

# Opa-locka Downtown Master Plan

CITY OF OPA-LOCKA COMMUNITY REDEVELOPMENT AGENCY



SEPTEMBER 2021  
OPA-LOCKA, FLORIDA





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*\*Sadly, Alvin Burke passed away before completion of the Plan.*





# Introduction

## **This Plan started with a mission: revive Downtown.**

- The process moved forward with research and a series of deep dive interviews to define what type of revival was possible, and far more important what revive Downtown meant for Opa-locka;
- Opa-locka is a unique community that deserves a unique plan.
  - A rich history together with present day poverty and the impacts of racial injustice are equally visible;
  - Larger trends have come together to set the stage for a remarkable Downtown revival;
  - Unlike more conventional Downtown renaissance which celebrates the benefits of a booming knowledge economy which often celebrate the benefits of affluence, Downtown's revival can celebrate deeper values—melding its rich legacy with a living culture that celebrates who the community is today to create South Florida's most distinctive Downtown.
- This plan does not look at Opa-locka's future through a single lens. It is equally about economic opportunity and equity, large scale development and preserving people in place, culture and small businesses, private sector initiative and public sector leadership;
- Every resident of Opa-locka will be a partner in Downtown's revival and share in its benefits.





The Opa-locka Airport has been an important part of the City since its beginning. This picture of the Graf Zeppelin was taken in the 1930's at the airport.



# Chapter 1:

## Executive Summary



This former hotel located at the intersection of Opa-locka Boulevard and Ali Baba Avenue is important landmark in the currently and currently occupied as the Logan Professional Center and owned by the Opa-locka Community Development Corporation.



# Executive Summary

**Note.** While it is always tempting to read a Planning report by starting with the recommendations. For a community with the unique history...and future opportunities...that characterize Opa Locka, this Plan is best read starting on page 1 and moving forward. This Plan makes the case for significant new, broadly shared, opportunity for a community that has suffered from decades of disinvestment and racial injustice. Please join us in starting the journey toward a brighter future as the journey starts in Chapter 2.

**Chapter 2 sets the stage.** Following years of disinvestment, rapidly changing demographic, economic, mobility, and environmental trends point to two decades of unprecedented opportunity for Downtown revival. Projected market demand over the next decade, particularly for housing, reinforces the prospect of significant new investment in Downtown over the next two decades. Of course, without managing change through a strong equity lens, revival can lead to gentrification and displacement. With the right planning and City leadership, Downtown's revival and be fully inclusive and equitable. Past studies and deep dive conversations with a cross section of Downtown stakeholders revealed a strong consensus: Opa-locka needs a Downtown that helps build expanded opportunity and shared community for the entire City.

**Chapter 3 sets direction.** The Mission Statement talks about why Opa-locka is moving forward with Downtown Plan—to revive Downtown as a place that unlocks a new era of opportunity for the entire community. The Vision Statement talks about what the community hope to achieve: a Downtown that helps the community build a more economically competitive, equitable, livable, and resilient future. Five core goals translate this vision into the foundation for a Plan that will make a real difference:

- Make sure this Plan is real—build the necessary foundation:
- Unlock Downtown's Vibrancy:
- Embody Opa-locka's unique legacy and living culture
- Transform Downtown into an engine of expanded economic, equitable opportunity for all of Opa-locka
- Recast Downtown as an inclusive heart that invites everyone to celebrate shared community

**Chapter 4 analyses existing conditions.** The chapter also maps opportunities for change—vacant and underutilized parcels across Downtown—and discusses how to put the goals to work to move positive change forward.

**Chapter 5 – Builds on Chapters 2, 3, and 4 to unlock a new era of opportunity for Downtown.** The chapter begins with an illustrative plan demonstrating what is achievable across Downtown over the next decade and then offers a set of detailed recommendations for realizing this “Big Picture” backed up by detailed place and policy-based strategies. The chapter concludes by identifying funding sources to support the significant public investment—investment that will pay rich dividends—that will be required to move revival forward and assigns responsibility for each strategy.

**Appendices** provide additional documentation to support the Plan's recommendations and strategies.





Built as the municipal building in the newly formed City, it was designed to both inspire and excite prospective residents and businesses to come. This photo shows the building shortly after completion.



Establish ongoing P3 funding (see 1.1).



## Chapter 2: Setting the Stage



EARLY SCENE IN OPA-LOCKA

Curtis' substantial wealth allowed him to dream big in his whimsical planning of Opa-locka. Severely damaged by the 1926 hurricane, and impacted by the stock market crash of 1929 that crippled Florida development, the town was never fully completed to his vision. However, has retained several significant structures, and the overall town plan is intact.

**Opa-locka, the pinnacle of founder Glenn Curtis' themed communities, was inspired by the famed work of literature, '1001 Arabian Nights'. When completed, it included more than 100 themed buildings.**





## Quick History

Roughly 10 miles north of Downtown Miami, Opa-locka was the vision of aviation pioneer, Glenn Curtis during the robust development boom of the roaring 1920's. With fortunes made from increasingly ornate developments, Curtis envisioned an Arabian Nights themed City in South Florida. Along with architect Bernhardt Muller, he constructed 105 buildings in Moorish architecture throughout the new town with an array of domes, minarets, and exterior staircases.

When chartered in May of 1926, the new City included a hotel, zoo park, golf course, archery club, swimming pool, airport, and train station. Completing the overall theme, Curtis chose street names including Sabur, Sultan, Ali Baba, Sharazad, and Aladdin.

Unfortunately, just four months later the "Great Miami" hurricane crossed the southern half of Florida and destroyed many of the City's buildings that had only recently been completed. This was the first of multiple disasters that would cripple the state's 1920's land boom. Three years later the onset of the Great Depression significantly impacted Florida and the country.

While this would mark the beginning of many years of limited growth throughout the state, Opa-locka experienced prosperity. Curtis' vision for an airport served the City well, and shortly after the 1926 hurricane the U.S. Navy opened a base there that would provide the City stability and support growth until the base was closed in the 1950's. This closure marked the beginning of decades of disinvestment across the City.

In recent decades a series of scandals, high crime and poverty rates, and related challenges have plagued the Opa-locka which today houses roughly 16,000 people, and hindered prosperous reinvestment while much of South Florida has flourished. By 2016, handicapped with crippling debt, budget shortfalls, warnings from Miami-Dade County that the City could be shut down, and a sweeping corruption investigation by the FBI of prominent City leaders, Florida Governor Rick Scott

issued an executive order declaring the City to be in a state of "Financial Emergency." This declaration established an oversight board appointed by the Governor and required execution of a State and Local Agreement of Cooperation that would bind the City's actions as it worked to resolve its challenges.

### Looking forward.

Since then, recent City leadership and staff have worked to help rebuild the City's financial stability, decrease crime, improve perception, and help foster a community ready to embrace reinvestment.

Despite the setbacks over the past several decades, Opa-locka has significant assets that will help it in the future. Among the more notable, it has retained several of its historic Moorish-style buildings.

The Miami-Opa Locka Executive Airport, adjacent to Downtown, is the largest of Miami-Dade County's four General Aviation Airports and handles a variety of private, pleasure and business flights and is a reliever for Miami International Airport. The South Florida Regional Transportation Authority manages a Tri-Rail station in Downtown and provides access throughout Miami-Dade County and beyond.

The original grid street network is still intact, and there are large amounts of land available for redevelopment within the Downtown area. Access to multiple major roadways are also within minutes of it. And as robust growth in the housing market continues to push development pressures westward, the opportunity is there to harness this growth and guide redevelopment into Downtown.

Within Miami-Dade County, the Miami Gardens / Opa-locka sub-market have among the lowest vacancy rates for non-residential uses and are among the most affordable in the county. As residential development is harnessed, this will have a positive ripple effect and spur area business development.





HISTORIC CITY HALL

Completed in 1926 as the Opa-locka Company Administration Building, now known as historic City Hall, was designed by New York architect Bernhardt Emil Muller to be the centerpiece of the new City. Opa-locka Boulevard framed a perfect view from Ali Baba Avenue.

**Historic City Hall and Opa-locka Boulevard can be re-imaged into the vibrant heart of the City and be a destination for residents and visitors to celebrate community and support commerce.**





## Downtown Today

As noted in previous pages, Opa-locka has retained the original grid street network and several of its most notable buildings, including historic City Hall, located at Opa-locka and Sharazad Boulevards and the Opa-locka Community Development Corporation building located at Opa-locka Boulevard and Ali-Baba Avenue. Together these buildings anchor both ends of "Main Street" with their particularly strong styling.

Economically the City and its residents have been challenged for decades and roughly half of the population live at or below poverty level. For many years the City has been challenged with crime and an eroding trust in local government. These factors, among others, have contributed to the overall limited amount of reinvestment throughout the community and the growing disparity between it and other cities in Miami-Dade County.

Downtown includes a mix of single family and generally low-rise multi-family housing, commercial, industrial, government, social services and faith-based uses. Industrial uses are predominantly along Ali-Baba Avenue which generally creates the southern boundary of the Downtown area and parallels the existing rail line. The core area or "Main Street" is defined by Opa-locka Boulevard which bisects Ali-Baba Avenue and includes City and State offices, commercial, faith-based, and social service uses. To the west is the area generally known as "the barracks" which are the former barracks used by the Navy and are currently rental properties, and a combination of single-family and other aging multi-family housing. The eastern portion is primarily single-family housing and multiple blocks that comprise the Dr. Robert B. Ingram Elementary School.

There is significant investor ownership within Downtown and several entities have acquired multiple larger parcels, most notably within the barracks. According to City staff, some investor entities have expressed an interest to sell or partner

with the City on future redevelopment. This is critical in the Plan development and implementation. The State of Florida and Miami-Dade County School Districts ownership is also significant.

Building heights are predominantly single or double story. Limited exceptions include the City of Opa-locka Municipal Complex and the more recently completed Town Center housing project. The latter was developed through a partnership with the Opa-locka Community Development Corporation (CDC) and includes a second phase that will be completed at a later date. This and other affordable housing projects in the planning stages by the CDC will continue to add higher density and taller buildings within Downtown. There has been generally no additional new single or multi-family housing developed Downtown in many years and most of the housing stock appears to pre-date the 1960's. Additionally, the adjacent airport and building height restrictions imposed to comply with FAA airport flight paths will dictate maximum building height throughout Downtown to no more than seven or eight stories.

Right-of-ways within Downtown appear to generally be 60-feet in width, and allow opportunity for streetscape improvements. Opa-locka Boulevard and Ali-Baba Avenue have curb and gutter, sidewalks, and on-street parking however, the remainder of Downtown does not. There are generally no sidewalks or pedestrian lighting within Downtown. These, a lack of canopy coverage, clearly defined pedestrian crossings, and limited parking control for residential properties are all deterrents to pedestrian use and safety. Utility lines are overhead, and combined with the irregular and limited parking beyond the core may be challenging in some areas for planting canopy trees without major streetscape replacement projects.

An underutilized asset within Downtown is the Tri-rail station located on Ali-Baba Avenue. With



nearly two dozen north and south bound departures each weekday and with a modified weekend schedule, this will be a significant benefit as a readily accessible and easy mode of transportation to employment centers, and other goods and services beyond the City that have rail access or cost effective and efficient connectors.

Within the Downtown area, there is a noticeable absence of national or regional chain stores, restaurants and services. Over the decades the City has become associated with its prevalence of industrial and auto-related commercial uses. Ensuring future industrial development occurs in areas that do not jeopardize Downtown redevelopment and diversifying opportunities for employment and accessing goods and services is critical.

Ali Baba Avenue includes the greatest amount in Downtown, although some of this may be transitioning or will likely transition to

entertainment uses in the future as newer industrial development is built outside of Downtown.

Through community conversations, most residents seem to leave Opa-locka for the majority of their needs including groceries, recreation and leisure, and healthcare.

Beyond Downtown and adjacent to its western boundary is the Miami Opa-locka Executive Airport, a reliever for Miami International Airport, and also more recently an Amazon fulfillment center, in addition to other large industrial properties. The airport is a key asset for Downtown and the City in general.

Within a few miles of Downtown is easy access to I-95, the Florida Turnpike, and I-75. The existing industrial uses, airport, and major transportation routes position the City for strong future opportunities.

#### DOWNTOWN MASTER PLAN AREA



Ali-Baba Avenue and Opa-locka Boulevard will be the anchor intersection in the redeveloped Downtown.



Former barracks area in the Downtown West area. Residential properties in this area are generally single-story multi-family rental properties and single-family residential properties.



Downtown East includes single-family residential, multi-family residential, educational, commercial, and industrial uses.



**"GREAT CITIES AND REGIONS START DOWNTOWN. NO CITY OR REGION CAN SUCCEED WITHOUT A STRONG DOWNTOWN, THE PLACE WHERE COMPACTNESS AND DENSITY BRING PEOPLE, CAPITAL, AND IDEAS INTO THE KIND OF PROXIMITY THAT BUILDS ECONOMIES, OPPORTUNITY, AND IDENTITY. DESPITE A RELATIVELY SMALL SHARE OF A CITY'S OVERALL GEOGRAPHY, DOWNTOWNS DELIVER SIGNIFICANT ECONOMIC AND COMMUNITY IMPACTS ACROSS BOTH CITY AND REGION. DOWNTOWNS SERVE AS THE EPICENTER OF COMMERCE, CAPITAL INVESTMENT, DIVERSITY, PUBLIC DISCOURSE, AND KNOWLEDGE AND INNOVATION..."**

**"U.S. DOWNTOWNS STAND POISED TO CONTINUE BUILDING THEIR ECONOMIC AND POLITICAL PROMINENCE TO MATCH THEIR CULTURAL AND HISTORICAL VALUE."**

**- THE VALUE OF U.S. DOWNTOWNS AND CENTER CITIES (2019)**  
**INTERNATIONAL DOWNTOWN ASSOCIATION**



# Foundation for Change

## A Note About Covid:

### We've been here before.

In the midst of the Coronavirus pandemic, heavy clouds hang over words like "density" and "urban". These same clouds took shape in the aftermath of 9/11, when influential articles like a Blueprint for a Better City (Wired, December 1, 2001) proclaimed "Density Kills", and called for a return to safer suburbs. Just recently, the governor of one of America's largest states publicly questioned whether his state needed to explore lower density models for growth in the aftermath of COVID-19.

Yet density and the lively interaction it brings to urban life has been foundational to the plans so many of us continue to work on—and in many cases are about to publish. We learned important lessons from 9/11—one of which was to enrich our approach to creating increased densities and great urbanism, but not lose sight of our long-term goals of creating more livable, equitable, and resilient communities.

As we continue to plan today in an era of social distancing, we need answers to three critical questions:

- Will all the work we have put into the plans we are working on - and the considerable community engagement they were grounded in still matter?
- Will the pandemic have taught us critical lessons that will continue to be relevant in the post-pandemic world?
- Can we integrate these lessons into the planning work we have been doing and should we continue to move forward?

The answer to all three questions is a resounding **YES!!!**

Our message to our communities - and perhaps the first page of every post pandemic planning report - should explain: COVID-19 has revealed critical lessons that can enrich our urban planning.

**We need to create more opportunities to enjoy nature.** The most often noted positive change in our cities due to the pandemic—whether sampling Twitter or talking to friends and colleagues in Boston and other cities across North America – is that fewer cars on the road means the air has become significantly clearer. And a close second – as we spend less time in our cars, many of us report rediscovering how much taking a walk in nature renews our spirits and nurtures our soul.

**We need to create healthier communities** by paying more attention to what science and data tell us about the outcomes of our plans. The reality is that the health, social, environmental, and economic benefits of density far outweigh the risks, and we need to make this case to our communities and be far better prepared for those risks.

**We have to redouble our efforts to address inequity.** The pandemic's toll, measured in health and economic impacts, has been far greater for people of color and those living in poverty.

Even in the midst of an unfolding tragedy, we cannot afford to lose sight of "the new norm"—the fundamental realities that will continue to forge a more urban future for our communities over the next decades. These fundamental realities began well before the pandemic and will continue well after this crisis has passed.



## Transformational Trends

As the developed world grows younger and older and its economic focus shifts toward knowledge industries, demand is rising for a new generation of walkable urban places to better position community response to markets and to compete for knowledge industry workers, jobs, and investment. As market values for denser, mixed-use, walkable, urban environments rise – relative to strip retail centers and outmoded office parks – suburbs and small-town Downtowns are emerging as the next urban frontier. From Miami to Palm Beach, South Florida's continued redevelopment eastward is responding to this demand.

While this next generation of urban places relies primarily on private investment, ironically it places new emphasis on civic leadership and public/private partnerships. In an era of growing income disparities new or renewed urban places require a conscious focus on equity to avoid creating a generation of "gated Downtowns" and displacing those that already call an area home. To achieve their promise as the civic, economic, and social heart of community life, these urban places are shaped by principles inspired by traditional Main Streets but adapted to the very different scale and development realities of the 21st century:

**Above all, they're walkable** - distinguished by lively sidewalks, animated by a wide variety of amenities that invite people to walk.

**They connect to their community at many levels**  
- by bike, on foot, by transit—and by the dominant mode of the next two decades—autonomous mobility.

**They enjoy a multi-layered public realm** - from "active" squares to places of quiet reflection together with civic spaces.

**They are inclusive and offer a diverse mix of choices** - for living, working, shopping, and playing, geared to diverse lifestyles.

**They are authentic** - defined by the living culture and ecology that distinguish a community.

National trends are changing the way we look at the future of our local Downtowns. Three major disruptor's are leading this and will continue to impact the next generations.

HISTORIC CITY HALL AFTER RESTORATION



## Demographic Opportunity

### Changes in household composition and preferences promise new growth, and new challenges, for Downtown.

After decades in which households with children dominated US housing markets, fueling the move from cities to suburbs, North America's underlying demographics took a dramatic turn in the early 2000s. The share of households with children has declined to less than one-quarter of all households across North America, fueling a rapid resurgence in Downtowns and nearby urban neighborhoods. This trend will accelerate sharply over the next two decades.

Housing markets are shaped by household growth. Harvard's Joint Center for Housing Studies reported in 2019 that through 2028 more than 80% of net new households will consist of singles and couples without kids—a figure projected to remain steady across North America for the next two decades. As a direct result, through at least the early 2040s, US housing demand will favor more walkable, urban choices than at any point since before the Great Depression. Across the US, housing represents roughly two-thirds of all real estate development. Growing demand for multifamily housing and row houses will contribute to unprecedented potential for the growth of Downtowns and nearby walkable, mixed-use neighborhoods.

Note: a deeper dive into the data also reveals a sharp reversal of the previous dynamic which more affluent households fled from cities to the suburbs. Households in the top 40% by income have been moving into urban centers in growing numbers while those in the bottom 60% by income have been moving out. These trends are driven in part by housing values, which have been rising much faster in cities than suburbs across the US since 2000.

The Covid-19 pandemic is also driving unexpected growth to the Sunshine State. As employees and employers alike adapt to working remotely, Florida's lack of state income tax and year-round warm climate is prompting an influx of new residents relocating from northern and higher tax states to Florida.

Miami is transitioning from an international travel destination to what may be one of the next tech hot spots in the U.S. As tech companies continue acquiring property and leasing office space in Miami's coastal business districts, greater demand will likely be placed on the already costly high-rise neighborhoods surrounding them. The influx of relocating high earners and high skill and high wage jobs in these areas will push existing and lower earning residents further eastward.

#### Key Lessons:

- The next two decades will represent an unprecedented opportunity for Opa-Locka to leverage accelerating demographic trends to attract a new generation of investment to Downtown. However, it is critical to note that the growing demand for Downtown living is closely tied to qualities like walkability; a diverse variety of food, culture, and entertainment options; and authentiCity that celebrates a community's living culture.
- Opa-locka is well positioned to provide these "amenities". With the right planning the City can focus new housing within a short walk of Opa-locka Boulevard and provide the critical mass of people to support emerging entrepreneurs, local artists, and others who can bring Downtown to life in a manner that embodies Opa-locka's living culture.



- At the same time, the growing preference among affluent future residents for urban living represents a warning sign that strong intervention will be needed to ensure Downtown's redevelopment maintains and expands economic diversity. A better Downtown must not come at the cost of displacement anywhere in the community.

## Economic Imperative

### In the new economy, Downtown will become even more critical expanding local and regional economic opportunity.

US census data indicates that workforce growth has dropped by roughly 50% compared to the decade before 2010, and the US workforce is expected to grow even more slowly in 2040 than it did in 2010. This labor shortage is sharply increasing competition between regions for skilled, creative and educated workers.

According to research from the International Downtown Association (IDA), a vibrant Downtown is one of the most potent tools a region can wield in the competition to attract and retain talent. This fact has also been underscored by the Brookings Institution, which notes that jobs and investment are increasingly flowing to regions with vibrant core Downtowns and lively nearby walkable, mixed-use neighborhoods.

Centrally located in Miami-Dade County and one of more than 30 municipalities that comprise it, Opa-Locka is part a large network of economic opportunity and competitiveness. Without a strong Downtown, Opa-Locka will face an increasingly difficult struggle to attract business and talent in the knowledge industries that define the new economy. And perhaps most important, attracting talent in knowledge industries like professional, scientific, and technical services has an impact far beyond employees in those fields alone. A 2019 study by the Economic Policy Institute shows that jobs in these fields have a high "multiplier" –

each job generated in a knowledge field spins off employment in other sectors. For example, the City of Buffalo, New York estimates that each new knowledge industry job produces five additional jobs in other fields – many of which provide a strong chance for upward mobility.

### Key Lessons:

- A strong Downtown will be vital for Opa-Locka's success in competing for the knowledge industry jobs that in turn are central to expanding job opportunities for the full spectrum of Opa-locka's diverse population.
- As traditional industrial jobs disappear, the alternative is increasing reliance on low-wage service industry and similar jobs that offer limited opportunities for upward mobility.

## Mobility Disruption

### New ways to get around will change American cities – and benefit Downtown.

In the 20th century, American cities were fundamentally reshaped by the widespread adoption of the private automobile. Now, our cities are on the cusp of adopting new transportation technologies that promise to be equally disruptive. The first wave of change has already arrived in the form of mobility-on-demand, which encompasses ride-sharing services like Uber and Lyft, and micro-mobility services like e-scooters and bike share. Mobility-on-demand is already steadily increasing the convenience and decreasing the cost of living and working in dense Downtown areas.

The next waves of transportation technology promise even larger benefits for Downtowns. First, over the next fifteen years, will be the rise of connected vehicles. Connected vehicles won't drive themselves, but they will self-park far more efficiently than human drivers – potentially



increasing capaCity in current garages by 20% to 30% and minimizing or avoiding the cost of providing expensive parking structures to support denser Downtown development. Roughly a decade later, truly autonomous vehicles will likely be widely adopted. With the rise of autonomous vehicles, residents of dense Downtown areas that offer the density of passengers and destinations to support shared autonomous vehicles (SAVs) will be less dependent on owning their own vehicles. A household that can shift from owning two to one vehicle can readily save \$10,000 -14,000 per year (2021 \$'s), which in turn becomes a subsidy for living in or near Downtown.

#### **Key Lessons:**

- Minimizing investment in new parking facilities by using existing facilities more efficiently has always made sense—and will make even more sense as connected and autonomous vehicles become the new normal.
- A reduced need for additional parking facilities over the next two decades, coupled with the availability of existing facilities for redevelopment, will offer an unprecedented opportunity to increase Downtown's density and reduce the costs of achieving the compact critical mass that supports a more robust Downtown.

risk to Downtown and all of Opa-Locka, this risk should not be viewed in isolation. Goals like building Downtown's prosperity, sharing this prosperity across the community, and creating a more vibrant heart that brings everyone in this diverse community together remain undiminished in their importance.

The most immediate challenge is not rising sea levels per se, but a perception that Opa-Locka may be prepared and therefore represents a relatively riskier place to invest than other South Florida locations. The key is to be proactive. In addition to regional initiatives, strong local government leadership will be critical—including commitments to expansion of green stormwater infrastructure, creating additional green spaces that can capture and hold flood waters—while also serving as valued parks, providing assistance to ensure that local businesses and residents can remain resilient in the face of periodic storm events, and similar steps will enable Opa-Locka to adapt to a changing climate and build confidence among potential investors. In fact, a more resilient Opa-Locka can emerge as a greener and more walkable Opa-Locka—particularly Downtown.

## **Climate Change**

**For Opa-locka, like many other communities, focusing growth toward a walkable Downtown offers the best opportunity to reduce the City's per capita emissions footprint and support local efforts to slow climate change.**

Like all Opa-Locka—and much of South Florida and coastal North America—Downtown will face growing threats from rising sea levels over the coming decades. Nearby sea levels are expected to rise by roughly one to two feet over the next three decades according to the Union of Concerned Scientists. While rising sea levels represent a highly tangible





# What We Have Learned

## Engagement

**The City and its residents have endured many difficult challenges over the years. Frequent turnover in City leadership and a perception of little forward momentum from previous initiative have taken a toll. There seems to be a general sense of disconnect by residents and businesses.**

**Stability and consistent follow through in implementation will be critical to the Master Plan success.**

**The City and CRA leadership recognize these challenges of the past, and are beginning the long, hard process of building a new era of trust.**

Continuing to build trust is essential. The consultant team heard comments from local business and residents alike about past the years the community may have become accustomed to the City beginning new initiatives that led to nowhere. They have seen "fresh starts" before. Every step of Downtown's revitalization

will require a focused effort to engage the full spectrum of the community—starting with Downtown stakeholders and extending to the full Opa-locka community whose political support will be essential to unlock Downtown's full potential. As a start, residents, businesses, partner organizations, City staff, and elected officials need to believe in the vision for Downtown and remain consistent in their focus to realize it.

The project team conducted a variety of "deep dive" interviews with Downtown stakeholders; meetings with representatives of community organizations, property owners, potential investors and developers; and others with an interest in Downtown's future.

One common thread came through:

### Downtown Opa-locka has opportunity!

As one long-time entrepreneur with ventures throughout Miami-Dade County, and in Opa-locka put it:

*"I see Opa-locka the way Miami Beach was in the 1970's, the Design District in the 1980's, and Wynwood in the 1990's .... I'm very bullish on Opa-locka".*

To achieve this promise, and the necessary community support it will be critical that the CRA and City implement a well-developed communication plan, and that there be consistent and inclusive community engagement, including with City staff and elected officials.

Most importantly, they will need to be a part of it.



*With the support of the CRA, the Opa-locka CDC included the project team in the inaugural Juneteenth event to discuss the Downtown Master Plan with attendees. The Carrie Meek Foundation sponsored participation in this as part of their community outreach efforts.*



## What We Have Heard

### Downtown's Goal:

**Downtown is an active destination for residents and visitors. Attractive streets are lined with locally owned restaurants and shops, and routinely filled with community events, activities, and festivals. Downtown is a place of celebration, enjoyment, and leisure.**

### Downtown Wants:

**Downtown wants the uses, activities, and allure that make it a destination.**

- Restaurants
- Retail shops
- Events and activities
- Attractive landscape
- Festive lighting
- LOCALLY owned
- Mixed-housing
- More use of Tri-rail
- Diversity
- Improved aesthetics
- Identity & branding
- Vibrancy
- Communication & promotion
- User-friendly City
- Restored historic properties
- Safe parking
- Affordability
- Relevant to Opa-locka
- User-friendly City
- Streamlined permits
- Business & development resources
- Engaged leadership
- Ownership opportunities

### Downtown Doesn't Want:

**Downtown wants to change certain things to help realize the vision, and is concerned about others.**

- Crime
- Broken promises
- Empty storefronts
- No activities
- Bad perception
- Scandal or corruption
- Disrepair at Historic City Hall
- Gentrification
- National chains
- Street flooding





# Market Demand

## Market Says...

### Miami Dade Context:

- Strong growth economy: Pre-pandemic, South Florida represented 1/3 of the State's GDP with Miami-Dade County at 15.74% of total Florida GDP.

### Pandemic Impact:

- Between 2021 and 2025, population growth is forecast to average 1.36%, much from net migration;
- Aging population is growing but so are those under 17 and 25 - 39;
- Retail, Industrial, and Commercial sectors are still in some turmoil.

### Housing is a Key Driver for Downtown:

- The housing market has proven resilient with steady growth in documentary stamp tax revenues indicating increasing values and new construction.

Miami-Dade County's lack of housing affordability in homeownership and rentals will continue challenging residents in upcoming years.

According to a recent report by the Creative Class in partnership with Florida International University and the Knight Foundation - "Miami's Housing Affordability Crisis", Greater Miami is among the top 15 most expensive metro regions in the United States, has among the most cost-burdened homeowners, and has the most cost-burdened renters in the nation.

The lack of homeownership affordability will continue to fuel the rental market. Greater Miami is currently among the top 10 large US metro markets in terms of the proportion of renters to homeowners, and more than 50% of these are cost burdened.

The need for affordable, workforce and moderate market rate residential rental units is acute.

Therefore, the market demand projections developed by Carras Community Investments has focused on rental housing as the primary residential demand.

This does not mean all future residential units should be rental ... residents desire homeownership options too. The projected 2,000+ residential units identified as feasible for Downtown in the upcoming years may be any combination of rental and for-sale units however, the critical consideration must be affordability.

A core takeaway of this Plan should be the need for integrated mixed-income and mixed-use housing.

In the Funding Models section included in the Appendix, Carras Community Investments has identified four different incentive models to support both affordable rental and for-sale, and market rental and for-sale housing units.



## Housing demand will be the key driver in Downtown redevelopment.

<b>Housing:</b>	<ul style="list-style-type: none"> <li>Homeownership values are projected to rise in Miami-Dade to over \$450,000 by 2025 (or sooner);</li> <li>Strong demand for affordable housing in both rental and homeownership;</li> <li>Miami-Dade leads the country in cost-burdened households for rental housing - i.e. paying more than 30% of gross income for housing;</li> <li>Continued in-migration will be a key driver to demand for housing.</li> </ul>
<b>Housing Rental Sector:</b>	<ul style="list-style-type: none"> <li>2021 to 2027 estimated demand for rental apartments in Miami-Dade County is 33,200 units;</li> <li>Currently there are 10,100 units under construction;</li> <li>The total needed to achieve a balanced market in 2027 is 23,100 units;</li> <li>Assuming 50% of new rentals will be in the City of Miami (historically accurate), the remaining 11,550 units will be in Miami-Dade.</li> </ul>
<b>Opa-locka Downtown Capture:</b>	<ul style="list-style-type: none"> <li>Downtown Opa-locka could reasonably capture 10% of the Miami-Dade balance;</li> <li>This demand results in 1,115 market units over the next six years;</li> <li>Affordable housing demand in Opa-locka can support an additional 900 affordable units over the next six years;</li> </ul> <p><b>Downtown Opa-locka could feasibly support 2,000+ mixed-income housing units in the upcoming years.</b></p>

## Restaurant, retail and other uses will be largely created as a result of new residential.

<b>Retail:</b>	<ul style="list-style-type: none"> <li>Within county submarkets, the combined vacancy rate ranged from 20.3% in Downtown Miami to 1.5% in Miami Gardens / Opa-locka;</li> <li>Market rents for combined retail space ranged from a high of \$80.83 / SF in Miami Beach to \$23.62 / SF in Miami Gardens / Opa-locka.</li> </ul>
<b>Office:</b>	<ul style="list-style-type: none"> <li>Office market vacancy rate rose 30 basis points (bps) from 2019: Q2 to 9.3% in 2020: Q2. Steady increases have been generally seen since.</li> <li>The lowest vacancy rate was in Miami Gardens / Opa-locka of 1.3%</li> </ul>
<b>Industrial:</b>	<ul style="list-style-type: none"> <li>The Miami-Dade industrial / flex space market has continued to weaken;</li> <li>The pandemic may be a boon to demand for warehouse space;</li> <li>Rates ranged from a high of \$18.63 / SF in South Central industrial submarket to \$9.17 / SF in Hialeah / Miami Gardens / Opa-locka.</li> <li>Industrial are not programmed and should not be developed Downtown, but are a source of employment and should be understood for the overall City</li> </ul>



## Innovation District

Since the Great Recession, we've witnessed a rise of a new urban model coined "innovation districts" take shape across the country. They are generally physically compact areas, transit-accessible, and offer a mix of housing, retail and office, and are spurring new business incubators, accelerators, and start-up's. These areas represent the fusion of educational institutions, technology, innovation, creativity, diversity, and mixed-use development.

Innovation districts create a supportive network of creatives - those willing to take risk as they explore and develop ideas that accelerate commercialization.

The CRA is building the framework for the next South Florida innovation district that will be adjacent to Downtown in the Opa-locka Commercial Area. Roughly 100 acres of generally light and heavy industrial, this area is incompatible with the largely residential surroundings and has suffered from years of disinvestment. The CRA sees this as an opportunity help correct past years of poor zoning and economic challenges by transforming this area.

The vision includes creating a small business / technology incubator program that will facilitate educational programs and provide entrepreneurship courses and resources to promote organic job creation and business retention. The former Opa-locka Police Department could become a technology and innovation center and staff have begun conversations with Miami Dade College, the Opa-locka CDC, and the Beacon Council about the possibility of cultivating training programs. Future updates to existing zoning regulations that would enable more innovative and tech-based businesses and mixed-use commercial

development will provide the regulatory framework to allow this.

