

# Naranja Lakes Community Redevelopment Agency

## Action Plan



May 2019



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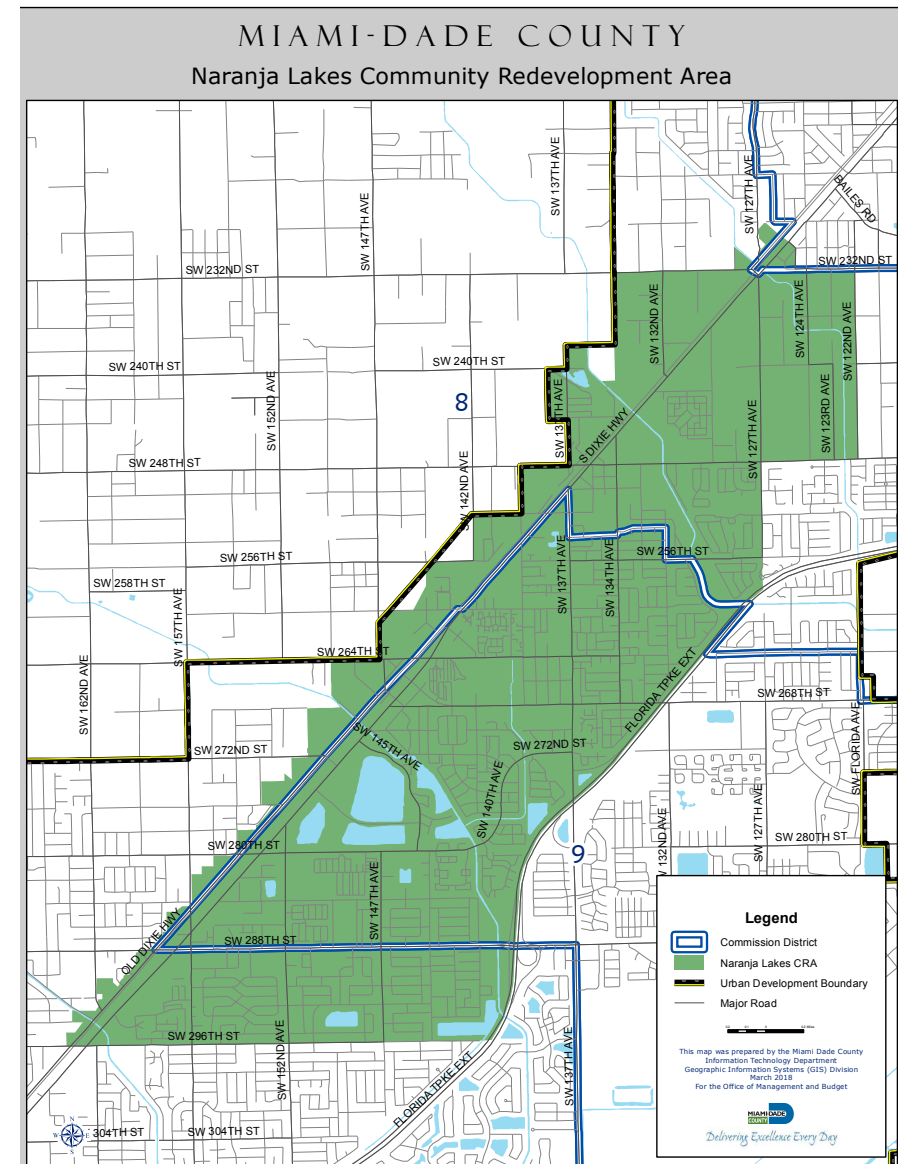
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# Introduction

## Overview

The Naranja Lakes Community Redevelopment Area is located along both sides of US-1 in South Miami-Dade, from just north of SW 232<sup>nd</sup> street to SW 296<sup>th</sup> Street. The Community Redevelopment area includes the communities of Goulds, Princeton, and Naranja. The Naranja Lakes Community Redevelopment Agency was created in 2002 to eliminate slum and blight, and implement community redevelopment policies for the benefit of its residents. The **CRA Action Plan** is based on an extensive analysis of the population, economy, housing, and land use trends of the CRA and its surrounding **Market Area**, contained in the **Naranja Lakes CRA Competitive Assessment**.

The Naranja Lakes Community Redevelopment Area (CRA) area continues to undergo a rapid transformation from rural area to a bedroom residential community, in the context of crucial regional issues, including population growth, income inequality, transportation congestion, land use, and climate change. As such, the Action Plan is forward-looking, designed to define the Naranja Lakes Area’s next chapter of growth and development, and guide program development and resource allocation over the next 5 years.



## CRA Issues and Opportunities

The CRA has significant opportunities, and faces significant challenges as it moves into its next stage of development. The major issues and opportunities detailed in the Naranja Lakes CRA Competitive Assessment are as follows:

### Population Growth

- The communities of the CRA have emerged as one of Miami-Dade County's fastest growing communities, shifting from a rural, low-density development, to a mid-to high-density suburban bedroom community.
- The CRA Market Area is home to a wide range of economic, infrastructure, educational, cultural, and tourism assets.
- The CRA is the center of a major population center, purchasing and demand market. 398,672 people live within a 10-mile radius of the CRA, or 15 percent of the County's population. ***If this area was its own City, it would be the third largest City in Florida.***
- The Naranja Lakes CRA is one of the fastest growing areas of the County. Total CRA population growth, at over 16 percent from 2013 to 2017, is more than two-and-one-half times the growth of the County. ***At its current rate of growth, total population of the CRA would be nearly 43,000 by 2020, and over 52,000 by 2025.***
- The population of the CRA is also considerably younger than the rest of the County. Key CRA demographic trends include the following. Children under 18 make up 36 percent of the CRA, compared to only 22 percent for the County, and are the fastest growing segment of the CRA's population. 79 percent of CRA households are families, compared to 69 percent for the rest of the County.
- The CRA has mostly large family households. ***Across the CRA, households of 3 or more represent 61 percent of all households compared to 45 percent for the County.***
- The percentage of Millennial and senior homeowners across the CRA varies from 0 to 33 percent of all homeowners. Younger and new householders are predominately moving into rental housing in the center of the CRA. ***The CRA's stock of single-family housing is overwhelmingly occupied by older householders, with a severe shortage of younger households in the northern and southern portions of the CRA.***

