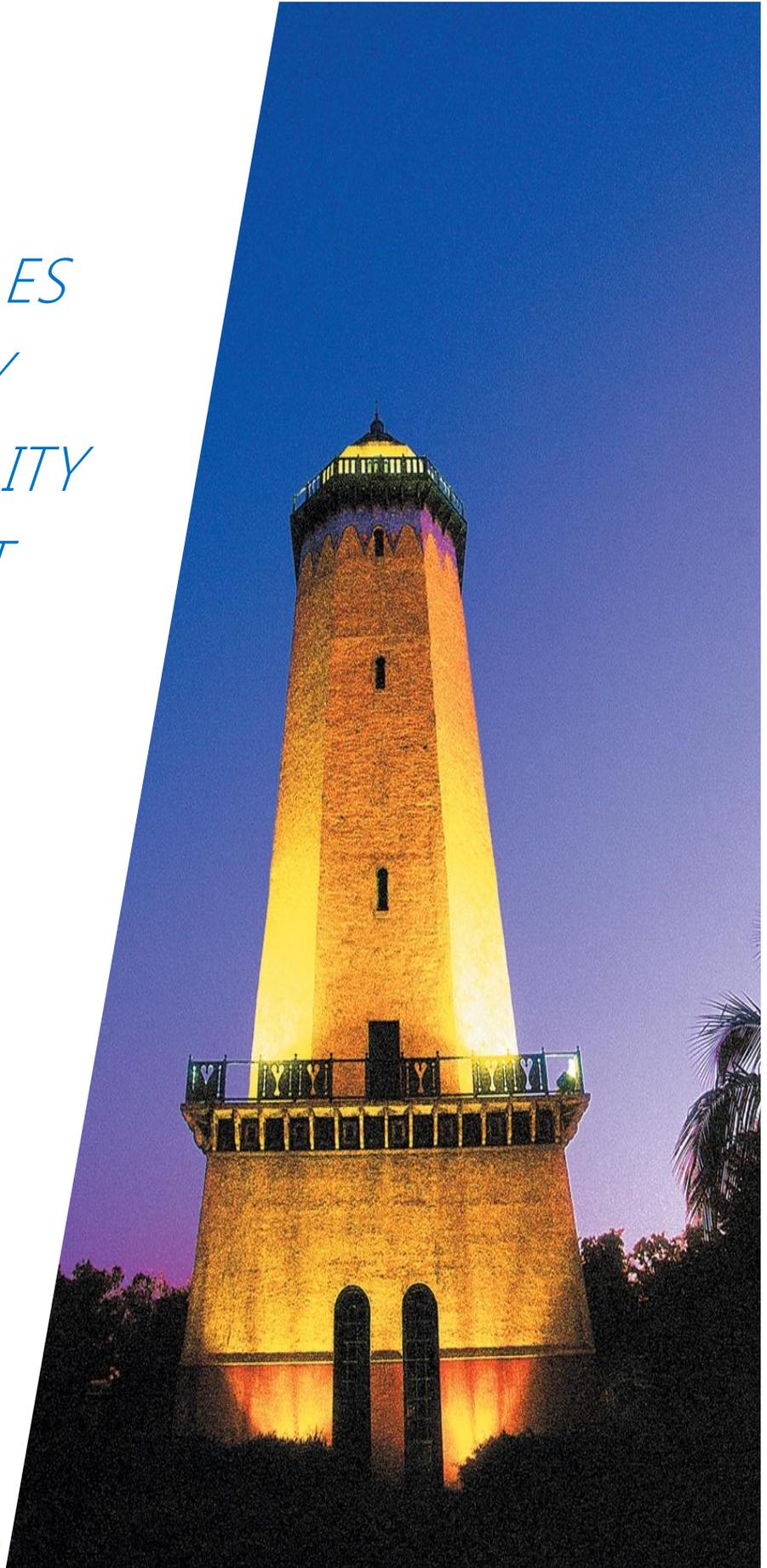


*CORAL GABLES
COMMUNITY
SUSTAINABILITY
ASSESSMENT*

NOVEMBER 2, 2015

RS&H

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CORAL GABLES COMMUNITY SUSTAINABILITY ASSESSMENT

Final

Prepared by Erin L. Deady, P.A.
On behalf of RS&H, Inc.
At the direction of the City of Coral Gables

11/2/2015

RS&H

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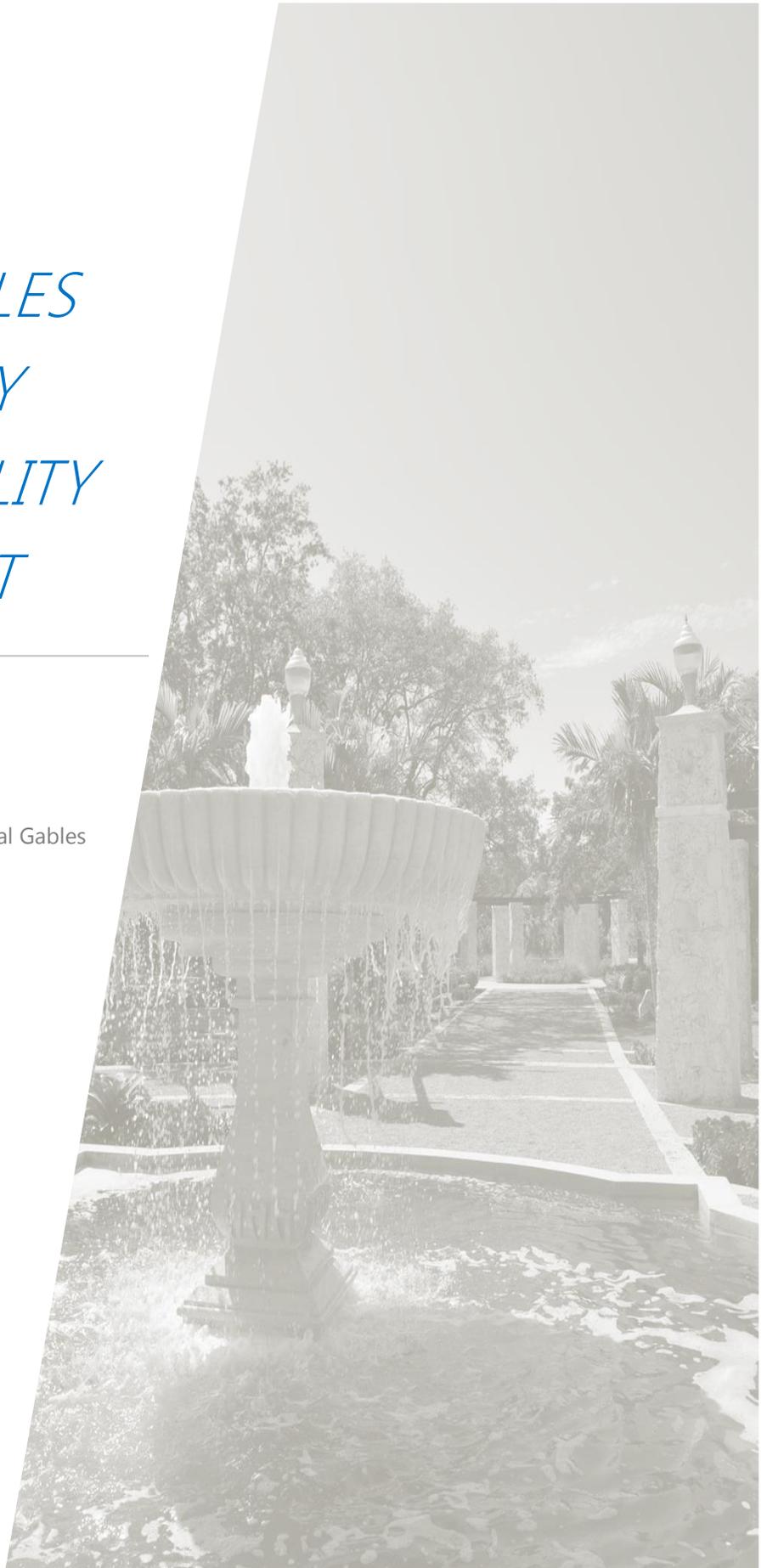


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EXECUTIVE SUMMARY

In early 2015, the City of Coral Gables (“City”) underwent a preliminary assessment of their current level of sustainability using the Sustainability Tools for Assessing and Rating Communities (“STAR”) process. STAR is the first national third-party certification program that recognizes sustainable communities and provides a tool for evaluating a community’s level of sustainability. STAR is both a framework and formal certification program. Originally released in October 2012, STAR is intended to provide communities with a method for identifying, validating, and supporting the implementation of best practices that improve sustainable community conditions.

STAR provides local leaders with a framework for assessing their community’s current level of sustainability, setting targets for moving forward, and measuring progress along the way. STAR consists of 7 main goal areas broken down into 44 objectives, 109 outcome level measures, 408 local actions, and 526 indicators to assist local governments and communities in more effectively strategizing and defining sustainability planning efforts (Figure 1: STAR Evaluation Framework). The STAR goal areas include: Built Environment, Climate & Energy, Health & Safety, Natural Systems, Economy & Jobs, Education, Arts & Community, Equity & Empowerment, and a bonus Innovation & Process goal area.

FIGURE 1: STAR EVALUATION FRAMEWORK



Because each community addresses sustainability differently, there are three (3) levels of STAR subscription: 1) Participating STAR Community; 2) Reporting STAR Community; and 3) Leadership STAR Community. Participating STAR Communities – like the City of Coral Gables – are those that conduct a preliminary assessment of their sustainability and establish a “baseline” sustainability score. This introductory level allows the municipality to assess current conditions and set goals and priorities for becoming more sustainable after seeing where they currently stand on the sustainability continuum. Conducting a preliminary assessment results in a preliminary score, ranging from 0 to the maximum 720 points. There are four (4) STAR certification levels: 5-STAR Community (600-720 points), 4-STAR Community (400-599 points), 3-STAR Community (200-399 points), and Reporting STAR Community (<200 points).

FIGURE 2: CORAL GABLES PRELIMINARY STAR RATING - 3-STAR COMMUNITY



Results of the preliminary assessment performed for the City revealed a score of approximately **323.5** points out of the **720** total points available. This equates to a **3-STAR** Community ranking under STAR (Figure 2: Coral Gables Preliminary STAR Rating -

3-Star Community. Note however that according to STAR, final certified scores decrease on average 60-100 points after formal STAR technical staff review due to data discrepancies. Communities then have the opportunity to resubmit additional information to address data gaps in an attempt to increase their final scores, but it is important to note that preliminary scores are higher than final certified scores on average. Because of the preliminary score indicated by this research, if the City ever pursues formal STAR certification, it will be critical to ensure accuracy and completeness in all data submitted for review. We believe a 3-Star Community ranking is achievable

should the City decide to become a Reporting STAR Community. A breakdown of the City's preliminary score by goal area is depicted in Table 1.

TABLE 1: CORAL GABLES PRELIMINARY STAR SCORE BY GOAL AREA

STAR Goal Area	Points Earned	Total Points Available	% of Points Attained
Built Environment	38.3	100	38.3%
Climate & Energy	61.3	100	61.3%
Economy & Jobs	58.2	100	58.2%
Education, Arts & Community	43.5	70	62.1%
Equity & Empowerment	10.5	100	10.5%
Health & Safety	61.7	100	61.7%
Natural Systems	40	100	40%
Innovation & Process Credits	10	50	20%
TOTAL	323.5	720	44.9%

The City's preliminary score of 323.5 out of 720 points is high for a community of its size. For comparative purposes, the scores of other similar communities across the nation that also received certified scores within the 3-STAR Community range were reviewed are illustrated in Table 2.

TABLE 2: NATIONAL BENCHMARK STAR COMMUNITIES AND SCORES

Community	Population	STAR Score	Date Certified
Albany, NY	97,000	215.2	6/1/2014
Woodbridge Township, NJ	99,585	219.5	2/2/2015
Reading, PA	87,893	234.1	5/4/2015
Monroe County, FL	76,351	261.4	6/23/2015
Fayetteville, AR	75,000	271.9	8/10/2014
El Cerrito, CA	23,549	274.6	5/27/2014

Additionally, other communities within the State of Florida were reviewed for comparative purposes to illustrate how the City ranks against other local municipalities. A current status of all other Florida municipalities currently pursuing STAR on some level is provided in Table 3. In Florida, Broward and Monroe Counties have received STAR Ratings, as has the City of Palm Bay. Sarasota County and the cities of West Palm Beach, St. Petersburg and Marathon are in the midst of the certification process. The cities of Bonita Springs, Hollywood and the Village of Islamorada are at the same stage as Coral Gables, having completed a preliminary community assessment using the STAR framework.

TABLE 3: FLORIDA BENCHMARK STAR COMMUNITIES AND SCORES

Florida Community	Population	STAR Score	STAR Rating	Date Certified
Broward County	1,748,066	436.7	4-STAR Community	2/11/2014
Monroe County	76,351	261.4	3-STAR Community	6/23/2015
City of Palm Bay	106,714	222.6	3-STAR Community	5/11/2015
City of West Palm Beach	100,000	Pending	Reporting Community	Not yet certified
Sarasota County	383,664	Pending	Reporting Community	Not yet certified
City of St. Petersburg	252,372	Pending	Reporting Community	Not yet certified
City of Marathon	8,708	Pending	Reporting Community	Not yet certified
Village of Islamorada	6,279	Unreported	Participating Community	Performed prelim. assessment
City Bonita Springs	46,000	Unreported	Participating Community	Performed prelim. assessment
City of Hollywood	143,000	Unreported	Participating Community	Performed prelim. assessment

Generally, the City scored highest in the Health & Safety, Education, Arts & Community, and Climate & Energy goal areas. A breakdown of the all the goal areas, with areas of strength and weakness specific to the City are provided below.

HEALTH & SAFETY

This goal area includes initiatives focused on active living, community health, emergency prevention and response, food access and nutrition, indoor air quality, and safe communities. The City scored highest in the safe communities, community health and active living subgoals. With safe communities, the City earned points for its low violent crime rate, violence prevention efforts in the community and school system, and offender reentry programs. The City earned points in the community health subgoal for its local health system quality, performance with behaviors that impact health, and efforts to conduct health assessments and a community health plan. For active living, the City earned points for its efforts to increase the percentage of high school students who are physically active, provision of active recreational facilities, and improvements to bicycle and pedestrian amenities community-wide. Additional efforts that the City could implement to increase its STAR sustainability score include:

- Create policies to promote active living within the community;
- Achieve recognition as a Bicycle Friendly Community or Walk Friendly Community; and
- Increase efforts to reduce or eliminate toxic pesticides in City-owned buildings.

EDUCATION, ARTS & COMMUNITY

This goal area includes initiatives focused on arts and culture, community cohesion, educational opportunity and attainment, historic preservation, and social and cultural diversity. The City scored highest in the educational opportunity and attainment, historic preservation, and social and cultural diversity subgoals. For educational opportunity and attainment, the City earned points for its incremental improvement in high school graduation rates and available Head Start and other programs for low-income students. For historic preservation, the City earned points for its historic preservation ordinance, land use regulations reinforcing community character, and incentives and assistance to rehabilitate and preserve historic structures. With social and cultural diversity, the City earned points for its efforts to

celebrate diversity through public events and programs that support the development of strong youth leaders. Additional efforts that the City could implement to increase its STAR sustainability score include:

- Create policies and programs to protect arts and culture and provide public access to existing arts and cultural facilities;
- Increase efforts to support community cohesion through neighborhood plans, advisory groups and a staff liaison; and
- Conduct an assessment of social and cultural diversity and create policies and programs to further encourage diversity in the community.

CLIMATE & ENERGY

This goal area includes climate adaptation, greenhouse gas (“GHG”) mitigation, greening the energy supply, industrial sector resource efficiency, resource efficient buildings, resource efficient public infrastructure, and waste minimization. The City gained the most points in the waste minimization subgoal, earning points for Miami-Dade County’s progress towards waste reduction by 2050 and waste management plan. Additional efforts that the City could implement to increase its STAR sustainability score include:

- Expand recycling programs available within the City (partially accomplished through this project);
- Further its efforts to increase sustainability and reduce GHG emissions City-wide (partially accomplished through this project);
- Adopt a climate adaptation plan;
- Increase efforts to consider current climate science in local government decision-making;
- Adopt energy efficiency regulations for buildings;
- Increase regulations and efforts to increase renewable energy into private and public infrastructure (through regulations and incentive program); and
- Increase efforts to set and meet waste reduction targets in the City (partially accomplished through this project).

NATURAL SYSTEMS

This goal area includes initiatives focused on green infrastructure, invasive species, natural resource protection, outdoor air quality, water in the environment, and working lands. The City gained the most points in the outdoor air quality and water in the environment subgoals. For outdoor air quality, the City earned points for meeting attainment levels for all criteria air pollutants. For water in the environment, the City earned points for the South Florida Water Management District’s regional water conservation and protection efforts and the South Dade Wetlands Restoration Program. Additional efforts that the City could implement to increase its STAR sustainability score include:

- Create a community-wide green infrastructure plan and encourage proactive green infrastructure practices;
- Increase efforts to control, manage and eliminate invasive species within the City; and
- Increase regulations to protect natural resources, including wetlands and buffers, and incentivize long-term land conservation.

