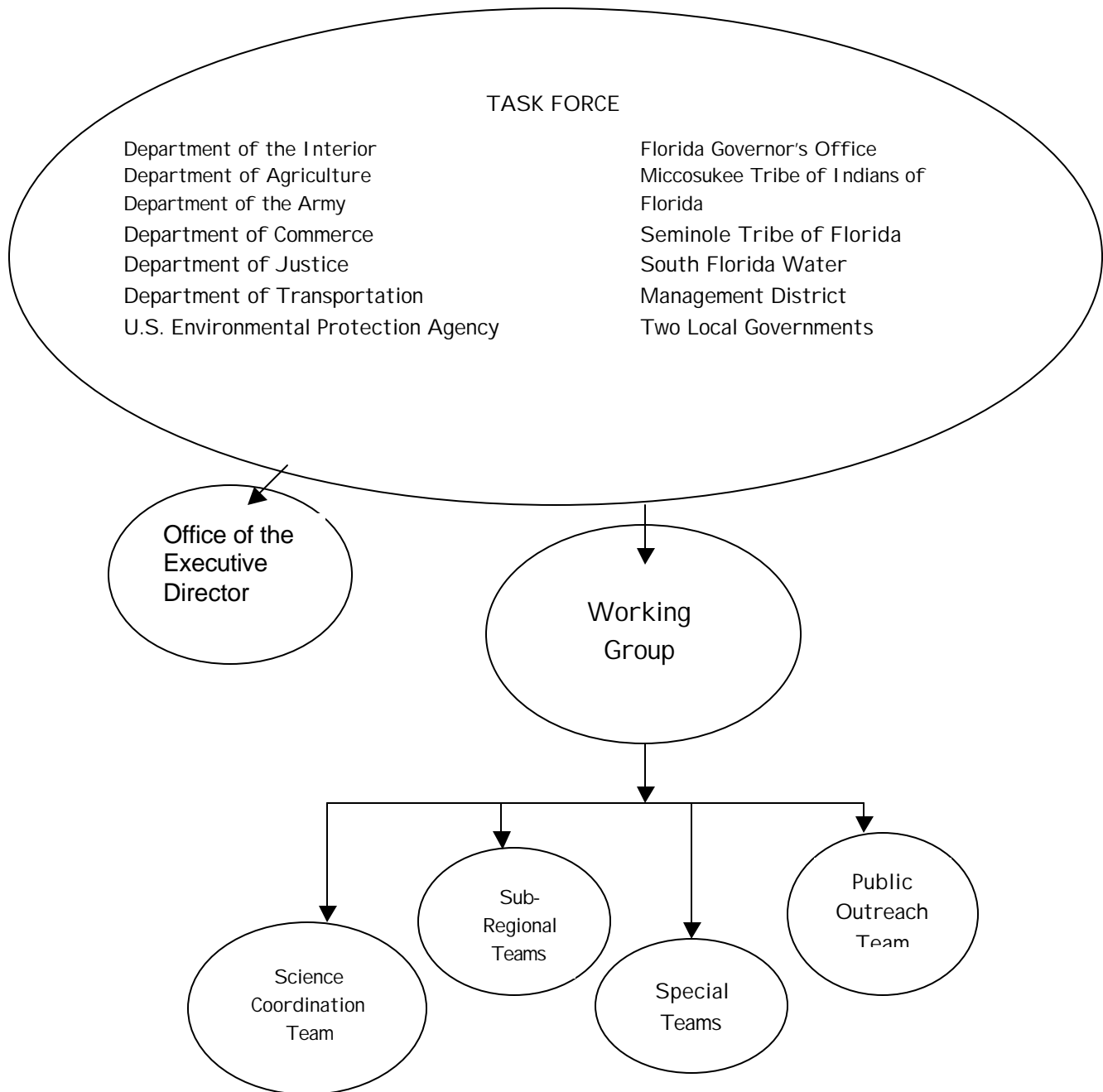


South Florida Ecosystem Restoration

# ASSESSMENT REPORT

April 2000

# SOUTH FLORIDA ECOSYSTEM RESTORATION EFFORTS ORGANIZATION



South Florida Ecosystem Restoration

---

# ASSESSMENT REPORT

Prepared by the  
Assessment Team of the  
South Florida Ecosystem  
Restoration Task Force  
April 2000

# CONTENTS

## **PURPOSE AND MAJOR FINDINGS 1**

### **SHARED VISION, GOALS, AND DESIRED FUTURE CONDITIONS FOR THE SOUTH FLORIDA ECOSYSTEM 3**

SOUTH FLORIDA'S COMMON VISION 3

SHARED GOALS AND DESIRED FUTURE CONDITIONS 3

*Goal 1: Get the Water Right 3*

*Goal 2: Restore, Preserve, and Protect Natural Habitats and Species 3*

*Goal 3: Foster Compatibility of the Built and Natural Systems 4*

## **ISSUES 5**

BRIEF BACKGROUND OF THE SOUTH FLORIDA ECOSYSTEM 5

*The Extent and Nature of the Ecosystem 5*

*Manipulation and Decline of the Ecosystem 5*

*Ecosystem Management and Restoration 7*

AWARENESS OF INTERCONNECTIONS 9

COMMITMENT 9

OBSTACLES AND OPPORTUNITIES 11

*Coordination of Restoration Projects 11*

*Planning, Growth, and Infrastructure 13*

## **CONCLUSION 16**

## **APPENDIXES 17**

APPENDIX A: PHASE I ASSESSMENT PROCESS AND PARTICIPANTS 18

APPENDIX B: SUPPORTIVE POLICIES 22

## **GLOSSARY 26**

## **BIBLIOGRAPHY 29**

SOUTH FLORIDA ECOSYSTEM RESTORATION TASK FORCE 29

LOCAL GOVERNMENTS 29

*Interviewed Counties 29*

*Interviewed Municipalities 30*

*Additional Local Plans and Documents 30*

*Local Visioning Documents/Forums 31*

*Regional Planning Councils 33*

*Additional Regional Documents 33*

STATE AGENCIES 33

FEDERAL AGENCIES 36

TRIBAL ORGANIZATIONS 37

NONGOVERNMENTAL ORGANIZATIONS 38

## **SOUTH FLORIDA ECOSYSTEM RESTORATION TASKFORCE MEMBERSHIP 42**

## **ASSESSMENT TEAM / DOCUMENT PREPARERS 42**

## PURPOSE AND MAJOR FINDINGS

This report synthesizes a broad range of information gathered for the purpose of developing an intergovernmental strategy for the restoration of the imperiled South Florida ecosystem. Under the direction of the South Florida Ecosystem Restoration Task Force, a multidisciplinary assessment team spent eighteen months canvassing South Florida governmental entities and organizations for a common vision of their desired future. The team reviewed hundreds of interrelated planning, visioning, and other efforts currently linked to achieving an improved quality of life for the citizens of South Florida, seeking specifically to

- (1) identify the particular interests and concerns of the many federal, state, tribal, and local participants in the restoration effort and the extent to which those interests and concerns could be synthesized into a shared vision and goals
- (2) identify major problems, if any, that would have to be overcome to ensure the effectiveness of this unprecedented multigovernmental ecosystem restoration effort

The South Florida Ecosystem Restoration Task Force (the task force), created in 1993, began as a federal interagency partnership with informal participation by the State of Florida, the Seminole Tribe of Florida, and the Miccosukee Tribe of Indians of Florida. The task force was expanded by federal statute in 1996 into a multigovernmental (federal/state/tribal/local) task force mandated to “coordinate the development of consistent policies, strategies, plans, programs, projects, activities, and priorities for addressing the restoration, preservation, and protection of the South Florida ecosystem” (Task Force Charter 1997).

The assessment phase of the task force effort, documented in this report, proceeded along three tracks. First, the assessment team talked to appointed and elected officials and/or their key regional, county, and city staff from the sixteen counties comprising South Florida, along with representatives from nongovernmental organizations and community leaders, to acquire in-depth information about goals and issues from a local perspective. Presentations were made to boards of county commissioners, regional planning councils, and by request to a number of other organizations. Second, the team reviewed and synthesized information from nearly 200 documents provided by federal, state, tribal, and local governments and nongovernmental organizations related to ecosystem restoration, community visioning, and local comprehensive planning (see the Bibliography). Third, a diverse group of professionals, planners, scientists, and academicians were engaged in a consensus-building process to determine how best to express the participants’ shared vision and goals.

The assessment team found many similar statements of visions and goals reiterated in the plans and mission statements of the government agencies surveyed during the study. The finding that the majority of all the participants in this process shared similar goals was important information for the task force charged with coordinating the restoration effort. This information formed the basis for articulating a shared statement of vision, goals, and desired future conditions for the entire South Florida ecosystem, included in this report.

The participants surveyed by the assessment team consistently expressed a belief that achieving a common vision and common goals for a sustainable South Florida will not be possible without improving existing intergovernmental communication and coordination. Clearly and repeatedly South Florida communities expressed their awareness of problems with ecosystem health and the importance of the work being done to correct these problems. However, the more difficult and fundamental issue raised to the assessment team was the critical need to coordinate complex issues across jurisdictional boundaries and numerous authorities within this unique ecosystem. In conversations with regional and local government representatives and in most of the documents reviewed, public and private, common themes included the need to balance the demands of the built and natural systems within the boundaries of each particular authority. However, an equally common theme was that these efforts were not well coordinated or integrated across agency boundaries.

The restoration strategy being developed by the South Florida Ecosystem Restoration Task Force will incorporate the vision and goals synthesized during this assessment and address the major problems expressed by the participants.

For more information on the South Florida ecosystem restoration program or to view this document on line, please visit <http://www.sfrestore.org>. Many of the documents reviewed by the assessment team are available through websites and will be linked to the electronic version of this document for easy access.

# SHARED VISION, GOALS, AND DESIRED FUTURE CONDITIONS FOR THE SOUTH FLORIDA ECOSYSTEM

The assessment team found similar statements of visions and goals reiterated in the plans and mission statements of most government agencies and other organizations surveyed. The vision and goals presented in this assessment report are the result of the analysis of nearly 200 documents, discussions with hundreds of local leaders, staff, and nongovernmental organizations, and an extensive consensus-building process.

## **SOUTH FLORIDA'S COMMON VISION**

### ***Livable Communities in Harmony with Nature***

*This vision will be realized when the South Florida ecosystem once again supports diverse, balanced, and sustainable communities of plants, animals, and people.*

## **SHARED GOALS AND DESIRED FUTURE CONDITIONS**

### **Goal 1: Get the Water Right**

Achieving this goal means restoring hydrologic functions in wetland, estuarine, marine, and groundwater systems, while also providing for the water resource needs of urban and agricultural landscapes.

#### **Desired Future Conditions**

- Damage caused to water quality by pollutants and contaminants (such as from agricultural nutrients or urban-related pollutants) is eliminated.
- Water levels and timing of water deliveries reflect quantities resulting from natural rainfall and are distributed according to predrainage patterns.
- Natural variation in water flows and levels is restored without diminishing essential levels of water supply or flood control.
- Damage to natural and human systems caused by flood and drought is minimized.
- Compartmentalization is reduced, and sheet flow is closer to predrainage patterns.
- Groundwater resources are protected from depletion and contamination.

