countries due to extreme environmental, political, and/or economic impacts that compromise their livelihoods. An example includes Haitians impacted by the 3.2 magnitude earthquake of 2010, which severely crippled their country. Climate change may increase that flow.

As new residents assimilate, make the GM&B their home, and participate in our communities as tax paying residents, the needs of an influx of new people can also stress our social services networks. These networks have been assisted by community-based organizations that have historically been reliant on local, state, and federal government funding. However, in recent years funding sources have broadened to include more private partnerships. Community-based organizations have also begun collaborating to avoid duplication of services and to develop more creative, solution-based approaches for our diverse and culturally significant populations, which today generate an estimated \$1.43 billion in annual economic activity.

OUR OVERWHELMED CRIMINAL JUSTICE SYSTEM HAS TAUGHT US THE VALUE OF SOCIAL SERVICES AS PUBLIC HEALTH INTERVENTIONS.

The Miami-Dade County jail currently serves as the largest psychiatric institution in Florida and contains nearly as many beds serving inmates with mental illnesses as all state civil and forensic mental health facilities combined. GM&B's high percentage of people with serious mental illnesses combined with its relatively low level of funding for treatment programs has led to arrest and incarceration of mentally ill individuals for criminal offenses that are directly related to psychiatric symptoms or life circumstances (e.g. homelessness, addiction, poverty). On any given day, the jail houses approximately 2,400 individuals receiving psychotherapeutic medications, and costs taxpayers roughly \$180 million annually or \$500,000 per day.

The response to this challenge has been multisectoral and multijurisdictional. 35 different police departments have Crisis Intervention Teams (CIT) which are comprised of police officers trained to recognize and respond to individuals experiencing psychiatric emergencies, and to assist them in accessing services, in lieu of arrest, when appropriate. If individuals are arrested, there are post-booking mental health jail diversion programs that seek to divert nonviolent offenders with serious mental illnesses away from the criminal justice system into comprehensive community-based treatment and support services. A new mental health diversion facility is currently being built to serve and house these mentally ill individuals who need psychiatric services but are currently homeless and/or being handled by the criminal justice system. There are also interventions beyond the criminal justice system like the Lazarus Project, launched in 2014, which brings direct outreach to chronically homeless individuals living on the streets, with the goal of eventually moving individuals into permanent housing. Social services and programming are also being used as interventions for other public health threats, like youth violence via the Together for Children initiative.



500,000
37,000 Cubans in 15 years
 new Cuban residents in 2016

VENEZUELAN, HONDURAN, HAITIAN, RUSSIAN
 RESIDENT POPULATION IS ON THE RISE

 **61 million**
 in annual local revenue

“The vibrancy of our extraordinary cultural life is why we are considered to be an international hub for a creative workforce and the place to be for economic innovation and cultural diversity.”
 ADOLFO HENRIQUES,
 FORMER CHAIRMAN OF MIAMI-DADE
 CULTURAL AFFAIRS COUNCIL

67%
 Hispanic



1.6 million
 Spanish speakers

16 million
 annual attendees
 @ cultural events

27% attendees from
 GM&B

Approximately **15,000**
 people in need of mental health treatment are arrested each year in Miami-Dade County, primarily for misdemeanors and low-level felonies

Florida is

9th



in the nation for prevalence
 of mental illness

There are roughly
5,950



CIT trained officers who respond to 16,000 crisis calls per year

57%



prisoners receiving psychotherapeutic medication which costs taxpayers

\$180 Million

Roughly

9.1%

of Miami-Dade residents experience serious mental illness



PARTNERSHIP ACHIEVEMENTS

When Miami-Dade County, the City of Miami, and the City of Miami Beach came together to form the Resilient GM&B partnership, Miami-Dade County and Miami Beach already had established Chief Resilience Officer positions and resilience priorities. With the support of 10ORC, the City of Miami Beach created the CRO position and an Office of Resilience, and the three entities initiated a joint strategic planning process for long-term resilience. Through the Resilient305 Strategy development process this unique partnership has allowed for GM&B partners to collaborate and leverage their existing resources resulting in valuable achievements. Some examples include:

METROLAB AGREEMENT: Together GM&B partners and three local universities signed a City + University Collaborative called the Metrolab Network. This collaborative is a mutually beneficial relationship that drives urban innovation partnerships between these universities and GM&B municipalities to research, develop, and deploy technology-enabled solutions that can help address the community's most pressing challenges.

