

**THANK YOU NEAL FOR YOUR INTRODUCTION.**

**I WOULD LIKE TO BEGIN BY THANKING THE P3 INSTITUTE FOR ORGANIZING THIS EVENT THAT SEEKS TO BRING MULTIPLE STAKEHOLDERS TOGETHER TO FIND NEW AND INNOVATIVE WAYS FOR GOVERNMENT TO PARTNER WITH THE PRIVATE SECTOR TO MOVE PROJECTS FORWARD...**

**THANK YOU.**

**FOR THOSE OF YOU THAT HAVE TRAVELED TO OUR COMMUNITY FOR THIS EVENT, IT'S MY PLEASURE TO WELCOME YOU TO MIAMI-DADE COUNTY!**

**OUR COMMUNITY HAS 2.6 MILLION RESIDENTS WITH JUST OVER HALF ARE BORN OUTSIDE OF THE U.S.**

**WE ARE THE DEFACTO GATEWAY TO LATIN AMERICA AND THE CARIBBEAN, BUT WE AIM TO BE MUCH MORE.**

**MIAMI-DADE COUNTY HAS RAISED THE BAR TO BECOME THE NEXT GLOBAL HUB FOR BUSINESS, INNOVATION AND TECHNOLOGY.**

**OUR REAL ESTATE MARKET CONTINUES TO BE ONE OF THE HOTTEST IN THE COUNTRY...**

**MANY OF THE BUILDINGS YOU SEE IN THE DOWNTOWN AREA, MIDTOWN, DORAL, MIAMI BEACH, AND PARTS OF THE URBAN CORE WERE NOT HERE TEN YEARS AGO.**

**IN FACT, THE POPULATION OF MIAMI-DADE COUNTY INCREASED OVER 150 THOUSAND FROM 2010 TO 2014.**

**WE ARE NOW THE 7TH MOST POPULOUS COUNTY IN THE UNITED STATES.**

**I STRONGLY BELIEVE THAT MIAMI -- THIS DIVERSE COMMUNITY RICH IN CULTURE, INNOVATION AND BUSINESS OPPORTUNITIES -- IS WHAT OTHER MAJOR METROPOLITAN AREAS AROUND THE UNITED STATES WILL BE LIKE IN THE NEAR FUTURE.**

**BUT POPULATION GROWTH PRESENTS CHALLENGES AS WELL...**

**AS MORE AND MORE ARE RELOCATING TO MIAMI-DADE, MAINTAINING AND ENHANCING OUR INFRASTRUCTURE BECOMES EVEN MORE CRITICAL TO THE FUTURE OF OUR HOME.**

**AND THAT IS WHERE OPPORTUNITIES LIE FOR PUBLIC PRIVATE PARTNERSHIPS.**

**BUT BEFORE WE TURN OUR ATTENTION TO THOSE, I'D LIKE TO TAKE A STEP BACK AND REMIND EVERYONE THAT LIKE THE REST OF THE WORLD, MIAMI-DADE WEATHERED ONE OF THE WORST ECONOMIC TIMES IN MODERN HISTORY.**

**I WAS FIRST ELECTED MAYOR DURING THIS DIFFICULT TIME WHEN UNEMPLOYMENT IN MIAMI-DADE COUNTY REACHED ABOUT 12 PERCENT.**

**OUR COUNTY GOVERNMENT HAD MADE FINANCIAL COMMITMENTS IT SIMPLY COULD NOT KEEP.**

**WITH THE ECONOMIC SITUATION DETERIORATING, MY ADMINISTRATION REMAINED STEADFAST IN SETTING THE CONDITIONS FOR PRIVATE SECTOR GROWTH BY KEEPING OVERALL TAX RATES LOW AND BY COMMITTING TO MAKING CRITICAL INVESTMENTS IN OUR COMMUNITY.**

**WITH THE SUPPORT OF OUR BOARD OF COUNTY COMMISSIONERS, WE CUT TAXES, STREAMLINED GOVERNMENT TO MAKE IT OPERATE MUCH MORE EFFICIENTLY, AND WELCOMED PARTNERSHIPS WITH THE PRIVATE SECTOR TO COMPLETE PROJECTS THAT ARE CRITICAL TO THE FUTURE OF MIAMI-DADE COUNTY.**

