

4 Goals and Objectives

A systematic approach must be taken in order to develop and retain a competitive workforce in South Florida. Specific goals and objectives include:

1. Train the Region's workforce to match current and future business needs.
 - a. Improve coordination between the region's businesses and those responsible for ensuring the availability of a qualified workforce.
 - b. Prepare the unemployed and underemployed to effectively compete in the regional job market/workforce.
 - c. Improve skill level of already employed workers.
 - d. Ensure an effective education system that is responsive to employer needs.
 - e. Increase the percentage of the population receiving advanced educational degrees at the associate, bachelors, masters and doctoral levels, with emphasis on degrees supporting existing and emerging clusters such as the Life Sciences/Biomedical Cluster.
2. Foster a strong and diverse economy that creates ample employment opportunities for the workforce.
 - a. Nurture the emerging clusters in the region: bio-tech, creative economy, defense and homeland security. Specific priority should be focused on supporting public, private and university research and collaboration efforts to support these emerging clusters.
 - b. Cultivate industries in promising sectors for which the region has advantageous conditions: alternative fuels, solar energy, green industry.
 - c. Strengthen the existing competitive clusters in the region: international trade and commerce, tourism, aviation, marine industry, health care for the elderly.
3. Ensure that the Region's infrastructure enhances the efficiency of the regional economy, while satisfying the need for a good quality of life for the workforce as well as local residents. Particular emphasis should be placed on:
 - a. Adequate regional transportation and transit system to provide better mobility.
 - b. Diverse housing supply to provide affordable places to live for the workforce;
 - c. Accessible child care to make it possible for willing parents to work.
 - d. Cultural and recreational opportunities to attract skilled and creative workers.
 - e. A built environment that fosters a sense of community for workers and their dependents.
 - f. Development of a skilled labor force to support Everglades restoration.
4. Build a regional knowledge base to better understand the dynamics among workforce development, economic development, and infrastructure needs and to direct regional policy-making.
 - a. Build an information system/database to facilitate better communication between businesses and those responsible for ensuring the availability of a qualified workforce.
 - b. Conduct research and studies on commuting patterns, in order to better understand where workers live and where they work, and the impact on both employers and employees of the location of such critical infrastructure as housing, public transportation/transit and child care services.
 - c. Continue regional dialogs and agendas among public and private sector entities across jurisdictional boundaries.
 - d. Develop a better understanding of the range of impacts of climate change on the regional economy.

5 Plan of Action to implement Goals / Objectives

Actions to achieve Goal 1: Train the Region's workforce to match current and future business needs:

1. Prepare the unemployed and underemployed to effectively compete in the regional job market/workforce.
 - a. Encourage youths to complete high school and additional training
 - b. Train to help unemployed workers get jobs
 - c. Provide support to workers with special needs (disability, ex-offenders)
 - d. Develop career ladders/lattices to attract workers
2. Improve skill level of already employed workers
 - a. Training through current employers (fund directly, cross-county funding is acceptable)
 - b. Sectoral strategy focused on these targeted sectors: construction, health/hospitals, manufacturing, marine industries, aeronautics, automotive, bio-science
 - c. Language training targeted at job needs (underemployed limited by inadequate language skills)
 - d. Training in new areas, such as solar energy and "green collar" jobs
 - e. Decrease dependency on tourism/hospitality

Actions to achieve Goal 2: Foster a strong and diverse economy that creates ample employment opportunities for the workforce:

- a. Remove obstacles for bio-tech, creative, defense and homeland security sectors.
- b. Provide incentives and support for studies and pilot projects that are directed at use of alternative fuels, solar and wind energy and "green" industry related endeavors such as LEED (Leadership in Energy and Environmental Design).

Actions to achieve Goal 3: Ensure that the Region's infrastructure enhances the efficiency of the regional economy, while satisfying the need for a good quality of life for the workforce as well as local residents:

- a. Continue to support an adequate regional transportation and transit system to provide better mobility through funding, improved intergovernmental coordination and transit/pedestrian oriented land use and transportation planning.
- b. See 2b above.
- c. Provide incentives for public endeavors such as "Art in Public Places" and artist colony planning.

