



Leadership Institute
ULI Southeast Florida/Caribbean

Leadership Project

A PRACTICAL APPROACH TO ACTIVATING DOWNTOWN
OPA-LOCKA

DOWNTOWN REVITALIZATION PLAN FOR THE OPA-LOCKA
COMMUNITY DEVELOPMENT CORPORATION

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EXECUTIVE SUMMARY

Project Description

The Leadership Project Team (“LPT”) was asked by its client, the Opa-Locka (the “City”) Community Development Corporation (“OLCDC”), to research successful urban redevelopment case studies and propose customized solutions that address the needs of the City’s residents, encourage growth of new residences, and attract new businesses and developments to Downtown Opa-Locka. The ultimate goal of the OLCDC is to spur a revitalization of its historic downtown that provides new and varied housing options for residents, economic opportunities that attract new business sectors and create jobs for local residents, and vibrant commercial and community activity. The LPT analyzed multiple previous reports, researched case studies, held interviews, and reviewed existing policies and regulations in order to formulate specific recommendations, as outlined in this report. The recommendations consist of **both short-term goals and/or action items**, as well as **long-term regulatory changes**.

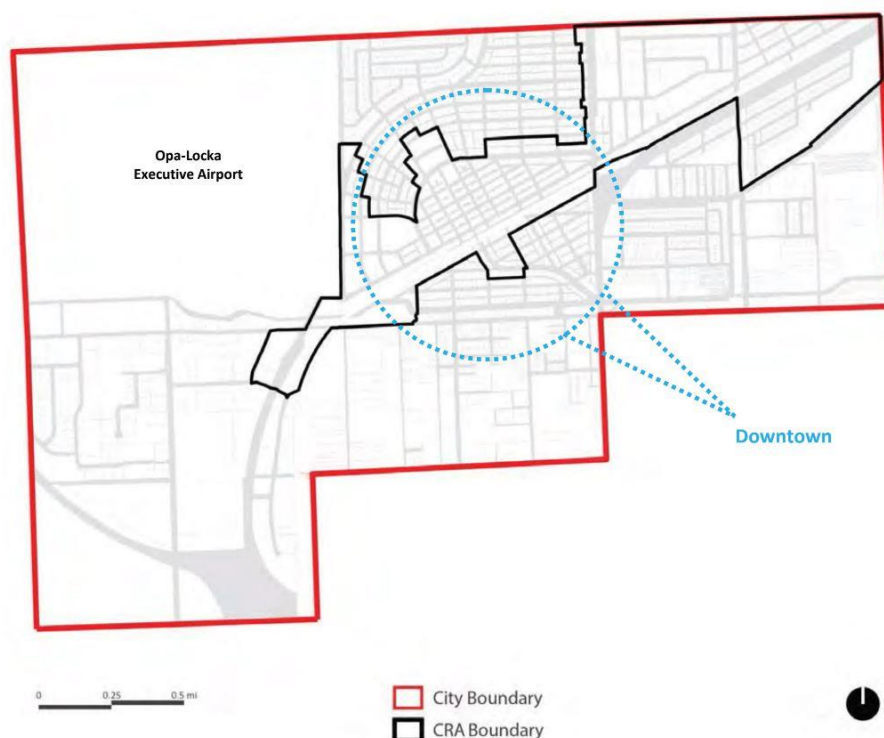


Figure 1: Opa-Locka Downtown and CRA Area

History and Analysis

The City of Opa-Locka was founded in 1926 by aviation pioneer Glenn Curtiss and built as an “Arabian Fantasy,” with many of the City’s buildings designed in Moorish Revival style and at least twenty of them listed on the National Register of Historic Places. After the stock market crash of

1929 and Curtiss' sudden death in 1930, the burgeoning neighborhood began a path of steady economic decline.

In the subsequent decade, the white middle class neighborhood transitioned to a predominantly African American community, made up of mostly middle- and working-class families. Today, the median household income in Opa-Locka is \$17,908, well below the county, state, and national average. The City lacks employment opportunities for its own residents, many of which are forced to find work elsewhere. The City has faced a number of challenges including periods of increased crime and drug violence, as well as government corruption. Despite this, residents take great pride in their neighborhood, and are particularly proud of the Moorish architectural tradition.

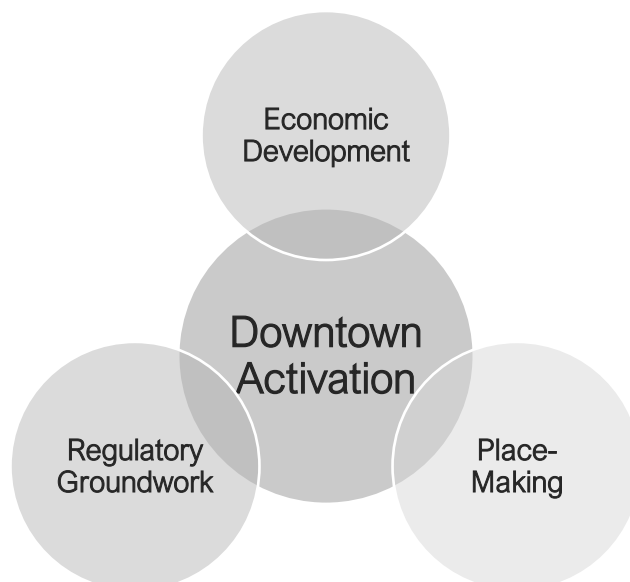
Table 1: City of Opa-Locka Demographics

	City of Opa-Locka	2 Mile	5 Mile	Miami-Dade County
Annual Population Growth	0.51%	0.70%	0.60%	0.97%
Median Household Income	\$17,908	\$29,456	\$40,118	\$48,982
Black or African American	57.50%	46.80%	23.90%	17.70%

Source: US Census Bureau & CoStar

Over the years, multiple reports and design charrettes have been commissioned by City leaders in an effort to spark revitalization. The LPT combed through the reports and found that they contained very similar objectives and recommendations, including economic development through small business incubators and job training programs, as well as infrastructure, streetscape, and façade improvement programs (for a summary of existing literature reviewed by LPT, refer to **Appendix A**). Most of these have not been successfully implemented, primarily due to lack of funding. In the past year, however, the CDC, in partnership with the City itself and the Community Redevelopment Agency (CRA), has taken steps to position Opa-Locka for change. While many of the previous recommendations remain valid, what is most needed at this time are **realistic and achievable action items** that ignite growth and attract new residents, visitors, and investors to the City of Opa-Locka.

Recommended Strategies



The recommendations put forth by the LPT are based on multiple conversations with OLCDC leaders, thorough analysis of existing zoning codes, regulations, and incentives, and conversations with local investors and community organizers. This report concentrates on three areas of focus where the OLCDC should direct initial efforts: **economic development**, **place-making**, and **regulatory groundwork**.

While broader programs for each of these solutions should be pursued, this report is focused on recommendations that can be implemented **within one year** and with **funds currently available** to the OLCDC, through obtainable local, state, or federal grants, or at no cost through non-profit and other community partnerships. The recommendations are summarized below.

Economic Development

- Building on steps the City has already taken to initiate a façade improvement program, the LPT recommends the program be measured and benchmarked to track progress and success.
- In a new era of Covid-19, the City can capitalize on available, centrally located land to attract new business models such as ghost kitchens, and create new jobs
- Implement an Employment Self-Sufficiency Program, modeled after Broward County's pilot program, to train "hard-to-hire" residents for City employment opportunities
- Partner with local higher education institutions to create a new Entrepreneurship Center, which could serve as a central hub to manage new economic development programming and expand the region's entrepreneurial ecosystem.

Place-Making

- The City should focus on completing the renovation of historic City Hall, the heart of Downtown Opa-Locka. First steps should include applying for special category grants and advocacy programs, and forming the Opa-Locka City Hall Historic Preservation Committee.
- Looking to the Coral Gables Museum and Historic Hampton house as examples, the City should form the Opa-Locka City Hall Historic Preservation Committee to aid with preservation advocacy, fundraising, and programming for the new space.
- A streetscape improvement program should be implemented, building upon the City's pilot façade improvement program. The LPT recommends partnering with Better Blocks, an organization dedicated to improving and revitalizing neighborhoods, one block at a time.
- A new branding and marketing effort would reshape the town's identity and foster new, organic relationships.

Regulatory Groundwork

- In order to further activate Downtown Opa-Locka, it is imperative to amend certain elements of the Comprehensive Development Master Plan and City Land Development Regulations.
- The LPT is proposing a new land use and zoning overlay, the "Downtown Cultural and Business Overlay District", which would include new permitted uses, increase density and FAR, and reduce parking requirements, among others.

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Glossary of Acronyms

AMI	Area Median Income
CARES (Act)	Coronavirus Aid, Relief, and Economic Security Act
CDBG	Community Development Block Grant
CDC	See "OLCDC"
CEDS	Comprehensive Economic Development Strategy
CRA	See "OCRA"
EDA	Economic Development Administration
EMT	Emergency Medical Technician
FAA	Federal Aviation Administration
FAR	Floor Area Ratio
FDOT	Florida Department of Transportation
FY	Fiscal Year
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
IRR	Internal Rate of Return
LEED	Leadership in Energy and Environmental Design
LIHTC	Low Income Housing Tax Credit
LP	Leadership Project
LPT	Leadership Project Team
NBD	Neighborhood Business District
NCCER	National Center for Construction Education and Research
NMTC	New Markets Tax Credit
NRSA	Neighborhood Revitalization Strategy Area
OCRA	Opa-Locka Community Redevelopment Agency
OIC-SFL	Opportunities Industrialization Center of South Florida
OLCDC	Opa-Locka Community Development Corporation
OSHA	Occupational Safety and Health Administration
PD&R	Office of Policy Development and Research
TA	See "TAP"
TAP	Transportation Alternative Program
TIF	Tax Increment Financing
TOD	Transit Oriented Development
TPO	Transportation Planning Organization
USEDA	See "EDA"

List of Appendices

Appendix A	Summary of Existing Community Development Literature
Appendix B	OLCDC Commercial Façade Improvement Pilot Program
Appendix C	Better Block Foundation Copley Road After-Action Report
Appendix D	Zoning Texts References
Appendix E1	Proforma Development Model under Current Zoning
Appendix E2	Proforma Development Model under Proposed Zoning
Appendix F	Summary of Interviews

1. ECONOMIC DEVELOPMENT IN OPA-LOCKA

According to the International Economic Development Council, the main goal of economic development is improving the economic wellbeing of a community through efforts that entail job creation, job retention, tax base enhancements, and improved quality of life. As there is no single definition for economic development, there is no single strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths, and weaknesses. Each community, therefore, will have a unique set of challenges to address.

With its storied past and challenged future, the City of Opa-Locka is destined for improvement. Located in NW Miami-Dade County, Opa-Locka is an urban community occupying 4.2 square miles. Opa-Locka has a large general aviation airport, three parks, two lakes and a Tri-Rail railroad station. The City is a mixture of residential, commercial and industrial zones. As of 2019, Opa-Locka has a total of 1,348 businesses and leading industries were retail, manufacturing, wholesalers, and transportation and warehousing.

We believe that the following areas should be immediately considered and potentially implemented to move the Opa-Locka community forward:

1. Invest in downtown façade improvements, measure and market their economic results;
2. Embrace and expand cultural and entertainment activities to create an identity, spur new jobs, and empower the community;
3. Embrace and expand job readiness and workforce training programs; and
4. Create an Innovation Center that develops and incubates entrepreneurship, innovation, and offers employment support services.

Item #1: Invest in downtown façade improvements, measure and market the results

An informal survey of local real estate owners in the greater Miami area found that the number one reason there is a lack of retail real estate investment in downtown Opa-Locka is due to low area median income. In other words, major retailers cannot justify signing leases, resulting in property investors not being able to justify building or purchasing and renovating existing buildings. Therefore, a more organic approach is necessary to begin the process. The good news is that just a single façade restoration project can make a difference. A formal façade improvement plan, however, will accelerate the process.

A Formal Façade Improvement Plan

The success of a façade improvement plan is tied to the incentives it offers the participants. The City has provided the LPT with a list of 66 business license holders in the food/restaurant/catering industry. This report separately addresses in detail how to attract them to the town center either by permanent relocation or secondary business location within the town center. The façade improvement plan is one of those methods.

The City has recently implemented a pilot Façade Improvement Program with the OLCDC (the “Pilot Façade Program”), for both private property owners and tenants within the bounds of the CRA utilizing a budget of \$100,000 with individual awards up to \$15,000 - \$20,000. The Pilot Façade Program is designed to target 8-10 business with a 6- to 7-month total program window. The results of this program are not yet known to the LPT. However, we suggest a follow-up to specifically document any economic

gains of each property owner and business that utilized the Pilot Façade Program. Any such economic gains as a result of the Pilot Façade Program should be analyzed, documented and marketed towards a subsequent façade improvement program as outlined herein. (For more details on the Pilot Façade Program, please refer to **Appendix B.**)

There are numerous case studies that document the correlation between façade improvement programs and measurable economic development. The benefits of various façade improvement programs were listed as follows¹:

- Commercial façade building improvements resulted in an increase in sales in the immediate year after the improvements were made
- Sales improvements were sustained for several years
- Sales increases exceeded increases in local taxes
- The improvements attracted new businesses and shops to the targeted area
- Participants (owners) were often motivated to make additional improvements to interior spaces
- Tenants of properties and businesses in surrounding areas were motivated to make improvements

The importance of tracking the specific economic benefits resulting from the Pilot Façade Program is paramount. When property owners and business tenants see their peers succeed, it builds momentum for additional applicants towards subsequent programs. In addition, simple but definitive case studies and financial measurement help justify additional funding sources for such subsequent programs.

¹ <http://plannersweb.com/2013/10/how-facade-improvement-programs/>

How to Measure the Success of a Façade Improvement Program

Measuring the success of a program should be done in two parts.

1) Participation Measurement: This measurement will help the City determine if their program is providing a return on resources and creates a case for securing funding for future programs. Participation is measured in the following ways²:

- a. Of the properties or business that could apply for the Pilot Façade Program, what percent applied?
- b. Of the properties of business that applied, what percent commenced and completed their projects in accordance with the Pilot Façade Program?
- c. Multiplier tracker to gauge investment beyond what the Pilot Façade Program provided. The amount a property owner or business spent divided by amount awarded by the Pilot Façade Program equals the multiplier. The higher the multiplier, the more successful the program. For example, a property owner spends a total of \$100,000 on improving their façade and received only \$10,000 from the Pilot Façade Program would equate to a multiplier of 10x. This will demonstrate and track how successful the program was in inspiring additional investment beyond the Pilot Façade Program's allocation.

Future funding of subsequent façade improvement programs requires substantiation, and Participation Measurement is a pragmatic way to document the Pilot Façade Program's

² https://www.cmap.illinois.gov/documents/10180/0/NewLenox_facade_improvement_implementation_guide_final.pdf/92420f2c-ca4a-3b3f-7291-63dfd0fe34b6

success. Typical measurements are made at the one- and two-year mark of pilot programs. The LPT recommends semi-annual testing for more immediate results since more periodic testing is becoming the norm in the financial markets, and it helps to speak the language of the financial markets when applying for additional funds.

2) Individual Performance Measurement: This measurement will help incentivize future plan participants. Individual measurement is more labor intensive, however the following guidelines in the form of a survey will help standardize the process:

- a. Document sales receipts (gross annual sales) before and after the façade improvement for the individual business owner/tenants
- b. Document the number of first-time customers in the immediate year after the façade improvement
- c. Document the rental revenue of the property owner before and after the façade improvement
- d. Document if any nearby business benefited by increase in sales receipts (gross annual sales) before and after their neighbors completed a façade improvement
- e. Document if the use of the property changed after the façade improvement (i.e. smoke shop to food market)

The LPT recommends that the City take a “hands on” approach to this measurement. Most business owners and landlords keep sales and rents confidential. Therefore, the City may need to provide incentive for reporting such numbers. This could be in the form of a “bonus” payment tied to the documented success of a façade improvement participant. We recommend setting aside 5-10% of the program funding for a performance incentive bonus and publishing the data in a confidential manner.

In addition to the pilot Façade Improvement Program, the LPT recommends identifying the downtown assets and demonstrating how a single small project (“What can we do now?”) can lead to a desired economic improvement plan (“The order of things”).

Identifying Core City Assets for Façade Improvement

The City of Opa-Locka contains numerous assets however, the main assets that drive the local economy are located outside of the town center, such as the abundance of inexpensive warehouse, industrial buildings, and housing stock. The image or facades of these business will have less impact than the facades of the town center. Therefore, the focus will be on the center itself as well as the corridors that act as its gateways.

Select a single core City asset, and improve the facade now. The City has 20 buildings listed on the National Register of Historic Places. It is the opinion of LPT that the City’s most visually significant asset is the former City Hall building. Recent site visits by our team observed the building to be in visual and structural disrepair which some argue reflects the state of the local economy. Although the cost to properly restore the structure and interior may be unattainable at this time, minor enhancements to the property can be done now with relatively low cost, until larger funding becomes available for the structural overhaul. The LPT addresses the specifics of this task in a separate section.

There are numerous façade improvement programs throughout the country and documented on the web. The LPT is cognizant of the City’s current financial situation and has focused its funding of the plan on outside sources.

Ensure the Pilot Façade Program addresses the following:

- A mission statement - Since this should reflect the heritage of Opa-Locka, the LPT recommends this statement be developed within the City and preferably solicit feedback from residents and business owners. Key elements to share is that improved aesthetics improve property values, improve economic vitality and attract private investment.
- A defined target area – The LPT agrees with the CRA boundary lines within the Pilot Façade Program with additional emphasis on Moorish design incentives surrounding the historic City Hall building.
- Funding - Funding will have to come from a combination of sources since any form of additional tax levy is unrealistic at this time. The three main sources will be from Federal, State and local bank consortium. The LPT recommends measuring and documenting the economics as described herein.
- Design Criteria and Eligibility should focus on preservation of the unique Moorish architecture, storefront improvements for existing buildings, new construction on vacant or City owned land in the target area, with minimum and maximum funding amount designed around the federal or state grants.
- Application and Selection Process should require applicants to provide a brief description of the project, renderings or photographs, and demonstrate financial viability. Selection should be done on a first come first serve basis and decided by a committee.

By bettering the appearance of building facades, the Pilot Façade Program and subsequent façade programs serve to improve the economic vitality of these areas. Better aesthetics increase property values, improve the marketability of space within the buildings, and draw business and residents to the area.

Item #2: Embrace and expand cultural and entertainment activities to create an identity, spur new jobs, and empower the community

Given the topic of this section overlaid with the current conditions of COVID-19, the LPT believes this is a good opportunity to pivot from the norm and create an immediate economic foundation now based on current consumer demands and demands in the post-COVID environment.

The most immediate need and opportunity presented is creating new jobs for the residents of Opa-Locka. The biggest challenge today is that 80% of Opa-Locka residents work outside of the City limits. The majority of these jobs could be assumed at risk due to the economic effects of COVID-19. This creates a unique opportunity to bring jobs back to the City and town center. The City provided the LPT with a list of 66 business licenses holders in the food/restaurant/catering industry. It is safely assumed that these businesses are at grave risk given that 53% of restaurants nationwide have closed due to COVID-19³. However, the same data shows that take out is up 148%. Opa-Locka is well positioned to take advantage of this demand-supply gap given its potential supply of relatively inexpensive land, labor supply and central hub location in Miami-Dade.

Focus on New Business Models and Create an Economic Identity

The immediate opportunity is an organized and aggressive plan to attract “Ghost kitchens”, also called dark or virtual kitchens, which are professional food preparation and cooking facilities established to create delivery-only meals. The concept has grown recently to due to the rising popularity of takeout orders in the

³ <https://www.today.com/food/yelp-finds-53-percent-restaurants-closed-during-pandemic-have-shut-t185386>

face of COVID-19. Since the barriers to entry of ghost kitchens are high due to the need of sophisticated logistical and payment systems, they rely heavily on institutional ownership or well-funded startup ventures. Ghost kitchens are popping up in empty retail spaces, parking lots, and in underdeveloped or undesirable locations⁴. Ghost kitchens alleviate margin challenges for restaurants as they require an initial lower investment and overhead and can be optimized for delivery. The major benefits include (1) minimizing real estate and labor costs (average cost of opening a new sit-down restaurant in the U.S. is approximately \$350,000 while ghost kitchens bring the overhead down to about \$50,000)⁵ and (2) limiting premises liability as only kitchen staff and delivery providers are on-site.

Therefore, the immediate need and opportunity for the City is to market themselves as a municipality that can supply readily accessible trained labor (see Section below) and available, centrally located land for quick ghost kitchen development opportunities. The LPT recommends hiring an economic advisor, lobbyist or real estate broker to help attract institutionally owned and start-up businesses to Opa-Locka as soon as possible, leveraging their assets. To help preserve and grow the locally owned restaurants, the City should provide land for the development of a Ghost Food Hall concept that combines “ghost kitchens” which serve meals exclusively by delivery, and food halls which have become popular but unavailable during COVID. Ghostline, Kitchen United and Click Virtual Food Hall are the three top startup ghost kitchens in the US. Kitchen United is planning an expansion into the Miami market and should be contacted immediately. The emphasis is to attract both institutional chains to create steady jobs and economic activity and startup ghost food halls to expand

and preserve the local food business in Opa-Locka.

Once Opa-Locka establishes food preparation and delivery on a prominent basis, a foundation will be created for future post-COVID branding opportunities such as food festivals, farmers markets and other cultural events. Although immediate opportunities for ghost kitchens and food halls may exist in inexpensive warehouses outside of the town core, they should also be part of the town core and incorporated into its master plan. Existing buildings in the town core could be repositioned and vacant land could be developed inclusive of the façade improvement plan.

Affordable Housing in the Town Core

Another complimentary opportunity for the town core is to increase the stock of affordable residential units. The City has provided the LPT with a list of 15 existing sites in Downtown Opa-Locka containing 454,541 square feet of land (10.43 acres) that can be developed or redeveloped adding between 1,277 to 1,594 new affordable residential units. The marketing of this land to developers should be an organized priority of the City. The addition of these affordable units along with the new ghost kitchens and food halls will activate the urban-core and provide the critical mass required to economically sustain the City. All new residential or mixed-use projects should be required to follow the architectural guidelines set within the Pilot Façade Program or subsequent façade improvement programs.

One of the main barriers to entry for affordable housing communities is the land cost. Land cost is usually the largest single line item in a project’s budget that makes it cost-prohibitive to build. The process of financing, developing, and constructing affordable housing is long, arduous and expensive. HUD recommends that City’s

⁴ <https://www.kslaw.com/news-and-insights/ghost-kitchens>

⁵ South Florida Business Journal. (Oct 30, 2020). Retrieved from <https://rb.gy/jlmwze>

and their policymakers identify publicly owned sites, either vacant or underutilized, especially if in proximity to transit or amenities, and develop a partnership with developers to build the project⁶.

Therefore, the LPT's first recommendation is using the value of public land to subsidize new affordable housing as the most immediate avenue of attracting qualified Low-Income Housing Tax Credit (LIHTC) and New Markets Tax Credit (NMTC) developers to the town center. The LPT recommends this as a priority. The LPT also recommends land to be ground leased in order to preserve the remaining assets of the City in lieu of selling it, fee simple, to the developers. Retaining ownership of the underlying land keeps the community property for future generations and provides sustainable cash flow to the City which is the equivalent to the net present value of the lease's cash flow. In other words, selling the City's assets and investing that money will not yield a better return and forever forfeit the land to a private developer.

Second, existing projects such as Related's Town Center apartments containing 127 units should be appealed to for the completion of its second phase. Incumbent developers with multiple phases approved or in the approval process is another immediate step that can achieve additional affordable residential units quickly. Any additional incentives or simply communicating the need for units should be prioritized.

Third, the City should analyze the 15 private sites they identified for affordable housing development, and rank them in order of lowest land cost per developable unit. The owners of sites with the lowest land cost per developable unit should be contacted and informed of their sites' development opportunity. Partnerships

with these landowners, outside developers and the City should be encouraged. The marketplace will speak once price discovery and development opportunity is disseminated. Our third recommendation may be the most complicated and time consuming of the three. Therefore, the first and second recommendations should take a more immediate priority.

Item #3: Embrace and expand job readiness and workforce training programs to get residents employed

There is a need to embrace traditional and non-traditional job readiness training programs as a method to generate the type of talent required to fuel employment opportunities in Opa-Locka. A commitment to training, education, and apprenticeship opportunities made available to all residents, particularly to those in high-unemployment and underserved areas will reduce unemployment in the region, especially during the COVID-19 pandemic.

Opa-Locka Employment Self-Sufficiency Program

One initiative that the City could commit to in an effort to help create jobs for those who are "hard-to-hire" could be the City of Opa-Locka Employment Self-Sufficiency Program. Modeled after Broward County's pilot program, this would entail hiring applicants who don't meet the minimum requirements for City employment opportunities but could meet them within two years of hire. Once the two years are completed the employee would become permanent. Program goals could include enhancing the appearance of the Opa-Locka City Hall, sparking employment opportunities for residents seeking a job, and offering training.

6

https://www.huduser.gov/portal/pdredge/pdr_edge_trending_091415.html

Action: The City could partner with a 3rd party provider to carry-out the Program by utilizing services of Opportunities Industrialization Center (OIC-SFL) of South Florida. OIC-SFL could offer administrative and project management oversight for services and tasks to be completed as detailed by the City's Employment Self Sufficiency Program. OIC-SFL, through highly trained and accountable work crews comprised of community residents who are unemployed or underemployed, ages 18 and older, will complete tasks and services based upon an agreed upon deliverables schedule. OIC-SFL could provide infrastructure and community quality of life services in five key neighborhood improvement functional areas:

- Hire and Train Project Management Team and Work Crew Leaders: Train key leadership staff, review performance standards and deliverables, create project management and activity schedule in partnership with Opa-Locka staff
- Employability and Job Readiness Training: Soft Skill and Customer Service Training and Certification, Career Pathway and Career Development Coaching, provide postsecondary navigational services to Broward College or Miami Dade College as appropriate for selected community residents
- Public Works Basics: OSHA 10, OSHA 30, Safety Basics, NCCER: Essential technical skills required for completing infrastructure projects efficiently and safely and providing community residents with the opportunity to attain industry recognized stackable certifications and credentials
- Work Crew Formation, Service Delivery Management and Supervision: Recruitment, hiring and supervising community residents for employment opportunities on work crews charged to perform tasks and services as per established project schedules and compliant with Opa-Locka expectations and performance standards
- Quality Assurance and Reporting: Conduct weekly internal quality and project

performance reviews, identify and respond with solutions to opportunities for improvement, review weekly reports from Crew Leaders and provide monthly updates and reports to Opa-Locka staff as per an established performance management protocol

While this Program could originate within Opa-Locka City Hall, the Employment Self-Sufficiency Program could be used as a model and implemented by for-profit, private corporations within the community as a pathway to employment opportunities for the City's hard-to-hire residents.

City of Opa-Locka Apprenticeship Program

The City's should commit to reducing unemployment and exposing youth and adults to apprenticeship, training, vocational, and support skills programming for developing career paths and creating better quality of life for themselves and their families. The City should plan to work with its community partners and all identified organizations to make this happen for Opa-Locka residents.

Registered apprenticeships are a highly structured training system that allows participants to "earn as they learn" from day one, while working to become proficient at a particular trade or occupation. Unlike traditional career pathways, apprenticeship programs offer paid on-the-job training with a sponsored employer on a full-time (40 hours per week) basis, with the goal of providing workers with advanced skills that meet the specific needs of employers. Individuals who complete registered apprenticeships in the United States earn, on average, \$60,000 per year.

Role of an Apprenticeship Program.

Apprenticeship is a time-honored way of training for a trade or profession. Rather than completing an educational program and accepting an entry-level job, an apprentice commences work from the start of the program, earning money as the

apprentice builds skills through supervised training and classroom education. Many enter an apprenticeship as a way of learning new job skills while being able to earn a salary and avoid the high cost of traditional college and vocational training programs.

An apprentice is a person who trains for a career by working under the supervision of more experienced workers. Modern apprenticeships follow an established plan of instruction, which includes on-the-job training combined with an educational curriculum. Typically, an apprentice begins earning money as soon as he/she starts work, with regular increases as he/she learns new skills and takes on more responsibility.

Federally recognized apprenticeships must meet certain guidelines for wages paid and quality of instruction. Participants are awarded a recognized credential after completing a registered apprenticeship, which can be very helpful in obtaining employment or qualifying for additional educational programs.

Apprentices are usually required to complete traditional coursework as well as practical work. The amount of classroom training, which can sometimes be completed online, varies between trades. Courses can be taken through community colleges or vocational schools. Coursework taken in some circumstances may also be applied toward a two- or four-year college degree.

Apprenticeships vary in length, according to the standards of the trade. It should be noted that some apprenticeships last longer than a traditional educational program, due to the heavy emphasis on gaining work experience instead of classroom training or classroom-based practicums. The Department of Labor states that apprenticeships can take between one to six years to complete. The expectation is that apprentices will receive 2,000 hours of on-the-job training each year, along with at least 144 hours of classroom instruction.

Trades that Offer Apprenticeships. According to the United States Department of Labor, there are over 1,000 trades and professions that offer apprenticeships. These include:

- Building trades (HVAC, plumbing, construction)
- Health Care (nurse's aides, phlebotomists, EMTs)
- Personal appearance trades (cosmetologists, estheticians, barbers)
- Hospitality (cooks, housekeepers, bakers)
- IT (programmers, technicians, information managers)

Action: The troublesome problem of significant numbers of youth leaving school unprepared for career employment has revitalized interest in vocational education particularly apprenticeships. City of Opa-Locka elected officials could convene a meeting with organizations in the construction and trade industries, the Beacon Council and City staff, to discuss job readiness training programming in Opa-Locka and Greater Miami-Dade County. The City should further discussions with these organizations to learn more about programs and identify how the City can actively support and promote opportunities to Opa-Locka residents.

Item #4: Create an Innovation Center that develops and incubates entrepreneurship, apprenticeship, and employment support services

The entrepreneur ecosystem in South Florida is growing and has experienced significant successes. Emerging innovations by companies such as Magic Leap, ERP Maestro, and JetSmarter underscores the vitality of the region's entrepreneurial infrastructure. The region's university and college network has been the source of multiple discoveries, and game-changing developments in technology. Florida Atlantic University's Institute for Ocean and Systems Engineering (SeaTech) has been on the cutting edge of advanced ocean engineering

research and technology development. Nova Southeastern University's Halmos College of Natural Sciences and Oceanography located at the Guy Harvey Oceanographic Center has been a leading source of research in marine biology, geology, ecology, and physics. Additionally, the Marine Research Hub, which is a partnership between the region's four major universities, is inventorying hundreds of cutting-edge research projects from reef restoration and biomedicine, to fisheries and ecosystems. Technology companies such as Ultimate Software have partnered with local universities to recruit interns and up-and-coming tech talent.

South Florida is home to homegrown entrepreneurial success stories such as Citrix Systems, Trividia Health, and Research in Motion (RIM). The South Florida Regional Planning Council's 2017-2022 Comprehensive Economic Development Strategy (CEDS) cites reports by the U.S. Economic Development Administration (US EDA) and the Kauffman Foundation give South Florida high ranks for both its capacity for innovation and for increases in startup activity. According to the CEDS, the US EDA gave the region high marks for its *"university-based knowledge centers, business incubators, and percent of residents holding bachelor and master's degrees."*

Entrepreneurship through South Florida Higher Education

Broward College J. David Armstrong, Jr., Student Venture Fund. Broward College students and graduates aspiring to be successful entrepreneurs will soon be able to compete for funding for their business ideas through a new Student Venture Fund proposed and founded by Broward College President J. David Armstrong, Jr. with support from area businesses and community leaders.

Florida International University: Eugenio Pino and Family Global Entrepreneurship Center. The Eugenio Pino and Family Global Entrepreneurship Center fosters new technology

firms, strengthens existing family-owned and managed firms, researches important issues, encourages new community enterprises to improve the economic vitality of South Florida and the Americas, and develops entrepreneurial leaders in all areas.

The Center also provides entrepreneurs with the knowledge and contacts that enable them to reach their objectives through educational programs and networking events.

Florida Atlantic University: The Adams Center for Entrepreneurship. The mission of the Adams Center for Entrepreneurship at the DeSantis Pavilion is to create entrepreneurial leaders that find sustainable solutions to economic and social problems. The goal of the Adams Center for Entrepreneurship is to prepare FAU students in business, science, engineering, and all disciplines who are looking to become entrepreneurs through business ownership or through venturing.

Entrepreneurship through Innovation Support

There is a vibrant entrepreneurial community of professionals in South Florida who could support a hybrid facility that could act as a collaboration and community center for innovators. The best way to attract users to the facility would be to design it with high-speed internet access, flexible space, and services designed to help users start and grow their businesses. A state-of-the-art facility could be designed to meet LEED standards and will support industry clusters and entrepreneurs. The City of Opa-Locka could study programs offered around the nation to aide in the development of such a Center at their current or past City Hall locations. Suggested entrepreneur development collaboratives to review include:

- The National Entrepreneur Center in Orlando, FL
- The Entrepreneur Collaborative Center in Hillsborough County, FL

- The Oakland Entrepreneurial Alliance in Oakland County, FL

Entrepreneurship through an Accelerator/Incubator Program

Based on the County's wide-ranging network of innovation and research, and available resources, there are ample opportunities to positively impact the County's economy with the addition of an accelerator/incubator program. An accelerator/incubator program could leverage the County's commercial, creative, and community resources to create a unified economic development engine for a thriving region.

A City of Opa-Locka accelerator/incubator program could:

- Foster a strong entrepreneurial culture and dynamic business environment
- Provide long term resources and support for successfully launching and scaling innovation-based businesses
- Nurture a diversified economic base that is robust and resilient
- Provide a suite of services for small, specialty or location-specific enterprises
- Attract new opportunities to the region based on a thriving business environment and high quality of life

Action: While South Florida has given rise to world renowned innovations, it remains an often-disjointed collection of highly successful, yet individual entrepreneurial assets. Leadership is needed in the coordination, investment and leveraging of these assets, to ensure the best return on investment, identification of gaps in the ecosystem, and facilitation of more efficient and effective discovery and support of emerging industries and technologies within the region. The creation of an Entrepreneurship Center in Opa-Locka could serve as a central hub to manage new economic development programming and expand the region's

entrepreneurial ecosystem and could create a hotbed of innovation. Below are suggested areas of future research and analysis:

- Convene higher education institutions, such as Miami Dade College, Florida Atlantic University, Florida International University, and Nova Southeastern University to measure the level of support and feasibility for the development of a comprehensive entrepreneurship/innovation center.
- Engage local service providers and organizations, such as the Beacon Council, the Venture Café, and other organizations who share common goals of assisting entrepreneurs and startups.
- Evaluate existing accelerator / incubator / entrepreneurship center programs to determine suitability for partnerships and/or identify best practices.
- Create a map that illustrates the region's available resources to entrepreneurs based on the following areas: Funders, Acceleration, Civic, Facilities, Community, and Talent and Training
- Create an Entrepreneur Development Task Force to manage all aspects of the Entrepreneurship/Innovation Center.

Summary of Actionable Items

1. Façade Improvement Program
2. Embrace and expand cultural and entertainment and entrepreneurship activities to create an identity, spur new jobs, and empower the community
3. Embrace and expand job readiness and workforce training programs
 - a. Develop Opa-Locka Employment Self-Sufficiency Program which could then be utilized by surrounding private corporations
 - b. Development of an Apprenticeship Program through partnerships
4. Create an Innovation Center that develops and incubates entrepreneurship, innovation, and offers employment support services

2. PLACEMAKING IN OPA-LOCKA

The LPT's second recommended strategy to spur economic and community activity and attract new development is to focus on placemaking. Placemaking can generally be described as “the process of creating quality places that people want to live, work, play, and learn in.”⁷ In most cases, it also tends to involve participation by the community through charrettes and other focus groups. A common thread throughout our conversations with the CDC is the importance of appearance. When a community appears safer, its residents feel safer, and eventually so do visitors. When a community appears cleaner, its residents feel a larger sense of responsibility for keeping it that way. In the long run, developers and businesses will feel more confident investing in a clean and safe community.

As the goal of this report is to focus on short-term, manageable goals, the LPT is proposing three action items that the CDC can begin working on immediately. Those items are the renovation and repurposing of Opa-Locka City Hall, a streetscape improvement program, and new branding and marketing imagery for the City. We believe these items will help improve the general appearance of the downtown area, prove to potential investors that Opa-Locka is a city worth investing in, and once again provide residents with a cultural center they can be proud of.

The LPT is cognizant of the fact that one of the primary sources of funding for community redevelopment projects is tax increment financing (“TIF”) administered by OCRA, and that as of the end of the 2018-2019 fiscal year, the TIF was not yet sufficient to pay for OCRA's staff.⁸ It is therefore one of our long-term goals to increase the TIF revenues in the City. Despite

the relatively short durations of the proposed actions in this report, we believe by taking these measures, the City of Opa-Locka, especially the OCRA area, will benefit from the improvement in property values in the long run, thus generating more TIF revenues.

Item #1: Renovation of Opa-Locka City Hall



Figure 2: Historic Opa-Locka City Hall

Summary

Since its founding in the 1920's, Opa-Locka has been recognized for its large collection of Moorish architecture, inspired primarily by the film “Arabian Nights”. Today, Opa-Locka has twenty buildings listed on the National Register of Historic Places, and comprises the largest collection of Moorish Revival architecture in the western hemisphere. The most notable of the buildings is the Opa-Locka Company Administration Building, also known as Opa-Locka City Hall. Constructed in 1926 according to the design of architect Bernhardt E. Muller, the building is comprised of domes, minarets,

⁷ <https://www.cnu.org/publicsquare/four-types-placemaking>

⁸ Opa-Locka Community Redevelopment Agency 2018-19 Annual Report

and arches, all painted in colorful jewel tones⁹. Before being purchased by the City in 1939, the building originally served as a glorified sales center, advertising the new and flourishing town, and played host to numerous social and promotional events. In the following decades, the image of City Hall would come to define Opa-Locka, and to this day remains one its most beloved structures.



Figure 3: Opa-Locka City Hall today

Unfortunately, over time, the building has fallen into disrepair. Despite attempts to renovate, financial struggles have prevented the project from moving forward in the past. Today, efforts have picked up again, and \$525,000 have been earmarked to complete critical repairs and properly seal the building from the elements. While this is a step in the right direction, it does not include any interior work, and therefore renders the building useless, quite literally. The LPT recommends the CDC take the first steps toward a full interior renovation by a) applying for additional grants specific to historic restoration and adaptive reuse and b) forming the “Opa-Locka City Hall Historic Preservation Committee.” The committee shall be charged with the task of pursuing the formation of a publicly funded, non-profit corporation that will ultimately manage the programming and fundraising for City Hall.

Sources of Funding & Assistance

Special Category Grant. There are several grant and advocacy programs that cater to historic structures, but the immediate focus of the CDC should be on the physical restoration of City Hall, both exterior and interior. The LPT recommends the CDC work with the City to apply for a Florida Department of State Division of Historical Resources Special Category Grant. There are four types of historic preservation projects that can be funded: development projects, archaeology research projects, museum exhibit projects, and acquisitions¹⁰. Development projects are projects with the mission of Preservation, Restoration, Rehabilitation, or Reconstruction of historic properties regularly open to the public, and site-specific planning required for these activities such as structural or condition assessment reports. Past recipients of the Special Category Grant in Miami-Dade include the Citizen’s Bank Building in the Omni District, Vizcaya, Olympia Theater, Deering Estate, and the Fulford-by-the-Sea Monument in North Miami. We believe the restoration of the Opa-Locka City Hall principally meets the requirements of the Special Category Grant and strongly encourage the City to advocate for the City Hall’s historic significance and apply for the grant.

