

Memorandum



Date: April 12, 2006

RTC
Agenda Item No. 7(D)

To: Honorable Chairman Carlos Gimenez
and Members, Regional Transportation Committee

From: George M. Burgess
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name of the sender.

Subject: Opa-locka Airport Development Task Force Final Report

Pursuant to Resolution No. R-286-05 creating the Opa-locka Airport Development Task Force, the Task Force's Final Report to the Community Empowerment and Economic Revitalization Committee and the Regional Transportation Committee is attached.

A handwritten signature in black ink, written over a horizontal line. The signature is stylized and appears to be the name of the Deputy County Manager.

Deputy County Manager

March 10, 2006

TO: Honorable Chairman Carlos Gimenez and Members of the
Regional Transportation Committee

FROM: Opa-locka Airport Development Task Force

RE: Transmittal Letter for Report on Development of Opa-locka Airport

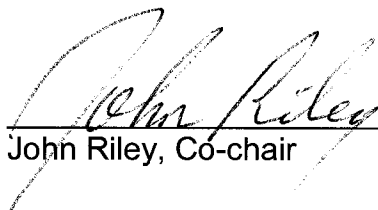
The Opa-locka Airport Development Task Force is grateful for the privilege of participating in the economic development of Opa-locka Airport. We appreciate the opportunity and the faith that you showed in us.

The Task Force has undertaken this task with the utmost care and caution, researching and analyzing various forms of airport development in order to devise a plan specific to the business, political and future needs of Opa-locka Airport.

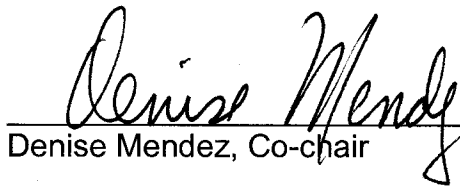
The Opa-locka Airport Development Task Force, which held its first meeting in early May, included representatives from academia, government, business, and aviation. The group was cognizant that the result of our efforts must benefit not only all the communities surrounding the airport but the County as a whole.

The attached report encapsulates all our efforts and concerns. Thank you again for the opportunity to serve our community. It has been an honor and a privilege for all of us to be part of this process.

Respectfully,



John Riley, Co-chair



Denise Mendez, Co-chair

cc: Miami-Dade County Mayor Carlos Alvarez
George M. Burgess, County Manager
Pete Hernandez, Deputy County Manager
Jose Abreu, MDAD Director of Aviation

Memorandum



Date: March 10, 2006

To: George M. Burgess
County Manager

From: John Riley and Denise Mendez,
Co-Chairs, Opa-locka Airport Development Task Force

Subject: Opa-locka Airport Development Task Force

Pursuant to Resolution No. R-286-05 creating the Opa-locka Airport Development Task Force, we hereby submit the Task Force's Final Report to the Community Empowerment and Economic Revitalization Committee for its April 18, 2006 meeting, and the Regional Transportation Committee for its April 20, 2006 meeting. Thank you.

Respectfully,

A handwritten signature in cursive script that reads "John Riley".

John Riley, Co-chair

A handwritten signature in cursive script that reads "Denise Mendez".

Denise Mendez, Co-chair

OPA-LOCKA AIRPORT DEVELOPMENT TASK FORCE
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OPA-LOCKA AIRPORT DEVELOPMENT TASK FORCE Executive Summary

Vision for Opa-locka Airport:

“To be a self-sustaining, full-service domestic and international general aviation reliever airport with supporting aircraft maintenance, repair and overhaul operations, along with the maximization of non-aviation support revenues.”

While aviation demand in South Florida is beginning to exceed the capacity of the commercial and general aviation airports in the region, that is not the case at Opa-locka Airport. Opa-locka Airport served 137,000 operations in 2005, yet MDAD planners estimate OPF capacity at 406,400 annual operations.

Opa-locka Airport, centrally located between Miami International Airport (“MIA”) and Fort Lauderdale-Hollywood International Airport, is ideally situated to serve both Miami-Dade County and Broward County residents and businesses. The Airport is readily accessible from all directions from major roadways and expressways.

With more than five hundred (500) acres of vacant land available for aviation or non-aviation related development and business operations, the Airport is attracting increased interest in land leases and facility development by existing and prospective tenants.

After much research, study and discussion, the Task Force recommendations will enable Opa-locka Airport to capitalize upon development opportunities and become the self-sustaining, successful airport it once was, subsequently impacting positively on surrounding communities.

The Task Force recommends the County expedite the following measures to ensure completion in time for the influx of visitors expected for Superbowl 2007:

- beautify (on-airport signage, landscaping) the Airport as a “quick win” to spur further development;
- place signage on major roadways directing drivers to the Airport;
- work with the City of Opa-locka and Miami Gardens to rezone the eastern portion of the Airport to provide for commercial/industrial non-aviation development as quickly as possible;
- consider dedicating a portion of the Commission’s discretionary/commercial revitalization allocation to fund beautification or infrastructure projects at and/or on areas surrounding Opa-locka Airport;
- begin a dialogue with the Miami-Dade congressional delegation to earmark monies for development at the Airport;
- terminate inactive, non-performing leases;
- designate a marketing manager and funding dedicated solely to marketing Opa-locka Airport;
- allocate smaller parcels for leasehold opportunities for local small developers;

and

- change the Airport's name to Opa-locka Executive Airport to better align itself with its vision and to enhance marketing to potential customers.

The Task Force further recommends completion of the measures detailed below by the end of 2007:

- develop a Master Plan for OPF in order to best control and direct its future through planning;
- undertake a cost benefit analysis of the suggested uses and opportunities within this report to best determine how to accomplish the goal of developing Opa-locka Airport to its full potential;
- institute GAA representation at "an appropriate forum" (see Report) to advocate for Opa-locka Airport interests;
- pursuit of the following to expand development at the airport: General Aviation, Aviation Schools, Multinational Companies, Film Shoots, Army Reserve, and Wholesale/Retail.

OPA-LOCKA AIRPORT DEVELOPMENT TASK FORCE

Final Report -- March 2006

I. Introduction

A. A Brief History

Glenn Curtiss founded what is currently known as Opa-locka Airport ("OPF" or the "Airport") in 1927 before giving his Florida Aviation Camp to the United States Navy shortly before his death in 1930. The Airport was part of the United States Navy Training Command during World War II and served as the hub of six (6) naval training bases. Notably, Amelia Earhart departed on her ill-fated around-the-world flight attempt in 1937 from the former "Miami Municipal Airport," which was located near the Airport's main entrance. To date, numerous historic aircraft and buildings remain on site.

The Airport served as the Miami Naval Air Station and Miami Marine Corps Air Station during the Korean War. In the Cold War era, Opa-locka Airport played a part in both military and civilian efforts, including the infamous "Black Flights" to Guatemala in the 1950s, the Bay of Pigs invasion and the Cuban Missile Crisis. In early 1962, the deed for the Airport was signed and transferred to Miami-Dade County (the "County").

By 1967, OPF was the world's busiest airport with more than 650,000 flight operations. It is the only "Reliever Airport" with its own reliever airport (Opa-locka West). To date, it still has a military presence with the United States Coast Guard Air Station, which houses the "World's Busiest Air/Sea Rescue Station."

B. Great Potential

Aviation demand in South Florida is beginning to exceed the capacity of the commercial and general aviation airports in the region. However, airfield capacity limitations are not presently a constraint for Opa-locka Airport. OPF is well positioned to provide the capacity to serve the region's immediate and future air transportation needs in South Florida, and realize the economic benefits associated with satisfying that need.

Opa-locka Airport, centrally located between Miami International Airport ("MIA") and Fort Lauderdale-Hollywood International Airport, is ideally situated to serve both Miami-Dade County and Broward County residents and businesses. The Airport is readily accessible from all directions from major roadways and expressways.

Record flight delays at Fort Lauderdale-Hollywood International Airport ("FLL") prompted the Federal Aviation Administration ("FAA") in April 2005 to limit the number of aircraft allowed to land each hour. The FAA indicated it may expand the use of two (2) secondary runways, which would result in (i) flight activity directed over noise-sensitive areas, and (ii) limited general aviation operations. Plans to lengthen the south runway to accommodate commercial jets have been on hold since nearby residents and environmental activists expressed strong opposition. Delays in the lengthening of the south runway will likely lead

to the reservation of FLL's airfield capacity for commercial airline operations, and the divergence of general aviation traffic to other airports in Broward and Miami-Dade counties.

Fort Lauderdale Executive Airport ("FXE") is a general aviation airport owned and operated by the City of Fort Lauderdale. The FAA, through its National Plan of Integrated Airport Systems ("NPIAS"), has designated FXE as a reliever airport for FLL. FXE is one of the busiest general aviation airports in the country and has, in recent years, ranked in the top two (2) busiest general aviation airports for United States Customs processing.

In FXE's master plan update prepared in 2002, it was estimated that the airport's annual airfield capacity is approximately 273,000 operations. In 2004, FXE accommodated approximately 227,000 operations, according to Florida Department of Transportation ("FDOT") records. The airport is also reaching on-airport development saturation, as available land is becoming scarce.

The saturation at FXE and FLL counterpoints the situation at OPF. Opa-locka Airport served 137,000 operations in 2005, yet MDAD planners estimate OPF capacity at 406,400 annual operations. Clearly, OPF is underutilized and therefore available for growth.

With more than five hundred (500) acres of vacant land available for aviation or non-aviation related development and business operations, OPF is attracting increased interest in land leases and facility development by existing and prospective tenants.

OPF has two (2) long runways with three (3) precision approaches. These runways can accommodate all aircraft currently flying. OPF also has a parallel training runway that allows simultaneous approaches with its longest runway, which is used primarily by larger aircraft. A new airport rescue and fire fighting ("ARFF") facility was constructed at the Airport in 2004.

The County is well positioned to capture increasing shares of the corporate and general aviation demand in South Florida given the lack of available land to expand elsewhere in South Florida, and capacity constraints at nearby commercial and general aviation airports.

II. Task Force Overview

On March 3, 2005, the Miami-Dade Board of County Commissioners (“the Board” or “BCC”) approved Resolution No. R-286-05 creating the Opa-locka Airport Development Task Force (the “Task Force”) comprised of nine (9) members who either reside or work in proximity to Opa-locka Airport or have demonstrated expertise in designated areas. The Task Force was charged with creating a development plan to maximize the potential for Opa-locka Airport and the surrounding areas. Task Force composition was dictated by the resolution.

The Task Force submitted its preliminary report to the Regional Transportation Committee (“RTC”) and the Community Empowerment and Economic Revitalization Committee (“CEER”), in August 2005. Since that time, the Task Force has met bi-weekly, in duly noticed and recorded sessions, to further develop and expand upon its preliminary findings.

Meetings were staffed by the Miami-Dade Aviation Department (“MDAD”) and the County Attorney’s Office (“CAO”), and attended, at various times, by leaseholders, tenants, and prospective developers. A presentation by the Task Force was provided to the Opa-locka Airport Noise Abatement Task Force (“NATF”). A special public meeting was held in January 2006 at the City of Opa-locka Commission Chambers to gather input from surrounding communities, leaseholders, and the general public.

The Task Force established a vision for the Airport: “To be a self-sustaining, full-service domestic and international general aviation reliever airport with supporting aircraft maintenance, repair and overhaul operations, along with the maximization of non-aviation support revenues.”