### Industry and Employment

- 96 percent of the CRA's business establishments are small firms employing 20 or less workers. As it has over the last two decades, employment growth in the CRA will come from small firms;
- With 626 Business establishments employing 3,539 workers, the CRA is a relatively small employment market relative to its total population (37,601 persons). The CRA Market Area, however, represents a significant segment of the County's employment base. With 6,354 business establishments employing 70,346 workers, ***the Market Area represents 12% of the County's population, and 6% of the County's jobs base.***
- Employment growth in the CRA has been explosive. The number of jobs within the CRA more than doubled from 2010 to 2018 (105 percent), compared to 15 percent and 20 percent for the Market Area and Miami-Dade County, ranking the CRA as one of the fastest growing employment areas in Florida.
- Businesses employing less than 20 employees represent 96 percent of all business establishments in the CRA, and 94 percent across the CRA Market Area. Establishments employing less than 20 account for 60 percent of total employment in the CRA, and 86 percent of total sales. Establishments employing less than 20 account for 20 percent of total Market Area employment and 50 percent of Market area Sales.
- The CRA's high percentage of small business establishments is probably even higher than the statistics indicate. From 2012 to 2016 Non-employer establishments (or businesses owned and run by a single proprietor with no employees) in Miami-Dade County accounted for the majority of all business establishment growth. If the CRA and Market area has the same composition of non-employer establishments as the County, it is home to a significant number of additional businesses that are uncounted.
- At 12 percent of all employed resident workers, the CRA's rate of self-employment is 20 percent higher than the US average (10 percent of all workers), compared to 14 percent for Miami-Dade County.
- The CRA has a large percentage of service industry employment, with lower occupational wages and skills. However, the CRA's ***Traded, or core*** industries are built on servicing the Market Area's leading industry sectors, providing expert consulting services, financing, and logistics support for the Market Area's leading businesses.

- The CRA and its Market Area are home to a large number of employers employing 75 or more workers, including Zuni Transportation, Marlin Engineering, Concrete Supplier Inc., Duenas Mobile Applications, Migrant Education Program, Community Health Of South Florida International University, Costa Farms, Dimare Homestead Inc, Coca-Cola Beverages Florida, (Soft Drink Manufacturing), Gulfstream Tomato Growers Inc, Marriott International Inc, and Zoo Miami. The Redland Market Village, located in the CRA, is the largest market of its kind in the County, drawing 30,000 to 35,000 visitors per week. The 27-acre Market is home to over 600 family-owned businesses and vendors, and includes a farmers market (green market), over 22 international food trucks, outdoor flea market, indoor fish market, shopping, jewelry, plant nursery, auto parts, kid zone, pet store, a food court, restaurants, and live entertainment.
- Major Development Projects are planned for the CRA, including the Larkin Community Hospitals **Larkin Health Sciences Institute**, a \$68 million, 48-acre campus in Naranja Lakes. The Institute has been planned to house Larkin’s schools of nursing, College of Pharmacy, College of Biomedical Sciences, and College of Health Sciences. Space for a medical-oriented middle school and high school has also been planned. **Atlantic Sapphire**, a Norwegian-based fish-farming company, is completing construction on a 380,000 square foot indoor Salmon farm at 272nd Street and 217th Avenue. The \$130 Million facility, when complete, promises to supply 10 percent of all Salmon in the North American Market and employ up to 100 workers.
- Agricultural employment in the Naranja Lakes Market Area represents 81 percent of all agricultural employment in Miami-Dade County, and Market Area total agricultural sales, at over \$1 Billion, is 20 percent of total private business sales in the entire Market Area. The industry and employment structure of agriculture has changed across the Market Area and the County. Since 2000, the area’s agriculture sector has shifted from vegetable, fruit and nut farming, to greenhouse and nursery production of tropical flowers, trees, and shrubbery. Greenhouse and nursery production employment and sales grew over 32 percent from 2000 to 2017.
- The CRA’s labor participation rate — the percentage of its working age population that is either employed or actively seeking employment — varies widely across the CRA, ranging from 52 to 86 percent. Dynamic, productive economies maintain and grow their labor participation rates. From 2013 to 2017, the overall participation rate has held steady at 63 percent, just above the average for the County.

## Occupation and Earnings

- With only 12 percent of its residents with a Bachelor’s degree or higher, the CRA significantly lags the County’s educational attainment, at 28 percent. Only two of the CRA’s 15 block groups exceed the County.
- The CRA’s residents are employed in a diverse set of industries and occupations. The distribution of the occupations in which its residents are employed differ from the rest of the County in four ways: 1) Compared to the County, a much lower proportion of residents working in management, computing and mathematical occupations, business, financial, science and legal occupations; 2) An unusually high concentration of workers in food preparation and serving occupations, as well as building grounds and maintenance occupations; 3) Much higher percentages than the County of workers in farming, construction and extraction (mining), production, transportation, and moving occupations; and 4) Median full-time worker earnings below the median for full-time workers across the County. Wage structure across the CRA reflects the high percentages of its workers in less knowledge-intensive industries and occupations.
- Median household incomes across the CRA are lower than the County median. 11 block groups have lower median household incomes lower than the County. Adjusted for inflation, median household income grew by 2 percent across the County from 2013 to 2017. However, incomes across much of the CRA declined over the same period. The median household income declined over the same period in eight of fifteen block groups, from 10 to 24 percent.
- Changes in median income across the CRA resulted in an income structure that now diverges from the County. The distribution of income in 2013 mirrored the County. By 2017 it has a much greater percentage of households earning less than \$50,000, in particular these earning less than \$25,000 per year than the County, and many fewer earning \$100,000 or more than the County.
- Miami-Dade County has one of the highest poverty rates of large Counties in the US. However, thirteen of fifteen block groups within the CRA have higher poverty rates than the County, peaking at over 50 percent in three block groups.



## Housing Market

- **Growth driven by multifamily development:** Multifamily units accounted for all of the growth of housing units in the CRA. The number of single-family units declined by 7% from 2013 to 2017, while the number of multifamily units grew by 30 percent, far outpacing the growth of multifamily development across the County, at 5%.
- **High proportion of single-family homes:** Even with the decline in supply of single-family homes, they still make up largest portion of homes in the CRA, and at 48 percent of all homes, much more so than the rest of the County (40% percent of all homes).
- **Rapid tightening of supply:** The total number of vacant housing units decreased by 40% from 2013 to 2017. The number of vacant rental units decreased by 64 percent, while the number of for-sale units decreased by 70 percent over this period. In addition, the CRA has much lower supply of vacation rentals than the rest of the County.
- **Higher portion of larger multi-bedroom units:** Similar to the County, 3-bedroom units make up 49% of all housing units. The CRA has a larger comparative supply of 4- and 5-bedroom units, and a much smaller component of 0,1, and 2-bedroom units. **However, growth of the housing unit supply in the CRA has been driven by the rapid expansion of 0,1, and 2-bedroom units.**
- The homeownership rate in the County declined from 56 to 52 percent from 2010 through 2017. The shift has been dramatically larger in the CRA — homeownership declined from 54 to 41 percent of all homes from 2010 to 2017. Home ownership rates vary widely across the CRA, from a low of 5 to a high of 89 percent across the CRA Block groups.
- **A shrinking supply of affordable housing:** Housing in the CRA represents a potential supply of affordable housing, if maintained properly. **Despite lower housing values, the supply of affordable housing — units priced from \$50,000 to \$200,000 — are shrinking within the CRA.** The growth of owner-occupied units in the CRA has been driven by an expansion in the supply of units valued at over \$200,000.
- Median sale prices, especially for new housing, across the County, has increased over 41 percent since 2013, almost 1.5 times the national increase in sale prices. **Within the CRA, median sale prices have increased from 105 to over 134 percent since 2013.**