Downtown and the future Innovation district will be mutually beneficial and together can dramatically shape future opportunities for Opa-locka residents.

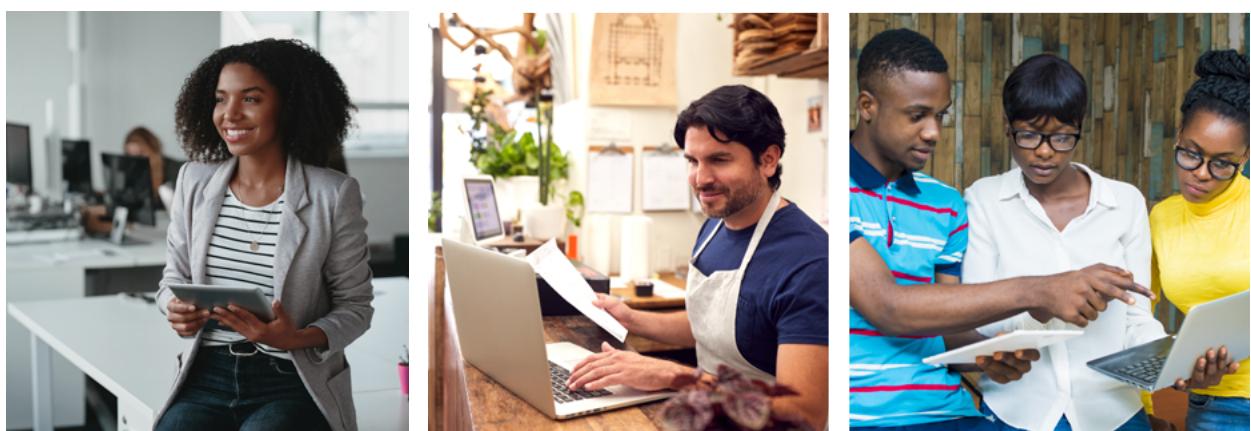
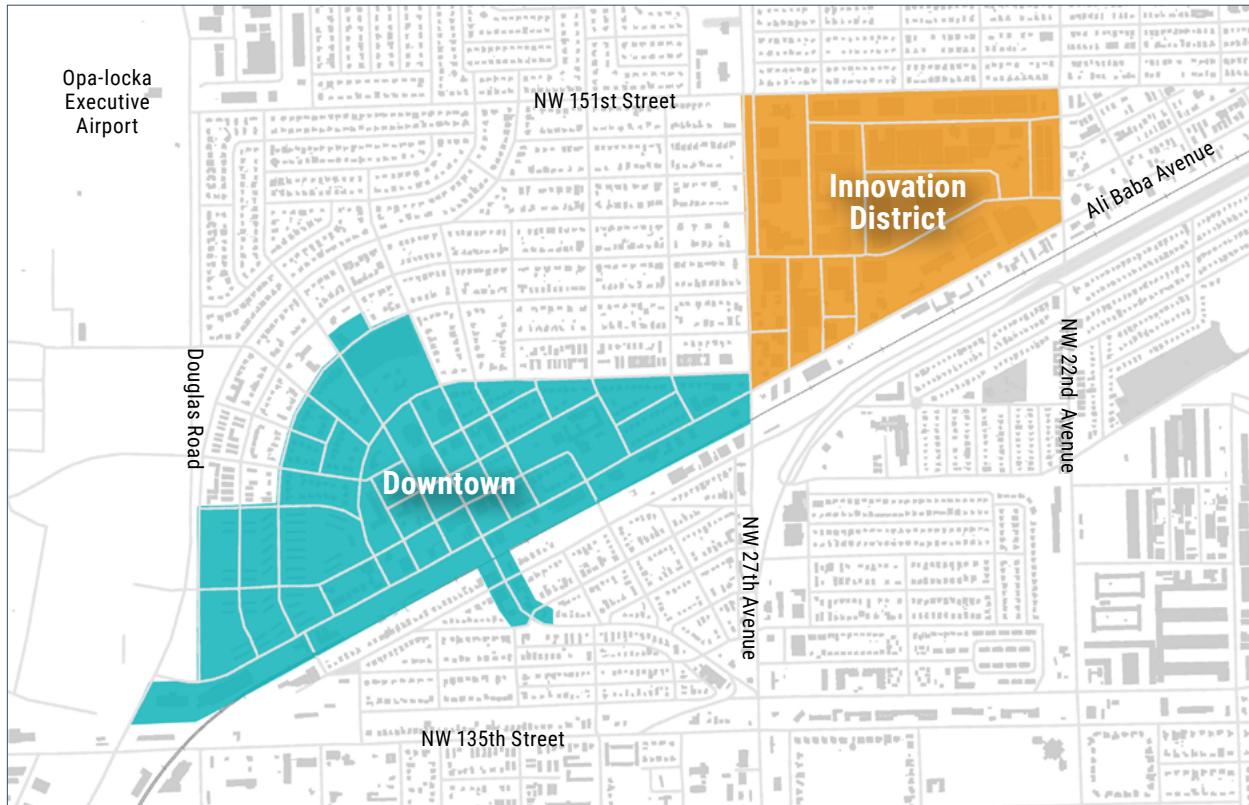
### Three keys to developing an Innovation District:

1. Affordable rent in buildings with large, open floorspaces; start-up's take risk and have limited resources - the ability to find cheap or affordable rent in buildings with large unobstructed floorplans offer the flexibility to create.
2. Attract creative and energetic talent; innovation is derived from the synergistic relationship between people - talent attracts talent.
3. Area amenities; talent wants diversity, a range of housing, things to do - places to gather, socialize, and recreate, they seek an urban context with ease of transportation - they seek what Downtown Opa-locka can become.

As the Downtown Master Plan is implemented, it should be seen as complimentary and supportive of the innovation district.



**The redevelopment of Downtown will help in attracting investment and talent to the innovation district. Combined, these two areas can reshape the future opportunities for Opa-locka residents.**



The historic train depot remains a local landmark in the City's history. Adaptive reuse of it and a local historic landmark designation should pursued to protect this asset.





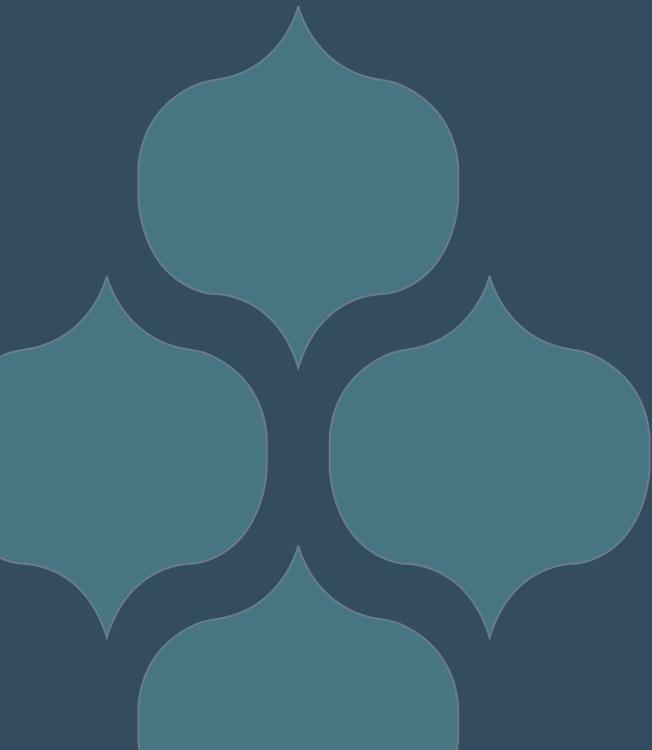
## Chapter 3:

### Setting Direction



## Mission Statement

**DOWNTOWN OPA-LOCKA HAS A RICH AND UNPARALLELED HISTORY IN SOUTH FLORIDA. WE WILL BUILD ON DOWNTOWN'S STRENGTHS TO LEAD THE CITY INTO A NEW ERA OF SHARED OPPORTUNITY. DOWNTOWN WILL BE A PLACE THAT INVITES EVERYONE TO LIVE, WORK, PLAY AND INNOVATE TOGETHER.**





## Vision Statement

A PERIOD OF UNPARALLELED DEMOGRAPHIC, ECONOMIC, AND TECHNOLOGICAL CHANGE HAS UNLOCKED AN UNPRECEDENTED OPPORTUNITY FOR DOWNTOWN OPA-LOCKA TO LEAD THE CITY TOWARD A MORE **ECONOMICALLY COMPETITIVE, EQUITABLE, LIVABLE, AND RESILIENT FUTURE.**

**EQUITY WILL REPRESENT AN ESSENTIAL COMPONENT OF EVERY STEP FORWARD.**





# Values

## Downtown Core Values

There is great opportunity ahead for Downtown to become the vibrant heart of the City. Through community conversations we heard many similarities in the concerns people have today and the wishes they have for the future. These resonate strongly and have been fundamental in developing the Plan goals, strategies, and implementation recommendations.

These values and ensuring that redevelopment actions Downtown are aligned with them is fundamental in achieving a community centered Downtown.

**Equitable:** ensuring opportunity exists in all aspects of Downtown's redevelopment for the community to participate in and benefit from.

**Economic Mobility:** increasing financial stability and the opportunity to build wealth through employment, small business development, and entrepreneurship.

**Affordability:** providing a range of housing choices that are affordable to current and future residents that will help to create a vibrant, mixed-income, and diverse Downtown.

**Reflects the Local Community:** locally owned businesses providing goods and services, and participating in the programming of special events and activities that attract the local the community.

**Health & Safety:** creating a Downtown that promotes and supports a healthy and safe environment including parks and greenspace, efficient stormwater management, safe walking and biking options, and low crime.

**A Renewed Heart for the Community:** redeveloping Downtown in a way that embraces all who live or work in the City to have a sense of ownership over its success and feel welcomed and important in its future.





# Goals

## Goals for Success

The following goals translate the mission, vision, and values into tangible direction for shaping recommendations and corresponding implementation strategies.

### 1. Make sure this Plan is real - build the necessary foundation:

- 1.1 Strong stakeholder support for Downtown revival;
- 1.2 Essential City leadership, capaCity, and funding to support the plan;
- 1.3 The right community, private, and public partners to implement the plan.

### 2. Unlock Downtown's Vibrancy:

- 2.1 Robust real estate and business development;
- 2.2 An animated, inclusive public realm;
- 2.3 State-of-the-art mobility (and parking).

### 3. Embody Opa-locka's unique legacy and living culture:

- 3.1 Full commitment to preserving historic buildings and giving renewed life to a rich legacy;
- 3.2 ...and to celebrating the community's living culture.

### 4. Transform Downtown into an engine of expanded economic, equitable opportunity for all of Opa-locka:

- 4.1 Infrastructure that helps launch new prosperity;
- 4.2 Support for businesses and entrepreneurs;
- 4.3 Equity that makes affordable housing and shared economic opportunity central to shaping Downtown's future.

### 5. Recast Downtown as an inclusive heart that invites everyone to celebrate shared community:

- 5.1 Mixed-income housing;
- 5.2 Inclusive economic Opportunity;
- 5.3 A Downtown that is safe and welcoming for all;
- 5.4 Common ground.



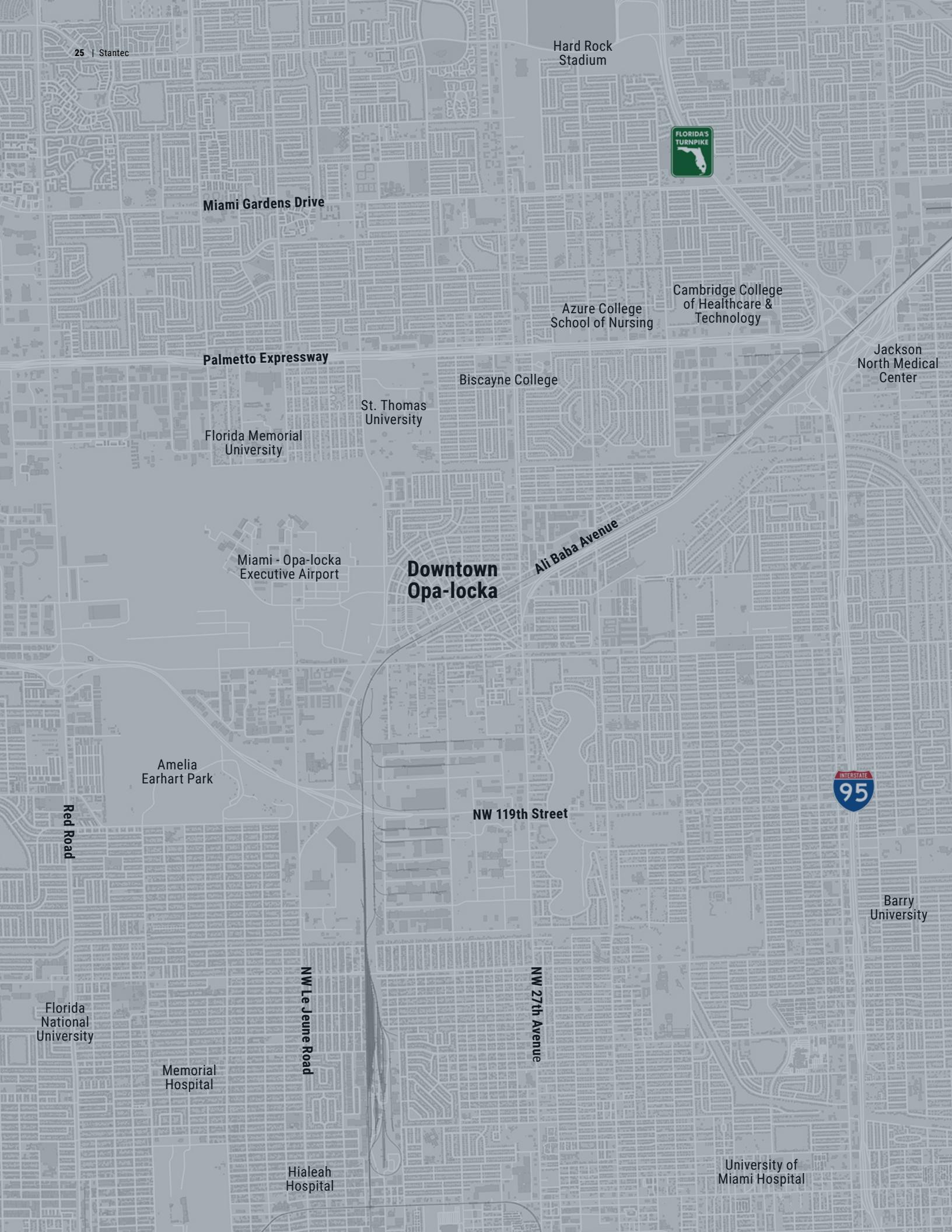


Sharazad Boulevard at the intersection of Opa-locka Boulevard and historic City Hall is a defining area in Downtown and should be celebrated with enhanced streetscape improvements, pedestrian connections, and frame historic City Hall.



## Chapter 4:

# Downtown 2020 Existing Conditions





## Overview

### Downtown was designed and built to be an iconic community with a traditional urban framework.

A modified street grid system remains intact and provides connections from the central business core to the adjacent residential neighborhoods and nearby primary corridors. Commercial, civic, residential, and recreational uses are all found within Downtown, although it lacks the business activity or critical density to support a vibrant Downtown. Aging public spaces and limited events or programs do little to attract residents or visitors, and the iconic historic City Hall reflects the deterioration Downtown has experienced in recent decades. Roughly 165 acres in size, strategic redevelopment can reshape Downtown Opa-locka into the vibrant urban community and destination it wants to be.

Ali Baba Avenue is one of three primary connectors Downtown and spans from NW 37th Avenue to NW 27th Avenue, and generally parallels the Tri-rail line. Opa-locka Boulevard, centrally located and creating the "Main Street," bisects Ali Baba and extends north to historic City Hall. Sharazad Boulevard is a gracious curvilinear roadway that connects Ali Baba Avenue to NW 27th Avenue. Both Ali Baba Avenue and Opa-locka Boulevard include curb, gutter, sidewalks, and parallel parking.

Beyond those three, streets in general have 60-foot right-of-ways, and generally do not have curb and gutter, sidewalks, on-street parking or any pedestrian scale lighting. Although the grid street system is ideal for walkability, the existing conditions and lack of shade and safe pedestrian crossings deter pedestrian use.

Downtown benefits from the existing Tri-rail station and this will be an increasing asset as redevelopment occurs. The area also includes a bus circulator to help support transit usage. There are no bike lanes and currently no e-scooter or other alternative modes of transportation.

Most buildings within the Downtown are single or two story with limited exceptions including the City Hall Municipal Complex and the Town Center senior housing project. In general, buildings are in fair to poor condition and illustrate an overall lack of investment in the City. Due to the adjacent airport, building heights generally cannot exceed seven or eight stories.

Anchoring Downtown on the north is historic City Hall and Sherbondy Park which are located at the terminus of Opa-locka Boulevard. Architecturally this is a magnificent building that has been well documented over the years and remains in spirit a source of pride for residents. The building condition however is poor and is currently vacant while the City develops a rehabilitation program. This is the most significant piece of Moorish architecture remaining in the City and securing funds for stabilization and rehabilitation is one of the most urgent challenges to be undertaken.

There has been some more recent investment over the last decade or so, including phase one of the Town Center, a six story affordable senior housing development completed in 2014, the current municipal complex completed in 2004 and purchased by the City in 2015 and rehabilitation of a commercial property at the intersection of Opa-locka Boulevard and Ali Baba Avenue completed in 2020.

The Opa-locka CDC has been the most active entity developing affordable housing within the City and has future plans in Downtown for phase II of Town Center and two additional projects in close proximity.

Several Downtown blocks are owned by the State of Florida, Miami-Dade County School District, and New Fellowship Baptist Church.

There is limited restaurant and retail use Downtown and most of the commercial uses are auto related and located along Ali Baba Avenue. There are multiple medical offices and social services within



the area, underscoring the overall physical health and economy of the community. Industrial uses are also present along Ali Baba Avenue within Downtown.

There are two multi-block areas of single-family residential that generally date to the 1940's, 1950's, and 1960's. Multi-family residential is primarily located on the west end and much of this is the former barracks that were used as a Navy base.

Downtown zoning is generally consistent with existing land uses. The future land use classifications are varied throughout and include multiple classifications on single block.

There are also multiple overlay districts Downtown that make it difficult to clearly understand development potential. A more concise overlay and

development matrix will be important in aiding future developers understand potential opportunities.

Property ownership data indicates several entities have been assembling parcels over the years and more recently, some have expressed interest in selling to, or partnering with the City to redevelop. There are also several larger parcels that are underutilized as surface parking lots or entirely vacant.

Utilities are generally overhead and there is indication of stormwater management challenges.



Improvements have recently been made to the western portion Ali Baba Avenue as part of the City's ongoing street improvement project.



Opa-locka Boulevard and its view framing historic City Hall will become the Main Street of Downtown. Infill and redevelopment of properties along it and streetscape/public realm improvements will enliven this as a destination.



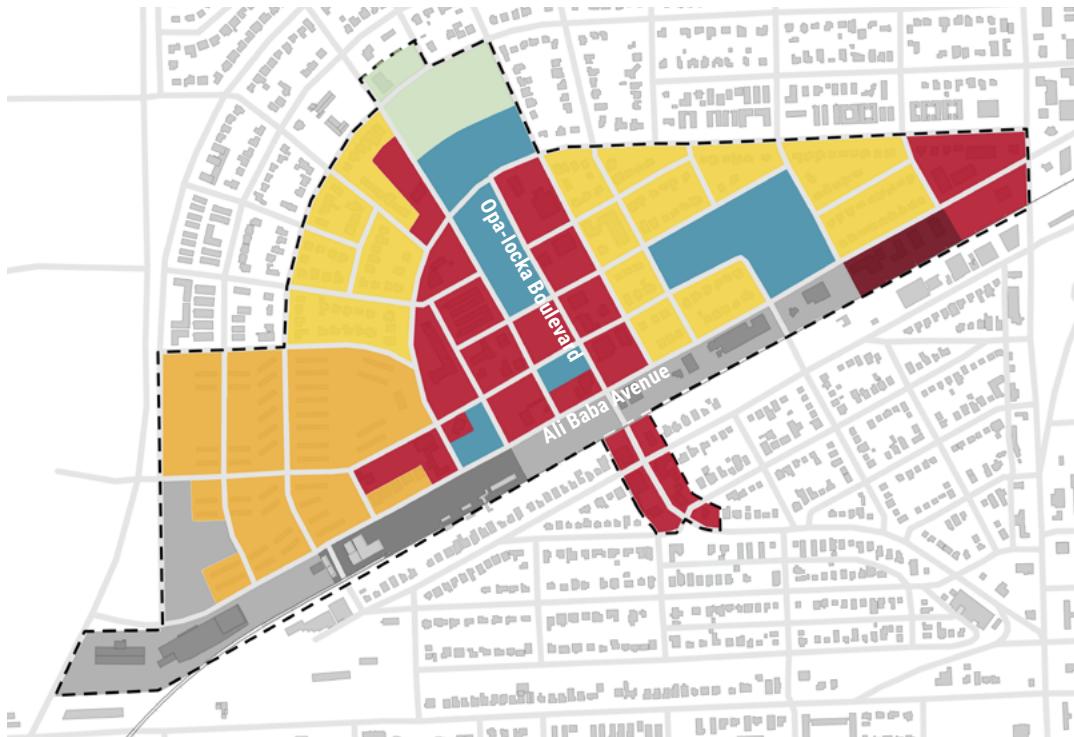
Ongoing pavement projects are continuing in Downtown, and in some areas with the addition of sidewalks. This should continue, and be enhanced with sidewalks, lighting, and shade trees.





## Land Use: Zoning

**Overview:** much of the existing Downtown zoning generally supports the overall land use goals. Some rezoning, primarily on the western portion of Downtown will be required to implement the Plan. Adoption of the Historic Downtown Overlay would provide relief in certain circumstances and additional development standards where needed for the three primary zoning categories that will be used. This overlay would work in conjunction with the rezonings identified in Chapter 5, and also allow a large portion of Downtown to meet the Plan goals without rezoning.



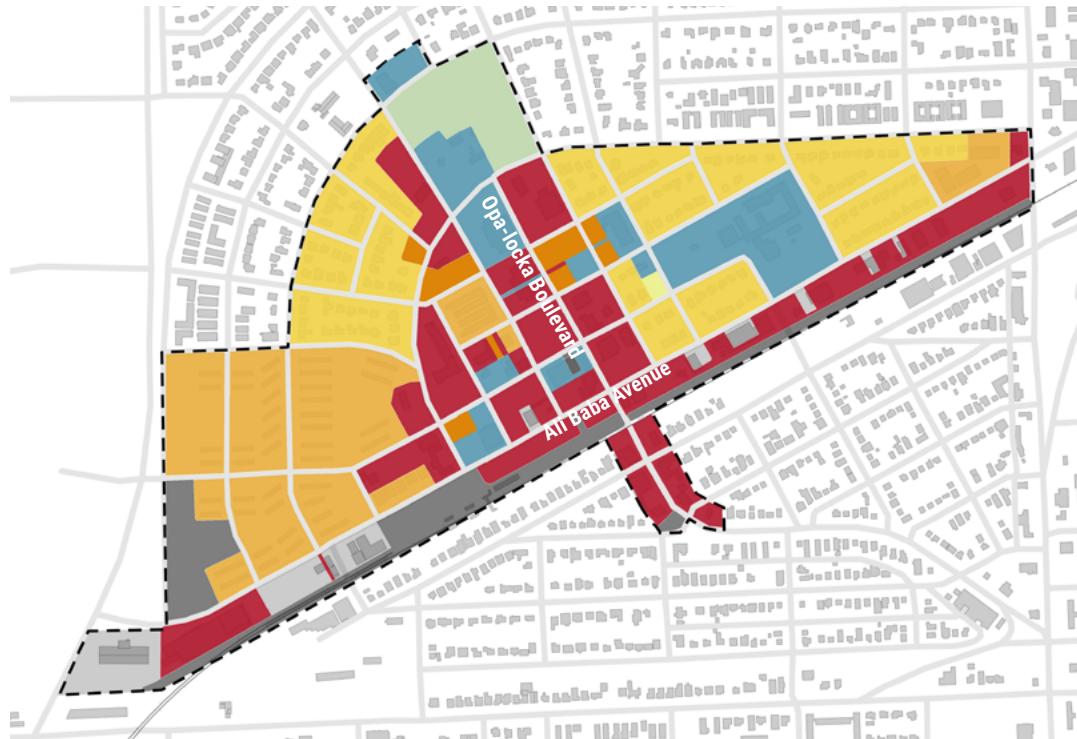
### Downtown Zoning Classifications, Descriptions & Acreages

P	Park	4.5 ac	B-3	Commercial Intensive Business	1.8 ac
C	Civic	11.7 ac	R-1	Single Family Residential	23.5 ac
I-1	Light Industrial	15.3 ac	I-2	Industrial Planned	5.0 ac
B-2	Commercial Liberal Business	21.6 ac	ROW	Right-of-way	69.1 ac
R-3	Moderate Density Residential	22.2 ac		<b>Total:</b>	<b>167.3 ac</b>



# Future Land Use

**Overview:** the Future Land Uses are largely reflective of existing uses. These classifications should be amended in the Comprehensive Plan and simplified to be consistent with the recommended zoning plan. A longer-term goal should be to create a new Future Land Use category and corresponding zoning district for the future HDOD to minimize future rezoning or Comprehensive Plan amendments.



## Downtown Future Land Use Classifications, Descriptions & Acreages

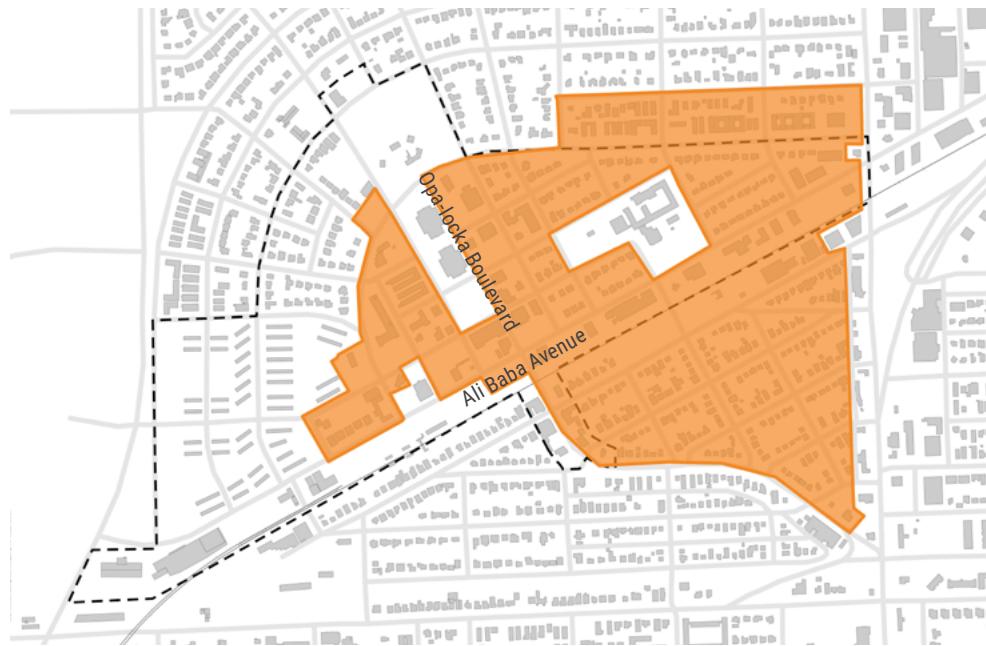
PR	Parks & Recreation	6.7 ac	SP	Semi Public	4.2 ac
PB/F	Public Buildings / Facilities	19.7 ac	C	Commercial	41.5 ac
LMDR	Low Medium Density Residential	0.4 ac	I	Industrial	7.7 ac
LDR	Low Density Residential	38.2 ac	U	Utilities	15.4 ac
MDR	Moderate Density Residential	33.5 ac		<b>Total:</b>	<b>167.3 ac</b>

*Acreages include right-of-way in FLUM*

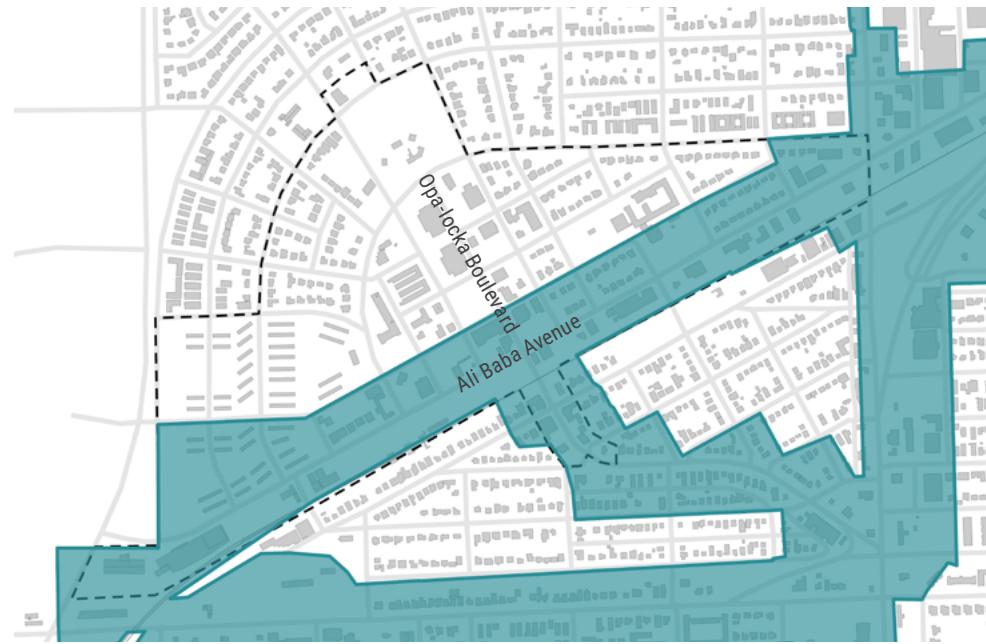


# Overlay Districts

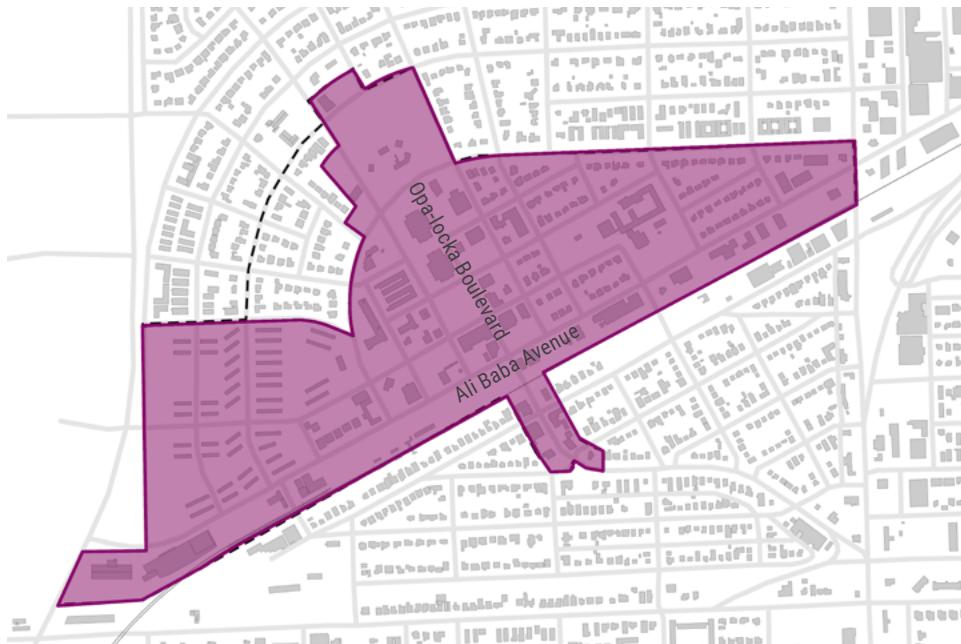
**Downtown Mixed Use Overlay District - DMU** The intent of this district is that close proximity to public transportation will support a variety of commercial, retail, moderate and high density multifamily housing types for a broad range of incomes.



**Downtown Corridor Overlay District - DCO** This overlay is intended to support service-oriented retail, commercial, and mixed-income housing within a pedestrian-friendly neighborhood. It is meant to encourage walkability, access to transit and also promote the overall health and well-being of residents within the overlay and surrounding areas.



**Downtown Historic Overlay District - Proposed** Currently being developed, this district would provide consistent zoning to allow for shopping, trading, working, governing, faith, the arts and entertainment, and residential dwelling units within the historic core of Opa-locka. This overlay would also serve as the boundary for the Downtown historic district. This area should be expanded to match the Plan boundaries.



## Occupied Space

The limited amount of existing commercial development Downtown also limits the amount of opportunity for vacancy. Based on the most recent data available, the Miami Gardens / Opa-locka county sub-market has among the lowest retail and office vacancy rate in Miami-Dade County. While there are some vacant storefronts, others are open and area entrepreneurs have shared plans for future business openings in Downtown.

