South Miami-Dade
WATERSHED STUDY AND PLAN
Planning for a sustainable, healthy environment and economy

Sub-task 5.1
Draft Implementation Strategies
May 25, 2006

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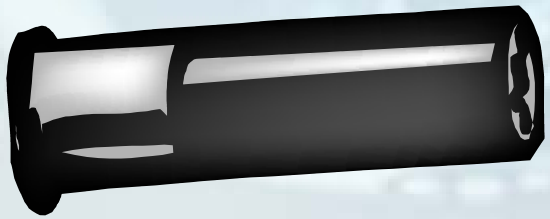
Implementation Strategies

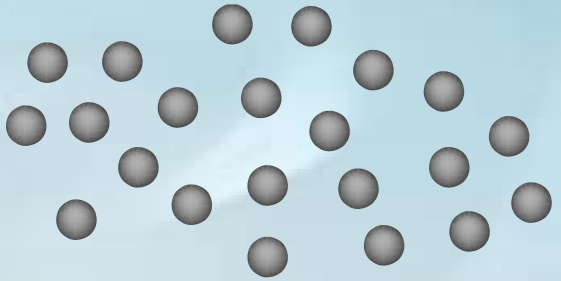
- The purpose of Sub-task 5.1 is to identify an array of strategies that will facilitate the successful implementation of the final Preferred Scenario.
- The following strategies represent potential tools for implementation. Others may be added, some may prove to be unnecessary.
- Many of the implementation strategies presented have been used by various government entities throughout the country to implement Smart Growth.

Implementation Strategies

No silver bullet

A lot of silver BBs





Implementation Strategies

Implementation strategies have been organized in the following major categories:

- General Implementation Principles
- Transportation
- Housing
- Smart Growth Economic Incentives
- Water Resources
- Economy
- Agriculture
- Natural Communities/Open Space
- Infrastructure
- Smart Growth Audit

Implementation Strategies

General Implementation Principles

- Ensure consistent implementation at all levels of government (County, Community Council, City)
- Use existing proven programs where possible
- Enforce existing policies consistent with the final Plan
- Modify or remove existing polices that are not consistent with the Plan
- Land acquisition shall be from willing sellers

Implementation Strategies

General Implementation Principles (Continued)

- Reduce dependence on the automobile
- Protect the waters of Biscayne Bay
- Promote a viable agriculture economy
- Provide oversight to ensure implementation
- Establish 5-year Report Card cycle on implementation

Implementation Strategies - - Transportation

Priority funding for "Premium" transit projects:

- Bus Rapid Transit (busways)
- Light Rail Transit (at grade with streets or exclusive ROW)
- Heavy Rail (Metrorail, Tri-Rail)

Implementation Strategies - - Transportation

- Make South Miami-Dade Corridor (US 1) higher priority
- Plans call for 21-mile Metrorail extension from Dadeland South station to Florida City
- Project is in two phases: Dadeland South to Cutler Ridge and Cutler Ridge to Florida City
- Complete phase one by 2015 and phase two by 2025

Implementation Strategies - - Transportation

- Make Kendall Corridor improvements a priority
- Create efficient links from western communities
- Evaluate east-west light rail system with presumption that light rail will be needed

Implementation Strategies - - Transportation

- Implement Transportation Management Systems
- Work with South Florida Commuter Services TMIs
- Promote alternatives to capital improvements (e.g., van pools, car pools)
- Reduce miles driven and time on the road (e.g., day-care facilities at employment centers)

Implementation Strategies - - Transportation

Establish a fare-free transit zone for Zone A residents

Example:

- Tri-Met, the mass transportation operator in Portland, Oregon, provides a fare-free zone in the city that gives transit riders free access to government, business, entertainment, and retail centers within the downtown district.
- According to a 1988 survey, about half of all downtown transit riders use the service.

Implementation Strategies - - Transportation

Adopt a community concierge program

Example:

- In Maplewood, New Jersey, a partnership between New Jersey Transit, the Chamber of Commerce, and the municipal government was formed to refurbish the transit station and to provide a “community concierge” program.
- The Maplewood Concierge Company runs errands for commuters, handling such tasks as picking up dry cleaning, film developing, servicing cars, and ordering specialty food.

Implementation Strategies - - Transportation

Provide employees the option to cash out parking subsidies

Example:

- Santa Monica is the only city in the nation that requires businesses with fifty or more employees who lease their parking, or have their parking subsidized, to provide employees the option of forgoing their parking space and rideshare to work.
- In return for giving up their parking space, the employer pays the employee the cost of the parking space.