- **Housing Cost Multiplier:** Across the US, the median home sale price is 5.2 times the median household income. Across Miami-Dade, the average is 6.3. **In 11 of 15 block groups in the CRA, the median home sale price ratio exceeds the County average, reaching as high as 15.**
- The percentage of cost burdened households in nine of the fifteen CRA block group exceeds the County cost burden rate, and in three are close to 70 percent. High cost burden is most predominant through the center neighborhoods of the CRA, including its neighborhoods with the highest numbers of single-family homes.

## Safety and Security

- The CRA's overall crime rate per 1,000 persons is higher than the County as a whole. Type 1 Crimes, as defined by the FBI, includes homicide offenses, forcible sex offenses, robbery, aggravated assaults, burglary, larceny, and motor vehicle theft, and represent the crimes police agencies seek to prevent more than any others. Type 1 crime incidents in the CRA occur in a clear geographic pattern, with the following characteristics
  1. The neighborhoods with the highest annual crime rates coincide with the CRA's poorest neighborhoods;
  2. High crime rates intersect with the CRA's neighborhoods with the highest unemployment rates;
  3. The location of Type 1 crimes occur along the CRA's US-1 commercial corridor, but have higher rates of incident in the CRA's residential areas; and
  4. The highest number of crimes are concentrated in the Naranja portion of the CRA, focused within a .6-mile radius of the intersection of Moody Drive (SW 286<sup>th</sup> St) and SW 139<sup>th</sup> Avenue.

### Land Use and Transportation Congestion

- According to the Miami-Dade County Assessor database, there are 696 acres of undeveloped land zoned or approved for residential, commercial, or industrial use within the CRA. That translates to 30 Million square feet of new development at a 1:1 Floor area ratio, or 151.5 Million square feet at a 5:1 Floor area ratio. Development of the undeveloped approved residential property in the CRA, including Vacant Governmental Property, translates to between 19,000 to 98,000 new 1,000 square foot housing units. **Development of the undeveloped commercial and industrial, approved property, including vacant governmental, as office parks in the CRA translates to between 26,000 and 133,00 new jobs.**
- The CRA has undergone rapid development and population growth as a commuter community, straining its transportation system and possibly quality of life. The CRA needs to increase local job and workplace opportunities and dramatically increase the opportunity to live and work in the CRA;
- Transportation demand and traffic congestion is driven by where residents live versus where they work. Although the CRA is served by two major highway segments and an express dedicated busway connecting to the County metro-rail system, its commuter patterns are unsustainable. According to the US Census, approximately 14,694 employed residents live in the CRA in 2017. Unfortunately, according to the most recent data available, only 296 employed residents actually live and work in the CRA. **97.5 percent of the CRA's resident workers are employed outside the CRA. Over 38 percent work in destinations north of the City of South Miami, including Miami, Kendall, Doral, and Fort Lauderdale. However, 21 percent of workers in the CRA work in occupations highly amenable to telecommuting.**

### Growing a High-Performing Naranja Lakes

The Action strategies within this Action Plan have been built on the following principles, aimed at growing the Naranja Lakes CRA as a successful, competitive and sustainable community:

- Implementing development strategies that build on the CRA's many existing strengths, focusing on the quality, not just quantity of new development;

- **Planning for Stable, Sustainable Long-Term Growth:** Competitive communities support diversified employment, industry, and occupational growth that is less susceptible to business cycle fluctuations, protecting worker incomes and household wealth during national economic downturns. One of the CRA's most pressing challenges is to better prepare its lowest income households and growing young population to compete for higher paying, higher skilled jobs;
- **Targeted and Strategic Allocation of Resources to Stimulate Economic Growth:** 97 percent of employment growth comes from the expansion of existing businesses. In an era of shrinking federal and state funding, leaders in high performing local economies 1) focus and target investments in their local strengths, 2) take a disciplined and targeted approach to investments in physical assets, real estate, and infrastructure, and 3) focus on high-wage job creation in leading local industries before attempting to create jobs in entirely new industries;
- **Supporting Local Innovation and Growing Global Competitiveness:** All economies grow through the expansion of local businesses **and** a steady supply of new businesses to maintain employment. All businesses, even small ones, engage in markets that never stand still. Successful communities support local business capacity to innovate and adopt new technology to improve performance and global competitiveness;
- **Expanding Economic Opportunity and Upward Mobility:** Competitive communities support an expanding supply of jobs and occupations paying competitive wages and skills that provide a platform for upward economic mobility and building household wealth;
- **Building Local Human Capital:** High performing local economies build the collective knowledge and skills of its **local** labor force to support globally competitive businesses, obtain higher-wage, high-skilled employment opportunities, and adopt to rapidly changing employment markets, technology, and industry changes;
- **Addressing Housing Market Imbalances:** High performing communities provide equitable solutions to address housing market imbalances that erode incomes, dampen wealth building, and hamper the retention of younger workers. The CRA faces the challenge of addressing rising housing cost unaffordability; and
- **Strategic Quality of Life Investments:** Competitive communities make intelligent investments in quality public spaces, multi-generational recreation, and activities that further enhance the work-life balance.



## Action Agenda

Based on addressing the CRA’s most pressing needs, and building on its greatest strengths, the following Action Agenda represents a strategic set of programs and policies. The Action Agenda represents the most important items the CRA can implement over the next 5 years, building on the goals detailed above.

### Marketing and Brand Identity Development

Given the CRA’s assets, strengths, and possibilities, aggressively marketing the CRA to the business world and the community is crucial. The CRA will implement a multi-pronged, multi-media marketing program, as follows.

#### Brand Identity Development and CRA Community Logo

The Naranja Lakes Communities and its CRA are largely misunderstood outside South Miami-Dade. The CRA will develop a new logo, tag-line, and information package that tells the story of the area’s history, its key strengths and advantages, and as important, describes its new direction.

