

# Discovery Areas



# RESILIENT GREATER MIAMI & THE BEACHES

## Discovery Areas

The Resilient GM&B team has engaged residents and organizations to **prioritize Discovery Areas for further investigation.**

The Discovery Areas outlined in the following pages are the **framework for our next body of work.** They will help us **understand risk, recognize connections, and focus on data.**

Here is what we have learned:



# Building On Our Strengths

## Discovery Areas

**We are proud of our rich cultural diversity.** This is one of our greatest strengths. Diversity with real dialogue and strong relationships result in great opportunities.

We are a **series of neighboring communities** with distinct challenges and opportunities from neighborhood to neighborhood or from one side of the highway to the other. We crisscross each other from Little Havana to Homestead.

How do we stop and connect? **How do we empathize and uplift?** How do we create a cohesive GM&B community of communities? A beautiful mosaic or quilt – that can stand alone, **but is so much stronger together?**

**We propose six Discovery Areas.**



# Discovery Areas



## RESILIENT GREATER MIAMI & THE BEACHES

Living with Water:

Innovative Infrastructure Investments

Advancing + Adapting:

How We Live + Move

Building Prosperity:

An Economy for All

A Thriving Community:

Safe Neighborhoods  
+ Healthy Neighbors

Robust Recovery:

PREPlanning for  
POSTRecovery

Leadership for Tomorrow:

Staying Ahead  
of the Curve



# Cross-Cutting Themes

# Discovery Areas

The six Discovery Areas are inter-related. Our systems need to be modernized and moved away from typical silos to more collaborative, creative, and entrepreneurial solutions. We therefore propose **three Cross-Cutting Themes** across each Discovery Area.



# Cross-Cutting Themes

- Too many of us are struggling just to find living-wage jobs, affordable housing, and feel safe in our neighborhoods, therefore we need to address **Social Equity** head on.
- These complex matters require a multidisciplinary approach and must incorporate **Innovation and Technology**.
- As an **Intergovernmental Collaboration** from the start, GM&B has an opportunity to seek solutions that involve multiple public and private sector partners.

# Discovery Areas



# Living with Water

## Innovative Infrastructure

**SITUATION:** Southeast Florida is vulnerable to sea level rise due to its **low elevation**, **unique geology**, and the **density of coastal development**. However, there are many **opportunities for innovative adaptation** with mangroves, dunes and parks, and innovative building materials and designs.

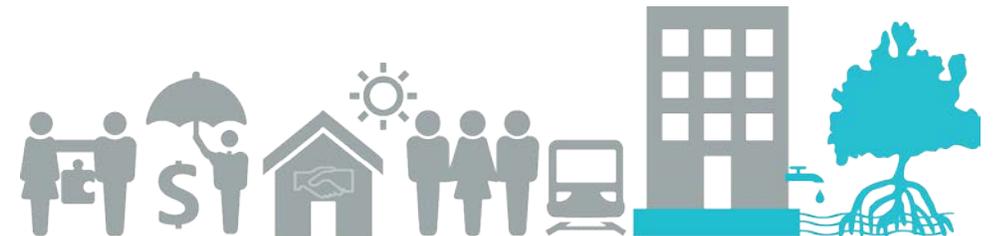
**INTENT:** This discovery area will focus on **investing in natural and man-made infrastructure** to rise above and learn to live with water to create a more resilient community in the face of storms and sea level rise.



# Connecting Context to Discovery

## Living with Water Innovative Infrastructure

While we are a **subtropical region**, famous for our **connections to water**, we are also a low-lying region, **vulnerable to flooding, sea level rise** and **coastal erosion**. We are leading **innovative infrastructure investment** in some areas, but **aging infrastructure** is a both a concern and an **opportunity to rebuild in better ways** that **enhance our people and environment**.



# Connecting Context to Discovery

## Living with Water Innovative Infrastructure

We can build upon vulnerability assessments, architectural innovation, solutions that **incorporate gray and green infrastructure**, the **strong Florida Building Code** that requires construction to withstand Category 5 hurricanes. We can point to the **Southeast Florida Climate Change Compact** as a testament to **collaborative leadership** for climate change, but **social equity** needs more work. **Climate change, environment and water management** were top priorities in our questionnaire.