BUILT ENVIRONMENT

This goal area includes initiatives focused on ambient noise and light, community water systems, compact and complete communities, housing affordability, infill and redevelopment, public spaces, and

transportation choices. The City gained the most points in the community water systems and public spaces subgoals. In community water systems, the City earned points for its compliance with Environmental Protection Agency drinking water standards, policies to conserve water, and water and wastewater system improvements. For public spaces, the City earned points for its Parks and Recreation Master Plan and open space requirements established in the City's Zoning Code. Additional efforts that the City could implement to increase its STAR sustainability score include:

- New policies and increased regulation of ambient light and noise within the City;
- Develop a comprehensive housing strategy;
- Create affordable housing incentives to preserve and maintain affordable housing in the City;
- Adopt a complete streets policy that addresses all users, including pedestrians and cyclists;
- Increase mileage of sidewalks and striped or buffered bicycle lanes (accomplished through this project); and
- Establish a community-wide bicycle share program.

ECONOMY & JOBS

This goal area includes business retention and development, green market development, local economy, quality jobs and living wages, targeted industry development, and workforce readiness. The City gained the most points in the business retention and development and quality jobs and living wages subgoals. For business retention, the City earned credit for its increased annual business sales over time, increased employment over time, Economic Development Board, and established Business Improvement District. For quality jobs and living wages, the City earned points for increasing its median household income over time, family-friendly workplace policies and collective bargaining relationships with public employee labor organizations. Additional efforts that the City could implement to increase its STAR sustainability score include:

- Develop policies to increase demand for green buildings and materials; and
- Implement an environmentally-preferable purchasing program and green purchasing policy within the City.

EQUITY & EMPOWERMENT

This goal area includes civic engagement, civil and human rights, environmental justice, equitable services and access, human services, and poverty prevention and alleviation. The City gained the most points in the human services subgoal, earning points for Miami-Dade County's Community Action and Human Services Department programs and outreach activities that are applicable to the City. Additional efforts that the City could implement to increase its STAR sustainability score include:

- Increase efforts to encourage voter turnout and participation and volunteerism within the City;
- Increase consideration of environmental justice through policies, programs and outreach; and
- Adopt an equity plan and equity and social justice policies to promote and encourage diversity.

INNOVATION & PROCESS

This goal area provides bonus points for a community's innovative efforts regarding best practices and processes (in comprehensive planning, public engagement or codes and ordinances), exemplary performance, local innovation or regional priorities. For the regional priorities, points may be possible for

the City because of the County's climate change, drainage/water quality, and/or transportation initiatives. This bonus goal area serves to encourage coordinated regional action on the sustainability issues of greatest importance to the region in which the jurisdiction resides, and the City's formal sign on and participation in the regional Southeast Florida Regional Climate Change Compact to address and plan for sea level rise may suffice.

While the City's preliminary STAR score suggests progress in several areas of sustainability, including social and economic sustainability, there are many initiatives yet to be implemented by the City. Within each goal area, there is room for the City to continue its commitment to overall community sustainability. Continued City commitment, with an increased focus on environmental sustainability, will translate to a more sustainable City of Coral Gables and ultimately to a higher STAR rating score.

APPENDIX

QUALITATIVE ANALYSIS OF STRATEGIES, POLICIES, AND PROCEDURES

To: Ben Moore, RS & H

From: Erin Deady, Esq. 
 Amity Barnard, Esq.

Re: Coral Gables Qualitative Analysis of Strategies, Policies, and Procedures Memorandum

Date: October 14, 2015

This memorandum is prepared pursuant to Task 2.4 of the scope of services to provide a qualitative analysis of existing sustainability strategies, policies and procedures implemented by the City of Coral Gables (“City”). Specifically, these strategies, policies and procedures have been identified using the Sustainability Tools for Assessing and Rating Communities (“STAR”) framework which includes the following goal areas: Built Environment (“BE”), Climate & Energy (“CE”), Health & Safety (“HS”), Natural Systems (“NS”), Economy & Jobs (“EJ”), Education, Arts & Community (“EAC”), Equity & Empowerment (“EE”) and Innovation & Process (“IP”). This memorandum identifies the following:

- Results of the STAR research and data entry into the online preliminary score checklist, including the City’s overall preliminary sustainability score; and
- Individual sustainability strategies, policies and procedures that have already been created and/or implemented by the City within each of the STAR goal areas.

Note that this document only provides results of our initial data collection and entry into the online STAR preliminary score checklist. The point breakdowns provided are intended only to provide a preliminary gauge of the City’s sustainability score currently, not a formal STAR certification score. Results of this preliminary scoring indicate that the City scored approximately **314.5** points out of the **720** total points available (as displayed in the table below).

Goal Area	Points Scored	Points Available	% Attained
Built Environment	36.8	100	36.8%
Climate & Energy	58.9	100	58.9%
Economy & Jobs	58.2	100	58.2%
Education, Arts & Community	41.3	70	59%
Equity & Empowerment	8.5	100	8.5%
Health & Safety	61.1	100	61.1%
Natural Systems	39.6	100	39.6%
Innovation & Process Credits	10	50	20%
TOTAL	314.5	720	43.6%

A. Built Environment

The BE goal area includes: Ambient Noise & Light (BE-1), Community Water Systems (BE-2), Compact & Complete Communities (BE-3), Housing Affordability (BE-4), Infill & Redevelopment (BE-5), Public Spaces (BE-6), and Transportation Choices (BE-7). The City has created and/or implemented the following initiatives within the BE goal area:

Built Environment
BE-1: Ambient Noise & Light
No initiatives implemented to date.
BE-2: Community Water Systems
<i>(O1) Demonstrate that the community is not in violation of EPA's 5% standard for coliform bacteria in water pipes AND Demonstrate that the water supplied to residents is not in violation of EPA standards for turbidity and water pathogens - Part 1: The South Dade water supply system consumer report found 0% coliform bacteria in water from 2013-2011 (more recent reports also found). Compliance report is based on a running annual average, computed quarterly from monthly samples collected during total coliform bacteria testing.; Part 2:The Consumer Confidence Report states that no turbidity and other water pathogens were discovered.</i>
<i>(O2) Demonstrate that the height of the water table for subsurface aquifers has been stable or rising AND Demonstrate that the height of surface waters is within the range to meet expected demand for the next 5 years or is rising - The Biscayne Aquifer feeds the Miami Dade County area. The aquifer has been stable or rising since 2000 on average and in addition to water manufacturing plants can meet the proposed population growth of the area as shown in the Lower East Coast Water Supply Plan.</i>
<i>(O3) Demonstrate that all publicly owned treatment works (POTWs) are in compliance with EPA effluent permits AND Demonstrate that existing industrial dischargers are in compliance with EPA permits - Part 1: 0 Facilities with a Current Violations, 3 Facilities with Violations in the Last Three Years, 1 Facilities with Formal Enforcement Actions in the Last Five Years, 13 CAA Sources, 10 Facilities with CWA Permits, 72 Facilities with RCRA IDs, 0 Facilities with TRI Releases; Part 2: No facilities were found for Coral Gables</i>
<i>(1) Adopt a jurisdiction-wide management plan for both water consumption and disposal that provides a clean and secure water supply for all local uses - The Lower East Coast Water Supply Plan is for the entire region. The plan was last adopted in 2013.</i>
<i>(2) Adopt policies to ensure that the jurisdiction has the authority to enact water conservation measures during periods of drought - Code of Ordinances, Chapter 78, Article II. Water Conservation.</i>
<i>(3) Collaborate with a regional water management group that includes other jurisdictions that share the same water sources - Formal Partnership of South Florida water sources called South Florida Water Management District (SFWMD).</i>
<i>(4) Establish water quality monitoring and public reporting systems - Florida Department of Environmental Protection (FDEP) requires Consumer Reporting to be done annually. The report is done by Miami Dade County and distributed to all consumers.</i>
<i>(5) Shift towards a full cost pricing system to ensure that users are paying for the true cost of water - SFWMD Water Restriction Surcharge will be imposed for customers using 18 ccf (hundred cubic feet) and over. This surcharge increases based of the phase of water restrictions imposed by SFWMD on the Department to achieve the level of reduced water demands. Average prices \$48.11/mo. National averages are difficult to gage but South Florida is one of the cheapest in the country according to comparison made on the webpage. The department has implemented an inclining rate structure to encourage year-round conservation. The unit price increases based on the water consumption. So, the more you use, the more your water and/or wastewater service will costs.</i>
<i>(7) Develop and provide water conservation programs to residents, businesses and agricultural water users in order to help ensure that the community is not depleting its water supply - Some available programs include low income retrofit project has been created by the Miami Dade Water Conservation Plan; others available on links.</i>
<i>(8) Manage and upgrade infrastructure to reduce leaks in the system, eliminate contaminants, and achieve other local conservation goals - The Coral Gables Capital Improvements Plan lists infrastructure upgrades scheduled. Also see 2014 Water and Sewer Infrastructure Investment Report for Miami Dade County.</i>
<i>(9) Implement at least 3 innovative water infrastructure and facility programs - Various reclamation and other programs by Miami Dade County.</i>
<i>(10) Upgrade and improve stormwater and wastewater treatment facilities to meet current and foreseeable needs - The Coral Gables Capital Improvements Plan lists infrastructure upgrades scheduled. Also see 2014 Water and Sewer Infrastructure Investment Report for Miami Dade County.</i>
<i>(11) Engage in restoration projects for critical water bodies that provide usable water for the jurisdiction or stormwater management assistance - The South Dade Wetlands Restoration Program is extensive.</i>
BE-3: Compact & Complete Communities

<i>(1) Demonstrate that the comprehensive plan supports compact, mixed-use development - Housing Element in addition to, future land use element and others support compact, mixed use developments exist.</i>
<i>(2) Identify areas appropriate for compact, mixed-use development on the community's official future land use map - Mixed use overlay district map and Future Land Use Map identify areas for high intensity, density and mixed use development.</i>
<i>(3) Adopt regulatory strategies that permit or incentivize increased residential and employment densities and diverse uses in transit-served areas and areas identified for compact, mixed-use development - Section 4-103, 4-104, 5-503. Provides density/far/height Incentives/bonuses for existing development and architectural style.</i>
<i>(4) Require walkability standards for new development that include sidewalks on both sides of roadways, street trees, ADA accessible crosswalks, roadways designed for maximum travel speeds of 25 mph, and maximum block lengths in transit-served areas and areas identified for compact, mixed-use development - Section 4-104. Multi-Family Special Area (MFSA) District. Subpart d. 9 Streetscape Standards- Streetscape required. The developer of all new residential buildings shall be responsible for the improvement of the area between the front set back and edge of pavement as an urban or suburban streetscape. If the parcel of land proposed for development is adjacent to parcels of land designated multi-family high density or multi-family medium density, then an urban streetscape shall be required. If the parcel of land proposed for development is designated multi-family low density and is adjacent to parcels of land designated multi-family low density, then a suburban streetscape shall be required. Any improvements constructed within the public right-of-way shall be dedicated to and maintained by the City. b. Minimum width of required streetscape. An urban streetscape shall have a minimum width of 29 feet. A suburban streetscape shall have a minimum width of 15 feet. A pedestrian zone of at least 8 feet in width except that the zone width may be reduced to 6 feet where the existing sidewalks adjacent to the parcel proposed for development are 5 feet or less. Article 4. Table 1. Connectivity requirements. Article 5. Table 1 and Sidewalks. In all commercial, multi-family, industrial and similar districts concrete sidewalks shall be constructed along each side of every street shown on the plat in accordance with the standard specifications of the Public Works Department. Dead-end street or cul-de-sac. Dead-end streets or cul-de-sacs, designed to be so permanently, shall not be longer than 600 feet, unless approved by the City Commission, and shall be provided at the closed end with a turnaround having an outside roadway diameter of at least 84 feet, and a street property line diameter of at least 100 feet. If a dead- end street is of a temporary nature, a similar turn-around shall be provided and provision made for future extension of the street into adjoining properties.</i>
<i>(8) Establish a design review board, neighborhood commission, or similar appointed citizen body that provides comments on proposed development projects - Coral Gables Board of Architects</i>
BE-4: Housing Affordability
<i>(7) Partner with nonprofit organizations to provide education, counseling, and financial assistance to homebuyers or renters - Although the City of Coral Gables does not have services that partner with Non-profit organizations who provide counseling and financial assistance to homebuyers or renters. Miami Dade county community housing and development has many partners in affordable housing services.</i>
BE-5: Infill and Redevelopment
<i>(2) Adopt a policy commitment to limited or no expansion of physical jurisdiction boundaries or extension of urban services - Although the Comprehensive Plan allows for annexation of lands of unincorporated areas, the City boundaries are limited by surrounding development, Miami-Dade, Coconut Grove, South Miami etc. and therefore meets the criteria. Urban services are already established in surrounding lands.</i>
<i>(10) Target local infrastructure improvements to revitalize redevelopment or blighted areas and catalyze private reinvestment - Capital Projects Work Plan identifies local infrastructure improvements.</i>
BE-6: Public Spaces
<i>(01) Provide ample parkland based on population density as follows: High: 6.8 acres per 1,000 residents; Intermediate-High: 7.3 acres per 1,000 residents; Intermediate-Low: 13.5 acres per 1,000 residents; Low: 20.3 acres per 1,000 residents - According to the 2013 US Census Quick Facts Coral Gables land area is 12.92 square miles (8,268 acres). The 2013 Census Quick Facts population is 49,631. Therefore, the population density (49,631/8,268) is 6.0 or <i>Intermediate Low</i>. According to the 2007 EAR Report, the City's land area is 14 square miles (8,960 acres), with (49,631/8,960) the population density is 5.5 and still <i>Intermediate Low</i>. According to the 2009 Water Supply Plan (most up to date data and analysis available), 14.7% of all land area or 1,317 acres (of total 8,960 acres) is dedicated to Parks and Recreation. In order to meet the requirement of 13.5 acres per 1,000 residents, of 49,631</i>

residents, 670 acres of parks and recreation are required. Coral Gables exceeds that with 1,317 acres of parks and recreation.
<i>(O2) Demonstrate that housing units in the community are located within a ½-mile walk distance of a public space or park based on population density as follows: High or Intermediate-High: 85%; Intermediate-Low or Low: 70% - According to the Neighborhood Park Level of Service Map, nearly 100% of residents are within a 1/2 mile walk of a park. The requirement for Intermediate Low density is 70%, therefore the Outcome has been met.</i>
<i>(1) Adopt a parks and/or open space plan that promotes a community-wide network of public spaces that provide recreational, transportation, and environmental benefits - Coral Gables has a parks and recreation master plan that is being updated this year. Further there is significant commitment in the Parks And Recreation Element of the Comprehensive Plan including an open spaces LOS Map, Bicycle Facilities LOS Map, Recreation and Parks LOS Map.</i>
<i>(3) Adopt regulatory strategies or development incentives to create, maintain, and connect parks and public spaces - Open Space requirements are mentioned 119 times in the City of Coral Gables Zoning Code. For example, Section 3-2103. Art in Public Places Fund Requirements, Waivers, and Exemptions. Division 5. Planned Area Development.</i>
<i>(4) Adopt design guidelines for new public spaces and improvements to existing facilities to strengthen environmental benefits and provide visitor amenities - The City of Coral Gables approaches public space as parks and open space. There are significant design guidelines.</i>
<i>(5) Participate in a local or regional alliance working to improve and expand the community-based or regional park system - City of Coral Gables is part of the Florida Recreation and Park Association initiative "It Starts in Parks."</i>
<i>(7) Host or partner with a volunteer program to support parks and public space maintenance - City of Coral Gables Parks and Recreation Division has a VIP - Volunteer in Parks program.</i>
<i>(8) Provide assistance for low-income users to access and use parks and public spaces through subsidy, scholarships, and discounts - Park access is free, free yoga is also offered.</i>
<i>(9) Host programs and events in parks and public spaces that bring the community together and encourage physical activity - The Parks and Recreation Division has a Community Recreation Guide on its website with events and programs listed.</i>
<i>(10) Consistently invest sufficient capital and operational funding to create and maintain parks and public spaces - In the 2012-2013 FY, the City of Coral Gables budgeted and spent \$33,960,425 and in 2013-2014 spent \$16,049,908 on Culture and Recreation. FY 12-13 spent \$21,052,288 and FY \$2,686,816 in Culture and Recreation Capital Projects. According to the report, the population is 44,885, therefore in 12-13 \$756 was invested per person while in FY 13-14, \$4,357 was invested per person in Culture and Recreation department including capital expenditures and staff.</i>
BE-7: Transportation Choices
<i>(1) Adopt a bicycle and/or pedestrian master plan that prioritizes future projects to improve safety and access to non-motorized transportation - The City has adopted a bicycle and pedestrian master plan.</i>

B. Climate & Energy

The CE goal area includes: Climate Adaptation (CE-1), Greenhouse Gas (“GHG”) Mitigation (CE-2), Greening the Energy Supply (CE-3), Industrial Sector Resource Efficiency (CE-4), Resource Efficient Buildings (CE-5), Resource Efficient Public Infrastructure (CE-6), and Waste Minimization (CE-7). The City has created and/or implemented the following initiatives within the CE goal area:

Climate & Energy
CE-1: Climate Adaptation
<i>(O1) Demonstrate a measurable reduction in vulnerability in each of the 4 core areas identified locally - Miami Dade County has completed at least 2 vulnerability assessments. Need to ascertain a measurable reduction in vulnerability: Miami-Dade County Roadmap for Adapting to Coastal Risk Vulnerability Assessment & Planning Workshop Results & Recommendations; and Analysis of the Vulnerability of Southeast Florida to Sea Level Rise, 2012 (Southeast Florida Regional Climate Change Compact).</i>

(3) *Develop a committee that includes climate scientists, adjacent jurisdictions, regional coalitions, state and federal agencies, and/or non-governmental organizations for the purpose of understanding and addressing shared vulnerabilities* - Southeast Florida Regional Climate Change Compact.