Advocacy. In addition, we suggest that the City of Opa-Locka should make a concerted effort to advocate and promote the historic and architectural significance of the old City Hall to aid the funding applications. Resources are available at national, state, and county levels, including the Florida Trust for Historic Preservation and its annually nominated “11 to Save” endangered historic building advocacy program¹¹, and Dade Heritage Trust’s historic neighborhood surveys¹². For reference, past nominees for the “11 to Save” list included Eatonville Historic District in Orange County and

⁹ <https://catalog.archives.gov/id/77841443>

¹⁰ <https://dos.myflorida.com/historical/grants/special-category-grants/>

¹¹ <https://www.floridatrust.org/202011tosave>

¹² <https://dadeheritagetrust.org/advocacy-projects/>

MacFarlane Historic District in Coral Gables. Previous listees on the Dade Heritage Trust's most endangered sites included historic buildings in the Overtown and Shenandoah neighborhoods. It is our belief that the Opa-Locka City Hall, together with the rich collection of Moorish architecture in the City, share similar characteristics as the historic sites mentioned in

the Florida Trust or Dade Heritage Trust programs and should be given similar recognition. The City and CDC are recommended to take advantage of programs like these to put City Hall "on the map" for preservationists as a prime candidate for restoration.

CASE STUDY

Historic Building Preservation & Rehabilitation

Concurrent to grant applications, the LPT recommends the City and CDC begin recruiting local community leaders, both within and outside Opa-Locka, who are passionate about historic preservation and the cultural significance of the City Hall building. These community members will form the "Opa-Locka City Hall Historic Preservation Committee," whose first task will be to identify programming for the renovated building. The LPT recommends the committee look to the Coral Gables Museum and Historic Hampton House as examples of local landmarks that have successfully undergone renovations and converted into museum and event spaces. Most importantly, both landmarks began their journey toward restoration through the support of local interest groups and volunteers. In the case of the Coral Gables Museum, a historic police and fire station that had been used for many years as city offices, it was a single commissioner – Wayne Withers – who ultimately founded the Coral Gables Community Foundation, which served as the fiscal agent for the initial funds

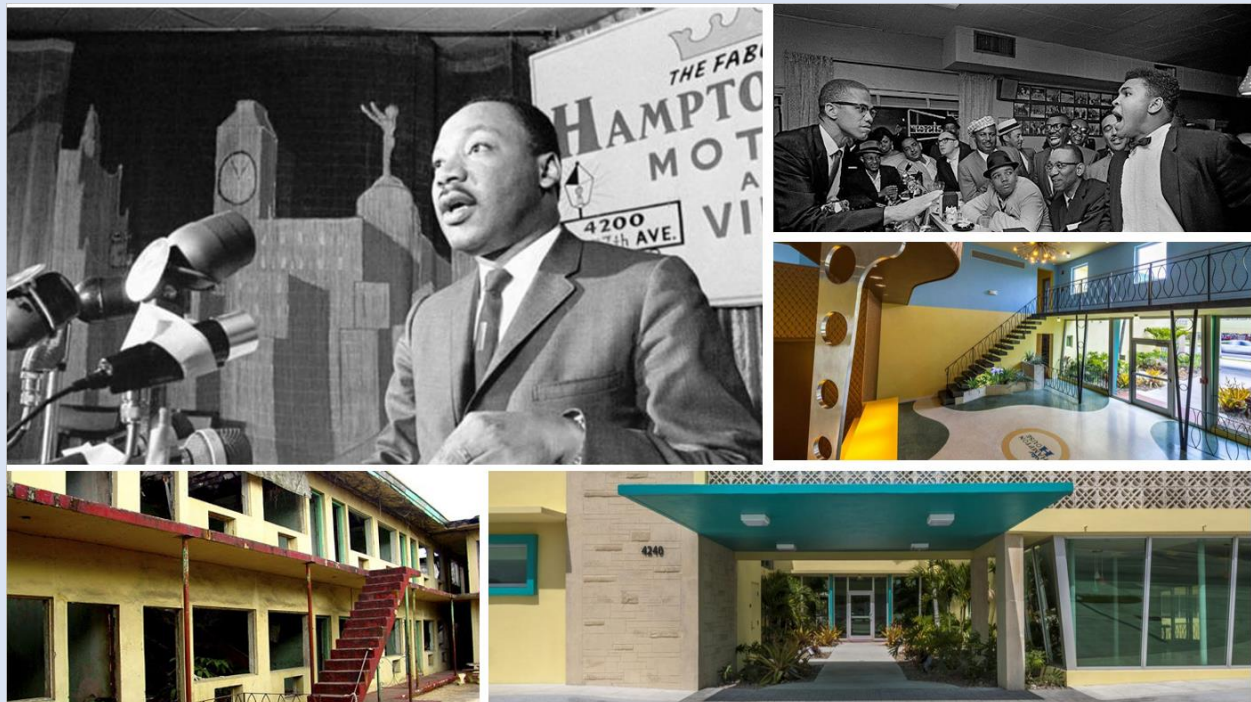


Figure CS1: The Historic Hampton House then and now

pledged for the museum.¹³ The Historic Hampton House in Brownsville, previously the Hampton House Motel and once described the “Jewel of Black Miami,” was a mere two weeks away from demolition, but was spared thanks to the efforts of the “Save the Hampton House Project” Committee, led by Frank and Enid Pinkney.¹⁴

Today, the Coral Gables Museum and the Historic Hampton House serve as cultural centers for their respective communities and generate revenue for their continued operation through fundraising, ticket sales, memberships, and event rentals. While one focuses more on exhibits and family-friendly community programming, the other relies heavily on event rentals and its rich cultural history as an icon of black culture in South Florida. Opa-Locka City Hall falls somewhere in between, and could implement similar ideas from both case studies.

The Coral Gables Museum curates exhibits and programs focused on civic arts, and consists of multiple gallery spaces as well as indoor and outdoor event spaces, a community meeting room, and a gift shop. In addition to the regular exhibits, the museum also offers a series of educational programs for children and adults, guided walking tours, and even hosts free yoga classes. Annual memberships range between \$50 and \$100. Thanks to its location in the central business district of the Gables, the museum benefits from its proximity to various businesses, and often hosts smaller corporate events.



Figure CS2: The Coral Gables Museum

After completion of a nearly \$6 million renovation largely funded by the county, the Historic Hampton House was relaunched in 2015 as a community hub, with a museum, space for a restaurant, and motel rooms converted into office space for community groups.¹⁵ In addition, a new multipurpose

¹³https://en.wikipedia.org/wiki/Coral_Gables_Police_and_Fire_Station

¹⁴ <https://www.historichamptonhouse.org/restoration>

¹⁵ <https://www.miamiherald.com/news/local/community/miami-dade/article20557536.html>

room, café, and renovated pool and patio area offer various options for events of all sizes. Rental prices range from \$900 for the café space to \$1400 for the larger multipurpose room. Future plans include a museum and archive dedicated to vintage jazz, a school and studio for young musicians, and a stage for performances. These specific programs capitalize on the rich history of the historic motel, while simultaneously attracting and engaging a new, younger audience. The Hampton House, while not located in a business district, benefits from its proximity to a MetroRail stop.

Recommended Programming

It is the recommendation of the LPT that the Opa-Locka City Hall maintain both a museum and event space, with additional spaces designated for other community needs (offices, gallery spaces, community services, etc.). The museum should be dedicated to highlighting and exhibiting the rich and unique architectural history of Opa-Locka, while the event space should be flexible enough to accommodate smaller gatherings, corporate, and social events. The programming of the remaining spaces should be identified through a series of charrettes that allow local residents an opportunity to provide input. Ultimately, the creation of an independent body will restore confidence in the project and allow the opportunity for leaders outside of the Opa-Locka community to provide expertise, advocate for preservation, and execute in a timely manner, without the burdensome roadblocks often faced by government entities.

The LPT is aware that the recommendations listed above do not guarantee immediate funding for larger projects, but that does not mean smaller steps cannot be taken. The cost to curate the grounds, add a fresh coat of paint, and illuminate the building is relatively inexpensive and could be done immediately. In addition, due to the economic and social effects of COVID-19, the small incremental steps taken

now will pay dividends in the future when social gatherings such as festivals and other events can resume. Therefore, “now” is an appropriate time to recreate the image of the City, paving the way to draw investment. According to Colin Edward, a professor at the University of Waterloo in Canada who researches the psychological impact of design, a building that has a façade that is complex and interesting affects people in a positive way, while a simple and monotonous building can have a negative impact¹⁶. Furthermore, a 2014 study by the Journal of Consumer Psychology found that the more intense the lighting, the more affected and intense the participants’ emotions were¹⁷. A properly illuminated City Hall building (which is both “complex” and “interesting”) will provide citizens with a sense of pride, improve the perceived safety of the area, and signal the start of larger changes to come. As time and budget allow, the LPT recommends the same inexpensive façade improvement strategy for other historically designated buildings in the downtown area.

Item #2: Streetscape Improvement Program

Summary

In 2020, Opa-Locka secured funding for a façade improvement program for the downtown area. The program offers grants up to \$15,000

¹⁶ <https://architexturez.net/pst/az-cf-183380-1496820983>

¹⁷ <https://www.archdaily.com/898849/mood-changers-lighting-design-101-nil-why-lighting-is-the-most-important-design-feature>

for small business owners in the OCRA area for purposes of business façade and/or business property improvements. CDC received applications for this program between July and September. Building on the current efforts of the CDC, the LPT believes the next step in the beautification of downtown Opa-Locka is a formal streetscape improvement program. The goal of implementing such a program is to significantly improve the physical appearance of the downtown core and thus improve the perception of the entire neighborhood. Ideally, the program would be robust enough to include street and sidewalk pavement improvements, new street lighting, landscape (particularly shade trees), new street furniture (benches, garbage receptacles), and signage.

Sources of Funding & Assistance

Transportation Alternative Program. The LPT encourages the CDC to cooperate with City of Opa-Locka and the Miami-Dade County to apply for the streetscape improvement funding from the Transportation Alternative Program, which is a federal funding scheme intended to fund a variety of small-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, and community improvements. Florida administers TA Set-Aside funds through FDOT. The state allocates approximately \$49.1 million in TAP funding each year, 50% of which are allocated to any area of the State (known as “any area” funds) and directly administered by FDOT, and the other 50% allocated to areas based on population (“by population” funds). The application for TAP funding is a competitive process, and in the case of Downtown Opa-Locka, as the area is within an urbanized area with a large population, the “by population” funding selection process will be administered

by the Miami-Dade Transportation Planning Organization (TPO).

Past applications for TAP in Miami-Dade included projects like certain protected buffered bicycle lanes project in Miami Beach, certain pedestrian and bicycle improvements project in Miami Lakes. Requested funding amounts ranged from less than \$100,000 to \$1 million per project¹⁸. It is the belief of the LPT that TAP is a viable route for Opa-Locka to obtain project funding for its streetscape improvement plans.

Community Development Block Grant. Another potential source of funding for Opa-Locka’s streetscape improvement projects is the state CDBG. CDBG is one of the longest-running HUD programs that funds local community development activities aiming at providing affordable housing, anti-poverty programs and infrastructure development. The program provides \$3.4 billion in annual grants in FY2020. One of the eligible activities for CDBG is public improvements, which include streets, sidewalks, curbs and gutters, parks, playgrounds, water and sewer lines, flood and drainage improvements, parking lots, utility lines, and aesthetic amenities on public property such as trees, sculptures, pools of water and fountains, and other works of art¹⁹, which is congruent with the scope of the proposed streetscape improvement projects. Plus, all CDBG activities must comply with HUD’s national objective of benefit to low- and moderate-income persons. In most cases, public improvements must serve a primarily residential area having at least 51% low- to moderate-income residents, which we believe certain areas in the City of Opa-Locka can qualify.

In addition, in response to the recent outbreak of COVID-19 pandemic, Congress has provided \$5 billion in the CARES Act for CDBG. This

¹⁸ <http://www.miamidadetpo.org/transportation-alternatives-program.asp>

¹⁹

<https://www.hudexchange.info/sites/onecpd/assets/>

File/CDBG-State-National-Objectives-Eligible-Activities-Chapter-2.pdf

program, abbreviated CDBG-CV, aims to prevent, prepare for, and respond to the spread of the novel coronavirus, and is requiring at least 70% of every grant to be spent on activities that benefit low- and moderate-income persons. The LPT recommends that the CDC and the City also take advantage of this newly launched program and apply for a grant that may be used to fund the proposed streetscape improvement projects.

It is also worth mentioning that the City of Opa-Locka is not an entitled grantee of the CDBG, and therefore need to receive grant funding through the Miami-Dade County. The County has in fact designated Opa-Locka as one of the nine Tier 1 Neighborhood Focus areas under the Neighborhood Revitalization Strategy Areas (NRSAs) which are targeted to receive CDBG-funded neighborhood-specific programs and services²⁰. The CDC, along with the City government should take advantage of this designation and explore with the County all

possible CDBG funding opportunities and obtain priority appropriation of CDBG funds made available to the County.

Better Block Foundation. In addition to the more traditional grant programs listed above, the LPT recommends the CDC partner with the Better Block Foundation, a Dallas-based nonprofit that educates, equips, and empowers communities and their leaders to reshape and reactivate built environments to promote the growth of healthy and vibrant neighborhoods.²¹ The Better Block Foundation takes a unique approach to neighborhood revitalization by focusing on one block at a time. The organization often works in neighborhoods that are suffering from disinvestment and whose residents feel marginalized. There are a number of ways to engage with Better Blocks, but two programs in particular seem best suited for Opa-Locka.

The first option is the traditional Better Blocks program, a 90- to 120-day community



Figure 4: Better Block Program “before and after”

²⁰ <https://www.miamidade.gov/global/housing/block-grant.page>

²¹ <https://www.betterblock.org/about>

engagement project that ends with the transformation of a space chosen by and designed with the community. The Better Blocks team works with community members to select a site with the highest potential for impact. They then begin an engagement process by reaching out to neighbors, councilmen, and small business owners to form partnerships and committees that deal with outreach, public art, volunteer recruitment, programming, and more. Next steps include surveys and input from stakeholders, a kick-off event, and design process. The build process begins a week before the launch of the new space, and often takes on the form of a block party. Once the space is complete, the responsibility of maintaining the space (and encouraging further revitalization) is passed back into the community's hands. Over the years, the foundation has completed at least 30 projects, and counting.

(A detailed case study report by the Better Block Foundation on one of their recent projects can be found in **Appendix C.**)

If for whatever reason, participation in the traditional program is not an option, the foundation also offers the “Better Block in a Box” – a simple shipping container with all the elements needed for a unique placemaking event. Each box contains elements such as tables and chairs, playground equipment, or AstroTurf and string lights. Once emptied, the shipping container becomes a bar, check-in kiosk, or pop-up gallery, among other things. This could be a cheap and effective way to draw attention to larger initiatives that may take longer to implement, and to foster excitement among residents.

Whether the CDC chooses to move forward with a government grant program or work directly with “urban activists”, the goal remains to physically and psychologically enhance perceptions of the Opa-Locka downtown core,

and demonstrate to future investors that the City itself, and its residents, are dedicated to its rehabilitation.

Item #3: Branding / Marketing

Finally, a town identity needs to be re-established. Façade improvements, economic development and increased residential density are just ingredients. The finished product will provide the critical mass and jobs in the town center; however, a simple marketing plan is also needed. In the post-COVID world, events similar to Miami Gardens “Jazz in the Gardens” should be emulated. From a marketing standpoint, organic relationships should be re-established with projects such as “Made in Opa-Locka” (madeinopalocka.org). The LPT recommends this type of organic branding as opposed to hiring formal marketing firms. SACs Media, a communications company, suggests a few ways to reinvent your city's image 1) Inventory your assets – Moorish architecture and recycling plants (yes recycling plants is a reality and it should be leveraged) ; 2) Keep it real – Don't pretend to be something you're not, (food, art, quirky architecture and recycling plants make for good marketing, it's a unique identifier); 3) Focus your message – see Moorish architecture as a single reason to visit, then lure visitors with other local charms ; 4) Create a sense of place – This comes with time and implementation of a more dense urban core as described herein ; 5) Deliver the experience your town's brand promises – Again, revisit the concept of “Made in Opa-Locka”, we believe it is a unique and simple promise that can be delivered; 6) Involve the community – this is self-explanatory and the LPT believes the City can easily achieve this. For example, the business owners operating out of the Ghost Food Hall will become the brand ; 7) Give it legs – Once the City's brand is established, continue to promote it through art, food and music festivals, social media promotion and even an online store selling merchandise made by local residents.

3. REGULATORY GROUNDWORK

Item #1: Land Use and Zoning Program – “Laying the Groundwork”

In order to further activate the Downtown Opa-Locka area, we have determined that it is imperative to amend certain elements of the Comprehensive Development Master Plan and City Land Development Regulations in order to spur new development, and attract businesses into the area. As such, a new land use and zoning overlay (referenced in each respective document) should be enacted, and should comprise a geographic area having Jann Avenue as its northern boundary, Burlington Street as its southern boundary, NW 27 Avenue as its eastern boundary, and Douglas Road as its western boundary. From an identity and place-making standpoint, a proper working name for the overlay district would be the “Downtown Cultural and Business Overlay District” (the “Overlay District”).



Figure 5: Proposed Overlay District

The purpose of the Overlay District would be to provide a well-balanced mix of residential, office, industrial, retail, entertainment, civic, and/or service-oriented uses that promote and

encourage pedestrian access and regular use. The Overlay District should blend elements of the “Corridor Mixed-Use District” and the “Downtown Mixed-Use Overlay”. To the extent that any conflicts or differences arise between the criteria of the Overlay District and the criteria of other City of Opa-Locka zoning districts, the requirements of the Overlay District shall take precedence. The Overlay District would apply exclusively to the geographic boundary delineated above, and roughly depicted on the conceptual sketch (Figure 5).

With respect to permitted uses, the Overlay District should provide and incorporate all of the currently allowed uses in the “Corridor Mixed-Use District” and the “Downtown Mixed-Use Overlay”, including residential uses; grocery, retail sales, and services; restaurants, parking lots and parking garages (commercial, public and/or private); museums, libraries, parks, open space and recreational areas; live-work units; business, professional, and medical offices; medical and dental clinics; hotels, educational facilities (public and private), etc. In addition, new progressive uses should be included and allowed as-of-right in the Overlay District, including commercial/ghost kitchens; food halls and markets; food truck venues; event spaces; breweries and distilleries; artisan production venues; micro-units and studios; self-storage facilities; light industrial uses; and co-living and co-working spaces. These additional uses will serve to promote additional employment generators, housing options, and other uses that encourage business and entertainment activities. In order to create the required critical mass and an appealing environment for an enhanced pedestrian experience in the Overlay District, the City of Opa-Locka should also work cohesively with OLCDC with respect to their commercial façade improvement program.

As it applies to proposed development parameters in the Overlay District, a number of

elements in other municipal zoning codes have been reviewed and analyzed, including the City of Miami, the City of Hialeah, and the City of Sweetwater, and a number of programs and initiatives referenced therein have been incorporated as part of the Overlay District standards. In order to spur new and diverse housing stock, the Overlay District should include a permitted as-of-right density and intensity of 150 dwelling units per acre, and a maximum FAR of 3.8 for all uses. A maximum height of 10 stories, subject to FAA regulations, should also be permitted.

As encompassed in the City of Hialeah “NBD (Neighborhood Business District)” zoning category, additional density, FAR, height, and relaxed parking requirements would be allocated to developments that meet a requisite ‘incentive bonus points’ total. The total number of assigned incentive bonus points, when added together, shall afford an allowable maximum density of up to 250 dwelling units per acre, an increase in the allowable number of stories to 12 stories (subject to FAA regulations), an increase in allowable FAR to 4.2 for all uses, and the relaxation of parking requirements. A total of twelve (12) points would be required in order to receive the Overlay District incentive point bonuses. The incentive bonus points program would serve to promote development and infill redevelopment, and the provision of essential uses, infrastructure improvements, and public amenities. As part of this system, certain goals would be assigned incentive points based on the importance of the element, with the most points given to the highest priority goals, and the least number of points given to the lowest priority goals. For example:

*“Incentive Bonus Points.” **

9.0 points – Redevelopment of more than one entire city block in the Overlay District.

7.0 points – Infill development with adaptive historic reuse.

7.0 points – Redevelopment of one entire city block in the Overlay District.

7.0 points – Projects which achieve a minimum LEED Platinum or other equivalent third part certification.

6.0 points – Residential, where at least 10% of total units are reserved for very low-income households, defined as those making up to 150% of the AMI of Miami-Dade County, Florida.

6.0 points – Residential, where at least 20% of total units are reserved for low-income households, defined as those making less than 80% of the AMI of Miami-Dade County, Florida.

6.0 points – Residential, where at least 50% of total units are reserved for qualifying senior citizens.

6.0 points – Redevelopment which substantially contributes, enhances, or preserves the City’s Moorish architecture goals.

6.0 points – Surplus parking spaces exceeding minimum parking requirements in an amount that represents at least 15 percent of the minimum number of required parking spaces.

7.0 points – Projects which achieve a minimum LEED Gold or other equivalent third part certification.

5.0 points – Mixed use project that provides a vertical mix of uses (residential, commercial, office, service uses, etc.)

5.0 points – Improved facade and development signage. Submittal of a pattern or regulations book to be distributed to all tenants, which include standards for enhanced individual storefront signage and facades.

5.0 points – Redevelopment of a degraded, contaminated or blighted site.

5.0 points – Projects which achieve a minimum LEED Silver or other equivalent third part certification.

4.0 points – Ground floor providing 100 percent pedestrian-oriented retail or service uses, excluding entrance lobby area and back-of-house service and loading areas.

4.0 points – Parking garage wrapped by habitable liner, architectural treatment, or a combination of the two.

4.0 points – Incorporation of public open spaces such as colonnades or plazas.

4.0 points – Enhanced outdoor furniture, including, but not limited to, benches, lighting, lighting fixtures and trash and garbage containers.

3.0 points – Incorporation of residential, amenities such as swimming pools, fitness centers, recreation rooms, and/or playgrounds.

3.0 points – Bus passenger shelters.

3.0 points – Corner accents such as towers and/or other architectural features to emphasize the hierarchy of the different ground floor uses and to avoid lengthy facade repetitions.

3.0 points – Improved entrance and lobby areas for dwelling units, incorporating high-quality materials such as granite, marble, natural stone, etc.

3.0 points – Parking facility entrances located at the rear of the building out of street view.

2.0 points – For each artistic mural displayed on building facades, and as approved by the Planning and Community Development Director.

1.0 points – For each piece of permanent artwork displayed at street level and/or visible from the street, including, but not limited to, sculptures, murals, building accents and artistically designed sidewalks.”

*The Planning and Community Development Director shall have the authority to review and award incentive points, in addition to those set forth herein, based on a determination that the proffered contribution would provide economic growth and development, or would promote an essential use, infrastructure improvement(s), and/or public amenity that would enhance the general welfare of the City of Opa-Locka. The maximum incentive point total that may be awarded for each respective determination by the Planning and Community Development Director is six (6) points.”

In order to incentivize development, certain elements currently encompassed in the Comprehensive Development Master Plan and the “Corridor Mixed-Use District” and “Downtown Mixed-Use Overlay” zoning districts should be relaxed and modified in the text of the Overlay District, including the required landscape and open space requirements, minimum dwelling unit size (to allow for micro-units and studios), setbacks, and the requirement that mandates the integration of uses (mixed-use). Alternatively, this goal will be encouraged and promoted through the implementation of the incentive bonus points program set forth above. In order to encourage pedestrian-friendly mixed-use development, ground floor commercial space with direct access to the sidewalk and street frontage shall not count against floor area (not to exceed 0.5 FAR).

With respect to parking, and in order to activate ground-floor pedestrian traffic, a relaxation of the off-street parking requirements as delineated in the “Corridor Mixed-Use District” text shall be available in the Overlay District for certain uses. Projects that would satisfy the incentive bonus points program and/or developments that provide Affordable Housing (very low-income and low-income), and/or senior housing would be entitled to a sixty-five percent (65%) reduction of required off-street parking spaces. Transit Oriented Development (TOD) that are within a half (1/2) mile of a transit corridor (including the Tri-Rail commuter station and busways) would also be entitled to a sixty-five percent (65%) reduction in order to promote pedestrianism and transit-ridership. In order to incentivize vertical mixed-use projects, said developments shall be entitled to a thirty-five percent (35%) reduction in parking. Additionally, structured parking for mixed-use, Affordable Housing, and senior housing projects shall not be counted toward the FAR calculation, and shall not be counted towards the number of stories or height permitted (provided such structured parking does not exceed 50 feet in height from grade). A reduction in the total

number of required parking spaces for two or more uses jointly providing off-street parking (shared parking) may be approved by the Planning and Community Development Director, when the respective hours of need of maximum parking do not normally overlap. The incorporation of on-street parking spaces shall also be encouraged in the Overlay District.

For all development in the Overlay District, an additional reduction of up to fifteen percent (15%) of required off-street parking may be permitted by determination of the Planning and Community Development Director, upon showing that the reduction in off-street parking is justified in view of the nature and type of prospective occupancy and the economic circumstances involved, and that the impacts from such reduction are not likely to unduly burden traffic and parking facilities in the neighborhood.

As has been implemented in the City of Miami, the City of Opa-Locka should also create a “Downtown Cultural and Business Overlay District Parking Improvement Trust Fund” (the “Parking Improvement Trust Fund”) into which funds shall be deposited and from which funds shall be withdrawn in order to facilitate public off-street parking, infrastructure improvements and maintenance and marketing to serve the area. The Parking Improvement Trust Fund would be able to acquire fee simple or other interest in land, and other real property for parking purposes; construct, maintain, operate, lease, manage, or otherwise provide off-street parking facilities and garages for public use; provide public information to enhance parking utilization including publicity campaigns, graphics and signage, and other informational devices; coordinate plans for parking facility improvements and expansion with public transportation plans and operations in the vicinity, particularly the joint facilities that might be operated in connection with Tri-Rail and any feeder services existing or future; provide accessibility to off-street parking facilities by suitable means such as public shuttle, tram or

trolley service and related physical improvements such as bus shelters and right-of-way modifications. As such, property owners in the Overlay District would be able to pay a fee in lieu of providing a portion, or all, of the required off-street parking. The fees for this particular waiver of off-street parking requirements shall be paid per space, and the amount shall be established by the City of Opa-Locka Commission. The Planning and Community Development Director shall also review and approve the requested off-street parking waivers, based on the appropriateness and impact of the proposed use.

In order to increase the diversity of housing products, and the presence of employment generators and economic catalysts, the City of Opa-Locka should also strive to streamline and expedite the permitting process for permanent and temporary uses (i.e. festivals, food trucks, pop-ups, seasonal exhibits, etc.) in the Overlay

District; including elements related to licensing, relaxation of fees, and enhanced hours of operation. As it applies to redevelopments in the Overlay District, the City of Opa-Locka should also provide development incentives based on impacts, job creation, etc.; such as impact fee and permit fee deferrals, and tax abatement for certain uses that satisfy the goals and contribute to the general health and public welfare of the City of Opa-Locka, such as adaptive reuse, significant economic catalysts and employment generators, Affordable Housing and senior housing projects, etc.

(All zoning texts referenced herein, including the Miami 21 provisions on parking and density bonuses, Parking Improvement Trust Fund, and Neighborhood Business District can be found in **Appendix D.**)

CASE STUDY

Benefits of the Proposed Zoning Changes

To better understand and analyze the implications of the current and proposed zoning we underwrote the current as-of-right zoning and the proposed as-of-right zoning. For the site, we chose the city owned site one block away from the Tri-rail station that lends itself to a mixed-use TOD. The LPT reviewed the market to get the current rental rates and adjusted them slightly to account for a new project of this type, of which there are no real comparative rental units on the market. We used typical construction costs and lending rates. Understanding that for a ground-up development in today's market investors would be looking for at least a 20% internal rate of return (IRR) and a 2.0x equity multiple, we determined the value of the lot under the two zoning scenarios and indicated the likelihood of development.

Under the current zoning, the site is located in the mixed-use overlay zoning district which allows up to 150 units per acre. This would allow for up to 72 units, but due to the maximum FAR of 3.5 and the current parking ratios, it would not be feasible to realistically build all 72 units. For this analysis, however, we assumed the city to be development-friendly, and therefore, a potential developer able to achieve the maximum density units through bonuses and variances. Given this development program and the current market conditions, to even achieve a project IRR of 11% and a 1.22x equity multiple, it would require an assumed land value of \$0. This means that even if the city were to partner with a developer and offer the land for free, it would be unlikely to be developed. Under the

current zoning the rental rates would need to increase drastically before any large-scale development would be feasible.

Under the proposed zoning, the density would be increased to 250 units per acre. This would allow up to 120 unit on the same site. The bigger impact, however, is that the FAR would be increased to 4.2. In addition, ground floor retail would be exempt from the allowable FAR space, and there would be reduced parking requirements due to the project being a TOD. This would not only allow 120 units, but also over 4,000 square feet of retail. Under this scenario, given the same market conditions, the project would achieve an IRR of 45% and a 2.02x equity multiple with a land value of \$1,000,000. In order to achieve the returns, the city would need to also defer the impact fees (approximately \$1,000,000). However, the city would be gaining at least \$180,000 per year in real estate taxes from the proposed development in addition to the value of the land.

Table CS1: Comparison of development metrics between current and proposed zoning

	Current Zoning	Proposed Zoning
Density	150 units per acre	250 units per acre
Units	72	120
FAR	3.5	4.2
IRR	11%	45%
Equity Multiple	1.22x	2.02x
Land Value	\$0	\$1 million
Impact Fees	\$642,221	Deferred
Property Taxes	\$108,000+ p.a.	\$180,000+ p.a.

(Both the underwriting models under the current zoning and under the proposed zoning can be found in **Appendix E.**)

4. CONCLUSION

Through this year's Leadership Project, the LPT has gained an in-depth understanding of the challenges that Opa-Locka has been faced with, as well as the many opportunities and endless possibilities it possesses. The current Downtown Revitalization Plan for OLCDC has adopted a practical approach to activating the urban core and proposed highly targeted recommendations that we believe can be implemented in the near term with relatively small to no upfront capital investments from the City's or its various agencies' balance sheets. We hope the Plan act as a consolidated review of previous community development proposals and/or reports (See **Appendix A** for a summary of literature reviewed by the LPT), a reflection on the past successes and failures, and a step forward in creating a set of realistic and actionable strategies that will spark further (re)development activities in the downtown area.

Since the very early stages of the LP, the LPT and the client, OLCDC have reached a common understanding: there was no shortage of ideas generated for the (re)development of Opa-Locka. However, many of them remained great ideas on paper or experienced difficulties in implementation. While it provides a meaningful reference point to conduct case studies of successful urban redevelopments in other parts of the country and even around the world, it must be noted that successes in case studies do not necessarily translate to good strategies for downtown Opa-Locka, thanks to its unique challenges and limitations. The LPT has been cognizant of these limitations and therefore come up with the current Plan that hyper-focused on the achievability of the proposed actions.

Eight (8) action items were recommended in three broad categories, namely stimulating

economic development, placemaking, and laying down regulatory groundwork. The LPT believes these action items, albeit sometimes basic in nature, will assist downtown Opa-Locka in fostering a positive image, attracting residents and investments, and most importantly, providing solutions to some of the most urgent issues the City has.

The LPT recognizes that there are limitations to this proposed Plan and action items. Firstly, some of the action items proposed may require a deliberate change in agency operations, and/or in city statutes. These changes may demand policy guidance and extensive approval outside of the Client's purview. Secondly, some of the action items proposed may require collaborations with other agencies and authorities at the county, state, or federal levels. The success of these initiatives may be subject to or dependent upon the cooperation and support of these other agencies.

After spending significant time learning about the history of the Opa-Locka community and the goals of its local leaders, the LPT is hopeful that this Plan will be used as a toolbox to generate change through small steps, and be shared and distributed with potential investors, developers, business owners, and the community at large.

5. TEAM BIOS



Mr. Alejandro J. Arias is a real estate attorney in Holland & Knight's Miami office, where he focuses his practice on land use and zoning matters. Mr. Arias is well versed on creating multifaceted strategies for project approvals that include working with development teams (owners, architects, engineers and contractors), meeting with key constituencies (whether in support or opposition), interacting with government officials and staff, preparing public outreach messaging and lobbying elected officials. He routinely appears before city and county commissions, local zoning boards and specialized boards (architects' boards and environmental quality control boards) with requests for land use changes, rezonings, site plan approvals, variances, wetlands and environmental compliance requests, and

contracting matters.

Mr. Arias regularly represents national homebuilders, local and international developers, affordable housing developers, multinational engineering and construction companies, major utility companies and government agencies. Throughout his career, he has obtained a multitude of development entitlement approvals for a number of diverse projects, including multifamily housing, master-planned residential subdivisions, retail and commercial uses, live/work developments, student housing complexes and more.

Mr. Arias has a particular interest in both the legal and business elements of the real estate development process. While earning his LL.M. in Real Property Development at the University of Miami School of Law, he gained in-depth experience interning with two major homebuilders, and a multinational law firm. As part of the LL.M. degree curriculum, Mr. Arias scrutinized legal and transactional issues, including land acquisition, finance, regulation, tax law, construction law, environmental law, land use and zoning, and residential and commercial development.



Mr. Herb Conde-Parlato currently serves as the Economic Development Manager for the City of Hollywood.

Herb has nearly 20 years of Economic Development experience, most recently with Broward County in the Office of Economic and Small Business Development. Herb developed and facilitated all functions of the Entrepreneur Development Program and led the County's business resiliency, continuity and recovery efforts in coordination with the Broward County Emergency Operations Center. Prior to his work with Broward County, Herb served as Director of Economic Development and Urban Initiatives at the Miami-Dade

Beacon Council where he managed multiple economic development projects, marketed and promoted the area to a worldwide audience and assisted with recruitment, expansion and retention of business operations. In his current role, Herb oversees the City of Hollywood's Economic Development division and manages its real estate and corridor redevelopment and business outreach programs. Herb holds a master's degree in Public Administration from Florida International University and a bachelor's degree in Public Administration and Public Policy from Michigan State University.



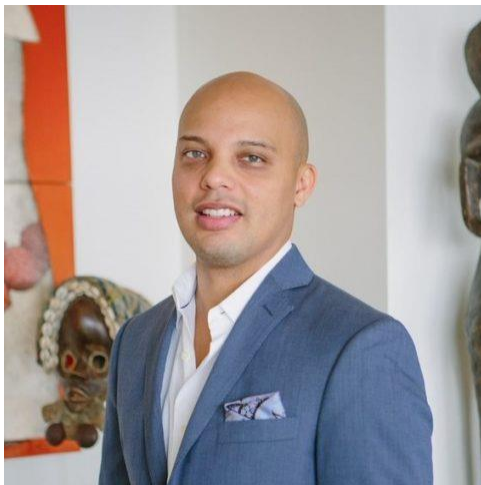
Ms. Margina Demmer is an Associate and Project Designer at Nichols Brosch Wurst Wolfe & Associates, Inc., and a Registered Architect in Florida. She is passionate about contemporary design and dedicated to creating architecture that is functional, inspiring, and beautiful. Since joining NBWW in 2013, she has been involved in the design of various mixed use, hospitality, multifamily, and commercial projects. Most recently, she has taken on the role of Project Manager for several developments in Downtown Miami. Margina was born in Costa Rica and raised in Miami, FL. She holds a Master of Architecture and Master of Urban Design degrees from Washington University in St. Louis and a Bachelor of Architecture degree from the University of Miami.



Mr. Tommy Gu is presently a Senior Investment Analyst at Aventura, FL-based Kawa Capital Partners, a hedge fund and asset manager with \$1.5 billion AUM. At Kawa, Mr. Gu focuses on real estate acquisitions, investment executions, as well as credit analyses. In addition to conventional real estate equity investments, he is also responsible for analyzing and executing structured finance transactions, such as Credit Tenant Leases (“CTL”) and ground-leasehold bifurcations. Prior to Kawa Capital Partners, Mr. Gu was an Asset Manager at Swire Properties U.S., overseeing the asset management functions at the \$1.05 billion mixed-use project Brickell City Centre (“BCC”) in the central business district of Miami. At

Swire, he was responsible for financial planning, operational oversight, and commercial leasing analytics for the retail and office assets at BCC. Prior to Swire U.S., Mr. Gu spent several years working in the real estate industry in New York City, Hong Kong, as well as Mainland China.

Mr. Gu is passionate about commercial real estate and urbanism and has been a member of ULI since 2014. Mr. Gu received his master’s degree in Real Estate Development from the Columbia University in New York, and bachelor’s degree from the Hong Kong Polytechnic University in Hong Kong. Originally from China, Mr. Gu and his wife are now proud residents of Miami.



Mr. Charlo Jenkins currently serves as the Director of Development at Development Service Solutions (DSS), where he works in finance, entitlements, permitting and construction to oversee the entire development process. Prior to joining DSS Charlo worked as a Project Manager for Bazbaz Development, where he worked to entitle, permit and bid a 242-unit luxury multifamily/hotel building in the trendy neighborhood of Wynwood. In this he was directly responsible for coordinating architects, engineers, design consultants, contractors and all other professionals involved. He was also involved in underwriting and sourcing new deals in the Miami market.

Charlo also worked at Advenir as their Senior Financial Analyst where he underwrote the acquisition of over a half of a billion of multifamily assets through South Florida, Colorado and Texas. Charlo also proudly served in the U.S. Navy where he was awarded the Navy and Marine Corps Achievement Medal for leadership and the training during Operation Enduring Freedom. He holds a M.S. in Real Estate Development and Urbanism from the University of Miami’s School of Architecture.



Mr. Jonathan Popovich is currently a Relationship Manager at First Horizon Bank (formerly IBERIABANK) where he is responsible for growing the Bank's portfolio of commercial real estate loans while maintaining the service and relationships of existing clients. In addition to traditional commercial real estate loan originations, Mr. Popovich specializes and has financed several low-income housing projects in Miami-Dade. He also volunteers his time assisting non-profit organizations that address housing affordability and preservation of low-income housing inventory in Miami-Dade. Prior to First Horizon Bank, Mr. Popovich was a Vice President at LNR Partners/Starwood Property Trust, the world's largest CMBS (Commercial Mortgage Back Security) Special Servicer. At LNR he

successfully assembled and restructured a \$1B+ portfolio of existing non-performing CMBS loans and non-performing commercial real estate loans acquired from regional banks. Additionally, at LNR, Mr. Popovich was responsible for all aspects of the division's asset management platform including investor/stakeholder relationships, sales, leasing and litigation strategy. Prior to LNR, Mr. Popovich was a Senior Associate and investor at Palm Beach Land Trust, a real estate investment company specializing in ground-up commercial real estate development and brokerage. While at Palm Beach Land Trust he developed several hundred thousand square feet of office buildings throughout Central Florida and managed the development activities of transit-oriented projects. Mr. Popovich received his MBA from the University of Miami and bachelor's degree from the University of Central Florida. Mr. Popovich currently resides in Coral Gables, FL with his wife, Kimberly and two children, Andrew and Julia.

6. APPENDICES

Appendix A: Summary of Existing Community Development Literature

OPA-LOCKA DOWNTOWN REDEVELOPMENT

LIST OF REPORTS+PLANS STUDIED:

Opa-Locka Community Redevelopment Plan

Downtown Concept Plan

Opa-Locka Vision 20/20

2030 Strategic Plan

Miami Gardens and Opa-Locka Community Asset Analysis

COMMON OBJECTIVES:

- Expand workforce training program opportunities
- Job Opportunities
- Collaborate with non-profit sector

- Create marketing campaign to shift public opinion
- Celebrate history and culture

- Improve Streetscapes
- Improve Facades
- Make Opa-Locka Safer

- Develop Infill lots
- Expand housing opportunities
- Sustainable Design that looks towards the future

- Create vibrant retail/commercial activity
- Encourage economic development

RECOMMENDATIONS:

- Partner with community-based organizations for workforce training
- Support a small business incubation center
- Expand financial literacy initiative

- Programming / Develop a full calendar of cultural events
- New branding / motto for the city
- Renovate old City hall complex

- Infrastructure Improvements
- Pedestrian-friendly streets: shade trees, seating, lighting, signage, bike lanes
- Incentive program for business owners to maintain exterior facades
- Partner with local law enforcement for educational events

- Compile an infill property database and promote the infill program
- Re-examine the feasibility of the Opa-Locka Tri Rail TOD

- Amend zoning language to include incentives for private developers (increased density, reduced parking, etc.)
 - Identify and eliminate undue regulatory barriers
 - Implement homeowner assistance programs
-
- Amend zoning language to allow for increased mixed-use development
 - Use publicly owned parcels to support economic development efforts
 - Promote activation of ground floors in new development
 - Explore short-term lease / pop-up opportunities

Appendix B: OLCDC Commercial Façade Improvement Pilot Program



Summary of Opa-locka Community Redevelopment Area Commercial Façade Improvement Program

May 26, 2020

Opa-locka Community Development Corporation (OLCDC) has prepared a draft agreement and draft documents to complete the Opa-locka Community Redevelopment Area (CRA) Commercial Façade Grant Program as outlined in the CRA RFQ: 2020-0210-0300 the “Façade Program”

Overall Program Structure:

OLCDC has developed a draft application, policy manual, grantee contract, and reimbursement form for the administration of the Façade Program. These documents utilize best practices from Miami Dade County and other CRA façade improvement programs. As part of the application process all documents will be available to applicants during at the time of the application process via online and print materials. The priorities of the grant program are to fund facade improvements that include:

- (a.) Exterior improvement, restoration, or rehabilitation
- (b.) Repair, replacement, or installation of new storefront windows
- (c.) Repair, replacement, or installation of new exterior doors
- (d.) Repair, replacement, or installation of new awnings
- (e.) Repair, replacement, or installation of new exterior lighting
- (f.) Renewal or installation of new signage
- (g.) The removal of deteriorated or undesirable exterior alterations
- (h.) The renewal or installation of new Security devices & systems

Ancillary Project Work: Grant Assistance with Project costs for improvements ancillary to the Primary Commercial Façade Improvement Program work such as roof repairs, structural stabilization, parking lot improvements, dumpster enclosures, painting, and signage.