### **Goal 2: Restore, Preserve, and Protect Natural Habitats and Species**

This goal will be realized when the diversity, abundance, and behavior of native South Florida animals and plants in terrestrial, estuarine, and aquatic environs are characteristic of predrainage conditions.

### **Desired Future Conditions**

- The spatial extent of wetlands and other natural systems is sufficient to support the historic functions of the greater Everglades ecosystem.
- Important wildlife corridors are identified, enhanced, and preserved.
- Endangered and other federal and state listed species are recovered to numerically sustainable levels, and sufficient habitats for maintaining healthy numbers are restored and protected.
- Invasive exotic plant and animal species are substantially eliminated or reduced to manageable levels.
- Restored natural systems support productive agriculture, fishery, and tourist-based economies.

### **Goal 3: Foster Compatibility of the Built and Natural Systems**

This goal will be realized when the built environment is compatible and consistent with ecosystem restoration and preservation goals.

### **Desired Future Conditions**

- Development patterns guide new development, redevelopment, and infrastructure to areas that are consistent with and complementary to ecosystem restoration.
- Development practices support conservation of significant and special natural areas and reduce habitat fragmentation.
- The quality of life of people in South Florida is enhanced through the ability to reside in areas with fishable, drinkable, and swimmable water and clean air.
- Blueways, greenways, and roadways are consistent with and complementary to getting the water right and enhancing and preserving the natural system.
- Land, water, and transportation planning are supportive of ecosystem restoration.
- Stormwater and wastewater are reduced and recovered, and recharge is promoted, to complement ecosystem restoration.
- The ecosystem is not damaged by improper disposal of wastes.

# Issues

The assessment team looked at three fundamental issues: (1) How aware are the governments and people of South Florida of the interconnectedness of the natural and built systems within their jurisdictions? (2) What is being done at all levels of government and community to restore and sustain the ecosystem? (3) What problems must be overcome to make ecosystem restoration and sustainability a reality? A brief background and the findings related to these issues are described below.

## **BRIEF BACKGROUND OF THE SOUTH FLORIDA ECOSYSTEM**

### **The Extent and Nature of the Ecosystem**

The River Of Grass, so elegantly named by Marjory Stoneman Douglas, makes up only a portion of the South Florida ecosystem. Also known as the greater Everglades ecosystem, this vast expanse of diverse habitats, integrally linked by the water that flows through them, extends from the Chain of Lakes south of Orlando through the reefs surrounding historic Fort Jefferson southwest of the Florida Keys.

Water is the lifeblood of this ecosystem. Originally water flowed freely through the meandering oxbows of the Kissimmee River and at times overflowed the southern banks of Lake Okeechobee, spreading out over the low-lying Everglades and recharging an intricate system of groundwater aquifers before emptying into the coastal estuaries. This natural flow of clean and plentiful water supported rich habitats and provided some of the Earth's greatest biodiversity.

### **Manipulation and Decline of the Ecosystem**

Early land developers viewed the Everglades and related habitats as worthless swamps. By the late 1800s efforts were underway to "reclaim" these swamplands for productive use. These initial efforts were encouraging, and more wetlands were drained for agriculture and development. Little by little, canals, roads, and buildings began to displace native habitats. The discovery of air-conditioning, the completion of the East Coast Railroad from Jacksonville to the Keys, and a generous land grant program made Florida an attractive place to settle. The state turned rapidly from a sparsely populated lush tropical paradise into the third largest state in the union.

The Central and Southern Florida Project (C&SF Project) was enacted in response to public outcries for flood control after prolonged flooding and numerous deaths from a series of devastating hurricanes in the 1940s. The project's primary purposes and benefits were to provide water and flood protection for urban and agricultural lands. Work started in 1950 over an area encompassing 18,000 square

miles in 16 counties and eventually resulted in over 1,000 miles of canals, 720 miles of levees, almost 200 water control structures, 25 navigational locks, and 56 railroad bridges.

Florida's industry, agribusiness, and tourism flourished after the C&SF Project converted millions of acres of wetlands into prime land for development and farming. This project realized the vision of early developers on a massive scale and opened the doors for unprecedented economic and population growth. Today more than 6 million people reside in the region, drawn by the naturally attractive climate and by the many efforts to improve the economy. Local governments predict that the population will reach 8 million by 2010 and 12 to 15 million by 2050, more than twice the current population. Urban water supply demands could increase from approximately one billion gallons of water per day today to two billion gallons of water per day by 2050.

*Effects on South Florida's Water.* The C&SF Project has significantly altered the region's hydrology – the quantity, timing, and distribution of water flow through the ecosystem. The natural system, which had historically absorbed excess water during wet seasons and served as a reservoir during dry periods, lost this important storage and filtration capacity when it was compartmentalized and drained. Compared to the historic Everglades, approximately 70 percent less water flows through the ecosystem today. An average of approximately 1.7 billion gallons of water per day is now diverted into the ocean and the gulf. The remaining water does not flow at the same times or for the same durations as it did in the predrainage Everglades, and this disruption has damaged uplands, wetlands, and estuaries.

Water quality has also been seriously degraded. Over 50 percent of the original Everglades, which once acted as natural filters and retention areas to protect water quality, have been lost to urban and agricultural development. Phosphorus runoff from agricultural operations and other sources has polluted much of the northern Everglades and Lake Okeechobee and damaged the food web. More than a million acres have been placed under health advisories for mercury contamination.

*Effects on South Florida's Natural Habitats and Species.* Species diversity and habitat quality have been seriously threatened by the loss of natural hydrological functions, declining water quality, land use changes, soil subsidence, fire suppression, and invasion of exotic species. The effects of these and other stressors on wildlife have been devastating and include

- more than six hundred species imperiled
- a 90-95 percent reduction in wading bird populations
- sixty-nine federally listed threatened or endangered plant and animal species

- declining population levels of commercially and recreationally important fish species in the St. Lucie and Caloosahatchee Estuaries and Biscayne and Florida Bays
- defoliation of seagrass beds, fish kills, and deformed fish within the St. Lucie Estuary

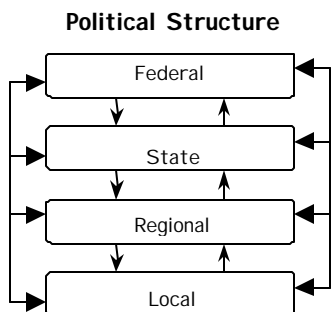
*Effects on South Florida's Built System.* The quality of life of South Florida's human inhabitants has also been adversely affected by disruptive influences on the ecosystem. Water consumption is substantially higher than the system was designed to accommodate, and increasing demand has caused problems in meeting the needs of a growing population. Urban and agricultural water shortages are expected to increase if action is not taken to correct consumptive practices. Declining populations of fish and wildlife have led to declines in tourism and commercial fishery production, adversely affecting economic health. Urban sprawl has consumed adjacent farmlands, wetlands, and wildlife habitats, encouraged abandonment of downtown urban cores, and stressed transportation networks. These impacts continue to cause a decline in the sustainability of South Florida communities.

### **Ecosystem Management and Restoration**

Public concern regarding the ecosystem crisis has grown steadily. Over the past four decades, intensive scientific research and public policy reviews have identified many of the causes of ecosystem degradation and detailed the variables involved. Increased awareness of the interdependency between built and natural systems has led to new public and private priorities, initiatives, and partnerships.

The assessment team found a growing awareness and strengthening commitment by numerous agencies and nongovernmental organizations to correct past harms and improve future actions relative to the South Florida ecosystem. The challenge today is to better coordinate these initiatives and partnerships, thereby increasing the ability of agencies to systematically plan and implement a full range of programs using an ecosystem management approach.

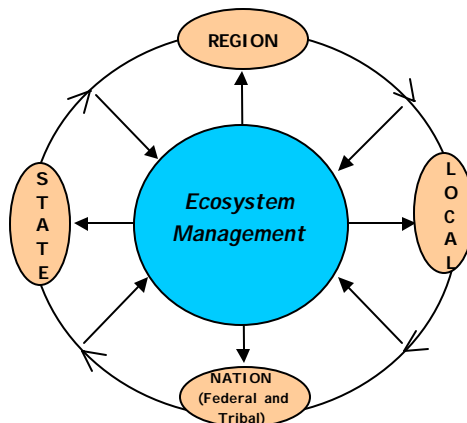
## What is Ecosystem Management?



Traditionally, the management of natural resources has been from a single user, single purpose perspective based on the legislatively determined mission of the local, regional, state, and/or federal agency involved. This management approach, driven by political rather than ecological boundaries, characterized the way natural resources historically were managed (see Political Structure diagram).

Over the past several decades, federal, state, and local agencies have come to recognize the need for innovative ways of managing their resources. The management of natural systems has evolved into an approach that regards watersheds and wildlife habitats as the appropriate focus for management decisions. This approach has been labeled ecosystem management, an ecosystem being a community of organisms, humans included, interacting with one another and their environment.

Specifically, ecosystem management integrates scientific knowledge of ecological relationships within a complex sociopolitical and human values framework toward the general goal of protecting native ecosystem integrity over the long term (see Ecosystem Management diagram).



- Authorities and responsibilities remain intact; revisions made to the process.
- Intergovernmental coordination improved.
- Planning and implementation become an integrated process.

While the agencies participating in ecosystem management retain their individual authorities and responsibilities, they now have the opportunity to view and express their particular missions from the perspective of how they fit into the ecosystem as a whole. This perspective is providing a number of advantages for task force participants. It

- encourages sharing of information and resources
- allows managers to tie off other agencies' programs to maximize effectiveness
- allows for identification of critical needs and discussions of which agencies could fill those needs
- minimizes potential for duplication of effort
- minimizes potential for contradictory or conflicting activities by other agencies

## AWARENESS OF INTERCONNECTIONS

*Participants in the assessment process indicated an awareness of the link between Florida's future economic and social well-being and the health of the natural components of the ecosystem. South Florida's diverse economy is based on tourism, agriculture, fisheries, and other natural resource based industries. Floridians are increasingly aware of the relationships between the economy and the natural system, and the need to improve their compatibility to ensure the sustainability of the ecosystem as a whole.*

The assessment process found that community leaders, professional staff, and stakeholders throughout the region understand that the economic stability of South Florida depends upon a healthy natural system that can support diverse industries and human activities. Their concerns have broadened to include factors that could adversely affect the sustainability of the natural system, such as the loss of natural system functions, the loss of upland and wetland habitats, habitat fragmentation and degradation,

and exotic species infestations, all of which may result from human impacts.

The assessment participants also repeatedly stressed that sound economies, including things like tourism, efficient transportation/transit systems, and vibrant communities, are equally critical to a healthy ecosystem.

The understanding that all components of the ecosystem are vital to the quality of life is being manifested through a gradual shift to ecosystem management practices within the boundaries of each particular authority. However, these efforts are not well coordinated or integrated across agency boundaries. One jurisdiction may focus on one particular aspect of ecosystem health, while its neighbor focuses on another. Participants recognized that the myriad efforts currently underway to balance the needs of the natural, economic, and social systems need to be better coordinated to achieve a sustainable future for all the inhabitants of the region, and this awareness led to the common vision and shared goals included in this report.