The CRA will engage an experienced professional consultant to manage a process of professional focus groups with businesses, community engagement, and review by marketing professionals including the South Dade Chamber of Commerce to develop a Brand name, logo, and multi-media information package that captures a new direction as well as the aspirations of the CRA’s businesses and residents.

The new Brand identity, logo, and imagery will be also used in the CRA’s targeted streetscape program (see below).

#### Develop a Companion CRA Web Site

Miami-Dade County maintains the CRA web site so that each of its CRAs have a consistent public interface. However, given the unique aspects of Naranja’s history, economy, and

cultures, the CRA will develop and launch a companion site, accessible from the County main page.

The new CRA website will be the central marketing tool for the CRA, and should be designed to include the following:

- All basic information anyone would need to consider expanding, growing, or relocating a business in the CRA, including a concise but complete explanation of the benefits and competitive advantages of locating in the CRA, including the size of the market, locations, maps, market statistics, demographics, strategic location, and transportation access — in short, a recap of the CRA strengths discussed in the overview and detailed in the Competitive Assessment;
- Business and Development Incentives: A complete listing and explanation of and incentive programs available in the CRA;
- Feature Property Listings, or a link to the South Maim-Dade Chamber and Board of realtors, featuring new relocation and development opportunities in the CRA;
- A Complete Business Listing and Links: Contact information for all businesses in the CRA;
- CRA Grant and program applications for residents and businesses; and
- Business-to-Business (B2B) introductions and communications between CRA businesses. The site should be the platform to improve communications between and to CRA businesses (see economic development strategies, below).
- Cross-link MiamiDadesites.com (the Beacon Council site selector portal), the Miami-Dade County business tracker GIS portal, the Florida Department of Economic Opportunity (DEO) and the Florida Redevelopment Association.

#### Direct Marketing and Presentations

In-person presentations to professional development and business groups will be crucial to spread the “story” regarding greater Naranja. The Miami Board of Realtors has already agreed to set up an event to showcase Naranja, geared primarily toward realtors. The purpose is to showcase zoning for the area and perhaps identify particular development opportunities (e.g. large tracts of residential land or underdeveloped swaths of commercial land on US1).

Staff will also engage with the South Dade Chamber of Commerce. The Chamber markets the broader South Dade area but could gear its programming and even meeting locations to draw more attention to Naranja in particular.

## Business Development & Job Creation

### Adopt a Target Industries Policy

It is crucial that CRA programs and polices focus on its local industry strengths, in order to maximize the return in its investments, make the most of its resources, and insure its efforts are focused on those sectors that represent its “best bets” for creating new businesses and jobs. The following sectors represent the CRA’s strongest local industry clusters. Subsequent grant programs, training programs, incubator and development initiatives will focus on the following industry sectors:

Naranja Lakes CRA - Target Priority Industry Sectors				
	Employees	Percent of Total	Total Sales	Sales Per Employee
<b>Traded Sectors</b>				
541 Professional, Scientific, and Technical Services	153	4.32%	\$21,846,000	\$142,784
611 Educational Services	74	2.09%	NA	NA
485 Transit and Ground Passenger Transportation	60	1.70%	\$3,916,000	\$65,267
484 Truck Transportation	55	1.55%	\$12,136,000	\$220,655
517 Telecommunications	33	0.93%	\$25,947,000	\$786,273
522 Credit Intermediation and Related Activities	26	0.73%	\$16,057,000	\$617,577
423 Merchant Wholesalers, Durable Goods	22	0.62%	\$25,465,000	\$1,157,500
111 Crop Production	14	0.40%	\$1,350,000	\$96,429
424 Merchant Wholesalers, Nondurable Goods	14	0.40%	\$17,275,000	\$1,233,929
488 Support Activities for Transportation	14	0.40%	\$2,063,000	\$147,357
512 Motion Picture and Sound Recording Industries	13	0.37%	\$2,233,000	\$171,769
523 Securities, Commodity Contracts, and Other Financial Investments and	12	0.34%	\$5,444,000	\$453,667
	<b>490</b>	<b>14%</b>	<b>\$133,732,000</b>	<b>\$5,093,205</b>
<b>Local Sectors</b>				
621 Ambulatory Health Care Services	153	4.32%	\$25,148,000	\$164,366
441 Motor Vehicle and Parts Dealers	95	2.68%	\$32,532,000	\$342,442
238 Specialty Trade Contractors	94	2.66%	\$10,369,000	\$110,309
	<b>342</b>	<b>10%</b>	<b>\$68,049,000</b>	<b>\$198,974</b>

### Aggressively Expand Local Business-to-Business Networking Programs

Naranja depends on its small business community. The CRA and its surrounding Market area has a rich mix of large and small business in diverse industries, serving local, national and international customer markets. Yet small businesses outcompete larger firms by utilizing networks of local partners to extend their capabilities. Knowing who is out there and what they do crucial to small business success.

The CRA will take its Business-to-Business (B2B) efforts to the next level, by developing a social media communications platform with the goal of reaching and/or engaging every business in the CRA. This digital B2B Platform will be used to connect the CRA’s businesses with each other, connect small businesses with larger local firms for business opportunity, and keep the CRA connected with its business clients. The platform will be used by other programs included in the Action Agenda.

### Drive New Business Creation Through Business Accelerators

The CRA’s future job growth and industry mix will increasingly rely on the expansion and creation of its small businesses. The CRA is extremely well-positioned to become a major location within the County for new business creation:

- The CRA and its market area has a large and diverse mix of existing businesses that provide a strong depth of local customers on which to start a new small business, providing local scale-up opportunities; and
- The CRA has a strong local culture of self-employment — 12.1 percent of its workers are self-employed, compared to 9 percent nationally.

Aggressively expanding the pipeline of local business has numerous benefits, including: 1) creating more employment opportunity for local residents, 2) creating alternatives for living **and** working in the CRA, and 3) driving the CRA’s next wave of local entrepreneurs.

Also, business accelerators function more effectively when they 1) focus on a limited set of industry specializations, and 2) focus on industries with quantifiable **local** strengths. Here, the target industry clusters are a useful tool to develop the focus of a CRA-based accelerator system — focusing its accelerator programs on new businesses either entering or **servin**g the target industry clusters will increase the growth and survival rate of companies “graduating” from these incubator/accelerators, and provide small businesses that grow local cluster capabilities and competitiveness, and/or provide valuable services, technology, or innovation for the CRA and Market Area’s key businesses.

The CRA will finalize a loan or development grant, or help develop space for development of a new business accelerator(s). By partnering with local Universities, institutions, venture capital and experienced accelerator and incubator operators, the CRA will target the development of 20,000 square feet of new incubator and accelerator space in the CRA, serving CRA residents and local entrepreneurs.