(5) *Adopt zoning code, building code, or other legally binding regulations that address future climate change threats* - Based on Floodplain Management activities and codes, Zoning Code restrictions on development on flood hazard properties and in the coastal high hazard areas, and Provisions to reduce Greenhouse Gasses (GHG) within the Comprehensive Plan (Green Element, Mobility Element).

(8) *Improve facilities throughout the community to be better prepared for climate change threats* - List of 2012 and 2013 infrastructure improvements related to flood protection are found in report.

CE-2: Greenhouse Gas Mitigation

(O2) *Demonstrate incremental progress towards achieving an 80% reduction by 2050 in community-wide greenhouse gas (GHG) emissions* - Miami Dade County has completed and is beginning to implement the Green Print Plan with the objective of reducing GHG.

(2) *Require GHG emissions to be considered in broader local government planning processes and decision-making* - The Coral Gables Comprehensive Plan Mobility and Green Elements have numerous policies aimed at reducing GHGs. The Zoning Code has policies related to vehicle mile reduction.

(4) *Establish a climate change advisory group to engage diverse community stakeholders in identifying and implementing GHG reduction strategies* - The Sea Level Rise Task Force, formed in July 2013, is charged with reviewing relevant data and prior studies and reports regarding the potential impact of sea level rise on public services and facilities, real estate, water and other ecological resources, and property and infrastructure; and Providing a comprehensive and realistic assessment of the likely and potential impacts of sea level rise and storm surge over time. The Miami-Dade Climate Change Advisory Task Force, established in July 2006 through the adoption of Ordinance 06-113, served as an advisory board to the Board of County Commissioners and is charged with identifying potential future climate change impacts to the County, while providing recommendations regarding mitigation and adaptation measures to respond to climate change.

CE-3: Greening the Energy Supply

(8) *Run a net-metering program that encourages the development of small scale renewable energy sources* – Florida Power & Light (FP&L) provides a net metering program for residents.

(10) *Install electrical vehicle charging stations* - Four charging stations exist in Coral Gables.

CE-4: Industrial Sector Resource Efficiency

(O1) *Demonstrate incremental progress towards achieving an 80% reduction by 2050 in the energy use of industrial sector operations* - Coral Gables does not have an industrial sector and therefore cannot improve its energy efficiency. However, Miami Dade does have a small industrial sector and Green Print has goals for improving energy efficiency.

(O2) *Demonstrate incremental progress towards achieving an 80% reduction by 2050 in the water use of industrial sector operations* - Coral Gables does not have an industrial sector and therefore cannot improve its water usage efficiency. However, Miami Dade does have a small industrial sector and Green Print has goals for improving water efficiency.

(1) *Adopt a plan designed to improve the resource efficiency of the community's industrial sector* - Coral Gables does not have an industrial sector and therefore cannot improve its resource efficiency. However, Miami Dade does have a small industrial sector and Green Print has goals for improving efficiency.

(3) *Adopt regulations or codes that promote the industrial sector to reduce energy and water use* - Coral Gables Comprehensive Plan Policy NAT-1.2.9. The City will enforce Miami Dade County's Water Use Efficiency Standards. All future development within the City will be required to comply with water use efficiency techniques for indoor water use in accordance with Section 8-31, 32-84 and 8A-381 of the Code of Miami Dade County, as amended. In addition, the future development will be required to comply with the landscape standards in Section 18-A and 18-B of the Miami Dade County Code, as amended.

(4) *Partner with organizations to encourage the collection and reporting of energy and water use data from the industrial sector* - Coral Gables does not have an industrial sector and therefore cannot improve its water usage efficiency. Miami-Dade County Water collaborates with SFWMD. Although MDW does not specifically require the implementation of a best management plan (BMP) that targets the industrial, commercial and institutional (ICI) sector; however, the Conserve Florida Program includes this BMP as a default BMP for large utilities. Miami Dade

Water and Sewer Department plans to target two ICI customer groups in the retail service area - County-owned (and/or operated) facilities, schools, and privately-owned hotels. This BMP provides water-use evaluations to ICI (or non-residential customers). In some cases, the evaluations are followed up with rebates and/or retrofits.
<i>(7) Administer programs that support the industrial sector's transition to less energy and water intensive practices - Miami Dade offers an industrial sector webportal for water use evaluations, tips and resources for water conservation.</i>
CE-5: Resource Efficient Buildings
<i>(1) Adopt a building energy efficiency plan to improve the energy and water efficiency of commercial, residential, and institutional buildings in the community - Miami Dade has an Electricity Master Plan. Coral Gables Comprehensive Plan Policy GRN-1.3.1 says that the City will establish a policy to conserve energy at all City owned buildings and facilities, by any means possible, including turning off computers and lights when not needed. The City will also conserve water at all City owned buildings and facilities by replacing and renovating old water toilets and fixtures with new low flow option.</i>
<i>(4) Create an education and outreach campaign or challenge to engage citizens and businesses in energy and water efficiency efforts - Miami Dade Green has an Energy Efficiency Campaign.</i>
<i>(5) Establish a committee to provide recommendations on policies related to resource efficiency in buildings OR integrate this role into the work of existing committees - Coral Gables Green Task Force.</i>
<i>(7) Train inspectors to enforce water and energy efficiency standards in adopted building codes - The BORA Energy Code implemented as part of GreenPrint has building inspector training requirement.</i>
<i>(8) Create incentives to encourage the construction of energy and water efficient certified buildings - Coral Gables has 32 programs according to the DSIRE data.</i>
<i>(9) Create a program to help homeowners and renters upgrade to more energy and water efficient homes - As part of the Miami Dade County Energy Efficiency Campaign several programs to help residents are available.</i>
CE-6: Resource Efficient Public Infrastructure
<i>(1) Develop targeted strategies to improve the resource efficiency of public infrastructure systems – Coral Gables Comprehensive Plan Natural Resources Element Policy NAT-1.2.9. The City will enforce Miami Dade County's Water Use Efficiency Standards. All future development within the City will be required to comply with water use efficiency techniques for indoor water use in accordance with Section 8-31, 32-84 and 8A-381 of the Code of Miami Dade County, as amended. In addition, the future development will be required to comply with the landscape standards in Section 18-A and 18-B of the Miami Dade County Code, as amended.</i>
<i>(2) Require public infrastructure managers to consider thorough energy and water consumption implications when designing and installing new infrastructure components - The BORA Energy Code implemented as part of GreenPrint has building inspector training requirement.</i>
<i>(7) Make specific upgrades to infrastructure systems that will increase energy and water efficiency - Coral Gables Capital Improvements Schedule through 2017 does not specifically list energy and water efficiency improvements. Miami Dade has a Sustainable Capital Improvements Manual.</i>
CE-7: Waste Minimization
<i>(01) Demonstrate incremental progress towards achieving a 100% reduction by 2050 in total solid waste generated within the jurisdiction that is disposed of via landfill or incinerator - Miami Dade has set goals as part of GreenPrint as follows reduce or divert 75% of solid waste by 2020 through reusing, recycling, and generating electricity. The community is on track for 100% diversion by 2050.</i>
<i>(1) Adopt a waste management plan that identifies the community's greatest sources of waste, sets formal waste reduction targets and establishes actions to help reach the community's waste reduction aims - Miami Dade County has adopted a Solid Waste Master Plan.</i>
<i>(3) Create a public education campaign or a focused outreach effort to inform residents and businesses of their roles in achieving waste reduction targets - Parks Launch "Recycle Today For A Better Tomorrow" Campaign.</i>
<i>(4) Develop or participate in a regional coalition that enhances the community's ability to address waste management targets - Coral Gables coordinates waste management with the county. Waste Management is for the county. No waste disposal sites are in Coral Gables. More information is required regarding the name of the partnership.</i>
<i>(6) Provide services to enable residents and businesses to recycle and reduce their waste footprint - Coral Gables has a curbside recycling program.</i>

(7) Collaboratively create and run at least 2 targeted recycling programs at key locations throughout the community - The university of Miami has several targeted recycling programs as well as Coral Gables program Help Us Recycle At City Hall launched in 2014.

(8) Operate at least 2 specific waste management programs for critical waste stream types found in the community, such as: organic waste, hazardous waste, electronic waste, and construction/demolition waste - 1. Waste Management trucks collect and transporting organic material from 40 Publix stores South Florida area, including Coral Gables. 2. Permanent Home Chemical Collection Centers – Miami Dade County Home Chemical Collection Center accepts oil based paints, pesticides, solvents, pool chemicals and other household items. The centers also accept latex paints that are still in liquid form; however, it is recommended that new paints or latex paint that is still in good condition be donated to neighbors or community groups. The centers are available to non-commercial residents only. The Centers are located in West Dade at 8831 N.W. 58th Street, and in South Dade at 23707 SW 97th Avenue Gate-B. Normal hours of operation are Wednesday through Sunday, from 9:00 a.m. to 5:00 p.m.

(9) Create a waste-to-energy conversion system for the community - In 2008, 21% of our solid waste was recycled, 20% was converted into energy through incineration, and 59% was landfilled. Through incineration, converted waste into nearly 305 million kWh, enough energy to power approximately 21,000 homes in that same year.

C. Health & Safety

The HS goal area includes: Active Living (HS-1), Community Health & Health Systems (HS-2), Emergency Prevention & Response (HS-3), Food Access & Nutrition (HS-4), Indoor Air Quality (HS-5), Natural & Human Hazards (HS-6), and Safe Communities (HS-7). The City has created and/or implemented the following initiatives within the HS goal area:

Health & Safety
HS-1: Active Living
<i>(02) Increase the percentage of high school students that are physically active for 60 minutes per day on 5 or more days</i> - Miami Dade students that are not physically active for 60 minutes per day on 5 or more days: 2007: 67.6%, 2009: 64%, 2011: 63%, 2013: 59%.
<i>(2) Require or incentivize bicycle and pedestrian amenities in new major development projects in high-density, mixed-use areas or near transit stations</i> - Coral Gables Code Chapter 58. Sec. 58-89. Work required in new building construction and/or alterations exceeding \$15,000.00 in value or exceeding 600 square feet in floor area a. Sidewalks, curbs and/or gutters, shall be constructed, reconstructed or repaired when any property located within the corporate limits improved, altered or modified by the construction, reconstruction, renovation, remodeling or repair of any type of building, structure, or parking facility exceeding \$15,000.00 in value, or when such building to be constructed, reconstructed, renovated, remodeled or repaired exceeds 600 square feet in floor area, for which a building permit is required, c. The public works director is hereby directed to withhold or withdraw the certificate of occupancy or use until such sidewalk, curb and/or gutter are properly constructed, reconstructed or repaired as provided in subsections (a) and (b) of this section. Zoning Code article 4. Table 1. Parking requirements for individual buildings and within overlay districts: To encourage the use of bicycles, etc., a minimum of one (1) ten (10) foot bicycle rack for each two hundred and fifty (250) parking spaces or fraction thereof shall be provided. The location shall be convenient to users and shall be subject to review as a part of the site plan review.
<i>(4) Establish school siting guidelines that give preferential considerations to locations that maximize the number of students who can walk or bicycle safely to school</i> - Miami Dade County is the largest school district and has siting regulations for new charter schools: Code of Miami-Dade County, Florida. Section 33-154. Limitations on the siting of public charter school facilities. Article XXXIII(K) Standard Urban Centers District Regulations. As amended through December 3, 2013: Sec. 33-284.83. Uses. 7. Schools shall be subject to the requirements of Article XA or XI of this chapter, as applicable.
<i>(5) Create an advisory board to advise the local government on issues related to planning, policies, code requirements, and other actions affecting active living in the community</i> - Bile Walk Coral Gables Board and a Transportation Advisory Committee.

<i>(7) Appoint a physical activity specialist within the local health department to serve as a liaison between government agencies - Miami Dade County Health Department Division of Environmental Health and Engineering is responsible for assuring a safe and healthy environment for Miami Dade County. Services include monitoring, education, and regulation activities that serve to prevent diseases of environmental origin and improve the quality of life in our community.</i>
<i>(8) Host or partner with community groups to support at least 2 programs that encourage active living for adults and kids - Bike Coral Gables has several programs that meet this criteria.</i>
<i>(9) Implement a local program that systematically improves bicycle and pedestrian amenities community-wide - These are existing, but need to locate a list of bicycle and pedestrian infrastructure improvements critical projects completed within the past 3 years from City prior to formal certification (future).</i>
<i>(10) Provide at least 3 types of active recreation facilities that are available for community use - Coral Gables has three (3) types of active recreation facilities that are available for community use, by population size.</i>
HS-2: Community Health & Health Systems
<i>(O1) Demonstrate that the community is a county, or is a municipality located in a county, ranked in the top 15% in the state in regards to morbidity and mortality - According to the County Health Rankings and Roadmaps, Miami Dade County is in the 15% of overall counties with the lowest early death rate.</i>
<i>(O2) Demonstrate that the community is a county, or is a municipality located in a county, ranked in the top 15% in the state in regards to key behaviors that impact health - Miami Dade County is the highest ranked county in the state of Florida (67 total) in Health Factors category.</i>
<i>(O4) Demonstrate that the local public health department is accredited by the Public Health Accreditation Board (PHAB) - 1. Baptist Hospital of Miami, Inc., 2.Jackson Memorial Hospital, 3.Kendall Regional Medical Center; There are at least seven (7) additional accredited hospitals listed.</i>
<i>(1) Conduct a comprehensive community health assessment, which includes data collection and analysis of public health conditions, trends, and problems affecting the community - Miami Dade Health Department has an up to date Comprehensive Community Health Assessment.</i>
<i>(2) Develop a community health improvement plan to strengthen the delivery of health services and improve community health - Miami Dade Health Department has an up to date Community Health Improvement Plan.</i>
<i>(4) Collaboratively engage the public in assessment of community health problems and developing strategies to improve the delivery of health services - Related Organizations: Consortium for a Healthier Miami-Dade, Health Council of South Florida, Florida Kid Care, Centers for Disease Control and Prevention Other program partners include Hepatitis Program, Perinatal HIV Services, School health partners, Tobacco Prevention and Control, Consortium for a Healthier Miami Dade etc.</i>
<i>(5) Collaboratively engage the local public health department and relevant local government departments or agencies to integrate health considerations into local plans and policies that affect the built environment, physical activity, and access to fresh food - The Environmental Health and Engineering Division of MDHD works with Coral Gables and other municipalities within the jurisdiction to assure a safe and healthy environment for Miami Dade County. Services include monitoring, education, and regulation activities that serve to prevent diseases of environmental origin and improve the quality of life in our community.</i>
<i>(6) Provide information and education to the public regarding health issues and available local programs and services that support prevention and wellness - Family Health Day at the Florida Historic Capitol Museum; Tobacco Free Florida and Healthiest Weight: Curator's Tour; An Evening With Dr. John Agwunobi: His Leadership Through Preparation, Prevention, and Response.</i>
<i>(9) Conduct health impact assessments (HIAs) on proposed infrastructure investments and development projects to increase positive health outcomes and minimize adverse impacts - The Environmental Health and Engineering Division of Miami Dade Health Department conducts impact assessments (many conducted recently).</i>
HS-3: Emergency Prevention & Response
<i>(2) Publish information to encourage residents to develop emergency kits and evacuation plans and encourage businesses to develop emergency procedures and shelter-in-place plans - 1. Miami Dade County annual hurricane readiness publication. Distributed at schools, universities, government centers etc. in Spanish and Creole; 2. Miami Dade emergency alert sign up program; 3. "Know 2 ways out" Miami Dade Fire Rescue (MDFR) kicked off Fire Prevention Month by partnering with FPL to conduct free safety makeovers, evaluating potential for burns and other electrical and fire safety hazards. Additionally the Fire Officers Association of Miami Dade (FOAM-D) invited</i>