The program is anticipated to fund eight (8) to ten (10) business locations within the CRA boundaries utilizing the \$100,000 available to grantees. Each grant shall not exceed \$15,000 and include a minimum 33% match by the applicant. The CRA grant funds are reimbursed at the time of completion of the approved improvements by the Grantee. The Grant is open to both Property Owners, and Tenants (subject to proof of lease and landlord approval) who meet all of the eligibility requirements in the Procedures Manual.

In response to the ongoing economic hardships facing small business due to the COVID-19 pandemic, a waiver of the 15% match criteria has been developed to assist those small businesses most impacted on a case by case basis.

The schedule will consist of:

- **30-day application period**
July 1, 2020 to August 1, 2020
- **30-day OLCDC, and CRA Staff approval process outlined in the Procedure Manual.**
August 1, 2020 to September 1, 2020
- **Construction period of approximately 120 days.**
September 1, 2020 to December 31, 2020

OLCDC requests notice to proceed in June 2020 to complete the program by the end of 2020.

Promotion to CRA Businesses:

OLCDC's approach to the Façade Program is to provide the prescribed services outlined in the CRA's RFQ and promote several existing small business support programs that are currently part of OLCDC's Community Fund of North Miami Dade (CFNMD) programming. The CFNMD is funded by Chase Bank and Miami-Dade County CDBG Grants in 2020 to execute business technical assistance and provide low rate, higher risk to low-mod business owners. OLCDC shall expand its existing community outreach marketing to potential CRA Façade applicants.

The combination of the CRA Façade Grant and the availability of OLCDC business support programs is intended to further strengthen businesses.

OLCDC will interview the CRA Staff, CRA Board Members, and any other designated representative to assess knowledge of CRA goals and Façade Program priorities to develop a marketing plan for the program.

- OLCDC will develop new marketing materials and print materials for CRA Façade Program.
- OLCDC will create a new web page for the Façade Program. OLCDC will provide a link for City's website to use. OLCDC will set up intake and application form(s) online through its website.
- OLCDC will develop direct marketing materials for 60 +/- properties to priority areas established by the CRA.
- OLCDC will perform direct mailing of print material to any Tenants that are not owners listed on Miami-Dade County Ownership Records leasing eligible properties in the priority area(s).

- OLCDC will provide social media marketing targeted to Opa-locka through Instagram and Facebook posts. OLCDC will complete email outreach to City's and OLCDC's email contact list for local businesses that may be eligible.
- OLCDC will host an open house for Information held in OLCDC Tech Hire Center, or virtual open house, with the Architect, CRA Staff, and OLCDC Staff.
- OLCDC staff will visit ten (10) targeted properties in the Façade Program priority area or other designated priority area.

CRA Board Reporting:

OLCDC will provide reporting on the progress of the Façade Program to the City's CRA staff and CRA Board. This progress reporting will include:

- Attendance and reporting at one (1) CRA Board meeting during the marketing of the Façade Program.
- Attendance and reporting at one (1) CRA Board meeting during the application review of the Façade Program to explain the review process made by OLCDC.
- Attendance and reporting at one (1) CRA Board meeting during the application review of the Façade Program to explain the recommendations made by OLCDC.
- Attendance at up to three (3) CRA Board meetings during the implementation phase of the Façade Program to explain progress of the program.

Application Evaluation

OLCDC will provide review and analysis of the Façade Program applications. OLCDC will work with the CRA staff throughout the process from submittal to making final recommendation of which applicants are awarded funds. This includes the following:

- OLCDC will review applications and score applications based on established criteria including readiness to start work and impact of the project in alignment with CRA's goals. The review will also include threshold eligibility reviews of the Business License, confirmation of the business ownership, confirmation all taxes are paid, confirmation there are no open Code Violations at the property, and other agreed to criteria.
- OLCDC will review budget and scope of work for each application using a third-party Architect, A&S Architects, to provide technical support.

- OLCDC will prepare a written evaluation and scoring tabulations of all applications depicting the recommendation for funding. The CRA Staff or CRA Board will approve the evaluation process.
- OLCDC will attend and report at one (1) CRA Board meeting during the application review of the Façade Program to explain the recommendations made by OLCDC. The CRA Staff and/or CRA Board will approve the recommendations.

Application Award

OLCDC will prepare award and denial draft letters for the CRA to put on CRA letterhead for each of the Façade Program applicants. OLCDC will coordinate the execution and delivery of CRA's letters to each applicant. OLCDC will provide an award contract template to the CRA Staff for approval. The grant contract will outline the terms of the grant award. The CRA will provide all applicable grant contract terms.

OLCDC will also provide photos and content for social and traditional media for OLCDC outlets and to the CRA's/City's Information Officer profiling the businesses that received an award.

Monitoring and Closeout

OLCDC will provide monitoring of the construction process and recommend reimbursement payment(s) to the CRA Staff once an applicant has completed the improvements per the grant contract. OLCDC will perform the following related tasks:

- OLCDC will review AIA Forms, contractor payments, in place work, and permit status for reimbursement from CRA per the grant contract. OLCDC will prepare a reimbursement request form for CRA Staff approval and CRA staff processing of payment to grantees.
- OLCDC will provide a monthly and quarterly tracking report with photos and work status for each award.
- OLCDC will create a closeout report with a summary of each façade project with budget and photos.
- OLCDC will provide a report on all CFNMD technical assistance and CFMND loans made available to qualified small businesses in the targeted area, any Façade Program applicant, and Façade Program grant awardees in a memo that explains "leveraged" funds.

OLCDC Fee and Timeframe

OLCDC's lump sum fee for the completion of the proposed Façade Program administration is \$20,000.00. This fee is not a part of the \$100,000 available for the Grantees. The lump sum

fee includes all third-party costs of the Architect and any printed materials or other promotional costs. OLCDC request notice proceed in June 2020 to complete the program by the end of 2020.

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ATTACHMENT A

CITY OF OPA-LOCKA COMMUNITY REDEVELOPMENT AREA

COMMERCIAL FACADE GRANT PILOT PROGRAM PROCEDURES MANUAL

I. Purpose

This policy is established to outline procedures and guidelines to be used for providing assistance to rehabilitate privately owned commercial and industrial buildings which are occupied by licensed businesses and which have qualified for the City of Opa-locka Community Redevelopment Area (CRA) Commercial Façade Grant Pilot Program ("Grant Program"), with funds to be provided by the CRA.

II. Restrictions

A. Grant Program funds may be used to fund the rehabilitation of privately owned commercial or industrial buildings occupied by businesses. Funds can only be used for improvements to the building, correction of code violations, and removal of architectural barriers to give access to disabled persons. Either the commercial tenant or property owner may participate in the program

B. Buildings to be rehabilitated shall be occupied at the time funding is requested or subject to a bona fide lease or rental agreement providing for occupancy or re-occupancy after completion of the rehabilitation. If the eventual occupant will be a legally constituted business, proper business, professional and occupational licenses must be in force. If the occupant or user of the space does not require any type of licensing, proof of tenancy will be sufficient, such as a lease. Under no circumstances may funds be expended on a building which will not be occupied after rehabilitation. With prior approval, a building owner may contract with the CRA to undertake the commercial rehabilitation improvement process on a vacant business unit with the caveat that the CRA will not reimburse any cost until such time as the business unit is actually occupied. Should the business unit remain vacant for one year following completion of the rehabilitation, the CRA's responsibility to reimburse any cost shall expire.

C. Any building determined to be eligible for rendered rehabilitation assistance shall be located within the boundaries of the Community Redevelopment Area, which is more fully described in Exhibit 1 .(the "CRA Area").

D. All contracts for commercial building rehabilitation shall comply with all applicable City of Opa-locka code regulations.

E. Participation by private building owners and business operators, or business tenants will be voluntary.

F. No building owner, lessor, lessee, tenant, or occupant, or employee, or immediate

relative of the same, either personally or corporately, shall be paid to serve as a contractor or subcontractor for the rehabilitation of said building, nor shall they be paid for their own labor for the rehabilitation of said building.

G. Building owners or occupants must disclose any business or personal relationship with members of the CRA. Applicants who have an apparent conflict of interest and are otherwise eligible to participate and receive assistance through this program, the applicant may submit a waiver for the same. No benefits may be received prior to the approval of such waiver.

III. TERMS AND CONDITIONS

A. Funds will be disbursed in accordance with the agreement between the applicant and the CRA. The minimum match must be either at least 15% financial. However, due to the ongoing COVID-19 Pandemic and declared state of emergencies the business may also qualify for a non-financial match subject to conditions defined in Exhibit 2.

B. The owner/occupant must document the expenditure of their 15% match or commit to participation in the non-match program before any funds are released by the CRA. With prior approval of the Chairperson or designee, the agreement between the CRA and owner/occupant may allow for the CRA to fund 85% of allowable expenses on an approved invoice, not to exceed limits specified per façade.

C. The expenditure of grant funds shall not exceed \$20,000 per business. In buildings that have been subdivided into more than one business area (i.e., shopping centers, industrial buildings) each business area may be addressed as a separate commercial building rehabilitation, if the building is subdivided such that there are separate primary entrances for each business, and each of the businesses has separate and distinct occupational and sales tax licenses. No building or occupant may receive rehabilitation assistance that exceeds \$20,000.

D. Should the occupant be an entity that does not require a license to occupy the space, proof of tenancy will be sufficient. An example of this would be a business or individual that rents a space in an industrial building for storage of materials or merchandise only and does not undertake other business activities from the space.

E. Rehabilitations to be undertaken shall be consistent with the requirements of the Florida Building Code and subject to all necessary permits.

F. Under no circumstances may funds be expended on a building or part thereof which will not be occupied after rehabilitation.

G. If the building is more than 50 years old, the improvements must be consistent with those authorized by the Florida Department of State in accordance with the most current revision of "Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitation Historic Buildings". No substantial changes will be made to the improvements for a minimum of two years following completion of the rehabilitation of the building unless said changes are approved, in writing, by the CRA. If any changes are made without the prior written consent of the CRA, the building will not be eligible for further benefits in any CRA funded program.

H. The property owner shall keep the property in good condition and repair, fully tenantable and shall not remove or demolish any improvements thereon in accordance with applicable terms and conditions. If this provision is violated, the property owner will be notified of any violations and will be given 90 days to correct violations. If the violations are not corrected within the prescribed time frame, the building will not be eligible for further benefits in any CRA funded program for a period of 5 years.

IV. APPLICATION

A. An applicant (property owner or business owner/operator) must demonstrate interest in participating in the commercial façade improvement program through completion of the Commercial Façade Improvement Application form. Application for assistance must include the following:

1. Lease Agreements for building tenants affected by the façade grant.
2. Proof of applicant ownership or tenancy. (If owned by corporation, provide a copy of the articles of incorporation and list of corporate officers).
3. Copy of applicant's current County business tax receipts, if required. If occupancy is pending renovation of the building, then a copy of the applicant's City occupational license certificate application or a bona fide executed lease will be sufficient.
4. Proof of property taxes paid by applicant or landowner on property proposed for rehabilitation.
5. Insurance documentation, if applicable.

B. The CRA, jointly with its consultant, Opa-locka Community Development Corporation ("OLCDC") will establish an application deadline or deadlines and will accept applications and note the date and time of receipt on each. Applications will be reviewed to ensure completeness. An incomplete application will not be processed and will be returned to the applicant. The applicant will be notified by mail and must return the complete application within 10 days. All applications to be submitted by Registered Mail by common carrier or hand delivered to OLCDC. A sign in sheet will be provided and must be signed by applicant.

C. Prior to submission of the application, businesses will be solicited for interest in participating in the facade program. The CRA has prepared a list of eligible properties. These businesses shall have priority in receiving assistance. Priority shall be established by:

1. Receipt by the CRA of a complete application.
2. Amount of funds leveraged (other funds provided by applicant or property owner in addition to CRA funds to complete renovation of building).
3. Location within the Redevelopment Area as a priority area as defined by the CRA.
4. Proximity to other buildings being renovated with CRA Façade grant funds or other funds.

D. OLCDC shall review applications, design criteria, make recommendations to the CRA for acceptance or rejection of the applications, review complaints, recommend additional policies or procedures as necessary and provide continuity for building owners/business operators inquiries. The OLCDC staff may consider any and all factors including completeness of the application, length of time the business has been in operation, location of the business, type of business, continuity of ownership, benefit to the community, number of employees, and the level of assistance requested as it relates to the limited amount of CRA funds available for rehabilitation of commercial buildings.

E. It is the intent of these policies that every grant recipient shall evidence a willingness to encourage business development in the Redevelopment Area by maintaining the qualifying property in a clean and orderly condition, preserving beautifying plants located on the property and participation in community enhancing projects.

V. PROPERTY ELIGIBILITY

A. The property must be a privately owned non-residential commercial building located within the Redevelopment Area. In mixed-use commercial/residential buildings only the commercial portion of the building is eligible for grant assistance

B. The property must be structurally feasible for rehabilitation.

C. All code violations must be corrected either under the program or by other means prior to the completion of the work being performed under the rehabilitation assistance program.

VI. ARCHITECTURAL DESIGN

A. If buildings to be addressed are over 50 years of age, the improvements must be consistent with those authorized by the "Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitation of Historic Buildings."

B. It is the intent of the Grant Program to refund the agreed upon percentage of the applicant's cost for exterior cosmetic, non-structural improvements to a structure that will increase aesthetic appeal. Exterior improvements to existing property within the Redevelopment Area must improve the appearance of the exterior of the non-residential building and its immediate environs. All new construction not substantially contributing to the aesthetic improvement will be excluded from this program. Handicap access must be available.

C. Examples of eligible improvements include but are not limited to:

1. Primary Façade Improvement Program which includes:
 - (a.) Exterior improvement, restoration, or rehabilitation
 - (b.) Repair, replacement, or installation of new storefront windows
 - (c.) Repair, replacement, or installation of new exterior doors
 - (d.) Repair, replacement, or installation of new awnings
 - (e.) Repair, replacement, or installation of new exterior lighting
 - (f.) Renewal or installation of new signage
 - (g.) The removal of deteriorated or undesirable exterior alterations

(h.) The renewal or installation of new Security devices & systems

2. Ancillary Project Work: Grant Assistance with Project costs for improvements ancillary to the Primary Commercial Façade Improvement Program work such as roof repairs, structural stabilization, parking lot improvements, dumpster enclosures, painting, and signage. Work in this category will only be considered on a case by case basis.

(a.) Fences and Gates

(b.) Resolution of Code Violations

(c.) Improvements Required by the Americans with Disabilities Act (ADA)

New construction and additions are not eligible for assistance. Buildings being considered for improvement grants must be at least five (5) years old. Buildings that have received improvement grants from the CRA within the past five years are not eligible for assistance.

D. Examples of ineligible improvements are included in the Commercial Grant Program Ineligible Improvements section. Improvements made prior to grant award will not be reimbursed.

- New construction and additions are not eligible for assistance. Buildings being considered for improvement grants must be at least five (5) years old. Buildings that have received improvement grants from the CRA within the past five years are not eligible for assistance.
- Buildings with pending code violations are not eligible for an improvement grant unless the proposed work involves resolution of the pending violation.
- All projects are subject to approval by the appropriate County departments. The applicant is responsible for acquiring all necessary permits and approvals for the project. The applicant is also responsible for employing their own contractors.
- Adult entertainment businesses and liquor stores are not eligible for assistance. Religious institutions, residences and industrial buildings are also not eligible.
- No person, including but not limited to any officer, board of directors, managers, supervisor, or employees employed by the CRA, who is in the position of authority, and who exercises any function or responsibilities in connection with the CRP, has at the time the CRP is initiated, or shall have during the term of the CRP, received any of the services, or direct or instruct any employee under their supervision to provide such services as described in the CRP. Additionally, no family member related to any officer, board of directors, managers, supervisor, or employees employed by the CRA, may apply for a CRP grant. The term "related to" includes the following:

A. By blood or adoption: Parent, child, sibling, first cousin, uncle, aunt, nephew, or niece;

B. By marriage: Current or former spouse, brother- or sister-in-law, father- or mother-in-law, son- or daughter-in-law, stepparent, or stepchild; or

C. Other relationship: A current or former relationship, occurring outside the work setting that would make it difficult for the individual with the responsibility to make a decision or recommendation to be objective, or that would create the appearance that such individual could not be

objective. Examples include, but are not limited to, personal relationships and significant business relationships.

E. Additional work not eligible for CRA funding assistance and architect services shall be paid by applicant/business owner.

F. Design Requirements

1. Designs must be of high quality and must include a sealed set of plans and specifications if required by the City Building Department.

2. All designs must be in compliance with City of Opa-locka building and zoning requirements. Strikingly different treatments from one store front to the next shall be avoided and may be disallowed for funding.

3. All designs must be reviewed and approved by the CRA prior to construction in order to be eligible.

4. Colors shall be compatible with City of Opa-locka requirements.

5. Where feasible, designs should consider the removal of material and architectural barriers which restrict mobility and accessibility of elderly or handicapped persons.

VII. RENOVATION CONSTRUCTION ASSISTANCE

A. The CRA will fund design plans, specifications, labor, materials, equipment, fees and services associated with facade improvements to commercial and industrial properties located in the Redevelopment Area as part of the reimbursement. No Applicant/Grantee may receive rehabilitation assistance that exceeds \$20,000, except as provided herein. The Grantee must receive three formal written quotes from eligible licensed contractors. OLCDC will review all quotes provided by the contractors selected to perform the work, for reasonableness of cost, prior to the owner/tenant entering into a contract for the work to be performed. If the cost of the total job is less than \$3,000, and the installation is provided by the vendor (i.e., windows or awnings), only one written quote is necessary. All contractors must have a General or Building contractor's license (Class A or B) as per Florida Statute 489, part 1, Department of Business and Professional Regulation.

B. Construction must start within sixty (60) days of design approval by the CRA and be completed within one hundred twenty (120) days of the start of construction.

C. The Grantee must comply with all requirements of the County for obtaining building permits, sign permits, electrical permits, or any other related permits.

D. Work of any kind started without proper permits, required sealed plans (any structural improvements require sealed plans) and specifications, if applicable, will not be eligible for assistance.

VIII. METHOD OF CONTRACTING

The construction contract shall be between the Grantee (property owner/business tenant) and the Grantee's selected contractor or vendor.

IX. PAYMENT PROCESS AND CONDITIONS

The Agreement between Grantee and contractor/vendors will provide for the payment process which may include:

- A. The approval of design plans by the CRA Grants Administration staff and Architect shall determine if renovation assistance, up to \$20,000 per commercial building façade rehabilitation.
- B. Requests for reimbursement of construction costs will be reviewed only as a complete package. Any costs not included in a request for reimbursement will be considered at a later date.
- C. Documentation required with an application for payment of renovation construction costs includes:
 - 1. Cancelled checks
 - 2. Detailed invoices and paid receipts
 - 3. Name, address, telephone number and, if applicable, the building contractor, sign contractor, vendor, etc.
 - 4. Signed statement attesting to the design and construction costs incurred.
- D. The CRA reserves the right to verify any and all costs associated with design and construction work for which payment is requested.
- E. All design documents and completed renovation construction work must comply with the City of Opa-locka zoning and code requirements.
- F. The Grantee must comply with all requirements of the City for obtaining the necessary permits, including building permits, sign permits and any other related permits.
- G. The resulting product of any activity funded shall be ineligible for rehabilitation or replacement with CRA funds for a period of five (5) years.
- H. Construction contracts lasting less than 4 weeks in duration will be paid by a lump sum at the end of the contract upon issuance of the Certificate of Occupancy (if appropriate), final inspection by the Architect/City, and all release of liens from contractors, sub-contractors and suppliers.
- I. Construction contracts lasting more than 4 weeks in duration may have progress payments for the eligible program costs, at the request of the Grantee every 2 weeks with the

final payment to be made upon issuance of the Certificate of Occupancy, final inspection by the Architect and receipt of all labor standards documentation, and all release of liens from contractors, sub-contractors and suppliers.

J. All change orders must be approved by the CRA or any costs associated with that change order will be disallowed.

K. All checks for reimbursement will be issued to the Grantee through the CRA. Final payment will be made only after receipt of final inspection by OCLDC and the CRA, and following release of liens, approval and Certificate of Occupancy from the City Building Department where required and Certificate of Appropriateness where required.

X. PROHIBITION AGAINST OWNER/TENANT REHABILITATION

For buildings under contract with CRA funds, the Grantee, building owner, lessor, lessee, tenant, or occupant or employee or immediate relative of the same, either personally or corporately, shall not serve as a paid contractor or sub-contractor for the rehabilitation of said building, nor shall they be paid for their own labor with CRA funds for the rehabilitation of said building.

XI. CAVEATS

Areas not covered in detail in this policy which arise during the application, implementation, or construction phases will be handled as the situation may dictate so as not to impede orderly progress. If the item has the potential for reoccurrence, it shall be resolved, and then included as an addendum to this policy.

The CRA Board shall have the final determination related to interpretations of this policy.

Exhibit 1

City of Opa-locka Community Redevelopment Area Boundaries

(the “Redevelopment Area”)

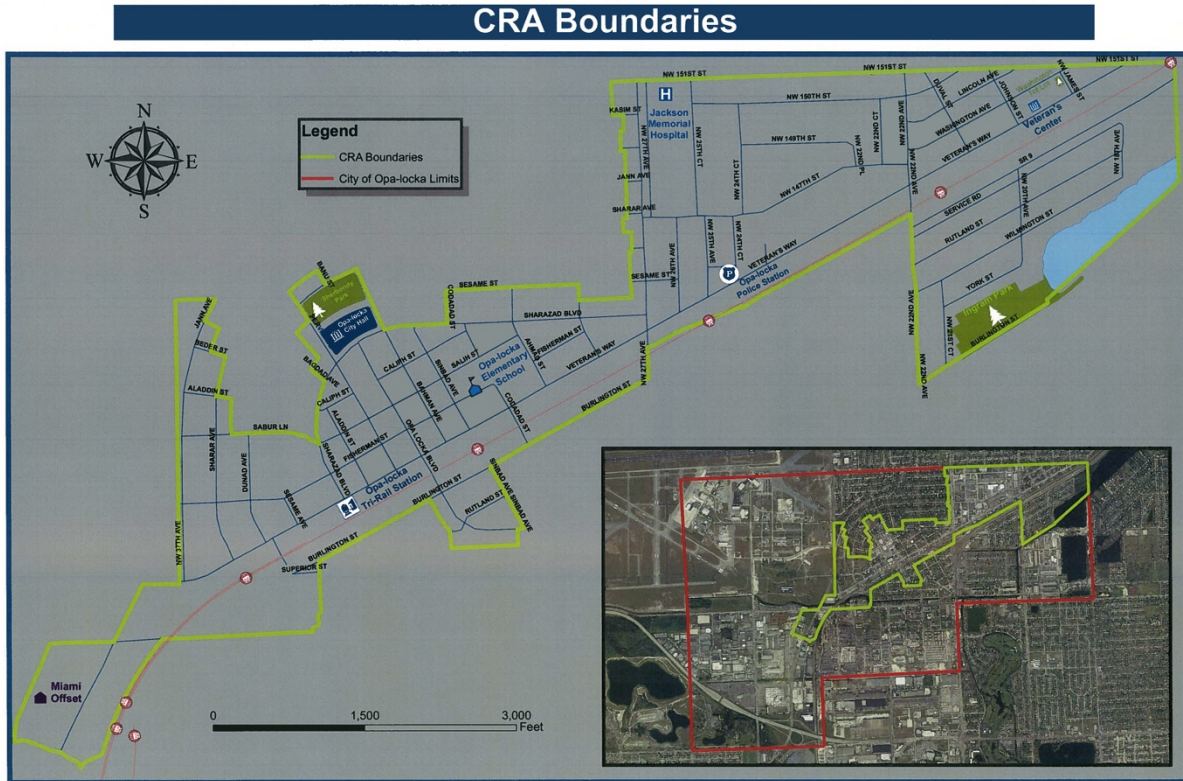


Exhibit 2

City of Opa-locka Community Redevelopment Area Commercial Façade Policy Program Non-Financial Match Requirements

The minimum match must be either at least 15% financial. However, due to the ongoing COVID-19 Pandemic and declared state of emergencies for the City of Opa-locka and Miami-Dade County, the CRA desires to further support those businesses impacted by establishing non-financial match criteria. The Applicant must qualify for a non-financial match subject to at least two of the conditions defined below

- A business that has been ordered to suspend operations or reduce operations by more than 50% capacity during the pandemic timeline as declared by the City of Opa-locka .
- A business that qualifies and has applied for a Small Business Administration Payroll Protection Program (“PPP”) loan.
- A business that employs less than 10 employees.
- A property owner with business occupants that are subject to any of the conditions listed herein.
- A business that has participated in any Opa-lock Community Development Corporation, Miami-Dade County or State of Florida funded small business loan program, small business capacity building program, business coaching program, or technical assistance program in the previous 12 months.
- A business that has applied for commits to participates in a program by the Opa-lock Community Development Corporation, Miami-Dade County or State of Florida small business loan program, small business capacity building program, coaching or technical assistance program prior to completion of the payment process of the CRA façade funds.

All applicants seeking the approval of the non-financial match must complete all questions on the application and provide a written summary of at least two of the conditions above.

ATTACHMENT B

COMMERCIAL FAÇADE GRANT PILOT PROGRAM

CONFLICT OF INTEREST DISCLOSURE FORM

For the purpose of this disclosure, “employee” or “employed by” is broadly taken to mean any employed person or appointed or elected official of the City of Opa-locka or the City of Opa-locka Community Redevelopment Area, any City Department Head, and the Opa-locka Community Development Corporation, or anyone known to be or suspected to be in a position to influence the outcome of the application for assistance under the Commercial Facade Grant Program.

1. Are you aware of any business or economic relationships between the City of Opa-locka Community Redevelopment Area (the “CRA”), or Opa-locka Community Development Corporation, and you and/or a member of your family as defined by the letter or spirit of this disclosure that may represent a conflict of interest? Family should be defined broadly to include blood relatives, in-laws, or family by adoption.

_____ Yes _____ No

If yes, please list or elaborate such relationships and the details of annual or potential financial benefit as you can best estimate them on a separate sheet of paper.

2. Are you or a member of your family employed by City of Opa-locka (“City”), the CRA or Opa-locka Community Development Corporation? Family should be defined broadly to include blood relatives, in-laws, or family by adoption.

_____ Yes _____ No

If yes, please identify the employee’s name(s) and provide the specifics of the employment on a separate piece of paper.

3. Have you or a member of your family been employed by the City, the CRA, or Opa-locka Community Development Corporation during the prior three years? Family should be defined broadly to include blood relatives, in-laws, or family by adoption.

_____ Yes _____ No

If yes, please identify the employee’s or official’s name(s) and provide the specifics of their employment or official capacity on a separate piece of paper.

Applicant:

signature

legibly print name

Date: _____

ATTACHMENT C
COMMERCIAL FAÇADE GRANT PILOT PROGRAM
REIMBURSEMENT FORM

Date: _____

Grantee Name: _____

Location of Improvements: _____

Total Improvements Budget: _____

CRA Grant Amount: _____

Reimbursement # _____ of _____

Percentage of Improvement Work Complete: _____ %

Total Reimbursement Request: \$ _____

Attachments:

____ Photos of Complete Work

____ Copies of Applicable City Permit and Inspections

____ Copies of Applicable Vendor and Contractor Invoices.

____ Proof of Payments of Vendor and Contractor Invoices.

Attached you will find invoices and canceled checks plus copies of paid invoices to substantiate the above expenditures. I certify that all goods and services have been received, that they all fall within the contractual scope of the Grant Agreement Between _____ and the City of Opa-locka Community Redevelopment Area dated _____.

Signature: _____

Printed Name: _____

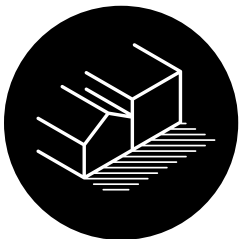
Date: _____

**Opa-locka Community Redevelopment Area Commercial Façade
Improvement Pilot Program**

Schedule

- **CRA Board Meeting**
June 24, 2020
- **Notice to Proceed/Consultant Agreement executed**
June 24, 2020
- **Public Notice**
July 1, 2020
- **30-day application period**
July 1, 2020 to August 1, 2020
- **Email and Direct Marketing**
July 1, 2020 to August 1, 2020
- **Door to Door Targeted Marketing**
July 6, 2020 to July 20, 2020
- **Application Open House and Program Feedback**
July 20, 2020
- **CRA Report and Update**
July 22, 2020
- **30-day OLCDC, and CRA Staff approval process outlined in the Procedure Manual.**
August 1, 2020 to September 1, 2020
- **CRA Report and Update**
September 23, 2020
- **Construction period of approximately 120 days.**
September 1, 2020 to December 31, 2020
- **CRA Report and Update**
October 23, 2020
- **Closeout - January 2020**

Appendix C: Better Block Foundation Copley Road After-Action Report



COPLEY ROAD BETTER BLOCK

AFTER-ACTION REPORT



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The Copley Road Better Block was generously supported by the John S. and James L. Knight Foundation.

INTRODUCTION

The Copley Road Better Block was my third Better Block project in the Akron area, but also one of the most rewarding. Being able to connect with a local community that has experienced disenfranchisement, disinvestment, and violence, while still maintaining hope and positivity about what their neighborhood could be was inspiring.



From left to right: Block Captains EJ Brinson, David Nelson

Throughout the Better Block project, the residents repeatedly showed their passion, creativity, and openness to new ideas to transform their built environment. But most of all, they showed their pride in their neighborhood. The community members were all extremely proud of their history, their local businesses, and what their neighbors have accomplished. I am thankful to have had the opportunity to work, brainstorm, reimagine and build with such an inspiring community, and I cannot wait to see the changes that come to Copley Road.

*-Colin Amos
Better Block
Project Manager*

BLOCK CAPTAIN: EVIS “EJ” BRINSON

How It Started

One could suggest that the inspiration to reimagine Copley Road started when Judge James R. Williams took office for the municipal court. Others may suggest it began when Barbara Sykes became the first African-American councilwoman, or when Pastor Jeffrey Dennis, Pastor Kenneth Paramore, and other concerned pastors formed Unity Partnership to challenge Star Bank, FirstMerit, and other banking institutions to work toward economic equality for minorities. Regardless of the origin that initiated the necessary change for a community overlooked time and time again, it was definitely sparked by the eco-system established by every leader before E.J. and Alisha Brinson, Eufrancia Lash, Scott Fubler, Dr. Cryshanna Jackson-Leftwich, Damion Strickland, Henry Johnson Jr., Stacie (John) Carter, Sean Taylor, Ceyanna Dent, and Donovan Rodgers. Each one grew up on the Westside of Akron and are privileged to carry out the initiative for their community.

What Does This Mean For Copley Road

The best representation of meaning and impact for the community is illustrated in the video produced by Jonathan Carter and viewable here: <https://www.youtube.com/watch?v=zEYmAOV3rIQ&app=desktop>. This video provides a snippet to the possibilities that can result through intentional, collaborative efforts to help redefine and increase meaningful opportunities for this district. These collaborative contributions are a blueprint for future successes that could result in economic equality, development, and programming to ensure that those that live in the community evolve with the development of the neighborhood.

The Impact It Had

The SCTTC team was able to leverage collaborative efforts with the Pro-Football Hall of Fame, The Governor’s Office, The Love Akron Network, Veterans, and more for the

community. The most significant influence resulted from local government (Mayor Horrigan, Marco Sommerville, James Hardy, Executive Ilene Shapiro, Jason Dodson, Congresswoman Marcia Fudge, Dr. Joan Williams, Councilman David Hamilton, Councilman Jeff Fusco, State Representative Emilia Sykes, Senator Vernon Sykes) who ensured the success of the initiative for the community. Mayor Daniel Horrigan and the police department’s willingness to experiment with a police storefront was one of the most impactful aspects for the event.

What the Experience Meant to SCTTC

West Akron is and will always be home for many of the Summit County Think Tank Coalition members. For us to experience the moment of momentum for our community was humbling and a privilege. Being able to kick off the event on February 1 (to honor past and present local leaders) and to commence the event on Memorial weekend (to honor those who fought for our country) meant a great deal to us. We are honored and grateful to have had the opportunity to partner with the Knight Foundation (Kyle Kutuchief and Bronlynn Thurman), the Better Block team, Progressive Alliance CDC, nonprofits, vendors, musicians, and residents to reimagine West Akron together.

Summit County Think Tank Coalition Leadership Team

E.J. Brinson
Alisha Dennis-Brinson
John Carter
Dr. Cryshanna Jackson-Leftwich
Phillip Hann
Eufrancia Lash
Henry Johnson Jr.
Scott Fubler
Damion Strickland
Donald Porter

Sincerely,
Evis “EJ” Brinson

BLOCK CAPTAIN: REV. DAVID NELSON

How It Started

When I first heard of the concept of Better Block, I was excited about the impact it would have to the community along Copley Road. This project emerged with a conversation between Kyle Kutuchief, Bronlynn Thurman, Evis Brinson, and myself about Copley Road and how both of our organizations (Progressive Alliance CDC & Summit County Think Tank) could impact the area. After much conversation, we were introduced to the Better Block organization, which came with their team (Jason, Krista, and Colin) to visually walk the Copley Road corridor. Thereafter, Evis Brinson and myself decided to become Co-Captains for the Better Block project for Copley Road to reimagine the space between Hawkins and Nome.

What Does This Mean For Copley Road

We believe our neighborhood stands at a crossroads. With the disinvestment in the area, and many business closing, and relocating, we knew Copley Road needed a more positive and enriching identity and hope for the area. We believe the revitalization of our business district can turn things around, make life better for current residents, bring visitors to the neighborhood, and attract young families, entrepreneurs, and business owners. Our focus was the business district between South Hawkins Avenue and Nome Avenue which brought people together to reshape the area by showing improvement to the area. People attended this event from all over Summit County, and we witnessed the community meeting neighbors and coming together in great and diverse ways.

The Impact It Had

The event was filled with incredible musical artist, vendors, community organizations, and pop-up police station. In addition, Under Armor & the Football Hall of Fame co-sponsored along with others the flag football event which brought youths together to play flag football. Some of the vacant storefronts came alive along with the

market space of vendors, and the reimagined parking along Copley Road. This event captured the best of what Copley can be when the community comes together while highlighting the gifts, talents, and business ideas of those within the community. We are grateful for the many volunteers, and team leads who volunteered their time and effort to help Copley Road Better Block make the impact it did for our community.

What the Experience Meant to SCTTC

For us this experience was a tremendous honor and incredible moment for the West Akron community. PACDC would like to thank everyone who made this Better Block as success for our community. With the help of the residents of West Akron, fantastic sponsors such as Knight Foundation, Better Block, and City of Akron, and my other co-captain Evis Brinson, along with those who assisted and volunteered we were empowered to transcend the community over two days and infuse an attractive energy to the community which we hope and plan to continue in the area. Many are asking what's next? We are excited about showing them!

Progressive Alliance Community Development Executive Team

David Nelson
LaTonya Lewis
Iriel Hopkins
Emmett Lee
Samuel DeShazor
Martin Belsky
Marquita Micthell
Kelvin Berry

Sincerely,
Rev. David M. Nelson



BACKGROUND

Beginning a Better Block



Background of Copley Road



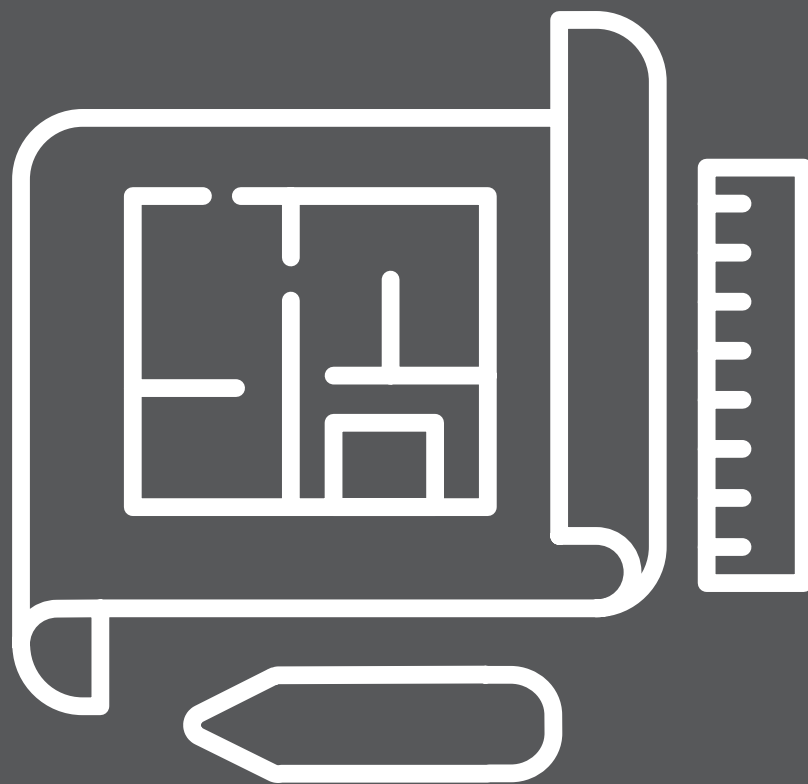
Copley Road in preparation of Better Block

The Copley Road area of Akron, historically known as Maple Valley, is a predominantly African-American neighborhood located west of the city center. Copley Road is a major thoroughfare through the neighborhood, with commercial spaces lining the street with single family homes one block away. Over the years, Copley Road has seen disinvestment and decay leading to crime and the degradation of the public space.

The Better Block project along Copley Road chose to focus on the block and a half of Copley Road between Hawkins Avenue and Nome Avenue. This area was chosen due to the continuous building frontage and the density of local businesses. The proximity to open spaces that could be activated and to Kerr Park also provided opportunities for improvement. The site consists of a three-lane road, one

eastbound, one westbound, and a turn lane with approximately five-foot bike lanes on each side. There is an angled parking lot in front of the local businesses that can provide parking for around 15 cars. The businesses along the block consist of hair and nail salons, a lottery and convenience store, an incoming arcade and video game lounge, and Hanini's Subs, a beloved sub shop. All of these businesses, while supported by the local community, cater to customers who come and go in their cars quickly and do not spend any time in the area.

On the south side of Copley Road, the buildings are much less dense, with large empty parking lots and stand-alone businesses, including a tax associate, United Black Firefighters of Akron, and a church.



THE PROJECT

THE PARTNERS

The Copley Road Better Block was led by a dedicated local team who made it all possible.

EJ Brinson



EJ Brinson is a 1996 graduate of Firestone High School in Akron, Ohio, studied Business Administration at the University of Akron. First responsibilities to his family, wife Alisha, and his children Tymerin, Elisha, Nehemiah, and Desteny. He started his professional career at Cingular Wireless where he rose through the ranks to manage corporate accounts. At 23, he became an entrepreneur and began to develop property in Akron, Ohio. Shortly after, he was hired to be the ED for P.R.A.C., Inc. He has served(s) on the Akron Urban League committee, SCPC 2010, First Tee of Greater Akron, Executive Ilene Shapiro DIA Committee, ASCR Committee, SCTTC, Building for Tomorrow, and is a board member with the International Soapbox Derby.