Actions to achieve Goal 4: Build a regional knowledge base to better understand the dynamics among workforce development, economic development, and infrastructure needs and to direct regional policy-making:

- a. Establish a workforce related "leadership" program modeled after programs such as "Leadership Broward" or "Leadership Hollywood".
- b. Identify/clarify the locational relationship of the workforce, transportation and child care services and employment centers.

6 “Vital” projects list – region’s greatest needs, enhancing “Regional Competitiveness”

To achieve the workforce development goals and objectives called out in section 5 and enhance the region’s competitiveness, vital projects can be identified and organized into four themes:

Theme 1: Projects to enhance the workforce’s competitiveness and/or initiatives to improve the coordination between the region’s businesses and entities responsible for ensuring the availability of a qualified workforce, including, but not limited to, workforce development groups, community organizations, education providers.

Candidate projects of workforce development efforts should also include regional coordination and integration. The true South Florida Region includes not only the three counties in the jurisdiction of the South Florida Regional Planning Council, but also Palm Beach County, which is a part of the same Metropolitan Statistical Area (MSA). South Florida regional strategies and endeavors for workforce development should be coordinated with Treasure Coast region.

Specifically, there are two aspects of the South Florida workforce that need special attention in the near future:

- Part of the workforce in South Florida is characterized by aging “boomers” that may or may not continue in gainful employment once they reach retirement age. There is an opportunity for many of these to consider “encore” careers, remaining in the workforce and filling critical skilled labor needs, but transitional skill training may be required.
- Another part of the workforce is made up of foreign immigrants, many of whom arrive in the region with training and skills from their place of origin that do not immediately qualify them to exercise their professional activities here. There is a need to provide a transition from existing career expertise and credentials to assist these populations to compete and be successful in South Florida’s labor market. Better training and coordination with existing professional institutions to provide for a smoother transition of skill levels will assist in job retention and expansion.

Theme 2: Projects to promote economic development and opportunity and initiatives to cultivate emerging and promising industries and strengthen the existing competitive clusters in the region.

Candidate projects should support the effort to expand the existing capacity of targeted industries as needed, and to develop additional targets, including emerging industries such as bio-medical, homeland security and “green” industries.

Theme 3: Projects and programs to achieve integration of the region’s infrastructure and improve its efficiency, in order to support the current and future development needs of businesses as well as satisfy the need for a good quality of life for workers and residents.

As elaborated in Section 4, to address South Florida’s workforce needs a “systems” approach. Successful workforce strategies should address adequate affordable housing, access to child care and effective regional public transportation/transit. Workers and employers are leaving South Florida because they cannot afford to stay here. These support services need to be coordinated at a regional level.

Regional transportation is the key to expansion and development of the South Florida workforce. Candidate projects should to be supportive of an integrated transportation system and public transit

throughout the entire region, and for better connections to employment centers and closer integration with and supported by housing, child care and other human services.

Theme 4: Studies and programs that contribute to a better understanding of regional economic development dynamics and a more informed policy-making process, for example, studies to better understand future hiring plans for existing employers in the region, in addition to identifying the needs of new economic activities that will emerge in the future.

Several regional studies have also identified specific projects that embrace these four themes, including but not limited to:

1. State Road 7/US 441 Collaborative: Projects relating to the Master Plans of communities that are a part of the State Road 7 Collaborative, a 25-mile corridor that includes 15 local governments, the Seminole Indian Tribe in Broward County and one local government in Miami-Dade County. Efforts are currently being made to expand the Collaborative deeper into Miami-Dade County along the corridor.
2. South Miami-Dade Watershed Study and Plan (WSP): Projects relating to the Economic Development and Transportation recommendations of the (WSP). This plan includes recommendations for redevelopment along the South Dixie Highway corridor in southern Miami-Dade County, which includes specific locations for increased residential density and development intensity and creation of employment centers that are adjacent to planned public transit stations. The WSP also recommends set-aside by purchase or other means of an 18,000 acre area for filtration of surface water runoff and creation of an alternative water source.
3. Regional Transit Authority: Projects supportive of expanded transit in Miami-Dade, Broward and Palm Beach Counties along the existing Tri-County Rail system (CSX Railroad line) and future plans for rail transit along the Florida East Coast (FEC) Railroad line as well as expanded bus and other transit facilities.
4. “Vision Broward”, Miami-Dade and Broward County Urban Design Charettes, “Vision 2060” and other strategic planning efforts that are regional in scope.

SAMPLE PROJECT 1: State Road 7/ Town of Davie Transit Oriented Corridor Redevelopment (Davie TOC).

The Davie TOC project is a mixed-use development; it not only provides opportunities for economic development (goal 2 and theme 2), but also improves transportation efficiency and the quality of life of workers by bringing about transit/pedestrian oriented land use and transportation planning (goal 3 and theme 3).

The Davie TOC project includes 3,200 residential units; 1,100,000 square feet of office; 700,000 square feet of industrial/flex space; 350,000 square feet of retail; and 500 hotel rooms by the year 2015. Current project proposals include 1,077 residential units; 848,000 square feet of office; 68,460 square feet of retail; and 250 hotel rooms on 46 acres of the 903 acre project area. It is estimated that this project would provide over 3,392 permanent jobs and a significant amount of construction jobs throughout the project period. Portions of the project are located within the Town of Davie Community Redevelopment Area.

There are two vital projects needed to support the redevelopment of the Town of Davie Transit Oriented Corridor including:

- construction of a 6 million gallon reverse osmosis water treatment plant, and
- construction Oakes Road bridge over Florida’s Turnpike.

Total cost is approximately \$40 million for the **water treatment plant** and approximately \$30 million for the **Oakes Road Bridge**.

The Town of Davie Utilities will work with the project developer to finance the construction of the water treatment plant. Operation will be financed through user fees. The Town of Davie will work with the Florida Department of Transportation and the project developer to finance the design and construction of the Oakes Road Bridge. Maintenance will be provided by the Town of Davie.

SAMPLE PROJECT 2: Creation of an “Upper River Area Plan” for Miami Intermodal Center (MIC)⁷⁸

This initiative is proposed by Miami-Dade County, Florida Department of Transportation (FDOT), Miami-Dade Expressway Authority (MDX), U.S. Customs, MIC area property owners, Port of Miami, Miami River Commission, Miami River Marine Group, and the City of Miami.

The purpose of creating an “Upper River Area Plan” is to coordinate multi-modal transportation connections between the dredged Miami River’s Federal navigable channel and future land uses adjacent to the Miami Intermodal Center (MIC). The MIC will feature connections with the Miami International Airport, Metro-Rail, Metro-Buses, Tri-Rail, freight rail lines, and a Rental Car Center. The Area Plan will lead to the creation of guidelines and specifications to guide the identified “MIC Associated Development” area’s development, which is depicted essentially as a peninsula bounded by South River Drive (west of Miami River) on the East; NW 25th Street (south of Palmer Lake) on the North; NW 21st Street (north of Tamiami Canal) on the South; and Douglas Road on the West. In addition to this are the County owned 9-acre parcel adjacent to the north shore, and the riverfront parcels being acquired by the County for the construction of the Earlington Heights – MIC Metro-Rail extension.

Adopting specifications and guidelines would steer appropriate and desirable public and private sector projects in the identified “MIC Associated Development” area. With the first phases of MIC construction underway, time is of the essence to create the necessary specifications and guidelines in order for the adjacent areas to compliment and support the intended multi-modal transportation hub, including but not limited to U.S. Customs Freight forwarding and radiation screening center, truck depot, short sea shipping facilities, tug boat basin, etc. Three parcels immediately adjacent to the MIC, several riverfront parcels, and a nine acre site adjacent to the River’s NE shoreline are or will be owned by the public sector, while the majority of parcels within the identified “MIC Associated Development” boundary are privately owned.

⁷⁸ Information provided by The Miami River Commission