## COMMITMENT

*The assessment team found a strong desire to participate in restoration efforts present at every level of government and community. However, the work of the task force is better known at the federal and state levels, while knowledge of and participation in the work of the task force is limited at the local level. Local access to ecosystem restoration needs to be improved.*

The participants acknowledged that all Floridians share the responsibility to balance the needs of the natural and built environments over the long term. Currently, however, much of the effort to restore and sustain the South Florida ecosystem is being driven by large

federal and state programs and projects aimed at restoring natural ecosystem components.

Some of the largest programs are part of a multibillion dollar effort between the U.S. Army Corps of Engineers and the South Florida Water Management District to capture and store the water that has been lost through drainage and flood control projects, to remove artificial barriers to water flow, and to deliver water to natural areas at times that more closely match the natural water cycles of the historic Everglades. This effort is directed by the *Comprehensive Everglades Restoration Plan (CERP)*, which is the primary road map for restoring more natural hydrology and water quality (goal 1) and which will also have substantial benefits for habitats and species (goal 2).

Other major efforts involve the acquisition of lands needed to preserve habitat for native plants and animals, to act as a buffer to existing natural areas, and to help restore natural hydrology. State Conservation and Recreational Lands (CARL) and Save Our Rivers (SOR) lands, federal parks and preserves, water preserve areas, county and private conservation lands, conservation easements and other agreements with private landowners, and other lands acquired for South Florida ecosystem restoration are expanding and connecting a mosaic of upland, wetland, coastal, and marine habitats that will support the recovery of many currently imperiled species (goal 2). These lands also provide opportunities for outdoor recreation and environmental education to the state's residents and visitors.

Programs that came out of the Florida Environmental Land and Water Management Act of 1972 play a critical role in balancing the needs of the natural system and built environment (goal 3). The Areas of Critical State Concern (ACSC) program protects geographic areas with unique characteristics that make them a statewide concern. The Development of Regional Impact (DRI) designation is applied to projects that would have a substantial effect on the health, safety, or welfare of citizens in more than one county. The DRI process adds a higher level of review to address issues of greater-than-local concern. At times these projects are afforded state and regional agency expertise and technical assistance to assess and mitigate project impacts to state and regional resources and facilities. Regional planning councils (RPCs), with boundaries drawn along preexisting county boundaries, address greater-than-local issues and impacts and provide forums for consensus building and conflict resolution.

County, city, and multijurisdictional efforts regarding the built environment abound throughout the greater South Florida ecosystem. Innovative measures for improving the quality of life in urban centers and controlling urban sprawl are being explored and implemented. These local efforts share the state and federal goal of improving the balance between the natural and human systems, but local

jurisdictions are sometimes limited as they struggle to meet the demands of a growing population. All too often, the demand is met by expanding the urban footprint on the natural system.

Responding to concerns about diminishing natural areas many counties have passed, by overwhelming majorities, programs where citizens have chosen to pay to improve the balance between the built and natural system. These programs fund a variety of initiatives including improved planning and design of communities; improved resource consumption and management; multimodal transportation systems that include more pedestrian friendly components; and the purchase and management of identified environmentally sensitive lands. In addition to these local government efforts, nongovernmental organizations are working to fund similar projects, from land acquisition and management to local visioning efforts. These local government and nongovernmental efforts will enhance the potential for restoration success in the long run.

These and other key projects are described in several documents, including *Success in the Making: An Integrated Plan for South Florida Ecosystem Restoration and Sustainability* (South Florida Ecosystem Restoration Task Force 1998), *Maintaining the Momentum: Biennial Report* (South Florida Ecosystem Restoration Task Force 1999), *Comprehensive Everglades Restoration Plan* (U.S. Army Corps of Engineers and South Florida Water Management District 1999), and the *Multi-Species Recovery Plan* (U.S. Fish and Wildlife Service 1999).

## OBSTACLES AND OPPORTUNITIES

*With major efforts already underway to restore the region's hydrology, water quality, habitat types, and imperiled plant and animal species, the assessment team found that the biggest problems yet to be overcome are (1) the need to better coordinate efforts by all levels of government and the private sector to improve effectiveness and efficiency in meeting their shared vision and goals and (2) the need to ensure that continuing population growth and associated development occur in ways compatible with ecosystem restoration.*

The reviews of plans and documents and the interviews conducted during the assessment phase resulted in the identification of the following as issues that need to be addressed in restoring the South Florida ecosystem.

### **Coordination of Restoration Projects**

The South Florida ecosystem contains a complex array of entities, including 139 municipalities, 16 counties, 5 regional planning councils, a regional water management district, and multiple state and federal agencies. All of these entities play a

significant role in ecosystem restoration. Improved coordination of individual efforts will enhance the ability to achieve shared ecosystem goals.

Local and county governments do fairly well managing issues within their areas of responsibility, but they are constrained in their abilities to address issues outside their boundaries. Occasionally, countywide planning agencies, while providing broader planning perspectives, constrain local choices and cause discord between some counties and their cities. The counties also tend to disagree among themselves as to the best solutions to South Florida's problems. Though the South Florida ecosystem has many commonalities, geography of this huge land area poses unique problems by location. More than half of the region's current population is concentrated in the three lower east coast counties of Miami-Dade, Broward, and Palm Beach. This distribution pattern is expected to remain the same in the future. Coastal counties have a limited supply of open land with high values, while central counties tend to be land rich but development poor and experiencing low land values.

A declining South Florida ecosystem created a need to improve planning across multijurisdictional lines, but this continues to be difficult because decision-making governmental entities with responsibilities for statewide or regional water management, land use, natural resource management, and transportation planning provide these services independently, with coordination occurring either late in the planning process or not at all. The Florida Water Resources Act of 1972 (Chapter 373 F.S.) established an ecosystemwide perspective for managing water but not growth, while the Florida Environmental Land and Water Management Act of 1972 (Chapter 380 F.S.) established a regional perspective for managing growth but not water. Although these two acts have made strides toward ecosystem planning, shortcomings in the coordination and the lack of integration between land and water planning have negatively impacted the South Florida landscape.

Multijurisdictional coordination is also complicated by overlapping responsibilities. Many regional programs and projects are dependent upon decisions made at the local level, which may or may not have adequately considered the greater-than-local impacts of their choices. Participants suggested that analyses of cumulative development impacts and connectivity of transportation corridors, in particular, need to be considered in all local and regional initiatives.

The task force has now been charged by federal law to coordinate and report on the effort to restore and sustain the South Florida ecosystem. Through the participation of its member entities, the task force and working group have become a forum for consensus building and issue engagement among all the entities—federal, state, tribal, and local—involved in ecosystem restoration. The strategy being developed pursuant to this assessment will provide tools to help task force members design, coordinate, and manage their individual projects more effectively and efficiently as part of a larger interagency effort.

Task force member agencies are currently coordinating the implementation of hundreds of projects to achieve goals 1 and 2. Much work remains, however, to coordinate the development and implementation of all the projects needed to restore and sustain the ecosystem, particularly the projects and programs needed to ensure the compatibility of the built environment with ecosystem restoration and preservation (goal 3).

The task force is developing a strategy to help task force members design, coordinate, and manage their individual projects. The task force itself has no overriding authority to direct its members. Instead, the members are accountable individually to their appropriate authorities and to each other for the success of restoration.

### **Planning, Growth, and Infrastructure**

A development pattern of outward growth, consistent with the national trend of suburbanization, has led to declining urban cores and expanding development in fragile natural areas and agricultural lands. This pattern has altered the natural environment by destroying habitat, redirecting water distribution, and increasing the amount of water and airborne pollutants.

Suburbanization and sprawl development patterns have also strained the built environment's ability to provide the infrastructure needed to support the growing population. Long commuting distances and traffic gridlock are routine as suburbanites try to access their jobs in the cities. The fact that there are few alternatives to personal automobile travel exacerbates the problems associated with commuting.

Fast growing counties and cities are experiencing conflicts between environmental and progrowth advocates. These debates, which have come to characterize Florida development, create conflict within and between the counties and cause great political challenges in managing growth. These debates will likely continue as South Florida struggles to define how it will manage growth. In some cases, cities have developed a vision of their future, yet have been unable to find the funding and/or public support to bring about a change in their communities. Often a lack of technical support or expertise undermines the capacity of communities to implement visions and master plans. Although regional entities can provide additional technical support to local governments for such issues as urban design, water storage, infrastructure siting, and economic competitiveness, their effectiveness is hindered by a lack of authority and resources.

A few South Florida counties and cities are additionally burdened with large platted single-family communities left incomplete by the demise of various land development companies. These communities, covering individually as much as 80 square miles, are problematic due to a single use plan that left local governments with vested private interests but no mix of land uses necessary to

establish urban centers and a healthy economic base. Lehigh Acres (Lee County), Cape Coral (Lee County), Golden Gate Estates (Collier County), and Port St. Lucie (St. Lucie) are all unfinished developments within the South Florida ecosystem.

Problems of growth management are complicated by inadequate resources to meet basic infrastructure needs. Providing adequate potable water, roadways, schools, etc., is a substantial challenge to all of Florida's local governments. Counties throughout the system suffer from antiquated and/or inadequate infrastructure that needs to be replaced or expanded on a public revenue stream that has not kept pace with Florida's booming growth.

Rural and urban counties struggle to provide the services required to maintain a quality of life for their residents. Urban counties are unable to keep up with service provision demands from rapidly growing populations, regardless of escalating property values that tend to keep millage rates relatively low. In the more rural counties there is an inability to raise revenues to provide minimal levels of service in these communities due to high millage (often at the legal maximum) and low land values. Moreover, other sources for local and state government to raise revenues through user and sales taxes are limited and currently inadequate. These revenue generation challenges pose unique problems both to rural counties struggling to meet the needs of a sprawling population with few options to find new revenues and urban counties unable to keep up with the volume of need even though total revenues have increased.

The less populated rural communities with lower land values consider the state's land use processes, taxation policies, state and federal revenue sharing, and economic development programs as a burden that favor densely populated urban communities and do not reflect the unique character and needs of rural areas.

Any proposals or land acquisition efforts that would remove restoration lands from the local tax base may impose additional economic burdens on the local governments. Proposed water storage reservoirs are one example. The developing coastal areas, desperate for an adequate and affordable supply of water, are looking inland for optional sources to meet increasing population demands. The central counties, where open lands have been identified by current restoration plans as potential water storage/reservoir sites, are concerned about how this strategy will impact their already limited tax bases.

Complicating the infrastructure challenge is the additional problem of brownfields in some places. Many local governments reported that declining areas within the urban corridor, peppered with contaminated brownfields, cause complex socioeconomic problems exacerbating the aging infrastructure issues.

There is no quick fix to all of the challenges communities face in meeting the needs of a growing population with inadequate resources to meet all infrastructure needs. It will take decades and millions of dollars to complete some of the renovations to declining infrastructure in many cities within the system. However, there is a growing effort at the state, regional, tribal, and local levels to improve communities while fostering compatibility of the built and natural systems.