<p>all media outlets to join MDR and other local fire departments to participate in an educational and fun life-saving skill drill stressing this year's fire prevention slogan of "Know Two Ways Out."</p>
<p><i>(3) Participate in interstate, statewide, regional, or inter-jurisdictional mutual aid response systems</i> - 1. Miami Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.) is a coalition of faith-based and community organizations established to meet the immediate and long-term needs of the community when affected by a disaster; 2. Federal Urban Search and Rescue Management Members- Four members of Miami Dade Fire Rescue joined FEMA's Search and Rescue Incident Support Team (IST) in the Northeast during the federal response of Hurricane Sandy; 3. Coral Gables partners with Miami Dade County who reports/partners with the state on emergency preparedness. Mutual trainings with in the County jurisdictions are noted in the annual emergency preparedness reports, CERT Full Scale Exercise. December 5, 2010. A full scale exercise with CERT volunteer groups was conducted to evaluate team skills in light search and rescue, fire suppression, triage and incident command. Participants include local CERT teams, City of Coral Gables Fire Rescue, City of Hialeah Police Explorers, and Miami-Dade County Emergency Management.</p>
<p><i>(4) Participate in a regional emergency planning commission</i> - Coral Gables is part of the South Florida Regional Planning Council Local Emergency Planning Committee District 11 was established in 1988. The Council has served as staff to the District XI Local Emergency Planning Committee (LEPC), which encompasses Broward, Miami-Dade and Monroe Counties. The LEPC was established as required by the Emergency Planning and Community Right-To-Know Act (EPCRA), Title III of the Superfund Amendments and Reauthorization Act (SARA). Pursuant to the Emergency Planning and Community Right-To-Know Act, a Local Emergency Planning Committee (LEPC) is responsible for preparing a regional hazardous materials emergency response plan, serves as a repository for regional hazardous materials information, and performs outreach functions to increase hazardous materials awareness. LEPC membership consists of local professionals representing occupational categories such as firefighting, law enforcement, emergency management, health, and/or transportation.</p>
<p><i>(6) Participate in training drills that involve the public and emergency management personnel from multiple departments and/or multiple jurisdictions</i> - Coral Gables partners with Miami Dade county who reports/partners with the state on emergency preparedness. Mutual trainings with in the County jurisdictions are noted in the annual emergency preparedness reports. CERT Full Scale Exercise, December 5, 2010, a full scale exercise with CERT volunteer groups was conducted to evaluate team skills in light search and rescue, fire suppression, triage and incident command. Participants include local CERT teams, City of Coral Gables Fire Rescue, City of Hialeah Police Explorers, and Miami-Dade County Emergency Management.</p>
<p><i>(7) Perform an annual review/assessment of plans, procedures, resources and trainings based on emergency response incidents and demands</i> - Miami Dade completes annual Emergency Management Report although nothing was found for Coral Gables.</p>
<p>HS-4: Food Access & Nutrition</p>
<p><i>(O1) Demonstrate an increase over the past 3 years in the amount of fresh food sold locally at farmers markets or other direct farm-to-consumer activities</i> - Yes, however significant data on local farmers markets is required to complete the analysis.</p>
<p><i>(O2) Demonstrate an increase over the past 3 years in the ability of low-income families to access low-cost, healthful food</i> - Miami Dade general population food security rates since 2009: 2009 - 82.4%; 2010 - 83.1%; 2011 - 82.2%; 2012 - 84.7%. Miami Dade child population food security rates since 2009: 2009 - 70.5%; 2010 - 72.2%; 2011 - 72.6%; 2012 - 74%.</p>
<p><i>(1) Conduct an assessment of the local food system, including existing policies and programs that increase access to healthful food and nutrition education</i> - Miami Dade has conducted an assessment of the local food systems.</p>
<p><i>(2) Adopt zoning and development regulations that allow farmers markets, community gardens, and urban agriculture</i> - The Coral Gables Zoning Code, Article 8 Definitions defines Farmer Markets as a Retail sales and services use. Therefore they are allowed in districts where retail is allowed. No other provisions for urban agriculture, or community gardens exist.</p>
<p><i>(5) Demonstrate that the local public school district has adopted a model school wellness policy</i> - The Miami Dade County School District Health and Wellness Policy 8510 was established in 2006.</p>
<p><i>(6) Establish a local or regional food policy council that includes health professionals, community organizations, schools, farmers, and/or related businesses</i> - The Miami Dade food policy council was found on Facebook but active.</p>

Green Family Foundation, Neighborhood Help, HWCOD-DPCD at Florida International University (FIU) were all identified as Miami Dade food partners.

(7) Develop public outreach materials, classes, or workshops for residents to learn about food, nutrition, and gardening OR develop public outreach materials to promote food assistance programs - The food policy council, department of health, Green Family Foundation, Neighborhood Help, HWCOD-DPCD at FIU all conduct education and outreach programs.

(8) Demonstrate that local schools or the public school district has certification from the USDA Healthier US Schools Challenge or an award from the Alliance for a Healthier Generation in the past 3 years – Miami Dade County Public Schools (11/12 – 11/16); UCP – Diamond Minds Transformational Leadership Academy (Silver); Miami-Dade County Public Schools (8/12 – 8/16); Air Base Elementary School (Bronze); Amelia Earhart Elementary School (Bronze); Arch Creek Elementary School (Bronze); Arcola Lake Elementary School (Bronze); Auburndale Elementary School (Bronze); Avocado Elementary School (Bronze); Banyan Elementary School (Bronze); Barbara Hawkins Elementary School (Bronze); Bel-Aire Elementary School (Bronze); Ben Sheppard Elementary School (Bronze); Bent Tree Elementary School (Bronze); Biscayne Elementary School (Bronze); Biscayne Gardens Elementary School (Bronze); Blue Lakes Elementary School (Bronze); Brentwood Elementary School (Bronze); Broadmoor Elementary School (Bronze); Bunche Park Elementary School (Bronze); Calusa Elementary School (Bronze); Caribbean Elementary School (Bronze); Carol City Elementary School (Bronze); Charles David Wyche, Jr. Elementary School (Bronze); Charles R. Drew Elementary School (Bronze); Charles R. Hadley Elementary School (Bronze); Christina M. Eve Elementary School (Bronze); Citrus Grove Elementary School (Bronze); Claude Pepper Elementary School (Bronze); Coconut Grove Elementary School (Bronze); Colonial Drive Elementary School (Bronze); Comstock Elementary School (Bronze); Coral Park Elementary School (Bronze); Coral Reef Elementary School (Bronze); Coral Terrace Elementary School (Bronze); Crestview Elementary School (Bronze); Cutler Ridge Elementary School (Bronze); Cypress Elementary School (Bronze); Dante B. Fascell Elementary School (Bronze); David Fairchild Elementary School (Bronze); Dr. Carlos J. Finlay Elementary School (Bronze); Dr. Edward L. Whigham Elementary School (Bronze); Dr. Gilbert Porter Elementary School (Bronze); Dr. Manuel C. Barreiro Elementary School (Bronze); Dr. Robert B. Ingram Elementary School (Bronze); E.W.F. Stirrup Elementary School (Bronze); Earlington Heights Elementary School (Bronze); Edison Park Elementary School (Bronze); Emerson Elementary School (Bronze); Eneida Massas Hartner Elementary School (Bronze); Ethel F. Beckford/Richmond Elementary School (Bronze); Ethel Koger Beckham Elementary School (Bronze); Fairlawn Elementary School (Bronze); Flagami Elementary School (Bronze); Flamingo Elementary School (Bronze); Florida City Elementary School (Bronze); Frances S. Tucker Elementary School (Bronze); Frederick Douglass Elementary School (Bronze); Fulford Elementary School (Bronze); George Washington Carver Elementary School (Bronze); Gertrude K. Edelman/Sabal Palm Elementary School (Bronze); Gloria Floyd Elementary School (Bronze); Golden Glades Elementary School (Bronze); Goulds Elementary School (Bronze); Gratigny Elementary School (Bronze); Greenglade Elementary School (Bronze); Greynolds Park Elementary School (Bronze); Gulfstream Elementary School (Bronze); Henry E.S. Reeves Elementary School (Bronze); Henry M. Flagler Elementary School (Bronze); Henry S. West Laboratory School (Bronze); Hialeah Elementary School (Bronze); Hialeah Gardens Elementary School (Bronze); Hibiscus Elementary School (Bronze); Holmes Elementary School (Bronze); Howard Drive Elementary School (Bronze); Jack D. Gordon Elementary School (Bronze); James H. Bright/J.W. Johnson Elementary School (Bronze); Jesse J. McCrary, Jr. Elementary School (Bronze); Joe Hall Elementary School (Bronze); Joella C. Good Elementary School (Bronze); John G. Dupuis Elementary School (Bronze); Kelsey L. Pharr Elementary School (Bronze); Kendale Elementary School (Bronze); Kendale Lakes Elementary School (Bronze); Kensington Park Elementary School (Bronze); Kinloch Park Elementary School (Bronze); Lake Stevens Elementary School (Bronze); Lakeview Elementary School (Bronze); Laura C. Saunders Elementary School (Bronze); Lenora Braynon Smith Elementary School (Bronze); Liberty City Elementary School (Bronze); Lorah Park Elementary School (Bronze); Ludlam Elementary School (Bronze); Madie Ives Community Elementary School (Bronze); Mae M. Walters Elementary School (Bronze); Marjory Stoneman Douglas Elementary School (Bronze); Maya Angelou Elementary School (Bronze); Meadowlane Elementary School (Bronze); Melrose Elementary School (Bronze); Miami Gardens Elementary School (Bronze); Miami Heights Elementary School (Bronze); Miami Park Elementary School (Bronze); Miami Shores Elementary School (Bronze); Miami Springs Elementary School (Bronze); Morningside Elementary School (Bronze); Myrtle Grove Elementary School (Bronze); Nathan B. Young Elementary School (Bronze); Natural Bridge Elementary School (Bronze); Norland Elementary School (Bronze); Norma Butler Bossard Elementary School

(Bronze); North Beach Elementary School (Bronze); North Dade Center for Modern Languages (Bronze); North Glade Elementary School (Bronze); North Hialeah Elementary School (Bronze); North Miami Elementary School (Bronze); North Twin Lakes Elementary School (Bronze); Norwood Elementary School (Bronze); Oak Grove Elementary School (Bronze); Ojus Elementary School (Bronze); Olinda Elementary School (Bronze); Oliver Hoover Elementary School (Bronze); Olympia Heights Elementary School (Bronze); Orchard Villa Elementary School (Bronze); Palm Lakes Elementary School (Bronze); Palm Springs Elementary School (Bronze); Palm Springs North Elementary School (Bronze); Palmetto Elementary School (Bronze); Parkview Elementary School (Bronze); Parkway Elementary School (Bronze); Paul Laurence Dunbar Elementary School (Bronze); Perrine Elementary School (Bronze); Phillis Wheatley Elementary School (Bronze); Phyllis Ruth Miller Elementary School (Bronze); Pine Lake Elementary School (Bronze); Pine Villa Elementary School (Bronze); Pinecrest Elementary School (Bronze); Poinciana Park Elementary School (Bronze); Rainbow Park Elementary School (Bronze); Redland Elementary School (Bronze); Redondo Elementary School (Bronze); Riverside Elementary School (Bronze); Robert Russa Moton Elementary School (Bronze); Rockway Elementary School (Bronze); Royal Green Elementary School (Bronze); Royal Palm Elementary School (Bronze); Santa Clara Elementary School (Bronze); Scott Lake Elementary School (Bronze); Seminole Elementary School (Bronze); Shadowlawn Elementary School (Bronze); Shenandoah Elementary School (Bronze); Silver Bluff Elementary School (Bronze); Skyway Elementary School (Bronze); Snapper Creek Elementary School (Bronze); South Hialeah Elementary School (Bronze); South Miami Heights Elementary School (Bronze); South Pointe Elementary School (Bronze); Southside Elementary School (Bronze); Spanish Lake Elementary School (Bronze); Springview Elementary School (Bronze); Sunset Elementary School (Bronze); Sunset Park Elementary School (Bronze); Sweetwater Elementary School (Bronze); Sylvania Heights Elementary School (Bronze); Thena C. Crowder Elementary School (Bronze); Toussaint L’Ouverture Elementary School (Bronze); Treasure Island Elementary School (Bronze); Tropical Elementary School (Bronze); Twin Lakes Elementary School (Bronze); Van E. Blanton Elementary School (Bronze); Village Green Elementary School (Bronze); Virginia A. Boone/Highland Oaks Elementary School (Bronze); W.J. Bryan Elementary School (Bronze); Wesley Matthews Elementary School (Bronze); West Hialeah Gardens Elementary School (Bronze); West Homestead Elementary School (Bronze); Whispering Pines Elementary School (Bronze); William A. Chapman Elementary School (Bronze); William Lehman Elementary School (Bronze); Zora Neale Hurston Elementary School (Bronze).

(10) Implement an “Increase Your Food Bucks” program for farmers markets - In 2013, Florida Organic Growers received a Specialty Crop Block Grant from the Florida Department of Agriculture and Consumer Services (FDACS) to develop the Fresh Access Bucks Program to increase sales of Florida grown fruits and vegetables to Florida consumers. This program increases access to and consumption of healthy, locally produced fruits and vegetables for low-income Florida residents through an incentive program at Farmers Markets for the Supplemental Nutrition Assistance Program (SNAP- formerly the Food Stamp Program).Miami-Dade CountyBee Haven FarmSouthwest Community Farmers MarketUpper East Side Farmers MarketVerde Gardens Farmers MarketMiami Mobile Farmstand.

HS-5: Indoor Air Quality

(O1) Decrease the number of student, parent, and staff complaints to the public school district regarding indoor air quality (IAQ) over time - Page 65 of the Safety Program for Miami Dade County Schools report has school regulations actions and reporting mechanism for IAQ complaints. Additionally, the 2010 School district annual report shows gaps in IAQ testing and record keeping.

(1) Prohibit smoking in all enclosed public places, including restaurants, bars, and workplaces – Florida Statute Section 386.202 Part II of the Florida Statute prohibits.

(7) School district implements a system-wide IAQ management program to monitor and address IAQ problems - As part of the Safety Program Plan for the school district there is a plan for addressing IAQ issues. The District shall implement the following preventative measures: A. address prevention of water intrusion as a priority Indoor Air Quality (IAQ) issue and implement strategies toward its elimination; B. maintain environmental conditions in occupied areas that are in compliance with applicable regulations and strive to conform to consensus industry standards; C. implement a preventative maintenance program for HVAC systems which shall include, but not be limited to, periodic filter replacement, inspection, and cleaning; D. implement a system for insuring materials used and purchased for use in the construction, furnishing and maintenance, including cleaning of facilities, do not contribute to the health hazards to employees and students by degrading the quality of indoor air. In addition, activities that create indoor air quality health hazards shall not be permitted. In addition, the Superintendent shall

develop administrative procedures for the proper monitoring of the factors that contribute to excessive moisture and for the development of mitigation plans when, and if, problems with IAQ are identified. Bonus: According to the website provided, Coral Gables nor Miami Dade County have an IAQ rating.

(9) Provide grants or loans to remediate indoor air pollution problems in low-income homes or affordable rental units - Coral Gables offers a property assessed clean energy (PACE) program which can be used for weatherization.

HS-6: Natural & Human Hazards

(1) Develop a hazard mitigation action plan that includes an all-hazard vulnerability assessment of the community's primary hazard threats - Miami Dade County Conducted an All Hazard Mitigation Plan with vulnerability assessment that includes Coral Gables.

(3) Increase community awareness of natural hazards through education and outreach materials - 1. Miami Dade county annual hurricane readiness publication distributed at schools, universities, government centers etc. n Spanish and Creole; 2. Miami Dade emergency alert sign up program; 3. "Know 2 ways out" - Miami-Dade Fire Rescue (MDFR) kicked off Fire Prevention Month by partnering with FPL to conduct free safety makeovers, evaluating potential for burns and other electrical and fire safety hazards. Additionally the Fire Officers Association of Miami-Dade (FOAM-D) invited all media outlets to join MDFR and other local fire departments to participate in an educational and fun life-saving skill drill stressing this year's fire prevention slogan of "Know Two Ways Out."

(4) Integrate an all-hazard vulnerability assessment or other key local hazards information into the community's comprehensive plan - Vulnerability impacts have been addressed in the Public Safety, Housing, Community Facilities, Capital Improvements and Green Elements of the Comprehensive Plan.

(5) Adopt zoning regulations that limit development in areas of high hazard vulnerability - The Zoning Code limits development in the coastal high hazard area and the coastal flood hazard district.

HS-7: Safe Communities

(01) Demonstrate that the average violent crime rate for the past 3 years is below the specified thresholds - Coral Gables Murder Rates per 100,000 population:

Year	Murder	Rape	Robbery	Ag Assault
2009	2.3	7.0	86.5	137.9
2010	4.3	6.4	74.8	113.3
2011	2.1	10.5	63.3	118.1
2012	6.2	8.3	45.4	103.2

(7) Implement violence prevention programs and strategies to address community risk - Coral Gables implements CEPTED principles required through its Comprehensive Plan Public Safety Element in the Zoning Code.

(8) Implement school-based violence prevention programs and strategies, particularly in highly impacted, urban, and at-risk neighborhoods – Miami Dade County Public Schools require five curriculum lessons on bullying and violence prevention per grade level Pre-K through 12 on preventing, identifying and responding to bullying and/or harassment. In addition, Miami Dade schools also use Bullying Prevention Train-the-Trainer professional developments, the Student Voices program, the Elementary TRUST (To Reach Ultimate Success Together) Curriculum and the Anti-Defamation League's "No Place for Hate" initiative. "The Miami-Dade County Public Schools bullying policy aligns with the state's model policy," said Deborah A. Montilla, district director of the Division of Student Services. "We recognize that to effectively address the issue of bullying, a multi-faceted approach beginning with the re-culturing of the school environment is essential with the involvement of all stakeholders."

(9) Develop violence intervention programs and strategies to support at-risk families and youth and to prevent the escalation of violence - Miami Dade has a violence intervention program for at risk youth called Miami-Dade County Prevention Initiative is a free program for kids 17 and younger who are having behavior and family difficulties and may be at risk of getting arrested. Some of the things that are dealt with include low academics, drug and alcohol issues, school attendance, runaway problems, anger management, negative peer pressure, disciplinary problems and mental health Issues.

(10) Adopt violence suppression and enforcement programs and strategies that support and build trust within the community - Miami Dade anti-gang strategy initiative.

(11) Create or support a multi-faceted, monitored reentry program for ex-offenders that includes training, education, mentoring, and employment opportunities and other support services to reduce recidivism - Miami Dade has extensive reentry programs for ex-offenders.

