

MEMORANDUM

Agenda Item No. 5(C)

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

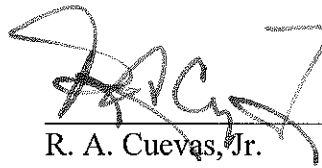
DATE: October 1, 2013

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution approving the
Redevelopment Plan and
Interlocal Agreement for the
Opa-Locka Community
Redevelopment Area

This item was amended from the original version as stated in the County Mayor's memorandum.

The accompanying resolution was prepared by the Office of Management and Budget Department and placed on the agenda at the request of Prime Sponsor Commissioner Barbara J. Jordan.



R. A. Cuevas, Jr.
County Attorney

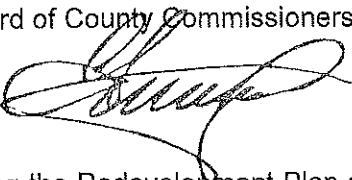
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Memorandum



Date: October 1, 2013

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez 
Mayor

Subject: Resolution Approving the Redevelopment Plan and Interlocal Agreement for the Opa-Locka Community Redevelopment Area

This Item was amended on August 27, 2013 by the Finance Committee to modify Section IX of the Interlocal Agreement. The amendment specifies that members of the Agency occupying the two general public seats appointed by the County Commission will be nominated by the district County Commissioners whose districts are within the Area, and removes the Miami-Dade School Board appointment to the Agency.

Recommendation

The attached resolution, if approved, would adopt the following:

- The Opa-Locka Community Redevelopment Plan (Plan) pursuant to Chapter 163, Part III, Florida State Statutes (Act) (see Attachment A); and
- The Interlocal Agreement by and among Miami-Dade County (County), the City of Opa-Locka (City), and the Opa-Locka Community Redevelopment Agency (Agency) for the Agency to undertake redevelopment of the Opa-Locka Community Redevelopment Area (Area) (see Attachment B).

This resolution is part of a series of legislative items necessary to complete the creation of a community redevelopment area. Through separate action of the Board, an ordinance on this same agenda, establishes a Trust Fund in order for the County and City to deposit the funds necessary to accomplish the projects in the Plan. The Plan adopted by the Agency makes reference to a 40 year time frame. Should the Board create the Trust Fund for the 20 year period, the Plan must be amended to coincide with the 20 year time period for redevelopment. The Plan must also be amended to include the revised legal description as provided by the City (Attachment C).

Scope of Agenda Item

The proposed Area encompasses approximately 514 acres of land in the City of Opa-Locka. The Area is entirely within County Commission District 1, which is represented by Commissioner Barbara J. Jordan.

Fiscal Impact / Funding Source

A community redevelopment agency's primary revenue source is the incremental growth of ad valorem revenues beyond an established base year, tax increment financing (TIF), as defined in Section 163.387 of the Florida State Statutes. As provided in the Finding of Necessity approved by the Board on December 4, 2012, should this area become an Agency, the countywide and municipal revenues will be deposited into the Trust Fund and be used within to fund projects intended to eradicate the slum and blight in the community.

The proposed Area lies within the City, the County will contribute countywide TIF revenues through the life of the Agency. State Statute requires that the taxing authorities, in this case countywide, contribute from 50 to 95 percent into the Agency's Trust Fund once created. The amount of TIF to be deposited in the Trust Fund can be determined at the point when the Trust Fund is created. In the case of the proposed Opa-Locka Agency, the amount of tax increment contributed to the Trust Fund from both

countywide and municipal revenue is 95 percent. The Agency will be created for an initial period of 20 years and may be extended by the Board for a period not to exceed a total of 40 years, if warranted.

Based on conservative estimates and a contribution of 95 percent of the increment, it is projected that the 20 years of TIF revenues will total \$1,969,300 (\$657,991 from the County and \$1,311,309 from the City), based on an annual growth rate in taxable values of four percent. The duration of the County's obligation to contribute TIF revenues as proposed by the Trust Fund ordinance is set at 20 years, but can be extended by the Board if it subsequently approves extensions to the life of the Agency, of up to 40 years in total. The Board may also extend the life of the Agency by approving a financing instrument that requires an extension of life in order to satisfy debt service requirements.

Background

In 1969, the Florida Legislature enacted the Community Redevelopment Act of 1969, as it is presently contained in Part III of Chapter 163, Florida Statutes, as amended. The Act authorizes counties and municipalities in the State of Florida to create community redevelopment agencies, to prepare redevelopment plans for certain defined areas within their boundaries designed as community redevelopment areas, within which community redevelopment projects may be undertaken to eliminate and prevent the development and spread of slum and blighted areas through the use of creative financing mechanisms. Pursuant to the Act, the Board is the governing body over all community redevelopment agencies in the County, but the Board can delegate redevelopment powers at its discretion, after a finding has been made determining that slum or blight exists within a defined area.

On February 20, 2012, the City submitted a Finding of Necessity (City Resolution No. R-10-8043) to the County Mayor and requested that the Board consider approving the Finding of Necessity. The study examined conditions in the proposed Area and concluded that slum and blight, as defined in the Act, exist within the Area. On December 4, 2012, the Board held a public hearing and adopted Resolution R-996-12, approving the Finding of Necessity for the area, and delegating certain redevelopment powers to the City to create the Agency and prepare the Plan.

The Plan identifies four redevelopment districts (Magnolia North, Magnolia Gardens, City Center and Opa-Locka and LeJeune Commerce Centers) within the Area, with distinct objectives for each district. The Plan includes, but is not limited to the following:

- 1) Infill and replacement housing programs to include the attraction of private developers, owner-occupied home rehabilitations, replacement of sub-standard housing, promotion of mixed use and Transit Oriented Development projects;
- 2) Economic development programs to attract large tenants to industrial area, construct new retail/office facilities, attract and assist in the creation of Transit Oriented Developments;
- 3) Road improvements to address congestion along NW 79 Street, NW 27 Avenue, NW 22 Avenue, NW 17 Avenue and NW 12 Avenue;
- 4) Right-of-way and streetscape improvements along all major roads;
- 5) Infrastructure and utility improvements to support new development; and
- 6) Community policing to include police officers, crime prevention officers, and code enforcement officers.

Interlocal Agreement

Resulting from Miami-Dade County's Home Rule Charter, unlike other counties, the governing body of the Agency is the Board of County Commissioners. The Board delegates the redevelopment powers to the Agency through an Interlocal Agreement. The Agency's Commissioners cannot exercise redevelopment powers over the project area until the Board, pursuant to Sections 163.357 and 163.410, Florida Statutes, delegates the exercise of those powers to the Agency. When the Board adopted

Resolution R-996-12, approving the Finding of Necessity for the area, it delegating the power to create the Agency with the sole power to prepare and adopt the Plan and submit it to the Board for approval. The terms and conditions of such delegation are formalized through the attached Interlocal Agreement. Some basic terms set forth in the Interlocal Agreement are as follows:

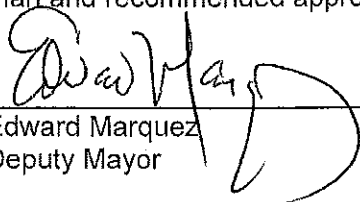
- Caps administrative expenses at 20 percent with the exception of the first seven years that the Agency cannot spend more than \$200,000 per year.
- Requires prior approval by the Board for amendments to the Redevelopment Plan.
- Requires approval by the Board for indebtedness, including bond financing. It shall be a priority of the Agency to reduce that debt as quickly as possible.
- Allows for one or more members of the Board to be appointed to serve on the Agency's Board of Commissioners.
- Requires that annual budgets and progress reports be submitted to the County. With the exception of the debt service payment on current bond obligations financed by TIF revenues, no funds on deposit in the Trust Fund may be expended by the Agency until the annual budget has been approved by the Board.
- Requires an annual independent audit by a Certified Public Accountant.

Except for those community redevelopment powers that remain with the Board, the Agency shall have the sole right and responsibility to disseminate information related to the Plan, accept grants and other financial assistance from the federal government, solicit requests for proposals and execute contracts. The Agency may also purchase real property in the redevelopment area and hold, improve, or clear that property.

Track Record / Monitor

The terms of the Interlocal Agreement governing the Agency will be monitored by the Office of Management and Budget.

On December 7, 2012 the Tax Increment and Financing Committee considered the Opa-Locka Agency's Plan and recommended approval of the item.



Edward Marquez
Deputy Mayor

Attachment A – Opa-Locka Redevelopment Plan
Attachment B – Interlocal Agreement
Attachment C – Revised Legal Description

Mayor09613



MEMORANDUM

(Revised)

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

DATE: October 1, 2013

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 5(C)

Please note any items checked.

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

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 5(C)
10-1-13

RESOLUTION NO. _____

RESOLUTION APPROVING COMMUNITY REDEVELOPMENT PLAN REGARDING CERTAIN GEOGRAPHIC AREA OF MIAMI-DADE COUNTY, FLORIDA KNOWN AS THE OPA-LOCKA CORRIDOR AND DESCRIBED AS A PORTION OF MIAMI-DADE COUNTY, FLORIDA GENERALLY BOUNDED ON THE NORTH BY NW 151ST STREET, ON THE WEST BY THE OPA-LOCKA EXECUTIVE AIRPORT, ON THE SOUTH BY THE TRI-RAIL CORRIDOR, AND ON THE EAST BY A CONSTRUCTED STORM-WATER LAKE MANAGED BY THE SOUTH FLORIDA WATER MANAGEMENT DISTRICT, SUCH GEOGRAPHIC AREA BEING MORE PARTICULARLY DESCRIBED IN EXHIBIT B; AND MAKING CERTAIN FINDINGS WITH RESPECT TO SUCH REDEVELOPMENT PLAN AND SUCH GEOGRAPHIC AREA, AND APPROVING THE INTERLOCAL AGREEMENT AMONG MIAMI-DADE COUNTY (THE "COUNTY"), THE CITY OF OPA-LOCKA (THE "CITY") AND THE OPA-LOCKA COMMUNITY REDEVELOPMENT AGENCY (THE "AGENCY")

WHEREAS, the Florida Legislature enacted the Community Redevelopment Act of 1969 during its 1969 Legislative Session, which enactment is presently codified in the Florida Statutes as Part III of Chapter 163, Florida Statutes, as amended from time to time (the "Act"); and

WHEREAS, all powers arising through the Act are conferred by the Act upon counties and Home Rule Charters, which counties in turn are authorized to delegate certain of such power to a community redevelopment agency created pursuant to the Act; and

WHEREAS, on December 4, 2012, the Board of County Commissioners of Miami-Dade County, Florida (the "Board") held a public hearing and adopted Resolution No. R-996-12, which declared a certain geographic area of unincorporated Miami-Dade County known as the

Opa-Locka Corridor, which is generally bounded on the North by NW 151st street, on the West by the Opa-Locka Executive Airport, on the South by the Tri-Rail Corridor, and on the East by a constructed storm-water lake managed by the South Florida Water Management District, more particularly described in Exhibit "A", to be a slum or blighted area, declared the rehabilitation, conservation or redevelopment, or combination of each to be necessary in the Opa-Locka area in the interest of the public health, safety, morals or welfare of the residents of the Redevelopment Area and the County and found the need for the creation of a community redevelopment agency; and

WHEREAS, the Board, pursuant to Resolution No. R-996-12 created the Opa-Locka Community Redevelopment Agency (the "Agency"), granted the Agency the power to initiate, prepare, and adopt a redevelopment plan, subject to approval by the Board; and

WHEREAS, a copy of the Plan which is attached as Exhibit "B" and incorporated in this Resolution by reference is submitted to this Board; and

WHEREAS, the Board has at this meeting conducted a public hearing with respect to the findings, conclusions and other matters set forth in this resolution; and

WHEREAS, the County is sympathetic to the needs of the Redevelopment Area to reverse the decline which has occurred in the Redevelopment Area; and

WHEREAS, the Board desires to approve the Plan for the purposes outlined in the memorandum from the County Mayor which accompanies this Resolution and is incorporated in this Resolution by reference; and

WHEREAS, the interlocal agreement Exhibit "C" outlines the redevelopment powers granted to the Agency,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The matters contained in the foregoing recitals are incorporated in this resolution by reference.

Section 2. This Board accepts the delivery of the Plan and determines that:

(a) The rehabilitation, conservation or redevelopment or a combination of each, of the Redevelopment Area is necessary in the interest of the public health, safety, morals and welfare of the residents of Miami-Dade County and in the interest of implementing the Act by rehabilitating and revitalizing the area economically and socially, thereby inhibiting the spread of disease and crime, and inter alia improving the tax base, promoting sound growth, and providing improved housing conditions.

(b) A feasible method exists for the location of families who will be displaced from the Redevelopment Area in decent, safe and sanitary dwelling accommodations within their means and without undue hardship to such families.

(c) The Plan conforms to the general plan of the County as a whole.

(d) The Plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety and welfare of children residing in the general vicinity of the site covered by the Plan.

(e) The Plan will afford maximum opportunity, consistent with the sound needs of the County as a whole, for the rehabilitation or redevelopment of the Redevelopment Area by private enterprise.

(f) If the Redevelopment Area consists of an area of open land to be acquired by the County to be developed in whole or in part for residential uses such as may be acquired because it is hereby determined that: (i) a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the County; (ii) the need for housing accommodations has increased in the area; (iii) the conditions of blight in the area or the shortage of decent, safe, affordable and sanitary housing cause or contribute to an increase in the spread of disease and crime or constitute a menace to the public health, safety, morals or welfare; and (iv)

the acquisition of the area for residential uses is an integral part of and is essential to the program of the County.

(g) If the Redevelopment Area consists of an area of open land to be acquired by the County so as to be developed in whole or in part for non-residential uses such may be acquired because it is hereby determined that: (i) such non-residential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives; (ii) acquisition may require the exercise of governmental action as provided in the Act because of defective, or unusual conditions of, title or diversity of ownership which prevents the free alienability of such land; tax delinquency; improper subdivisions; outmoded street patterns; deterioration of site; economic disuse; unsuitable topography or faulty lot layouts; lack of correlation of the area with other areas of the County by streets and modern traffic requirements; or any combination of such factors or other conditions which retard redevelopment of the area; and (iii) conditions of blight in the area contribute to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals or welfare.

Section 3. This Board further finds and determines that: (a) the Plan is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the Redevelopment Area, zoning and planning changes, if any, land uses, maximum densities and building requirements; (b) the Plan provides for the development of affordable housing in the area, or states the reasons for not addressing in the Plan the development of affordable housing in the area; (c) the Plan conforms with the Act; and (d) the Plan is necessary in the interest of the public health, safety, morals and welfare of the residents of the County and will effectuate the purposes of the Act by revitalizing the Redevelopment Area economically and socially, thereby increasing the tax base, promoting sound growth, improving housing conditions and eliminating the conditions which the Florida Legislature in the Act found constituted a menace which was injurious to the public health, safety, welfare and morals of the residents.

Section 4. This Board, after having conducted a public hearing on the matter for the purpose of giving all interested parties an opportunity to express their views, notice of which public hearing was published on August 11, 2013, in The Miami Herald, a true copy of which notice is attached as Exhibit "D" and made a part of this Resolution, and having made the findings expressed above, approves and adopts the Plan for the Redevelopment Area in accordance with the Act. The Plan is designated as the official redevelopment plan for the Redevelopment Area and it is the purpose and intent of the Board that the Plan, as the same may be amended and supplemented by the Board, be implemented in the Redevelopment Area.

Section 5. The life of Opa-Locka Community Redevelopment Area is hereby approved for twenty years.

Section 6. The Board approves the terms of and authorizes the County Manager to execute the Interlocal Agreement between the County, City, and Agency in substantially the form attached to this resolution as Exhibit "C", subject to the review of the County Attorney.

The foregoing resolution was offered by Commissioner
who moved its adoption. The motion was seconded by Commissioner
and upon being put to a vote, the vote was as follows:

Rebeca Sosa, Chairwoman

Lynda Bell, Vice Chair

Bruno A. Barreiro

Jose "Pepe" Diaz

Sally A. Heyman

Jean Monestime

Sen. Javier D. Souto

Juan C. Zapata

Esteban L. Bovo, Jr.

Audrey M. Edmonson

Barbara J. Jordan

Dennis C. Moss

Xavier L. Suarez

The Chairperson thereupon declared the resolution duly passed and adopted this 1st day of October, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

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

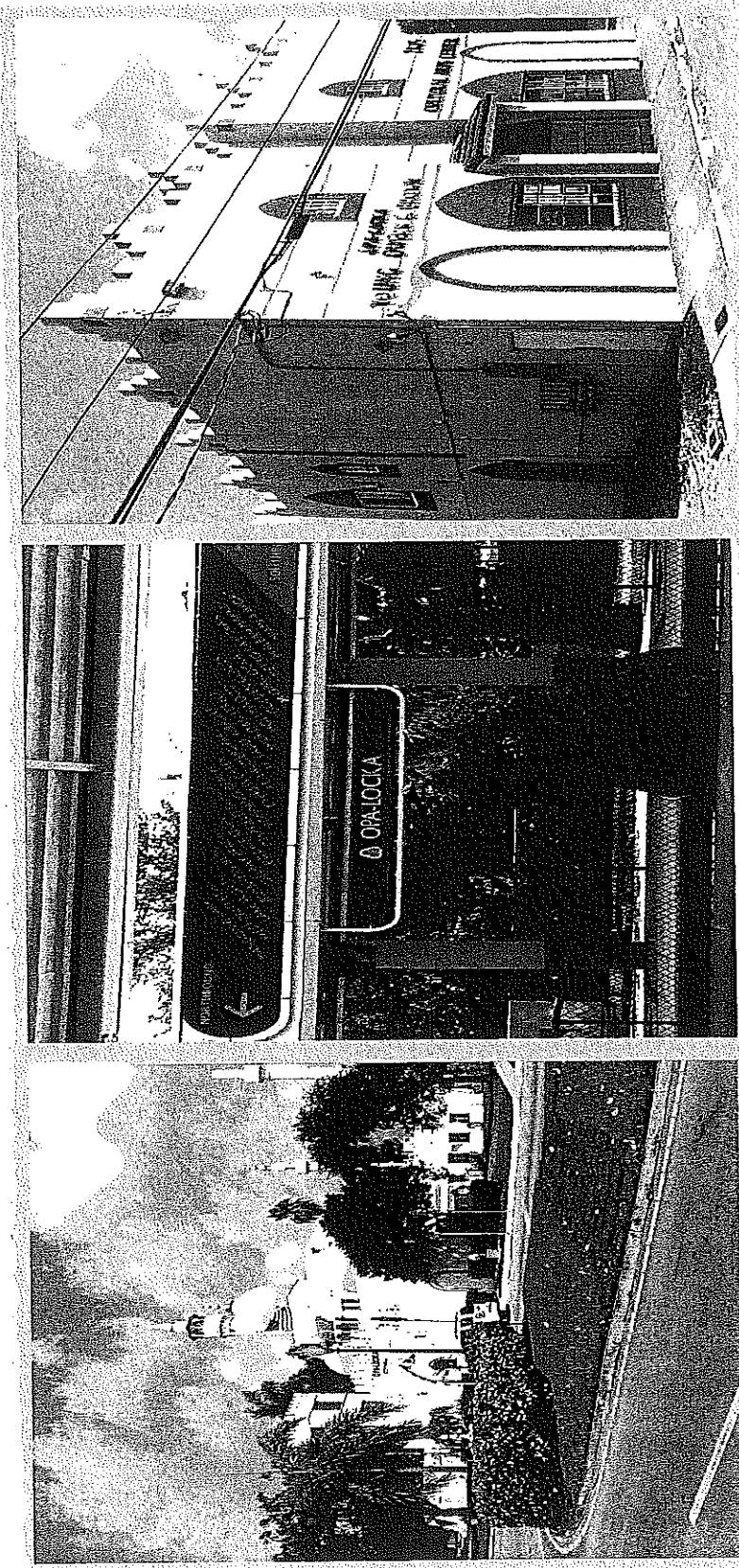
HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.



Shannon D. Summerset-Williams



Opa-locka Community Redevelopment Plan

A Blueprint for Economic Development and Empowerment



OPA-LOCKA COMMUNITY REDEVELOPMENT PLAN

Produced for the CITY OF OPA-LOCKA and the OPA-LOCKA COMMUNITY REDEVELOPMENT AGENCY
by CARRAS COMMUNITY INVESTMENT, INC.
in conjunction with URBAN REVITALIZATION SOLUTIONS.

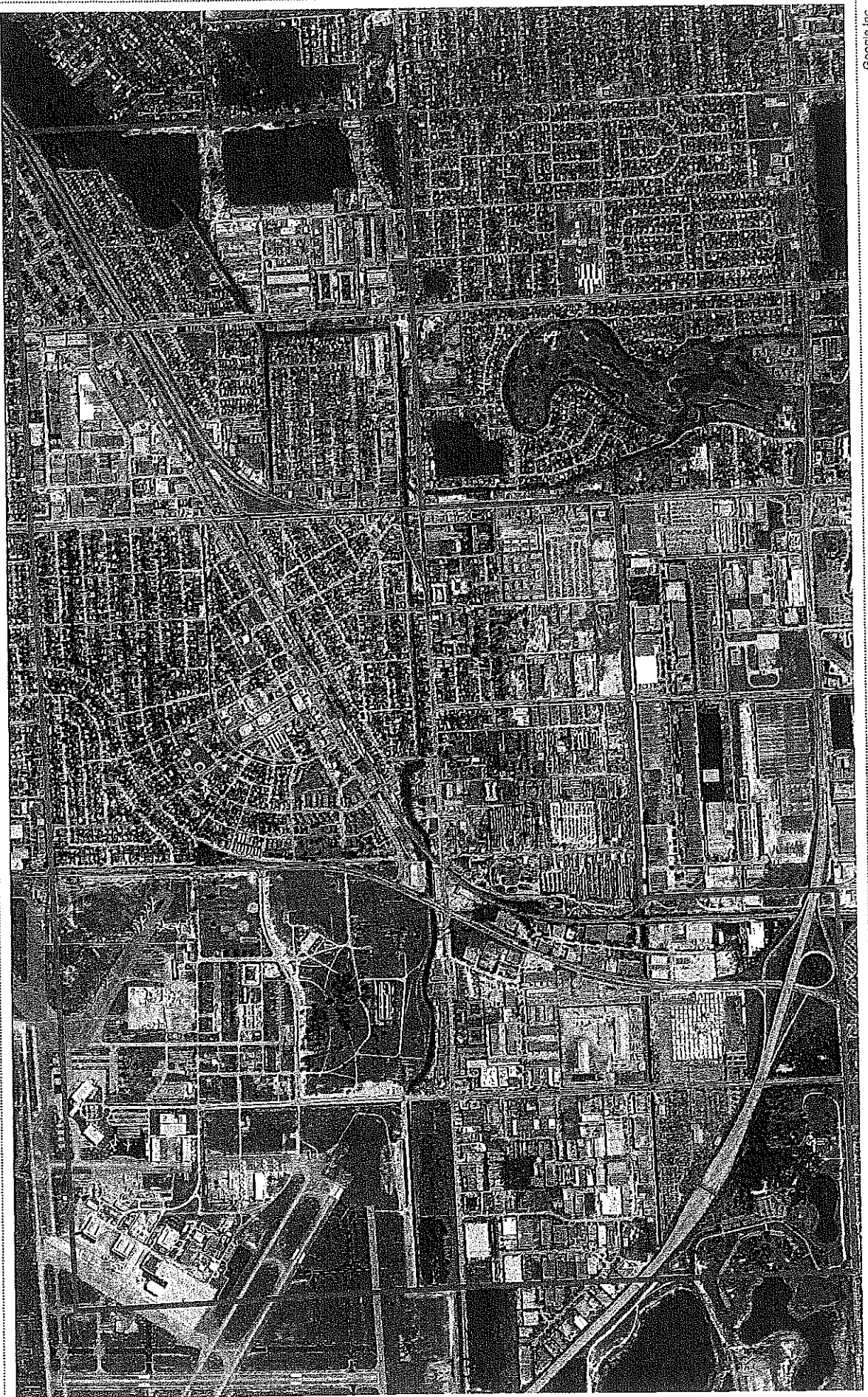
Completed May 2011.

MAYOR & CITY COMMISSION

Mayor Myra Taylor
Vice Mayor Dorothy Johnson
Commissioner Rose Tydus
Commissioner Timothy Holmes
Commissioner Gail Miller



CITY OF OPA-LOCKA
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4th Floor
Opa-locka, Florida 33054
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Google Inc.

City of Opa-Iocka, 2010

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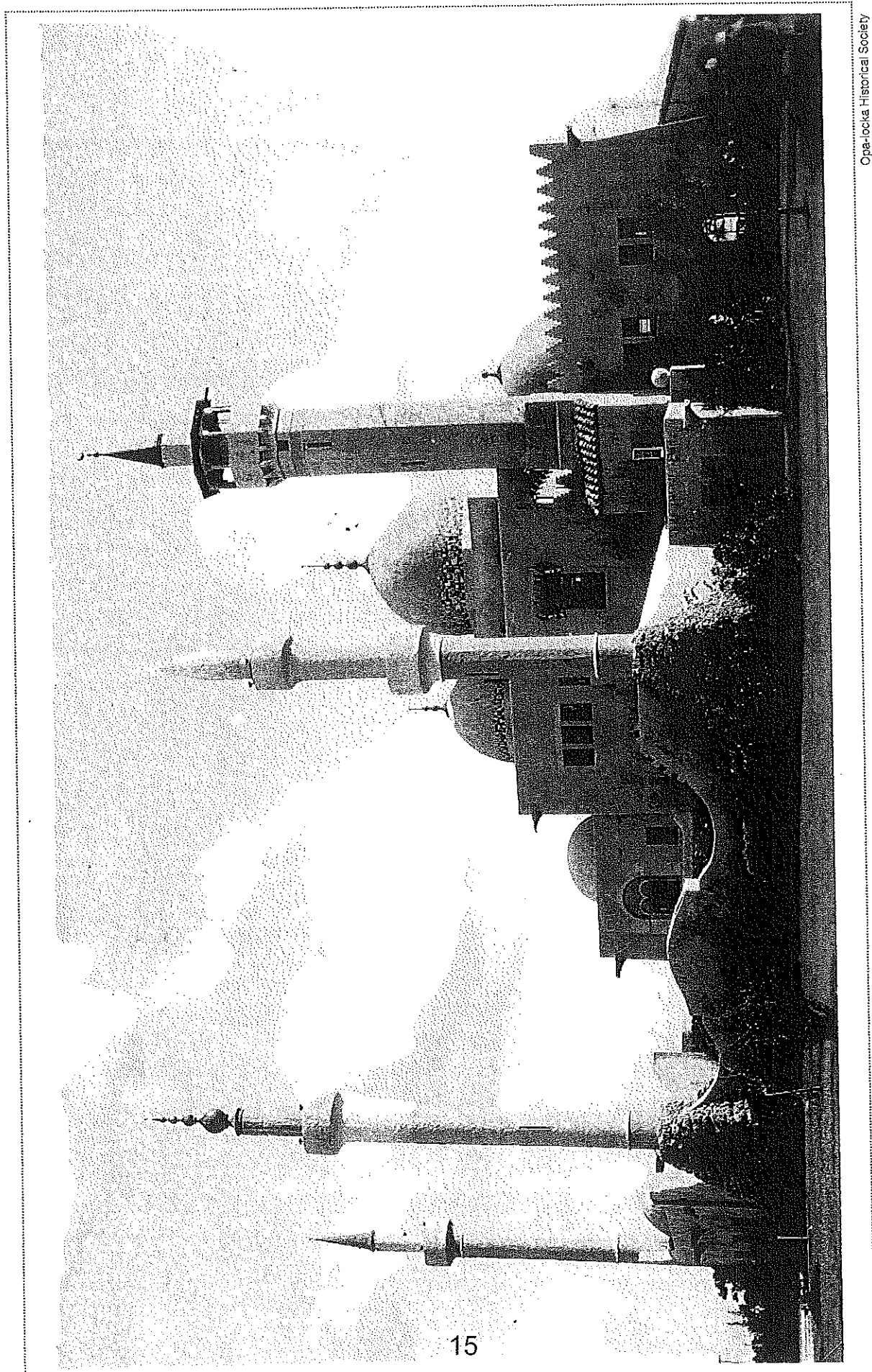
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Opa-locka Historical Society

Opa-locka City Hall, c. 1920s

EXECUTIVE SUMMARY

FOR DECADES, THE CITY OF OPA-LOCKA, TEN MILES northwest of Miami, has underperformed relative to Miami-Dade County on a number of indicators. During the South Florida economic boom, the City witnessed slow business development despite a growing population. Through the late-2000s recession, the City suffered a deeper slump than the county overall despite significant regional advantages.

City officials are renewing their efforts to spur investment in Opa-locka and improve conditions for residents. One of their primary initiatives has been to establish an agency to direct official redevelopment efforts; a process that entails a specific sequence of activities (see Section A). Toward this goal, the City commissioned a *Finding of Necessity* study in 2009 from Carras Community Investment, Inc. The study was completed in April 2010 and confirmed the presence of conditions allowing the City's first community redevelopment area (CRA) and community redevelopment agency.

At approximately one-fifth of Opa-locka's total area, the new CRA comprises a substantial part of the City and contains important neighborhoods and destinations. Working with City officials over a period of seven

months, a team of consultants engaged stakeholders and researched extensively to uncover the CRA's (and the City's) assets and create a redevelopment plan. A strong focus on economic development is contained in this plan, considering the long-standing hardship of the City's residents and business owners and the weak post-recession recovery. Particular attention is paid to the feasibility of redevelopment activities in light of the City's projected fiscal position over the next few years.

City officials are particularly interested in social and economic growth strategies that will build a foundation capable of enduring future economic downturns. Specifically, the City wishes to create a community vision and understand the unique needs of the CRA. The City wants a community plan that focuses on leveraging private investment and public/private partnerships as a means for economic development and empowerment.

The plan will be an important and relevant blueprint strategy for the new community redevelopment agency and the CRA, but it is also meant to serve as a model for economic and social redevelopment in all areas of Opa-locka. Thus, what is called for in the

CRA will apply in similar neighborhoods and districts throughout Opa-locka and it is intended that the City uses the plan in this manner.

