

MEMORANDUM

Agenda Item No. 11(A)(10)

TO: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

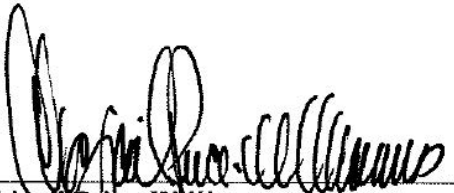
DATE: October 20, 2020

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Resolution accepting the report
of the Miami-Dade Millennial
Task Force Board

Resolution No. R-1094-20

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Dennis C. Moss.



Abigail Price-Williams
County Attorney

APW/lmp



MEMORANDUM

(Revised)

TO: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

DATE: October 20, 2020

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Agenda Item No. 11(A)(10)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Statement of social equity required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☒ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's present ____, 2/3 membership ____, 3/5's ____, unanimous ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) ____, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) ____ to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(10)
10-20-20

RESOLUTION NO. R-1094-20

RESOLUTION ACCEPTING THE REPORT OF THE MIAMI-
DADE MILLENNIAL TASK FORCE BOARD

WHEREAS, many Miami-Dade County millennials face financial, career and housing difficulties, leading some to uproot and start their careers elsewhere; and

WHEREAS, factors contributing to these challenges include, the County's significant income inequality, high cost of living, transportation barriers, and lack of innovative technology and business opportunities; and

WHEREAS, it is vital to create incentives in employment, housing, and transportation in order to increase the possibility of the County's millennials applying and investing their knowledge, skills, and talents to grow the County rather than other regions; and

WHEREAS, recognizing this, on November 1, 2016, this Board adopted Resolution No. R-1058-16 creating the Miami-Dade Millennial Task Force ("Task Force"), responsible for developing strategies to attract, retain, and assist millennials in Miami-Dade County through, among other things, housing, career, and transportation opportunities or incentives; and

WHEREAS, pursuant to Resolution No. R-1058-16, the Task Force was set to sunset and stand dissolved on November 11, 2017; and

WHEREAS, on December 5, 2017, this Board adopted Ordinance No. 17-101 extending the sunset date of the Task Force to the later of (i) the date that this Board votes and subsequently receives a final report or further work from the Miami-Dade Millennial Task Force; or (ii) May 9, 2018; and

WHEREAS, on May 1, 2018, the Task Force presented its preliminary report to this Board; and

WHEREAS, after such presentation, this Board requested that the Task Force conduct further research and present additional findings within 180 days of May 1, 2018, thereby leaving the Task Force to sunset on October 28, 2018; and

WHEREAS, thereafter, this Board determined that the Task Force required more time to explore, dissect, and resolve the financial, career and housing difficulties that millennials face throughout the County, and adopted Ordinance No. 18-137, which deleted the sunset provision and made the Task Force a permanent board; and

WHEREAS, the Task Force conducted the additional research requested by this Board and drafted its report for consideration by this Board; and

WHEREAS, the report is attached to this resolution as Exhibit A; and

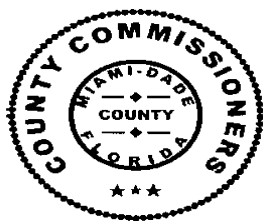
WHEREAS, this Board would like to accept the report of the Miami-Dade Millennial Task Force Board,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board accepts the report of the Miami-Dade Millennial Task Force Board.

The Prime Sponsor of the foregoing resolution is Commissioner Dennis C. Moss. It was offered by Commissioner **José "Pepe" Diaz**, who moved its adoption. The motion was seconded by Commissioner **Daniella Levine Cava** and upon being put to a vote, the vote was as follows:

Audrey M. Edmonson, Chairwoman	aye
Rebeca Sosa, Vice Chairwoman	aye
Esteban L. Bovo, Jr.	absent
Jose "Pepe" Diaz	aye
Eileen Higgins	aye
Joe A. Martinez	aye
Dennis C. Moss	aye
Xavier L. Suarez	aye
Daniella Levine Cava	aye
Sally A. Heyman	aye
Barbara J. Jordan	aye
Jean Monestime	absent
Sen. Javier D. Souto	aye

The Chairperson thereupon declared the resolution duly passed and adopted this 20th day of October, 2020. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: **Melissa Adames**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

APP

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Millennial Task Force Board

Final Report

Board Members

David Capelli, Chairman – **Jonathan Moses**, Vice Chairman – **Sandy Lila**, Secretary -
Jeve Clayton – **Jihan Soliman** – **Dr. Samantha Morris** – **Tivia Rouland** – **Monica Skoko**
Rodriguez – **Corion Delaine** – **Elijah Bowdre** – **Felipe Angulo** – **Brad Barreto** – **George Uche** –
Isabella Crista Alvarez – **Francois Alexandre Jr.**

Acknowledgments

The Miami-Dade County Millennial Board would like to acknowledge and thank the County leadership and community partners who assisted in the development of this final report.

Honorable Mayor Carlos A. Gimenez – Commissioner Dennis C. Moss – Deputy Mayor Jack Osterholt – Sonia Grice – Rene Diaz – Port Miami – City of North Miami- The Office of Community Advocacy – Miami-Dade Beacon Council – Greater Miami Convention & Visitors Bureau

Executive Summary

The following is a final report of actional recommendations for the Board of County Commission to consider. At the initial meeting of the Millennial Task Force, a Chair and Vice Chairperson were elected by the Millennial Task Force. The “Executive Support Team” was then established, composed of the Chair, Vice Chair, and appointed Secretary.