D. Natural Systems

The NS goal area includes: Green Infrastructure (NS-1), Invasive Species (NS-2), Natural Resource Protection (NS-3), Outdoor Air Quality (NS-4), Water in the Environment (NS-5), and Working Lands (NS-6). The City has created and/or implemented the following initiatives within the NS goal area:

Natural Systems
NS-1: Green Infrastructure
<i>(O2) Demonstrate that 85% of the population lives within a ½-mile walk distance from green infrastructure features that are performing a minimum of 2 of the following functions: Localized cooling through tree canopy cover, green roofs or green walls, Water management through wetlands, stream buffers, and permeable surfaces, recreation through parks and/or greenways - According to the REC-2: Neighborhood Park Level of Service Map prepared for the comprehensive plan in addition to the REC-1: Urban Open Space Level of Service Map the City meet the requirement.</i>
NS-2: Invasive Species
<i>(2) Adopt local ordinance requiring control of listed priority invasive species or enact a native plant ordinance for private and public landscaping - The City has native plant species requirements in the Code which references many other plans created by Miami Dade County as follows: Section 5-1102. Applicability. A. Miami-Dade County Code applicability. The minimum landscape requirements for the City of Coral Gables are governed by all requirements within the following Miami-Dade County Codes as amended: 1. Chapter 18A, Landscaping Ordinance; 2. Chapter 24, Environmental Protection Ordinance; 3. Chapter 33, Zoning Code; and 4. Landscape Manual. Landscape Section 5-1104. General requirements. A. The following are general requirements that are applicable to all rights-of-way and private properties within the City, unless exempted herein: 6. Plant materials. a. Plants installed pursuant to this Code shall conform to, or exceed, the minimum standards for Florida Number One as provided in the most current edition of "Grades and Standards for Nursery Plants" prepared by the State of Florida Department of Agriculture and Consumer Services (Florida Number One is the Landscape Section of the Miami 21 Zoning Code that requires 30% native and 50% drought tolerant species and includes prohibitions on species as follows: 9.14 Prohibitions a. Prohibited plant species. Prohibited species shall not be planted and shall be removed from any site which is subject to the requirements of this article. b. Controlled plant species. Controlled species shall not be planted within five hundred (500) feet of a Natural Forest Community or native habitats as defined herein. c. West Indian Mahogany. West Indian Mahogany, Swietenia mahagoni, shall not be planted within five hundred (500) feet of a rockland hammock or pine rockland. d. Tree abuse. Tree abuse is prohibited. Abused trees shall not be counted toward fulfilling the minimum tree requirements.) Coral Gables Code: b. Vegetation requirements specified herein shall be installed in accordance with all of the following unless noted otherwise: A minimum of thirty (30%) percent of the total trees shall be native species. iii. Shrubs. All shrubs. A minimum of thirty (30%) percent of total shrubs shall be native species. v. Ground cover. A combination of vegetative ground cover, lawn grass, mulch or other City approved ground cover shall be provided on all exposed earth. The intent is to provide one-hundred (100%) percent ground coverage. If vegetative ground covers are provided, the vegetation shall provide complete coverage within three (3) months after planting. vi. Lawn grass. All lawn areas shall be sodded. Sod shall be planted in species well adapted to localized growing conditions in Miami-Dade County and shall be clean and reasonably free of weeds and noxious pests or diseases.</i>
<i>(3) Partner with local volunteer groups or neighborhood associations to restore priority natural systems areas by planting native plants or improving local wildlife habitat - The Wildlife and Habitat Team of Partners for the Environment is working to implement the Lights Out Miami Valley program. Million Orchid Project: The comeback will begin next month when the city of Coral Gables and Fairchild Tropical Botanic Garden, partners for the Million Orchid Project, aim to restore the orchid's prominence in public spaces throughout Miami Dade County. Wildlife Research Team (WRT): Habitat Restoration Project at Matheson Hammock Park in Coral Gables, Florida.</i>
<i>(4) Partner with local volunteer groups to monitor vector zones or areas at greatest risk of invasive species invasion, and organize "weed pulls" and other invasive management actions - There are no specific partnerships for invasive species monitoring in Coral Gables, but several organizations that participate in the activity separately, including: A Better South Florida does weed pulls, National Public Lands day does weed pulls and plantings, the Charles Deering Estate, R. Hardy Matheson Preserve, Castellow Hammock Park, and Matheson Hammock Park (S. Vardaman, Miami-</i>

Dade County Park and Recreation Department, Natural Areas Management, personal communication 1998). All four of these parks have management plans which include recommendations for the control of exotic plants (Dade County Park and Recreation Department et al. 1991a; Dade County Park and Recreation Department et al. 1991b; Dade County Park and Recreation Department 1993, Dade County Park and Recreation Department 1994). None of them specified invasives, which likely do not exist in mass in the urban community.

(5) Create a public education campaign or targeted outreach effort to inform residents and/or plant or animal sellers about the hazards of invasive species - Although the City does not conduct invasive campaigns, Miami Dade, Fish and Wildlife and other state organizations do. Other campaigns include: Lionfish Campaign: Lionfish Hunting; Lionfish Tournament; Florida's Python Challenge.

(7) Enforce regulations to control use and sale of invasive species - A Landscape Plan and Irrigation Plan are required as part of site plan review by the building and zoning official. See Article 5 of the Code. Miami Dade has animal control to enforce sales of illegal animals: PART III - CODE OF ORDINANCES Chapter 5 - ANIMALS AND FOWL.

NS-3 Natural Resource Protection

(1) Develop a plan to protect and restore natural resources through land conservation, corridor connectivity, and restoration of biological integrity and function - Coral Gables Comprehensive Plan has a Natural Systems Element and Natural Resources Map.

(4) Partner with adjacent jurisdictions, state and federal agencies, and local or regional non-profit organizations to advance land conservation and restoration efforts - Miami Dade partners with adjacent jurisdictions and the SFWMD to advance conservation and restoration such as the Outreach and Intergovernmental Representatives Commission who develop partnerships with local governments, utilities, community groups and other stakeholders in Miami Dade County and create a better understanding of local water resource issues through outreach and education activities. Miami Dade County features two unique national parks – Everglades and Biscayne. With nearly 2.5 million residents, it is also the most populous county in Florida. Miami Dade County's ecological treasures and large population demonstrate complexities of balancing the SFWMD's water quality, flood control, environmental restoration and water supply missions. Several other conservation partnerships can be found on link provided.

NS-4 Outdoor Air Quality

(01) Achieve attainment or maintenance status for all measured criteria pollutants - The last time Miami Dade County showed non-attainment was 1994.

(1) Adopt regulatory strategies that permit or incentivize increased residential and employment densities and diverse uses in transit-served areas and areas identified for compact, mixed-use development - Division 2. Overlay and Special Purpose Districts are designated for higher density with incentives and are located close to transit. See Purpose of the district Section 4-201. Mixed Use District (MXD). A. Purpose. The purpose of this District is to: 1. Provide the method by which tracts of land may be developed as a planned unified project rather than on a lot-by-lot basis as provided for in the City's other regulations, 2. Provide for residential uses at higher densities in exchange for public realm improvements, 3. Provide maximum design freedom by permitting property owners an opportunity to more fully utilize the physical characteristics of the site through modified development regulations and the planned mixing of uses, 4. Require that property within the District will be developed through a unified design providing continuity among the various elements causing a better environment, 5. Create a diversity of uses within walking distance, including but not limited to: residential, offices, workplaces, neighborhood commercial, and public open spaces including the following attributes: a. Provide a variety of uses in the area which can be traversed in a ten (10) minute walk which.

(6) Educate the public about the impacts of poor air quality on human health and the natural environment and the efforts they can take to reduce pollution and exposure - Miami Dade County Transit Department has conducted several education campaigns and reports on air quality, including: Air Quality Protection; Environmental Tips for your Car; Today's Air quality.

NS-5: Water in the Environment

(1) Adopt a watershed management plan that integrates natural water bodies with human water use and addresses inputs and outputs of the water systems - The SFWMD is responsible for managing the regional watershed. The goal of the SFWMD is to manage stormwater flows to rivers and freshwater discharge to South Florida's estuaries in a way that preserves, protects and, where possible, restores these essential resources. We work in partnership with federal, local and other state governments to, within the system's limitations, ensure that rivers and estuaries receive not only the right amount of water at the right time but also clean, high-quality water. Biscayne Bay and

Estuary: Biscayne Bay is a subtropical estuary that includes 428 square miles of marine ecosystem and 938 square miles of watershed along the coast of Miami Dade and northeastern Monroe counties. Biscayne Bay shows increasing signs of distress, including declines in fisheries, increased pollution and dramatic changes in nearshore vegetation. Intensive development of the watershed has altered the natural cycle of freshwater inflows to the bay. Northern and central Biscayne Bay are strongly affected by urban development. Southern Biscayne Bay is influenced by drainage from the Everglades, which has been altered by canals and agricultural activities. The opening of inlets and further channelization has contributed to the bay's transition from a freshwater estuary to a marine lagoon. Today, the bay is a pulsed system that alternates between marine conditions and extreme low salinity near the discharges of 19 major canals. Scientists have observed changes in fish diversity and abundance, with a shift over time towards marine species. Restoration and preservation of Biscayne Bay and Biscayne National Park are dependent on a comprehensive understanding of the linkages between the hydrologic system and the bay ecosystem. It is also important to understand the impact of internal and external influences on the system.

(2) Adopt community regulations that protect water quality OR participate in a regional pollutant trading program that reduces watershed pollution levels - Florida Statute 403.0891 Requires State, regional, and local stormwater management plans and programs pursuant the Surface Water Improvement and Management Act, ss. 373.451-373.4595, Coral Gables Code establishes their right to a separate stormwater utility from Miami Dade in Chapter 78. ARTICLE IV. - STORMWATER MANAGEMENT UTILITY. Stormwater management system or system means the existing stormwater management of the city and all improvements thereto which by this article are constituted as the property and responsibility of the utility. The utility shall be operated as an enterprise fund to, among other things, conserve water, control discharges necessitated by rainfall events and incorporate methods to collect, convey, store, absorb, inhibit, treat, use or reuse water to prevent or reduce flooding, over-drainage, environmental degradation and water pollution or to otherwise affect the quality and quantity of discharge from such system. Further Local governments and developers are also required to adopt Stormwater Best Management Practices, or BMPs, that make sure that water flowing into our natural ecosystems is cleaner. These BMPs include keeping direct urban stormwater runoff away from waterways, retaining and cleaning stormwater or irrigation water "on-site" and reducing the amount of water used for irrigation, as well as the type and quantity of fertilizers and pesticides or herbicides used on our landscapes.

(3) Create partnerships to address non-point source pollution not covered by local authority - Biscayne Bay Partnership Initiative (BBPI) is to help conserve water and better manage the bay environment. One project is called the Biscayne Bay Coastal Wetlands Project. Regional Conservation Partnership Program (RCPP).

(4) Create an education campaign about ambient water quality, pollution prevention, mitigation, and restoration techniques - SFWMD has a significant educational campaign including youth, scientist, and visitor information. Business partnerships and teaching manuals etc.

(5) Provide incentives to residents/developers to protect critical watershed protection areas - Beginning in Fiscal Year 2016, funding consideration for local projects that use water-saving hardware and technology will be incorporated into the water conservation component of the new Cooperative Funding Program. The application period for FY16 projects closed on Nov. 21, 2014. For more details, visit the Cooperative Funding Program web page. Cooperative Funding Program: for nearly two decades, the District has provided funding to local governments, special districts, utilities, homeowners associations, water users and other public and private organizations for stormwater, alternative water supply and water conservation projects that are consistent with the agency's core mission. Beginning in Fiscal Year 2016, these cooperative funding efforts will be brought together under one program that provides financial incentives to promote local projects that complement ongoing regional restoration, flood control, water quality and water supply efforts within the District's 16-county region.

(6) Engage in restoration projects for critical water bodies and buffer zones that protect those water bodies - The South Dade Wetlands Restoration Program is extensive and includes lands within Coral Gables.

(7) Develop and provide water conservation programs to residents, businesses and agricultural water users in order to help ensure that the community is not depleting its water supply - Some programs include: low income retrofit project has been created by the Miami Dade Water Conservation Plan; and others available on links.

(8) Establish or partner with a group that routinely inventories and monitors natural water bodies for biological, chemical, and hydrological integrity - The SFWMD is responsible for routine water monitoring in addition to the Miami Dade Health Department. Coral Gable collaborates with these organizations.

NS-6: Working Lands
<i>(4) Promote the value of locally produced, certified sustainable harvests and products to the public - Miami Dade GreenPrint Healthy Communities Chapter promotes the value of locally produced, certified sustainable harvests and products to the public. Goal 3: Promote fresh, local, organic food in all neighborhoods through grocers, farmers' markets, and community gardens: Create a working group to coordinate sustainable food initiatives; Continue Redland Raised to promote local/organic agriculture and economy by connecting farmers with local users such as restaurants, grocers, and farmers markets; Develop an analysis of potential sites and develop approach for turning 'un-buildable lots' close to schools and churches into community gardens; Amend the Comprehensive Development Master Plan and County Code to provide for sustainable, urban agricultural practices inside the Urban Development Boundary.</i>

E. Equity & Empowerment

The EE goal area includes: Civic Engagement (EE-1), Civil & Human Rights (EE-2), Environmental Justice (EE-3), Equitable Services & Access (EE-4), Human Services (EE-5), and Poverty Prevention & Alleviation (EE-6). The City has created and/or implemented the following initiatives within the EE goal area:

Equity & Empowerment
EE-1: Civic Engagement
<i>(3) Conduct education campaigns about the electoral process, voter registration and participation, and other issues related to civic literacy - Several voter education programs/outreach events are conducted many times a year and around elections by the Miami Dade Supervisor of Elections office outreach program "Be Election Ready."</i>
EE-3: Environmental Justice
<i>(1) Create an Environmental Justice Collaborative Group (EJCG) composed of residents, stakeholders, and environmental professionals to assess risk and exposure, set targets, implement projects, and monitor improvements - The University of Miami School of Law has an active program that is fighting for specific sites.</i>
EE-5: Human Services
<i>(2) Adopt a human services plan designed to guarantee that basic human needs are met in the community - Although Coral Gables does not have a human services plan or division, Miami Dade does. The Plan is called Community Action and Human Services Department Business Plan (2013-2014).</i>
<i>(3) Establish an advisory committee that provides ongoing consultation to local departments and agencies responsible for providing priority human services - Miami Dade Department of Action and Human Services has a Community Action Agency Board in addition to area specific Community Advisory Committees (none for Coral Gables).</i>
<i>(4) Develop public education campaigns to inform residents about available service programs to help meet basic needs - The Miami Dade Department of Action and Human Services has an extensive outreach and referral services for all of their programs.</i>
<i>(6) Monitor and evaluate the quality, comprehensiveness, and effectiveness of priority human services for selected priority populations - Annual reporting for all/most services coordinated under the Human Services Department of Miami Dade are conducted such as the Head Start Program annual report.</i>
<i>(7) Equip human services personnel with the skills and training needed to effectively improve the well-being of the community's priority populations - Miami Dade Community Action and Human Services Department offers a variety of training opportunities for employees, community partners, program delegates, and the general public. Calendar submissions may be made by contacting the Department Public Information officer.</i>
EE-6: Poverty Prevention & Alleviation
<i>(7) Provide child development programs for children living at or near the local poverty line - The School Board provides meal programs for children in the public school system.</i>

F. Economy & Jobs

The EJ goal area includes: Business Retention & Development (EJ-1), Green Market Development (EJ-2), Local Economy (EJ-3), Quality Jobs & Living Wages (EJ-4), Targeted Industry Development (EJ-5), and Workforce Readiness (EJ-6). The City has created and/or implemented the following initiatives within the EJ goal area:

Economy & Jobs
EJ-1: Business Retention & Development
<i>(O1) Demonstrate an increased number of business establishments in the county over time - US Census County Business Patterns: 2010: 73,410 establishments; 2011: 74,585 establishments; 2012: 77,123 establishments.</i>
<i>(O2) Demonstrate an increase in annual sales from businesses located in the jurisdiction over time – has been increasing over time.</i>
<i>(O3) Demonstrate an increase in the percentage of residents employed over time - Miami Dade County employment status for ages 16+: 2011-5.3%; 2012- 5.5%; 2013- 7.6%.</i>
<i>(1) Negotiate project labor agreements, community benefit agreements, and local hiring agreements - The City has a local preference Ordinance - Sec. 2-777. - Procedure to provide preference to Coral Gables-based vendors in contracts for goods and general services.</i>
<i>(2) Formally engage with business community regularly to improve conditions/needs - The City's Economic Development Department helps to establish, maintain, and fund exceptional economic development services that help reinforce and grow the City's image and meet the needs of the business community. This involves promoting programs to businesses, City development initiatives and engaging in various marketing efforts. The Department helps to support and grow the cultural base and offerings of the City for the benefit of residents, businesses, and visitors. This involves grant administration, administration of the Art in Public Places program, as well as cultural or community initiatives.</i>
<i>(3) Appoint an advisory body to provide recommendations and represent the business community in local decision-making - Coral Gables has an Economic Development Board that may be responsible for representing the local business community, very little info was available online. Downtown Coral Gables has a Business Improvement District and associated Board, although it serves the needs of a specific district only and not all businesses in the City. The purpose of the BID to promote commercial vitality to Miracle Mile and Downtown Coral Gables, and to act as a strategic catalyst for the overall improvement of the area. Through the implementation of marketing and advertising programs, and engagement in the form of advocacy, this collective organization of property owners and merchants position Downtown Coral Gables as a desirable place to shop, dine, play, live and do business. The BID's Board of Directors is made up of: 6 property owners, 6 business owners, 1 property/business owner, 1 Coral Gables Chamber representative, 1 City of Coral Gables representative, 1 Resident Advisor</i>
<i>(4) Engage in regional coordination with other governmental, public, private, and non-governmental entities to attract and retain businesses in the region - The City partners with the Miami Dade Beacon Council which provides services and support for business.</i>
<i>(7) Support business development activities in special investment zones, such as Business Improvement Districts, Enterprise Zones, or other similar districts - Downtown Coral Gables has an Business Improvement District (BID) and associated Board, although it serves the needs of a specific district only and not all businesses in the City. The purpose of the BID is to promote commercial vitality to Miracle Mile and Downtown Coral Gables, and to act as a strategic catalyst for the overall improvement of the area. Through the implementation of marketing and advertising programs, and engagement in the form of advocacy, this collective organization of property owners and merchants position Downtown Coral Gables as a desirable place to shop, dine, play, live and do business.</i>
EJ-2: Green Market Development
<i>(5) Partner with other local governments, community groups, and private entities in the region to articulate an overarching sustainable economic development strategy and work collaboratively to increase demand for green products and services - The work of The Southeast Florida Regional Climate Change Compact articulates an overarching sustainable economic development strategy and work collaboratively to increase demand for green products and services.</i>

(6) Create educational materials to define the larger vision of economic sustainability as one that proactively fosters green businesses, green jobs, and green practices - In addition to the work of the SEFRCCC the SEFWMD and Miami Dade water all have significant outreach efforts on the economic impacts of conservation and other green practices.