Rev. David Nelson



Reverend David M. Nelson is a native of Philadelphia, Pennsylvania. He relocated to the Akron area, and has been active in the Akron community for over 10 years. Reverend Nelson is a graduate of St. Joseph's University (B.S), Lincoln University (M.Ed) & Ashland Theological Seminary (M.Div) respectively. Currently, he is a doctoral student at United Theological Seminary focusing on Transformational Leadership. He is currently, the Founding & Executive Director of Progressive Alliance Community Development Corporation. He has received numerous community proclamations, and awards from the State of Ohio, Summit County, and City of Akron. He addition, he has been honored as a keynote speaker, and workshop facilitator for several community organizations.

Reverend Nelson also serves as Senior Pastor of New Hope Baptist located in Akron, Ohio. He is active in the community, through the Akron Urban League, NAACP, and Habitat for Humanity. He is a member of Phi Beta Sigma Fraternity, Incorporated.

LaTonya L. Lewis



LaTonya L. Lewis is the Program Director, Newborn Screen Counselor, and Outreach Educator for the Region VI Sickle Cell Program at Akron Children's Hospital. She is a graduate of the University of Akron and sits on many community boards, including The Office of Minority Health Advisory Committee, The African American Male Wellness Walk Initiative, Let's Move Summit County, and she is a Board Member of First Glance. Inc., just to name a few. She was a former board member of CASA/GAL and the Akron Summit Community Action Agency, Inc. Latonya is a member of The Diversity on Board Program and is Vice President of Class 2, a project out of Leadership Akron. She proudly serves at her church as President of the Health Ministry, Choir, and Praise Team at The United Baptist Church in Akron, Ohio.

Eufrancia Lash

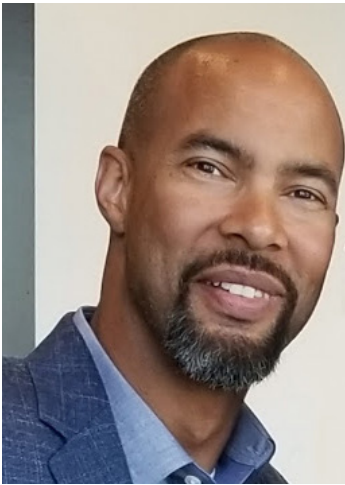


Eufrancia Lash is a lifelong Akron resident of Akron, Ohio. He is a product of the Akron Public School system and is a graduate of Central-Hower High School. He received his Bachelors of Arts degree from the University of Akron in Business and Organizational Communications with a concentration in Public Relations.

His professional background includes assignments with Ford Motor Company, The American Road (Ford Subsidiary), Alliance Inspection Management in Long Beach, CA, and now proudly works as the Director of Supportive Services with Alpha Phi Alpha Homes, Inc. He also continues to do consulting work through his consulting company The Akropolis Group.

Lash is the married father of four children. He is very involved in the community and serves to make it a better place through the work within his career field, memberships and affiliations. He proudly serves as a Commissioner on the Akron Civil Rights Commission, Citizens Monitoring Committee, member of Prince Hall Phoenix Lodge #112, 100 Black Men of Greater Akron, Alpha Phi Alpha Fraternity, Inc. and the Summit County Think Tank Coalition. He also serves as the Minister of Music for the New Hope Baptist Church in Akron, Ohio.

He is a true eclectic and enjoys music of all kind from various genres. His interests are vast and vary, but include leadership development, politics, learning, photography and travel to name a few.

Scott C. Fubler

Scott C. Fubler is an Akron native devoted to being an upstanding husband, father, and son. He is a graduate of Buchtel High School, class of '93, and recipient of the Buchtel "Manhood" award. He served 6 years in the Army National Guard forces. After his service to our country, he held a management position as a licensed optician. While the opportunity was very respectable, Scott couldn't deny that fact that he desired something a little more physical. This led him to AT&T where he has been a dedicated technician for 19 years now.

He spends his free time enjoying the great outdoors, managing rental properties, serving on the Audio/Sound ministry at his church, and helping out with the Summit County Think Tank Coalition (SCTTC). Scott is a loyal and loving husband of 8 years to his wife Whendi Fubler, with two children Noah (14) and Jourdan (4) and one on the way. He loves the Lord, his family and his community.

Dr. Cryshanna A. Jackson Leftwich

Dr. Cryshanna A. Jackson Leftwich is an Associate Professor in the Department of Politics and International Relations at Youngstown State University where she also serves as the Urban Internship Coordinator and the Director of Women and Gender Studies. Her research interests focus on public policies pertaining to social equity, civil rights, and gender equality.

Dr. Jackson Leftwich has published several articles in the Journal of Public Management & Social Policy and has also been invited to publish chapters in several books. Along with her research interests she has worked on the evaluation of a number of federally funded grants. She is also very active with the YWCA of Mahoning Valley where she serves as First-Vice Chair of the Board of Directors, Chair of the Young Women with Bright Futures, and is a member of the executive committee, and serves on the Board of the Summit County Think Tank Coalition.

Dr. Jackson Leftwich has been awarded numerous honors and distinctions during her tenure at Youngstown State University including, Distinguished Professor of Service, Distinguished Professor of Teaching, Diva of Distinction for Educational Leadership, YWCA Board Member of the Year Award, Greater Akron Regional Chamber, 30 for the Future Award Recipient, 2011 Athena Award Nominee, and Educator of the Year.

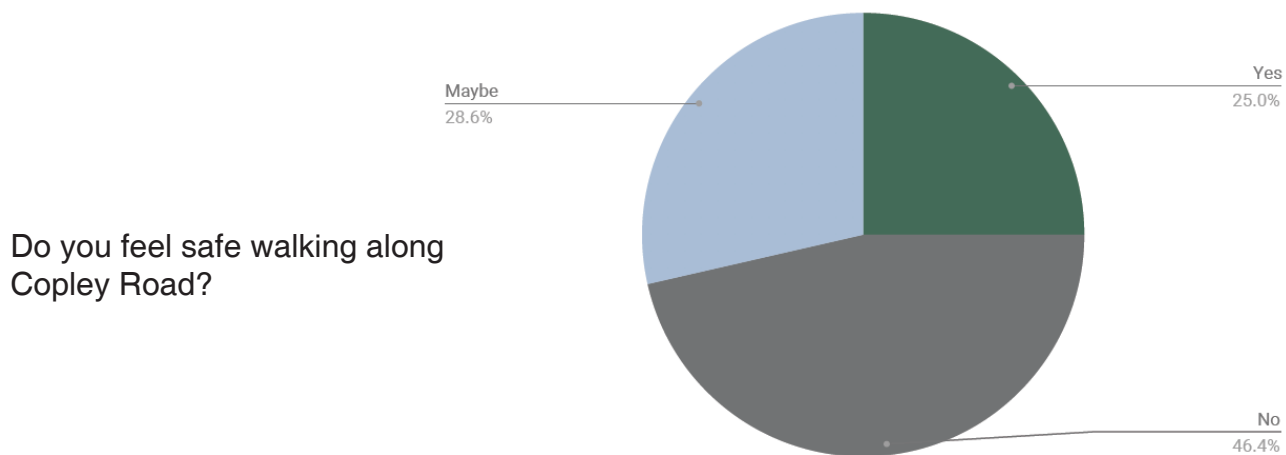
She received her Bachelor of Science from Miami University in Health and Sport Studies, her Master of Science degree from West Virginia University in Sport Management and her PhD from the University of Akron in Public Affairs and Urban Studies. Dr. Jackson resides in Akron, OH and is an active member of Mt. Calvary Baptist Church. She is married to Michael T. Leftwich, JD and they have one son, Clayton M. Leftwich.

THE SURVEYS

The Surveys

As in every Better Block, the process started with community surveying and conversations to identify the neighborhood's issues, potential solutions, and the vision that residents have for the area.

As seen in the surveys, the biggest concerns for the Copley Road neighborhood were safety and aesthetics. They also asked for destination businesses that encourage people to stay in the area, such as sit-down restaurants specifically with a health food orientation, coffeeshops, bookstores, youth centers, and art galleries.



What public amenities are most needed along Copley Road?

- Lighting (25 responses)
- Landscaping: planters, trees, gardens (21 responses)
- Kid's play area and community spaces (20 responses)
- Seating: benches, cafe sets (13 responses)
- Bus stops (6 responses)
- Artwork and color (4 responses)
- Parking (4 responses)

If you could change one thing about Copley Road, what would it be?

- Aesthetics (18 responses)
- Safety (13 responses)
- Street design and parking (10 responses)
- Become more community built (4 responses)
- Parking (4 responses)

THE DESIGN

Based on the survey results, we created a list of interventions that could be installed on Copley Road to address some of the issues that residents identified.

Public Infrastructure

Seating

One of the biggest needs on Copley Road is activated public spaces. We decided to create a cafe seating environment in front of the businesses in the parking lot to give people a place to congregate. We cut out our Wikiblock cafe sets and our newly designed tables and chairs. We also created parklets that could double as performance spaces and seating. The seating elements in the reclaimed parking spaces invited people to sit and spend time with their neighbors.



Parking

To ease concerns about the loss of parking and to increase safety for pedestrians, we installed parallel parking along the street. This provided parking for the businesses while also providing an added barrier for pedestrians from moving cars on the street. We also brought out rubber curb cuts to make more parking accessible on the side of the building.

Market Space

We also turned a gravel lot across the street into a market space to showcase local vendors and businesses. To create a contiguous building frontage, we created a facade to span the gap between the two buildings and act as a gateway to the market. We brought out local vendors and business owners, constructed long tables, and hung string lights to create a comfortable environment.

Pedestrian Flow

To connect this space with the performance spaces across the street, we created a temporary midblock crosswalk across Copley Road. We also partnered with Spin to host an electric scooter demonstration and pose e-scooters as a potential mode of alternative transportation to the residents of the neighborhood. As of now Spin is in talks with the City of Akron and exploring a potential expansion into the city.



Crosswalks, Planters, Bike Lanes



MICROGRANTS

Improving Local Businesses



Project Manager Colin Amos installing a new sign for a local business

According to the surveys, aesthetics of the area was a major concern of the community. As part of a longer-term solution to improving the aesthetics of Copley Road, we created a microgrant program for local businesses. Generously supported by Pastor Petar Nedov and the Knight Foundation, the microgrants gave \$8,000 to local business to do façade improvements.

A committee of local stakeholders vetted the applications, and chose the following winners: Greedy Ghost, Cosmetique West Beauty Salon, Chapel of Grace Christian Center, Copley Road Wings, A Journey Into Better Health, Showtime Beauty Bar, Gino's Pizza, Westside Neighborhood Development Corporation, and the United Black Firefighters of Akron.

Each business will receive a grant for improvements to the exterior of their businesses, ranging from paint for the buildings to updated

signage and removing graffiti.

A large portion of the funding for the microgrants was donated by Pastor Petar Nenadov. “We hope the microgrants will enable existing businesses and new entrepreneurs to invest in their ideas for the good of the community,” he says.

In our projects around the country, we’ve seen the power and inspiration that comes from a community uniting, dreaming together, and focusing their efforts on one concentrated block. That block becomes a showcase of ideas that can be tested for a short period of time. Those ideas, along with an organized community, can then become a roadmap for long-term implementation. We are excited to showcase the amazing neighbors, businesses, and partners on Copley Road who have been working diligently to make this demonstration a success.

Creating Spaces For Performances



THE FABRICATION

Wikiblock

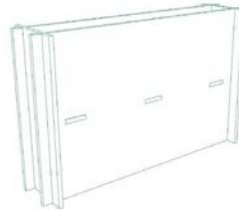
Wikiblock is an open-source toolkit of designs for benches, chairs, planters, stages, bus stops, beer garden fences, and kiosks that can be downloaded for free and taken to a makerspace where a CNC router (a computer-aided machine) can cut them out of a sheet of plywood. Most products can then be assembled without glue or nails, and used instantly to make a block better.

For the Copley Road Better Block, we cut:

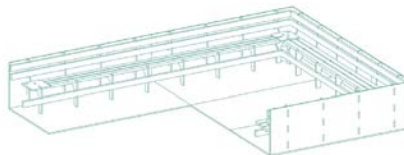
6 Cafe Sets



8 Koda Planters



3 Performance Pods



8 Dining Tables



THE BUILD AND WORKSHOPS



Build Metrics



12 gallons of paint



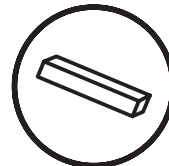
300 ft of string light



52 Volunteers



60 Sheets of plywood



200 1X2s

Volunteer Schedule

May 22, 2019	9:00-5:00	Wikiblock build (14)
May 23, 2019	9:00-11:00	Wikiblock build (1)
	11:00-1:00	Bike lanes, painting, string lights (4) Wikiblock build (1)
	3:00-5:00	Wikiblock build (3) Bike lanes, painting, string lights (5)
May 24, 2019	11:00-1:00	Bike lanes, painting, string lights (1) Event Set up (2)
	1:00- 3:00	Event set up (5)
	6:00-10:00	Data collection and surveys (5) Site Maintenance (2) Clean up (2)
May 25, 2019	11:00- 3:00	Data collection and surveys (6)
	3:00- 5:00	Date collection and surveys (1) Site Maintenance (2)
September 2, 2017	11:30-5:30	Beer garden operation
	12:00-2:30	Information Table
	1:00-3:00	Feedback and data collection
	2:30-5:00	Information Table
	3:00-5:00	Feedback and data collection
	5:00-8:00	Tear down and cleanup

Creating Bike Lanes





THE BETTER BLOCK

PROGRAMMING SCHEDULE

Throughout the Better Block, there were different elements of programming to highlight local arts and businesses. The schedule consisted of music demonstrations and workshops, and performances by local artists, building on Copley Road's identity as a music and arts centric district.

Friday, May 24, 6-10 P.M.

Live Performances

6 p.m. – 7 p.m. Theron Brown

7:30 p.m. – 9:30 p.m. Umojah Nation

DJ Mo Bounce

Food Vendors

Breakfast Box Pop-Up

San Tri Party Planning and Treats

Penguin Ice Cream

Funky Trucketeria

Twist of Leona

Neighborhood Retail

Bright Star Books

Blame Taya

Body Boutique

I Appear Cosmetics

Touch by Sekoya Massage Therapy

Maple Valley Cleaners

Paparazzi

Symple Treasures

Community Connections

Better Streets

United Way

Department of Veterans

Maple Valley Library

Saturday, May 25, 11 A.M.-4:30 P.M.

Live Performances

2:30 p.m. – 4:30 Hub's Groove

Drummer/Spoken Word- Jerry Williams & DJ Mo Bounce

Food Vendors

Breakfast Box Pop-Up

San Tri Party Planning and Treats

Penguin Ice Cream

Funky Trucketeria

Twist of Leona

Neighborhood Retail

Bright Star Books

Blame Taya

Body Boutique

I Appear Cosmetics

Touch by Sekoya Massage Therapy

Maple Valley Cleaners

Paparazzi

Symple Treasures

Community Connections

11-00 a.m.- 1 p.m. Congresswoman Fudge

11:00 a.m.- 1:00 p.m. Voter Registration

11:00 a.m.- 1:00 p.m. Judge Stormer

11:00 a.m.- 1:30 p.m. Job Family Services

Emmanuel Schools

United Way

Department of Veterans

Maple Valley Library



COPLEY ROAD

BETTER BLOCK

MAY 24TH. 6PM-10PM

MAY 25TH. 11AM - 4:30PM

JOIN US AS WE REIMAGINE A PORTION OF COPELY ROAD & HIGHLIGHT THE GREAT FOOD, MUSIC, AND ENTREPRENEURS IN THE AREA.

FEATURING

FOOD VENDORS

BREAKFAST BOX POP UP
BEACH COMBER TRUCK
SANTRI PARTY PLANNING & TREATS
HIBACHI EXPRESS FOOD TRUCK
MELVIN ELLIS
PENGUIN ICE CREAM
TWIST OF LEONA
FUNKY TRUCKETERIA

COMMUNITY/RETAIL VENDORS

AKRON SCORE
BRIGHT STAR BOOKS
BLUE STEAL BOXING ACADEMY
BLAME TAYA
BODY BOUTIQUE
I APPEAR COSMETICS
IN JOY
JUDGE STORMERS PROBATE COURT
TOUCH BY SEKOYA MASSAGE THERAPY
POLICE SUBSTATION
PAPARAZZI
MAPLE VALLEY CLEANERS

P E R F O R M A C E S B Y

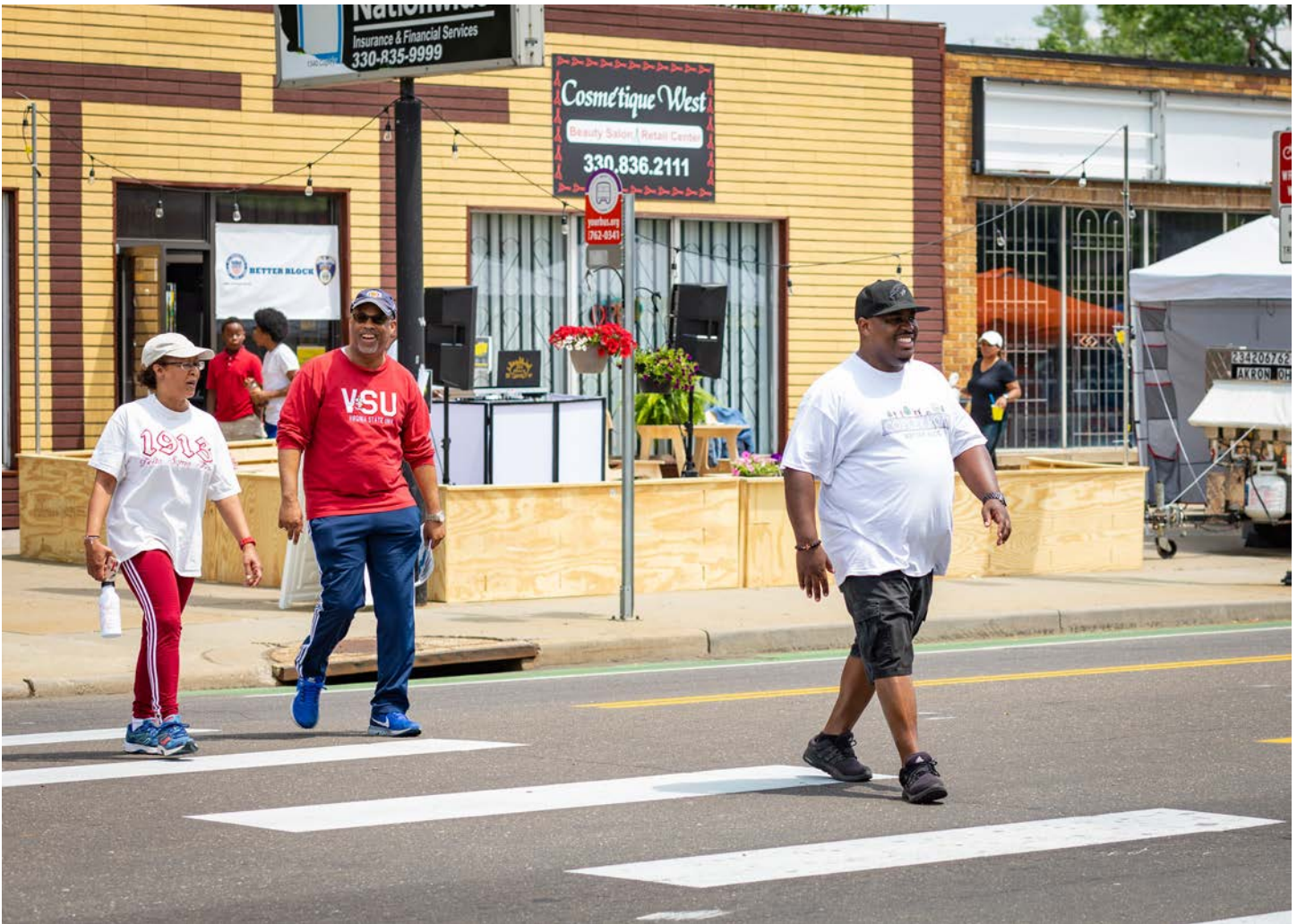
FRIDAY: THERON (6P-7P), UMOJAH NATION (7:30P-9:30P), & DJ MO BOUNCE

SATURDAY: HUB'S GROOVE (2:30P-4:30P), DRUMMER/SPOKEN WORD - JERRY WILLIAMS & DJ MO BOUNCE

Live Performance by Local Artist Shamara Costa



The Event



Event Overview

The Copley Road Better Block event was incredibly successful in bringing the community out to enjoy the space. Many long-time residents expressed their excitement about seeing their neighborhood active again.

One resident said, “I haven’t walked or sat down on Copley Road since I was a kid. That’s what it used to be, and we are trying to bring it back.” Hundreds of community members came to listen to local musicians, such as Hubb’s Groove, Umojah Nation, Shamara Costa, and Theron Brown, play in a flag football game with local Akron Police officers and fire fighters, and eat and shop at local vendors.

Many businesses expressed their desire to make some of the changes permanent and kept some of the Wikiblock furniture created. Hanini’s Subs kept one of the parklets in front of their space to provide café seating for their customers, and the United Black Firefighters of Akron took the other parklets to be used in their space.

The rest of the furniture will be continuously reused by the Progressive Alliance CDC and Summit County Think Tank Coalition in future events on Copley Road.

The interventions were successful in reclaiming space for people and providing a safe place for residents of West Akron to come together.



Performance Pods

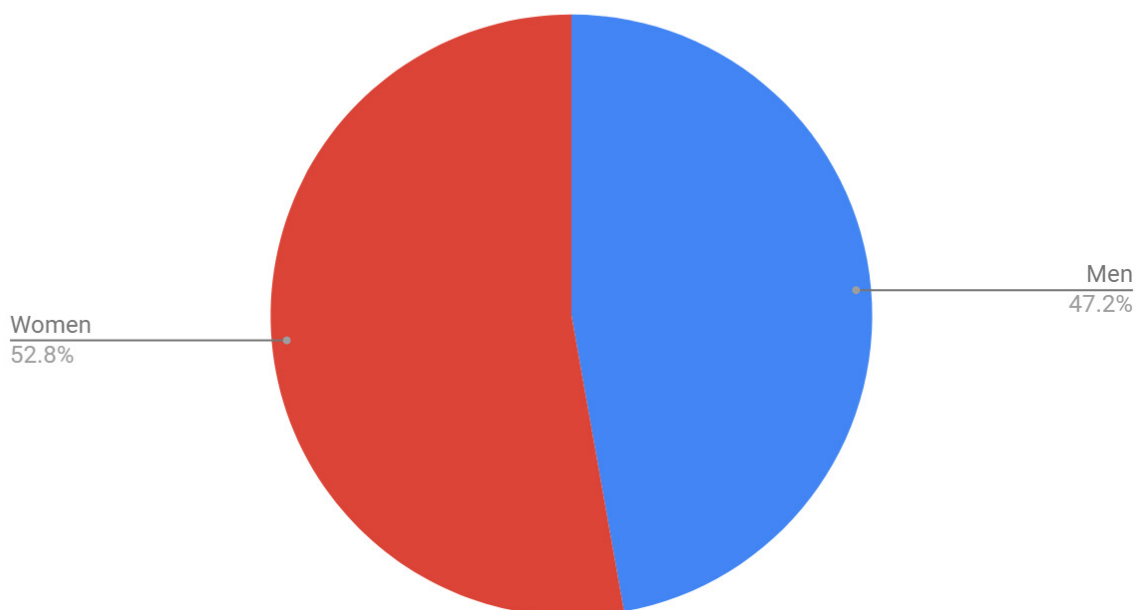


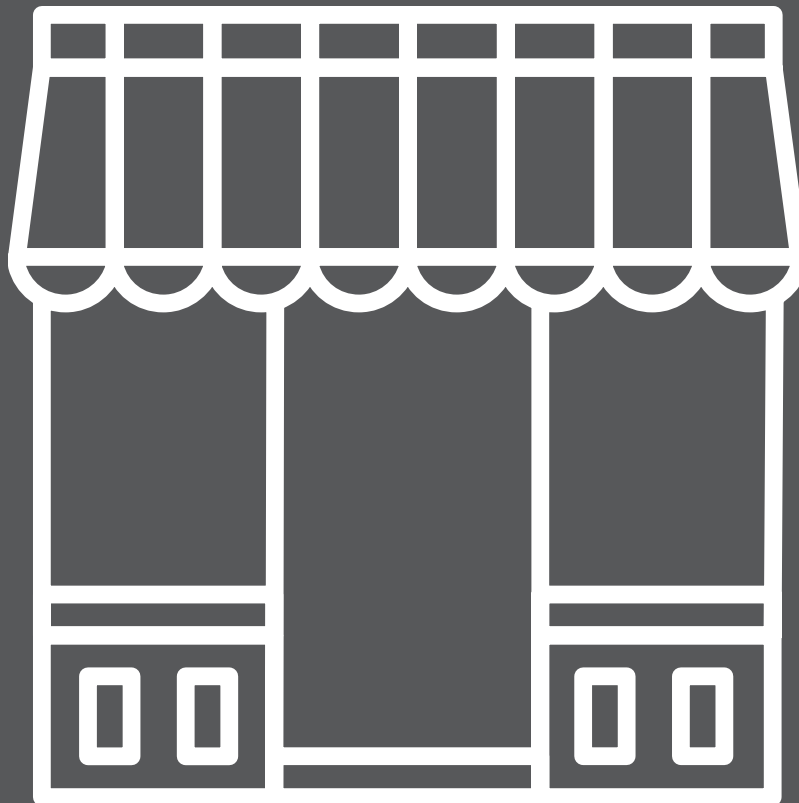
Demographic Trend

According to our demographic counts, women outnumbered men on the site consistently throughout the whole weekend, a strong statistic showing the perception of safety of a space.



Gender Demographic Ratio on Copley Road





PROGRESS + STEPS

STEPS FOR THE FUTURE

The Copley Road Better Block provided the foundation for change in the Copley Road neighborhood. The Better Block did not fix the neighborhood, but rather identified what steps need to be taken to make improvements to the community.

Design for People

Copley Road needs public spaces for people to come together. This can be accomplished through the installation of cafe seating, parklets, and pocket parks. Places that are designed for the convenience of cars are not conducive to vibrant public life. Parking in the Copley Road area should be rethought as district parking behind the buildings and on streets, and parking lots should be redesigned and reused as gathering spaces for people.

Think Small

Throughout the Copley Road Better Block planning process, we heard many concerns about not building enough, or extending the project further down Copley Road. But through all of Better Block's work, we have found that focusing on small spaces leads to the largest impacts. It is much easier to do many small things well than one big thing. Host small, regular events like having a band perform for a few hours outside of a restaurant and installing cafe seating, hosting a neighborhood bike ride or 5K race, having a potluck dinner in one of the empty public spaces. These pop-up events and installations do not have to be elaborate or involve a huge amount of people but they will still have a huge, lasting impact in bringing the neighborhood together.

Make Events Community-Centric

Trust your neighbors to make decisions and plan parts of future projects. The Copley Road neighborhood has the capacity and the skills to make significant improvements themselves. This was proven even during the Better Block event when two neighbors stopped by to help a local business owner put up a new sign. Do not be afraid to lean on the community for volunteer time or donations or borrowing of necessary materials. Events hosted by the community for the community will lead to the biggest impact. Hosting volunteer days to clean up parks or streets, renovate local businesses or beautify the area will bring the community together to work toward a common goal while also making physical improvements to the area.

Trust the Community

Continue to make spaces that people love and accept in the area, despite fears of vandalism or theft. Continue to push boundaries.

Experiment

Not everything will work, but give it a try. If you invest a bit of time and resources testing something out, people will let you know if it's working or not. If it's not, adjust and try again. Don't be afraid to put an idea out there.

Recognize Significance

The Copley Road neighborhood has an incredible foundation on which to work. There are existing bike and pedestrian infrastructure to build around and provide alternative methods of transportation to the community. There are multiple engaged, neighborhood groups actively working to try and improve the neighborhood. And there are many elected officials who are focused and committed on improving West Akron. There is a lot of momentum, focus and attention coming out of this Better Block project on Copley Road. Continuing the work that was started and continuing to fight for the betterment of the Copley Road neighborhood is more important now than ever.

Brand and Market the Neighborhood

As part of the project we worked with White Paper Ink, a marketing firm, to help with branding of the neighborhood. While not all of the created resources may be used, it is important for the neighborhood to create some sort of identity to market itself. This should take form through a specific color scheme, logo, taglines and other branding material.



MEDIA COVERAGE

 Akron Leader Publications

Akron Ohio News - Copley Road Better Block showcases improvements

Shown above, from left, during the opening ceremony for the Copley Road Better Block event May 24 is Akron City Councilwoman Linda ...



 Akron Beacon Journal

Copley Road Better Block asks: What could Akrons Maple Valley become?

Copley Road Better Block opened Friday and runs through Saturday afternoon in the Maple Valley business district in West Akron. It's the latest ...



 News 5 Cleveland

Better Block projects aims to spruce up Copley Road

AKRON, Ohio — Jackie Easley has owned Cosmetique West Beauty Salon on Copley Road for two decades and loves her Akron ...

Feb 1, 2019



 Akron Leader Publications

Akron Ohio News - Better Block coming to Copley Road

WEST AKRON — For several years, the Better Block Foundation has taken a "build it and ... The Copley Road Better Block had its kickoff Feb.

Feb 7, 2019



 Akron Beacon Journal

Copley Road businesss area to get two-day image update

AKRON — The Copley Better Block program runs 6 to 10 p.m. Friday and 11 a.m. to 4:30 p.m. Saturday. The two-day reimagining of the Maple ...

May 23, 2019



 City of Akron, Ohio @AkronOhioMayor · May 24
Mayor Horriagan helped kick off **Copley Road Better Block** this evening!

Be sure to check it out tonight or tomorrow to enjoy some good food, incredible music, and fun for the whole family!



copleyrbetterblock and 2 others

20 7

 Emilia Sykes @EmiliaSykesOH · May 24
Come on down to the **Better Block Copley Road**. You can't miss us! #HD34 #BirthplaceofChampions



1.1K views 0:02 / 0:04

1 7 58

 Kyle Kutuchief @KyleKutuchief · May 24
This is usually just another parking lot. Tonight there is live jazz, cafe seating and community building at the **Copley Road Better Block**. Come join us on the West Side of #Akron. #whynotAkron

cc: @TheBetterBlock @AkronOhioMayor @SummitExecutive @SummitThinkTank #knightcities



1.9K views 0:34 / 0:55

3 17 62

Music at Copley Road Better Block



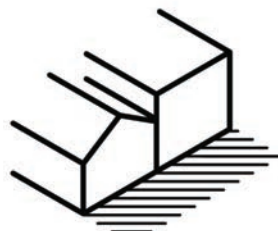
THANK YOU TO OUR PARTNERS



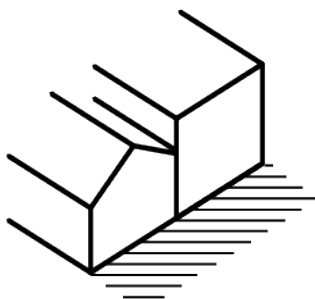
DANIEL HORRIGAN, MAYOR



Progressive
Alliance CDC



BETTER BLOCK



BETTER BLOCK

Appendix D: Zoning Texts References

- c. Pedestrian or Vehicular Cross Block Passages shall not be required.
- d. Development Abutting two (2) or more Thoroughfares shall have only one (1) Principal Frontage and shall not be subject to the minimum Principal Frontage Line requirement. Determination of which Frontage is to serve as the Principal Frontage shall be made by the Planning Director upon request by the Zoning Administrator.
- e. Development shall not be subject to maximum Lot Area requirements.
- f. Development in T6 Zones shall be exempt from complying with the requirements contained in Sections 5.6.1 (h) and 5.6.2 (b).
- g. Setback requirements above the eighth floor may be modified by Waiver for Development in T6 Zones.

3.15.5

Parking requirements for those units that qualify as Affordable or Attainable Mixed-Income Housing may be reduced as stated below. The parking reductions below may be cumulative; however in no event shall parking be reduced by more than eighty percent (80%) of the spaces required.

- a. A thirty-five percent (35%) reduction in required parking is permitted by Right.
- b. Within a Transit Oriented Development (TOD), an additional reduction of fifteen percent (15%) of required parking is permitted by Right and an additional reduction of fifteen percent (15%) of required parking is permitted for Attainable Mixed-Income Housing Projects by Waiver.
- c. An additional reduction of up to fifteen percent (15%) of required parking may be permitted by Warrant, upon a showing that the reduction in off-street parking is justified in view of the nature and type of prospective occupancy and the economic circumstances involved, and that the impacts from such reduction are not likely to unduly burden traffic and parking facilities in the neighborhood.
- d. Parking for development proposals providing Housing for the Elderly may be reduced by Warrant to provide a maximum of one (1) parking space per every two (2) Dwelling Units provided as Elderly Housing, upon a showing that the reduction in off-street parking is justified in view of the nature and type of prospective occupancy and the economic circumstances involved, and that the impacts from such reduction are not likely to unduly burden traffic and parking facilities in the neighborhood.
- e. Affordable or Attainable Mixed-Income Housing Developments whose parking has been reduced under the terms set forth in Section 3.15 will continue to operate under the recorded covenant described in Subsection 3.15.1(b) or 3.1.5.2(b), until parking requirements applicable at the time of release are met.

3.15.6

In addition to the Development incentives listed above, Attainable Mixed-Income Housing projects shall be afforded Density bonuses as follows;

- a. Any Development that meets the criteria in Subsection 3.15.2 (a) and 3.15.2 (b) and provides a minimum of ten percent (10%) of the Dwelling Units as Extremely Low Income as defined herein shall be provided one (1) additional unit of Density per Attainable-Workforce Housing unit provided. The Development after the Density bonus shall maintain the affordable and workforce

housing mix described in 3.15.2 (a), and shall provide ten percent (10%) of the Dwelling Units as Extremely Low Income Housing for the entire Development.

- b. Any Development that meets the criteria in Subsection 3.15.2 (a) and 3.15.2 (b) and provides a minimum of five percent (5%) of the Dwelling Units as Extremely Low Income as defined herein shall be provided one half (1/2) additional unit of Density Attainable-Workforce Housing unit provided. The Development after the Density bonus shall maintain the affordable and workforce housing mix described in 3.15.2 (a), and shall provide five percent (5%) of the Dwelling Units as Extremely Low Income Housing for the entire Development

3.16 WORKFORCE HOUSING SPECIAL BENEFIT PROGRAM SUPPLEMENTAL REGULATIONS

- 3.16.1** As a pre-requisite to qualify as an Attainable Workforce Housing Development eligible for any of the special benefits described in Section 3.16, an applicant shall submit to the Office of Zoning:

- a. Certification by the City's Community and Economic Development Department that the proposed Development will provide a minimum of twenty-five percent (25%) of the Dwelling Units as Workforce Housing serving residents above sixty percent (60%) of the area median income ("AMI") and at or below eighty percent (80%) of the AMI as published by the United States Department of Housing and Urban Development ("HUD") annually; that the proposed Development will provide a minimum of fifty percent (50%) of the Dwelling Units as Workforce Housing serving residents above eighty percent (80%) of the AMI and at or below one-hundred-twenty percent (120%) of the AMI as published by HUD annually; and the proposed Development will provide the remaining Dwelling Units as Workforce Housing serving residents above sixty percent (60%) of the AMI and at or below one-hundred-forty percent (140%) of the AMI as published by HUD annually;
- b. Verification that the proposed Development is within a quarter (1/4) mile from a Transit Corridor or a half (1/2) mile from a Transit Oriented Development ("TOD"); and
- c. A recorded covenant running with the land, in a form acceptable to the City Attorney, requiring the property meet the criteria in Subsection (a) above for a period of no less than thirty (30) years from the date of the issuance of a temporary or final Certificate of Occupancy, whichever is issued first.

- 3.16.2** Attainable Workforce Housing Developments that Abut a T3 Zone are not eligible for the provisions in Section 3.16. Attainable Workforce Housing Developments that abut a T4 Zone shall require a Warrant for consideration under Section 3.16.

- 3.16.3** Notwithstanding any conflicting provisions elsewhere in this Code, Attainable Workforce Housing Developments may be developed in accordance with the following, subject to a Warrant:

a. Height

- 1. T5: Maximum building height of seventy-five (75) feet with no limitation on the number of Stories;
- 2. T6-8: Maximum building height of one hundred twenty-five (125) feet with no limitation on the number of Stories;
- 3. T6-12: Maximum building height of two hundred forty (240) feet with no limitation on the

ARTICLE V. - COCONUT GROVE BUSINESS DISTRICT, DESIGN DISTRICT AND WYNWOOD PARKING
IMPROVEMENT TRUST FUNDS^[6]

Footnotes:

--- (6) ---

Editor's note— Ord. No. 13556, § 2, adopted September 24, 2015, changed the title of article V from "Coconut Grove business district and design districts parking improvement trust funds" to "Coconut Grove business district, design district and Wynwood parking improvement trust funds." Ord. No. 12851, § 2, adopted September 28, 2006, amended article V in its entirety to read as herein set out. Formerly, article V pertained to the Coconut Grove business district improvement trust fund, and derived from the Code of 1980, §§ 35-191, 35-192, 35-194; Ord. No. 11052, § 2, adopted March 25, 1993; Ord. No. 11329, § 2, adopted December 7, 1995; Ord. No. 11415, § 2, adopted November 21, 1996; Ord. No. 11931, § 2, adopted May 25, 2000; Ord. No. 12163, § 2, adopted November 15, 2001; Ord. No. 12277, § 2, adopted September 11, 2002; Ord. No. 12435, § 2, adopted November 13, 2003, and Ord. No. 12564, § 2, adopted July 22, 2004.

Sec. 35-220. - Required off-street parking and payment in lieu of required off-street parking.

The minimum off-street parking requirements shall be as depicted herein and/or in the zoning ordinance of the city. Parking requirements may be satisfied by providing the parking as stated in the zoning ordinance or by payment in lieu of required off-street parking, as described herein. Parking reductions, off-site parking, or any other relaxation of parking requirements allowed pursuant to the Miami 21 Code shall not be made available within areas unless otherwise provided for within established Special Area Plans (SAPs) or Neighborhood Revitalization Districts of the city for which a parking trust fund has been established and is in effect pursuant to this chapter.

- (1) Upon application to the planning director, the owner of a property may request a waiver of any or all of the eligible parking spaces, as specified in the zoning ordinance by substituting the payment of a fee per space in lieu of providing the required parking spaces.
- (2) If the application for the waiver of required off-street parking is approved by the planning director, the property owner shall pay the required fee per space to the department of off-street parking for deposit in a special fund, depending on the area for which the parking is located.
- (3) Except as otherwise permitted for required supplemental parking for those uses specified in the minimum required parking charts included the zoning ordinance, payment of the required fee per space shall be made in the form of a payment of a fixed amount. The rental fee in lieu of required supplemental parking shall be paid in accordance with section 35-224, as long as the supplemental parking spaces for the specified use are required.
- (4) Fees for the parking waiver shall be as established by this chapter and the zoning ordinance.
- (5) If a property owner is entitled to pay a fee in lieu of providing required parking as provided for in this section, the initial payment, shall be made in advance to the Coconut Grove parking improvement trust fund, the design district parking improvement trust fund, or the Wynwood parking improvement trust fund, as applicable, as specified in the letter granting the waiver, and as a condition precedent to the issuance of a parking waiver certificate, and of a certificate of use. Failure to make any required payment shall cause the parking waiver and the certificate of use to be revoked.
- (6) Evidence of issuance of a waiver of required off-street parking shall be in the form of a certificate of waiver, recorded in the public records of Miami-Dade County, at property owner's expense issued in the name of the owner of the property for which the waiver is granted. The date on the certificate shall be the effective date of the waiver thereby granted. Such certificate

shall carry a statement allowing the waiver to be transferred by the planning director to a new owner within 90 days of a written request to the director. Said transfer shall be granted, provided that all fees are current and other requirements have been satisfied. A certificate of use shall not be issued for the use of any property for which the parking requirements have not been satisfied as provided for herein.

