



Allapattah's 17th Avenue:

*An Equitable Development Action Plan
for Thriving Commercial Districts*

Miami, Florida

Developed in partnership with



Mission

SFCDC's mission is to expand the capacity of the community development field to develop affordable housing and economic opportunities for low and moderate income individuals while promoting collaborative, inclusive policy and practice to invest in people, neighborhoods and social capital throughout Miami-Dade County.

Allapattah's 17th Avenue:

An Equitable Development Action Plan for Thriving Commercial Districts

Miami, Florida

Table of Contents

01 Introduction	4
02 Planning Process	6
03 About the Neighborhood	8
04 Challenges & Opportunities For Small Businesses	18
05 Vision for the Neighborhood	20
06 Action Plan Goals, Strategies & Actions	22
07 Enabling Environment	26
08 Conclusion	32
Appendix	34

01 | Introduction

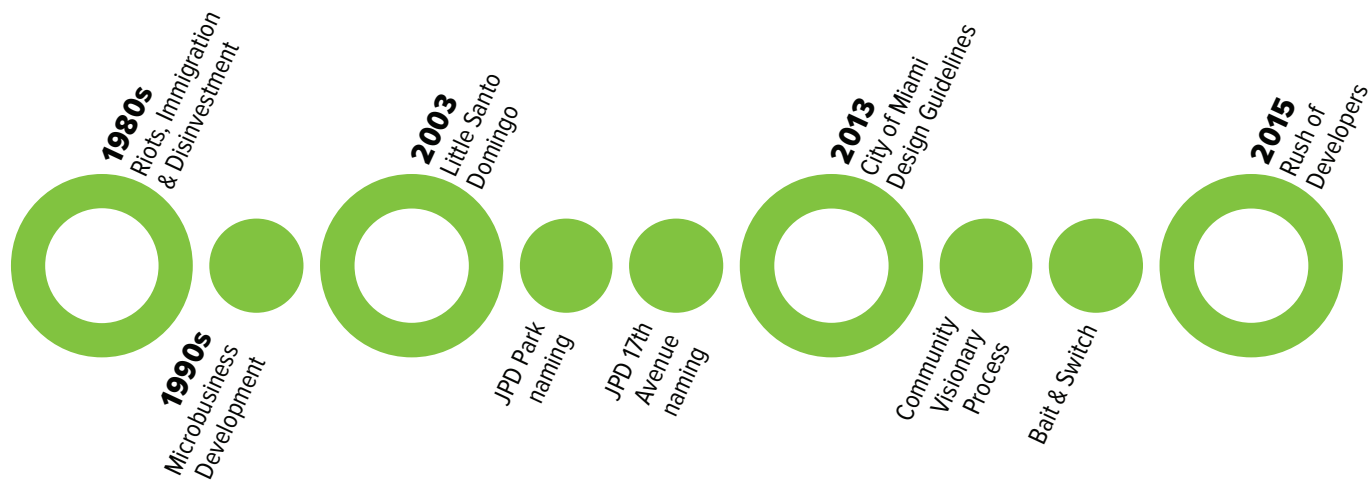
The goal of this project is to create an Equitable Development Action Plan (EDAP) focused on retaining and growing small businesses at risk of displacement in Miami, FL. The study focuses on a target area defined by NW 17th Avenue between 20th and 36th Street in the Allapattah neighborhood.

The overall vision is to develop a plan that provides a pathway to equitable development without displacement and emphasizes policies and programs that benefit existing small businesses within the neighborhood. To achieve this, the project has gathered data on the target area's small businesses and other stakeholders to develop a shared vision and identify key opportunities/strategies to reach the goal.

This plan complements and supports various initiatives occurring in Miami that are focused on making the city a more equitable place to live, work, and play.

Ultimately, the combined effort will ensure Miami's cultural neighborhoods are preserved and thrive with inclusive, equitable, and sustainable community development policies and practices that promote wealth building and upward mobility for its residents.

Area Background



The recommendations in this equitable development action plan stem from various community conversations, surveys, data analysis, meetings with community partners, as well as monthly meetings with the 17th Avenue Steering Committee.


02 | Planning Process

The Steering Committee is composed of local business owners, residents, service providers, and local experts.

The nine-member Steering Committee met to review demographic and community trends data, identify problems, and brainstorm solutions. In these gatherings, steering committee members also identified programs, policies, and process optimization that would ameliorate the current community pressures that lead to social inequities including gentrification and displacement of residents and small businesses.

The Steering Committee curated a Small Business Survey and a Community Survey to further understand the community's challenges, needs, and opportunities. Outcomes of the survey, interviews, and online research are included in Section 4 of the appendix of this report. The surveys included a detailed confidentiality clause explaining to respondents how data will be used and protected. Also, a spreadsheet of all the businesses in the target area was created to maintain updated information and analyze pertinent data.

In addition to the survey, the planning process engaged community members through community meetings and gatherings, as well as conversations with small business owners. We also gathered insights from long-time practitioners and community organizations who proposed pathways to achieve community goals in the short and long-term.



As we collected data from the City of Miami, Miami-Dade County records, and private entities such as Co-Star, we noticed that information was not updated with the frequency necessary to be proactive in assisting businesses in the target corridor. Basic information such as the correct name of business, the name of the business owner, or type of industry was out-of-date. For example, a business established in 2015 was not on the list and businesses that were displaced in 2016 were still listed. It was surprising that the data was not updated nor available from local government entities since all businesses are

required to file yearly business receipts as well as obtain occupational licenses among other requirements. Because of the inaccuracy of these records, we decided to conduct a physical survey of each business and community asset on 17th Avenue between 20th Street to 36th Street. The physical survey assisted in identifying 18 business franchises/branches, 60 small businesses, and 20 non-targeted businesses (vacant spaces, vacant lots, non-profits, residential dwellings). Information was gleaned from active small businesses through the survey tool, interviews, and online research.





03 | About the Neighborhood

Location

Allapattah, one of Miami's oldest neighborhoods, is located northwest of Downtown Miami, west of Wynwood, and approximately five miles from Miami International Airport. It is a working-class neighborhood with a mixture of residential, commercial, and industrial uses.

Population

The area has gone through many transitions with regards to its population and prosperity. Until the 1950's, the neighborhood was primarily populated by non-Hispanic white individuals, but the construction of I-95 through Overtown led to the migration of black individuals to the area. It would later become home to an influx of Cuban immigrants following the Cuban Revolution in 1959 and then an influx of Dominicans in the 1980's and 1990's. Allapattah is now considered a melting pot of residents from the Caribbean and Latin America. The settlement of the Dominican community in Miami, FL and its

contribution to the area led the City of Miami in 2003 to name a portion of Allapattah "Little Santo Domingo" to pay homage to the settlement and contribution of the Dominican community in the City of Miami. Furthermore, the collaboration with local officials and community partners allowed for the City of Miami to name the neighborhood park and main thoroughfare after the Dominican hero Juan Pablo Duarte.

Income

According to the Urban Institute's 2016 State of Low and Middle-Income Housing in Miami-Dade, the neighborhood is over 80% Hispanic, 8 in 10 households are low to middle-income, and the median income in 2015 was \$22,995. The median income slightly decreased in 2017 to \$22,914 (ACS 2013-2017 5-Year Estimates). The City of Miami Consolidated Plan 2014-2019 designated Allapattah as one of the Neighborhood Development Zones (NDZ), which are "distressed neighborhoods that are in most need of assistance."

Housing

According to the University of Miami MAP tool, the neighborhood has several affordable housing developments and a higher share of below-average rent relative to the rest of the City. These housing units have been referred to as Naturally Occurring Affordable Housing (NOAH), and some are in substandard condition. The housing stock in Allapattah is changing dramatically due to newly found interest and investment in the area. Most housing units were built before the 1970's, and many of these structures are being demolished or flipped by investors. Between 2000 and 2015, Allapattah saw

its share of single-unit dwellings decreased from 43 percent to 31 percent (Urban Institute, 2016). This has caused increased rent prices and displaced residents since over 80% of Allapattah's residents are renters (Urban Institute, 2016). Since 2000, the area has seen increases in home values and rents that have outpaced income growth (see following page). The Urban Institute report also indicates that Allapattah is on the verge of tremendous change and gentrification due to its proximity to Downtown, Edgewater, and Wynwood — areas that have seen rapid change and growth. Artists facing increasing prices in Wynwood have relocated their galleries to Allapattah.

52,218

Total
Population

80%

Latino
Population

18%

Black or African
American Population

17,790

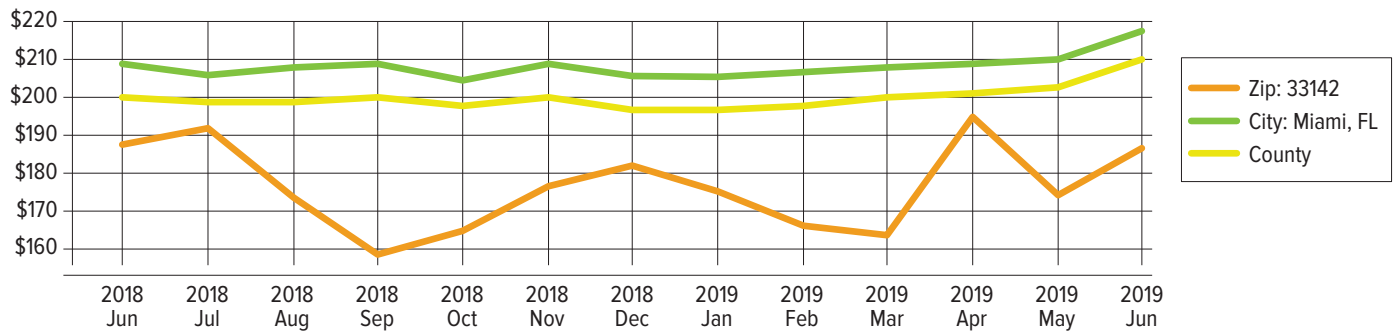
Total
Households

\$22,914

Average Median
Income

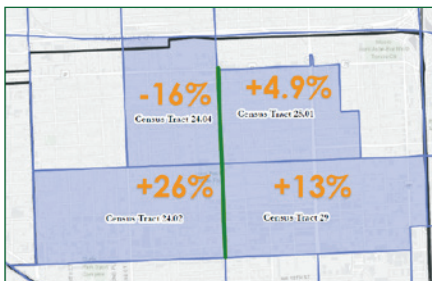
Source: ACS 2013-2017 5-Year Estimates

Median Price per Square Foot - MLS

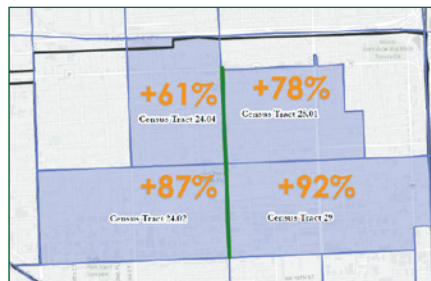


The median price per square foot for sold homes based on MLS sales. An increase in the median price per square foot — particularly if the median size of sold homes has not also increased — indicates that buyers are willing to pay more for the similarly sized homes. When the median price per square foot decreases, property values may be generally decreasing, or less costly homes are selling more briskly than higher valued ones.