- **Coordinated and Committed Planning:** How do we proactively plan, coordinate, and use consistent data and communications strategies across governments and the private sector to address sea level rise risks?
- **Funding:** How do we utilize existing budgets and leverage innovative financing and funding mechanisms to equitably implement adaptation projects and improvements to aging infrastructure?
- **Natural Systems:** How do we use emerging science to plan for and manage sea level rise impacts on coastal erosion and natural ecosystems?





# Advancing + Adapting

## How we live and move

**SITUATION:** Residents spend too much time **commuting**, and **struggle to find reasonably priced housing** that fits their needs. We are the **Gateway to the Americas** with the one of the largest **international airports** and the **top cruise port in the U.S.**, wages are lower than the national average, and housing costs are high.

**INTENT:** This discovery area will focus on **improving livability, affordability, and connectivity** in GM&B.



# Connecting Context to Discovery

## Advancing + Adapting How we live and move

We have strong, well-developed, **international transportation assets** with well-developed supporting networks for goods. However, for **people trying to get from home to work**, our public transit and roads are **overtaxed and unreliable**. We are densely populated, geographically large, and a high growth region, which places stresses on **housing access and affordability** and causes even more **traffic & transportation** stress. International investment makes our real estate more expensive than **local communities** can afford. **Transportation and housing** have been top concerns through stakeholder engagement.



- **Equity:** How can we work with the SMART Plan consortium to integrate **social equity issues** such as ensuring adjacent neighborhoods to the corridors **include affordable housing and mixed use development**?
- **Integrate:** How do we integrate **innovative housing and job opportunities into future transportation** planning activities, **while addressing existing social equity issues**, diversifying existing housing stocks, and avoiding future risk from flooding and sea level rise?
- **Collaborate:** How do we **improve intergovernmental collaboration** among public and private entities producing affordable housing to **promote the production of mixed-income and mixed use developments**?





# Building Prosperity An Economy for All

**SITUATION:** Our **economy lacks diverse**, highly paid and living wage jobs. Our **poverty rate is above the national average**. We are a **city of immigrants** with a constant influx of people moving here for a better life.

**INTENT:** The discovery area will focus on **workforce development, expanding and diversifying job supply, and education**.



# Connecting Context to Discovery

## Building Prosperity An Economy for All

We are an international tourism destination, but our **economy is over reliant on lower paying service oriented jobs**. Our economy would benefit from diversity that offers higher paying wages to help people better afford high housing costs. **Educational attainment is improving** however schools have difficulty attracting teachers due to **high cost of housing**, and education is challenging given GM&B's **complex demographics**. **52% of Greater Miami and the Beaches is foreign born**. Overall, our focus groups across diverse **communities** felt that our greatest weakness is GM&B's ability to **“support livelihoods and employment.”**



- **Priorities:** How do we ensure that our economic and workforce development programs are addressing the dramatic disparities that exist between our racial and ethnic groups?
- **Innovation:** How could technology, private, civic and government sector **partnerships** help our workforce development programs to better **address the needs of our most vulnerable?**
- **Opportunity:** How do we **leverage the major investments in infrastructure to ensure local and inclusive access** to the resulting business and job opportunities?





# A Thriving Community Safe Neighborhoods + Healthy Neighbors

**SITUATION:** Significant pockets of our community suffer from **violence, crime, addiction, and poor health**. Climate change and globalization have intensified public health concerns to South Florida such as **Zika**.