## Conclusion

Clearly, the natural and the built environments are two sides of the same coin, and attempting to deal with the problems of one, and not the other, will never be successful. The balance between land and water use in Florida is managed by many levels of government responsible for different components of the ecosystem's overall health. The myriad political structures with differing goals and agency directives were not designed with an ecosystem management (holistic) perspective in mind and pose substantive challenges to the achievement of ecosystem restoration.

Acceptance, consensus, and support from all levels of government, as well as the private sector, are needed to achieve ecosystem restoration. Increasingly, a shared understanding that a common vision and a cooperative working relationship is essential, is taking root among politicians, government officials, tribes, farmers, ranchers, business leaders, and private citizens. Innovative measures for improving the quality of life in urban centers and reining in urban sprawl are being explored and implemented. Rural communities are also working with state, regional, and national experts to develop and implement programs that foster the ability of rural communities to maintain their rural character, thus enhancing the diversity of the state. Nevertheless, government and community outreach and communication need to be improved to increase awareness of the restoration effort and broader participation by the residents and local governments of South Florida.

The continuation of efforts to ensure that restoration is an inclusive process will be essential to achieving success. The task force will continue efforts to coordinate with agency staff, elected and appointed officials, and nongovernmental organizations and to identify ways in which everyone, especially local decision makers and community leaders in South Florida, can contribute to accomplishing the vision of a restored South Florida ecosystem:

### ***Livable Communities in Harmony with Nature***

*This vision will be realized when the South Florida ecosystem once again supports diverse, balanced, and sustainable communities of plants, animals, and people.*

## APPENDIXES

A: PHASE I ASSESSMENT PROCESS AND PARTICIPANTS

B: SUPPORTIVE POLICIES

## **APPENDIX A: PHASE I ASSESSMENT PROCESS AND PARTICIPANTS**

During the assessment phase community leaders, planning practitioners, and restoration and sustainability experts throughout the region were engaged in a process to discover a common vision and to identify projects that exemplified restoration or sustainable practices. The assessment progressed along the following four tracks:

- Review and synthesize documents and plans related to restoration, community visioning, and local comprehensive planning.
- Interview appointed and elected officials, their key staff, and community leaders from the sixteen counties within the ecosystem.
- Engage citizen, nongovernmental, and other community groups through a series of interviews.
- Engage a diverse group of social science practitioners and academicians through the Delphi process, which systematically combines expert knowledge and opinions and derives consensus on a set of desired future conditions.

### **Review of Documents and Plans**

The assessment process gathered almost 200 governmental and nongovernmental planning, visioning, and project documentation into one place for synthesis and review. Agencies throughout South Florida have developed plans and policies supportive of ecosystem restoration. Many of these plans were in response to a series of federal and state legislation in the seventies and eighties that further defined and integrated land use and water resource planning. Adopted policies address a broad range of issues related to the common vision and shared goals. Examples of these can be found in Appendix B.

### **Review of Visioning Efforts**

Many cities and counties faced with meeting needs of increasing populations have looked to new and innovative visioning processes for answers. These visioning exercises have been going on for over a decade, some successful and some stalled from lack of funding or political will for change. Communities such as Stuart, Fort Pierce, Naples, Kissimmee, and Hollywood have effectively used visioning for positive change.

The assessment team reviewed twenty-five different visioning documents pertaining to a variety of downtown areas, cities, counties, and large regions within the South Florida ecosystem. The efforts depicted within these documents varied from small, staff driven efforts to large charettes involving over

100 members of the public. The common themes within the visioning documents include economic competitiveness, community and quality of life enhancement, and environmental protection and conservation. These themes are consistent with and supportive of the three task force goals.

### **Community Leader Input and Citizen Engagement**

An extensive interview and input process was conducted that furthered the document review efforts. The team gathered information from community leaders and reviewed and analyzed additional recommended documents. These interviews were conducted with representatives of the five regional planning councils, sixteen counties, and selected cities within the South Florida ecosystem. Community visions and goals were gleaned from these discussions, in addition to information regarding current challenges and success stories.

Numerous nongovernmental organizations were contacted in regards to their concerns and efforts for ecosystem restoration. This included discussions with minority, environmental, agribusiness, and economic development representatives.

### **Process to Affirm the Vision and Goals**

Following the assembly and review of numerous planning, visioning, and ecosystem management documents that describe current conditions and plans for South Florida, common themes and visions from these documents were extracted and organized into statements that describe desired future conditions for South Florida water resources, natural systems, and human systems.

To ensure that these statements were comprehensive, accurate, and meaningful, a diverse group of academicians and practitioners were engaged in a Delphi process to derive consensus on the set of desired future conditions. The Delphi technique systematically combined expert knowledge and opinions to achieve group consensus. Participants evaluated all statements and provided their input after reading their peers' statements.

## **PARTICIPANTS**

### **Regional Planning Councils**

Southwest (SWRPC)  
Treasure Coast I (TCRPC)  
South Florida (SFRPC)  
Central Florida (CFRPC)  
East Central (ECRPC)

### **South Florida Water Management District**

Big Cypress Service Center  
Broward Service Center  
Dade Service Center

Keys Service Center  
Okeechobee Service Center  
Palm Beach Service Center  
Southwest Service Center

### **Counties**

Broward  
Charlotte  
Collier  
Dade  
Glades

Hendry  
Highlands  
Lee  
Martin  
Monroe  
Okeechobee  
Orange  
Osceola  
Palm Beach  
Polk  
St. Lucie

**Municipalities**

Cape Coral (SW)  
Fort Pierce (NE)  
Kissimmee (N)  
Naples (SW)  
Wellington (Central)

**Tribal Organizations**

Seminole Tribe of Florida  
Miccosukee Tribe of Indians of Florida

**Government Membership Organizations**

Palm Beach County League of Cities - by request

**Minority Organizations**

Hispanic Chamber (Palm Beach)

**Business and Industry Leaders**

Florida Home Builders Association  
Florida Economic Development Council

Lee County Economic Development Council  
Palm Beach County Economic Development Council

**Citizen Engagement Groups and Nonprofit Organizations**

1000 Friends of Florida  
Agro-Ecology Program, Center for Environmental Studies  
Collier County Audubon Society  
Collins Center  
Conservancy of Southwest Florida  
Conservation Fund  
Environmental Land Use Law Center  
Everglades Coalition (Board)  
FAU/FIU Joint Center  
Florida Ag in the Classroom, Inc.  
Florida Earth Project  
Florida Stewardship Foundation  
Friends of the Everglades  
Florida Wildlife Federation  
MacArthur Foundation  
Arthur R. Marshall Foundation  
National Parks & Conservation Association  
National Audubon Society  
National Wildlife Federation  
Nature Conservancy  
Save the Manatee Club  
Sierra Club Calusa Group  
Sierra Club Miami Group  
SFCURP  
Tropical Audubon Society  
World Wildlife Fund

## Regional Planning Councils and Counties of the South Florida Ecosystem



## **APPENDIX B: SUPPORTIVE POLICIES**

Agencies throughout South Florida have developed plans and policies supportive of ecosystem restoration. In developing the common vision and further delineating the task force goals, the assessment team reviewed numerous plans and documents. This appendix contains example policies that address a broad range of issues contained within the common vision and task force goals.

### ***Vision: Livable Communities in Harmony with Nature***

Protect natural and man-made resources and maintain, through orderly growth and development, the character, stability and quality of life of present and future community residents. (Martin County, *Comprehensive Growth Management Plan*, 1995)

Guide land use decision-making so as to achieve and maintain a high quality natural and human environment with a well planned mix of compatible land uses which promote the public's health, safety and welfare consistent with state planning requirements and local desires. (Collier County, *Growth Management Plan*, November 23, 1999)

### ***Goal 1: Get the Water Right***

In the year 2050, the South Florida Ecosystem (Kissimmee River, Lake Okeechobee, Everglades, and Florida Bay) will more closely resemble its natural state in terms of hydrology, water quality and environmental values. A system of greenways will interconnect major natural areas and provide corridors for wildlife. The major components of the Ecosystem and other major natural areas will be protected from development impacts by a wetland buffer system. Major sources of pollution will be identified and corrected. Coastal and estuarine water quality will more closely resemble natural conditions. (SFWMD, *Strategic Plan*, 1994)

South Florida's water supply will be allocated first to meet environmental water demands and then to other reasonable and beneficial users. Water supply sources will be augmented by storing stormwater runoff, developing non-traditional sources (reclaimed water, saltwater and deeper aquifers) and water conservation using ultra-efficient technologies and operational techniques. (SFWMD, *Strategic Plan*, 1994)

Provide for the conservation, environmentally sound use, and protection of all aquatic and upland ecosystems and natural resources, and protect the functions of aquifer recharge areas and natural drainage features. (Miami-Dade County, *Comprehensive Development Master Plan*, 1999)

Support efforts of the Big Cypress Basin to redirect fresh water discharges into their historic flow paths, in particular to restore pre-drainage patterns of flow into the Henderson Creek, Picayune Strand, and Fakahatchee Strand systems, in order to facilitate more natural salinity regimes in Naples Bay and the estuaries to the south. (City of Naples, *Comprehensive Plan*, 1998)

All existing and identified future water supply sources will be protected from degradation and from detrimental impacts by human activities. (Southwest Florida Regional Planning Council, *Strategic Regional Policy Plan*, 1995)

Preserve, protect, and restore natural Florida ecosystem in order to support their natural hydrologic and ecological functions. (Central Florida Regional Planning Council, *Strategic Regional Policy Plan*, 1995)

**Goal 2: Restore and Preserve the Natural System (Habitats and Species)**

Direct incompatible uses away from wetlands and upland habitat in order to protect water quality and quantity and maintain the natural water regime as well as to protect listed animal and plant species and their habitats. (Collier County, *Growth Management Plan*, November 23, 1999)

Preserve, protect, and, where necessary, restore or enhance the resources of the coastal zone. (Naples, *Comprehensive Plan*, 1998)

Protection and sustainability of the Everglades ecosystem. (Treasure Coast Regional Planning Council, *Strategic Regional Policy Plan*, 1995)

Natural vegetative communities, native plant species and native animal species that currently exist in the region shall be conserved and protected to ensure that the full complement of such communities and species continues to exist in perpetuity within the region. (East Central Florida Regional Planning Council, *Strategic Regional Policy Plan*, 1995)

**Goal 3: Foster Compatibility of the Built and Natural Systems**

To achieve an economically viable living environment through balanced and compact growth and compatible land use patterns while protecting and managing the natural environment. (Polk County, *Evaluation and Appraisal Report*, 1998)

To protect and preserve the county's physical, environmental and aesthetic assets; To function as a catalyst for the involvement of residents, businesses, and organizations in the development and

maintenance of a well-integrated community; To develop and maintain infrastructure and utilities enhancing transportation, commerce, communication, recreation and the physical well-being of the people; To contribute to the economic development and prosperity of our citizens and promote a well-planned, attractive and vital community. (Monroe County, *Mission Statement, Livable CommuniKeys Program*, October 5, 1999)

