

THANK YOU SAM AND TODD.

AECOM AND THE NATIONAL COUNCIL FOR PUBLIC PRIVATE PARTNERSHIPS ARE LEADING THE WAY IN FINDING NEW AND INNOVATIVE WAYS FOR GOVERNMENT TO PARTNER WITH THE PRIVATE SECTOR TO MOVE PROJECTS FORWARD...

SO I WANT TO THANK YOU FOR YOUR WORK.

DEAR FRIENDS, IT'S MY PLEASURE TO WELCOME YOU TO MIAMI-DADE COUNTY AND THANK YOU FOR CHOOSING TO BRING THIS CONFERENCE TO OUR COMMUNITY.

IN CHOOSING MIAMI, YOU HAVE COME TO A CITY THAT IS MULTI-LINGUAL, MULTI-CULTURAL, AND HIGHLY DIVERSE...

MADE UP OF OVER 2.5 MILLION PEOPLE FROM ALL OVER THE WORLD.

WE HAVE GONE FROM BEING THE TRADITIONAL GATEWAY TO LATIN AMERICA AND THE CARIBBEAN, AND WE ARE BECOMING THE GATEWAY TO EUROPE, AFRICA, AND BEYOND.

OUR COMMUNITY IS KNOWN AS A COMMERCIAL AND CULTURAL HUB, TOPPING \$93 BILLION IN TOTAL TRADE FOR LAST YEAR.

MIAMI'S REAL ESTATE MARKET IS ONE OF THE HOTTEST IN THE WORLD...

IN FACT, MANY OF THE BUILDINGS YOU SEE AROUND YOU WERE NOT HERE TEN YEARS AGO.

AND OUR URBAN CORE WILL NOT LOOK LIKE IT DOES TODAY TEN YEARS FROM NOW.

ALL OF THIS COMBINED ACTIVITY ALLOWS US TO BE LEADERS IN JOB CREATION AND FOR OUR METRO ECONOMY TO GROW AT A RATE THAT OUTPACES THE NATIONAL AVERAGE.

IT ALSO MEANS THAT MORE AND MORE PEOPLE ARE MOVING TO MIAMI.

AND WITH THIS GROWTH, WE ARE CHALLENGED BY HOW TO PROVIDE GOODS AND SERVICES TO THIS EVER GROWING NUMBER OF PEOPLE.

WE DO THIS AT A TIME WHEN WE ARE VERY AWARE THAT OUR CITIZENRY CANNOT AFFORD HIGHER TAXES.

AS WITH MANY OTHER GOVERNMENTS, MIAMI-DADE COUNTY FACES SHRINKING BUDGETS.

WE ALSO FACE AGING INFRASTRUCTURE AND THE NEED TO DELIVER MORE SERVICES WITH FEWER RESOURCES, ALL WHILE DRIVING ECONOMIC DEVELOPMENT AND JOB CREATION.

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

WE ARE LOOKING TO STRETCH EVERY PUBLIC DOLLAR AND PURSUE OPPORTUNITIES TO DELIVER PROJECTS AND SERVICES MORE EFFICIENTLY, AND THIS HAS US REACHING OUT TO THE PRIVATE SECTOR.

ACROSS THE COUNTRY, THE PRIVATE SECTOR HAS CONSISTENTLY DEMONSTRATED THE ABILITY AND INTEREST IN PARTNERING WITH LOCAL GOVERNMENTS.

WHEN PROPERLY STRUCTURED TO PROTECT THE PUBLIC INTEREST, PUBLIC PRIVATE PARTNERSHIPS CAN LEVERAGE THE CAPITAL INVESTMENT, INNOVATION AND THE EFFICIENCY OF THE PRIVATE SECTOR.

ALREADY, WE ARE EMBRACING P3 OPPORTUNITIES IN SEVERAL AREAS.

AS WE REPLACE AND IMPROVE OUR OUTDATED WATER AND SEWER INFRASTRUCTURE, WE PLAN ON DOING SO WITH HELP FROM THE PRIVATE SECTOR.

IN NOVEMBER, WE ASKED FOR INPUT FROM THE PRIVATE SECTOR AND RECEIVED OVER THIRTY RESPONSES FROM AROUND THE WORLD TO HELP PUT TOGETHER SEVERAL PROJECTS.

THIS PAST WEEK, OUR WATER AND SEWER DEPARTMENT UNVEILED A \$13.5 BILLION CAPITAL IMPROVEMENT PROGRAM AND TO UPGRADE OUR PIPES, PUMP STATIONS AND WATER AND SEWER TREATMENT PLANTS DURING THE NEXT 20 YEARS.

WE ARE WORKING WITH I.B.M. AND OTHER TECHNOLOGY COMPANIES THROUGH OPEN DATA TO DEVELOP TECHNOLOGY SOLUTIONS FOR ISSUES RANGING FROM WATER MANAGEMENT TO INTELLIGENT POLICING, ALL SEEKING TO INCREASE GOVERNMENT EFFICIENCY TRANSPARENCY.

WE'VE TAKEN OUR URBAN HOUSING PORTFOLIO, TEAMED UP WITH A PRIVATE DEVELOPER AND REFURBISHED MOST OF OUR PUBLIC HOUSING STOCK, TAKING THESE BUILDINGS FROM DILAPIDATED TO MODERN APARTMENT BUILDINGS WE CAN ALL BE PROUD OF.

PERHAPS THE BEST EXAMPLE OF PUBLIC / PRIVATE PARTNERSHIPS AT WORK IS OUR BRAND NEW PORT TUNNEL WHICH OPENED A FEW MONTHS AGO.

THIS BILLION DOLLAR INVESTMENT IN OUR SEAPORT INFRASTRUCTURE NOT ONLY MAKES OUR PORT MORE COMPETITIVE BY INCREASING THE SPEED AT WHICH CONTAINER TRUCKS CAN ENTER AND EXIT THE PORT, BUT IT ALLEVIATES TRAFFIC ON OUR URBAN CORE SURFACE STREETS.

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

ALL THIS ACTIVITY SHOWS THAT WE WILL CONTINUE TO ANALYZE AND COMPARE THE VALUE OF PUBLIC AND PRIVATE SECTOR APPROACHES.

THIS ALSO MEANS THAT WE WILL LOOK TO CUT RED TAPE IN ORDINANCES THAT PREVENT INNOVATIVE APPROACHES FROM THE PRIVATE SECTOR.

WHEN THE PRIVATE SECTOR OFFERS A BETTER OPTION, THEN WE'LL PROCEED WITH THAT CHOICE.

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

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

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...

AND YOU ALL HAVE RECEPTIVE AND WILLING PARTNERS IN THE MAYOR'S OFFICE, SO IF YOU HAVE IDEA, WE ARE LISTENING!

I THANK YOU ONCE AGAIN AND WISH YOU MUCH SUCCESS IN YOUR CONFERENCE!