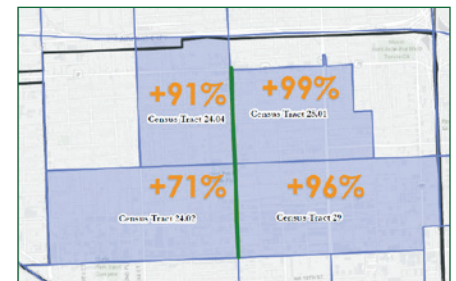
Median Household Income Change 2000-2016



Median Home Rent Change 2000-2016



Median Home Value Change 2000-2016



Source: PolicyMap

Housing Units

	1 Mile		3 Miles		5 Miles	
2019 Housing Units	13,698		155,111		271,042	
2019 Vacant Housing Units	1,394	10.2%	19,609	12.6%	31,258	11.5%
2019 Occupied Housing Units	12,304	89.8%	135,503	87.4%	239,784	88.5%
2019 Owner Occupied Housing Units	1,773	12.9%	39,258	25.3%	77,245	28.5%
2019 Renter Occupied Housing Units	10,531	76.9%	96,245	62.0%	162,539	60.0%

Source: CBRE, Esri Page 9 ProjectID:461949

Industry

Allapattah is home to the Civic Center, which includes the Health District, the civil court and many city, municipal, state and federal offices. According to the City of Miami Consolidated Plan, the Health District is composed of primarily hospitals, medical

centers, biotechnology industries, research institutions and testing laboratories. Allapattah is also known for its produce market in the Allapattah Produce District, the textile industries along 20th Street, and the trade of imports/exports along the Miami River. Major commercial corridors such as 17th Ave and 36th Street have dozens of Dominican small

businesses, representative of the strong Dominican community heritage which was caused by various demographic shifts and immigration.

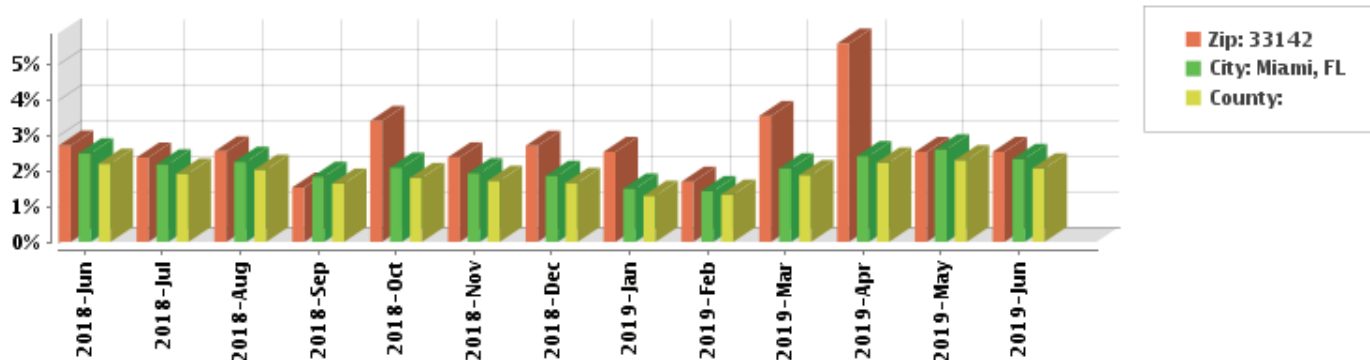
Many of the Dominican businesses are located along the 17th Avenue corridor. The main types of business on the 17th Avenue corridor are restaurants, hair shops, and auto repair/maintenance shops. The majority of the business owners interviewed were Latino men in their 40's and 50's. The businesses interviewed in the target corridor represent a myriad of industries that exemplify the economic strength and the diversity of the corridor's portfolio. Business revenues are spread from a gamut of under \$50,000 to over 1 million dollars, with most businesses interviewed being evenly split in the \$100,000 to \$500,000 range (34%) and those making under \$100,000 (34%). Most businesses on the target corridor are family-run micro businesses (5 employees or less), and many are already struggling with increasing rents.

Development

The neighborhood is currently on the verge of major change, evidenced by an increasing uptick in real

estate investment. The Urban Institute's report indicated that "without prioritization from County or City leadership, Allapattah may be at risk of losing its Dominican community heritage, multigenerational LMI families, and affordable housing." The Produce Market, which provides produce to many of the neighborhood's bodegas, was sold in 2016 to the developer who owns a landmark building located at 1111 Lincoln Road in Miami Beach. Plans were kept quiet, until a local real estate newspaper named *The Real Deal* revealed that a "massive mixed-used plan" designed by a world-famous design firm was being proposed. Several significant re-developments about the neighborhood and there is growing demand for real estate in the area fueled by sea level rise reports, investor speculation, and gentrification pressures in nearby neighborhoods such as Wynwood and Little Havana. The images on the previous page are a visual representation of the census tract changes. The images on the following pages are some of the major real estate transactions in the target area between 2015-2019. Furthermore, the rapid movement of the real estate market in the area is showcased by Allapattah's annual turnover rate surpassing the City of Miami and Miami Dade County's turnover rate.

Annual Turnover Rate - MLS



The annualized turnover rate indicates the percentage of all homes within the locale that sold via the MLS. Comparing the annualized turnover rate between locations provides an indication of each area's relative stability or volatility.

(1) Powered by RealEstate Business Intelligence. Information is deemed reliable but not guaranteed. Copyright © 2014 RealEstate Business Intelligence. All rights reserved.

Major Real Estate Transactions

2015-2016



Michael Simkins buys redeveloped Allapattah building for \$3.6M

March 16, 2016 12:45PM By Katherine Kallergis

Michael Simkins just bought a redeveloped 1930s building in Miami's Allapattah neighborhood for \$3.58 million, records show. The seller was developer Alex Karakhanian. ...



Rubell family buys Allapattah warehouse for \$8.4M

March 10, 2016 12:00PM By Katherine Kallergis

A company tied to the Rubell family has purchased a warehouse west of Wynwood in Miami's Allapattah neighborhood. ...



Affordable housing in Allapattah closes on \$42M in financing

November 13, 2015 02:15PM By Katherine Kallergis

The Richman Group closed on \$42 million in financing for Allapattah Trace Apartments, a planned affordable housing project in the city of Miami. The...



Miami Beach developer pays \$16M for Allapattah warehouses

September 12, 2016 11:20AM By Katherine Kallergis

Miami Beach developer Robert Wennett closed on the purchase of the Miami Produce Center in Allapattah, marking another sign of the new commercial investment...



Allapattah auto repair site, slated for a boutique, sells for \$1.4M

July 27, 2016 12:00PM By Katherine Kallergis

The new owner of a former auto repair facility in Allapattah plans to repurpose the property into an Indian clothing boutique. The Two J's sold...



Commercial development in Allapattah is emerging from Wynwood's shadow

July 15, 2016 04:30PM By Francisco Alvarado

When McKenzie Construction executives needed to find a new home for the boutique firm, their search ended in Allapattah, where the company gutted, designed...

2016-2017



Allapattah — emerging neighborhood: ULI event

March 03, 2017 04:15PM By James Teeple

UPDATED March 3, 9:50 p.m.: The alligators are long gone from Allapattah, but you can still see some of the statuesque Royal Palm trees...



California firm buys Section 8 apartments in Allapattah for \$25M

February 14, 2017 02:15PM By Katherine Kallergis

Cordova, Tennessee-based Global Ministries Foundation sold the Civic Towers in Miami's Allapattah neighborhood for \$25 million. ...



Rubell Family Collection to move from Wynwood to Allapattah

November 28, 2016 05:15PM By Katherine Kallergis

Updated, 6:40 p.m., Nov. 28: The Rubell Family Collection will move from Wynwood to Allapattah as investors continue to target the industrial neighborhood. ...



Rosinella restaurateur lists Allapattah development site for \$21M

August 10, 2017 05:10PM By Katherine Kallergis

UPDATED, Aug. 11, 1:10 p.m.: The owner of a popular Miami Beach restaurant is looking to sell a development site in Allapattah for \$21...



The next Wynwood? Allapattah is Miami's new hot 'hood

July 05, 2017 09:45AM By James Teeple

From the June issue: Lyle Stern had his "aha" moment on a quiet Saturday afternoon last year when he visited Miami's Allapattah neighborhood with...



Allapattah assemblage sells for \$3.1M

April 11, 2017 05:15PM By Ina Cordle

An assemblage of four parcels just sold for \$3.1 million in Allapattah, as investors continue to target the gritty Miami neighborhood west of Wynwood...

2018



Developers propose mixed-use projects in Allapattah, Edgewater and Overtown

October 15, 2018 06:00PM By Katherine Kallergis

Developer Robert Wennett, Mill Creek Residential, and Estate Investments Group are taking their projects to the city of Miami's Urban Development Review Board on...



Construction starts on 7-story self-storage building in Allapattah

September 30, 2018 10:00AM

UPDATED, 9 a.m., Oct. 1: Fort Lauderdale-based commercial real estate firm got a \$9.8 million loan and started construction of seven-story self-storage building in Miami's...



Moisha Mana expands Allapattah portfolio

August 22, 2018 12:30PM By Katherine Kallergis

UPDATED Aug. 22, 4:45 p.m.: Moisha Mana is expanding his holdings in Allapattah. The Wynwood and downtown Miami investor paid \$5 million for a...



Lissette Calderon plans apartments in Allapattah

November 28, 2018 05:30PM By Ina Cordle

On the heels of renovating a rental tower on the Miami River, developer Lissette Calderon is now planning to build an apartment building in...



Jorge Pérez nabs Allapattah property for artist housing

November 20, 2018 01:30PM By Katherine Kallergis

Miami's condo king just closed on a site in Allapattah where he's planning a mixed-use complex focused around art. The Related Group chairman and...



Sites near Wennett's proposed Allapattah development hit the market

October 16, 2018 06:00PM By Katherine Kallergis

Now that plans for Robert Wennett's mixed-use project in Allapattah have been unveiled, more investors are listing their nearby properties for sale. Wennett, who...



Bjarke Ingels teams up with 1111 Lincoln Road developer on Allapattah complex

August 03, 2018 06:00PM By Katherine Kallergis

The developer behind Miami's most famous parking garage is planning a massive mixed-use complex designed by Danish architect Bjarke Ingels in Miami's Allapattah neighborhood...



Apartment investor pays \$3.02M for Miami site zoned for 150 units

July 15, 2018 12:33PM


An affiliate of rental housing investor CFH Group paid \$3.02 million for a Miami site zoned for as many as 150 residential units near...




Jackson Memorial Hospital files building permit for \$174M rehab center

April 26, 2018 03:30PM By Katherine Kallergis


Jackson Memorial Hospital is moving forward with its plans to build a \$174 million paralysis rehabilitation hospital on its Miami Health District campus. Jackson...




Hedge funder bets on Allapattah with Opportunity Zone site purchase
July 29, 2019 03:48PM By Keith Larsen
 New York hedge funder Spencer Waxman paid \$7.7 million for the Bank of America Center in Miami's Allapattah neighborhood. Records show a company managed...




Make me an offer I can't refuse: city of Miami seeks proposals for Allapattah site
July 23, 2019 08:45AM By Katherine Kallergis
 The city of Miami is looking to develop an 18.75-acre site it owns in Allapattah, as investment and development in the neighborhood ramps up...




Lissette Calderon plans second apartment project in Allapattah
July 18, 2019 12:30PM By Francisco Alvarado
 Lissette Calderon is firmly planting her flag in Allapattah. The Miami Urban Design Review Board on Wednesday approved the developer's second planned apartment project...



