

100 RESILIENT CITIES

PIONEERED BY THE
ROCKEFELLER FOUNDATION

305
RESILIENT

RESILIENT
GREATER MIAMI
& THE BEACHES

Welcome to Resilient305

Where are you from? We hear this question every day, all over South Florida. Some of us are from up north and came to thaw out. Some of us are from countries to the south and came to escape turmoil. Wherever we came from and for whatever reason, we now call South Florida home. We savor the unique culture our diversity has created as well as its opportunities. And together, we face Florida's multitude of natural disasters—hurricanes, tropical storms and tropical depressions, tornadoes, wildfires, and floods.

Our resilience strategy—that is, planning for and dealing with such adversity—begins with and ends with our people, with you. We are surrounded by family and friends. We are part of neighborhoods, community organizations, businesses, and churches. The intricate systems and processes that support us—transportation, water, the environment, food, and energy—also connect us. However, we are a large, complex, and diverse region and sometimes individuals and communities fall through the cracks. This document is intended to address this and other resilience challenges through intergovernmental and community collaboration. This resilience strategy will build on our existing networks and endeavor to safeguard our people, our homes, and our livelihoods, so that no person, neighborhood, or business is left behind.

Resilience, for us, means providing the opportunity for every person and every community to bounce back after large-scale flooding events, hurricanes, or economic hardships, and to not only survive, but thrive in the face of sea level rise, expensive housing, challenging traffic, and uncertain labor markets. By connecting, engaging, and empowering every voice in our community, we will stand strong and share our unique South Florida story. Join us in this journey.



Tell us more...

Who was the Strategy created by?

The Resilient305 Strategy was developed by Greater Miami & the Beaches (GM&B), a unique partnership of Miami-Dade County, the City of Miami, and the City of Miami Beach. We came together to lead development of our community's resilience under the 100 Resilient Cities Network - Pioneered by the Rockefeller Foundation. Because the GM&B community is often referred to by our area code, "the 305" we thought it fitting that the document, GM&B's collaborative resilience building strategy, be titled Resilient305.

Throughout the process - in public meetings, surveys and focus groups - GM&B engaged thousands of stakeholders to help shape the Strategy and make sure it reflected the input from a wide range of people who have diverse areas of expertise, representing a wide variety of ages, ethnicities, cultures, income levels and geographic areas. This continued interaction will be key to ensure Resilient305 has broad impact. GM&B will continue to expand to include the remaining 32 municipalities, community organizations, and anchor institutions in implementation.

What is the Resilient305 Strategy?

This Resilient305 Strategy is a living document created to address resilience challenges we prioritized through intergovernmental and community collaboration. As our community continues to grow and evolve, the Resilient305 Strategy will encourage us to work together to better prepare for an increasing occurrence of shocks, such as hurricanes, and infrastructure failures, as well as better mitigate stresses, such as sea level rise and sunny day flooding, crippling traffic and severe economic inequities. Even during the strategy's planning process, our resilience was tested by the Zika outbreak and Hurricane Irma. We are stronger because of our experiences and have incorporated many of the lessons learned into the Strategy.

What challenges will the Resilient305 Strategy tackle?

Over 50 actions have been identified, developed and organized for the Resilient305 Strategy into three overarching goal areas: Places, People, and Pathways. To better define the actions that would be included in the Strategy, we focused on opportunities where we were best positioned to move the needle and separated them from those where we were better suited to complement the exceptional work that is already being done throughout various communities in the region.

We recognize that even our passion and dedication doesn't prevent some of our most vulnerable from falling through the cracks. We hope the Resilient305 Strategy will serve as a foundation in building a strong network focused on addressing equity gaps and elevating our vulnerable populations. We believe that together we have an opportunity to work differently and more effectively by promoting stronger leadership, closer collaboration, and better use of our resources.



RESILIENT305 VISION

Many of us came to this part of Southeast Florida because we were drawn by the beautiful natural environment, balmy climate and the surrounding clear waters of this sub-tropical paradise. Those same features today simultaneously pose threats and offer opportunities.