During the following Task Force meeting, members were charged with their first assignment, “The Millennial Message.” Members interviewed two community stakeholders (appointing Commissioner, Mayor and/or employer) to gain a greater understanding of the stakeholder’s perspective on millennials through the following three components:

- What is the stakeholder’s message to Millennials?
- What does the future of Miami-Dade County look like for Millennials from their perspective?
- What are their primary goals and/or recommendations as it pertains to improving housing, employment, transportation and other opportunities and incentives as they pertain to millennials?

This document lists and details the final recommendations developed by the Millennial Task Force Board.

Background

Miami-Dade County District 9 Commissioner Dennis C. Moss proposed the establishment of the Miami-Dade Millennial Task Force to address the issues facing “Millennials” in Miami-Dade County. Resolution No. R-1058-16 was adopted on November 1, 2016 and defined Millennials as individuals born in the early 1980’s through the early 2000’s. The resolution noted a significant “brain drain” of young professionals from the County; and the Task Force was charged with developing strategies to attract, assist, and retain Millennials in Miami-Dade County.

The Millennial Task Force Board is composed of 12 active members with one appointment from each County Commissioner, one appointment from the County Mayor, seven members appointed at-large by the County Commission as a whole, six ex-officio appointments with one seat to be appointed by each of the following departments and entities: the Miami-Dade Beacon Council, the Department of Public Housing and Community Development, the Miami-Dade Chamber of Commerce, the Greater Miami Chamber of Commerce, the Greater Miami Convention and Visitors Bureau and the Miami-Dade Economic Advocacy Trust. The first meeting of the Millennial Task Force was held on May 24, 2017.

The Millennial Task Force Board has tirelessly deliberated and collaborated with community leaders and Millennials throughout South Florida over the last 30 months to develop comprehensive recommendations that will make Miami-Dade County a more desirable place to live for Millennials throughout the country.

On November 8, 2018, the Board of County Commissioners adopted Ordinance No. 18-137 to delete the sunset provision and to establish the Task Force as a permanent County board. The Task Force was also renamed the Miami-Dade County Millennial Task Force Board.

The committee structure listed below was developed to address what is needed/required to attract and retain Millennials to Miami-Dade County.

Committee Structure

- **The Executive Support Team** – was charged with setting agendas, guiding policy conversations, and coordinating reports that drive the overall direction of the Millennial Task Force Board. The committee is composed of three members including the Chairperson, Vice Chairperson, and an at-large member who served as the secretary. All board members are welcome to attend and participate in the executive support team meetings.

- **The Housing Solutions Subcommittee** – was charged with addressing Miami-Dade County’s housing and affordability crisis by analyzing the current status of housing accessibility and affordability in Miami-Dade County and developing recommendations that increase equity and access to quality affordable home ownership for Millennials.
- **The Economic Development & Jobs Subcommittee** – was charged with developing solutions that assist Miami-Dade Millennials through job creation, attracting economic and investment opportunities; as well as recommendations that work to address and eliminate economic inequities throughout Miami-Dade’s Millennial population.
- **The Transportation & Infrastructure Subcommittee** - was charged with researching current and new transportation policies that address traffic gridlock, first last mile connectivity, transportation options to and from higher educational and innovation hubs, transportation as a talent retention strategy and the transportation, land use and climate change connection.
- **The Civic Engagement Subcommittee** – was charged with developing recommendations for a civic engagement, technology, and resiliency strategy to attract Millennials from across the state of Florida, the nation, and the world. The committee also developed incentives to give Millennials a reason to remain in Miami after graduating college in South Florida; or to return home after attending college away.

Sub-Committee Recommendations

Housing Solutions

- Develop 100,000 affordable home ownership units near Transit by 2030.
- Partner with local municipalities to promote mixed-use development.
- Develop a campaign to promote home ownership.
- Urge the Transportation Planning Organization and Planning Department to update the Comprehensive Development Master Plan (CDMP) to include an anti-displacement framework and policy for mixed-use development.

Economic Development & Jobs

- Integrate County jobs into Talent Development Network (TDN) portal.
- Enact Made in Dade local manufacture, build & hire policies for bid, no bid and unsolicited transportation and infrastructure projects.
- Augment Mayor Gimenez’s Employ Miami-Dade initiative: Employ Miami-Dade 2.0.
- Increase and support vocational training and apprenticeship programs.

- Actively recruit and market companies that offer career track positions (entry-level, junior positions, management training programs and internships) to attract natives who left for college and retain local students.
- Actively promote existing publicly funded programs, incentives, amenities, and entertainment options that benefit millennials.
- Implement incentives for businesses that allow for work from home (also known as telecommuting).
- Implement the Millennial Business Designation.
- Implement the work from County and Public Spaces Program.

Transportation & Infrastructure

- Introduce and adopt a zero fare countywide public transportation system.
- Designate rideshare, taxi and freebee pickup and drop off areas at Metrorail stations.
- Transition to a 100 percent electric fleet by 2025.
- Secure funding and agreements needed to expand Tri-rail into downtown Miami by the end of 2020.
- Expand Public Transportation Infrastructure at and between higher education institutions.

Civic Engagement

- ❖ The Miami-Dade County Board of County Commissioners and Honorable Mayor should acknowledge and pledge working towards achieving the Sustainable Development Goals (SDGs).

Summary of Subcommittees Recommendations

Housing Solutions Subcommittee

- ❖ **Developing 100,000 affordable home ownership units near Transit by 2030**

Background

JP Morgan, the Jorge Perez Metropolitan Center, and the Miami Herald have outlined the affordability crisis in Miami-Dade County. The County's affordable housing summit was a catalyzing step in the right direction by acknowledging this issue that impedes talent and economic development in the Millennial generation and the importance of building more affordable homes. Home ownership is a core tenant of the United States Constitution and a financial building block. The County owns enough public land and there is enough private land to build the affordable housing stock needed.