- (7) The waiver of required off-street parking shall be applicable only to the structure and use for which it is issued. New development or additions, or any construction generating additional square footage of floor space or increasing the floor lot ratio, shall be required to comply with the parking requirements for said additions or obtain proper parking approvals. Certificates of parking waiver may be modified to include new square footage as long as the overall thresholds as specified in the zoning ordinance or as provided in this chapter are not exceeded.
- (8) A waiver of required supplemental off-street parking issued under the provisions of this section shall be revoked if any required fees remained unpaid for more than 90 days after the date due.

(Ord. No. 13185, § 2, 6-24-10; Ord. No. 13455, § 2, 5-22-14; Ord. No. 13520, § 2, 5-28-15; Ord. No. 13556, § 2, 9-24-15; Ord. No. 13771, § 2, 6-28-18)

Sec. 35-221. - Coconut Grove Parking Improvement Trust Fund—Established.

- (a) There is hereby established a trust fund to be entitled the Coconut Grove parking improvement trust fund, (the "Coconut Grove parking trust fund") to be maintained and administered by the department of off-street parking into which funds shall be deposited and from which funds shall be withdrawn pursuant to this chapter to facilitate public off-street parking, infrastructure improvements and maintenance and marketing to serve the area referred to herein as "Coconut Grove Village Center" generally bound by Oak Avenue and Tiger Tail Avenue to the North, S.W. 27th Avenue, South Bayshore Drive, both sides of McFarlane from Grand Avenue to South Bayshore Drive, both sides of Grand Avenue from Margaret Street to Mary Street, both sides of Grand Avenue from Hibiscus Street to Margaret Street, both sides of Main Highway from Grand Avenue to Commodore Plaza, both sides of Commodore Plaza, and the North side of Main Highway from Commodore Plaza to Franklin Avenue consisting of that portion of the area formerly known as the SD-2 zoning district east of Margaret Street, that portion of the area formerly known as of the SD-17 zoning district west of S.W. 27th Avenue, and that zone designated G/I in the city's official zoning atlas and bounded by Charles Avenue on the south and Main Highway on the east and presently occupied by the Coconut Grove Playhouse through means which may include, but are not limited to the following activities:
 - (1) Acquire fee simple or other interest in land, and other real property for parking purposes;
 - (2) Construct, maintain, operate, lease, manage, or otherwise provide off-street parking facilities for public use;
 - (3) Provide public information to enhance parking utilization including publicity campaigns, graphics and signage, and other informational devices;
 - (4) Coordinate plans for parking facility improvements and expansion with public transportation plans and operations in the vicinity, particularly the joint facilities that might be operated in connection with Metrorail and any feeder services existing or future;
 - (5) Provide accessibility to off-street parking facilities by suitable means such as public shuttle, tram or trolley service and related physical improvements such as bus shelters and right-of-way modifications which may include the area from Bayshore Boulevard to the Coconut Grove Village Center;
 - (6) Perform such other related activities as may be appropriate to carry out the intent of this article including, but not limited to, reimbursement of administrative costs, infrastructure improvements in the public right-of-way, contributing to maintenance of the public sidewalks within the business district defined herein, as well as destination marketing;

- (7) It is the intent of this article that at least 90 percent of the funds, as determined at the beginning of each fiscal year, in the trust fund shall be utilized for subsections (a)(1)—(6). At least ten percent of the funds must be maintained as reserves;
- (8) Any such shuttle, tram or trolley service, as mentioned in subsection (a)(5), shall be subject to yearly evaluation of the Coconut Grove business improvement district board.
- (b) Parking calculations for new and adaptive developments shall be according to the Miami 21 Code if all parking is to be provided on site. If parking is to be provided by payment in lieu of required off-street parking, the Miami 21 Code shall be followed except for food service establishments as defined in the Miami 21 Code. Food service establishments shall have an additional supplemental parking space requirement of 1:150 per square foot and for sidewalk cafes, there shall be a supplemental parking space requirement of 1:100 per square foot. payment into the trust fund of the supplemental parking is required prior to obtaining a certificate of use or temporary certificate of use.

(Ord. No. 12851, § 2, 9-28-06; Ord. No. 13059, § 3, 3-12-09; Ord. No. 13185, § 2, 6-24-10; Ord. No. 13771, § 2, 6-28-18)

Sec. 35-222. - Same—Funds made available; financial report.

- (a) Funds deposited in the Coconut Grove parking trust fund shall be made available to the Coconut Grove business improvement district board ("BID board") for the purposes set forth in section 35-221 and for administrative expenses.
- (b) A financial report on trust fund receipts and expenditures shall be prepared annually at the close of the fiscal year by the off-street parking department and presented to the BID board for its review and approval prior to filing with the city clerk.

(Ord. No. 12851, § 2, 9-28-06; Ord. No. 13059, § 3, 3-12-09; Ord. No. 13185, § 2, 6-24-10)

Sec. 35-223. - Revocation of certificate of use for non-payment of parking waivers.

Failure to make any payment required by this article shall cause the zoning administrator to revoke the parking waiver certificate and the certificate of use. The zoning administrator shall revoke a parking waiver certificate and a certificate of use if any required fees remain unpaid for more than 60 days after the date due. Said revocation of the parking waiver certificate and certificate of use shall be effective immediately upon the department of off-street parking's notification to the zoning administrator that the required fees remain unpaid for more than 60 days after the date due. The department of off-street parking shall notify the parking waiver certificate holder and certificate of use holder of the pending revocation by posting notice at the property, hand delivering a notice, or mailing a notice. A parking waiver certificate holder or certificate of use holder may reinstate the certificates by paying any unpaid fees. A parking waiver certificate holder or certificate of use holder may challenge the revocation by requesting a hearing with the zoning administrator within ten days of receiving notice. Upon presenting such evidence to the zoning administrator of proper payment, the zoning administrator shall immediately reinstate any revoked certificates.

The city shall not issue a certificate of use for the use of any property for which the parking requirements have not been satisfied as provided in this section.

(Ord. No. 13185, § 2, 6-24-10)

Sec. 35-224. - Schedule of fees and charges for Coconut Grove parking trust fund.

The schedule of fees and charges to be assessed and paid into the Coconut Grove parking trust fund is as follows:

- (1) Fee in lieu of providing required off-street parking for sidewalk cafes. In addition to the \$20.00 per square foot permit fee required by the resilience and public works department, as specified in section 54-223, there shall be paid an additional fee as set forth in subsections (3)c. and (3)e., in lieu of providing required off-street parking, said funds shall be paid monthly into the Coconut Grove parking trust fund.
- (2) All property owners currently in possession of base parking space waivers as provided in Ordinance 11052 shall pay \$540.00, per space per year, payable monthly (the "annual payment"). The annual payment shall be inflation adjusted once at the end of each five-year period. The first inflation adjustment commenced on January 1, 2007, reflecting the change from the prior year only, using the consumer price index urban consumers (CPI-U). All property owners currently in possession of base parking space waivers shall have the option of converting the existing waivers to conform to the provisions set forth in subsection (3).
- (3) Fee in lieu of providing required off-street parking for the area formerly known as the SD-2 zoning district herein described as the "Coconut Grove Central Commercial District," which consists of three general areas. Area A generally consists of both sides of S.W. 37th Avenue from Oak Avenue to Grand Avenue, and both sides of Grand Avenue from Brooker Street to Hibiscus Street. Area B is generally bound to the North by Oak Avenue from Allamanda Street to Mary Street, Mary Street to the East, includes both sides of Grand Avenue from Margaret Street to Mary Street, both sides of McFarlane Road from Grand Avenue to South Bayshore Drive, both sides of Main Highway from Grand Avenue to Commodore Plaza including both sides of Commodore Plaza and Fuller Street. Area C includes the North Side of Main Highway from Charles Avenue to Franklin Avenue, shall be as follows:
 - a. A purchase price of \$5,400.00 per parking space waiver (the "purchase price"). The purchase price shall be inflation adjusted once at the end of each five-year period. The first such adjustment occurred on January 1st, 2007, reflecting the change from the prior year only, using the consumer price index urban consumers (CPI-U). The purchase price shall be paid in either of the following two ways, at the option of the property owner:
 1. Permanent certificate of waiver. Payment of the purchase price may be made at the time of application for a permanent certificate of waiver. Upon receipt of the purchase price, the city shall issue a "permanent certificate of waiver," recorded at the property owner's expense in the public records of Miami-Dade County, Florida, to the property owner. The permanent certificate of waiver shall run with the land, and may be leased to another owner of real property within the area formerly known as SD-2 district, now known as the Coconut Grove Central Commercial District, with boundaries as described above.
 2. Installment payment program. The purchase price may be paid in installments over a self-amortizing period of 15 years, but with a balloon payment after ten years from date of execution of an installment payment agreement for permanent certificate of waiver (the "agreement"), with interest at one percent below the bank prime rate. Each installment shall be referred to as a "payment." Bank prime rate shall refer to the rate set by the banking institution used by the department of off-street parking (the "department"). Payments shall be due and payable on the first of each month (the "due date"). The property owner shall pay a late fee of five percent of each payment which is not received within 15 days of the due date. Payments not made within 30 days after the due date shall be charged interest at the rate of ten percent per annum calculated monthly on the unpaid balance, including applicable late fees. If any payment is returned because of insufficient or uncollected funds in addition to any other fee or charge due, the property owner shall be liable for a returned check charge in the amount of five percent of the amount of the check; in such event, the department of off-street parking may require that all future payments be made by cashier's check. In the event any payment is not received by the department of off-street parking within 90 days of the due date, the applicable certificate(s) of waiver shall be revoked by the zoning administrator, and the property owner shall forfeit any

and all rights thereunder, and any amounts paid pursuant to the agreement, and shall not be entitled to participate further in the installment payment program, unless its to avail themselves of an alternate installment payment program that becomes available. Notwithstanding the foregoing, the property owner shall remain responsible for providing parking, or apply and pay for the necessary monthly parking space waivers or make full payment.

- b. Reserved.
 - c. The rental fee in lieu of providing the supplemental off-street parking required for restaurants shall be \$600.00 per parking space, per year, to be paid on a monthly basis, until a reduction of waiver certificate is obtained.
 - d. Supplemental off-street parking spaces may be purchased for a fee, as set forth in subsections (3)a.1. or 2., as may be applicable.
 - e. All payments set forth in this subsection (3) shall be inflation-adjusted once at the end of each five-year period, the first such adjustment commenced on January 1st, 2007, reflecting the change from the prior year only, through the consumer price index-urban consumers (CPI-U).
 - f. Payment of the fees set forth in subsections (3)a., b., and d., hereinabove shall permanently exempt the respective property from the corresponding parking requirement for such use as specified in the certificate of waiver.
- (4) Security deposit; fees. At time of execution of the waiver application, except for those property owners participating in the installment payment agreement for permanent certificate of waiver, the property owner shall provide the department of off-street parking with a security deposit or with a performance bond in an amount sufficient to secure three months' payments under the waiver application. All documentation, including the form of the security deposit and the performance bond shall be subject to the approval of the city attorney as to form and correctness, and the performance bond shall be subject to the review and approval of the city's risk manager. In the event the property owner fails to make payments for a total of three consecutive months, the property owner shall forfeit any right and interest to the security deposit or performance bond, whichever may be applicable. Upon such default, the department of off-street parking shall retain the entire amount of the security deposit or performance bond.
 - (5) Fees in subsections (1) through (3) shall be due and payable on the first of each month (i.e. due date). Fees not received within 15 days of the due date shall be charged a late fee of five percent of the amount due. Fees not received within 30 days of the due date shall be charged interest at the rate of ten percent per annum calculated monthly on the unpaid balance, including applicable late fees.
 - (6) The city shall grant parking credit for buildings built prior to 1960 that have been demolished or may be demolished.
 - (7) Upon enactment of a city ordinance pursuant to F.S. § 166.271, authorizing the collection and disbursement of parking surcharge fees for infrastructure and other purposes defined therein, the Coconut Grove business improvement trust fund would receive not more than 40 percent and not less than 20 percent of the parking surcharge fees derived from parking surcharge revenues from Coconut Grove (defined as that portion of the city bounded by the Rickenbacker Causeway and US-1 to the north and west, and the city limits to the west, south and east). Said distributions would be retained in a separate account to be used exclusively for the purposes set forth in the ordinance governing the use of parking surcharge funds.
 - (8) Fees generated by the use of Coconut Grove sidewalks for sidewalk cafes for the purpose of contributing to the maintenance of the public sidewalks and infrastructure within those sidewalks in the business district as defined herein.
 - (9) Funds budgeted for the maintenance and repair of all capital improvements within the district as defined herein.

(10) Such other fees as may from time to time be authorized by the city commission.

(Ord. No. 12851, § 2, 9-28-06; Ord. No. 13059, § 3, 3-12-09; Ord. No. 13185, § 2, 6-24-10; Ord. No. 13792, § 1, 10-11-18)

Editor's note— Subsections 35-224(6)—(10) were inadvertently omitted from the Code in August of 2010, and subsequently restored in June of 2016.

Sec. 35-225. - Design District Parking Improvement Trust Fund—Established.

- (a) There is hereby established a trust fund to be entitled the design district parking improvement trust fund, ("trust fund") to be maintained and administered by the department of off-street parking ("DOSP") into which funds shall be deposited and from which funds shall be withdrawn pursuant to sections 35-226 and 35-227 to facilitate parking purposes within the area including but not limited to public off-street parking, infrastructure improvements and maintenance and marketing to serve the area consisting of the zoning districts as depicted herein, in Exhibit A, and any abutting properties or properties partly within the boundaries depicted in Exhibit A ("Design District") through means which may include, but are not limited to the following activities:
- (1) Acquire fee simple or other interest in land, and other real property for parking purposes;
 - (2) Construct, maintain, operate, lease, manage, or otherwise provide off-street parking facilities for public use;
 - (3) Provide public information to enhance parking utilization including publicity campaigns, graphics and signage, and other informational devices;
 - (4) Coordinate plans for parking facility improvements or expansion in conjunction with public transportation plans and operations in the vicinity, particularly, but not limited to, the joint facilities that might be operated in connection with Metrorail and any feeder services existing or developed in the future;
 - (5) Provide accessibility to off-street parking facilities by suitable means such as public shuttle, tram or trolley service or related physical improvements such as bus shelters and right-of-way modifications;
 - (6) Perform such other related activities as may be appropriate to carry out the intent of this article including, but not limited to, infrastructure improvements in the public right-of-way, contributing to maintenance of the public sidewalks within the business district defined herein, as well as marketing.
- (b) It is the intent of this article that at least 90 percent of the funds, as determined at the beginning of each fiscal year, in the trust fund shall be utilized for subsections (a)(1)—(6). At least ten percent of the funds must be maintained as reserves.
- (c) Any such shuttle, tram or trolley service, as mentioned in subsection (a)(5), shall be subject to yearly evaluation of the design district improvement committee.
- (d) There is hereby created a design district improvement committee ("committee") that shall consist of seven voting members and as many non-voting members, as may be necessary from time to time, at the discretion of the chief executive officer ("CEO") of DOSP, appointed as follows:
- (1) The CEO shall be a non-voting member.
 - (2) The District 5 commissioner shall appoint two voting members, who shall not require DOSP Board confirmation.
 - (3) The director of planning and zoning of the city, or his/her designee, shall be a voting member who shall not require DOSP Board confirmation.

- (4) Two voting members who shall be unassociated property owners of any assessed property within the boundaries of the design district, who shall be subject to DOSP Board confirmation and shall serve two-year terms.
- (5) Two voting members who shall represent unassociated retail and/or restaurant/bar establishments within the boundaries of the design district, who shall be subject to DOSP Board confirmation and shall serve three-year terms.
- (6) At the discretion of the CEO, the CEO shall appoint non-voting members as may be necessary from time to time, who shall not require DOSP Board confirmation.
- (7) Nomination of initial members. The CEO shall appoint a committee nominating commission to solicit and screen applications, interview candidates, and submit nominations to the CEO for appointment to the initial committee.
- (8) Subsequent nominations and vacancies. A selection committee, chosen by the remaining committee members, shall be formed and shall make nominations for filling these seats upon expiration of a term or in the event of any vacancy, and the DOSP Board shall confirm the nominees.
- (9) Quorum. Quorum shall consist of the presence of four voting members.

(Ord. No. 12851, § 2, 9-28-06; Ord. No. 13455, § 2, 5-22-14)

Note— Exhibit "A" as referenced in this section is not set out at length herein, but is on file in the offices of the city.

Sec. 35-226. - Same—Funds made available; financial report.

- (a) Funds deposited in the trust fund shall be made available to DOSP for the purposes set forth in section 35-225 and for administrative expenses after review and recommendation by the committee to DOSP and approval by the DOSP Board following receipt and consideration of the committee's recommendation. DOSP shall submit annual financial reports to the city commission on an annual basis.
- (b) A financial report on trust fund receipts and expenditures shall be prepared annually at the close of the fiscal year by the off-street parking department and presented to the committee for its review and approval prior to filing with the city clerk.

(Ord. No. 12851, § 2, 9-28-06; Ord. No. 13455, § 2, 5-22-14)

Sec. 35-227. - Revocation of parking waivers.

- (a) Certificate of waiver holders as of February 23, 2014, participating in the installment payment program option must (i) procure a building permit process number on or before November 22, 2014 and subsequently obtain a building permit for construction within one year of procuring the process number or (ii) pay the balance on the installment agreement on or before November 22, 2015 and obtain a building permit within three years of paying the outstanding balance. Failure to procure a building permit process number, a building permit, or pay the balance on the installment agreement as specified in this subsection shall render the certificate of waiver null and void. If a certificate of waiver is rendered null and void, a credit will be given for any payments made minus any administrative costs incurred by the city and/or DOSP.
- (b) Certificate of waiver holders participating in the trust fund after May 22, 2014, participating in the installment payment program option must procure a building permit for construction within one year from the date of issuance of the certificate of waiver. Failure to procure a building permit within one

year from the date of issuance of the certificate of waiver under the installment payment program option shall render the certificate of waiver null and void.

- (c) Certificate of waiver holders as of February 23, 2014, who paid in full and received a permanent certificate of waiver are vested and not subject to revocation of the permanent certificate of waiver. However, any change to plans on file with the planning department which requires additional certificates of waiver for a project will be purchased at the current rate and according to current provisions established after May 22, 2014 as further clarified herein.
- (d) Certificate of waiver holders participating in the trust fund after May 22, 2014, who paid in full and received a permanent certificate of waiver must procure a building permit for construction no later than one year from the date of issuance of the permanent certificate of waiver. Failure to procure a building permit within one year from the date of issuance of the permanent certificate of waiver shall render the permanent certificate of waiver null and void and all payments shall be held as a credit for a future project as described in subsection (g) below. Such credit shall not be transferrable to another owner of real property within the design district or any subsequent buyer of the subject property and as further clarified in subsection 35-228(2)(b).
- (e) Changes in plans. Any substantial changes in plans on file with the planning department shall result in a review of the existing certificate of waiver. If a certificate of waiver is to be modified due to an increase in parking requirements, the additional certificates of waiver shall be purchased at the rate in existence at the time of the substantial modification. A substantial modification includes, but is not limited to, (i) a change in the footprint of a building by more than ten feet in any horizontal direction, (ii) an increase in building height by more than five feet or five percent of the height of the building, whichever is greater; or (iii) a change in the proposed use.
- (f) Building permit. Any building permit procured as specified in this section must remain active at all times. If a building permit becomes inactive or is otherwise abandoned, a revocation of the certificate of waiver shall be initiated as described in subsection (g) below. Any appeal of a building permit or similar development permit shall toll the time period specified in this section until a final decision is rendered on the appeal.
- (g) Revocation process. Upon notice that the parking waiver certificate holder has not complied with the above requirements, the zoning administrator shall revoke the parking certificate waiver and certificate of use. The certificate of waiver holder and certificate of use holder shall be notified of the revocation by posting of the notice at the property, hand delivering of the notice, or mailing of the notice. A parking waiver certificate holder or certificate of use holder may challenge the revocation by requesting a hearing through the office of hearing boards within ten days of the revocation. If a parking waiver certificate is being revoked for timeliness issues, the parking waiver certificate holder may present evidence to the planning, zoning and appeals board ("PZAB") of considerable delay due to the fault of the city, other governmental entity, or an act of God. If the PZAB so determines, the zoning administrator shall immediately reinstate any revoked certificates. If the PZAB approves the revocation of a certificate of waiver, the certificate of waiver holder shall receive credit for the future purchase of a certificate of waiver, minus three percent of monies paid, to represent an administrative fee. This amount will be in addition to the 50 percent non-refundable deposit referenced below and any filing fees. In the event of a revocation, DOSP shall record an instrument revoking rights to the permanent certificate of waiver.

(Ord. No. 13455, § 2, 5-22-14)

Sec. 35-228. - Same—Schedule of fees and charges.

The schedule of fees and charges to be assessed and paid into the trust fund is as follows:

- (1) Fee in lieu of providing required off-street parking for sidewalk cafes: in addition to the \$20.00 per square foot permit fee required by the resilience and public works department, as specified in section 54-223, there shall be paid an additional fee as set forth in subsections (2)c. and

(2)e., in lieu of providing required off-street parking, said funds shall be paid monthly into the design district improvement trust fund.

(2) Fee in lieu of providing required off-street parking for the Design District shall be as follows:

- a. A purchase price of \$45,000.00 shall apply per parking space waiver (the "purchase price.") The purchase price shall be inflation adjusted once at the end of each five-year period. The first such adjustment shall occur on January 1, 2019, reflecting the change from the prior year only, using the consumer price index urban consumers (CPI-U).
- b. Payment of the purchase price shall be made at the time of application for a permanent certificate of waiver. Upon receipt of the full purchase price, the city shall issue a "permanent certificate of waiver," recorded at the property owner's expense in the public records of Miami-Dade County, Florida, to the property owner. A permanent certificate of waiver issued prior to February 23, 2014, shall run with the land, and may be leased to another owner of real property within the design district. A certificate of waiver issued prior to February 23, 2014, under an installment program shall run with the land, and may be leased to another owner of real property within the design district, unless revoked as set forth above. A certificate of waiver, either permanent or obtained through the installment program issued after May 22, 2014, shall not run with the land and may not be leased. No certificate of waiver issued after May 22, 2014, shall vest unless the permanent certificate of waiver is paid in full and the owner procures a building permit for construction no later than one year from the date of issuance of the permanent certificate of waiver.
- c. Installment payment program. A non-refundable 50 percent deposit along with a \$500.00 application fee shall be paid to DOSP upon filing the request for the installment payment program. The purchase price, minus the 50 percent deposit, shall then be paid in installments over a self-amortizing period of five years, with a balloon payment after three years from date of execution of an installment payment agreement for permanent certificate of waiver (the "agreement"), with interest at one percent below the bank prime rate. Each installment shall be referred to as a "payment." Bank prime rate shall refer to the rate set by the banking institution used by the department of off-street parking (the "department"). Payments shall be due and payable on the 1st of each month (the "due date"). The property owner shall pay a late fee of five percent of each payment which is not received within 15 days of the due date. Payments not made within 30 days after the due date shall be charged interest at the rate of ten percent per annum calculated monthly on the unpaid balance, including applicable late fees. If any payment is returned because of insufficient or uncollected funds in addition to any other fee or charge due, the property owner shall be liable for a returned check charge in the amount of five percent of the amount of the check; in such event, DOSP may require that all future payments be made by cashier's check. In the event any returned payment is not repaid and received by DOSP within 90 days of the due date, the applicable certificate(s) of waiver shall be revoked by the zoning administrator, and the property owner shall forfeit any and all rights thereunder, and any amounts paid pursuant to the agreement, and shall not be entitled to participate further in the installment payment program, unless its to avail themselves of an alternate installment payment program that becomes available. Notwithstanding the foregoing, the property owner shall remain responsible for providing parking as required by the Miami 21 Code, or apply and pay for the necessary monthly parking space waivers or make full payment.
- d. Supplemental off-street parking spaces may be purchased for a fee, as set forth in subsection (3)a.1., as may be applicable.
- e. All payments set forth in this subsection (2) shall be inflation-adjusted once at the end of each five-year period, the first such adjustment shall commence on January 1, 2019, reflecting the change from the prior year only, through the consumer price index-urban consumers (CPI-U).

- (3) Upon enactment of a city ordinance pursuant to F.S. § 166.271, authorizing the collection and disbursement of parking surcharge fees for infrastructure and other purposes defined therein, the trust fund would receive the same percentage as derived from parking surcharge revenues from the design district. Said distributions would be retained in a separate account to be used exclusively for the purposes set forth in the ordinance governing the use of parking surcharge funds.
- (4) Fees generated by the use of design district sidewalks for sidewalk cafes for the purpose of contributing to the maintenance of the public sidewalks and infrastructure within those sidewalks in the business district as defined herein.
- (5) Such other fees as may from time to time be authorized by the city commission.

(Ord. No. 12851, § 2, 9-28-06; Ord. No. 13455, § 2, 5-22-14; Ord. No. 13792, § 1, 10-11-18)

Editor's note— Ord. No. 13455, § 2, adopted May 22, 2014, redesignated the former section 35-227 as section 35-228. The historical notation has been preserved for reference purposes.

Sec. 35-229. - Wynwood parking improvement trust fund—Established.

- (a) There is hereby established a trust fund to be entitled the Wynwood Parking Improvement Trust Fund, ("Wynwood Parking Trust Fund") to be maintained and administered by the Wynwood Business Improvement District ("BID"), or any successor body designated by the city commission, into which funds shall be deposited and from which funds shall be withdrawn pursuant to sections 35-229 through 35-232 to facilitate parking purposes, the creation of publicly accessible off-street parking, infrastructure improvements and maintenance and marketing to serve the area consisting of the properties within the Wynwood NRD-1 boundaries, through means which may include but are not limited to the following activities, subject to review by the city attorney for consistency with all applicable local, state and federal laws:
 - (1) Acquire fee simple or other interest in land, and other real property for parking purposes;
 - (2) Construct, maintain, operate, lease, manage, fund or otherwise provide off-street parking facilities for public use;
 - (3) Provide public information to enhance parking utilization including publicity campaigns, graphics and signage, and other informational devices;
 - (4) Coordinate plans for parking facility improvements or expansion in conjunction with public transportation plans and operations in the vicinity;
 - (5) Provide accessibility to off-street parking facilities or alternative transportation facilities by suitable means such as public shuttle, tram or trolley service or related physical improvements such as bus shelters and right-of-way modifications;
 - (6) Perform such other related activities as may be appropriate to carry out the intent of this article including, but not limited to, infrastructure improvements in the public right-of-way, contributing to maintenance of the public sidewalks within the Wynwood District defined herein, supporting alternative transportation facilities and operations, as well as marketing related to promoting any of the aforementioned activities.
- (b) Wynwood parking trust fund recipients may be privately-owned entities or individuals, public entities, or public-private partnerships.
- (c) The BID shall only make funds available from the Wynwood parking trust fund to projects meeting the qualifications as set forth herein, as approved by the BID board ("project").
- (d) For each project approved by the BID board, the BID shall pledge funds available and allocated as of the date of BID approval of the project and reserved for a period of three years, unless extended

by the BID for a period not to exceed an additional one year, and shall transfer pledged funds to the project at such time as the project is deemed substantially completed.

- (e) It is the intent of this section that at least 90 percent of the funds, as determined at the beginning of each fiscal year, shall be allocated for purposes consistent with subsections (a)(1)—(6) of this section. At least ten percent of the funds must be maintained as reserves, inclusive of any administrative expenses.

(Ord. No. 13556, § 2, 9-24-15)

Sec. 35-230. - Funds made available; financial report.

- (a) Funds deposited in the Wynwood parking trust fund shall be made available to the Wynwood BID board of directors for the purposes set forth in section 35-229 and for administrative expenses incurred in connection with the collection or expenditure of funds within the Wynwood parking trust funds, which shall not exceed three percent of the funds.
- (b) A financial report on Wynwood parking trust fund receipts and expenditures shall be prepared annually at the close of the fiscal year by the BID for review and approval by the city commission prior to filing with the city clerk.

(Ord. No. 13556, § 2, 9-24-15)

Sec. 35-231. - Schedule of fees and charges for Wynwood parking trust fund.

- (a) Fee in lieu of providing required off-street parking for the area described as the Wynwood district shall be as follows:
 - (1) A purchase price of \$6,000.00 per half-space ("residential") and \$12,000.00 per full space (commercial or residential) per parking space waiver (the "purchase price"). The purchase price shall be inflation adjusted once at the end of each five-year period. The first such adjustment shall occur on October 1, 2020, reflecting the change from the prior year only, using the consumer price index urban consumers ("CPI-U").
 - (2) Permanent certificate of waiver. Upon receipt of the full purchase price and any applicable fees for administrative expenses as set by the BID from time to time in accordance with the provisions of this article, the city shall issue a permanent certificate of waiver in lieu of providing physical parking spaces ("certificate of waiver"), which shall be recorded at the property owner's expense in the public records of Miami-Dade County, Florida, to the property owner. The certificate of waiver shall run with the land.
 - (3) Payment, as set forth in subsections 35-231(a)(1) and (2), shall be due and payable prior to issuance of a building permit or revisions to an existing building permit for any new construction or addition that generates additional required parking spaces, or issuance of a certificate of use for any new construction or addition that generates additional required parking spaces, or substitution for parking previously to be provided on-site or off-site, whichever is earlier.
- (b) Payment of the fees and issuance of the certificate of waiver set forth in subsections hereinabove shall permanently exempt the respective property from the corresponding parking requirement for such use as specified in the certificate of waiver, unless and until such certificate of waiver is revoked as set forth in section 35-232.

(Ord. No. 13556, § 2, 9-24-15)

Sec. 35-232. - Parking waiver certificates; revocation; refunds.

- (a) Certificates of waiver shall not be issued without full payment and after verification by the planning department, and with any other applicable city departments, that such certificate of waiver is in compliance with the city's zoning ordinance, the Miami 21 Code, and the parking requirements applicable through the Wynwood NRD-1, as amended.
- (b) Failure to maintain a building permit as required in this article shall cause the zoning administrator to revoke the parking waiver certificate. Any building permit procured as specified in this section must remain active at all times. If a building permit becomes inactive or is otherwise abandoned, a revocation of the certificate of waiver shall be initiated. Any appeal of a building permit or similar development permit shall toll the time period specified in this section until a final decision is rendered on the appeal.
- (c) In the event that a certificate of waiver is revoked by the zoning administrator or released in writing by the property owner prior to issuance of a certificate of occupancy, certificate of completion, or certificate of use for the improvements that generated the parking requirements for which the certificate of waiver was issued, the BID shall apply a credit to run with the property and be available to apply towards a future certificate of waiver.

(Ord. No. 13556, § 2, 9-24-15)

Secs. 35-233—35-250. - Reserved.

DIVISION 33. - NBD NEIGHBORHOOD BUSINESS DISTRICT

Sec. 98-1627. - Purpose.

The purpose of the NBD neighborhood business district is to provide mixed residential, retail, office and/or service-oriented uses that promote and encourage pedestrian access and regular use. The criteria and incentives provided herein do not apply to single-use buildings, but such criteria and incentives may apply to mixed use buildings following the guidelines provided in the NBD district urban design plan that satisfy each of the following requirements:

- (1) The property is located within an activity node within the NBD overlay district;
- (2) The property has a land use classification of commercial, industrial, medium density residential, high density residential or central business district (CBD); and
- (3) A vertical mix of uses.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2008-38, § 1, 5-13-2008; Ord. No. 2014-09, § 1, 2-11-2014; Ord. No. 2016-03, § 1, 1-26-2016)

Sec. 98-1628. - Definitions.

The following words, terms and phrases, when used in this division, shall have the meanings described to them in this section, except where the context clearly indicates a different meaning:

Activity node area describes an area located at the intersection of section lines or major thoroughfares, with high vehicular traffic or in the vicinity of public transit routes or corridors.

Affordable housing means housing wherein the monthly rent or monthly mortgage payment, including taxes and insurance, does not exceed 30 percent of an amount representing the percentage of area median income limits adjusted for family size for the household of very low income, low income and moderate income persons.

Mixed-use building describes a building containing a mix of residential, commercial and/or office uses. Residential uses are only allowed as part of a mixed use of residential uses or retail commercial, office or service-oriented uses.

Neighborhood street means a local, slow movement right-of-way that predominately consists of frontage for single-family residences.

Overlay district describes a geographic area or district that provide common zoning regulations under a unified purpose that supersede or supplement existing zoning regulations. The overlay district often provides zoning incentives and waivers to encourage responsible development in areas targeted for redevelopment.

Work/Live unit means a structure or space that combines a commercial activity with a residential living space for the owner of the commercial business, where the resident owner is responsible for the commercial activity performed, and where the commercial activity conducted on the premises takes place subject to a valid business tax receipt associated with the premises.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2016-03, § 1, 1-26-2016)

Sec. 98-1629. - Geographic area and exclusion.

The NBD overlay district shall comprise of five geographic areas:

Area 1 comprises of properties fronting Palm Avenue, having 49 Street as its northern boundary and having the Florida East Coast Railroad tracks located on 21 Street as its southern boundary.

Area 2 comprises of properties fronting East 4 Avenue, having 49 Street as its northern boundary and having the Florida East Coast Railroad tracks located on 21 Street as its southern boundary.

Area 3 comprises an area having SE 8 Street as its northern boundary, East Okeechobee Road and S.R. 112 as its southern boundary, SE 11 Avenue as its eastern boundary and East 4 Avenue as its western boundary.

Area 4 comprises of properties located on the east side of West 16 Avenue, having West 37 Street as its northern boundary, West Okeechobee Road as its southern boundary, and West 15 Avenue as its eastern boundary.

Area 5 comprises of properties on the north and south sides of East 9 Street, between East 4 Avenue and East 8 Avenue.

The NBD overlay district shall not include the area known as the Hialeah Racetrack, which comprises of a parcel of land bounded by East 21 Street to the south, East 32 Street to the north, Palm Avenue to the west and East 4 Avenue to the east.

(Ord. No. 2007-011, § 1, 2-13-2007)

Sec. 98-1630. - Precedence over other land use and zoning regulations.

To the extent that any conflict or difference may arise between the criteria of this district and the criteria of the C-1, C-2 and C-3 commercial zoning districts, CR, CBD mixed use districts, multiple family residential zoning districts and any overlay zoning district of a lesser maximum density or lesser intensity, the requirements of the NBD overlay zoning district shall prevail. The NBD zoning district regulations take precedence only if the property owner develops the property according to the expanded uses that are available in the NBD district. This section does not affect a property owner from developing its property according to the current zoning regulations of the zoning district designation for the property.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 08-38, § 1, 5-13-2008; Ord. No. 2014-09, § 1, 2-11-2014)

Sec. 98-1630.1. - Permitted uses, limitations and prohibited commercial uses.

No building or land shall be used and no building shall be hereinafter erected, constructed, reconstructed or structurally altered that is designed, arranged or intended to be used or occupied for any purpose, unless it provides residential use and one or more of the principal commercial uses as follows:

(a) *Principal uses and structures:*

- (1) Multiple family dwellings.
- (2) Hotels and residential apartment hotels but excluding rooming houses and motels.
- (3) Child care centers.
- (4) Public-owned and/or operated neighborhood centers, auditoriums, libraries, museums, art galleries and similar uses; recreation buildings and facilities, parks and playgrounds.
- (5) Retail establishments: Food stores, supermarkets, grocery stores, bakeries; cigar sales and hand-manufacturing stores in connection with retail sales; flower shops; leather goods; shoes; luggage; antique stores; art stores; gift shops; jewelry except pawn shops; china; ceramics; book stores (except adult book, adult video stores and other adult entertainment) and newsstands; music stores; drugstores; general home furniture and appliance stores for television, radio and other electronic equipment; computer sales and service; lock and key shops; office furniture and supplies; floor covering; sporting goods; bicycles; paint and wallpaper, photographic studios and camera sales, equipment and film; music tapes, CD,

DVD and record sales; video stores; optical stores; and hardware stores. Repair and incidental assembly are permitted as accessory uses, but not as principal uses. With the exception of antique stores, the sale or offer for sale of second-merchandise shall be prohibited.

- (6) Service establishments including barber and beauty shops, dressmaking, tailoring, shoe repair, interior decorator, photocopying, blueprinting, publishing, photographic and engraving establishments, self-service laundries, Laundromats and dry cleaning establishments where dry cleaning is performed off-premises or where hazardous materials and flammable solvents are not stored or used on premises.
 - (7) Restaurants and cafes. Outdoor dining or seating for restaurants and cafes may be permitted only until 11:00 p.m.
 - (8) Office for business and professional purposes; and post offices.
 - (9) Publicly owned or operated parks or recreational/cultural facilities.
 - (10) Public or private schools, vocational providing training and skills in a site that is compatible to the surrounding area; karate studios, dance, aerobics and health/exercise studios.
 - (11) Medical and dental offices.
 - (12) Structures and other uses required for governmental operations.
 - (13) Banquet halls, cultural facilities, museums and community-service and social organizations.
 - (14) Package liquor stores (without drive-in facilities) subject to a minimum floor area of 2,000 square feet in a location where minimum parking requirements must be satisfied onsite.
 - (15) Work/Live units.
- (b) *Prohibited commercial uses:*
- (1) All uses that are first permitted in the C-3 zoning district, which are identified in paragraphs 98-1156(a)(2) through (6) hereof.
 - (2) Mechanical and manual carwashes.
 - (3) Automotive uses first permitted in the C-1 zoning district, which are identified in subsections 98-1066(4) and (5).
 - (4) Automotive and marine uses first permitted in the C-2 zoning district, which are identified in subsections 98-1111(23) through (31).
 - (5) Adult entertainment activities and businesses.
 - (6) Funeral homes, funeral viewing services and cemeteries and all related activities.
 - (7) Hospitals and residential care and treatment facilities.
 - (8) Motels.
 - (9) Billiard or pool parlors.
 - (10) Nightclubs, lounges, cabarets, discotheques and other similar establishments.
 - (11) Industrial uses.
 - (12) Any other activity or use that is incompatible with residential uses and/or that if allowed, would have an adverse or negative effect on the health, safety and welfare of the residents such as the use, collection or disposal of hazardous materials, products, processes or waste, or activities that create excessive dust, glare, heat, noise, noxious gasses, odor, smoke, traffic, vibration or other such impacts.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2016-03, § 1, 1-26-2016)

Sec. 98-1630.2. - Building uses.

Retail and professional uses shall be allowed only on the ground level of any building in mixed-use buildings. Office uses shall be allowed on all levels. Residential uses shall be allowed above the ground level only. Each residential unit shall have minimum of 850 square feet, except that ten percent of residential units may have a minimum of 600 feet for studios or one bedroom units. Government owned or managed affordable housing is exempt from the minimum area requirement.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2016-03, § 1, 1-26-2016; Ord. No. 2018-148, § 1, 12-11-2018)

Sec. 98-1630.3. - Development standards.

- (a) *Residential density.* Maximum density without incentives is 32 units per net acre. Increased residential density in mixed use developments up to a maximum of 70 units per net acre shall be based on density incentives as provided herein.
- (b) *Height.* Building height is determined by equal proportion between the building height and the width of the street surface, including dedicated swale areas and sidewalks. The maximum height, without height incentives, is 55 feet and five stories. The minimum height of a story or floor is 12 feet for nonresidential spaces as measured from the finished floor to the finished ceiling. The minimum height of a story or floor is nine feet for residential spaces as measured from the finished floor to the finished ceiling. Increased building height up to a maximum of 95 feet and nine stories shall be based on height incentives, site plan review of the physical site and its relation to surrounding properties, and building height diagrams provided in the urban design plan for the geographic areas of the NBD overlay district. Each mezzanine floor, to the extent permitted, shall be counted individually as a story. The maximum height of the base or pedestal is 40 feet, except for the first 50 feet of a lot abutting a single-family residential district or area where the maximum height of the base shall be 25 feet and two stories.
- (c) *Building mass.* A building shall be defined a delineated base or pedestal, middle or tower and cap or penthouse. The building mass shall provide a segmented, reduced mass as the building reaches its full height, from a greater mass at the base to a lesser mass in the middle to smaller mass at the cap or penthouse.
- (d) *Building frontage.* Any building that fronts an existing or proposed street shall provide building frontage of 100 percent, at the base; a minimum of 60 percent building frontage for the middle; and a minimum of 40 percent building frontage for the cap or penthouse, except that building frontages may be modified by GMAC if compatibility with adjacent buildings would allow for consideration of different building frontage ratios.
- (e) *Setback requirements.* The minimum setbacks shall be as follows:
 - (1) Front setback and street side setback. For the pedestal or base of a building, a minimum setback of ten feet, built-to-line, or as provided in the urban design plan. The pedestal setback area at street level shall not be landscaped or fenced but will be treated in harmony with the sidewalk. For the tower or middle of a building, a minimum setback of 22 feet. For the cap or penthouse of a building, a minimum setback of 34 feet.
 - (2) Interior side setback and interior rear setback. For the pedestal or base of a building, there is no minimum setback requirement, except that all property lines abutting low density and medium density residential districts shall provide a minimum setback of 15 feet. For the tower or middle of a building, a minimum setback of 22 feet. For the cap or penthouse of a building, a minimum setback of 28 feet.