BUSINESS CASE ANALYSIS PARTNER ACCESS: The City of Miami Beach's Business Case Analysis contract allows GM&B partners to develop task orders and hire selected consultants to perform work outlined in the Business Case Analysis contract without having to perform traditional procurement procedures allowing for expedited workflow.

URBAN LAND INSTITUTE STORMWATER RECOMMENDATIONS: 10ORC funded an Urban Land Institute (ULI) panel that resulted in a series of recommendations specific for the City of Miami Beach's stormwater program which are applicable to many of GM&B's coastal communities and in many cases, are in the early stages of application amongst GM&B partners.

RECOVERY RESOURCES: To evaluate post disaster response and recovery, GM&B developed three resources for use by additional governments and organizations:

- ◆ The Rapid Response Essentials toolkit strengthens intergovernmental coordination for post-disaster operations by providing guidance that supports improved analysis and evaluation of capabilities to recover and bounce forward after a disaster. The toolkit aligns with Miami-Dade County's Post Disaster Redevelopment Plan (PDRP) and Comprehensive Emergency Management Plan.

- ◆ The 5-Step Guide to Innovative Disaster Recovery Finance incorporates lessons learned from past storms with traditional insurance and FEMA funding into a financial preparedness resource for GM&B municipalities.
- ◆ The Resilient Land Use Essentials Guide is a resource for GM&B municipalities and land owners that facilitates planning for recovery from disasters caused by climate-induced flooding and sea level rise.

ZIKA ERADICATION: The Zika virus was successfully eradicated in 2017 when GM&B worked together with the state, federal, and community partners to proactively address the zika virus.

AIDS DRUG ASSISTANCE PROGRAM: Due to an introduction by GM&B, the Aids Drug Assistance Program partnered with the Infectious Disease Elimination Act (IDEA) Exchange to improve access to medication for mutual, low income patients.

ADVANCING CITIES: Leveraging GM&B's 10ORC work, JPMorgan Chase awarded a \$3 million dollar AdvancingCities Grant to The Miami Foundation in partnership with the City of Miami to address workforce development and small business expansion needs and opportunities.

A STORY MAP TO UNDERSTAND MOBILITY: A Story Map of current transit, transportation and land use types was developed as a communication tool to understand mobility and development prioritization. As a result of the story map, an ArcGIS Hub was purchased by Miami-Dade County during strategy development to enhance intergovernmental data sharing and transparency.

CITY WATER RESILIENCE APPROACH: A "one water" approach to tackling water specific issues was developed and adopted as a more resilient and holistic approach to managing water resources. This process allowed Miami-Dade County's Water and Sewer Department to work more closely with Miami-Dade County's Office of Resilience, GM&B municipalities, and regional organizations.

ACCELERATOR PROJECTS: Four projects were put through an intensive three-day development ('accelerator') process led by Columbia University and 10ORC. The process was so successful that GM&B is committing to undertake future accelerator projects.



100RC Network in Action

When cities join the 100RC network they are given access to many resources, including its Cities Network. The 100RC network has allowed GM&B to connect with Chief Resilience Officers (CROs) in other 100RC cities throughout the world who share similar challenges, offering both inspiration and support. This snapshot of collaboration and shared priorities from across the 100RC Network shows some of the many collaborative achievements throughout this process.

SAN FRANCISCO, CA

In 2016, San Francisco developed a sea level rise action plan which defined a set of goals and principles for sea level rise planning and established a framework for further assessment, adaptation planning, and implementation of identified initiatives.

NORFOLK, VA

GM&B turned to the CRO of Norfolk, VA for her experience working with the U.S. Army Corps of Engineers on a Coastal Storm Risk Management Feasibility Study, which helped inform a similar USACE partnership now underway in GM&B to identify coastal flood protections along Biscayne Bay.