Searches through housing sites including Zillow and Apartments.com for rental and purchase single-family or multi-family homes within Downtown shows almost no availability in either categories.

Expanding beyond Downtown there are a limited number of housing units of any type available for purchase or rent. This supports focusing future housing development Downtown.

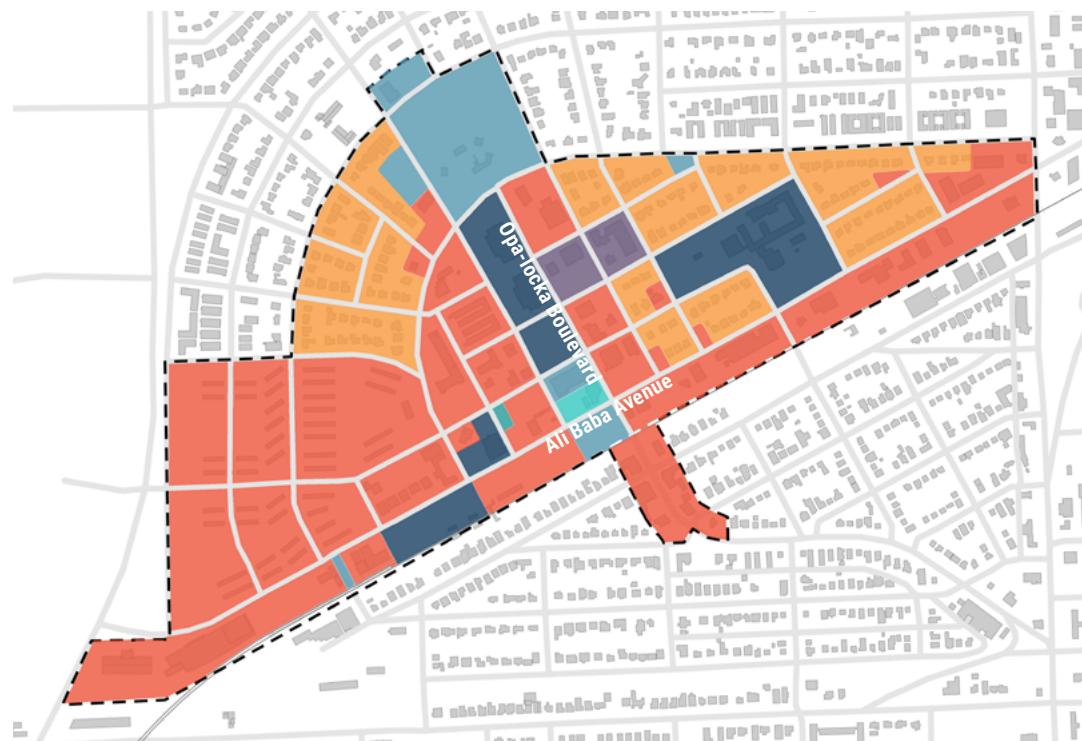




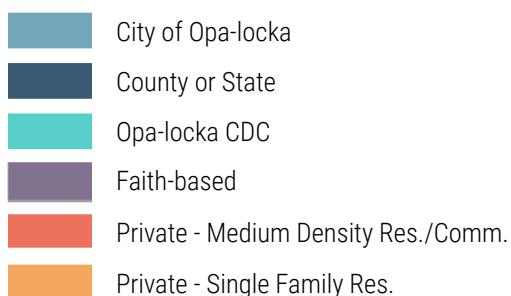
## Ownership

Most of the Downtown area is held by private property owners, including a large number of investors that have amassed multiple parcels - predominantly to the western edge of Downtown. The current land use, zoning, and future land use classifications will enable some amount of development, however amendments to the Comprehensive Plan, adoption of the HDOD, and some rezoning will be required to fully implement the Plan. Future redevelopment along Ali Baba Avenue will be more challenging due to the established industrial uses and number of small parcels that will require acquisition.

The core area along Opa-locka Boulevard is challenged by several limited use parcels owned by public or faith-based entities. Most significant in this is are three square blocks currently owned by the State of Florida which reflects roughly 30 - 40% of the "Main Street" frontage.



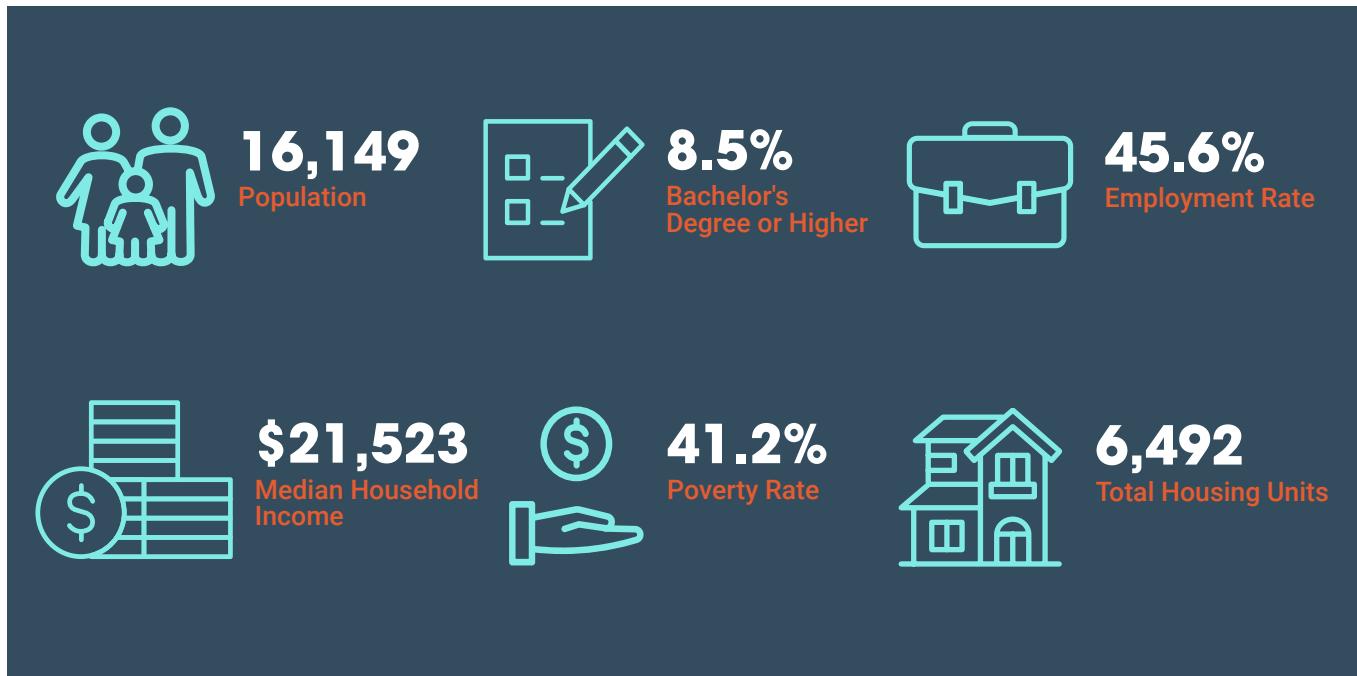
### Downtown Ownership





## Economy

The current economic conditions many Opa-locka residents live with is a critical component in creating a Downtown that is welcoming to all. Ensuring opportunities for employment, local business development, quality housing and access to affordable transportation is imperative in Downtown's future.



Top Ten Occupations	Employed
Office & Administrative Support	707
Material Moving Occupations	603
Building & Grounds Cleaning & Maintenance Occupation	401
Sales & Related Occupations	382
Transportation Occupations	371
Construction & Extraction Occupations	332
Healthcare Support Occupations	330
Production Occupations	270
Food Preparation & Serving Related Occupations	233
Fire Fighting & Prevention & Other Protective Services	231

Opa-locka's economy has been challenged for decades, and it consistently ranks among Florida's poorest cities. Employment opportunities are generally limited to blue collar, service industry, or medical and administrative support. Warehousing opportunities have increased in recent years, most notably with the development of the Amazon distribution center, and there is a long history of auto-related or industrial uses and services however, there are few skilled or high-wage jobs in the area. Higher educational attainment is limited and subsequently, the area does not provide a significant workforce to support skilled employment opportunities.

The unemployment rate is staggering and it is unclear yet what the long term impacts of Covid-19 will have on this, or the ability to bounce back from long standing adverse impacts.



# Culture & Community

**Opa-locka is at an exciting turning point to create its future, define its culture, build the sense of community it wants, and that has been articulated in the development of this plan.**

In its early days of development the City boasted more than 100 Moorish themed buildings, had a zoo, golf course, and a public swimming pool. Homes followed the design theme envisioned by Glenn Curtis that attracted residents and business. The City hosted elaborate events including the annual Arabian Nights Festival - which continued until recent years. The airport, originally an aviation school and later used as a Naval Reserve Aviation Training Base, would later serve as a major economic engine for the community.

After World War II ended and military uses of the airport declined, the newer Miami International Airport could better serve passenger and cargo air traffic, the impact on area employment and business was dramatic. As jobs were lost, the predominantly White middle-class moved for jobs or to newer suburbs and the community shifted to a majority minority low-income area.

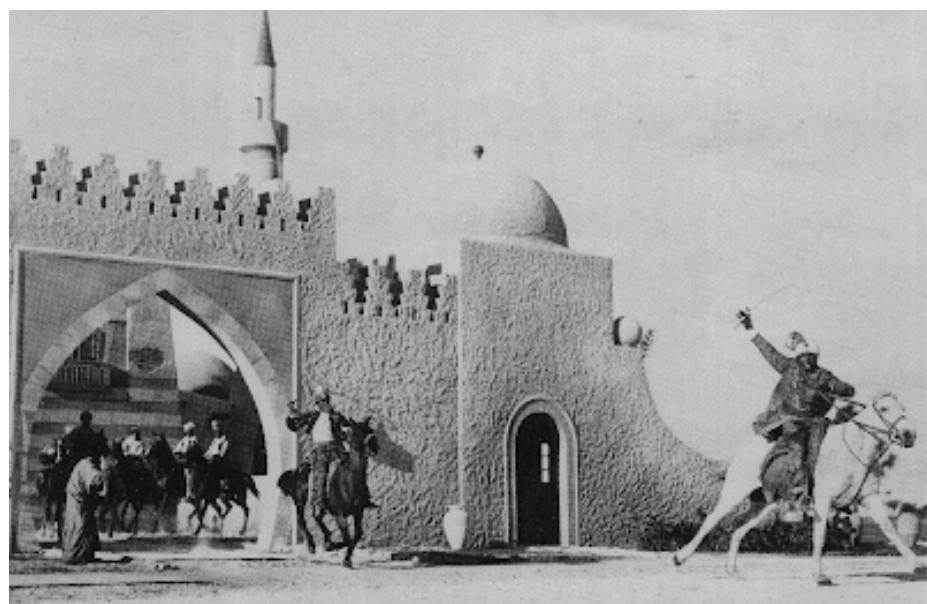
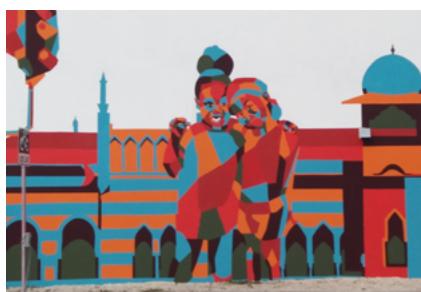
That demographic shift continued in the decades since and today more than 95% of the community is comprised of Black and Hispanic residents.

During these decades, the City's challenges have

been many. Investment in public spaces and attractions have been limited, and well-promoted public events sponsored by the City have largely gone away. This has led to a general sense of disconnect by residents and business from the City, elected officials, and staff.

The vision exists for a vibrant and active Downtown - one filled with restaurants and stores owned and operated by the community, and for the community. The idea of frequent events and activities that bring people together and build community is an exciting one expressed by many. Harnessing the historic architecture of the past and firmly integrating that in future buildings is important to residents - as is the notion of enjoying these experiences in safe and attractive public spaces.

**This is the time for Opa-locka to create its culture and its community for the decades ahead; hosting events and activities that celebrate its community, supporting local business development and promoting its successes, investing in public spaces and the experiences they evoke, and remaining committed to a future that welcomes and can be home to all income levels.**





# Development Opportunity: Candidate Sites for Redevelopment

Development opportunities should focus on publicly owned sites, vacant, or under-utilized privately owned sites whose current uses do not reflect market potential (e.g. outmoded housing, one-story buildings that could accommodate greater density, or under-utilized parking lots for which alternative parking is available).



## Ten-year Development Potential Ownership

- City of Opa-locka
- County or State
- Opa-locka CDC
- Faith-based
- Private





## Achieving Positive Change: Putting the Goals to Work

Downtown Opa-locka is ready to reclaim its place in the South Florida sun as one of the region's truly distinctive places to live, work, enjoy the authentiCity of a living culture...and innovate. The fundamental trends reshaping urban communities and Opa-locka specific market demand identified in Chapter 2 set the stage for achieving the community-based mission, vision, and goals for Downtown identified in Chapter 3. To ensure that Downtown achieves the full measure of the promise ahead, this Plan has translated each of the five goals described in Chapter 3 into a series of achievable recommendations--made tangible by identifying specific sponsors and funding. Together, these recommendations--some place-based and others focused toward policy and capaCity to manage change--unlock Downtown's full potential to lead all of Opa-locka toward a more economically competitive, equitable, livable, and resilient future:

### Goal 1: Build the Foundation by achieving...

- Strong and widespread stakeholder support for Downtown revival;
- City leadership, capaCity, and funding to support the plan;
- Community, private, and public partners to implement the plan.

### Goal 2: Unlocking Downtown Vibrancy by placing a strong, integrated, focus on...

- Real estate and business development;
- Public realm;
- Mobility and parking.

### Goal 3: Embody Opa-locka's Unique Historic Legacy and Living Culture by celebrating...

- Downtown's historic buildings and stories;
- Opa-locka's living culture of art, food, music...

### Goal 4: Create an Engine of Equitable and Expanded Economic Opportunity for all of Opa-locka by investing in...

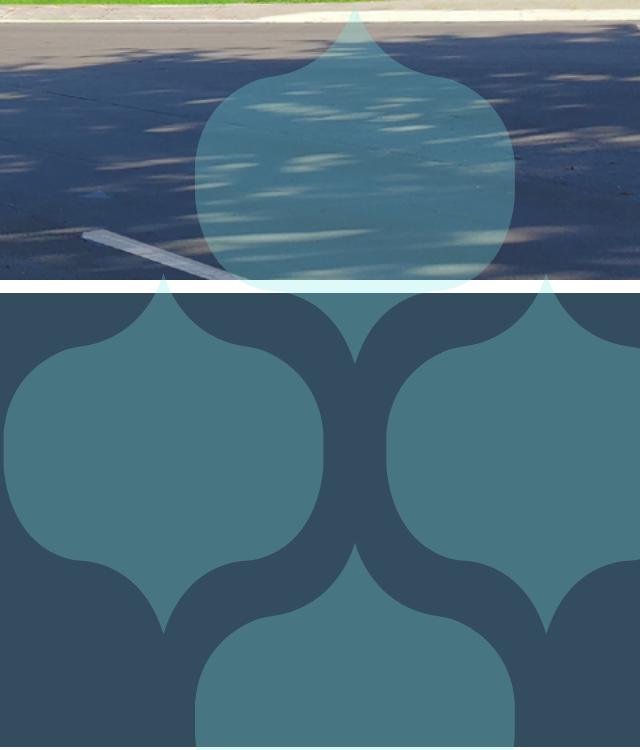
- Infrastructure;
- Technical support for new and mature businesses;
- Operational support for new and mature businesses;
- Making equity real.

### Goal 5: Develop and Inclusive Heart that Invites Everyone to Celebrate Shared Community by incorporating...

- Mixed-income housing;
- Inclusive economic opportunity;
- An environment that is welcoming and safe;
- Common ground that everyone can call "mine".



A new neighborhood park provides needed greenspace, an area to promote physical activity, and to host neighborhood scale events



Infill helps to activate Opa-locka Boulevard and supports a vibrant streetscape.





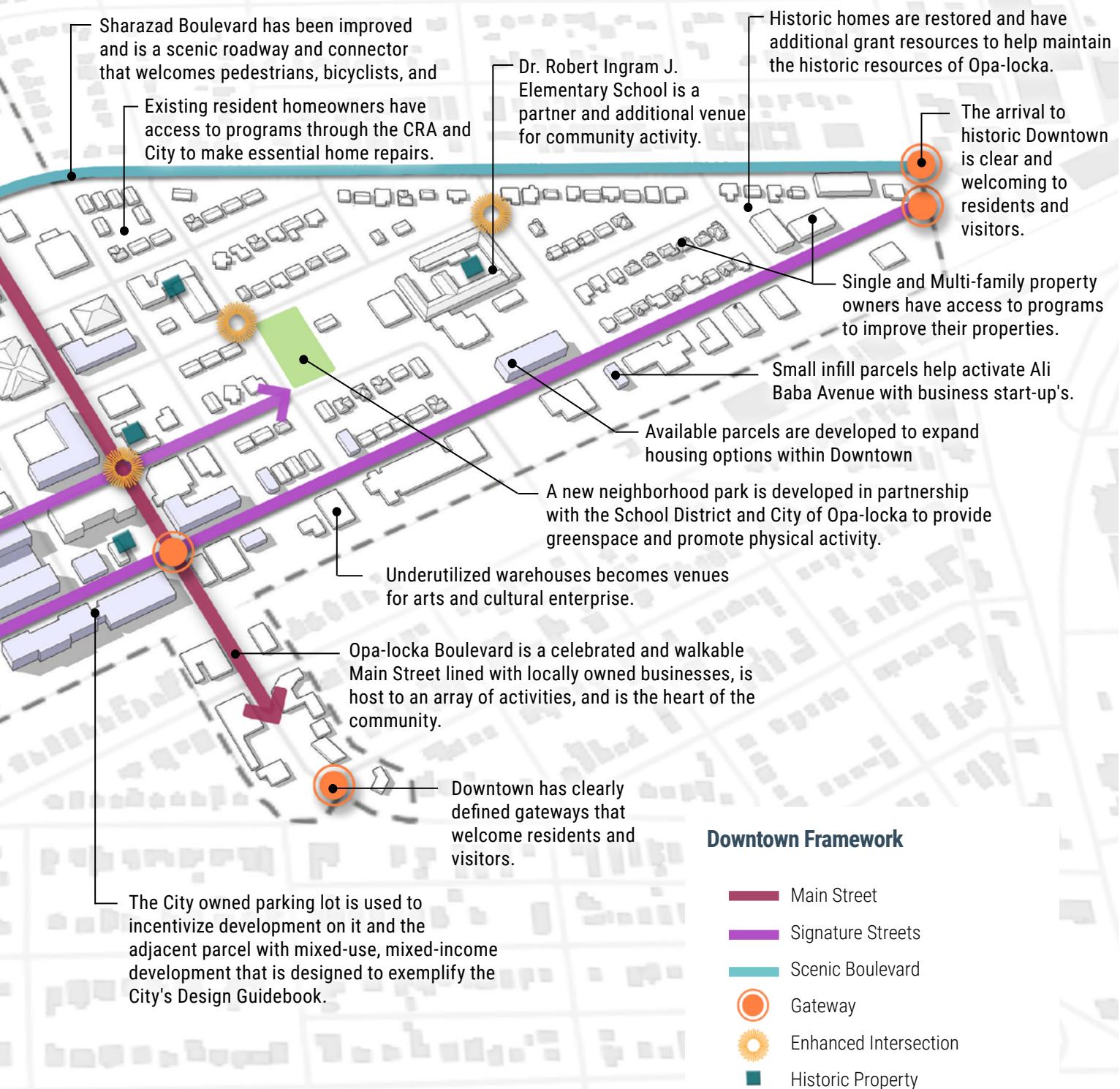
## Chapter 5:

# Unlocking the Opportunities: Moving Forward

# The BIG PICTURE: Opa-locka 2032

Home to more than 2,000+ new residents, a growing business community, new innovators and entrepreneurs, the artists / chefs / musicians / other practitioners of Opa-locka's living culture, and a diverse mix of others who together will bring one of South Florida's most distinctive Downtowns to life!







# Downtown Framework

**Overview.** As South Florida's economy, the Navy's presence, racial injustice and America's growing wealth gap, and similar factors converged since World War II, investment has flowed much more heavily to urban centers like Miami and West Palm Beach and to increasingly affluent suburbs like Weston and Wellington than to older, racially diverse, smaller communities like Opa Locka.

However, new dynamics suggest the potential for a remarkable, and remarkably fast, turnaround. The demand for new investment—most of it in residential development—identified in Chapter 2 demonstrates dramatic market shifts in recent years that are expected to continue for at least another two decades. These shifts offer the promise of literally refilling Downtown after decades of disinvestment. Interestingly, with strong planning and effective implementation, this market demand could literally bring people, activity, business, and life back to virtually all of the Downtown parcels identified in Chapter 3 as vacant or underutilized.

In quick summary, this market demand suggests the potential attract more than a half billion dollars

of investment to Downtown over the next decade. This investment will not arrive on its own. Public leadership and investment will be required to unlock the feasibility of attracting this investment—and the additional benefits in terms of new neighbors, jobs, fiscal revenue, parks...and vitality across Downtown that this investment will bring.

As South Florida joins the rest of North America in moving toward more hybrid forms of work—which reduces demand for office space and some other forms of jobs-related development—and auto-oriented retail continues to retreat in the face of competition from digital retail, the strongest market will be housing. As noted in Chapter 2, the vast majority of US household growth for the next two decades will be singles and couples without kids. These folks will dominate housing markets in every region across North America. Their housing preferences? Walkable, mixed-use, authentic and culturally rich places. The housing demand these folks will dominate will represent two-third of North America's real estate economy.

**Now close your eyes and imagine Downtown's possibilities over the next decade!**



POTENTIAL REDEVELOPMENT OPPORTUNITIES - SEE OWNERSHIP



REDEVELOPMENT MASSING



However, also recognize the challenge that comes with this opportunity. Stronger demand will translate in rising housing values for housing in and near Downtown. It is imperative that replenishing Downtown does not translate into displacement of the folks who represent Opa-locka today. The goal is to bring new neighbors, not gentrify out existing neighbors. Equity in its many forms—affordable housing, programs to keep folks in their homes, workforce readiness, job training to provide access to new jobs, assistance in opening new small businesses—is just as critical as attracting new investment and vitality to Downtown. And so is inclusion. Downtown must be reinvigorated as everyone's common ground, a place that everyone can call "mine". Growth and equity cannot be, and are not, mutually exclusive. The soul of this Downtown Plan is to ensure that they compliment and support each other.

Finally, the total building square footage, dollars of investment, or even the jobs this Plan attracts to Downtown will not be the real metrics for success. This Plan is about expanding opportunities for people. Everyone who lives, works or does business in Opa-locka is a Downtown stakeholder. More residents coming Downtown to celebrate shared community; new local entrepreneurs starting businesses; additional nearby jobs putting residents to work; artists, musicians, and chefs discovering new opportunities to delight—these will be the metrics for determining Downtown's success.

### **Refilling Three Complimentary Downtown Districts**

As noted above, the Downtown naturally divides into three districts, each with its own character, and all three of which support each other. Downtown West will attract the most investment because the former Naval Barracks and adjacent industrial and publicly owned sites offer by far the most potential to accommodate development. The ability to concentrate a critical mass of new housing—with a

park, some retail, limited office, community spaces, and similar uses mixed-in—sets the stage for a created a new mixed-use, mixed-income walkable Downtown neighborhood. The roughly 1,700+ new residents in this neighborhood will play a critical role in providing market support a new generation of businesses—shops, eateries—maybe a brewery, services, and other small businesses to the Downtown Core along both sides of Opa Locka Boulevard. The amenity that these new businesses bring to Downtown will in turn make Downtown a more inviting place to live, operate a business and work—drawing more jobs and investment to the Core.

The State offices parking lot facing Opa Locka Boulevard, sites where buildings are set back behind small surface parking lots, and underutilized buildings offer opportunities for reinvestment—for example new mixed-income housing with shops and eateries below. The Tri-Rail site offers an excellent opportunity to redevelop the existing parking lot into transit-oriented mixed-use development, which in turn takes advantage of the opportunity to share new parking for Tri-Rail passengers. Downtown East may not offer large redevelopable sites, but it does offer important opportunities for infill housing along with a new neighborhood park adjacent to the Dr. Robert B. Ingram Elementary School. And underutilized industrial buildings and warehouses along Ali Baba Avenue offer unique opportunities to attract a wide variety of arts, food, entertainment, innovation and other activities to Downtown—along, of course, with the potential for added industrial jobs.

All this investment will contribute to providing the funding, and activity essential to achieving the task that is most critical to celebrating Opa-locka's history and living culture: restoring City Hall to its historic splendor and role as the center of Opa-locka's civic and cultural life.



## A Vibrant, Art-filled Public Realm

Public realm starts with the network of walkable, tree-lined signature streets—enlivened by public art and local business—that form the armature for Downtown. While these streets share common qualities, each offers a unique character that together help define Downtown's distinctive personality:

- Opa-locka Boulevard: small and large activities are routinely held from weekly farmers markets to annual festivals, and Opa-Boulevard is host to countless in between throughout the year.
- Fisherman Street: safe and attractive sidewalks, landscape, lighting and wayfinding connect new residential development to the heart of Downtown activity
- Sharazad Boulevard - has been improved to be a scenic boulevard of lush landscape and a walking destination.
- Ali Baba Avenue - has been redesigned to include improved parking, landscape, and medians where appropriate.

Throughout Downtown, this character is continued:

- Clear gateways identify arrival into Downtown
- Art and culture permeate throughout Downtown in murals, signage, and other installations
- Overall maintenance and upkeep of public spaces are an established priority
- Streetscape improvements including sidewalks, landscape, lighting and wayfinding, combines with new infrastructure that alleviates current challenges such as stormwater and will make Downtown more welcoming

- Neighborhood parks and areas of public gathering such as plazas or semi-public courtyards will create informal and planned areas of activity, socialization, and relaxation
- New development continues this by adherence to the City's newly adopted Design Guide and historic preservation

These help create identity.

## A Note About the Realities of Redevelopment:

*The "Big Picture" offered above is composed of "building blocks"—proposed buildings, parks, streets, a mix of uses, and similar factors that are all real and achievable. For example, this—and all the illustrations in this Plan—reflect the actual market findings and assume competitive buildings types (primarily five story buildings that reflect financially feasible development and respect airport-related maximum building heights). This Plan makes clear that public investment will be essential to make private investment feasible ("public/private partnerships"), calculates the scale of subsidy required, identifies sources for this funding, and explains why these subsidies will payback rich dividends to Opa-locka over time.*

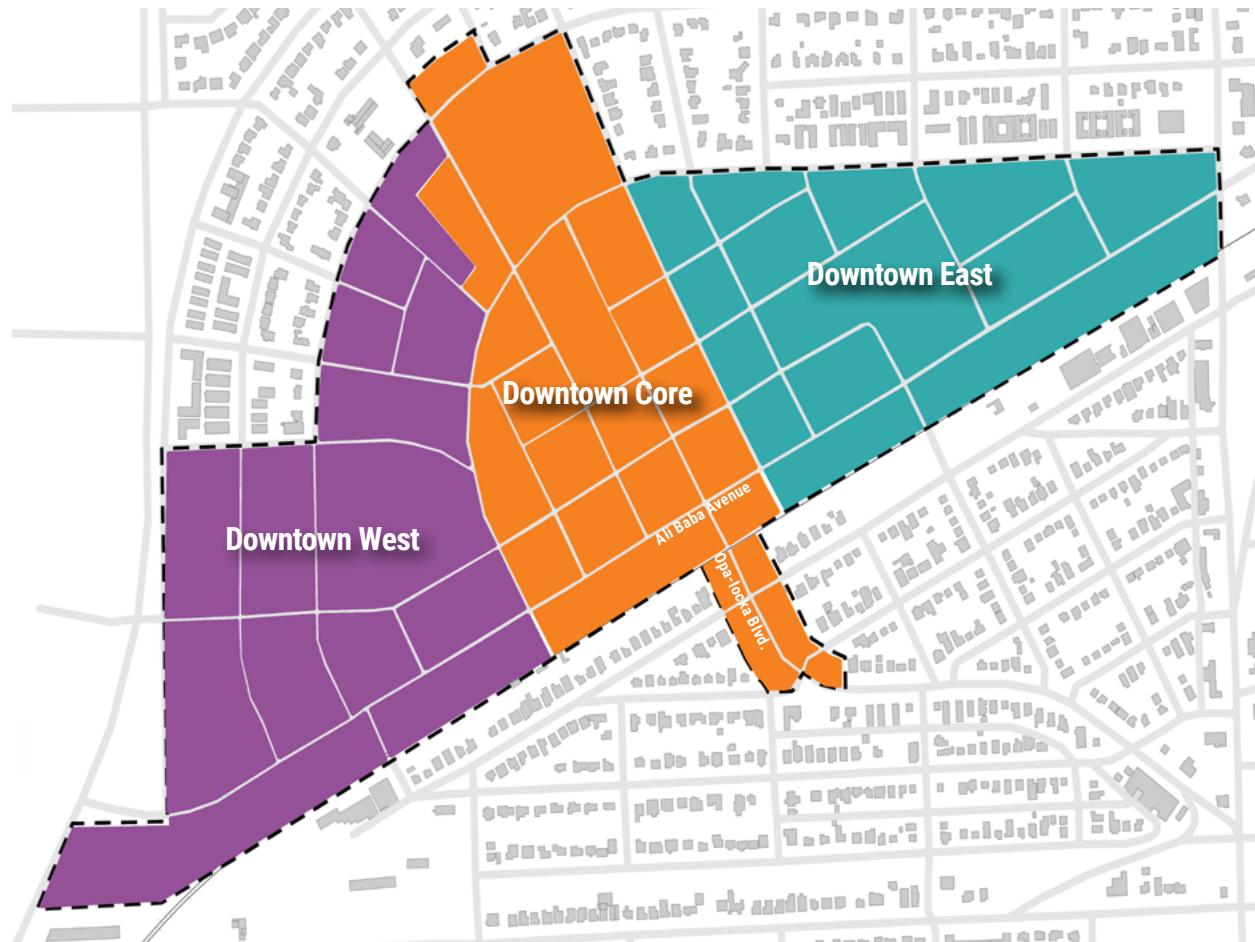
*The candidate parcels suggested for redevelopment are vacant or underutilized, in public ownership, and/or have owners who have expressed interest in redevelopment. In every case the redevelopment concepts we have put forward would enhance the value of the underlying sites as well as Opa-Locka. We have also recognized that a well-planned, people-centered Downtown grows greener as it grows denser and recommended new parks and public spaces in conjunction with new development.*





## Three Complimentary Downtown Districts

As noted in the previous section, the Downtown naturally divides into three districts, each with its own character, and all three of which support each other:



### Downtown West

**Today:** A mix of single-story apartments that were formerly Naval barracks, single-family houses, and underutilized commercial or industrial buildings along Ali Baba Avenue.

**In ten years:** A walkable, mixed-use, mixed-income "Downtown neighborhood" that supports greater vitality in the nearby Downtown Core.

### Downtown Core

**Today:** The Downtown Core hosts historic City Hall, the emblematic symbol of Opa-locka's rich history. However, much of the core is dominated by a mix of strip retail and under-utilized surface parking lots.

**In ten years:** A vibrant Downtown that serves as the renewed social, economic, and cultural "heart" for all of Opa-locka.

### Downtown East

**Today:** A mix of single and multi-family housing in various states of repair, together with Downtown's only public school. Industrial buildings along Ali Baba Avenue are attracting a new mix of uses.

**In ten years:** Infill and rehabilitated housing reinforces the neighborhood's existing character while new investment refills industrial buildings with a mix of work, music, food, and arts spaces.





## Streets & Public Spaces

Downtown West will attract the most investment because the former Naval Barracks and adjacent industrial and other investor owned sites offer by far the most potential to accommodate development. The ability to concentrate a critical mass of new housing—with a park, some retail, limited office, community spaces, and similar uses mixed-in—sets the stage for a created a new mixed-use, mixed-income walkable Downtown neighborhood. The roughly 1,700 + new residents in this neighborhood will play a critical role in providing market support a new generation of businesses—shops, eateries—maybe a brewery, services, and other small businesses to the Downtown Core along both sides of Opa-locka Boulevard. The amenity that these new businesses bring to Downtown will in turn make Downtown a more inviting place to live, operate a business and work—drawing more jobs and investment to the Core.

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All this investment will contribute to providing the funding, and activity essential to achieving the task that is most critical to celebrating Opa-locka's history and living culture: restoring City Hall to its historic splendor and role as the center of Opa-locka's civic and cultural life.

### A vibrant, art and event-filled, public realm.

Public realm starts with reclaiming nationally significant historic landmarks and celebrating the network of walkable, tree-lined signature streets—enlivened by public art and local business—that form the armature for Downtown. Each of these streets plays a unique role in Downtown's revival and will contribute its own unique character to help define Downtown's distinctive personality.