PLACES aims to address place-based challenges by:

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

Individual people are the heart and soul of resilient cities. If individuals do not have access to certain basic needs, their resilience is diminished and so too is the resilience of their neighborhoods and communities.

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

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

PATHWAYS is the strategic course we take to accomplish our goals by expanding our networks and sharing resources and tools. It is our “how to” guide. Through our PATHWAYS actions, we aim to build the connections, collaborations, and committed leadership needed to change the status quo, enabling GM&B to become a global leader in resilience. We can achieve this by setting realistic and common goals, and committing to actions that bring together governments, businesses, community organizations and educational institutions.

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



RESILIENT305 STRATEGY IMPLEMENTATION

PROGRESS, INNOVATION, AND VISION FOR OUR TOMORROW (PIVOT)

HOW THIS WILL HELP US

- ◆ Development of shared legislative priorities
- ◆ Increased understanding of resilience
- ◆ Streamline government processes

PERFORMANCE METRICS

- ◆ Number of actions underway
- ◆ Annual progress report

KEY COLLABORATORS

LEAD: Miami-Dade County

- ◆ The Miami Foundation
- ◆ GM&B Partners

FUNDING

Funded by The Miami Foundation and in-kind support from the GM&B partners and participating entities.



Over the last three years, while Miami-Dade County, the City of Miami and the City of Miami Beach were developing this unified Strategy as Greater Miami & the Beaches, each entity has been busy developing and implementing comprehensive strategies and action plans to build resilience within their jurisdictions. This includes integrating resilience into city and county-wide strategies, budgets, comprehensive plans, and emergency management plans; appointing resilience liaisons from key departments; developing and passing bonds to finance resilient infrastructure; passing policies and securing funds to accelerate the creation and preservation of affordable housing; improving and expanding mobility options; expanding economic opportunities and mitigating flood risks. The unified Strategy development process informed and strengthened how we approached building resilience within our own jurisdictions. The Resilient305 Strategy will now become the overarching link of our planning efforts and the foundation for not only our individual strategies, actions, and investments, but also for the other municipalities, businesses, institutions and community organizations within Greater Miami & the Beaches.

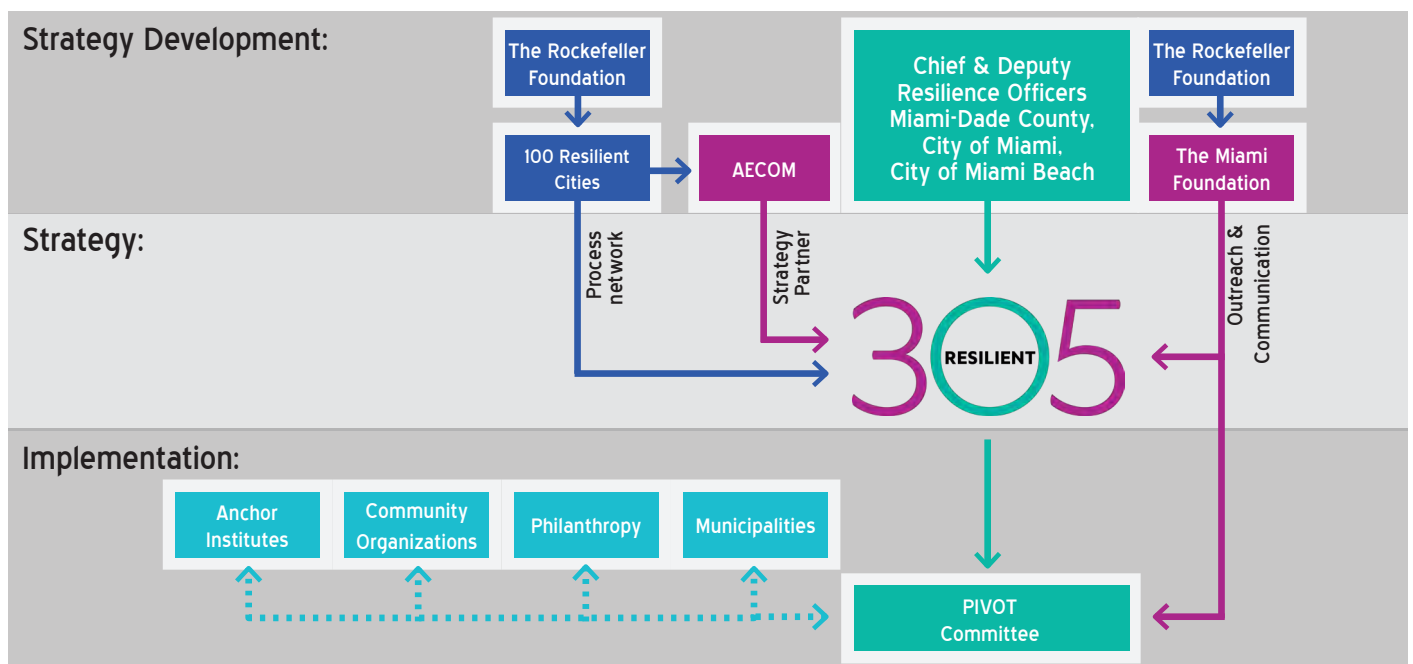
We recognize that implementing each of the actions within the Resilient305 Strategy will require dedicated effort from a team that we call PIVOT or Progress, Innovation, and Vision for Our Tomorrow. The PIVOT team will look at resources, timeframes, and priorities to develop a work plan and oversee implementation and strategy progress.



PIVOT TEAM

The initial PIVOT Team will be composed of a senior administrator and a Chief Resilience Officer (CRO) from each of the Greater Miami & the Beaches partners and a representative from The Miami Foundation. The CROs will continue to share management of the process and the appointed representatives will provide legislative and budget guidance for implementing the Strategy. The PIVOT team will ensure the region's diversity is reflected in actions undertaken by GM&B. Actions in the Resilient305 Strategy will be supported initially by staff resources from each entity and participating organizations.

As actions are undertaken, additional members from the community will be invited to join the PIVOT Team in support of the prioritized actions. The PIVOT Team will grow as additional GM&B municipalities and organizations join after they complete Action 45: Send your Boss to Boot Camp and designate a municipal CRO. Membership may also grow based on the stakeholders needed to help implement the Resilience Strategy actions. Committees will be formed over time, to address areas such as funding, communications, engagement for every action, legislative priorities, performance metrics, and equity.



PIVOT SUPPORT

Miami-Dade County and The Miami Foundation will closely collaborate to mobilize resources, maintain the budget, provide ongoing communications amongst relevant partners and the community, and promote implementation of the Strategy county-wide. Specifically, they will assist in establishing shared measurement practices and building partners' capacity to contribute and utilize resilience tools developed. This focused day to day work will help institutionalize resilience actions across municipalities and is essential to maintain public support and implement policy priorities.

PIVOT ACTIONS

The PIVOT Team will meet monthly, and CROs will report back to their respective Commissions with updates. Within the first six months of the Resilient305 Strategy release, the initial PIVOT Team will prioritize the first wave of immediate actions. The Team will create a monthly schedule of meetings, an initial workplan, and a communications plan for implementing the actions.

PIVOT BENEFITS

The PIVOT team will continue to share management of the process and the appointed representatives will provide legislative and budget guidance for implementing the Strategy. Team members will also be afforded the opportunity to collaborate with other organizations to promote resilience.

ACTION TIMEFRAMES

The table below sets out the actions included as part of Resilient305 and the associated timeframes for implementation. Ensuring each action is implemented according to this timeframe will keep momentum and energy, enable effective monitoring of performance metrics and will help build a resilient Greater Miami & the Beaches.

| Immediate (0-1 year) | | Short-term (1-5 year) | |
|----------------------|---|-----------------------|---|
| Action 1 | Preserve and Restore Biscayne Bay | Action 3: | Bolster Our Beaches |
| Action 2 | Build Reef Biodiversity and Defenses | Action 4: | Expand Nature-Based Infrastructure |
| Action 11 | Maximize Opportunity Zones | Action 5: | Integrate Resilience into Parks and Open Spaces |
| Action 32 | Pilot an Arrest Diversion for Opioid Users | Action 6: | Reduce “Back Bay” Flooding |
| Action 36 | Time to Volunteer | Action 7: | Implement Sea Level Rise Strategy |
| Action 39 | Get the 311 on Resilience for the 305 | Action 8: | Develop Sea Level Rise Checklist for Capital Projects |
| Action 41 | See it To Believe It | Action 9: | Create Development Review Checklist |
| Action 43 | Roll-out 5-Step Guide to Innovative Recovery Financing | Action 10: | Strengthen Resilience Planning |
| Action 44 | Bounce Forward 305 - Distribute Resilient Urban Land Use Essentials Guide | Action 13: | Design a Better Bus Network |
| Action 45 | Send your Boss to Bootcamp | Action 14: | Drive into the Future |
| Action 47 | Train Employees to be Resilient | Action 15: | It’s Electric |
| Action 50 | Create an Actionable Science Advisory Panel (ASAP) | Action 16: | Expand Renewable Energy |
| Action 52 | Create a Resilient305 ArcGIS Hub | Action 17: | Building Efficiency 305 |
| Action 55 | Plan Efficiently & Effectively Together | Action 18: | Stay and Live in the 305 |
| Action 57 | Leverage the Power of Purchasing | Action 19: | Redeveloping Resilient Public Housing |
| | | Action 20: | Build an Inclusive Economy |
| | | Action 21: | Train for Construction |
| | | Action 23: | Buy Local |
| | | Action 24: | Be Counted |
| | | Action 25: | Re-establish the Financial Capability Collaborative |
| | | Action 26: | Teach Kids to Save |



RESILIENT305 GOALS:



PLACES



PEOPLE



PATHWAYS

Short-term (1-5 year)

| | |
|------------|--|
| Action 27: | Expand Youth Career Opportunities |
| Action 28: | Break the Cycle of Youth Violence |
| Action 29: | Respect Our Elders |
| Action 30: | Update the Social Services Master Plan |
| Action 31: | Advocate for Mental Health |
| Action 33: | Accelerate Progress of HIV/AIDS Strategy |
| Action 34: | Advance Pandemics Communication |
| Action 35: | Increase Neighborhood Response |
| Action 37: | Prepare Your Property |
| Action 38: | Support Resilience Hubs |
| Action 40: | Create a K-12 Plan for Resilience Literacy |
| Action 42: | Pre-planning for Post-disaster Toolkit |
| Action 46: | Resilient 35 in the 305 Network |
| Action 48: | RISE to the Rescue |
| Action 49: | Collaborate with Universities |
| Action 51: | Resilience Accelerator Workshops |
| Action 53: | Share Bold Integrated Water Models |
| Action 54: | Employ a One Water Approach |
| Action 56: | Finance a Resilient Future |
| Action 58: | Pilot Resilience Financing Decisions Toolkit |
| Action 59: | Demonstrate Cost Benefits of Resilience |

Mid-term (5+year)

| | |
|------------|----------------------------------|
| Action 12: | Develop Mobility Hubs in the 305 |
| Action 22: | Promote Fair Chance Hiring |





Acknowledgements

The Resilient305 Strategy is a milestone that could not have been completed without the diversity and passion of our community. Thank you to all of our partners in this journey—we look forward to your roles evolving and shaping the implementation of the Strategy and actions within it.

A special thanks to everyone who has contributed time and knowledge in support of the Resilient305 Strategy.

Your Chief Resilience Officers,

SUSANNE TORRIENTE
CITY OF MIAMI BEACH



JAMES MURLEY
MIAMI-DADE COUNTY



JANE GILBERT
CITY OF MIAMI



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MIAMIBEACH
RISING
ABOVE



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