Challenges Addressed

The purpose of the recommendation is to address the ongoing affordable housing crisis in Miami-Dade County and the generational wealth gap amongst Millennials for the goal of increasing homeownership, securing talent, and wealth building for the Millennial generation.

Recommendation

The Millennial Task Force Board recommends that the Board of County Commissioners commit to creating an action plan for developing 100,000 new affordable home ownership units on both public and private land within half a mile of current Metrorail and Tri-Rail stations by 2030.

Deliverables expected to be completed by 2021 include the following:

- Include an Affordable Home Ownership strategy in the Comprehensive Development Master Plan (CDMP), Parks & Open Spaces Master Plan, and the Long-Range Transportation Plan (LRTP).
- Implement a financial and economic development strategy to build more homes near Transit.
- Provide dollar for dollar tax credits to for profit developers that develop 40 percent of the units for purchase below market rate (BMR) with income reviews every five years to reduce government bureaucracy and administrative costs.
- Prohibit sale of public land to developers that solely build rental housing (both market & affordable rentals), thus mandating that new housing is built on public land for purchase and ownership.
- Pass legislation urging State legislature to authorize Counties and municipalities to impose a vacancy tax for use to support affordable homeownership avenues.

❖ Partner with Local Municipalities to Promote Mixed-Use Development

Background

“Mixed-use” is a type of urban development that blends residential, commercial, cultural, institutional, and industrial uses, where those functions are physically and functionally integrated; and provides pedestrian connections. It is also known as live, work, and play centers. It caters to the growing demographic of Millennials who desire to live in urban centers as well as empty nesters seeking proximity to shopping and entertainment. Mixed-use development allows for the horizontal and vertical combination of land uses in each area.

After research and analysis, the Housing Solutions Subcommittee decided it should address the issue of housing development in terms of capacity to incorporate or enhance mixed-use development requirements for County funded and/or approved projects. Millennials at varying stages of academic, professional, and personal development are faced with a highly unaffordable housing market for both rental and homeownership options. Miami-Dade County has an average household income of \$43,129. Based on the average home prices and rents, most families are cost burdened, meaning they contribute more than 30 percent of their income to housing costs. This level of housing unaffordability has spurred an increase in multiple families or individuals splitting housing costs. To help ease the burden of household costs and promote high density affordable and mixed-income development, mixed-use developments can be implemented.

Several cities across the country are approving mixed-use developments. Developers Hoffman-Madison Waterfront are developing a \$1.5 billion mixed-use development on 24 acres along the Potomac River in Washington, DC. This development will consist of residential, office, hotel, retail and cultural space, underground parking, piers, marinas, parks, and open spaces. The Millennium Tower is currently being built by the Millennium Partners in Boston. This mixed-use development costs \$680 million and will include a 442-unit residential tower, retail and office space, grocery store and restaurant.

In our neighboring County, Broward Metropica, a \$1 billion mixed-use development has been proposed to be built across from Sawgrass Mills Mall. This project will consist of 1,900 residences, 650,000 square feet of office space, 400,000 square feet of retail space and a boutique hotel. The City of Plantation City Council recently approved Plantation Walk, a mixed-use project. This project will consist of 700 rental apartments where some of the apartments will be built above retail spaces. (Huriash, 2017)

Challenges Addressed

Mixed-use developments provide convenient access to goods and services, that reduce overall costs. Although mixed-use developments are encouraged, there could be more opportunity to promote this class of development through policy. This development approach can be used in urban and suburban settings throughout Miami-Dade County.

Recommendations

The Housing Solutions Subcommittee proposes that the Miami-Dade County Board of County Commissioners implement an incentive mixed-use development program by partnering with local municipalities throughout Miami-Dade County to explore inclusionary zoning and on-site assembly and the financing of infrastructure improvements. Through this partnership both parties will look for sites located within existing commercial districts with good visibility and access to transit and roads. When

resources are not sufficient, the use of phasing will be used for large, multi-block developments. This will allow for all activities not to be taken at once.

❖ **Develop Campaign to Promote Homeownership**

Background

“Millennials have experienced the longest standing recession in history, have significant debt, and yet movement of that population has produced massive positive change. We ignore them at our peril.” George Asimos (President of Chester County 2020). As we analyze the high cost of living attached to Miami-Dade County, much consideration is to be given to other Counties facing similar challenges and how those challenges are being tackled. In 2016 Chester County ranked the 24th richest county in the nation with a median household income nearly \$86,000. Like Miami-Dade County, officials in Chester County are seeking ways to retain Millennials with the understanding that Millennials are greatly contributing to the County’s economy. In notion of such consideration, the housing committee took on the charge of evaluating the housing market attraction for Millennials in Miami-Dade County. This year, studies have shown that Miami ranks the highest in number of Millennials living with parents. The staggeringly low number of personal ownerships demonstrates a lack of stability for this massive group of economic contributors.

Challenges Addressed

While saving money always sounds attractive, most Millennials prefer owning his or her own personal space than staying at home with mom and dad. However, the process to homeownership can be strenuous. From selecting an area that best fits one’s lifestyle, to qualifying for suitable loans, to finally closing, each step presents its barriers and can be enough to discourage the pursuit of homeownership altogether. Studies are showing that American mobility has dropped at a remarkable rate among all age groups, with Millennials accounting for the greatest rate decline (from 28.5 percent to 20.7 percent) between 1990 and 2016. Miami recently ranked as the second most desired city by Millennials. An article in the Miami Herald stated that buying a home is 43 percent cheaper than renting in Miami-Dade County.