III. OPF Today

A. Overview

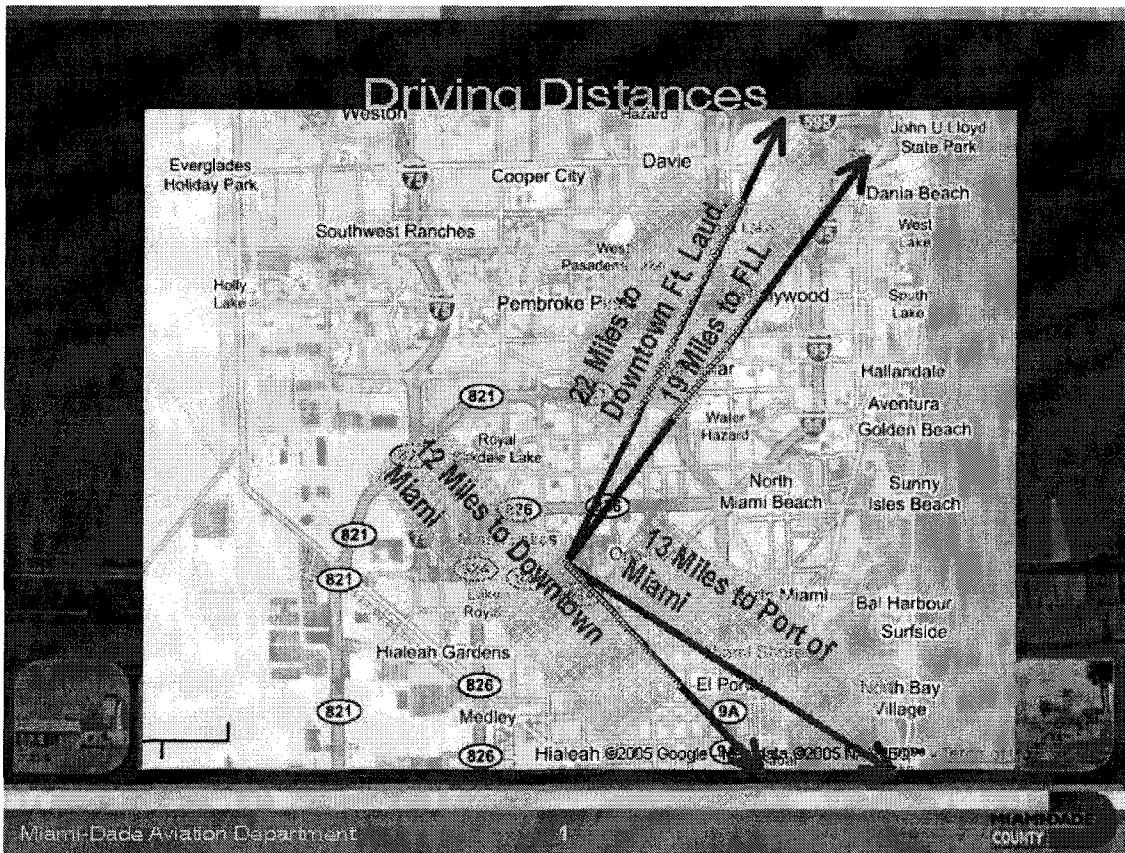
Opa-locka Airport is located only ten (10) minutes from Dolphin Stadium, thirty-five (35) minutes from Downtown Miami, thirty (30) minutes from Miami Beach and twenty (20) minutes from Miami International Airport (see map, page 5). Designated as a reliever to MIA, Opa-locka Airport features no landing fees and quick and easy access.

The Airport offers full fixed base operator (“FBO”) service; aircraft repair and maintenance on airframes, power plants and avionics; and United States Customs Service on the airfield. The Airport is also home to the busiest United States Coast Guard Air/Sea Rescue Station in the world.

Today, Opa-locka Airport serves corporate and business flights, with a moderate amount of flight training and some air taxi/charter activity (see chart, page 6). A United States Coast Guard search-and-rescue unit based at the Airport uses both fixed and rotor-wing aircraft. The Airport is well positioned to draw new general aviation and corporate technology, such as Small Aircraft Transportation System (“SATS”) (see attachment VI-A). Six (6) flight schools are on the Airport, with approximately twenty (20) based-aircraft. Florida Memorial University’s Aviation School utilizes the Airport as well. There is some industrial park activity primarily to the south and west of the Airport; however, none is controlled by MDAD.

Of approximately 140,000 annual operations, 8,500 per year are military-related, from Coast Guard helicopters to C-130 Hercules aircraft, and according to Florida Department of Transportation records, 310 aircraft are based at OPF (see chart, page 7). The based aircraft fleet consists of 137 single-engine aircraft, 104 multi-engine aircraft, 32 jet aircraft, 21 helicopters, and 16 military aircraft. Approximately 85 percent of the aircraft are tied-down on the existing aircraft aprons. The remainder of the based aircraft is stored in either conventional hangars or T-hangars.

Under existing County resolutions, OPF does not serve scheduled commercial operations and is precluded from serving such activities in the future. As such, the Airport’s role is limited to activities that maintain OPF as a primary general aviation reliever airport for Miami International Airport.



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Uses

Opa-locka	None	Low	Medium	High
Recreational Flying/Support		X		
Camping	X			
Sport/Experimental Aviation		X		
Gliders/Soaring	X			
Ultralights	X			
Banner Towing		X		
Sightseeing		X		
Sky Diving	X			
Real Estate Tours		X		
Traffic Reporting				X
Fire Fighting	X			
Flight Training			X	
Business/Corporate				X
Charter/Air Taxi				X
Military			X	
Coastal Patrol/Rescue		X		
Emergency/Medical Flights			X	
Environmental Patrol		X		
Agricultural Spraying	X			
Other (Cargo)			X	
Other (Government Charters)			X	
Other (Police and Fire)				X

FDOT

	YEAR	Based Aircraft	Annual Operations
HISTORIC BASED AIRCRAFT	1991	392	199,604
	1992	392	196,897
	1993	386	220,947
	1994	437	215,669
	1995	405	181,714
	1996	405	145,502
	1997	331	117,950
	1998	260	109,343
	1999	358	117,626
	2000	328	147,894
	2001	372	149,813
	2002	293	151,353
	2003	291	145,398
	2004	310	140,179
	2005	313	137,192
FORECAST BASED AIRCRAFT	2006	330	142,997
	2007	331	144,427
	2008	333	145,871
	2009	334	147,330
	2010	336	148,803
	2011	338	150,291
	2012	340	151,794
	2013	341	153,312
	2014	343	154,845
	2015	346	156,393

Forecast using FDOT and FAA calculations, verified and updated by MDAD Staff

B. Physical

1. Infrastructure

Infrastructure such as a redundant fire loop and utility connections are lacking, with leaseholders/developers expected to fund connection to water and sewer systems and upgrades to 16-inch pipes. There are two (2) fire loops – one each on the southeast and north central sides of the Airport – that meet current needs. There are no fire loops on the west side and the northeast side; these are required for development and represent a cost that developers must fund.

These infrastructure issues make the land less desirable because they represent a cost to developers and could hinder development of the Airport. Consideration must be given to improving infrastructure to encourage development.

2. Runways

OPF has four (4) active runways:

- Runway 9L-27R – 8,002 feet long by 150 feet wide, asphalt pavement in good condition, ILS CAT I, grooved.
- Runway 9R-27L – 4,306 feet long by 100 feet wide, asphalt pavement in good condition.
- Runway 12-30 – 6,800 feet long by 150 feet wide, asphalt pavement in good condition, ILS CAT I, grooved.
- Runway 18-36 – 4,394 feet long by 100 feet wide, asphalt pavement in fair condition.

All runways have full parallel taxiways 75 feet wide. The Airport has a 1,000 –square foot general aviation terminal and a 1,000 –square foot administration building.

Noise impacts are determined by which runway an aircraft uses. MDAD prefers pilots use Runway 12-30 (the diagonal runway) to limit noise impacts. Unfortunately, that runway is not the longest. The longest runway, which runs east-west on the northern side of the airport, impacts the most people with noise in surrounding communities. It can be difficult to get pilots to use the diagonal runway – even though it is longer than those at some international airports, and more than adequate length for all intended uses – because it is more economical and efficient for pilots to use the north runway and, because it is longest, pilots may request to use the north runway even when the runway is closed at night.

3. Air Traffic Control Tower

A replacement Air Traffic Control Tower costing an estimated \$10.9 million is required by June 30, 2007 under federal Occupational Safety & Health Administration (“OSHA”) regulations. The FAA, which operates the tower under the Contract Tower Program, is

poised to execute an Other Transaction Agreement (“OTA”) for \$2.5 million, which includes a \$1.0 million Congressional earmark from the FY 2005 Omnibus Appropriations legislation. MDAD will be able to access \$4.2 million in state funding, leaving a \$4.2 million shortfall. MDAD is requesting additional funding from the FAA for up to \$4.2 million to assist in funding the construction of the replacement tower. Without additional federal funding, MDAD and its airlines and tenants will be forced to absorb the additional cost of replacing the control tower, resulting in a partially unfunded federal mandate.

4. 40-Year Recertification

After Hurricane Andrew, all Airport buildings 40 years or older must be recertified as meeting the building codes of Miami-Dade County. Because the tenant must pay 50% of this cost, all MDAD leases now contain a recertification clause. The 40-year recertification of the Airport’s buildings to bring them up to code is completed, except for those structures that will be demolished if they are not deemed of historical value.

5. Zoning

Opa-locka Airport is currently zoned “GU” for government use; therefore it is limited to aviation use only. Non-aviation uses such as warehousing, retail, and schools are currently not allowed except for parcels south of the Airport. MDAD realized the need to change the Airport’s zoning. OPF lies within the boundaries of the City of Opa-locka (eastern side of Airport) and unincorporated Miami-Dade County (western side of Airport). The Board of County Commissioners recently passed and adopted Ordinance No. 06-20, which changed the zoning west of 47th Avenue. The zoning of the eastern side can be changed but a separate effort will be needed in concert with the City of Opa-locka and the City of Miami Gardens. The City of Opa-locka is currently working on such a measure.

C. Financing/budget

OPF generates a local economic impact of \$80 to \$100 million. The Airport’s budget is less than \$2 million, \$800,000 of which is for the fire station. Airport maintenance is covered under Miami International Airport’s budget, with \$700,000 for salaries, benefits and equipment. Replacement of vehicles and equipment is covered under the reserve budget. Security Improvement Projects are paid for by a state grant.

**Miami-Dade Aviation Department
Opa-locka Airport Budget Summary
FY 2006**

	Proposed Budget FY 2006
Revenues	
Aircraft Parking	\$ 4,500
Fuel & Oil	\$ 397,073
Building Rentals	\$1,213,214
Pavement	\$ 85,846
Ground Rentals	\$ 614,373
Electricity	\$ 800
Delinquency Charges	\$ 500
Miscellaneous Income	\$ 3,000
Security Deposits	\$ 0
Sales Tax	\$ 100,000
Total	\$2,419,306
Expenses	
Direct Operating Expenses	\$ (769,000)
Maintenance	\$ (817,867)
Properties Managers	\$ (94,790)
Total	\$(1,681,657)
Net Operating Revenues	\$ 737,649
Allocated Debt Service	\$(1,852,557)
Net Income/Loss after Allocated Debt Service	\$(1,114,908)
Administrative Support and Overhead	\$ (502,000)
Full Cost Allocation Surplus/Deficit	\$(1,616,908)

D. Market Area Characteristics

The market area for each Florida airport varies significantly in terms of its socioeconomic and demographic descriptions. The following table provides insight into five (5) key descriptors for the Airport's market area that help to bracket its characteristics in comparison to market areas for other public use airports in the state. This information is based on a standard thirty (30) minute service area for all airports.

Factor	Total	Florida Ranking	Florida Average
Population Growth (2000-2020)	802,738	3	174,454
Total Actual Employment	430,851	2	89,776
Post Secondary Enrollment	0	82	28,537
Hotel/Motel Rooms	2,790	36	4,375
Distance to 4-Lane Highway (Mi)	0	59	11.67

FDOT/FASP

E. Master, System, Strategic, and Land Use Plans

There are no current Master, Strategic, System, or Land Use Plans for Opa-locka Airport. Plans were developed but rejected by the Board of County Commissioners when the Resolution No. R-409-01 prohibiting development of a commercial airport was passed.