**THE RESULT SO FAR IS THAT MIAMI-DADE CONTINUES TO LEAD FLORIDA'S 67 COUNTIES IN PRIVATE SECTOR JOB GROWTH WITH OVER 112,000 JOBS ADDED SINCE 2011.**

**THAT'S AN ACHIEVEMENT WE CAN ALL BE PROUD OF.**

**I SAY IT OFTEN BUT IT IS WORTH REPEATING --**

***GOVERNMENT SHOULD NOT BE THE JOB CREATOR, BUT IT SHOULD SET THE CONDITIONS THAT ATTRACTS PRIVATE INVESTMENTS WHICH LEAD TO HIRING OUR RESIDENTS.***

**WE HAVE DONE THAT HERE IN MIAMI-DADE COUNTY, IN PART, BY SUBSTANTIALLY REDUCING TAXES AND INVESTING IN OUR INFRASTRUCTURE.**

**IN FACT, SINCE I WAS ELECTED COUNTY MAYOR, THE AVERAGE TAXPAYER HAS SAVED APPROXIMATELY \$1,000... AND COLLECTIVELY, MIAMI-DADE TAXPAYERS HAVE SAVED NEARLY \$1 BILLION OVER THE PAST FOUR YEARS.**

**THAT IS REAL MONEY IN THE POCKETS OF OUR RESIDENTS AND BUSINESS OWNERS AND I BELIEVE THAT THE SUPPORT WE HAVE PROVIDED THE**

**PRIVATE SECTOR HAS RESULTED IN MAJOR INVESTMENTS IN OUR COMMUNITY.**

**OUR RECENTLY APPROVED \$6.8 BILLION BUDGET IS A SIGN THAT BETTER DAYS ARE AHEAD.**

**THE TAX BASE IS GROWING, BUT WITH CONTINUOUS POPULATION GROWTH AS I MENTIONED EARLIER, SO ARE OUR COMMUNITY'S NEEDS.**

**AS PART OF MY GOAL TO LEAD A MORE EFFICIENT GOVERNMENT, ONE THAT STRETCHES ITS DOLLARS TO THE MAXIMUM EXTENT, WE NEED TO LOOK FOR CREATIVE SOLUTIONS.**

**OUR COUNTY GOVERNMENT SHOULD CONTINUE TO ENGAGE THE PRIVATE SECTOR, TO ADDRESS NEEDS WHENEVER POSSIBLE TO REMAIN A COMMUNITY WITH AN ENVIABLE QUALITY OF LIFE AND ONE WITH A COMPETITIVE EDGE OVER OTHERS.**

**AND THAT IS WHY GOVERNMENT POLICY MAKERS ALONG WITH OUR PARTNERS IN THE PRIVATE INDUSTRY MUST SEEK INNOVATIVE SOLUTIONS TO THESE ISSUES.**

**ALREADY, WE ARE EMBRACING P3 OPPORTUNITIES IN SEVERAL AREAS:**

**COMPRESSED NATURAL GAS – ALSO REFERRED TO AS CNG – IS SOMETHING THAT THE COUNTY IS PURSUING.**

**WE ARE CURRENTLY WORKING ON TWO SEPARATE CONTRACTS FOR THE DESIGN, BUILD, FINANCING, AND OPERATION OF COMPRESSED NATURAL GAS FUEL SERVICE STATIONS TO PROVIDE FUEL SAVING SOLUTIONS FOR OUR HEAVY VEHICLE FLEETS.**

**ONE CONTRACT WILL ALLOW US TO PARTNER WITH A PRIVATE FIRM TO SERVICE THE COUNTY'S INTERNAL SERVICES, PUBLIC WORKS AND WASTE MANAGEMENT, AND MIAMI-DADE WATER AND SEWER DEPARTMENTS.**

**THE SECOND CONTRACT WILL SERVICE MIAMI-DADE TRANSIT, INCLUDING THE PROVISION OF CNG BUSES. THESE PROPOSALS ARE CURRENTLY UNDER THE CONE OF SILENCE (Shhhhh...).**

**IN ADDITION, THE MIAMI-DADE WATER AND SEWER DEPARTMENT IS WORKING ON A SOLICITATION THAT WILL ALLOW US TO DECOMMISSION A NUMBER OF SATELLITE PLANTS THAT ARE OVER 40 YEARS OLD AND BUILD A NEW SOUTH MIAMI HEIGHTS WATER TREATMENT PLANT.**