Recommendation

The Housing Solutions committee agrees promoting and facilitating homeownership has a direct relation with one’s stability and therefore commitment to said community. In researching ways to retain Millennials, facilitating homeownership ought to be one of the principle considerations. Upon revision of a previously issued homebuyer assistance program, known as the “Homebuyer Loan Program,” the Housing Solutions Committee proposes the following two things: greater promotion of those resources and the creation

of a more inclusive program with the main goal of attracting Millennials and removing income as a disqualifying factor.

While an ordinance has been passed, and adopted since November 3, 2015, establishing the “Homebuyer Loan Program,” using Documentary Surtax funds, many Millennials are not aware of those of those resources; causing them to seek homeownership in other more distant neighborhoods while earning their income in Miami-Dade County. It is not enough for those programs to exist they must be promoted to avoid underuse. We propose developing a campaign to promote homeownership. This can be done using several strategies ranging from a homeownership fair for Millennials to learn about the homeownership process and how the County along with other stakeholders/partners can assist with maintaining a constant promotion via newsletter.

Secondly, many other homebuyer assistance programs tend to put a limit on income to qualify. As the goal is to attract talent who want to remain in Miami, there needs to be an attractive angle for our greatest talents who are not getting paid below average or moderate-income. The committee proposes creating a program that attracts all Millennials, including our valued higher-paid young professionals, to own, live, and work in Miami-Dade County. Incentives may include temporary tax benefits (i.e., 1-5 years of reduced or no property taxes), partnering with developers to build community hubs in targeted areas, along with incentives listed in the ordinance slightly adjusted. This shift will reinforce the message that Miami-Dade is ready to not only attract talent but also provide the stability of a permanent home; truly a place to live, work, and play.

❖ **Urge the Transportation Planning Organization and Planning Department to Update the Comprehensive Development Master Plan to Include an anti-displacement framework and policy for mixed-use development**

Background

Miami is the seventh most traffic gridlocked city in North America. Transit ridership has decreased by over 11 percent over the last two years. There is low stock of quality below market rate (BMR) housing at or within one mile of the Metrorail or Tri-Rail. As defined by the MRSC of Washington, mixed-use development is characterized as pedestrian-friendly development that blends two or more residential, commercial, cultural, institutional, and/or industrial uses. Mixed-use is one of the ten principles of Smart Growth, a planning strategy that seeks to foster community design and development that serves the economy, community, public health, and the environment. Mexico City’s lonest street, *Avenida Insurgents*, is home to a range of services, residences, and businesses, but traffic congestion initially made the street difficult to access. For these reasons, *Avenida Insurgents* were chosen as the site for the city’s first bus rapid transit (BRT) system, Metrobus. After the launch of Metrobus in 2005, 100,000 daily car trips

were replaced by sustainable transportation, easing congestion, and reducing the city's GHG emissions by hundreds of thousands of tons.

Recommendations

The Millennial Task Force Board urges the Transportation Planning Organization, the Board of County Commissioners and the Regulatory and Economic Resources Department Planning Division to create gentrification displacement mitigation policies in the CDMP. The Millennial Task Force Board urges the County Commissioners to enact policies that require 50 percent Local Small to Medium Enterprises (SME) or Disadvantaged Business Enterprises (DBE) to be subprime on bid and no-bid proposals for County owned property at or around half a mile concentric of Metrorail and Tri-Rail stations. Lastly, the Board urges the Commission to provide incentives for projects with 20 percent Local Veteran Owned Businesses as subprime on bid and no bid proposals for County owned property at or around half mile concentric of Metrorail and Tri-Rail stations.

Economic Development & Jobs Committee

❖ Integrate County Jobs into Talent Development Network (TDN) Portal

Background

The purpose is to assist and retain talent in Miami-Dade once students graduate. Currently students can access the TDN portal for paid internships but not County jobs. The existing gaps to enter public service created a local jobs retention challenge. The Millennial Task Force Board values prioritizing local talent instead of imported talent, ensuring that Miami-Dade County government reflects the constituents it serves, and creating real employment plans to address the rapidly growing number of retirees in County Departments.

Challenges Addressed

The committee addressed challenges that millennials face when searching for jobs. Currently, there is not a one stop shop for applying for local internships and jobs on one easy to use portal. Government jobs have their own cumbersome websites and create extra gaps for Millennials to seek work. Closing gaps and barriers to enter the workforce is a challenge addressed with this recommendation.

Recommendation

To recommend that the Board of County Commissioners mandate the Human Resources Department and the Information Technology Department (ITD) integrate the County jobs portal into the Talent Development Network (TDN) Portal.

- *Working with university IT and Career Centers on site integration.
- *Creating a “one stop shop” for internships and County jobs through university or alumni login.
- *Hosting workshops with alumni associations, career centers and IT departments on Implementation and rollout of the portal to drive registration, enrollment and Applications into the portal to retain talent locally.
- *After one year of implementation, advise the Beacon Council One Community One Goal (OCOG) initiative to encourage and on-ramp local private sector companies and vendors to hire from the TDN portal to grow the job search database and opportunities for local talent.

❖ Enact Made in Dade Local Manufacture, Build and Hire Policies for Bid, No Bid & Unsolicited Transportation & Infrastructure Projects

Background

The purpose is to assist and retain talent in Miami-Dade once students graduate. Brightline, now Virgin Trains, was built and manufactured at Siemens North American Headquarters in Sacramento, California. This was over a \$6 billion lost opportunity in economic development for Florida and Miami-Dade. Thousands of Californians worked on this project, whereas this could have been an investment in local talent. Following the Hitachi model of building the new Metrorail cars in Medley is a great best practice in building locally. Following the Hitachi model of building the new Metrorail cars is great best practice in building local and investing in Miami-Dade.