PRIMARY GOALS OF THE PLAN

There are a number of goals this plan is intended to achieve:

- Provide feasible and sensible strategies to improve the Opa-locka CRA
- Emphasize the role of sound social and economic initiatives in community redevelopment
- Guide the activities of the new community redevelopment agency
- Present a vision of the future of the CRA if this plan is executed
- Encourage the people who live and work in Opa-locka to believe that the best days are not only ahead of them but well within reach

SECTION A: BACKGROUND

CITY HISTORY

THE CITY OF OPA-LOCKA, 85 YEARS OLD IN 2011, originated under unique circumstances. The aviation pioneer and founder of the City, Glenn Hammond Curtiss, born in Hammondsport, New York, moved to Florida after a successful career designing airplanes for the U.S. Navy. Curtiss contributed significantly to South Florida's development during the 1920s; alongside Hialeah and Miami Springs, Opa-locka was one of three cities Curtiss developed or co-developed from the ground up.

Curtiss incorporated Opa-locka in 1926. It was his intention that Opa-locka be the best possible example of city planning and feature some of the most beautiful architecture that could be made at the time. The City was built as an "Arabian fantasy," inspired by the traditional stories in *1001 Arabian Tales*. By 1928, Curtiss and his architect, Bernhard Mueller, had erected 105 buildings with an array of domes, minarets, and other Arabic elements. Today, the remaining buildings from that initial build-out represent the largest collection of Moorish Revival architecture in the Western hemisphere.

True to his aviation roots, Curtiss also built an airfield and an aviation school. Today known as the Opa-locka Executive Airport, this airfield would become a mainstay of the City's evolution through the decades — the U.S. Navy operated a base at the airfield to train pilots for World War II and maintained a presence until the 1950s. Some of the original barracks still

stand today. Amelia Earhart even launched her 1937 attempt to circumnavigate the world from this airfield.

In its early years, Opa-locka was an all-white, non-Hispanic community that attracted middle-class home buyers. However, the 1929 stock market crash and Curtiss's sudden death a year later sapped the strength of the City and put it onto a long path of economic decline. By the 1980s, the white middle class had been replaced by African-American middle class and working poor families. Illegal drug activity became prominent in Opa-locka, particularly in a nine-block working class neighborhood in the eastern end of the City named Magnolia North but more infamously referred to as the "Triangle".

Opa-locka, and the Triangle especially, soon developed a reputation as one of the most violent and crime-affected communities in South Florida. Crack cocaine and heroin trafficking surged, creating tense and deadly conflicts between competing gangs. Dade County statistics in 1986 revealed a one-in-four chance of being assaulted, and a one-in-60 chance of being murdered, in Magnolia North; in fact, half of the City's 18 homicides that year occurred in this one neighborhood.

Drastic efforts undertaken the following year to physically isolate the Triangle did little to reduce crime, yet reinforced the perception of Opa-locka as unsafe. Economic and population growth stalled, leaving the

City with a weak tax base and a burdensome public image that has lasted to this day, despite marked improvements in public safety.

Opa-locka's persistent structural, social, and economic deficiencies have been exacerbated by the 2008 recession and real estate collapse. A lack of business activity, slow job creation, and low tax revenue limit the City's ability to invest in capital improvements and prolong its characterization as an unfavorable location to raise a family or start a business.

Miami-Dade County recognizes the challenges facing Opa-locka and has subsequently designated the City in its entirety as a special economic Brownfield Area. The U.S. Department of Housing and Urban Development has also assigned the majority of the City as a Neighborhood Stabilization Program Priority Area. These designations are valuable foundations for a growth strategy shaped by redevelopment strategies appropriate for the City's unique economic and demographic profile.

Additionally, the City's efforts to strengthen Opa-locka's socioeconomic conditions are being assisted by the Opa-locka Community Development Corporation (CDC), a 30-year-old nongovernmental and nonprofit organization active in affordable housing and local business development. The CRA plan recognizes the work of the Opa-locka CDC and has been written to leverage this particular advantage in Section B. ■

THE COMMUNITY REDEVELOPMENT PROCESS

AUTHORITY TO CREATE A COMMUNITY REDEVELOPMENT AGENCY

THE FLORIDA LEGISLATURE MAKES PROVISIONS for redevelopment through the Community Redevelopment Act of 1969. Chapter 163, Part III, of the Florida Statutes provides the regulatory framework through which a Florida municipality may authorize a community redevelopment

area and agency after a due diligence study ("Finding of Necessity") has confirmed their appropriateness. The Finding of Necessity is a prerequisite step prior to establishing a community redevelopment authority. The finding must demonstrate the existence of conditions unfavorable to public health, housing affordability, or economic growth (see sidebar, this page).

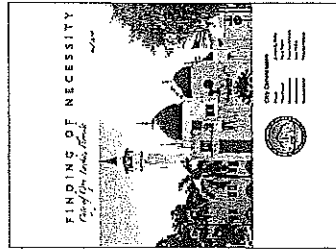


Fig. A.1: Opa-locka's Finding of Necessity Study.

The Finding of Necessity received by the City in early 2010 confirmed the presence of unfavorable conditions and recommended the designation of a 514-acre redevelopment area in central and northeastern Opa-locka. It prompted the City Commission, on the advice of its planning and city management staff, to move forward on forming a community redevelopment agency and designate the boundaries of the CRA as identified in the report (see Fig. A.2, next page).

City Commission determined, by Resolution 10-8043

on April 14, 2010, that the proposed CRA met the necessary conditions for redevelopment.

POWERS OF A CRA

A community redevelopment agency has a range of statutory powers at its disposal to administer a CRA.

A redevelopment agency is authorized to grant approval to a redevelopment plan; to authorize the issuance of revenue bonds; to approve the acquisition, demolition, or disposal of property; to obtain property through eminent domain; and to raise and allocate funds for activities described in an adopted community redevelopment plan.

This last power is important because a redevelopment agency is allowed special taxing and financial tools for local redevelopment, including tax increment financing, whereby tax revenue from future growth in a CRA's property values (known as the increment) is used to amortize the public debt issued to fund improvements in that CRA. Redevelopment agencies and municipalities across Florida have used tax increments to raise hundreds of millions of dollars for street and infrastructure improvement, building repair, small business credits, and other incentives.

Although a reliable source of funding, it often takes years before tax increment revenue accumulates significantly. Because of the desire for rapid progress in the CRA, this plan recommends tax increment financing as just one option in a range of funding tools.

REQUIRED CONDITIONS FOR A CRA

A community redevelopment area is defined by Florida statute as "a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly." (Title XI, Chapter 163.335 F.S.)

A slum area has physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because of a predominance of residential or nonresidential buildings impaired by dilapidation, deterioration, age, or obsolescence. A blighted area contains numerous deteriorated or deteriorating structures in which conditions, as indicated by government statistics or other studies, are leading to economic distress or endangering life or property.

A CRA can be designated in the presence of either or both.

important considerations involving zoning, land use, and redevelopment opportunity. Some of the economically weakest parts of Opa-locka (e.g., Magnolia North in the City's northeast end) were included along with an important commerce area and downtown Opa-locka.

The areas included in the CRA range in economic strength to ensure that redevelopment strategies will be implemented at a reasonably steady and deliberate manner.

BOUNDARY AND DISTRICTS OF THE CRA

The City's new CRA is generally bounded on the north by NW 151st Street, on the west by the Opa-locka Executive Airport, on the south by the Tri-Rail corridor, and on the east by a constructed stormwater lake managed by the South Florida Water Management District. The 514-acre CRA will cover approximately 18 percent of the City's total area. A legal description of the boundary is in Appendix A.

The CRA's boundary was finalized according to

Veterans Way was selected to connect all major parts of the CRA because of its significance as an arterial corridor, its link to the downtown, and its redevelopment potential (including especially that part of the corridor around the Opa-locka Tri-Rail Station). The inclusion in the CRA of particular blocks and parcels along the northern boundary edge was rationalized by the need to maintain contiguous zones of residential and commercial land use.

Defining the CRA was an iterative process; three rounds of revision were needed before the boundary was finalized. The consulting team did not wish to negatively affect the City's share of property tax revenue by including too much of Opa-locka's total area in the CRA. It strove to ensure an appropriate balance between underperforming and adequately performing areas.

Contiguity was an important consideration; wherever possible, complete neighborhoods and districts were incorporated into the boundary to avoid spitting character zones (e.g., the Opa-locka Boulevard and NW 27th Avenue corridors). Lastly, large pieces of idle land were brought into the boundary because of the improved fiscal feasibility of their commercial and/or residential redevelopment.

As a result of these considerations, the CRA contains a range of geographically distinct land uses. In effect, it may be seen as a group of four primary districts:

- Magnolia North (Fig. A.3)
- Magnolia Gardens (Fig. A.3)
- City Center (Fig. A.4)
- Opa-locka and LeJeune commerce areas (Figs. A.5 and A.6)

Magnolia North and Magnolia Gardens, on the eastern end of the CRA, are residential neighborhoods bounded

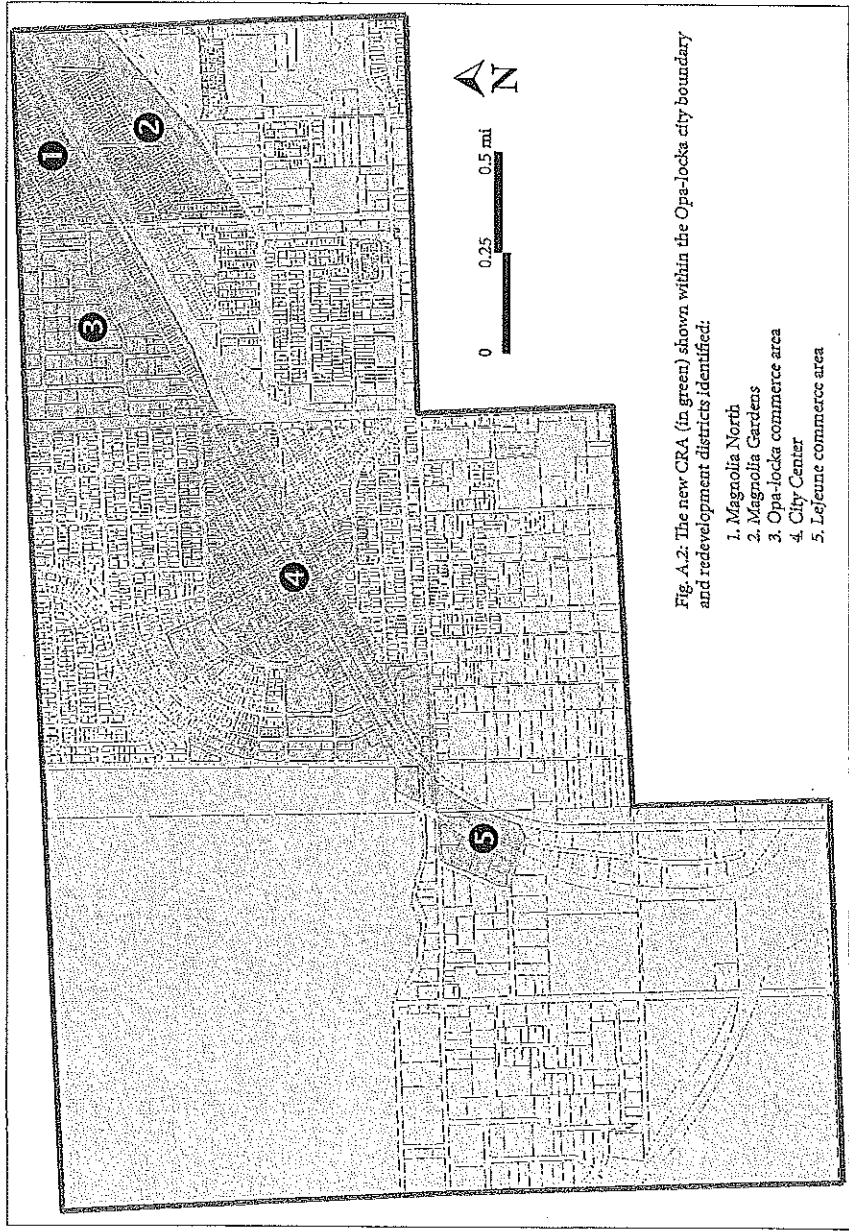


Fig. A.2: The new CRA (in green) shown within the Opa-locka city boundary and redevelopment districts identified.

1. Magnolia North
2. Magnolia Gardens
3. Opa-locka commerce area
4. City Center
5. LeJeune commerce area

22nd Avenue and NW 27th Avenue, is a light industrial hub with a large concentration of auto and engine repair, boat and plane maintenance, scrap handling, and similar activities. A retail commerce segment is located along NW 27th Avenue. LeJeune commerce area, meanwhile, is a smaller zone on the western end of the CRA containing heavier industrial uses and large vacant properties. The two commerce areas are considered a single district in this plan, despite being physically separated by City Center, since they share the same primary land uses.

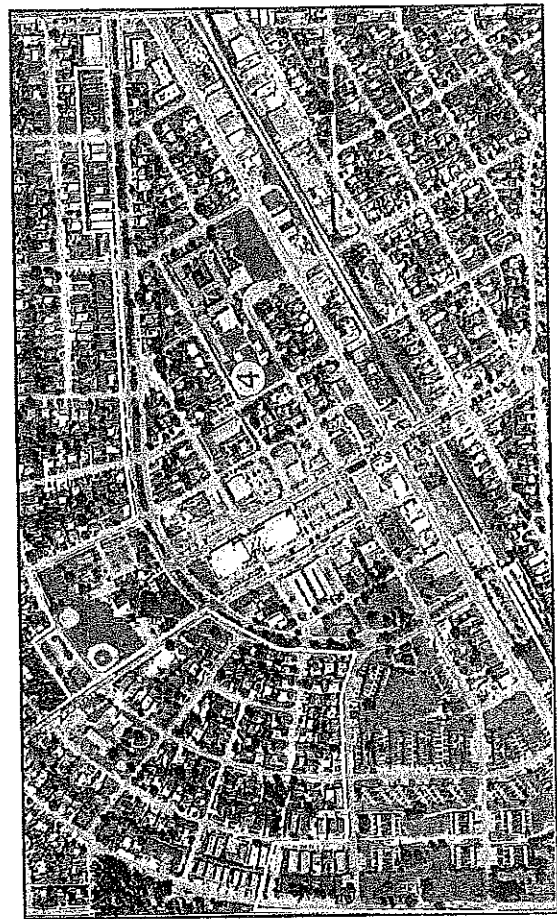
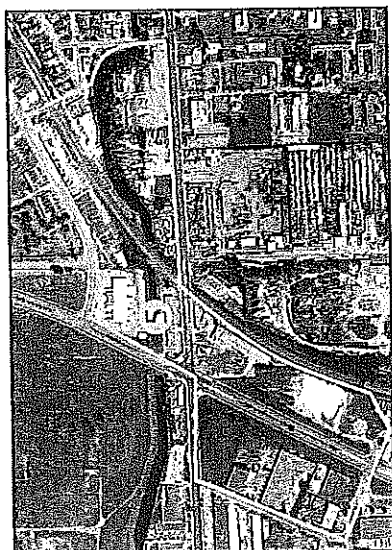
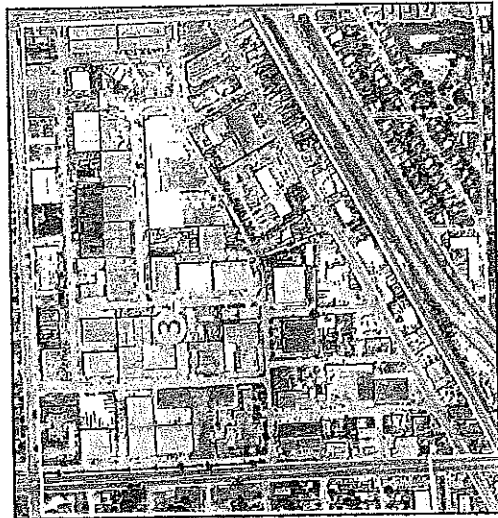
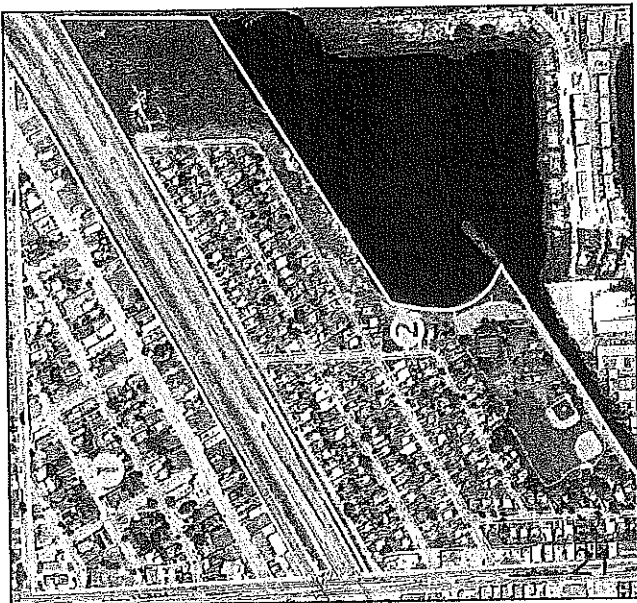
City Center is a mixed residential, commercial, and institutional district incorporating Opa-locka's downtown core and many of the City's historic structures. It contains the most widely varied land uses of the four CRA districts.

CONSISTENCY WITH OPA-LOCKA'S COMPREHENSIVE PLAN

By Florida statute, CRA plans must be consistent with the parent municipality's comprehensive plan. Opa-locka is in a unique situation since it currently operates by an outdated version of its comprehensive plan (the last approved version was written in 1990). An evaluation and appraisal report from 2007 by Florida International University represents the latest update to the Opa-locka comprehensive plan. Currently, the report is in the approval process with the South Florida Regional Planning Council and State of Florida.

on the west by NW 22nd Avenue and separated from each other by State Road 9 and the Tri-Rail corridor. A small amount of commercial activity exists along NW 22nd Avenue in both neighborhoods.

The Opa-locka commerce area, contained between NW



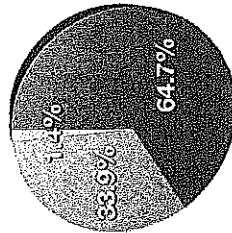
Clockwise from top left (not to scale):
 Fig. A-3: Magnolia North (1) and Magnolia Gardens (2)
 Fig. A-4: Opa-locka commerce area (3)
 Fig. A-5: City Center (4)
 Fig. A-6: LeJeune commerce area (5)

GENERAL CONDITIONS IN THE CITY AND CRA

THE FINDING OF NECESSITY ADDRESSED CONDITIONS across Opa-locka, and in the proposed CRA in particular, that met the requirements for redevelopment. These conditions are summarized in this section and describe a CRA, and City, that is weaker than the Miami-Dade County average in a number of metrics, including education, income, basic services, property values and homeownership. Thirteen categories of conditions are summarized.

DEMOGRAPHICS

IN A COUNTY THAT IS 82 PERCENT MINORITY, OPA-LOCKA is a city with an almost completely non-Caucasian population — data from the 2009 American Community Survey state that 64.7 percent of residents are Black and an additional 33.9 percent are Hispanic. The City's population was estimated at 16,497 in 2009 — an increase of 10.3 percent from the 2000 census figure of 14,951 and approaching the 2030 projected population of 20,475, as calculated by the Miami-Dade County Planning and Zoning Department¹.



Opa-locka population by race, 2009

Opa-locka's population is younger and less educated than the Miami-Dade County (MDC) average. Opa-locka's under-25 sector represents approximately 40 percent of total residents, compared with approximately 33 percent in the County overall, and the share of the over-25 sector with a college degree in the City is less than one

third of the County's, at 6.6 and 25.9 percent, respectively.

Opa-locka is also a family oriented city; approximately 70 percent of households in Opa-locka are family households and the average family size is 3.44 persons, similar to Miami-Dade County.

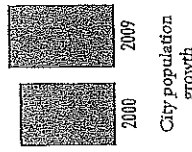
The CRA exhibits similar trends to the City in racial proportions, educational attainment, and family households, but a contrasting trend in total population. While Opa-locka grew by approximately one tenth from 2000 to 2009, the CRA lost an estimated 11 percent of its population over the same period (from 3,392 residents to 3,022). The largest decline occurred in the eastern end of the CRA, where Magnolia North and Magnolia Gardens lost approximately 15 percent of their resident base.

JOBS AND HOUSEHOLD INCOME

In September 2010, 55.8 percent of the City's population was in the labor force and unemployment was at 17.6 percent, almost five percentage points higher than MDC's rate of 12.7 percent. Unemployment rates in Opa-locka have trended higher than in MDC for years².

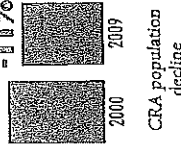
Household income is also lower in Opa-locka than in Miami-Dade County. The median household income was \$19,061 in 2009 (inflation-adjusted dollars), compared to \$42,969 for MDC. Per capita income in the City was \$12,080 in 2009, a little more than half the MDC per capita of \$22,619. This is attributable to the types of employment available in the City; the majority of employed adults in Opa-locka are in low paying service jobs and, to a lesser extent, moderate income public service jobs. Sales and office occupations currently comprise the majority of employment positions at 30 percent, followed by service occupations (21.2 percent) and retail trade (13.3 percent). Opa-locka CDC and other sources project that

+10%



City population growth

-11%



CRA population decline



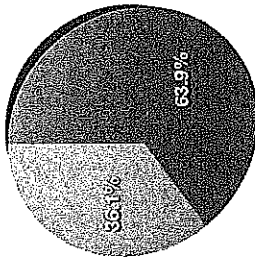
Median income in Opa-locka compared to MDC's median income, 2009

the City's labor force will remain service oriented and high wage professional jobs will remain scarce.

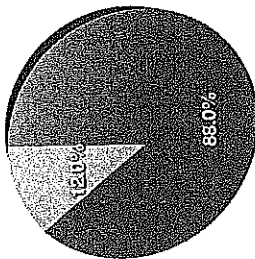
Families and individuals below the poverty level in Opa-locka comprise 29.4 and 31 percent of their respective sectors. This is approximately double the County's rates, where 13.5 percent of families and 16.9 percent of individuals are below the poverty line as of 2009. Of children under age 18 in Opa-locka, 39.3 percent lived below the poverty threshold in 2009.

HOMEOWNERSHIP

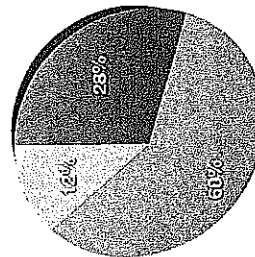
Homeownership is a concern in Opa-locka because the City's lower than average household income challenges families' ability to find (or maintain) affordable and decent housing and results in a larger proportion of renters. In the CRA, renter-occupied units outnumber owner-occupied units almost 2 to 1 (63.9 percent to 36.1 percent, respectively). These numbers are similar to figures for



Proportion of renters and homeowners in the CRA, 2009



Occupation of all housing units in the CRA, 2009



Use of all housing units in the CRA, 2009

the City overall and reflect a homeownership rate that is markedly lower in Opa-locka than in Miami-Dade County overall. In 2009, owner-occupied housing units represented 58.3 percent of total occupied units in the county, compared with 31.8 percent in Opa-locka. (Unoccupied housing units represent 14 percent of all housing in the county and 12 percent in Opa-locka.)

Low household incomes and job scarcity have contributed to foreclosures in Opa-locka, but the rate of foreclosure does not appear to be significantly different from elsewhere in MDC or South Florida. In the first quarter of 2011, a housing occupancy review of Magnolia North and Magnolia Gardens (the two most residential districts of the CRA) indicated only 12 homes in the process of foreclosure.

HOUSING

Opa-locka's residential stock is aging. A majority (59.3 percent) of the City's housing units were constructed between 1940 and 1969 in subdivisions laid out in typical postwar patterns. (This means single-family homes laid out on a repeating grid of 1/10-acre lots with deep setbacks, no garages, and single-vehicle driveways.) As outdated and monotonous as this development pattern is today, it will not be easily changed — particularly in neighborhoods such as Magnolia Gardens where the houses are passed down from one generation to the next and the idea of change is regarded with suspicion.

Most of housing structures in the CRA are single-family homes. Multi-family buildings

represent only a small proportion of housing stock, although they represent the largest share of total housing units. Of the 1,644 housing units in the CRA, 1,108 are multi-family units, 447 are single family homes, 72 are duplexes, and 17 are mixed-use units. The majority of multi-family units and structures have fallen into poor to derelict condition by absentee or unscrupulous owners.

Until this year, little residential construction was taking place. In 2009, no single-family homes were built in the CRA; in fact, through 2010, the CRA had only seen three single family homes built in the last ten years. However, 2011 is ushering in a renewed interest in homebuilding in Opa-locka; Habitat for Humanity is constructing and/or renovating 35 housing units in Magnolia North (most of them single family homes) with assistance from the Opa-locka CDC.

CRIME

Opa-locka has long been prone to crime, particularly involving drug trafficking and gang violence. In 2003 and 2004, Opa-locka was ranked by the FBI as having the highest violent crime rate in the country for any city of its size. Despite trends indicating a reduction in crime, the City remains in the 99th percentile rank in Florida as well as the U.S. for violent and property crime. This means that 99 percent of Florida and U.S. cities have lower crime rates than Opa-locka.

Data from the FBI Uniform Crime Database in 2008, extrapolated for ratios per 100,000 people, show that for every 100,000 people, 2,834 acts of violent crime were committed in Opa-locka, compared to 805 in Florida and 676 nationally. This includes:

- 85.3 homicides — more than 11 times the state or national rate

1 Miami-Dade County projects Opa-locka's population to be 20,475 in the year 2030, but other sources differ; University of Florida's Shimborg Center projects a population of 16,211 by 2030.

2 In 2000, U.S. census data showed that unemployment in Opa-locka was twice Miami-Dade County's rate (10% vs. 5%, respectively).

and they help to circulate consumer dollars locally.

COMMUNITY ASSETS

Community assets, defined here as low- or no-charge facilities available to the public and provided for the benefit of the community, can be grouped into three primary categories: *civic assets*, such as public libraries, town squares, Social Security Administration offices, food banks, and temporary shelters; *recreational assets*, such as parks, sports fields, and community centers; and *educational assets*, such as public schools and job training centers.

While the CRA contains relatively few community assets on a per capita basis, those that are available offer important services to residents and are generally easily accessible. Civic assets include the Opa-locka Municipal Building on Fisherman Street (in City Center), which contains a library and municipal offices. Elsewhere in City Center, the Opa-locka Regional Service Center provides programs for residents and the Opa-locka Tri-Rail Station serves an important role for the City's commuters. A cultural center and Veterans of Foreign Wars post in Magnolia North are two important civic assets in the CRA's eastern end.

Recreational assets are scarce in the CRA; in fact, recreation and open space standards are not presently met in Opa-locka overall. The MDC Comprehensive Plan calls for a level-of-service standard of 4.75 acres of recreational or open space per 1,000 residents. The City would need to add approximately 48 acres to its existing 24.4 acres of green park to meet this target. However, the CRA is fortunate in that it already contains two of Opa-locka's largest and most actively used parks — the 15.7-acre Ingram Park in Magnolia Gardens, and the 5.7-acre Sherbondy Park in City Center. Both are open to the public and provide a range of active and passive recreational uses. Additionally, the city is readying a new community center in the downtown that will feature indoor sports and a swimming pool. This new facility is expected to open to the public in July 2011.

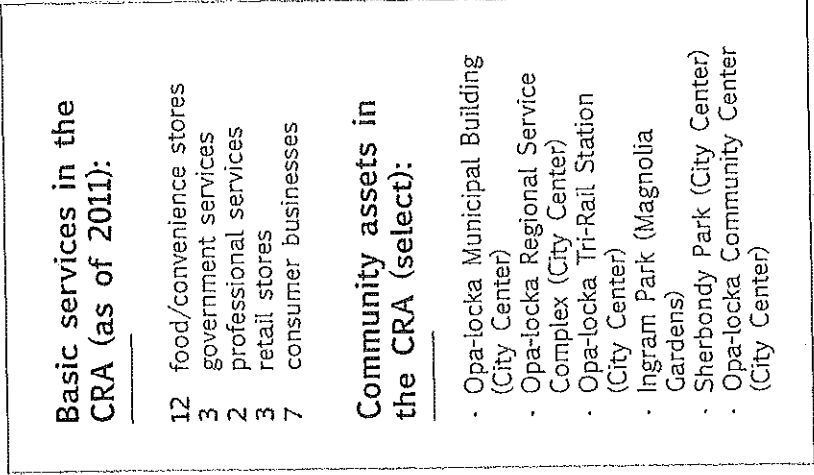


Fig. A.7. Basic services and community assets in the CRA.

BASIC SERVICES

Opa-locka features a limited selection of private-sector basic services (see Fig. A.7). Basic services, defined as important consumer services accessed on a regular basis, include grocery stores, financial institutions, restaurants, coffee shops, laundromats, pharmacies, and medical clinics. Many of these are located outside of Opa-locka city limits, resulting in a significant amount of Opa-locka residents' consumer activity taking place outside of the city.

The general concern regarding basic services in Opa-locka is the lack of comprehensive systems — for instance, a consumer finance system composed of retail banks, credit unions, and professional accountants, or a food and eatery system composed of supermarkets, delis, cafés, family restaurants, and farmers markets. Such systems are found in most cities in South Florida

- 1331.8 aggravated assaults — more than twice the state rate and almost four times the national rate
- 1351.4 robberies — almost five times the state rate and seven times the national rate

For every 100,000 people, 11,257 acts of property crime occur in Opa-locka, more than twice the state rate and three times the national rate. Motor vehicle thefts are notably common in the City; at 2,152 thefts per 100,000 people, the rate is more than five times the state or national rates.

Despite these figures, the City takes crime reduction seriously and has made significant progress in lowering incidence rates in formerly violent neighborhoods such as Magnolia North (where, for instance, no homicides have occurred since 2008 and only one person has been shot in the last three years).

Educational assets are limited in the CRA. Only one public school, the Opa-locka Elementary School, and one job training center are contained in the CRA. Students in middle and high school attend institutions outside of the City. Postsecondary institutions are accessible from the CRA only by car or indirectly by public transit.

An additional group of assets may be defined by the City's collection of unique Moorish Revival-style buildings in the downtown. These historic

buildings, dating back to the City's earliest years, are a community asset collection that has made preservation an important goal of the City government and the Opa-locka CDC. A campaign launched in 1989 to preserve approximately 75 structures built in the 1920s has helped maintain these historic buildings as an architectural collection that could serve as a tourism attraction.