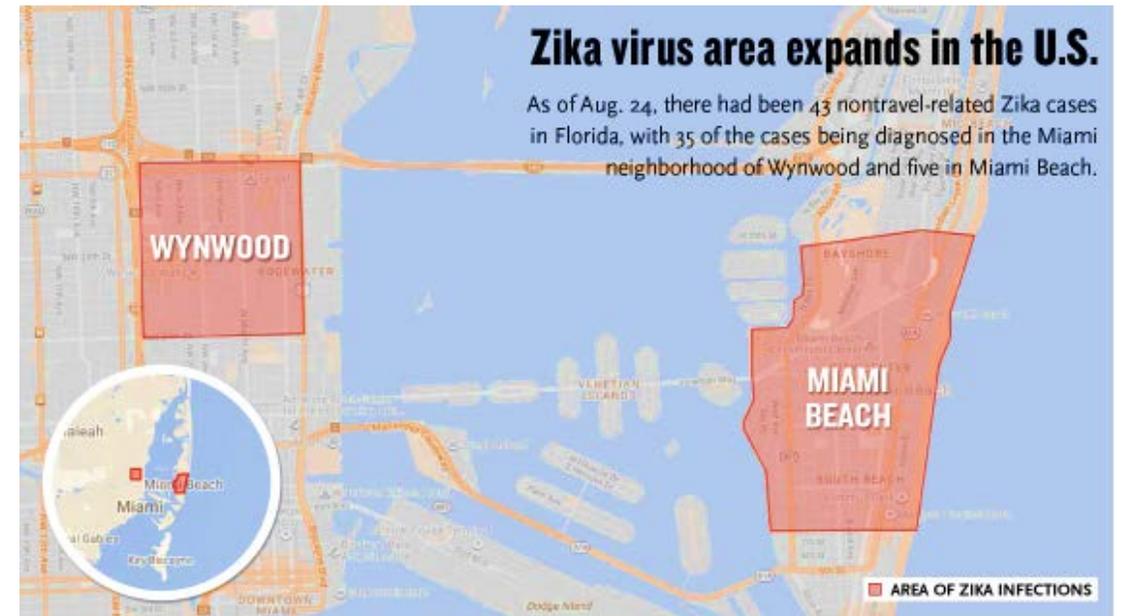
**INTENT:** This discovery area will **examine these issues of safety, youth violence, pandemics, and public health**.



# Connecting Context to Discovery

## A Thriving Community Safe Neighborhoods + Healthy Neighbors

Our geographic location, climate, and position as an **international port city**, makes us highly vulnerable to **international crime, drug activity**, and vector-borne illnesses like **Zika**. Our **poverty rate is higher than the national average**, and is made worse by the chronic lack of affordable housing. We also face **high rates of endemic crime** especially in communities with high rates of **poverty and associated socioeconomic indicators**.



Source: *The Miami Herald*



# Connecting Context to Discovery

## A Thriving Community Safe Neighborhoods + Healthy Neighbors

We have the highest **Affordable Care Act enrollment in the country** and a **significantly poor and undocumented population** that do not or cannot access preventative care and social services. A thriving community depends heavily on building economic prosperity for all and adapting and advancing the way we live – to provide needed **housing, transportation, health access and living wage** improvements, especially in our **poor and vulnerable neighborhoods**, where historic distrust towards government and leadership is often deeply entrenched.