- (3) **Parking garages.** Parking garages shall not front or face neighborhood streets or minor arterials unless screened with residential, office or retail uses having a minimum depth of 40 feet from the property line fronting the street. Parking garages fronting major arterials or thoroughfares shall contain a facade with a ratio of 70 percent as solid and 30 percent as void and provide applied architectural expression.
- (4) **Surface parking.** To the extent that it is reasonably practical, no surface parking or loading areas shall be allowed on either a front setback or a side setback. Where surface parking is unavoidable, as in the example of retrofitting an existing site, the parking pavement shall be improved with stamped asphalt, brick pavers or similar distinct pavement.
- (f) **Parking requirements.** For parking requirements, see parking requirements provided in section 98-2189(22). In connection with an application or request to utilize the NBD zoning regulations, a parking demand study and analysis prepared by a registered traffic engineer shall be provided.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2014-09, § 1, 2-11-2014)

Sec. 98-1630.4. - Height incentives.

- (a) **Elements and assigned points.** The following elements have been assigned incentive points based on the importance of the element, with the most points given to the highest priority element and the least number of points given to the lowest priority element:
 - (1) 3.0 points—Diverse residential unit types, including a minimum of 20 percent affordable housing.
 - (2) 2.0 points—Bus passenger shelters.
 - (3) 1.0 point—For each piece of permanent art work display at street level and/or visible from the street, including, but not limited to, sculptures, murals, building accents and artistically designed sidewalks.
 - (4) 1.0 point—Diverse residential unit types, including a minimum of ten percent affordable housing.
 - (5) 1.0 point—First and ground level floor providing 100 percent pedestrian-oriented retail uses, excluding entrance lobby area. Pedestrian-oriented retail uses include outdoor seating areas and commercial uses with attractive merchandise window displays and non-repetitive storefronts.
 - (6) 1.0 point—Corner accents such as towers and/or other architectural features to emphasize the hierarchy of the different ground floor uses and to avoid lengthy facade repetitions.
 - (7) 1.0 point—Redevelopment of a degraded, contaminated or blighted site or trailer park.
 - (8) 0.5 point—Diverse residential unit types, including a minimum of five percent affordable housing.
 - (9) 0.5 point—Improved entrance and lobby areas for dwelling units in the upper floors, including high-quality materials such as granite, marble or natural stone.
 - (10) 0.5 point—Parking facilities located at the rear of the building out of street view.
 - (11) 0.5 point—Parking garage wrapped by linear building on the upper floors.
 - (12) 0.25 point—Public open spaces such as colonnades, plazas or plazoletas.
 - (13) 0.25 point—Enhanced outdoor furniture, including, but not limited to, benches, lighting, lighting fixtures and trash and garbage containers.
- (b) **Calculation of total elements or points that correspond to allowable increase in height and number of floors.** The total number of assigned points of the height incentives, as identified and shown in the site plan, when added together, shall correspond to the allowable number of increased stories, up to

a maximum of 95 feet and nine stories, that exceed that maximum of 55 feet and five stories permitted without height incentives and subject to site plan review of the physical site and its relation to the surrounding properties. The height of buildings situated in Area 2 shall not exceed a maximum of 65 feet and six stories or exceed the maximum height as provided in the Urban Design Plan in other designated areas. Decimals shall be rounded to the nearest tenth.

<i>Total points</i>	<i>Number of additional stories</i>
One point	One story
Two points	Two stories
Three points	Three stories
Four points	Four stories

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2014-09, § 1, 2-11-2014)

Sec. 98-1630.5. - Density incentives.

(a) *Elements and assigned points.* The following elements have been assigned incentive points based on the importance of the element, with the most points given to the highest priority element and the least number of points given to the lowest priority element:

- (1) Height incentive points. Each point assigned as a height incentive shall count as a density incentive point but only 50 percent of the point value assigned under the height incentives.
- (2) 12 points—Redevelopment of more than one entire city block in the NDB overlay district in compliance with all the design and incentive criteria with no variances needed.
- (3) 10 points—Redevelopment of one entire city block in the NDB overlay district in compliance with all the design and incentive criteria with no variances needed.
- (4) 8 points—Redevelopment of a corner site in an activity node area in the NDB overlay district in compliance with all the design and incentive criteria with no variances needed.
- (5) 6 points—Improved storefront and development signage. Submittal of a pattern or regulations book to be distributed to all tenants, which include standards for enhanced individual storefront signage and channel lettering that is coordinated with the signage of the entire development (monument signs only).
- (6) 2.5 points—Surplus oversized parking spaces exceeding minimum parking requirements in an amount that represents at least 20 percent of the minimum number of required parking spaces.
- (7) 2.0 points—Surplus parking spaces exceeding minimum parking requirements in an amount that represents at least 20 percent of the minimum number of required parking spaces.
- (8) 1.0 point—Amenities such as swimming pools, fitness centers, recreation rooms and/or playgrounds.
- (9) 0.50 point—80 percent of the dwelling units and 80 percent of the individual office spaces are greater than 1,000 square feet in floor area.

- (b) *Calculation of total elements or points that correspond to allowable increase in residential density.* The total number of assigned points of the density incentives, as identified and shown in the site plan, when added together, shall correspond to the allowable number of higher residential density, up to 70 residential units per net acre, that exceed that maximum of 32 residential units permitted without density incentives and subject to site plan review of the physical site and its relation to the surrounding properties. Decimals shall be rounded to the nearest tenth.

Total points	Number of residential units per net acre
12 points	67 to 70 units per net acre.
10 points	56 to 66 units per net acre.
8 points	48 to 55 units per net acre.
6 points	40 to 47 units per net acre.
4 points	33 to 39 units per net acre.

- (c) Notwithstanding the foregoing, density limitations for Area 2 NBD district shall be no greater than 60 units per net acre based on a minimum of ten points.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2014-09, § 1, 2-11-2014)

Sec. 98-1630.6. - Building design concept requirements.

- (a) *Architectural expression.* Each development plan shall be an original, unique design featuring the location and enhancing the status of the site.
- (b) *Integration with existing developments.* Each infill development plan shall be harmonious and compatible with existing adjacent development. The plan shall provide written analysis and a detail urban graphic design to support this requirement.
- (c) *Building character and mass.* The building shall present a varied skyline with strong forms at the corners such as towers, domes and rotundas. The mass of the building shall strongly define a base, middle and cap. The building shall provide and accentuate pedestrian entrances.
- (d) *Windows.* The building shall provide recessed windows, inset from the face of the building, to create visual relief and shadow lines. Clear glass is required for all retail storefronts and the use of smoked, reflective or black glass is prohibited. Use of reflective glazing on windows shall be limited to third story or higher stories.
- (e) *Exterior colors, materials and details.*
- (1) Surface parking lots shall be paved with brick pavers or stamped asphalt. Use of plain asphalt is limited to parking areas that are not readily visible from street view. Vehicular approaches should be paved with stamped asphalt or concrete, brick pavers or similar material in a color different from gray or black.

- (2) The color palette should integrate the classic base colors including, but not limited to, earth tones such as gray, tan, ochre, beige and terracotta. Roses, pinks, plums, blues and violet shades of color should be generally avoided.
- (3) Vibrant accents may be used in limited quantities at appropriate locations. Accents should comprise of high quality materials.
- (4) Large expanse of flat exterior cement plaster walls fronting rights-of-way are discouraged. Where large amount of mass or wall area are required, such expanse should be interrupted by changes in plane, reveals or decorative details.
- (5) High quality materials such as granite, marble or natural stone are encouraged for architectural details and accents wherever appropriate. A more generous use of high quality materials and architectural details are required for lobbies, public entrances and the ground floor fronting streets.
- (6) Roof tiles should be of high quality. Different shades and finishes of tiles that promote variety and individuality to buildings within an overall compatible palette of materials are required.
- (f) *Integration of signage, lighting and artwork.* Signs, graphics and lighting for the building should be conceived as an integral part of the architectural design of the building.
- (g) *Screening of mechanical units and service areas.* All mechanical units shall be screened from public view, preferably with cohesive design elements such as roof forms that complement with overall design. When roof decks with mechanical units are visible from adjacent developments, such roof decks should be screened and painted to match the finish of the roof material. Service areas shall be substantially screened from view from the street. Chain link fences, fences and/or gates are prohibited. Commercial loading areas, recycling areas, and trash and garbage containers shall be located away from residential units.
- (h) *Underground utilities.* All new and existing utilities including, but not limited to, utilities required for electric power, distribution, telephone, communication, street lighting and television service shall be installed underground, including existing utilities on the rights-of-way adjacent to the development, where feasible.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2014-09, § 1, 2-11-2014)

Sec. 98-1630.7. - Design and development standards.

Development guidelines shall conform to an urban design plan that will be adopted by the city in conjunction with the adoption of the NBD district regulations.

(Ord. No. 2007-011, § 1, 2-13-2007)

Sec. 98-1630.8. - Limited expansion of NBD overlay district regulations subject to special use permit.

NBD overlay district regulations may extend, subject to a grant of a special use permit by ordinance, to properties that are activity node areas or abut a frontage road along expressways and highways in the city (Palmetto Expressways, State Road 112, and 1-75), having a land use classification of industrial, commercial, medium density residential or high density residential situated on a corner with a minimum site area of 20,000 square feet and with a minimum street frontage of 200 feet facing at least one right-of-way. The limited expansion of the NBD overlay district regulations shall not apply to any activity node areas within the Hialeah Racetrack as described hereinabove.

(Ord. No. 2007-011, § 1, 2-13-2007; Ord. No. 2008-38, § 1, 5-13-2008; Ord. No. 2016-03, § 1, 1-26-2016)

Sec. 98-1630.9. - Site plan review and demolition and construction schedule.

In order to avoid real estate speculation and delay, it is required, as part of site plan review and approval, that the property owner provide a time schedule that identifies a date for demolition of existing structures, if anticipated, a date for issuance of the building permit for new construction or remodeling and a completion date for the construction specified in the site plan. The time schedule shall be based on reasonable projections that demonstrate the property owner's intent to immediately develop the property according to NBD overlay district regulations for occupancy.

(Ord. No. 2007-011, § 1, 2-13-2007)

2.05.00. - University city district and regulations.

2.05.01. *Intent and applicability.*

1. The city's comprehensive plan (the "CP") contains goals, policies and objectives which call for the creation of mixed-use corridors in high traffic areas of the city which are highly accessible via multiple modes of transportation. The intent of these regulations is to guide development within these mixed-use corridors in order to promote high density, intense development and to encourage quality residential and academic living facilities with direct access to shopping, recreation, entertainment, commercial and employment that will serve to further integrate the city's economy with that of Florida International University (the "university"). It is further intended that dormitory residential occupancy in this area be promoted and encouraged in combination with office and neighborhood serving retail and service uses.
2. The regulations contain in this article and Chapter 18-A, Code of Miami-Dade County, Florida, shall apply except as otherwise added to or modified herein.
3. The boundaries shown in figure 1 shall constitute the university city mixed-use district ("university city district").

2.05.02. *Definitions.* Words/terms not herein defined shall have the meaning ascribed to them in section 1.02.00 of this Code. For the purpose of the university city district, the following words/terms shall have the following meaning:

1. *Campus* shall mean the Florida International University Modesto A. Madique Campus.
2. *Colonnade* shall mean a roofed structure, extending over a private walkway, open to the street and sidewalk except for supporting columns and piers.
3. *Department* shall mean the city's planning and zoning department.
4. *Director* shall mean the department director.
5. *Floor area* shall equal the floor area within the inside perimeter of the outside walls of the building with no deduction for hallways, stairs, closets, thickness of interior walls, columns or other features. Where the term "area" is used in this section, it shall be understood to be gross area unless otherwise specified. In theaters, assembly halls and similar occupancies, balconies, galleries, stages, and mezzanine floors which are not enclosed shall be considered as adding to floor area. Floor area for the university city properties fronting SW 7 Terrace, between SW 109 Avenue to SW 110 Avenue, shall be measured from, and include, the attributable portions of Tamiami Canal (C-4) and the right-of-way portion of SW 7 Terrace, in addition to the respective sum of areas set forth below.
6. *Floor area, non-residential.* Non-residential floor area is the sum of areas for non-residential use on all floors of buildings, measured from the outside faces of the exterior walls, including interior and exterior halls, lobbies, enclosed porches and balconies used for non-residential uses.

The following areas, however, shall not be counted as non-residential floor area:

- a. Parking and loading areas within buildings;
 - b. Open terraces, patios, atriums or balconies;
 - c. Stairways, elevator shafts, mechanical rooms; or
 - d. Floor areas specifically excluded from floor area limitations by special provisions of these regulations.
7. *Floor area, residential.* The sum of areas for residential use on all floors of buildings, measured from the outside faces of the exterior walls or windows, including interior and exterior halls, lobbies, enclosed porches and private enclosed balconies and floor areas below floodplain.

The following areas, however, shall not be counted as residential floor area:

- a. Open terraces, patios, atriums, or balconies;
 - b. Special purpose areas for common use of occupants, such as recreation rooms or social halls;
 - c. Stairways, elevator shafts or mechanical rooms; and
 - d. Parking and loading areas within buildings.
8. *Government use* shall mean public administration buildings, fire and police stations, and the like, excluding, however, jails, public work or general services facilities, solid waste transfer facilities and the like.
 9. *Gross lot area* shall be equal to the net lot area, except that lots which front a public street shall include 50 percent of the right-of-way width of said streets.
 10. *Loading space, off-street*: An area in which goods and products are moved on and off a vehicle, including the stall or berth and apron or maneuvering room incidental thereto.
 11. *Transient dwelling/lodging*. A use consisting of units available for lease or rent by transient guests for a period of typically not more than 30 days. Such use includes hotels, motels, and the like.
 12. *University* shall mean Florida International University.
 13. *University housing bed* shall mean one undergraduate, graduate, and/or faculty and staff of a university.
 14. *University housing*. A use consisting of fully furnished dwelling units for undergraduate, graduate, and/or faculty and staff of a university or college to lease, rent, or purchase. Leases and rentals of university housing shall last for a period of typically not more than a university semester or academic year. Any property owner proposing university housing shall provide the city with a declaration of restrictions running with the land, and in a form acceptable to the city attorney, covenanting that residences shall be provided exclusively for the use of undergraduate, graduate, and/or faculty and staff of a university or college. All subsequent property owners and/or third-party owners of university housing units shall be bound by the declaration of restrictions and the limitations set therein.
 15. *University housing unit* shall mean, and be equivalent to, four university housing beds.
 16. *Story*. That portion of a building, other than a basement, included between the surface of any floor and the surface of the floor next above it, or if there is no floor above it, then the space between the floor and the ceiling above the floor of such story. The definition of story shall apply citywide. In any residential building in which the area of the upper floor does not exceed two-thirds of the area of the floor immediately below it, such upper floor shall not be considered a story.

(Ord. No. 3842, § 2(Exh. A), 1-21-2014; Ord. No. [4258](#), § 2(Exh. A), 9-12-2016)

2.05.03. Uses. No land, body of water, or structure shall be used or permitted to be used, and no structure shall be hereafter erected, constructed, reconstructed, moved, structurally altered, or maintained for any purpose within the university city district, except as provided for in these regulations.

A. Permitted uses.

1. *Mixed uses*. The vertical or horizontal integration of residential, business, hotels, government and office uses shall be permitted as provided herein. Vertical integration shall consist of any combination of primary uses, with business and/or office uses typically located on the ground floor and office and/or residential uses on the upper floors. Horizontal integration shall consist of any combination of parcels with different primary uses within the same block.

2. *Principal uses.* The following uses shall be permitted within the university city district:

- a. Multiple-family residential dwelling units;
- b. Transient dwelling/lodging use;
- c. University housing;
- d. Government use such as administration buildings, fire and police stations, and the like.
- e. Banks, credit unions and similar financial institutions.
- f. Retail establishments, limited to the following:
 - i. Antique stores;
 - ii. Art stores and commercial art galleries;
 - iii. Book and stationary stores open to the general public;
 - iv. Card and gift shops;
 - v. Housewares stores
 - vi. Home improvement stores;
 - vii. Drugstores;
 - viii. Florist;
 - ix. Food stores, including bakeries, confectioneries, delicatessens, fruit and vegetable markets, meat and fish markets, ice cream stores, and groceries;
 - x. General merchandise and furniture stores;
 - xi. Jewelry stores;
 - xii. Leather goods and luggage shops;
 - xiii. Newsstands;
 - xiv. Office supply stores;
 - xv. Liquor and package stores (without drive-through facilities);
 - xvi. Photo supply stores;
 - xvii. Sporting good and bicycle stores;
 - xviii. Electronics stores;
 - xix. Variety and sundry stores; and
 - xx. Clothing, apparel, and shoe stores.

Such facilities may provide incidental repair, maintenance, alteration, or adjustment services as appropriate, but facilities, operation and storage for such services shall not be visible from the street or pedestrian walkway.

- g. Service establishments including the following:
 - i. Barber and beauty shops;
 - ii. Custom tailoring, dressmaking and millinery shops, except where products are made for off-premises sale;
 - iii. Duplicating and business centers;
 - iv. Photographic studios;

- v. Shoe repair stores; and
- vi. Dry-cleaning services.
- h. Art galleries, museums, and libraries.
- i. Restaurants and cafes.
- j. Theaters, other than drive-in.
- k. Health studios, spas, and personal fitness establishments.
- l. Educational facilities offering business and professional certification/training programs and post-secondary public or private educational facilities.
- m. Private clubs, lodges, fraternities, and sororities.
- n. Health clinics and laboratories.
- o. Studios (other than dance).
- p. Travel agencies.
- q. Adult daycare facilities.
- r. Parking garages, provided that there shall be no access to such facilities from primary pedestrian pathways.
- s. Drive through facilities for restaurants and financial institutions (located at the rear of the buildings).
- t. Any other use that the planning and zoning director or his designee deems similar to or consistent with this Article.

2.05.04. Location of buildings. Pedestrian comfort should be a primary consideration for the design of the public realm fronting adjacent thoroughfares. Buildings in the university city district shall be located towards the front of the property with driveway entrances for parking and services located towards the rear. There shall be no driveway connections to SW 109th Avenue, unless access to the lot shall be otherwise rendered impossible.

2.05.05. Minimum lot requirements. There shall be no specific dimensional requirements for any lots. Lots shall be of sufficient size to conform with the requirements and limitations of these regulations.

2.05.06 Floor area. The maximum floor area for any building shall be calculated by taking the floor area ratio and multiplying it by the gross lot area, as defined in section 2.05.02. All permitted uses within the university city district shall be permitted a maximum floor area ratio of 3.8. In order to encourage pedestrian friendly, mixed-use development, ground floor commercial space not to exceed .2 floor area ratio with direct access to the sidewalk and street frontage shall not count against the floor area. University city properties fronting SW 7 Terrace, between SW 109 Avenue to SW 110 Avenue, shall be permitted a maximum floor area ratio of 4.2.

(Ord. No. [4258](#), § 2(Exh. A), 9-12-2016)

2.05.07. Height. The maximum height of any building within the university city district shall not exceed 15 stories. The maximum height of all the stories shall be 170 feet. A single story may have a maximum height of 30 feet, provided that no mezzanine area intended for commercial use exceeds 10 percent, and no mezzanine area intended for residential uses exceeds 80 percent of the floor area of that story. The height limitations shall not apply to any roof structures for housing elevators, stairways, tanks, ventilating fans, solar energy collectors, or similar equipment required to operate and maintain the building (provided that such structures shall not cover more than 20 percent of the roof area, nor exceed a height of 15 feet above the roof, nor to fire or parapet walls, which shall not extend more than five feet above the maximum height, nor to structured parking (provided such structure(s) do not exceed 50 feet from grade).

(Ord. No. 3842, § 2(Exh. A), 1-21-2014; Ord. No. [4258](#), § 2(Exh. A), 9-12-2016)

2.05.08. Density. The maximum density for residential uses shall not exceed 105 units per acre, for the purposes of density calculation. Transient dwelling/lodging units shall be considered as equivalent to one-half of a dwelling unit. For purposes of calculating density for university housing uses, a maximum of 210 units per acre shall be allowed. Four university housing beds shall be equivalent to one university housing unit. Density shall be based on net lot area. The maximum occupancy for university housing units occupied by undergraduate, graduate, and/or faculty and staff of a university or college shall be limited to a maximum of four university housing beds per unit. For the purposes of density calculation, individual fully furnished dwelling units containing one to four university housing beds may be permitted, provided the maximum number of university city beds per acre is not exceeded. Any property owner proposing transient dwelling/lodging and/or university housing shall provide the city with a declaration of restrictions in a form acceptable to the city attorney stating that if there is a change in the use, the owner shall comply with all provisions of the university city district and regulations.

(Ord. No. 3842, § 2(Exh. A), 1-21-2014; Ord. No. [4258](#), § 2(Exh. A), 9-12-2016)

2.05.09. Setbacks.

1. *Front:* Ten feet or zero feet if colonnades are provided to a height of 15 feet. Buildings may be constructed above colonnades. Colonnades shall be ten feet in depth. Colonnades may be provided on side streets if the ground level open space requirements of section 2.05.10 are complied with.
2. *Side:* Five feet.
3. *Rear:* Twenty feet.

(Ord. No. 3842, § 2(Exh. A), 1-21-2014)

2.05.10. Open/recreation space.

- A. *Open space.* Ground level open space shall be ten percent of the net lot area. Open space shall be landscaped and shall not contain any non-pervious areas.
- B. *Recreation space.* Fifty percent of the ground level open space may be achieved by providing recreation spaces anywhere within the building (i.e., pool decks, roof gardens, etc.). The recreation open space must be open to all residents, employees, and invited guests of residents. Recreation open spaces shall be shaded and their ground surface shall be a combination of paving materials, lawn or ground cover.

2.05.11. Landscape. Except as provided herein, landscape shall be by Chapter 18A of the Miami-Dade County Code. Within the university city district, the following landscape requirements shall specifically apply:

1. Street trees shall be planted to a maximum of 25 feet average on center, with a minimum four-inch diameter at breast height.
2. Street trees shall not be required when colonnades are provided.
3. For all permitted uses, a minimum of 16 trees shall be required per net lot area. In addition to placement of the required trees on the lot, required trees may be placed in greens, squares, plazas, and medians within the university city district, subject to the approval of the planning and zoning director or his designee.

2.05.12. Off-street parking.

- A. *Required parking by permitted use.*

1. *Multi-family residential.* A minimum of 1.5 parking spaces shall be provided for each dwelling unit. One additional parking spaces shall be provided for every ten dwelling units for visitor parking.
2. *Transient dwelling/lodging.* A minimum of one parking space for every two guest rooms.
3. *University housing.* A minimum of 0.5 parking spaces for every university housing bed.
4. *Office and other non-residential uses.* A minimum of one space per 350 square feet of gross floor area.
5. *Adult daycare.* One off-street parking space shall be required for the owner/operator and one space for each employee. In addition to providing off-street parking, such establishments shall provide safe and convenient facilities for the loading and unloading of clients, including one unloading space for every ten clients cared for.
6. *Childcare.* One parking space for the private owner/operator and one space for each employee. In addition to providing off-street parking, such establishments shall provide safe and convenient facilities for loading and unloading children including one unloading space for every ten (10) children cared for.
7. *Restaurants and cafes.* One space for every 200 square feet of patron space (including outdoor dining areas).
8. *[Bicycle and motorcycle parking.]* All buildings shall have a designated area for bicycle and motorcycle parking. This area shall be in addition to the required off-street parking.

(Ord. No. [4258](#), § 2(Exh. A), 9-12-2016)

2.05.13. Off-street loading. All buildings in excess of 25,000 square feet shall provide off-street loading berths, with a minimum dimension of 12 feet by 35 feet in size. University housing providing furnished units for occupancy shall be permitted to provide off-street loading berths with a minimum dimension of ten feet by 20 feet. All off-street loading berths shall be provided in accordance with the following requirements:

1. Buildings with a gross building area of not greater than 50,000 gross square feet shall provide not less than one berth;
2. Buildings with a gross building area greater than 50,000 gross square feet but not greater than 100,000 gross square feet shall provide not less than two berths; and
3. All buildings with a gross building area greater than 100,000 gross square feet shall provide not less than three berths.
4. All property owners seeking the university housing loading berth dimensions shall provide the city with a declaration of restrictions in a form acceptable to the city attorney stating that if the property is no longer used for university housing, the building shall comply with the regular loading berth dimensions.

(Ord. No. 3842, § 2(Exh. A), 1-21-2014)

2.05.14. Service areas. All services areas shall be screened and located at the rear of the property and shall be located so as to not be visible from adjacent properties or from the street.

2.05.15. Structured parking. Structured parking shall not be counted toward the floor area calculation, but shall count towards the height. All facades of a parking structure facing a street shall be lined with a habitable liner, architectural treatment, or a combination of the two. Any architectural treatment used to line such a facade shall be approved by the planning and zoning director. The intent of this section is to screen the activities within the parking structure from view from the street. Structured parking shall not be counted towards the number of stories or height permitted (provided such structured

parking does not exceed 50 feet in height from grade), regardless of the use of a habitable, business, or office liner.

(Ord. No. [4258](#), § 2(Exh. A), 9-12-2016)

2.05.16. Review procedure/administrative site plan and architectural review. All applications for development approval within the university city district that are not otherwise permitted as nonconforming uses or structures shall comply with the requirements of this article and with the site plan and architectural review criteria outlined herein. Developments shall be processed and approved administratively as follows:

- A. *Administrative site plan and architectural plan review process.* The department shall review plans, including the exhibits listed below for completeness and compliance with the provisions of this article, and for compliance with the site plan review criteria provided herein. Additionally, all applications shall be reviewed by the following departments of the City of Sweetwater and other public entities for potential impacts on infrastructure and other services resulting from the applications: public works department, Miami-Dade County Department of Environmental Resources Management, fire-rescue department, police department, and Miami-Dade County Public Schools. In the event the application indicates impact on service and infrastructure provided by any of the foregoing, the applicant shall meet with the affected department or entity to discuss potential mitigation of the impacts and shall submit evidence to the department of such discussion.

The director shall issue a final decision within 30 days of the date of submission of the completed application. The applicant shall have the right to extend the 30-day period by an additional 30 days upon timely written request to the department. The department shall have the right to extend the 30-day period by written notice to the applicant that additional information is needed.

Denials shall be in writing and shall specifically set forth the grounds for the denial. Any final decision of the director may be appealed in accordance with the procedures established by this chapter for appeals of administrative decisions.

As part of the review process, the director may require a unity of title or a declaration of restrictive covenants in lieu of unity of title in a form acceptable to the city attorney.

- B. *Submittal requirements.* Applications for administrative site plan and architectural review shall be accompanied by exhibits prepared by registered architects and landscape architects which shall be submitted to the department and shall include the following:

1. Site plan(s) including:
 - a. Location;
 - b. Street layouts;
 - c. Locations, shape, size, and height of any existing buildings;
 - d. Indication of street vistas;
 - e. Lot lines, setbacks and build-to-lines;
 - f. Location of on-street and off-street parking, loading facilities, and waste collection areas;
 - g. Indication of signage; and
 - h. Indication of any site or building design methods used to conserve energy.
2. Landscape plans, including specifications of species of plant material, location, and size in accordance with this article and Chapter 18A of the Miami-Dade County Code.

3. Street cross-sections, including adjacent buildings and open space.
 4. Floor plans and elevations, and sections of all buildings, including total gross square feet of area for each floor and all dimensions relating to the requirements of this article.
 5. Figures indicating the following:
 - a. Gross and net acreage;
 - b. Total square footage for each type of use;
 - c. Total number of dwelling units;
 - d. Amount of passive and active open spaces in square feet; and
 - e. Such other design data as may be needed to evaluate the project's compliance with the requirements of this article and chapter.
- C. *Substantial compliance with previous approval.* The planning and zoning director shall approve an application to modify or eliminate a condition or part thereof, or a restrictive covenant or party thereof, where it is demonstrated that the proposed modification or elimination will result in substantial compliance with the previous zoning action regarding a site plan, as demonstrated by all of the following:
1. Development density and intensity have not materially changed, in that:
 - a. The number of buildings is not increased;
 - b. The number of stories is the same or fewer;
 - c. The height of the building(s) is the same or less;
 - d. The number of units is the same or fewer;
 - e. The lot coverage and floor area ratio are the same or less;
 - f. The number of bedrooms and corresponding parking spaces may be increased or decreased by as much as ten percent, based on the entire plan, provided the plan complies with all other requirements of this subsection and of this chapter.
 2. Design has not materially changed, in that:
 - a. The roadway patterns, including ingress-egress points, are in the same general location as shown on the original plans, and are no closer to the rear or interior side property lines than shown on the original plans;
 - b. The parking area is in the same general location and configuration;
 - c. The building setbacks are the same or greater distance from perimeter property lines;
 - d. The landscaped open space is in the same general location, is of the same or greater amount, and is configured in a manner that does not diminish a previously intended buffering effect;
 - e. The proposed perimeter walls and/or fences are in the same general location and of a comparable type and design as previously approved;
 - f. Elevations and renderings of buildings have substantially similar architectural expressions as those shown on the approved plans;
 - g. Recreational facilities, if shown on plans approved by a prior zoning action, either remain the same or are converted from one recreational use to another;
 - h. If recreational facilities were not shown in the approved plans, they may be added, provided there is no increase in lot coverage or decrease in required open space and such facilities are located internally within the proposed development;

- i. If a variance for signage has been granted, the proposed sign(s) are no greater in size and are placed in the same general location on the site as approved by zoning action;
- j. The proposed changes do not have the effect of creating any noncompliance or nonconformity with the strict application of the zoning code that were not previously approved at public hearing, or of expanding the scope of existing variances;
- k. Reductions in the number of parking spaces on the site are permitted if sufficient parking spaces are provided to satisfy the requirements of this Code.

Subsection 2.05.16C. shall have citywide applicability.

(Ord. No. 3842, § 2(Exh. A), 1-21-2014)

2.05.17. Zoning relief from certain requirements. Relief from the following requirements of this article shall be permitted only pursuant to the standards and requirements of section 7.01.00 of this Code:

- 1. Required liner buildings used to screen parking;
- 2. Colonnade regulations, including minimum horizontal and vertical clearances;
- 3. Requirements for street trees, greens, plazas, squares and medians;
- 4. Signage;
- 5. Open space and recreation space requirements;
- 6. Location of service areas; and
- 7. Parking.

2.05.18. Relief/appeals. Relief and/or appeals of the director's decision shall be in accordance with section 9.08.01 and pursuant to the standards and requirements of section 9.08.05.

2.05.19. Conflicts with other chapters and regulations. This article shall govern in the event of conflicts with other zoning subdivision, or landscape regulation of the code.

2.05.20. Non-conformities: Structures and uses.

A. *Generally.*

- 1. *Definition.* A non-conformity as used in this code is an existing Use or structure that is in compliance with the zoning regulations that were applicable at the time when the use or structure was established, and for which all required permits were issued, but which does not conform in whole or part to the regulations of this code. Such nonconformity is legal and may continue except as regulated by this section.
 - a. A non-conformity may also be created where the lawful use of eminent domain or an order of a court of competent jurisdiction has affected the lawfully existing use or structure, in a way so that the property does not comply with this Code. In this instance, the non-conformity is legal and may continue except as regulated by this section.
 - b. A change in tenancy, ownership, or management of a non-conforming Use or structure shall not be construed to create a non-conformity, provided the change is otherwise lawful and in compliance with this Code.
- 1. *Intent concerning non-conformities generally.* It is the intent of this Code that non-conformities may continue, but are not encouraged to expand or enlarge, and once they cease they may not be reestablished, except under the terms of subsections 2.05.20.B. and 2.05.20.C.

2. The temporary or illegal Use of property shall not be sufficient to establish the existence of a non-conformity or to create rights in the continuation of a non-conformity until it shall come into compliance with the regulations of this Code.
3. If at any time a non-conforming structure, or any structure containing a non-conforming use, becomes unsafe or unlawful by declaration of the City of Sweetwater, Miami-Dade County Unsafe Structures Board, or other government agency having jurisdiction, the structure shall not thereafter be restored or repaired and the use shall not be reestablished except in conformity with the regulations of the zoning district which it is located.

B. *Structures and uses in the event of disaster.*

1. *Single-family dwelling and duplex dwelling.* In the event of a natural disaster, explosion, fire, act of God, or the public enemy, the Planning & Zoning Director may permit the reconstruction of any non-conforming single-family dwelling or duplex dwelling to the same or decreased non-conformity as existed immediately prior to the disaster, upon submission of proof satisfactory to the director of the configuration of the prior single-family dwelling or duplex dwelling, and only in compliance with the Florida Building Code. An application for reconstruction of the single-family dwelling or duplex dwelling shall be filed within 12 months of the event of its destruction, unless the city council authorizes the director to extend the 12-month period citywide.
2. *All other structures.*
 - a. Where a non-conforming structure is destroyed by natural disaster, explosion, fire, act of God, or the public enemy, the director may, by written waiver, allow for the replacement or reconstruction of the non-conforming structure in whole or in part upon finding that the criteria of paragraph b. below are met.
 - b. *Criteria for approval.* Replacement or reconstruction may be permitted if the following findings are made:
 - i. The cause of destruction was not the deliberate action of the owner or occupant of the structure or his agents.
 - ii. The replacement or reconstruction is reasonably necessary to allow the reasonable conforming use of the structure.
 - iii. The replacement or reconstruction meets the Florida Building Code.
 - c. An application for the reconstruction or repair shall be filed within a period of 12 months from the date of the destruction unless the city council authorizes the director to extend the 12-month time period citywide.
3. *Non-conforming uses.*
 - a. The restoration of a non-conforming use within a structure that is destroyed by natural disaster, explosion, fire, act of God, or the public enemy, may be approved by warrant as outlined below. The use must be restored in a conforming structure or structure approved by waiver, and of equal or lesser size on the same property. The approval shall further find that the criteria of paragraph b. are met.
 - b. *Criteria for approval.* The restoration of any non-conforming use may be permitted if all of the following are found to be met:
 - i. The cause of destruction was not the deliberate action of the owner or occupant of the structure or his agents; and
 - ii. Nothing contained in the provisions of this code or the City Code requires termination of such non-conforming use; and
 - iii. There is a substantial public advantage in continuance of the non-conforming use; and

- iv. Replacement or reconstruction in the manner proposed, with related actions imposed in conditions and safeguards, will reduce any previous adverse effects of use on neighboring properties; and
 - v. The use will not be enlarged or intensified.
 - c. The application for the restoration shall be filed within a period of 12 months from the date of the destruction and be diligently carried to completion. Unless restoration is so initiated and completed, the non-conforming use shall terminate and not be resumed.
- C. *Alterations and expansion of non-conforming structures.*
- 1. *Single-family and duplex dwellings.*
 - a. Interior alterations to a non-conforming single-family or duplex dwelling for interior work, such as repairs or interior remodeling, shall be allowed.
 - b. Alterations, additions, repairs, and maintenance to a non-conforming single-family or duplex dwelling unit shall be permitted as long as there is no enlargement of any non-conformity that affects the exterior of the building or premises.
 - c. Where alteration, addition, repair or maintenance enlarges a non-conformity affecting the exterior of the building or premises, the enlargement may be permitted by waiver from the director upon meeting the standards of subsection 2.05.20.B.2.b.
 - 2. *All other structures.*
 - a. Less than 50 percent of square footage of structures. Alterations which enlarge the non-conformity of a non-conforming structure to extent less than 50 percent of the total square footage of the non-conforming structure may be permitted by special exception from the planning and zoning board. In addition to satisfying the special exception criteria, the proposed enlargement shall not exceed a height or length of 50 percent of the horizontal or vertical linear footage of the exterior wall(s) of the remaining non-conforming portion of the structure.
 - b. Fifty percent or more of the square footage of the structure. A non-conforming structure may be altered to enlarge the non-conformity of the structure by 50 percent or more of the total square footage of the non-conforming structure only if the structure thereafter conforms to the requirement of the zoning district in which it is located.
 - 3. *Computation of alterations.* The extent of alteration will be calculated to include the sum of all alterations over a period of three consecutive years.
 - 4. *Expansion, repairs, remodeling and maintenance that does not enlarge the non-conformity of a non-conforming structure.* All expansion, repairs, remodeling and maintenance that does not enlarge the non-conformity of the structure are permitted and only in compliance with the Florida Building Code.
- D. *Non-conforming uses.*
- 1. *Time limitation.* Where, at the effective date of adoption or amendment of this Code, a lawful use exists which would not be permitted under this Code, the use may be continued for 20 years consistent with this section. Upon application, the city council may grant by special exception an extension for continuance of the use for an additional term of up to 20 years.
 - 2. Legally established alcoholic beverage establishments, having a valid certificate of use or certificate of occupancy and all other required permits, may continue in existence despite subsequent establishment of a church or school within the distance limitations imposed by the City Code.
 - 3. *Replacement and expansion of structures that contain non-conforming use.*

- a. No enlargement, extension, replacement or restoration of an existing structure which contains a non-conforming use shall be permitted except to change the use to a conforming use and as provided below:
 - i. Interior arrangement. A non-conforming use may be extended throughout any parts of a structure which was clearly designed or arranged for the non-conforming use at the time that the use became non-conforming. If a portion of a structure was unoccupied or not manifestly designed for the non-conforming use, the use may not be expanded within the structure.
 - ii. Alterations to the extent of less than 50 percent of the square footage of a structure containing a non-conforming use. Where an alteration of a structure containing a non-conforming use is less than 50 percent of the square footage of the structure at the time of alteration, the non-conforming use may be permitted to continue pursuant to an exception.
 - iii. Exterior. No non-conforming use which exists outside a structure shall be extended to occupy more area than was occupied at the time the use became non-conforming, except as approved by exception and to comply with the non-use regulations of the zoning district in which it is located. In this case, the occupancy of the new location shall be construed as remaining a non-conforming use.
 - b. Subdivision or structural additions. Structures used for non-conforming uses shall not be subdivided, nor shall any structures be added on the premises.
4. *Discontinuance or abandonment of a non-conforming use.* If, for a period of more than six months, a non-conforming use is documented as being discontinued or a certificate of use for a non-conforming use lapses, any subsequent use shall conform to the regulations of the Code. Provided, however, the time period shall not include any time during which the discontinuance is caused by the governmental action which impedes access to the premises.

(Ord. No. 3587, § 1(Exh. A), 11-7-2011)

2.05.21. Relief for non-conforming properties as a result of partial taking through eminent domain proceedings. If as a result of a governmental taking, either by the city or by another governmental or public agency, by eminent domain or negotiation, existing building or vehicular use areas or other permitted uses would, but for this section become non-conforming or further non-conforming with, lot size, setback and landscape provisions of the City Code, the following relief is available:

1. Subject to paragraph 4, existing building and vehicular use areas or other permitted uses which are not within the part taken, but which, because of a taking, do not comply with lot size, setback, landscape or other requirements of the City Code, shall not be required to be reconstructed to meet such requirements and the remainders shall be deemed thereafter conforming properties. The exemption thus created shall constitute a covenant of compliance running with the land.
2. Subject to paragraph 4, any conforming building or vehicular use areas or other permitted uses taken either totally or partially may be relocated on the remainder of the donor site without being required to comply with the lot size or setback provisions of this code except that the relocated building or vehicular use areas or other permitted uses shall be set back as far as physically feasible without reducing the utility or use of the relocated building, vehicular use area or other permitted use below its pre-taking utility use. The exemption thus created shall constitute a covenant of compliance running with the land.
3. Any properties exempted according to the above paragraphs 1 and 2 which are subsequently destroyed, other than by voluntary demolition, to an extent more than 75 percent of the value at the time of destruction, may be restored but only to the pre-destruction condition.