**THE NEW PLANT WILL REDUCE OUR PUMPAGE FROM THE BISCAYNE AQUIFER, IMPROVE RELIABILITY IN WATER SERVICE AND QUALITY WHILE BOLSTERING WATER TREATMENT PRODUCTION CAPACITY FOR RESIDENTS IN SOUTH MIAMI-DADE COUNTY.**

**THE WATER AND SEWER DEPARTMENT IS LOOKING TO PARTNER WITH A PRIVATE FIRM THAT WILL DESIGN, BUILD, FINANCE, OPERATE AND MAINTAIN THE FACILITY.**

**WE ANTICIPATE THE SOLICITATION BEING ADVERTISED IN THE JANUARY 2016 TIMEFRAME WITH THE FACILITY BEING OPERATIONAL BY THE END OF 2019 AT A COST OF APPROXIMATELY \$150 MILLION.**

**BUT PERHAPS THE BEST EXAMPLE OF PUBLIC/PRIVATE PARTNERSHIPS AT WORK IS OUR NEW PORT TUNNEL.**

**THIS BILLION DOLLAR INVESTMENT HAS NOT ONLY MADE OUR PORT MORE COMPETITIVE BY INCREASING THE SPEED AT WHICH CONTAINER TRUCKS CAN ENTER AND EXIT THE PORT, BUT IT HAS ALLEVIATED TRAFFIC ON OUR URBAN CORE SURFACE STREETS.**

**IT'S A PROJECT THAT WOULD NOT BE POSSIBLE HAD THE PUBLIC SECTOR NOT BROUGHT IN THE PRIVATE SECTOR AS PARTNERS.**

**WE HAVE ALSO UTILIZED THE ASSISTANCE OF THE PRIVATE SECTOR TO DEVELOP SPECIAL CARGO FACILITIES AT MIAMI INTERNATIONAL AIRPORT. AS WE ALL KNOW, FOR MIAMI-DADE COUNTY MORE CARGO MEANS MORE JOBS.**

**ANOTHER EXAMPLE IS THE PERFORMANCE GRANT AGREEMENT WITH THE MIAMI DOLPHINS TO RENOVATE THE DOLPHINS STADIUM.**

**THIS INVESTMENT WILL ENSURE OUR COMMUNITY'S ABILITY TO COMPETE FOR EVENTS, SUCH AS FUTURE SUPERBOWLS, THAT WILL GENERATE MEDIA EXPOSURE, FILL ADDITIONAL HOTEL ROOMS, LURE MORE CUSTOMERS TO OUR LOCAL RESTAURANTS AND BUSINESSES, AND ULTIMATELY GENERATE ADDITIONAL TAX REVENUE.**

**ALL THIS POINTS TO THE FACT THAT WE MUST CONTINUE TO ANALYZE THE BENEFITS OF PUBLIC AND PRIVATE SECTOR PARTNERSHIPS AND CREATE THE MECHANISMS BY WHICH WE CAN TAKE ADVANTAGE OF THESE OPPORTUNITIES.**

**TO DO THIS, WE MUST LOOK TO CUT RED TAPE IN THE COUNTY CODE OR TO POLICIES THAT PREVENT THESE TYPES OF INNOVATIVE APPROACHES WITH THE PRIVATE SECTOR.**

**WHEN THE PRIVATE SECTOR OFFERS A BETTER OPTION, GOVERNMENT SHOULD HAVE THE FLEXIBILITY TO TAKE THAT OPPORTUNITY WHEN IT IS IN THE BENEFIT OF THE PUBLIC – THAT IS WHAT GOVERNMENT IS SUPPOSED TO DO.**

**AND THAT’S THE MESSAGE I WANT YOU TO TAKE FROM THIS:**

**WE UNDERSTAND THAT GOVERNMENT DOES NOT HAVE ALL THE ANSWERS OR ALL THE SOLUTIONS.**

**THAT IS WHY WE ARE WORKING ON P3 RESOLUTIONS THAT OUR BOARD OF COUNTY COMMISSIONERS APPROVED EARLY THIS YEAR, WHICH INCLUDE:**