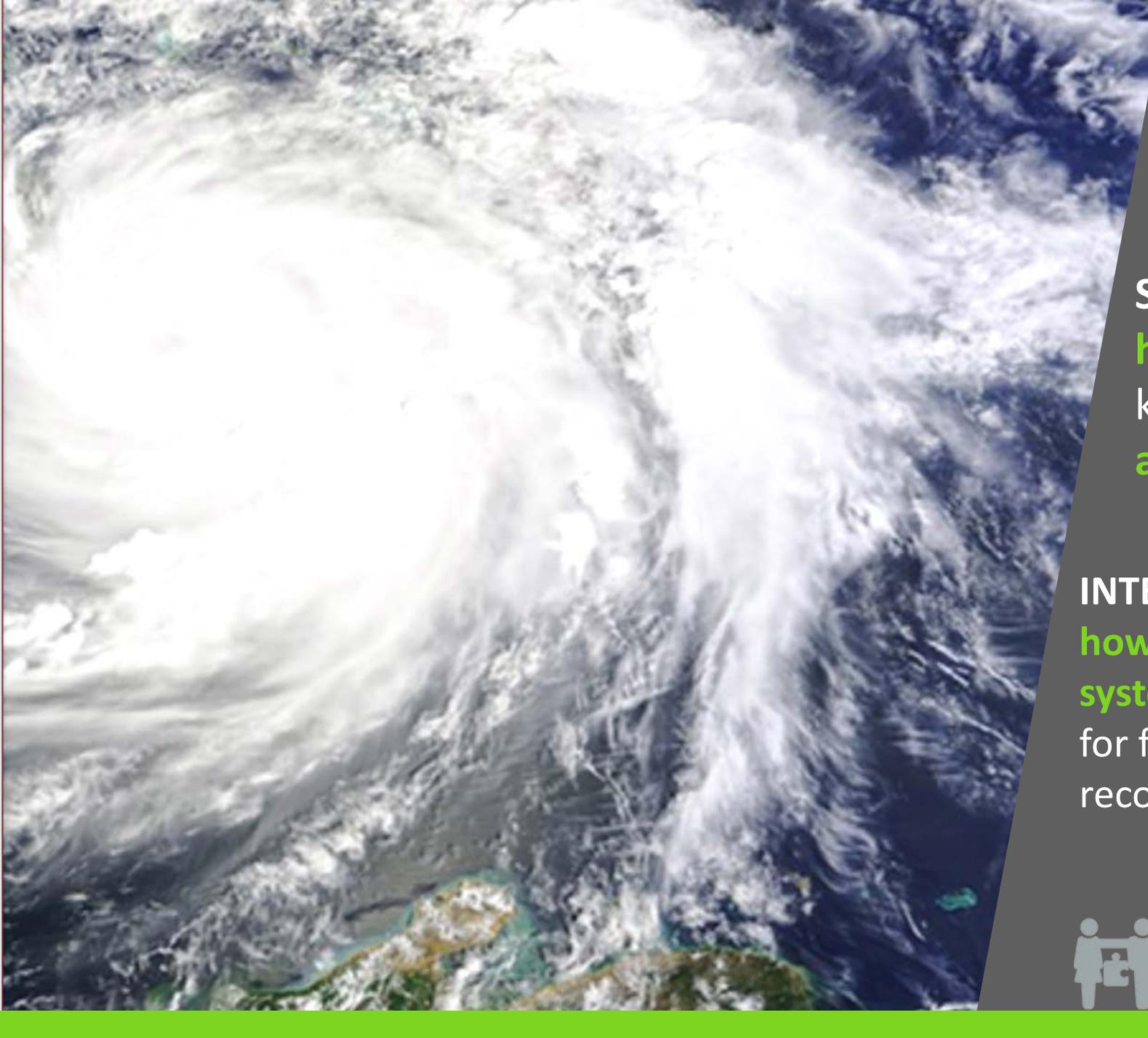


# Pending Questions for Phase II

## A Thriving Community Safe Neighborhoods + Healthy Neighbors

- **Advance:** How do we elevate, accelerate, and integrate the work products of our university and other partners to better prepare our systems to prevent, respond to, and recover from changes in public health due to climate change, globalization, and urbanization?
- **Equity:** How can we prioritize neighborhood enhancements, engagement and access to opportunity in neighborhoods experiencing high incidences of violent crime and poverty?
- **Intervention:** What sort of cross sector, data-driven and/or technology-based interventions could be effective to respond to the root causes of the opioid and HIV epidemics?





# Robust Recovery

## PREPlanning for POSTDisaster

**SITUATION:** We are **vulnerable to hurricanes and flooding** but well-known throughout the nation for our **advanced emergency management.**

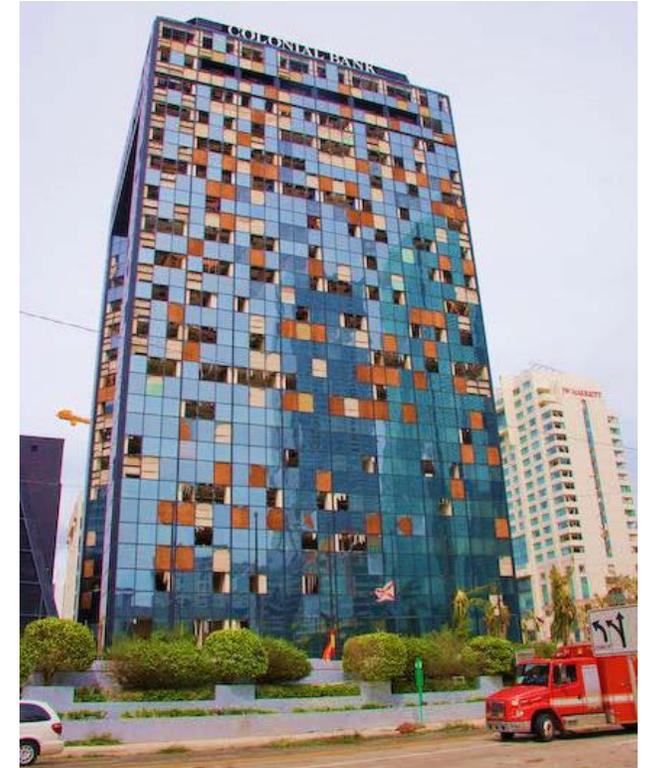
**INTENT:** This discovery area focuses on **how to change our culture and policies, systems, and insurance structures** now for faster, more affordable, and smarter recovery in the event of a disaster.