These plans are defined as follows:

Master Plan: FAA-mandated requirement for developing a needs assessment based on demand and identifying capacity, safety or other improvements to allow for optimal utilization of the airport. It results in an airport layout plan, which is a graphic and visual depiction of improvements. Opa-locka Airport does not have a master plan but it has an Airport Layout Plan from 1994, which the FAA accepts in place of a master plan. Funding permitting, MDAD will update the master plan and layout plan.

System Plan: Defines the airport's role within a system of airports. It is MDAD's intention to update the OPF plan as part of the Strategic Airport Master Planning process. If funded, this four-year process will begin by the end of 2006.

Strategic Plan: An extremely long-range master plan that looks at more than one alternative. It provides a menu of development alternatives based on demand or activity levels that would dictate development.

Land Use Plan: Details how the land is used.

F. Leases and Tenants

Four companies lease seventy percent (70%) of undeveloped land at Opa-locka Airport:

- JP Aviation since March 1998, 34.7 Acres (Phase 1A-25 years, 1B-25 years, 2A-35 years, 2B-25 years, 3-35 years)
- CDC- since Revised Amendment May 1997, 120 Acres plus 54 acres joint venture with OAG (40 years)
- OAG- since August 1999, approximately 240 acres and 54 acres joint venture with CDC (50 years with four 10 year extensions)
- Renaissance- since July 1999, 176 acres (55 years with two 15 year extensions)

Previously, leases had no definitive triggers for development, and many sat vacant for years, generating no revenue to the County or Airport. New leases include development requirements and timelines. Specifically, a statement that requires the tenant to develop the agreed amount of property with a specific time frame and a dollar amount they are required to develop for a specific lease term. The policy MDAD uses is \$10,000 per acre per year (For example: 10 acres x \$10,000 = \$100,000 x 20 years = \$2,000,000 investment). If the tenant does not meet the investment requirement, then the lease would reduce the term for the entire premises to a length consistent with the investment development (\$10,000 per acre per year).

The FAA has stated that no lease should exceed 25 years with a five-year development window; longer lease terms must be justified.

The Task Force has developed a recommendation for leaseholds (see Recommendations page 14).

G. Progress

In the past five (5) years, progress has been made at the Airport. In 2000, a new Customs Building and an Administration and Maintenance Facility were constructed and opened at a cost of \$1.0 million and \$1.7 million, respectively. In 2004, a \$2.6-million Airport Rescue and Fire Fighting facility opened.

J.P. Aviation constructed a 31,500-square-foot, five-bay hangar in 2003.

IV. Recommendations

A. Physical

1. Beautification

Currently, tenants report and the Task Force has observed it is difficult to determine where users enter and exit the Airport property, as there is not a definitive signage statement at the entrance. The Task Force recommends beautification (i.e., signage, landscaping) of the Airport as a “quick win” to spur further development. A \$1.6 million federal grant has been dedicated to Opa-locka Airport to beautify its two (2) entrances and to install a traffic light at LeJeune Road and Northwest 142nd Street where the Airport Administration building sits. Plans to implement these improvements were delayed by the 2005 hurricanes. MDAD anticipates completion of this project by year’s end.

The Task Force has been informed that these funds are adequate to complete the projects; therefore, it recommends that these projects be expedited.

2. Signage

A lack of signage on surrounding major roadways is detrimental to the marketing, identity, and development of Opa-locka Airport. The Task Force recommends that this situation be rectified immediately within the constraints of the law. If a resolution or ordinance is deemed necessary in order to allow Airport directional signage on surrounding roadways, the Task Force urges such a measure.

3. Zoning

The Task Force supports the current rezoning ordinance passed and adopted by the Board and strongly recommends the County work with the City of Opa-locka and City of Miami Gardens to rezone the eastern portion of the Airport to provide for commercial/industrial non-aviation development as quickly as possible.

4. Infrastructure

The Task Force recommends consideration be given to funding infrastructure improvements at the Airport to encourage development.

5. Master Plan

The Task Force recommends development of a Master Plan for OPF in order to best control and direct its future through planning.

B. Financial

1. Funding

The Task Force understands that dedicated funding for Opa-locka Airport improvement is non-existent aside from the basic operational funds and \$1.6 million in federal grants

earmarked to beautify the Airport's two (2) entrances and install a traffic light at the Administration Building intersection.

Opa-locka Airport is located within the district of Commissioner Barbara Jordan, the Vice Chair of the Community Empowerment and Economic Revitalization Committee, and a member of the Infrastructure and Land Use Committee ("ILUC"). Commissioner Natacha Seijas' district is adjacent to the Airport and she is the Chair of the ILUC. In addition to Commissioners Jordan and Seijas, Commissioner Sally Heyman sponsored the resolution creating the Opa-locka Airport Development Task Force, and is a member of the Regional Transportation Committee.

The Task Force respectfully requests and recommends that the aforementioned Commissioners consider:

- a) dedicating a portion of their discretionary/commercial revitalization allocation to fund beautification and infrastructure projects at and/or on areas surrounding Opa-locka Airport;
- b) beginning a dialogue with the Miami-Dade congressional delegation to earmark monies for development at the Airport.

The Task Force further recommends conducting a cost benefit analysis of the suggested uses within this report to best determine how to accomplish the goal of developing Opa-locka Airport to its full potential.

2. Landing Fees

The County's General Aviation Airports ("GAAs") are currently subsidized by revenues from MIA. The MIA Users Group, comprised of airlines, tenants and MDAD staff, dictates how these aviation revenues are spent. Airlines at MIA do not want to subsidize GAAs.

Adding landing fees for general aviation was discussed even though that suggestion would be met with opposition from GAA users. GAA users currently pay a fuel flowage fee in lieu of landing fees, with MDAD receiving that fee.

The Task Force does not recommend charging landing fees at present but desires to keep that option open for future consideration.

3. Lease Termination

Several leaseholders have neither developed their leaseholds, nor paid any revenues to the County, and thereby prohibit development of Opa-locka Airport land that could generate revenue and benefit surrounding communities. The Task Force therefore recommends terminating inactive, non-performing leases. New leases should require an upfront payment and economic investment on the part of leaseholders within a *predetermined time frame*.

Further, the Task Force fully supports the current actions taken by the Board of County

Commissioners and MDAD regarding the OAG lease, as this action will assist in the effort for the Airport to become self-sufficient by adding leases with timelines and which produce revenue.

C. Business Development & Marketing

1. Local Small Business Participation

Paramount in discussions regarding the development of the Airport was a desire to ensure that local, small businesses have a chance to participate in and benefit from said development.

It is the Task Force's understanding that the FAA does not support local preferences unless a local preference program is in place (i.e., the Miami Intermodal Center ("MIC") Rental Car Facility, for which a local small business program was created).

The Task Force recommends that the County allocate smaller parcels for leasehold opportunities for local small developers. If needed, the Task Force recommends creation of a local small business program for the development of Opa-locka Airport.

2. GAA Industry Representation

Opa-locka Airport Development Task Force members recognized the success of the West Kendall Business Association, formerly the Tamiami Airport Business Association, with representatives from tenants, users, MDAD staff, and local business owners.

The Task Force recommends that GAA representation at "an appropriate forum" be instituted to advocate for Opa-locka Airport interests.

3. Marketing

Opa-locka Airport does not enjoy the reputation it deserves, and therefore, it does not garner the business it needs for self-sufficiency. Experience has demonstrated that general aviation flights prefer to land at Miami International Airport in spite of a charged landing fee, higher fuel costs, and having to integrate into the flight paths of large aircraft at MIA.

Opa-locka Airport handled 137,000 operations in 2005, yet MDAD planners estimate OPF capacity at 406,400 annual operations. Clearly, OPF is underutilized and therefore available for growth.

The MDAD Marketing Division presented to the Task Force a new brochure used to market OPF and other County GAAs. The brochure includes GAA layout plans, local business parks and attractions and is distributed at national shows. But even the best sales materials cannot work alone.

The Task Force strongly recommends designating a marketing manager and funding dedicated solely to marketing Opa-locka Airport. The increased business garnered from a

dedicated manager could dramatically escalate the economic impact of Opa-locka Airport, as evidenced by data from Sebring and Ft. Lauderdale Executive (see attachment VI-B).

As part of this effort to increase the Airport's visibility, the Task Force recommends changing the Airport's name to Opa-locka Executive Airport to better align itself with its vision and to enhance marketing to potential customers. This unanimous recommendation has the support of two key Task Force members: current and former Opa-locka Mayors Joseph Kelley and John Riley.

To further support the aforementioned efforts, the Task Force recommends that directional signage to Opa-locka Airport be placed on all major surrounding roadways.

D. Opportunities

Aviation consultants Ricondo & Associates has identified the major factors that are routinely identified by industry leaders as having the most significant potential influence on the future of general aviation.

The Task Force recommends a cost benefit analysis to determine which of the following options and recommended opportunities will best enhance the airport's development and allow it to become financially self-sustaining:

- Continued growth in business and corporate use of general aviation.
- Innovative ways of sharing the cost of aircraft ownership and/or new ways of accessing business aircraft.
- The potential expanded use of general aviation as an alternative to commercial passenger airline use by corporate travelers.
- Industry promotion of learn-to-fly programs, including the introduction of the Sport Pilot License.
- The pending introduction of very light jet ("VLJ") aircraft, consisting of relatively inexpensive one- and two-engine jet aircraft.
- The impact and/or utilization of the Small Aircraft Transportation System in the United States.

In exploring uses for the Airport, the Task Force was mindful of noise impacts generated from increased usage and development. The Opa-locka Noise Abatement Task Force established in 2001, created noise mitigation procedures (see attachment VI-F) that this Task Force wholeheartedly supports. The Task Force recommends keeping open for consideration in the future the option to extend the diagonal runway for noise mitigation purposes. Possible closure of the little used, short north/south runway may also be considered in the future to further development prospects.

1. Multinational Companies

In addition to encouraging small local businesses to invest at OPF, the Task Force recommends that multinational companies be aggressively and competitively pursued.

The Beacon Council is targeting labor-intensive projects – some that may require large workforces – and therefore create significant direct and indirect economic impacts on Opa-locka Airport and its surrounding communities. The projects/ targets are:

- Multi-national parts distributor/training facility
- Cargo import/export
- Maintenance Repair Overhaul (“MRO”) firm
- Airline composite shop
- Airline maintenance facility
- Health Maintenance Organization (“HMO”) provider
- Spare parts distributor.
- Aircraft part-out (chop shop)
- International Original Equipment Manufacturer (“OEM”) (assembly facility).
- Test equipment manufacturer
- Laundry facility (pillows, blankets, seat cushions, etc.)
- Food distributor
- International Air Show directed to the Americas

The Beacon Council reports that this list can be expanded as it increases advertising and promotion of OPF.

The Task Force recommends the County and MDAD work closely with the Beacon Council to further these efforts and consider tax breaks to encourage relocation of these important companies.

2. Aviation Schools

Aviation schools currently located at or near Opa-locka Airport include:

- ADF Airways
- ATP
- Endeavor Flight Training
- New Hope Flight Academy
- Platinum Aviation School
- Wayman Aviation

The Task Force has looked at the impact of educational institutions on aviation and concluded that the marriage of the two is a win-win situation, impacting positively on the upward mobility of the students and on the surrounding communities with the creation of jobs and the accompanying increased spending benefiting local communities.

Creation of a teaching airport, perhaps as a joint plan with airport staff enhancing Florida Memorial University (“FMU”) or combined with a relocation of the George T. Baker Aviation School (“Baker”) from its location just east of MIA to OPF, would greatly benefit the Airport, local aviation, and the surrounding communities. OPF is an ideal location for educational

institutions including secondary, collegiate and technical schools.

3. Film Shoots

Producers have utilized Opa-locka Airport for film shoots for television shows, movies, and commercials, including Miami Vice, National Geographic, and a Chevrolet Cobalt commercial shot for Olympics airing. This is good business not only for the Airport and its surrounding environs, but also for the Miami/South Florida region as a whole.