4. As to the exemptions provided in paragraphs 1 and 2 above, the condemning authority, the landowner or both may apply in writing to the building official for a determination that granting of the exemption will not result in a condition dangerous to the health, safety, or welfare of the general public who shall issue his written determination within 30 days. Said determination may be appealed to the planning and zoning board.
5. Any development permits or variances required to relocate buildings or vehicular use areas or other permitted uses taken or partially taken may be applied for the condemning authority and granted for the property in question.

(Ord. No. 3823, Art. 1, 12-2-2013)

2.05.22. Signage.

A. Definitions.

Sign: Any identification, description, illustration, or device, illuminated or non-illuminated, that is visible from a public right-of-way or is located on private property and visible to the public and which directs attention to a product, place, activity, person, institution, business, message or solicitation, including any permanently installed or situated merchandise, with the exception of window displays, and any letter, numeral, character, figure, emblem, painting, banner, pennant, placard, or temporary sign designed to advertise, identify or convey information.

The following are specifically excluded from the definition of "sign:"

Governmental signs and legal notices.

Signs not visible beyond the boundaries of the property upon which they are located, or from any public right-of-way.

Signs displayed within the interior of a building which are not visible from the exterior of the building.

National flags and flags of political subdivisions.

Weather flags.

Address numbers, provided they do not exceed two square feet in area.

Outdoor advertising sign: Sign where the sign copy does not pertain to the use of the property, a product sold, or the sale or lease of the property on which sign is displayed and which does not identify the place of business as purveyor for the merchandise or services advertised on the sign.

Animated sign: A sign which has any visible moving part, flashing or osculating lights, visible mechanical movement of any description, or other apparent visible movement achieved by any means that move, change, flash, osculate or visibly alters in appearance.

Revolving or whirling sign: A revolving or whirling sign is an animated sign, which revolves or turns or has external sign elements that remove or turn. Such signs may be power driven or propelled by the force of wind or air.

Canopy, or awning sign: A sign painted, stamped, perforated, stitched or otherwise applied on the valance of an awning, eyelid or other protrusion above or around a window, door or other opening on a facade.

Construction sign: A temporary sign erected on the premises on which construction is taking place, during the period of such construction, indicating the names of individuals or entities

associated with, participating in or having a role or interest with respect to the project. Notable features of the project under construction may be included in construction signs by way of text or images.

Development sign: On-site signs announcing features of proposed developments, or developments either completed or in process of completion.

Electronic reader board (ERB) sign: A changeable copy sign which consists in whole or in part of light emitting diodes. ERB signs shall only display an ordered sequence of letters, numbers and/or punctuation marks intended to transmit a message, the message shall refer exclusively to items available on the premises or services provided on the premises.

Ground sign: Any sign not attached to or painted on a building, but which is affixed and permanently attached to the ground. Permanently attached as used herein shall mean that the supporting structure of the sign is attached to the ground by a foundation.

Ground freestanding sign: Any sign which is permanently affixed and or upon the ground, supported by one or more structural members, with air space between the ground and the sign face.

Ground monument sign: Sign which shall be construed as including signs mounted on walls or structures other than the walls of building.

Notice, directional, and warning sign: A sign which guides or directs the public and contains no advertising. Signs limited to providing notice concerning posting or property against trespass, directing deliveries or indicating location of entrances, exists and parking on private property, indicating location of buried utilities, warning against hazardous conditions, prohibiting salesman, peddlers, or agents, and the like.

Pennant or streamer sign: Signs made up of strings or pennants, or composed of ribbons or streamers, and suspended over open premises or attached to buildings.

Portable sign: Any movable sign not permanently attached to the ground or a building and easily removable using ordinary hand tools.

Projecting sign: Any sign which is an independent structure, which is attached to the building wall, and which extends at any angle from the face of the wall. No projecting sign shall extend above the roof or parapet wall.

Real estate sign: A temporary sign used solely for the purpose of offering the property on which they are displayed for sale, lease, or rental of the property or premises upon which it is located.

Roof sign: Any sign erected or painted upon a roof, parapet, or roof-mounted equipment structure and extending above a roof, parapet, or roof-mounted equipment structure of a building or structure.

Wall sign: A sign painted on the outside of a building.

B. *Building signs.*

1. *Wall signs.* The building in which the establishments are located shall be allowed one wall sign, limited to a building identification sign, not exceeding 50 square feet in area, for each face of the building oriented toward the street. In addition, each individual establishment within a building that has a separate entrance to the outdoors (available to the general public, whether on the ground floor or on an upper level), and a minimum frontage of 20 linear feet to the outdoors, shall be allowed the following signs:

A wall sign not to exceed one square foot in area for each linear foot of frontage of the establishment.

Window signs not to exceed ten percent of the glass area of the window or glass door in which placed; such window signs may be painted or attached. The number of such signs is not limited by these regulations, but aggregate area shall be included as part of aggregate wall sign area, as limited above.

An awning sign, limited to the skirt or bottom edge of the awning; letters, emblems, logos or symbols not to exceed six inches in height.

2. *Projecting signs.* Shall be limited to one sign structure with no more than two sign surfaces, neither of which shall exceed 40 square feet in sign area.
3. *Ground of [or] freestanding signs.* Shall be limited to one sign structure with no more than two sign surfaces, neither of which shall exceed 40 square feet in sign area. Maximum height limitation shall be 20 feet including embellishments, measured from the crown of the nearest adjacent local or arterial street.
4. *Directional signs.* May be combined with address signs but shall bear no advertising matter, and may be erected to guide to entrances, exits, or parking areas. Not more than one such sign, not exceeding five square feet in area, shall be erected per entrance, exit, or parking area.
5. *[Construction and real estate signs.]* Construction and real estate signs not to exceed 20 square feet shall also be permitted.

C. *Prohibited signs.*

Outdoor advertising signs.

Pennant or streamer signs.

Portable signs.

Roof signs.

Animated signs.

Electronic reader board (ERB) signs.

(Ord. No. 3842, § 2(Exh. A), 1-21-2014)

Section 2.05.23. Outdoor dining.

- A. *Permitted accessory use.* Outdoor dining shall be permitted as an accessory use in conjunction with a restaurant, subject to the following restrictions applicable to designated outdoor dining areas:
1. The area shall be managed, operated and maintained as an integral part of the restaurant to which the permit is issued.
 2. Area must be specifically delineated on the site, landscape, building plans, and included in required parking calculations.
 3. Amount of area and seating shall not exceed 40 percent of the patron area and seating within the restaurant.
 4. Outdoor dining is restricted to the sidewalk frontage of the restaurant to which the permit is issued or within the sidewalk frontage of the building where the subject restaurant is located.
 5. An area cannot be closer than ten feet to a side or rear property line.

6. A clear and unobstructed pedestrian path through the area not less than six feet in width must be maintained at all times. For determining clear path, parking meters, traffic signs, newspaper racks, trees and all similar obstacles shall constitute obstructions.
 7. Tables, chairs, umbrellas, planters and other objects and fixtures must be readily removable, maintained with a clean and attractive appearance and in good repair at all times, and stored indoors when the restaurant is closed.
 8. Seating of patrons is only permitted between the hours of 7:00 a.m. to 11:59 p.m.
 9. Outside public address systems are not permitted.
 10. Food preparation, food displays, food storage and refrigeration equipment are not allowed.
 11. Signage is not permitted on any outdoor furniture, umbrellas or fixtures. Blinking and flashing-type lighting is prohibited.
 12. Umbrellas or other decorative material shall be fire retardant.
 13. The mayor, or his or her designee, may require the temporary removal of outdoor dining areas for public safety reasons, community emergencies or public infrastructure repairs and maintenance.
- B. *Certificate of use and occupancy.* The certificate of use and occupancy for the restaurant to which the permit is issued shall reflect whether or not outdoor dining is permitted.
- C. *Plan approval.* Any request for outdoor dining shall be reviewed and the permit approved administratively by the building and zoning director provided it meets all applicable requirements set forth herein.
1. *Application forms.* The Building Department shall make available application forms for outdoor dining.
 2. *Content.* An outdoor dining application shall be accompanied by a site plan and building permit plans delineating those areas and structures on the property to be utilized for outdoor dining, and providing dimensional and other relevant information. The building department may require additional information where it is deemed necessary.
 3. *Plan review and permit.* The building department and appropriate staff shall review the site plan and building permit plans to determine compliance with all applicable life safety codes and the conditions set forth herein. Once full compliance is determined, the outdoor dining permit will be issued.

(Ord. No. 3842, § 2(Exh. A), 1-21-2014)

Appendix E1: Proforma Development Model under Current Zoning

OPA LOCKA 700 ALI BABA AVE| FINANCIAL MODEL | CURRENT ZONING

ASSUMPTIONS | FINANCIAL SUMMARY

DEVELOPMENT PROGRAM				
COMPONENT		GSF	NSF	UNITS
RESIDENTIAL	0.00	43,450	43,450	72
LOBBY		2,000		
AMENITIES		2,000	-	-
BACK OF HOUSE		8,690	-	-
RETAIL		0	0	-
BASE BUILDING		56,140	43,450	72
PARKING		46,080	-	108
TOTAL PROJECT		102,220	43,450	

DEVELOPMENT MILESTONE SCHEDULE			
PROJECT TIMELINE	START	DURATION	END
PROPERTY ACQUISITION			07/01/20
DESIGN PHASE	08/01/20	6 MO	01/31/21
PERMITTING	02/01/21	7 MO	08/31/21
CONSTRUCTION PHASE	OVERLAP 2 MO	12 MO	06/30/22
DEVELOPMENT SCHEDULE	07/01/20	23 MO	06/30/22
RESIDENTIAL PRE-SALES	OVERLAP MO	0 MO	06/30/22
RESIDENTIAL SALE		1.0 YRS	06/30/23
RETAIL SALE	07/01/22	1.0 YRS	06/30/23
INVESTMENT HORIZON	07/01/20	3.0 YRS	06/30/23

RESIDENTIAL STABILIZATION			
LEASING VELOCITY	START	DURATION	END
LEASE-UP PERIOD	07/01/22	0 MO	06/30/22
ABSORPTION UNITS /MO			25

FINANCING ASSUMPTIONS			
CONSTRUCTION LOAN			
LOAN CLOSING	10/01/19	AMOUNT	\$9,149,900
LOAN-TO-COST [%]	65.00%	LOAN FEES [%]	1.00%
INTEREST RATE	6.00%	EXIT FEE [%]	0.50%
LOAN MATURITY	48 MO	10/31/23	TAXES [%] 0.25%
PERMANENT LOAN			
LOAN CLOSING	06/30/22	AMOUNT	\$9,100,000
NOI STABILIZED	\$735,845	LOAN-TO-VALUE [%]	65.00%
DSCR	1.26x	PAYMENT [\$]	\$586,209
INTEREST RATE [%]	5.00%	LOAN FEES [%]	1.00%
AMORTIZATION	30 YRS	TAXES [%]	0.25%

RESIDENTIAL LEASING & VALUATION			
RESIDENTIAL TIMELINE	2022	2022	2024
REVENUE	\$802,810	\$802,810	\$762,079
GROWTH RATE [%]	2018 3.0%	2019 3.0%	>2020 3.0%
NOI RESIDENTIAL	#####	\$802,810	\$802,810
NOI RETAIL	[0.0%]	0	0
NET OPERATING INCOME	\$802,810	\$802,810	\$762,079
NOI ROC [%]	[5.7%]	[5.7%]	[5.41%]
VALUATION METRICS			
SALES [\$/SF]			5.25%
RESIDENTIAL VALUATION		\$254,860	\$15,291,625
SELLING COSTS [%]			5.00%
NET RESIDENTIAL SALE PROCEEDS			\$14,527,044

FINANCIAL RETURNS SUMMARY PROJECT-LEVEL			
PROJECT-LEVEL RETURNS [UNLEVERED]			
NET PROFIT [\$]	\$13,674,269	>	\$1,740,862
XIRR [%]			8.29%
EQUITY MULTIPLE			1.13x

FINANCIAL RETURNS SUMMARY SPONSOR-LEVEL RETURNS			
NET PROFIT [\$]	\$492,687	>	\$108,337
XIRR [%]			11.13%
EQUITY MULTIPLE			1.22x

PROJECT CAPITALIZATION				
SOURCES		TOTAL [\$]	\$ /GSF	\$ /NSF
SPONSOR EQUITY	[10.0%]	\$492,687	\$4.82	\$11.34
INVESTOR EQUITY	[90.0%]	4,434,182	43.38	102.05
CONSTRUCTION LOAN		9,149,900	89.51	210.58
TOTAL SOURCES		\$14,076,769	\$137.71	\$323.98

USES				
	TOTAL [\$]	\$ /GSF	\$ /NSF	% TOTAL
ACQUISITION COSTS				
PROPERTY ACQUISITION	\$0	\$0.00	\$0.00	#DIV/0!
CLOSING COSTS	0	0.00	0.00	#DIV/0!
ACQUISITION COSTS	\$0	\$0.00	\$0.00	0.0%

DEVELOPMENT COSTS				
HARD COSTS	\$11,542,336	\$112.92	\$265.65	84.4%
SOFT COSTS	2,131,934	\$20.86	49.07	15.6%
DEVELOPMENT COSTS	\$13,674,269	\$133.77	\$314.71	97.1%

FINANCING COSTS				
FINANCING EXPENSES	\$181,500	\$1.78	\$4.18	45.1%
CAPITALIZED INTEREST	221,000	2.16	5.09	54.9%
FINANCING COSTS	\$402,500	\$3.94	\$9.26	2.9%

TOTAL USES	\$14,076,769	\$137.71	\$323.98	100.0%
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CASH FLOW SUMMARY						
	TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ACQUISITION COSTS	\$0	\$0	\$0	\$0	\$0	\$0
HARD COSTS	(\$11,542,336)	0	(\$11,542,336)	\$0	\$0	\$0
SOFT COSTS	(\$2,046,656)	(\$1,023,328)	(\$1,023,328)	\$0	\$0	\$0
DEVELOPMENT COSTS	(\$13,588,992)	(\$1,023,328)	(\$12,565,664)	\$0	\$0	\$0
RESIDENTIAL NOI	\$802,810	\$0	\$0	\$802,810	\$0	\$0
RETAIL NOI	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NOI	\$802,810	\$0	\$0	\$802,810	\$0	\$0
RESIDENTIAL SALE	\$14,527,044	\$0	\$0	\$14,527,044	\$0	\$0
RETAIL SALE	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL SALE PROCEEDS	\$14,527,044	\$0	\$0	\$14,527,044	\$0	\$0
UNLEVERED CASH FLOW		(\$1,023,328)	(\$12,565,664)	\$15,329,854	\$0	\$0
FINANCING EXPENSE	\$0	\$0	\$0	\$0	\$0	\$0
CONSTRUCTION LOAN	\$8,662,123	\$0	\$8,662,123	\$0	\$0	\$0
CAPITALIZE INTEREST	\$205,540	\$0	\$205,540	\$0	\$0	\$0
REPAYMENT	(\$8,867,662)	\$0	(\$8,867,662)	\$0	\$0	\$0
PERMANENT LOAN	\$9,100,000	\$0	\$9,100,000	\$0	\$0	\$0
DEBT SERVICE	(\$586,209)	\$0	\$0	(\$586,209)	\$0	\$0
REPAYMENT	(\$8,965,742)	\$0	\$0	(\$8,965,742)	\$0	\$0
LEVERED CASH FLOW		(\$1,023,328)	(\$3,671,204)	\$5,777,903	\$0	\$0

RETAIL LEASING & VALUATION					
RETAIL TIMELINE	2020	2022	2023	2023	2023
RENT [GRADE]	\$30.00	\$31.83	\$32.78	\$32.78	\$32.78
OPEX REAL ESTATE TAXES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
VACANCY CREDIT LOSS [%]	10.00%	10.00%	10.00%	10.00%	10.00%
NOI [SPSF]	\$27.00	\$28.64	\$29.50	\$29.50	\$29.50
GROWTH RATE [%]		3.00%	3.00%	3.00%	3.00%
NET OPERATING INCOME [\$]		\$0			\$0
RETAIL VALUATION					
RETAIL CAP RATE [%] VALUE [SPSF]	6.00%				#DIV/0!
SELLING COSTS [%]					5.00%
NET RETAIL SALE PROCEEDS					\$0

PROJECT-LEVEL RETURNS [LEVERED]			
NET PROFIT [\$]	\$4,926,869	>	\$1,083,371
XIRR [%]			11.13%
EQUITY MULTIPLE			1.22x

INVESTOR-LEVEL RETURNS			
NET PROFIT [\$]	\$4,434,182	>	\$975,034
XIRR [%]			11.13%
EQUITY MULTIPLE			1.22x

OPA LOCKA 700 ALI BABA AVE | FINANCIAL MODEL | CURRENT ZONING

DEVELOPMENT BUDGET

102,220 SF 43,450 SF 72 UNITS

DEVELOPMENT BUDGET							
ACQUISITION COSTS	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
PROPERTY ACQUISITION	\$0	\$0.00	\$0.00	\$0	#DIV/0!		
TRANSFER TAXES	1.50% x PURCHASE PRICE	0	0.00	0.00	0	#DIV/0!	
TITLE INSURANCE PROPERTY ACQUISITION	~1.00% PURCHASE PRICE	0	0.00	0.00	0	#DIV/0!	
DEVELOPER ACQUISITION FEE	~1.00% PURCHASE PRICE	0	0.00	0.00	0	#DIV/0!	
LEGAL JV OPERATING AGREEMENT	0	0.00	0.00	0	#DIV/0!		
TOTAL ACQUISITION COSTS	\$0	\$0.00	\$0.00	\$0	0.00%		

HARD COSTS							
	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
GENERAL REQUIREMENTS	\$293,087	\$2.87	\$6.75	\$4,071	2.54%	OSS	CONCEPTUAL BUDGET
DEMOLITION FOUNDATIONS SITE WORK	800,617	7.83	18.43	11,120	6.94%	OSS	CONCEPTUAL BUDGET
CONCRETE	3,577,700	35.00	82.34	49,690	31.00%	OSS	CONCEPTUAL BUDGET
MASONRY	326,780	3.20	7.52	4,539	2.83%	OSS	CONCEPTUAL BUDGET
METALS	72,585	0.71	1.67	1,008	0.63%	OSS	CONCEPTUAL BUDGET
WOODS + PLASTICS	364,910	3.57	8.40	5,068	3.16%	OSS	CONCEPTUAL BUDGET
THERMAL + MOISTURE PROTECTION	135,082	1.32	3.11	1,876	1.17%	OSS	CONCEPTUAL BUDGET
DOORS + WINDOWS	397,356	3.89	9.15	5,519	3.44%	OSS	CONCEPTUAL BUDGET
FINISHES	1,247,402	12.20	28.71	17,325	10.81%	OSS	CONCEPTUAL BUDGET
SPECIALTIES	79,250	0.78	1.82	1,101	0.69%	OSS	CONCEPTUAL BUDGET
EQUIPMENT	101,904	1.00	2.35	1,415	0.88%	OSS	CONCEPTUAL BUDGET
CONVEYING SYSTEMS	196,080	1.92	4.51	2,723	1.70%	OSS	CONCEPTUAL BUDGET
MECHANICAL	1,322,813	12.94	30.44	18,372	11.46%	OSS	CONCEPTUAL BUDGET
ELECTRICAL	429,000	4.20	9.87	5,958	3.72%	OSS	CONCEPTUAL BUDGET
SUBTOTAL TRADE COSTS	\$9,344,564	\$91.42	\$215.06	\$129,786	80.96%		
GENERAL CONDITIONS	\$560,674	\$5.48	\$12.90	\$7,787	4.86%	OSS	CONCEPTUAL BUDGET
CONTRACTOR GENERAL + EXCESS LIABILITY INSURANCE	127,938	1.25	2.94	1,777	1.11%	OSS	CONCEPTUAL BUDGET
CONTRACTOR PAYMENT + PERFORMANCE BOND	107,894	1.06	2.48	1,499	0.93%	OSS	CONCEPTUAL BUDGET
CONSTRUCTION MANAGEMENT FEES	459,108	4.49	10.57	6,376	3.98%	OSS	CONCEPTUAL BUDGET
CONTRACTOR HARD COST CONTINGENCY	397,157	2.91	6.84	4,127	2.57%	OSS	CONCEPTUAL BUDGET
BASE CONSTRUCTION COSTS [GMP]	\$10,897,336	\$106.61	\$250.80	\$151,352	94.41%		
CONTROLLED TESTING + INSPECTIONS	30,000	0.29	0.69	417	0.26%	[TBD]	\$200K @ 2110 NMA
PRE-CONSTRUCTION SERVICES	40,000	0.39	0.92	556	0.35%	[TBD]	PRECON FEE NEGOTIATE 50% CREDIT
CONSTRUCTION OVERSIGHT	20,000	0.20	0.46	278	0.17%	[TBD]	
EXTERIOR SITE SIGNAGE	10,000	0.10	0.23	139	0.09%	[TBD]	
OFF-SITE TEMPORARY PARKING	20,000	0.20	0.46	278	0.17%	[TBD]	
MODEL APARTMENT MOCK-UPS	25,000	0.24	0.58	347	0.22%	[TBD]	
OWNER HARD COST CONTINGENCY	~2.50%	270,000	2.64	6.21	3.75%		
OWNER HARD COSTS	\$645,000	\$6.31	\$14.84	\$8,958	5.59%		
TOTAL HARD COSTS	\$11,542,336	\$112.92	\$265.65	\$160,310	82.00%		

SOFT COSTS							
	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
ARCHITECTURE + ENGINEERING							
A&E ENTITLEMENT PHASE	\$25,000	\$0.24	\$0.58	\$347	6.02%		
EXECUTIVE ARCHITECT	150,000	1.47	3.45	2,083	36.10%	[TBD]	
MEP ENGINEER	50,000	0.49	1.15	694	12.03%	[TBD]	
STRUCTURAL ENGINEER	50,000	0.49	1.15	694	12.03%	[TBD]	
CIVIL ENGINEER	50,000	0.49	1.15	694	12.03%	[TBD]	
LANDSCAPE ARCHITECT	15,000	0.15	0.35	208	3.61%	[TBD]	
LIFE SAFETY	5,500	0.05	0.13	76	1.32%	[TBD]	
ARCHITECT PEER REVIEW	5,000	0.05	0.12	69	1.20%	[TBD]	
SURVEYING	10,000	0.10	0.23	139	2.41%	[TBD]	
GEOTECHNICAL ENGINEER	5,000	0.05	0.12	69	1.20%	[TBD]	
A&E REIMBURSABLE EXPENSES	~10.00%	20,000	0.20	0.46	278	4.81%	10.0% EXECUTIVE ARCHITECT, LANDSCAPE
A&E CONTINGENCY	~10.00%	30,000	0.29	0.69	417	7.22%	10.0% A&E
SUBTOTAL ARCHITECTURE + ENGINEERING	\$415,500	\$4.06	\$9.56	\$5,771	19.49%		

LEGAL & ACCOUNTING							
LEGAL & ACCOUNTING ENTITLEMENT PHASE	\$25,000	\$0.24	\$0.58	\$347	29.41%	[TBD]	
LEGAL CONSTRUCTION CONTRACTS	25,000	0.24	0.58	347	29.41%	[TBD]	
LEGAL REAL ESTATE TAX CONSULTANT	15,000	0.15	0.35	208	17.65%	[TBD]	
ACCOUNTING ANNUAL AUDIT	2.0 YRS ~\$10,000 /YR	20,000	0.20	0.46	278	23.53%	[TBD]
SUBTOTAL LEGAL & ACCOUNTING	\$85,000	\$0.83	\$1.96	\$1,181	3.99%		

PERMITTING							
IMPACT FEES ROAD, FIRE, POLICE, SCHOOL, PARK	\$642,221	\$6.28	\$14.78	\$8,920	73.12%	[TBD]	SEE 'IMPACT FEES' TAB
IMPACT FEES DEFERMENT	\$0						
BUILDING PERMIT FEES	~1.25% TRADE COSTS	140,000	1.37	3.22	1,944	15.94%	[TBD]
WATER + SEWER CONNECTION FEES		34,950	0.34	0.80	485	0.30%	[TBD]
BISCAYNE BASIN SANITARY SEWER SPECIAL CONNECTION FEES		21,200	0.21	0.49	294	0.18%	[TBD]
GAS CONNECTION FEES		5,000	0.05	0.12	69	0.57%	[TBD]
CODE CONSULTING		15,000	0.15	0.35	208	1.71%	[TBD]
EXPEDITOR		20,000	0.20	0.46	278	2.28%	[TBD]
SUBTOTAL PERMITTING	\$878,371	\$8.59	\$20.22	\$12,200	41.20%		

INSURANCE							
OWNER BUILDER'S RISK INSURANCE [TPC: \$58M 24 MO]	\$115,423	\$1.13	\$2.66	\$1,603	60.61%	[TBD]	1% OF HARD COSTS
OWNER GENERAL LIABILITY INSURANCE [24 MO]	50,000	0.49	1.15	694	26.26%	[TBD]	
OWNER UMBRELLA - EXCESS LIABILITY INSURANCE [\$10M 24 MO]	25,000	0.24	0.58	347	13.13%	[TBD]	
SUBTOTAL INSURANCE	\$190,423	\$1.86	\$4.38	\$2,645	8.93%		

MARKETING							
SIGNAGE BUILDING EXTERIOR	10,000	0.10	0.23	139	22.22%	[TBD]	
SIGNAGE TEMPORARY FENCE	5,000	0.05	0.12	69	11.11%	[TBD]	
LEASING OFFICE FF&E:	15,000	0.15	0.35	208	33.33%	[TBD]	
MARKET RESEARCH STUDY	10,000	0.10	0.23	139	22.22%	[TBD]	
RESIDENTIAL SALES COMMISSIONS	5.0% NET ANNUAL RENT	0	0.00	0.00	0	0.00%	[TBD]
RETAIL LEASING DISPLAYS		5,000	0.05	0.12	69	11.11%	[TBD]
SUBTOTAL MARKETING	\$45,000	\$0.44	\$1.04	\$625	2.11%		RETAIL RENT [5YRS]: \$0

OPERATING EXPENSES							
TEMPORARY POWER	8 MO ~\$500 /MO	\$4,000	\$0.04	\$0.09	\$56	50.00%	[TBD]
TEMPORARY WATER	8 MO ~\$500 /MO	4,000	0.04	0.09	56	50.00%	[TBD]
OPEX REAL ESTATE TAXES	3.0 YRS ~\$ /YR	0	0.00	0.00	0	0.00%	[TBD]
SUBTOTAL OPEX		\$8,000	\$0.08	\$0.18	\$111	0.38%	

FF&E							
POOL DECK	10,000 GSF	~\$0. /GSF	0	0.00	0.00	0	#DIV/0! [TBD]
SUBTOTAL FF&E		\$0	\$0.00	\$0.00	\$0	0.00%	
DEVELOPER OVERHEAD							
DEVELOPER DEVELOPMENT FEE	~3.50% TPC	\$418,524	\$4.09	\$9.63	\$5,813	97.67%	3.5% OF MANAGED COSTS
DEVELOPER REIMBURSABLE EXPENSES	~\$500 /MO	10,000	0.10	0.23	139	2.33%	17 MO
SUBTOTAL DEVELOPER OVERHEAD	23 MO ~\$20,000 /MO	\$428,524	\$4.19	\$9.86	\$5,952	20.10%	
SOFT COST CONTINGENCY							
SOFT COST CONTINGENCY	~5.00% SOFT COSTS	\$81,115	0.79	1.87	1,127	3.80%	
SUBTOTAL SOFT COST CONTINGENCY		\$81,115	\$0.79	\$1.87	\$1,127	3.80%	
TOTAL SOFT COSTS		\$2,131,934	\$20.86	\$49.07	\$29,610	15.15%	

FINANCING COSTS							
	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
LOAN FEES CONSTRUCTION LOAN	1.00% CONSTRUCTION LOAN	91,500	0.90	2.11	1,271	22.73%	[TBD] \$9,150,000 CONSTRUCTION LOAN
TAXES CONSTRUCTION LOAN	0.25% CONSTRUCTION LOAN	20,000	0.20	0.46	278	4.97%	[TBD] \$9,150,000 CONSTRUCTION LOAN
INSPECTING ENGINEER CONSTRUCTION OVERSIGHT	~\$2,000 /MO	20,000	0.20	0.46	278	4.97%	[TBD] 12 MO
LENDER DUE DILIGENCE		25,000	0.24	0.58	347	6.21%	[TBD]
LEGAL LOAN DOCUMENTS [LENDER]		25,000	0.24	0.58	347	6.21%	[TBD]
CAPITALIZED INTEREST CONSTRUCTION LOAN		221,000	2.16	5.09	3,069	54.91%	[TBD]
TOTAL FINANCING COSTS		\$402,500	\$3.94	\$9.26	\$5,590	2.86%	

TOTAL DEVELOPMENT COSTS	\$14,076,769	\$137.71	\$323.98	\$195,511	100.00%		
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PROJECT CAPITALIZATION							
EQUITY	\$4,926,869	\$48.20	\$113.39	\$68,429	35.00%		
DEBT	\$9,149,900	\$89.51	\$210.58	\$127,082	65.00%		
TOTAL SOURCES	\$14,076,769	\$137.71	\$323.98	\$195,511	100.00%		

Conceptual Budget Summary

Project:								102,220
Location:						Garage		46,080
Owner:								
Architect:						Residential		56,140
						Retail		0
Drawing Phase:								72
Estimate Date:								
Item		Residential		Garage		Retail		Total
1000	General Requirements	\$84,210	\$1.5	\$23,040	\$0.5	\$0	\$2.0	\$107,250
1301	Final Cleaning	\$43,164	\$0.8	\$14,880	\$0.3	\$0	\$0.4	\$58,044
1622	Scaffolding	\$28,070	\$0.5	\$29,759	\$0.6	\$0	\$1.0	\$57,829
2100	Demolition of Existing	\$0	\$0.0	\$20,000	\$0.4			\$20,000
2200	Surveying	\$5,764	\$0.1	\$4,731	\$0.1	\$0	\$0.1	\$10,494
2240	Dewatering	\$28,818	\$0.5	\$23,654	\$0.5	\$0	\$0.5	\$52,472
3000	Concrete Shell	\$1,964,900	\$35.0	\$1,612,800	\$35.0	\$0	\$35.0	\$3,577,700
3200	Site Safety	\$56,140	\$1.0	\$13,824	\$0.3	\$0	\$1.0	\$69,964
4000	Masonry	\$280,700	\$5.0	\$46,080	\$1.0	\$0	\$2.0	\$326,780
5100	Miscellaneous Metals & Structural Steel	\$42,105	\$0.8	\$23,040	\$0.5	\$0	\$10.0	\$65,145
5150	Barrier Cables		N/A	\$7,440	\$0.2		N/A	\$7,440
6200	Kitchen & Bath Cabinetry	\$196,490	\$3.5		N/A		N/A	\$196,490
6400	Millwork and Finish Carpentry	\$168,420	\$3.0		N/A		N/A	\$168,420
7100	Waterproofing	\$19,649	\$0.3	\$23,040	\$0.5	\$0	\$0.4	\$42,689
7300	Roofing	\$92,393	\$1.6		N/A		N/A	\$92,393
8100	Doors and Hardware	\$95,825	\$1.7	\$14,880	\$0.3	\$0	\$0.4	\$110,704
8300	Coiling Doors and Grilles		N/A	\$5,952	\$0.1		N/A	\$5,952
8500	Glass and Glazing	\$280,700	\$5.0		N/A	\$0	\$10.0	\$280,700
9260	Framing and Drywall	\$280,700	\$5.0	\$23,040	\$0.5	\$0	\$2.0	\$303,740
9280	Stucco and Plastering	\$280,700	\$5.0	\$46,080	\$1.0	0		\$326,780
9300	Finishes - Common Areas	\$280,700	\$5.0	\$12,201	\$0.3		N/A	\$292,901
9400	Tile and Stone	\$168,420	\$3.0		N/A		N/A	\$168,420
9600	Flooring	\$11,235	\$0.2		N/A		N/A	\$11,235
9900	Painting	\$98,245	\$1.8	\$46,080	\$1.0	\$0	\$1.0	\$144,325
10430	Specialties	\$70,617	\$1.3		N/A		N/A	\$70,617
10600	Trash Chute	\$8,633	\$0.2		N/A		N/A	\$8,633
11120	Parking Control Equipment		N/A	\$11,904	\$0.3		N/A	\$11,904
11300	Residential Appliances	\$90,000	\$1.6		N/A		N/A	\$90,000
13000	Pool Construction	\$0	\$0.0		N/A		N/A	\$0
14200	Elevators and Lifts	\$150,000	\$2.7	\$46,080	\$1.0	\$0	\$3.1	\$196,080
21100	Fire Protection	\$140,350	\$2.5	\$92,160	\$2.0	\$0	\$2.5	\$232,510
22100	Plumbing	\$513,003	\$9.1	\$92,160	\$2.0	\$0	\$9.0	\$605,163
23000	HVAC	\$392,980	\$7.0	\$92,160	\$2.0	\$0	\$9.0	\$485,140
26000	Electrical	\$336,840	\$6.0	\$92,160	\$2.0	\$0	\$8.0	\$429,000
31000	Earthwork and Utilities	\$112,280	\$2.0	\$92,160	\$2.0	\$0	\$0.7	\$204,440
31363	Special Foundations-Auger Piles	\$196,490	\$3.5	\$92,160	\$2.0	\$0	\$3.5	\$288,650
32140	Unit Paving	\$112,280	\$2.0		N/A	\$0	\$2.0	\$112,280
32900	Landscape and Irrigation	\$112,280	\$2.0		N/A	\$0	\$3.0	\$112,280
	Subtotal	\$6,743,101	\$117	\$2,601,464	\$56	\$0	\$136	\$9,344,564
	General Conditions	\$404,586	\$7	\$156,088	\$3	\$0	#DIV/0!	\$560,674
	Subtotal	\$7,147,687	\$125	\$2,757,552	\$86	\$0	\$144	\$9,905,238
	Contractor's Contingency - 3%	\$214,431	\$4	\$82,727	\$2	\$0	#DIV/0!	\$297,157
	Subtotal	\$7,362,117	\$128	\$2,840,278	\$89	\$0	\$148	\$10,202,396
	Construction Management Fee - 4.5%	\$331,295	\$6	\$127,813	\$3	\$0	#DIV/0!	\$459,108
	Subtotal	\$7,693,413	\$134	\$2,968,091	\$93	\$0	\$155	\$10,661,503
	General Liability Insurance - 1.2%	\$92,321	\$2	\$35,617	\$1	\$0	#DIV/0!	\$127,938
	Subtotal	\$7,785,734	\$136	\$3,003,708	\$94	\$0	\$156	\$10,789,441
	Bond - 1%	\$77,857	\$1	\$30,037	\$1	\$0	#DIV/0!	\$107,894
	Total Cost	\$7,863,591	\$140	\$3,033,745	\$66	\$0	#DIV/0!	\$10,897,336

OPA LOCKA 700 ALI BABA AVE | FINANCIAL MODEL | CURRENT ZONING

RESIDENTIAL | OPERATING STATEMENT

PERIOD	YEAR 1			YEAR 2			YEAR 3			YEAR 4			YEAR 5			
OPERATIONS BEGINNING	07/01/22			07/01/23			07/01/24			07/01/25			07/01/26			
OPERATIONS ENDING	06/30/23			06/30/24			06/30/25			06/30/26			06/30/27			
PERIOD	365 DAYS			366 DAYS			365 DAYS			365 DAYS			364 DAYS			
STANDARD UNITS [#]	72 UNITS			72 UNITS			72 UNITS			72 UNITS			72 UNITS			
STANDARD OCCUPANCY [%]	95.0%			97.0%			97.0%			97.0%			97.0%			
STANDARD AVERAGE OCCUPIED UNITS [#]	68			70			70			70			70			
STANDARD AVERAGE MONTHLY RENT [\$]	\$1,307			\$1,346			\$1,387			\$1,428			\$1,471			
REVENUE	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	
STANDARD GROSS POTENTIAL REVENUE	\$1,129,200	\$25.99	\$15,683	\$1,163,076	\$26.77	\$16,154	\$1,197,968	\$27.57	\$16,638	\$1,233,907	\$28.40	\$17,138	\$1,270,925	\$29.25	\$17,652	
LESS: STANDARD VACANCY	(56,460)	(1.30)	(784)	(34,892)	(0.80)	(485)	(35,939)	(0.83)	(499)	(37,017)	(0.85)	(514)	(38,128)	(0.88)	(530)	
LESS: CREDIT LOSS	(5,364)	(0.12)	(74)	(5,641)	(0.13)	(78)	(5,810)	(0.13)	(81)	(5,984)	(0.14)	(83)	(6,164)	(0.14)	(86)	
PLUS: PARKING	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	
PLUS: OTHER INCOME	36,000	0.83	500	37,080	0.85	515	38,192	0.88	530	39,338	0.91	546	40,518	0.93	563	
TOTAL REVENUE	\$1,103,376	\$25.39	\$15,325	\$1,159,623	\$26.69	\$16,106	\$1,194,411	\$27.49	\$16,589	\$1,230,244	\$28.31	\$17,087	\$1,267,151	\$29.16	\$17,599	
DIRECT EXPENSES																
CONTRACT SERVICES	\$25,800	\$0.59	\$358	\$26,316	\$0.61	\$366	\$26,842	\$0.62	\$373	\$27,379	\$0.63	\$380	\$27,927	\$0.64	\$388	
UTILITIES	54,000	1.24	750	55,080	1.27	765	56,182	1.29	780	57,305	1.32	796	58,451	1.35	812	
REPAIRS & MAINTENANCE	36,000	0.83	500	36,720	0.85	510	37,454	0.86	520	38,203	0.88	531	38,968	0.90	541	
TURNOVER	18,000	0.41	250	18,360	0.42	255	18,727	0.43	260	19,102	0.44	265	19,484	0.45	271	
GENERAL & ADMINISTRATIVE	61,966	1.43	861	63,205	1.45	878	64,469	1.48	895	65,759	1.51	913	67,074	1.54	932	
TOTAL DIRECT EXPENSES	\$195,766	\$4.51	\$2,719	\$199,681	\$4.60	\$2,773	\$203,675	\$4.69	\$2,829	\$207,748	\$4.78	\$2,885	\$211,903	\$4.88	\$2,943	
GROSS OPERATING PROFIT	\$907,610	\$20.89	\$12,606	\$959,941	\$22.09	\$13,333	\$990,737	\$22.80	\$13,760	\$1,022,495	\$23.53	\$14,201	\$1,055,248	\$24.29	\$14,656	
OPEX NON-OPERATING																
PROPERTY INSURANCE	\$64,800	\$1.49	\$900	\$66,096	\$1.52	\$918	\$67,418	\$1.55	\$936	\$68,766	\$1.58	\$955	\$70,142	\$1.61	\$974	
REAL ESTATE TAXES	0	0.00	0	108,000	2.49	1,500	111,240	2.56	1,545	114,577	2.64	1,591	118,015	2.72	1,639	
TOTAL OPEX NON-OPERATING	\$64,800	\$1.49	\$900	\$174,096	\$4.01	\$2,418	\$178,658	\$4.11	\$2,481	\$183,343	\$4.22	\$2,546	\$188,156	\$4.33	\$2,613	
GROSS PROFIT	\$842,810	\$19.40	\$11,706	\$785,845	\$18.09	\$10,915	\$812,079	\$18.69	\$11,279	\$839,152	\$19.31	\$11,655	\$867,092	\$19.96	\$12,043	
FEES																
MANAGEMENT BASE FEE	[4.00%]	\$40,000	\$0.92	\$556	\$50,000	\$1.15	\$694	\$50,000	\$1.15	\$694	\$50,000	\$1.15	\$694	\$50,000	\$1.15	\$694
TOTAL FEES		\$40,000	\$0.92	\$556	\$50,000	\$1.15	\$694	\$50,000	\$1.15	\$694	\$50,000	\$1.15	\$694	\$50,000	\$1.15	\$694
RESIDENTIAL NET OPERATING INCOME	\$802,810	\$18.48	\$11,150	\$735,845	\$16.94	\$10,220	\$762,079	\$17.54	\$10,584	\$789,152	\$18.16	\$10,960	\$817,092	\$18.81	\$11,348	