# Connecting Context to Discovery

South Florida is vulnerable to **hurricanes and flooding** but these risks have strengthened our **emergency management**, preparation and response systems . We have learned that building upon this strong foundation will accelerate **robust recovery**. In order to **help neighborhoods** recover quickly and **equitably**, we need to **strengthen private and public sector commitments**, focusing our attention on **collaboration and innovation** to protect **our greatest assets: our people and our places**. Financially, we must design our **recovery contracts, finances, and insurance** to reduce the financial and human impacts of **shocks** and **stresses**. As we envision risk reduction in the future, we must **consider new land use approaches**. Greater Miami and the Beaches desire to bounce forward, not just bounce back.

## Robust Recovery PREPlanning for POSTDisaster



# Pending Questions for Phase II

## Robust Recovery PREPlanning for POSTDisaster

- **Structure and Systems:** What plans and policies can we put in place now for post-disaster rebuilding to **protect our tax base** and allow for **fast and smart response and recovery**? What systems and services do we need and how are these systems interdependent?
- **Culture & Social Equity:** How do we create a **culture of pre-disaster readiness and planning** among individuals, businesses, and governments? How do we create **customized tools** targeted to **diverse audiences with distinct needs**?
- **Disaster Finance & Innovation:** What kind of financing mechanisms do organizations and residents need to rebound quickly? How can we improve **insurance affordability** to ensure that adaptive measures are reflected in **reduced risk, and to optimize recovery** through insurance and financing for governments, residents, and businesses?

*“Our goal is to bounce forward, not just bounce back.”*

*—Coastal Assistant City Manager*





# Leadership for Tomorrow

## Staying Ahead of the Curve

**SITUATION:** We have **2.7 million people** and growing, **35 mayors**, approximately **1.2 million registered voters**, **12 million tourists**, and more than 2000 square miles.

**INTENT:** This discovery area will focus on **how to build consensus, collaboration, and courage** across organizations and communities to address shocks and stresses and **turn challenging systems designed for the past upside down.**

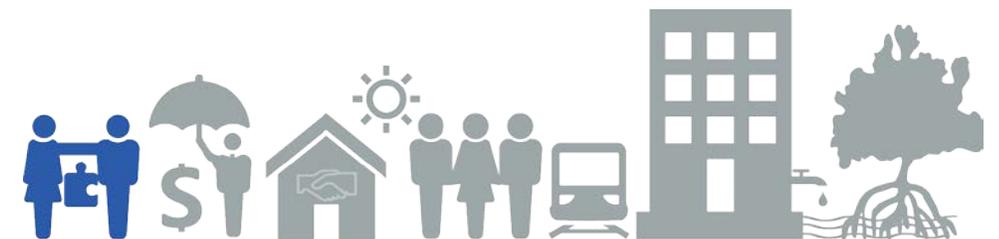
@FIUinstagram



# Connecting Context to Discovery

## Leadership for Tomorrow Staying Ahead of the Curve

The GM&B **collaboration is comprised of three separate government entities**. GM&B also has 31 additional municipalities as well as state and federal partners to determine the best ways to address complex shocks and stresses such as: **transportation, housing, economic shocks, and poverty**. GM&B has strong partnerships to address sea level rise and disasters such as the Southeast Florida Climate Change Compact, **the Local Mitigation Strategy, and the Urban Areas Security Initiative**. However, **our complex dynamic often creates a collaborative Rubik's cube**.



- **Collaboration:** How do we **modernize** the way government does business, given the threats we face? How do we **create, organize, and commit** a culture of interdisciplinary and interjurisdictional **collaboration** around resilience? How do we use GM&B as the model for better city-county coordination? How do or can cities better access the county to know what projects are happening and how cities can help and participate? What legislative changes are needed to achieve more integrated practices?



- **Data & Innovation:** How we expand and innovate sophisticated use of data in government operations such as **open data, performance management, chief innovation officers, and smart cities** to inform the decision-making process? How do we build **smart decision-making** for resilience?
- **Engagement & Social Equity:** How do we expand **effective public participation** with all residents, businesses, and community groups?