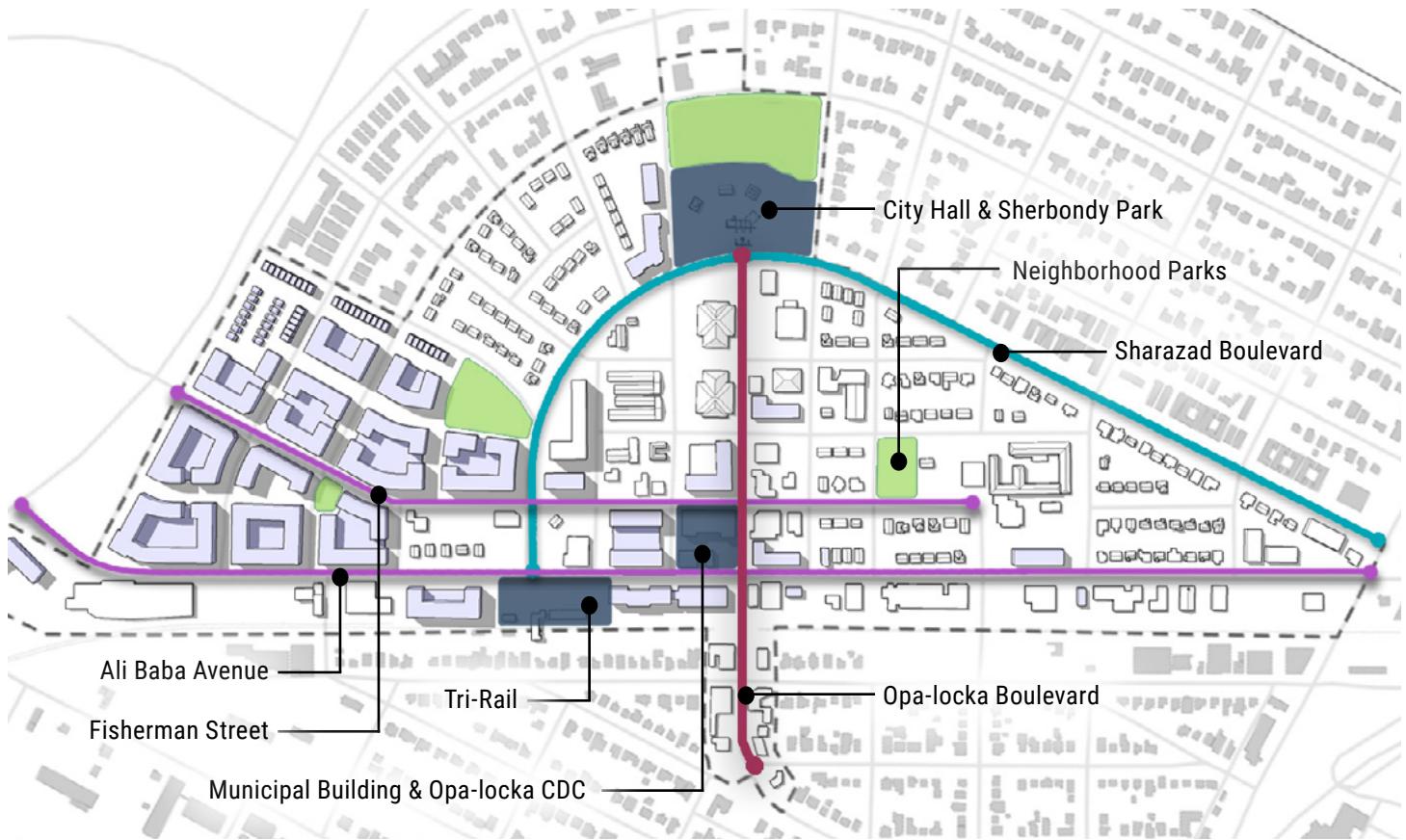
### Restoring Downtown's historic landmarks plays a central role in claiming a distinctive identity that integrates the City's proud history and its vibrant living culture.

- Historic City Hall's restoration will be the crown jewel for Downtown and all of Opa-locka.
- Designating the Opa-locka CDC building and historic train depot as landmarks will help protect the City's history
- Providing assistance through grants or other resources to rehabilitate qualifying historic properties and improvements will enhance recognition of the City's past

### Three historic streets announce Downtown's ability to reclaim its proud legacy while an additional signature street announces an important new chapter in building this legacy.

**Opa-locka Boulevard.** This is Downtown's...and all of Opa-locka's...Main Street—a role it has played since Opa-locka's founding. Its gracious width allows for curbside parking, wide sidewalks, shade trees, public art, decorative fixtures and furnishings, and intersection improvements that invite pedestrians to cross. Public art along the boulevard should include both traditional and digital installations. Incorporating digital public art offers three critical benefits that play an essential role in making Downtown a place





STREETS AND PUBLIC SPACE DIAGRAM

that is both historic and always cutting edge. Unlike traditional “static” public art, this art can always be current and convey a sense of being new and exciting to signature streets and public spaces; rather than the work of a single artist, it can be constantly reprogrammed by new local artists—bringing Opa-locka’s living culture to its signature streets and public spaces; and digital public art offers a unique venue for telling the many stories of Opa-locka’s diverse and changing population—in the process offering perhaps the most effective way for everyone in Opa-locka’s to feel proactively invited to share the Downtown’s streets and other public spaces and call them “mine”.

The Boulevard should be branded as the symbol for Downtown’s revival and everyone’s Main Street. This Boulevard may be closed in segments to create a “town square” for street festivals and fairs, farmer’s and arts markets, and civic gatherings. This “pop-up” town square can also be programmed in conjunction with community-wide and regional events centered around historic City Hall.

**Ali Baba Avenue.** The second of Opa-locka’s historic primary streets, Ali Baba today represents the major direct connection between Douglas Road and NW 27th Avenue and is lined with industrial uses. As a result, the Avenue is heavily traveled by both passenger and larger commercial vehicles. At the same time, this traffic offers Downtown exposure to a heavily traveled street. Significant landscape improvements—including a unique heavily landscaped “parking median” as a consideration—and public art can showcase Downtown’s enhanced character. At the same time, curbside parking, which buffers pedestrians from fast moving traffic, lighting, shade trees, digital art programmed by local artists, and intersection improvements that invite pedestrians to cross and reclaim Ali Baba as a walkable Downtown Street. Ali Baba also offers a unique opportunity to use public art and landscape improvements to screen undesirable industrial uses and turn blank walls into artists’ canvases.



**Sharazad Boulevard.** The third of Opa-locka's historic primary streets, Sharazad offers a graceful presence in Downtown and signature arrival to historic City Hall. Its connection between NW27th and Ali Baba Avenues make an important connection through Downtown and offers an opportunity to increase awareness of the Core area. Its wide medians, mature canopy coverage and wide travel lanes and right-of-way offer opportunity for enhancement into a scenic boulevard. Improving existing landscape within the medians and supplementing with unique plant material that signifies the importance of the boulevard, planting additional shade trees for future replacement to ensure it remains comfortable to the pedestrian, and installation of lighting and adjacent street furnishings will add "ornamentation" to the street. Roadway widths will allow for designated bike lanes, wider sidewalks will improve its use for leisure, and improving intersections will invite pedestrians to a safer street. Sharazad Boulevard can become that scenic roadway that Opa-locka residents love to pass through whether by car, bike, or on foot and present that present day "postcard image" of the City's past.

**Fisherman Street.** Downtown West is going to be the game changer for activating Downtown and Fisherman can join the three historic streets above as Downtown's fourth signature street. Shade trees, curbside parking, and digital public art programmed by local artists will be essential for Fisherman to feel and function like a secondary Main Street that proactively invites pedestrians to walk to and from Opa-locka's new Downtown neighborhood and the Downtown Core. At the same time, while much of the frontage will be housing, this is the most important street in Downtown West for locating retail that promotes walkability—amenities like places to grab coffee and intriguing new eateries.

### These signature streets connect enhanced existing and new Downtown parks.

Investing in green space will help promote overall health and well-being, and provide an environmental benefit. Creating quality spaces that can be programmed if desired, but become a "living room" for residents to gather and socialize will help build community. Incorporating children and youth play equipment that promotes physical activity or developmental skills will provide even greater benefit. After building great public spaces, an equally focused effort must be placed on maintaining them in good condition and ensuring they are safe and welcoming.

**Sherbondy Park.** As Downtown develops historic City Hall and the park can begin immediately in promoting and activating Downtown. Landscape improvements, paint, and screening can help minimize the negative perception of City Hall while it undergoes rehabilitation while also offering a fresher glimpse of what it could become. The existing parking lot, park space, and available public facilities at Sherbondy Village Community Center can be programmed with an array of public events - farmer's markets, festivals, outdoor concerts and movies, and more. Implementing a structure to lease parts or all of the park space for events organized by area non-profits would help increase the frequency of activities and events and help develop the perception that there's always something to do Downtown.

**Downtown West Park.** As the western side of Downtown develops, this park will provide needed greenspace and create opportunity for informal gathering and play; a place to get to know your neighbors and build bonds within the community. Neighborhood scale events, and programs or gatherings can be planned and it can be a public space the neighborhood takes ownership of. Shade trees, children's paths or "bike lanes", and a



multi-purpose areas will make it more functional. Incorporating exciting play equipment that promotes physical activity and development of motor skills for young children will serve multiple benefits. Incorporating public art, sound, and appropriate facilities (water fountains, etc.) will improve the overall experience.

**Downtown East Park.** Partnering with the School District to open up a fenced portion of the Dr. Robert B. Ingram Elementary School and establishing a formal agreement to improve a portion of this property as a third Downtown park will create the same benefit for Downtown East as will the park in Downtown West. A similar investment in the amenities and programming will help further equity. This park and its location on school property can host similar events and programs as the Downtown West Park and by virtue of its location on school property will have a unique opportunity to pursue greater educational programming. This park will be the eastern terminus of Fisherman Street and complete the park "triangle" in Downtown.

**A fine grain network of local streets, smaller public spaces, and design guidelines that shape the buildings that frame Downtown's signature streets and parks enhance Downtown's character and quality of life.**

Safe and attractive sidewalks, landscape, lighting, and wayfinding—combined with green and hard infrastructure that alleviates current challenges such as stormwater will make Downtown more welcoming. Smaller neighborhood parks In Downtown West and East, together with semi-public courtyards, will create informal opportunities for shared community, kids to play and local sports, organized neighborhood events.

**Important Downtown destinations—e.g. City Hall, the Municipal Building, the Tri-Rail station—play a critical role in drawing people to Downtown and broadening its importance to the community's daily life.**

Their importance should be signaled by wayfinding signage. Lighting should ensure that they are welcoming both day and night.

#### NEIGHBORHOOD PARK AT SHARAZAD BOULEVARD AND SABUR LANE





# Parking and Access to Downtown

To achieve the level of redevelopment the Plan envisions, it will be important to find ways to reduce the cost of development and allow a broader range of choice in housing and commercial development types. Parking is one major factor in the costs of development, and while many private developers acknowledge this, the lenders and investors providing financing for projects have typically regarded parking as an essential component of a development's success.

The parking strategy discussed here is based on resetting the minimum parking requirements of the Historic Downtown Opa-locka District (HDOD) to lower baseline levels and identifying ways to use existing and potentially new public parking to help meet them.

## Current Parking Supply and Use

As part of the Plan, the study team collected information on Downtown's current parking supply and utilization. The study team used this information to set three different scenario-level parking utilization rates through Downtown. This in turn allowed them to understand the potential for current parking supply to serve at least some of the parking demand associated with new development.

The team did not have comprehensive data on parking utilization, but used three levels typical to observed utilization from site visits and aerial photography representing conditions prior to the COVID-19 pandemic: a low utilization level (wherein all shared parking spaces are utilized at 50 percent of capacity), a medium utilization level (65 percent) and a high utilization level (80 percent). Each of these led to different levels of parking that would remain open for use during typical conditions, and this parking was assumed to be available to serve larger development.

The Plan team only counted parking that would remain in the Downtown Core district after key sites were redeveloped, and on-street parking in the Downtown West district as potentially available to support new development. Off-street parking in the Downtown West parking is primarily located on private property and all current supply was assumed to be incorporated into new site redevelopment (and thereby replaced). This left a total of 1,040 spaces potentially available for sharing, and the balance of the 'open' parking after assumed utilization rates were applied was the amount of parking that could support new development.

Subarea	Type	Total Supply	Low Utilization (50%)		Medium Utilization (65%)		High Utilization (80%)	
			Occupied	Available	Occupied	Available	Occupied	Available
Core	On-Street	163	82	81	106	57	130	33
	Off-Street	790	395	395	514	276	632	158
West	On-Street	87	44	43	57	30	70	17
	Off-Street	637	319	318	414	223	510	127
East	On-Street	101	51	50	66	35	81	20
	Off-Street	270	135	135	176	94	216	54

Used in the Downtown shared parking analysis to offset the on-site parking needed with new development

Not used in the shared parking analysis



## The Feasibility of New Minimum Parking Requirements

The table below provides detail on how this shared parking might support development and how two new parking requirements are feasible in Downtown. It starts with a shared parking demand calculated for the land uses in the Downtown West and Downtown Core subareas, based on the Institute for

Transportation Engineers *Parking Generation* (5th Edition) manual and Urban Land Institute *Shared Parking*. This shared parking demand represents the varying use-specific parking demand profiles of all proposed land uses in Downtown and how they vary throughout a day. This peak shared demand is driven largely by the residential uses in the Plan, but it also includes commercial uses and assumes that 30 percent of this demand for commercial parking

		Low Utilization of Existing Parking	Medium Utilization of Existing Parking	High Utilization of Existing Parking	
MASTER PLAN DEVELOPMENT	Total Residential Proposed in Master Plan (Dwelling Units)	2,561	2,561	2,561	Based on a commercial mix of grocery, general retail, restaurants, and general office. This assumes 20% of parking need would be absorbed by internal capture of travel (commercial uses serving adjacent residential population)
	Total Commercial Proposed (square feet)	95,000	95,000	95,000	
	Peak Shared Parking Demand for all Master Plan Additions	3,091 spaces	3,091 spaces	3,091 spaces	
FEASIBLE PARKING (FROM SITE PLAN)	<b>On-Street Parking to Support Development</b>	<b>437</b>	<b>437</b>	<b>437</b>	New parking need added to Downtown, based on the site plan's massing study
	<b>Off-Street Parking to Support Development</b>	<b>2,850</b>	<b>2,850</b>	<b>2,850</b>	
	<b>TOTAL NEW PARKING TO SUPPORT DEVELOPMENT</b>	<b>3,287</b>	<b>3,287</b>	<b>3,287</b>	
RESULTS	Residential Parking at 1.25 spaces/DU	3,201 spaces	3,201 spaces	3,201 spaces	What could become minimum requirements in zoning
	Commercial Parking at 3.0 spaces/1000 SF	285 spaces	285 spaces	285 spaces	
	Deficit of new parking vs. proposed zoning requirement	199 spaces	199 spaces	199 spaces	
	<b>Existing Off-Street Parking to Support Development</b>	<b>520</b>	<b>364</b>	<b>208</b>	How existing parking could offset this need



can be absorbed in the larger residential population due to commercial uses serving the larger Downtown residential neighborhood.

Overall, the HDOD can use lower minimum parking requirements than it does today. The Plan recommends a ratio of 1.25 spaces per residential unit, which is consistent with observed parking use rates from the ITE manual, and a single standard commercial parking ratio of 3 spaces per 1,000 square feet (or one space per 333 square feet). If the development program proposed for the Downtown West and Downtown Core districts were required to meet these parking requirements off site, they would require an additional 636 spaces from the off-street parking proposed in the Plan. However, the zoning requirements should also include other means of meeting these minimum requirements, specifically:

1. Allow adjacent on-street parking to be credited toward off-street parking requirements (potential for another 369 spaces to support development)
2. Allow developers to establish agreements with other property owners to use parking on those properties (potential for another 200-520 spaces to support development, depending on Downtown parking utilization).
3. Allow developers to lease parking from the City or to credit City parking toward off-street requirements if the City determines that sufficient public parking is available.

### Major Roles for the City

The City, CRA, and its partners will need to use the information in this Plan to develop a shared parking strategy and program, periodically updated with parking utilization counts and coordinated closely with its development review process. This includes the following basic parameters:

1. Create a formalized system of public or publicly available parking through agreements with private parking owners. This is important to ensure that parking can be used to support new development, but may be based on observed availability (open, unused parking) and agreements may be limited to that amount. The purpose of this is to build an inventory the City and CRA knows may be available

at any given time, and consider this inventory in allowing reductions in parking with private development.

2. Develop a credit system by which parking from this public supply is credited toward private developments. This will require keeping track of how much parking inventory from Step 1 is associated with new development so that parking is not 'oversold' or assigned multiple times, potentially leading to shortages of actual use.
3. Create a payment-in-lieu system allowing developers to park below the Downtown-specific minimum requirements recommended in this master plan. This system would be used to support a broader mobility enterprise fund that would allow the City to implement other mobility measures (such as bike-share programs, micromobility hubs, shuttle services, or other similar improvements) or new parking, whichever the City determines is most appropriate as these funds become available. This would be an optional program for developers to use as they wish, but the City should promote it as an option to encourage its use. This may include setting the price structure for this program significantly below the cost to construct new parking, based on the recognition that shared parking (as discussed in the previous points) is likely to be an option for meeting parking demand in the near term.
4. Long-term the City and CRA should explore ways to construct additional parking that can increase the overall parking supply of Downtown, especially in areas around key development sites where existing surface lot inventory will be replaced by new buildings. Redevelopment on existing surface lots should be considered a sign of successful revitalization, however it is unlikely to eliminate all parking demand and therefore the City should begin considering how publicly accessible parking inventory is replaced in the long-term beyond this Plan.

As these steps are taken and the City and its partners can demonstrate viability of this program, the City may take further steps and reduce parking requirements altogether for multi-family residential and commercial land uses.





# Street Designs for Parking and Placemaking

As noted previously, most of Downtown Opa-Locka's streets are relatively small rights-of-way. However, there is considerable space not formally used in current streets—most of these streets are simple unstriped two-lane sections without curb and gutter drainage, a typical condition in South Florida given its flat terrain and high groundwater table.

This section discusses three primary factors that led to a series of street recommendations for Downtown streets. It also includes a decision-making framework for how to guide the implementation of these street recommendations, which the master plan envisions as a combination of private development contributions and public capital improvement projects.

The table on the following page and the diagrams on the four pages that follow provide detail on a series of street typical sections that are recommended for Opa-Locka's Downtown. These are recommended for specific applications to the Downtown street network as shown on the map in the following pages, although the broad palette of sections is intended to allow the City options in how it can retrofit streets to increase parking and multimodal travel options.

## Maximizing Parking Yield

On-street parking is typically used to support neighborhood needs in constrained conditions and to support retail and other business uses. However, Downtown Opa-Locka's extensive street network offers an opportunity to re-purpose select street sections to increase on-street parking supply and directly support nearby land uses. In particular, the parking analysis in the preceding section relies on an additional 307 spaces in the Downtown West subarea within street right-of-way. This would allow on-site parking to be reduced, which could potentially reduce development costs and allow a greater range of affordability (especially for housing).

Most of the cross-sections described in the following table and illustrations are intended primarily to

increase on-street parking supply as a way to offset the parking that must be constructed on private property, especially with new development. The master plan process explored potential iterations of how streets could be redesigned to increase parking supply and what this could mean for an overall application of new street designs on the Downtown network. What is recommended in this Plan is an approach intended to provide 200 additional on-street parking spaces, offsetting a significant amount of off-site parking from being built with redevelopment.

## A Balanced Street Network for All Users

The trade-off proposed in this recommendation is that reconstruction of streets not only provides this parking, but it gives the City and CRA an opportunity to complete a walking network and more attractive and functional streetscapes in its Downtown. This is especially important to achieve the potential to capture short-trip travel internal to Downtown by non-driving means, but also enhances connections to the Tri-Rail station, a key link to other jobs and economic centers throughout South Florida and a key mobility asset for Opa-Locka's Downtown.

The Downtown network is a complete and connected street grid, a remarkable asset that gives Opa-Locka considerable potential to use the network to promote travel with a variety of options. The Plan recommends a series of street cross-sections that complete the network for all travel users. The main enhancements are two designated bicycle corridors on Opa Locka Boulevard and Sharazad Boulevard. These not only take advantage of existing curb-to-curb roadway dimensions that are the largest in the Downtown area, but they also connect Downtown's major civic buildings, retail and employment centers, and the Tri-Rail Station.

All of the cross-sections described in the following table and illustrations include sidewalks, and where the table on the following page notes, all but one (Cross Section C) would be able to fit sidewalks



New ID	Side 1 parking type	Side 2 parking type	Travel Lanes/Direction Flow	Bikeway	Side 1 parking width	Side 2 parking width	Lanes width	Req Road width	Remaining space (based on 60' ROW)	Parking space per 100 LF of curb*
A	Parallel	Parallel	1/ one-way	None	8	8	10	26	34	10
B	Parallel	Parallel	2/ two-way	None	8	8	20	36	24	10
C	Angle	Angle	2/ two-way	None	20	20	20	60	0	24
D	None	None	2/ two-way	None	0	0	20	20	40	0
E	None	Parallel	1/ one-way	None	0	8	10	18	42	5
F	None	Parallel	2/ two-way	None	0	8	20	28	32	5
G	None	Angle	1/ one-way	None	0	20	16	36	24	12
H	None	90-degree	2/ two-way	None	0	18	24	42	18	13
J	None (bicycle enhancements for Sharazad Blvd.)		2/ two-way w/ median	Buffered bicycle lane	N/A				N/A as this section would leave existing curbs unchanged	
K	None (bicycle enhancements for Opa Locka Blvd.)		2/ two-way	Bicycle lane with door-side buffer	N/A				N/A as this section would leave existing curbs unchanged	
L	None		2/ two-way w/ median	None	N/A		12	50	This limited section would include angle parking in the median	

in existing right-of-way. Cross Section C takes a more aggressive approach to increasing parking supply and leaves insufficient space within its cross-section. For this reason, if the City wishes to apply it, adjacent development should be required to contribute right-of-way to expand the sidewalk network on any blocks where this cross-section is used.

### Completing the Sidewalk Network

Many of Downtown's streets do not have sidewalks, especially those featuring more residential and small-scale commercial land uses and away from Ali Baba

Avenue and Opa-Locka Boulevard. Adding sidewalks is a complex effort due to limited right-of-way as well as the need for more sophisticated stormwater management infrastructure to ensure that sidewalks do not flood or suffer extensive wear from stormwater accumulation. However, they are an important part of a walkable, mixed-use Downtown and a critical component for ensuring that transit and other mobility assets can unlock travel choices.

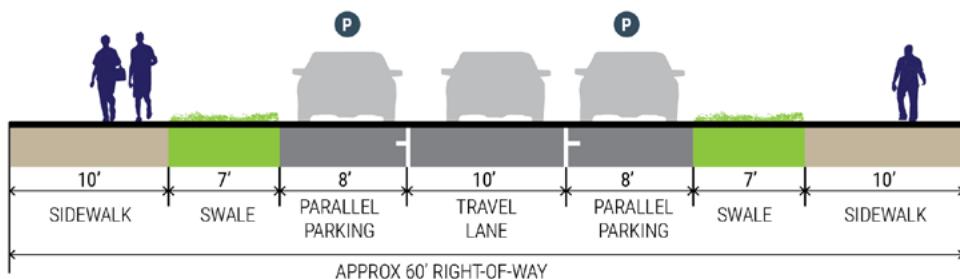
The Plan recommends a strategic set of sidewalk infill projects, many of which may be coordinated with site redevelopment to reduce costs to the City and CRA.



### A: One-Way with Parallel Parking on Both Sides

10 PARKING SPACES PER 100 LF OF STREET\*

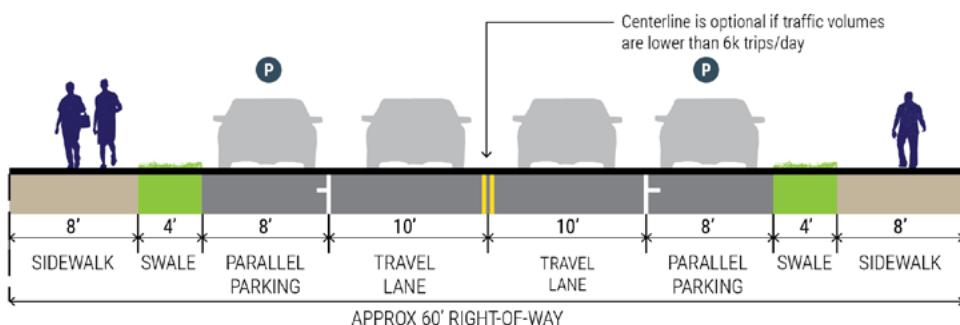
\*does not account for driveways or 20' intersection buffer



### B: Two-Way with Parallel Parking on Both Sides

10 PARKING SPACES PER 100 LF OF STREET\*

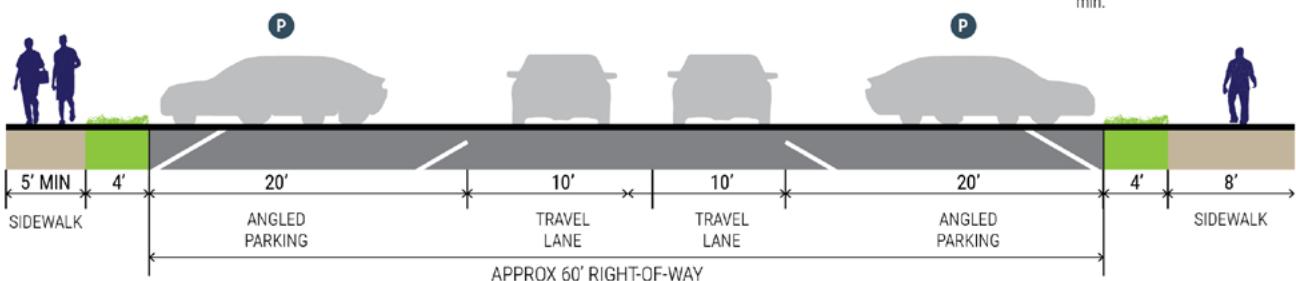
\*does not account for driveways or 20' intersection buffer



### C: Two-Way with Angled Parking on Both Sides

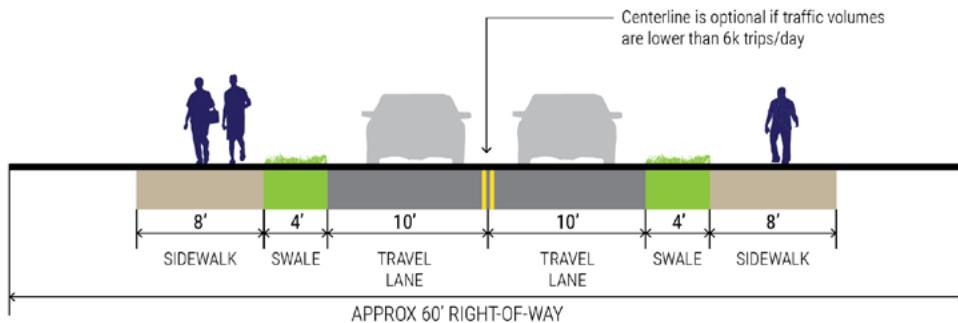
24 PARKING SPACES PER 100 LF OF STREET

Note: Swale and/or sidewalk width may be modified to avoid utility conflicts. Sidewalk should be 5' min and swale should be 4' min.



### D: Two-Way with No Parking

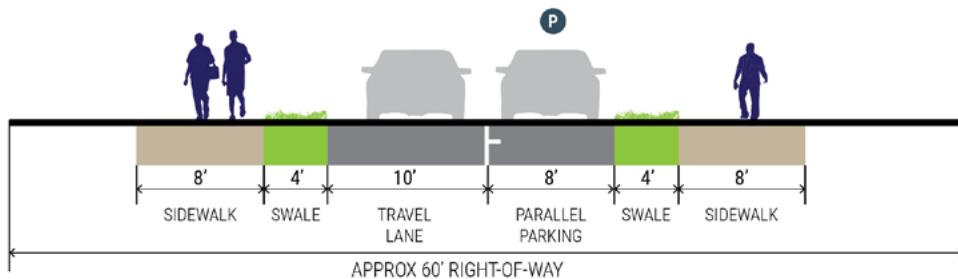
0 PARKING SPACES PER 100 LF OF STREET



Note: Swale and/or sidewalk width may be modified to avoid utility conflicts. Sidewalk should be 5' min and swale should be 4' min.

### E: One-Way with Parallel Parking on One Side

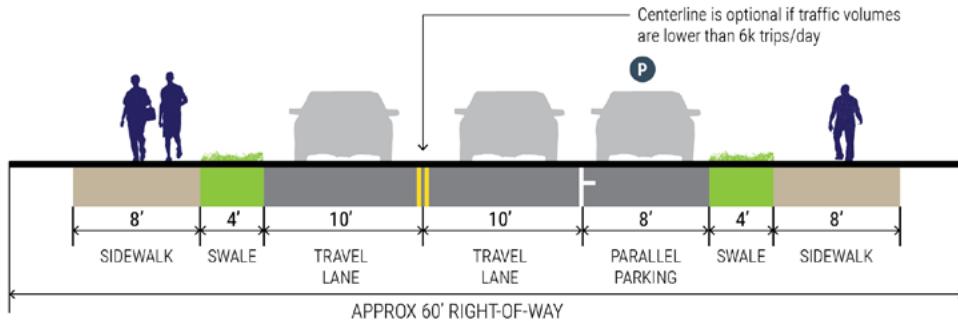
5 PARKING SPACES PER 100 LF OF STREET



Note: Swale and/or sidewalk width may be modified to avoid utility conflicts. Sidewalk should be 5' min and swale should be 4' min.

### F: Two-Way with Parallel Parking on One Side

5 PARKING SPACES PER 100 LF OF STREET

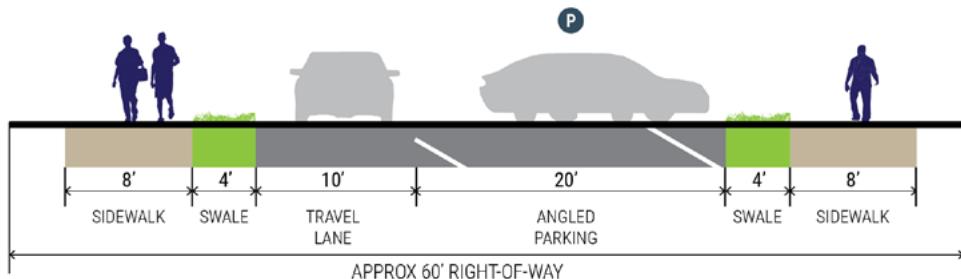


Note: Swale and/or sidewalk width may be modified to avoid utility conflicts. Sidewalk should be 5' min and swale should be 4' min.



## G: One-Way with Angled Parking on One Side

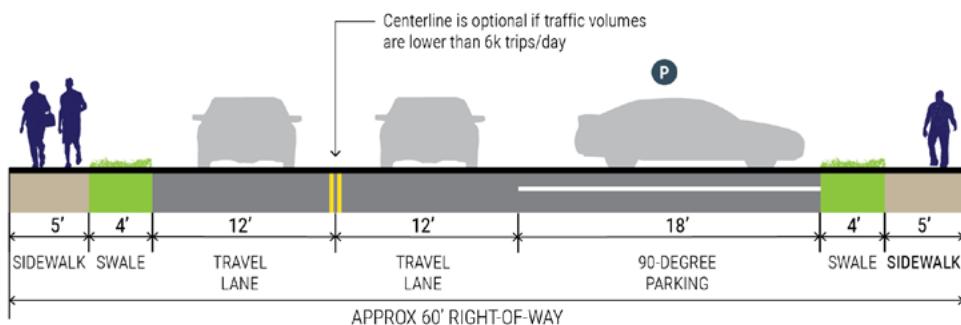
12 PARKING SPACES PER 100 LF OF STREET



Note: Swale and/or sidewalk width may be modified to avoid utility conflicts. Sidewalk should be 5' min and swale should be 4' min.

## H: Two-Way with 90-Degree Parking on One Side

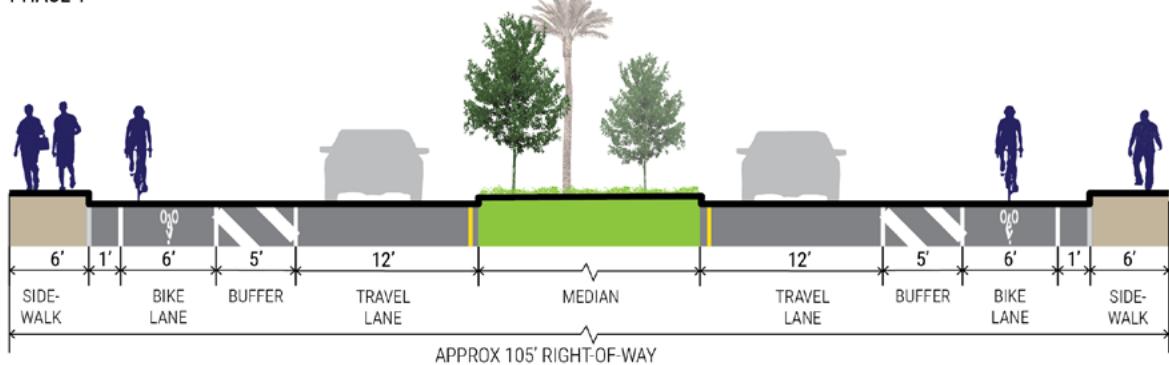
13 PARKING SPACES PER 100 LF OF STREET



Note: Swale and/or sidewalk width may be modified to avoid utility conflicts. Sidewalk should be 5' min and swale should be 4' min.