Challenges Addressed

The purpose of the recommendation is to address the on-going talent retention challenges in Miami-Dade. Addressing issues of infrastructure being built outside of Florida, the Florida tax dollars going to other states, and local talent not being able to find work in manufacturing and infrastructure is a challenge being addressed.

Recommendation

The Millennial Board urges the Board of County Commissioners to enact Made in Dade policies to attract, assist and retain infrastructure talent in Miami-Dade County.

The Millennial Board recommends the Board of County Commissioners enact policies that incentivize all no-bid unsolicited proposals, private companies seeking public funds, and

procured, or contracted out transportation manufacturing contracts mandate that trains and buses be built, manufactured and delivered in Florida or Miami-Dade County to increase local jobs and contracting, attract private investments and ensure Miami-Dade's economy is competitive with other mega regions in the world by investing in local talent.

Deliverables expected to be completed by 2021 are:

- *A Made in Dade set of policies that mandate and prioritize local vendors, work with local vendors on incentives and outside companies on incentives to build and hire locally in Dade County.
- *Incentivize all new trains and buses be built, manufactured and delivered in Florida or Miami-Dade County to increase local jobs and contracting, attract private investment and ensure Miami-Dade's economy is competitive with other mega regions in the world by investing in local talent.
- *Encourage all no-bid unsolicited proposals include making, manufacturing, and hiring local in Florida and Miami-Dade County instead of other states and foreign entities.

❖ **Augment Mayor Gimenez's Employ Miami-Dade Initiative: Employ Miami-Dade 2.0**

Background

Started by Honorable Mayor Carlos A. Gimenez, the Employ Miami-Dade project focuses on the targeted industry sectors of the One Community One Goal strategic plan, where employment growth is essential to making this project a success. The goal is to increase employment opportunities that will help residents become self-sufficient in Miami-Dade.

Challenges Addressed

The purpose is to assist and retain talent in Miami-Dade County once students graduate. Currently local engineering, planning, architecture, construction, and first responder students must pay thousands of dollars to join critical professional organizations that provide pathways for jobs, contracts, and economic opportunities. This barrier impedes from retaining the best and brightest talent that will be building and developing the future of our County. With the increase in sea level rise, hurricane intensity, population, real estate and economic growth, investment in Millennials' professional development is critical to talent retention and a major factor for companies seeking to do business in Miami-Dade County.

Recommendation

1. To recommend the Board of County Commissioners augment the Honorable Mayor's Employ Miami-Dade Initiative through Employ Miami-Dade 2.0 in

allocating dollars to professional organizations to cover membership costs for students and young professionals to the following groups:

- a. American Society of Civil Engineers (ASCE)
 - b. American Society for Public Administration (ASPA)
 - c. American Planning Association (APA)
 - d. Institute of Transportation Engineers (ITE)
 - e. International Association of Emergency Managers (IAEM)
2. The Mayor's Office and Regulatory Economic Resources Department negotiate wholesale packages to ensure that most students are getting memberships for the least cost possible.
 3. Encourage private sector to match County funds in supporting and sponsoring professional association students' memberships.

❖ **Increase and support vocational training and apprenticeship programs**

Background

The Subcommittee recognizes that a traditional college education may not work for everyone and that people have a diverse range of learning styles. Some thrive in the academic environment, while others work best in a more practical, hands on environment. Vocational training programs teach the skills necessary to help students obtain jobs in specific industries by requiring students to enroll in classes that pertain to their trades. Furthermore, because traditional colleges require students to complete more credits for graduation, they must enroll in courses that may not necessarily relate to their area of study to complete their graduation credit requirements, thus unnecessarily incurring a significant amount of student debt. Vocational training programs usually last a shorter period and students can join the workforce sooner. Moreover, implementing an apprenticeship program in county-run facilities will enable students to obtain the hands-on skills necessary to compete for high-skilled employment opportunities.

An example of where vocational training is of use is the construction industry. Construction is on the rise in Florida and there is a shortage of skilled construction labor in the state. The demand for skilled labor in South Florida outpaces the size of the industry workforce and the shortage causes challenges in hiring and retaining skilled workers and upholding high standards of quality on the job site. This results in companies having to outsource workers, which is expensive and leaves little revenue to the community. Also, as Baby Boomers are retiring, more entry-level workers are needed. According to more

than half of Florida's contractors, there are continual shortages in skilled labor, even though local groups are working quickly to train new workers.

Challenges Addressed

From June 2015 to June 2016, new construction of homes, businesses, bridges, and highways added 5,300 jobs in Miami-Dade County, and the County employed 45,400 construction workers for these projects. Furthermore, 30 percent of Florida contractors say they plan to hire more than 25 workers due to construction this year, and another seven percent say they will add 16 to 25 new workers. To meet this demand Miami-Dade County must increase the labor supply and talent pool. Construction increases are estimated to be strongest in transportation—transit, rail, and ports.

Skilled professions such as welding and auto mechanics, as well as future skilled professions like drone mechanics that provide for good paying jobs and continuous employment should also be the focus.

Recommendation

The Board recommends that vocational training and apprenticeship programs be created in all County departments that employ skilled laborers; and, in partnership with County contractors, those opportunities should be marketed to millennials. The County should also explore a partnership with Miami Dade College to enhance the program and potentially waive credit fees for County residents attending vocational training at Miami Dade College. Additionally, the County should explore creating a pipeline from Miami Dade Public Schools vocational training programs to professional development opportunities and actively encourage companies that offer career track positions (entry level management trainee programs and internships) and market those career opportunities directly to millennials.