**THE ESTABLISHMENT OF A P3 TASK FORCE, SPONSORED BY COMMISSIONER ZAPATA, TO SET THE PARAMETERS BY WHICH TO APPOINT MEMBERS TO THE P3 TASK FORCE AND A RESOLUTION WITH CANDIDATES IS EXPECTED TO BE APPROVED BY THE BOARD IN THE COMING WEEKS.**

**ONCE THE P3 TASK FORCE IS IN PLACE, IT WILL MAKE RECOMMENDATIONS ON CHANGES IN THE COUNTY'S PROCUREMENT AND OTHER ORDINANCES, RESOLUTIONS, REGULATIONS, IMPLEMENTING ORDERS AND ADMINISTRATIVE PRACTICES THAT WILL ADVANCE THE SUCCESSFUL IMPLEMENTATION OF P3s.**

**THE BOARD ALSO CREATED THE MIAMI-DADE COURT CAPITAL INFRASTRUCTURE TASK FORCE, WHICH WAS SPONSORED BY COMMISSIONER SOSA. THIS GROUP OF INDIVIDUALS HAVE ALREADY BEGUN MEETING AND ARE TASKED WITH REVIEWING THE COUNTY'S CURRENT TRIAL COURT INFRASTRUCTURE NEEDS AS WELL TO PROVIDE FOR FUTURE INFRASTRUCTURE EXPANSION.**

**THIS TASK FORCE IS ALSO AUTHORIZED TO RECOMMEND MECHANISMS TO FINANCE THE REPAIRS AND EXPANSION OF COURT FACILITIES IN THE MOST EFFICIENT MANNER POSSIBLE.**

**IN CONCLUSION, THE REASON WHY WE ARE HERE IS BECAUSE WE ALL HAVE AN INTEREST IN FINDING SOLUTIONS TO THE NECESSARY INVESTMENTS THAT WILL STRENGTHEN OUR STRATEGIC ECONOMIC POSITION AND BE SUCCESSFUL IN DELIVERING VALUABLE INFRASTRUCTURE PROJECTS AND SERVICES FOR THE GROWING**

**NUMBER OF RESIDENTS AND THE GROWING NUMBER OF VISITORS EVERY YEAR.**

**WE OWE IT TO OUR CHILDREN AND GRANDCHILDREN AND ALL THE PEOPLE THAT WILL CONTINUE TO MAKE MIAMI-DADE THEIR HOME.**

**IF WE LOOK HOW FAR THIS COMMUNITY HAS COME, AND FOLLOW THAT SAME TRAJECTORY INTO THE FUTURE WHILE PLANNING FOR THE RIGHT INVESTMENTS, WE CAN CEMENT THIS COMMUNITY'S REPUTATION AS A LEADER FOR JOB CREATION AND SET THE PATH FOR A METRO ECONOMY WHOSE GROWTH OUTPACES THE NATIONAL AVERAGE.**

**AND AT THE SAME TIME, WE WILL BE LEADING BY EXAMPLE BY IMPLEMENTING PUBLIC POLICY THAT WILL GUIDE OTHER COMMUNITIES AROUND THE WORLD.**

**WE WILL HAVE MORE REASONS TO BE THE ENVY OF THE WORLD.**

**OVER THE NEXT TWO DAYS, WE WILL BE DISCUSSING A WIDE RANGE OF PUBLIC PROJECTS THAT OUR COMMUNITY NEEDS IN THE NEAR FUTURE.**

**WE ARE OPENING A DIALOGUE WITH YOU AND ARE ENCOURAGING YOUR FEEDBACK REGARDING OUR PROCESSES AND WHAT SOLUTIONS THERE MAY BE TO JUMP START THESE PROJECTS.**

**MY ADMINISTRATION IS ALWAYS OPEN TO INPUT AND IDEAS FROM THE PRIVATE SECTOR THAT WILL ALLOW US TO DELIVER GOODS AND SERVICES TO OUR CONSTITUENTS IN THE BEST AND MOST EFFICIENT WAY POSSIBLE.**

**THE OPPORTUNITIES ARE HERE...**

**THANK YOU ALL ONCE AGAIN AND I LOOK FORWARD TO WHAT WE CAN PURSUE AS THE RESULT OF THIS CONFERENCE.**