Today, twenty of the City's preserved buildings are listed on the National Register of Historic Places. Eight of those are located in the CRA (all within the City Center district), and four of those represent historic structures with distinctive Moorish Revival architecture.

STREETS AND ROADS

The City's street and road grid presently meets the necessary levels of service. Five arterial roads in the CRA were given C and D grades for their level of service by the Florida Department of Transportation and Miami-Dade County in 2008, indicating that they adequately support current volumes of traffic.

It is not known what consequence population growth in the CRA will have on traffic volumes or levels of service, but Miami-Dade Transit is aware of the demand for public transit in Opa-locka and recently increased Metrobus service along major corridors. The City is also aware that MDC is considering transportation improvement projects for Opa-locka over the next ten years.

Notable about Opa-locka's streets is the unusual way they were laid out during the City's expansion. Street grids at various orientations are joined at awkward angles that are inconsistent with current traffic engineering best practices. When these different grids

meet, streets terminate in dead ends and dangerous intersections. Two districts in the CRA, Magnolia North and City Center, contain this kind of grid. The challenging logistics of corrective roadway means it is unlikely that realignments of awkward intersections will occur in the future.

Maintenance of streets and roads is variable throughout Opa-locka and the CRA. Certain areas (Magnolia North and Opa-locka commerce area in particular) appear to have gone unmaintained for years — storm drains are clogged with debris, streets and soft shoulders flood after every rainstorm, sidewalks and pavement are crumbling, and street lights are burned out.

Conversely, other streets feature new sidewalks and fresh paving, newly planted medians and well-kept streetscape elements. Sharazad Boulevard, in City Center, is one of the most pleasant environments in the City; the wide central median is landscaped, crosswalks are distinguished by colorful pavers, trees are neatly maintained, and the pavement is smooth and clean. Most streets in the City, however, do not match Sharazad Boulevard in condition or character.

INFRASTRUCTURE AND CAPITAL IMPROVEMENTS

The City generally does not have adequate facilities to manage potable water, sewage, solid waste, or recyclables, and it consequently outsources these services to MDC public works departments at a cost of millions of dollars each year. At existing level-of-service standards for these services, MDC will be able to meet projected demands for solid waste through 2016 and potable water through 2030. Other utility services are deficient in Opa-locka, and the City is working with MDC to address those level-of-service shortcomings.

The City's Five Year Improvement Plan identifies 16 capital improvement projects for fiscal year 2010/11 with a cost of approximately \$10.4 million. Approximately half of these are located in the CRA. They are to be paid for using a range of funding tools, from Community Development Block Grants to capital improvement bonds and the City's general revenues. Please see Appendix F for the list.

VACANT LAND

In mid-2010, vacant land — representing properties devoid of development and properties containing unused structures — accounted for 14.5 percent of the City's total area. In the CRA, it accounted for approximately 45 acres, constituting almost nine percent of the CRA's total area. Municipal and county governments own almost two-fifths (18.1 acres) of this land.

The majority of vacant parcels in the CRA are under one acre in size and contain unoccupied structures such as foreclosed homes and abandoned buildings. Approximately a dozen properties, mostly in the commerce areas, are larger than one acre. Vacant parcels are located across the entire CRA but groups of them are found especially in City Center, the Opa-locka commerce area, and Magnolia North. Along both sides of the Veterans Way corridor, approximately one third of the properties are vacant.

Vacant lots cleared of structures and sitting adjacent to each other are suitable for amalgamation into a single redevelopable site. This is known as land assemblage and is considered a useful strategy to entice redevelopment investment. The benefit of assemblage derives from the increased economic value of unified development on a single large property over a series of lower-value projects on smaller properties.

In the CRA, numerous vacant properties along Opa-locka Boulevard and Veterans Way are candidates for assemblage and large-scale redevelopment.

LAND USE

The City and CRA contain all the primary land use types and are governed by 25 zoning categories assigned by the MDC Planning and Zoning Department. As with most jurisdictions, the County's zoning regulations are inflexible about permitting land uses that depart from given designations. This tends to result in broad tracts of land with uniform development patterns.

Mixed use patterns of development, recognized for their ability to increase business activity, social relationships, and healthy lifestyles in a single, contained area, are not allowable in Opa-locka under existing zoning regulations. The strict separation between commercial and residential uses results in residential neighborhoods without walkable access to basic services. This puts residents at a disadvantage, particularly in a City with limited public transit and a lower-than-average rate of vehicle ownership.

PROPERTY VALUES

Property values and rental rates in Opa-locka are below MDC's, and market values within the CRA are decreasing. In 2010,

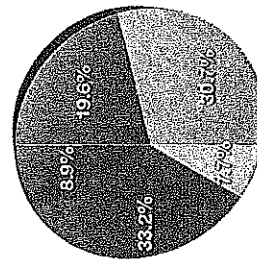
according to MDC property appraiser data, the total market value of properties in the CRA decreased by more than 5 percent, with the largest drops in residential and commercial properties (15 and 17 percent respectively).

The 2004-2008 real estate bubble grossly inflated property values in Opa-locka and led to a severe and rapid deflation by the end of 2008. In Quarter 3 2008, the median single-family home value in Opa-locka was \$180,290, according to city-data.com, but in Quarter 4 it dropped by \$100,000, or 55 percent. By Quarter 3 2010, the median value had fallen to \$50,000.

Variability is pronounced in CRA properties; in Magnolia Gardens, for instance, single family homes were valued in June 2010 at an average of \$58,078 while in Magnolia North they were valued at \$84,323. Commercial property values also varied greatly by location, from approximately \$45,000 in Magnolia Gardens (along NW 22nd Avenue) to more than \$1 million in the Opa-locka commerce area.

Land uses in the CRA:

Commercial: 100.5 ac
Industrial: 157.7 ac
Civic/public: 39.6 ac
Residential: 170.7 ac
Vacant: 45.5 ac



Commercial
 Industrial
 Civic/public
 Residential
 Vacant

Fig. A.7: Land uses in the CRA.

from major streets and roads (e.g., NW 22nd Avenue and NW 27th Avenue) — one of low density sprawl, substandard urban design, and limited human activity in the public realm.

From the smaller streets, blocks, and neighborhoods throughout the CRA, however, a closer look reveals the presence of a deeper visual blight in which a broad spectrum of the urban fabric is visibly damaged, incomplete, inconsistent, unmaintained, out of date, improperly used, or unattractive. Visual blight is commonly encountered in South Florida cities, but the intensity of it in the CRA sets it apart.

Areas of greatest blight include the Opa-locka commerce area and Magnolia North districts. Both contain deteriorating buildings, unmaintained streets, improperly parked cars, trash and debris, untrimmed trees and landscaping, safety hazards and code violations. The tendency of homeowners to fence their properties for privacy and protection degrades visual character as well.

House and property conditions in residential neighborhoods are inconsistent; from street to street and even from house to house, the condition of roofs, cladding, and windows is highly variable. Front yards tend to be more poorly maintained than houses, owing to the tendency (by convenience or lack of choice) to use front yards as driveways, storage space, or dog runs.

However, certain parts of the CRA are visually pleasing. A large number of individual homes and buildings in Magnolia Gardens, the LeJeune commerce area, and City Center have lesser evidence of blight, and parts of the downtown core of City Center (such as Sharzad Boulevard and Perviz Avenue) have almost none at all. (See the next page for a photographic assessment of CRA conditions.)

VISUAL IMPRESSION

Visual impression represents the perceptual character of the built environment. This impression has a powerful influence on a person's judgment of the quality, safety, friendliness, and value of a place. Opa-locka is similar to other South Florida inland cities in the impression it imparts

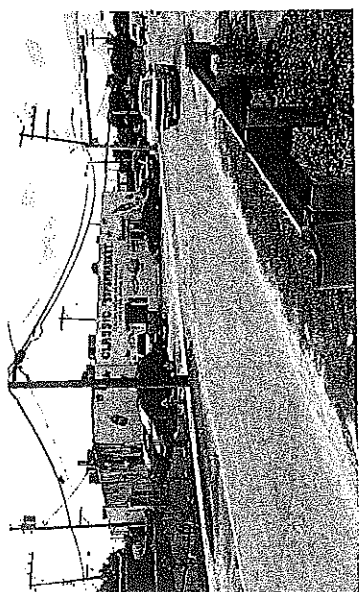


Fig. A.8: Visual clutter takes many forms in the CRA, including sagging overhead lines and poorly defined parking spaces. (Service Road)

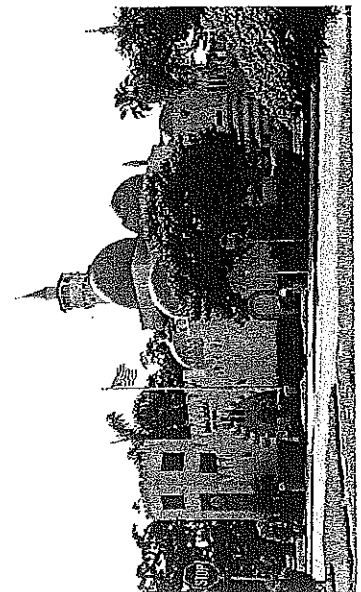


Fig. A.11: Downtown Opa-locka's architectural heritage is epitomized by civic structures such as the old City Hall. (Sharazad Boulevard)



Fig. A.14: Landscaped medians along Sharazad Boulevard are offset by vacant, unmaintained lots and structures.

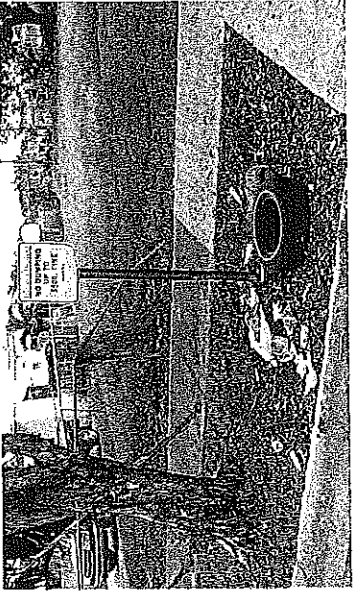


Fig. A.9: Littering is a common occurrence along streets and medians in the CRA. (NW 21st Court)

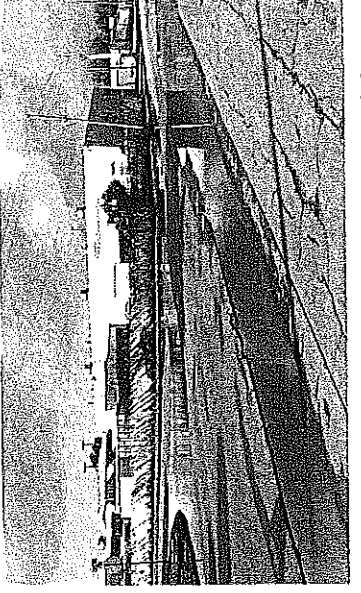


Fig. A.12: Deteriorating pavement and poor drainage are typical of streets in the Opa-locka commerce area. (NW 147th Street)

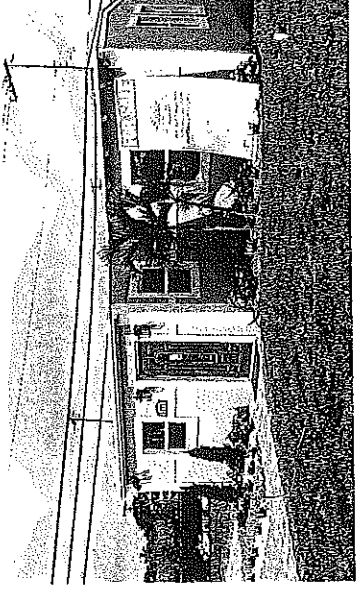


Fig. A.15: Opa-locka CDC is investing heavily in purchasing foreclosed homes and renovating them for new residents. (Wilmington Street)

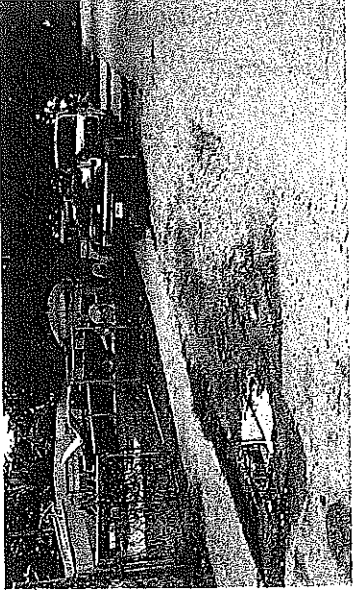


Fig. A.10: A shortage of parking in all the CRA's residential neighborhoods results in degraded planting strips serving as parking lanes. (Rutland Street)



Fig. A.13: A number of warehouses are vacant in the commerce areas but continue to be well maintained by their owners. (NW 150th Street)

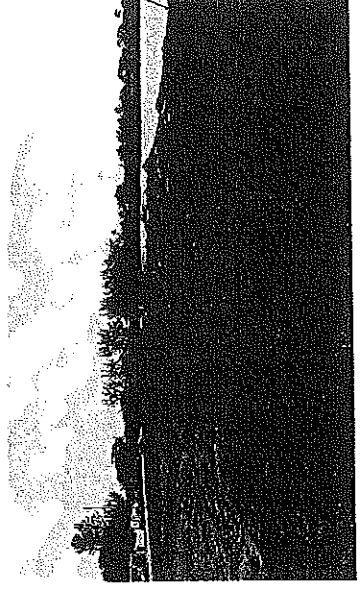


Fig. A.16: Vacant land along the stormwater lake is kept mowed and allows for clear views of the water while it awaits a future use. (Wilmington Street)

SPECIFIC CONDITIONS IN THE FOUR REDEVELOPMENT DISTRICTS OF THE CRA

PHYSICAL AND CHARACTER CONDITIONS specific to Magnolia North, Magnolia Gardens, City Center, and the two commerce areas, in that order, are reviewed in this segment.

Magnolia North

- Population (estimate): 429
- Number of households: 175
- Vacant buildings: 24
- Vacant lots: 73
- Residential land: 12.2 ac
- Commercial land: 3.1 ac
- Civic/public land: 4.1 ac
- Industrial land: 7.0 ac
- Bounding streets:
 - NW 151st Street (north, east)
 - NW 22nd Avenue (west)
 - Veterans Way (south, east)

OVER THE YEARS, RESIDENTS AND BUSINESSES have left Magnolia North, leaving behind a neighborhood of physical blight and severely depressed economic activity. The City Commission and Opa-locka CDC recognize this and have chosen to invest substantial effort and millions of dollars in funding in bringing back Magnolia North as a "neighborhood of choice".

BUILT ENVIRONMENT

MAGNOLIA NORTH HAS BEEN HARD-HIT BY VACANCIES, foreclosures, and abandonment, which have harmed the physical condition of the district. Approximately 95 percent of residential structures in the area are absentee-owned rental properties and a large number are unoccupied or abandoned — including 17 boarded-up apartment complexes, five abandoned homes, and two shuttered corner stores.

The neighborhood is marked by a visually jarring mix of building types and styles that do not relate either to each other or to the street. Almost all buildings are in disrepair, some of them seriously so, by way of maintenance, owner abandonment, or fire. Many

of these are located in the blocks between NW 22nd Avenue, Duval Street, Washington Avenue, and Grant Avenue. Some are also found along Veterans Way. Up to three dozen of these structures, including two former apartment buildings, are sufficiently deteriorated as to warrant their demolition.

Magnolia North's streets are in poor condition. Potholes remain unfilled, weeds grow through the pavement, and cracks and gouges are pervasive. Old automobiles, forgotten furniture, and trash can be found throughout the neighborhood. More than 500 citations were issued for blight code violations in the last quarter of 2009 alone.

The east-west streets (Grant, Lincoln, and Washington Avenues and Veterans Way) were designed to handle much more traffic than they currently carry. The barricades that continue to block access to NW 151 Street from all of the east-west streets have almost eliminated all nonlocal traffic and given Magnolia North a quiet and forlorn character. On Veterans Way, for instance, the barricade at NW 151st Street has changed the street's character from a commercially zoned corridor to one largely given over to faith based institutions and multi-family complexes. The extra-wide corridor, made so by on-street parking lanes, lends an additional dimension of desolation that is highly incongruous to the corridor's original design.

The smaller, non-arterial Washington, Lincoln, and Grant avenues share similar attributes caused by their dead-end nature and made worse by lack of upkeep. Sidewalks are cracked, buckled, and uneven. Storm drains are clogged. Pavement and striping show their age. Canopy trees are few in number and mostly located on private properties as opposed to the public right-of-way. In all streets in this neighborhood, flooding can occur even after low intensity rains.

NEIGHBORHOOD QUALITY OF LIFE

Quality of life in Magnolia Gardens is hindered by a lack of basic services and community amenities in local range. Within a reasonable walking distance of Magnolia North's residential blocks, basic services are limited to just two convenience stores (one at either end of Veterans Way). No green parks or public recreational facilities are available in the district; even the one pocket park (the Washington Avenue Tot Lot, dedicated only a decade ago) has been closed.

The degraded areawide character deters nonlocal residents from walking through this neighborhood. A

death of shade trees, benches, shelters, and other pedestrian amenities makes walking an uncomfortable activity.

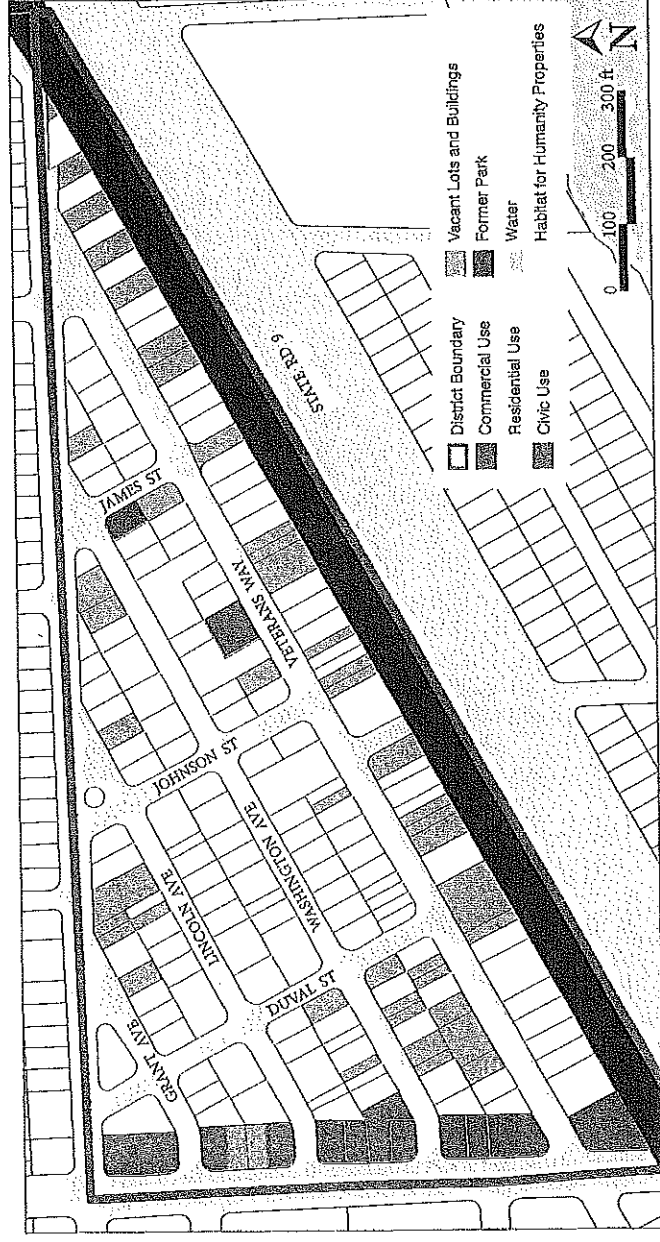
Public transit is provided to Magnolia North, however, by three bus routes, including a night route, along NW 22nd Avenue. Bike lanes are provided along Veterans Way, but few cyclists make use of them.

COMMUNITY ASSETS

Community assets are limited in Magnolia North but they carry great potential to reconnect local residents and rebuild the neighborhood's image.

Magnolia North has more than twenty churches, which represent an important part of the social fabric and network within the neighborhood. Many area pastors have indicated their willingness to be part of the redevelopment effort and have sought technical and financial assistance to renovate their facilities.

A series of properties vacated by the Miami-Dade Housing Authority several years ago have transferred ownership to Habitat for Humanity and are currently being rehabilitated for future homesteaders. The Veterans of Foreign Wars post and cultural center on Veterans Way and the Washington Avenue Tot Lot are existing assets of a civic nature whose facilities can be improved and activities widened.



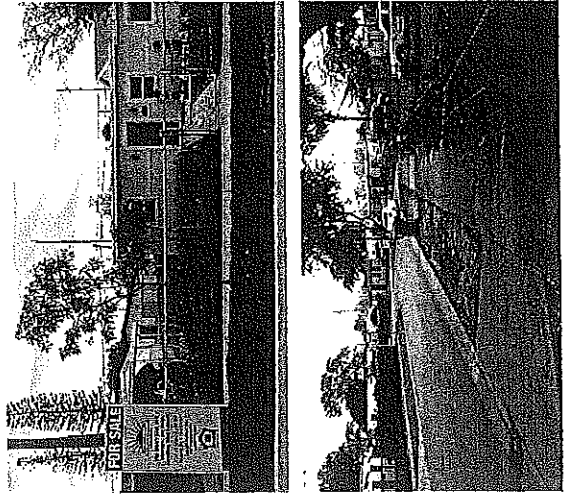
Map 1: Magnolia North
 This diagram indicates the distribution of land uses and vacant parcels. Residential properties being improved by Habitat for Humanity and Opa-locka CDC are shown in yellow.

MAGNOLIA GARDENS IS AN AFRICAN-AMERICAN NEIGHBORHOOD WITH A SMALL additional Hispanic population. It is a stable and almost uniformly residential district somewhat isolated from the rest of the City by being bounded on the south by a constructed stormwater lake, on the east by a large vacant parcel, and on the north by State Road 9.

Magnolia Gardens

Population (estimate):	685
Number of households:	250
Vacant buildings:	19
Vacant lots:	13
Residential land:	29.4 ac
Commercial land:	0.3 ac
Civic/public land:	2.3 ac
Industrial land:	7.1 ac

Bounding streets:
 Service Road (north)
 NW 22nd Avenue (west)
 Burlington Street (south)
 NW 18th Avenue (east)



Figs. A.17 and A.18: Conditions in Magnolia Gardens

BUILT ENVIRONMENT

THE MAGNOLIA GARDENS NEIGHBORHOOD IS COMPOSED almost entirely of single family homes. These homes are in average physical condition; many of them need minor repairs and some need major upgrades (especially to roofs, windows, and cladding). However, there are a number of well-maintained properties along York and Wilmington Streets especially that help raise the overall perception of the neighborhood.

The majority of the housing stock reflects early postwar era attitudes to suburban housing development, including house footprints between 600 and 1,400 square feet (one bedroom/one bathroom and two bedroom/one bathroom) on 1/10-acre lots, carport-forward lot layouts, and single story construction. Their small footprints remain generally unchanged from their original construction six decades ago.

Magnolia Gardens' lots were designed to accommodate only one vehicle per house. Most do not have enclosed garages. These standards have since become outdated and today result in a shortage of parking. Residents and visitors are often forced to park on sidewalks, medians, and front yards, undermining the orderliness of the neighborhood and creating an environment in which the automobile is a dominating visual element. Improperly parked cars are additionally causing extensive damage to the sidewalks and grass medians throughout the neighborhood.

On the west end of Magnolia Gardens is an unusual residential situation. A row of multi-family apartment buildings along the east side of NW 22nd Avenue (14324 22nd Apartments) are egregiously nonconforming to either the property's zoning classification or lot layout best practices. These buildings are situated too close to the street, creating a safety hazard for children and pedestrians and a shortage of parking space. (Vehicles are parked along the side of the road and in a rudimentary lot next to the north building.) The presence of trash, dangerous alleys, incomplete sidewalks, and marginal landscaping contribute to a strong perception of blight. All four buildings are candidates for removal so that the land can be repurposed for a commercial or other use.

Blighted conditions exist in much of Magnolia Gardens. Trash is visible throughout the neighborhood along sidewalks and fences and in some homeowners' front yards. This debris creates a potential pedestrian risk as well as blight. Fences marking property lines are found at almost all single family homes, but without enforced regulation about type and upkeep the fences have become a blight of their own.

Service Road is the northern boundary for Magnolia Gardens. On its north side, a chain link fence demarcates the neighborhood from the wide and empty buffer zone along State Road 9. The fence offers no visual or noise relief to homeowners on the south side of the road from the traffic on SR 9.

Rutland and Wilmington streets, on the other hand, are in better condition than Service Road. With houses on both sides, they add a more complete look and feel to Magnolia Gardens.

NEIGHBORHOOD QUALITY OF LIFE

Property crime is an ongoing problem for area residents. Break-ins and theft are commonplace. Most homeowners in Magnolia Gardens fence their properties along the lot line, creating a contiguous barrier between the street and the front yard that does not present a welcoming demeanor. A crime watch group exists in the area.

Recreational opportunities are limited in this neighborhood, Ingram Park notwithstanding. The single-point access of Ingram Park on Burlington Street and its location between a stormwater canal and a row of private properties make the park surprisingly difficult to access. The park does nevertheless contain sports fields and passive recreational amenities that are in high demand across the CRA.

COMMUNITY ASSETS

Ingram Park, the largest park in the east end of Opa-locka, is the neighborhood's only recreational amenity. It is located next to a stormwater retention lake and connects to two vacant lakeside parcels. Ingram Park features basketball courts and ball fields and is an actively used community asset. The vacant parcels between the Cuyahoga property and Ingram Park represent a major redevelopment opportunity.

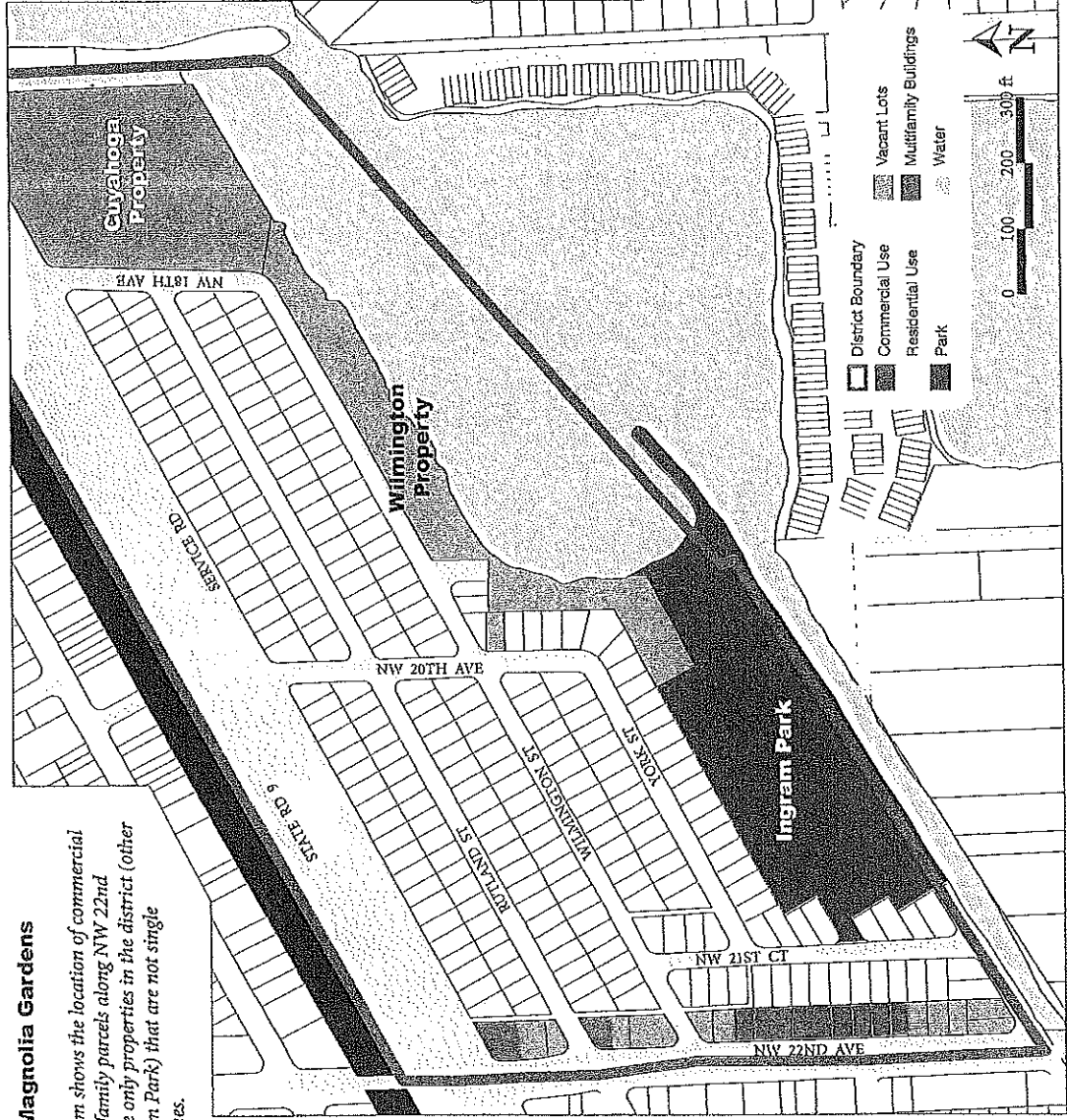
Before the real estate collapse, plans existed for future development of the seven-acre vacant and environmentally contaminated parcel at the east end

of the neighborhood known as the Cuyahoga property. This parcel is presently fenced off and inaccessible but market-rate mixed use redevelopment is sought for this property by the City. If redevelopment is to

occur on the Cuyahoga property, the level-of-service classification of Magnolia North's streets will have to be reassessed.

Map 2: Magnolia Gardens

This diagram shows the location of commercial and multi-family parcels along NW 22nd Avenue; the only properties in the district (other than Ingram Park) that are not single family homes.