Deco Capital Group plans mixed-use project in Allapattah
July 08, 2019 04:30PM By Katherine Kallergis
 UPDATED, July 8, 10:55 p.m.: Affiliates of Deco Capital Group completed an assemblage of land in Miami's Allapattah neighborhood, where the firm eventually plans...



Italian restaurateur sells Allapattah property to CenturyLink for \$19M
May 23, 2019 05:30PM By Katherine Kallergis
 Rosinella Italian Trattoria owner Tonino Doio sold a property in Allapattah to CenturyLink for \$18.75 million, The Real Deal has learned. Doio's Miami Avenue...



Investors launch leasing for Allapattah micro offices
March 11, 2019 04:30PM By Katherine Kallergis
 A Miami investment group is beginning leasing of a micro office development in Allapattah as the area heats up with new projects. Central Commercial...

Property Ownership

Despite the high-volume private transactions, the top property owners in the area are public entities and institutions such as: Miami Dade County, University of Miami, and the City of Miami. Seaboard Coastline Railroad Company counts with 1.7 miles of railroad tracks within Allapattah that extend from east to west along 22nd Street, remnants of the height of the industrial activity of the area. Although the largest landowners in the area are public entities, most of the available land and vacant properties are privately owned.

Property Owners with 20+ Parcels in Allapattah

#	True Owner	# of parcels	Total lot size aggregated
1	Miami-Dade County	134	6,260,254
2	University of Miami	29	1,382,885
3	Seaboard Coastline Railroad Company	27	3,000
4	City of Miami-Dept of P&D— Asset Management Division	22	4,025,987

Source: University of Miami Mapping Affordability Project

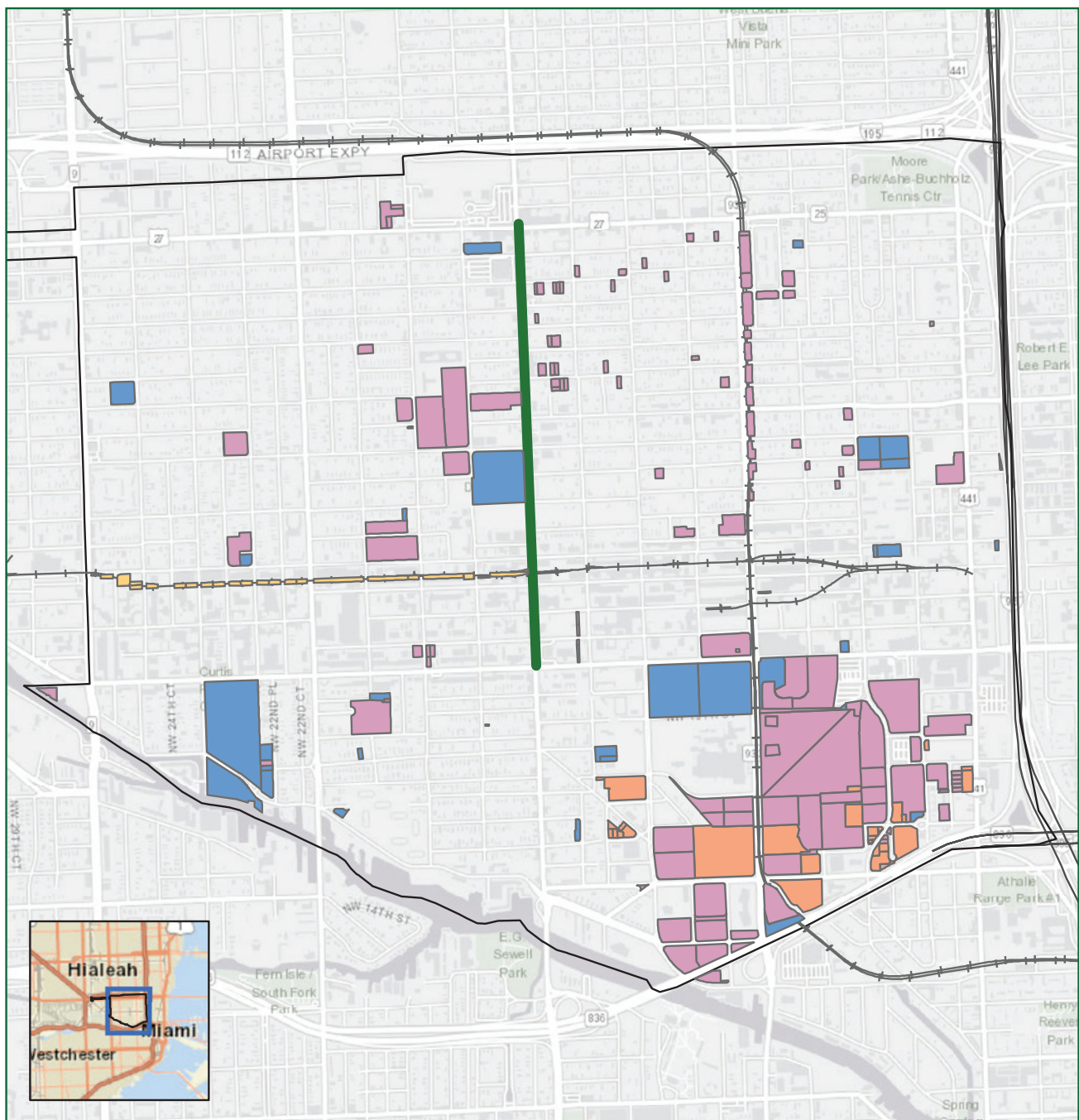
Allapattah Parcels by Land Use

Allapattah Land Use	# lots	Total lot size aggregated	% of total Allapattah square footage
ALL LOTS	6,179	72,656,671	100%
Residential	4,046	30,362,263	41.8%
Commercial	299	6,012,702	8.3%
Vacant	743	8,648,768	11.9%
Industrial/Manufacturing	193	3,367,862	4.6%
Government	117	10,356,155	14.3%
Institutional	48	2,876,266	4.0%
Health Care	11	1,419,980	2.0%
Office	66	996,671	1.4%
Other	N/A	N/A	11.9%

Source: University of Miami Mapping Affordability Project

Property Owners with 20+ Parcels in Allapattah

Miami, Florida



Date Created: 12/18/2019

Source: Miami-Dade County Open Data,
University of Miami Mapping Affordability
Project



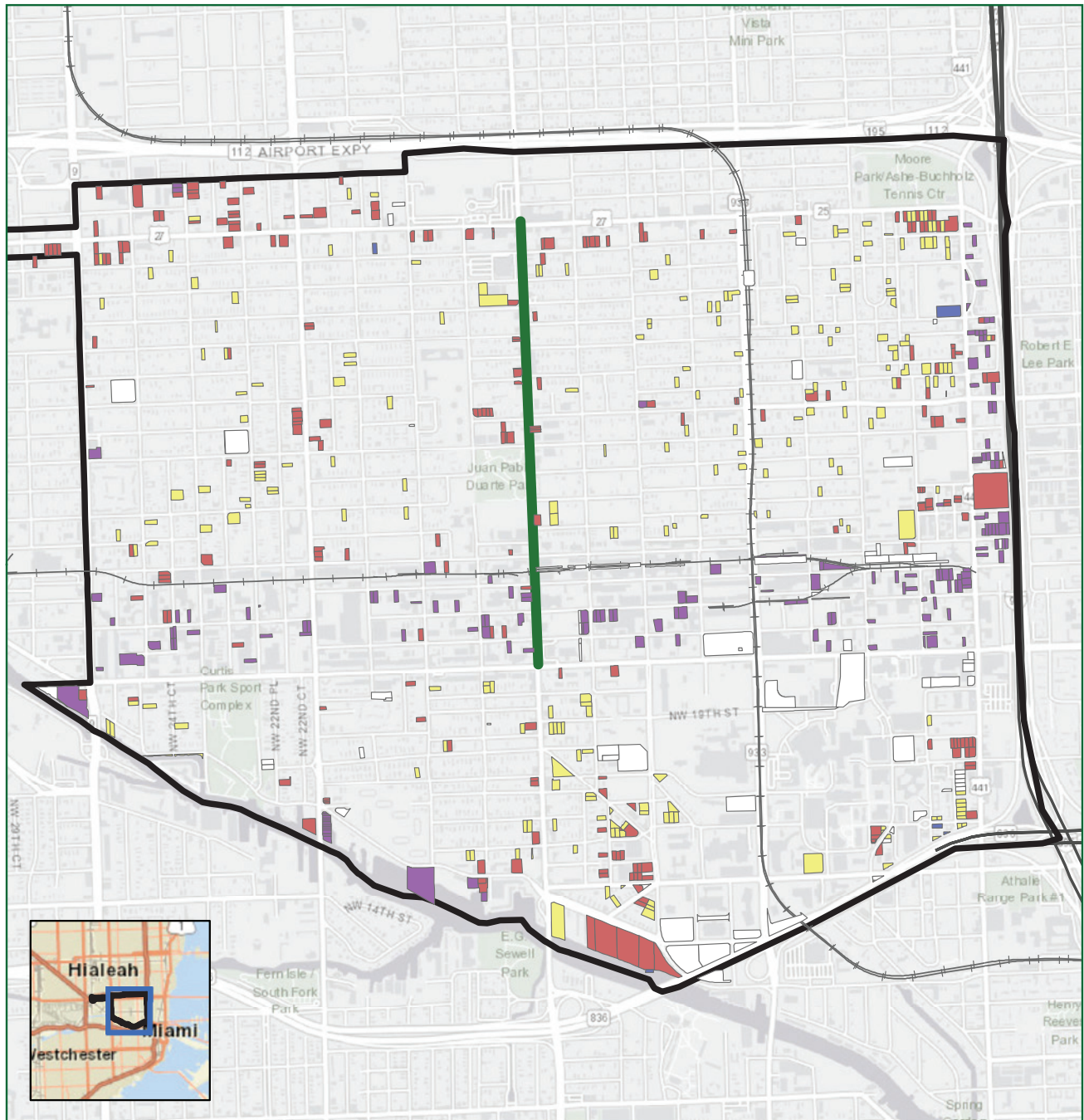
0 0.125 0.25
Miles

- Miami-Dade County
- University of Miami
- Seaboard Coastline Railroad Company

- City of Miami
- Allapattah Boundary
- 17th Avenue Commercial Corridor
- Rail

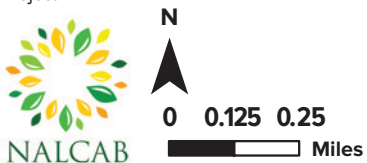
Vacancy by Type in Allapattah

Miami, Florida

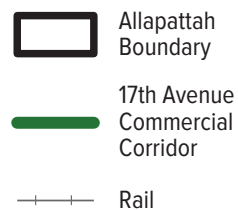
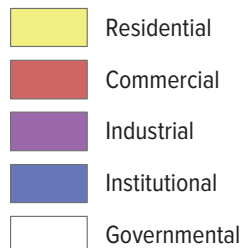


Date Created: 12/18/2019

Source: Miami-Dade County Open Data,
University of Miami Mapping Affordability
Project