(9) Implement a green business promotion program - Available in .pdf form is the Coral Gables Chamber of Commerce list of Going Green Business AWARDS PROGRAMS - Coral Gables Chamber of Commerce.

(10) Install electrical vehicle charging stations – Several stations located within Coral Gables.

EJ-3: Local Economy

(O2) Increase the total funds deposited in locally-owned and operated financial institutions over time - 2014 Deposits as of 6/14 for 12/14 totals- \$187,047,289; 2013 Deposits as of 6/13 for 12/13 totals- \$175,997,707; 2012 Deposits as of 6/13 for 12/12 totals- \$168,185,818.

(4) Create/support promotional campaigns to bank locally, buy locally, or buy from small and independent businesses and retailers - Shop Coral Gables is a link from the City's website with information on local events and businesses etc. An Attractions and Business directory is also available on the City's website.

(7) Connect entrepreneurs/business owners with lenders/investors to facilitate investment in the local economy - The City of Coral Gables Chamber of Commerce provides some of these services.

EJ-4: Quality Jobs & Living Wages

(O1) Increase real median household income over time – online data indicates that this is increasing over time.

(2) Enact family-friendly workplace policies for all local government employees that include at least 2 of the following benefits: paid sick days, family leave, flexible scheduling, job sharing, and easily available childcare - There are various family leave policies for all Coral Gables employees.

(7) Maintain collective bargaining relationships with public employee labor organizations that represent local government workers – The City of Coral Gables has collective bargaining relationships with several entities.

EJ-5: Targeted Industry Development

(1) Conduct a local economic analysis or participate in the development of a regional analysis of existing industry sectors to understand current needs and opportunities - Legislation enacted during the 2010 regular session requires local governments and economic development agencies, acting on behalf of local government, to report information on their budgets, activities/programs and results for the 2011-2012 fiscal year. The Beacon Council serves as the Economic Development Council that acts on behalf of Coral Gables. Reports from the County's economic development partner, The Miami Dade Beacon Council, Inc., detail how funds from a surcharge on local Business License Taxes were spent and the outcome of Beacon Council economic development efforts. The Miami Dade Analysis of Current Economic Trends report is a quarterly publication that identifies local short-term economic trends and current economic conditions. The reports cover key Miami-Dade economic indicators such as employment and unemployment, existing home sales and prices, foreclosure activity, commercial real estate vacancies and leasing rates, taxable sales, and international trade & tourism activity. May 7, 2012, MIAMI, FLORIDA–The Beacon Council and The Beacon Council Economic Development Foundation presented today the last in a four-report series of the One Community One Goal (OCOG) Target Industry Strategic Plan. The report, titled Target Industry Strategies, provides Miami-Dade County with a recommended blueprint for sustained economic development orchestrated holistically across a broad spectrum of industries and organizations. The One Community One Goal Steering Committee, comprised of business and community leaders, will facilitate the implementation of the plan with close collaboration among private industry, the public sector, community organizations and academia, and spearhead fundraising for a \$15 million five-year global economic development marketing campaign.

(4) Coordinate with universities, community colleges, the local Workforce Investment Board, private firms, and other community stakeholders to align research, workforce development, and resources to support targeted industry sectors - Throughout Miami Dade County the Beacon Council partners with community colleges, private firms and other stakeholders to help educate and link the workforce for local jobs. Through the "One Community One Goal" strategy, Miami Dade's business, education and civic leaders are united in their efforts to diversify Miami Dade's economy by focusing on seven target industries: Aviation, Banking & Finance, Creative Design, Hospitality & Tourism, Information Technology, Life Sciences & Healthcare, and Trade & Logistics.

(5) Educate residents about economic impact of targeted industry sectors in community - The Beacon Council holds multiple events and educational forums annually in addition to press and various media reports.

<i>(6) Use tax incentives to attract, retain, or expand businesses in targeted industry sectors - Miami Dade County Economic Development Department has tax incentive and refund programs for businesses including brownfield programs etc.</i>
<i>(7) Provide direct financial assistance, such as local bonds, grants, or loans, to attract, retain, or expand businesses in targeted industry sectors - Miami Dade County Economic Development Department provides a significant amount of financial incentive programs such as grants and bonds from the Economic Development Fund and Enterprise Fund.</i>
<i>(8) Provide capacity building services/support for professionals in emerging/existing targeted industry sectors - The Miami Dade County Economic Development Department Provide capacity building services and support for professionals in emerging and existing targeted industry sectors.</i>
EJ-6: Workforce Readiness
<i>(O2) Demonstrate increased post-secondary educational attainment in the community over time - 2005 Educational Attainment of Associates, Bachelors, Masters and Professional degrees over 25 yrs old Miami Dade County: 2005: Total 32.3%; 2013: 35.7%.</i>
<i>(2) Align local economic development policy strategies with workforce development programs - The South Florida Workforce Investment Board works on these types of low income training programs and the 2006 Workforce Development Strategy Plan conducted by the Department of Business Development (MIAMI, June 27, 2013) has a Ready to Work –Employment Program, created to provide young adults from low-income families with the opportunity to enhance their work-readiness skills while also earning income. In its second year of implementation, the program is aligned with the efforts of Actively Investing in Miami-Dade (“the AIM Initiative”), which was unveiled by Mayor Carlos A. Gimenez on May 31, 2013 at the Greater Miami Chamber of Commerce’s 2013 Goals Conference at Jungle Island in Miami. In announcing the new initiative, the Mayor called upon local businesses to join him in a community-wide effort to expand job and internship opportunities for local young adults.</i>

G. Education, Arts & Community

The EAC goal area includes: Arts & Culture (EAC-1), Community Cohesion (EAC-2), Educational Opportunity & Attainment (EAC-3), Historic Preservation (EAC-4), and Social & Cultural Diversity (EAC-5). The City has created and/or implemented the following initiatives within the EAC goal area:

Education, Arts & Community
EAC-1: Arts & Culture
<i>(2) Adopt a percent-for-art ordinance requiring public art to be installed as part of new major public development projects - City of Coral Gables PUBLIC ART PROGRAM and Art in Public Places Ordinance.</i>
<i>(4) Collaborate with private, non-profit, or regional organizations to increase access to and participation in the arts - The Coral Gables Chamber of Commerce encourages interaction between businesses and cultural organizations through their Cultural Affairs Committee and serves to support other organizations such as: Cinematic Arts Commission (CAC) at the University of Miami; Coral Gables Cultural Development Board, which grants funds to cultural organizations annually in an effort to promote the arts and provide a rich environment for artistic expression to thrive; Miami-Dade County Department of Cultural Affairs, led by Michael Spring, encourages a wide range of cultural opportunities with a budget of almost \$10 million annually. South Florida Cultural Consortium (SFCC) created in 1985, is an alliance of the local arts agencies of Martin, Palm Beach, Broward, Miami-Dade and Monroe counties. The Consortium’s mission is to develop cultural excellence and accessibility through collaboration among our counties.</i>
<i>(6) Collaborate with private, non-profit, or regional organizations to increase access to and participation in the arts - The City of Coral Gables Cultural Development Board has been appointed to assist the Coral Gables City Commission in distributing a limited amount of cultural monies to worthy nonprofit 501(c)(3) and 501(c)(4) groups that produce meaningful cultural experiences for the betterment of the Coral Gables community. These experiences must take place within the City of Coral Gables and be open and accessible to the public. Cultural activities and programs that qualify are those that address the visual and performing arts, history, historic preservation and folk life, international cultural exchanges, and the literary and media arts.</i>

(11) *Protect and maintain local public artworks and cultural resources for future generations* - The Coral Gables Art in Public Places Program was created by ordinance in 2007 and took effect. Sculpture by Jean Ward in Pittman Park in February 2010. Full text of the ordinance is provided in the Zoning Code, Article 3, Division 20. The program addressed two important goals: (1) maintaining the City's Historic Public Art Collection and (2) commissioning, acquiring and exhibiting new public artworks in Coral Gables. Funds from municipal projects are dedicated towards preserving the Historic Public Art Collection, while the participation of private developers addresses the goal of having new public artwork in the City. Below, please find the Public Art Master Plan and Guidelines adopted by the Commission, as well as a brochure outlining the responsibilities and requirements for Developers.

EAC-2: Community Cohesion

(2) *Adopt zoning and development regulations that support or incentivize farmers markets, community gardens, and urban agriculture* - The Coral Gables Zoning Code. Article 8 Definitions defines Farmer Markets as Retail sales and services use. Therefore they are allowed in districts where retail is allowed. No other provisions for urban agriculture, or community gardens exist. No incentives exist.

(3) *Provide access to information about community issues, programs, services, and activities that is also accessible to non-English speaking residents* - The Coral Gables website has information in Spanish, including a customer connect webpage with the option to choose many different languages.

(7) *Provide direct funding and management of at least 2 types of community and neighborhood venues* – Coral Gables directly funds and manages many community venues.

(9) *Provide programs that support the development of positive, strong youth leaders, particularly in low-income and/or minority neighborhoods* - City of Coral Gables YOUTH DIRECTOR'S COUNCIL. The Youth Director's Council (YDC) is a youth leadership program for ages 12 to 18 that is based on community service. Participants in the Youth Director's Council receive training on such topics as empathy, leadership, citizenship, public speaking, financial responsibility, character and other related topics. P.A.L. is a youth crime prevention program that relies on athletic, academic and community service activities to tighten the bond between police officers and the youth in our community.

(10) *Provide financial or logistical support for publicly-accessible neighborhood events, activities, and programming, particularly in low-income and/or minority neighborhoods* - Coral Gables provides financial or logistical support for publicly-accessible neighborhood events, activities, and programming.

EAC-3: Educational Opportunity & Attainment

(O2) *Demonstrate incremental progress towards a 90% average 4-year adjusted cohort high school graduation rate for all public schools in the jurisdiction in the past 3 years* - Option B: Demonstrable Progress in Miami Dade County's High School Cohort Graduation Rate: Florida's high school graduation rate increased by 0.5 percentage points over the last year and has increased significantly during the past ten years. The rate rose from 59.2 percent in 2003-04 to 76.1 percent in 2013-14. Miami Dade County graduation rates: 2009-10: 68.3%; 2010-11: 71.3%; 2011-12: 76.0%; 2012-13: 77.2%; 2013-14: 76.6%.

(O3) *Increase the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from selected underperforming groups of race/ethnicity, disability, English proficiency, or income* -

Table 1: Miami Dade Graduation Rates by Race/Ethnicity, 2009-10 through 2013-14 show significant increase in graduation rates for all ethnicities and minorities:

Year	White	Black/Afr. Am.	Hispanic/ Latino	Asian/Indian/Alaskan	2 or More Races	Hawaiian/Islander	Total
2009-10	74.1%	57.8%	68.1%	86.0%	67.3%	74.2%	69.0%
2010-11	76.2%	58.6%	69.4%	85.9%	69.7%	75.1%	70.6%
2011-12	79.5%	63.7%	73.0%	88.5%	69.7%	78.7%	74.5%
2012-13	80.5%	64.6%	74.9%	88.4%	76.8%	79.7%	75.6%
2013-14	81.7%	64.7%	75.0%	89.2%	73.8%	80.1%	76.1%

(1) *Engage local education authorities, teachers, families, and young people to advance collaborative decision-making and a community-driven framework for improving education* - The Educational Excellence School Advisory Council (EESAC) is the sole body responsible for final decision making at the school relating to the implementation of the components of the School Performance Excellence Plan. The EESAC's function is to bring together all stakeholders and involve them in an authentic role in decisions which affect instruction and the delivery of programs; Miami Dade County Council of PTAs/PTSAs; PTA 305 etc.

<i>(2) Strengthen opportunities for parental and community involvement in schools - Parental portal, Miami Dade schools website has engagement opportunities, tips for parents etc.</i>
<i>(3) Prepare annual progress report for public outlining local school system's performance - Miami Dade schools performs an annual Assessment, Research and Data Analysis annually available to the public.</i>
<i>(4) Provide funding or other resources to support Head Start programs in community - Early Learning Coalition of Miami Dade and Monroe lobbied for and will receive more than \$290 million for its Head Start/Early Head Start Programs for the school district.</i>
<i>(5) Provide full-day kindergarten for low-income students and students with special needs - The Head Start Program provides full day kindergarten program for low income children and families in Miami-Dade County.</i>
<i>(6) Program or support after-school activities, tutoring, extended day- and/or summer programs for students who need additional academic assistance - Miami Dade school district provides many school services such as afterschool tutoring programs. Provides after school activities which focuses on improving literacy skills, social interaction skills and physical activity/fitness. Also, the parents receive case management.</i>
<i>(7) Offer multiple pathways to graduation as a way to improve educational outcomes for students - Miami Dade offers GED testing and alternative schools for multiple graduation paths. Coral Gables High School offers an entire portal on alternative graduation programs.</i>
<i>(8) Implement career pathway initiatives - Coral Gables High School offers many vocational programs as follows: BUSINESS, MANAGEMENT AND ITDESIGN, EDUCATION, HOSPITALITYHEALTH, PUBLIC SERVICE AND LAWVISUAL AND PERFORMING ARTSCOMMUNICATION ARTS, FILM, AND DIGITAL MEDIA INTERNATIONAL BACCALAUREATE ACADEMY OF FINANCE.</i>
EAC-4: Historic Preservation
<i>(3) Adopt a historic preservation ordinance that establishes procedures for designation of local historic districts and landmarks and authorizes establishment of a historic preservation commission - Coral Gables Zoning Code. ARTICLE 2. DECISION MAKING AND ADMINISTRATIVE BODIES. Division 5. Historic Preservation Board; and ARTICLE 3. DEVELOPMENT REVIEW. Division 11. Historic Preservation: Designations and Certificates of Appropriateness.</i>
<i>(4) Adopt land use, zoning, and design regulations that support and reinforce existing community character in older and historic neighborhoods and commercial areas, and promote development of sensitive, compatible infill - ARTICLE 3. DEVELOPMENT REVIEW. Division 11. Historic Preservation: Designations and Certificates of Further historic preservation and architectural review is required for all development and redevelopment throughout the Zoning Code and City.</i>
<i>(5) Collaborate with local non-profit or for-profit entities to support local events, recognition programs, and tourism efforts that celebrate and leverage the economic value of local historic resources - Historic Preservation Association of Coral Gables.</i>
<i>(7) Establish a demolition by neglect ordinance - City of Coral Gables Zoning Code. Article 3. Division 11. Section 3-1108. Demolition by Neglect.</i>
<i>(8) Provide incentives to encourage the rehabilitation of historic buildings and reinvestment in older and historic neighborhoods and commercial areas - Local Tax Incentives: A property may be eligible for ad valorem tax incentives from both that portion of the taxes levied by Metropolitan Miami-Dade County, and the City of Coral Gables. The incentive provides for ad valorem taxes to be frozen at the rate paid prior to any improvements for ten (10) years. Zoning Code. City of Coral Gables Zoning Code. Article 3. Division 11 3-118 through 3-121.</i>
<i>(9) Provide local financial assistance to low- and moderate-income homeowners, residents, seniors, and/or businesses vulnerable to rising real estate values and maintenance costs associated with historic preservation - Residents can apply for relief based on City of Coral Gables Zoning Code Article 3. Division 11 Section 3-1115. Undue economic hardship. A claim of undue economic hardship may only be asserted in conjunction with an application to the Historic Resources Department with an application for a Special Certificate of Appropriateness, in accordance with Section 3-1106, which shall be considered by the Historic Preservation Board at a public hearing. City of Coral Gables Zoning Code. Article 3. Division 11. 3-118 through 3-121. The incentive provides for ad valorem taxes to be frozen at the rate paid prior to any improvements for ten (10) years. Zoning Code.</i>
<i>(10) Provide technical assistance to property owners/non-profit organizations seeking to add properties/historic districts to National Register of Historic Places/comparable register - The City's Historical Resources Department is responsible for helping designate property as a historical resource - national or otherwise through the Historical Significance Request process.</i>

EAC-5: Social & Cultural Diversity

(02) Demonstrate that public events celebrating social and cultural diversity are held in the community - International Film Festival, Carnavale on the Mile, architectural heritage and history walking tours, jazz and blues performances, ethnic food events etc.