City Center

Population (estimate):	1,908
Number of households:	684
Vacant lots:	62
Residential land:	55.4 ac
Commercial land:	8.6 ac
Civic/public land:	22.5 ac
Industrial land:	21.3 ac
Bounding streets:	
Service Road (north)	
NW 22nd Avenue (west)	
Burlington Street (south)	
NW 18th Avenue (east)	

THE CITY CENTER DISTRICT CONTAINS THE CRA'S MOST DIVERSE LAND USES and numerous community assets, ranging from the Opa-locka Municipal Building and Regional Service Center to the new community center opening in July 2011. It covers much of Opa-locka's downtown region and features great redevelopment potential as a commercial, residential, and mixed-use center of activity.

BUILT ENVIRONMENT

OPA-LOCKA'S CITY CENTER DISTRICT IS DIVIDED into three general parts — a primarily multi-family residential area on the west known as the Barracks, a single-family residential area with an elementary school on the east, and a commercial and institutional downtown core between the two.

In the residential areas on either side of the downtown core, street conditions are variable but generally substandard. Sidewalks are almost nonexistent, weeds are commonly seen growing in cracks and along curbs, and crosswalks are poorly marked. Pavement damage is extensive and similar in character to all other districts of the CRA.

The multi-family apartment complexes in the Barracks are in average condition and the area's character is compromised by a lack of proper parking areas, a low level of privacy, and minimal landscaping.

Although the homes are larger and sit on larger lots, the conditions of houses in the east residential neighborhood resemble those of Magnolia Gardens. Evidence of neighborhood neglect is everywhere, including uncollected trash and debris, cracked pavement, rusting fences, and old vehicles.

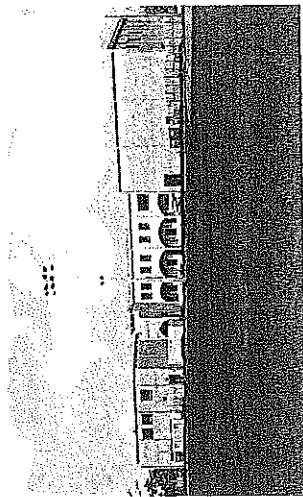
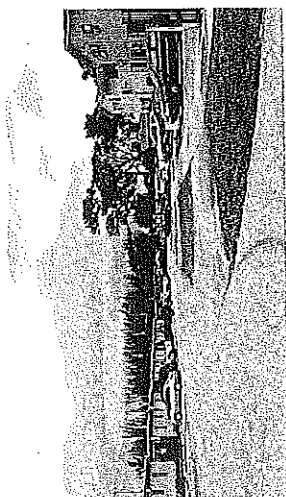
Buildings in the downtown core are in variable physical condition. While government and municipal structures are in good condition, commercial businesses are

typically in poor to average condition, with decaying façades, unnecessarily evident crime-prevention metal grilles and locks, peeling paint, and almost no lighted or manufactured signs. Vacant properties are found throughout the district and especially in the downtown core. These properties contain some visual blight in the form of trash or unmaintained building exteriors.

NEIGHBORHOOD QUALITY OF LIFE

Throughout the downtown, pedestrian accessibility is provided by sidewalks. Basic services are limited in number but include convenience stores, grocery stores, family restaurants, and governmental services. A post office is centrally located on Sharazad Boulevard and the Opa-locka Municipal Complex on Opa-locka Boulevard features a library, restaurant, and bill payment center. The City's Tri-Rail station is located nearby and bus service is provided by Miami-Dade Transit along Opa-locka Boulevard.

City Center does not receive a volume of traffic that can support a thriving commercial zone, although more than two dozen businesses currently operate in the downtown. Opa-locka Boulevard, the "Main Street" of the City's historic core, is several blocks from the nearest arterial street (NW 22nd Avenue).



Figs. A.19 and A.20: Barracks neighborhood (top); new community center (bottom).

THE CRAS TWO COMMERCE AREAS ARE NOT DIRECTLY CONNECTED to each other but represent Opa-locka's economic character. Whereas Opa-locka commerce area is the larger of the two and focused on the engine, automotive, and scrap uses symbolic of the City's postwar economic strengths, the LeJeune area contains a few logistic and non-manufacturing businesses that reflect a trending shift away from traditional manufacturing.

Opa-locka and LeJeune commerce areas

Number of active businesses:	107
Number of vacant businesses:	37
Vacant lots:	35
Residential land:	2.3 ac
Commercial land:	23.3 ac
Civic/public land:	7.7 ac
Industrial land:	75.4 ac



Figs. A.21 and A.22: Typical industrial property (top); auto-related business in Opa-locka commerce area (bottom).

BUILT ENVIRONMENT

THE 96.6-ACRE OPA-LOCKA COMMERCE AREA IS RIGIDLY bounded by arterial streets (NW 22nd Avenue and NW 27th Avenue), which keep incompatible land uses away from residential neighborhoods. Primary uses include engine repair and rebuilding; waste management, metalworking, and chemical manufacturing. Scrap and recycling yards have a large presence. While the area has poor visual conditions, these are caused by the utilitarian nature of the local businesses.

LeJeune commerce area comprises 16 properties, many of them irregular in shape because of the presence of the LeJeune Expressway and Tri-Rail corridors and a drainage canal. Six of these properties are vacant, representing approximately 45 percent of the total area of the LeJeune district.

There are few evident examples of noxious uses or activities in either commerce area but code enforcement appears lax. Metal fences frequently attempt to hide vacant structures and unsightly collections of scrap, trash, or equipment, creating visual blight. The overall appearance of the Opa-locka commerce area is one of desolation, abandonment, and minimal investment — even on blocks with active businesses. In the LeJeune area, the built character is better, even with approximately half of district vacant.

There are notable concerns for trucks in Opa-locka commerce area caused by a street pattern that was

not designed for heavy and large vehicles. NW 147th Street, NW 149th Street, and NW 150th Street in particular show evidence of damage caused by heavy vehicles buckling and tearing up the asphalt pavement. Additionally, the street grid north of NW 147th Street does not line up properly with blocks on the south, making wayfinding and navigation challenging for people unfamiliar with the area.

Streets throughout the Opa-locka commerce area are strewn with trash, debris, and old equipment. Sharp objects, including broken glass, are common and driving off the main travel lanes increases the risk of puncturing a tire. The incidence of trash blight increases around vacant parcels and buildings.

Stormwater drainage is substandard throughout the Opa-locka commerce area; large puddles form after almost every rainfall at intersections and along the sides of the street. Driving through puddles is a hazard because of debris.

As with other parts of Opa-locka, there is insufficient parking throughout the commerce areas, resulting in numerous improperly parked vehicles and excessive back-out parking along building frontages. Abandoned machinery, equipment, and scrap are commonly found in parking spaces and lots.

LeJeune commerce area's streets are in generally

STAKEHOLDER INPUT

THE INPUT OF RESIDENTS, BUSINESS OWNERS AND community stakeholders affected by future activities in a CRA is mandated by the community redevelopment process in Florida. For this plan, community input also yielded valuable insights into the long-standing concerns of the community about Opa-locka's key vulnerabilities.

The consulting team held conducted two community forums on February 25 and 26, 2011, as well as door-to-door conversations in January and February 2011. Common themes were revealed regarding the need for higher standards in housing and the public realm and a wider range of activities and basic services for residents. Some respondents indicated that many of the deficiencies in Opa-locka and the CRA, including visual blight and low rates of educational attainment, would resolve themselves once improvements were made in employment and household income.

Respondents were not apt to place blame on government alone; a number of individuals in fact noted that community improvement is just as importantly driven at the individual level as at the governmental level. Some respondents' frustration was attributed to the lack of economic opportunity in the community — a condition that many attributed to the recession but, regardless of its cause, did not foresee ending in the near future.

The following is a summary of the recommendations received during the two community forums.

Overall CRA

- Creation of business incubators and job training programs for low-income residents
- Wider provision of basic services (e.g., grocery stores, medical clinics) so that residents do not leave Opa-locka to run their errands or shop
- A more comprehensive education system so that students can remain in Opa-locka from elementary school to college
- New offerings for day care, English as a Second Language courses, and financial literacy and entrepreneurship training
- Improved delivery of information to residents about available City services
- Expanded relationships with area colleges to deliver programs and opportunities to the community
- Creation of a museum or cultural facility that celebrates Opa-locka's history
- A wider range of after-school activities for children and youth
- Incentives for business owners
- Solutions to transportation issues and better public transit options
- Improved enforcement of code violations

Magnolia Gardens

- A home repair program for low-income residents
- Improvements and expansion to Ingram Park
- Construction of jogging and bicycle paths along the stormwater retention lake
- Expansion of the neighborhood crime watch
- Improved lighting at the entrance to Ingram Park and minor repairs to park infrastructure
- Construction of a multipurpose community center on the vacant land by Ingram Park

Magnolia North

- Renovation of the tot lot
- Construction of a library, community center, and/or community garden
- Establishment of a fund for landowners to redevelop their properties
- An effort to create a balance of commercial and residential uses in the neighborhood
- Redevelopment of the commercial corridor along NW 22nd Avenue
- Remediation of streets and sidewalks
- Enhancement of the public realm

City Center

- Marketing and promotion campaigns for festivals, live music, and outdoor events
- Improvements to streets and sidewalks, particularly in the neighborhood around Opa-locka Elementary School
- Creation of community gardens and additional parks
- Construction of a transit-oriented, mixed use development around the Tri-Rail Station, using the station as a hub
- Redevelopment of Opa-locka Boulevard as a traditional "Main Street" featuring mixed uses aimed at residents and visitors
- Development of a tourism strategy incorporating the City's preserved Moorish Revival buildings

Commerce areas

- Improvement of property access and parking
- Rehabilitation of vacated structures
- Improved lighting, street and road repair
- Building façade upgrades

**SECTION B:
REDEVELOPMENT PLAN**

A NEW WAY FORWARD

THE PURPOSE OF COMMUNITY REDEVELOPMENT IS less about replacing what once existed in a place with more of the same and more about promoting something new — i.e., reconfiguring a place for new social and economic circumstances — or something better. Redevelopment is ultimately about fostering an appropriate fit between a place and the people who live and work in it and, in so doing, helping a community meet its fullest potential.

With its demographic profile and unique economic opportunities, Opa-locka needs a redevelopment plan that speaks not only to physical improvement of the community but also economic development and empowerment of its residents. Community redevelopment planning in Florida over the past decade has greatly increased the role of physical improvement as a redevelopment strategy — and not without reason. Studies show that the physical condition of a place is a highly valued part of community pride and a major part of a community's *genius loci* (the character or personality of a place)¹. Indeed, this plan calls attention to a number of valuable capital and physical improvement activities that should be undertaken by Opa-locka's new redevelopment agency.

¹ *Genius loci* has a long history in architecture and design, going as far back as the English playwright Alexander Pope. The people, streets, and structures of a community come together to create a sense of place that is unique and a source of community pride.

However, while physical redevelopment is appropriately used to address blighted conditions and infrastructure deficiencies, it is much less able to resolve the social and economic deficits found in many CRAs. These deficits tend to be the result of years of inadequate policies, negative attitudes, prejudices, and, perhaps most especially, insufficient opportunities for individuals to improve their personal, family, or community situations.

Opa-locka's redevelopment plan should address improving the built environment while directing activities that alleviate perpetuating problems in the CRA such as household poverty or low educational attainment. What is needed is a set of direct strategies and initiatives to inform residents about existing and future opportunities that lead to empowerment and self-sufficiency. It is hoped that this may be accomplished by organizing the plan as a framework of economic development and resident empowerment strategies.

ECONOMIC DEVELOPMENT AND RESIDENT EMPOWERMENT IN THE REDEVELOPMENT CONTEXT

Economic development strategies for the Opa-locka CRA promote two key objectives: a local capacity to create wealth through small business, and job growth aiming at full employment (often defined as an unemployment rate of approximately 4 or 5 percent).

The ability to generate wealth in Opa-locka will be an important consideration for anyone looking to invest in a business in the City or — if they already live in Opa-locka — deciding whether they can continue to live there. Creating wealth through small business can be done in myriad ways and the City must be able to articulate the unique advantages it has to do so.

Growth in small business will lead to growth in jobs, the second key objective for economic development. Jobs are a critical factor because gainful employment gives people more than an income; it gives them a sense of purpose. It contributes to an individual's self worth, and this value is the base from which a healthy family life and community pride are built.

Resident empowerment strategies for the CRA lead directly from this line of reasoning by promoting its own pair of key objectives: providing residents with the resources and opportunities to build the lives they want for themselves and their families, and engendering a sense of *communality* — the idea that they belong to a greater whole and that in pursuing their own individual goals in life they are at the same time helping to make Opa-locka a better place for everyone.

This redevelopment plan encourages a new way forward in Opa-locka's redevelopment and should result in the kind of change that is more feasible today than ever before and results in an enduringly improved community.

PLAN VALUES

FOUR PLAN VALUES JUSTIFY THE ECONOMIC development and resident empowerment strategies in this plan. They represent the four spheres of sustainable development — economy, environment, equity, and well-being — and, when applied all at once, will lead towards long-term community sustainability.

The redevelopment plan's **economic values** support financial stability for residents and wealth creation through investment and small business. Financial stability is the path to planning for the future; helping people move away from living paycheck to paycheck is a necessary step before educating them about how to plan for a family or save for their child's education. Financial stability can be achieved through employment and financial literacy.

Wealth building, on the other hand, follows after financial stability. For investors and small business owners, assistance can take the form of technical advice to leverage existing resources and funding opportunities such as loans or grants. Wealth building is an essential part of economic development because personal and business wealth can be invested in enterprises that produce jobs and reduce poverty in a community.

The 4 Plan Values:

1. Economic
2. Environmental
3. Equity
4. Well-being

Environmental values promote initiatives, directly and indirectly, that result in the more efficient use of energy and material resources and greater sensitivity in the way the built environment interacts with the natural environment. From individual choices in the home to long-range initiatives that affect the whole community, unnecessary consumption of energy and resources can be curbed at every scale and by everyone.

In a redevelopment plan, environmental values are significant even when the need for economic and investment opportunities may be seen at first as a greater priority. This is because environmental values are also fundamentally economic values. They provide immediate financial benefits and build foundations for long-term economic strength. Whether it is an initiative to save homeowners money through free home energy audits or capital improvement programs to build accessible and mixed-use neighborhoods, the result is a more rewarding lifestyle at a lower environmental (and economic) cost.

Equity values address resident empowerment objectives by promoting equal opportunity for everyone. Regardless of socioeconomic status, race, age, or ethnicity, offering the means to achieve one's goals is the purpose of social equity. It is not

an effort to create economic equality across a community; communities must remain responsible to their residents as they build their circumstances for success. Social equity encourages ethical treatment of all residents, workers, and stakeholders. It ensures equal access to education, resources, and assistive programs.

Lastly, **well-being values** promote objectives that may be considered the summation of the previous three plan values, and by extension the overall purpose of a CRA plan — an individual's overall health, happiness, and quality of life. In a community lacking opportunities to earn a reasonable living and wanting to believe that the future will be better than the past, a redevelopment plan that succeeds in deploying economic, environmental, and equity strategies will help transform that community and its people. Well-being strategies, at this point, serve to reaffirm and continue the early successes and promote initiatives that reinforce community pride.

These are the four plan values to support the economic development and resident empowerment strategies of this plan. They are incorporated into the goals, objectives, and blueprints in the pages that follow. ■

City Center

Goal: A community-oriented environment that activates and sustains Opa-locka's downtown core.



Objective 1

ATTRACTIVE PEDESTRIAN- AND BUSINESS-FRIENDLY STREETS

If City Center is to be positioned as the CRA's principal mixed use and consumer oriented district, it must have appropriately upgraded streetscapes. The curving street grid in City Center results in awkward angles and dangerous intersections. An absence of streetlights, potholes in roadways, incomplete sidewalks, and a lack of landscaping and shade trees lowers the overall aesthetic of City Center's streets.

Streets in need of improvement include Opa-locka Boulevard, Bahman Avenue, Perviz Avenue, and Salih Street — all of them important corridors in the downtown. Sharazad Boulevard's attractive elements may be used as a model for these and other streets.

Blueprint

• PREPARE AND IMPLEMENT A STREETScape IMPROVEMENT PLAN

The Opa-locka Community Redevelopment Agency will prepare a streetscape improvement plan for City Center. It will be developed by a steering committee led by the CRA and composed of business owners and neighborhood stakeholders.

Emphasis will be placed on improving Veterans Way, Opa-locka Boulevard, Bahman Avenue, and Perviz Avenue with redesigned sidewalk zones and traffic control. Streets around Opa-locka Elementary School should also be improved for pedestrians — especially children who walk to school.

Stormwater management, sustainability, and other infrastructure factors will be incorporated into the plan to address deficiencies of affected streets. Design elements that build upon the attractive conditions of Sharazad Boulevard, such as continuous street tree canopies and decorative pavement treatments, will be included as well.

SEE PAGE C-6 FOR ACTION STEPS

ORGANIZING THE PLAN: HOW THE PIECES FIT TOGETHER

A COMMUNITY REDEVELOPMENT PLAN IS A complex document, owing not least to the hierarchical nature of its contents. The overall purpose of redevelopment, defined by the City or redevelopment agency, is partitioned into segments and then interconnected in a network of goals so that a single action strategy can be traced back to the original purpose of the plan.

In this plan, the purpose of redevelopment is defined in the Executive Summary through the **plan goals**. Each redevelopment district in the CRA has a single, broadly defined, redevelopment **goal** articulated by a set of **objectives**. These objectives do not present actionable items; they are statements of specific redevelopment intent. Actionable items are provided in the **blueprints** and **Appendix A**.

In terms of addressing the primary objectives of the plan, this networked trio of **goal / objectives / blueprints** is defended by the rationale of **economic development and resident empowerment** as presented in "A New Way Forward". This rationale derives its justification from the four **plan values** on the preceding page. Neither this rationale or set of plan values represents actionable items; they serve to describe why the sets of **goal / objectives / blueprints** were chosen as they were.

Objective 2

FACADE IMPROVEMENTS IN THE DOWNTOWN

There is no urban design standard in the built environment in downtown Opa-locka. Often the diversity of structures contributes to the character of a community but too much diversity or a lack of design consistency can result in poorly arranged or visually displeasing urban space. The character of Opa-locka's downtown can be enhanced through the application of design standards, especially for façade improvements.

4. *Façade improvement programs help to create a distinguishable and consistent character, abate the deterioration of structures, and augment the natural assets of a downtown by restoring its uniqueness and character.*

Façade improvement programs are also useful in stimulating local economic growth. Improved shopping streets attract customers and business owners benefit from increased sales. Property owners witness stabilizing and increased property values and the community at large enjoys a more vibrant identity.

Blueprint

• ARRANGE A DOWNTOWN FACADE IMPROVEMENT PROGRAM

The Opa-locka Community Redevelopment Agency will arrange a program for property owners in City Center to improve their storefront and building façades, eliminate blight, and establish a standard for physical appearance. Applicant eligibility will be based on the length of time the business has been in operation in Opa-locka, the design and specifications of the improvement, and how well aligned the business and improvements are with the overall redevelopment goals of the downtown. The program will aim to offer financial incentives that fund physical improvements and related architectural, landscape, and engineering costs.

• DEVELOP ARCHITECTURAL DESIGN STANDARDS FOR DOWNTOWN BUSINESSES

The Opa-locka CRA will develop a simple set of design standards to which all downtown businesses must adhere. It is recommended that the City, as discussed frequently over the last year, convene a committee to develop the new guidelines, themes, and future urban design approach for new architectural standards. These standards will be coordinated with the streetscape improvement plan of Objective 1.

Objective 3

VIBRANT COMMERCIAL AND RETAIL ACTIVITY THAT CREATES DOWNTOWN DESTINATIONS

There are a limited number of financial institutions, restaurants, retail stores, coffee shops, laundromats, pharmacies, or medical clinics within the City Center district. Residents must often leave Opa-locka itself to get to these basic services, resulting in reduced consumer activity in the one district of the CRA where it should be strongest. Residents within walking distance will sometimes frequent the local convenience stores, thrift shops, and restaurants, but these businesses draw few customers from outside the immediate neighborhood.

In addition, there are no entertainment destinations, such as a cinema or performing arts theater, to attract people to downtown Opa-locka. Opportunities abound to have new local businesses fill these deficiencies as long as a strong customer base can be sustained.

Blueprint

• UNDERTAKE A DOWNTOWN RETAIL ACTIVITY ANALYSIS

The Opa-locka Community Redevelopment Agency will conduct an analysis of retail and commercial opportunities in City Center by measuring the undersupply, oversupply, and market demand for consumer goods and services. The CRA will also explore how to reinforce the Opa-locka Boulevard commercial corridor north and south of the Tri-Rail tracks and rebuild a contiguous retail zone in the downtown.

The CRA will need to assess key barriers to private investment in the City and focus on enhancing credit and capital opportunities to small business owners and entrepreneurs.

• PARTICIPATE IN "MAIN STREET" PROGRAMS

Opa-locka should work to participate in the National Trust for Historic Preservation's Main Street® program and the Florida Department of Historical Resources' Florida Main Street program to re-establish an appealing identity for City Center and create a hospitable zone for consumer and cultural activity. (Benefits of the NTHP's Main Street® program include access to national best practices from the NTHP, technical assistance to build a volunteer base and launch new programs, and professional training for local leaders and practitioners.)

• COORDINATE WITH THE VACANT INEILL DEVELOPMENT PROGRAM

The CRA will undertake Main Street improvement activities in coordination with the vacant infill development program of Objective 8 (City Center). The CRA will request proposals from developers that promote missing services, such as banking institutions, medical offices, laundromats, pharmacies, restaurants, and entertainment venues, on vacant lots acquired for redevelopment purposes in City Center.

Objective 4

HIGHER DENSITY OF HOUSING, RETAIL, AND COMMERCIAL USES AROUND THE OPA-LOCKA TRI-RAIL STATION

The South Florida Regional Planning Council forecasts future transit demands that the existing street and road grid will be unable to support. The Regional Planning Council, alongside Miami-Dade County and local planning organizations, are keen to expand development along Tri-Rail corridors and create transit oriented developments (TODs) at Tri-Rail stations to accommodate future transit needs. (TODs are walkable mixed-use centers that provide live/work opportunities at high densities. They are often designed as half-mile-wide walkable "urban villages" centered around multimodal transit and featuring innovative green spaces.)

Five years ago, the Opa-locka Tri-Rail Station was considered a candidate for a future TOD by Miami-Dade County's Planning and Zoning Department. (A charrette was conducted in April 2006 by MDC for the future TOD.) Although no progress on the project has been made since the charrette, present-day wishes for more compact development in City Center suggest this project should be revisited.

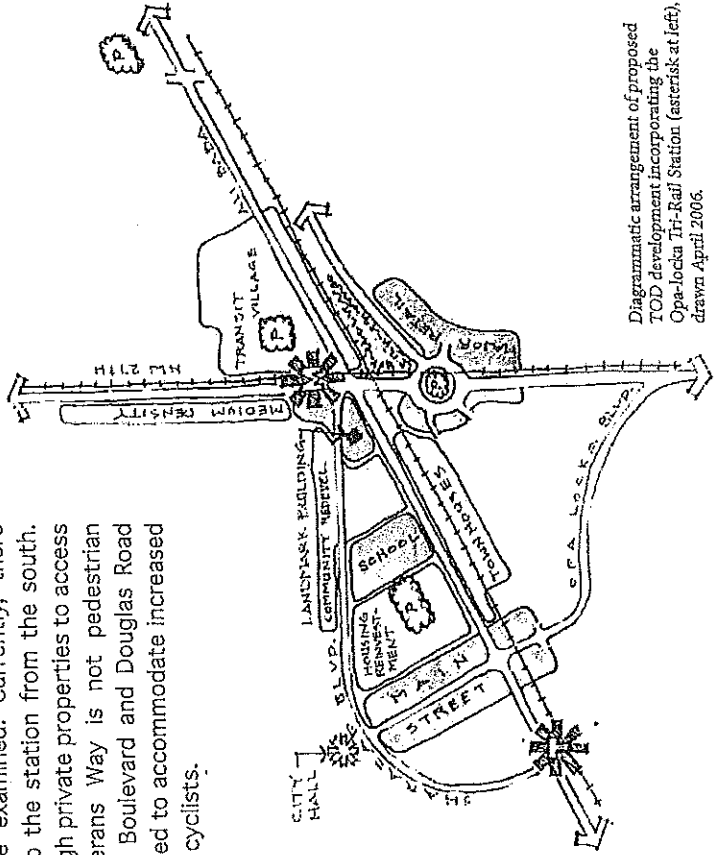
Blueprint

• RE-EXAMINE THE FEASIBILITY OF THE OPA-LOCKA TRI-RAIL STATION TOD

The Opa-locka Community Redevelopment Agency will assess all plans and documentation for the proposed Opa-locka Tri-Rail Station TOD and contact the organizations involved in the project in 2006 for additional information. Working with City staff and local stakeholders, the CRA can then update the earlier plans for the TOD at in accordance with post-recession economic realities and developer interest.

Several challenges must be addressed by the CRA and City staff during the assessment. For instance, existing zoning designations disallow mixed use redevelopment; an overlay district extending one-quarter to one-half of a mile around the station and allowing flexibility in redevelopment may be an appropriate solution. Additionally, although there are several individual redevelopable vacant lots around the Tri-Rail station, land assembly may be necessary to achieve the spatial requirements for TOD build-out.

Accessibility to the station from the surrounding neighborhood must also be examined. Currently, there are no designated routes to the station from the south. Instead, residents cut through private properties to access the station. Similarly, Veterans Way is not pedestrian friendly between Opa-locka Boulevard and Douglas Road and will need to be redesigned to accommodate increased numbers of pedestrians and cyclists.



Diagrammatic arrangement of proposed TOD development incorporating the Opa-locka Tri-Rail Station (asterisk at left), drawn April 2006.

Objective 5

CULTURE AND ENTERTAINMENT ACTIVITIES THAT CREATE AN IDENTITY FOR OPA-LOCKA

Cultural activities inspire creativity, inform people about how to inventively overcome obstacles, and strengthen families. They are an essential part of any community.

City Center has many underutilized assets that can be activated to draw tourists and residents from neighboring cities. Residents have expressed interest in attending festivals, jazz concerts, and outdoor events. Community venues can host volunteering activities. Sherbondy Park provides an excellent venue for cultural and entertainment events. Located in the heart of City Center, this park is large enough to host a wide range of outdoor events.

Blueprint

- ESTABLISH AN ARTS COUNCIL

The Opa-locka Community Redevelopment Agency will establish an arts council to coordinate arts and cultural programs in the City and develop an official arts management plan with funding strategies. As done in other industrial neighborhoods in South Florida, such as the Wynwood Art District in Miami, the arts council will evaluate the feasibility of converting old warehouses into artists' studios and create an annual cultural event to bring together multiple aspects of the arts.

- DEVELOP AND PROMOTE AN EVENTS CALENDAR

The CRA will organize a roster of cultural and family entertainment events themed around locally significant activities, holidays, and venues that puts Opa-locka 'on the map'. These events can focus on the City's heritage, such as the music, film, and aviation history of the City. Events similar to the African Heritage/Fish Fry Gospel and Blues Festival, sponsored by the Youth Crime Prevention Program and City's Parks and Recreation Department and held during the Opa-locka Black History Festival, may be planned with the support of local organizations.

Objective 6

FAMILY FRIENDLY AMENITIES AND ACTIVITIES TO EMPOWER RESIDENTS

The City's Parks and Recreation Department has a number of efforts underway to provide amenities and activities to local families. One such effort is the Sherbonky Park Community Center scheduled to open in summer 2011 that will provide a place for community gatherings and sports such as basketball, baseball, and swimming.

Residents have repeatedly requested more family events to be held outdoors in the downtown area and this should be accommodated. Family leisure activities are associated with greater emotional well being, positive social network ties, and academic success in children.

Blueprint

• IDENTIFY FAMILY FRIENDLY ACTIVITIES TO BRING TO THE COMMUNITY

The Opa-locka Community Redevelopment Agency, in partnership with the City's Parks and Recreation Department, will work to increase the availability and frequency of family activities that activate the downtown core. Possible activities include music festivals, a farmer's market, sporting events, educational seminars, and movies in the park. After-school activities that promote youth empowerment, life skills training, and self-sufficiency will also be made available.

• FORM STRATEGIC PARTNERSHIPS WITH ACTIVITY PROVIDERS

The CRA will form partnerships with local providers to leverage resources and strengthen the quality of services provided to Opa-locka families. For instance, the CRA may consider partnering with the University of Florida, located nearby in Hialeah, and the Family and Consumer Sciences Office of Miami-Dade County to provide educational programs to families addressing topics on nutrition, health, food safety, and economic security. St. Thomas University has shown an interest in providing assistance to Opa-locka residents, and the Florida Department of State's Division of Cultural Affairs has competitive grant programs for cultural event support. The CRA may also consider partnering with organizations such as the Miami Art Museum, the YMCA, Miami Museum of Science, Miami Children's Museum, the Miami Metrozoo, and Miami Seaquarium to bring youth and family programs to Opa-locka.

Objective 7

CELEBRATION OF OPA-LOCKA'S RICH HISTORY AND DIVERSE CULTURE

Opa-locka's unique history and Moorish Revival architecture provides an exclusive opportunity for the Community Redevelopment Agency. Currently, the City does not have exhibits or museums to document its cultural history or historic events. (The Opa-locka Executive Airport alone has a unique and interesting history worth preserving and sharing.) Residents have expressed an interest in a museum that would capture the City's heritage and create distinct historic neighborhoods with tourism appeal.

Blueprint

• AUGMENT HISTORIC PRESERVATION AND RESTORATION ACTIVITIES

The Opa-locka Community Redevelopment Agency will apply for grants for historic preservation and restoration to assist in the upkeep of the eight properties in the CRA currently listed on the National Register of Historic Places. Other historic buildings that may qualify for preservation will be researched and possibly submitted for inclusion in the National Register.

• ESTABLISH A HERITAGE EXHIBIT

The CRA will work to establish an exhibit at the Cultural Arts Center, City Commission Chambers, or other designated site in the CRA highlighting the cultural assets and history of the City. The CRA may also consider creating a self-guided walking tour of National Register sites and partnering with local agencies that provide tours, such as GoToBus.com, which offers historic trolley tours throughout Miami-Dade County.