The Village shall support the Governor's Commission for a Sustainable South Florida to protect the Everglades ecosystem. This will be accomplished by accommodating future development in the existing developed areas; discouraging new development near the fringes of the Everglades system; transforming urban sprawl into quality development patterns; and reducing the reliance on water from the Everglades. (Village of Wellington, *Comprehensive Plan*, 1999)

Protect all natural resource systems of the County from the adverse impacts of development, provide for continued growth in population and economy and recognize the interrelationship between the maintenance of urban support infrastructure in waste management, air and water quality, and the coastal zone environmental quality. (Martin County, *Comprehensive Growth Management Plan*, 1995)

To enhance diversity of the City's tax base by supporting favorable economic conditions, encouraging the maintenance of environmental health, and employing strategies to attract specific markets. (City of Cape Coral, *Strategic Plan*, December 1, 1999)

To provide a convenient, comfortable and attractive short distance transportation alternative to the existing automobile-oriented urban environment...to restore the walkable, pedestrian oriented small town nature...while significantly expanding the density and intensity of uses at the city center and in the redevelopment areas. (City of Ft. Pierce, *Transit Greenway Conceptual Master Plan*, October 21, 1999)

Florida's water resource laws have set a broad directive that the state's five water management districts, in conjunction with the Department of Environmental Protection, develop programs that provide sufficient water to meet the needs of all reasonable-beneficial uses that are in the public interest, as long as these programs safeguard the environment and protect water quality. (SFWMD, *Water Supply Policy Document*, 1991)

This document compiles and interprets the state's policies for the purpose of guidance to the water supply planning efforts. The document identifies six (6) major directives in the law:

1. Prevent wasteful, uneconomical, impractical, or unreasonable uses of the water resources.

2. Promote economic development of the water resources, consistent with other directives.
3. Protect and enhance environmental resources while providing appropriate levels of service for drainage, flood control, water shortage, and water supply.
4. Maximize level of certainty for legal water users, consistent with other directives.
5. Preserve and enhance the quality of the state's ground and surface waters.
6. Develop and maintain resource monitoring networks and applied research programs required to predict the quantity and quality of water available for reasonable and beneficial uses. (SFWMD, *Water Supply Policy Document*, 1991)

## GLOSSARY

*Aquifer.* A sand, gravel, or rock formation capable of storing or conveying water below the surface of the land.

*Biodiversity.* The variety and variability of life, including the complex relationships among microorganisms, insects, animals, and plants that decompose waste, cycle nutrients, and create the air that we breathe. Diversity can be defined as the number of different items and their relative frequencies.

*Brownfield.* Lightly to moderately contaminated properties typically located in the urban core that the private sector has historically avoided due to the economic and environmental concerns arising out of actual or perceived pollution.

*Built Systems.* Natural and physical environment and the relationship of people with that environment including physical, biological, cultural, social, and economic factors in a given area.

*Contaminants.* In a broad sense any physical, chemical, biological, or radiological substance or matter in the environment. In more restricted usage, a substance in water causing public health or welfare concerns.

*Distribution.* The areal extent and movement of water through the Everglades ecosystem.

*Ecosystem.* Distinct ecological units with plant and animal communities that are interdependent and interact with their physical environment (i.e. soil, water, and air).

*Ecosystem Management.* An approach to managing the nation's lands and natural resources which recognizes that plant and animal communities are interdependent and interact with their physical environment. (i.e. soil, water, and air) to form distinct ecological units called ecosystems. The fact that these ecosystems span jurisdictional and political boundaries necessitates a more comprehensive and unified approach to managing them. Implementing the initial stage of a government-wide approach to ecosystem management typically requires clarifying the policy goals and undertaking certain steps to

apply the principles being considered to include:

- Delineating the ecosystem
- Understanding the system(s) ecologies
- Making management choices
- Unifying disparate data and information needs and sources
- Adapting management on the basis of new information

*Estuary.* A semi-enclosed, naturally existing coastal body of water in which saltwater is naturally diluted by freshwater and which has a connection with oceanic waters, including bays, embayments, lagoons, sounds, and tidal streams.

*Flood Control.* The control of flood waters by the construction of canals, flood storage reservoirs, flood water retaining structures, channel improvements, levees, bypass channels, other engineering works, or vegetative changes.

*Greater Everglades Ecosystem.* A water dominated hydrologic unit beginning in the interconnected lakes and marshes of central Florida and extending downstream through the Kissimmee River Valley, Lake Okeechobee, the Everglades, Big Cypress Swamp, and into the estuaries of the Ten Thousand Islands, Indian River Lagoon, Caloosahatchee Estuary, Biscayne Bay, and Florida Bay, and through the Florida Keys. This area is coterminous with the South Florida ecosystem, as defined in the recent Water Resources Development Act of 1996.

*Groundwater.* All water found beneath the surface of the earth in the voids, fractures and pores or other openings of soil and rock material.

*Habitat.* The environment in which an organism or biological population usually lives or grows. The term can be employed to define surroundings on almost any scale from marine surroundings, which encompasses the oceans, to microhabitat in a hair follicle of the skin.

*Hydropattern.* Hydropattern includes depth of water, duration of inundation, and the timing and distribution of fresh water flow over a

given area. This term encompasses “hydroperiod” which is the annual period of inundation.

*Hydrologic Functions.* The occurrence, distribution, and circulation of water; movement and storage of water in the natural and disturbed environment.

*Infrastructure.* Services and facilities provided by a municipality or privately provided, including roads, highways, water, sewers, emergency services, parks and recreation, and so on.

*Invasive Exotic Plant and Animal Species.* A plant or animal species not native to an ecosystem, with a growth pattern that out produces native species.

*Levels of Service.* An indicator of the extent or degree of service provided by, or proposed to be provided, by a facility based on and related to the operational characteristics of the facility. Level of service indicates the capacity per unit of demand for each public facility.

*Listed Species.* Any species of fish, wildlife or plant which has been determined to be endangered or threatened under section 4 of the Endangered Species Act of 1973.

*Local Governments.* In this document, local governments include county and municipal governments and their entities.

*Lost to Tide.* The excess amount of water leaving the C&SF system which is beyond the amount needed by downstream estuaries.

*Mobility.* The ability of people to complete desired trips or for goods to be moved from place to place.

*Millage.* Rate applied per thousand of appraised property value for ad valorem taxation.

*Multi-Modal.* A transportation element that accommodates and interconnects different methods of transportation and serves the movement of people and goods.

*Natural Systems.* A living system that supports an interdependent network of aquatic, wetland-dependent, and upland living resources.

*Physiographic Region.* An area of similar structure and climate that has had a unified *geomorphic* history.

*Plat.* A map or delineated representation of the subdivision of lands, being a complete exact representation of the subdivision and other information in compliance with the requirement of all applicable sections of state or local ordinances.

*Pollutants.* Something that pollutes, especially a waste material that contaminates air, soil, or water. Any substance of such character and in such quantities that when it reaches a body of water, soil, or air, it is degrading in effect so as to impair their usefulness or render them offensive.

*Restoration.* To recover the natural system's vitality and biological and hydrologic integrity in such a way that the stated levels of health and ecological functions are maintained over time.

*Revitalized.* Physical and economic improvements of a central business district or a community.

*Rural.* Low density areas characterized by social, economic, and institutional activities which may be largely based on agricultural uses or the extraction of natural resources in unprocessed form, or areas containing large proportions of undeveloped, unimproved, or low density property.

*Runoff.* The portion of precipitation on the land that reaches a water body. That portion of precipitation that moves from the land to surface water bodies. That part of the precipitation, or irrigation water, that appears in uncontrolled surface streams, rivers, drains or sewers.

*Sheet Flow.* An overland flow or downslope movement of water taking the form of a thin, continuous film over relative smooth soil or rock surface.

*Stormwater.* Surface water resulting from rainfall that does not percolate into the ground or evaporate.

*Subsidence.* The lowering of the soil level caused by the shrinkage of organic layers.

This shrinkage is due to desiccation, consolidation, and biological oxidation.

*Suburban (suburbanization).* An area, usually residential, on or near the outskirts of a city and often a separately incorporated city or town.

*Surface Water.* An open body of water such as a stream, lake, or reservoir. Water that remains on the earth's surface; all waters whose surface is naturally exposed to the atmosphere.

*Sustainability.* The state of having met the needs of the present without endangering the ability of future generations to be able to meet their own needs.

*Timing.* Water held and released into the ecosystem in alternating periods of flooding and drying, called hydroperiods.

*Transit.* The transporting of people by a system, operated locally or regionally, consisting of one or more types of vehicles and/or services and available for public passenger travel.

*Urban.* Built-up areas where public facilities and services such as sewage treatment systems, roads, schools, and recreation areas are already in place.

*Urban Sprawl.* Urban uses which are located in predominantly rural areas, or rural areas interspersed with generally low-intensity or low-density urban uses. Urban sprawl is typically manifested in one or more of the following land use or development patterns: leapfrog or scattered development; ribbon or strip commercial or other development; or large expanses of predominantly low-intensity, low-density, or single-use development.

*Visioning.* A collaborative planning process whereby community stakeholders conceptualize the future physical appearance, qualities, and other pertinent aspects of the designated area.

*Wetlands.* Areas that are inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support a prevalence of vegetative or aquatic life that require saturated or seasonally saturated soil conditions for growth and reproduction.

## BIBLIOGRAPHY OF DOCUMENTS REVIEWED IN ASSESSMENT PROCESS

The assessment process resulted in a number of government and nongovernmental planning, visioning, and project documents being gathered into one place for synthesis and review. The documents utilized to date in the assessment process are listed in this Bibliography.

### **South Florida Ecosystem Restoration Task Force**

South Florida Ecosystem Restoration Task Force. *Charter*. August 1, 1997.

---. *Cross-Cut Budget, Fiscal Year 1999*.

. *Integrated Financial Plan*. 1999.

. *Maintaining the Momentum*. March 1999. Progress report.

. *Success in the Making*. November 1998. Document describing the need for an integrated plan for South Florida restoration and sustainability.

### **Local Governments**

[Note: Unless otherwise noted the documents listed below are local comprehensive plans or evaluation and appraisal reports (EARs) mandated by Florida statute.]

#### **Interviewed Counties**

Broward County. *Comprehensive Plan*. 1997.

Charlotte County. *Comprehensive Plan*. 1997. <http://www.charlottecountyfl.com/Cccompplan.htm>.

Collier County. *Growth Management Plan*. November 23, 1999.  
<http://www.co.collier.fl.us/natresources/gmp/default.htm>.

Glades County. *Comprehensive Plan*. 1992.

Hendry County. *Evaluation and Appraisal Report*. February 25, 1998.

Highlands County. *Comprehensive Plan*. 1997.

Lee County. *Comprehensive Plan*. 1998.

Martin County. *Comprehensive Growth Management Plan*. September 13, 1995.  
<http://www.martin.fl.us/GOVT/depts/gmd/gmp/cgmp.92>.

Miami-Dade County. *Community and Economic Development FY2000 Action Plan*. December 9, 1999.

. *Comprehensive Development Master Plan*. 1999. <http://www.metro-dade.com/planzone/home2.htm>.

. *Infill Task Force Final Report*. December 1997. Recommendations of the Infill Task Force regarding growth management and revitalization of urban areas to the Miami-Dade County Commission.