(6) Establish an office within the jurisdiction to ensure access, equity, and inclusion in policies, programs, procedures, and service delivery - The office of Human Resources is responsible for ensuring access, equity, and inclusion in policies, programs, procedures, and service delivery.

(8) Provide programs that support the development of positive, strong youth leaders, particularly in low-income and/or minority neighborhoods - Miami-Dade County Public Schools require five curriculum lessons on bullying and violence prevention per grade level Pre-K through 12 on preventing, identifying and responding to bullying and/or harassment. In addition, Miami Dade schools also use Bullying Prevention Train-the-Trainer professional developments, the Student Voices program, the Elementary TRUST (To Reach Ultimate Success Together) Curriculum and the Anti-Defamation League's "No Place for Hate" initiative. City of Coral Gables YOUTH DIRECTOR'S COUNCIL. The Youth Director's Council (YDC) is a youth leadership program for ages 12 to 18 that is based on community service. Participants in the Youth Director's Council receive training on such topics as empathy, leadership, citizenship, public speaking, financial responsibility, character and other related topics. P.A.L. is a youth crime prevention program that relies on athletic, academic and community service activities to tighten the bond between police officers and the youth in our community.

COMMUNITY SUSTAINABILITY ASSESSMENT

ERIN L. DEADY, P.A.

To: Ben Moore, RS & H

From: Erin Deady, Esq. 
Amity Barnard, Esq.

Re: Coral Gables Community Sustainability Assessment Memorandum - Version 2.0 Final

Date: November 2, 2015

This memorandum is prepared pursuant to Tasks 6.1c and 6.1d of the scope of services. This memorandum provides updated results of the data entry into the Sustainability Tools for Assessing and Rating Communities (“STAR”) reporting tool for all STAR goal areas. Results presented in the original memorandum (March 2015) have been discussed with City of Coral Gables (“City”) staff for the purpose of gaining additional feedback from the City on any items missed and following up on any such items. That follow-up process has been completed and the resulting point additions are reflected in this revised memorandum. This memorandum identifies the following:

- Subgoal areas where the City scored the most points and is strongest in action or initiative implementation to date;
- Subgoal areas where the City scored fewer points and is weaker in implementation to date; and
- Specific outcomes and local actions that the City could implement to receive unattained points.

Note that this document only provides results of our initial data collection and entry into the online STAR preliminary score checklist. The point breakdowns provided are intended only to provide a preliminary gauge of the City’s sustainability score currently, not a formal STAR certification score. Results of this preliminary scoring indicate that the City scored approximately **323.5** points out of the **720** total points available (as displayed in the table below).

Goal Area	Points Scored	Points Available	% Attained
Built Environment	38.3	100	38.3%
Climate & Energy	61.3	100	61.3%
Economy & Jobs	58.2	100	58.2%
Education, Arts & Community	43.5	70	62.1%
Equity & Empowerment	10.5	100	10.5%
Health & Safety	61.7	100	61.7%
Natural Systems	40	100	40%
Innovation & Process Credits	10	50	20%
TOTAL	323.5	720	44.9%

A. Built Environment (“BE”)

The BE goal area includes: Ambient Noise & Light (BE-1), Community Water Systems (BE-2), Compact & Complete Communities (BE-3), Housing Affordability (BE-4), Infill & Redevelopment (BE-5), Public Spaces (BE-6), and Transportation Choices (BE-7).

Overall, the City scored the most points in the BE-6, BE-2, BE-1 and BE-3 subgoal areas, in descending order of highest to lowest points gained. The City scored fewer points in the BE-5, BE-4 and BE-7 subgoal areas, in descending order of highest to lowest points gained. The point breakdown for this goal area is as follows:

Subgoal Area	Points Earned	Points Available	% Attained
BE-1: Ambient Noise & Light	1.2	5	24%
BE-2: Community Water Systems	14.6	15	97.3%
BE-3: Compact & Complete Communities	4.7	20	23.5%
BE-4: Housing Affordability	0.6	15	4%
BE-5: Infill & Redevelopment	1.8	10	18%
BE-6: Public Spaces	14.8	15	98.6%
BE-7: Transportation Choices	0.7	20	3.5%
TOTAL	38.3	100	38.3%

In order to gain more points and increase the City’s overall sustainability score, the following local actions can be implemented:

Built Environment
BE-1: Ambient Noise & Light
(1) Adopt a community noise policy, ordinance, or regulation as needed based upon a local assessment
(2) Adopt a community light policy, ordinance, or regulation as needed based upon a local assessment
(3) Educate public about standards, effects of excessive exposure, mitigation techniques for ambient noise/ light
(4) Create partnerships to address sources of noise and/or light pollution not subject to the local authority
(5) Develop a database of noise complaints and noise measurements (e.g. roads, industrial, outdoor music venues) or of light issues and neighborhoods targeted for improvements
(6) Establish clear lines of authority for enforcing nuisance noise violations
(9) Establish program that eliminates existing source of light pollution from municipal entities
BE-2: Community Water Systems
(6) Create programs to guarantee the provision of water to low-income residents
BE-3: Compact & Complete Communities
(5) Require build-to lines for commercial/residential structures in transit-served areas and areas identified for compact, mixed use developments
(6) Adopt advanced parking strategies in transit-served areas and compact, mixed use areas
(7) Require, incentivize, or subsidize creation of affordable housing in transit-served areas and areas identified for compact, mixed-use development
(9) Implement programs to preserve and maintain existing subsidized and unsubsidized affordable housing in transit-served areas, compact and mixed-use areas, and areas with rapidly-rising housing costs
(10) Increase the percentage of households with access to transit
BE-4: Housing Affordability
(1) Develop a comprehensive housing strategy
(2) Analyze transit access and transportation costs for neighborhoods with housing affordable to low- and moderate-income households
(3) When new transit or other major infrastructure investments are planned, analyze the likelihood and extent to which housing costs are anticipated to increase in low- and moderate-income neighborhoods so that appropriate strategies can be developed to preserve and create long-term affordable housing
(4) Use regulatory/design strategies to encourage compatible infill and redevelopment with a mix of housing types in neighborhoods close to employment centers, commercial areas, and where transit/transportation exist

(5) Require, incentivize, or subsidize creation of affordable housing in transit-served areas and areas identified for compact, mixed-use development
(6) Collaborate with jurisdictions to address housing affordability/location efficiency needs
(8) Implement programs to preserve and maintain existing subsidized and unsubsidized affordable housing in transit-served areas, compact and mixed-use areas, and areas with rapidly-rising housing costs
(9) Work with private employers to provide live-near-your-work or employer-assisted housing financial incentives
BE-5: Infill and Redevelopment
(1) Develop an inventory of infill, previously developed, brownfield, or greyfield sites of greatest priority and potential for development or redevelopment
(3) Use regulatory/design strategies to encourage compatible infill and redevelopment with a mix of housing types in neighborhoods close to employment centers, commercial areas, and where transit/transportation exist
(4) Educate residents and community groups about the importance of infill and redevelopment, brownfield assessment findings, and design strategies for compatible neighborhood development
(5) Collaborate with state and federal authorities to advance brownfields cleanup
(6) Establish a program to provide information and assistance to owners, potential buyers, and developers regarding brownfield assessments, redevelopment strategies, and available resources
(7) Support temporary creative neighborhood uses for vacant properties and greyfields
(8) Provide financial incentives to encourage infill and redevelopment
(9) Perform proactive zoning enforcement and vacant lot cleanup/maintenance to improve the attractiveness of a redevelopment or blighted area
BE-6: Public Spaces
(2) Conduct a study regarding the economic impact of parks and public spaces on the local economy to understand their contributions to community satisfaction and tourism
BE-7: Transportation Choices
(2) Adopt a complete streets policy
(3) Subdivision and other development regulations require walkability standards that encourage walking and enhance safety
(4) Local government offers employee incentives to encourage commuting by modes other than single-occupancy vehicles
(5) Implement two focused enforcement programs to ensure pedestrian and bicycle safety
(6) Increase the percentage of households with access to transit
(7) Increase the mileage of sidewalks connecting people with destinations
(8) Increase the mileage of striped or buffered bicycle lanes, cycle-tracks, parallel off-street paths and/or other dedicated facilities
(9) Establish or support a community-wide public bike share program
(10) Construct/retrofit transportation infrastructure to meet standards in Americans with Disabilities Act (ADA)

B. Climate & Energy (“CE”)

The CE goal area includes: Climate Adaptation (CE-1), Greenhouse Gas (“GHG”) Mitigation (CE-2), Greening the Energy Supply (CE-3), Industrial Sector Resource Efficiency (CE-4), Resource Efficient Buildings (CE-5), Resource Efficient Public Infrastructure (CE-6), and Waste Minimization (CE-7).

Overall, the City scored the most points in the CE-7, CE-4, CE-2 and CE-1 subgoal areas, in descending order of highest to lowest points gained. The City scored fewer points in the CE-5, CE-6 and CE-3 subgoal areas, in descending order of highest to lowest points gained. The point breakdown for this goal area is as follows:

Subgoal Area	Points Earned	Points Available	% Attained
CE-1: Climate Adaptation	11	15	73.3%
CE-2: GHG Mitigation	14.8	20	74%
CE-3: Greening the Energy Supply	2.7	15	18%
CE-4: Industrial Sector Resource Efficiency	8.3	10	83%
CE-5: Resource Efficient Buildings	7.7	15	51.3%
CE-6: Resource Efficient Public Infrastructure	3	10	30%
CE-7: Waste Minimization	13.9	15	92.6%
TOTAL	61.3	100	61.3%

In order to gain more points and increase the City's overall sustainability score, the following local actions can be implemented:

Climate & Energy
CE-1: Climate Adaptation
(1) Adopt a climate change adaptation plan
(2) Require that internal decisions by local government departments use the most current climate science and that staff monitor climate change impacts
(4) Create an education/outreach campaign to engage citizens and businesses in climate change vulnerability reduction efforts
(6) Create or enhance programs and services that specifically help address climate change threats
(7) Enforce regulations or offer incentives to encourage residents and businesses to shift behavior to prepare for future climate change impacts
CE-2: Greenhouse Gas Mitigation
(1) Adopt a climate action plan designed to reduce GHG emissions throughout the jurisdiction
(3) Create an education and outreach campaign to engage citizens and businesses in GHG reduction efforts
(5) Modify local government operations/facilities to reduce GHG emissions and serve as community leader
(6) Adopt energy efficiency regulations for buildings within the jurisdiction
(7) Create incentives to improve reliance on distributed generation of renewable energy sources
(8) Implement specific programs/services or create facility upgrades that transition the community towards use of alternatives modes of transportation/low-emissions vehicles
(9) Implement specific programs and services or create facility upgrades that reduce waste in the community
CE-3: Greening the Energy Supply
(1) Adopt a community-wide plan that includes a comprehensive programmatic and policy approach to shift the community towards alternative fuels and renewable energy sources, especially for non-transportation uses
(2) Create a policy to ensure that the local government's transportation and non-transportation energy supplies increasingly come from renewable and alternative sources
(3) Remove zoning, height, and other regulatory restrictions on the development of small-scale renewable energy installations and alternative fueling systems
(4) Establish partnerships with critical energy providers and consumers to match renewable energy sources with community energy needs
(5) Adopt a renewable energy or alternative fuel targets for locally owned facilities and vehicles
(6) Create incentives to support development of renewables/alternative fuel infrastructure
(7) Use feed-in tariff or other financial mechanism to increase mix of renewable energy supplied to residents
(9) Work with state and regional partners to electrify truck stops to reduce idling and unnecessary emissions
(11) Build the necessary distribution infrastructure to support further investment in renewable energy sources
CE-4: Industrial Sector Resource Efficiency
(2) Adopt policies that promote shifts to improved data collection

(5) Work collaboratively with industrial sector leaders to set local targets/strategies to reduce energy/water use
(6) Create training and educational opportunities for industrial sector employees to learn about current best practices and techniques for reducing energy and water use
(8) Create financial incentives or industry-focused challenges to encourage companies to reduce the intensity of their resource consumption
(9) Develop the necessary infrastructure for industries to transition to less resource intensive practices
CE-5: Resource Efficient Buildings
(2) Adopt/upgrade building codes to ensure that new and renovated buildings are more water and energy efficient
(3) Adopt and energy/water use information disclosure ordinance requiring users to disclose consumption levels
(6) Work with local utilities to improve energy efficiency programs and increase sub-metering in community
CE-6: Resource Efficient Public Infrastructure
(3) Adopt codes or design standards for new public infrastructure that will increase energy and water efficiency
(4) Partner with state or regional entities that own or operate infrastructure within the jurisdiction to develop strategies to reduce energy/water usage
(5) Engage public works and infrastructure managers in voluntary GHG reporting
(6) Develop training programs for operators on energy/water efficiency techniques
(8) Increase sub-metering from specific infrastructure systems to collect better information on energy/water use
CE-7: Waste Minimization
(2) Adopt product bans to significantly advance progress toward waste reduction goals
(5) Implement incentives or enforce regulations ensuring residents/businesses are working toward waste reduction targets

C. Health & Safety (“HS”)

The HS goal area includes: Active Living (HS-1), Community Health & Health Systems (HS-2), Emergency Prevention & Response (HS-3), Food Access & Nutrition (HS-4), Indoor Air Quality (HS-5), Natural & Human Hazards (HS-6), and Safe Communities (HS-7).

Overall, the City scored the most points in the HS-7, HS-2, HS-1 and HS-4 subgoal areas, in descending order of highest to lowest points gained. The City scored fewer points in the HS-5, HS-3 and HS-6 subgoal areas, in descending order of highest to lowest points gained. The point breakdown for this goal area is as follows:

Subgoal Area	Points Earned	Points Available	% Attained
HS-1: Active Living	11.8	15	78.6%
HS-2: Community Health & Health Systems	16.5	20	82.5%
HS-3: Emergency Prevention & Response	3.7	15	24.6%
HS-4: Food Access & Nutrition	10.6	15	70.6%
HS-5: Indoor Air Quality	3.1	5	62%
HS-6: Natural & Human Hazards	2.9	15	19.3%
HS-7: Safe Communities	13.1	15	87.3%
TOTAL	61.7	100	61.7%

In order to gain more points and increase the City’s overall sustainability score, the following local actions can be implemented:

Health & Safety
HS-1: Active Living
(1) Include a chapter on active living or active transportation in the comprehensive plan or transportation plan
(3) Create guidelines to encourage incorporation of active building design in new buildings
(6) Achieve recognition as a Bicycle Friendly Community or Walk Friendly Community
(11) Enable joint use of school-based recreation facilities during non-school hours
HS-2: Community Health & Health Systems
(3) Adopt a health in all policies statement or policy commitment for local decision-making
(7) Demonstrate that the local public health department, local government, or major hospital has received HealthLead workplace accreditation
(8) Use performance management systems to monitor and improve health services and programs that promote positive health outcomes and expand access to health care
HS-3: Emergency Prevention & Response
(5) Adopt a local comprehensive plan for emergency response that include provisions for evacuating low-income, disabled, and other persons likely to need assistance
(8) Achieve accreditation by the Emergency Management Accreditation Program
(9) Host an active Community Emergency Response Team (CERT) or Medical Reserve Corps (MRC)
(10) Distribute emergency kits or supplies to residents, particularly low-income and vulnerable populations
HS-4: Food Access & Nutrition
(3) Adopt zoning/development regulations that limit/prohibit the sale of unhealthful foods
(4) Adopt menu-labeling requirements/regulations that discourage, tax, prohibit sale of unhealthful foods/drinks
(9) Purchase/sell healthful food at facilities owned, leased, operated by local government
(11) Provide incentives for healthful retail food outlets to locate in underserved areas or for mobile vendors that only sell fresh food
HS-5: Indoor Air Quality
(2) Prohibit smoking in multi-family buildings community-wide or residential buildings controlled by the local housing authority or affirm by local ordinance the right for landlords to legally establish smoke-free rental units
(3) Require all new or substantially renovated local government and school buildings to incorporate advanced ventilation standards
(4) Conduct public education campaigns regarding prevention/safe remediation of common indoor air pollutants
(5) Reduce or eliminate toxic pesticides in locally-owned or managed buildings through the use of integrated pest management techniques
(6) Address residential IAQ problems related to mold, pests, and other hazards through inspections and enforcement using authority from the state or local housing code or public health code
(8) Provide free, subsidized, or at-cost supplies to test and monitor IAQ to prevent harm from common pollutants
HS-6: Natural & Human Hazards
(2) Develop a post-disaster plan that addresses long-range redevelopment issues such as land use, economic development, housing, infrastructure, public services, and environmental restoration
(6) Enact building codes with heightened standards for buildings in areas of high hazard vulnerability
(7) Create insurance or incentive structures to help equitably remove residents from hazardous situations
(8) Build or renovate locally-owned public facilities to meet higher building code standards to be used as shelters, command centers, and to set an example for the community
(9) Implement highest priority utility improvements listed in hazard mitigation plan
HS-7: Safe Communities
(1) Conduct survey of community perceptions of safety recognizing that some crimes are not reported and to illuminate safety issues that need to be addressed
(2) Adopt a safe communities strategic plan (plan) with a comprehensive, balanced approach that includes violence prevention, intervention, suppression and enforcement, and reentry strategies
(3) Educate the public about the safe communities strategic plan and its implementation
(4) Develop partnerships with local agencies, nonprofit organizations, schools, and residents to implement the strategies and programs recommended in the plan

(5) Establish cross-agency coordination and procedures to support balanced implementation of the plan
(6) Perform ongoing data collection, evaluation, monitoring from multiple agencies to track trends and identify emerging community needs

D. Natural Systems (“NS”)

The NS goal area includes: Green Infrastructure (NS-1), Invasive Species (NS-2), Natural Resource Protection (NS-3), Outdoor Air Quality (NS-4), Water in the Environment (NS-5), and Working Lands (NS-6).