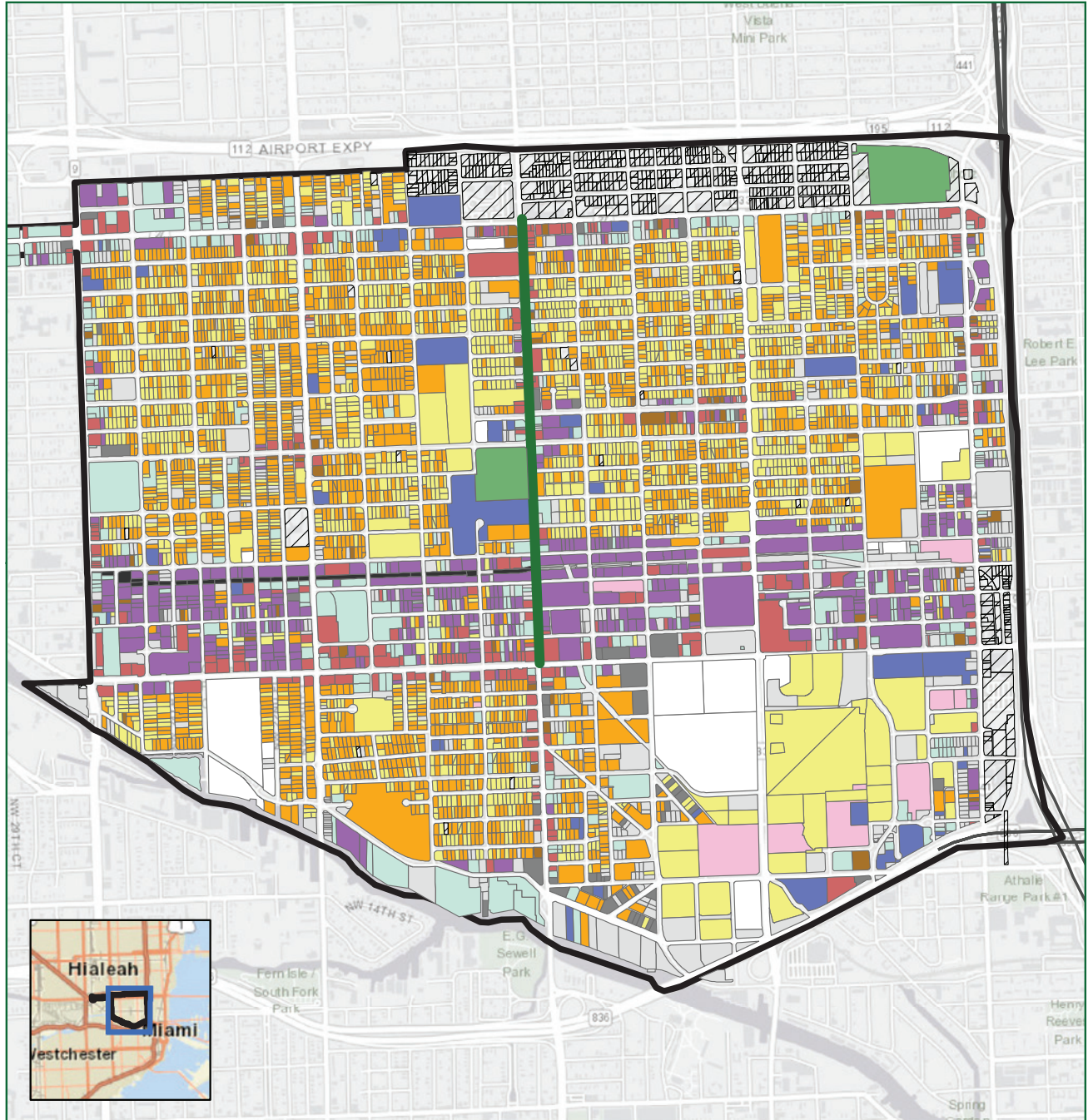


Type of Vacancy



Allapattah Parcels by Land Use

Miami, Florida



Date Created: 12/18/2019

Source: Miami-Dade County Open Data,
University of Miami Mapping Affordability
Project



0 0.125 0.25
Miles

- Single Family
- Multifamily
- Mixed Use
- Commercial
- Industrial
- Office
- Governmental

- Institutional
- Healthcare
- Other
- Vacant
- Railroad
- No data

- Allapattah Boundary
- Parks
- 17th Avenue Commercial Corridor

04 | Challenges & Opportunities For Small Businesses

Through small business surveys, research, and a community engagement process, the following challenges and opportunities for small businesses in the target corridor were identified. Additional information is detailed in Section 1A of the Appendix.

- Small business owners are being squeezed by rising rents. While a striking 40% of businesses interviewed own their storefront, 15% of businesses reported that their rent has increased by more than \$1000 per month over the last 5 years, with an average rent increase of \$600 across all renters. Many attributed the sharp rent increase to new ownership of the buildings by investors newly interested in the Allapattah area.
- Generally, businesses in Allapattah are struggling with the area's poor infrastructure, uninviting streetscapes and aesthetics, the high crime rate, and a negative reputation of an unsafe environment built over the years. Over 60% of business owners mentioned a lack of governmental involvement in keeping the commercial corridor clean and safe. Business owners agree that improving the quality of sidewalks and pedestrian areas may attract more customers and that simple actions such as keeping the streets clean, adding more trash cans, trimming trees, pressure cleaning sidewalks, providing services to the homeless on the commercial corridor, and promoting safe streets can make the area more inviting to new potential clients in order to boost business.
- The minimal business and financial training and the lack of access to financial resources has prevented many business owners from purchasing their storefront and scaling their business.
 - » One business owner had the opportunity to purchase his business in 2010 for \$300,000. He had \$100,000 available, but he did not have access to capital; therefore, he lost the opportunity to an investor who paid \$450,000 in 2010 and sold for \$750,000 in 2017. In 2019, the property was valued at over one million dollars. The business owner's monthly rent has increased from \$2,000 in 2017 to \$3,500 in 2018.
 - » Of the interviewed business owners, about 30% reported a credit score below 700 while 50% reported a credit score of over 700 and 20% did not share this information.



- » 70% of the businesses interviewed reported not receiving a business loan in the past 5 years. Most small business owners reported that they avoid loans because of unfavorable lending terms.
- Despite these pressures, Allapattah small business owners are resilient and eager to continue to improve their businesses. 73% of business owners interviewed are not interested in selling their business and 69% would like to participate in business development coaching programs. They are also interested in improving their business by investing in security, marketing, revenue growth, social media, visual aesthetics, and owning their storefront.
- Experts and long-time practitioners, such as Catalyst Miami and Legal Services of Greater Miami among others, shared opportunities and concerns regarding the relationship with large investments coming to the neighborhood, the effect of climate gentrification, the advent of Opportunity Zones, the availability of land, and the underlying effects of Miami's political climate.
- Miami-based non-profits such as Partners for Self-Employment, Prospera, and South Florida Community Land Trust, among others, have a genuine desire to help this community through their program offerings. Partnering with these organizations to assist businesses with capacity building, access to capital, and securing stability and opportunities for small businesses to own their storefront will help business owners attain a level of prosperity where they can do more for their brand, their employees, and the community.

70%

of the businesses interviewed
reported not receiving a business
loan in the past 5 years.

“Gentrification is not the inevitable result of economic development. Quite the opposite, it is the result of fundamentally unjust economic development policies, widespread public disinvestment in historically marginalized communities, and lack of protection for existing residents.”


05 | Vision for the Neighborhood

From San Francisco, CA to New York City, NY and from Seattle, WA to Miami FL, gentrification is erasing the essence of communities.

As noted in the “Development without Displacement” report produced by Causa Justa: Just Cause, a California based non-profit, “Gentrification is not the inevitable result of economic development. Quite the opposite, it is the result of fundamentally unjust economic development policies, widespread public disinvestment in historically marginalized communities, and lack of protection for existing residents.” The disproportionate influx of capital is displacing long-term residents and small business owners with rent increases and lack of viable opportunities to own their long-term residences or storefronts. This gradual displacement is eradicating Miami’s diverse and cultural neighborhoods. One of the main concerns is that community engagement and participation is inadequate in the redevelopment of vulnerable areas, which in turn will have a ripple effect beyond socio-economics, demographics, and opportunities available to long-term residents and small

businesses. By promoting equitable development best practices, the scales can balance so that everyone has a chance to thrive in the neighborhood where they have lived for decades and invested many years of capital and sweat equity.

Equitable development refers to a plan that takes all community stakeholders into consideration. It is an outcome-oriented community development process where everyone in the target neighborhood benefits from the goods, amenities, and concessions provided by an initiative — whether it is a lucrative investment, a social impact program, an ordinance, or a government administrative procedure. In order for vulnerable communities to thrive, equitable development needs to be at the heart of the community development process. Based on the feedback from the 17th Avenue EDAP Steering Committee, the community’s shared vision is to have a safe, inclusive,



engaged, and intergenerational, mixed-income neighborhood with spaces, opportunities, and resources where residents of all economic classes and backgrounds can live, learn, work, play and thrive.

A process aligned with this shared vision took place in 2014 when the University of Miami conducted community conversations, charrettes and architectural design workshops in the Little Santo Domingo section of Allapattah in order to creatively revamp the aesthetics of the area to align it with the Little Santo Domingo concept. The City of Miami had developed design guidelines for Little Santo Domingo in 2013

and included plans to develop this area as a cultural destination in the City of Miami Consolidated Plan created in 2015. In 2016, Florida State University's Community Real Estate Development program proposed an incubator focused on destination economic development in Little Santo Domingo aimed at leveraging the growth of historic and new businesses, enhancing the quality of life of residents and preserving the Dominican culture of the area. Developing a robust Dominican business district will further enhance the economic development, community engagement, commercial trade and touristic option for the City of Miami.

The community's shared vision is to have a safe, inclusive, engaged, and intergenerational mixed-income neighborhood with spaces, opportunities, and resources where residents of all economic classes and backgrounds can live, learn, work, play and thrive.

06 | Action Plan

Goals, Strategies & Actions

The best solution for vulnerable communities is to first stop the bleeding by implementing anti-displacement strategies.

We should not boost the area until the main problem has been addressed or else boosting the area will harm the residents by the further increase of rents and property values. After anti-displacement strategies are in effect (resident protections, community benefit agreements, inclusive community engagement processes, equitable development ordinances, community land trust acquisitions, protection of legacy businesses, retail co-op, etc.), business owners will have greater

confidence to expand their ventures, and then it would be sensible to boost the area by adding amenities and new businesses. Through technical assistance, key policy and wealth building strategies (defined as the acquisition of assets, savings, investments and capacity to manage opportunities and resources), businesses can become resilient, remain sustainable and intentionally build a strong legacy in the community for generations to come.





The Allapattah
Collaborative, CDC

Goal #1

Establish the infrastructure and
processes for implementing inclusive
equitable community development

Strategy 1: Create a place-based community development non-profit organization — The Allapattah Collaborative — that focuses on equitable development, wealth building, and policy advocacy to implement key initiatives. (6-12 months)

- **Action:** Set up and register 501c3 non-profit organization.
- **Action:** Execute organizational strategic plan and resource development plan to support work and long-term organizational sustainability.

Strategy 2: Educate community about equitable development and wealth building practices. (6-24 months)

- **Action:** Create communications platform focused on promoting equitable development and wealth building practices for communities of color.
- **Action:** Schedule series of small events and community activities that highlight equitable development and wealth building practice for homeowners and small businesses.

Strategy 3: Establish partnerships with key institutions to enhance wealth building and equitable community development. (12-24 months)

- **Action:** Engage and partner with hospitals, financial institutions and the real estate development community to support and enhance equitable community development and wealth building initiatives in the area, such as local small business contracting opportunities, favorable loan program to boost businesses, and community integration in new developments.