### Implement a *Buy Local* Program with Major Area Large Businesses

Many communities have focused efforts on their local large businesses to **buy local**, with benefits including not just new jobs, but supporting new business creation, increasing local incomes, spending, and fueling new household medical, goods and services spending.

For example, the CRA's local Health Service Cluster generates over \$1 Billion in annual spending and sales. Each year hospitals, medical labs, physicians, and clinics, within the CRA spend on everything from medical devices, implements, food, linens, clothing, cleaning, disposal and a host of other daily needs. This spending represents a considerable pool of spending that if directed toward a preferred local purchase program, could support a large number of small firms and support local income and employment.

The CRA can aggressively pursue development of a local purchase program with business within the CRA Market Area, including medical sector businesses, manufacturing, crop production, and food processing. The practice has become so popular that a pool of experienced consultant firms who specialize in the development and management of these programs has grown in response to demand.

### Implement a Small Business Technology Innovation Grant Program

Continuous innovation, even in mature industries, is a hallmark of local economic competitiveness. The CRA will establish grant program to help underwrite the cost of investments in new technology for small firms. Based on the CRA's mix of businesses, a CRA match fund up to \$20,000 per applicant business could have far-reaching impacts on the development and growth of local small businesses employment. Tied to a Community Benefits Agreement, the grant/loan program could drive significant new jobs for CRA residents.

### Implement a Legacy Business Acquisition Program

Although start-ups and new small business are an important component of job growth and innovation, the fastest and lowest risk route to small business growth is to acquire an existing business. Increasingly, acquiring **legacy** businesses — businesses whose owner wants to retire,

but has no plan for succession — is seen as a valuable way to expand access to small business ownership to families at the lower end of the income ladder. ***The aging of many baby-boomer business owners will create a significant rise in legacy business acquisition opportunities.***

Expanding access to small business acquisitions can be an important way to grow family wealth, expand and grow a business that otherwise may close, protecting the City's employment base. Formal legacy business acquisition support programs also help stabilize local employment. New local owners are significantly more likely to keep a business in place. Increasingly, employees are pooling funds to buy existing small businesses as owners retire.

The US Small Business Administration (SBA) has targeted legacy small business acquisition as an important program, supported through its local Small Business Development Centers (SBDC's). The Miami SBDC, run through FIU, has rapidly grown its legacy small business program, matching qualified business buyers with small business acquisition opportunities, funding, training, technical support and customers.

The CRA will partner with an expert provider of legacy business acquisition services to fund and run a legacy business acquisition program.

## Labor Force Development & Training

### Link Residents with New Employment Opportunities & Job Training

Matching CRA residents with local job opportunities is both a critical need and immediate opportunity for the CRA. Four immediate programs can developed and implemented to both prepare residents to compete for new job opportunities, and connect them with new jobs as they emerge. The CRA will immediately implement:

- A survey of employers across the CRA market area to assess their hiring plans, occupational, and skill requirements for new jobs;
- Partner with Miami-Dade College and CareerSource South Florida to create targeted training programs addressing market area hiring needs;
- Establish and approve a CRA Community Benefits Agreement (CBA) program and standards, defining the local hiring and contracting requirements of any business receiving CRA grants in the future; and
- Conduct regular job fairs as needed to connect local residents to new businesses.

### Leverage Hospital and Medical Cluster Hiring to Benefit Local Workers

Similar to local spending, the CRA's Medical Cluster is its second largest employment cluster. Many of the jobs created in the local medical and Health Services Cluster, however, are filled by non-CRA residents, as evidenced by the worker commuter analysis.

The Health Services Cluster, because of its size, and the fact that it has a larger complement of larger size firms and employers should be seen as a major asset for providing entry-level employment with good possibilities for rapidly increasing skills and pay. The CRA will create a Health Service Sector training, education, and local hiring program, focused on preparing CRA residents to take jobs in the expanding Health Cluster. Program elements include:

- Completing a Health Cluster Employer survey, to assess their short- and long-term hiring needs, skills, and qualifications;
- Developing focused training and educational programs for CRA residents;
- Developing specialized Health Sector educational programs in the CRA's local public Schools, beginning at the Middle School level;
- Developing an employer-potential employee hiring portal through social media or a dedicated web site. This service might be included as part of the B2B networking program and platform recommended above; and
- Negotiating a local hiring pledge with the CRA's major Health Sector employers, including opportunities for internships, job shadowing, training, and eventual job placement for CRA residents.

### Implement a Children's Savings Account Program

The CRA will immediately establishing a CRA Children's College Savings Account Program to aggressively improve educational attainment and performance rates in the CRA, as well as build the educational and skills base of its labor force. The CRA will partner with an experienced program provider to provide seed capital funding to develop a Children's college Savings Account Program. The Program would seek to create Sec. 529 savings accounts for 100 children per year, and seed each account with \$500.

The program operates by providing matching funds for parents each time they make a deposit into their child's College savings account. Funds saved in the account are then applied to the Child's College education expenses. Programs organize private donors to provide a matching fund, in exchange for income tax benefits. A CRA program would follow the implementation

of highly successful programs in Austin, San Francisco, New York, Boston, and most recently, Miami.

### Housing

The supply of affordable housing within the CRA has been shrinking rapidly. In general, households in the CRA spend a greater portion of their income on housing than the rest of the County, and in select neighborhoods, quality housing is quickly moving out of reach of CRA residents. The CRA will implement five programs, soliciting and partnering with experienced housing providers to steadily build a **permanent** supply of housing affordable to middle income households.

#### Expand the *Rebuilding Together* Housing Improvement Program

The CRA has successfully partnered with **Rebuilding Together** to provide housing improvement grants for a small number of homes within the CRA. Rebuilding Together, an affordable housing non-profit developer, assembles cash and in-kind donations of materials and skilled construction trades to renovate and repair approximately 60 homes per year. The program has been successful because it 1) leverages the CRA's monies to 5 times, 2) targets homeowners most in need, focusing on keeping homeowners in their homes, and 3) targets neighborhoods most in need.

The 2019 Program focused on the south end of the CRA, at the greatest concentration of single-family homes, and where homeowners pay the highest percentage of their income on housing costs:

- Census Tract 109, Block Group 1;
- Census Tract 109, Block Group 2;
- Census Tract 109, Block Group 3; and
- Census Tract 108.01, Block Group 2.