The Task Force recommends that the County's Office of Filming & Entertainment pursue further commercial filming opportunities and utilization of Opa-locka Airport. This public relations endeavor will enhance the Airport's reputation and attract additional business investment.

4. General Aviation

As mentioned above, the County should make every effort to market business development and commercial/industrial revitalization on Airport property. Support activities such as retail and construction of hangars as well as the availability of a sound infrastructure, and promotion of the Airport by a marketing manager will contribute to the expansion of general aviation activity at Opa-locka Airport and a positive economic impact on surrounding communities.

5. Army Reserve

Miami-Dade County Transit, in an effort to relocate the Army Reserve at Northwest 119th Street and 27th Avenue, visited Opa-locka Airport in December 2005. This Army Reserve represents the only military unit in Kendrick Meek's district, and the Congressman has expressed a desire to keep it within his district. The County must work closely with Congressman Meek's office to negotiate an acceptable arrangement to relocate the Army Reserve to Opa-locka Airport.

6. Wholesale/Retail

The rezoning ordinance passed and adopted by the Board of County Commission will open the door for this important support sector. As aviation grows at Opa-locka, the need for restaurants, shopping, and service will grow in importance.

The Task Force supports Ordinance No. 06-20 adopted at the February 7, 2006, Board of County Commissioners meeting as being in the best interests of the Airport and surrounding environs.

Acronyms Used in this Report

AIP	Airport Improvement Program
ARFF	Airport Rescue and Fire Fighting
BCC	Board of County Commissioners
CAO	County Attorney's Office
CDC	Community Development Corporation
CEER	Community Empowerment and Economic Revitalization Committee
CIP	Capital Improvement Program
EDP	Economic Development Planning
FAA	Federal Aviation Administration
FBO	Fixed Base Operator
FDOT	Florida Department of Transportation
FLL	Fort Lauderdale-Hollywood International Airport
FMU	Florida Memorial University
FXE	Fort Lauderdale Executive Airport
FY	Fiscal Year
GAA	General Aviation Airport
ILUC	Infrastructure and Land Use Committee
MAAC	Miami Airport Affairs Committee
MIA	Miami International Airport
MIC	Miami Intermodal Center
MDAD	Miami-Dade Aviation Department
NATF	Noise Abatement Task Force
NPIAS	National Plan of Integrated Airport Systems
OPF	Opa-locka Airport
OSHA	Occupational Safety & Health Administration
OTA	Other Transaction Agreement
RTC	Regional Transportation Committee
SATS	Small Aircraft Transportation System
USCG	United States Coast Guard

VI. Attachments

- A. Small Aircraft Transportation System**
- B. General Aviation Airports Economic Development Planning (Sebring, Ft. Lauderdale)**
- C. Zoning Ordinance**
- D. OPF Land Use Map**
- E. OPF Business Directory**
- F. Noise Mitigation Evaluation for OPF**

**Small Aircraft Transportation System
A Vision for 21st Century Transportation Alternatives
Dr. Bruce J. Holmes
NASA Langley Research Center**

Abstract

The Nation's transportation system is reaching a crossroads. Current investment strategies in solving the challenges of gridlock in the air, as well as on the ground are not sufficient to satisfy burgeoning demand. Fortunately, due to emerging technologies and past research investments through NASA, the U.S. is in a unique position to test innovative alternative concepts for air transportation systems. These innovations have the potential to give Americans new choices in the way we travel, how our products are delivered, and the ways our services (*e.g.*, health care, education, maintenance, emergency services, law enforcement, and other public service functions) are transported in the 21st Century. One such innovation currently funded for FY 2001 is the NASA Small Aircraft Transportation System Program (SATS¹). SATS technology investments, once implemented, will enable on-demand, point-to-point, high-speed personal air transportation between suburban, rural, and remote communities served by over 5, 000 public-use landing facilities distributed throughout the nation.

This document outlines the technologies developed from recent aeronautics investments that underpin the SATS concept, the SATS vision, and the five-year proof of concept SATS Program as funded by the Congress in 2001.

Background

During the 19th Century, automobiles and roads democratized travel for Americans, in a two dimensional world. In a sense, one could say that the automobile put wheels on America in the last century. The result was that economic opportunity was no longer confined to the nation's 19th century seaports, riverports and railheads. The force behind this industrial age revolution was the plummeting price, coupled with the soaring abundance, of power (in the form of horsepower and kilowatts). As the industrial age comes to a close, we are crossing the threshold into the information age. During this new age, previous paradigms in transportation will not satisfy 21st century needs, nor stimulate 21st century opportunities.

In the 21st Century, the opportunity is emerging for democratized travel in three-dimensional air space, far beyond the constraints of the existing hub-and-spoke airport and interstate highway systems. One vision, that of a Small Aircraft Transportation System (SATS), in a sense would put wings on America. The result would be economic opportunity that is not limited to the 20th century interstates and hub-and-spoke airports. The force behind the information age is the revolution in digital bandwidth and the plummeting price, coupled with the soaring abundance, of the microcomputer and telecommunications technologies.

¹ Small Aircraft Transportation System (SATS). See <http://sats.nasa.gov/>.

Our existing infrastructure of interstates and hubs-and-spoke airports are reaching maturity and saturation. It may surprise many to learn that for trips of less than 500 miles, the average speed from doorstep to destination is between 35 and 80 miles per hour in the hub-and-spoke system. The bad news is that as congestion increases, these speeds will likely decrease in the future. While we must invest in technologies for the hub-and-spoke system, along with investing in new runways, and developing economic incentives for management of demand, the reality is that demand will continue to soar beyond supply, even after we have made all of these important investments. Whether in the air or on the ground, gridlock will constrain economic opportunity in the information age.

The paradox is that away from the 600 hub-and-spoke airports, capacity at over 5,400 public use airports is abundant. In addition, our nation has an existing infrastructure of over 18,000 landing facilities that represent an untapped capacity reserve. Unfortunately, fewer than 10% of our public airports have precision instrument guidance, communications, and radar coverage for safe and accessible near-all-weather operations.

The good news is that as a result of the past 7 years of publicly funded NASA investments in technology for aircraft, a new generation of safe and affordable aircraft is emerging. These NASA investments were made through the Advanced General Aviation Transport Experiments (AGATE) Alliance and the General Aviation Propulsion (GAP) Program. Coupled to the Generation Aviation Revitalization Act of 1994 and burgeoning market demand, these technology investments have supported the following industrial recovery over the past five years (1995-2000):

- more than 300% growth in aircraft deliveries
- more than 350% growth in industry billings
- over 20% improvement in fleet safety
- recovery to about 20% of export deliveries
- about 10% annual growth of jobs in sector

The enabling technologies from the AGATE and GAP investments include:

- New turbine engines with revolutionary thrust-to-weight and cost metrics
- Commercial Off The Shelf (COTS)-based avionics with vast improvements in cost, reliability, and capabilities
- Highway-In-The-Sky (HITS) graphical pilot guidance systems
- New approaches to crashworthiness
- Streamlined composite airframe manufacturing techniques
- Ice protection technology
- Digital engine controls (for single-lever power control)
- Graphical weather information in the cockpit
- Advanced flight training and pilot certification processes

As a result of the AGATE and GAP investments, several new aircraft are emerging in the marketplace. However, in order that these new aircraft can serve the American traveling public, new concepts for airspace use and operation are needed. Suburban, small, rural and remote communities represent the stakeholders and major beneficiaries of this research. The end result will be safe, nearly all-weather access to any location in the nation with an existing landing facility.

The SATS Vision

SATS, once implemented, will divert pressure from the gap between demand and supply in the hub-and-spoke system, and induce growth of alternative transportation markets. Those alternative markets are defined by trips not taken, trips not imagined, or trips not possible in today's system.

Fast forward with me to the year 2010:

Can you picture the following same-day travel choices from a city like Danville, Virginia?

Can you imagine a business trip to call on clients in Arlington, Norfolk, and Charlotte and still make it home in time for your child's little league game?

Can you see a family of four making an affordable weekend roundtrip to visit the grandparents over 300 miles away?

Could you appreciate having outpatient surgery at Johns Hopkins Medical Center in Maryland and returning to your own bed that night for home recovery?

Can you consider the benefits of same day prescription drug delivery from a company in Richmond to senior citizens in Buggs Island, South Boston, and Wolf Trap?

Now imagine that the aircraft and the airports needed for the previous scenarios are readily available to the public, with jet-like performance and safety at propeller-like prices. Imagine hub-and-spoke-like airport accessibility to the smallest of neighborhood airports, without needing radar and control towers, and without needing more land for protection zones around small airports. These are the kinds of transportation mobility and accessibility that SATS technologies will enable

The vision for SATS is to provide the nation with an alternative to existing road and airline choices for travel. The SATS technologies enable entrepreneurs in the transportation industry to create access to more destinations in less transit time. More than 98 percent of the U.S. population currently lives within a 30-minute drive of over 5,000 public-use landing facilities. This infrastructure is an untapped national resource for national mobility. As a result NASA has set the goal of "reducing public travel times by half in 10 years and two-thirds in 25 years." Furthermore, this travel alternative must be cost-competitive with existing choices and meet the public expectations for safety and accessibility.

The early consumers of SATS would have access to fractional or air-taxi-like systems with hired pilot operations. SATS technology development is intended to enable affordability of on-demand services to even the smallest of markets. Scheduled services may also appear in more dense transportation markets as entrepreneurs discover effective ways to meet market demands.

NASA envisions that the SATS technologies will enable an advanced generation of “smart” aircraft and “smart airports.” These technologies will be designed to enable access to virtually any runway end or helipad in the nation, in aircraft that have jet performance at propeller-like prices.

The SATS Program

The Congressional budget appropriation for the SATS Program includes a mandate to “prove SATS works.” This mandate includes demonstration of four operational capabilities, enabled by the integration of emerging technologies from two previous NASA-industry programs, AGATE² and GAP³. These four capabilities are:

- (1) Higher-volume operations at airports without control towers or terminal radar facilities
- (2) Lower adverse weather landing minimums at minimally equipped landing facilities
- (3) Integration of SATS aircraft into a higher en route capacity air traffic management system with complex flows and slower aircraft; and
- (4) Improved single-pilot ability to function competently in complex airspace

NASA will facilitate the formation of a public-private alliance to encompass state-based partnerships for the execution of the SATS Program. These partnerships will participate in continued technology development, system analysis and assessment, technology integration and flight demonstrations of the SATS operating capabilities.

The enabling technologies, developed initially under the AGATE and GAP programs, will be refined for integration by the SATS Program and will include:

- Integration of Highway-In-The-Sky (HITS) with synthetic vision systems
- Simplified software-based flight controls
- Autoland capability for the SATS class of aircraft
- Automatic Dependent Surveillance-Broadcast surveillance
- Airborne Internet communications
- Computational algorithms for automated traffic separation and collaborative sequencing

These technologies form the foundations for creating the four SATS operating capabilities.

² Advanced General Aviation Transport Experiments (AGATE) Alliance and research program. See <http://agate.larc.nasa.gov/>.

³ General Aviation Propulsion (GAP). Website link available from <http://agate.larc.nasa.gov/>.

Summary

In summary, the Nation is now in a unique position to create a major innovation in consumer choices available for personal or business air transportation, shipment of goods, and delivery of services. This opportunity to innovate comes at a time when existing air and ground infrastructures are maturing and reaching saturation. Without alternatives to existing systems, the economic opportunities of the Information Age will be constrained to existing transportation infrastructures. With alternatives, new patterns of economic opportunity are enabled that need not be constrained the 20th century hub-and-spoke airport and interstate highway infrastructures.

The Small Aircraft Transportation System vision has the potential to catalyze the Nation's economic development in the Information Age with advancements in transportation mobility and accessibility. Following the successful AGATE and GAP models, by working in public/private partnership with the states, industry and universities, NASA and the FAA will collaborate on the continued development of SATS technologies. These technologies are the foundation upon which this new vision of air transportation can be built.