- **Action:** Work with industry experts, local government and partnering non-profits on equitable development plans and community benefits agreements policy that include benefits for small businesses and commercial corridors that are affected by displacement.

Goal #2

Prevent Displacement of Existing Small Businesses

Strategy 1: Provide key recommendations to City of Miami and Miami Dade County Consolidated Plans, focused on anti-displacement strategies for small businesses. (6-12 months)

- **Action:** Review Consolidated Plan's Annual Action Plans to provide recommendations that align with anti-displacement strategies for small businesses as part of the City and County's CDBG programs, ensuring funding for implementation is allocated.
- **Action:** Partner with the City of Miami and Miami Dade County Community Development departments to increase investment for small business service providers and increased capital for small businesses loan pool.

Strategy 2: Purchase commercial property through a community land trust to provide greater ownership opportunity for small business owners

along the commercial corridor and gain permanency of long-standing stakeholders. (12-24 months)

- **Action:** Secure partnership with South Florida Community Land Trust to acquire properties.
- **Action:** Secure funding to acquire properties for commercial community land trust initiative.
- **Action:** Educate small businesses on CLT model and prepare them for acquisition.

Strategy 3: Advocate for policies that provide government subsidies or tax relief for long-term leases, legacy business and small business preservation. (6-24 months)

- **Action:** Educate City of Miami commissioners on best practices and quantify the value of this proposed initiative.
- **Action:** Educate small businesses on the benefits of legacy business and small business preservation.
- **Action:** Meet with City of Miami staff and other experts to identify tax code sections and funding sources for small business relief and landlord incentives.

Strategy 4: Build resilience and sustainability of small businesses with financial capability, technical support, training and coaching. (6-18 months)

- **Action:** Establish partnerships with nonprofits offering technical assistance and access to capital to small businesses such as Prospera, Partners for Self-Employment, ACCION, Self-Help and The Miami Bayside Foundation among others.
- **Action:** Hold events in the corridor to bring partners' technical assistance directly to businesses.
- **Action:** Prepare 10 businesses to access capital for asset building and operational expansion.

- **Action:** Implement and track access to capital, technical assistance, coaching, training, and support provided to small businesses by partnering organizations.

Strategy 5: Conduct a feasibility study for the creation of a cultural business incubator to provide a location for displaced businesses within the commercial corridor. (18-36 months)

- **Action:** Secure funding and perform feasibility study.
- **Action:** Secure partnerships and funding sources to develop incubator.
- **Action:** Secure site control of development site to establish incubator.
- **Action:** Establish an “incubator without walls” as an interim step providing technical assistance and services to select businesses most in danger of displacement.

Goal #3

Boost Cultural Economic
Development with Commercial
District Revitalization Strategies

By boosting the richness of the Dominican culture in Allapattah, the area will revive with a myriad of cultural offerings — art, food, music, traditions, folklore — and increased foot traffic. This improvement will create new employment opportunities, improved infrastructure and broader the tax base.

Strategy 1: Develop a comprehensive commercial district revitalization strategy for the 17th Avenue corridor. (12-24 months)

- **Action:** Establish a 17th Avenue Main Street program.
- **Action:** Work with local officials and School of Architecture Master’s programs in local universities (University of Miami, Florida International University, etc.) to update the visioning process completed in 2014.
- **Action:** Work with the City of Miami staff to execute community comprehensive commercial district revitalization plan.

Strategy 2: Implement a community branding campaign for the 17th Avenue commercial corridor. (18-24 months)

- **Action:** Designate a Special District in the target commercial corridor to facilitate City of Miami logistics and permitting for events and outdoor community gatherings.
- **Action:** Create and implement a calendar of community events that bring the community together and boost business engagement.
- **Action:** Establish a community wide marquee event.

Strategy 3: Complete a business market study to recruit new businesses and expand existing businesses. (36-60 months)

- **Action:** Secure key location for anchor tenants to increase foot traffic in the area.
- **Action:** Identify and curate key business to join the target commercial corridor.

07 | Enabling Environment

Housing Initiatives

The City of Miami and Miami Dade County — with the collaboration of Miami Homes For All, a local non-profit organization focused on promoting community collaboration to prevent and end homelessness in South Florida — have embarked on several projects to study the affordable housing needs, as well as, expand the availability of affordable housing units in the area. Three main projects are leading this effort: **Connect Capital** (City of Miami), **Affordable Housing Preservation Plan** (Miami Dade County) and the **Florida International University (FIU) Housing Masterplan** commissioned by the City of Miami.

Connect Capital

Connect Capital is a two-year initiative led by the City of Miami in partnership with Miami Homes for All (MHFA) and a wide swath of community stakeholders from the development, banking, academic, city and county public administration,

supportive service and community advocacy sectors. The initiative is led by the Center for Community Investment (CCI) at the Lincoln Land Policy Institute and provides a capital absorption framework intended to assist the city with increasing production of affordable housing. The identified goal is to build or preserve 12,000 units of affordable housing. Using CCI's framework the City in collaboration with MHFA has convened stakeholders to identify current barriers to development ranging from permitting to financing and working with various stakeholders to identify a pipeline of public and private projects that will increase the supply of affordable units. Funding for this initiative was provided to the CCI and the City of Miami by the Robert Wood Johnson Foundation. The development and preservation of these units bring with it the opportunity to build in an equitable development framework that can later be spread throughout other projects as a best practices model. It also presents the opportunity to include civic, community and commercial space to ensure the access to services in proximity to these proposed 12,000 units.



Affordable Housing Preservation Plan

The Affordable Housing Preservation Plan was a collaboration between Miami Homes for All, Enterprise Community Partners and Miami Dade County to identify key strategies that will create and preserve the affordable housing stock in the county. Through this study, the main recommendations relied on building the capacity and infrastructure for the coordination and implementation of new solutions; affecting policy change to facilitate the preservation of affordable housing; and expanding capital sourcing for affordable housing development and preservation. These recommendations align with the equitable development suggestions made in this EDAP and are a gateway to partner with Miami Dade County in the preservation of vulnerable communities of color. This report also acknowledges that “our community is losing the affordable housing we currently have at astounding rates, resulting in significant displacement of our workforce, vulnerable residents, and our cultural heritage.”

FIU Affordable Housing Masterplan

The City of Miami contracted the FIU Metropolitan Center to develop a master plan that will serve as a road map of strategies that the City of Miami can adopt to increase the supply of affordable housing over the next 10 years. The plan will provide a review of the most recent American Community Survey demographic projections (2017-18), as well as, a survey of the existing housing demand and supply dynamics. These statistics for Miami will be benchmarked against the current situation in other major cities of comparable size across the nation. Lastly, the plan will recommend best practices being used across the country that could be applied here. It is likely that many of the recommendations of the masterplan are aligned with equitable development best practices and community development strategies that favor the low-income workforce that sustains the City.

Public Land Availability

The University of Miami has developed and unveiled an online platform called the LAND (Land Access for Neighborhood Development) tool, that reveals more than half a million square feet of vacant or underutilized county, municipal, and institutional land. While not all of it is viable for development, significant swaths can be mobilized to address soaring housing costs, the challenge of sea level rise, the need for green space and community preservation, and more. The majority of available land in Allapattah is privately owned, but the area boasts a high number of occupied City, County, State and Federal properties, as well as, hospitals, churches and educational facilities. As governmental and institutional needs change, some of these properties may be available in the future to favor equitable development and further meet the needs of the residents.

Climate Gentrification

Allapattah's riverfront views and close proximity to the Metrorail, Wynwood, and Downtown Miami has led to developers gentrifying the neighborhood. Developers are reaching out to families that are in foreclosure and offering to buy up their homes. These offers can appear promising given the median annual salary in Allapattah is about \$23,000. In addition, Allapattah sits on the Miami Rock Ridge, elevating the neighborhood to 10 feet, higher than beachfront communities with average elevations of 4 to 5 feet. As seas begin to rise, developers are looking for higher elevation land to build new luxury housing and commercial properties. This phenomenon is known as climate gentrification and leads to long-time residents being pushed out of their homes.

While climate gentrification is taking place, Allapattah is facing additional environmental issues. Wagner Creek runs through part of the Health District and is known for being one of Florida's most contaminated waterways. Cleanups are currently underway to prevent any further contamination of the water. Additionally, Allapattah counts with two cement plants in the heart of the neighborhood which contributes to air pollution produced by carcinogens of cement byproducts. Further climate issues threaten the area as South Florida is expected to face stronger hurricanes. During Hurricane Irma in 2017, some Allapattah residents were illegally evicted by their landlords. In addition, residents of Allapattah were left without electricity for at least a week without access to air conditioning. Currently, the urban tree canopy in Allapattah is less than 15%, adding to concerns around extreme heat in the neighborhood.

Miami Forever Bond Oversight Committee

The Miami Forever Bond was approved by the City of Miami electorate in 2017 to undertake capital projects to reduce flooding risks; improve stormwater infrastructure; enhance public safety; and improve affordable housing, economic development, parks, cultural facilities, streets, and infrastructure. The oversight committee was created to serve in an advisory capacity to the City of Miami elected officials and staff in the monitoring of the expenditure of the bond. The establishment of priorities, determinations of specific projects to be financed and constructed, and order of financing and construction for all projects is solely made by the City of Miami Commission. The funding available through Miami Forever Bond can further equitable development and strengthen

small businesses in the area as recommended in the EDAP. City of Miami Commissioners' approval is needed for these funds to be designated in programs that truly assist communities of color in building wealth, equitable development and strengthening low income neighborhoods.

Resilient305

Resilient305 is a regional collaboration of the City of Miami, City of Miami Beach and Miami Dade County developed over a three-year period with a 20-year vision to leverage collective efforts to improve places, people and pathways. The strategy aims to increase consciousness and encourage collective mitigation of long-term stress such as infrastructure failures, severe economic inequalities, transit, hurricanes, sea level rise among other issues. Over 50 key actions have been identified and/or implemented such as the Miami Dade County SMART Plan (transit), City of Miami Forever Bond (infrastructure & community development) and Miami Beach Rising Above (climate resilience). Miami Dade County has backed Resilient305 in a multiyear capital planning budget earmarking more than \$22 billion for resilience efforts. This inter-agency collaboration can be a vehicle for the EDAP as it focuses on addressing equity gaps and elevating vulnerable communities through its places, people and pathways focus. This allows EDAP to connect with Resilient305 key players as we move forward with recommended strategies to strengthen community and economic development efforts that

are culturally sensitive and inclusive to long-standing community stakeholders.

Opportunity Zones

There are four (4) Opportunity Zone census tracts in the Allapattah neighborhood, out of the 27 that exist within the City of Miami, which are part of the program created by the United States Congress through the Tax Cuts and Jobs Act of 2017. These designated census tracts were qualified to become Opportunity Zones (OZ) because of their low-income demographic characteristics. They are now areas where investors, through an Opportunity Fund, can invest capital gains funds and qualify to receive a few different federal tax breaks on these investments. The investments have to be made following a series of regulations and can be made in either real estate assets that get significantly improved or in businesses located within the zones. The effect that the investments in this Opportunity Zone may attract is not yet known. There is potential for healthy impact-focused investment to come in to Allapattah through this program, while there is also the risk that some of this investment will further accelerate the displacement force of this rapidly appreciating real estate market. A task-force led by Legal Services of Greater Miami engaged a group of thought leaders, fund sponsors and public policy actors to understand, identify, facilitate and maximize sustainable Opportunity Fund investment into local communities while minimizing gentrification of businesses and residents. This is a new opportunity for equity investment to existing

business to stabilize them and meet new community challenges. Missing this growth opportunity can wipe out existing businesses. Opportunity Zones also provide the opportunity to small businesses to create their own Opportunity Fund Investment through their capital gains and create what they want in their community.