The program targets middle and low-middle income families earning from \$18,000 per year to \$57,000 per year, and is structured as a housing and neighborhood stabilization program. It helps maintain housing quality and affordability in neighborhoods where it can have the greatest impact. The Target neighborhood detailed in the CRA Housing strategy plan **contains 2,510 households, or 25 percent of all households in the CRA. Using the program income**



***guidelines suggested above, 1,577 households would be eligible for the Grant program, which is 62 percent of all households in these neighborhoods, or 16 percent of all households in the CRA.***

The CRA will seek to expand funding for the Rebuilding Together housing stabilization program, increasing its own funding and raising funds from outside sources to serve 100 homeowners each year through the program.

### Implement a First-Time Home Buyer Program

As shown in the market analysis, The CRA has a severe shortage of younger homeowners and householders. The CRA should be supporting young workers and families to own homes in the CRA, building its stability, tax base, and resident local spending.

The CRA will implement and fund a first-time home-buyer program as part of the Rebuilding Together neighborhood stabilization program, and as a stand-alone program. The program will provide grants that reimburse 10 percent of the purchase price of a home, up to \$2,500, for proven first-time homebuyers. New homeowners will have to provide the remaining equity and mortgage financing to complete the purchase.

### Partner with an Established Community Land Trust to Develop Permanently Affordable Owner-Occupied Housing

Community Land Trusts (CLTs) are a proven vehicle for developing and maintaining permanent supplies of affordable housing in the US. CLTs purchase vacant land or existing properties and then build or improve housing units on them. The housing units are then offered for sale to households at or below the area median income. The difference is that the CLT retains ownership of the underlying land, while the new owner owns the structure. The CLT and owner complete a purchase agreement that specifies how much in value the home will increase each year. When the homeowner decides to sell, the CLT has the first right to purchase the home back from the owner at the agreed upon increased price. In this way the homeowner gains access to ownership that they otherwise may not be able to afford, and builds equity that they take at sale. The difference is that instead of the home escalating in price out of reach of a new moderate-income buyer, the CLT, because it owns the land (which is taken of the purchase price), and the home increases at a more stable rate, remains permanently affordable to future moderate-income home buyers.

Since the 1970s, CLTs have developed over 200,000 units of owner-occupied housing. Given the pricing of older units in the CRA, and the need to stabilize ownership, the CLT model is a perfect fit in Naranja Lakes.

The CRA will solicit, from a national competition, a proven CLT partner to act as the CRA's preferred CLT developer. The CRA will provide seed capital funding for a Community Land Trust to develop and/or acquire 100 units of affordable housing over 2 years. Seed funding may be dedicated to one or multiple CLTs. The CLTs will target their activities on neighborhoods specified by the CRA.

### Support the County Rental Assistance Demonstration Program

Public housing across the US has been faced with increasing costs for rehabilitation, maintenance and development, and at the same time, shrinking Federal and State funding to maintain, develop, and operate traditional public housing projects. The US Department of Housing and Urban Development (HUD) developed the **Rental Assistance Demonstration Program** (RAD) to allow local Public Housing Authorities (PHA) to shift the ownership and operation of Public Housing developments to third-party owners and operators.

The shift from public oversight to third-party ownership and management (private or non-profit) is one of the most dramatic and consequential reform efforts in the seven-decade history of public housing in the United States. For years public housing has been in crisis nationwide, as the general disrepair of decades-old buildings accelerates faster than the government can address it.

The RAD program allows local public housing agencies to sell or transfer housing developments to for-profit or non-profit third-party owners. The new owners then finance improvements and maintain the housing for families in need. Critically, in order for new owners to make a profit, typically new ownership has the option of increasing the density of the existing development, adding both more below-market and **market-rate** units to the community. **The RAD program is designed to re-structure old public housing into mixed-use, mixed-income communities.**

Benefits of the program include better quality housing stock; improved living conditions and health outcomes for residents; removal of the stigma of public housing through more attractive architectural designs; reduced resident utility expenses through increased energy efficiency; expanded housing options; additional job opportunities for tenants and other area residents, **reduced crime rates** and reduced transportation costs.

The need for the County to explore alternatives is severe. Miami has become one of the most unaffordable housing markets in the country. ***Miami-Dade County's Public Housing and Community Development (PHCD) Division oversees approximately 9,000 public housing units and plans to convert 6,426 units of County Public housing to third-party ownership and operation as quickly as it can.***

The RAD Program could affect the entire stock of public housing in the CRA, converting them to mixed-income, mixed-use neighborhoods. Given dwelling unit density bonuses in the County's program application, it could also provide as many as 2,500 new affordable housing units in the CRA. Given the large impact RAD could have on the CRA, the CRA will:

- Fully support Miami-Dade's RAD program application; and
- Move as quickly as possible to prioritize RAD conversion of the CRA's public housing stock at the top of the County's program timetable.

### Develop Program Preferences for Applicants with a Home-Based Business

Starting and running a business from home plays an important role in the US economy, and an even more important role in the County and CRA's economic growth. The CRA will give additional preference in all of its housing programs to applicants who operate, or plan to operate, a business (including sole proprietorship) from their home. Improvements as part of the grant can be shaped to support home-based small business activity, including converting extra bedrooms, internet connectivity, additional phone wiring, etc.

## Transportation and Infrastructure

### Invest in an Ultra-High-Speed Internet Backbone

Investing in an "ultra-high-speed Internet backbone" would also be an important, and critical business infrastructure investment. Affordable, widely used Gigabit and higher speed internet service has been slow to emerge in Miami-Dade. Supporting, subsidizing, investing in, or partnering to provide this backbone would provide an immediate small business development and growth incentive allowing access to super high-speed internet at costs they can afford. It would also support the growth of numerous tech sector industries, most notably strong local clusters including professional services, telecommunications, live data services, software development, and agriculture. The CRA will solicit a service provider to develop high-speed

backbone in the CRA. A Marketing package including new data from the Competitive Assessment will help sell the viability of high-speed service in the CRA.

### Implement Active Workshifting Strategies

As noted in the Competitive Assessment, the CRA has grown rapidly, but with a severe lack of local employment within the CRA. The development of large new office complexes or other jobs-intensive development could take some time. However, capitalizing on the CRA's preponderance of commuting workers, growing telecommuting trends, and the popularity of co-working and alternative office space provide more immediate solutions to the CRA's growing transportation congestion problem. ***In fact, the CRA's ability to develop a network of local, alternative office space may be the CRA's most effective transportation strategy.***

The practice of moving workers out of a central office on a daily basis and either structuring telecommuting or moving satellite offices closer to where their employees actually live is known as ***workshifting***. Workshifting and telecommuting are a hybrid of workplace and office cost-reducing, land use and transportation strategies to quantifiably reduce the number of commuter trips workers need to make for work each week.