SATS represents a National opportunity to create an affordable and safe transportation alternative that frees people and products from today's system delays by creating access to more communities in less time.

APPENDIX "N"

Case Study
Fort Lauderdale Executive Airport

Case Study

Fort Lauderdale Executive Airport

Fort Lauderdale Executive Airport (FXE) has the goal of being the “Best Airport of its Type” in the nation. The airport staff has recognized that in order to accomplish that goal the airport needs to attract business, help those businesses prosper and be a benefit to the community. The airport staff has determined that its primary role is to (1) lease land and (2) create an environment where the private sector tenants can be successful. That is the fundamental philosophy that has enabled this city-owned airport to contribute substantially to the economy of Fort Lauderdale and South Florida.

The City of Fort Lauderdale operates a 1,200 acre general aviation airport with two runways, five fixed base operations (FBOs) and numerous businesses offering aeronautical services, 700-based aircraft, 450 aircraft hangars, an industrial airpark with 1.3 million square feet of office, warehouse and manufacturing facilities, a foreign trade zone (FTZ # 241) and a downtown public use helistop.

The City has developed an airport master plan that has emphasized the development of the airport to serve corporate and business aviation to provide maximum economic development impact to the community. The airport has grown to become the 5th busiest general aviation airport in the country with more than 245,000 annual operations and serves as a base of operations for 115 corporate jet aircraft.

FXE is operated as a business that recognizes and promotes the economic development contribution of the tenants to the surrounding area. The airport is located approximately 5 miles from downtown Fort Lauderdale, in the center of Broward County, a county with a population of 1.6 million. The airport is in close proximity to Interstate Highway I-95 and the Florida Turnpike, in addition to major arterial roads in the region.

The City of Fort Lauderdale has recognized the economic development of the airport and has included the Airport Division in the Community and Economic Development Department. The City has also recognized that the environment around the airport lends itself to major development and investment with the airport serving as an important transportation link. Airport management has negotiated long term leases with tenants to facilitate financing of tenant improvements. Collectively, airport tenants are the 5th largest taxpayer in the City with an assessed valuation of \$102 million and annual real estate tax of more than \$2 million.

FXE is a major employer in the region and is active in many aspects of the community, playing a major role in the economic development of the City. Airport staff works closely with area economic development organizations such as the Chamber of Commerce, Broward Alliance, Fort Lauderdale Sister Cities, World Trade Center and numerous service organizations to promote the airport.

Executive Airport is also a member of, and participates in, national association trade shows.

Airport management recognizes that it cannot accomplish its goal of being the “Best Airport of its Type” if aircraft noise causes quality of life issues in the community. The City has instituted a comprehensive noise abatement program in an effort to reduce aircraft noise to the surrounding community. The program has involved the participation of the pilots and aviation tenants, the FAA and City staff, and the citizens whose quality of life is affected by the aircraft noise. The program has established that the City is committed to resolving the noise issues that affect the surrounding residential community.

FXE operates with annual revenues of \$4.68 million and generates a profit which allows it to provide services that are necessary to attract high quality tenants. In addition, airport revenues provide matching funds for State of Florida and Federal Aviation Administration grants. The airport has been very successful in securing grants from traditional grant funding sources for the construction of airport projects, infrastructure and facilities.

The Aviation Division has worked with the FDOT and the FAA to acquire grant funds for several critical projects, including:

- Airport Administration Building with a total project cost of \$ 2.3 million (80% FDOT Grant)
- Downtown Helistop with a total cost of \$3.4 million (FAA Grant - \$1million, FDOT Grant - \$1.2 million, Airport Funds - \$1.2 million)
- Design and Construct Aircraft Rescue and Firefighting Facility with an estimated cost for the Airport portion of the building of \$1.5 million (FDOT Grant 80% - approximately \$1,200,000)
- Airfield Electrical Rehabilitation \$4.3 million Project (90% FAA Grant, 5% FDOT Grant)
- Security Access Control Project Phase I - estimated \$1.7million and Phase II- estimated \$3.0 million (90% FAA Grant, 5% FDOT Grant)

Current and Future Programs

Annual Report

The airport publishes an annual report that is both an informational piece on the activities and progress of the airport and the tenants during the previous year and is also a method by which the city of Fort Lauderdale can acknowledge the efforts made by groups and individuals to assist the Executive Airport’s economic development contribution to the community.

Foreign Trade Zone

Executive Airport operates Foreign Trade Zone #241 which provides an opportunity to market the airport and adjacent property to companies operating in a global economy. The FTZ will assist businesses engaged in international business to improve their competitiveness by reducing, deferring, or eliminating costly duty or excise taxes.

Security Access and Control System

Executive Airport has commenced a project to install a security gate and fence system to secure the facility. The project has been coordinated with the tenants to provide upgraded security access control, at no cost to the tenants, throughout the airport. The project will use grants from the FAA and FDOT for a total project cost of approximately \$ 4.7 million.

Runway Safety Program

Executive Airport received an "Appreciative Partnership Award" from the Atlanta Southern Region of the Federal Aviation Administration, Office of Runway Safety. The award was presented for contributions in implementing runway safety initiatives to increase the safe and efficient use of the airport. The City has developed a comprehensive program involving tenants, pilots, FAA, and City departments focused at developing a comprehensive approach to address the causes of runway safety problems. The program includes ramp driving permits and airport operating area badging in addition to a new street sign program

Directory Sign Program

Executive Airport has commenced a project to place directory signs at numerous locations throughout the airport to assist customers and the public in locating their destination. This project will reduce the likelihood of people, including delivery vehicle drivers, getting disoriented on airport roads.

Baltimore Oriole Baseball Spring Training Stadium

Executive Airport Enterprise Fund leases property to the City for baseball spring training which attracts more than 100,000 people during the baseball spring season. The property is located in the eastern portion of the airport property and is prime property for redevelopment to support either future aviation or non-aviation uses as the need arises.

Airport Noise Abatement Program

Executive Airport has a comprehensive noise abatement program to reduce aircraft noise to the surrounding residential community. Airport staff has formed a working group to assist with solutions to noise issues. These groups include homeowner associations, pilot and airport users, and government representatives. This program has served to substantially reduce noise to the community

for several years. Executive Airport was the “beta test site” for the Airport Noise Monitoring System (ANOMS) that is now used in numerous airports throughout the world.

Annual Achievements in Community Excellence (ACE) Awards

Each year Executive Airport presents the Achievements in Community Excellence (ACE) Awards to airport tenants that have made significant contributions to the noise abatement program. This is part of the airport’s comprehensive Pilot Education Program, which includes quarterly FBO/Pilot Noise Procedures Workshops, flight manual inserts, briefing room posters, and airfield signs.

Services and Facilities

Executive Airport and the City have made a considerable effort to ensure that the following services and facilities needed by aviation businesses are available:

24 Hour FAA Air Traffic Tower

The City of Fort Lauderdale has recognized that an airport serving as a base for sophisticated corporate aircraft in a busy urban area requires an FAA Air Traffic Control Tower on a 24-hr/day basis. The airport has arranged to reimburse the FAA for air traffic control services for hours during which the airport operations level does not permit the FAA to staff the FAA tower. The annual cost of the reimbursement is approximately \$200,000. The airport views this expense as a cost of doing business that allows the tenants to be successful and to maximize their economic potential to the community.

24 hr Aircraft Rescue and Fire Fighting (ARFF)

Although Executive Airport is not required to have ARFF on-site, the presence of the fire station on-airport is an incentive for companies to base their sophisticated aircraft at an airport that provides this critical service. This is an expense to the airport in an effort to create an environment that allows the tenants to be successful. The annual cost to the airport for this service from the Fort Lauderdale Fire Department is approximately \$584,000.

Airport Police Sub-Station

Executive Airport has included offices for the City of Fort Lauderdale Police Department to be used as a substation in the new Airport Administration Building. The presence of the Police Department at the airport creates an environment that helps retain businesses and encourages capital investment by the tenants.

US Customs Facility

Executive Airport has provided a parcel of property and a building for use by the U.S. Customs Service to permit it to operate as a Landing Rights Airport. The U.S. Customs Facility has generated

substantial traffic at the airport and has created an opportunity for the City to attract and retain numerous businesses and generate significant economic impact in this region. This facility is one of the busiest general aviation facilities in the nation, clearing more than 10,000 aircraft and 36,000 people annually. There are plans to include U.S. Immigration Services personnel in the facility in the future.

Downtown Helistop

The City’s Aviation Division has completed a project to construct a public use helistop in downtown Fort Lauderdale. This project was constructed for approximately \$3.6 million with the City of Fort Lauderdale/FDOT/FAA each paying one third of the cost. This three-way partnership has enabled the creation of the only public use helistop located in a downtown central business district in Florida.

This project was recognized by the FDOT as “Aviation Project of the Year” in the State of Florida in 2002. This project is a demonstration to Corporate America that the City of Fort Lauderdale is a progressive, dynamic city looking to attract business and willing to create the kind of infrastructure that businesses need.

Participation in Community Organizations

Executive Airport participates in numerous local, state, and national organizations to obtain information on the latest management techniques in the industry and to promote the City of Fort Lauderdale and Executive Airport as a location to attract business to this region.

Executive Airport has received the World Trade Center’s Award for “Outstanding Achievement in International Trade”. It has also been recognized with a Fort Lauderdale Chamber of Commerce Award for positive achievements and significant impact to the Uptown Business Area.

Economic Impact

An Economic Impact Report, conducted for the airport by Williams, Hatfield and Stoner, Inc., states that the direct economic impacts generated by the Airport and Industrial Airpark are approximately \$304 million per year.

<u>Aviation Impact</u>	<u>Employment</u>	<u>Payroll</u>	<u>Direct Dollars</u>
• Direct			
Airport	603	\$13,124,100	\$57,035,700
Government	<u>29</u>	<u>\$ 1,290,000</u>	<u>\$ 5,401,200</u>
Total Direct	632	\$14,414,100	\$62,436,900

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- **Secondary**

Airport	572	\$10,428,400	\$54,509,100
Government	<u>26</u>	<u>\$ 1,044,900</u>	<u>\$ 5,779,200</u>
Total Secondary	598	\$11,473,300	\$60,288,300

- **Total Direct and Secondary**

Airport	1,175	\$23,552,500	\$111,544,800
Government	<u>55</u>	<u>\$ 2,234,900</u>	<u>\$ 11,180,400</u>
Total Direct and Secondary	1,230	\$25,787,400	\$122,725,200

- **General Aviation Visitor Impacts**

<u>Impact</u>	<u>Employment</u>	<u>Payroll</u>	<u>Output</u>
Direct	538	\$8,573,500	\$13,565,300
Secondary	<u>331</u>	<u>\$7,687,700</u>	<u>\$13,096,200</u>
Total	869	\$16,261,200	\$26,661,500

- **Total Airport Economic Impact**

<u>Impact</u>	<u>Employment</u>	<u>Payroll</u>	<u>Output</u>
Direct	1,170	\$22,987,600	\$76,002,200
Secondary	<u>929</u>	<u>\$19,161,000</u>	<u>\$73,384,500</u>
Total	2,099	\$42,148,600	\$149,386,700

- **Total Direct Impact of the Airport Industrial Airpark**

Employment - 2,220

Payroll - \$ 49,900,000

Output - \$155,800,000

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Best Practices

- Adopted a fundamental philosophy that Executive Airport exists to create an environment to help business prosper and benefit the community
- Developed a pro-business attitude with an emphasis on corporate and business aviation to maximize economic impact
- Adopted an Airport Master Plan focused on the infrastructure to serve the needs of sophisticated corporate and business aircraft
- Promoted the airport as a facility that fosters development and investment to attract business and retain business
- Negotiated long term leases to facilitate financing of tenant improvements
- Formed highly effective partnerships with City departments, County entities such as Broward Alliance, Sister Cities, Chamber of Commerce to market the airport and the tenant services
- Develop relationships with local, state, and national Economic Development Organizations (EDOs) to enhance the region's economic development efforts
- Participated in national industry association trade shows and marketing programs
- Recognized that Executive Airport needs to benefit the community as a whole to accomplish its goal to the "Best Airport of its Type"
- Aggressively pursued grant funding sources using excess revenues as matching funds for state and federal grants for airport development
- Published Airport Annual Report to promote the events of the previous year and to market Executive Airport to aviation and non-aviation companies alike
- Established Foreign Trade Zone #241 to assist businesses in the global marketplace
- Constructed the Downtown Fort Lauderdale Helistop in the Central Business District
- Upgraded airport security and implemented access and security improvements in excess of requirements

- Developed Runway Safety Program to reduce incursions and to improve tenant operational safety procedures
- Entered into a contract with the Federal Aviation Administration to establish 24-hour FAA Air Traffic Control Tower services
- Provided 24-Hour Aircraft Rescue Fire Fighting Service on-airport
- Provided 24-hour Fort Lauderdale Police Sub-Station at Airport
- Established relationship with U.S. Customs to qualify as Landing Rights Airport and provided a Customs Building on-airport

Summary

Fort Lauderdale Executive Airport is categorized by the FAA as a general aviation reliever airport located in an urban area of South Florida. The facility is owned by the City of Fort Lauderdale, and as recognition of its economic impact, has been included in the City's Community and Economic Development Department. The Airport Division has adopted a pro-business philosophy that has helped to make it the 5th busiest general aviation airport in the country. The airport provides the infrastructure required for the private sector to establish their businesses and to be successful in attracting high quality customers operating sophisticated corporate aircraft. These businesses then provide aviation services that are needed by the public.