Investor's Outlook

Real estate and business investment opportunities in Allapattah provide attractive option for investors because many of the fundamentals of the neighborhood are sound. The neighborhoods of Allapattah boast strong connectivity and location characteristics through the area's access to mass transit through four different Metrorail stops, to the highway system, and its overall central location within Miami and proximity to Miami International Airport. The neighborhood also presents a strong backdrop for potential investments because of its large existing residential population base. It also has one of the largest regional economic anchor hubs in the Health District and the Miami River.

City of Miami Employee Owned Cooperatives

The City of Miami's Housing & Community Development Department participated in the inaugural Shared Equity in Economic Development (SEED) Fellowship. The SEED Fellowship's focus is to provide technical assistance and leadership training to the participating cities' representatives

(fellows), to equip them with the tools and expertise needed towards building equitable communities by supporting employee-ownership efforts via locally-tailored strategies. With the recent passing of the Main Street Employee Ownership Act, this legislation directs the Small Business Administration to finance and provide technical assistance to employee-owned businesses, particularly as a means of preserving local businesses.

The City of Miami's goal is to create a sustainable employee to owner conversion that supports owners in selling to their employees as their succession plan. The City of Miami amended its Economic Development Loan Fund (EDLF) to authorize the use of CDBG funds to finance business conversion costs. Thereafter, they provided grants to three technical assistance (TA) providers (Partners for Self-Employment [PSE], Prospera and Neighbors and Neighbors Association [NANA]) to help identify and support business owners ready to contemplate conversion. Under the EDLF program guidelines the minimum loan amount is \$20,000.00 and the maximum is \$80,000.00. The City of Miami is also working with community development financial institutions (CDFI) to help provide the core financing. Additionally, the City of Miami through Democracy at Work Institute (DAWI) offers free initial exploratory support to business owners by helping small businesses understand their desires and concerns, share the options available and the general process, and do some preliminary feasibility work based on their conversation. If the business owner wanted to move forward with a more comprehensive feasibility study, DAWI can create a scope that work after some initial dialogue.

Political Climate

City of Miami and Miami Dade County appetite for equitable development is limited, despite a strong push from the non-profit sector and unions to modify current administrative processes to be more inclusive and equitable. The Allapattah area's political climate will change in 2020, as its current elected representative, the District 1 Commissioner, will be termed out and a new Commissioner will soon be elected. Currently, the candidate pool for the November 2019 election is large and varied. What is known for certain is that the population composition of Allapattah will surely change and evolve over the next few years, as the residential market continues to appreciate and new residential projects are built, and this change will affect the area's political climate.

Collaboration with FIU School of Architecture

Through the Equitable Development Action Plan, a partnership has been developed with adjunct professor of Urban Design Theory in the Landscape Architecture Environmental + Urban Design program (Hernan Guerrero Applewhite) within the School of Architecture at Florida International University. The goal of the partnership is centered in generating research on the built environment dynamics in Allapattah to support the Equitable Development Action Plan implementation. A group of Professor Guerrero's students have visited, and will continue to visit with subsequent classes, the project area to generate project ideas with visual renderings of how the area could be revitalized from an urban development and architectural perspective.

This action plan is a community wide effort, and it is intended to be executed with the support of community stakeholders, local officials and funding sources.

08 | Conclusion

The outcomes of the implementation of this plan also relies heavily on partnerships and the enabling environment.

This action plan is a community wide effort, and it is intended to be executed with the support of community stakeholders, local officials and funding sources. To continue with the momentum of this equitable development action plan, the implementation of the key goals, strategies and actions explained herein must be comprehensively funded and implemented expediently to prevent further business displacement in the target corridor by boosting business development, sustainability and resilience.

The outcomes of the implementation of this plan also relies heavily on partnerships and the enabling environment. Some elements still need work, such as the level of community education on equitable development best practices, as well as, building the strong political will to support policies that protect the legacy and resilience of vulnerable neighborhood from predatory practices. We also need to build the political will and community understanding to support programs that will foster upward mobility and wealth building for LMI families and small businesses. Fortunately, there are various programs and initiatives already underway that can affect the timeline and execution of various strategies if resources and intentions are aligned. A strong relationship with local officials, funding sources and the community will be the key to the full implementation of these strategies and the attainment of the goals set forth.



Goal #1

Establish the infrastructure and processes for implementing inclusive equitable community development

Goal #2

Prevent Displacement of Existing Small Businesses

Goal #3

Boost Cultural Economic Development with Commercial District Revitalization Strategies

Appendix

This appendix includes additional information from research, business surveys, and community surveys conducted through this process. It also includes the feedback from the Steering committee, which gathered monthly from November 2018 to February 2019 to analyze data and trends related to community development issues and small business development.

After reviewing the data, the steering committee identified possible solutions to improve the equitable development, economic development, and sustainability for residents and business community in the target corridor. These draft strategies have been identified but not selected by the Steering Committee. Answers are unedited to maintain the integrity of the process. Final recommended strategies are listed in section VI (Action Plan Goals, Strategies and Actions) of the Equitable Development Action Plan.


SECTION 1: Needs As Identified By Steering Committee

A. Small Business Needs

1. Working Capital — this may be one of the challenges of the target area. They also shared that many times business owners take unrecorded loans from private lenders in order fund business.
2. Marketing dollars, platforms and pathways
3. Connect with investments and investors to infuse more capital into business
4. Cleaner streets, well-lit streets and other methods to make community and visitors feel safe and attract customers
5. Access to information to start and grow business (including basics like permits, licensing, etc.)
6. More education for business owners. Types of training mentions include: networking, experience marketing, branding, customer service, entrepreneurship, business management.
7. Mentorship program

B. Amenities needed in Allapattah

1. Tutoring
2. Music School
3. Advertising for business to business
4. Chamber of Commerce or CRA equivalent

- 
5. Farmer's Market
 6. Cultural Center (performances, theater, arts)
 7. Banquet Hall
 8. Ice cream shop
 9. Movie theaters
 10. Healthy food
 11. Cross-fit gym/boxing gym/fitness community
 12. Affordable and productive activities for youth 11 years old and older
 13. Coffee shops
 14. Starbucks — member mentioned specifically Starbucks not so much for the product, but for the market credibility that it brings to the area. A Starbucks can become an anchor for more foot traffic in the target area.

SECTION 2:

Additional Strategies As Identified By Steering Committee

As stated in the main report, the best solution for vulnerable communities is to first stop the bleeding by implementing anti-displacement strategies. We should not boost the area until the main problem has been addressed, or else boosting the area will harm the residents by further increasing rents and property values. After anti-displacement strategies are in effect, business owners will have greater confidence to expand their ventures.

A. Business Anti-Gentrification Strategies

1. Long-term leases of at least 10-15 years. Provide government subsidies to landlords who provide long-term leases.
2. Opportunity for business owners to own storefront
3. Allapattah CRA
4. Financial support /funding (or loans) for facility and equipment upgrades or other business needs (updating plumbing, building repairs, electrical, buy new equipment, merchandise, business or product expansion, etc.)
5. Assistance with new technologies, financial systems (i.e.: credit card processing, online banking, etc.), social media marketing, website development, listing/putting businesses on Google Maps and other web and mobile applications/services/websites.

Appendix

B. Resident Anti-Displacement Strategies

1. Improve resident's education and financial capabilities
2. Safer parks and streets
3. Better schools for our children
4. Rent control
5. Create jobs in the community

C. Community Benefit Agreement Suggestions

1. **What are the top benefits to help small business owners?**
 - a. Retail space for small/micro businesses
 - b. Not being overshadowed or pushed out by big companies if you are a small family business
 - c. Can build or provide resources to sustain and grow small business
 - d. Financial literacy for local business owners.
2. **What are the top benefits to help residents?**
 - a. Long-term affordable housing (or rent control/steady rents)
 - b. Parks
 - c. Community Centers
 - d. Schools
 - e. Keep families in home despite increase in value
3. **What are the top benefits for the collective neighborhood?**
 - a. Sense of community
 - b. Stability through jobs, culture, recreation/leisure space
 - c. Increased income throughout the community (benefits all)
 - d. Provide access to land acquisition by non-profits and Community Land Trust to gain permanency of long-standing stakeholders
 - e. Create a community engagement and education campaign to promote equitable development concepts
 - f. Provide assistance, mentoring and business development coaching to small business owners for revenue growth and capacity building
 - g. Provide key recommendation to City of Miami and Miami Dade County Consolidated Plans.

D. Programs for low to moderate income residents and businesses

1. Establish educational scholarships for residents
2. Provide Local business incentives, grants, subsidies

3. Provide access to business loan education and program access
4. Provide scholarships for summer camps and after school programs

E. Policies for upward mobility

1. Provide English classes
2. Create jobs paying a living wage
3. Increase pay based on certifications and other increase in qualification
4. Require a yearly increase in pay based on cost of living. For example, 3% increase happens in large corporations or for some professional jobs. This is not the case across all sectors.
5. Partner with Miami College and other institutions to create workforce opportunities to advance economically and educationally

F. Equitable Development Policies

1. Subsidize labor / employment cost
2. Rent control
3. Add business space on the first floor of new residential towers
4. Prevent property taxes from dramatic increase each year by implementing maximum percentage allowable increase. This helps business owners because landlords pass through the cost of taxes to lease holders and send a consolidation bill at the end of the year.

SECTION 3: Community Engagement Process

The community was engaged in this process in various ways — some through workshops and meetings, while others were engaged through informal conversation and the dissemination of information. Collaborating with affordable housing facilities (Village of Allapattah YMCA/Friendship Tower), schools (Miami Jackson High School /Citi Christian Academy), churches (Corpus Christi Catholic Church/Ebanezer United Methodist Church/ Church of Lebanon), and small businesses was key in the gathering of information to understand community sentiment.

The formal community engagement process started with a collaboration with the Allapattah Neighborhood Association and Community Justice Project (CJP) at Juan Pablo Duarte Park in the core of the target corridor. In this meeting, CJP informed the community about the nuts and bolts of equitable development and how it would look in Allapattah. They shared best practices of what other communities have achieved with techniques such as Community Benefit Agreements (CBA) and Equitable Development Plans (EDP). They also explained local Planning and Zoning procedures and ordinances, such as the mechanics of a Special Area Plan (SAP). Three (3) subsequent CBA meetings resulted from this initial meeting, since there was a need to create a CBA for the Miami Produce Center SAP. After these initial meetings, the group met with the developer who declined the community's requests and moved on to attend the 1st Reading at the City of Miami Commission. The developer secured unanimous first reading approval, swiftly moved to the second and final reading approval despite receiving community letters and public comments both in favor and opposing the project.

Appendix

Further community education is needed for the community to understand the local Planning and Zoning procedures, as well as, equitable community development best practices that would be advantageous to current residents in vulnerable low- and middle-income communities. By expanding the community's awareness and engagement on this issue, they have a chance to prevent displacement, improve the quality of life and infrastructure of the area while maintaining the character of the neighborhood during the redevelopment process Allapattah is undergoing.