GLASGOW, UNITED KINGDOM

In its resilience strategy, Glasgow identified an opportunity to work with businesses - ranging in size from start-ups to mature companies - to ensure that they have the necessary resources to be resilient and adaptable to changing economic conditions.

LOS ANGELES, CA

To support the implementation of its resilience strategy, Los Angeles is appointing and training Departmental Chief Resilience Officers across the municipal organization who are tasked with integrating resilience priorities across City operations, programs, and policies.

ATLANTA, GA

Through the Atlanta Beltline Equitable Development Plan, Atlanta is working to advance housing affordability, sustainable design, community health, and equitable access to greenspace through the development of the Atlanta Beltline, a 22-mile transit loop and trail network.

HONOLULU



CALI, COLOMBIA

In Cali, the Territories of Inclusion and Opportunities program (TIO, which also means “uncle” in Spanish) is bringing together the entities involved in violence prevention to design and pilot effective government initiatives to reduce violence.

MEDELLÍN, COLOMBIA

Medellin is taking a multi-pronged approach to mitigating natural hazard risks in its neighborhoods, including training local risk management committees on prevention and response, training builders in seismic retrofits, and installing early-warning communication networks.

QUITO, ECUADOR

Through neighborhood risk management committees, Quito is developing networks of young volunteers who are ready to respond to a variety of natural hazards to ensure the most vulnerable residents in their communities are kept safe.

RIO DE JANEIRO, BRAZIL

During the summer of 2016, GM&B and Rio de Janeiro shared best practices for tackling the public health threat of the Zika virus. Having both experienced the shock of Zika, they exchanged approaches for limiting its spread, such as neighborhood inspections for mosquito breeding grounds.



BOULDER

Realizing the Resilience Dividend Workshop
 GM&B CROs and Budget Directors participated in the October 2017 “Realizing the Resilience Dividend” workshop where they exchanged best practices on advancing resilience through public finance, municipal budgeting, and capital improvement planning with other US cities

CITIES: BOULDER, DALLAS, HONOLULU, MINNEAPOLIS, NEW ORLEANS, NORFOLK, PITTSBURGH, SAN FRANCISCO



LONDON/BELLAGIO

City Water Resilience Approach

Through the 100RC Network, GM&B joined Amman, Jordan; Cape Town, South Africa; Hull, United Kingdom; and Mexico City, Mexico in developing and piloting a City Water Resilience Approach to enhance water security and protect against water-related shocks and stresses through a holistic evaluation of water resources and management practices

CITIES: AMMAN, CAPE TOWN, HULL, MEXICO CITY



SANTIAGO DE CHILE

Building Resilience at the Metropolitan Scale

In December 2017, the GM&B team joined other 100RC member cities in Santiago de Chile to share experiences, tools and, tactics that build resilience at a metropolitan scale through regional, inter-governmental partnerships and collaboration

CITIES: BARCELONA, BUENOS AIRES, GREATER MANCHESTER, JAKARTA, PARIS, SANTIAGO DE CHILE, SANTIAGO DE LOS CABALLEROS, SYDNEY

GLASGOW
 HULL
 GREATER MANCHESTER
 LONDON
 PARIS
 BELLAGIO
 BARCELONA

AMMAN

JAKARTA

CAPETOWN

SYDNEY
 MELBOURNE

MELBOURNE, AUSTRALIA

Metropolitan Melbourne is developing a resilience training program for local government employees across the region to equip them with the knowledge and resources to incorporate resilience into their day-to-day responsibilities, which include implementing policies intended to address shocks and stresses, often with limited resources.



PHASE I



Agenda Setting Workshop



FALL 2016

We Listened + We Learned

- ◆ 70% of 34 GM&B municipalities and the County Interviewed
- ◆ 200 Participant Agenda Setting Workshop
- ◆ 2,031 Resilience Priority Survey Responses
- ◆ 118 Participant Subject Specific Meeting
- ◆ 491 Participant Interactive Focus Group
- ◆ 403 Focus Area Survey Responses
- ◆ 5 100RC Network Collaboration Events



PHASE II



Preliminary Resilience Assessment



SUMMER 2017—SUMMER 2018

We Discovered

- ◆ 175 Participant Phase II Kick-Off
- ◆ 6 Discovery (Focus) Areas
- ◆ 34 Discovery Area Meetings
- ◆ 245 Participant Subject Matter Input
- ◆ 9 GM&B Collaboration Events