Implementation Strategies - - Transportation

Expand telecommuting options for state employees

Example:

- Arizona's interest in telework was sparked in 1989 by the desire to reduce traffic congestion, energy use, and air pollution.
- All state agencies, boards, and commissions must implement the Telecommuting Program, with a goal to have 15 percent of employees in Maricopa County participating.
- Currently, 71 state agencies have implemented the program and reached the target goal.

Implementation Strategies - - Housing

- Expand home ownership through the use of Location Efficient Mortgages (LEMs)
- A LEM is a means of capitalizing in mortgages the transportation savings achieved by residential and business location in pedestrian-oriented, mixed-use developments.
- LEMs work on the premise that vehicle ownership imposes major costs on households, and that households without vehicles could be better loan risks than otherwise similar households.

Implementation Strategies - - Housing

Encourage Transit Oriented Development - Density Bonuses

Example:

- Beginning in the 1960s, Arlington County, Virginia began preparing a comprehensive plan for the area around the Ballston Metro station.
- To encourage housing and retail uses, the plan allowed density bonuses in office buildings that included these uses. For example, a maximum floor-to-area ratio of six can only be achieved if half of the total area is devoted to housing.

Implementation Strategies - - Housing

Provide incentives to encourage residents to live near where they work

Example:

- The Maryland Department of Housing and Community Development's “Live Near Your Work” Program encourages employees to buy homes near their workplace.
- The program provides a minimum of $1,000 - $3,000 from the state, $1,000 from the local jurisdiction, and $1,000 from the employer, to buyers who purchase homes in designated neighborhoods and live there for three years.

Implementation Strategies - - Housing

Expand housing choice through deed restrictions

Example:

- In the ski resort town of Aspen, Colorado, Benedict Commons is an award winning downtown housing development that serves local employees earning between $17,000 and $38,000 per year. The deed restrictions on the units require that their resale price does not rise faster than the rate of inflation.
- This guarantees a permanent supply of affordable housing to local low-wage employees and provides homeowners an opportunity to earn a profit on their housing investment.

Implementation Strategies - - Smart Growth Economic Incentives

Implement a process to expedite plan and permit approval for smart growth projects (Zones A and B)

Example:

- As an incentive for businesses to invest in areas designated as Enterprise Zones (EZs), the Department of Permitting Services in Montgomery County, Maryland created a ***Green Tape*** permitting and inspection program to expedite the land use and building permit processes for prospective EZ businesses.

Implementation Strategies - - Smart Growth Economic Incentives

Use density bonuses to encourage smart growth development

Example:

- The City of Bellevue, Washington, uses density bonuses to secure ground floor retail space and public plazas in its downtown re-development project.
- For each linear foot of retail frontage that a developer provides, an additional 100 to 200 square feet of space in a building is allowed. Developers are allowed an additional eight square feet of building space for every one square foot of public plaza provided.
- Other density bonuses are given for the provision of residences, parks and open space, underground parking, and office space for non-profit and social service organizations.
- Provision of affordable housing allows a density bonus of up to 15%.

Implementation Strategies - - Smart Growth Economic Incentives

Provide financial incentives for infill and smart growth projects

Example:

- The City of Austin, Texas offers a variety of financial incentives to developers through their Smart Growth Incentive programs.
- Developers who build in preferred growth areas and who incorporate smart growth features into their projects can receive waivers of development fees and city subsidies for the development of infrastructure such as installation of water and sewer lines, roads, sidewalks, and other related improvements.
- Smart Growth Zone Specific Incentives refer to reductions in fees that the City of Austin charges for zoning, subdivision, and site plan applications, and water and wastewater capital recovery fees.

Implementation Strategies - - Smart Growth Economic Incentives

Reduce or eliminate impact fees in areas targeted for growth

Example:

- The City of San Diego, California has created service areas designed for impact fee financing in which impact fees are lower for areas served by existing infrastructure and higher for those without.
- There are three types of service areas: urbanized, planned urbanized, and future urbanized.

Implementation Strategies - - Smart Growth Economic Incentives

Reduce or eliminate impact fees in areas targeted for growth

Example:

- The “Livable Delaware” initiative includes proposed legislation to develop impact fees that re-coup state expenditures for infrastructure.
- To encourage development within already developed areas and lands designated for future growth, no state impact fees will be charged. Impact fees will be charged, however, for development in designated rural areas, environmentally sensitive areas, and secondary developing areas.