- ❖ **Actively recruit and market companies that offer career track positions (entry-level, junior positions, management training programs and internships) to attract natives who left for college and retain local students**

Background

Millennials have a difficult time discovering career-track internships, junior positions, and professional job training in Miami-Dade County. Millennials often cite difficulty with finding and securing high-wage, professional positions, and training in Miami. Miami-Dade County is an important partner in marketing and promoting these jobs and programs. Unemployment and underemployment rates among young graduates have improved but

remain higher than before the recession. The work that Talent Development Network is doing for Miami-Dade County College students is commendable and has led to the placement of hundreds of students in paid internship positions.

Challenges Addressed

Since 2000, the real (inflation-adjusted) wages of young high school graduates have dropped 10.8 percent, and those of young college graduates have dropped 7.7 percent, according to the Economic Policy Institute. In Miami, young workers face higher unemployment than other adults.

Recommendations

Explore the expansion of the Talent Development Network to include career-track jobs in addition to paid college internships. This program should be supported and potentially expanded to include high school internships and/or entry- or junior-level professional opportunities for graduates as well. Further, this platform could also become a clearinghouse for recent graduates to share their résumés more easily with partner businesses and to enhance job-matching within the county.

❖ Actively Promote Existing Publicly Funded Programs, Incentives, Amenities, and Entertainment Options that Benefit Millennials

Background

Miami-Dade County already offers and supports several programs, amenities and entertainment options that benefit Millennials, but many Millennials lack awareness of these offerings. Many Millennials are not aware of publicly supported programs and events or publicly supported facilities. Miami-Dade County has provided millions of dollars of support for arts and cultural institutions, venues, programs, and events.

Recommendation

Explore the inclusion of marketing budget allocations for all publicly funded programs, events, and venues. When the County allocates public funds for these important ventures, funding requirements should include marketing plans that raise awareness for millennials. Encourage the use of publicly funded spaces and venues for community events. Leading organizations and spaces among the county's millennials are highly centered on events and in-person activations. Miami-Dade County's facilities are valuable meeting places for these organizations and should be promoted as such.

❖ **Implementing incentives for businesses that allow for work from home also known as telecommuting**

Background

In 2018, it was reported that Miami drivers spent an average of 64.8 hours driving in congested traffic according to a study by INTRIX, a Washington tech company. In fact, about 16 percent to 24 percent of commuters in Miami, Miami Beach, Homestead reported spending an average of 60-89 minutes in traffic during their commute. The lost time can translate to lost time for businesses and lost jobs in Miami-Dade as businesses think of relocating to less congested areas such as Broward or Palm Beach. Several businesses have already begun relocating from Downtown to less congested areas in Miami-Dade. For a senior manager whose time costs an average of \$300/hour, a commute from Pinecrest or Doral to Brickell can cost his/her company up to \$60,000 in lost business per year in comparison to commuting to a more central location such as Coral Gables.

Challenges Addressed

Alleviating traffic congestion into Miami-Dade County's Core and Downtown Miami during commute peak hours is a challenge to address. Recapturing lost business productivity from time often spent commuting to a physical office is another challenge to address.

Recommendation

To implement incentives to businesses that employ residents of Miami-Dade County that allow work from home or telecommuting for their employees. Such incentives to begin implementing would be to exempt businesses that allow its employees to work from home, from business tax receipt fees. The business would still apply for and be granted a Business Tax Receipt (BTR), however, fees for individual employee BTRs would be waived. If individual employee BTRs are not required for the business, the fee for the business's BTR would be waived.

❖ **Implement the Millennial Business Designation**

Background

Currently, Miami-Dade County recognizes small, minority/woman owned business designations. The County disparity study has previously noted the vast discrepancy in experience of minorities in Miami-Dade County pertaining to quality of life and awarded government contracts.

Challenges Addressed

A Millennial business designation assists in attracting, assisting, and retaining young professionals in Miami-Dade County. By developing a business designation for Millennials, young professionals are more likely to be awarded contracts, expand, and keep their business in Miami-Dade County. This strategy is a sure way to assist young people expand their business and increase the amount of small and minority owned businesses who are awarded government contracts.

Recommendation

It is recommended that the Board of County Commissioners adopt a business designation for Millennials, defined as those born between 1985-2000. Those interested in having their registered business have the designation can be requested to complete certain concessions over the term of their contract.

❖ Implement the work from County and Public Spaces Program

Background

Traffic congestion has been noted as one of the number one issues facing millennials and the population at large in Miami-Dade County. Studies completed by the County and university community have indicated that even the slightest reductions in road utilization result in significant reductions of traffic. Implementing a “work from public spaces program” could be extremely impactful on the Miami-Dade community.

Challenges Addressed

The Work from Country & Public Spaces program addresses the critical issue of traffic congestion in Miami-Dade County. By implementing a system whose goal is to reduce traffic by allowing workers to complete their jobs and services in areas closer to where they live, the number of cars on the road and distance travelled by employees could be greatly reduced. As a result, the amount of traffic congestion experienced throughout the County will be reduced.

Recommendation

It is recommended that the Board of County Commissioners complete an assessment and then implement the work from the County & Public Spaces program. By making underutilized County owned property and spaces with Wi-Fi capability and convertible office/ coworking space accessible. County employees from various departments could be allowed to report to those locations closer to their residences to reduce daily commutes throughout the County.

By making our libraries and government facilities more accessible to employees from various departments, a significant reduction in traffic can be made. County employees often live in Districts and areas that are miles from their office or job site. Once this policy is implemented, they will be able to work at least a few days a week at a facility that is closer to them, removing vehicles from the highways during peak rush hour times.

The work from the County and public spaces program can be expanded depending on the availability of space. The County should assess current coworking spaces, and other public spaces that are currently underutilized. Businesses can then opt into the program, further impacting millennials. Young professionals are self-driven and are accustomed to working in co-working areas. The number of vehicles on the road during peak rush hour times will be significantly reduced. The more spaces that are identified and activated for the program, the greater the impact that can be made in reducing traffic in our County.