PHASE III



GM&B
Resilient305
Strategy

RESILIENT305 PROCESS

GM&B's Resilient305 Strategy development process has been an extensive multi-year effort. GM&B has worked closely with 10ORC through two phases, with a third— implementation—still to come. Through the first phase GM&B reviewed and analyzed its resilience challenges alongside multiple partners, culminating in a preliminary resilience assessment. The second phase gave GM&B the opportunity to review priority resilience areas in more detail in order to establish realistic actions.

Throughout this process GM&B has engaged thousands of stakeholders that reflect a wide range of expertise, ages, ethnicities, cultures, income levels and geographic areas to help shape the Resilient305 Strategy. This inclusive process allowed GM&B to work with residents and subject matter experts through community meetings, surveys and focus groups. As a result of this dialogue, GM&B has developed a communications plan and engagement toolkit for the implementation phase of the Resilient305 Strategy.

As phase three begins, GM&B recognizes that implementing each of the actions within the Resilient305 Strategy will require a dedicated effort from a team that we call Progress, Innovation, and Vision for Our Tomorrow (PIVOT). The PIVOT team will oversee the prioritizing, implementation, and monitoring of progress on the Strategy. More information on PIVOT and how we are putting the plans to work can be found in the section called "Implementation."



SPRING 2019 We Implement

- ◆ Work with our municipal partners, community organizations, universities and residents to implement the Resilient305 Strategy and build on the Resilient305 movement.



RESILIENT305 VISION

GM&B has organized the Resilient305 Strategy into three goal areas.

PLACES aims to address place-based challenges by:

- ◆ Enhancing climate resilience through design and planning;
- ◆ Creating, connecting, and improving mobility and housing options; and
- ◆ Safeguarding ecosystems.

PEOPLE aims to improve the lives of our residents everyday by:

- ◆ Supporting job and wealth creation;
- ◆ Addressing specific health needs for the most vulnerable; and
- ◆ Preparing and empowering neighborhoods to anticipate and respond to disruptions.

PATHWAYS aims to enhance collaboration and committed leadership by:

- ◆ Setting common and equitable goals;
- ◆ Developing shared resources; and
- ◆ Working with our neighbors to succeed across boundaries.

Each of the three goals of People, Places, and Pathways, has objectives that help organize actions within the goals. Many of the actions have case studies and spotlights that accompany a specific action to spotlight project examples and action leaders separate of the GM&B partnership.

The actions build on existing efforts or address program and policy gaps to further resilience in the GM&B region.



PLACES

OBJECTIVES

- ◆ Enhance Natural Systems
- ◆ Safeguard Urban Systems
- ◆ Create Mobility Options
- ◆ Increase Energy Efficiencies
- ◆ Enhance Housing Options

19
actions

5
spotlights

11
case studies



PEOPLE



OBJECTIVES

- ◆ Cultivate Financial Stability
- ◆ Advance Public Health Priorities
- ◆ Strengthen Community Response
- ◆ Communicate the Concept of Resilience



22 actions | **13**  spotlights
8 case studies



PATHWAYS



OBJECTIVES

- ◆ Pre-plan for Post Recovery
- ◆ Cultivate Resilience Expertise
- ◆ Leverage our Experience
- ◆ Develop Shared Resources
- ◆ Leverage our Dollars



18 actions | **6**  spotlights
9 case studies



HOW TO READ THE ACTIONS

OBJECTIVE

Steps that GM&B plans to take to tackle each goal.

ACTION

Specific policies or programs that GM&B and its partners will deploy to help achieve resilience goals.

PERFORMANCE METRICS

How we will track performance over time.

COLLABORATORS

Key public, private, nonprofit, and civic collaborators that will implement Resilient305 actions in the years ahead. Partnership is not exclusive and is meant to be a starting point.

FUNDING

Identifies whether the action is funded, partially funded or unfunded, identifying sources where possible.