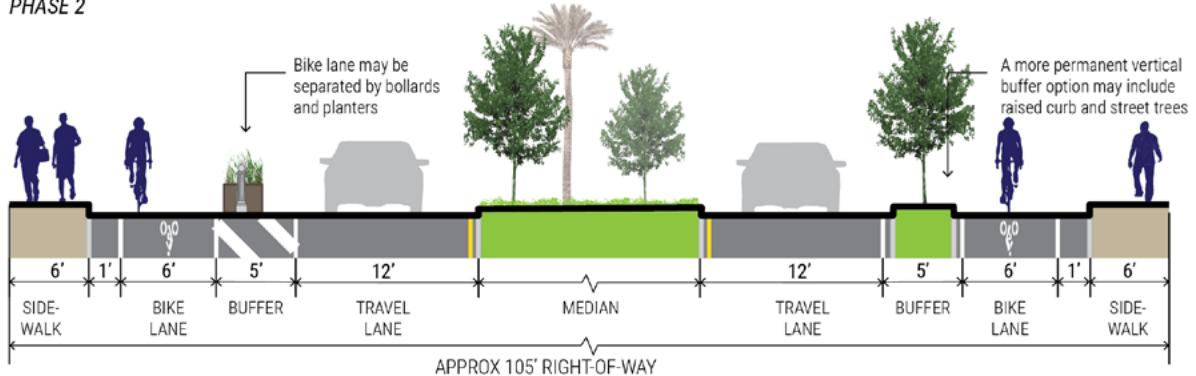
## I: Sharazad Blvd Buffered Bike Lanes with Road Diet

PHASE 1

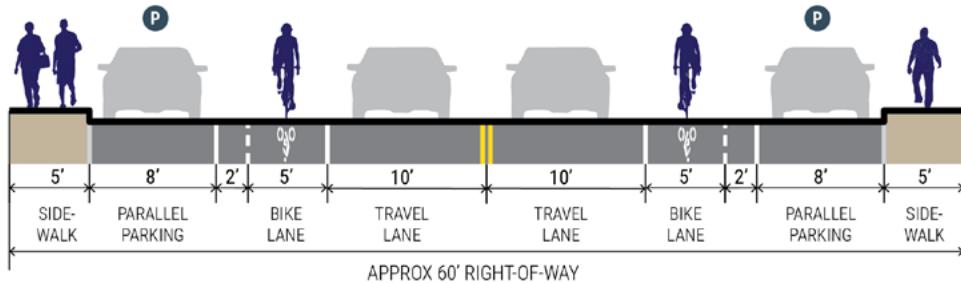


### J: Sharazad Blvd Separated Bike Lanes with Road Diet

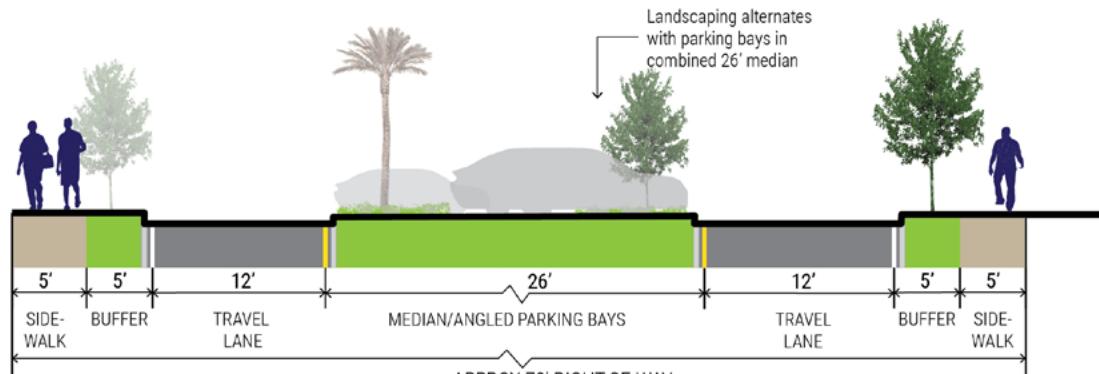
PHASE 2



### K: Opa-locka Blvd Bike Lanes with Lane Narrowing



### L: Ali Baba Boulevard with Parking in Median





# Applying Street Designs to the Network

The Plan's core recommendations for street enhancements are based on applying the cross-sections discussed on the following pages to Downtown Opa-Locka's street network. This is illustrated in the map shown on the following page.

The Plan recommends a mix of street reconstructions to increase parking yield, especially in the Downtown West subarea where residential development is recommended, and to provide a complete bicycle route through Downtown.

## Bicycle Routes

With bicycle lanes already on Ali Baba Avenue, Downtown has a dedicated and distinctively marked bicycle connection to other parts of the City and neighboring communities. However, its internal network of dedicated bicycle routes is currently incomplete.

The Plan recommends using Sharazad Boulevard's wide cross-section and reducing two travel lanes on either side of this median to a single travel lane. The width of the reduced travel lane allows generous space for a dedicated bicycle lane and buffer, an important element of safety on this curving roadway. This can be accomplished in the short term at relatively low cost with simple pavement marking and paint, as shown in Cross-Section J1, although in the long term the City and its partners may explore a more advanced design that creates a physical buffer, either with planters or a raised island with curbs, as shown in Cross-Section J2.

The Plan also recommends using Opa-Locka Boulevard, which currently features wide travel lanes, as a connecting route with dedicated bike facilities and connecting this to the existing route on Perviz Avenue with one block of Sharazad (as illustrated on

the following page). This convergence of routes at Opa-Locka's historic City Hall offers an opportunity for a bicycle parking station or mobility hub at this location, a central civic and recreation facility for Downtown.

## Reconstructing Streets for Parking

While on-street parking is typically used to support neighborhood needs in constrained conditions and to support retail and other business uses, Downtown Opa-Locka's extensive street network offers an opportunity to repurpose select street sections to increase on-street parking supply to directly support nearby land uses. This would allow on-site parking to be reduced, which could potentially reduce development costs and allow a greater range of affordability (especially for housing).

## Completing the Sidewalk Network

Many of Downtown's streets do not have sidewalks, especially those featuring more residential and small-scale commercial land uses and away from Ali Baba Boulevard and Opa-Locka Boulevard. Adding sidewalks is a complex effort due to limited right-of-way as well as the need for more sophisticated stormwater management infrastructure to ensure that sidewalks do not flood or suffer extensive wear from stormwater accumulation. However, they are an important part of a walkable, mixed-use Downtown and a critical component for ensuring that transit and other mobility assets can unlock travel choices.

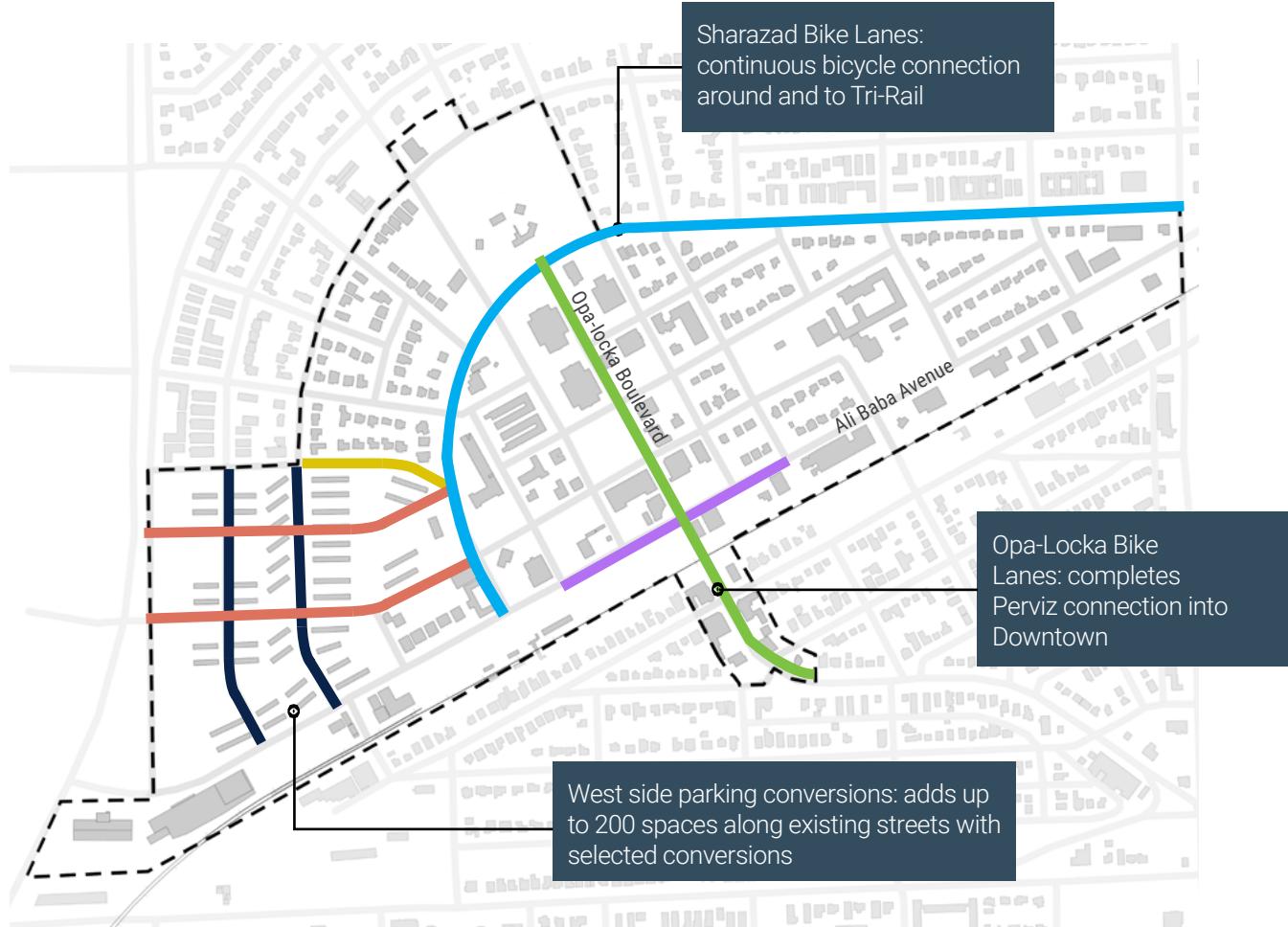
New street reconstructions recommended for parking addition, as discussed in the last subsection, would also add sidewalks. In addition to these, the master plan recommends a strategic set of sidewalk infill projects, many of which may be coordinated with site



redevelopment to reduce costs to the City. These are illustrated on the map on the following page.

As shown below, the Plan's recommended mobility network includes a mix of cross-section applications to Downtown blocks. These are color-coded by the

recommended cross-sections earlier in this chapter and callout information to the right indicates what each principal recommendation would accomplish.



### Street Cross Section Scenarios

- Section B
- Section C
- Section H
- Section I
- Section K
- Section L

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HISTORIC OPA-LOCKA HOTEL, CURRENTLY THE LOGAN EXECUTIVE CENTER

Opa-locka's historic resources are limited however, those that remain are wonderful examples of the Moorish vision it was built upon. These buildings must be protected and preserved.

### Historic preservation in Florida:

- **Supports 110,000+ jobs annually**
- **Generates \$2.9+ billion in wages**
- **Results in \$1.3+ billion in taxes**
- **Contributes \$6+ billion to our economy annually**



# Historic Preservation

## Historic properties in Opa-locka

A century ago a City built on a vision of an Arabian Knights themed City was just an idea ... that would soon come to reality. By the late 1920's more than 100 Moorish influenced buildings had been constructed in the City. Unfortunately, many of the buildings that were originally constructed were destroyed in the 1926 hurricane.

Although many survived, they have largely been significantly altered over the years and no longer retain their original character or historic significance, have fallen into substantial disrepair, or have been demolished.

Few strong examples remain - historic City Hall and the current Opa-locka CDC building are among them, and flank Opa-locka Boulevard.

## Historic preservation efforts in Opa-locka.

In 2016 the City established the Historic and Environmental Preservation Board. Within the duties and responsibilities of this board, they have the authority to designate individual sites and districts, approve certificates of appropriateness (COA's), approve historic markers, recommend zoning and building code amendments, and establish guidelines for preservation, among others.

To date, staff has worked to develop design guidelines that provide the framework for review of future COA's following individual or area designations. These guidelines are currently under review by the City Council.

At this time, there is no designated historic district or individual sites by the City of Opa-locka.

## Preservation programs are tools.

**In addition to preserving the past, historic preservation programs are tools, and at the local level should be designed to help achieve the specific goals of that community.**

A few of the key benefits of historic preservation and historic districts include:

- Stabilized or improved property values;
- Supports green initiatives through reuse and recycling of materials;
- Stimulates economic activity through rehabilitation;
- Supports creation of jobs for skilled craftsmen and designers;

- Protects historic legacy and design through review processes;
- Promotes heritage tourism and improves the local economy;
- Attracts businesses start up and job creation
- Stimulates additional tax revenue;
- Can provide financial incentives for eligible projects;
- Attracts other funding sources for community-based projects;
- Attracts events, activities and community program;
- Enhances community pride;
- Increases choice of housing types available;
- Supports small business startup.



## National Register of Historic Places

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Achieving designation for individual properties or districts is a significant achievement. Currently there are 22 properties in the City that are listed on the National Register.

Properties listed on the National Register do not require any additional design review or approvals for rehabilitation beyond what the local jurisdiction has in place. In addition to the significant recognition of a National Register designation, income earning properties that are individually designated or are a contributing structure located within a National Register district are eligible for tax credits resulting from qualified improvements. Local building codes may also be amended while complying with the Florida Building Code to allow the Building Official flexibility in approving design and construction projects on historic properties to minimize degradation of the historic appearance.

## Next steps for historic preservation

There are several actions that should be taken quickly to preserve the historic architecture that remains, protect the overall integrity of areas within the City from future incompatible development, and help spur reinvestment.

It is critical that local designations occur in the very near timeframe and the City and CRA work to identify ways in which they can help property owners restore or rehabilitate properties that have retained historic integrity before they are gone.

### Key next steps for the City include:

- Require compliance with the City of Opa-locka Moorish Revival Style Design Handbook;
- Authorize the establishment of a local ad valorem tax exemption for rehabilitation of historic properties;
- Amend the Historic and Environmental Preservation Board ordinance to allow for the issuance of local ad valorem tax exemptions following completion of complying rehabilitation with an approved COA;

- Conduct training sessions with the Historic and Environmental Preservation Board on the Secretary of the Interior's Standards for Rehabilitation to understand how to approve COA's;
- Develop a public awareness initiative on the benefits of historic preservation;
- Conduct a historic resources survey;
- Delineate one or more local historic districts ;
- Identify critical local landmarks located outside a potential historic district;
- Establish financial incentives through the City and CRA;
- Refine any needed changes in the Historic Downtown Opa-locka District Overlay;
- Designate local historic districts and landmarks;
- Actively reach out to property owners of historic properties and identify opportunity for owner investment and where appropriate City or CRA incentives.

## Preservation Incentives

There are two primary mechanisms Opa-locka can use to help encourage private reinvestment.

1. Local ad-valorem tax exemption: once established, this program provides a 100% tax exemption for the assessed value of improvement to real property for a ten-year period following completion of qualifying restoration or rehabilitation compliant with an approved certificate of appropriateness. Note, this tax exemption applies to the value added resulting from improvement - it does not exempt the entire property value.
2. Landscape and facade improvement grants: the CRA should consider modifying the existing landscape and facade improvement grant to prioritize or award higher points or dollar awards to historic properties that complete a rehabilitation compliant with an approved COA. This would not apply to properties located outside the historic district. The CRA could apply the modified grant beyond the historic district without a COA provided the property is located within the redevelopment area.

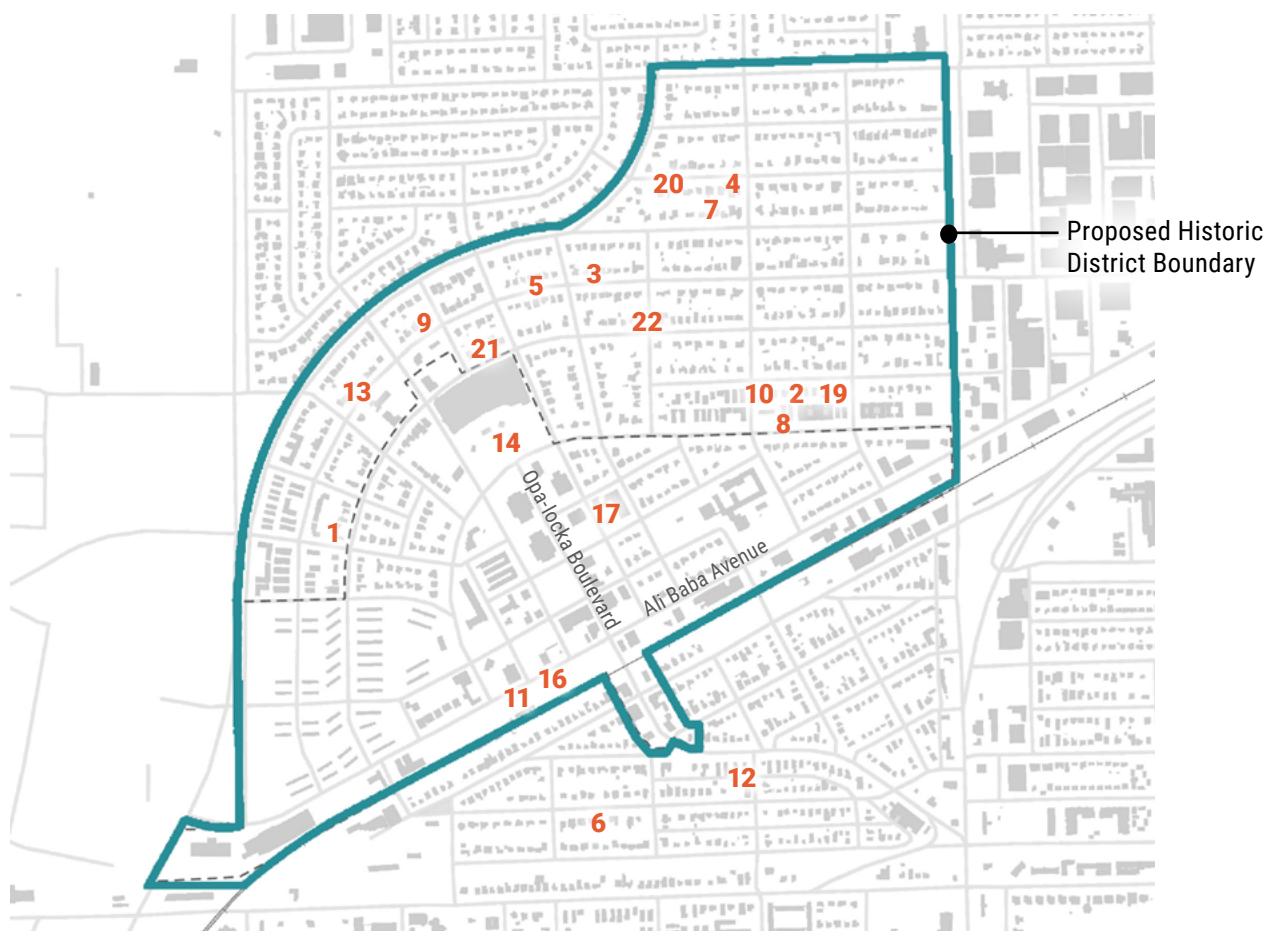


## Opa-locka National Register Landmarks

1	Baird House (Edmunds House)	12	King Runk Factory and Showroom (O'Dell Apartment House)
2	Bush Apartments (Gory Building)	13	Long House (Peterman House)
3	Cravero House (Lewis House)	14	Opa-locka Company Administration Building
4	Crouse House (Rey House)	15	Opa-locka Fire and Police Station <i>demolished</i>
5	Etheredge House (Raad House)	16	Opa-locka Railroad Station
6	Griffiths House (Ortiz-Figueroa House)	17	Opa-locka Bank (First Baptist Church)
7	Haislip House (Payon-Diaz House) <i>demolished</i>	18	Root Building (Rondon Building) <i>demolished</i>
8	Helm Stores and Apartments	19	Taber Duplex (Brown House)
9	Helms House (Rose House)	20	Tinsman House (Morales House)
10	Higgins Duplex (Smith House)	21	Tooker House (Quick House)
11	Hurt, Harry, Building	22	Wheeler House (Riopelle House)

### National Register Designations & Proposed Local Historic District

Twenty-two (22) properties in the City of Opa-locka have been designated on the National Register of Historic Places. Since those designations, two have been demolished. The image below indicates where each of the remaining structures are located, and a proposed boundary for a local historic district.



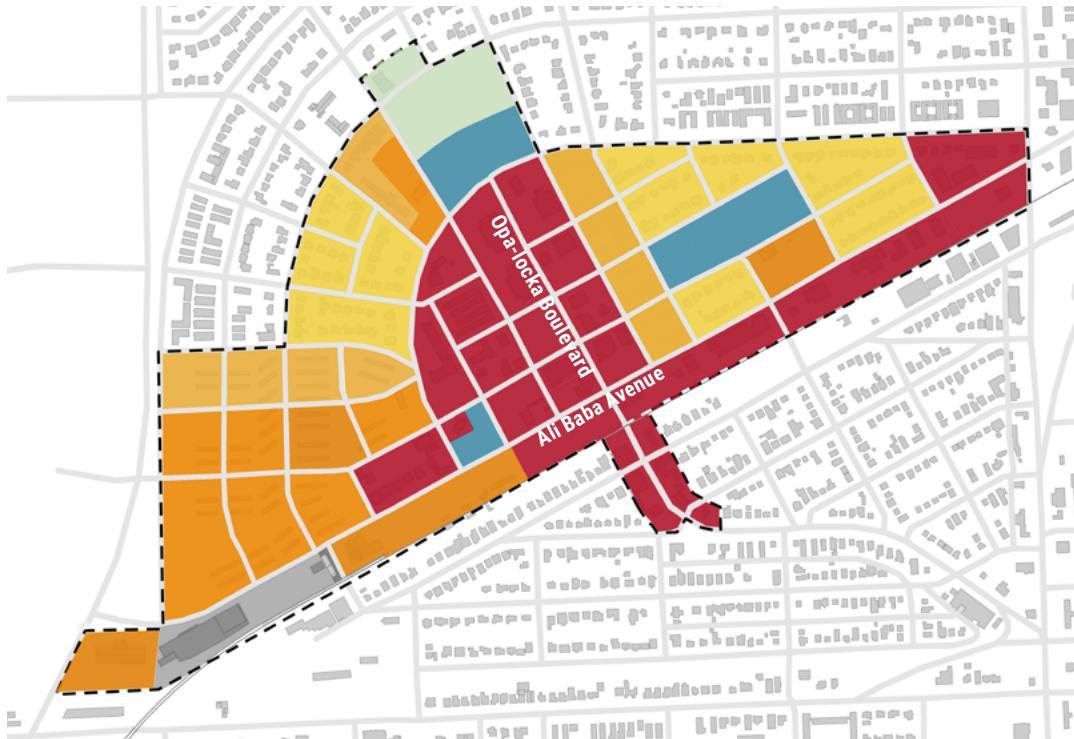
NATIONAL REGISTER HISTORIC LANDMARKS & PROPOSED HISTORIC DISTRICT





# Future Zoning

**Overview:** much of the existing Downtown zoning supports the overall Plan's general land use goals. Essential changes to fully support the plan will be to rezone certain parcels, primarily in Downtown West and Downtown Core to support more intense and urban mixed-use redevelopment standards. Adoption of the Historic Downtown Overlay with appropriate standards for these zoning districts should support the Plan.



## Downtown Zoning Classifications, Descriptions & Acreages

P	Park	4.5 ac	R-4	High Density Residential	27.7 ac
C	Civic	7.1 ac	R-1	Single Family Residential	17.1 ac
I-1	Light Industrial	4.9 ac	ROW	Right-of-way	64.2 ac
B-2	Commercial Liberal Business	31.2 ac			<b>Total: 167.3 ac</b>
R-3	Moderate Density Residential	10.6 ac			



# Historic Downtown Overlay District

**The Historic Downtown Overlay District (HDOD) is intended to provide consistent zoning regulations within the broader framework of current zoning district classifications in the Opa-locka Land Development Regulations. This overlay is intended to support development of the Downtown Master Plan.**

Downtown zoning districts currently range from single-family residential to industrial. The zoning in place for many parcels within Downtown and the standards they apply do not fully support implementation of the Plan. Modified zoning district standards and the rezoning of parcels as development occurs will support implementation of the Plan. The HDOD should replace any existing overlay covering the Downtown area and supersede any and all conflicting code.

There are several key areas that should be addressed for the Plan to be successful.

**Permitted and Prohibited Uses:** the uses permitted and prohibited have one of the greatest impact on the success of Downtown. This is the opportunity to frame the City's vision.

**Flexibility in Development:** every Downtown is unique and the overlay should provide the flexibility for urban redevelopment to occur. Removing standard zoning criteria such as minimum lot or unit size will allow development to occur as it makes sense and provide greater creativity.

**Parking Requirements and Standards:** our communities are full of partially vacant parking lots that far exceed the demands. The overlay recognizes market-driven parking demand, reduces the required parking "floor" to minimize land consumption, save costs, and limit the incentives required.

**Streets:** Downtown streets should prioritize the pedestrian, create a comfortable experience, and support the overall parking supply.

**Landscape:** the quality of landscape significantly influences the user experience and provide many critical functional aspects such as creating shade for walkways and helping to absorb stormwater runoff.

The following provide a summary of the most important aspects of the items above and have been expanded in the HDOD draft code for use in amending the Land Development Code.

**Uses:** Downtown should prioritize attraction of uses including restaurants and outdoor dining, retail, micro-breweries, and arts or cultural venues.

Those that should be restricted wholly or in certain areas include ground floor offices, drive-through's, fast food, big box retail or national chains, auto related, and medical facilities as Downtown currently has a disproportionate share of these.

**Flexibility:** some of the most interesting and creative buildings are developed from irregular sites that, under typical zoning standards, would never be built. Downtown is unique and it will need to maximize its land for development opportunities and establishing the compact critical mass

needed to support a thriving business community. Removing minimum lot sizes, maximum lot coverage provided setbacks, public space, and stormwater management are addressed, and eliminating minimum unit sizes will provide more flexibility for development. A developer is not going to build something the market won't support.

**Parking:** Downtown parking requirements must be more realistic in providing for a true parking need rather than potential peak demand per use. This also needs to consider the impact of an increase in residents Downtown its walkability.

Opa-locka, like many communities, offers various parking reduction options. The overlay takes a



different approach. Rather than setting the "parking floor" high and offering ways to reduce it, lower it to a more practical parking demand, reduce the need to offer parking reductions and limit the potential incentives required for developers to construct excess parking.

Modeling of realistic development scenarios using the Institute for Transportation Engineers *Parking Generation* guide and resource manual support reducing parking requirements to 1.25 spaces per residential unit, and 1 space per 333 square feet for non-residential uses. Hotels and motels will require 1 space per sleeping room with additional uses that may be included calculated at 35% of the standard parking ratio.

Other parking considerations include:

- Change in use within an existing building and without any expansion only requires administrative parking review.
- Any new surface parking lots must be located at the rear of a building and be screened from the street by landscape or wall. No new surface parking lot may be permitted directly abutting a primary street: Ali Baba Avenue, Opa-locka Boulevard, Fisherman Street or Sharazad Boulevard.
- Parking garages must be located at the rear or interior of structures and are encouraged to have liner buildings on all street facing sides. Where liner buildings are not possible on all sides, it shall be screened by landscape or include enhanced facades such murals or other decorative features. No parking garage shall directly face existing single-family residential.
- On-street parking created as a result of new development may count toward fulfilling the parking requirements for that building and/or block.

- Remote parking areas in which all or part of one use's parking requirement is satisfied from parking on a different property or properties may be within one-quarter mile of the building or function utilizing the shared parking.
- Cross-access easements or other mechanisms established by developers to provide joint access between two or more developments to satisfy parking requirements is encouraged.

**Streets:** streets throughout Downtown are intended to prioritize the pedestrians and cyclists, accommodate vehicles, transit, and micro-mobility options as they develop. The Downtown Master Plan provides for several roadway sections that may be used as the City and/or developers replace streets over time.

Reconstruction should generally include:

- Travel lanes
- Parking
- Landscape area - including shade trees
- Sidewalks
- Landscape and furnishings zone (beyond right-of-way)
- Sharrows unless roadway section allows for bike lanes

Utility easements may be requested or required of private developers if utilities are unable to be located within the public right-of-way.

**Landscape:** the overall experience and comfortability Downtown will be heavily influenced by landscape. The overlay incorporates requirements including size and quality of trees, palms, shrubs, and groundcover.



**HDOD Zoning District Criteria:** Working within the existing zoning districts, the Downtown Master Plan proposes rezoning parcels as they undergo redevelopment. With the R-3, R-4, and B-2 zoning district criteria provided in the next three tables, and deferral to the existing Land Development Code on any items absent from the overlay should support development of the Plan as envisioned.

**R-3 Zoning District:** this district provides for moderate density multi-family uses that transition between single-family and high-density residential.

Uses	Multi-family, dense cottage, or townhome residential.
Maximum Intensity / FAR	100 du / net acre
Height	Minimum: Two Stories Maximum: Four Stories or 50 feet
Setbacks	<b>Any Street Frontage</b>
Front	10' minimum, 25' maximum
Side Interior	5' minimum, 15' maximum
Side Corner	10' minimum, 25' maximum
Rear	25' minimum unless abutting an alley and may be reduced through site plan approval process provided all required clearances are met.
Accessory Structure Height	20 feet
Accessory Structure Setback	May not be visible from the primary street frontage
Minimum Site Area	No Minimum Required
Minimum Lot Width	No Minimum Required
Minimum Unit Size	No Minimum Required for Residential or Non-Residential Uses
Maximum Impervious Area	80 Percent of Site
Front Setback Improvements	Front setbacks shall be improved with enhanced landscape and must include a combination of trees, shrubs, and groundcover. Sod, mulch, or single groundcover alone does not constitute improved and enhanced landscape.
Facades	All facades must comply with the Moorish Design Guidebook.



**R-4 Zoning District:** this district provides for high density multi-family uses and allows for mixed-use development with commercial uses intended to provide neighborhood goods and services provided they are located on a street facing ground floor and that each individual tenant space does not exceed 2,500 square feet. Professional office uses may be permitted on the second floor.

Uses	Multi-family residential is the primary use within this zoning district. Commercial uses as allowed with the HDOD are permitted.	
Maximum Intensity / FAR	150 du / net acre	
Height	Minimum: Four Stories Maximum: Eight Stories or 80 feet provided height does not conflict with FAA flight path for Miami-Opa-locka Executive Airport.	
Setbacks	Fisherman Street	Ali Baba Avenue / Sharazad Boulevard
Front	0' minimum, 10' maximum	5' minimum, 15' maximum
Side Interior	0' minimum, 10' maximum	0' minimum, 10' maximum
Side Corner	0' minimum, 10' maximum	0' minimum, 15' maximum
Rear	0' minimum if abutting alley, 15' minimum all others	0' minimum if abutting alley, 10' minimum all others
Accessory Structure Height	20 feet	
Accessory Structure Setback	May not be visible from the primary street frontage	
Minimum Site Area	No Minimum Required	
Minimum Lot Width	No Minimum Required	
Minimum Unit Size	No Minimum Required	
Maximum Impervious Area	Shall be determined by ability to meet stormwater management, setbacks, and required landscape areas.	
Front Setback Improvements	Where front setbacks are provided, the area within the setback shall be improved as a hardscape extension of the public streetscape with no change in elevation from the adjacent sidewalk or improved and enhanced landscape. Sod, mulch, or single groundcover alone does not constitute improved and enhanced landscape.	
Facades	All high-density residential projects in the HDOD must be oriented with the front facade facing Fisherman Street or Ali Baba Avenue.  All facades must comply with the Moorish Design Guidebook and ground floor commercial facades must include a minimum of 60% of the façade area between 2 foot and 10 feet in height above the adjacent ground level shall consist of storefront windows and doors with transparent glazing with no more than 10 percent daylight reduction (tinting) and no reflective or mirrored coating or treatment.  New development must provide a usable and publicly accessible plaza, courtyard or other seating or gathering area compatible in size with the building along the primary street frontage.  Awnings, canopies, or other forms of weather protection shall be required along at least 80 percent of front facades on ground floor commercial uses. Stoops are permitted.	