Transportation & Infrastructure Subcommittee

❖ Introduce and Adopt a Zero Fare Countywide Public Transportation System

Background

The Millennial Board views Transportation as an intersectional issue with the County's Affordable Housing and Climate Crisis and is focused on improving trusted and successful methods of public transportation rather than more apps, data, and innovation moonshots. Several studies & presentations conducted by Miami-Dade County Transportation Planning Organization (TPO) indicate first and last mile mobility solutions are in demand and critical to increasing ridership of public transit. Over 40 percent of Miami-Dade ridership is unbanked. Over 35 percent of the County does not have access or use current rideshare methodologies. Miami-Dade County has a growing senior citizen population, many of whom Millennials will be their caretakers. Technology accelerates inequity without effective planning, design, and implementation for existing residents.

Fact: Zero-Fare transit increases ridership. According to a 2012 National Academy of Sciences Book on Fare Free Transit, the State of Florida transit agency financial support looks at ridership as a key metric for providing funding to local municipalities and that municipalities can generate more revenue as a result of increased ridership from zero fare transit. With zero fare transit, the subsidy per person cost reduces because more people use the system than they were before. Currently, the County is losing millions in ridership month over month while still paying for various fare payment and processing technology, machinery, and maintenance systems.

Why zero fare transport?

According to the Economic Forum Case Study on Estonia, the city of Tallinn website says that free public transport benefits those on low incomes most, but it also encourages higher income groups to spend money in local restaurants, cafes and shops.

In Tallinn, registering as a resident means that the city automatically receives a portion of the national taxes paid by each resident, boosting the municipal coffers. “There’s no doubt that we not only cover the costs, but also come out with a surplus,” Allan Alaküla, Head of Tallinn European Union Office, told PopUpCity.

“We earned double as much as we have lost since introducing free public transport. We’re happy to see that so many people are motivated to register as residents in Tallinn to make use of free public transport.”

Challenges Addressed

The purpose of the recommendation is to address three critical facts regarding transportation in Miami-Dade County:

- o Public transportation ridership is declining despite increased spending on technology company payment and ticketing systems, mobile apps, and platforms.
- o For low to moderate income millennials, riding public transportation costs more than owning a car.
- o Transportation is one of the largest contributors to Greenhouse Gas Emissions (GHG), a major contributor to the climate related impacts on the Millennial generation in Miami-Dade County.

Recommendation

Recommend the Board of County Commissioners Introduce and Adopt a Zero Fare Countywide Public Transportation System.

- o Remove all fair boxes from Metrobuses and Metrorail Stations to reduce operations and maintenance costs, stress, delays, and time using public transportation.
- o End making future contracts with fair payment and ticket system vendors that have been paid over \$500 million in taxpayer’s dollars since 2009.
- o Reduce bureaucracy and costs from managing the transportation portion of the Golden Passport Office by expanding Zero Fare transit to all users of the transportation system.

- o Direct the Department of Transportation and Public Works to partner with local higher educational institutions to attract new ridership, support education institutional funding of transportation.
- o Use revenue from impact fees, corporate sponsorships, and community foundation dollars to support perceived lost farebox revenue for the County.
- o Encourage real estate developers and tourist agencies market free public transit as an attractive and sustainable way to get around in Miami-Dade.

❖ **Designate Rideshare, Taxi & Freebee Pickup and Drop of Areas at Metrorail Stations**

Background

Several studies & presentations conducted by Miami-Dade County Transportation Planning Organization (TPO) indicate first and last mile mobility solutions are in demand and critical to increasing ridership of public transit. The Metromover is a free mobility option that currently only serves Brickell & downtown Miami. Currently there is no free, direct, safe, point to point first and last mile mobility option from Metrorail stations throughout the County (besides walking). Freebee is an additional mobility option for people to get around Miami-Dade County.

Challenges

The Board of Millennials urges the Department of Transportation & Public Works (DTPW) designate Freebee, Uber, Lyft, and Taxi pick-up & drop off areas at and around Miami-Dade County Metrorail stations through tactical urbanism and visible, accessible signage. The Board additionally urges Honorable Mayor Gimenez and Department of Transportation & Public Works launch a Freebee, Rideshare and Taxi designated pick-up & drop off area pilot project at one Metrorail stop.

Recommendation

The Millennial Board recommends the Board of County of Commission direct the Honorable Mayor designate rideshare, taxi and Freebee pickup and drop off areas with wayfinding at Metrorail Stations.

❖ **Transition to a 100 Percent Electric Bus Fleet by 2025**

Background

Transportation is responsible for 30 percent of all greenhouse gas emissions (GHG), a significant contributor to climate change. Currently, buses are not using clean fuel. The

County just decided to contract with Proterra to transition to electric buses, a great start transitioning to an electric fleet.

Challenges Addressed

Electrification of buses lowers Carbon emissions, a critical factor in combating sea level rise and public health disparities. Improving buses provides another option for residents to choose to move from point A to point B. Addressing the challenge of making public transit attractive to millennials to use is a focus.

Recommendation

It is recommended that the Board of County Commissioners vote to deliver a 100 percent electric bus fleet by 2025.

- o Urge Department of Transportation & Public Works (DTPW), Honorable Mayor Gimenez and Congressional Leaders seek Federal Transit Administration (FTA) to cover full purchase and/or lease cost of 100 percent of electric bus fleet.
- o Engage most recent vendor Proterra in workshops and encourage partnerships with local community-based organizations and Millennials on benefits of e-buses.
- o Encourage Miami-Dade County Public Schools transition to E-buses

❖ Secure Funding and Agreements needed to Expand Tri-Rail into Downtown Miami by the End of 2020

Background

The purpose of the recommendation is to address the ongoing transportation gridlock in our County and lack of accessible, reliable, and affordable public transportation in our region. This is in response to a \$76M subsidy to a for profit train company for building a station along the coastal link and a three-year delay in bringing Tri-Rail service to downtown.