Objective 8

VACANT LOT INFILL DEVELOPMENT PROGRAM

City Center contains numerous vacant parcels, especially in the Barracks neighborhood and along Opa-locka Boulevard, Sharazad Boulevard, and neighboring streets. Parcel vacancy contributes to blight in the City Center district, decreases surrounding property values, and accelerates community disinvestment. The infill of vacant lots can reverse these negative conditions and increase municipal tax revenue.

City Center's vacant lots already have the necessary public infrastructure in place to support a range of redevelopment solutions but may require local government intervention to stimulate redevelopment interest. A vacant lot infill development program, undertaken by the Opa-locka Community Redevelopment Agency, would encourage new construction.

Blueprint

• ASSEMBLE A STAKEHOLDER COMMITTEE TO ORGANIZE THE INFILL PROGRAM

The first step in establishing a vacant lot infill development program is assembling local stakeholders — such as property owners, business owners, lenders, the Opa-locka CDC, neighborhood organizations, developers, and real estate professionals — to determine program goals and the types of infill appropriate for City Center.

• COMPILE A PROPERTY DATABASE

Once the stakeholder committee is established, vacant lots and underutilized properties will be identified in a database. This database will collect pertinent information, including lot size and ownership; land use, zoning, and flood zone categories; existing liens; environmental conditions; surrounding amenities and support services; stormwater drainage conditions; and public facilities accessibility. Potential barriers to infill development will be identified, including costs of development, zoning restrictions, and accessibility deficiencies.

• CREATE AND PROMOTE THE PROGRAM

After the database is compiled, the stakeholder committee will develop an infill program that addresses how to reduce redevelopment costs, identifies developer partners, and encourages public/private participation. The program will be guided by "smart growth" principles, including compact building and walkable neighborhood requirements. It will encourage commercial and retail development addressing basic service needs in the community that are presently lacking (e.g., financial institutions, medical clinics, pharmacies). It will promote the creation of open space on lots that are not conducive to other forms of redevelopment. It should incorporate design standards, funding sources, and layered financing options that are tied to each program element. Once the program is vetted by the stakeholder committee and the City, the program can be adopted and an ordinance presented to the City Commission that states the goals, objectives and strategy of the program.

The adopted program will need to be promoted to local developers, real estate agents, and lenders. The progress of the program will be tracked and the stakeholder committee reconvened on a regular basis to evaluate the effectiveness of the program. The stakeholder committee will work to include local residents and stakeholders in the redevelopment process through job training and U.S. HUD Section 3 requirements for developers and contractors.

Objective 9

EXPANDED PEDESTRIAN AND VISITOR ACCESSIBLE PUBLIC SPACES

The City is not currently meeting the recreation and open space requirements established in the Miami-Dade County Comprehensive Plan. The City needs to add approximately 48 acres to meet this target.

Expanding public open space in Opa-locka can encourage healthy lifestyles while meeting the City's comprehensive plan obligations. Such spaces are an important component of sustainable communities. They provide places for active recreation and social interaction and give youth places to expend energy. Public spaces enhance the built environment, increase the perception of safety (by attracting activity into the public realm), and improve the local economy through increased user spending.

Blueprint

• ASSESS UNDERUTILIZED LAND IN THE CITY CENTER DISTRICT

The Opa-locka Community Redevelopment Agency will review all underutilized areas for their appropriateness as public spaces. For instance, there are two large surface parking lots on Opa-locka Boulevard, at Diaz Supermarket and between the municipal and state buildings. They provide more parking capacity in the downtown than strictly necessary and could be reorganized so that they are partly annexed for conversion into public space. Additional vacant lots along Sharazad Boulevard offer prime opportunities for expanded open space, including pocket parks that link to Sherbondy Park.

• DEVELOP A RECREATION AND OPEN SPACE PLAN

The CRA will classify those properties that may be better used as public space. Areas that promote walkability and connectivity to existing public amenities will be identified. An approach will be developed to direct the future arrangement of downtown public space and guide their design with consideration to connectivity, user comfort, signage, active frontages, and accessibility. Assistance may be sought from Florida Communities Trust's Parks and Open Space Florida Forever program.

Objective 10

EXPANSION OF HOUSING OPPORTUNITIES

Opa-locka's residential housing stock is aging; more than half of it was built between 1940 and 1969. The condition of existing units and the demand for affordable units demonstrate a need for safe and decent rental and homeownership options in the CRA.

The City's vision for the downtown requires resident density to be increased. Multi-family housing options (townhouses and low-rise condos) are possible means to accomplish this, particularly in the City Center district and tied to future TOD development activity in the vicinity of the Opa-locka Tri-Rail Station.

Blueprint

• DEVELOP NEW AND VARIOUS HOUSING OPPORTUNITIES

The Opa-locka Community Redevelopment Agency will work with City and County agencies to develop new housing opportunities in City Center. Affordable housing developers and non-profit organizations will be encouraged to expand their multi-family housing construction activities in City Center as they are currently doing elsewhere in Opa-locka. Vacant lots around the Barracks neighborhood and the Opa-locka Tri-Rail Station will be promoted for multi-family housing and mixed-income developments. U.S. HUD Section 3 requirements will be expected of developers to provide skills training opportunities to low-income residents.

• PROVIDE HOMEOWNER ASSISTANCE PROGRAMS

The CRA can collaborate on down payment assistance programs available in Miami-Dade County, such as Florida Housing Finance Corporation's First Time Homebuyer Program or the Metro-Miami Action Plan Homeownership Assistance Program. The CRA may consider offering its own first-time homebuyer program as well if financially feasible.

Homebuyer education programs will be an essential component of the homeownership strategy as well. The CRA should partner with organizations such as the Miami-Dade County Housing Finance Authority and Miami-Dade Affordable Housing Foundation, Inc. to offer courses on home borrowing, the mortgage and closing process, predatory lending, budgeting and saving, and the responsibilities of homeownership.

• UPHOLD CODE ENFORCEMENT

The CRA will collaborate with the City to improve code enforcement. Upkeep of private properties and housing stock is essential to maintaining a high level of neighborhood character and preserve property values. Financial assistance programs may be established to help property owners meet the costs of bringing properties up to code and reduce the risk of buildings falling into disrepair.

Since many homes in City Center are aging, a rehabilitation funding program for owner-occupied properties in the form of a grant or a low-interest loan may benefit the community. A home repair and weatherization program, for instance, can assist residents in alleviating the health and safety risks of structurally unsafe buildings. Emergency repair of damaged roofs and mold remediation should receive priority, but deferrable maintenance items (e.g., air conditioning, foundation slabs, landscaping, exterior paint) should be allowed under the program as funding permits.

Blueprint

Objective 11

AN INCREASE IN PUBLIC SAFETY

Public safety is an ongoing concern across the entire CRA. The FBI ranks Opa-locka as one of the most crime-affected cities of its size in the country and the City remains in the 99th percentile in Florida for occurrences of violent and property crime even though criminal activity has been substantially reduced in recent years. The perception of Opa-locka as an unsafe place persists.

• COLLABORATE WITH THE OPA-LOCKA POLICE DEPARTMENT ON NEW INITIATIVES

The Opa-locka Community Redevelopment Agency will partner with the Opa-locka Police Department to augment crime prevention efforts. It will also work with volunteer groups of residents to build trust in the community and encourage neighborhoods to participate in crime prevention programs. By working directly with the Opa-locka Police Department and residents, the CRA will be able to leverage their resources to keep Opa-locka streets safe.

The CRA will also assist in developing a safety ambassador program that can increase public safety by the presence of volunteers in uniform with the means to offer aid or summon police or emergency assistance. The program will create a friendlier environment for all individuals out of doors in the City at night.

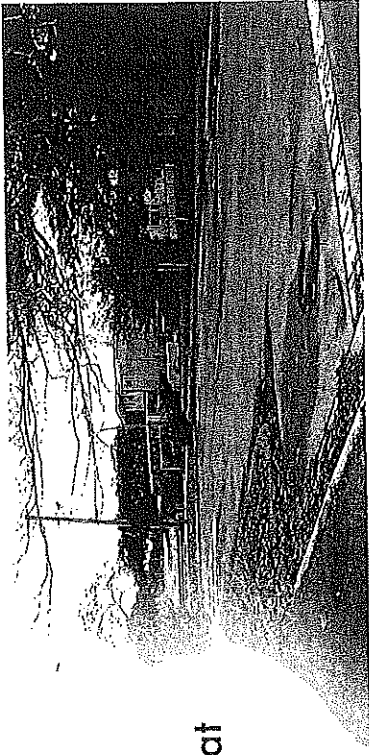
• PROMOTE CPTED PRINCIPLES

The CRA will prepare easy-to-use guidelines for promoting crime prevention through environmental design (CPTED) principles. CPTED is a body of best practices that engineer physical environments in ways that deter the feasibility or execution of criminal activity. Examples include heightening natural surveillance (e.g., windows that look out onto sidewalks and parking lots; streets designed to increase pedestrian traffic; fences that do not restrict lines of sight), strengthening natural access controls (e.g., clearly identifying single points of entry; plantings of thorny bushes beneath ground windows; locking gates between front and back yards), and reinforcing property boundaries (e.g., restricting private activities to identifiable private areas and displaying security system signs).

CPTED practices will be strongly encouraged by the CRA as an important part of all physical redevelopment or improvement activities across the community redevelopment area.

Magnolia North

Goal: A reactivated, productive, mixed use neighborhood that enjoys a new identity.



Objective 1

A REDEVELOPMENT OVERLAY DISTRICT FOR MAGNOLIA NORTH

Existing zoning regulations do not allow for any mixture of land uses in Magnolia North. An overlay district designed specifically for Magnolia North can help facilitate the kind of redevelopment that would expedite the neighborhood's renaissance. This new overlay district would promote mixed-use development and innovative land uses and feature urban design standards that encourage complete streets and pedestrian activity. It would remove barriers to redevelopment, and hasten the reconnection between the neighborhood and the rest of the community redevelopment area.

Blueprint

• DEVELOP THE SPECIFIC ALLOWANCES FOR THE OVERLAY DISTRICT

The Opa-locka Community Redevelopment Agency will work with the City, Magnolia North residents and business owners, the Opa-locka Community Development Corporation, and other important stakeholders in determining the allowances and exemptions that a new overlay district would permit. These allowances and exemptions should be sufficiently detailed as to clearly convey the manner of desired redevelopment in the district, the density and form of new structures, and any minimum standards that must be met regarding sustainability best practices, user amenity, and urban design.

• WORK WITH THE MIAMI-DADE COUNTY TO IMPLEMENT THE ZONING OVERLAY

Upon determining the parameters of the proposed redevelopment overlay district, the City, with support of the CRA will petition the Miami-Dade County Planning and Zoning Department for approval and implementation. The approval of the overlay designation may depend on the modification of parameters to satisfy any legal or other concerns of the County.

Objective 2

CAPITAL IMPROVEMENTS AND A WELL MAINTAINED PUBLIC REALM

In almost any neighborhood, the most visually dominant elements are the streets, automobiles, homes, and trees. Their physical condition greatly determines the overall impression of the neighborhood.

Magnolia North today lacks good physical conditions for these visually dominant elements. Streets are in deteriorating condition and flooding is a major problem even after light rains. More streetlights are required, potholes need to be filled, and sidewalks inexplicably stop short. The neighborhood lacks benches, landscaping, and shade trees. There is strong support from the community and the City to remove the barricades that are currently isolating the neighborhood from its surrounds.

Blueprint

• DEVELOP A CAPITAL IMPROVEMENT PROGRAM

The Opa-locka Community Redevelopment Agency will collaborate with the City's Public Works Department to create a capital improvement plan specifically for Magnolia North. The plan may be developed with the assistance of the steering committee formed for City Center's streetscape improvement plan. Prioritized improvements must address stormwater management, sidewalk completion, urban greening, street repair, and building renovation.

• IDENTIFY SUSTAINABILITY AND URBAN DESIGN OPPORTUNITIES

Redevelopment efforts in the public realm should adhere to sustainability and urban design best practices. Providing sidewalks and bicycle lanes throughout the neighborhood will create safer streets that encourage outdoor activity. Green alleys can be used to increase tree canopy coverage and mitigate the heat island effect. Interactive public art can be installed throughout the neighborhood to enliven the street and attract visitors, similar to what has been done in Chicago's Millennium Park with Cloud Gate and the Crown Fountain.

Objective 3

EXPANSION OF HOUSING AND SINGLE FAMILY HOMEOWNERSHIP OPPORTUNITIES

Magnolia North is a neighborhood of renters. Approximately 95 percent of residential structures in the neighborhood are absentee-owned rental properties. One of the keys to improving the Magnolia North community will be in increasing the rate of local homeownership among cost-burdened families.

Efforts to achieve this are already underway. For instance, several residential properties in Magnolia North vacated by the Miami-Dade Housing Authority were transferred to Habitat for Humanity, which began rehabilitation on the homes in February 2011 for subsequent sale to their participating families. The Opa-locka CDC has received funds through the U.S. Department of Housing and Urban Development's Neighborhood Stabilization Program 2 (NSP2) to purchase and rehabilitate single-family and multi-family properties in Magnolia North. These efforts can and should be expanded.

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Blueprint

- REPLACE AND/OR RENOVATE SUBSTANDARD DWELLING UNITS

The Opa-locka Community Redevelopment Agency will support the reinvestment efforts of Habitat for Humanity and the Opa-locka CDC by replacing unsafe housing structures, particularly unsafe apartment complexes, in Magnolia North. Substandard dwelling units that do not justify replacement will be renovated. The renovation of the existing multi-family housing stock is essential to maintaining safe and decent housing for area residents. Low-interest loans targeted at multi-family structures may be offered to help property owners invest in repairs, landscaping, and weatherization.

The CRA will partner with non-profits and private developers who are interested in investing in Magnolia North to build new housing. This especially includes the Opa-locka CDC, which received NSP2 funds to improve housing. (NSP2 is authorized by the 2009 American Recovery and Reinvestment Act and is a component of the Community Development Block Grant program of the U.S. Department of Housing and Urban Development. NSP2 grantees must use at least 25 percent of appropriated funds for the purchase and redevelopment of abandoned or foreclosed homes to be used to house families whose incomes do not exceed 50 percent of the area median income.) Opa-locka CDC's strategic planning goals through 2015 include real estate development leveraging NSP funds, and their initial target area is Magnolia North — a district identified as a "highest priority" area within the Miami-Dade County CDBG jurisdictional area.

Compliance with Section 3 of U.S. HUD's Department of Housing and Community Development will be required by developers and contractors during the construction phase to provide opportunities for low-income residents of Opa-locka to gain new job skills.

- UNDERTAKE HOMEBUYER EDUCATION AND FINANCIAL ASSISTANCE PROGRAMS

The CRA will assist in developing an assistance program to help cost burdened borrowers with closing costs and mortgage down payments. Eligible borrowers will include low-income first-time homebuyers purchasing a home in Magnolia North. Homebuyers who do not qualify for the program may receive other assistance from the CRA to access homeownership resources available in Miami-Dade County.

Homebuyer education programs will be an essential component of the homeownership program. Eligible borrowers will need to attend homeownership training and the CRA will partner with organizations such as the Miami-Dade County Housing Finance Authority and the Miami-Dade Affordable Housing Foundation, Inc. to provide the courses.

Objective 4

VACANT LOT INFILL DEVELOPMENT

The physical condition of Magnolia North has suffered from endemic crime, foreclosures, vacancies, and abandonment. There are 17 boarded-up apartment complexes, five abandoned homes, and two shuttered corner stores, plus many vacant lots along Veterans Way. A vacant lot infill development program is necessary to reconstruct the urban fabric in this neighborhood.

Redeveloping Magnolia North will be a complex exercise due to the nature of its deficiencies. However, because the district has come to be representative of the City in the eyes of many South Florida residents, Magnolia North's revitalization will be an exceptionally meaningful success story for all of Opa-locka.

Blueprint

• DEVELOP AN INFILL REDEVELOPMENT PROGRAM

As with City Center's program, the Magnolia North vacant lot infill development program will encourage redevelopment of underutilized properties and eliminate visual blight. However, the Magnolia North version of the program will also emphasize the replacement of unsafe structures. Boarded-up and abandoned buildings not only contribute to the persistent blight in the neighborhood but also create unsafe and hazardous conditions. The program may focus initially on the replacement of unsafe structures and then concentrate on site readiness and infill development activities.

The greatest redevelopment opportunities in Magnolia North exist at the intersection of Grant Avenue and Duval Street, the intersection at Lincoln Avenue and Duval Street, and along both sides of Veterans Way. The infill development program should be directed to these areas first.

• ESTABLISH A PROGRAM FOR DEVELOPER INCENTIVES

Magnolia North's redevelopment may require additional incentives to encourage developer participation. Such incentives may include financial assistance for professional services or construction costs. The CRA may need to become involved in acquiring land, removing existing structures, performing environmental analyses, and addressing due diligence tasks normally undertaken by developers to make redevelopment of properties in Magnolia North more fiscally attractive.

Public-private partnerships will be of particular value for the infill program. Potential partners include the Opa-locka CDC, Habitat for Humanity, local businesses owners, lending institutions, property owners, non-profit organizations, and developers.

Blueprint

Objective 5

ACTIVATION OF PUBLIC SPACES FOR COMMUNITY USE

The Magnolia North neighborhood lacks public spaces. Numerous vacant properties offer opportunities for the creation of such space, including a presently-vacant lot on the corner of Washington Avenue and James Street, owned by the City, that was once a tot lot. (Built only a decade ago, the tot lot shows evidence of extended abandonment.) Additional vacant lots owned by the City along Veterans Way and throughout Magnolia North may be appropriate for conversion into public recreational spaces.

IDENTIFY LAND FOR PUBLIC USE REDEVELOPMENT

To meet the call for recreational public space and help transform Magnolia North into a family-oriented neighborhood, publicly-owned properties will be examined by the Opa-locka Community Redevelopment Agency for redevelopment as parks and similar amenities. Lots that are not conducive to conventional redevelopment will be identified.

if neighborhood residents show interest, the CRA may consider setting aside land for a community garden or implement an urban decentralized farming concept within the community. (Decentralized farming creates a sustainable network of scattered lots throughout a neighborhood for the local production of fruit and vegetables).

DEVELOP AN OPEN SPACE EXPANSION PLAN

The CRA will initiate the creation of a public open space network by restoring the abandoned tot lot on the corner of Washington Avenue and James Street. The CRA will then work with church leaders in the community to enhance the landscaping on church properties. Areas that may temporarily be converted to green space, such as properties with unsafe structures may be included in a plan for temporary green space. Assistance may be sought from Florida Communities Trust's Parks and Open Space Florida Forever program and the Florida Department of Environmental Protection's Florida Recreation Development Assistance Program.

Objective 6

LEVERAGING OF COMMUNITY ASSETS FOR RESIDENT USE

There is a small number of community assets in Magnolia North, including numerous churches, a VFW post, a food bank, and a thrift store. These assets can be leveraged to provide activities and events that contribute to Magnolia North's new identity.

Blueprint

• COORDINATE WITH EXISTING COMMUNITY ORIENTED FACILITIES

The Opa-locka Community Redevelopment Agency will partner with community organizations to develop the potential of existing community assets to bring enhanced benefits directly to the neighborhood. As an example, the CRA could work with faith-based institutions to organize a community clean-up event followed by a barbecue after Sunday mass, so that an event normally arranged to reduce visual blight becomes a social activity that reinforces neighborliness and provides a reason for people to stay in Magnolia North longer than they usually would.

The VFW post offers a unique opportunity to provide exercise classes, recreational activities, and outings for seniors. Youth and teen educational programs and activities can be held in the Cultural Arts Center.

The CRA will reach out to local social service providers to offer referrals to empowerment and self improvement programs, including continuing education, legal services, financial education, employment assistance, and health services to low-income residents. Possible partners may include Legal Services of Greater Miami, Inc., Human Services Coalition, Camillus House, and War on Poverty Florida.

Objective 7

LOCAL PARTICIPATION IN REDEVELOPMENT EFFORTS

Reversing the reputation of the Magnolia North neighborhood is a paramount goal of the City, the Opa-locka CDC, and the Opa-locka Community Redevelopment Agency. Opa-locka CDC and Habitat for Humanity have made early progress in transforming the neighborhood's physical character, but additional efforts must be led by the local community to ensure that Magnolia North is shaped into the kind of neighborhood that existing residents are comfortable with and will genuinely support.

Blueprint

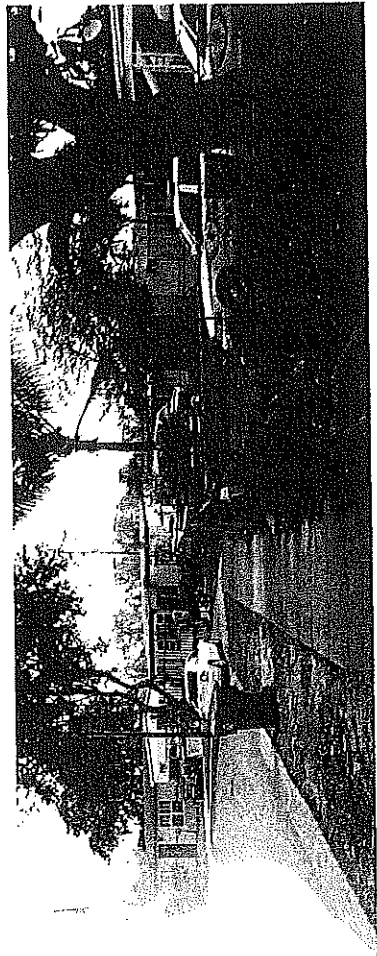
• ORGANIZE RESIDENTS TO PROMOTE A NEW IDENTITY FOR MAGNOLIA NORTH

The Opa-locka Community Redevelopment Agency, City of Opa-locka, and Opa-locka CDC envision a family-oriented residential community throughout Magnolia North with a mix of consumer-oriented uses and dwelling options along Veterans Way and NW 22nd Avenue. The CRA will solicit local residents to actively participate in embellishing the district's positive qualities and creating new community assets. Over time, the cumulative effect of neighborhood improvements will negate any prevailing attitudes about Magnolia North. Support for these activities will be explored with the Florida Department of Community Affairs' Front Porch Florida initiative, which has already designated much of the CRA (including all of Magnolia North) as part of an Opa-locka/North Dade Front Porch Community.

At an appropriate time, a local resident committee in partnership with the CRA may offer workshops to create a series of family activities and events that reinforce Magnolia North's positive new identity. The committee may emphasize the involvement of young adults and college students in an affiliated marketing campaign that portrays Magnolia North's new identity through design and artwork contests.

Magnolia Gardens

Goal: A stable, cohesive, neighborly community with a strong sense of place.



Objective 1

EXPANSION AND IMPROVEMENTS TO INGRAM PARK

Ingram Park is the largest public asset in the Magnolia Gardens community. It can be leveraged to provide residents with even greater recreation opportunities. Recommendations were received from the public for minor improvements and major renovations to the park, from enhancing overhead lighting and fence repair to the construction of a running and cycling path around the lake.

Expanding the park and improving its accessibility will result in greater use of the park and positive consequences for community strength.

Blueprint

• DEVELOP AN IMPROVEMENT PLAN FOR INGRAM PARK

The Opa-locka Parks and Recreation Department is in possession of a grant from the Florida Department of Environmental Protection for improvements to the Ingram Park lakefront. The Opa-locka Community Redevelopment Agency will work with the department to prioritize improvements recommended by the residents and consider additional improvements.

Improving accessibility to the park would facilitate its use. Currently, there is only one entry point: a narrow lane barely capable of allowing two vehicles to pass. The entry is a danger to pedestrians and cyclists, who do not have a separate path to use and must share the lane with vehicles. A second entrance should be considered.

The CRA will explore new programming to further activate Ingram Park, including water-based activities. Kayaking, a fishing derby for children, and miniature boat sailing might attract more users to the park, as would providing picnic areas, benches and pavilions for group gatherings. The senior center on NW 21st Court should be reconnected to Ingram Park and expanded for a wider range of recreational activities. The hours of the park should be extended so residents can enjoy the park in the evenings and on weekends.

• EXPLORE ANNEXING THE TWO ADJACENT VACANT PARCELS TO EXPAND THE PARK

The vacant frontage along Wilmington Street is public property and should be incorporated into an expanded Ingram Park. The CRA will work with the City to explore this opportunity. If these properties can be added to the park, a second entry point can be created on Wilmington Street.

Objective 2

CAPITAL IMPROVEMENTS FOR SAFE AND INVITING STREETS

A shortage of parking in Magnolia Gardens forces residents and visitors to park on sidewalks, medians, and front yards. Improperly parked cars cause a great deal of damage to sidewalks and grass medians over time, while a lack of traffic calming allows vehicles to speed through the neighborhood and create a pedestrian hazard. Motorists often stop in the middle of the street and block traffic, as noted by local residents.

GO *A comprehensive review of these conditions will allow the Opa-locka Community Redevelopment Agency to develop a streetscape improvement program that addresses these concerns in a simple and cost effective manner.*

Blueprint

• DEVELOP A STREETSCAPE IMPROVEMENT PLAN

The Opa-locka Community Redevelopment Agency will work with Magnolia Gardens residents to create a plan for more attractive and functional streets. This includes evaluating traffic calming and overflow parking solutions. The CRA will collaborate with the City's Public Works Department to widen and repave Rutland, Wilmington, and York streets and remove the planting strips that have been damaged by parked vehicles. Stormwater management best practices will be incorporated. Residents can identify several areas that may be appropriate for cutouts where residents can converse or carpool can wait without blocking the street.

Collaboration for streetscape improvement activities may be forged between the CRA, the City, the U.S. Forest Service and the Florida Department of Agriculture and Consumer Services. The latter two have funds matching programs targeted at urban greening activities.

Objective 3

A PRODUCTIVE USE FOR THE VACANT CUYAHOGA PROPERTY

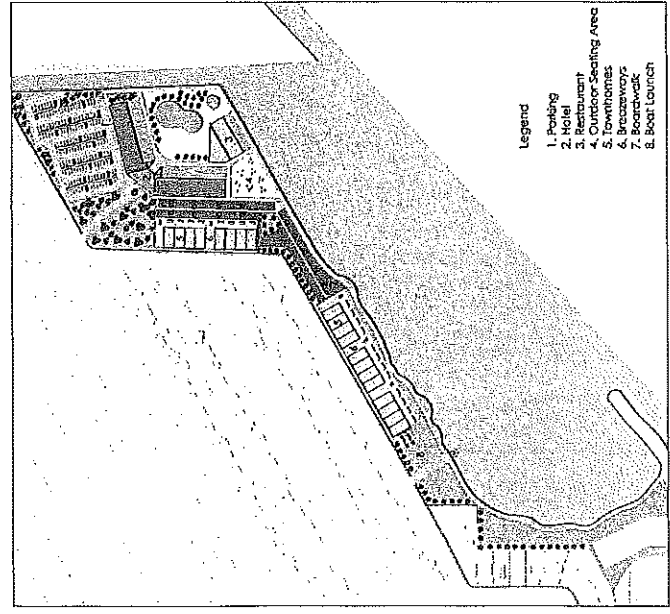
Before the collapse of the real estate market in 2008, development was planned for the vacant seven-acre lot east of NW 18th Avenue known as the Cuyahoga property. An environmentally contaminated parcel, it is presently fenced off and inaccessible. The City and the CRA would like to see redevelopment of this and other vacant lands pursued as the economic recovery strengthens.

Blueprint

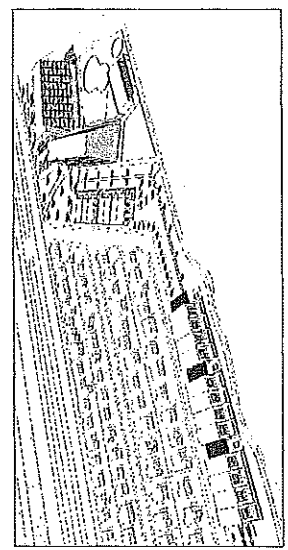
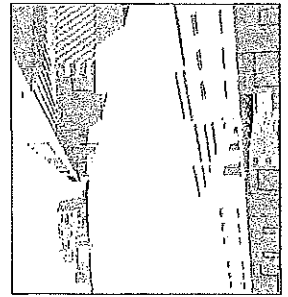
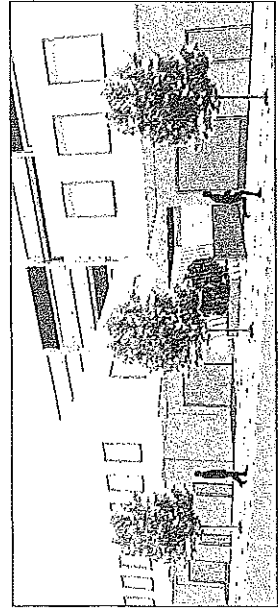
- EXPLORE MIXED USE REDEVELOPMENT OF THE CUYAHOGA PROPERTY

The City has expressed an interest in developing town homes and providing a public boardwalk along the lake. A hotel, lakefront restaurant, public plaza, and town homes are planned for this property. (The diagrams at right depict potential build-out solutions.)

The Opa-locka Community Redevelopment Agency will work with the property owner and City to evaluate site readiness needs of the Cuyahoga property and increased level-of-service demands on Magnolia Garden's streets that will occur from redevelopment. Brownfield remediation funds and other financing solutions will likely need to be organized if the Cuyahoga property will be fully redeveloped as envisioned by the City.



- Legend
- 1. Parking
 - 2. Hotel
 - 3. Restaurant
 - 4. Outdoor Seating Area
 - 5. Townhomes
 - 6. Breezeway
 - 7. Boardwalk
 - 8. Boat Launch



Potential redevelopment options for the Cuyahoga property (Carras Community Investment, Inc.)

Objective 4

PROSPERING HOMEOWNERS AND FAMILIES THROUGH THE EXPANSION OF PROGRAMS

Magnolia Gardens is a relatively stable neighborhood, although many of its homes and lots need minor repairs and upgrades (e.g., painting, landscaping, and fencing) and some need major repairs (e.g., roofs, windows, and cladding). Many homeowners, however, cannot afford the cost of such repairs and the risk of foreclosure is elevated for some of the lower income residents.

On the enhanced stability of Magnolia Gardens will depend on families being capable of preserving their ability to maintain their homes and build personal wealth. The CRA should be actively engaged in attaining this goal.