**B-2 Zoning District:** this district provides for an array of commercial uses such as neighborhood scale restaurants, retail, galleries, and limited professional office to activate and serve Downtown residents and visitors. Residential uses are encouraged provided they are on the second floor or above. Office uses are not permitted on the ground floor but are permitted on the second floor and above.

Uses	Neighborhood and Downtown scale commercial are the primary uses intended for this district. Mixed-use including mixed-income residential on the second floor or above are highly encouraged. Commercial uses as allowed with the HDOD are permitted.		
Maximum Intensity / FAR	150 du / net acre		
Height	Minimum: Three Stories Maximum: Six Stories or 70 feet provided height does not conflict with FAA flight path for Miami-Opa-locka Executive Airport.		
Setbacks	Opa-locka Boulevard	Fisherman Street	Ali Baba Avenue
Front	0' minimum, 5' maximum	0' minimum, 10' maximum	5' minimum, 15' maximum
Side Interior	0' minimum, 5' maximum	0' minimum, 10' maximum	0' minimum, 10' maximum
Side Corner	0' minimum, 5' maximum	0' minimum, 10' maximum	0' minimum, 15' maximum
Rear	0' minimum if abutting alley, 15' minimum all others	0' minimum if abutting alley, 15' minimum all others	0' minimum if abutting alley, 15' minimum all others
Accessory Structure Height	20 feet		
Accessory Structure Setback	May not be visible from the primary street frontage		
Minimum Site Area	No Minimum Required		
Minimum Lot Width	No Minimum Required		
Minimum Unit Size	No Minimum Required for Residential or Non-Residential Uses		
Maximum Impervious Area	Shall be determined by ability to meet stormwater management, setbacks, and required landscape areas.		
Front Setback Improvements	Where front setbacks are provided, the area within the setback shall be improved as a hardscape extension of the public streetscape with no change in elevation from the adjacent sidewalk or improved and enhanced landscape. Sod, mulch, or single groundcover alone does not constitute improved and enhanced landscape.		
Facades	<p>Any business liberal development abutting Opa-locka Boulevard, Fisherman Street or Ali Baba Avenue must consider those streets the primary front facing façade. Developments facing these streets have the following setbacks.</p> <p>All facades must comply with the Moorish Design Guidebook and ground floor commercial facades must include a minimum of 60% of the façade area between 2 foot and 10 feet in height above the adjacent ground level shall consist of storefront windows and doors with transparent glazing with no more than 10 percent daylight reduction (tinting) and no reflective or mirrored coating or treatment.</p> <p>New development must provide a usable and publicly accessible plaza, courtyard or other seating or gathering area compatible in size with the building along the primary street frontage.</p> <p>Awnings, canopies, or other forms of weather protection shall be required along at least 80 percent of front facades on ground floor commercial uses. Stoops are permitted.</p>		





# Gateways

**Downtown can benefit from its location with major roadways located on both sides of it, and it's easy access to other major roadways in South Florida.**

Currently, Downtown lacks any significant sense of arrival that identifies to the traveler they are entering a special place.

Developing gateways where opportunity is present will serve to both attract the passer-by while also serving as an identifier to those visiting Downtown that they have arrived.

Existing development may limit some gateway design and development however, opportunity remains to create both Primary and Secondary Gateways.

## Primary Gateways

The two primary gateways should be developed at either end of Ali Baba Avenue within the Downtown

area. On the western side of Downtown, the intersection of Ali Baba Avenue and Douglas Road has ample room for a large gateway feature. The intersection at NW 27th Avenue has greater limitation however, installation of new lighting, smaller signage, decorative pavers, murals (on-street or buildings) and landscape will be an overall enhancement.

## Secondary Gateways

Secondary gateways should be much smaller in scale and used to signify important intersections within the Downtown area or for secondary streets that will be important linkages into it. Decorative banners, enhanced landscape and furnishings, and decorative pavers or murals would be appropriate to define these.

DOWNTOWN GATEWAY LOCATIONS



#### GATEWAY DEVELOPMENT AT ALI BABA AVENUE AND DOUGLAS ROAD



#### GATEWAY DEVELOPMENT AT ALI BABA AVENUE AND OPA-LOCKA BOULEVARD



# Approach to Phasing

The four phases described below suggest an approach to achieving the projected market demand over the next decade identified in this Plan, while at the same time achieving the compact critical mass of residential and related development that will reinvigorate Downtown. As individual property-owners may step forward to partner with the City to accelerate redevelopment of their property or other circumstances may well change that will suggest a different approach to phasing.

**Phase 1:** Begin construction of this new "Downtown Neighborhood" with "development-ready" sites' in Downtown West and Downtown Core

- Two developments that utilize that adjacent City-owned property to demonstrate the strength of the market and to ensure initial development sets a high bar and meets the Plan's goals.
- Nearby "Barracks" projects to initiate redevelopment of this area with large sites

**Phase 2:** Begin building out Fisherman Street - an essential secondary "Main Street" that links this residential to the core.

**Phase 3:** Complete Fisherman Street, add new Downtown Core housing along Opa-locka Boulevard, develop transit-oriented housing adjacent to the Tri-Rail station, and launch infill and school site development in Downtown East.

**Phase 4:** Fill out the Barracks and Downtown West neighborhood.

**Future Phases:** This initial first ten-year redevelopment program will spur greater market interest going forward and promote increased demand to live, work, shop, play, and innovate in and near Downtown. It is critical that the CRA continue to manage and guide development to continue to use development as a powerful tool for achieving the City's goals.

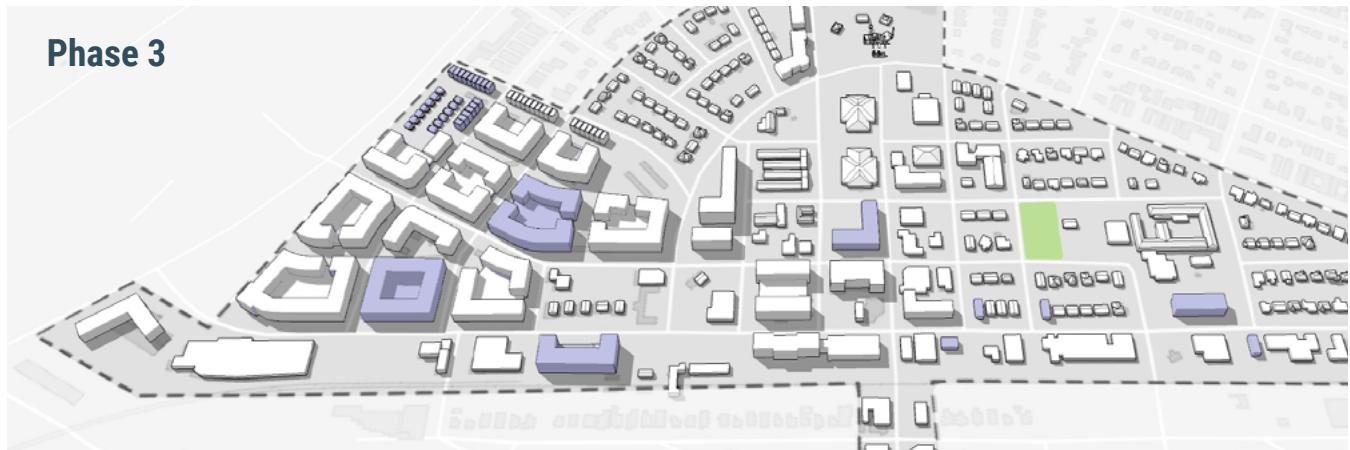
## Phase 1



## Phase 2



**Phase 3**



**Phase 4**



**All Phases**





Fisherman Street, as shown above, can become a second "Main Street" connecting this vibrant residential neighborhood with the core Downtown area. Shared-use lanes, on-street parking, shade, landscape, sidewalks, lighting, furnishings and a comfortable scale will create an active and pedestrian friendly streetscape.



## Downtown West: a new mixed-income, mixed-use Downtown neighborhood.

Redevelop roughly 26 acres, consisting of large investor-owned parcels occupied by low-density housing (former Navy barracks) together with nearby parcels into roughly 2,000 units of mixed-income housing together with limited retail and other uses. Note the current owners of these parcels have expressed interest in redevelopment. Together with existing nearby housing, this new development will form the core of a lively, diverse new Downtown Neighborhood, including new parks and handsome new streets. This compact new neighborhood will provide the key market support for the expanded nearby Downtown Core retail and other active uses that will bring Downtown to life. Downtown Design Standards will play a critical role in ensuring that this new housing does not emerge as a series of freestanding developments, but instead line streets and embraces new public streets to form the building blocks for a new neighborhood. Rather than providing only a lobby entrance, face public streets with street level "townhouse" units with individual front doors to promote a sense of neighborhood. Upper floors will house multifamily units accessed from the lobby.

Fisherman Street will provide a lively, walkable neighborhood "Main Street" connecting Downtown West to the heart of the Downtown Core. As much as possible, locate neighborhood serving retail, services, and eateries—as well as community services—along Fisherman to animate the street and promote its importance as a center of neighborhood life.

See place-based and policy strategies below for specific action items.



## Potential Redevelopment Parcels - Downtown West

The area referred to as the Barracks was once housing for the former Naval Reserve Air Base. Today these parcels are held by private ownership entities and operated as rental housing. Adjacent industrial parcels that have expressed interest in redevelopment could further increase this impact.



Parcel	Owner	Sq. Ft.	Acres	Market Value	Current Use
A	Michelle LVR LLC	207,946	4.77	\$3,360,000	Housing
B	Michelle LVR LLC	112,406	2.58	\$578,350	Vacant
C	Michelle LVR LLC			See "A" above - Combined Folio	Housing
D	Michelle LVR LLC			See "A" above - Combined Folio	Housing
E	Opa Property Management Corp	304,342	6.99	\$4,310,000	Housing
F	Mikon Fin Serv Inc	38,780	0.89	\$334,621	Housing
G	Reference Only				Housing
H	Florida Industrial Properties	147,344	3.38	\$1,398,500	Industrial
I	Reference Only				Housing
J	Reference Only				Housing
K	Michelle LVR LLC	19,482	0.45	\$116,892	Vacant
L	Reference Only				Housing
M	Opa Property Management Corp	32,729	0.75	\$605,506	Housing
N	Opa Property Management Corp	55,327	1.27	\$1,090,000	Housing
O	IBone 17 LLC	29,179	0.67	\$175,074	Vacant
P	Crown Enterprises Inc	166,541	3.82	\$2,200,369	Industrial
Q	State of Florida*	636,151	14.60	\$4,453,057	Tri-Rail / Parking Lot

\* Includes rail line right-of-way




**1. Bungalows**

Units: 13  
Stories: 1  
On-site parking: 0  
Off-site parking: 20

**2. Townhomes**

Units: 34  
Stories: 2/3  
On-site parking: 49  
Off-site parking: 18

**3. Apt. / Condo**

Units: 71  
Stories: 3  
On-site parking: 49  
Off-site parking: 19

**4. Apt. / Condo**

Units: 65  
Stories: 3  
On-site parking: 40  
Off-site parking: 18

**5. Apt. / Condo**

Units: 132  
Stories: 3/4  
On-site parking: 56  
Off-site parking: 14

**6. Apt. / Condo**

Units: 192  
Stories: 6  
On-site parking: 252  
Off-site parking: 28

**7. Apt. / Condo**

Units: 223  
Stories: 6  
On-site parking: 332  
Off-site parking: 35

**8. Apt. / Condo**

Units: 193  
Commercial: 2,500 sf.  
Stories: 6  
On-site parking: 236  
Off-site parking: 25

**9. Apt. / Condo**

Units: 166  
Stories: 5  
On-site parking: 274  
Off-site parking: 24

**10. Apt. / Condo**

Units: 159  
Commercial: 2,500 sf.  
Stories: 6  
On-site parking: see 12  
Off-site parking: 14

**11. Apt. / Condo**

Units: 201  
Stories: 5  
On-site parking: 379  
Off-site parking: 37

**12. Apt. / Condo**

Units: 166  
Stories: 5  
On-site parking: 248  
Off-site parking: 20

**13. Apartments**

Units: 169  
Stories: 4/5  
On-site parking: 87  
Off-site parking: 35

**14. Apartments**

Units: 98  
Stories: 4  
On-site parking: 98  
Off-site parking: 0

**15. Apt. / Condo\***

Units: 95  
Stories: 6  
On-site parking: 141  
Off-site parking: 0

**Summary:** Units: 1,977 Commercial: 5,000 sq. ft. On-site parking: 2,241 Off-site parking: 307





Opa-locka Boulevard will change shape over time as some parcels may be sold and redeveloped while other existing buildings may be improved or expanded. A focus on the public realm is critical and that will mean more than just the streetscape, but also including facade improvements on adjacent buildings, community events, programs and activities. The street can be closed in areas for festivals or vendor space in the early years of redevelopment and can evolve as new spaces and business take on some of the activation. Above, infill and a facade improvement occur in one block, which also hosts a market in the parking lot.



## Downtown Core: the economic, social, and cultural heart of Opa-locka.

The Downtown Core is anchored around Opa-locka Boulevard –Opa-locka's Main Street. Bringing this Boulevard to life as a lively, walkable, diverse, and culturally rich public space is critical to achieving virtually all the goals that shape this Plan. With the right guidance from the City, matched with active partnerships with local businesses and developers, innovative public investment, and a full commitment to preservation, this goal is fully achievable.

In many ways this task starts and ends with the historic City Hall and the other Moorish revival historic buildings that provide the Core with a unique identity and all of Opa-locka with a direct connection to its legacy. Bringing these buildings back to their former glory will not by itself revive the Downtown Core. However, failing to achieve this mission will rob revival of its ability to create a truly unique identity for Downtown that mixes legacy and living culture in a manner that no other South Florida community can match. Effective planning should start now and include mechanisms for tapping the full measure of Downtown's economic success to fund preservation matched with a mix of civic, cultural, community, and business activities that unlock their full potential of these historic buildings to contribute to Downtown's 21st century vitality.

Redevelopment will play a critical role. Market demand exists to refill the roughly ten acres of surface parking (state owned) and vacant and underutilized parcels located along Opa-locka Blvd, or within a block or two. The resulting mix of housing on upper floors and a variety of shops, eateries, cultural venues and similar active uses facing the Core's streets will contribute significantly to reactivating Downtown. In addition, as feasible, surface parking in front of local businesses should be converted into active storefronts and small public spaces that animate the pedestrian experience along the Boulevard. Until these street-fronting parking areas can be developed, local businesses could set up pop-up retail or food businesses facing directly onto the sidewalk.

But much more is needed. This Plan recommends creating a new Downtown Partnership to work closely with the City and local organizations to program the Core with a diverse mix of regularly scheduled community and regionally-oriented events. As noted above in this Plan, Opa-locka Boulevard could be closed on weekends across from City Hall to form a "town square" that hosts a wide variety of events. These events will be important to draw people to the Core to support local businesses, but they will also be important to draw Opa-locka's diverse community to discover each other and celebrate together.

Ali Baba Avenue also offers important opportunities to animate the core. As noted above, its warehouses and industrial buildings lend themselves well to an innovative mix of food, entertainment, arts, and innovation businesses. The combination of low rents and large spaces are well suited to entrepreneurs who want an innovation business within walking distance of food, coffee, and other amenities available along Opa-locka Boulevard. The Tri-Rail station not only connects all of Downtown's residents, workers, and businesses to centers of South Florida's rapidly growing economy—and amenities—but also offers one of the Core's most potentially competitive locations for new housing by redeveloping Tri-Rail's parking lot. Because Tri-Rail's peak parking requirements are during weekdays while housing's peak parking requirements are during evenings and weekends, it should be possible to share enough the parking required by new housing to also meet Tri-Rail's needs.

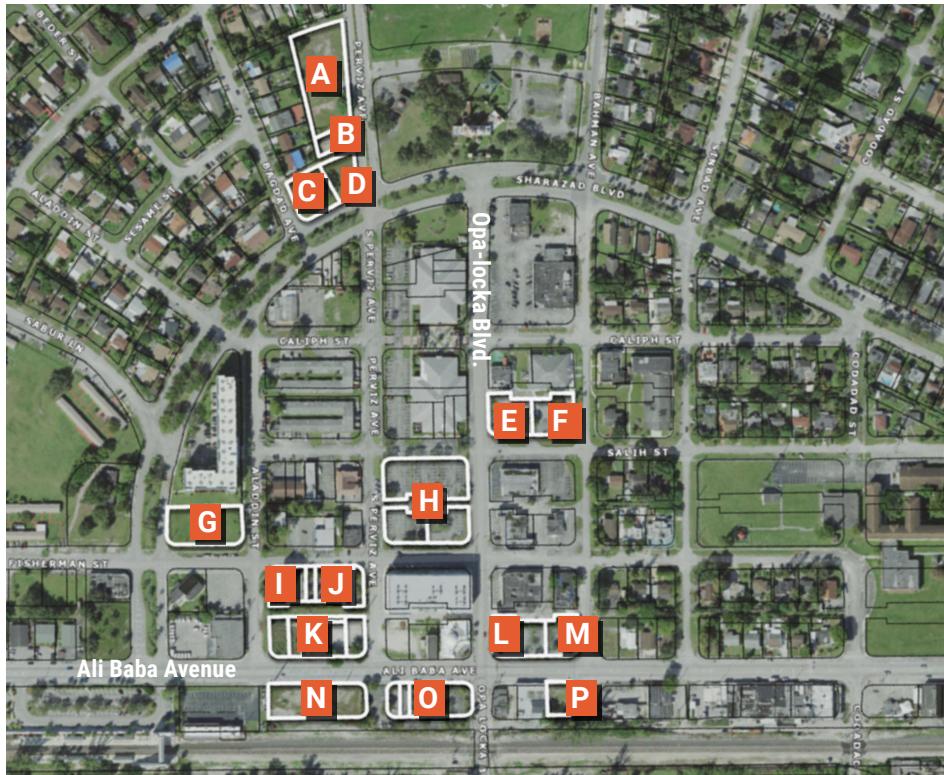
See place-based and policy strategies below for specific action items.



## Potential Redevelopment Parcels - Downtown Core

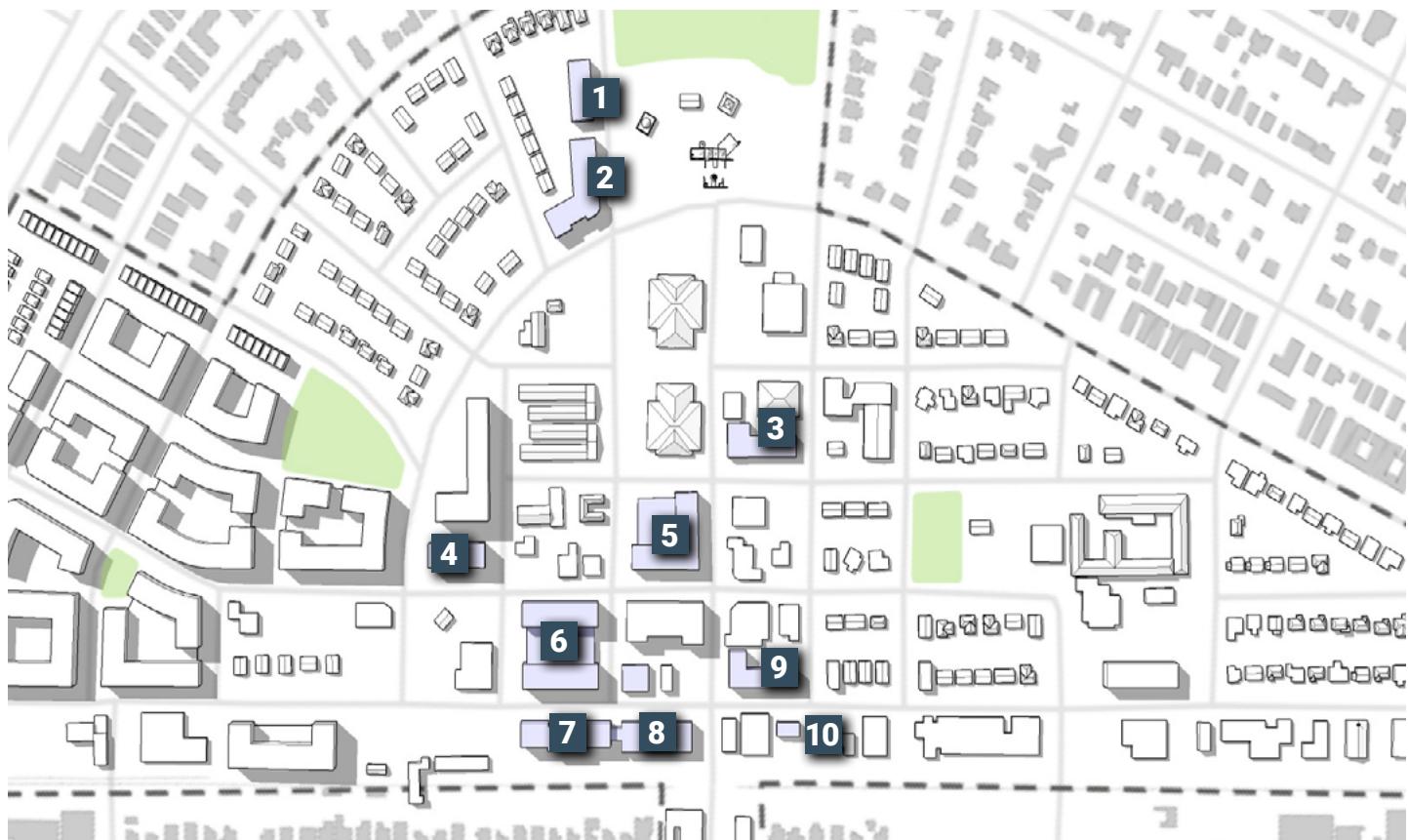
The Downtown Core is anchored by Opa-locka Boulevard which Ali-Baba Avenue, a primary connector through Downtown, to the historic City Hall.

Future redevelopment adjacent to Opa-locka Boulevard should transition it the future "Main Street" for the City.



Parcel	Owner	Sq. Ft.	Acres	Assessed Value	Current Use
A	City of Opa-locka	33,977	0.78	\$135,908	Vacant
B	NGE Key West LLC	5,702	0.13	\$62,722	Vacant
C	NGE Key West LLC	11,761	0.27	\$129,371	Vacant
D	NGE Key West LLC	8,998	0.21	\$98,978	Vacant
E	New Fellowship Baptist Church, Inc.	10,800	0.25	\$173,993	Parking Lot
F	New Fellowship Baptist Ministry Church, Inc.	10,800	0.25	\$175,037	Parking Lot
G	RUDG Town Center LLC	22,202	0.51	\$225,012	Vacant
H	TIITF/DMS - 3 parcels	43,200	0.99	\$472,946	Parking Lot
I	Opa-locka CDC Inc	5,250	0.12	\$57,750	Vacant
J	Fisherman Saligh LLC - 6 parcels	18,435	0.42	\$226,313	Parking Lot
K	Town Center 675 LLC / CDC - 4 parcels	25,250	0.58	\$456,539	Varied
L	JMCG Corporate Buildings LLC	12,375	0.28	\$153,594	Parking Lot
M	441 Opa-locka Blvd. LLC	8,125	0.19	\$103,007	Parking Lot
N	675 Ali Baba LLC / CDC	23,750	0.55	\$210,370	Vacant
O	City of Opa-locka - 5 parcels	20,900	0.48	\$189,035	Parking Lot
P	Aztor of India Corp	8,075	0.19	\$72,675	Vacant





#### 1. Apt. / Condo

Units: 20  
Stories: 3 o.p.  
On-site parking: 50  
Off-site parking: 5

#### 2. Mixed-Use

Units: 61  
Commercial: 8,000 s.f.  
Stories: 3 o.p.  
On-site parking: 25  
Off-site parking: 15

#### 3. Mixed-Use

Units: 28  
Commercial: 9,000 s.f.  
Stories: 3  
On-site parking: 0  
Off-site parking: 10

#### 4. Apartments

Units: 90  
Stories: 8  
On-site parking: 103  
Off-site parking: 30

#### 5. Mixed-Use

Units: 42  
Commercial: 19,000 s.f.  
Stories: 3  
On-site parking: 120  
Off-site parking: 10

#### 6. Apt. / Condo\*

Units: 150  
Stories: 7/8  
On-site parking: 148  
Off-site parking: 16

#### 7. Mixed-Use\*

Units: 77  
Stories: 7  
On-site parking: 43  
Off-site parking: N/A

#### 8. Apt. / Condo

Units: 12  
Commercial: 21,000 sf.  
Stories: 3  
On-site parking: 10  
Off-site parking: 14

#### 9. Mixed-Use

Units: 60  
Commercial: 12,750 s.f.  
Stories: 6  
On-site parking: 74  
Off-site parking: N/A

#### 10. Commercial

Units: 0  
Commercial: 12,750 s.f.  
Stories: 2  
On-site parking: 0  
Off-site parking: 5

**Summary:** Units: 540 Commercial: 82,500 sq. ft. On-site parking: 573 Off-site parking: 105

\* Assumes an expansion / modification to conceptual development plans by the Opa-locka CDC.





Downtown East largely single-family homes and a focus should be placed on improving the overall connectivity within it and to the core Downtown area. Partnerships with entities including the Miami-Dade County School District to help improve local landmarks will help show confidence that public commitment to Downtown is strong. Adding a public park on open school property, streetscape improvements, and working with the school to host community programs or events will help strengthen its role as a landmark in the City.



## Downtown East: a revitalized, affordable, largely in-tact Downtown neighborhood.

In sharp contrast to Downtown West and the Downtown Core, for which positive change is defined by terms like redevelopment and activation, Downtown East is about demonstrating how positive change can equally be about keeping people in their homes while enhancing their quality of life. A revived Downtown Core can offer walkable opportunities to shop, enjoy a lively public realm, and seek services. But Downtown's revival should not otherwise bypass this neighborhood because it lacks appropriate redevelopment opportunities, or worse yet, force displacement due to rising housing values. In addition to a new public park across from the Dr. Robert J. Ingram Elementary School, Downtown East can benefit from new City-sponsored programs to help lower-income, often older, residents repair their homes. The City can shield local homeowners by rising real estate taxes by capping these taxes for income-qualified households.

On a different note, Ali Baba's industrial and warehouse buildings offer additional opportunities to attract new food venues, artists, musicians, business start-ups, and similar culturally active and innovative entrepreneurs and organizations to Downtown.

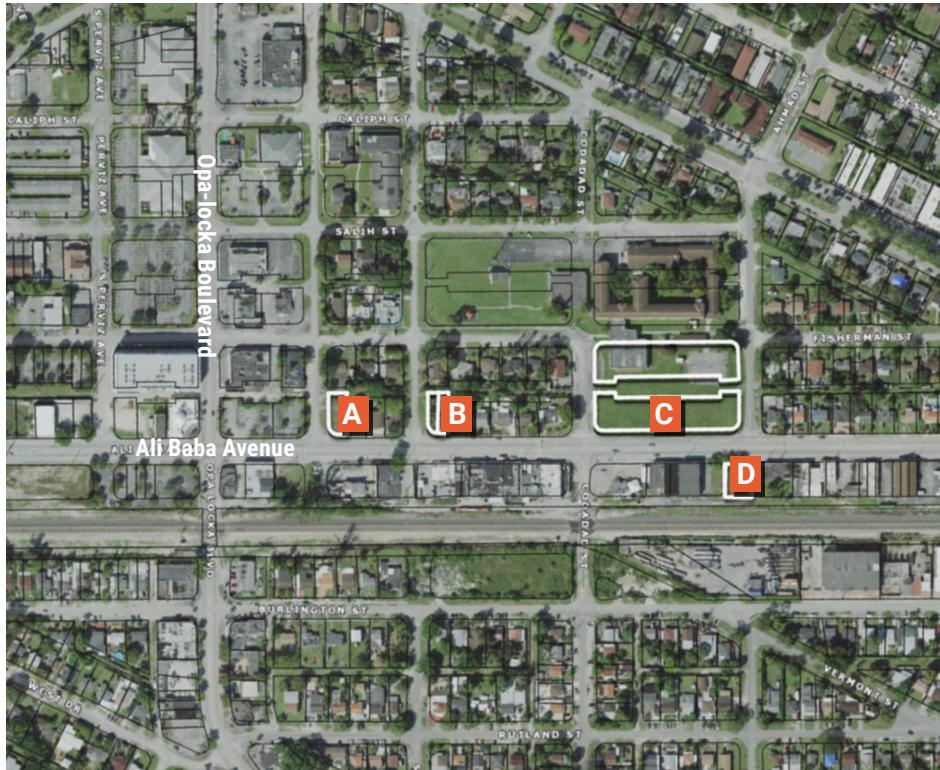
See place-based and policy strategies below for specific action items.



## Potential Redevelopment Parcels - Downtown East

The area includes relatively few vacant or otherwise readily redevelopable sites. The exceptions include the lawn south of the Dr. Robert B. Ingram Elementary School, which would be a strong candidate for mixed-income multi-family redevelopment - geared in part to provide a new option for local residents who choose to age in their community, and scattered lots which would be strong candidates for new one or two-family houses.

However, there are many houses in Downtown East that may benefit from investment to common standards for health and safety and to extend their lives as viable, affordable, housing.



Parcel	Owner	Sq. Ft.	Acres	Market Value	Current Use
A	Juanita Lane	5,000	0.11	\$55,000	Vacant
B	Evilla D Castellon, Rosalia A Castellon - 2 parcels	5,720	0.13	\$64,792	Vacant
C	School Board of Miami-Dade County	69,650	1.60	\$145,916	Institution / Vacant
D	City of Opa-locka Right-of-way	+/-6,000	0.14	N/A	Vacant ROW



#### 1. Multi-Family

Units: 2  
Stories: 2  
On-site parking: 2  
Off-site parking: 2

#### 2. Multi-Family

Units: 2  
Stories: 2  
On-site parking: 2  
Off-site parking: 2

#### 3. Mixed-Use\*

Units: 40  
Commercial: 6,000 sf.  
Stories: 4  
On-site parking: 32  
Off-site parking: 18

#### 4. Commercial

Units: 0  
Commercial: 1,500 sf.  
Stories: 1  
On-site parking: 0  
Off-site parking: 3

**Summary:** Units: 44 Commercial: 7,500 sq. ft. On-site parking: 36 Off-site parking: 25

\* Assumes a partnership with the Miami-Dade County School District.





# Incentives

Redevelopment takes time and is most successful with a toolbox of incentives that may be used to initiate critical projects that will build momentum and encourage additional private investment.

In 2010, the City of Opa-locka formed the Omni Community Redevelopment Agency to carry out renovation and revitalization activities within the boundaries of the designated redevelopment area including the Downtown core.

**As mandated by the Community Redevelopment Act of 1969 (Florida Statutes Chapter 163 Part III), Opa-locka CRA's purpose is to:**

- Revitalize neighborhoods within the Opa-locka CRA;
- Aid in successful development projects of both the public and private sector ;
- Alleviate conditions contributing to slum and blight ;
- Encourage the creation of housing attainable to all.

To facilitate the implementation of the CRA plan, the Opa-locka CRA offers incentives to developers and business owners either directly or through complementary initiatives from other governmental entities. The following is a select list of potential incentives:

## City of Opa-locka Community Redevelopment Agency (CRA)

Funds are provided through grants, loans and/or rebates based on the funding gap of the proposed project, the projected Return on Investment and the community benefit. Any programs adopted by the CRA that provide tax rebates or grants should follow an established methodology that has been formally approved by the CRA Board to ensure transparency and an equitable use of funds for all investment in private development projects.

**Tax Increment Financing (TIF) is the primary tool a CRA will use to fund redevelopment efforts.**

It can provide tax rebates for example which would effectively allow developers and business owners to avoid paying up to 95% of the annual property tax due to the CRA over time. These are usually provided with a set duration and a percentage that offers financial relief to the developer while also still adding value to the tax increment revenue generated by the CRA. An example may be a 50% rebate for 10 years. With this example each year after the developer has paid their property tax bill, the CRA could reimburse them for 50% of that years' tax bill for a period of 10 years.



### Other uses of TIF include:

**Equity Incentive** provides investment capital to a project or business on a case-by-case basis. This may include grants or short-term loans for business start-up's or expansion.

**Infrastructure support** provides ancillary improvements to streets, sidewalks, utilities, and public amenities adjacent to proposed development.

**Opa-locka CRA Small Business Renovation Grant** provides a facade improvement grant that could be expanded to include landscape, site work, and build-out if for targeted uses. This may also be structured in a short-term loan agreement.

## Federal

**New Markets Tax Credits** attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). CDEs then may provide equity and/or flexible debt to developers and business owners in qualified areas including Downtown Opa-locka.

**Opportunity Zones** Downtown Opa-locka is a Qualified Opportunity Zone which is an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Qualified Opportunity Zone Funds may make equity investments in eligible real estate or business projects.

## State of Florida

**Brownfields Program** provides cleanup tax credits to partially offset the cost of site rehabilitation as well as new job creation incentives. In addition, the State of Florida offers a refund sales tax paid on building materials for eligible projects.