Implementation Strategies - - Water Resources

Potable Water and Wastewater

Example:

- Policy to ensure potable water to new developments (except 1 unit on five acres)
- Policy to ensure that all new developments are on sewer system (except 1 unit on five acres)
- Establish program to provide water and sewer to all existing developments east of US 1 by 2020

Implementation Strategies - - Water Resources

Water Conservation

Example:

- Policy to ensure 25 percent reuse by 20??
- Policy on residential water conservation
- Policy on landscaping

Implementation Strategies - - Water Resources

Water Quality/Flooding

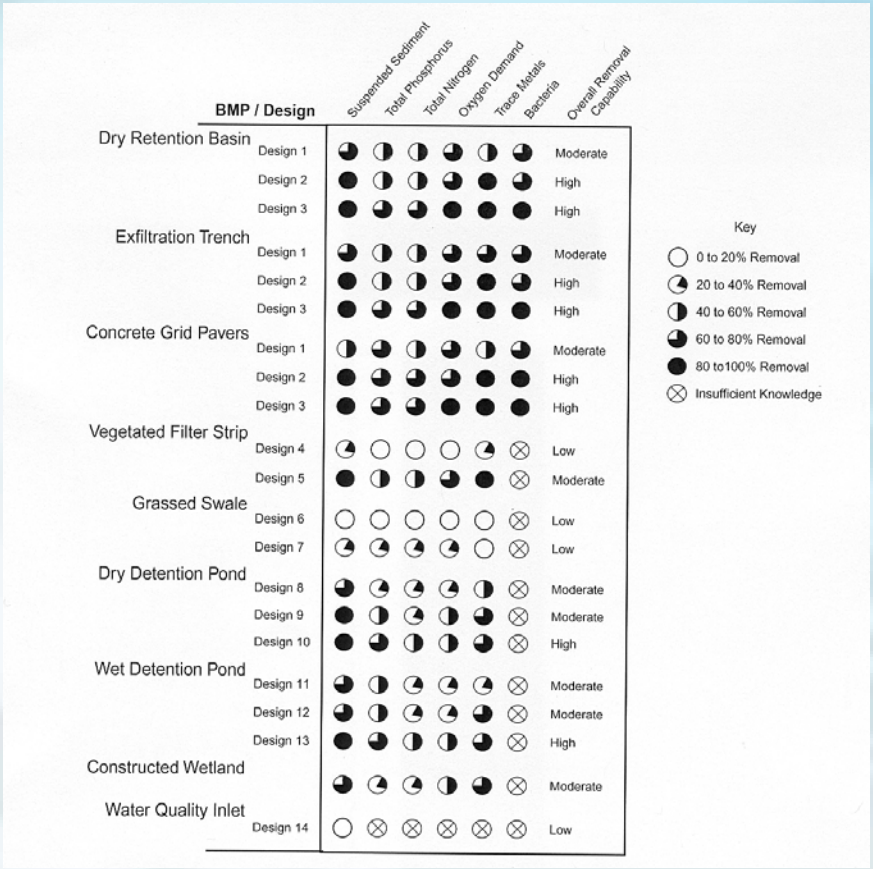
Example:

- Policy to require full implementation of appropriate BMPs, addressing:
  - Source controls
  - Operation and maintenance
  - Watershed basin or sub-basin level controls

- Implement fully County cut and fill criteria

Implementation Strategies - - Water Resources

Pollutant Removal Effectiveness of Selected BMPs



BMP / Design		Suspended Sediment	Total Phosphorus	Total Nitrogen	Oxygen Demand	Trace Metals	Bacteria	Overall Removal Capability
Dry Retention Basin	Design 1	◕	◑	◑	◕	◑	◕	Moderate
	Design 2	●	◑	◑	◕	●	◕	High
	Design 3	●	◕	◕	●	●	●	High
Exfiltration Trench	Design 1	◕	◑	◑	◕	◕	◕	Moderate
	Design 2	●	◑	◑	◕	●	◕	High
	Design 3	●	◕	◕	●	●	●	High
Concrete Grid Pavers	Design 1	◑	◕	◑	◕	◑	◕	Moderate
	Design 2	●	◕	◕	◕	●	●	High
	Design 3	●	◕	◕	●	●	●	High
Vegetated Filter Strip	Design 4	◔	○	○	○	◔	⊗	Low
	Design 5	●	◑	◑	◕	●	⊗	Moderate
Grassed Swale	Design 6	○	○	○	○	○	⊗	Low
	Design 7	◔	◔	◔	◔	○	⊗	Low
Dry Detention Pond	Design 8	◕	◔	◔	◔	◑	⊗	Moderate
	Design 9	●	◑	◔	◑	◕	⊗	Moderate
	Design 10	●	◕	◑	◑	◕	⊗	High
Wet Detention Pond	Design 11	◕	◑	◔	◔	◔	⊗	Moderate
	Design 12	◕	◑	◔	◔	◕	⊗	Moderate
	Design 13	●	◕	◑	◑	◕	⊗	High
Constructed Wetland		◕	◔	◔	◑	◕	⊗	Moderate
Water Quality Inlet	Design 14	○	⊗	⊗	⊗	⊗	⊗	Low