SECTION 4: Feedback & Data

The data summarized in the narrative and graphics below was collected through survey interviews and online research from Buzzfile.com, sunbiz.com and Miami Dade County Property Appraiser's office, which were later entered into Google Forms for the data to be analyzed and managed through Excel. Also, a spreadsheet of all the businesses in the target area was created to maintain updated information and analyze pertinent data.

A. Business Analysis

The main types of business on the 17th Avenue corridor are restaurants, hair shops and auto repair/maintenance shops. The majority of the business owners interviewed were Latino men in their 40's and 50's. The businesses in the target corridor represent a myriad of industries that exemplify the economic strength and the diversity of the corridor's portfolio. Business revenues are spread from a gamut of under \$50,000 to over 1 million dollars, with most businesses surveyed being evenly split in the 100,000 to \$500,000 range (34%) and those making under \$100,000 (34%). The graphs show a spike of businesses established between 2004 and 2010. 75% of the businesses have been at their current location for over 5 years. While a striking 40% of businesses surveyed own their storefront, 15% of businesses reported rent increases of more than \$1000 per month in the last 5 years. They attributed the sharp rent increase to new ownership of building by investors newly interested in the Allapattah area.

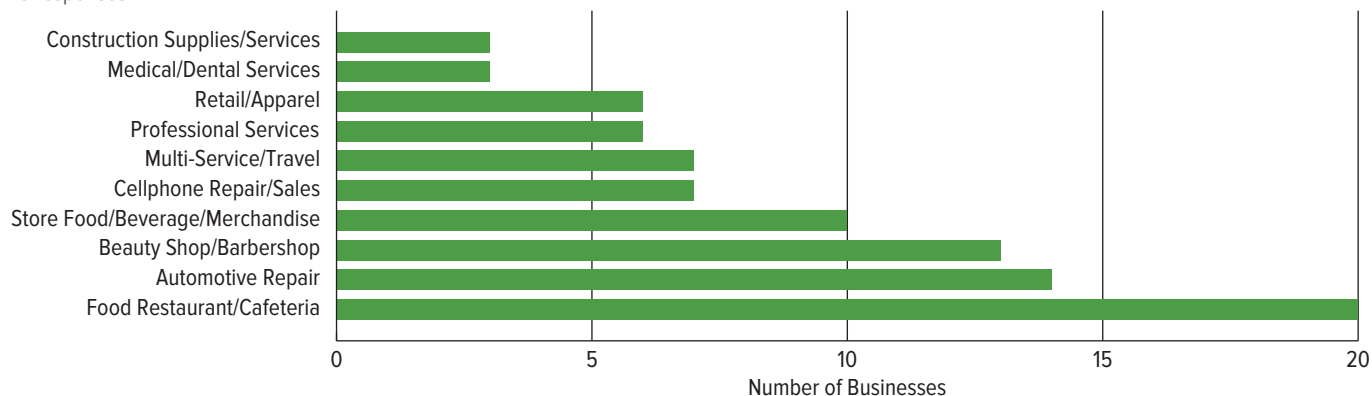
Of the interviewed business owners, about 30% shared a credit score under 700 while 50% reported a credit score of over 700. It was noted by one of the business owners that personal credit score is the lifeline to keep up with financial eventualities in the business. A striking 70% of the businesses interviewed reported not receiving a business loan in the past 5 years. Most of them agree on keeping away from borrowing due to unfavorable lending terms.

While some business owners live in Allapattah, most business owners interviewed are not interested in becoming Allapattah residents due to a negative perception of the area regarding safety and quality of public services such as schools, parks and cleanliness of public areas.

Despite these pressures, Allapattah small businesses are resilient and eager to continue to improve their business. 73% of business owners interviewed are not interested in selling their business and 69% would like to participate in business development coaching programs. They are also interested in improving their business by investing in security, marketing, revenue growth, social media, visual aesthetics and owning their storefront. They would like to see more special events on the 17th Avenue commercial corridor, as well as, improve the quality of sidewalks and pedestrian areas in order to attract more customers.

Top 10 Types of Businesses/Industries

43 responses



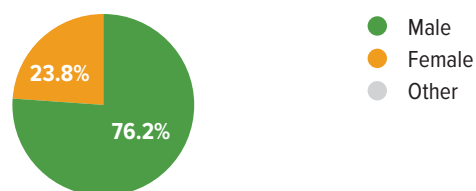
Business Owner Age Range

27 responses



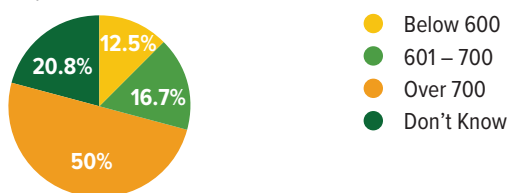
Business Owner Gender

42 responses



Business Owner Credit Score

24 responses



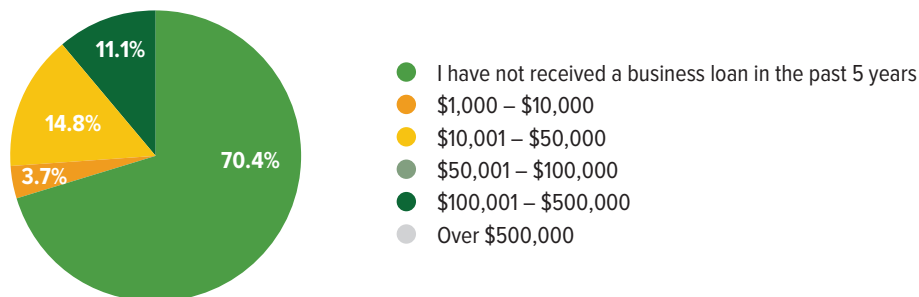
Estimated Annual Business Income

41 responses



If You Have Received Business Loans in the Past 5 Years, What Was the Total Amount of the Loans?

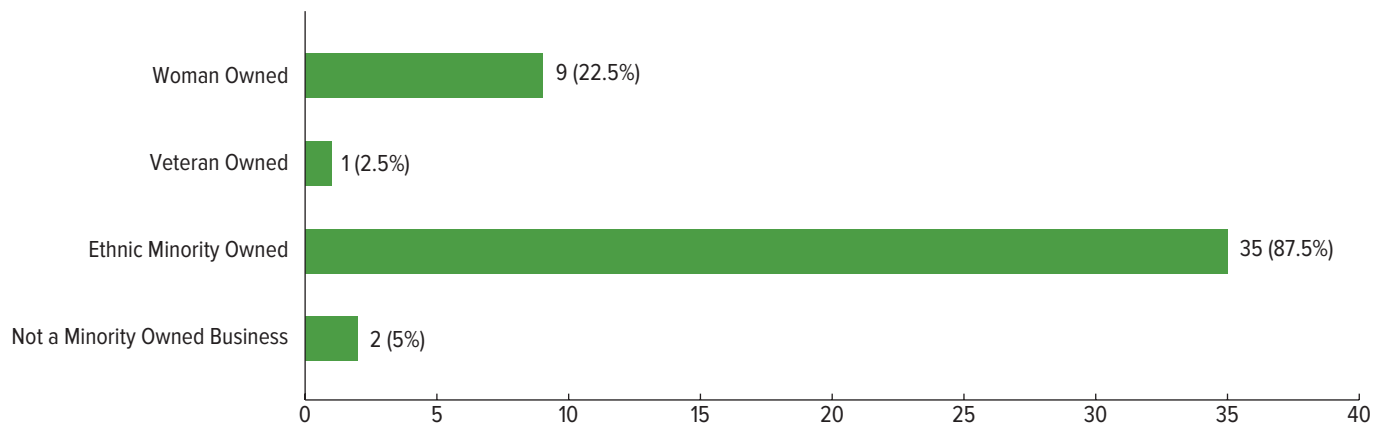
27 responses



Appendix

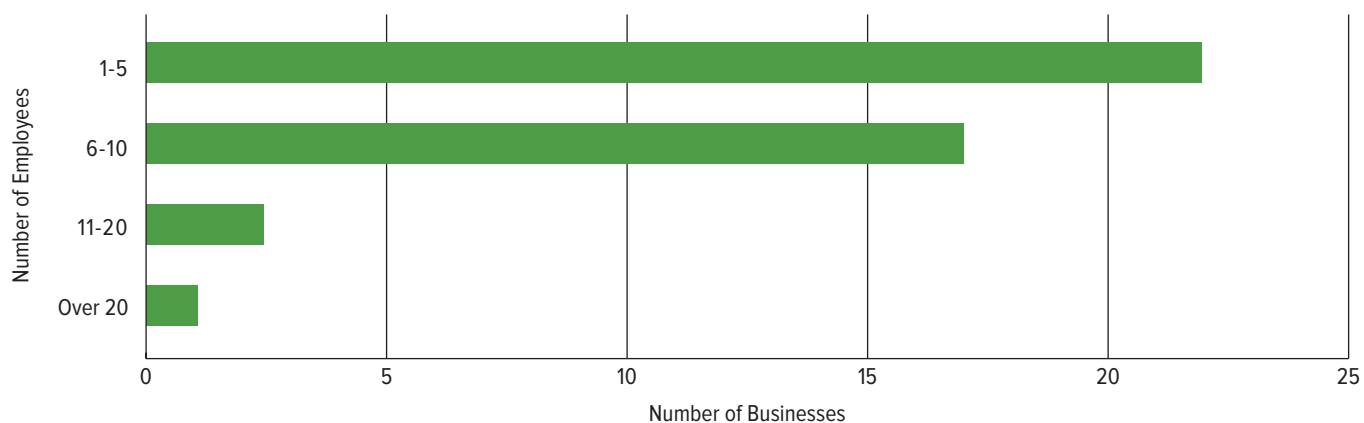
Minority Owned Business

40 responses



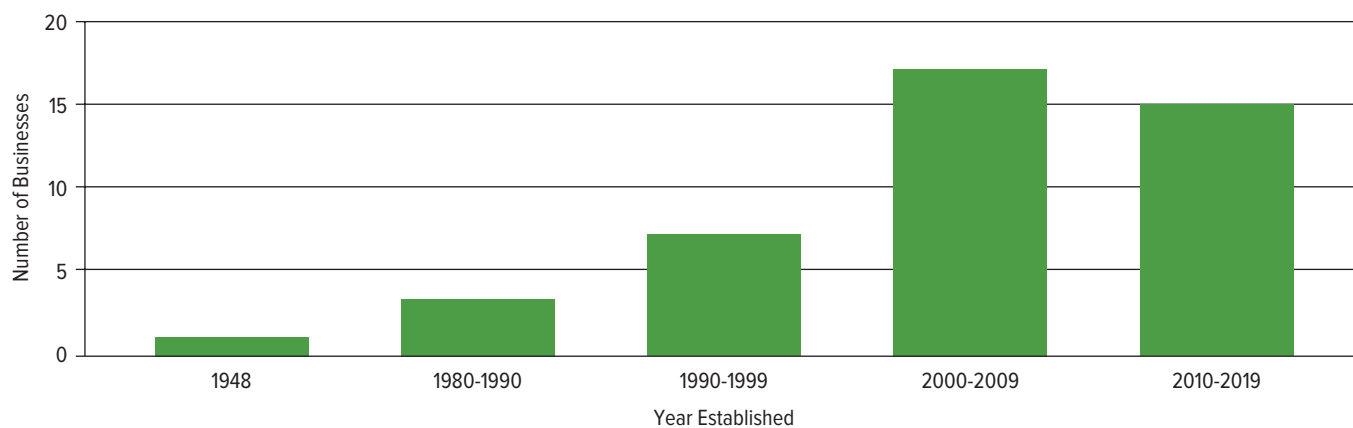
Full Time Employees

41 responses



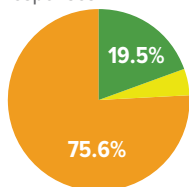
What Year Was Your Business Established?