**Low Income Housing Tax Credits** was designed to encourage private investors to develop affordable housing through new construction, purchasing, and renovation of affordable rental housing for low-income households. The program offers tax credits to investors who in turn provide equity investment to developers to produce affordable housing. Tax credits are awarded by the Florida Housing Finance Corporation (FHFC) (9% tax credits) or through FHFC or Miami-Dade County Housing Finance Agency (4% tax credits).

## Miami-Dade County Public Housing and Community Development (PHCD)

PHCD administers the Miami-Dade County entitlement's **Community Development Block Grant (CDBG) Program** and **Home Investment Partnerships (HOME) Program**, and on an annual basis advertises a Request for Applications (RFA) for various local entities to support housing and community development activities that meet HUD national objectives. PHCD also uses the RFA process to solicit applications for its **Documentary Stamp Surtax (Surtax) and State Housing Initiative Partnership (SHIP)** funding programs.

**Community Development Block Grants (CDBG) Program** provides annual grants on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. Miami-Dade County allocates its CDBG allocation to eligible areas including Downtown Opa-locka for property improvement, public infrastructure and business assistance.

**Miami-Dade County's Affordable Housing Surtax Program, HOME and SHIP** programs have provided affordable housing assistance to thousands of low- and moderate-income Miami-Dade residents by providing flexible equity and debt to affordable housing developers.





# Implementation

## Implementation requires an understanding of three key factors:

1. Who is going to take the lead;
2. What the magnitude of cost will be in the foreseeable future;
3. Where the dollars are going to come from.

In addition, the sponsor or lead - likely the CRA in most strategies, will need to be in a position to draw in partners other community organizations and agencies to develop a clear plan for building support as necessary across the community.

Annually, the CRA must focus on implementing catalyst projects, maintaining momentum on longer-term initiatives, and be flexible enough with its budget to support unplanned opportunities.

Lastly, there will be many demands on the TIF generated by the CRA. This is the most powerful tool in redevelopment and it will be used in almost every strategy taken however, identifying and accessing as many additional funding sources or partners as possible is important for Downtown to realize its vision in the short term. It is also important that these funding sources or partners are aligned with the goals and strategies of the Plan....stay the course!

Goals	Placed-based & Policy-based Strategies
<b>1. Build the Foundation</b>	
<b>1.1 Downtown Management Framework Structure</b>	<p><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p> <p><b>D 1.</b> Develop the Downtown management framework structure (this may include, in addition to the CRA, the City, hiring of new staff members or specialized consultants, and partnerships with community organizations with relevant expertise) that includes the following skills/roles and responsibilities:</p> <ul style="list-style-type: none"> <li>• Development and financing</li> <li>• P3 funding tools including developer, employer, and small business incentives</li> <li>• Small business start up and operations support</li> <li>• Design review</li> <li>• Community engagement</li> <li>• Marketing</li> <li>• Coordination w/ other local government agencies and partners</li> </ul>
<b>1.2 Public / Private Partnership (P3) Strategies</b>	<p><b>D 1.</b> Develop a comprehensive set of Tax Increment Financing and other public financing tools (see Incentives in this report) to fund first five-year redevelopment and related public realm, infrastructure and other improvements based on the recommendations in this report.</p>



Goals	Placed-based & Policy-based Strategies
<b>1. Build the Foundation - Cont'd.</b>	
<b>1.3 Florida Main Street Program</b>	<p><b>Downtown-wide - cont'd.</b></p> <p><b>D 1.</b> Complete designation process as a Florida Main Street program and fund a Main Street manager position to fulfill the program requirements of a member City.</p>
<b>1.4 Downtown Liaison</b>	<p><b>D 1.</b> Fund a Downtown Liaison position (this is anticipated to be the Main Street manager until such time as revenues and growth of Downtown support additional support) to provide a go-to individual within the City for support related to Downtown-wide and specific project or business marketing, advocacy, technical support, retail and workforce recruitment, and similar support for Downtown developers, business, and property owners.</p>
<b>1.5 Downtown Partnership Organization</b>	<p><b>D 1.</b> Initiate, organize, and support development of a Downtown Partnership organization that is a distinct organization of business and residents whose sole focus is advancing the success of Downtown, and as it develops provides programs including those listed below (this may develop out of the Main Street program as it becomes well established):</p> <p><u>Activities:</u></p> <ul style="list-style-type: none"> <li>• Training</li> <li>• Mentoring</li> <li>• Networking</li> <li>• Advocacy</li> <li>• Recruitment</li> <li>• Marketing</li> <li>• Programming</li> </ul> <p><u>Capacity:</u></p> <ul style="list-style-type: none"> <li>• Ambassadors</li> <li>• Business community advocacy</li> <li>• Resident outreach</li> <li>• Build out of City resource network</li> </ul> <p>Note: the IDA (formerly the International Downtown Association), which functions as the national organization composed of and supporting Downtown partnerships, provides services related to initiating and organizing new Downtown partnership organizations.</p>
<b>1.6 Control of Key Parcels</b>	<p><b>D 1.</b> Secure control of key redevelopment parcels owned by public agencies through transfer of ownership (City properties) or partnerships to facilitate redevelopment, for example:</p> <ul style="list-style-type: none"> <li>• City owned parking lot at Ali Baba Avenue and Opa-locka Boulevard (coordinate/partner with Opa-locka CDC – adjacent property owner) for mixed-income, mixed-use housing.</li> <li>• City owned parcel adjacent to historic City Hall on Perviz Avenue for mixed-income.</li> <li>• State of Florida parking lot on Opa-locka Boulevard mixed-use development.</li> <li>• Tri-Rail parking lot for mixed-income housing to embrace TOD and maintain public parking element.</li> <li>• Miami-Dade School District parcel fronting Ali Baba Avenue for mixed-income housing.</li> <li>• Miami-Dade School District parcel at terminus of Fisherman Street for public park.</li> </ul>



Goals	Placed-based & Policy-based Strategies
<b>2. Unlock Downtown's Vibrancy</b>	
<b>2.1 Real Estate and Business Development</b>	<p><b>Place-based Strategies</b></p> <p><b>Downtown West</b></p> <p><b>DW 1.</b> Redevelop the "Barracks" area as a new mixed-use, mixed-income, walkable, Downtown neighborhood composed primarily of low to mid-rise (three to seven story) multi-family housing that will create the critical mass of new residents necessary to activate Downtown. Incorporate a variety of street-level retail and other uses that enliven the new neighborhood's streets.</p> <p><b>DW 2.</b> Work with existing property owners and potential investors to promote vacant or underutilized warehouses on Ali Baba Avenue for reuse as arts, cultural, or other entertainment venues and business start-ups.</p> <p><b>DW 3.</b> Expand and amend the existing façade improvement grant program to include single and multi-family residential properties and include landscape improvements to help strengthen the existing residential neighborhoods of Downtown.</p> <p><b>DW 4.</b> Restrict all ground floor non-residential uses along Fisherman Street—which will function as the primary pedestrian connection to the Downtown Core—to active uses such as café's, restaurants, breweries, retail shops, galleries, performing arts, etc. that animate the pedestrian experience and require all residential, office, medical, or other similarly related professional uses to be located on the second floor or above.</p> <p><b>DW 5.</b> Identify funding and establish a program and/or partnership to support critical repairs to enable seniors and other at-risk homeowners to remain in their existing homes while also maintaining neighborhood quality. See equity.</p> <p><b>Downtown Core</b></p> <p><b>DC 1.</b> Establish incentives and provide support where possible to facilitate infill of underutilized parking lots and redevelop existing underutilized and non-historic buildings with mixed-use development that will contribute to creating the compact critical mass of housing and new commercial spaces such as café's, restaurants, breweries, etc. to promote Downtown's vitality.</p> <p><b>DC 2.</b> Work with Tri-Rail to redevelop the existing parking lots to include mixed-income housing. Minimize the need for additional structured parking by working with Tri-Rail and developers to implement shared parking (used primarily by residents during evenings and weekends and commuters during weekdays) to maximize reduce overall development costs in Downtown West and Core.</p> <p><b>DC 3.</b> Expand and amend the existing façade improvement grant program to include landscape and site improvements and prioritize underutilized buildings on Opa-locka Boulevard and Ali Baba Avenue within the Downtown Core to attract new business, stimulate area investment, and improve overall appearance.</p> <p><b>DC 4.</b> Promote existing third places (café's, restaurants, breweries, etc.) and provide financial and other incentives to accelerate additional third places that will attract residents, jobs creation, private investment, and promote interaction and a sense of shared community.</p> <p><b>DC 5.</b> Restrict all ground floor non-residential uses in the Core to be uses compatible with the vision of Downtown such as café's, restaurants, breweries, retail shops, galleries, performing arts, etc. and require all office, medical, or other similarly related professional uses to be located on the second floor or above.</p>



Goals	Placed-based & Policy-based Strategies
2. Unlock Downtown's Vibrancy - Cont'd.	
2.1 Real Estate and Business Development	<p><b>Place-based Strategies - Cont'd.</b></p> <p><b>Downtown East</b></p>
	<p><b>DE 1.</b> Partner with local builders to construct affordable or market rate single or multi-family housing on vacant (existing and future) lots that complement the existing neighborhood in scale and character and provides additional housing options within Downtown.</p> <p><b>DE 2.</b> Work with existing property owners and potential investors to promote vacant or underutilized warehouses on Ali Baba Avenue for reuse as arts, cultural, or other entertainment venues and business start-ups.</p> <p><b>DE 3.</b> Expand and amend the existing façade improvement grant program to include single and multi-family residential properties and include landscape improvements to help strengthen the existing residential neighborhoods of Downtown.</p> <p><b>DE 4.</b> Identify funding and establish a program and/or partnership to support critical life safety or building code improvements in homes of seniors or other at-risk homeowners, etc. See equity.</p>
	<p><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p>
	<p><b>D 1.</b> Dedicate annual funding to development incentives and mechanisms to projects that incorporate mixed-use and mixed-income development (\$750,000 allocated in FY 2022 should be the base):</p> <ul style="list-style-type: none"> <li>• Direct TIF (capital improvements, funding tax rebates, gap financing, etc.)</li> <li>• Non-TIF incentives (Jim)?</li> <li>• Write-down land costs</li> <li>• Fund parking, amenity spaces, utility upgrades and improvements, site clearing and prep</li> <li>• Façade and Site Improvement Program Expansion</li> </ul> <p><b>D 2.</b> Achieve improved design in redevelopment:</p> <ul style="list-style-type: none"> <li>• Adopt and follow Design Guidebook</li> <li>• Establish and follow a required review process</li> <li>• Require all projects to follow the Design Guidebook and go through a design review process.</li> <li>• Create additional incentive for all projects that go beyond minimum design requirements, and that incorporate public spaces that promote interaction, public art, or other streetscape enhancements.</li> </ul> <p><b>D 3.</b> Identify funding programs for home rehabilitation projects and potential for CRA / City funding assistance to educate code enforcement officers and homeowners.</p> <p><b>D 4.</b> Provide additional funding if needed to enhance code enforcement.</p> <p><b>D 5.</b> Consolidate Downtown Zoning Overlays and rezone where needed to ensure redevelopment supports the Downtown vision.</p>



Goals	Placed-based & Policy-based Strategies
<b>2. Unlock Downtown's Vibrancy - Cont'd.</b>	
<b>2.1 Real Estate and Business Development</b>	<p><b>Downtown-wide - cont'd.</b></p> <p><b>D 6.</b> Initiate additional strategies to advance redevelopment (CRA, City &amp; Partnerships):           <ul style="list-style-type: none"> <li>Secure site control of privately owned parcels through acquisition for development</li> <li>Facilitate development agreements between existing landowners and developers with time-certain project milestones</li> <li>Establish a live database of current property ownership with contacts for future redevelopment sites, leasing opportunities of currently developed sites, interested developers and prospective businesses or tenants</li> </ul> </p>
<b>2.2 Animated and Inclusive Public Realm</b>	<p><b>Place-based Strategies</b></p> <p><b>Downtown West</b></p> <p><b>DW 1.</b> In partnership with developers of the Barracks, construct a neighborhood park that will provide greenspace, create a welcoming area that may be used for neighborhood scale programs and events, may be used as an informal gathering space, and promote health and fitness.</p> <p><b>DW 2.</b> Support the City's current work in construction of sidewalks and expand to include installation of shade trees, lighting, and other improvements throughout Downtown West to create a comfortable and safe pedestrian experience connecting to the Downtown Core.</p> <p><b>Downtown Core</b></p> <p><b>DC 1.</b> Develop a streetscape master plan that will envision Opa-locka Boulevard as the "Main Street" with enhancements including:           <ul style="list-style-type: none"> <li>Widened sidewalks</li> <li>Replacement of existing; decorative light fixtures and add additional light fixtures;</li> <li>Installation of branded banners throughout on light fixtures;</li> <li>Installation of shade trees to improve pedestrian comfort, reduce heat island, and provide additional wind protection for buildings during storm events;</li> <li>Installation of green infrastructure, including pervious pavers, increased landscape areas, and other</li> </ul> </p> <p><b>Downtown East</b></p> <p><b>DE 1.</b> Establish an agreement with the School District related to a portion of its property to create a new neighborhood park and partner in funding that may be used by area residents during non-school hours to provide additional greenspace, an area for informal public gathering, and to promote and health and fitness. Partner with the School District in funding the park's design, construction and operations.</p> <p><b>DE 2.</b> Support the City's current work in construction of sidewalks and expand to include installation of shade trees, lighting, and other improvements throughout Downtown East to create a comfortable and safe pedestrian experience connecting to the Downtown Core.</p>



Goals	Placed-based & Policy-based Strategies
2. Unlock Downtown's Vibrancy - Cont'd.	
<b>2.2 Animated and Inclusive Public Realm</b>	<p><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p> <p><b>D 1.</b> Develop the public realm management framework:</p> <p><u>Skills and/or roles of public realm team (CRA and City):</u></p> <ul style="list-style-type: none"> <li>• Public realm system forward planning/coordination</li> <li>• Placemaking—identifying and implementing specific projects (lighting, public art, streetscape, wayfinding, furnishings, etc.)</li> <li>• Story-telling—promote digital public art that can be regularly programmed by a diverse variety of local artists to tell the varied stories of the Opa-locka's diverse community across Downtown (very initiatives contribute as much to encouraging people to identify with and feel invited to use a public space than public art that tells their unique stories).</li> <li>• Maintenance</li> </ul> <p><b>D 2.</b> Establish ongoing funding source(s)</p> <ul style="list-style-type: none"> <li>• Establish/negotiate developer contributions</li> <li>• Incorporate public realm improvements into City CIP</li> <li>• Identify public funding mechanisms such as parking fees</li> <li>• Incentive programs through TIF or other CRA funding mechanisms</li> <li>• User fees (public space rentals, events and sponsorships, programs, and other initiatives that provide public benefit and generate revenue)</li> <li>• Grants from other government agencies, private foundations, and private donations</li> </ul> <p><b>D 3.</b> Initiate early actions to create catalyst public projects</p> <ul style="list-style-type: none"> <li>• Develop detailed design plans and work with developers and the City to transform Fisherman Street into a walkable and well landscaped connector street that extends from Downtown West at 37th Avenue and terminating at the proposed public park at the Dr. Robert B. Ingram Elementary School.</li> <li>• Develop detailed design plans and work with the City to transform Ali Baba Avenue into a walkable and well landscaped street with improved on-street parking that serves as an enhanced connector through Downtown, and consider narrowing travel lanes to accommodate angled on-street parking, possibly in the median.</li> </ul> <p><b>D 4.</b> Design a detailed gateway strategy and provide funding with the City to construct.</p>
<b>2.3 State-of-the-Art Mobility (and Parking)</b>	<p><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p> <p><b>D 1.</b> Develop the mobility management framework:</p> <p><u>Skills and/or roles of public realm team (CRA/City/Partnership):</u></p> <ul style="list-style-type: none"> <li>• Mobility system forward planning/coordination (including maintaining awareness of rapidly evolving mobility technologies—see D 3 below)</li> <li>• Mobility improvements—identifying and implementing specific projects (enhanced sidewalks and pedestrian connections, expanded transit, expanded micro-mobility)</li> <li>• Maintenance</li> </ul> <p><b>D 2.</b> Improve pedestrian, bike, and micro-mobility connectivity across Downtown and to surrounding neighborhoods as streetscape improvements are made and right-of-way width or adjacent development allows.</p>



Goals	Placed-based & Policy-based Strategies
<b>2. Unlock Downtown's Vibrancy - Cont'd.</b>	
<b>2.3 State-of-the-Art Mobility (and Parking) - Cont'd.</b>	<p><b>Downtown-wide - Cont'd.</b></p> <p><b>D 3.</b> Over the next two to three decades ensure that Downtown (and all of Opa-locka) adapt to and take advantage of the accelerating pace of mobility innovations over the next two to three decades—note all of these innovations enhance access to Tri-Rail and ultimately contribute to the convenience of fixed-transit bus or other transit services to and across Downtown:</p> <ul style="list-style-type: none"> <li>• Rapid growth of micro-mobility—bike share, e-scooters, e-bikes—is already expanding low cost and high convenience opportunities to enhance access to Downtown from all of Opa-locka without requiring expensive additional parking.</li> <li>• Mobility on demand and shared mobility (e.g. Uber, Lyft and similar services) already offer increasingly competitive access to Downtown that reduces the need for expensive additional parking to support additional development.</li> <li>• The increased use of sensors and related technologies to advise motorists of available parking—including short-term reservations for nearby available parking—enhances the feasibility of shared parking serving multiple uses and developments, further reducing the need for expensive additional Downtown parking.</li> <li>• Over the next 15 years connected technology will become the norm, enabling vehicles to communicate with each other and to self-park. This technology will offer two benefits to Downtown: (1) connected vehicles require significantly less travel lane width than today's vehicles—enabling Downtown to recapture current ROW from vehicles and transform it into wider sidewalks, room for outdoor dining, greenways, and similar benefits, and (2) connected vehicles self-park more efficiently than people park their vehicles today—enabling existing parking facilities to accommodate roughly 15-25% more vehicles than they do today.</li> <li>• By the early 2040s shared autonomous vehicles for compact communities like Opa-locka that provide a critical mass of riders and destinations will significantly reduce annual transportation costs for households (Stantec's autonomous vehicles experts have suggested by roughly 50% below current levels) and will rarely need to park.</li> </ul> <p><b>D 4.</b> Develop and manage parking system</p> <ul style="list-style-type: none"> <li>• Minimize the costs of providing additional parking by emphasizing shared parking strategies wherever possible. This recommendation is based in part on the reduced parking requirements that will be achieved over the next two to three decades noted in D 3 above to ensure that Opa-locka does not over-invest in parking facilities that will begin to grow outmoded within two decades.</li> <li>• Implement and manage shared and other parking strategies between different uses and owners—e.g. work with developers to establish a shared parking strategy as projects develop that minimizes the need and cost to construct excess structured or surface parking and anticipates future changes in parking demands as mobility changes occur in the upcoming decades.</li> <li>• Coordinate management of P3 community benefits resulting from reduced parking requirements—e.g. shifting dollars from parking to streetscape and public realm improvements.</li> </ul> <p><b>D 5.</b> Establish ongoing P3 funding (see 1.1) above for private development-related parking in addition to boarder infrastructure initiatives. In addition:</p> <ul style="list-style-type: none"> <li>• Establish P3 role in funding private development-related parking.</li> <li>• Dedicate funding and work with the City in paying for micro-mobility improvements as streetscape projects are design and implemented.</li> <li>• Parking-related funding generated from fees.</li> </ul>



Goals	Placed-based & Policy-based Strategies
3. Embody Opa-locka's Unique Historic Legacy and Living Culture.	
<b>3.1 Full Commitment to Preserving Historic Buildings and Giving Renewed Life to a Rich Legacy</b>	<h3 data-bbox="768 375 1057 409">Place-based Strategies</h3> <p data-bbox="306 430 486 460"><b>Downtown West</b></p> <p data-bbox="306 481 1503 599"><b>DW 1.</b> Expand and amend the existing façade improvement grant program to include single and multi-family residential properties and include landscape improvements with greater grant amounts and ranking considerations for historic properties and their appropriate restoration and rehabilitation to help strengthen the historic legacy of Downtown.</p> <p data-bbox="306 620 486 650"><b>Downtown Core</b></p> <p data-bbox="306 671 1302 789"><b>DC 1.</b> Rehabilitate and/or ensure maintenance and protection of defining historic resources:</p> <ul data-bbox="339 726 926 789" style="list-style-type: none"> <li>• Historic City Hall as the iconic feature of Downtown</li> <li>• Historic Train Depot</li> <li>• CDC Building</li> </ul> <p data-bbox="306 811 1462 874"><b>DC 2.</b> Interpret / tell the stories of Opa-locka's historic resources and rich community history—including its founding in 1926 but also the stories of those who have lived and continue to live in Opa-locka today.</p> <p data-bbox="306 895 1465 958"><b>DC 3.</b> Host and market Downtown events and festivals such as the Arabian Nights, that celebrate the City's history on a regular basis</p> <p data-bbox="306 1001 486 1030"><b>Downtown East</b></p> <p data-bbox="306 1072 1522 1136"><b>DE 1.</b> Engage the School District to make site improvements on the Dr. Robert B. Ingram Elementary School site that enhance the overall appearance and sense of pride within the community.</p> <p data-bbox="306 1157 1506 1275"><b>DE 2.</b> Expand and amend the existing façade improvement grant program to include single and multi-family residential properties and include landscape improvements with greater grant amounts and ranking considerations for historic properties and their appropriate restoration and rehabilitation to help strengthen the historic legacy of Downtown.</p>
	<h3 data-bbox="768 1317 1057 1351">Policy-based Strategies</h3> <p data-bbox="306 1372 486 1402"><b>Downtown-wide</b></p> <p data-bbox="306 1423 1034 1457"><b>D 1.</b> Develop the preservation and legacy management framework:</p> <p data-bbox="339 1478 1155 1512"><u>Skills and/or roles of preservation and legacy team (CRA/City/Partnership):</u></p> <ul data-bbox="363 1512 1490 1617" style="list-style-type: none"> <li>• Manage historic resources – actively work with and provide training to the Historic and Environmental Preservation Board and other groups interested in promoting preservation within the Region</li> <li>• Program, celebrate, and promote historic resources and the City's rich history</li> </ul> <p data-bbox="306 1638 878 1672"><b>D 2.</b> Establish P3 funding (see 1.1 above), in addition:</p> <ul data-bbox="339 1672 1473 1799" style="list-style-type: none"> <li>• Pursue historic preservation grants, private funding, and revenue generating opportunities</li> <li>• Identify opportunities to increase awareness of the City's historic resources such as the Florida Trusts' Most Endangered list that will generate interest in supporting these resources.</li> <li>• See Unlock Downtown vibrancy</li> </ul>



Goals	Placed-based & Policy-based Strategies
3. Embody Opa-locka's Unique Historic Legacy and Living Culture. - Cont'd.	
<b>3.1 Full Commitment to Preserving Historic Buildings and Giving Renewed Life to a Rich Legacy - Cont'd.</b>	<p><b>D 3.</b> Work with developers and property owners early in the development process to ensure they understand the Opa-locka Moorish Revival Design Guidebook and require adherence to the guidebook for all new development or major rehabilitation projects in the Downtown. Develop material to help the full community understand the benefits of this rich heritage to community members today.</p> <p><b>D 4.</b> Develop detailed streetscape plans and, if appropriate, including a cultural landscape study to enhance Sharazad Boulevard as a scenic boulevard and connector from NW 27th Avenue to the Downtown Core and Ali Baba Avenue.</p>
<b>3.2 Full Commitment to Celebrating the Community's Living Culture</b>	<p style="text-align: center;"><b>Place-based Strategies</b></p> <p><b>Downtown West</b></p> <p><b>DW 1.</b> Support development of a neighborhood or resident organization and promote ongoing events and activities that celebrate and build community (barbeque's, children's game days, block parties, neighborhood watch, etc.) and utilize the future park as a welcoming and safe community space. This may likely evolve into a component of the Downtown Partnership as it develops.</p> <p><b>Downtown Core</b></p> <p><b>DC 1.</b> Program Historic City Hall, Sherbondy Park, and the adjacent parking lot for community-based events and programs that feature Opa-locka's artists, performers, and culture bearers (musicians, chefs, artists, and others who contribute to Opa-locka's living culture today.)</p> <p><b>DC 2.</b> Program these same places for events that promote the City's living culture and entrepreneurs—for example farmers' markets, arts markets, and similar events etc.</p> <p><b>Downtown East</b></p> <p><b>DE 1.</b> Support development of a neighborhood or resident organization and promote ongoing events and activities that celebrate and build community (barbeque's, children's game days, block parties, neighborhood watch, etc.) and utilize the future park as a welcoming and safe community space. This may likely evolve into a component of the Downtown Partnership as it develops.</p>
	<p style="text-align: center;"><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p> <p><b>D 1.</b> Develop the living culture management framework:</p> <p><u>Skills and/or roles of culture team (CRA/City/Partnership):</u></p> <ul style="list-style-type: none"> <li>• Events (general) programming and coordination</li> <li>• Arts and culture programing</li> <li>• Sponsorships and fundraising</li> <li>• Community engagement</li> </ul>



Goals	Placed-based & Policy-based Strategies
<b>3. Embody Opa-locka's Unique Historic Legacy and Living Culture. - Cont'd.</b>	
<b>3.2 Full Commitment to Celebrating the Community's Living Culture - Cont'd.</b>	<p data-bbox="763 375 1057 407"><b>Policy-based Strategies</b></p> <p data-bbox="300 435 479 466"><b>Downtown-wide</b></p> <p data-bbox="300 494 1507 663"><b>D 2.</b> Invest in digital and interactive (e.g. passersby who are complete strangers can use their phones to interact to program light shows, dancing fountains, music) forms of public art that can regularly be reprogrammed by diverse local artists or brought to life in different ways by participants. In contrast to "fixed" public art—e.g. a sculpture or mural—this dynamic approach enables public art to consistently make places new and relevant to different times and diverse people. It also draws a much larger of Opa-locka's arts community into enriching Downtown's public realm.</p> <p data-bbox="300 690 931 722"><b>D 3.</b> Establish ongoing funding (see 1.1 above). In addition:</p> <ul data-bbox="339 726 1524 895" style="list-style-type: none"> <li data-bbox="339 726 801 758">• Pursue cultural grants and other funding</li> <li data-bbox="339 762 1524 868">• Initiate and provide funding to establish a public art program with a specific focus on celebrating Opa-locka's living culture with a priority for art projects that have significant visual impact (digital and interactive public art, murals on existing warehouses or other large facades with limited character, fence screening to minimize industrial uses such as automobile and part storage, and primary pedestrian areas).</li> <li data-bbox="339 872 703 895">• see Unlock Downtown vibrancy</li> </ul> <p data-bbox="300 922 1470 954"><b>D 4.</b> Program Downtown public spaces with regularly scheduled arts, performance, and other cultural events</p> <p data-bbox="300 982 1507 1036"><b>D 5.</b> Develop an events application process and identify target partners to help program and activate Downtown with family friendly events – recurring, annual, or special events</p> <p data-bbox="300 1064 1481 1148"><b>D 6.</b> Develop a Downtown marketing initiative that promotes redevelopment and the events and activities that can occur within it –digital and print media including an events calendar, Downtown resources, history, vision, and promotional collateral for public use</p> <p data-bbox="300 1176 1498 1231"><b>D 7.</b> Create cross promotional marketing of events and programs and of Downtown as a destination with large event organizers beyond Downtown such as the Flea Market, Reggae Festival, etc.</p> <p data-bbox="300 1258 1462 1313"><b>D 8.</b> Establish a Percent-for-Art program for developer contributions to a public art fund, or allow for on-site public art provided by developers with design approval</p>
<b>4. Transform Downtown into an Engine of Expanded Economic and Equitable Opportunity for All</b>	
<b>4.1 Infrastructure that Helps Launch New Prosperity</b>	<p data-bbox="763 1425 1057 1457"><b>Policy-based Strategies</b></p> <p data-bbox="300 1484 479 1516"><b>Downtown-wide</b></p> <p data-bbox="300 1543 915 1575"><b>D 1.</b> Develop the infrastructure management framework:</p> <p data-bbox="339 1603 948 1634"><u>Skills and/or roles of infrastructure team (CRA and City):</u></p> <ul data-bbox="362 1638 1067 1776" style="list-style-type: none"> <li data-bbox="362 1638 660 1666">• Public realm coordination</li> <li data-bbox="362 1670 643 1698">• Developer coordination</li> <li data-bbox="362 1702 747 1729">• Business attraction and retention</li> <li data-bbox="362 1733 1067 1761">• Integration of Placemaking – see Unlock Downtown's Vibrancy</li> <li data-bbox="362 1765 535 1793">• Maintenance</li> </ul> <p data-bbox="300 1803 1473 1888"><b>D 2.</b> Shape the P3 strategy to ensure adequate ongoing funding (see 1.1 above), particularly over the next five years as Opa-locka launches implementation for the Downtown Plan and seeks to attract the first round of significant private investment.</p>



Goals	Placed-based & Policy-based Strategies
<b>4. Transform Downtown into an Engine of Expanded Economic and Equitable Opportunity for All</b>	
<b>4.1 Infrastructure that Helps Launch New Prosperity</b>	<p><b>Downtown-wide - cont'd.</b></p> <p><b>D 3.</b> Install public WiFi throughout Downtown that may be used by visitors at public spaces, as an incentive to current and future businesses, and to residents without other internet access to increase work from home or educational opportunities.</p> <p><b>D 4.</b> Support the City's current work in construction of sidewalks and expand to include installation of shade trees and landscape enhancements, lighting, furnishings, and wayfinding Downtown to improve walkability, connectivity, and appearance.</p> <p><b>D 5.</b> Work with the City to develop a Downtown Stormwater Master Plan and develop an implementation and funding strategy to alleviate drainage issues and make improvements that will minimize future stormwater management requirements and costs incurred by developers.</p> <p><b>D 6.</b> Work with the City to develop a Downtown Utilities Master Plan and develop an implementation and funding strategy to ensure sufficient capaCity is in place to support future redevelopment.</p> <p><b>D 7.</b> Work with the City to install on-street parking where possible during future streetscape improvement projects to increase accessibility to the Downtown.</p> <p><b>D 8.</b> Establish a mobility enterprise fund to be supported by option payment-in-lieu of parking, to be enabled in the HDOD overlay.</p>
<b>4.2 Business and Entrepreneurial Support</b>	<p><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p> <p><b>D 1.</b> Develop the business and entrepreneurial management framework ( CRA/City/Partnerships): see Unlock Downtown's Vibrancy 2.1, D 2 &amp; D 4 above.</p> <p><b>D 2.</b> Support and provide assistance to home-based businesses that shift to brick and mortar or the expansion of existing qualified brick and mortar businesses</p> <p><b>D 3.</b> Support local business and area startup investments through a variety of programs and partnership organizations</p> <p><b>D 4.</b> Establish and provide grants and loans for: <ul style="list-style-type: none"> <li>• Buildout and opening of qualified businesses</li> <li>• Operating and expansion capital for established qualified businesses or during time of declared emergency.</li> </ul> </p> <p><b>D 5.</b> Provide programmatic incentives and technical <ul style="list-style-type: none"> <li>• Assistance with developing business and marketing plans, financial capaCity and projections, and general business processes – consider partnerships with organizations such as the CDC that provide existing services;</li> <li>• Finding the right spaces/Identification of co-locating opportunities for new start-up's;</li> <li>• Expedited regulatory process;</li> <li>• Marketing and attraction support pre and post opening (digital &amp; print)</li> <li>• Customer service and store display training – see training/networking above</li> </ul> </p> <p><b>D 6.</b> Support and small business/innovation incubators and when possible, identify partners within the community</p> <p><b>D 7.</b> Organize, promote, and manage (as the CRA, with the City, and with partner organizations and stakeholders including developers and/or landlords and existing businesses such as the Flea Market and Amazon) a variety of events that attract community residents and area visitors to Downtown (farmers and arts markets, festivals, movies in the park, family days, etc.).</p>