Key
- ○ 0 to 20% Removal
- ◔ 20 to 40% Removal
- ◑ 40 to 60% Removal
- ◕ 60 to 80% Removal
- ● 80 to100% Removal
- ⊗ Insufficient Knowledge

Design 1 Facility exfiltrates first-flush runoff; 0.5-inch runoff per impervious acre
Design 2 Facility exfiltrates 1-inch runoff volume per impervious acre
Design 3 Facility exfiltrates all runoff, up to the 2-year design storm
Design 4 20-foot wide turf strip
Design 5 100-foot wide forested strip with level spreader
Design 6 High slope swales with no check dams
Design 7 Low gradient swales with check dams
Design 8 First-flush runoff volume detained for 6 to 12 hours
Design 9 Runoff volume produced by 1.0 inch, detained 24 hours
Design 10 As in Design 9, but with shallow marsh in bottom stage
Design 11 Permanent pool equal to 0.5-inch storage per impervious acre
Design 12 Permanent pool equal to 2.5 (Vr) ; where Vr = mean storm runoff
Design 13 Permanent pool equal to 4.0 (Vr) ; approximately 2 weeks retention
Design 14 400-cubic feet wet storage per impervious acre

(Adapted from Schueler 1987)

Implementation Strategies - - Water Resources

- Expedite Biscayne Bay Coastal Wetlands CERP project
- Establish willing seller program to purchase land for treatment (STAs) and wetland restoration to reduce pollutant loadings into Biscayne Bay
- Establish willing seller program to purchase upstream storage and treatment lands
- Implement greenway and trails program along major canals to provide corridors and buffers

Implementation Strategies - - Economy

Establish a policy to maximize tourism in South Miami-Dade

Example:

- Establish a policy goal of a 50 percent increase in tourism-based revenue by 2015
- Focus should be on environmentally sustainable tourism and agriculture
- Coordinated marketing with Chambers, Beacon Council, etc.

Implementation Strategies - - Agriculture

- Revise No Net Loss of agriculture land policy for the watershed area
- Increase research into technological developments that create a competitive advantage for Miami-Dade County agriculture
- Implement a coordinated, collaborative, Miami-Dade agriculture marketing campaign

Implementation Strategies - - Agriculture

- Complete an Agricultural Practices Audit to identify unnecessary impediments to sustainable agriculture in Miami-Dade County
- Establish an expert “Blue Ribbon” Panel to identify, within 30 days, appropriate techniques to enhance the economic viability of approximately 26,000 acres of agricultural land (at 2050)
- Explore fully and promote markets for new types of crops
- Maximize agricultural tourism potential (make South Miami-Dade Florida’s fruit and vegetable stand)

Implementation Strategies - - Natural Communities/Open Space

Expand use of innovative financing tools to facilitate acquisition and preservation of wetlands, remnant natural forest and other open space

Example:

- In 1967, Boulder became the first city in the United States to pass a sales tax (0.40%) to buy, preserve, and maintain greenbelt land. In 1989, an additional 0.33% was added.
- Over $100 million dollars have been spent on the Open Space Program using this and other funding.

Implementation Strategies - - Natural Communities/Open Space

Protect natural communities and farmland through conservation easements

Example:

- Since the 1960s, the County of Lancaster has lost 92,500 acres of farmland - equivalent to approximately 8 acres per day. During the 1990s, the County began a program of comprehensive land use planning and growth management, including the use of conservation easements to protect its remaining prime farmland.
- The Lancaster County Agricultural Preserve Board (APB) reports that over 23,000 acres of farmland are protected by perpetual conservation easements.

Implementation Strategies - - Natural Communities/Open Space

Protect open space and farmland through purchase of development rights and transfer of development rights programs
Establish and fund POD and TDR programs for Miami-Dade County

Example:

- Suffolk County, New York boasts the nation's first Purchase of Development Rights (PDR) Program to preserve farmland. Since 1974, the Suffolk County Farmland Program has protected 6,000 acres of farmland.
- From 123,000 acres in 1950, the number of farm acres was reduced to approximately 31,000 by 1996.
- The County estimates that at the existing rate of conversion and the current rate of development rights acquisition, only 10,000 acres of farms will remain in 2012.

Implementation Strategies - - Natural Communities/Open Space

- Revise policy to establish a rebuttable presumption against filling native-plant-dominated wetlands for non-water dependent projects
- Establish a policy that will target wetlands mitigation to the restoration of exotic-dominated freshwater wetlands
- Maintain existing policy that substantially limits development in tidal wetlands
- Link wetlands protection with Parks Master Plan
- Link wetlands protection with Greenways and Trails programs
- Establish low-density development impact fee restoration fund
- Promote Rural Lands Stewardship Program

Implementation Strategies - - Natural Communities/Open Space

- Revise policy to ensure protection of viable Remnant Natural Forests (RNF)
- Establish RNF willing seller acquisition program
- Establish development regulations to promote RNF protection (e.g., cluster development)
- Link RNF protection with Parks Master Plan
- Link Greenways and Trails programs with RNF protection
- Establish low-density development impact fee acquisition fund
- Develop RNF management fund for both public and private land

Implementation Strategies - - Infrastructure

Differentiate sewer connection fees

Example:

- A February 2002 ordinance in Sacramento County, California is designed to promote infill development through differential sewer connection fees.
- Areas defined as "infill communities" require a fee of $2,300 per single family dwelling unit for connection to the sewer system. Areas defined as "new communities" must pay $4,500 per unit for connection.
- Infill communities are defined as those with at least 70% of total dwelling units, or 70% of the acreage of those dwelling units, already connected to the system.
- New communities are those with less than 70% connected.

Implementation Strategies - - Infrastructure

Alternative Water Supply Grant Program

Example:

- In 1995, Florida's legislature enacted F.S. 373.1961 (2), directing the state's five water management districts to share revenues from property tax assessments with public and private entities willing to develop suitable alternative water supplies.
- The South Florida Water Management District offers cooperative funding grants which fund up to 50% of the total cost of capital improvement projects that help implement safe and cost-effective alternative water supplies.
- During the 2005 State Legislative Session a bill creating the Water Protection and Sustainability Program, or SB444, was enacted, providing significant state funding for Alternative Water Supply Projects that are identified in the Water Management Districts' Regional Water Supply Plans.
- These funds are to be distributed to the applying entities to pay for capital costs of the projects with a cost share formula of 40% District and 60% local entity.

Implementation Strategies - - Smart Growth Audit (SGA)

Immediately conduct Smart Growth Audit of existing policies and planning practices in Miami-Dade County

Example:

- **The city of Charlotte, North Carolina performed a smart growth audit that centered on a review of current policies, how these policies are coordinated, and where they contradicted each other or where planning gaps needed to be filled. The audit offered six recommendations, identifying policy and program changes that could improve the region's ability to promote smart growth planning.**
- **The Illinois Department of Natural Resources funded a regulatory audit of Illinois municipalities to study existing regulations' compatibility with smart growth principles. The study was set up as a model smart growth regulatory audit that could be copied in other states at minimal costs.**
- **In early 2005, the Smart Growth Leadership Institute and the City of Greenville agreed to work collaboratively on a review and audit of the city's Comprehensive Plan, which was adopted in 1999, and the revision of the Land Use and Development Ordinance (LUDO), which was proposed for adoption late 2005. The city requested technical assistance from the Smart Growth Leadership Institute (SGLI) to determine whether the Comprehensive Plan and the proposed LUDO are supportive of the principles that are generally thought to promote smart growth.**

Implementation Strategies - - Smart Growth Audit (SGA)

- Use a Smart Growth Score Card
- The Policy, Code and Zoning Audit Tools outline an audit process to identify development regulations that should be changed to enable smart growth development.
- These tools were developed by the Smart Growth Leadership Institute and support the comparison of a community's existing development regulations with commonly recognized best practices for smart growth.

Implementation Strategies - - Smart Growth Audit (SGA)

- The Smart Project Scorecard (SPS) is intended to assist elected local officials, developers, investors, neighborhood groups and designers make better project-level decisions that achieve the Smart Growth objectives.
- The SPS is a tool that can help evaluate whether a particular project is advancing the long-term viability of a community or creating more impacts with little overall benefit to existing and new citizens.
- It could also be used to help a developer decide where to best locate particular uses, or to determine what uses are most appropriate over the long term for a particular parcel of land.