Blueprint

• OFFER ASSISTANCE PROGRAMS TO HOMEOWNERS

The Opa-locka Community Redevelopment Agency will establish a program that provides low-income residents in Magnolia Gardens with financial assistance to undertake home renovations. Qualifying renovations would improve the structural integrity of the home or increase energy efficiency and include tasks such as weather-stripping, caulking, and installation of central air systems, water efficient fixtures, or energy-efficient appliances.

In addition to financial assistance, the CRA will also partner with community development programs, such as the nationwide YouthBuild program, to offer homeowner assistance in yard cleanup, landscaping, and house painting.

• OFFER PERSONAL FINANCE PROGRAMS TO HOMEOWNERS

The CRA will partner with agencies that offer Individual Development Accounts to residents to encourage savings and build assets. Individual Development Accounts provide low-income families with matching funds to save for college, mortgage, or other major life expenses. Potential partners for this initiative may include Miami-Dade County, Partners for Self Employment, Inc., and the YWCA of Greater Miami.

Objective 5

A SAFE NEIGHBORHOOD THROUGH COMMUNITY PARTNERSHIPS

Personal safety is a concern of residents in Magnolia Gardens. Home invasions are a regular occurrence and, as a result, many homeowners have secured their lots with fencing, security systems, aggressive dogs, and warning signs. Residents have also established a neighborhood watch group, which receives support from the City. The CRA should collaborate with community organizations on additional efforts to improve safety and security across Magnolia Gardens.

Blueprint

- SUPPORT THE EXISTING NEIGHBORHOOD CRIME WATCH PROGRAM

The Opa-locka Community Redevelopment Agency will support the neighborhood's crime watch efforts and explore additional activities, including security walkabouts to improve the overall safety of the neighborhood. The CRA will work to establish stronger ties between Magnolia Gardens residents and the Opa-locka Police Department so crime prevention can be organized as a joint effort.

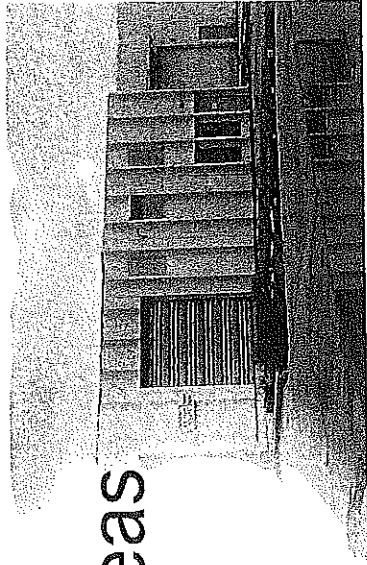
- INCORPORATE CPTED PRINCIPLES TO STREET AND PROPERTY IMPROVEMENTS

The CRA will prepare easy-to-use guidelines for promoting crime prevention through environmental design (CPTED) principles. CPTED is a body of best practices that engineer physical environments in ways that deter the feasibility or execution of criminal activity. Examples include heightening natural surveillance (e.g., windows that look out onto sidewalks and parking lots; streets designed to increase pedestrian traffic; fences that do not restrict lines of sight), strengthening natural access controls (e.g., clearly identifying single points of entry; plantings of thorny bushes beneath ground windows; locking gates between front and back yards), and reinforcing property boundaries (e.g., restricting private activities to identifiable private areas and displaying security system signs).

CPTED practices will be strongly encouraged by the CRA as an important part of all physical redevelopment or improvement activities across the community redevelopment area.

Opa-locka & Lejeune commerce areas

Goal: Thriving wealth- and job-generating business centers with regional strength.



Objective 1

REGIONAL DOMINANCE IN NICHE MARKETS

The commerce areas in the Opa-locka CRA focus on engine repair, scrap handling, storage, and related activities. Although the repair market dominates the commerce activity, there are unique products and services in the commerce areas that could be expanded regionally.

These businesses have not yet attempted to collectively market their services to the region. The CRA may be able to assist in promoting the role of the commerce areas' specializations to a wider regional market.

Blueprint

• UNDERTAKE A REVIEW OF EXISTING BUSINESS ACTIVITIES AND STRENGTHS

The Opa-locka Community Redevelopment Agency can play a role in connecting these businesses to each other and establishing a plan to widely promote their specializations and increase their customer base. The CRA will assess all existing businesses (licensed or not) and the local and regional demand for their products and services. A committee composed of local business owners will be established to help with the assessment.

• DEVELOP PROGRAMS TO GROW NICHE BUSINESSES

Once the markets in the commerce areas have been studied, the CRA will coordinate with the local chamber of commerce and economic development organizations to develop a comprehensive industrial development policy and affiliated marketing plan. The CRA will also offer assistance to enterprises that require it to obtain legal operating status by City and state requirement.

Objective 2

EXPANSION OF EXISTING BUSINESSES

Many existing businesses in the CRA lack the resources to expand. Business owners have expressed a need for better access to capital that would facilitate growth and expansion. Retaining and expanding existing businesses is a vital community economic development strategy since the majority of new jobs created come from existing business and retaining existing jobs is less costly than creating new jobs.

Improving competitiveness of local employers adds to the stability of the market. Financial and technical assistance programs for existing businesses can prevent a small business from closing its doors or moving to a different location.

Blueprint

• DEFER BUSINESS EXPANSION INCENTIVES

The Opa-locka Community Redevelopment Agency will provide incentives for existing business owners in the commerce areas of the CRA and extend them to all redevelopment areas. Financial assistance will be provided for the rehabilitation or replacement of storefronts, equipment acquisition, hiring incentives, and activities that encourage revitalization and support commercial and industrial development.

• PROVIDE TECHNICAL AND LOGISTIC ASSISTANCE FOR BUSINESS EXPANSION

In addition to financial assistance, the CRA will provide existing business owners with technical assistance. Given the range of business activity within the City, the CRA will establish contact with a wide range of providers to ensure that the assistance offered is valuable for a variety of trades. Creating linkages with sources of capital through community development financial institutions, microenterprises, and other business assistance programs is a key strategy the CRA will facilitate. Cooperative activities with the U.S. Small Business Administration and Miami-Dade County Department of Small Business Development may also be explored.

Additionally, and importantly, the CRA will collaborate with the City to bring into compliance the estimated 60% of Opa-locka's small businesses that are not officially reported or licensed.

Objective 3

NEW BUSINESS DEVELOPMENT

The commerce areas have idle storage capacity in warehouses that could be used by new businesses. These vacancies create an appearance that the area is not safe. Business development can attract new businesses and jobs to the commerce areas to fill these vacancies and expand their market potential.

Blueprint

- PERFORM AN INDUSTRY STUDY TO IDENTIFY NEW BUSINESS AND ENTERPRISE OPPORTUNITIES

A targeted industry study will be undertaken to provide the Opa-locka Community Redevelopment Agency and the City with a better understanding of how to enhance and diversify the economic base in the Opa-locka and LeJeune commerce areas. This study will identify businesses willing to expand or relocate to the area and those industries that bring value to the community in the form of investment, local hires, and local purchasing.

The methodology employed in the targeted industry analysis should involve quantitative and qualitative screens in the form of a three-step drill-down approach. First, an initial screening collects secondary data to identify those business with the best potential for future growth. Next, a leveraging of targets determines which industries are the best fit for the commerce areas. Lastly, a compatibility screening through a corporate location assessment evaluates the commerce areas from the perspective of a site location consultant. The outcome of this drill-down approach will properly determine targets compatible with the CRA.

- ORGANIZE A PACKAGE OF FINANCIAL INCENTIVES

Once the target industry study is complete, the CRA can develop a program that offers financial incentives or tax exemptions for new businesses to rehabilitate and occupy vacant spaces in the commerce areas. Program guidelines for these incentives will be designed to encourage businesses to stay in the City for an extended period of time. Priority will be given to the types of businesses identified in the targeted industry study.

The CRA should also work with the City and County to introduce a brownfield redevelopment program that restores urban sites into economically productive properties and creates jobs. The ultimate goal of such a program would be to bring each targeted property to its highest and best use.

Objective 4

CREATION OF BUSINESS INCUBATION PROGRAMS

Currently, there are limited opportunities in Opa-locka to motivate and cultivate entrepreneurial talent. Since the majority of jobs in Florida are created from small businesses and many people are turning to self-employment during this time of economic hardship, business incubators are a necessary component to jumpstart the local economy.

Blueprint

- **DEVELOP BUSINESS INCUBATOR STRATEGIES**

A business incubator program will be developed by the Opa-locka Community Redevelopment Agency to encourage local entrepreneurship activity. The program will be based on the traditional small business development center model, which assists local entrepreneurs with start-up costs and typically provides counseling services free of charge for business planning, business registration, financing, and licensing requirements. Close cooperation will be sought between the City, the CRA, and the Florida Economic Gardening Institute's GrowFL program. Enterprise Florida may also offer excellent partnering opportunities for the provision of business financing solutions.

A non-traditional business incubator approach may also be developed. As done in New York City, for instance, the CRA can use existing flea markets as an affordable alternative to assist entrepreneurs. Under this model, the CRA identifies entrepreneurs in the community and provides guidance to obtain a stall at a local flea market. Vendors would be face-to-face with their customers and can tailor their goods by the feedback they receive. The Opa-locka Hialeah Flea Market, which is open every day and receives 100,000 visitors a week, is less than two miles away from downtown Opa-locka. Since this market is already well established and has a strong customer base, the CRA could establish a partnership with the flea market at a relatively low cost to incubate business in a nontraditional manner.

Objective 5

A WELL TRAINED AND SKILLED WORKFORCE

Workforce development is the base of economic development since many aspects of the economy are tied to employment (e.g., housing, consumer activity).

Residents of Opa-locka have expressed an interest in additional job training opportunities, especially for low-income earners who lack education and basic job skills. Recommendations were made during stakeholder input for financial literacy training, English language classes, computer and soft skills training, and job skills programs that prepare residents for emerging workforce opportunities.

Blueprint

• EXPAND SKILLS TRAINING PROGRAMS

The Opa-locka Community Redevelopment Agency will leverage existing resources in the City to expand job skills training programs. There are two South Florida Workforce One-Stop Career Centers within five miles, and a Miami Job Corps center less than three miles, from downtown Opa-locka; the CRA can partner with these agencies. A workforce training center administered at City Hall has already expressed interest in working with the CRA. In addition, local colleges such as St. Thomas University are interested in a partnership with the CRA. The CRA will reach out to these existing resources to build comprehensive training programs for Opa-locka residents.

The job training component of the comprehensive training program will be key to assisting low-income residents in Opa-locka work their way out of poverty. Many training programs do not pay participants during the course of their training. At best, stipends are offered. However, the CRA can implement a training program that connects low-income residents with employment where they receive on-the-job training.

An example of a program that the CRA can emulate is the U.S. HUD-sponsored Step-Up Apprenticeship Initiative. Step-Up provides access to education, job skills, and employment opportunities to low-income residents in exchange for their labor rehabilitating the housing stock in the community. As a registered two-year apprenticeship program, Step-Up provides a technical curriculum and on-the-job training experience for all participants, preparing them to compete in the public and private job sectors as well as enabling them to become self-employed.

Objective 6

A SAFE, CLEAN, ACCESSIBLE BUILT ENVIRONMENT THAT ENCOURAGES CONSUMER ACTIVITY

Patrons of businesses in the CRA's commerce areas indicate that their current physical state is uninviting and accessibility can be hindered by deficient business signage, poor street layout, lack of adequate customer parking, and the presence of activities that block driveways and business entrances.

Blueprint

• DEVELOP A CAPITAL IMPROVEMENTS PLAN

The Opa-locka Community Redevelopment Agency will work with the City's Public Works Department and property owners to create a master list of capital improvement projects for the two commerce areas. Projects will be prioritized by the extent to which they eliminate hazardous conditions and improve the overall built environment. Projects may include street widening and soft shoulder paving, business signage upgrades, establishment of adequate customer parking, and additional street lighting.

A civil engineering assessment of stormwater management efficiency will be undertaken and improvements to runoff conveyance and retention identified in a separate stormwater improvement plan. An oversight committee can be formed to monitor the physical conditions of the commerce areas and watch for illegal dumping and other hazardous conditions. The CRA will also identify gateway nodes along Veterans Way and NW 27th Avenue that can be redesigned to create a distinct identity for the Opa-locka commerce area.

APPENDICES

APPENDIX A: OBJECTIVES AND BLUEPRINTS TABLE

City Center Redevelopment District

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
ATTRACTIVE PEDESTRIAN- AND BUSINESS-FRIENDLY STREETS	<ul style="list-style-type: none"> • Determine which streets in City Center should be prioritized for improvement • Determine the type and extent of improvements each street should receive, including stormwater, lighting, civic infrastructure, and sustainability best practices • Prepare a streetscape improvement plan that prioritizes street improvements, scopes of work, urban design standards, and phasing schedules 	
FACADE IMPROVEMENTS IN THE DOWNTOWN	<ul style="list-style-type: none"> • Develop a building and storefront façade improvement program that sets design standards and compliance measures, including financial assistance for eligible building owners, and is consistent with the City Center streetscape plan • Determine building owner eligibility criteria 	
VIBRANT COMMERCIAL AND RETAIL ACTIVITY THAT CREATES DOWNTOWN DESTINATIONS	<ul style="list-style-type: none"> • Conduct an analysis of retail and commercial activities opportunities in City Center • Assess solutions to barriers to private investment • Join the National Trust for Historic Preservation's Main Street® program and the Florida Main Street Program 	

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
<p>HIGHER DENSITY OF HOUSING, RETAIL, AND COMMERCIAL USES AROUND THE OPA-LOCKA TRI-RAIL STATION</p>	<ul style="list-style-type: none"> • Review previous efforts to build a transit oriented development at the Tri-Rail station • Determine the boundaries for an overlay district that will permit TOD redevelopment and obtain the necessary rezoning from the County • Explore land assembly options to achieve the densities required for TOD consideration • Develop local mobility and accessibility patterns for the future TOD 	
<p>CULTURE AND ENTERTAINMENT ACTIVITIES THAT CREATE AN IDENTITY FOR OPA-LOCKA</p>	<ul style="list-style-type: none"> • Establish an arts council to coordinate arts and culture programs in Opa-locka • Develop an official cultural plan that organizes the integration of all arts activities in the City 	
<p>71</p> <p>FAMILY FRIENDLY AMENITIES AND ACTIVITIES TO EMPOWER RESIDENTS</p>	<ul style="list-style-type: none"> • Identify a new roster of family friendly activities and amenities for the downtown core • Form strategic partnerships with local providers to leverage resources and strengthen the quality of new amenities and activities 	
<p>CELEBRATION OF OPA-LOCKA'S RICH HISTORY AND DIVERSE CULTURE</p>	<ul style="list-style-type: none"> • Apply for grants to continue preservation and restoration efforts for historic structures • Establish an exhibit and walking tour that showcase Opa-locka's historic assets 	
<p>PEDESTRIAN AND VISITOR ACCESSIBLE PUBLIC SPACES</p>	<ul style="list-style-type: none"> • Review underutilized parcels throughout City Center for their suitability as public open space • Develop a strategy for converting appropriate properties to public space 	

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
<p>VACANT LOT INFILL DEVELOPMENT PROGRAM</p>	<ul style="list-style-type: none"> • Organize a committee to develop a vacant parcel infill program • Develop a database of vacant lots and underutilized properties suitable for participation in the program • Assess physical and financial barriers to infill development • Create an infill development program that incentivizes redevelopment and incorporates local resident participation and is coordinated with the City Center streetscape improvement plan • Promote the program to developers, real estate professionals, and lenders 	
<p>EXPANSION OF HOUSING OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Partner with local affordable housing developers and non-profit organizations to construct multi-family housing in City Center • Collaborate on homeownership assistance programs that provide technical, legal, or financial assistance to future homebuyers • Work with the City to enhance code enforcement • Create a home rehabilitation funding program for owner-occupied properties 	
<p>AN INCREASE IN PUBLIC SAFETY</p>	<ul style="list-style-type: none"> • Partner with the Opa-locka Police Department to augment crime prevention efforts • Establish a safety ambassador program for City Center operated by a volunteer security corps • Develop CPTED guidelines for use in physical redevelopment undertakings 	

Magnolia North Redevelopment District

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
<p>A REDEVELOPMENT OVERLAY DISTRICT FOR MAGNOLIA NORTH</p>	<ul style="list-style-type: none"> • Develop the specific allowances and exemptions that would apply under the new overlay district • Petition Miami-Dade County for approval 	
<p>CAPITAL IMPROVEMENTS AND A WELL MAINTAINED PUBLIC REALM</p>	<ul style="list-style-type: none"> • Collaborate with the City on a capital improvement and streetscape improvement plan specifically designed for Magnolia North • Develop guidelines for sustainability and urban design best practices applicable to redevelopment activities 	
<p>73 EXPANSION OF HOUSING AND SINGLE FAMILY HOMEOWNERSHIP OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Undertake a program that replaces or thoroughly renovates unsafe housing structures throughout Magnolia North • Partner with non-profit organizations and private developers to build multi- and single-family housing • Provide homebuyer education and assistance programs 	
<p>VACANT LOT INFILL DEVELOPMENT</p>	<ul style="list-style-type: none"> • Develop an infill development program that focuses first on removing or replacing unsafe structures and promotes mixed-use commercial and residential infill • Create a developer incentive program to facilitate redevelopment in Magnolia North 	
<p>ACTIVATION OF PUBLIC SPACES FOR COMMUNITY USE</p>	<ul style="list-style-type: none"> • Identify lots that would be appropriately redevelopment as public space, community gardens, or similar uses • Restore the tot lot on Washington Avenue • Develop a landscape plan for unredemptable lots 	

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
<p>LEVERAGING OF COMMUNITY ASSETS FOR RESIDENT USE</p>	<ul style="list-style-type: none"> Partner with community organizations to bring services directly to neighborhood residents Work with faith-based organizations to provide activities that give reason for people to stay in the neighborhood Develop educational and recreational activities for residents, particularly seniors and youth Reach out to local service providers and higher education institutions to develop targeted community programs 	
<p>LOCAL PARTICIPATION IN REDEVELOPMENT EFFORTS</p>	<ul style="list-style-type: none"> Develop community-based improvement activities that over time will help rebuild Magnolia North's image as a family-friendly neighborhood of choice Create a resident committee that will organize family events to maintain the neighborhood's positive new identity 	

Magnolia Gardens Redevelopment District

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
<p>EXPANSION AND IMPROVEMENTS TO INGRAM PARK</p>	<ul style="list-style-type: none"> Develop a capital improvement and expansion plan for the park Improve the existing entrance to the park Broaden event and activity programming and increase the park's operating hours Reactivate the adjacent senior center on NW 21st Court 	

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
<p>CAPITAL IMPROVEMENTS FOR SAFE AND INVITING STREETS</p>	<ul style="list-style-type: none"> • Develop with local residents a plan for improving streets throughout Magnolia Gardens • Develop solutions to address parking shortages and stormwater management deficiencies 	
<p>A PRODUCTIVE USE FOR THE VACANT CUYAHOGA PROPERTY</p>	<ul style="list-style-type: none"> • Collaborate with the City and the Cuyahoga property owner to explore redevelopment of the 17-acre parcel on NW 18th Avenue 	
<p>PROSPERING HOMEOWNERS AND FAMILIES THROUGH THE EXPANSION OF PROGRAMS</p>	<ul style="list-style-type: none"> • Establish a program that provides low-income residents with financial assistance for home renovations • Partner with local programs to help elderly residents with yard work, house painting, and other labor intensive tasks • Partner with agencies that offer Individual Development Accounts to promote asset building 	
<p>A SAFE NEIGHBORHOOD THROUGH COMMUNITY PARTNERSHIPS</p>	<ul style="list-style-type: none"> • Support the existing neighborhood watch group and explore additional methods to maintain neighborhood safety • Establish stronger ties between Magnolia Gardens residents and the Opa-locka Police Department • Encourage the use of CPTED principles in redevelopment activities 	

Commerce Areas Redevelopment District

OBJECTIVE	BLUEPRINT ACTION STEPS	TIMEFRAME
REGIONAL DOMINANCE IN NICHE MARKETS	<ul style="list-style-type: none"> • Review all businesses in the commerce areas to understand the existing business mix and the demand for products and services • Coordinate with the local chamber of commerce and economic development organizations to develop an industrial development policy and marketing plan 	
EXPANSION OF EXISTING BUSINESSES	<ul style="list-style-type: none"> • Develop a business expansion incentive program • Provide technical and logistic assistance to local business owners looking to expand their operations 	
NEW BUSINESS DEVELOPMENT	<ul style="list-style-type: none"> • Conduct an industry study and develop financial incentives for new businesses considering a move into the commerce areas • Develop a brownfield redevelopment program 	
CREATION OF BUSINESS INCUBATOR PROGRAMS	<ul style="list-style-type: none"> • Develop traditional and nontraditional business incubator programs that innovatively encourage entrepreneurship activity 	
A WELL TRAINED AND SKILLED WORKFORCE	<ul style="list-style-type: none"> • Leverage existing resources in Opa-locka to expand job and skills training programs • Build a comprehensive training program with the help of employment training organizations 	
A SAFE, CLEAN, ACCESSIBLE BUILT ENVIRONMENT THAT ENCOURAGES CONSUMER ACTIVITY	<ul style="list-style-type: none"> • Work with the City and local property owners to identify capital improvement projects for the commerce areas and monitor physical conditions 	

APPENDIX B: REDEVELOPMENT FINANCING

THE PRIMARY FINANCING TOOL OF A CRA IS ITS ABILITY to generate funding through tax increment revenue. The projected "tax increment", or difference between the current taxes generated under blighted conditions and future taxes anticipated after improvements, can be used to finance public investments in a community redevelopment area.

Tax increment is dependent upon a year-over-year increase in property value. In Florida, a CRA can accumulate tax increment revenue over a 40-year period. If there is no increase in property value from one year to the next, no tax increment revenue is generated for that year. This is important to note in the post-recession economy, as decreases in property value, coupled with reductions in municipal millage rates, result in a loss in tax revenue for taxing authorities such as counties, cities, and CRAs.

However, a down economy can also be an appropriate time to start a CRA. The CRA may not be able to capture immediate tax increment, but, by freezing property values at historic lows, the CRA can take full advantage of any rise in values in the future, maximizing the amount of tax increment that can be generated over time.

PROPERTY TAXES

Several factors determine the amount of property taxes owed to a taxing authority, including property values, exemptions, and millage rates. Each year, the local property appraiser determines the total property

value for every parcel of land in its jurisdiction and exemptions (such as homestead, non-profit, and historic property) are subtracted to determine the taxable value. The taxable value is then multiplied by the millage rate (the rate by which property taxes are levied) to determine total property tax for that year.

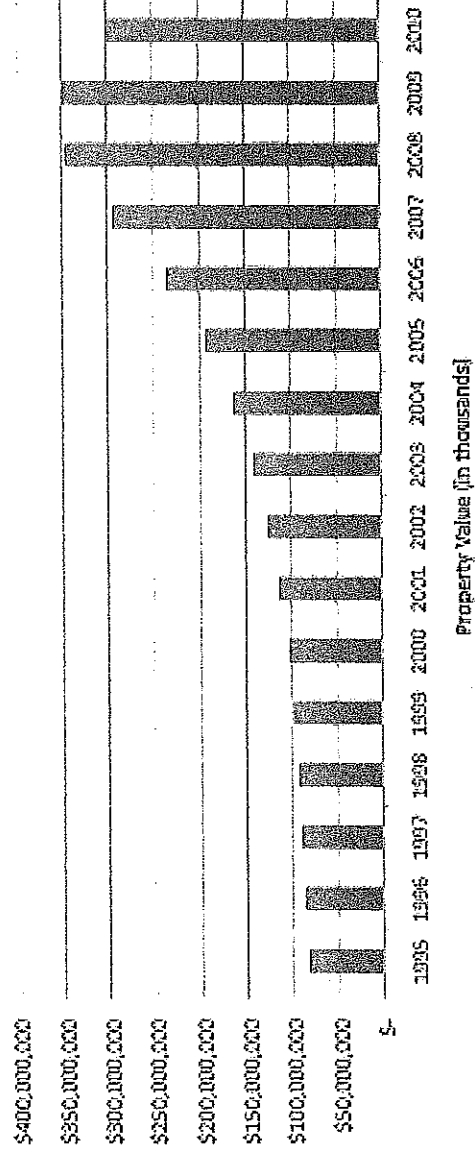
PROPERTY VALUES

It is difficult to accurately forecast property values in a community redevelopment area over a 40-year period. Even the smallest fluctuations in the real estate market could, over time, vastly alter the projections. The volatility in the current market makes it even

more difficult to forecast values; an in-depth review of values over time is needed instead to produce a reasonable projection.

Over the past 15 years, real property values grew in Miami-Dade County from \$75 billion to almost \$350 billion, representing market appreciation and new development. From 1995 to 2000, total real property values appreciated an average of five percent each year. Double-digit growth began a few years later and quickly accelerated to an annual growth of 25 percent between 2006 and 2007. Total taxable value grew substantially during this decade and only recently began to decline; overall, the average annual

TOTAL REAL PROPERTY VALUE, MIAMI-DADE COUNTY (1995-2010) Source: Miami-Dade County Property Appraiser.



These assumptions provide a feasible redevelopment scenario for the Opa-locka CRA. However, updates to this redevelopment plan and to tax increment revenue projections will need to take place over the CRA's 40-year existence to maintain an accurate picture of the market.

In addition to fluctuations in property values, millage rates adopted annually by the City and County are expected to change over time. The State of Florida also enforces some restrictions: before an increase can be made, counties and municipalities must first "roll back" rates so that the growth in property taxes does not exceed the growth in new construction and per capita income. Taxing authorities must note increases in revenues collected, even if the millage rate remains the same.

CALCULATIONS

Tax increment projections for the Opa-locka CRA were calculated by establishing taxable property values of

opportunities for development. Over the next 10 to 15 years, most such properties are anticipated to be built out, including the vacant Cuyahoga and Wilmington sites in Magnolia Gardens, which could be redeveloped with mixed use commerce and medium density housing.

Catalytic projects such as this should substantially increase property values, along with other improvements that become self-actuating. As grassroots efforts develop and opportunities for residents and businesses increase, Opa-locka will become a more desirable community to live, work and play, and this will result in higher property values.

ANALYSIS

The tax increment revenue formula for the Opa-locka CRA has taken the entire context into consideration. The analysis took current economic conditions into account by presuming no net growth in the first three years and only moderate annual growth (three percent) through Year 5.

Appreciation rates are expected to increase by five percent in 2016 with the addition of new housing and the implementation of CRA programs. Growth should excel between 2020 and 2025 when larger vacant parcels, including industrial and commercial sites, begin to be built out. Thereafter, appreciation is anticipated at a more conventional three to five percent each year.

appreciation was nine percent during the 15-year period. (The average may be slightly inflated by the mid-2000s housing boom but is still representative of typical growth in a thriving market and economy.)

According to Miami-Dade County's Five-Year Financial Outlook, modest growth in property taxes is anticipated over the next five years. Tax revenues (calculated by multiplying taxable value by millage rate) are expected to decrease by five percent in 2011, remain flat in 2012, and increase by three percent thereafter.

Properties in the Opa-locka community redevelopment area have historically illustrated a pattern of decline or stagnancy in comparison with the rest of the County. Both property values and appreciation rates are lower (within the CRA, total property values decreased by five percent in 2009 and 22 percent in 2010). Growth will depend on redevelopment activities in the CRA; property values should increase on par with or even exceed that of surrounding communities if redevelopment efforts are successful.

CAPITAL IMPROVEMENTS

The historic context is essential in determining future market appreciation but should not be the sole consideration. A number of public improvements and private developments, for instance, are planned for the CRA, which should boost property values. In the next five years, the Opa-locka Community Development Corporation plans to construct or rehabilitate 466 housing units and add 65,000 square feet of commercial real estate in the City. Habitat for Humanity is also working to build and rehabilitate homes in the CRA and the City is planning streetscape improvements.

Vacant sites in the redevelopment area are

SUMMARY OF OPA-LOCKA CRA TAX INCREMENT PROJECTIONS

Year	Opa-locka	Miami-Dade County	Total Increment
1 - 5 years	\$518,673	\$319,900	\$838,573
5 - 10 years	\$6,738,985	\$4,156,348	\$10,895,333
10 - 15 years	\$20,825,640	\$12,844,453	\$33,670,093
15 - 20 years	\$32,038,820	\$19,760,309	\$51,799,129
20 - 25 years	\$46,786,424	\$28,856,062	\$75,642,486
25 - 30 years	\$60,717,774	\$37,448,380	\$98,166,154
30 - 35 years	\$74,932,612	\$46,215,542	\$121,148,154
35 - 40 years	\$91,411,504	\$56,379,087	\$147,790,591
TOTAL	\$333,970,432	\$205,980,081	\$539,950,513

\$648 million for the 2010 base year and using current millage rates for the City (8.3 mills) and County (4.8379 mills). (The taxing authorities' revenues are frozen at base year levels for the entirety of the CRA's existence.) Next, the calculation determined future growth in the community redevelopment area, taking into consideration proposed capital improvements and an analysis of recent taxable values. The forecast increase in property value for the CRA was then multiplied by the combined millage rate. Finally, the future property tax sums were subtracted from base year revenues to determine the annual tax increment.

A summary of projected tax increments is shown in the table on the preceding page. According to the analysis, almost \$540 million in tax increment may be generable over the next 40 years. Florida Statutes allow a CRA to utilize 95 percent of tax increment revenue for redevelopment activities, which in this case means approximately \$513 million may be available for use by the Opa-locka CRA by 2050.

However, as shown in the detailed table at right, the majority of tax increment revenue will be earned in the latter half of the CRA's existence. This is to be expected. Property value growth in a CRA is generally a long term process that requires coordinated and consistent redevelopment activities. It can take years to reinvigorate a stagnant real estate market, improve deteriorating physical conditions, and rebuild community connections in a CRA.

The financing of redevelopment efforts with tax increment revenue can at least jumpstart the process by investing future revenues in immediate projects — providing, thus, the justification for accumulating a tax increment in the first place.