Miami-Dade County, Empowerment Trust. *Strategic Plan*. January 2000. Strategies for the Empowerment Zone. <http://www.co.miami-dade.fl.us/ezonetrust/strategicplan.home.htm>.

Miami-Dade County, Office of the Mayor. *Defining Our Economic Destiny*. January 26, 1998. Summary report of the Mayor's Economic Summit; includes sections on economic revitalization and South Dade.

Monroe County. *Comprehensive Plan*. 2010.

Monroe County. *Livable CommuniKeys Program*. October 5 , 1999. Contains vision and goals for the Florida Keys.

Okeechobee County. *Comprehensive Plan*. 1998.

Orange County. *Development Framework*. 1998. A guide to what the County has accomplished since the adoption of the 1991 *Comprehensive Plan* and where the County should be in the year 2010 and beyond. Maps and diagrams illustrate the existing planning concepts and tools that embody the principles of Orange County's overall comprehensive plan.  
[http://www.onetgov.net/Dept/gmer/planning/Dev\\_Framework/default.htm](http://www.onetgov.net/Dept/gmer/planning/Dev_Framework/default.htm).

Osceola County. *Evaluation and Appraisal Report*. Website.  
<http://www.osceola.org/planning/ear.htm>.

Palm Beach County. *Comprehensive Plan*. 1998.

Polk County. *Evaluation and Appraisal Report (EAR)*. 1993. <http://www.polk-county.net/planning/ear/polk.html>.

St. Lucie County. *Profile*. 1997. A guide to socioeconomic information for the County.

### **Interviewed Municipalities**

Cape Coral. *Strategic Plan*. 1999. Outlines the four major goals of the City and the tasks necessary to attain them. Updated annually.

Fort Pierce. *Transit Greenway Conceptual Master Plan*. October 21, 1999. The plan outlines a community-wide transportation system supportive of the pedestrian oriented nature of the downtown area. The plan was developed through an intensive public participation process.

Kissimmee. *Comprehensive Plan*. 1991.

Naples. *Comprehensive Plan*. 1998. Plan incorporates recommendations and results of VISION 2005, a citizen engagement forum.

Wellington. *Comprehensive Plan*. 1999.

### **Additional Local Plans and Documents**

Boca Raton. *Amended Downtown Plan*. 1995. The *Downtown Plan* was amended through a public participation and a visioning process.

Deerfield Beach. *Evaluation and Appraisal Report: Analysis of Development Trends and Conditions*. 1996.

Fort Lauderdale. *Evaluation and Appraisal Report*. 1998.

Hialeah. *Evaluation and Appraisal Report*. 1999.

Hollywood. *Evaluation and Appraisal Report*. 1996.

Hollywood. *City-Wide Master Plan Overview*. 1999. Overview of the current master planning process. This plan is to provide a vision for the City's future and is to be completed by November 2000. <http://www.hollywoodfl.org/swmp/overview.htm>.

Key West. *Comprehensive Plan Recommended Level of Services*. 1999.

Key West. *Military Base Reuse Plan, Proposed Goals, Objectives, and Policies Amendments*. 1999.

Key West. *Mission/Vision Statement*. 1999. <http://www.keywestcity.com/specialdocs/mission.htm>.

Lakeland. *Comprehensive Plan*. 1996. Not within project study area; however, provides an interesting approach to local comprehensive planning.

Miami. *Consolidated Plan, FY1999-2004*. Focuses on revitalization of economically challenged communities and pursuit of unified vision. [http://ci.miami.fl.us/Community\\_Development/hud5yearplan.htm](http://ci.miami.fl.us/Community_Development/hud5yearplan.htm).

Miami. *Upper East Side Master Plan*. 1999. Access and landscaping improvements for a section of Biscayne Boulevard; result of visioning process.

North Miami Beach. *Evaluation and Appraisal Report*. 1998.

Pinecrest. *Comprehensive Development Master Plan, Public Participation Procedures*. February 1999. Outlines process for plan development regarding public input.

Weston. *Comprehensive Plan*. 1998.

### **Local Visioning Documents/Forums**

Note: Listed by city and/or area of focus.

Boca Raton. *Amended Downtown Plan*. January 1995. Visioning process that led to amendment of City's downtown plan.

Broward County. *Broward Boulevard: Where do we want to be? Report of Proceedings*. February 1998. Workshop held by a Florida State Representative on revitalization efforts along the Broward Boulevard corridor.

Charlotte County. *Policy Statement: Charlotte Assembly*. 1996. Results of a three-day assembly that addressed the vision for the County's future in order to drive the revision of the comprehensive plan.

\_\_\_\_. *Policy Statement: Charlotte Assembly*. 1998. Results of a follow-up three-day assembly that addressed the vision for the County's and evaluated progress towards goals.

Collier County. *FoCuS*. 1998. Citizen's initiative of community workshops aimed at preserving Collier County's future. Major concerns including education, community character, and health.

City of Dania. *Dania Cut-Off Canal*. July 1998. Visioning process for waterway and adjacent lands in Dania.

City of Deerfield Beach. *Community Redevelopment Plan*. November 1995. Held to develop plan for community development area.

East Central Florida, East Central Florida Regional Planning Council. *What the Future Holds*. September 1995. Visioning process to kickoff development of strategic regional plan.

Southeast Florida, Florida Strategy Forum on Collaborative Regional Stewardship. *Shaping a Strategic Framework for Future Actions*. November 1999. Focus on intergovernmental coordination and implementation for the southeast Florida region.

. *Whither Eastward Ho!* June 1999. Facilitated forum to develop strategies for implementing Eastward Ho!

City of Fort Lauderdale. *TMA 2000: Visioning Retreat Final Report*. March 1996. Developed for Transportation Management Association Board to assist them in meeting the transportation needs of downtown Fort Lauderdale.

City of Hollywood. *Village Center Project*. 1999. Conducted by the Urban Land Institute and Hollywood's Community Redevelopment Agency to develop plan for the City's downtown area.

City of Kendall. *Downtown Master Plan*. June 1998. Held to develop plan for a new center of activity in Kendall through redevelopment and transit improvement efforts. Led to creation of new *Downtown Kendall Code* (adopted December 1999).

City of Lakeland. *Metro Lakeland Vision*. March 1999. Held to develop vision and plan for Lakeland. Note: City not within boundary of project area.

Martin County. *Martin 20/20*. December 1995. Local workshops to provide input to the County for revision of the local comprehensive plan.

Martin County. *Sustainable Communities Visioning Project*. 1999. Visioning process to develop plan for the state's Sustainable Community program in Martin County.

City of Miramar. *Economic Development Visioning Forum: Report of Proceedings*. September 1997. Visioning process to identify strategies for enhancing economic development and quality of life within Miramar.

City of Naples. *Vision 2005*. October 1996. Visioning process to address local and regional growth on the City of Naples. Developed strategies on eleven major issues. including quality of life, Redevelopment, and the environment.

City of Pompano Beach. *Vision 2000+*. October 1995. Visioning process to develop citywide goals. including quality of life, safe communities, and redevelopment.

St. Lucie County. *Investment for the Future*. 1997. Strategic planning process focusing on economic development and quality of life.

## Regional Planning Councils

[Note: Unless otherwise noted the documents listed below are strategic regional policy plans mandated by Florida statute.]

Central Florida Regional Planning Council (CFRPC). *Strategic Regional Policy Plan*. 1995.

East Central Florida Regional Planning Council (ECFRPC). *Strategic Regional Policy Plan*. 1995.

Regional Planning Councils of Florida. *Joint Report and Directory*. 1996. Overview of the mission and purpose of the Regional Planning Councils.

South Florida Regional Planning Council (SFRPC). *Strategic Regional Policy Plan*. 1995.

. *The Brownfields Partnership*. 1999. Overview of desired outcomes and strategies for the Brownfields Partnership. <http://www.sfrpc.com/brwnflds/outcomes.htm>.

Southwest Florida Regional Planning Council (SWFRPC). *Strategic Regional Policy Plan*. 1995.

Treasure Coast Regional Planning Council (TCRPC). *Overall Economic Development Program Plan for the Treasure Coast District*. July 30, 1998.

. *Strategic Regional Policy Plan*. 1995.

## Additional Regional Documents

Charlotte Harbor National Estuary Program. *Committing to Our Future: A Draft Comprehensive Conservation and Management Plan for the Greater Charlotte Harbor Watershed*. November 1999. Details the actions needed to protect and improve the greater Charlotte Harbor watershed (a portion of which lies within the SFERTF project boundary) while balancing human needs with the natural system. Final plan due out Summer 2000. <http://www.charlotteharbornep.com>.

Eastward Ho! Initiative. *Building on Success*. December 1998. Update on the partnership-based initiative that provides assistance to local redevelopment.

## State Agencies

Executive Office of the Governor (EOG). *Mobility 2000*. 2000. Governor's roadway initiative for expanding major trade and tourism routes, relieving urban congestion, and providing more effective emergency evacuation of coastal areas. <http://www.dot.state.fl.us/mobility2000/PolicyPaper.htm>.

Florida Department of Agriculture and Consumer Affairs (FDACS). *Florida Agricultural Facts Book*. 1998. Overview of the status of agriculture in Florida. <http://www.fl-ag.com/agfacts>.

\_\_\_\_. Website. Agency website describing marketing efforts for Florida agriculture. <http://www.fl-ag.com/>.

Florida Department of Community Affairs (DCA). *Growth Management Survey Report*, 2000. Results of survey conducted regarding the roles and priorities of state, regional, and local agencies. <http://www.dca.state.fl.us/PDF/summar~1.pdf>.

\_\_\_\_. *State Comprehensive Plan (Chapter 187)*. 1999. Legislatively mandated comprehensive plan for the State of Florida. <http://www.leg.state.fl.us/citizen/documents/statutes/index.html>.

Florida Department of Community Affairs, Division of Community Planning. *Mission Statement*. 1999. Agency mission. <http://www.dca.state.fl.us/fdcp/DCP/>.

\_\_\_\_. *Program Guide*. January 2000. Overview of DCA programs.

Florida Department of Environmental Protection (DEP). *Beginning Ecosystem Management*. April 25, 1994.

\_\_\_\_. *Ecosystem Management at Work in Florida*. October 1998.

\_\_\_\_. *Mission Statement*. Agency mission and values. <http://www.dep.state.fl.us/officsec/dep/mission.htm>.

Florida Department of Environmental Protection, Office of Greenways and Trails. *Connecting Florida's Communities with Greenways and Trails*. April 1999. Overview of vision and goals for Florida's greenway system. <http://www.dep.state.fl.us/gwt/publications/index.htm>.

\_\_\_\_. *Thinking Green: A Guide to the Benefits and Costs of Greenways and Trails*. October 1998. Overview of the economic impacts of greenways.

Florida Department of Transportation (FDOT). *Florida's Transportation Plan: Shaping the Vision of Florida's Future*. 1999. Description of DOT's process for updating the state's transportation plan. <http://www.dot.state.fl.us/planning/policy/2020/default.htm>.