OBJECTIVE:
CREATE MOBILITY
OPTIONS

ACTION:
IT'S ELECTRIC

HOW THIS WILL HELP US

- ◆ Improves air quality
- ◆ Reduces greenhouse gas emissions
- ◆ Streamlines government processes
- ◆ Improves financial planning

PERFORMANCE METRICS

- ◆ Number of GM&B municipalities requiring EV infrastructure in building code
- ◆ Number of EVs in municipal fleets
- ◆ Number of EV chargers countywide
- ◆ Tons of greenhouse gas emissions from private cars
- ◆ Number of registered EVs

KEY COLLABORATORS

LEAD: Miami-Dade County

- ◆ Miami-Dade County
- ◆ GM&B municipalities

FUNDING

Partially funded by Electrify America.



DESCRIPTION

Since 2013, electric vehicle (EV) ownership in Miami-Dade County has increased by 450 percent. After California, Florida leads the country in number of registered EVs; by 2030, Florida is expected to reach 30 percent market penetration. To prepare for and catalyze the growth of the EV market, GM&B will enact policies that support development of EV infrastructure (like chargers), seek opportunities to introduce EVs into municipal fleets, and engage in knowledge sharing and best practices and a unified network.

One perceived barrier to greater deployment and use of EVs is an inadequate number of publicly available chargers. GM&B partners will pass legislation to require the capability in newly built parking structures to set the foundation for EV infrastructure growth. Additionally, GM&B municipalities with existing EV policies and programs will share their experiences and best practices with other GM&B municipalities to address common concerns and issues. Collective commitment and investment is needed to ensure an EV transition that will not only significantly reduce vehicle emissions but also reduce governments and residents operations costs.



CASE STUDY ELECTRIFYING THE FLEET

In 2015, the City of Coral Gables began drafting its 10-year Sustainability Management Plan to provide a framework on creating a more sustainable and resilient community. One of the goals established in the plan was to reduce gasoline and diesel fuel use 20 percent below 2013 levels by 2025. One way the City has focused on achieving this goal is integrating EVs into its City fleet. The City established an FY 2021 goal of 78 EVs, which represents 60 percent of their administrative fleet. The City purchases these EVs via a statewide procurement contract and has supported the fleet by installing dedicated EV support equipment at its maintenance facility, City Hall parking lot, and municipal parking garages. In 2015, the City began purchasing EVs and currently has a total of 43 EVs in its fleet, making it one of the largest government EV fleets in Florida. The City has been able to fund this through its annual vehicle replacement budget. The installation of 22 charging stations, with a goal of expanding to 43 by 2021, has enabled and inspired the community to start transitioning away from traditional gasoline powered vehicles.

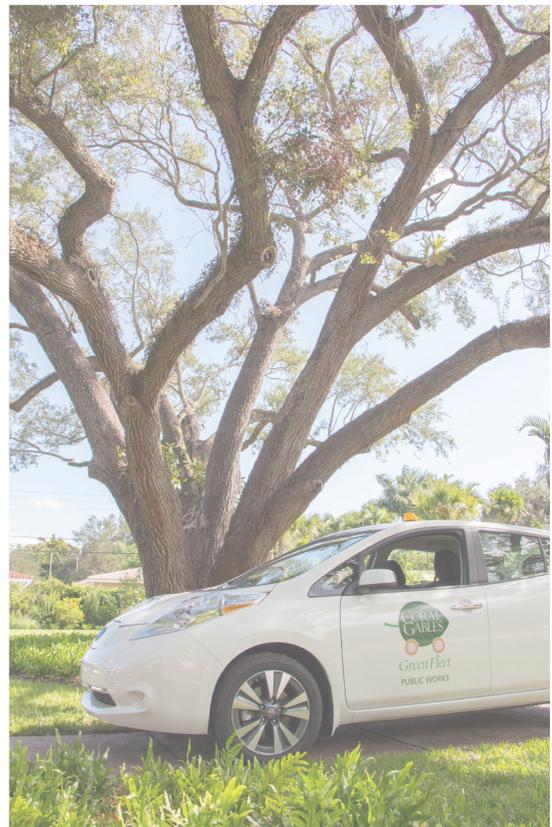


Photo Credit: City of Coral Gables



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penetration. To
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