Year	Available	Base Year (2010)			Total Increment
		Opa-locka	Miami-Dade County	Total	
2011	\$648,406,351	\$0	\$0	\$0	
2012	\$648,406,351	\$0	\$0	\$0	
2013	\$648,406,351	\$0	\$0	\$0	
2014	\$657,858,542	\$171,179	\$105,577	\$276,756	
2015	\$687,894,298	\$347,484	\$214,321	\$561,815	
2016	\$722,289,013	\$650,167	\$400,989	\$1,051,166	
2017	\$758,403,463	\$967,974	\$697,010	\$1,564,984	
2018	\$796,323,636	\$1,301,672	\$802,822	\$2,104,494	
2019	\$836,199,818	\$1,652,054	\$1,018,924	\$2,670,978	
2020	\$884,689,606	\$2,167,117	\$1,336,594	\$3,503,711	
2021	\$957,296,478	\$2,718,238	\$1,676,502	\$4,394,735	
2022	\$1,043,453,161	\$3,476,412	\$2,144,117	\$5,620,529	
2023	\$1,137,363,945	\$4,302,827	\$2,653,818	\$6,956,645	
2024	\$1,216,978,422	\$5,003,443	\$3,085,931	\$8,089,374	
2025	\$1,253,488,804	\$5,324,725	\$3,284,085	\$8,608,811	
2026	\$1,291,093,468	\$5,655,647	\$3,486,165	\$9,143,831	
2027	\$1,329,826,272	\$5,996,485	\$3,698,407	\$9,694,902	
2028	\$1,369,721,061	\$6,347,569	\$3,914,366	\$10,262,505	
2029	\$1,410,812,692	\$6,709,176	\$4,137,961	\$10,847,137	
2030	\$1,481,353,327	\$7,329,933	\$4,520,820	\$11,850,753	
2031	\$1,555,420,993	\$7,981,729	\$4,922,822	\$12,904,551	
2032	\$1,633,192,043	\$8,666,114	\$5,344,925	\$14,011,039	
2033	\$1,714,851,645	\$9,384,718	\$5,788,132	\$15,172,851	
2034	\$1,800,594,228	\$10,139,253	\$6,253,500	\$16,392,753	
2035	\$1,854,612,054	\$10,614,610	\$6,546,662	\$17,161,232	
2036	\$1,910,250,416	\$11,104,228	\$6,848,659	\$17,952,887	
2037	\$1,967,557,928	\$11,608,534	\$7,159,696	\$18,768,229	
2038	\$2,026,584,666	\$12,127,969	\$7,480,063	\$19,608,032	
2039	\$2,087,362,206	\$12,662,987	\$7,810,042	\$20,473,029	
2040	\$2,150,003,678	\$13,214,056	\$8,149,920	\$21,363,976	
2041	\$2,214,503,783	\$13,781,657	\$8,499,994	\$22,281,652	
2042	\$2,280,938,866	\$14,366,286	\$8,860,571	\$23,226,857	
2043	\$2,349,367,083	\$14,966,454	\$9,231,965	\$24,200,419	
2044	\$2,419,848,075	\$15,588,687	\$9,614,500	\$25,203,187	
2045	\$2,492,443,517	\$16,227,527	\$10,008,512	\$26,236,039	
2046	\$2,567,216,823	\$16,885,532	\$10,414,344	\$27,299,876	
2047	\$2,644,233,327	\$17,563,277	\$10,832,351	\$28,395,629	
2048	\$2,723,560,327	\$18,261,355	\$11,262,699	\$29,524,254	
2049	\$2,805,267,137	\$18,980,375	\$11,706,362	\$30,686,737	
2050	\$2,889,425,151	\$19,720,965	\$12,163,130	\$31,884,095	
TOTAL		\$533,970,432	\$205,980,081	\$539,950,513	

APPENDIX C: PROPOSED CAPITAL IMPROVEMENTS

Already Committed or Planned in the City of Opa-locka Five-Year Capital Improvements Program

Projected Funding
FY 13/14: \$1.6 million (local option gas tax)
FY 11/12: \$30,000 FY 12/13: \$1,025,000 FY 13/14: \$990,000

NW 147th Street improvements, from NW 22nd Ave. to NW 27th Ave. (Opa-locka commerce area)

Expansion of Ingram Park lakeside recreational areas (Magnolia Gardens)

Preliminary Cost Estimates

Proposed Improvements for City Center

Improvements* to Veterans Way from NW 27th Ave. to Sharar Ave.
Improvements to Opa-locka Blvd from Sharazad Blvd to Sinbad Ave.
Improvements to Bahman Ave. from Sharazad Blvd to Veterans Way
Improvements to Perviz Ave. from Sharazad Blvd to Veterans Way
Removal of unsafe structures
Expansion and improvements to Sherbondy Park
Elimination of visual blight** from private and public properties through removal, restoration, repair, or replacement of offending element

Proposed Improvements for Magnolia North

Preliminary Cost Estimates

Improvements to Grant Ave., from NW 22nd Ave. to NW 151st Street	
Improvements to Lincoln Ave., from NW 22nd Ave. to NW 151st Street	
Improvements to Washington Ave., from NW 22nd Ave. to NW 151st Street	
Improvements to Veterans Way, from NW 22nd Ave. to NW 151st Street	
Improvements to Duval Street, from NW 151st Street to Veterans Way	
Improvements to Johnson Street, from NW 151st Street to Veterans Way	
Improvements to James Street, from NW 151st St to Veterans Way	
Renovation of tot lot at corner of James Street and Washington Ave.	
GO Removal or replacement of unsafe homes and structures	
Construction of new open space on vacant parcels	
Removal of visual blight	
Elimination of visual blight** from private and public properties, either through removal, restoration, repair, or replacement of offending element	

Proposed Improvements for Magnolia Gardens

Preliminary Cost Estimates

Improvements to Service Road, from NW 22nd Ave. to NW 18th Ave.	
Improvements to Rutland Street, from NW 22nd Ave. to NW 18th Ave.	
Improvements to Wilmington Street, from NW 22nd Ave. to NW 18th Ave.	
Improvements to York Street, from NW 22nd Ave. to NW 20th Ave.	

Preliminary Cost Estimates

Proposed Improvements for Magnolia Gardens

Improvements to Burlington Street, from NW 22nd Ave. to Ingram Park entrance

Improvements to NW 21st Court

Improvements to NW 20th Ave.

Improvements to NW 18th Ave.

Environmental remediation of Cuyahoga property

Replacement of NW 22nd Ave. multifamily buildings

Construction of second vehicular entrance to Ingram Park from Wilmington Street

Elimination of visual blight** from private and public properties, either through removal, restoration, repair, or replacement of offending element

Proposed Improvements for Commerce Areas

Improvements to Veterans Way from NW 22nd Ave. to NW 27th Ave.

Improvements to NW 150th St from NW 25th Court to NW 22nd Ave.

Improvements to NW 149th Street, NW 25th Court, NW 24th Ct, NW 22nd Court, NW 26th Ave., NW 25th Ave., and NW 24th Ave.

Removal or replacement of unsafe structures

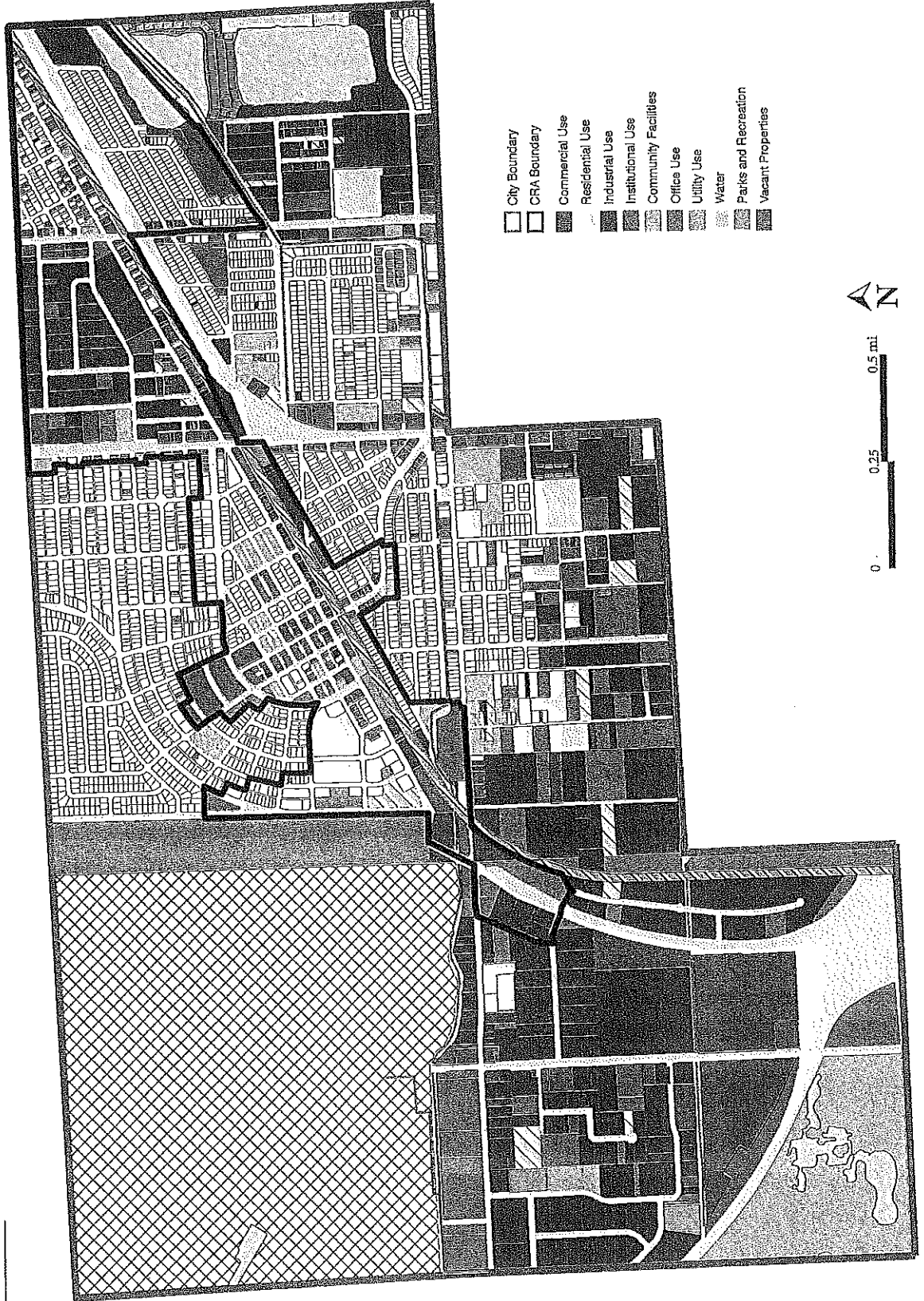
Elimination of visual blight** from private and public properties, either through removal, restoration, repair, or replacement of offending element

*Note that improvements may include any or all the following: concrete or asphalt resurfacing and repainting, sidewalk completion and/or repair, stormwater drainage improvement, crosswalk installation, curb installation, curb cut removal, street light installation, median strip repair or replacement, and landscape beautification up to edge of right-of-way. Applies to all street and road improvements across the CRA.

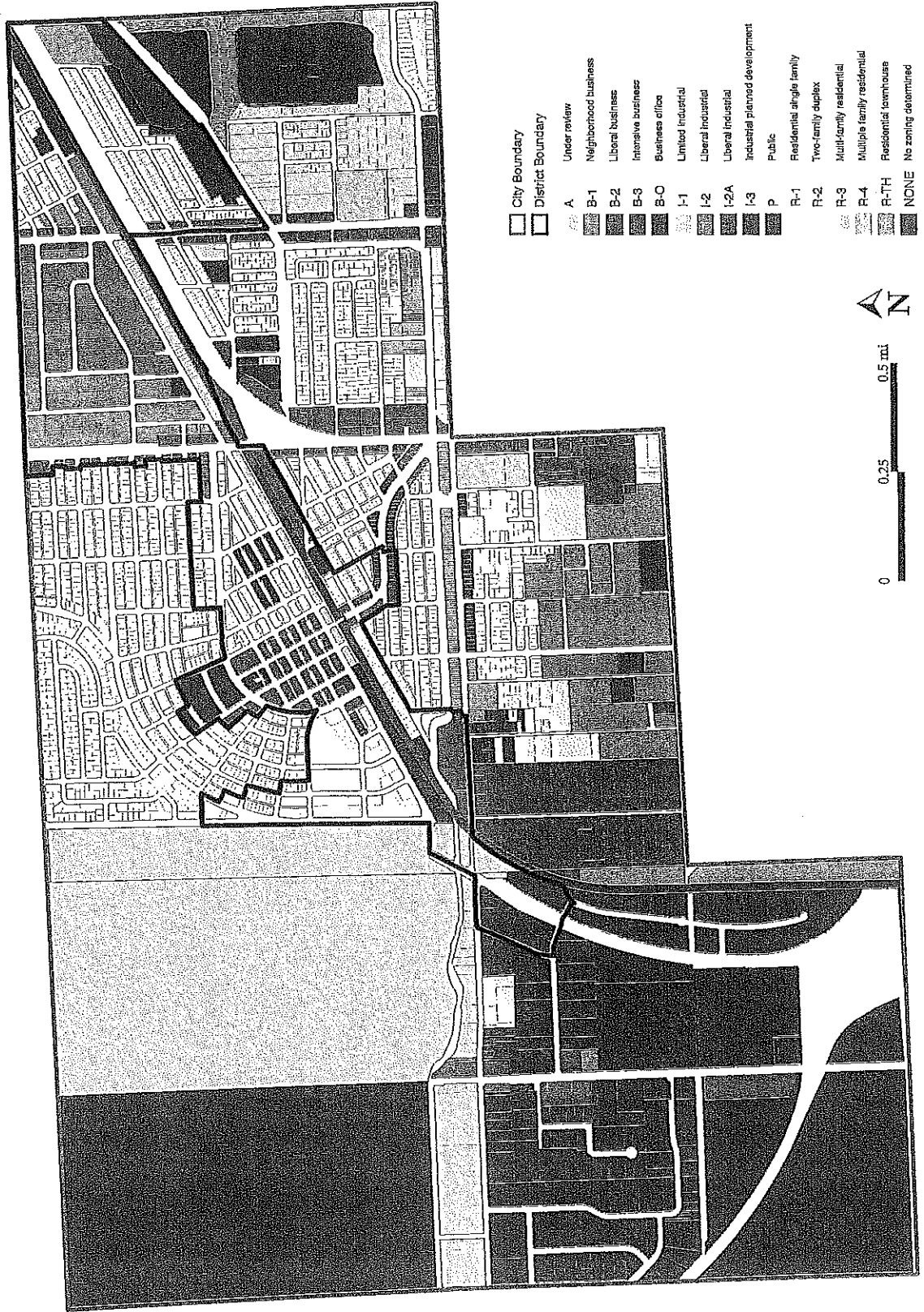
** Note that visual blight may include any or all the following: trash and debris in view of the street; unrepaired or unmaintained fencing; overgrown trees and shrubs; junked automobiles, appliances, and furniture; unpaved driveways; ruffled or torn up lawns; unmaintained building exteriors and roofs; unmaintained ancillary structures such as carports, sheds, and patios.

Preliminary Cost Estimates

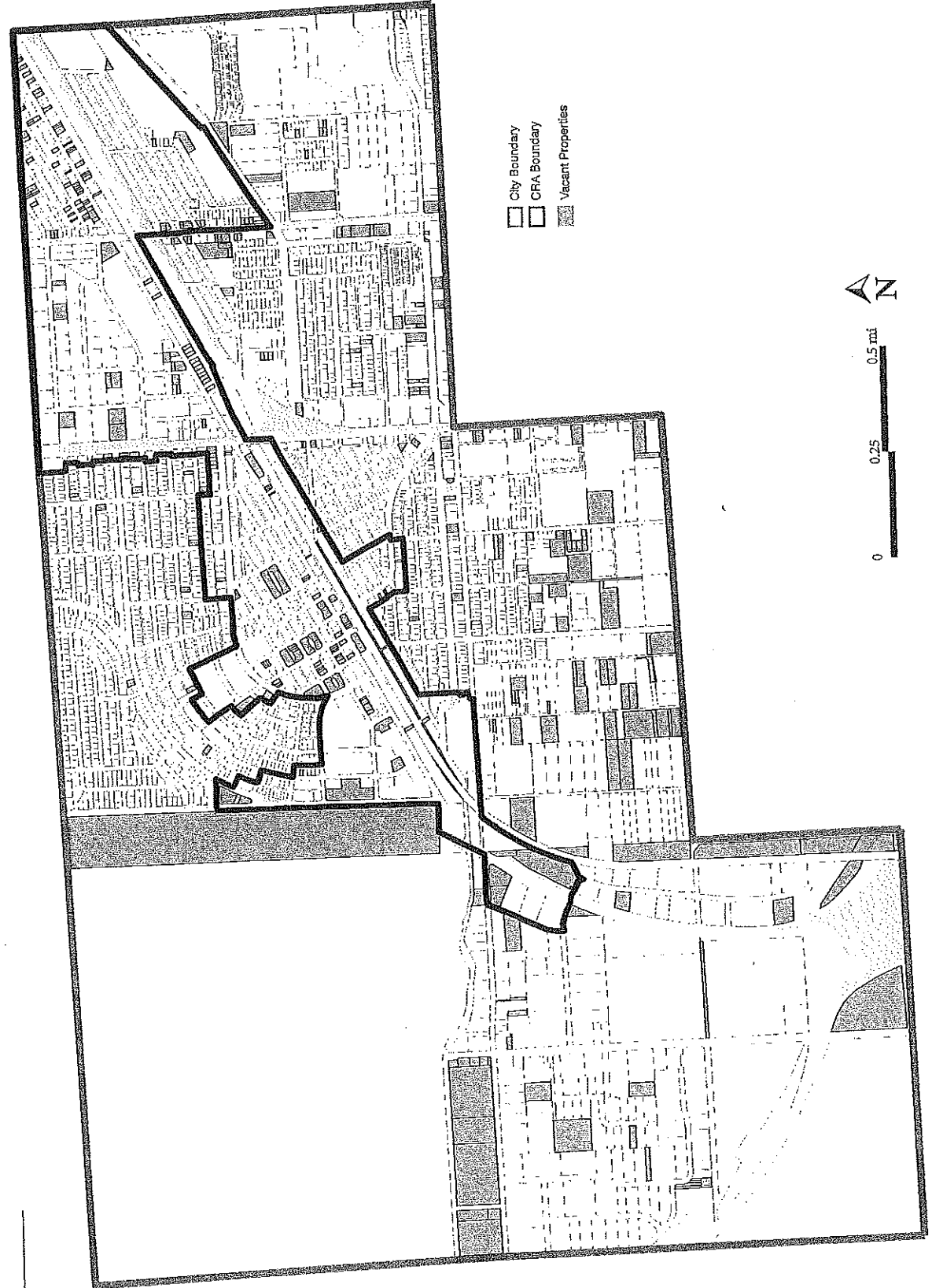
APPENDIX D: EXISTING LAND USES IN OPA-LOCKA



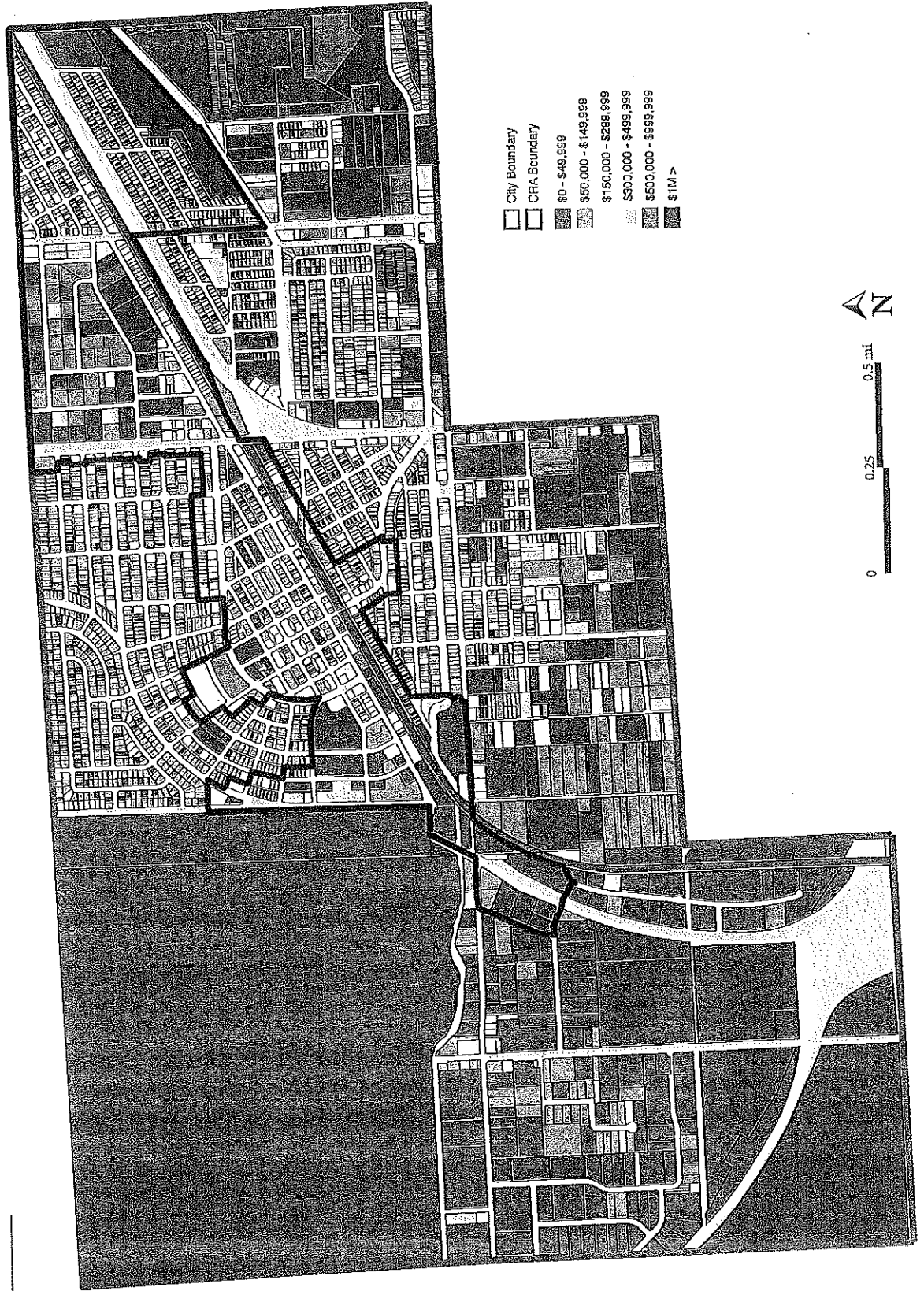
APPENDIX E: ZONING DESIGNATIONS IN OPA-LOCKA



APPENDIX F: VACANT PROPERTIES IN OPA-LOCKA (2010)



APPENDIX G: 2009 ASSESSED PROPERTY VALUES IN OPA-LOCKA

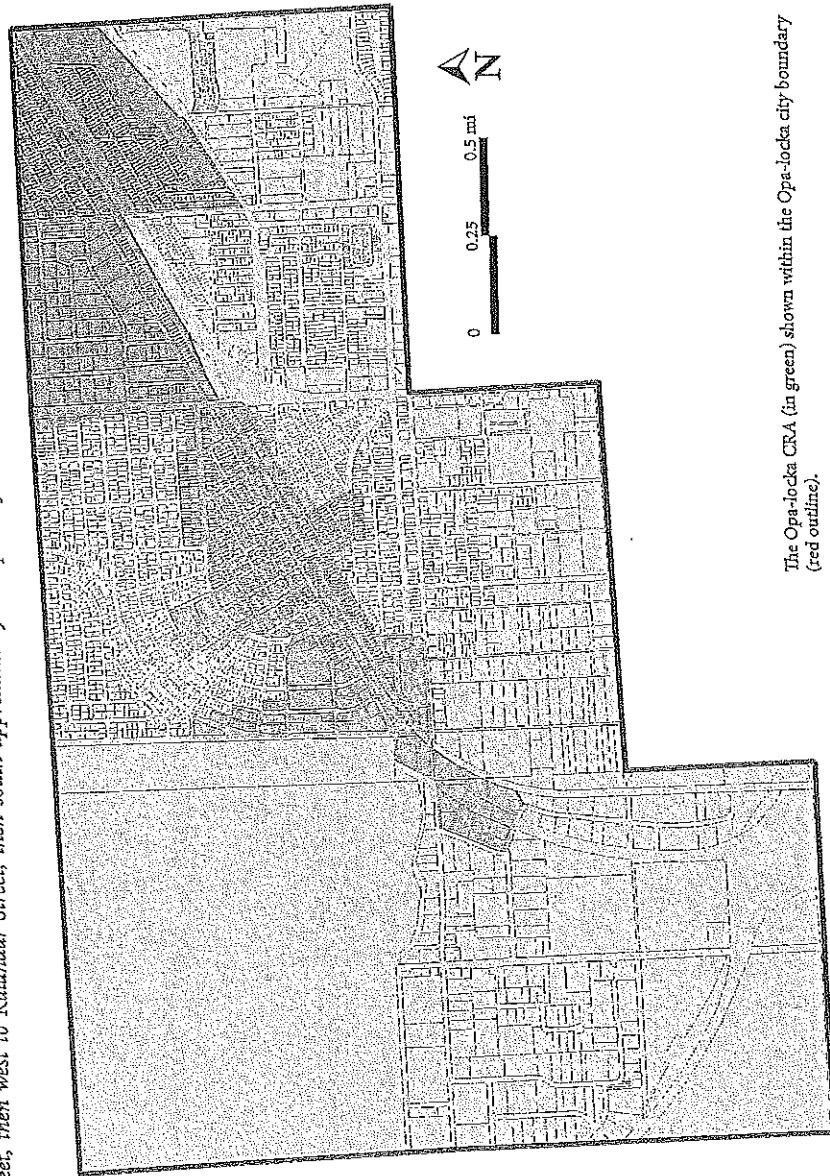


APPENDIX H: LEGAL BOUNDARY OF THE CRA

COMMENCING AT THE INTERSECTION OF VETERANS Way and Northwest 151st Street, the CRA boundaries extend east approximately 0.12 miles to the Opa-locka city limits, then south approximately 0.25 miles following the northeast city border, then southwest on a 230 degree angle 0.35 miles to Burlington Street, then southwest on Burlington Street to Northwest 22nd Avenue, then north to the north side of State Road 9, then southwest to Burlington Street, then southwest to Simbad Avenue, then southeast to Opa-locka Boulevard, then south for approximately 0.3 miles, then west to Perviz Avenue, then north to West Drive, then northwest for approximately 0.7 miles to Burlington Street, then southwest to Sesame Street, then south to Northwest 135th Street, then southwest along the railroad tracks for approximately 0.23 miles, then southwest for approximately 0.05 miles to the intersection of Northwest 38th Avenue and Northwest 132nd Street, then west on Northwest 132nd Street to Northwest 38th Court, then northeast to Northwest 135th Street, then east to Northwest 37th Avenue, then northeast to Veterans Way, then west to Northwest 37th Avenue, then north to Golf Course Boulevard, then east to Iann Avenue, then southwest approximately 0.05 miles, then southeast on a 295 degree angle approximately 0.03 miles, then southwest to Beder Street, then west to Sharar Avenue, then south to Curtis Street, then west for approximately 0.03 miles, then south to Sabur Lane, then west to Sharazad Boulevard, then northeast to Bagdad Avenue, then northwest approximately 0.06 miles, then northeast at a 215 degree angle for approximately 0.03 miles, then northwest at a 314 degree angle for approximately 0.03 miles, then northeast to Perviz Avenue, then northwest for approximately 0.07 miles, then northeast to Banu Avenue, then southeast to Durad Avenue,

then northeast to Bahman Avenue, then southeast to Sharazad Boulevard, then west to Codadad Street, then north to Sesame Street, then west to Kalandār Street, then south approximately

0.03 miles, then west approximately 0.1 miles, then north following the property boundaries to Northwest 151st Street, then west to the point of commencement.



The Opa-locka CRA (in green) shown within the Opa-locka city boundary (red outline).

INTERLOCAL COOPERATION AGREEMENT

THIS INTERLOCAL COOPERATION AGREEMENT (the "Agreement"), made this ____ day of _____, 20____, by and between Miami-Dade County, Florida, a political subdivision of the State of Florida (the "County"), the City of Opa-Locka, Florida, a political subdivision of the State of Florida (the "City") and the Opa-Locka Community Redevelopment Agency, or its successor, a public body corporate and politic (the "Agency").

WHEREAS, the Mayor and City Commission of the City of Opa-Locka (the "City") adopted Resolution No. 10-8043 on April 14, 2010, providing a Finding of Necessity declaring that a blighted area, defined in Section 163.340, Florida Statutes, exists within the City's boundaries, and;

WHEREAS, the Mayor and City Council further declared in Resolution No. 10-8043 that the rehabilitation, conservation, redevelopment, or a combination thereof, of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City of Opa-Locka; and

WHEREAS, on _____, 2012 the Board of County Commissioners of Miami-Dade County, Florida (the "Board"), which is the governing body , adopted Resolution R-____-12 declaring a certain geographic area of the County known as proposed Opa-Locka Community Redevelopment Area generally bounded on the north by NW 151st Street, on the west by the Opa-Locka Executive Airport (Douglass Road), on the south by the Tri-Rail corridor, and on the east by a constructed stormwater lake (City Limits), such area being more particularly described in the approved Opa-Locka Community Redevelopment Plan and incorporated herein by this reference (the "Opa-Locka Community Redevelopment Area" or "Redevelopment Area"), to be a slum or blighted area, declared the rehabilitation, conservation or redevelopment, or combination thereof to be necessary in the interest of the public health, safety, morals or welfare of the residents of the Redevelopment Area and the County, and found the need for the creation of a community redevelopment agency; and

WHEREAS, pursuant to Resolution No. _____ adopted by the Board on _____, 2012, the County has, among other things, approved and adopted the Opa-Locka Community Redevelopment Plan (the "Plan") to enable the Agency to undertake redevelopment of the Redevelopment Area; and

WHEREAS, pursuant to Ordinance No. _____ enacted by the Board on _____, 2012, the Board has approved the creation of a community redevelopment trust fund, known as the Opa-Locka Community and Revitalization Trust Fund (the "Fund") and has provided for the calculation and appropriation of tax increment funds into such Fund; and

WHEREAS, the City played a major role in the preparation of the Plan; and

WHEREAS, the County, the City and the Agency desire to delineate their areas of responsibility with respect to the redevelopment of the Redevelopment Area.