Challenges Addressed

Connecting northeast Dade County with the rest of Miami-Dade is critical to economic growth, building more housing near transit, connecting FIU Biscayne Bay and Barry campuses to the rest of Dade County, and connecting entrepreneurs and employees between north and south Dade and Miami-Dade to Broward County.

Recommendation

To recommend the Board of County Commissioners to expedite discussions and work diligently with private and public partners to secure needed funding for expanding Tri-Rail into Miami Central Station by the end of 2020. Deliverables expected to be completed by 2020 are:

- Helping secure funding for expanding Tri-Rail into downtown.
- Helping expedite safety and security analysis and permits for track usage.
- Helping coordinate with Virgin and Tri-Rail to ensure coastal link is a Transportation priority.

- **Expand Public Transportation Infrastructure at and between Higher Education Institutions**

Background

Currently, University of Miami is the only higher ed institution directly served by Metrorail. Miami-Dade College Wolfson campus has a Metromover stop. Many students must travel far to commute to their school. For Miami-Dade College and FIU, many students and faculty must commute and travel between different branches throughout the County. More so, there currently is not a robust transportation network between the different universities. This stifles innovation, growth, connectivity and community building, something critical to engaging Millennial talent.

Challenge Addressed

The purpose of the recommendation is to address the ongoing transportation gridlock in our County and lack of accessible, reliable, and affordable public transportation for over 400K college students.

Recommendation

The Millennial Task Force Board recommends the Board of County Commissioners enact policies that prioritize and include public transportation hubs at all higher educational institutions in Miami-Dade County in all current and future transportation planning documents, policies, Comprehensive Development Master Plans, Long Range Transportation Plan, SMART Plan, etc.

Deliverables expected to be completed by 2021 are:

- Activating the CSX rail corridor for prioritizing east-west route on SMART Plan for FIU
- Prioritizing Bus Rapid Transit (BRT) from FIU to downtown Government Center

- Work with Transit Alliance's Better Bus project to ensure students and faculty can go from campus to campus easily through route redesign and prioritization.
- Encourage smaller municipalities and add college campuses with the already Citizens Independent Transportation Trust (CITT) funded trolley routes.

Civic Engagement Subcommittee

❖ The Miami-Dade County Board of County Commissioners and the County Mayor Acknowledge and Pledge working Towards Achieving the Sustainable Development Goals (SDG's)

Background

THE SDGs - There are 17 Sustainable Development Goals, SDGS, with 169 associated targets, integrated and indivisible. World leaders have pledged common action and endeavor across such a broad and universal policy, known as Agenda 2030. In September 2015, 163 nations agreed to set up the pathway towards social, economic, and environmental developments:

- End poverty in all its forms everywhere.
- Promote sustainable agriculture and nutrition.
- Ensure healthy lives and promote well-being for all at all ages.
- Ensure inclusive and quality education for all and promote lifelong learning.
- Achieve gender equality and empower women and girls.
- Ensure access to water and sanitation for all.
- Ensure access to affordable, reliable, sustainable, and modern energy for all.
- Promote inclusive and sustainable economic growth, employment, and decent work for all.
- Build resilient infrastructure, promote sustainable industrialization, and foster innovation.
- Reduce inequality within and among countries.
- Make cities inclusive, safe, resilient, and sustainable.
- Ensure sustainable consumption and production patterns.
- Take urgent action to combat climate change and its impacts.
- Conserve and sustainably use the oceans, seas, and marine resources.
- Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.
- Promote just, peaceful, and inclusive societies; and
- Revitalize the global partnership for sustainable development.

Challenges

Challenges are addressing issues of equity and implementation of the goals. These are mandates but rather a framework for achieving resiliency and addressing the climate crisis, something Millennials will be dealing with in years to come. Implementing these frameworks at departmental level and having staff aware of the goals can lead to more fruitful deliverables and impact when distributing grants to local non- profits and educational institutions.

Recommendation

The Board urges the Board of County Commissioners to direct the Honorable Mayor Gimenez to have a press conference pledging the adoption and acknowledgement of the UN Sustainable Development Goals (SDG's), urges the Board to acknowledge, adopt and work towards achieving the UN Sustainable Development Goals, urges the County Office of Resiliency to incorporate the Sustainable Development Goals in the RC100 Strategy, urges the County division of Regulatory and Economic Resources (RER) DERM division prioritize environmental education grants to community based organizations focused on training the community the Sustainable Development Goals and urges the Board of County Commission create policies and frameworks for achieving the UN Sustainable Development Goals.

Conclusion

Through much deliberation, the Millennial Task Force Board has developed the recommendations found within this final report and are fully prepared to be implemented by the Board of County Commissioners for the purpose of attracting, assisting and retaining Millennials in Miami-Dade County. The Millennial Task Force Board is ready to present and explain terminology, methodology, intent and implementation of said policy recommendations that align with the value of creating a County that is equitable, inclusive, prosperous, safe, healthy and livable for all. The Millennial Task Force Board addressed overarching themes of equity, technology, and resiliency in each of the four policy subcommittees through an intersectional approach. The link between housing, transportation, jobs, the environment, and wealth inequity cannot be ignored in 2020 and the next decade must be a focal point in the Board of County Commissioner policy discussions and appropriations. The Millennial Task Force Board looks forward to working with the Board of County Commissioners and the County Mayor on implementing the recommendations provided in the report.