Goals	Placed-based & Policy-based Strategies
	<h4 data-bbox="99 297 1372 340">4. Transform Downtown into an Engine of Expanded Economic and Equitable Opportunity for All</h4>
<p><b>4.3 Equity that Makes Affordable Housing and Shared Economic Opportunity Central to Shaping Downtown's Future</b></p>	<p><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p> <p><b>D 1.</b> Develop the equity management framework:</p> <p><u>Skills and/or roles of equity team or equity manager (CRA/City/Partnership):</u></p> <ul style="list-style-type: none"> <li>• Housing <ul style="list-style-type: none"> <li>• Advocate to ensure affordable housing is incorporated in Downtown development projects</li> <li>• Understand all available resources and promote awareness and access to capital and financing mechanisms</li> <li>• Manage regional gentrification impacts</li> </ul> </li> <li>• Economic opportunity <ul style="list-style-type: none"> <li>• Expand workforce readiness and training programs – including logistics training e.g. for warehouses, etc. Involve partnerships such as CareerSource Florida.</li> <li>• Incorporate workforce readiness and training program requirements in development agreements where applicable.</li> <li>• Manage regional economic growth, its impacts, relationship to Downtown housing and business and support overlap with the Innovation District, Amazon, Airport, and other area business attraction</li> </ul> </li> <li>• Local business development <ul style="list-style-type: none"> <li>• Support disadvantaged local entrepreneurs</li> <li>• Implement marketing and retail attraction</li> <li>• Create and implement a vibrant, exciting, and well-designed Downtown Opa-locka branding initiative <ul style="list-style-type: none"> <li>– Downtown-wide to individual businesses</li> </ul> </li> </ul> </li> </ul>
	<p><b>5. Recast Downtown as an Inclusive Heart that Invites Everyone to Celebrate Shared Community</b></p> <p><b>5.1 Mixed-Income Housing</b></p> <p><b>Policy-based Strategies</b></p> <p><b>Downtown-wide</b></p> <p><b>D 1.</b> Develop the housing management framework (CRA/City/Partnerships) – see <i>Unlock Downtown's Vibrancy</i></p> <p><b>D 2.</b> Establish ongoing P3 funding (see 1.1).</p> <p><b>D 3.</b> Ensure that new development projects include mixed-income housing that will help meet the affordable housing need in Opa-locka and offer market options that will expand the resident base to support Downtown businesses.</p> <p><b>D 4.</b> Develop expanded funding mechanisms to specifically target / support affordable housing</p> <p><b>D 5.</b> Establish a homebuyer education program for residents to identify and access purchase opportunities</p> <p><b>D 6.</b> Support preservation of existing affordable housing stock and address gentrification impacts of Downtown improvements: <ul style="list-style-type: none"> <li>• Property relief for existing homeowners based on income</li> <li>• Expand additional affordable housing stock</li> </ul> </p> <p><b>D 7.</b> Maintain an inclusionary approach to redevelopment in existing neighborhoods – one for one replacement and similar options</p>



Goals	Place-based Strategies
<b>5. Recast Downtown as an Inclusive Heart that Invites Everyone to Celebrate Shared Community</b>	
<b>5.2 Inclusive Economic Opportunity</b>	<p data-bbox="768 375 1073 409"><b>Policy-based Strategies</b></p> <p data-bbox="328 435 512 466"><b>Downtown-wide</b></p> <p data-bbox="328 492 1470 551"><b>D 1.</b> Develop the opportunity management framework (CRA/City/Partnerships) – see Equity and Unlock Downtown's Vibrancy</p> <p data-bbox="328 576 809 608"><b>D 2.</b> Establish ongoing P3 funding (see 1.1).</p> <p data-bbox="328 631 1470 690"><b>D 3.</b> Plan, program, and design all public spaces to proactively invite the full spectrum of the community – everyone can call every public space "mine" when Downtown</p> <p data-bbox="328 713 1465 772"><b>D 4.</b> Recruit businesses that reflect the local community to create a Downtown that appeals to Opa-locka, provides opportunity for entrepreneurship, and creates jobs</p> <p data-bbox="328 796 1214 827"><b>D 5.</b> Support expansion of existing businesses that add to the vision of Downtown</p>
<b>5.3 Safe and Welcoming to All</b>	<p data-bbox="768 868 1073 901"><b>Policy-based Strategies</b></p> <p data-bbox="328 927 512 958"><b>Downtown-wide</b></p> <p data-bbox="328 984 1442 1043"><b>D 1.</b> Develop the welcoming management framework (CRA/City/Partnerships) – see Equity and Unlock Downtown's Vibrancy</p> <p data-bbox="328 1066 809 1098"><b>D 2.</b> Establish ongoing P3 funding (see 1.1).</p> <p data-bbox="328 1121 1470 1180"><b>D 3.</b> Develop an innovative policing strategy that includes officers walking the streets, going door-to-door, meeting businesses, residents, and visitors to Downtown, etc. to build community relations</p> <p data-bbox="328 1203 1224 1235"><b>D 4.</b> Provide additional funding support if needed to implement innovative policing</p> <p data-bbox="328 1258 698 1290"><b>D 5.</b> Track success measurable s</p> <p data-bbox="328 1313 1432 1372"><b>D 6.</b> Incorporate CPTED (crime prevention through environmental design) principles in all public realm improvements</p> <p data-bbox="328 1396 1514 1486"><b>D 7.</b> Provide additional funding to Parks &amp; Recreation or other City Departments to enhance maintenance and upkeep of the public realm throughout Downtown (signage, lighting, weed control, trash, graffiti, pedestrian, and other safety markings such as painted crosswalks and curbs, etc.)</p>
<b>5.4 Common Ground</b>	<p data-bbox="768 1501 1073 1535"><b>Policy-based Strategies</b></p> <p data-bbox="328 1562 512 1594"><b>Downtown-wide</b></p> <p data-bbox="328 1619 1375 1651"><b>D 1.</b> Develop the common ground management framework (CRA/City/Partnerships) – see Equity</p> <p data-bbox="328 1674 809 1706"><b>D 2.</b> Establish ongoing P3 funding (see 1.1).</p> <p data-bbox="328 1731 1470 1790"><b>D 3.</b> Design, plan, and program all public spaces to proactively invite the full spectrum of the community – everyone can call every public space "mine" when Downtown</p> <p data-bbox="328 1814 1494 1873"><b>D 4.</b> Invest in improvements around the Historic City Hall property and Sherbondy Park to become a "central gathering" space for residents.</p>



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Facade, landscape, and site improvements will help activate Opa-locka Boulevard in the short-term.





# Appendix



## Community Partnerships

Implementation of the Plan will take continued commitment and investment by the CRA and City, and will require buy-in and support by the community.

By inviting and embracing community organizations to work as partners with the CRA, Opa-locka furthers the resources and people power required to meet the plan's short and long-term goals including small business development, resident engagement, and attracting investment.

**Community partnerships should be viewed as tools in the redevelopment toolbox.**

They will be most beneficial when they are varied, diverse, and partners have distinct missions that relate to the vision for Downtown. They should also be mutually beneficial.

Several potential community partners have been identified on the following pages. While many have multiple areas where they provide funding or focus their time on, they have been identified here based on what may be the most relevant area of focus for Downtown. The CRA and City should continue to look beyond those identified here.

Identifying which partnerships and committing to work together should be a thoughtful process, and consider several things before beginning an initiative:

- Does the mission or goal or the organization align with a redevelopment goal and the Downtown vision?
- Do they have the tools, staff, and funding to succeed with a specific Downtown initiative?
- Does the CRA / City have the staff or funding to adequately support its obligations?
- Will the initiative provide the benefit needed to the organization?
- Will the initiative be a stepping stone to greater projects or efforts?
- Can this effort also benefit other ongoing or future initiatives?
- Will this be a long-term partnership?

The more these questions can be replied to with a "Yes" when considering a partnership, the greater success Downtown will have in realizing its vision!



Community Partnerships - Funders	
Organization	Focus Areas
<b>Miami Foundation</b>	<p>Focused on strengthening Greater Miami</p> <p>What they support: civic leadership, community investment, philanthropy - racial equity.</p> <p><a href="http://miamifoundation.org">miamifoundation.org</a></p>
<b>Knight Foundation</b>	<p>Focused on strengthening communities where John S. and James L. Knight once published newspapers.</p> <p>What they support: investing in journalism, arts and culture in the community, research in areas of media and democracy, and in the overall success of "Knight communities".</p> <p><a href="http://knightfoundation.org">knightfoundation.org</a></p>
<b>The Children's Trust</b>	<p>Focused on strategic investments to improve lives of children and families in Miami-Dade County.</p> <p>What they support: parenting, early childhood development, youth development, health and wellness, family and neighborhood support, community awareness and advocacy, and program and professional development.</p> <p><a href="http://thechildrenstrust.org">thechildrenstrust.org</a></p>
<b>Miami-Dade County</b>	<p>Focused on various aspects to improve the quality of life and economy in Miami-Dade County.</p> <p>What they support: various funding programs with the most relevant to Downtown Opa-locka being the Mom and Pop including Mom and Pop Small Business Grants. The County also serves as a portal with searchable database for grants offered from State and Federal agencies and Foundations that include focus areas such as strengthening local communities, education, transportation, skills development, environmental protection or rehabilitation, healthcare, museums and cultural development.</p> <p><a href="http://miamidade.gov/global/grants.page">miamidade.gov/global/grants.page</a></p>
Community Partnerships - Small Business Development Assistance	
<b>Opa-locka Community Development Corporation</b>	<p>Focused on many issues that are present in Opa-locka including employment, housing, arts / culture, social services, education, health / wellness, and small business development.</p> <p>What they support: The CDC has been the major non-profit driver in Opa-locka since the 1980's and has substantial ability to help implement the Downtown Master Plan. Specifically, in addition to housing development the CDC has completed and is planning for the future, the support system they have in providing technical assistance in the form of one-on-one counseling and workshops, as well as alternative financing options in growing local entrepreneurs and developing small locally owned business will be a tremendous tool.</p> <p><a href="http://olcdc.org">olcdc.org</a></p>



Community Partnerships - Small Business Development Assistance	
Organization	Focus Areas
<b>Miami-Dade Beacon Council</b>	Focused on providing resources for small business including accessing capital, providing technical assistance and access to entrepreneurial innovation programs, among others. <a href="http://beaconcouncil.com">beaconcouncil.com</a>
<b>Miami-Dade College</b>	Focused on training students in useful, workforce skills to develop a reliable source of talent to contribute to the South Florida economy. What they support: among several programs designed to help with various community services, MDC has established programs in underserved communities to help strengthen employment skills and opportunity, entrepreneurship, and employee training. <a href="http://mdc.edu/about/community">mdc.edu/about/community</a>
<b>Florida SBDC at FIU</b>	Focused on small business development programs. What they assist with: all aspects of small business finance and accessing capital, access to research and databases typically only available to large companies, and assistance in guidance on general operations including human resources. <a href="http://business.fiu.edu/centers/sbdc/">business.fiu.edu/centers/sbdc/</a>
<b>The Carrie Meek Foundation</b>	Focused on four focus areas; economic development, education, health and housing. What they support: the foundation seeks to support civic engagement and community development through grant making in the areas indicated above. Supporting small business will be a critical need in Downtown and an area of the foundation can provide support. Additionally, keeping existing residents and businesses engaged in the upcoming years through plan implementation will be important in ensuring development follows the vision. <a href="http://carriemeekfoundation.org">carriemeekfoundation.org</a>
Community Partnerships - Arts	
<b>Art Prevails Project</b>	Focused on creating social impact in under-resourced communities by creating equitable access to engaging and authentic artistic and cultural experiences through dynamic performance, authentic community engagement and accessible arts education. <a href="http://artprevailsproject.org">artprevailsproject.org</a>
<b>Arts &amp; Business Council of Miami</b>	Focused on building a sustainable cultural ecosystem through advancing high-impact partnerships between business, entrepreneurs and the arts. <a href="http://artsbizmiami.org">artsbizmiami.org</a>
<b>Perez Art Museum</b>	Focused on enhancing arts, art education, and community engagement. What they support: arts related programs including education programs that promote critical dialogue between community youth and police, free outreach education programs bringing art workshops to community organizations, and various free arts based programs for youth. <a href="http://pamm.org/learn/programs">pamm.org/learn/programs</a>



Community Partnerships - Arts, Cont'd.	
Organization	Focus Areas
<b>Miami-Dade County Cultural Affairs</b>	<p>Focused on various funding various programs to expand arts and culture in Miami-Dade County.</p> <p>What they support: individual artists and organizations for programs including artist education, operating funds to small / developing cultural groups, festivals and special events, capital development funding to expand, renovate, or construct cultural facilities, and youth exposure to arts, among others. Miami-Dade County also has one of the first Art in Public Places programs and funding ordinance in the Country and has since installed more than 650 works of public art throughout Miami-Dade County.</p> <p><a href="http://www.miamidadearts.org">www.miamidadearts.org</a></p>
Community Partnerships - Youth Development & Programming	
<b>Gang Alternative</b>	<p>Focused on outreach and resource development approaches to address high crime and violence.</p> <p>What they support: programs centered on youth development, family strengthening, health and wellness, workforce development, and community upliftment.</p> <p><a href="http://myga.org">myga.org</a></p>
<b>The Resource Room</b>	<p>Focused on youth childcare, after school and academic initiatives, including support of the NAACP Youth Council.</p> <p><a href="http://theresourceroom.org">theresourceroom.org</a></p>
<b>Prosperity Social &amp; Community Development</b>	<p>Focused on creating opportunities to stimulate and revitalize social and economic development in under-served communities throughout Miami-Dade County.</p> <p>What they support: programs including personal and professional development services for youth in grades 9 - 12, health and wellness screenings to teach K - 12 students and their family healthy habits, and after school and summer programs to provide academic support to students for which English is their second language, among others.</p> <p><a href="http://p-scdg.org">p-scdg.org</a></p>
<b>Miami-Dade Police Athletic League</b>	<p>Focused on providing youth programs including after school tutoring, extracurricular sporting activities, and mentoring programs, among others.</p> <p><a href="http://miamidadepal.com">miamidadepal.com</a></p>
<b>NAACP Youth Council</b>	<p>Focused on advocating for Black lives and developing the next generation of civil rights leaders.</p> <p><a href="http://miamidenaacp.com">miamidenaacp.com</a></p>
Community Partnerships - Safety, Crime & Violence	
<b>Police Explorers</b>	<p>Focused on providing high-school age youngsters, ages 14 - 18, and a minimum of a 2.0 GPA, with the opportunity to learn about a career in law enforcement.</p> <p><a href="http://mdspolice.com/programs/explorers">mdspolice.com/programs/explorers</a></p>



Community Partnerships - Safety, Crime & Violence, Cont'd.	
<b>Circle of Brotherhood</b>	Focused on involving Black Men in solving community problems and are dedicated to community service, economic development, crime prevention, conflict resolution and mediation, education services, and youth mentorship. <a href="http://circleofbrotherhoodmiami.org">circleofbrotherhoodmiami.org</a>
<b>Changemakers</b>	Focused on using the power of open challenges and social innovation knowledge - coupled with Ashoka's network of social entrepreneurs and impact partners to connect high-potential changemakers in order to accelerate the rate of change for critical social issues. <a href="http://changemakers.com">changemakers.com</a>
<b>Together for Children</b>	Focused on uniting a community coalition of governmental, public, private, and not-for profit entities to address the root causes of youth violence. <a href="http://togetherforthechildren.org">togetherforthechildren.org</a>
<b>Eckerd Connect-Project Bridge</b>	Focused on providing transitional services to boys and girls ages 11 - 21 reintegrating to their home communities from juvenile justice. <a href="http://eckerd.org">eckerd.org</a>
Community Partnerships - Health & Wellness	
Organization	Focus Areas
<b>Eat Well Exchange, Inc.</b>	Focused on providing nutrition education with a focus on culture to Improve health status of low-socioeconomic populations while increasing knowledge, access and affordability of healthy cultural foods. <a href="http://eatwellexchange.org">eatwellexchange.org</a>
<b>Common Threads Cooking for Life</b>	Focused on providing children and families cooking and nutrition education to encourage healthy habits that contribute to wellness. We equip under-resourced communities with information to make affordable, nutritious and appealing food choices wherever they live, work, learn, and play. We know that food is rooted in culture and tradition so we promote diversity in our lessons and recipes, encouraging our participants to celebrate their culture. <a href="http://commonthreads.org">commonthreads.org</a>
<b>Smoothies 4 Students</b>	Focused on combating diet-related illnesses and problems in K-12 education caused by food deserts commonly found around underfunded schools, and underserved communities. <a href="http://smoothies4students.com">smoothies4students.com</a>
<b>Health in the Hood</b>	Focused on building vegetable gardens and teaching wellness in under-served neighborhoods in order to create healthy communities. <a href="http://healthinthehood.org">healthinthehood.org</a>



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# Funding Models

## CRA TIF Subsidy Housing Projections & Assumptions

The following are projections of TIF revenue for the Opa-locka CRA for a five-year period beginning in 2023 and ending in 2027. The model assumes the amount of TIF available each year and possible outcomes by housing categories (i.e. rental and homeownership; market and affordable). Each scenario may vary depending on the mix of units by type and affordability category.

In the development of housing, the capital stack – the different levels of equity and debt – come from a variety of sources, public and private. The models assume that TIF revenue from the CRA is one source that can leverage others that are listed as well.

### What does this mean?

These scenarios demonstrate that based on current TIF revenue and a more conservative annual appreciation in property value than has historically occurred over the last five years, the CRA will have the financial means to support the housing development programmed in the Plan.

It is important to understand that these do not mean the CRA should allocate 100% of TIF revenue for development subsidies, but that the revenue generated will be sufficient to enable the CRA to borrow against future years TIF. This will allow the CRA fund a portion of development subsidies in the early years as catalyst projects while still implementing other key components of the Plan.



Market Rate Units - Rental			
Year	TIF Available	Number of Units / Development Cost	Potential TIF Subsidy
2023	\$1,527,366	60 / \$15,000,000	10% TIF subsidy per unit (60 units) - \$1,500,000 Or 20% TIF subsidy per unit (30 units) - \$1,500,000
2024	\$1,861,857	60 / \$16,000,000	10% TIF subsidy per unit (60 units) - \$1,600,000 Or 20% TIF subsidy per unit (30 units) - \$1,600,000
2025	\$2,221,320	60 / \$17,000,000	10% TIF subsidy per unit (60 units) - \$1,700,000 Or 20% TIF subsidy per unit (30 units) - \$1,700,000.
2026	\$2,891,493	150 / \$40,000,000	7% TIF subsidy per unit (400 units) - \$2,800,000 (Market established; need for subsidy reduced)
2027	\$4,110,559	300 / \$85,000,00	5% TIF subsidy per unit (300 units) - \$4,200,000 Market established; need for subsidy reduced)

#### Additional Subsidy and Capital Sources to fill Capital Gap:

- New Market Tax Credits – approximate 20% effective subsidy (Mixed-Use Project – i.e. 80% residential; 20% commercial)
- Opportunity Zones – approximate 5% subsidy and equity source
- County Surtax up to 120% Area Medium Income (workforce)
- State of Florida SAIL up to 120% Area Medium Income (workforce)



### Affordable Units - Rental

Most affordable (i.e. under 60% Area Median Income) is developed through Low Income Housing Tax Credits, particularly 9% tax credits that supply up to 70% of the capital stack in subsidy. For 4% LIHTC, the subsidy is approximately 30% of the capital stack. Thus, the need for CRA TIF subsidy is reduced to a per project local government subsidy as required by the Florida Housing Financing Corporation.

Year	TIF Available	Number of Units / Development Cost	Potential TIF Subsidy
2023	\$1,527,366	60 / \$15,000,000	\$250,000 (60 units) assuming 9% LIHTC* & other subsidies \$1,000,000 (60 units) assuming 4% LIHTC* & other subsidies
2024	\$1,861,857	60 / \$16,000,000	\$275,000 (60 units) assuming 9% LIHTC* & other subsidies \$1,100,000 (60 units) assuming 4% LIHTC* & other subsidies
2025	\$2,221,320	60 / \$17,000,000	\$300,000 (60 units) assuming 9% LIHTC* & other subsidies \$1,200,000 (60 units) assuming 4% LIHTC* & other subsidies
2026	\$2,891,493	150 / \$40,000,000	\$650,000 (150 units) assuming 9% LIHTC* & other subsidies \$2,500,000 (150 units) assuming 4% LIHTC* & other subsidies
2027	\$4,110,559	300 / \$85,000,00	\$1,200,000 (300 units) assuming 9% LIHTC* & other subsidies \$4,500,000 (300 units) assuming 4% LIHTC* & other subsidies

#### Additional Subsidy and Capital Sources to fill Capital Stack:

- \*Low Income Housing Tax Credits (9% and 4%)
- County Surtax
- County HOME
- Federal Home Loan Bank of Atlanta Affordable Housing Program
- State of Florida SAIL
- CDFI Fund Capital Magnet Program



Market Rate Units - Homeownership			
Year	TIF Available	Number of Units / Development Cost	Potential TIF Subsidy
2023	\$1,527,366	60 / \$15,000,000	10% TIF subsidy per unit (60 units) - \$1,500,000 Or 20% TIF subsidy per unit (30 units) - \$1,500,000
2024	\$1,861,857	60 / \$16,000,000	10% TIF subsidy per unit (60 units) - \$1,600,000 Or 20% TIF subsidy per unit (30 units) - \$1,600,000
2025	\$2,221,320	60 / \$17,000,000	10% TIF subsidy per unit (60 units) - \$1,700,000 Or 20% TIF subsidy per unit (30 units) - \$1,700,000.
2026	\$2,891,493	150 / \$40,000,000	7% TIF subsidy per unit (400 units) - \$2,800,000 (Market established; need for subsidy reduced)
2027	\$4,110,559	300 / \$85,000,00	5% TIF subsidy per unit (300 units) - \$4,200,000 Market established; need for subsidy reduced)

#### Additional Subsidy and Capital Sources to fill Capital Stack:

- Homebuyer Assistance - Second Mortgages
  - Miami-Dade County Surtax
  - Miami-Dade County HOME
  - Miami-Dade County Community Development Block Grant



Affordable Units - Homeownership			
Year	TIF Available	Number of Units / Development Cost	Potential TIF Subsidy
2023	\$1,527,366	60 / \$15,000,000	\$25,000 per unit subsidy - \$1,500,000
2024	\$1,861,857	60 / \$16,000,000	\$30,000 per unit subsidy - \$1,800,000
2025	\$2,221,320	60 / \$17,000,000	\$35,000 per unit subsidy - \$2,100,000
2026	\$2,891,493	150 / \$40,000,000	\$20,000 per unit subsidy - \$3,000,000
2027	\$4,110,559	300 / \$85,000,00	\$15,000 per unit subsidy - \$4,500,000

#### Additional Subsidy and Capital Sources to fill Capital Stack:

- Homebuyer Assistance - Second Mortgages
  - Miami-Dade County Surtax
  - Miami-Dade County HOME
  - Miami-Dade County Community Development Block Grant
  - Federal Home Loan Bank of Atlanta Affordable Housing Program





## Street Scenes



**Fisherman Street**, as shown above, can become a second "Main Street" connecting this vibrant residential neighborhood with the core Downtown area. Shared-use lanes, on-street parking, shade, landscape, sidewalks, lighting, furnishings and a comfortable scale will create an active and pedestrian friendly streetscape.





Downtown East largely single-family homes and a focus should be placed on improving the overall connectivity within it and to the core Downtown area. Partnerships with entities including the Miami-Dade County School District and the **Dr. Robert B. Ingram Elementary School** to help improve local landmarks will help show confidence that public commitment to Downtown is strong.



Facade, landscape, and site improvements can help activate existing historic buildings along **Opa-locka Boulevard** in a short time-frame to build momentum.





Facade, landscape, and site improvements on multiple buildings in close proximity, such as this building on **Opa-locka Boulevard**, and on visible intersections will help generate synergy in activating Downtown streets.





**Opa-locka Boulevard** will change shape over time as some parcels may be sold and redeveloped while other existing buildings may be improved or expanded. Above, infill and a facade improvement occur in one block, which also hosts a market in the parking lot.





Downtown currently lacks any distinct sense of arrival. Creating gateways appropriately sized to the space available will help create identity for Downtown, and serve as wayfinding for visitors. The intersection at **Ali Baba Avenue and Douglas Road** offers a significant amount of opportunity for gateway development.



**Historic City Hall** is the "Crown Jewel" of Opa-locka. In addition to its rich history and significance, it is prominently situated at the terminus of Opa-locka Boulevard. Restoration and rehabilitation of this building will be a tremendous boost to the confidence of the community and energize further reinvestment within Downtown. It can also become the heart of community activity and a place that welcomes all.





A new neighborhood park provides needed greenspace, an area to promote physical activity, and to host neighborhood scale events in a prominent location at **Sharazad Boulevard and Sabur Lane**.



Minor intersection improvements, including a street mural, enhanced landscape, banners, and more prominent crosswalks can help create an additional sense of arrival within Downtown, as shown here at the intersection of **Ali Baba Avenue and Opa-locka Boulevard**.



# Sponsor, Cost Magnitude & Timeframe

The tables on the following pages supplement the Plan strategies. These provide a recommended strategy sponsor, a cost magnitude for future budgeting annually, and when these strategies are likely to take place in the upcoming ten years. The cost magnitude range below is based on a per year allocation.

**Cost Magnitude:** Low = \$0 - \$99,000   Medium = \$100,000 - \$249,000   High = \$250,000+

1. Build the Foundation					
Strategy	Sponsor	Cost Magnitude	Year 1	Years 2 - 5	Years 6 - 10
	<b>Policy-based Strategies</b>				
	<b>1.1 Downtown Management Framework Structure</b>				
D 1.	CRA, City	Medium	Medium		
	<b>1.2 Public / Private Partnership (P3) Strategies</b>				
D 1.	CRA, City	Low	Medium		
	<b>1.3 Florida Main Street Program</b>				
D 1.	CRA	Low	Medium		
	<b>1.4 Downtown Liaison</b>				
D 1.	CRA, City	Low	Medium		
	<b>1.5 Downtown Partnership Organization</b>				
D 1.	CRA, City, Partners	Low	Medium	Medium	
	<b>1.6 Control of Key Parcels</b>				
D 1.	CRA, City, Property Owners	High	Medium	Medium	
2. Unlock Downtown's Vibrancy					
	<b>2.1 Real Estate and Business Development</b>				
	<b>Place-based Strategies</b>				
	<b>Downtown West</b>				
DW 1.	CRA, City, Developers	High		Medium	Medium
DW 2.	CRA, Property Owners, Business	Low		Medium	Medium



## 2. Unlock Downtown's Vibrancy - Cont'd.

Strategy	Sponsor	Cost Magnitude	Year 1	Years 2 - 5	Years 6 - 10
	<b>2.1 Real Estate and Business Development - Cont'd.</b>				
	<b>Place-based Strategies</b>				
DW 3.	CRA	Low			
DW 4.	CRA, City	Low			
DW 5.	CRA, City, Partners	Low			
	<b>Downtown Core</b>				
DC 1.	CRA	Medium			
DC 2.	CRA, City, Tri-Rail	High			
DC 3.	CRA	Medium			
DC 4.	CRA	Low			
DC 5.	CRA, City	Low			
	<b>Downtown East</b>				
DE 1.	CRA, City, Builders	Low, Medium			
DE 2.	CRA, Property Owners, Business	Medium			
DE 3.	CRA	Low			
DE 4.	CRA, City, Partners	Low			
	<b>Policy-based Strategies</b>				
D 1.	CRA, City	High			
D 2.	CRA, City	Low			
D 3.	CRA, City, Partners	Low			
D 4.	CRA, City	Low			
D 5.	CRA, City	Low			
D 6.	CRA, Property Owners	Medium			
	<b>2.2 Animated and Inclusive Public Realm</b>				
	<b>Place-based Strategies</b>				
	<b>Downtown West</b>				
DW 1.	CRA, City, Developers	Medium			
DW 2.	CRA	Low			



2. Unlock Downtown's Vibrancy - Cont'd.					
Strategy	Sponsor	Cost Magnitude	Year 1	Years 2 - 5	Years 6 - 10
	<b>2.2 Animated and Inclusive Public Realm - Cont'd.</b>				
	<b>Place-based Strategies</b>				
	<b>Downtown Core</b>				
DC 1.	CRA, City	Low			
	<b>Downtown East</b>				
DE 1.	CRA, School District, City	Medium			
DE 2.	CRA	Low			
	<b>Policy-based Strategies</b>				
D 1.	City	Low			
D 2.	CRA, City	Medium			
D 3.	CRA, City, Developers	Low			
D 4.	CRA, City	Low			
	<b>2.3 State-of-the-Art Mobility (and Parking)</b>				
	<b>Policy-based Strategies</b>				
D 1.	CRA	Low			
D 2.	CRA, City	Low			
D 3.	CRA, City	Low			
D 4.	CRA, City	Low			
D 5.	CRA, City	Low			
3. Embody Opa-locka's Unique Historic Legacy and Living Culture.					
	<b>3.1 Full Commitment to Preserving Historic Buildings and Giving Renewed Life to a Rich Legacy</b>				
	<b>Place-based Strategies</b>				
	<b>Downtown West</b>				
DW 1.	CRA	Low			



### 3. Embody Opa-locka's Unique Historic Legacy and Living Culture - Cont'd.

Strategy	Sponsor	Cost Magnitude	Year 1	Years 2 - 5	Years 6 - 10
	<b>3.1 Full Commitment to Preserving Historic Buildings and Giving Renewed Life to a Rich Legacy - Cont'd.</b>				
	<b>Place-based Strategies</b>				
	<b>Downtown Core</b>				
DC 1.	CRA, City, Partners	Medium			
DC 2.	CRA, City, Partners	Low			
DC 3.	CRA, City, Partners	Low			
	<b>Downtown East</b>				
DE 1.	CRA, School District	Low			
DE 2.	CRA	Low			
	<b>Policy-based Strategies</b>				
D 1.	CRA, City, Partners	Low			
D 2.	CRA, City, Partners	Low			
D 3.	CRA	Low			
D 4.	CRA, City	Low			
	<b>3.2 Full Commitment to Celebrating the Community's Living Culture</b>				
	<b>Place-based Strategies</b>				
	<b>Downtown West</b>				
DW 1.	CRA, Partners	Low			
	<b>Downtown Core</b>				
DC 1.	CRA, City, Partners	Low			
DC 2.	CRA, City, Partners	Low			
	<b>Downtown East</b>				
DE 1.	CRA, Partners	Low			



<b>3. Embody Opa-locka's Unique Historic Legacy and Living Culture - Cont'd.</b>					
<b>Strategy</b>	<b>Sponsor</b>	<b>Cost Magnitude</b>	<b>Year 1</b>	<b>Years 2 - 5</b>	<b>Years 6 - 10</b>
<b>3.2 Full Commitment to Celebrating the Community's Living Culture - Cont'd.</b>					
<b>Policy-based Strategies</b>					
D 1.	CRA	Low			
D 2.	CRA, City	Low			
D 3.	CRA	Low			
D 4.	CRA, City, Partners	Low			
D 5.	CRA, City	Low			
D 6.	CRA, Partners	Low			
D 7.	CRA, Partners	Low			
D 8.	CRA, City	Low			
<b>4. Transform Downtown into an Engine of Expanded Economic and Equitable Opportunity for All</b>					
<b>Policy-based Strategies</b>					
<b>4.1 Infrastructure that Helps Launch New Prosperity</b>					
D 1.	CRA, City	Low			
D 2.	CRA	Low			
D 3.	CRA, City	Low			
D 4.	CRA	Low			
D 5.	CRA, City	Low			
D 6.	CRA, City	Medium			
D 7.	CRA, City	Medium / High			
D 8.	CRA, City	Low			
<b>4.2 Business and Entrepreneurial Support</b>					
D 1.	CRA	Low			
D 2.	CRA, Partners	Low			
D 3.	CRA, Partners	Low			



#### 4. Transform Downtown into an Engine of Expanded Economic and Equitable Opportunity for All - Cont'd.

Strategy	Sponsor	Cost Magnitude	Year 1	Years 2 - 5	Years 6 - 10
	<b>Policy-based Strategies</b>				
	<b>4.2 Business and Entrepreneurial Support - Cont'd.</b>				
D 4.	CRA, Partners	Low			
D 5.	CRA, Partners	Low			
D 6.	CRA, Partners	Low			
D 7.	CRA, Partners	Low			
D 8.	CRA, City, Partners	Low			
	<b>4.3 Equity that Makes Affordable Housing and Shared Economic Opportunity Central to Shaping</b>				
D 1.	CRA, City, Partners	Medium			

#### 5. Recast Downtown as an Inclusive Heart that Invites Everyone to Celebrate Shared Community

	<b>Policy-based Strategies</b>				
	<b>5.1 Mixed-Income Housing</b>				
D 1.	CRA, City, Partners	Medium			
D 2.	CRA	Medium			
D 3.	CRA, City, Developers	Medium			
D 4.	CRA	Medium			
D 5.	CRA, City, Partners	Low			
D 6.	CRA, Partners	Low			
D 7.	CRA, City	Low			
	<b>5.2 Inclusive Economic Opportunity</b>				
D 1.	CRA, City, Partners	Low			
D 2.	CRA, City, Partners	Low			
D 3.	CRA, City	Low			
D 4.	CRA	Low			
D 5.	CRA	Low			



## 5. Recast Downtown as an Inclusive Heart that Invites Everyone to Celebrate Shared Community

Strategy	Sponsor	Cost Magnitude	Year 1	Years 2 - 5	Years 6 - 10
	<b>Policy-based Strategies</b>				
	<b>5.3 Safe and Welcoming to All</b>				
D 1.	CRA, City, Partners	Low			
D 2.	CRA, City, Partners	Low			
D 3.	CRA, City	Low			
D 4.	CRA	Low			
D 5.	CRA	Low			
D 6.	CRA, City	Low			
D 7.	CRA, City	Low			
	<b>5.4 Common Ground</b>				
D 1.	CRA, City, Partners	Low			
D 2.	CRA, City	Low			
D 3.	CRA, City, Partners	Low			
D 4.	CRA, City	Medium			







Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and of belonging. That's why at Stantec, we always design with community in mind.

We care about the communities we serve—because they're our communities too. This allows us to assess what's needed and connect our expertise, to appreciate nuances and envision what's never been considered, to bring together diverse perspectives so we can collaborate toward a shared success.

We're designers, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe.