

## Introduction to Subsidiarity Matrix and Outline

Seven50 is an unprecedented opportunity to project a prosperous future for the seven counties of Southeast Florida. Sharing geography, climate and economic concerns, the region is influenced by government at the federal and state levels, as well as by decisions taken at county, municipal and more local levels.

To focus exclusively on the concerns that would benefit from regional decision-taking while supporting and not impeding higher or lower levels of governance, Seven/50 is employing a principle of organization called Subsidiarity.

Subsidiarity is a theory of governance that seeks to assign power to the group most competent to make a decision – a decision that belongs more properly with it rather than with a dominant central organization. Subsidiarity devolves control to the least central or most local level able to effectively perform the given function

The Subsidiarity Matrix illustrates this principle, assigning planning concerns to the various appropriate levels of government oversight (top line). The planning concerns (left column) have been derived from the Livable Communities goals of federal agencies that fund regional and local initiatives (HUD, DOT, EPA), and the State of Florida Chamber of Commerce Six Pillars of Economic Development. The blue column shows the concerns that might benefit from regional coordination, as distinct from federal, state or more local control.

The Subsidiarity Outline describes the regional concerns, and is structured as follows. The *observation* states an issue that is a current concern. The *discussion* presents the future trend. The *recommendations* are proposals for modifying the trend.

Seven/50 seeks input from the Work Groups to correct or elaborate on the concerns described in the Outline and to identify others to be added.

It is hoped that this document will be the guide for coordinated initiative across the region in its shared goal of sustainable and resilient prosperity.

## 1. AGRICULTURE

### A/1B AGRICULTURAL PRODUCTION & DISTRIBUTION

1 OBSERVATION: (present tense)

South Florida agriculture is a multi-billion-dollar-a-year industry that is an important employer and contributor to healthy living in the region. As the only sub-tropical growing environment in the U.S. it can be considered a national resource for priority protection.

DISCUSSION: (future tense)

Agriculture will continue to under-appreciated as a contributor to the region's economy and well-being, and risks to its continuing viability will increase, including limited market, encroachment by urban development, and climate change.

RECOMMENDATIONS: (imperative tense)

Establish a regional system to coordinate and promote agriculture in the region.

2 OBSERVATIONS: (present tense)

**Local food products cannot compete** in the market place with imports and agri-business distributors.

National trade policy enables importing of produce from countries with similar growing environments where wages and overhead costs are lower, and where chemical regulations are less rigorous.

National farm policy favors large agri-business.

Regulations impede home-grown food production and sales, such as raising chickens and selling eggs.

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### DISCUSSION: (future tense)

The region' farmers will continue to be subject to out-pricing by products from other countries, further impeding the business of farming and resulting in fewer working farms.

### RECOMMENDATIONS: (imperative tense)

Coordinate at a regional scale agricultural growers and sales to enable influence on policy and regulations at state and national levels, such as NAFTA, the Farm Bill, and USDA regulations.

Establish and support a regional system of farmers' markets to stimulate local distribution and sales, encourage local farming, and provide consumer access to local food products. (Barcelona)

Encourage purchase of local food by the region's institutions, such as schools, colleges and hospitals.

### 3 OBSERVATIONS: (present tense)

The region's **natural food sources**, such as fish habitat, are being damaged by environmental management practices.

Agricultural run-off in the Loxahatchee and St Lucie Rivers harms fish habitat in the Indian River Lagoon.

Emergency overflow events from Lake Okeechobee harm habitats in the St Lucie River and the Indian River Lagoon.

Agricultural run-off in northern counties enters the Everglades and adversely affects the fishing and tourist industries in Monroe County.

Heated water from nuclear plants damages nearby fish habitat.

### DISCUSSION: (future tense)

The continuing decline of fish habitat will result in diminishment of local fish

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stock, a local food source.

### **RECOMMENDATIONS: (imperative tense)**

Encourage and protect a sustainable and resilient regional agricultural ecosystem. Protect fish habitats with eco-system policies that control run-off, fertilizer and pesticide usage, and water quantity and temperature contamination.

### **4 OBSERVATIONS: (present tense)**

The **food distribution industry** favors mega-business growers to the detriment of the region's agriculture.

Buying and distribution practices by large-scale distributors and supermarkets disadvantage locally produced goods, limiting the market.

Farmers' markets represent a potential distribution alternative but are informal, once-a-week events without permanent location or infrastructure.

Regulations limit local growing, processing and sales.

### **DISCUSSION: (future tense)**

Local farmers, producers and distributors will continue to be impeded in bringing goods to market by mega-business distribution practices, by constraints on direct sales, and by lack of regional coordination and support.

### **RECOMMENDATIONS: (imperative tense)**

Create a regional food aggregator to assist selling products from small farmers to local consumers.

Encourage municipalities to allow food to be grown and processed in urban areas.

Expand Florida's new Cottage Food Legislation that allows unlicensed home kitchen production, to allow direct sales and higher gross sales.

5 OBSERVATION: (present tense)

**Agricultural lands are shrinking** due to metropolitan growth and increasing value of real estate, and are at risk in relation to the increased flooding of climate change.

DISCUSSION: (future tense)

Pressure to convert agricultural land into urban development will increase with population growth, resulting in permanent loss of farmland.

RECOMMENDATIONS: (imperative tense)

Encourage each county to establish a master plan for preservation of farmland through zoning, easements, purchase of development rights and transfer of development rights.

In northern counties, promote new urban development as agrarian urbanism, to preserve agricultural productivity, local character, view-sheds, and to add environmental value to the land, such as water recycling and filtration.

## 2. CLIMATE

### 2B CLIMATE ADAPTATION

1 OBSERVATION: (present tense)

**Storm events produce flooding**, in both urban areas and sub-urban areas where the land elevation is low.

DISCUSSION: (future tense)

Flooding will gradually increase in low-lying areas especially during high tides and storm events as an impact of sea level rise.

Storm-water systems will be increasingly taxed and will require improvement to maintain flood control.

Frequent flooding may discourage investment in coastal and inland low-lying real estate, as costs of maintenance, including insurance, increase.

Infrastructure and buildings not prepared for inundation will deteriorate.

Flooding may impact water quality, as potential effluent discharge will contaminate drinking water and coastal waters.

RECOMMENDATIONS: (imperative tense)

Expand the four county Climate Compact to include all seven counties of the region, to coordinate adaptation planning and implementation.

Initiate long-range planning at county and municipal levels for adaptation to increasing flooding, including geographically specific plans for increasing storm-water storage capacity, protecting the built environment in some instances and reducing services in others.

Inventory all infrastructure and determine its resistance to surge and inundation. Determine priority for protection according to public benefit, including impact on economic development and density.

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Reduce demand on storm water systems by separating storm water and effluent systems to reduce the amount of water treated. (See additionally policies related to infrastructure.)

Advocate for insurance company policy to assess and acknowledge the resilience of areas that protect themselves, rather than relying on a broad policy related to potential vulnerability.

### 2 **OBSERVATION: (present tense)**

South Florida **public investment decisions** are often addressed in 10-30 year (bond-issue related) plans, with long-term implementation schedules. There is little public discussion of the public funds that will be required for adaption to climate change.

### **DISCUSSION: (future tense)**

Adaptation for the long-term impacts of climate change, especially the modification of infrastructure in relation to the flooding and storms related to sea level rise, will require, in the light of always limited resources, public investment decisions that protect some areas and not others. Political decisions related to the allocation of limited resources will require facilitation with a data-driven, rational and participatory process, as well as flexible implementation plans.

### **RECOMMENDATIONS: (imperative tense)**

Require all public agencies, counties and municipalities to plan for 50 year outcomes, with particular attention to the public infrastructure needed for continuing viability of economic development. Develop a participatory process for long-term public investment decisions, with cost and benefit analysis of infrastructure improvements related to criteria such as geographic elevation, density, employment, existing investment value of built environment, cultural and environmental value.

3. **OBSERVATION: (present tense)**

South Florida is **vulnerable to insects and disease** from three primary sources: agricultural mono-cultures which develop resistant bacterial strands and pests; the worldwide distribution of people, produce and products that carry insects or diseases; changes in weather patterns, including temperature changes or storms, that may introduce new insects and diseases and allow them to flourish here.

**DISCUSSION: (future tense)**

Increasing heat and severe weather, as well as increasing global trade, will introduce new pests and diseases to South Florida.

**RECOMMENDATIONS: (imperative tense)**

Coordinate agricultural research, knowledge and practice of farming that discourage and respond to resistant pests, disease and viruses.

Create a master plan for crop “breaks” such as “fire breaks” in order to enable quarantines as necessary.

4. **OBSERVATION: (present tense)**

As sea level rises, South Florida’s primary water source, the aquifer, is at risk from **salt water intrusion**.

**DISCUSSION: (future tense)**

See potable water infrastructure.

**RECOMMENDATIONS: (imperative tense)**

See potable water infrastructure.

5. **OBSERVATION: (present tense)**

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Predicted change in frequency and severity of **storm events** poses a threat to the built environment.

### DISCUSSION: (future tense)

Damage from wind, storm surge and flooding will continue periodically to disrupt infrastructure networks, such as electricity, internet services, transportation and water. Inland areas may be as vulnerable to storms as coastal areas, and unpredictability of hurricane paths require broad regional preparedness.

### RECOMMENDATIONS: (imperative tense)

Coordinate regional agencies' and counties' emergency management, including potential evacuation scenarios across the region.

To minimize evacuation, establish a regional template for emergency coordination at the neighborhood level; identify locations in residential areas (neighborhood centers) for delivery of water, supplies and services as well as locations where supplies may be stored long term when delivery services are interrupted.

### 6. OBSERVATION: (present tense)

The region's **natural ecosystem** will evolve with climate change. Protecting the environment is a critical aspect of protecting the resources of our region.

### DISCUSSION: (future tense)

The ecosystems that respond to natural events such as drought and flooding have the capacity to absorb impacts and climate change to buffer and protect the built environment. In order to plan for adaptation of the built environment, it is critical to understand potential scenarios of evolution of the natural environment.

### RECOMMENDATIONS: (imperative tense)

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Coordinate a regional plan protecting and improving the health of all natural systems to bolster and protect the built environment. For example, expanding the tree canopy, increasing mangroves, protecting and increasing reef growth, eliminating water pollution, reducing impervious surfaces and reducing water usage are important mitigation actions (sequestering carbon) but will also serve adaptation purposes.

### 3. EDUCATION [partially edited]

#### 3A. HIGHER EDUCATION

1 OBSERVATION: (present tense)

Many well-respected public and private **higher educational institutions** exist in South Florida. These universities, colleges, community colleges and technical institutes are among the region's most important resources for economic development and sustainability.

DISCUSSION: (future tense)

A comparatively low level of resources due to the relative youth of these institutions will restrain their ability to compete nationally with older wealthier institutions elsewhere in the country.

RECOMMENDATION: (imperative tense)

Establish a regional consortium of higher education institutions to coordinate resources and to enable sharing resources such as, library collections, research equipment, faculty expertise, and curricula. (Philadelphia)

2 OBSERVATION: (present tense)

Business attraction and retention depends on a **well-educated and highly skilled work force**.

DISCUSSION: (future tense)

Higher education graduates will continue to leave the region to seek employment and business will continue to seek employees from elsewhere without better coordination of business needs and educational offerings.

RECOMMENDATION:

Establish an ongoing regional forum for business and education leaders to identify needs and plan educational offerings, including trade and technical training.

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- 3 **OBSERVATION: (present tense)**  
Public and private **primary and secondary** education systems need **excellent teachers** to propel students into high skilled employment and into higher education.

**DISCUSSION: (future tense)**

Schools growing with population will need more excellent teachers.

**RECOMMENDATION: (imperative tense)**

Prioritize educating excellent teachers.

- 4 **OBSERVATION: (present tense)**  
The region's higher institutions attract students from throughout the hemisphere and the world, reflecting the region's **global position** and opportunities for international business development.

**DISCUSSION: (future tense)**

Expectations that higher education graduates be prepared for a global business environment including multi-lingual proficiency will increase.

**RECOMMENDATIONS: (imperative tense)**

Encourage multi-lingual education offerings to ensure the success of the region's graduates.

Establish a priority and foster an identity for regional higher education founded in multi-lingual abilities.

- 5 **OBSERVATION: (present tense)**  
Institutional **resilience and accessibility** in the face of predictable future trends such as traffic congestion and climate change requires attention to transportation planning and building characteristics.

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### **DISCUSSION: (future tense)**

Continuing dependence on automobiles for access will limit access during and after severe weather and will continue to waste institutional resources on parking. Reducing institutional need for access by automobile will contribute to reducing carbon emissions.

### **RECOMMENDATION: (imperative tense)**

Encourage locating new institutional facilities in conjunction with transit, and plan transit to serve existing educational institutions that are high-use destinations.

## 4. INFRASTRUCTURE

### 4B. STORM-WATER INFRASTRUCTURE

1. **OBSERVATION: (present tense)**

Storm-water management and systems in South Florida **release fresh water and contaminants** into the bays, lagoons and ocean, impacting human and natural habitats.

**DISCUSSION: (future tense)**

Pollutants will continue to harm the Indian River Lagoon ecology as a result of Lake Okeechobee overflow management.

Fresh water released into the inter-coastal areas will continue to result in desalinization and harm to ecosystems.

Storm events will continue to overwhelm storm and sanitary systems' carrying capacity, releasing under-treated effluent into the ocean.

**RECOMMENDATIONS: (imperative tense)**

Redesign and coordinate regional storm water management to allow natural systems to complement manmade systems. For example: routing treated urban runoff to the west and to the east, enabling most storm-water to percolate through pervious surfaces and French drain systems, and routing Lake Okeechobee overflow south through the Everglades.

Separate combined sewer and storm-water systems.

2. **OBSERVATION: (present tense)**

**Flood events** are increasing.

**DISCUSSION: (future tense)**

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Sea level rise, combined with storm events and high tides, will cause more frequent flooding of both coastal and low-lying inland areas. To prevent lowering of real estate values, significant investment in engineering solutions will be required.

**RECOMMENDATION: (imperative tense)**

Develop a variety of appropriate protection solutions and the public process to determine where and how to apply them. This will require a combination of engineering scenarios (pumping, run-off storage capacity increase, raising land elevation, and constructed barriers in coastal areas), and coordination of responsibility for appropriate action and timing.

3. **OBSERVATION: (present tense)**

Existing storm water infrastructure is **bypassing aquifer recharge**. Systems carry and release water into canals and waterways rather than to areas where it can percolate into the aquifer.

**DISCUSSION: (future tense)**

Saltwater intrusion into the drinking water supply will continue to advance as more water is drawn from it and as sea level rises. Aquifer recharge through percolation of storm water will hold back saltwater intrusion. (See also 4C potable water infrastructure.)

**RECOMMENDATION: (imperative tense)**

Recharge aquifers by increasing pervious surfaces in urban and sub-urban and redirecting storm-water systems to recharge areas. Design and develop new areas for holding and percolation between urbanized areas and canals.

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## 4. INFRASTRUCTURE

### 4C. POTABLE WATER INFRASTRUCTURE

1 **OBSERVATION: (present tense)**

South Florida's potable water is drawn principally from aquifers which are at risk for salt water intrusion as increasing usage draws water out and as sea level rises.

**DISCUSSION: (future tense)**

While regulation of water usage has reduced urban usage quantity per person in recent decades, it is anticipated that aquifer capacity will not be sufficient to accommodate existing growth trends.

The majority of water use is for agriculture and this usage will outweigh most efficiencies of urban usage.

**RECOMMENDATIONS: (imperative tense)**

Diversify water sources, taking pressure off the aquifers. Conventional options for urban use in similar climates include rainwater capture and storage (cisterns) as well as recycling greywater for irrigation.

Enable and promote captured, recycled or grey water for agriculture and lawns.

2 **OBSERVATION: (present tense)**

**Saltwater intrusion** is threatening fresh water in the aquifer.

**DISCUSSION: (future tense)**

As the demand for fresh water continues to grow, and as larger amounts of water are drawn out, rising sea level will increase salt water intrusion into the aquifer.\* Contamination of the aquifer with saline water is a virtually irreversible condition eliminating its capacity for providing drinking water.

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Water treatment such as de-salinization is a probable scenario as the region grows.

\*South Florida's porous geology carries fresh water from underground sources in the north to our water supply wells. Historically the fresh water supply was abundant and percolated to the bays. The rapid and high quantity of usage of fresh water invites ocean waters to permeate through the same porous rock.

### **RECOMMENDATIONS: (imperative tense)**

Diversify potable water sources, leaving more freshwater in the aquifers.

Eliminate use of potable water for all non-potable demands.

See recommendations for No.1

### **3 OBSERVATION: (present tense)**

Discussions of reservoir creation and desalination options are underway.

### **DISCUSSION: (future tense)**

Reservoirs and desalinization systems will be costly and are not as efficient in water storage as are the aquifers (which exist naturally). Additionally, they tend to be full in the rainy season and dry in the dry season.

### **RECOMMENDATION: (imperative tense)**

Determine cost efficient systems and allow individuals greater autonomy on water sourcing.

Follow above recommendations regarding preserving and recharging aquifers and conserving fresh potable water only for household drinking.

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## **4. INFRASTRUCTURE**

### **4D ELECTRICAL INFRASTRUCTURE**

**1 OBSERVATIONS: (present tense)**

Electrical Infrastructure in South Florida is vulnerable to weather events and increased flooding as sea level rises.

**DISCUSSION: (future tense)**

Electrical service lines run both above and below ground. Above ground lines may be easily erected, are relatively inexpensive and do not require extensive below ground coordination among multiple utilities, such as water and sewer lines. However, they are easily disrupted by storms and can be disruptive, particularly when placed within urban sidewalks. Burying existing lines underground presents problems of cost and ease of maintenance.

**RECOMMENDATION: (imperative tense)**

Ensure the electrical distribution system can accommodate severe weather and rising water in both urban and rural areas.

Determine the most appropriate system (above ground or below ground) for its particular location.

**2 OBSERVATION: (present tense)**

As power sources vary (from coal and oil to natural gas, etc.), electric may likely be the preferred delivery system to area residents and businesses.

**DISCUSSION: (future tense)**

Land easements must be identified to accommodate an expansion of the electrical grid.

**RECOMMENDATION: (imperative tense)**

Require expansion areas to be identified regionally.

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### 3 OBSERVATION: (present tense)

South Florida's sources of electricity are nuclear power plants.

### DISCUSSION: (future tense)

Worldwide concern about nuclear accidents will continue, as will concerns about the supply of other energy sources such as oil and natural gas.

### RECOMMENDATIONS: (imperative tense)

Develop a regional strategy for energy independence, including reduction in energy demand (similar to water use regulations of last two decades) and for developing alternate power sources, such as wind generation, solar collectors, and harnessing other natural energy.

Promote investment in regional research and development for energy generation and storage, as an economic development strategy to serve a global market.

### 4 OBSERVATION: (present tense)

With access to sunshine and wind as well as some water currents, research shows **South Florida can produce electric energy**. Currently, Florida Light and Power manages all energy buy back options.

### DISCUSSION: (future tense)

Energy production will allow some autonomy from imported energy sources. Storage of the electricity produced will continue to be a large obstacle. Reducing certain energy demands, such as hot water, by heating it using direct solar power, can also make autonomy more likely.

### RECOMMENDATIONS: (imperative tense)

Develop a regional strategy for energy independence. Develop an energy policy that includes energy production and moves towards independence.

Invest in energy storage research (batteries) as a global business that benefits locally/regionally.

Encourage multiple energy providers to allow competition in the marketplace.

## 4. INFRASTRUCTURE

### 4E. INTERNET INFRASTRUCTURE

1. **OBSERVATION:** (present tense)

**Internet connectivity** is critical to economic development and quality of life.

**DISCUSSION:** (future tense)

Like railways and other infrastructure, location and reliability of the electronic communication network will determine the location of intellectual enterprise. Attracting an array of business, including intellectual enterprise, to South Florida is in the interest of the region as a whole.

Daily activities and access to information will become increasingly reliant upon the internet. Access to a high-quality internet connection will be expected throughout South Florida as will resilience of the internet infrastructure, in order to maintain a national competitiveness.

**RECOMMENDATIONS:** (imperative tense)

Establish a regional reputation as being business-friendly and electronically connected.

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Develop free, reliable, high speed Wi-Fi throughout the region to support business and commercial centers, ports, airports, civic locations including parks, and all public transportation systems.

Consider the provision of internet systems and service a public utility provided by the private sector.

Require additional redundancy, especially for transportation-related companies and life-safety services.

2. **OBSERVATION:** (present tense)

The total **amount of data stored and transmitted** by the internet is rapidly increasing.

**DISCUSSION:** (future tense)

The total amount of data crossing internet infrastructure will exceed system capacity causing significant delays and service outages.

**RECOMMENDATIONS:** (imperative tense)

Develop for the region redundant internet systems. Increase capacity between South Florida and the main US backbones, and between the US and other countries in the Americas.

3. **OBSERVATION:** (present tense)

Internet service **options are limited**.

**DISCUSSION:** (future tense)

Lack of broad competitiveness among service providers will discourage businesses and knowledge workers, telecommuting and home businesses.

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### RECOMMENDATIONS: (imperative tense)

Entice new service providers through incentives, including cross-county cooperation and access to public rights-of-way for new service installations

Remove regulatory barriers to utility competition.

### 4. OBSERVATION: (present tense)

**Internet service capacity** is insufficient in many locations throughout the region.

### DISCUSSION: (future tense)

Inferior internet capacity will cause businesses, knowledge workers, and individuals to leave the region. Internet connectivity enables communications and work to take place outside the conventional workplace. Distributed working from home, in neighborhood centers, reduces traffic congestion and carbon emissions.

### RECOMMENDATIONS: (imperative tense)

Develop a comprehensive plan for high-speed internet coverage of the region, including residential neighborhoods, with minimum standard for connectivity.

Fund research into high-capacity network technologies, and installation of additional capacity.

## 7. REGULATION

### 7B. COMPREHENSIVE PLAN REGULATION

1. OBSERVATION: (present tense)

State statutes no longer require or support comprehensive plans. Regional goals for environmental benefit and transit require **regional coordination** of multiple County and Municipal plans.

DISCUSSION: (future tense)

Environmental and transportation policies will continue to differ from county to county, resulting in incompatibility and potential contradictions.

RECOMMENDATION: (imperative tense)

Establish a regional planning or advocacy organization (such as the New York Regional Planning Association, a non-for-profit) for regional coordination of comprehensive plans.

2. OBSERVATION:

Comprehensive plan updates are **not synchronized** between levels of government; the result is that statewide, regional, county and local government plans have overlapping and contradictory goals and policies.

DISCUSSION:

Counties and municipalities will continue to update comprehensive plans on different schedules and with divergent goals, creating policies that are out of alignment and increasing planning costs.

RECOMMENDATIONS: (imperative tense)

Initiate a process of regional coordination of comprehensive plan updates, including scheduling.

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Encourage comprehensive plans to reflect the regional system of subsidiarity.

## **7C. DEVELOPMENT REGULATION**

1. **OBSERVATION: (present tense)**

Zoning codes and subdivision regulations tend to produce low-density development separate by use, with mobility dependent on vehicular use. The documents are complicated, an aggregation of modifications over time, producing results that fall short of community visions.

**DISCUSSION: (future tense)**

Development will continue to be automobile-dependent with a high rate of vehicle miles traveled (VMT). Low-density development will continue to ill-serve seniors and young people, contribute to high carbon-emissions and preclude public transit.

**RECOMMENDATION: (imperative tense)**

Produce a template for clear and concise form-based zoning codes and subdivision regulations to encourage development that is transit-oriented, walkable, inter-generational, and mixed use.

## 7E. LIGHT RED TAPE ZONES

### 1 OBSERVATION: (present tense)

**Regulations and the regulatory process** often inhibit start-up and small businesses, limiting economic growth.

### DISCUSSION: (future tense)

Building restrictions, occupational licenses and a variety of regulations and fees will continue to burden entrepreneurial initiative. Well-intended regulations focused on safety, environment and municipal revenue will continue to grow.

Regulations and enforcement will increase in complexity and severity as new regulations are added atop old and practices once overlooked in poor areas are targeted as those areas gentrify. Entrepreneurs in regulated industries will be dissuaded from establishing new businesses. Developers will refrain from experimenting with new products.

### RECOMMENDATION: (imperative tense)

Establish Light Red Tape Zones identifying the inhibiting regulations, fees and processes that can be released and allowing businesses and residences to inhabit with minimum public sector oversight.

## 9. TRANSPORTATION

### 9A MARINE INFRASTRUCTURE

1 OBSERVATION: (present tense)

Expansion of the Panama Canal is anticipated to increase **seaport activity** in South Florida.

DISCUSSION: (future tense)

South Florida will compete with other U.S major points of entry for the distribution of imported goods throughout the eastern United States. Although, South Florida ports are the closest among U.S. ports to the Panama Canal, due to geography, ports have a narrower range for distribution than its closest competitors; Houston, New Orleans, Mobile, Tampa, Jacksonville, Savannah and Charleston.

RECOMMENDATION: (imperative tense)

Establish a regional network of South Florida ports to coordinate marketing and operations, in order to better compete with other seaports.

2. OBSERVATION: (present tense)

Because of the state's long and narrow landmass, efficient **transfer of freight to land**, shipping by truck and rail in order to minimize time on land is critical. The region's seaports are limited in land area.

DISCUSSION: (future tense)

This marine infrastructure must be connected with land infrastructure to allow the easy transfer of goods and people

RECOMMENDATION: (imperative tense)

Efficient land transportation will continue to be important for seaport competitiveness.

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Coordinate the several ports activities with individual land transportation conditions, including allocating distribution of shipping and cruise operations.

## **9. TRANSPORTATION**

### **9B. FREIGHT INFRASTRUCTURE**

1 OBSERVATION: (present tense)

DISCUSSION: (future tense)

RECOMMENDATION: (imperative tense)

## 9. TRANSPORTATION

### 9C. AIRPORT INFRASTRUCTURE

1 OBSERVATION: (present tense)

South Florida **airports are global hubs for international flights** to the Caribbean, Central and South America, as well as Europe and Asia. International passenger flights also importantly carry freight.

DISCUSSION: (future tense)

Competition from other airports will increase. For instance, Panama is rapidly developing as a business hub for the hemisphere and will compete for transfer air traffic.

RECOMMENDATIONS: (imperative tense)

Connect the regions' airports to each other, and to the seaports, and to business centers. Coordinate public transportation and freight distribution centers.

2 OBSERVATION: (present tense)

South Florida airports have geographically limited **capacity for growth**.

DISCUSSION: (future tense)

Growth capacity for the airports would most efficiently be planned in in coordination rather than competition, including distribution of activity, and consideration of investment in new facilities and potentially additional airports.

RECOMMENDATIONS: (imperative tense)

Establish regional airport development and operations coordination.

3 OBSERVATION: (present tense)

**Cost of air travel** for passengers and goods is highly sensitive to the cost of fuel.

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### **DISCUSSION: (future tense)**

Because of the region's location at a national antipode, air travel will continue to be an important connector for all economic activity, including tourism trade. The trend to increasing fuel costs may threaten the relative facility of long distance travel enjoyed by South Florida to date.

### **RECOMMENDATIONS: (imperative tense)**

Promote a regional priority to expand options for connectivity, with a vision for increased choices and flexibility for travel and shipping, including rail, bus rapid transit and other fuel-efficient modes.

## 9. TRANSPORTATION

### 9D. HEAVY RAIL (INTERCITY) INFRASTRUCTURE

1. **OBSERVATION:** (present tense)

**Heavy rail** is an important component of long-range connectivity for South Florida.

**DISCUSSION:** (future tense)

Heavy rail will increase in importance for carrying passengers and freight; especially as fuel costs and roadway congestion grow. While the location of existing rail lines may seem inconvenient from an urban development perspective, the cost of developing new rights-of-way will continue to be prohibitive, so priority should be given to protect and improve existing lines.

**RECOMMENDATIONS:** (imperative tense)

Coordinate existing and potential new heavy rail infrastructure throughout the region, with a master plan network of connectivity north-south and east-west—connecting South Florida’s urban centers, seaports and airports, and distribution centers. Such a plan should provide a framework for the best locations for growth of business centers.

## 9. TRANSPORTATION

### 9E. LIGHT RAIL (INTER-CITY) INFRASTRUCTURE

1 OBSERVATION: (present tense)

**Passenger light rail** (rapid acceleration electric vehicles on permanent tracks) is not among the region's transit modes.

DISCUSSION: (future tense)

Where transit is not convenient, ridership will remain low and roadways will become more congested. Transit is not convenient when people must drive to rail stations or transit hubs are not well planned, for instance compact and connected with parking. Where transit is not convenient, it will be a poor indicator of potential ridership. Light rail has proven to be successful in guiding urban growth and economic development in a number of American cities. It represents an infrastructure investment to be integrated carefully with land use that focuses destinations.

RECOMMENDATIONS: (imperative tense)

Develop a regional plan (the South Florida "Ladder") for all modes of transit connecting existing employment centers, with specific attention to light rail routes to guide urban development.

2 OBSERVATION: (present tense)

Light **rail infrastructure indicates the permanence** of a 100-year investment.

DISCUSSION: (future tense)

A track will provide a more stable guarantee of predictable routes and will guide investment. Buses may also serve urban areas, but do not represent the permanence that inspires investment. Also, buses are considered an inferior mode as they are subject to traffic congestion and delays.

RECOMMENDATIONS: (imperative tense)

## DRAFT SUBSIDIARITY REPORT – MAY 20

Plan light rail routes to connect urban and neighborhood centers where growth and investment is desired.

3 **OBSERVATION: (present tense)**

South Florida's **aging population** that lives in suburban areas is vehicle-dependent for accessing daily needs and will lose mobility when driving is no longer possible.

**DISCUSSION: (future tense)**

As South Floridians become less able to drive they will need alternative modes of transportation. The senior's decision to no longer drive should be encouraged by facilitating good alternatives. The transportation options and built environment that facilitates elderly mobility, also serve the handicapped and youth and families with small children.

**RECOMMENDATIONS: (imperative tense)**

Develop a regional plan of accessible transit that ensures a safe, convenient, user-friendly system, with walkable connections to neighborhoods.

4 **OBSERVATION: (present tense)**

The variety of existing transportation systems in South Florida often does not provide **competitive convenience**.

**DISCUSSION: (future tense)**

Light rail will only replace other transportation options where it is more convenient or cost effective than driving. Of particular importance is the role of public transportation during events. Convenient transit during public events will be critical to bringing more people off the road.

**RECOMMENDATIONS: (imperative tense)**

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Manage transit head-times to be competitive with driving times.

Manage connectivity and cost across modes of transit. Examples may include NYC MTA, where one pass connects subway and bus transfers.

## **9. TRANSPORTATION**

### **9F. INTERMODAL HUBS**

**1. OBSERVATION: (present tense)**

Current transportation options are not connected to each other or to parking structures, the most common form of linking with public transit. Having isolated transportation hubs does not support the majority of potential ridership. Elderly people may make up a large future portion of transit riders.

**DISCUSSION: (future tense)**

Transit hubs tend to be in remote locations and do not clearly connected transit options. This negatively impacts both those who cannot or choose not to drive as well as those who may not be able to walk or bike the necessary distance between nodes.

**RECOMMENDATIONS: (imperative tense)**

Plan for hubs that connect to multiple transportation modes and are immediately connected to free automobile, bicycle and motorcycle parking.

Clearly map all transit options.

Design clear walking connections with frequent places to rest.

## 9. TRANSPORTATION

### 9H. LOCAL BUS ROUTES & BUS RAPID TRANSIT

#### 1. OBSERVATIONS: (present tense)

**Existing bus travel is slow, unpredictable, unreliable and unpleasant.**

Bus routes are too long and not consistently well-connected to each other or to other modes of transit, including local bus routes. Head times are too infrequent.

Busses travel in vehicular lanes along with cars and are subject to the same traffic, making bus travel significantly slower than car travel, even on the same route as a car would take.

Busses are not tracked, leaving long waiting times in unconditioned/unprotected waiting locations.

Ridership is utilized primarily by those who have no other option.

#### DISCUSSION: (future tense)

The current lack of well-functioning public transit options will continue to discourage most who can afford any other option away from bus transit, putting more traffic on congested roadways, particularly as the housing of the less affluent moves further away from employment centers.

#### RECOMMENDATIONS: (imperative tense)

Coordinate transportation planning (FDOT, county and municipal public works) with transit planning and operations.

Establish priority lanes for buses on roads.

Develop smart systems that coordinate traffic signals with buses, include GPS tracking and timetable updates.

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**9J. VEHICULAR HIGHWAYS NORTH-SOUTH, EAST-WEST**

1 **OBSERVATION: (present tense)**

An extensive **network of highways and arterials** connects the region in a large-scale grid (the "Ladder"); the rungs of this ladder are consistently **congested**.

**DISCUSSION: (future tense)**

Increasing population growth and expansion of highway systems without well-designed transitions will add more congestion to highways. Consequences of such traffic congestion will include: continued frustration of existing residents; regional disincentives of business investment; further monetary segmentation of the population (as wealthy people pay more for priority lanes, leaving the less affluent with longer commute times); greater environmental consequences of traffic pollution. Widening roads will continue to add to traffic accidents and slower and less pleasant driving experiences.

**RECOMMENDATION: (imperative tense)**

Provide convenient, well-managed public transit, such as rail and bus rapid transit, to relieve congestion on highways and high-speed thoroughfares connecting distant locations.

Remove local traffic from distance routes by providing many convenient transit options in urban areas.

Prioritize rapid transit bus lane creation (see bus rapid transit)

2. **OBSERVATION: (present tense)**

**Vehicular highways follow population growth.** They are moving westward and growing wider.

**DISCUSSION: (future tense)**

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Several counties, such as Monroe and Broward, are already fully developed, and additional population will be accommodated primarily through redevelopment.

**RECOMMENDATION: (imperative tense)**

Review all roadway expansion projects and expenditure of public funds against County comprehensive plans. Do not move forward with plans, even if approved, if they are not consistent with future needs.

Focus expenditure on areas with greatest concentration of population or future employment/business centers.

Particularly where counties are fully developed, focus mobility planning on establishing an effective system of public transit.

**3 OBSERVATION: (present tense)**

Current **standards** for highway and road design do not work for urban areas.

**DISCUSSION: (future tense)**

Existing standards are related to a minimum speed standards and are not designed for the character and activity levels of urban areas. When in urban areas, these thoroughfares quickly become interrupted and congested.

**RECOMMENDATION: (imperative tense)**

Adopt standards for thoroughfares within urban areas that allow for: smaller block sizes, an interconnected street network (that alleviates traffic by allowing multiple routes); tighter turning radii; wider sidewalks; convenient pedestrian crossings; bike and alternate transit lanes; public transportation locations, including pick-up and drop-off stations; intelligent traffic light and transit systems.

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Assess opportunities for roundabouts and unsigned intersections, which may move urban traffic more safely and fluidly than signals and are not compromised by power failures in storms.

Establish design standards for where regional "Ladder" highways that enter and exit urban areas.

**4 OBSERVATION: (present tense)**

Regional highways are vulnerable to sea level rise.

**DISCUSSION: (future tense)**

Highways, including the US1 connection through Monroe County, will be subject to increased flooding and in some cases inundation as sea level rises.

**RECOMMENDATION: (imperative tense)**

Prioritize the raising and protection of Highways vulnerable to sea level rise that are critical to evacuation.

Review all State and federal funding for highway improvements for consistency with County and Regional comprehensive plans, even if previously approved.