NOW THEREFORE, in consideration of the mutual covenants and agreements contained herein, the County, the City and the Agency agree as follows:

I. Delegation of Powers

A. With the exception of the community redevelopment powers that continue to vest in the Board pursuant to Section 163.358, Florida Statutes, the Agency shall have the right and sole responsibility to exercise the following redevelopment powers specifically delegated by the Board pursuant to the Act:

(1) The power to make and execute contracts and other instruments necessary or convenient to the exercise of its powers pursuant to the Act.

(2) The power to disseminate slum clearance and community redevelopment information.

(3) The power to undertake and carry out community redevelopment and related activities within the Redevelopment Area, which redevelopment may include:

(a) Acquisition of a slum area or a blighted area or portion thereof;

(b) Demolition and removal of buildings and improvements;

(c) Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, and other improvements necessary for carrying out in the Redevelopment Area the community redevelopment objectives of the Act in accordance with the Plan;

(d) The power to dispose of any property acquired in the Redevelopment Area at its fair value for uses in accordance with the Plan;

(e) The power to carry out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the Plan;

(f) The power to acquire real property in the Redevelopment Area which, under the Plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property;

(g) The power to acquire any other real property in the Redevelopment Area when necessary to eliminate unhealthful, unsanitary or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities;

(h) The power to acquire without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway, or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related

facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income;

- (i) The power to construct foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(4) The power to provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment plan; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment plan and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate;

(5) The power to enter into any building or property in the Redevelopment Area in order to make inspections, surveys, appraisals, soundings or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted;

(6) The power to acquire by purchase, lease, option, gift, grant, bequest, devise or otherwise any real property (or personal property for its administrative purposes), together with any improvements thereon;

(7) The power to hold, improve, clear or prepare for redevelopment any such property;

(8) The power to mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property;

(9) The power to insure or provide for the insurance of any real or personal property or operations of the Agency against any risks or hazards, including the power to pay premiums on any such insurance;

(10) The power to enter into any contracts necessary to effectuate the purposes of the Act; and

(11) The power to solicit requests for proposals for redevelopment of parcels of real property contemplated by the Plan to be acquired for redevelopment purposes by the Agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to Section 163.380, Florida Statutes, prior to acquisition of such real property by the Agency.

(12) The power to invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem

such bonds as have been issued pursuant to Section 163.385, Florida Statutes, at redemption price established therein or to purchase such bonds at less than the redemption price, all such bonds so redeemed or purchased to be canceled.

(13) Subject to prior approval of the Board, which approval or disapproval shall be in the sole and absolute discretion of the Board, the power to borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of the Act and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the Agency deems reasonable and appropriate which are not inconsistent with the purposes of the Act. It is the expressed intent of the Agency not to issue bonds or use any other form of indebtedness until such time as required by a development when bonding or indebtedness is required to complete the project. Accordingly, the parties agree that any development shall be funded by the Agency when the County has determined that said developments are ready to proceed.

(14) The power to make or have made all surveys and plans necessary to the carrying out of the purposes of the Act; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

- (a) Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements; and
- (b) Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.

(15) The power to develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.

(16) The power to apply for, accept, and utilize grants of funds from the Federal Government for such purposes.

(17) The power to prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from the Redevelopment Area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

(18) The power to appropriate such funds and make such expenditures as are necessary to carry out the purposes of the Act.

II. Miami-Dade County or Other Taxing Authority Representation

Pursuant to section 163.356(2) of the Florida Statutes, one or more members of the Board may be appointed to serve on the Agency's Board of Commissioners and said County Commissioner shall be vested with the same rights, duties and obligations as any other Agency commissioner. Said membership on the Agency's Board of Commissioners shall be considered an additional duty of office as prescribed by section 163.356(2) of the Florida Statutes.

III. Implementation of the Plan

A. The redevelopment powers listed in Section I herein may be exercised only with respect to the Redevelopment Area and only with respect to the Plan as approved by the Board, together with any supplements or amendments to the Plan, provided that any amendments and supplements to the Plan must also be approved by the Board. The City and the Agency hereby expressly agree that the Plan as approved by the Board pursuant to Resolution R-_____ is for a twenty (20) year period. The City and the Agency agree that six (6) months prior to the expiration of the twenty (20) year term, they shall prepare, adopt and bring forward to the Board a supplement outlining the accomplishments of the Agency and the proposed projects for the second phase of redevelopment in the Area. If the Board does not approve the supplement, this Agreement shall be deemed terminated thirty (30) days after such Board action, upon which time the Agency and the City shall no longer have the right to exercise the redevelopment powers delegated in this Agreement. Conversely, if the Board approves the supplement for the second phase of redevelopment and the corresponding amendment to this Agreement, the Agency and the City, as the case may be, may continue to exercise the powers conferred by the Board to such entity pursuant to this Agreement, as amended, and the amended Plan if applicable.

B. No more than twenty percent (20%) of the tax increment funds deposited annually into the Trust Fund annually shall be used for total administrative expenses allowable under Section 163.387(6)(a), Florida Statutes (including indirect and overhead expenses which may not exceed six percent (6%) of such contemplated to be spent under the Plan). All expense items chargeable to the twenty (20%) administrative cap shall be shown as individual line items in the annual budget prepared by the Agency and submitted to the Board. This 20% cap shall take effect in the 7TH year of TIF funding. For the first seven years, administrative expenses shall not exceed \$200,000, the City may front these costs to the CRA and may be reimbursed. Any administrative expenses over the \$200,000, or any other expenses incurred by the agency shall not be reimbursed to the City. The County shall charge, and the Agency shall pay to the County, no later than March 31, an annual administrative fee ("County Administrative Fee"). The fee shall be based on a percentage of the County's payment to the Agency and shall be determined annually by the County. This County Administrative Fee shall not exceed 1.5% of the County's payment to the Agency. The County Administrative Fee shall not be included in the (20%) limit on administrative expenses defined in this section.

C. The Agency shall ensure that the staff of the Agency shall be racially and ethnically diverse, in accordance with applicable law.

IV. City/County Coordination

A. The County Mayor or the County Mayor's designee shall designate a Redevelopment Area Coordinator (the "Redevelopment Area Coordinator"). The Redevelopment Area Coordinator shall serve as the County's liaison to the Agency for the Redevelopment Area. The Redevelopment Area Coordinator shall carry out the day-to-day County responsibilities for the Redevelopment Area and shall be the designated person to receive all data and reports pertaining to the Plan. Additionally the Agency shall deliver copies of all CRA agendas and agenda items to the Redevelopment Area Coordinator prior to each CRA meeting.

B. The City either directly or through the Agency, shall be responsible for implementing and conforming to the Plan, including developing and implementing proposals for indebtedness and bond financing, acquisition, disposition and relocation activities, coordination and implementation of the design and construction of public improvements necessary to support the redevelopment of the Redevelopment Area, and such other projects and activities as are contemplated by the Plan. The Agency shall deliver copies of all accepted proposals for the Redevelopment Area to the Redevelopment Area Coordinator.

C. All proposals related to amendments to the Plan and proposals for indebtedness and bond financing shall be subject to review and approval by the Board. The Redevelopment Area Coordinator shall submit all proposals related to amendments to the Plan and proposals for indebtedness and bond financing to the County for review and recommendation and the Mayor or the Mayor's designee shall submit said recommendation to the Board for its final approval. The Redevelopment Area Coordinator shall review all proposals prior to review by the County and the Board.

D. The annual budget and progress reports shall be submitted to the County in a format approved by the County. The annual budget for the Agency and the Redevelopment Area shall be subject to review and approval by the Board. The annual budget shall be submitted to the County no later than October 30th of each fiscal year. With the exception of the debt service payment on current bond obligations financed by tax increment revenues, no funds on deposit in the Fund may be expended by the Agency until the annual budget has been approved by the Board. At the request of the County, the Agency shall submit additional progress reports on the Plan and Redevelopment Area activities.

E. Once the Board approves and adopts any amendments and modifications to the Plan, such amendments and modifications shall become a part of the Plan and the powers delegated to the Agency pursuant to this Agreement shall be exercisable with respect to such amendments and modifications.

V. Land Disposition

Any disposition of land within the Redevelopment Area by the Agency shall be accomplished in accordance with applicable provisions of federal, State and local laws, the Plan and this Agreement pursuant to the Act.

VI. Other Redevelopment Area Activities

A. The City either directly or through the Agency, shall be responsible for the administration and funding of all relocation activities. Six (6) months prior to the

commencement of redevelopment activities, which may result in the displacement of persons, the Agency shall establish residential relocation procedures for the relocation of such persons (the "Local Relocation Procedures") and shall submit such Local Relocation Procedures to the Board for review and approval. In addition to any applicable federal, State or local law, the Local Relocation Procedures shall apply in all relocation cases within the Redevelopment Area; provided, however, if federal funds are received by the Agency for the project which requires residential relocation, the Agency shall follow the relocation procedures set forth in the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, 42 United States Code, Chapter 61, Section 4601, et seq. The Agency may contract with County agencies to assist in residential relocation.

B. The City either directly or through the Agency, shall cause an independent audit of the Fund each fiscal year by an independent Certified Public Accountant or Accounting firm in compliance with section 163.387(8) of the Florida Statutes. A report of such audit shall be prepared by CPA or firm. Such report shall describe the amount and source of deposits into, and the amount and purpose of withdrawals from, the trust fund during such fiscal year and the amount of principal and interest paid during such year on any indebtedness to which increment revenues are pledged and the remaining amount of such indebtedness. The Agency shall provide by registered mail a copy of the report to the Board.

C. In compliance with section 163.356 of the Florida Statutes, the Agency shall submit to the Board, on or before March 31 of each year, a report of activities for the preceding fiscal year, which report shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of the fiscal year. At the time of filing the report, the agency shall publish in a newspaper of general circulation in the community a notice to the effect that such report has been filed with the County and that the report is available for inspection during business hours in the office of the Clerk of the Board and in the office of the Agency.

D. All redevelopment activities conducted with respect to the Redevelopment Area shall be in conformance with the Plan as the same may be amended. Any amendments to the Plan as required by Section 163.361, Florida Statutes, must have prior approval of the Board before the Agency may implement the changes contemplated by the amendment. If approved, however, the Agency may implement the amendments thereto.

E. The Agency shall include language in any loan agreement, grant agreement or other agreements or contracts entered into between the Agency and business involved in the redevelopment effort of the Redevelopment Area which states that, as a condition to the business' receipt of monies or incentives from the Agency, any new jobs created as a result of the redevelopment shall be awarded so that such group of employees is a racially and ethnically-diverse group, in accordance with applicable law.

VII. Project Financing

A. The City, either directly or through the Agency, shall establish and maintain the Fund, as required by applicable law.

B. The City, either directly or through the Agency, shall develop and promulgate rules, regulations and criteria whereby the Fund may be promptly and effectively administered, including the establishment and the maintenance of books and records and adoption of procedures whereby the Agency may expeditiously and without undue delay, utilize such funds in accordance with the Board approved budget for the Redevelopment Area.

C. The City, either directly or through the Agency, shall encourage the participation of and utilize small and minority businesses, specifically with respect to bond counsel, underwriters' counsel and underwriting services, in the development of the Redevelopment Area.

D. The City, either directly or through the Agency, may sell bonds and execute notes and other forms of indebtedness, as well as collateral documents, to finance capital improvements deemed necessary for the Redevelopment Area; however, County approval as to amount, duration and purpose of such bonds, notes or other indebtedness, including advances pledging or obligating tax increment revenues, must be obtained prior to issuance of any such bond, note or other form of indebtedness including advances pledging or obligating tax increment revenues. The County's obligation to annually appropriate to the Fund shall continue until all loans, advances and indebtedness, if any, and interest thereon, of the Agency incurred as a result of redevelopment in the Redevelopment Area, have been paid, or for as long as required by applicable law, whichever is later. In no year shall the County's obligation to the Fund exceed the amount of that year's tax increment as determined pursuant to Ordinance No. 11-52. On the last day of the fiscal year of the Agency, any money which remains in the Fund after payment of expenses pursuant to Section 163.387(6), Florida Statutes, for such year shall be: (1) returned to each taxing authority which paid the increment in the proportion that the amount of the payment of such taxing authority bears to the total amount paid into the Fund by all taxing authorities within the Redevelopment Area for the year; (2) used to reduce the amount of any indebtedness to which increment revenues are pledged; (3) deposited into an escrow account for the purpose of later reducing any indebtedness to which increment revenues are pledged; or (4) appropriated to a specific redevelopment project pursuant to the approved Plan which project will be completed within three (3) years from the date of such appropriation.

VIII. Citizen Participation

A. To carry out the citizen participation process, the Agency shall utilize community groups and seek community involvement and consider citizen input in the development of Redevelopment Area activities.

IX. Opa-Locka Community Redevelopment Agency Board

A. The Community Redevelopment Agency Board shall consist of the City Commission Board, plus two (2) voting seats assigned from the general public. The two (2) general public seats shall be appointed by the County Commission. One nomination shall come from each County Commissioner whose district is within the CRA. Additionally, the Governing Body may appoint one member to the Community Redevelopment Agency Board.

X. Project Management, Administration and Coordination

A. The City/and or the Agency, shall consider any reasonable request of the County with respect to implementing any plan of action related to the Plan. The City/and or the Agency shall develop implementation schedules and timetables for all significant Redevelopment Area activities as determined by the City/and or the Agency, copies of which shall be delivered to the Redevelopment Area Coordinator beginning one year from the implementation of this Agreement. The City/and or the Agency shall also deliver additional interim reports to the County upon request.

(1) The Redevelopment Area Coordinator shall receive from the City/and or the Agency advance notice of all public meetings related to development of projects pursuant to this Agreement and on a regular basis, information regarding the progress of all such development through the design and construction of such projects.

(2) During construction, the County shall have the right to attend all such public meetings and inspect the projects being developed at all reasonable times subject to reasonable restrictions imposed by the contractor.

(3) The City/and or the Agency shall consult regularly with the Redevelopment Area Coordinator in order to keep the County reasonably informed throughout the duration of the planning, design and construction of such redevelopment projects. The City either directly or through the Agency shall be required to have an outside independent audit on an annual basis to monitor and investigate compliance with the terms of this Agreement. The right of the auditor to investigate, monitor, inspect, copy, review, verify and check operations and records of the Agency shall include, but not be limited to, all of its employees, consultants, agents or authorized contractors and subcontractors, as well as, all administrative and operational facilities used by the Agency and the County in connection with all matters arising under this Agreement. Records include, but are not limited to, construction, financial, correspondence, instructions, memoranda, bids and contract documents, as well as all other records pertaining to the planning, development and construction of projects pursuant to this Agreement. Any rights that the County has under this provision shall not be the basis for any liability to accrue to the County from the Agency or third parties for such monitoring or investigation or for the failure to have conducted such monitoring or investigation.

XI. Assurances Regarding Affirmative Action

A. As part of this Agreement the City/and or the Agency shall follow applicable federal, State and County laws and regulations concerning affirmative action and race/ethnic/gender conscious concerns all in accordance with applicable law.

XII. Indemnification and other

A. The City and Agency shall indemnify and hold harmless the County and its officers, employees, agents and instrumentalities from any and all liability, losses or damages, including attorneys' fees and costs of defense, which the County or its officers, employees, agents or instrumentalities may incur as a result of claims, demands, suits, causes of actions or proceedings of any kind or nature arising out of, relating to or resulting from the performance of this Agreement by the City and Agency or its employees, agents, servants, partners principals or subcontractors. The City and Agency shall pay all claims and losses in connection therewith and

shall investigate and defend all claims, suits or actions of any kind or nature in the name of the County, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorney's fees which may be issued thereon. Provided, however, this indemnification shall only be to the extent and within the limitations of Section 768.28 Fla Stat., subject to the provisions of that Statute whereby the City and Agency shall not be held liable to pay a personal injury or property damage claim or judgment by anyone person which exceeds the sum of \$100,000, or any claim or judgment or portions thereof, which, when totaled with all other claims or judgment pay by the City and Agency arising out of the same incident or occurrence, exceed the sum of \$200,000 from any and all personal injury or property damage claims, liabilities, losses or causes of action which may arise as a result of the negligence of the City and Agency.

B. Third Party Beneficiaries. None of the parties intend to directly or substantially benefit any third party by this Agreement. Therefore, the parties agree that there are no third party beneficiaries to this Agreement and that no third party shall be entitled to assert a claim against either of them based upon this Agreement.

C. All parties have substantially contributed to the drafting and negotiation of this Agreement and this Agreement shall not, solely as a matter of judicial construction, be construed more severely against one of the parties than any other. The parties hereto acknowledge that they have thoroughly read this Agreement, including all exhibits and attachments hereto, and have sought and received whatever competent advice and counsel was necessary for them to form a full and complete understanding of all rights and obligations herein.

D. Jurisdiction: This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Venue for litigation concerning this Agreement shall be in Miami-Dade County, Florida;

E. Severance: Should any clause or provision of this Agreement be determined to be illegal, invalid or unenforceable under any present or future law by final judgment of a court of competent jurisdiction, the remainder of this Agreement will not be affected thereby. It is the intention of the parties that if any such provision is held to be illegal, invalid or unenforceable, there will be added in lieu thereof a legal, valid and enforceable provision that is as similar as possible in terms to the illegal invalid or unenforceable provision, which is agreed to by all parties.

F. Waiver: No express or implied consent or waiver by a party to or of any breach or dealt by the other party in the performance by such other party of its obligations under this Agreement will be deemed or construed to be a consent or waiver to or of any other breach or dealt in the performance by such other party of the same or any other obligations of such other party hereunder. Failure by a party to complain of any act or failure to act of the other party or to declare the other party in default, irrespective of how long such failure continues will not constitute a waiver by such party of its rights hereunder. The giving of consent by a party in anyone instance will not limit or waive the necessity to obtain such party's consent in any future instance.

XIII. Miscellaneous

A. This Agreement may be amended only by the written agreement signed by the Agency and the County.

B. This Agreement, or any part thereof, is not assignable by the Agency without the express written consent of the County.

IN WITNESS WHEREOF, the parties hereto caused this Agreement to be executed in their names by their duly authorized officers and the corporate seals to be affixed hereto, all as of the day and year first above written.

WITNESS our hands and seals on this ____ day of _____, 20__.

MIAMI-DADE COUNTY, FLORIDA,
a political subdivision of the State of Florida

Opa-Locka, Florida
a political subdivision of the State of Florida

By: _____
County Mayor

By: _____
City Manager

By: _____
Deputy Clerk

By: _____
City Clerk

APPROVED AS TO FORM AND LEGAL
SUFFICIENCY FOR THE COUNTY:

APPROVED AS TO FORM AND LEGAL
SUFFICIENCY FOR THE CITY:

By: _____
Assistant County Attorney

By: _____
City Attorney

OPA-LOCKA CORRIDOR COMMUNITY REDEVELOPMENT AGENCY,
a public body corporate and politic

By: _____
Chairperson

ATTEST:

By: _____
Clerk

Revised Boundaries

Commencing at the Northeast corner of Section 22, Township 52 South, Range 41 East, for the point or place of beginning; thence run West along the North line of said Section 22 to a point being the intersection with the northerly extension of the East boundary line of Lot 7 of Block 1 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run South to a point being the intersection with the southerly extension of the East boundary line of Lot 18 of Block 1 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida and the centerline of the public roadway known as Kasim Street; thence run East along the centerline of Kasim Street to a point being the intersection with the northerly extension of the East boundary line of Lot 10 of Block 2 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run South along the Easterly line of said lot 10 to a point being the intersection with the centerline of the public alley of Block 2 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run West along the centerline of the public alley of Block 2 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida to a point being the intersection with the northerly extension of East boundary line of Lot 16 of Block 2 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run South along the Easterly line of said lot 16 to a point being the Northwest corner of Lot 10 of Block 3 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run East to the Northeast corner of Lot 10 of Block 3 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run South to a point being the intersection with the southerly extension of the East boundary line of Lot 15 of Block 4 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida and the centerline of the public roadway known as Sharar Avenue; thence West along the centerline of Sharar Avenue to a point being the intersection with the northerly extension of the East boundary line of Lot 9 of Block 5 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run South along the Easterly line of Lot 9 of Block 5 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida to a point being the intersection with the centerline of the public alley of Block 5 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run East along the centerline of the public alley of Block 5 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida to a point being the intersection with the northerly extension of the West boundary line of Lot 13 of Block 5 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run South along the West boundary line of Lot 13 of Block 5 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County to a point being the intersection with the centerline of the public roadway known as Dunad Avenue; thence run West along the centerline of Dunad Avenue to a point being the intersection with the northerly extension of the West boundary line of Lot 11 of Block 6 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run South to a point being the intersection of the southerly extension of West boundary line of Lot 11 of Block 7 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida and the centerline of the public alley of Block 7 of "Plat No. One Opa-Locka" according to the plat thereof as recorded in Plat Book 25 at Page 44 of the public records of Miami-Dade County, Florida; thence run West along the centerline of the public alley of Block 7 to a point being the intersection with the centerline of the public roadway known as Kalandar Street; thence run North along the centerline of Kalandar Street to a point being the intersection with the centerline of Sesame Street; thence run West along the centerline of Sesame Street to a point being the intersection of the centerline of Codadad Street; thence run South along the centerline of Codadad Street to a point being the intersection of the centerline of Sharazad Blvd.; thence run West along the centerline of Sharazad Blvd. to a point being the intersection with the centerline of Bahman Avenue; thence run northwesterly along the centerline of Bahman Avenue to a point being the intersection with the centerline of Dunad Avenue; thence run southwestwesterly along the centerline of Dunad Avenue to a point being the intersection with the centerline of Banu Street; thence run northwesterly along the centerline of Banu Street to a point being the intersection with the easterly extension of the public alley of Block 75 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida; thence run southwestwesterly along the centerline of the public alley of Block 75 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida to a point being the intersection with the centerline of the public roadway known as Perviz Avenue; thence run southeasterly along the centerline of Perviz Avenue to a point being the intersection with the extension northeasterly of the centerline of the public alley lying between Lots A and B of Block 86 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida; thence run southwestwesterly along the centerline of the public alley lying between Lots A and B of Block 86 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida to a point being the intersection with the centerline of the public alley lying between Lots B and C of Block 86 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida; thence run southeasterly along the centerline of the public alley lying between Lots B and C of Block 86 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida to a point being the intersection with the centerline of the public alley lying between Lots C and D of Block 86 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida; thence run southwestwesterly along the centerline of the public alley lying between Lots C and D of Block 86 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida to a point being the intersection with the centerline of the public roadway known as Bagdad Avenue; thence run southeasterly along the centerline of Bagdad Avenue to a point being the intersection with the centerline of the public

roadway known as Sharazad Blvd.; thence run southwesterly, southerly along the centerline of Sharazad Blvd. to a point being the intersection with the public roadway known as Sabur Lane; thence run northwesterly, westerly along the centerline of Sabur Lane to a point being the intersection with the southerly extension of the public alley of Block 102 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida; thence run northerly along the centerline of the public alley of Block 102 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida to a point of intersection with the centerline of the public road way known as Aladdin Street; thence run westerly along the centerline of Aladdin Street to a point of intersection with the centerline of Sharar Avenue; thence run northeasterly along the centerline of Sharar Avenue to a point of intersection with the centerline of Beder Avenue; thence run northwesterly along the centerline of Beder Avenue to a point of intersection with the southwesterly extension of the centerline of the public alley of Block 89 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida; thence run northeasterly along the centerline of the public alley of Block 89 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida to a point of intersection with the southeasterly extension of the northernmost boundary line of Lot A of Block 89 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida; thence run northwesterly along the northernmost boundary line of Lot A of Block 89 of "Second Revised Plat No. Two Opa-Locka" according to the plat thereof as recorded in Plat Book 34 at Page 76 of the public records of Miami-Dade County, Florida to a point of intersection with the centerline of the public roadway known as Jann Avenue; thence run northeasterly along the centerline of Jann Avenue to a point of intersection with the centerline of Golf Course Blvd.; thence run West along the centerline of Golf Course Blvd. to a point of intersection with the centerline of the Douglas Road Extension; thence South, southwesterly along the centerline of the Douglas Road Extension to a point of intersection with the centerline of the public roadway known as N.W. 135th Street; thence run West along the centerline of N.W. 135th Street to the point of intersection with the centerline of N.W. 38th Court; thence run southwesterly, southerly to a point of intersection with the centerline of the public roadway known as N.W. 132nd Street; thence run easterly, southeasterly along the centerline of N.W. 132nd Street to a point of intersection with the southwesterly extension of the northernmost boundary line of Lot 2 of Block 2 of "Lejeune-Douglas Industrial Park" according to the plat thereof as recorded in Plat Book 115 at Page 99 of the public records of Miami-Dade County, Florida; thence northeasterly along the northernmost boundary line of Lot 2 of Block 2 of "Lejeune-Douglas Industrial Park" according to the plat thereof as recorded in Plat Book 115 at Page 99 of the public records of Miami-Dade County, Florida to a point of intersection with the westerly right of way line of the Seaboard Coast Line Railroad; thence northeasterly along the westerly right of way line of the Seaboard Coast Line Railroad to a point of intersection with the centerline of the public roadway known as N.W. 135th Street; thence run East along the centerline of N.W. 135th Street to a point of intersection with the centerline of the public roadway known as Sesame Street; thence run North along the centerline of Sesame Street to a point of intersection with the centerline of the public roadway known as Burlington Street; thence run Northeasterly along the centerline of Burlington Street to a point of intersection with the northwesterly extension of the centerline of the public alley of Block 121 of "Plat No. Three Opa-Locka" according to the plat thereof as recorded in Plat Book 31 at Page 14 of the public records of Miami-Dade County, Florida; thence run southeasterly along the centerline of the public alley of Block 121 of "Plat No. Three Opa-Locka" according to the plat thereof as recorded in Plat Book 31 at Page 14 of the public records of Miami-Dade County, Florida to a point of intersection with the centerline of the public roadway known as West Drive; thence run East along the centerline of West Drive to a point of intersection with the centerline of Perviz Avenue; thence run South along the centerline of Perviz Avenue to a point of intersection with the westerly extension of the centerline of the public alley of Block 126 of "Plat No. Three Opa-Locka" according to the plat thereof as recorded in Plat Book 31 at Page 14 of the public records of Miami-Dade County, Florida; thence run East along the centerline of the public alley of Block 126 of "Plat No. Three Opa-Locka" according to the plat thereof as recorded in Plat Book 31 at Page 14 of the public records of Miami-Dade County, Florida to a point of intersection with the centerline of the public roadway known as Sinbad Avenue; thence run North along the centerline of Sinbad Avenue to a point of intersection with the centerline of the public roadway known as West Drive; thence run East to a point of intersection with the centerline of the public roadway known as Sinbad Avenue; thence run northwesterly along the centerline of Sinbad Avenue to a point of intersection with the centerline of the public roadway known as Burlington Street; thence run northeasterly along the centerline of Burlington Street to a point of intersection with the easterly right of way line of N.W. 27th Avenue as shown on the State of Florida State Road Department Right of Way Map as recorded in Plat Book 46, at page 62 of the public records of Miami-Dade County, Florida; thence run North along the easterly right of way line of N.W. 27th Avenue to a point being 55.96 feet South of the intersection of the centerline of Grantor's tracks and the easterly right of way line of N.W. 27th Avenue as shown on the State of Florida State Road Department Right of Way Map as recorded in Plat Book 46, at page 62 of the public records of Miami-Dade County, Florida; thence run N 63 20'00" E along a line parallel with and 50.00 feet southeasterly of, as measured at right angles, to the said centerline of Grantor's tracks for 844.77 feet; thence run S 26 40'00" E for 40.10 feet to a point, said point being coincident with the northwesterly right of way line of State Road No. 9, according to the aforesaid State of Florida State Road Department Right of Way Map; thence continue northeasterly along the northwesterly right of way line of State Road No. 9, according to the aforesaid State of Florida State Road Department Right of Way Map to a point of intersection with the northerly extension of the centerline of N.W. 22nd Avenue; thence run South along the centerline of N.W. 22nd Avenue to a point of intersection with the northerly boundary line of Opa Locka Canal; thence continue northeasterly along the north boundary line of said canal to a point intersecting with the East line of Section 22, Township 52 South, Range 41 East; thence run North along the East line of Section 22, Township 52 South, Range 41 East to the point of beginning. All of said land being more particularly described as Section(s) 21, 22, 28 and 29 of Township 52 South, Range 41 East, Miami-Dade County, Florida.

MIAMI-DADE
COUNTY

Public Notice

The Public is advised that **Public Hearings** will be held by the Miami-Dade County Board of County Commissioners (Board) in the County Commission Chambers located on the Second Floor of the Miami-Dade Stephen P. Clark Center, 111 N.W. First Street, Miami, Florida. On **Monday August 26, 2013 at 2:00 p.m.**, the Health and Social Services Committee will consider:

- An Ordinance establishing a Redevelopment Trust Fund for the Opa-Locka Community Redevelopment Area; providing for appropriation of funds and calculation of increment for deposit into fund; setting forth obligation to appropriate to fund and duration of obligation; providing for limited County approval of debt; providing for review of financial records and right of audit; providing finding of public purpose; and providing severability, inclusion in code, and an effective date.

On **Tuesday, October 1, 2013 at 9:30 a.m.**, the Board will consider:

- A Resolution adopting a Community Redevelopment Plan for the Opa-Locka Community Redevelopment Area and making certain findings with respect to such Redevelopment Plan.

The Opa-Locka Community Redevelopment Area is generally described as being bounded on the North by NW 151st street, on the West by the Opa-locka Executive Airport, on the South by the Tri-Rail Corridor, and on the East by a constructed storm-water lake managed by the South Florida Water Management District.

All interested parties may appear and be heard at the time and place specified above. Copies of the ordinance and resolution may be obtained from the Clerk, Board of County Commissioners, 17th Floor of the Miami-Dade County Stephen P. Clark Center.

A person who decides to appeal any decision made by the Board, Agency or Commission with respect to any matter considered at this meeting or hearing will need a record of the proceedings. Such person may need to ensure a verbatim record of the proceedings is made, including the testimony and evidence upon which appeal is to be based. Miami-Dade County provides equal access and equal opportunity in the employment and services and does not discriminate on the basis of handicap. Sign Language Interpreters are available upon request.

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