Overall, the City scored the most points in the NS-4, NS-5 and NS-1 subgoal areas, in descending order of highest to lowest points gained. The City scored fewer points in the NS-2, NS-3 and NS-6 subgoal areas, in descending order of highest to lowest points gained. The point breakdown for this goal area is as follows:

Subgoal Area	Points Earned	Points Available	% Attained
NS-1: Green Infrastructure	6	20	30%
NS-2: Invasive Species	2.5	10	25%
NS-3: Natural Resource Protection	1.9	20	9.5%
NS-4: Outdoor Air Quality	15	15	100%
NS-5: Water in the Environment	14	20	70%
NS-6: Working Lands	0.6	15	4%
TOTAL	40	100	40%

In order to gain more points and increase the City’s overall sustainability score, the following local actions can be implemented:

Natural Systems
NS-1: Green Infrastructure
(1) Create a community-wide green infrastructure plan that is integrated with other relevant local plans
(2) Adopt local design criteria and associated codes that require proactive green infrastructure practices for new developments
(3) Adopt a policy requiring relevant departments be engaged during early reviews of proposed developments to ensure that project sites are evaluated for green infrastructure potential and environmental protections are put in place prior to construction
(5) Create incentive programs to encourage land owners to adopt green infrastructure practices that link to broader green infrastructure systems
(6) Establish a green infrastructure monitoring program and regularly report on status
(7) Increase the percentage of funding invested in green infrastructure
(8) Upgrade public spaces and public buildings based upon locally-adopted or recognized best practices in green infrastructure. Where possible, create demonstration projects to enhance public support
(9) Provide ongoing maintenance of green infrastructure at levels required to maintain evapotranspiring functions
NS-2: Invasive Species
(1) Develop a community-wide invasive species integrated pest management plan
(6) Use incentive programs to encourage local businesses and private owners to grow and sell native or desirable plants and animals and not sell invasive species or other harmful plants and animals
(8) Ensure that all local government-owned buildings use native plants or non-invasive species in landscaping
(9) Take actions to prevent the spread of invasive species, especially in priority natural systems areas, such as monitoring, eradication, or other control programs
NS-3 Natural Resource Protection

(2) Adopt land use regulations that establish appropriate wetland, stream, and shoreline buffer widths and adjacent land uses
(3) Create an advisory board to inform land conservation and restoration activities
(5) Sponsor educational/outreach activities to increase literacy/knowledge about natural resource protection
(6) Adopt land use strategies to incentivize permanent land conservation
(7) Implement local and market-based financing strategies to acquire land or development easements, or fund restoration and maintenance activities
(8) Restore, maintain, and monitor conserved natural lands to increase natural resource resilience, adaptability, and biological integrity
NS-4 Outdoor Air Quality
(2) Adopt advanced parking strategies in transit-served and compact, mixed use areas
(3) In collaboration with a local university or health department, conduct a study to evaluate the health impacts of acute exposure to outdoor air pollutants, particularly in consideration of environmental justice and equity impacts
(4) Collaborate with local industrial operations to reduce and minimize the release of noxious odors in community
(5) Partner with local or regional organizations to support one or more transportation management association that promotes rideshare programs
(7) Enforce anti-idling regulations or burning restrictions to prevent excess pollution
(8) Improve traffic signal timing or upgrade intersections to relieve congestion
(9) Increase the mileage of sidewalks and dedicated bicycle infrastructure that connect people with destinations
(11) Implement targeted programs to encourage residents to transition to cleaner products
NS-6: Working Lands
(1) Include considerations for protecting working lands and identifying areas where critical BMPs are necessary in the community's land conservation or natural resource plan
(2) Convene owners and operators of working lands to promote sustainable harvesting practices
(3) Educate owners and operators of working lands about current best management practices
(5) Work with youth groups and community organizations to implement BMPs on local working lands
(6) Provide conservation programs and services tailored to the needs of the working lands community
(7) Encourage owners of working lands to conserve their properties in perpetuity
(8) Implement financing strategies to conserve working lands and support ongoing restoration efforts

E. Equity & Empowerment (“EE”)

The EE goal area includes: Civic Engagement (EE-1), Civil & Human Rights (EE-2), Environmental Justice (EE-3), Equitable Services & Access (EE-4), Human Services (EE-5), and Poverty Prevention & Alleviation (EE-6).

Overall, the City scored the most points in the EE-5 and EE-2 subgoal areas, in descending order of highest to lowest points gained. The City scored fewer points in the EE-6, EE-3, EE-1 and EE-4 subgoal areas, in descending order of highest to lowest points gained. The point breakdown for this goal area is as follows:

Subgoal Area	Points Earned	Points Available	% Attained
EE-1: Civic Engagement	0.5	15	3.3%
EE-2: Civil & Human Rights	2	10	20%
EE-3: Environmental Justice	0.5	15	3.3%
EE-4: Equitable Services & Access	0	20	0%
EE-5: Human Services	4.7	20	23.5%
EE-6: Poverty Prevention & Alleviation	2.8	20	14%
TOTAL	10.5	100	10.5%

In order to gain more points and increase the City’s overall sustainability score, the following local actions can be implemented:

Equity & Empowerment
EE-1: Civic Engagement
(1) Adopt policy to encourage diversity in local government appointments to advisory boards and commissions
(2) Adopt guidelines to instruct government agencies/departments about how to successfully engage residents
(4) Partner with business, civic, and neighborhood organizations to increase voter registration and turnout OR volunteer opportunities and participation OR ongoing civic engagement in local decision-making
(5) Provide training to local government agencies or departments on successful public engagement techniques
(6) Establish regular, ongoing opportunities for elected officials and/or senior government staff to meet with residents to answer questions and listen to concerns
(7) Create volunteer program for residents to assist government with special events, services, and operations
(8) Provide support and resources to local community groups to help achieve their missions
(9) Create mock youth voting program to teach children about democracy, elections, and importance of voting
EE-2: Civil & Human Rights
(1) Adopt specific policies/amend jurisdiction's charter to specifically protect the civil/human rights of residents
(2) Establish an office within jurisdiction with authority and capacity to investigate civil/human rights complaints
(3) Conduct local public education campaigns regarding civil/human rights, such as process for filing complaints
(4) Establish independent civil/human rights commission to ensure access, equity, inclusion
(5) Provide training for police officers focused on non-discrimination/conflict prevention
(6) Operationalize the local government's civil and human rights policies in programs, services, and operations
EE-3: Environmental Justice
(2) Assess risk/exposure to toxins related to prioritized environmental justice sites
(3) Adopt environmental justice plan aimed at reducing polluted/toxic environments
(4) Establish targets for each prioritized environmental justice site related to air/water
(5) Incorporate environmental justice criteria and priorities into zoning, land use planning, permitting policies, and development of new projects
(6) Create community benefit agreements (CBAs) for projects associated with prioritized environmental justice sites and proposed development projects
(7) Create interdepartmental working committee to guide/support environmental justice activities
(8) Monitor/enforce regulations for facilities that impact environmental justice sites
(9) Implement projects to reduce acute exposure to contaminants and risks associated with environmental justice sites
EE-4: Equitable Services & Access
(1) Adopt equity plan that evaluates current conditions and establishes targets to improve equitable access and proximity in at least the categories identified in the outcome measure
(2) Adopt an equity or social justice policy that establishes a clear commitment to equity in local government decision-making, activities, and investments
(3) Promote events/programs that recognize and celebrate social/cultural diversity
(4) Publicize efforts to improve equitable access/proximity to community facilities, services, and infrastructure
(5) Establish partnerships that engage key community groups and stakeholders in activities to advance equitable access and proximity to facilities, services, and infrastructure
(6) Provide equity and diversity training for local government staff
(7) Modify deployment of local programs/services to reduce disparities within categories identified in outcome measure
(8) Construct new facilities and infrastructure in locations that reduce existing disparities within the categories identified in the outcome measure
EE-5: Human Services
(1) Conduct a community needs assessment to identify priority service needs and resources, including the needs of priority populations

(5) Implement information technology solutions to improve client support services and management
(8) Support provision of high quality, priority human services in coordination with non-governmental service providers
(9) Upgrade existing facilities/build new facilities to better provide needed human services
EE-6: Poverty Prevention & Alleviation
(1) Adopt a community-wide plan to reduce poverty
(2) Create a team of local government staff to work collaboratively and coordinate with non-governmental organizations to provide high-quality services and reduce poverty
(3) Develop public education campaigns to inform residents about how to enroll in available service programs to help meet basic needs
(4) Establish or support programs that reduce the costs of basic needs for low-income households
(5) Implement supportive workplace programs for people living at or near the poverty line
(6) Create programs to improve employment opportunities for low-income individuals by strengthening hard and soft work skills

F. Economy & Jobs (“EJ”)

The EJ goal area includes: Business Retention & Development (EJ-1), Green Market Development (EJ-2), Local Economy (EJ-3), Quality Jobs & Living Wages (EJ-4), Targeted Industry Development (EJ-5), and Workforce Readiness (EJ-6).

Overall, the City scored the most points in the EJ-1, EJ-5 and EJ-4 subgoal areas, in descending order of highest to lowest points gained. The City scored fewer points in the EJ-3, EJ-6 and EJ-2 subgoal areas, in descending order of highest to lowest points gained. The point breakdown for this goal area is as follows:

Subgoal Area	Points Earned	Points Available	% Attained
EJ-1: Business Retention & Development	20	20	100%
EJ-2: Green Market Development	5	15	33.3%
EJ-3: Local Economy	6.6	15	44%
EJ-4: Quality Jobs & Living Wages	11.3	20	56.5%
EJ-5: Targeted Industry Development	9.3	15	62%
EJ-6: Workforce Readiness	6	15	40%
TOTAL	58.2	100	58.2%

In order to gain more points and increase the City’s overall sustainability score, the following local actions can be implemented:

Economy & Jobs
EJ-1: Business Retention & Development
(5) Utilize tax incentives to retain or expand businesses, including property tax abatement, local sales tax rebates, and/or tax increment financing (TIF)
(6) Provide direct financial assistance to businesses in the form of municipal bonds, grants, or loans
(8) Provide direct services/trainings tailored to the needs of the business community
(9) Provide focused support, resources, services to entrepreneurial companies through business incubators
EJ-2: Green Market Development
(1) Amend existing local economic policies/strategies to increase market demand for green products and services
(2) Adopt policies/regulations that increase overall market demand for green buildings and associated materials, renewable energy products/infrastructure, and recyclable products

(3) Review and amend zoning regulations to remove barriers or provide flexibility for green businesses
(4) Create a green purchase policy to ensure that the local government's transportation and non-transportation energy supply increasingly comes from renewable and alternative sources
(7) Create an environmentally preferable purchasing program for local government procurement of safe, healthy, and environmentally responsible products
(8) Create programs to help businesses transition to new green practices
EJ-3: Local Economy
(1) Conduct assessment of economic conditions, including economic leakage and targeted sectors for investment
(2) Adopt an economic localization plan to increase local production for local consumption and export
(3) Promote purchasing preferences for locally-produced goods/services in anchor institutions, including the local government
(5) Provide incentives for businesses that use materials produced within region/sell their products within region
(6) Provide support services to targeted sectors to strengthen value chain infrastructure and develop market channels
(8) Support import substitution strategies that positively impact key sectors of local economy
EJ-4: Quality Jobs & Living Wages
(1) Enact a living wage policy for local government employees and contractors
(3) Require local government contractors provide at least 2 of the following benefits to their employees: family leave, flexible scheduling, job sharing, easily accessible childcare
(4) Align local economic development policy strategies with workforce development programs
(5) Support living wage campaigns in the community
(6) Support a Best Places to Work campaign to recognize local businesses that support employees/families
(8) Provide training programs and assistance to local businesses to encourage them to provide family-friendly workplace policies and extended benefits
(9) Provide job training and assistance programs for employees and employers in professions or sectors where wages are below the living wage
(10) Enforce the living wage policy with a living wage officer or equivalent function
EJ-5: Targeted Industry Development
(2) Invest in market studies/research to support the continued growth and expansion of targeted industry sectors
(3) Coordinate/support local/regional associations or formal networks of related businesses in targeted sectors
EJ-6: Workforce Readiness
(1) Adopt a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities
(3) Require local government contractors/entities receiving financial incentives to prioritize hiring local residents
(4) Participate in/promote community workforce agreements or project labor agreements
(5) Create a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies
(6) Create data sharing agreements between local government/private sector employers to maximize availability and use of data in economic and workforce development planning
(7) Produce an annual report that tracks workforce readiness performance measures
(8) Provide support services and training tailored to the needs of the local workforce
(9) Support expansion of community college programs to address educational/training needs of local workforce
(10) Invest in community college facilities/capital improvements to accommodate residents/workforce members

G. Education, Arts & Community ("EAC")

The EAC goal area includes: Arts & Culture (EAC-1), Community Cohesion (EAC-2), Educational Opportunity & Attainment (EAC-3), Historic Preservation (EAC-4), and Social & Cultural Diversity (EAC-5).

Overall, the City scored the most points in the EAC-3, EAC-4 and EAC-5 subgoal areas, in

descending order of highest to lowest points gained. The City scored fewer points in the EAC-2 and EAC-1 subgoal areas, in descending order of highest to lowest points gained. The point breakdown for this goal area is as follows:

Subgoal Area	Points Earned	Points Available	% Attained
EAC-1: Arts & Culture	5.1	15	34%
EAC-2: Community Cohesion	6.6	15	44%
EAC-3: Educational Opportunity & Attainment	20	20	100%
EAC-4: Historic Preservation	6.7	10	67%
EAC-5: Social & Cultural Diversity	5.1	10	51%
TOTAL	43.5	70	62.1%

In order to gain more points and increase the City’s overall sustainability score, the following local actions can be implemented:

Education, Arts & Community
EAC-1: Arts & Culture
(1) Adopt a strategic plan to protect, enhance, and expand the community's arts and cultural resources and strengthen creative industries
(3) Establish enterprise zones, arts or cultural districts, or overlay zoning that encourages businesses in the creative industries to cluster together and integrate with surrounding neighborhoods
(8) Develop special programs to advance arts education that is aligned with core curriculum in all public schools, especially early elementary grades
(9) Provide entrepreneurial and workforce development training programs that serve artists, writers, designers, and other creative industries professionals
(10) Ensure that major arts and cultural facilities are accessible to people with disabilities
EAC-2: Community Cohesion
(1) Adopt neighborhood plans that guide future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues
(4) Partner with neighborhood associations, community organizations, and local service providers to identify and address neighborhood-specific needs
(5) Support neighborhood advisory councils to encourage dialogue on community issues and build the social capital of neighborhoods
(6) Establish department with staff assigned to work as liaisons with specific neighborhoods
(8) Provide capacity-building programs to enable community leaders and groups to self-organize, resolve issues, and cultivate leadership
EAC-4: Historic Preservation
(6) Achieve Certified Local Government status, as recognized by the National Park Service
EAC-5: Social & Cultural Diversity
(1) Conduct assessment of social and cultural diversity to inform local government actions
(2) Use Diversity Index to analyze effectiveness of policies, programs, service delivery, infrastructure investments
(3) Adopt policy to encourage diversity in local government appointments to advisory boards and commissions
(4) Promote events/programs that recognize and celebrate social and cultural diversity in the community
(5) Provide equity and diversity training for local government staff
(7) Provide leadership/training programs that encourage/support diverse representation on boards/commissions
(9) Provide financial or logistical support to programs, activities, or events that celebrate and deepen understanding and respect for the community's diversity

H. Innovation & Process Credits

The IP goal area is essentially an “extra credit” goal area, serving as an avenue for discovering emerging and leading edge practices that communities are implementing to improve sustainability outcomes. This goal area includes: Best Practices & Processes (IP-1), Exemplary Performance (IP-2), Local Innovation (IP-3), and Regional Priorities (IP-4).

Additional points may be possible for the City in the Best Practices & Procedures and Regional Priorities subgoal areas. In the Best Practices & Procedures subgoal area, points may be possible for the City’s Comprehensive Planning process completed to date. For the Regional Priorities goal area, points may be possible for the City because of the County’s climate change, drainage/water quality, and/or transportation initiatives. This goal area serves to encourage coordinated regional action on the sustainability issues of greatest importance to the region in which the jurisdiction resides, and the City’s formal sign on and participation in the regional Southeast Florida Regional Climate Change Compact to address and plan for sea level rise may suffice.

Subgoal Area	Points Earned	Points Available	% of Total Points Earned
IP-1: Best Practices & Procedures	5	10	50%
IP-2: Exemplary Performance	0	10	0%
IP-3: Local Innovation	0	25	0%
IP-4: Regional Priorities	5	5	100%
TOTAL	10	50	20%