



GREATER MIAMI
& THE BEACHES

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WHO IS GREATER MIAMI AND THE BEACHES?

Greater Miami & the Beaches (GM&B) is a unique collaboration among Miami Dade County, City of Miami Beach and City of Miami created to respond to global trends major metropolis' face: urbanization, globalization and climate change, among others. Last spring, after a competitive process, GM&B was selected to join 100 Resilient Cities.

WHO IS 100 RESILIENT CITIES?

100 Resilient Cities, also referred to as 100RC, is an organization pioneered by the Rockefeller Foundation. 100RC is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. 100RC provides expert consultant support to develop a Resilience Strategy for GM&B. 100RC Cities have access to \$200 million in resilience solutions over the next two-years as well as access to the network of peer cities.

GREATER MIAMI AND THE BEACHES RESILIENCE STRATEGY

WHAT IS RESILIENCE?

Resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Resilience planning is about making a city better, in both good times and bad, for the benefit of all its residents and visitors, particularly the poor and vulnerable.

WHAT ARE SHOCKS AND STRESSES?

Acute shocks are sudden and sharp events that threaten a city such as infrastructure failure or hurricane. Chronic stresses such as poverty and social inequity weaken the fabric of a city on a day-to-day or cyclical basis.

WHAT IS MY ROLE?

The Agenda Setting Workshop described overleaf is the first opportunity for jurisdictions, community organizations, businesses and the community to get involved. While there were over 200 participants and 100 relevant organizations represented at the workshop, the GM&B aims to further participation including representation of vulnerable entities through continued education, engagement and participative workshops as part of the Resilience Strategy Development Process.

THE CITY RESILIENCE FRAMEWORK

The City Resilience Framework (CRF) provides a lens to understand the complexity of cities and the drivers that contribute to their resilience, and a common language that enables cities to share knowledge and experiences. The CRF is built on four essential dimensions of urban resilience: Health & Wellbeing; Economy & Society; Infrastructure & Environment; and Leadership & Strategy. Each dimension contains three "drivers," which reflect the actions cities can take to improve their resilience.

MAYORS DISCUSSION

GREATER MIAMI AND THE BEACHES AGENDA SETTING WORKSHOP SUMMARY

WORKSHOP SUMMARY

On September 29, 2016 GM&B 100 Resilient Cities Agenda Setting Workshop was held to engage planners, architects, engineers, faith leaders, community, and not-for-profit groups in the region in thinking about building a collaborative platform for the future resilience strategy. The intent of the workshop was to develop participants' understanding and exposure to resilience thinking as well as review the issues that GM&B is facing. The workshop was held in the midst of the Zika pandemic, and shortly before Hurricane Matthew was due to land on the Florida coast, highlighting the need for GM&B to be ready to react to both new and recurring shock events. Shocks like these can have lasting impacts on the economy of the region, and can disproportionately affect vulnerable populations.

SHOCKS AND STRESSES PRIORITIZATION

Participants discussed and prioritized shocks and stresses faced by GM&B at each table. Discussion included interpretation of the severity of various shocks and stresses, whether the issue was localized and what potential consequences could be; comparing the potential impacts of hurricanes, the 2007-2009 economic recession and the crippling effects that infrastructure failure can have.

Discussion leading up to the prioritization of the stresses included the lack of an adequate mass transportation system which results in current day congestion as well as the potential catastrophic effects sea-level rise will have on GM&B in the future and the uncertainty associated with aging infrastructure.

Other issues discussed included racism and how it differs from other US cities given GM&B is predominantly Hispanic; increasing temperatures resulting in increased energy costs (so an economical concern rather than an environmental concern), and finally that infrequent, public health events have potential to create great havoc on the economy as they will impact the tourism economy. The top shocks and stresses are identified summarized in the column on the following page.

During the Agenda Setting Workshop, the three mayors – Mayor Gimenez from Miami-Dade County, Mayor Regalado from the City of Miami, and Mayor Levine from the City of Miami Beach – participated in a moderated panel.

Mayor Gimenez started by noting that *"It is a priority to educate individuals... to teach them that resiliency is not solely an environmental-based issue."*

Mayors noted that socioeconomic priorities such as public safety, quality of life, a growing and diverse economy, are key priorities for the region. Each of these priorities needs to be maintained in the context of the recent shocks and stresses such as the Zika pandemic, sunny day flooding, sea-level rise, transient population influxes and transportation congestion.

"In the last six years, the City of Miami has gained 80,000 new residents in its downtown area alone." –Mayor Regalado, City of Miami

"We have almost become 'Biblical' mayors, Zika representing plagues of locusts, and sea level rise representing the Flood." –Mayor Levine, City of Miami Beach