Co-working, shared, home office, and off-site office space are playing a rapidly growing role in the future of the workplace. Workshifting is gaining ground across many US cities, particularly in South Florida, as a way to reduce commute times, take commuters off the road, reduce traffic volume and increase worker productivity by reducing or eliminating travel times. Telecommuting has the potential to save employers \$10,000 per employee per year due to increased productivity, reduced real estate and facility costs, and reduced turnover. Other benefits include reduced driving cost and time savings for employees, energy savings, reduced congestion and environmental benefits. Flexible work arrangements are also essential to attract and retain the new generation of labor force.

Given the high percentage of residents who commute in and out of the CRA, supporting workshifting or adopting formal workshifting incentive programs could have high appeal. A workshifting program is a combination of strategies, some already listed above, but would include the following:

- Develop a targeted marketing program to large nearby employers about the benefits of workshifting to the CRA, focusing on occupations and industries making the most use of telecommuting, home work, and home business formation;
- Revise local zoning through density bonuses or parking relief to incentivize the development of small office and co-working spaces;



- Develop financial grants or incentives for the development of co-working space;
- Revise zoning – parking and density bonuses — to incentivize live-work housing units and live-work communities in the CRA; and
- Develop a small business ultra-high-speed internet connectivity grant program.

### Targeted Streetscape and Placemaking

In addition to marketing, strategic investments in streetscapes, sometimes called *placemaking*, provides needed improvements to residential and/or commercial areas, and can go a long way in building a unique identity for the CRA and its communities, as well as raise its visibility, and improve property values. The CRA will implement the following:

- Engage an outside consultant to develop a uniform streetscape, landscape, lighting, and signage program that captures, communicates and expresses a new image and message regarding the Naranja Lakes CRA;
- The streetscape and signage program will be vetted and tested using input from the residents of the CRA, using a robust citizen engagement program;
- The CRA will take the results of the streetscape design and engagement program to create a design standards handbook, which will then be used in all future CRA programs to develop a more consistent and unique identity for the CRA as physical investments are made in public and private properties; and
- As the first phase of its long-term streetscape program, the CRA will invest in strategically located streetscape improvements at 3 key intersections along US-1: 1) at the northern gateway/terminus to the CRA on US-1, at 232<sup>nd</sup> Street; 2) at the southern entrance to the CRA on US-1 at 296<sup>th</sup> Street; and 3) at the mid-point to the CRA, at the commercial intersection of US-1 and 264<sup>th</sup> Street.

Additional key intersections can be improved in later stages. Funding will come from the CRA, and additional grant sources. The CRA will immediately submit grant applications for the **FDOT Landscape & Streetscape Grant for Streetscape Improvements Program**, the U.S. Department of Transportation’s **Transportation Investment Generating Economic Recovery (TIGER)** discretionary grant program, the **FDOT County Incentive Grant Program (CIGP)**, the **FDOT Transportation Regional Incentive Program (TRIP)**, and the Federal **Livable Communities and Sustainable Development** program. Each program provides large-scale (multi-million dollar) transportation, roadway, and streetscape funding.

### Coordinate Other Infrastructure Investment with CRA Housing Programs in Target Neighborhoods

The CRA’s housing programs should be seen as a “seed” investments in priority need neighborhoods. The CRA will actively seek to target and coordinate other infrastructure investments planned and made by other agencies (County, State, Federal, etc.) including road, water, sewer, lighting, sidewalks, and high-speed internet service **in the CRA’s Target and priority neighborhoods.**

## Safety and Security

### Continue the Miami-Dade Community Policing Program

The CRA has partnered with the Miami-Dade Police Department to successfully apply targeted community policing techniques in its highest-crime neighborhoods. The CRA will continue the program, in which a small group of officers concentrate both enforcement and community engagement programs in the CRA community policing target neighborhoods.

### Implement a Targeted Safety & Security Technology Program

Further, permanent reduction in crime in the CRA will depend on raising incomes, providing a broader array of housing choice, providing greater job opportunities for local residents, and continuing to restructure the County’s assisted housing system.

The CRA does not have the funds to support adding the number of officers required to the existing Community Policing program to significantly reduce crime in its high-priority crime locations. Achieving further, significant crime reduction within the CRA’s budget limitations will require extending the capabilities of the County Police in the CRA through new technology.

The cost of live-monitored and intelligent camera surveillance continues to drop rapidly. The CRA will develop two programs to implement new crime prevention technology, in partnership with the County Police Department. They are:

- Direct investment in intelligent security cameras, license-plate readers, and monitoring services at the direction of the County Police within the CRA high-crime areas. The CRA will require a dedicated annual budget and develop and implementation with the County Police; and

- A small business and resident security grant program, under which the CRA will fund the initial installation and first year monitoring of security camera systems for local high-need businesses under a competitive annual application program.

## Tourism Development

### Implement an Agro-Tourism Hospitality Program

The CRA has a history of successful markets, specialty restaurants and food attractions serving and promoting the Market Area’s extensive Agricultural Sectors. Growing on, and expanding on this history could have numerous benefits in terms of local hiring, new development, increasing tourism spending in the CRA, expanding new sale markets for local growers, and marketing the CRA.

The CRA will support new development in its hospitality and tourism sector, focusing on new meeting spaces, small resorts, bed and breakfast development, themed destination and meeting space development, and trade shows showcasing and selling area specialty agricultural products. Key program elements include:

- Pooling resources with local businesses to develop a joint marketing campaign promoting the CRA’s existing local food purveyors and hospitality providers; and
- Seeding a development incentive fund to promote new small-scale agricultural product centered hospitality, including resorts, meeting centers, and specialty food visitor experiences.

## Signature Development Project

The CRA’s large assembled properties represent significant opportunities to develop business, new jobs, and/or housing that raises incomes. Major, **signature development** projects developed on these properties also represent opportunities to capture new economic opportunity to expand the CRA’s range of local industry, provide training, education, and develop the area’s labor force. The CRA will launch a long-range development planning process to finalize development plans for three major development opportunities:

- Create and grow a **Signature Project** cash reserve that the CRA can use to invest in or partner with local developers to support a major mixed-use, mixed income development project. The CRA’s Signature Project fund could be used for an equity investment, infrastructure, or low-interest loan;
- A master plan for the Miami-Dade County Library Property, approximately 35 acres adjacent to the Naranja Lakes Library on SW 280<sup>th</sup> Street;
- A master plan for the development of a 10 to 20-acre Agricultural Technology And Green Energy Research And Development Park, aimed at developing new growing technology (indoor, container, and vertical), incubating new agricultural entrepreneurs, and providing technology transfer and training services for local farmers; and

## Resource Development

### Leverage CRA Funding with Additional Match Funds

The CRA will seek out other institutions, agencies, and non-profits to match the CRA’s program funding and expand its financial resource base. Potential sources include:

- Community investment, community banking, and community foundations of major large banks;
- Holders of investment and development tax credits, including New Markets Tax credits;
- Affordable housing developers, investors, and grant funders;
- Universities and education and training providers seeking to expand education and training programs in South Miami-Dade; and
- Partnering with Community Investment Banks that are seeking quality investment projects such as the Florida Community Loan Fund.