\_\_\_\_. *The People of FDOT...Dedicated to making travel in Florida safer and more efficient*. 2000. Brochure outlining FDOT mission and the needs for mobility, economic prosperity, and preservation. <http://www.dot.state.fl.us/planning/policy/policy.htm>.

\_\_\_\_. *The Planning Pages: Mission and Goals*. 2000. Mission and goals of FDOT. <http://www.dot.state.fl.us/planning/planhome2.htm>.

\_\_\_\_. *Transportation Design for Livable Communities*. October 15, 1999. Policy regarding designing roadways to protect natural and manmade environments and coordinating with land use planning.

Florida Fish and Wildlife Conservation Commission. Website. <http://www.state.fl.us/fwc/index.html>.

Governor's Commission for a Sustainable South Florida (GCSSF). *A Conceptual Plan for the C&SF Project Restudy*. August 28, 1996.

\_\_\_\_. *Planning for 2050: A Conceptual Plan to Achieve Sustainable Communities in South Florida*. 1999. Outlines suggested starting place for achieving sustainability, focusing on employment, transportation, and education.

South Florida Water Management District. *An Update of the Surface Water Improvement and Management (SWIM) Plan for Biscayne Bay*. November 1995. Update to the 1989 Biscayne Bay SWIM plan. This plan evaluates the effectiveness of initial strategies and identifies new issues and opportunities, strategies, and projects to improve the health of the bay. <http://www.fmri.usf.edu/swim/index.html>.

. *Caloosahatchee Water Management Plan*. Plan for the provision of an adequate supply of water for all existing and future uses. <http://www.sfwmd.gov/org/exo/cwmp/index.html>.

. *District Water Management Plan*. Draft. December 1999. Update to the 1995 plan as mandated by state statutes. The DWMP is intended to provide a comprehensive long range (20 years) direction for the resource management action of the SFWMD. <http://www.sfwmd.gov/org/pld/proj/dwmp/>

. *Draft Lower East Coast Regional Water Supply Plan, 2010*. March 1997. Final plan scheduled to be completed by April 2000. The LEC Plan is constrained to include only those options that can be expected to be in place by the year 2010. For actions beyond that time, the plan provides input and guidance to the C&SF *Comprehensive Plan*. <http://www.sfwmd.gov/org/pld/proj/wsp/lecwsp.htm>.

\_\_\_\_. *Everglades 2000 Report*. January 1, 2000 Summaries of research and construction activities related to the requirements of the 1994 Everglades Forever Act. . <http://sfwmd.gov/org/wre/eir/index.html>.

. *Identification of Priority Water Bodies within the South Florida Water Management District*. February 29, 1988. Mandated by the Surface Water Improvement and Management Act, which required this prioritization as a start of the development of management plans of priority water bodies within the sixteen county region.

\_\_\_\_. *Indian River Lagoon Surface Water Improvement and Management (SWIM) Plan*. September 1994. Plan written and implemented by both the St. Johns River WMD and the SFWMD because of overlapping. This update is a revision of the September 1989 SWIM plan. The three issues identified and addressed in this plan are water and sediment quality, habitat alteration and loss, and interagency management. <http://www.sfwmd.gov/org/exo/mslsc/irl/index.html#swim>.

. *Lower West Coast Regional Water Supply Plan*. 1997. Plan is currently being updated to document existing as well as future (2020) agricultural and urban water demands. <http://www.sfwmd.gov/org/pld/proj/wsp/lecwsp.htm>.

. *Proposed Five-Year Water Resources Development Work Program, Fiscal Year 2000-2004*. Contains implementation updates to the regional water supply plans; contains information for only the *Upper East Coast Plan*.

\_\_\_\_. *Save Our Rivers: 1999 Land Acquisition and Management Plan*. Overview of the SOR land acquisition program and status.

. *Strategic Plan for the 1990s*. January 1994. Outlines the district's vision statement.

\_\_\_\_. *Surface Water Improvement and Management (SWIM) Plan for the Everglades*. March 13, 1992. The plan integrates proposed and then existing programs to address various aspects of water quality, water quantity, flood control, and environmental enhancement.

\_\_\_\_. *Surface Water Improvement and Management (SWIM) Plan: Update for Lake Okeechobee*. August 8, 1997. This update provides an overview of the accomplishments achieved since the adoption of the Lake Okeechobee SWIM plan in January 1993. The update also describes the current and proposed activities for the next five years.

\_\_\_\_. *Upper East Coast Water Supply Plan*. February 1998. Estimates future water supply needs, weighs future demands against historical water sources, identifies and evaluates the potential of several alternative water sources to meet demand, and makes recommendation for their development. <http://www.sfwmd.gov/org/pld/proj/wsp/uecwsp.htm>.

\_\_\_\_. *Water Supply Policy Document*. December 12, 1991. Policy directives that led to the development of the regional water supply plan during the 1990s.

South Florida Water Management District and the Center for Urban and Community Design School of Architecture, University of Miami. *Arch Creek Community Action Master Plan (C.A.M.P., University of Miami)*. A report on a process that develops a conceptual watershed basin plan that links community improvements with water resource planning.

\_\_\_\_. *Hiialeah Community Action Master Plan (C.A.M.P.)* A report on a process that develops a conceptual watershed basin plan that links community improvements with water resource planning.

\_\_\_\_. *The South Dade Watershed Project*. July 1995. A visioning document that sought to provide long-term sustainable water resources protection of an approximately 160-square-mile area of South Dade subject to development pressure in the aftermath of Hurricane Andrew.

\_\_\_\_. *Wagner Creek Water Quality Basin Planning Project – Final Report*. A report on a process that develops a conceptual watershed basin plan that links community improvements with water resource planning. The Wagner Creek watershed is one of the major point sources of pollution of the Miami River.

Transportation and Land Use Study Committee. *Final Report*. January 15, 1999. Recommendations of the Committee regarding better integration of land use and transportation planning.

<http://www.dot.state.fl.us/planning/policy/2020/>.

## Federal Agencies

U.S. Army Corps of Engineers (USACE). *The Comprehensive Everglades Restoration Plan*. July 1999. Plan addresses water issues and restoration in South Florida. <http://www.restudy.org>.

U.S. Department of Agriculture, National Resources Conservation Service (NRCS). *USDA Strategic Plan*. 1997. Broad document that contains visions, goals, and objectives for all of USDA. . <http://www.usda.gov/ocfo/strat/index.htm>.

\_\_\_\_. *Florida Business Plan*. 1999. Plan includes mission and visions, as well as a tactical plan summary. <http://www.ga.nrcs.usda.gov/fl/plan.html>.

U.S. Department of Commerce, National Oceanographic and Atmospheric Administration (NOAA). *NOAA's Strategic Plan: A Vision for 2005*. 1997. Broad visioning document that pertains to NOAA as whole. <http://www.noaa.gov/str-plan/toc.htm>.

U.S. Department of Commerce, National Oceanic and Atmospheric Administration, Florida Keys National Marine Sanctuary (FKNMS). *Final Management Plan/Environmental Impact Statement*, 1994. Plan contains mission and goal statements in the general introduction. <http://www.nos.noaa.gov/nmsp/fknms/regs/fmp1.pdf>.

U.S. Department of Commerce, National Oceanic and Atmospheric Administration, National Marine Fisheries Service (NMFS). *Fisheries Strategic Plan*. May 1997. Very broad plan that covers the large NMFS scope. <http://www.nmfs.gov/om2/contents.html>

U.S. Department of Commerce, National Ocean Service (NOS). *Annual Operating Plan*. FY 1999. Document describes broad scope of NOS. [http://www.csc.noaa.gov/aop/FY1999\\_CSC\\_AOP\\_web.htm#TOC](http://www.csc.noaa.gov/aop/FY1999_CSC_AOP_web.htm#TOC).

U.S. Department of Housing and Urban Development (HUD). *State of Florida Consolidated Plan for 1995*. A local plan; a bit out of date. <http://www.hud.gov/cpes/fl/statefl.html>.

\_\_\_\_. *Strategic Plan*. September 30, 1997. Systemwide strategic document. <http://www.hud.gov/reform/sptoc.html#toc>.

U.S. Department of the Interior, Bureau of Indian Affairs (BIA). *Strategic Plan*. June 1999. Strategic document in response to GPRA for BIA nation-wide. <http://www.doi.gov/bia/gpra/stratpln.html>.

U.S. Department of the Interior, U.S. Geological Survey (USGS). *Refocused Strategic Plan, 1997-2005*. Systemwide plan in response to GPRA that contains a visioning and goals section that deals with the broad USGS vision for natural resources. <http://www.usgs.gov/budget/stratplan.PDF>.

U.S. Department of Interior, National Park Service. *Big Cypress National Preserve General Management Plan*.

\_\_\_\_. *Biscayne National Park General Management Plan*.

\_\_\_\_. *Dry Tortugas National Park General Management Plan*.

\_\_\_\_. *Everglades National Park General Management Plan*.

\_\_\_\_. *Strategic Plan, FY 2001-FY2005*. August 2000

U.S. Department of the Interior. U.S. Fish and Wildlife Service (USFWS) . *South Florida Ecosystem Team: Ecosystem Plan*. Document contains goals, objectives, and strategies for Region 4 (South Florida). <http://southeast.fws.gov/wildlife/SFLpln.html>.

\_\_\_\_. *South Florida Multi-Species Recovery Plan*. 1999. An ecosystem approach for recovering listed species in South Florida.

U.S. Department of Transportation (DOT). *DOT Strategic Plan, FY 1997-2002*. Management plan for FDOT across the U.S.; it includes FDOT's vision, mission, and goals. <http://www.dot.gov/hot/dotplan.html>.

U.S. Department of Transportation, Federal Highway Administration (FHA). *Strategic Plan for Environmental Research*. Plan that contains goals and objectives for several different areas of the environment. <http://www.fhwa.dot.gov/environment/straprfm.htm>.

U.S. Environmental Protection Agency (EPA). *The Brownfields Economic Redevelopment Initiative: Application Guidelines for Brownfields Assessment Demonstration Pilots*. October 1996. Overview of brownfields program.

\_\_\_\_. *South Florida Urban Initiative (SFUI) Strategic Plan, 1998-1999*. Plan contains goals and objectives of EPA as they relate to urban issues in South Florida. <http://www.epa.gov/region4/sfla/strategc.htm>.

President's Council on Sustainable Development. *Information Packet*. April 1997. Overview of the council and its charter.

\_\_\_\_. *Sustainable America: A New Consensus for Prosperity, Opportunity, and a Healthy Environment for the Future*. February 1996. Policy recommendations for strengthening communities.

## **Tribal Organizations**

Miccosukee Tribe of Indians of Florida – No visioning/planning documents provided.

Seminole Tribe of Florida - No visioning/planning documents provided.

\_\_\_\_. Website. <http://www.seminoletribe.com/>.

## Nongovernmental Organizations

1000 Friends of Florida. *Planning for Tomorrow: A Citizen's Guide to Smarter Growth in Florida*. January 1999. Overview of Florida's comprehensive planning process and the linkages of growth management to economic development.

\_\_\_\_. *Working Toward Sustainability in the Sunshine State*. April 1998. Final report to the MacArthur Foundation including efforts in Monroe County (the leadership training and affordable housing workshop and the naval air station charette) and Eastward Ho! Additional items reviewed included information on Palm Beach County leadership training, the Loxahatchee Transportation Reform Initiative, and the quarterly *Foresight* publication.