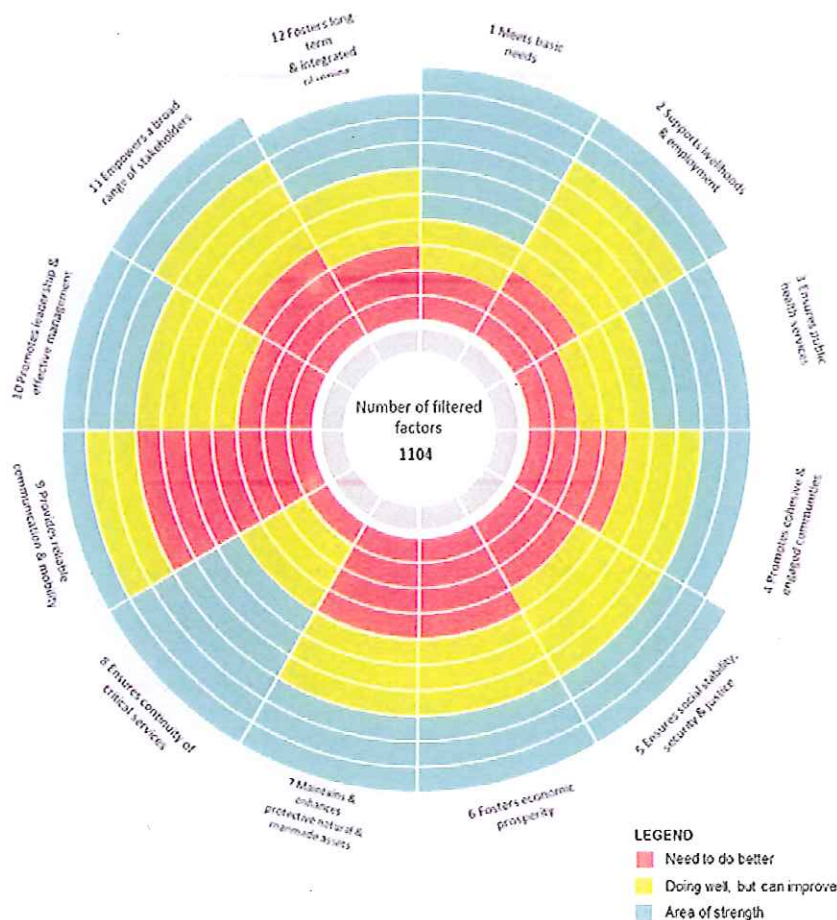
SESSION SUMMARY

The GM&B workshop included four participatory sessions at 17 separate tables of 10, each guided by a local facilitator. Each of the workshop sessions were designed to help underline a stronger cross disciplinary understanding of the complex and chronic issues faced by GM&B as well as an awareness of the need for response and preparedness to the more familiar acute shocks.

WORKSHOP SESSION SUMMARY

CITY RESILIENCE DIAGNOSTIC

Participants examined the relative strengths and weaknesses across GM&B in terms of the 12 drivers that make up the City Resilience Framework. Participants had rich discussions to reach consensus, sharing contrasting examples across the region. Highest and lowest ranked performers are identified in the circular graphic below and summarized in the column to the right.



RESILIENCE PROJECT REVIEW

Each of the tables was given one of the six corridors from the Metropolitan Planning Organization's Strategic Miami Area Rapid Transit (SMART) plan which identifies a potential mass transit route as part of a resilience review. Participants were asked to consider how the project could be designed under a flooding scenario and under a socio-economic scenario (lack of equity and affordable housing) to provide maximum co-benefits and resilience for the region, beyond that of simply reducing congestion. Across the workshop, regardless of corridor, participants noted that user access, pedestrian amenities and mixed-use buildings be located along the corridors to maximize ridership.

PRIORITIZED SHOCKS AND STRESSES

Shocks

- Hurricanes/Tornado (22%)
- Economic Crash (11%)
- Infrastructure Failure - Cyber Security/ Communications (9%)
- Infrastructure Failure - Transport/ Access (9%)

Stresses

- Inadequate Transportation System (15.5%)
- Sea Level Rise (15.5%)
- Aging Infrastructure (15.5%)
- Lack of Affordable Housing (14%)
- Access to Quality Education (7%)

STRENGTHS AND WEAKNESSES

Strengths

- Ensures continuity of critical services (21%)
- Meets basic needs (14.5%)
- Fosters long-term and integrated planning (10%)

Weaknesses

- Provides reliable communications and mobility (31%)
- Empowers a broad range of stakeholders (12.5%)
- Supports livelihoods and employment (8%)
- Ensures social stability, security and justice (8%)
- Provides and enhances natural and manmade assets (8%)



RESILIENCE PRIORITIES

GM&B was selected as a member of 100 Resilient Cities in part based on priorities noted in their application:

Shocks

- o Hurricane + Typhoon + Cyclone
- o Infrastructure Failure
- o Coastal Flooding
- o Rainfall Flooding

Stresses

- o Rising Sea Level + Coastal Erosion
- o Overtaxed + Unreliable Transportation System
- o Pronounced Poverty
- o Lack of Affordable Housing

SUMMARY AND NEXT STEPS

NEXT STEPS

The team is comprised of CROs and Deputy CROs from Miami-Dade County, the City of Miami, and the City of Miami Beach leadership from 100RC and GM&B's strategy partner, AECOM. This group continues to work together on the next phase of the 100RC Strategy Development Process, building on the momentum generated by the workshop. At the workshop, many participants expressed interest to remain engaged throughout the process and the committee is eager to include and inform participants at critical points of the program.

As part of Phase I the team will develop a Preliminary Resilience Assessment - a baseline of the current state of resilience of GM&B to the shocks and stresses described above through further interviews, workshops and surveys. Further research, technical analysis and engagement in Phase II with a wide range of stakeholders will then help the team develop a resilience strategy with both short and long terms actions to address the most critical challenges identified in Phase I. The preliminary schedule targets the strategy being launched in early 2018.

SESSION DIALOGUE

"(GM&B has the) Commitment and discipline to tackle complex problems... and change priorities as needed... it is nimble enough to set a new direction, since a common characteristic of initiatives is the complexity and required long-term implementation... however follow-through is needed... there is a need for change in how we do business...from response to preparation." -Workshop participant

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