The business conditions in South Florida have helped make Executive Airport an economic engine. Because it is located in such a heavily populated business region, the airport is only one of many businesses and industries vying for limited resources while having to address issues related to a growing region. A general aviation airport in a busy urban area does not have the same relative effect on the economy of the region, as a similar airport would have in a rural area, therefore Airport administration has to constantly educate the local community regarding the benefits of general aviation. Airport administration participates with several of the area's economic development organizations to promote not only the airport but also increase the tax base of the entire region.

Airport management has recognized that in order to accomplish its goal to be the "Best Airport of its Type", it needs to reduce aircraft noise to the surrounding residential community. Airport administration has developed an effective relationship with numerous homeowner associations and the pilots at the airport devoting significant time and effort to implement the Airport's Noise Abatement Program.

The Executive Airport and Industrial Airpark generate an economic impact of \$305,000,000 annually according to the 1997 Airport Master Plan. In addition to its financial impact, the airport's use as an international gateway is a significant factor that contributes to the overall economic development of this region.

The Airport Complex also includes the Downtown Fort Lauderdale Helistop serving businesses in the core of the Central Business District of this region. This is the only Public-Use Helistop located in a downtown business in the State of Florida. The presence of this Downtown Helistop demonstrates to 'Corporate America' that the City of Fort Lauderdale is progressive, dynamic and looking to attract and retain business by providing the type infrastructure that businesses need to be competitive in the global marketplace.



APPENDIX "O"

Case Study
Sebring Regional Airport

Case Study

Sebring Regional Airport

Sebring Regional Airport could be called "An Airport Without Limits". That is the fundamental philosophy and mindset that has enabled the Airport Authority, established in 1967, to position it to meet the future economic development demands of the South Central Florida area. The Airport Authority staff has exercised considerable initiative and creativity to accomplish the goal of enhancing the economic impact of the Sebring Regional Airport and the Industrial Park.

Sebring Airport Authority (SAA) operates a 1,770 acre general aviation airport with two 5,190 foot runways, an industrial park with 767,576 square feet of space in 36 buildings, including a foreign trade zone (FTZ 215) and is the only airport in the country with a community redevelopment agency. The adjacent DeSoto City Volunteer Fire Department provides services to the airport/industrial park. Additional fire protection services are provided by the City of Sebring Fire Department. The fire protection system has been designed to obtain a favorable rating from ISO to optimize the attraction and retention of tenants. The security for the facility is under contract with Craig D. Graybill Security Service

The Airport Authority has created a development plan as a result of an ongoing visioning process. The plan is well thought out with an emphasis on the role of the authority in developing solutions to the economic development problems and issues of the surrounding rural area. The airport is located in Highlands County in South Central Florida which has been identified by the State of Florida as an area of critical economic concern. As the Airport Authority was formulating its vision, the City of Sebring (population 50,000) and Highlands County (population 100,000) were made aware of the importance of the airport to the success of the economic development of the region. The Airport Authority has focused its efforts to provide the infrastructure necessary to attract and retain quality businesses that will increase the tax base and generate economic impact to the surrounding region.

The Sebring Airport Authority, the City of Sebring and Highlands County entered into interlocal agreements which recognized the airport as a partner in creating economic development solutions and increasing the tax base in the community. The airport has had a dramatic effect on the economic development of the area.

The interlocal agreements created the mechanism which allows the airport to receive funds from the city and the county which can be used as matching funds for state and federal grants. The Airport Authority has been very creative in securing funds from traditional and non-traditional funding sources for the construction of airport projects, infrastructure and facilities that have been leased for use by tax paying tenants.

The Sebring Airport Authority has worked with the following organizations to acquire grant funds:

- Farmers Home Administration for the construction of a waste water facility on the airport to serve the airport tenants. Sebring was the first airport in the nation to get FHMA funds for the construction of an on-site self-contained waste water treatment plant with a capacity of 90,000 gallons per day.
- Economic Development Transportation Funds from Enterprise Florida for road and rail improvements to the LESCO Fertilizer Plant, Hancor Project (manufacturer of Polyethylene Pipe), LEA Aircraft project, and others.
- Inter-local grant from FDOT to four lane the airport entrance road and intersection entrance with the balance of the road project included in the FDOT work program and the Highlands County Capital Improvement Plan (CIP).
- State Rural Development Revolving Loan Program.
- Community Development Block Grant Funds for \$750,000 for site work for a hotel project (81 rooms)
- Congressional Earmark Funds provided through the State Department of Community Affairs to be used for an EDA grant, matching funds for a signature mixed-use development including retail/commercial/residential on 140 acres.
- FDOT/FAA grant funds for the construction and rehabilitation of hangars, buildings and airfield related projects, as well

Current and Future Programs

Community Redevelopment Agency

In 1996, the Sebring Airport and Industrial Park was designated a Florida Community Redevelopment Agency (CRA) to provide financial assistance and other incentives to businesses developing on the airport or in the industrial park. This is the only airport in the nation that is designated as a CRA.

Foreign Trade Zone

The Airport Authority operates Foreign Trade Zone #215 which provides the ability to market the property to companies operating in a global economy. Currently the FTZ is used to provide cost reductions on aircraft fuel to companies operating on international flights.

Wireless Broadband

The Sebring Airport Authority is developing a project to install wireless capability throughout the airport, including in tenant buildings to provide wireless broadband, T-1 Speed or greater, at no cost to the tenants.

Option for 1000 Acres of Adjacent Land

The Sebring Airport Authority has a binding option to purchase approximately 1,000 acres of adjacent land that provides for future expansion including a planned 8,500 parallel runway, in addition to other improvements.

High Speed Rail Station

The airport master plan identifies a future location for a high speed rail station on the airport property in order to provide a location for this needed infrastructure. This is an effort to plan for transportation solutions to the connectivity issues that confront this area of the state.

Helicopter Hot Refueling at Night

In addition to providing fuel for civilian aircraft through its FBO, the Airport Authority also provides military fuel for C-130 aircraft and for Air Force C-5 aircraft. Sebring operations personnel are one of only two civilian groups in the country to be certified to conduct hot refueling of military helicopters, at night, using military night vision equipment.

Sebring Regional Airside Center

The Sebring Regional Airside Center houses the Airport Authority offices and the Sebring Flight Center, operated by the authority, providing fixed base operator services at the airport. The Airside Center includes Sherianne's Runway Café in addition to Hobby Hill Airside and the Sebring International Raceway Gift Shop.

Sebring International Raceway

The Airport Authority leases property to Sebring International Raceway, home of the "12 Hours of Sebring". The facility attracts more than 100,000 people during the spring and fall racing seasons and another 100,000 people throughout the year. The raceway has a substantial economic impact on the local economy, particularly local hotels, since the track is used 320 days a year. Sebring Raceway is the official winter testing headquarters for Indy cars. Recently all of the Indy car teams and sponsors were present for a week-long event at the raceway facilities. The facility has completed a \$5 million renovation to the track structure, including a state-of-the-art pit lane.

Chateau Elan Hotel and Spa

In 2000, Sebring International Raceway constructed Chateau Elan Hotel and Spa, an 81-room hotel and spa on property it leases from the authority. The hotel is located track side on the Sebring International Raceway. The first class hotel facilities include Brasselton's restaurant, pool, spa, and gym. The facility is available for corporate meetings and serves to provide additional economic impact to the surrounding area.

Economic Impact

An Economic Impact Report conducted in June 2001 by Fishkind & Associates, Inc., states that the direct economic impacts generated by the Sebring Airport Authority, Sebring International Raceway, and other tenants are approximately **\$46,390,242** per year.

<u>Category</u>	<u>Employment</u>	<u>Payroll</u>	<u>Direct Dollars</u>
SAA	14	\$318,409	\$1,975,172
SIR	19	\$274,500	\$5,000,000
Industrial Park Tenants	<u>575</u>	<u>\$10,068,869</u>	<u>\$39,415,070</u>
Total	608	\$10,661,778	\$46,390,242

When the economic impact of visitors and participants off track of \$19,205,835 is included in the calculation, and the final figure is adjusted by including appropriate multipliers, the Annual Economic Impact is shown below:

<u>Category</u>	<u>Direct Dollars</u>	<u>Multiplier</u>	<u>Total</u>
SAA	\$1,975,172	1.94	\$3,831,834
SIR	\$5,000,000	2.09	\$10,450,000
Industrial Park Tenants	\$39,415,070	1.82	\$71,735,427
Visitors/Participants Off Track	<u>\$19,205,835</u>	2.09	<u>\$40,140,195</u>
Total	\$65,596,077		\$126,157,456

The employment impacts are shown below:

<u>Employment</u>	<u>Direct</u>	<u>Multiplier</u>	<u>Total</u>
SAA	14	1.97	28
SIR	19	1.91	36
Industrial Park Tenants	575	1.93	1,110
Visitor/participants Off Track	<u>29</u>	1.91	<u>55</u>
Total	637		1,229

Best Practices

Based on the above, the Sebring Regional Airport is exemplary because of the following 'best practices':

- Adopted a fundamental philosophy of creative thinking about issues and opportunities without limits or constraints
- Developed a consensus through 'Visioning' process
- Developed a well-thought out plan focused on solving economic development issues and problems of the city and the county
- Invested Airport Authority and staff time and efforts to market the plan to stakeholders to ensure ownership across the board
- Emphasized developing solutions to economic development problems and the issues of the surrounding rural area
- Entered into interlocal agreements to formalize highly effective partnerships with the City of Sebring and Highlands County
- Positioned the Airport Authority as a partner in creating economic development solutions and to facilitate increasing the tax base in the region
- Aggressively pursued non-traditional grant funding sources, including:
 - Farmers Home Administration
 - Economic Development Transportation Funds
 - Interlocal Grant from FDOT
 - Rural Development Revolving Loan Program
 - Community Development Block Grant Funds
 - Congressional Earmark Funds
 - FDOT/FAA grant funds
- Obtained designation as Community Redevelopment Agency
- Obtained designation as Foreign Trade Zone #215
- Planned Wireless Broadband Concept
- Acquired Option for 1000 Acres of Adjacent Land

- Planned for High Speed Rail Station
- Certificated for Helicopter Hot Refueling at Night
- Developed and Optimized Relationship with Sebring International Raceway

Summary

The Sebring Airport Authority is located in a rural area that has been identified as an area of critical economic concern. The Authority has been very creative in identifying solutions to economic development issues and problems. It has been aggressive in obtaining the cooperation of the community and using this general aviation airport as a resource to address the economic development issues in this area. The Authority's vision has enabled it to position itself to prepare the airport to meet the future demands of the airport and the region.