# Proposed Budget & Timetable

The CRA’s currently adopted budget has annual revenues of \$2,053,336. After administrative and annual operating expenses of \$849,121, the CRA has \$1,204,215 of annual program funding. The CRA has an additional unspent cash reserve of \$2,544,484.

Building a complete in-house staff to implement all of the strategies and programs contained in the Action Plan would be beyond the CRA’s funding. Given the CRA’s needs versus its resources, the best roles for the CRA to implement the Action plan are to:

- Leverage its funding by partnering with institutions, and obtaining grants and additional funds to expand its resources;
- Partner with expert service providers to deliver and monitor programs; and
- Develop, coordinate and drive policy.

This proposed budget and timetable maps out estimated CRA program costs for each Action Item, using partnerships and funding leverage to implement programs and policies. It is hoped that funding can be raised to increase the scope of the CRA’s programs.

This budget: 1) makes best use of existing CRA resources, 2) targets high priority needs, and 3) protects the CRA’s cash reserve for a future potential investment in a signature or major program initiative.

Naranja Lakes CRA Work Program	Start	End
<b>Marketing and Brand Identity Development</b>		
Brand Identity Development and CRA Community Logo	2019 Q3	2019 Q4
Develop a Companion CRA Web Site	2019 Q4	2019 Q4
Direct Marketing and Presentations	2019 Q4	Ongoing
<b>Business Development &amp; Job Creation</b>		
Adopt a Target Industries Policy	2019 Q3	2019 Q3
Aggressively Expand Local Networking and B-2-B Programs	2020 Q1	Ongoing
Drive New Business Creation Through Business Accelerators	2020 Q2	2021 Q2
Implement a Buy Local Program with Major Area Large Businesses	2019 Q4	Ongoing
Implement a Small Business Technology Innovation Grant Program	2019 Q4	Ongoing
Implement a Legacy Business Acquisition Program	2020 Q1	Ongoing
<b>Labor Force Development &amp; Training</b>		
Link Residents with New Employment Opportunities & Job Training	2019 Q4	Ongoing
Leverage Hospital and Medical Cluster Hiring to Benefit Local Workers	2019 Q4	Ongoing
Implement a Children’s Savings Account Program	2020 Q2	Ongoing
<b>Housing</b>		
Expand the Rebuilding Together Housing Improvement Program	2019 Q4	Ongoing
Implement a First-Time Home Buyer Program	2020 Q4	Ongoing
Partner with a Community Land Trust to Develop Permanently Affordable Housing	2020 Q4	Ongoing
Support the County Rental Assistance Demonstration Program	2019 Q3	Ongoing
Develop Program Preferences for Applicants with a Home-Based Business	2020 Q4	Ongoing
<b>Transportation and Infrastructure</b>		
Invest in an Ultra-High-Speed Internet Backbone	2020 Q1	Ongoing
Implement Active Workshifting Strategies	2020 Q1	Ongoing
Targeted Streetscape and Placemaking	2019 Q3	2020 Q4
Coordinate Infrastructure Investment with CRA Programs in Target Neighborhoods	2019 Q3	Ongoing
<b>Safety and Security</b>		
Continue the Miami-Dade Community Policing Program	2019 Q2	Ongoing
Implement a Targeted Safety & Security Technology Program	2020 Q1	Ongoing
<b>Tourism Development</b>		
Implement an Agro-Tourism Hospitality Program	2020 Q1	Ongoing
<b>Long-Term Major Development Project Planning</b>		
Complete two Major Development plans for the Library property and and R&D Park	2020 Q4	2021 Q4
<b>Resource Development</b>		
Leverage CRA Funding with Additional Match Funds	2019 Q4	Ongoing

Naranja Lakes CRA Work Program Proposed Budget	2018-2019 (New Spending)	2019-2020	2020-2021	2021-2022	2022-2023
<b>Marketing and Brand Identity Development</b>					
Brand Identity Development and CRA Community Logo	25,000				
Develop a Companion CRA Web Site	15,000				
Direct Marketing and Presentations	5,000	5,000	5,000	5,000	5,000
<b>Business Development &amp; Job Creation</b>					
Adopt a Target Industries Policy					
Aggressively Expand Local Networking and B-2-B Programs		10,000			
Drive New Business Creation Through Business Accelerators		75,000	75,000	75,000	
Implement a Buy Local Program with Major Area Large Businesses					
Implement a Small Business Technology Innovation Grant Program	100,000	100,000	100,000	100,000	100,000
<b>Implement a Legacy Business Acquisition Program</b>		20,000			
<b>Labor Force Development &amp; Training</b>					
Link Residents with New Employment Opportunities & Job Training					
Leverage Hospital and Medical Cluster Hiring to Benefit Local Workers					
Implement a Children’s Savings Account Program		50,000	50,000	50,000	50,000
<b>Housing</b>					
Expand the Rebuilding Together Housing Improvement Program		175,000	200,000	200,000	200,000
Implement a First-Time Home Buyer Program		125,000	150,000	200,000	200,000
Partner with a Community Land Trust to Develop Permanently Affordable Housing		125,000	150,000	150,000	150,000
Support the County Rental Assistance Demonstration Program					
Develop Program Preferences for Applicants with a Home-Based Business					
<b>Transportation and Infrastructure</b>					
Invest in an Ultra-High-Speed Internet Backbone		25,000			
Implement Active Workshifting Strategies					
Targeted Streetscape and Placemaking		125,000	150,000	150,000	150,000
Coordinate Infrastructure Investment with CRA Programs in Target Neighborhoods					
<b>Safety and Security</b>					
Continue the Miami-Dade Community Policing Program		400,000	400,000	400,000	400,000
Implement a Targeted Safety & Security Technology Program		125,000	125,000	125,000	125,000
<b>Tourism Development</b>					
Implement an Agro-Tourism Hospitality Program		100,000	100,000	100,000	100,000
<b>Long-Term Major Development Project Planning</b>					
Complete two Major Development plans for the Library property and and R&D Park			50,000		
<b>Resource Development</b>					
Leverage CRA Funding with Additional Match Funds					
<b>TOTAL</b>	<b>145,000</b>	<b>1,460,000</b>	<b>1,555,000</b>	<b>1,555,000</b>	<b>1,480,000</b>