42 responses



How Long Has Your Business Been Located at Your Current Location?

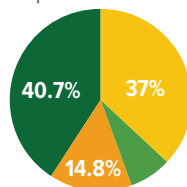
41 responses



- Less than 5 years
- 5 years
- Over 5 years

In the Past 5 Years, How Much Has Your Rent Increased?

27 responses



- Less than \$500 per month
- \$500 – \$1,000 per month
- More than \$1,000 per month
- I own my business location

What Would You Like to Improve About Your Business?

26 responses

Top Responses:

- Security
- Marketing/Social Media
- Revenue Growth
- Own My Storefront
- Beautification

Other:

- Operations
- Accounting
- Legal Counseling/Assistance
- Financing
- Succession Planning

What Are the Top Improvements You Would Like to See in the Community?

25 responses

Top Responses:

- Sidewalks
- Pedestrian Areas
- More Special Events
- Increase Public Transportation
- Cleaner Illuminated Streets

Other:

- Free Parking
- Attention to Homeless
- Security
- Bike Lanes



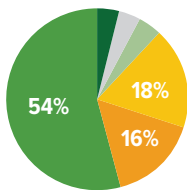
Appendix

B. Community Survey Analysis

The community survey asked participants general demographic information, as well as, what they considered was positive and negative in the community. Simple questions such as, what they liked most/least in Allapattah and what they consider are the neighborhood's challenges/opportunities, were the core questions in the community survey. 85% of community survey respondents live in Allapattah, while 15% only work in Allapattah. Canvassing efforts were held at Citi Academy, Miami Jackson High School, and Church of Lebanon. We also visited Village of Allapattah YMCA- (2370 NW 17th Avenue) & Friendship Towers (1551 NW 36 Street) which are affordable Housing senior living facilities. Most respondents complained about crime, safety, sanitation, poor infrastructure and lack of proper representation. A question was included in the community survey after an overwhelming feedback of the community concern of not feeling represented or acknowledged with the number of local officials and staff of Dominican descent assigned to the area. Survey respondents enjoy the area's proximity to services, the cultural appeal of the neighborhood and the opportunity to raise a family in a place they know well and feel connected to the community. Overall, the community considers safety, infrastructure and proper representation are Allapattah's main challenges; while location, opportunity to grow and the area's Dominican enclave of businesses and culture are the neighborhood's main areas of opportunity. Most survey respondents were not involved or was not aware of programs that assist the community. It is evident that information about social programs needs to be more widespread since many residents are not aware of programs, services and opportunities available to them. Respondents listed direct communication, surveys and government advertising as the best way to gather community feedback. Answers below have not been edited to maintain the integrity of the process.

Your Age/Su edad

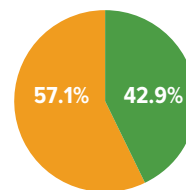
50 responses



- Under 18/menor de 18 años
- 18-25 years old/años
- 26-30 years old/años
- 31-40 years old/años
- 41-50 years old/años
- 51-65 years old/años
- Over 65 years old/mayor de 65 años

Your Gender/Genero

49 responses



- Male/Masculino
- Female/Femenino
- Other/Otro



Do You Own or Rent in Allapattah? / ¿Usted renta o es propietario en Allapattah?

49 responses



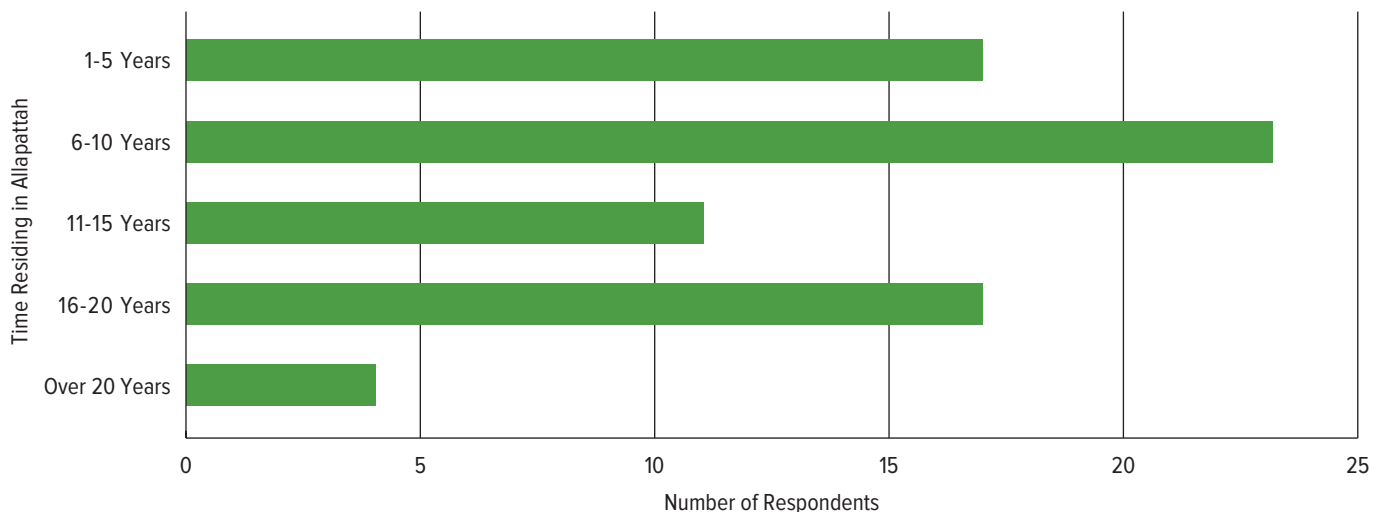
Do You Live and/or Work in Allapattah? / ¿Usted vive y/o en Allapattah?

49 responses



How Long Have You Lived in Allapattah?

49 responses



In Your Opinion, What Are Allapattah's Main Challenges? / ¿En Su Opinion, Cuales Son Los Principales Retos de Allapattah?

49 responses

Main Responses:

- Crime
- Community clean up, poor lighting more sidewalks for pedestrians/ bikers
- We don't have representation
- Marcar la diferencia, tomar decisiones que nos beneficien a todos, dejar de vivir inseguro. (Make a difference, make decisions that benefit everyone, stop living unsafe)
- Crecimiento y que nos tomen en cuenta los Dominicanos de somos de Allapattah (Growth and to take into account Dominicans from Allapattah)
- Lack of transportation
- Jobs
- Que el gobierno no hace nada por nosotros (Government doesn't do anything for us)

Appendix

In Your Opinion, What Are Allapattah's Main Opportunities?/¿En Su Opinion, Cuales Son Las Principales Oportunidades de Allapattah?

46 responses

Main Responses:

- Everything is close
- Location
- Oportunidad de crecer, de hacer una familia segura en nuestra comunidad (opportunity to grow, and have a safe family in our community)
- Tener mas negocios que nos identifiquen como Dominicanos (have more businesses that identify us as Dominicans)
- Que los pequeños negocios crezcan y se desarrollen (for small businesses to grow and develop)
- Convivir con personas de tu patria y practicar el evangelio de Jesus de Nazaret (live with people from your home country and practice the gospel of Jesus of Nazareth)
- More community partnership and grant funding for youth programs
- Aqui no hay nada (There is nothing here)
- The hospitals and airport are nearby
- I am close to everything

In Your Opinion, What Do You Like Most About Allapattah?/¿En Su Opinion, Que Es Lo Que Mas Te Gusta de Allapattah?

50 responses

Main Responses:

- Everything is close
- Me gusta la gente muy sencilla y amable, familiar, nuestra cultura, los parques, los mercados de frutas y viandas (I like the simple and kind people, family oriented, our culture, the parks, the fruit and vegetable markets)
- La localidad y su ubicación (location)
- Que queda cerca de todo (everything is close)
- My church!
- Location
- It's Dominican town
- The community

In Your Opinion, What Do You Like Least About Allapattah? / ¿En Su Opinion, Que Es Lo Que Menos Te Gusta de Allapattah?

48 responses

Main Responses:

- Crime, it's not safe
- The streets are always dirty and filled with trash
- Las calles con algunos hoyos, la inseguridad en la noche (potholes in some streets, the lack of security at night)
- No nos toman en cuenta ya que estamos céntrico (they don't take us into account because we are in the center of the city)
- La falta de acera y que a los parque no se pueda llevar niños porque donde quiera apesta a mariguana (lack of sidewalks, and not being able to take children to the park because it stinks like marijuana everywhere)
- The traffic, uncleanliness
- Lack of transportation
- Aquí no hay nada para nosotros (There is nothing here for us)

What Amenities, Businesses and Services Would You Like to See in Allapattah? / ¿Que Amenidades, Empresas y Servicios Le Gustaría Ver en Allapattah?

48 responses

Main Responses:

- Artesania Dominicana, heladeria, panaderia, mas tiendas, más seguridad, mas luces (Dominican art & craft, ice cream shop, fresh bread store/bakery, more stores, more security/safety, more lights)
- Más negocios y más tiendas que representen al Dominicano (more businesses and more stores that represent Dominicans)
- Un servicio o institución que ayude a los jóvenes a valorarse a ellos mismos (A service or institution that helps youth value themselves)
- Dog park, movie theater, Costco
- Un cine (movie theater)
- Ice Cream / Coffee Shop /Starbucks

Appendix

Would You Like to See More Dominican Representation in the City of Miami Staff, Officers and Officials Assigned to Allapattah?

26 responses



What Are the Best Ways to Get Community Ideas/Input in Order to Take Everyone's Suggestions into Consideration?/¿Cuáles Son Las Mejores Maneras de Obtener Ideas/Aportes de la Comunidad para Tomar en Consieración las Sugerencias de Todos?

49 responses

Main Responses:

- Hablar con la comunidad directamente, anuncios
- Estar en comunicación con la comunidad de Allapattah (Stay in communication with the Allapattah community)
- Esta misma forma es Buena (this way is good)
- Text surveys
- Surveys
- Nadie escucha ni hace nada (no one listens or does anything)
- Government

SECTION 5: Additional Outputs/Outcomes

Aside from creation an Equitable Development Action Plan for the target corridor, this initiative secured various outputs and outcomes that provide a stepping stone to inform and further the research and implementation of recommended strategies. Through the small business surveys, the information gathered can serve to identify businesses who qualify or are interested in specific programs. Also, a manual survey of land use in the corridor was performed. This survey found:

- 15% of business survey target area lots dedicated to commercial branches of national and international businesses
- 65% of business survey target area lots dedicated to small business
- 20% of business survey target area lots dedicated to non-business use such as residential dwelling, parks, churches, non-profits, etc.

Lastly, University of Miami added a layer of information to their MAP (Miami Affordability Project) tool, which will be regularly updated. The information included will help identify ownership patterns and trends in the neighborhood, easily identify public land available, and track neighborhood changes. The tool will also provide a bird's eye view for neighborhood master planning through a community visioning process as proposed in the Equitable Neighborhood Action Plan strategies.



This Equitable Development Plan is supported by:



NALCAB

National Association for Latino Community Asset Builders

5404 Wurzbach Rd., San Antonio, TX 78238

910 17th St, NW, Suite 500-C, Washington DC 20006

www.nalcab.org • programs@nalcab.org