The partnership that has been created by the Authority, the City of Sebring, and Highlands County is a significant positive factor in optimizing the airport's economic development potential. Aggressive marketing by the airport is a major factor in its success in increasing the tax base and the employment in the area. The Authority has been flexible in its approach to business not only by arranging to use its own resources to provide needed aviation services but also by contracting out services that are better handled by the private sector. The concept of capitalizing on the unique nature of the Sebring International Raceway has resulted in creating an identifiable community asset and demonstrates the progressive nature of the Authority's development program.

The Sebring Airport generates an Economic Impact of \$126,157,456 annually. In addition to the financial impact, the airport's potential is a significant factor that contributes to the success of the economic development of this area. The Authority's vision, creativity, planning and aggressive marketing will, no doubt, result in continued future success for the Authority, its tenants, and the region.

→ → →

TITLE

ORDINANCE PERTAINING TO ZONING REGULATION OF PUBLIC AIRPORTS; AMENDING SECTION 33-284.22 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA ("CODE") PERTAINING TO GP (GOVERNMENTAL PROPERTY) ZONING DISTRICT; CREATING SECTION 33-363.1 OF THE CODE PERTAINING TO OPA-LOCKA AIRPORT ZONING; PROVIDING FOR CERTAIN ADDITIONAL PUBLIC AIRPORT USES IN THE GP ZONING DISTRICT AT OPA-LOCKA AIRPORT; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

BODY

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. Section 33-284.22 of the Code of Miami-Dade County, Florida, is hereby amended to read as follows:1

ARTICLE XXXIIIC.

GP, GOVERNMENTAL PROPERTY

Sec. 33-284.22. Uses permitted.

(a) No land, body of water and/or structure shall be maintained, used or permitted to be used, and no structure shall be hereafter maintained, erected, constructed, moved, reconstructed or structurally altered or permitted to be erected, constructed, moved, reconstructed or structurally altered for any purpose in a GP

District which is designed, arranged, or intended to be used or occupied for any purpose other than the following:

(1) Public parks, playgrounds and buildings, and structures supplementary and

incidental to such uses;

- (2) Fire stations;
- (3) Police stations;
- (4) Public auto inspection stations;
- (5) Public water and sewer treatment and distribution facilities;
- (6) Public libraries;
- (7) Public buildings and centers;
- (8) Public hospitals, nursing homes and health facilities;
- (9) Public auditoriums, arenas, museums, art galleries;
- (10) Maximum and minimum detention facilities;
- (11) Solid waste collection and disposal facilities;
- (12) Public maintenance and equipment yards;
- (13) Public bus stations and rapid transit stations and facilities;
- (14) Public airports >>, including those particular uses allowed under the applicable airport zoning regulations<<;
- (15) And other similar governmental uses.

Section 2. Section 33-363.1 of the Code of Miami-Dade County, Florida, is hereby amended to read as follows:

>>Sec-363.1. Uses permitted on Opa-locka Airport lands in the GP Governmental Property zoning district.

The following public airport uses shall be permitted on those lands in the Opa-locka Airport zoning area that are in the GP Governmental Property zoning district, provided that such uses comply with the requirements of the Future Aviation Facilities Section of the Aviation Subelement of the Comprehensive Development Master Plan (CDMP), are compatible with and not disruptive of airport operations occurring on such lands, and comply with all applicable regulations of the Federal Aviation Administration and other applicable law.

- (1) The airside portion of the airport, which shall be deemed to consist of all portions of the airport where general public access is restricted (but not including

terminal concourses), shall be limited to aviation uses, including but not limited to airfield uses such as runways, taxiways, aprons, clear zones, landing areas, and support and maintenance facilities such as control towers, flight service stations, access roads, fire stations, and fuel farms. Where not otherwise prohibited by law, open space and interim or existing agricultural uses and zoning may also be permitted in the airside portion, subject to such conditions and requirements as may be imposed to ensure public health and safety.

(2) The landside portion of the airport, which shall be deemed to consist of all portions of the airport where general public access is not restricted and also terminal concourses, may include both aviation uses and non-aviation uses that are compatible with airport operations and consistent with applicable law. At least 30% of the land area in the landside portion must be developed with aviation-related uses or uses that directly support airport operations.

(a) Aviation uses where general public access is allowed may include existing uses and the following or substantially similar uses:

1. passenger terminal area, which may include non-aviation related uses designed to serve the traveling public and on-site employees, such as offices, personal services, retail activities, restaurants, auto rental businesses, and lodging establishments,
2. parking garages and lots serving the airport,
3. access roadways serving the airport,
4. offices of aviation industry companies and the Miami-Dade County Aviation Department,
5. facilities of fixed base operators,
6. hangar rentals and tie downs,
7. ground transportation services,
8. aircraft and automobile rental establishments,
9. aviation-related educational uses such as flight schools, simulator training facilities, helicopter and aerobatics training and other educational facilities providing aviation courses,

10. aviation-related governmental agency facilities,
11. flying club facilities,
12. aviation-related entertainment uses such as skydiving establishments, museums and sightseeing services, and
13. aviation-related retail uses such as aircraft sales, electronic and instrument sales and pilot stores.

(b) Subject to the restrictions contained herein, the following privately owned non-aviation-related uses may be approved in the landside area of the Opa-locka Airport accessible to the general public:

1. lodgings such as hotels and motels (except in terminal concourses),
2. office buildings (except in terminal concourses),
3. industrial uses such as distribution, storage, manufacturing research and development and machine shops (except in terminal concourses),
4. agricultural uses, and
5. retail, restaurants, and personal service establishments.

Such privately owned non-aviation related uses shall be limited as follows:

Those portions of the landside area that are not developed for uses that are aviation-related or directly supportive of airport operations shall range from 50 to 85 percent for industrial uses, 5 to 25 percent for commercial uses, 5 to 25 percent for office uses, 0 to 10 percent for hotels and motels, and 0 to 20 percent for institutional uses. The distribution, range, intensity and types of such non-aviation related uses shall vary by location as a function of the availability of public services, height restrictions, Comprehensive Development Master Plan (CDMP) intensity ceiling for the Urban Infill Area (FAR of 2.0 not counting parking structures) or the Urbanizing Area (FAR of 1.5 not counting parking structures) involved, impact on roadways, access and compatibility with neighboring development. Freestanding retail and personal service uses and shopping centers shall front service uses and shopping centers shall front on major access roads preferably near major intersections, where practicable, and have limited

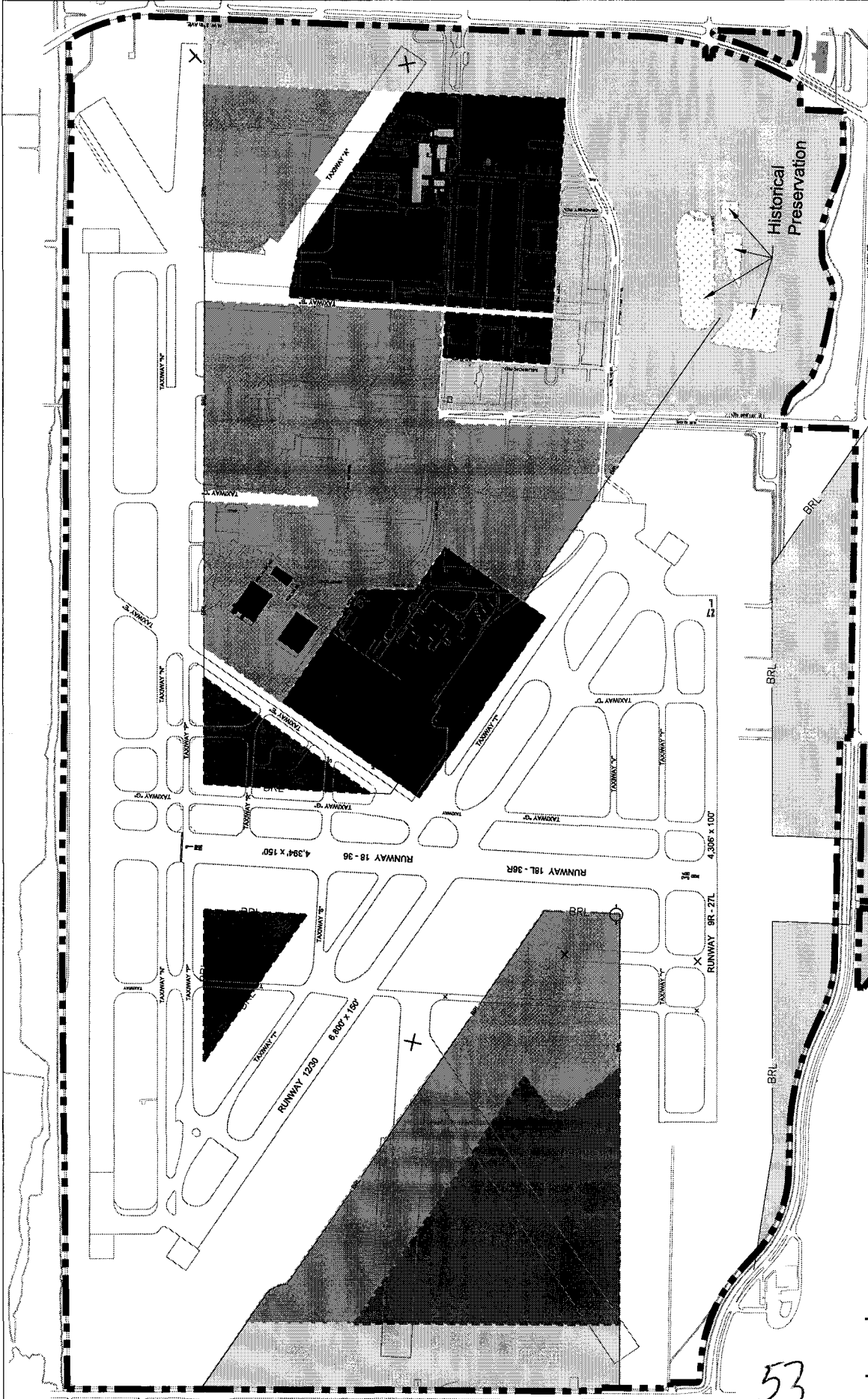
access to major roadways.