1000 Friends of Florida and the FAU/FIU Joint Center. *Eastward Ho! Financial Impediments and Solutions to Redevelopment*. January 15, 1998.

\_\_\_\_. *Eastward Ho! Stakeholder Forums Final Report*. February 1998.

American Farmland Trust. *Farming on the Edge*. 1997. Summarizes effects of sprawl on agriculture in the United States, highlighting South Florida as one of the 'top ten' threatened areas.  
<http://www.farmlandinfo.org/cae/foe2/>.

American Planning Association. *Planning*. January 2000. Special issue on Smart Growth.

Audubon Society of the Everglades. Website. <http://www.flinet.com/~audubon>.

Center for Governmental Responsibility, University of Florida College of Law. *Sustainable Communities Workshop for Elected Officials*. October 23, 1997. Agenda and materials for workshop on sustainable communities.

Center for Neighborhood Technology. Website. <http://www.cnt.org>.

\_\_\_\_. *Growth in South Florida: Making Rapid Change Sustainable*. December 1998. Overview of Smart Growth tools and application to South Florida.

Center for Urban Policy Research, Rutgers University. *Eastward Ho! Development Futures: Paths to More Efficient Growth in Southeast Florida*. February 1999.

Citizens for a Sound Economy. Website. <http://www.cse.org>.

\_\_\_\_. *Smart Growth? Not in My Backyard*. November 1, 1999.

\_\_\_\_. *Smart Growth or No Growth: A Case of Euro-Envy*. August 12, 1999.

Conservancy of Southwest Florida. *The Conservancy Update*. Fall 1998. Overview of the Restudy.

Conservation Fund. *Putting the "Ever" Back in the Glades*. 1999. Summary of the Conservation Fund's work in South Florida. <http://www.conservationfund.org/conservation/sustain/everglad.html>.

Everglades Coalition. *Everglades 2000: A Time to Act, An Agenda of Action*. January 7, 2000. Overview of major restoration issues and needs, including funding and legislation.

\_\_\_\_. *Position Paper on Everglades Ecosystem Restoration and the C&SF Project Restudy*. September 1998. Outlines restoration goals for regional components.

FAU/FIU Joint Center for Environmental & Urban Problems. Website. <http://www.fau.edu/jointcenter/>.

\_\_\_\_. *A Briefing Paper for the Eastward Ho! Strategy Forum*. 1999. Overview of challenges to restoration and current initiatives like Eastward Ho!

\_\_\_\_. *Eastward Ho! Financial Impediments and Solutions to Redevelopment*. January 15, 1998. Overview of financial impediments to infill for the development community, agencies, businesses, and community members. <http://www.fau.edu/jointcenter/publications.htm>.

\_\_\_\_. *South Dade U.S. 1 Corridor Project*. January 1999. Overview of South Dade project with the goal of creating a sustainable community; discussion of transit-oriented and infill development. Result of community visioning process. <http://www.fau.edu/jointcenter/publications.htm>.

Florida Ag in the Classroom. Inc.. Website. Program description of educational efforts for students (K-12) and educators. <http://grove.ufl.edu/~lac/flag/flag.html>.

\_\_\_\_. *Resource Guide*. 1999. Overview of program, curricula, and resources.

Florida Center for Environmental Studies (CES). Website. Describes programs of CES. which coordinates resources of Florida's universities and others in regards to water-dominated ecosystems in the tropics and subtropics. <http://www.ces.fau.edu>.

\_\_\_\_. *Annual Report, 1997-1998*.

Florida Center for Environmental Studies, Agro-Ecology Program. Website. Description of the education and outreach activities on land stewardship conducted by CES in partnership with other public and private entities. <http://www.ces.fau.edu/projects/agroecology>.

\_\_\_\_. *Conference Summary: Issues Concerning Integrating Grazing and Land Management*. November 12-14, 1997. Summary of first agro-ecology workshop that focused on grazing, land management, and natural resources. <http://www.ces.fau.edu/projects/agroecology/grazing.html>.

\_\_\_\_. *Conference Summary: Issues Concerning Timber Management on Public Lands in Florida*. February 24-26, 1999. Second agro-ecology conference focused on sustainable forestry. <http://www.ces.fau.edu/projects/agroecology/timber.html>.

Florida Chapter of the American Planning Association. *Florida Planning*. January 2000. Contains articles relating to state growth management legislation, the linkages between comprehensive planning and environmental permitting, sprawl, and water supply.

Florida Farm Bureau. Website. Overview of programs, issues, and events. <http://www.fb.com/flfb/>.

\_\_\_\_. *Water Management*. 1999. Policies of the Florida Farm Bureau in regards to Florida's water resource management. . <http://www.fb.com/flfb/issues/water.html>.

\_\_\_\_. *Regional Issues*. 1999. Policies of the Florida Farm Bureau in regards to Florida's water resource management. . <http://www.fb.com/flfb/issues/region.html>.

Florida Stewardship Foundation. Website. Description of multiple workshops held regarding panthers, private lands, and agri-tourism. <http://fl-panther.com/>.

Florida Wildlife Federation. *Anti-Sprawl and Growth Management Campaigns*. 1999. Flyer discussing five current growth/sprawl issues facing southwest Florida.

Friends of the Everglades. Website. Overview of organizations, programs, and legal actions concerning the Everglades. <http://www.everglades.org>.

Greater Miami Chamber of Commerce, Environmental Economics Symposium Committee. *In South Florida, the Environment is the Economy*. June 1999. Overview of economic benefits of environmental restoration in South Florida.

National Audubon Society. Website. Overview of organization's Everglades programs and policies. <http://www.audubon.org/campaign/er>.

\_\_\_\_. *Comments on the Central and Southern Florida Project Comprehensive Review Study Draft Integrated Feasibility Report and Programmatic Environmental Impact Statement*. December 1998.

\_\_\_\_. *Comments on the Southwest Florida Draft Environmental Impact Statement*. January 2000.

\_\_\_\_. *Smart Growth: History, Tools, and Challenges*. February 1999. Overview of Smart Growth tools and utilization in South Florida communities.

\_\_\_\_. *The Status and Preservation of the Agricultural Industry in South Florida*. January 1998. Overview of and suggestions for preserving agriculture in southeast Florida.

\_\_\_\_. *Water Preserve Areas: Acquisition Status & Future Directions*. June 1999. Overview of the Water Preserve Area program in southeast Florida and suggestions for further implementation.

National Wildlife Federation. Website. <http://www.nwf.org>.

The Nature Conservancy. *Results of the 'Water for Our Future' Forum Program on South Florida Water and Restoration Issues*. August 1999. Summary of twenty-seven forums held during 1998 regarding water supply, water resource management, and ecosystem restoration.

\_\_\_\_. *Water for Our Future: A Guide for Public Discussions*. 1998. Overview of the challenges of water management in South Florida; depiction of three different approaches for solving water supply concerns.

\_\_\_\_. Website. <http://www.tnc.org>

The Nature Conservancy, Lake Wales Ridge Program. *Florida's Ancient Islands: The Lake Wales Ridge*. 1998. Booklet produced by and for the Lake Wales Ridge Ecosystem Working Group to explain the need for restoration and frame volunteer efforts. Additional materials reviewed included sample curricula, volunteer guides, and quarterly *Ridge Rangers* publication.

Save the Manatee Club. Website. Overview of organization's programs and policies. <http://www.savethemanatee.org>

Sierra Club. Website. <http://www.sierraclub.org>.

\_\_\_\_. *The Dark Side of the American Dream: The Costs and Consequences of Suburban Sprawl*. August 1998. Overview of national sprawl issues. highlighting Fort Lauderdale and West Palm Beach as among the 'top ten' most threatened cities.

Sierra Club, Calusa Group. Website.. Description of issues pertaining to southwest Florida. <http://www.sierraclub.org/chapters/fl/calusa/index.htm>

Sierra Club, Miami Group. Website. Description of issues facing southeast Florida. <http://www.sierraclub.org/chapters/fl/miami/>.

\_\_\_\_. *Battle for the Everglades*. 1999. Flyers on the group's concerns regarding the Restudy.

Tropical Audubon Society. Website. <http://www.audubon.org/chapter/fl/tropical>.

The Trust For Public Land. Website. <http://www.tpl.org>.

\_\_\_\_. *The Economic Benefits of Parks and Open Space: How Land Conservation Helps Communities Grow Smart and Protect the Bottom Line*. 1999. Report that describes how parks, open space, and agricultural lands contribute to local economies in the United States.

University of Florida, Institute of Food and Agricultural Sciences. *Florida Earth Project: Concept Paper*. 1999.

\_\_\_\_. Florida Earth Project Website. Overview of curricula and goals for a short course on South Florida environmental and economic issues. <http://earthproject.ifas.ufl.edu>.

Urban Land Institute. *ULI on the Future: Smart Growth: Economy, Community, Environment*. 1998. Overview of principles of Smart Growth and issues such as regional cooperation, transportation, center city redevelopment, and higher-density housing.

World Wildlife Fund. Website. <http://www.worldwildlife.org/>

## South Florida Ecosystem Restoration Task Force Membership

**Clarence E. Anthony**  
Mayor, City of South Bay

**Michael Collins**  
Chairman, South Florida Water Management  
District Governing Board

**Michael L. Davis**  
Deputy Assistant Secretary of the Army (Civil  
Works)

**J. Allison Defoor, II**  
Environmental Policy Coordinator, State of  
Florida

**Mary Doyle\***  
Counselor to the Secretary  
U. S. Department of the Interior

**Jonathan Charles Fox**  
Assistant Administrator for Water,  
U.S. Environmental Protection Agency

**Glenda Humiston**  
Deputy Under Secretary for Natural Resources,  
U. S. Department of Agriculture

**Dexter Lehtinen**  
Special Assistant for Everglades Issues  
To the Miccosukee Tribe of Indians

**Lois Schiffer**  
Assistant Attorney General - Environment and  
Natural Resources, U. S. Department of Justice

**Jim Shore**  
General Counsel to the Seminole Tribe of Florida

**David B. Struhs**  
Secretary, Department of Environmental  
Protection

**Raoul Valdes-Fauli**  
Mayor, City of Coral Gables

**Sally J. Yozell**  
Deputy Assistant Secretary - Oceans and  
Atmosphere, National Oceanic and Atmospheric  
Administration

**Terrence "Rock" Salt**  
Executive Director, South Florida Ecosystem  
Restoration Task Force

**Vacant**  
U. S. Department of Transportation

*\*Task Force Chair*

## Assessment Team / Document Preparers

### **South Florida Ecosystem Restoration Task Force**

Allyn Childress  
Linda Dahl  
Julio Fanjul  
Linda Friar  
Sally Garson  
David Hesker (Contract Graphic Artist)  
Gail Slemmer (Contract Writer/Editor)

### **U.S. Department of the Interior, National Park Service**

Jan Harris  
John Hoesterey, Project Manager  
Marilyn Hof

For Further information on this document contact the Office of the Executive Director 305-348-1660.