Each non-aviation related use shall comply with applicable law, including but not limited to FAA regulations and any airport layout plan governing permissible uses on the entire airport property.<<










Section 3. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 4. It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance, including any sunset provision, shall become and be made a part of the Code of Miami-Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

Section 5. This ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



Legend:

-  Avionics / Aircraft Maintenance / Aircraft Parts
-  Airport Support Functions / Airside Equipment (Non Tenant Area)
-  Business Support Activities
-  Commercial / Industrial
-  General Aviation / Corporate Aviation
-  Government
-  Other Uses / Flexible
-  Historic Buildings
-  Pending Historic Designation

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Opa-locka Business Directory

Advance Aircraft Engines, Inc.
3801 NW 145 St.
Miami, FL 33054

Air Repair, Inc.
4141 N.W. 145 St.
Opa-locka, FL 33054

Aircraft Parts & Sales,
3775 NW 145 St.
Opa-locka, FL 33054

ALCA Avionics, Inc.
4281-4283 NW 145 St.
Opa Locka, FL 33054

BMI Salvage Corp.
P.O. Box 661438
Miami, FL 33266

Certified Engines Unlimited
4000 NW 145 St.
Opa-locka, FL 33054

Clero Aviation Corp.
3921 NW 143 St.
Opa-locka, FL 33054

Florida Air Cargo
4280 NW 147th Terr.
Opa-locka, FL 33054

Hangar 41 Assoc. Inc.
4284 NW 147th Terr.
Opa-locka, FL 33054

Miami-Dade Fire Rescue
4600 N.W. 148th St.
Opa-locka, FL 33054

Miami Executive Aviation, Inc.
15001 NW 42 Ave.
Opa-locka, FL 33054

National Aviation
4051 NW 145 St.
Opa-locka, FL 33054

South Wings Flying Club
14901 NW 137th Pl.
Opa-locka, FL 33054

Sun Flying Club
14901 NW 37th Pl.
Opa-locka, FL 33054

Suncoast Aviation, Inc.
3953 NW 145th St.
Opa-locka, FL 33054

Wayman Aviation
14351 NW 41 Ave.
Opa-locka, FL 33054

J.P. Aviation Investments, Inc.
14200 NW 42 Ave.
Opa-locka, FL 33054

Opa-Locka Community
Development Center
3900 NW 139th St.
Opa-locka, FL 33054

Stagecoach Aviation OPF
6145 Mistwood Ln.
Rapidan, VA 22733

The Renaissance Airpark
1386 Lands End Rd.
Pt. Manalaph, FL 33465

SECTION 6 – RECOMMENDED OPERATIONAL NOISE ABATEMENT PLAN

Twenty-one procedures have been evaluated for the purpose of reducing aircraft noise impacts surrounding Opa Locka Airport. A meeting of the Opa Locka Airport Noise Abatement Task Force was held on May 21, 2003 to discuss each of the procedures and to collectively recommend those procedures that would be incorporated into a Comprehensive Fly Neighborly Program at OPF. In attendance were members of the Task Force, MDAD, airport personnel and individuals from the aviation department's acoustical consulting team. The procedures recommended included ones that provided a noticeable reduction in noise exposure on the population surrounding the airport, did not inhibit the safe and efficient operation of the airport, and were able to be implemented by pilots and air traffic control. It should be noted that an environmental justice analysis (the effects of the each of the procedures on minority populations) was also included in this program.

At the conclusion of the meeting, five of the twenty one procedures were recommended for implementation and incorporation into a Comprehensive Fly Neighborly Program at OPF.

Procedures Recommended For Implementation

Procedure 1 – Encourage the Maximum Use of Runway 12-30 (Day and Night)

This procedure encourages the increased use of Runway 12-30 at OPF with it being the airport's preferred runway both during daytime and nighttime hours. The existing runway use at the airport is approximately 52% of operations occurring on Runway 9L-27R, 15% the operations occurring on Runway 12-30, and 33% of operations occurring on Runway 9R-27L. The runway use percentages used to model this procedure were 41% of operations occurring on Runway 9L-27R, 31% of operations occurring on Runway 12-30, and 28% of operations occurring on Runway 9R-27L. The percentages used to model this procedure essentially double the number of operations on Runway 12-30.

Procedure 2 – Continue to Encourage the Maximum Use of Runway 12-30 at Night

The airport currently is encouraging the maximization of the use of Runway 12-30 at night. As part of this study, it is recommended to continue the maximum use of Runway 12-30 at night.

It should be noted that although Procedures 1 and 2 recommend the maximum use of Runway 12-30, aircraft will continue to operate on all runways at the airport.

Procedure 4 – Encourage the Voluntary Relocation of Flight Training Activity to Opa Locka West Airport (Day and Night).

This procedure encourages the voluntary relocation of local flight training to Opa Locka West Airport. Under this procedure, the based aircraft used for training would depart Opa Locka Airport, conduct their training activities at Opa Locka West Airport (where the land surrounding the airport is predominately undeveloped) and then return to Opa Locka

Airport. This procedure is voluntary and compliance to the greatest extent possible by the operators is encouraged.

Procedure 9 – Encourage the Maximum Use of Route 9/I-95 Corridors for Easterly Departures (Day and Night)

This procedure directs Runway 9 aircraft departures (those destined for northerly departure track turns) to turn over Route 9/I-95 corridors. Procedure 9 places departing aircraft, to the greatest extent, over areas of compatible land use and relatively high noise background levels (resulting from the highway corridor) which benefits to those living east of the airport.

Procedure 13c – Encourage the Use of “Close-in” Departure Profiles

Turbojet Aircraft in Excess of 75,000 Pounds Gross Takeoff Weight

Federal Aviation Advisory Circular 91-53A presents two standardized profiles to reduce aircraft noise on departure for all types of turbo-jet powered airplanes over 75,000 pounds gross takeoff weight. These are referred to as the “Close-in” Community Noise Abatement Departure Profile (NADP) and the “Distant” Community NADP. The “Close-in” NADP, recommended in this study, reduces noise in close proximity to the departure end of an airport runway. The benefits associated with a “Close-in” NADP are generally for areas located between 2-4 miles from beginning of takeoff roll.

The departure profile guidance for the “Close-in” procedure is described in Advisory Circular 91-53A and included in the Appendix of this report. The circular identifies thrust settings (thrust cut-backs) at certain altitudes, climb gradients, and air speeds to accomplish the desired noise reduction while maintaining safe operation of the aircraft. This guidance is provided to each aircraft operator (for example airline, charter or cargo carriers) and each establishes the specific procedures for each aircraft type they operate.

The Advisory Circular indicates that the pilot should use the appropriate NADP when an airport proprietor requests its use. This use of the procedure is voluntary and is solely at the discretion of the pilot of the aircraft.

Turbojet Aircraft Less Than 75,000 Pounds Gross Takeoff Weight

The National Business Aviation Association (NBAA) has recommended standard procedures for reducing aircraft noise where aircraft manufacturers have not recommended specific procedures. For departing aircraft, the NBAA recommends two procedures (a standard departure procedure and a close-in departure procedure). Both of these procedures involve the use of varying speeds and power reductions to 3,000 feet in altitude. The NBAA close-in departure procedure, recommended in this study, is presented in the Appendix of this study.

Consistent with AC 91-53A, it is recommended that turbojet aircraft departing OPF with a gross takeoff weight of over 75,000 pounds utilize the “Close-in” NADP, and turbojet aircraft below 75,000 utilize the NBAA Close-in departure procedure on a voluntary basis.

The 2000 combined noise abatement procedures 65, 70 and 75 DNL contours are shown on Exhibit 6-1. In order to assist in long term noise and land use compatibility planning, DNL contours were prepared for the 2010 condition at the airport. The FAA approved Terminal Area Forecasts (TAF) were used in identifying the total operations projected for 2010. Exhibit 6-2 shows the 2010 No-Action DNL contours. Exhibit 6-3 shows the 2010 combined noise abatement procedures DNL contours.

Table 6-1 indicates the reduction in population within the 65 and 70 DNL contours for the no action and combined procedures. Table 6-2 indicates the reduction in households within the 65 and 70 DNL contours for the no action and combined procedures. Table 6-3 shows that there is a substantial reduction in the percentage of minority population within the combine noise abatement procedures 65 DNL. Tables 6-4 and 6-5 compare the 2000 and 2010 DNL values at noise sensitive sites for the no action and combined procedures. The listing of noise sensitive site names was presented Section 2 (Table 2-1) and graphically on Exhibit 2-1.

**TABLE 6-1
TOTAL POPULATION WITHIN THE 65 DNL**

	Total Pop Within 65 DNL	Change in Pop Within 65 DNL vs. No Action	Percent Change in Pop Within 65 DNL vs. No Action	Total Pop Within 70 DNL	Change in Pop Within 70 DNL vs. No Action	Percent Change in Pop Within 70 DNL vs. No Action
<i>2000 No Action</i>	2,448	-	-	59	-	-
<i>2000 Combine Procedures</i>	348	-2,100	-85.8%	0	-59	-100.0%
<i>2010 No Action</i>	3,132	-	-	177	-	-
<i>2010 Combine Procedures</i>	1,545	-1,587	-50.7%	0	-177	-100.0%

**TABLE 6-2
HOUSEHOLDS WITHIN THE 65 DNL**

	Total Households Within 65 DNL	Change in Households Within 65 DNL vs. No Action	Percent Change in Households Within 65 DNL vs. No Action	Total Households Within 70 DNL	Change in Households Within 70 DNL vs. No Action	Percent Change in Households Within 70 DNL vs. No Action
<i>2000 No Action</i>	625	-	-	19	-	-
<i>2000 Combine Procedures</i>	115	-510	-81.6%	0	-19	-100.0%
<i>2010 No Action</i>	807	-	-	40	-	-
<i>2010 Combine Procedures</i>	507	-300	-37.1%	0	-40	-100.0%

**TABLE 6-3
MINORITY POPULATION WITHIN THE 65 DNL**

	Total Population Within 65 DNL	Total Minority Population Within 65 DNL	Percent Minority Population within 65 DNL	Total Population Within 70 DNL	Total Minority Population Within 70 DNL	Percent Minority Population within 70 DNL
<i>2000 No Action</i>	2,448	1,990	81.3%	59	34	57.6%
<i>2000 Combine Procedures</i>	348	127	36.5%	0	0	-
<i>2010 No Action</i>	3,132	2,564	81.8%	177	114	64.4%
<i>2010 Combine Procedures</i>	1,545	1,135	73.5%	0	0	-

**TABLE 6-4
2000 DNL VALUES AT REPRESENTATIVE NOISE SENSITIVE SITES**

Sensitive Site ID	2000 No Action	2000 Combined	Change vs. No Action
3	67.1	67.1	
19	66.9	61.2	-5.7
30	66.2	58.8	-7.4
72	65.6	62.3	-3.3
41	62.7	56.7	-6.0
40	62.4	56.6	-5.8
35	62.2	56.0	-6.2
42	62.0	56.5	-5.5
80	62.0	56.5	-5.5
93	62.0	56.2	-5.8
4	61.7	60.7	-1.0
38	61.4	55.8	-5.6
56	61.4	56.2	-5.2
2	61.2	57.3	-3.9
15	61.1	55.8	-5.3
73	61.1	62.1	1.0
88	60.7	62.6	1.9
46	60.5	55.8	-4.7
6		61.7	1.2
89	60.5	62.9	2.4
43	60.4	55.4	-5.0
44	60.4	55.4	-5.0
54	60.4	55.8	-4.6
7	60.4	57.4	-3.0
37	60.3	54.9	
57	60.3	55.8	-4.5
87		54.9	-5.4
63	60.1	62.3	2.2
74	60.1	58.3	-1.8
55	60.0	55.6	

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TABLE 6-4 (continued)
2010 DNL VALUES AT REPRESENTATIVE NOISE SENSITIVE SITES

86	59.9	62.4	2.5
64	59.8	63.7	3.9
81	59.8	55.6	-4.2
82	59.8		-4.5
5	59.3	58.8	-0.5
65	59.3	63.1	3.8
75	59.2	57.6	-1.6
9	59.2	57.3	-1.9
84		62.3	3.5
85	57.9	64.3	6.4

TABLE 6-5
2010 DNL VALUES AT REPRESENTATIVE NOISE SENSITIVE SITES

Sensitive Site ID	2010 No Action	2010 Combined	Change vs. No Action
3	67.5	68.3	1.2
19	67.4	61.6	-5.3
30	66.6	60.4	-5.8
72	66.6		-2.3
41	63.1	57.5	-5.2
40	62.9	57.4	-5.0
35	62.6	57.1	
42	62.4	56.8	-5.2
80	62.5	57.0	-5.0
93	62.4	56.6	-5.4
	62.1	62.5	0.8
38	61.9	56.1	-5.3
56	61.9	56.6	-4.8
2	61.6	58.6	-2.6
15	61.5	56.2	-4.9
73	61.6	63.6	2.5
88	61.2	63.0	2.3
46	60.9	55.8	-4.7
6	61.0	63.2	2.7
89	61.0		3.6
43	60.8	55.4	-5.0
44	60.8	55.3	-5.1
54	60.8	55.9	-4.5
7	60.9	57.9	-2.5
37	60.8	55.1	-5.2
57	60.7	56.0	-4.3
87	60.8	55.1	-5.2
63	60.6	64.2	4.1
	60.6	58.9	
55	60.4	55.9	-4.1

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