OPA LOCKA 700 ALI BABA AVE | FINANCIAL MODEL | CURRENT ZONING

DEVELOPMENT PROGRAM

TYPE	FLOORS	FAR	PARKING	RETAIL	LOBBY	AMENITY	BOH	RESIDENTIAL	TOT [GSF]
RES	6	3.5	46,080	0	2,000	2,000	8,690	43,450	102,220
TOTAL		73,150	46,080		2,000	2,000	8,690	43,450	102,220

RESIDENTIAL | PRICING SUMMARY

TYPE	UNITS [#]	SIZE [SF]	MIX [%]	RENT/MO	\$ PSF	AREA	TOT [\$ /MO]	TOT [\$ /YR]	\$ PSF
1 BDR	50	550	69.4%	\$1,200	\$2.18	27,500	\$60,000	\$720,000	\$26.18
2 BDR	22	725	30.6%	\$1,550	\$2.14	15,950	\$34,100	\$409,200	\$25.66
TOTAL	72	603	100.0%	\$1,307	\$2.17	43,450	\$94,100	\$1,129,200	\$25.99

IMPACT FEES ROAD, FIRE, POLICE, PARK, SCHOOL			
COMPONENT - FEE FOR NEW USE	UNITS	FEES [\$]	TOTAL [\$]
APARTMENTS	72	~\$8,920 /UNIT	\$642,221
RETAIL	0	~\$13.1547 /SF	\$0
SUBTOTAL IMPACT FEES [EST]			\$642,221
SUBTOTAL IMPACT FEES [ADJ]			\$642,221

MIAMI-DADE COUNTY IMPACT FEES RATE SCHEDULE												
LAND USE	ROAD		FIRE	POLICE		SCHOOL		PARKS		PARKS		UNITS
	October 1, 2016 - September 30, 2017			October 1, 2016 - September 30, 2017		October 1, 2016 - September 30, 2017		October 1, 2016 - September 30, 2017				
	Non UIA*	UIA*										
Port and Terminal								DIST 1	DIST 2	DIST 3		
Truck Terminals	\$9.36	\$8.85		\$1.34	\$0.38			North SW 8 ST	Middle	South SW 184 ST	sq. ft.	
Industrial												
Industrial Park	\$6.52	\$6.17		\$1.34	\$0.38						sq. ft.	
Manufacturing	\$3.58	\$3.38		\$1.34	\$0.38						sq. ft.	
Warehousing	\$4.65	\$4.39		\$1.34	\$0.38						sq. ft.	
Mixed Warehouse	\$2.24	\$2.13		\$1.34	\$0.38						sq. ft.	
Residential												
Single Family Detached	\$8,863.48	\$8,380.50		\$414.60	\$541.03	\$612.00	\$3,853.18	\$2,718.96	\$2,423.88	unit		
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$14,284.29	\$13,150.07	\$12,854.99			
							\$13,801.31	\$12,667.09	\$12,372.01			
Apartment (Rentals)	\$6,224.08	\$5,884.37		\$414.60	\$541.03	\$612.00	\$2,261.85	\$1,704.62	\$1,501.75	unit		
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$10,053.56	\$9,496.33	\$9,293.46			
							\$9,713.85	\$9,156.62	\$8,953.75			
High-Rise Apartment or Condo over 3 floors	\$3,890.42	\$3,677.73		\$414.60	\$541.03	\$612.00	\$2,261.85	\$1,704.62	\$1,501.75	unit		
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$7,719.90	\$7,162.67	\$6,959.80			
							\$7,507.21	\$6,949.98	\$6,747.11			
Condominium/Townhouse, Duplex	\$5,426.50	\$5,131.10		\$414.60	\$541.03	\$612.00	\$3,259.07	\$2,221.01	\$2,227.60	unit		
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$10,253.20	\$9,215.14	\$9,221.73			
							\$9,957.80	\$8,919.74	\$8,926.33			
Mobile Home	\$4,621.53	\$4,368.97		\$414.60	\$541.03	\$612.00	\$3,853.18	\$2,718.96	\$2,423.88	unit		
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$10,042.35	\$9,908.13	\$9,613.05			
							\$9,789.78	\$8,655.56	\$8,360.48			
Senior Adult Housing-Detached	\$3,407.44	\$3,222.8140		\$414.60	\$41.026		\$2,261.85	1,704.62	\$1,501.75	unit		
Total road, fire, police & park				Non UIA**			6624.920794	6,067.69	5864.822769			
							6440.265394	5,983.07	5680.197769			
Senior Adult Housing-Attached	\$3,185.89	\$3,011.6030		\$414.60	\$41.026		\$2,261.85	1,704.62	\$1,501.75	unit		
Total road, fire, police & park				Non UIA**			6403.370794	5,846.14	5643.272769			
							6229.084794	5,671.86	5468.086769			
Congregate Care Facility	\$1,903.85	\$1,800.4630		\$0.99	\$0.38						unit/sq. ft.	
Assisted Living Facility	\$2,507.95	\$2,372.0620		\$0.99	\$0.38						bed/sq. ft.	
Continuing Care Retirement Community	\$2,962.76	\$2,810.1730		\$0.99	\$0.38						unit/sq. ft.	
Lodging												
All Suites Hotel	\$5,779.50	\$5,463.42		\$0.44	\$0.38						room/sq. ft.	
Hotel	\$8,260.86	\$7,810.38		\$0.44	\$0.38						room/sq. ft.	
Motel	\$8,436.62	\$7,977.28		\$0.44	\$0.38						room/sq. ft.	
Recreational												
Marina	\$2,835.84	\$2,680.76		\$0.44	\$0.38						berth/sq. ft.	
Golf Course	\$34,241.29	\$32,375.84		\$0.44	\$0.38						hole/sq. ft.	
Amusement Park	\$72,582.73	\$68,628.81		\$0.44	\$0.38						acre/sq. ft.	
Tennis Courts	\$29,737.92	\$28,117.65		\$0.44	\$0.38						court/sq. ft.	
Racquet Club	\$37,077.13	\$35,056.60		\$0.44	\$0.38						court/sq. ft.	
Health/Fitness	\$3.85	\$3.64		\$0.44	\$0.38						sq. ft.	
Institutional												
Elementary School	\$184.63	\$174.29		\$0.44	\$0.38						St. Sla./sq. ft.	
High School	\$1,039.81	\$983.68		\$0.44	\$0.38						St. Sla./sq. ft.	
Jr./Community College	\$1,107.75	\$1,047.19		\$0.44	\$0.38						St. Sla./sq. ft.	
University	\$2,196.30	\$2,076.66		\$0.44	\$0.38						St. Sla./sq. ft.	
Church/Synagogue	\$5.54	\$5.24		\$0.44	\$0.38						sq. ft.	
Day Care Center	\$7.53	\$7.12		\$0.44	\$0.38						sq. ft.	
Medical												
Hospital	\$16.57	\$15.66		\$0.99	\$0.38						sq. ft.	
Nursing Home	\$2,234.70	\$2,112.11		\$0.99	\$0.38						bed/sq. ft.	
Clinic	\$29.65	\$28.04		\$0.99	\$0.38						sq. ft.	
Office												
General Office Building												
1 - 50,000	\$14.44	\$13.66		\$0.33	\$0.38						sq. ft.	
50,001 - 100,000	\$12.31	\$11.64		\$0.33	\$0.38						sq. ft.	
100,001 - 150,000	\$10.50	\$9.93		\$0.33	\$0.38						sq. ft.	
150,001 - 200,000	\$10.50	\$9.93		\$0.33	\$0.38						sq. ft.	
200,001 - 300,000	\$9.57	\$9.04		\$0.33	\$0.38						sq. ft.	
300,001 - 400,000	\$8.95	\$8.46		\$0.33	\$0.38						sq. ft.	
400,001 - 500,000	\$8.50	\$8.04		\$0.33	\$0.38						sq. ft.	
500,001 - 600,000	\$8.15	\$7.71		\$0.33	\$0.38						sq. ft.	
600,001 - 700,000	\$7.87	\$7.44		\$0.33	\$0.38						sq. ft.	
700,001 - more	\$7.63	\$7.22		\$0.33	\$0.38						sq. ft.	
Medical Office Building	\$33.35	\$31.53		\$0.33	\$0.38						sq. ft.	
Office Park	\$10.54	\$9.97		\$0.33	\$0.38						sq. ft.	
Research Center	\$7.49	\$7.08		\$0.33	\$0.38						sq. ft.	
Business Park	\$11.78	\$11.14		\$0.33	\$0.38						sq. ft.	
Retail												
Discount Superstore (Free standing)	\$19.12	\$18.08		\$0.44	\$0.38						sq. ft.	
Hardware/Paint Store/Pool Supply	\$13.81	\$13.05		\$0.44	\$0.38						sq. ft.	
Nursery Garden Center	\$16.46	\$15.56		\$0.44	\$0.38						sq. ft.	
Shopping Center/General Retail												
1 - 10,000	\$17.46	\$16.51		\$0.44	\$0.38						sq. ft.	
10,001 - 50,000	\$13.05	\$12.34		\$0.44	\$0.38						sq. ft.	
50,001 - 100,000	\$12.43	\$11.75		\$0.44	\$0.38						sq. ft.	
100,001 - 200,000	\$18.80	\$17.77		\$0.44	\$0.38						sq. ft.	
200,001 - 300,000	\$17.44	\$16.49		\$0.44	\$0.38						sq. ft.	
300,001 - 400,000	\$24.00	\$22.70		\$0.44	\$0.38						sq. ft.	
400,001 - 500,000	\$22.90	\$21.65		\$0.44	\$0.38						sq. ft.	
500,001 - 600,000	\$21.81	\$20.62		\$0.44	\$0.38						sq. ft.	
600,001 - 800,000	\$20.31	\$19.20		\$0.44	\$0.38						sq. ft.	
800,001 - 1,000,000	\$19.05	\$18.01		\$0.44	\$0.38						sq. ft.	
1,000,001 - 1,200,000	\$18.13	\$17.14		\$0.44	\$0.38						sq. ft.	
1,200,001 - more	\$17.88	\$16.90		\$0.44	\$0.38						sq. ft.	
Car Sales												
Car Sales (New & Used Car Sales Area)	\$22.58	\$21.35		\$0.44	\$0.38						sq. ft.	
Car Sales (Service and Parts Sales Area)	\$14.43	\$13.64		\$0.44	\$0.38						sq. ft.	
Tire Stores	\$22.31	\$21.10		\$0.44	\$0.38						sq. ft.	
Supermarket (free standing)	\$18.35	\$17.34		\$0.44	\$0.38						sq. ft.	
Convenience market	\$49.10	\$46.43		\$0.44	\$0.38						sq. ft.	
Convenience market with Gasoline	\$56.26	\$53.19		\$0.44	\$0.38						sq. ft.	
Home Improvements Superstore	\$20.69	\$19.56		\$0.44	\$0.38						sq. ft.	
Department Store (free standing)	\$8.62	\$8.15		\$0.44	\$0.38						sq. ft.	
Pharmacy/Drugstore (no drive thru)	\$10.34	\$9.78		\$0.44	\$0.38						sq. ft.	
Pharmacy/Drugstore (with drive thru)	\$11.13	\$10.52		\$0.44	\$0.38						sq. ft.	
Furniture Store (free standing)	\$1.54	\$1.45		\$0.44	\$0.38						sq. ft.	
Services												
Bank (Walk-in)	\$14.87	\$14.06		\$0.33	\$0.38						sq. ft.	
Bank (Drive-in)	\$23.43	\$22.15		\$0.44	\$0.38						sq. ft.	
Quality Restaurant	\$63.20	\$59.75		\$0.44	\$0.38						seats/sq. ft.	
Quality Restaurant/seats	\$2,008.72	\$1,899.42		\$0.44	\$0.38						seats/sq. ft.	
High Turnover Rest.	\$48.17	\$45.54		\$0.44	\$0.38						sq. ft.	
High turnover Rest/seats	\$1,469.62	\$1,388.38		\$0.44	\$0.38						seats/sq. ft.	
Fast Food Rest. No Drive Thru	\$68.05	\$64.35		\$0.44	\$0.38						sq. ft.	
Fast Food Rest. w/ Drive Thru	\$47.15	\$44.58		\$0.44	\$0.38						sq. ft.	
Coffee/Donut Shop	\$54.41	\$51.49		\$0.44	\$0.38						sq. ft.	
Service Stations w/ Gasoline	\$11,214.98	\$10,603.98		\$0.44	\$0.38						sq. ft.	

*UIA Urban Infill Area - means that part of Miami-Dade County located east of, and including S.R. 826 (Palmetto Expressway) and NW/57 Avenue and includes the area north of and east of I-95, and the City of Miami.

UIA (Urban Infill Area) - means that part of Miami-Dade County located east of, and including S.R. 826 (Palmetto Expressway) and NW/SW 77 Avenue and, excluding the area north of and west of I-95, and the City of Islands.

Appendix E2: Proforma Development Model under Proposed Zoning

OPA LOCKA 700 ALI BABA AVE | FINANCIAL MODEL | PROPOSED ZONING

ASSUMPTIONS | FINANCIAL SUMMARY | PROPOSED

DEVELOPMENT PROGRAM				
COMPONENT		GSF	NSF	UNITS
RESIDENTIAL	0.00	70,000	70,000	120
LOBBY		2,000		
AMENITIES		2,000	-	-
BACK OF HOUSE		14,000	-	-
RETAIL		4,180	4,180	-
BASE BUILDING		92,180	74,180	120
PARKING		48,000	-	108
TOTAL PROJECT		140,180	74,180	

DEVELOPMENT MILESTONE SCHEDULE			
PROJECT TIMELINE	START	DURATION	END
PROPERTY ACQUISITION			07/01/20
DESIGN PHASE	08/01/20	6 MO	01/31/21
PERMITTING	02/01/21	7 MO	08/31/21
CONSTRUCTION PHASE	OVERLAP 2 MO	12 MO	06/30/22
DEVELOPMENT SCHEDULE	07/01/20	23 MO	06/30/22
RESIDENTIAL PRE-SALES	OVERLAP MO	0 MO	06/30/22
RESIDENTIAL SALE		1.0 YRS	06/30/23
RETAIL SALE	07/01/22	1.0 YRS	06/30/23
INVESTMENT HORIZON	07/01/20	3.0 YRS	06/30/23

RESIDENTIAL STABILIZATION			
LEASING VELOCITY	START	DURATION	END
LEASE-UP PERIOD	07/01/22	0 MO	06/30/22
ABSORPTION UNITS /MO			25

FINANCING ASSUMPTIONS			
CONSTRUCTION LOAN			
LOAN CLOSING	10/01/19	AMOUNT	\$13,002,245
LOAN-TO-COST [%]	65.00%	LOAN FEES [%]	1.00%
INTEREST RATE	6.00%	EXIT FEE [%]	0.50%
LOAN MATURITY	48 MO	10/31/23	TAXES [%] 0.25%
PERMANENT LOAN			
LOAN CLOSING	06/30/22	AMOUNT	\$16,700,000
NOI STABILIZED	\$1,351,674	LOAN-TO-VALUE [%]	65.00%
DSCR	1.26x	PAYMENT [\$]	\$1,075,791
INTEREST RATE [%]	5.00%	LOAN FEES [%]	1.00%
AMORTIZATION	30 YRS	TAXES [%]	0.25%

RESIDENTIAL LEASING & VALUATION			
RESIDENTIAL TIMELINE	2022	2022	2024
REVENUE	\$1,341,256	\$1,341,256	\$1,278,925
GROWTH RATE [%]	2018 3.0%	2019 3.0%	>2020 3.0%
NOI RESIDENTIAL	95.7%	\$1,341,256	\$1,341,256
NOI RETAIL	4.3%	59,867	112,860
NET OPERATING INCOME	\$1,401,123	\$1,454,116	\$1,398,659
NOI ROC [%]	7.7%	7.27%	6.99%
VALUATION METRICS			
SALES [\$/SF]			5.25%
RESIDENTIAL VALUATION		\$425,796	\$25,547,733
SELLING COSTS [%]			5.00%
NET RESIDENTIAL SALE PROCEEDS			\$24,270,347

FINANCIAL RETURNS SUMMARY PROJECT-LEVEL		
PROJECT-LEVEL RETURNS [UNLEVERED]		
NET PROFIT [\$]	\$19,471,646	> \$8,285,556
XIRR [%]		25.16%
EQUITY MULTIPLE		1.43x

FINANCIAL RETURNS SUMMARY SPONSOR-LEVEL RETURNS		
NET PROFIT [\$]	\$700,121	> \$930,435
XIRR [%]		59.36%
EQUITY MULTIPLE		2.33x

PROJECT CAPITALIZATION				
SOURCES		TOTAL [\$]	\$ /GSF	\$ /NSF
SPONSOR EQUITY	10.0%	\$700,121	\$4.99	\$9.44
INVESTOR EQUITY	90.0%	6,301,088	44.95	84.94
CONSTRUCTION LOAN		13,002,245	92.75	175.28
TOTAL SOURCES		\$20,003,454	\$142.70	\$269.66

USES				
ACQUISITION COSTS		TOTAL [\$]	\$ /GSF	\$ /NSF
PROPERTY ACQUISITION		\$1,000,000	\$7.13	\$13.48
CLOSING COSTS		20,000	0.14	0.27
ACQUISITION COSTS		\$1,020,000	\$7.28	\$13.75

DEVELOPMENT COSTS				
HARD COSTS		\$16,611,243	\$118.50	\$223.93
SOFT COSTS		1,840,402	\$13.13	24.81
DEVELOPMENT COSTS		\$18,451,646	\$131.63	\$248.74

FINANCING COSTS				
FINANCING EXPENSES		\$230,000	\$1.64	\$3.10
CAPITALIZED INTEREST		301,808	2.15	4.07
FINANCING COSTS		\$531,808	\$3.79	\$7.17

TOTAL USES	\$20,003,454	\$142.70	\$269.66	100.0%
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CASH FLOW SUMMARY						
	TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ACQUISITION COSTS	(\$1,020,000)	(\$1,020,000)	\$0	\$0	\$0	\$0
HARD COSTS	(\$16,611,243)	0	(\$16,611,243)	\$0	\$0	\$0
SOFT COSTS	(\$1,766,786)	(\$883,393)	(\$883,393)	\$0	\$0	\$0
DEVELOPMENT COSTS	(\$19,398,029)	(\$1,903,393)	(\$17,494,636)	\$0	\$0	\$0
RESIDENTIAL NOI	\$1,341,256	\$0	\$0	\$1,341,256	\$0	\$0
RETAIL NOI	\$119,733	\$0	\$0	\$119,733	\$0	\$0
TOTAL NOI	\$1,460,989	\$0	\$0	\$1,460,989	\$0	\$0
RESIDENTIAL SALE	\$24,270,347	\$0	\$0	\$24,270,347	\$0	\$0
RETAIL SALE	\$1,952,250	\$0	\$0	\$1,952,250	\$0	\$0
TOTAL SALE PROCEEDS	\$26,222,597	\$0	\$0	\$26,222,597	\$0	\$0
UNLEVERED CASH FLOW		(\$1,003,393)	(\$17,494,636)	\$27,683,586	\$0	\$0
FINANCING EXPENSE	\$0	\$0	\$0	\$0	\$0	\$0
CONSTRUCTION LOAN	\$12,396,821	\$0	\$12,396,821	\$0	\$0	\$0
CAPITALIZE INTEREST	\$301,808	\$0	\$301,808	\$0	\$0	\$0
REPAYMENT	(\$12,698,628)	\$0	(\$12,698,628)	\$0	\$0	\$0
PERMANENT LOAN	\$16,700,000	\$0	\$16,700,000	\$0	\$0	\$0
DEBT SERVICE	(\$1,075,791)	\$0	\$0	(\$1,075,791)	\$0	\$0
REPAYMENT	(\$16,453,614)	\$0	\$0	(\$16,453,614)	\$0	\$0
LEVERED CASH FLOW		(\$1,003,393)	(\$1,003,644)	\$10,154,181	\$0	\$0

RETAIL LEASING & VALUATION					
RETAIL TIMELINE	2020	2022	2023	2023	2023
RENT [GRADE]	\$30.00	\$31.83	\$32.78	\$32.78	\$32.78
OPEX REAL ESTATE TAXES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
VACANCY CREDIT LOSS [%]	10.00%	10.00%	10.00%	10.00%	10.00%
NOI [SPSF]	\$27.00	\$28.64	\$29.50	\$29.50	\$29.50
GROWTH RATE [%]		3.00%	3.00%	3.00%	3.00%
NET OPERATING INCOME [\$]		\$119,733			\$123,325
RETAIL VALUATION					
RETAIL CAP RATE [%] VALUE [SPSF]	6.00%				\$491.63
SELLING COSTS [%]					5.00%
NET RETAIL SALE PROCEEDS					\$1,952,250

PROJECT-LEVEL RETURNS [LEVERED]		
NET PROFIT [\$]	\$7,001,209	> \$7,154,344
XIRR [%]		48.81%
EQUITY MULTIPLE		2.02x

INVESTOR-LEVEL RETURNS		
NET PROFIT [\$]	\$6,301,088	> \$6,223,909
XIRR [%]		47.57%
EQUITY MULTIPLE		1.99x

OPA LOCKA 700 ALI BABA AVE | FINANCIAL MODEL | PROPOSED ZONING

DEVELOPMENT BUDGET

140,180 SF 74,180 SF 120 UNITS							
DEVELOPMENT BUDGET							
ACQUISITION COSTS	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
PROPERTY ACQUISITION	\$1,000,000	\$7.13	\$13.48	\$8,333	98.04%		
TRANSFER TAXES	1.50% x PURCHASE PRICE	0	0.00	0	0.00%		
TITLE INSURANCE PROPERTY ACQUISITION	~1.00% PURCHASE PRICE	10,000	0.07	0.13	83	0.98%	
DEVELOPER ACQUISITION FEE	10,000	0.07	0.13	83	0.98%		
LEGAL JV OPERATING AGREEMENT	0	0.00	0.00	0	0.00%		
TOTAL ACQUISITION COSTS	\$1,020,000	\$7.28	\$13.75	\$8,500	5.10%		
HARD COSTS							
HARD COSTS	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
GENERAL REQUIREMENTS	\$434,971	\$3.10	\$5.86	\$3,625	2.62%	OSS	CONCEPTUAL BUDGET
DEMOLITION FOUNDATIONS SITE WORK	1,172,884	8.37	15.81	9,774	7.06%	OSS	CONCEPTUAL BUDGET
CONCRETE	4,906,300	35.00	66.14	40,886	29.54%	OSS	CONCEPTUAL BUDGET
MASONRY	496,360	3.54	6.69	4,136	2.99%	OSS	CONCEPTUAL BUDGET
METALS	139,550	1.00	1.88	1,163	0.84%	OSS	CONCEPTUAL BUDGET
WOODS + PLASTICS	572,000	4.08	7.71	4,767	3.44%	OSS	CONCEPTUAL BUDGET
THERMAL + MOISTURE PROTECTION	201,090	1.43	2.71	1,676	1.21%	OSS	CONCEPTUAL BUDGET
DOORS + WINDOWS	655,458	4.68	8.84	5,462	3.95%	OSS	CONCEPTUAL BUDGET
FINISHES	1,900,861	13.56	25.62	15,841	11.44%	OSS	CONCEPTUAL BUDGET
SPECIALTIES	124,224	0.89	1.67	1,035	0.75%	OSS	CONCEPTUAL BUDGET
EQUIPMENT	102,400	0.73	1.38	853	0.62%	OSS	CONCEPTUAL BUDGET
CONVEYING SYSTEMS	210,932	1.50	2.84	1,758	1.27%	OSS	CONCEPTUAL BUDGET
MECHANICAL	2,013,827	14.37	27.15	16,782	12.12%	OSS	CONCEPTUAL BUDGET
ELECTRICAL	657,440	4.69	8.86	5,479	3.96%	OSS	CONCEPTUAL BUDGET
SUBTOTAL TRADE COSTS	\$13,588,298	\$96.93	\$183.18	\$113,236	81.90%		
GENERAL CONDITIONS	\$815,298	\$5.82	\$10.99	\$6,794	4.91%	OSS	CONCEPTUAL BUDGET
CONTRACTOR GENERAL + EXCESS LIABILITY INSURANCE	186,040	1.33	2.51	1,550	1.12%	OSS	CONCEPTUAL BUDGET
CONTRACTOR PAYMENT + PERFORMANCE BOND	156,893	1.12	2.12	1,307	0.94%	OSS	CONCEPTUAL BUDGET
CONSTRUCTION MANAGEMENT FEES	667,607	4.76	9.00	5,563	4.02%	OSS	CONCEPTUAL BUDGET
CONTRACTOR HARD COST CONTINGENCY	432,108	3.08	5.83	3,601	2.60%	OSS	CONCEPTUAL BUDGET
BASE CONSTRUCTION COSTS [GMP]	\$15,846,243	\$113.04	\$213.62	\$132,052	95.39%		
CONTROLLED TESTING + INSPECTIONS	30,000	0.21	0.40	250	0.18%		[TBD]
PRE-CONSTRUCTION SERVICES	40,000	0.29	0.54	333	0.24%		[TBD]
CONSTRUCTION OVERSIGHT	20,000	0.14	0.27	167	0.12%		[TBD]
EXTERIOR SITE SIGNAGE	10,000	0.07	0.13	83	0.06%		[TBD]
OFF-SITE TEMPORARY PARKING	20,000	0.14	0.27	167	0.12%		[TBD]
MODEL APARTMENT MOCK-UPS	25,000	0.18	0.34	208	0.15%		[TBD]
OWNER HARD COST CONTINGENCY	~2.50%	390,000	2.78	5.26	3,250	2.35%	
OWNER HARD COSTS	\$765,000	\$5.46	\$10.31	\$6,375	4.61%		
TOTAL HARD COSTS	\$16,611,243	\$118.50	\$223.93	\$138,427	83.04%		
SOFT COSTS							
SOFT COSTS	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
ARCHITECTURE + ENGINEERING							
A&E ENTITLEMENT PHASE	\$25,000	\$0.18	\$0.34	\$208	6.02%		
EXECUTIVE ARCHITECT	150,000	1.07	2.02	1,250	36.10%		[TBD]
MEP ENGINEER	50,000	0.36	0.67	417	12.03%		[TBD]
STRUCTURAL ENGINEER	50,000	0.36	0.67	417	12.03%		[TBD]
CIVIL ENGINEER	50,000	0.36	0.67	417	12.03%		[TBD]
LANDSCAPE ARCHITECT	15,000	0.11	0.20	125	3.61%		[TBD]
LIFE SAFETY	5,000	0.04	0.07	46	1.32%		[TBD]
ARCHITECT PEER REVIEW	5,000	0.04	0.07	42	1.20%		[TBD]
SURVEYING	10,000	0.07	0.13	83	2.41%		[TBD]
GEOTECHNICAL ENGINEER	5,000	0.04	0.07	42	1.20%		[TBD]
A&E REIMBURSABLE EXPENSES	~10.00%	20,000	0.14	0.27	167	4.81%	10.0% EXECUTIVE ARCHITECT, LANDSCAPE
A&E CONTINGENCY	~10.00%	30,000	0.21	0.40	250	7.22%	10.0% A&E
SUBTOTAL ARCHITECTURE + ENGINEERING	\$415,500	\$2.96	\$5.60	\$3,463	22.58%		
LEGAL & ACCOUNTING							
LEGAL & ACCOUNTING ENTITLEMENT PHASE	\$25,000	\$0.18	\$0.34	\$208	29.41%		[TBD]
LEGAL CONSTRUCTION CONTRACTS	25,000	0.18	0.34	208	29.41%		[TBD]
LEGAL REAL ESTATE TAX CONSULTANT	15,000	0.11	0.20	125	17.65%		[TBD]
ACCOUNTING ANNUAL AUDIT	2.0 YRS ~\$10,000 /YR	20,000	0.14	0.27	167	23.53%	[TBD]
SUBTOTAL LEGAL & ACCOUNTING	\$85,000	\$0.61	\$1.15	\$708	4.62%		
PERMITTING							
IMPACT FEES ROAD, FIRE, POLICE, SCHOOL, PARK	\$1,125,355	\$8.03	\$15.17	\$9,378	320.49%		[TBD]
IMPACT FEES DEFERMENT (\$1,070,369)							SEE 'IMPACT FEES' TAB
BUILDING PERMIT FEES	~1.25% TRADE COSTS	200,000	1.43	2.70	1,667	56.96%	[TBD]
WATER + SEWER CONNECTION FEES	34,950	0.25	0.47	291	0.21%		[TBD]
BISCAYNE BASIN SANITARY SEWER SPECIAL CONNECTION FEES	21,200	0.15	0.29	177	0.13%		[TBD]
GAS CONNECTION FEES	5,000	0.04	0.07	42	1.42%		[TBD]
CODE CONSULTING	15,000	0.11	0.20	125	4.27%		[TBD]
EXPEDITOR	20,000	0.14	0.27	167	5.70%		[TBD]
SUBTOTAL PERMITTING	\$351,137	\$2.50	\$4.73	\$2,926	19.08%		
INSURANCE							
OWNER BUILDER'S RISK INSURANCE [TPC: \$58M 24 MO]	\$166,112	\$1.18	\$2.24	\$1,384	68.89%		[TBD]
OWNER GENERAL LIABILITY INSURANCE [24 MO]	50,000	0.36	0.67	417	20.74%		[TBD]
OWNER UMBRELLA - EXCESS LIABILITY INSURANCE [\$10M 24 MO]	25,000	0.18	0.34	208	10.37%		[TBD]
SUBTOTAL INSURANCE	\$241,112	\$1.72	\$3.25	\$2,009	13.10%		1% OF HARD COSTS
MARKETING							
SIGNAGE BUILDING EXTERIOR	10,000	0.07	0.13	83	13.35%		[TBD]
SIGNAGE TEMPORARY FENCE	5,000	0.04	0.07	42	6.67%		[TBD]
LEASING OFFICE FF&E:	15,000	0.11	0.20	125	20.02%		[TBD]
MARKET RESEARCH STUDY	10,000	0.07	0.13	83	13.35%		[TBD]
RESIDENTIAL SALES COMMISSIONS	29,933	0.21	0.40	249	39.95%		[TBD]
RETAIL LEASING DISPLAYS	5,000	0.04	0.07	42	6.67%		[TBD]
SUBTOTAL MARKETING	\$74,933	\$0.53	\$1.01	\$624	4.07%		RETAIL RENT [5YRS]: \$598,666
OPERATING EXPENSES							
TEMPORARY POWER	8 MO ~\$500 /MO	\$4,000	\$0.03	\$0.05	\$33	50.00%	[TBD]
TEMPORARY WATER	8 MO ~\$500 /MO	4,000	0.03	0.05	33	50.00%	[TBD]
OPEX REAL ESTATE TAXES	3.0 YRS ~\$ /YR	0	0.00	0.00	0	0.00%	[TBD]
SUBTOTAL OPEX	\$8,000	\$0.06	\$0.11	\$67	0.43%		
FF&E							
POOL DECK	10,000 GSF ~\$0.00 /GSF	0	0.00	0.00	0	#DIV/0!	[TBD]
SUBTOTAL FF&E	\$0	\$0.00	\$0.00	\$0	0.00%		\$ /UNIT
DEVELOPER OVERHEAD							
DEVELOPER DEVELOPMENT FEE	~3.50% TPC	\$595,936	\$4.25	\$8.03	\$4,966	98.35%	
DEVELOPER REIMBURSABLE EXPENSES	~\$500 /MO	10,000	0.07	0.13	83	1.65%	
SUBTOTAL DEVELOPER OVERHEAD	23 MO ~\$30,000 /MO	\$605,936	\$4.32	\$8.17	\$5,049	32.92%	3.5% OF MANAGED COSTS
SOFT COST CONTINGENCY							
SOFT COST CONTINGENCY	~5.00% SOFT COSTS	\$58,784	0.42	0.79	490	3.19%	
SUBTOTAL SOFT COST CONTINGENCY		\$58,784	\$0.42	\$0.79	\$490	3.19%	
TOTAL SOFT COSTS	\$1,840,402	\$13.13	\$24.81	\$15,337	9.20%		
FINANCING COSTS							
FINANCING COSTS	TOTAL [\$]	\$ /GSF	\$ /NSF	\$ /UNIT	% TOTAL	CONSULTANT	NOTES / COMMENTS
LOAN FEES CONSTRUCTION LOAN	1.00% CONSTRUCTION LOAN	130,000	0.93	1.75	1,083	24.44%	[TBD]
TAXES CONSTRUCTION LOAN	0.25% CONSTRUCTION LOAN	30,000	0.21	0.40	250	5.64%	[TBD]
INSPECTING ENGINEER CONSTRUCTION OVERSIGHT	~\$2,000 /MO	20,000	0.14	0.27	167	3.76%	[TBD]
LENDER DUE DILIGENCE	25,000	0.18	0.34	208	4.70%		[TBD]
LEGAL LOAN DOCUMENTS [LENDER]	25,000	0.18	0.34	208	4.70%		[TBD]
CAPITALIZED INTEREST CONSTRUCTION LOAN	301,808	2.15	4.07	2,515	56.75%		[TBD]
TOTAL FINANCING COSTS	\$531,808	\$3.79	\$7.17	\$4,432	2.66%		
TOTAL DEVELOPMENT COSTS	\$20,003,454	\$142.70	\$269.66	\$166,695	100.00%		
PROJECT CAPITALIZATION							
EQUITY	\$7,001,209	\$49.94	\$94.38	\$58,343	35.00%		
DEBT	13,002,245	\$92.75	\$175.28	\$108,352	65.00%		
TOTAL SOURCES	\$20,003,454	\$142.70	\$269.66	\$166,695	100.00%		

Conceptual Budget Summary

Project:		140,180
Location:	Garage	48,000
Owner:		
Architect:	Residential	88,000
	Retail	4,180
Drawing Phase:		120
Estimate Date:		

Item		Residential		Garage		Retail		Total
1000	General Requirements	\$132,000	\$1.5	\$24,000	\$0.5	\$8,360	\$2.0	\$164,360
1301	Final Cleaning	\$67,660	\$0.8	\$15,500	\$0.3	\$1,753	\$0.4	\$84,913
1622	Scaffolding	\$44,000	\$0.5	\$30,999	\$0.6	\$4,119	\$1.0	\$79,118
2100	Demolition of Existing	\$0	\$0.0	\$20,000	\$0.2			\$20,000
2200	Surveying	\$9,034	\$0.1	\$4,928	\$0.1	\$429	\$0.1	\$14,392
2240	Dewatering	\$45,173	\$0.5	\$24,640	\$0.5	\$2,146	\$0.5	\$71,958
3000	Concrete Shell	\$3,080,000	\$35.0	\$1,680,000	\$35.0	\$146,300	\$35.0	\$4,906,300
3200	Site Safety	\$88,000	\$1.0	\$14,400	\$0.3	\$4,180	\$1.0	\$106,580
4000	Masonry	\$440,000	\$5.0	\$48,000	\$1.0	\$8,360	\$2.0	\$496,360
5100	Miscellaneous Metals & Structural Steel	\$66,000	\$0.8	\$24,000	\$0.5	\$41,800	\$10.0	\$131,800
5150	Barrier Cables		N/A	\$7,750	\$0.2		N/A	\$7,750
6200	Kitchen & Bath Cabinetry	\$308,000	\$3.5		N/A		N/A	\$308,000
6400	Millwork and Finish Carpentry	\$264,000	\$3.0		N/A		N/A	\$264,000
7100	Waterproofing	\$30,800	\$0.3	\$24,000	\$0.5	\$1,463	\$0.4	\$56,263
7300	Roofing	\$144,827	\$1.6		N/A		N/A	\$144,827
8100	Doors and Hardware	\$150,206	\$1.7	\$15,500	\$0.3	\$1,753	\$0.4	\$167,458
8300	Coiling Doors and Grilles		N/A	\$6,200	\$0.1		N/A	\$6,200
8500	Glass and Glazing	\$440,000	\$5.0		N/A	\$41,800	\$10.0	\$481,800
9260	Framing and Drywall	\$440,000	\$5.0	\$24,000	\$0.5	\$8,360	\$2.0	\$472,360
9280	Stucco and Plastering	\$440,000	\$5.0	\$48,000	\$1.0	0		\$488,000
9300	Finishes - Common Areas	\$440,000	\$5.0	\$12,710	\$0.3		N/A	\$452,710
9400	Tile and Stone	\$264,000	\$3.0		N/A		N/A	\$264,000
9600	Flooring	\$17,612	\$0.2		N/A		N/A	\$17,612
9900	Painting	\$154,000	\$1.8	\$48,000	\$1.0	\$4,180	\$1.0	\$206,180
10430	Specialties	\$110,692	\$1.3		N/A		N/A	\$110,692
10600	Trash Chute	\$13,532	\$0.2		N/A		N/A	\$13,532
11120	Parking Control Equipment		N/A	\$12,400	\$0.3		N/A	\$12,400
11300	Residential Appliances	\$90,000	\$1.0		N/A		N/A	\$90,000
13000	Pool Construction	\$0	\$0.0		N/A		N/A	\$0
14200	Elevators and Lifts	\$150,000	\$1.7	\$48,000	\$1.0	\$12,932	\$3.1	\$210,932
21100	Fire Protection	\$220,000	\$2.5	\$96,000	\$2.0	\$10,450	\$2.5	\$326,450
22100	Plumbing	\$804,137	\$9.1	\$96,000	\$2.0	\$37,620	\$9.0	\$937,757
23000	HVAC	\$616,000	\$7.0	\$96,000	\$2.0	\$37,620	\$9.0	\$749,620
26000	Electrical	\$528,000	\$6.0	\$96,000	\$2.0	\$33,440	\$8.0	\$657,440
31000	Earthwork and Utilities	\$176,000	\$2.0	\$96,000	\$2.0	\$3,004	\$0.7	\$275,004
31363	Special Foundations-Auger Piles	\$308,000	\$3.5	\$96,000	\$2.0	\$14,630	\$3.5	\$418,630
32140	Unit Paving	\$176,000	\$2.0		N/A	\$8,360	\$2.0	\$184,360
32900	Landscape and Irrigation	\$176,000	\$2.0		N/A	\$12,540	\$3.0	\$188,540
	Subtotal	\$10,433,674	\$117	\$2,709,025	\$56	\$445,599	\$136	\$13,588,298
	General Conditions	\$626,020	\$7	\$162,541	\$3	\$26,736	\$6	\$815,298
	Subtotal	\$11,059,694	\$125	\$2,871,566	\$86	\$472,335	\$144	\$14,403,595
	Contractor's Contingency - 3%	\$331,791	\$4	\$86,147	\$2	\$14,170	\$3	\$432,108
	Subtotal	\$11,391,485	\$128	\$2,957,713	\$89	\$486,505	\$148	\$14,835,703
	Construction Management Fee - 4.5%	\$512,617	\$6	\$133,097	\$3	\$21,893	\$5	\$667,607
	Subtotal	\$11,904,102	\$134	\$3,090,810	\$93	\$508,397	\$155	\$15,503,310
	General Liability Insurance - 1.2%	\$142,849	\$2	\$37,090	\$1	\$6,101	\$1	\$186,040
	Subtotal	\$12,046,951	\$136	\$3,127,900	\$94	\$514,498	\$156	\$15,689,350
	Bond - 1%	\$120,470	\$1	\$31,279	\$1	\$5,145	\$1	\$156,893
	Total Cost	\$12,167,421	\$138	\$3,159,179	\$66	\$519,643	\$124	\$15,846,243

OPA LOCKA 700 ALI BABA AVE | FINANCIAL MODEL | PROPOSED ZONING

RESIDENTIAL | OPERATING STATEMENT

PERIOD	YEAR 1			YEAR 2			YEAR 3			YEAR 4			YEAR 5			
OPERATIONS BEGINNING	07/01/22			07/01/23			07/01/24			07/01/25			07/01/26			
OPERATIONS ENDING	06/30/23			06/30/24			06/30/25			06/30/26			06/30/27			
PERIOD	365 DAYS			366 DAYS			365 DAYS			365 DAYS			364 DAYS			
STANDARD UNITS [#]	120 UNITS			120 UNITS			120 UNITS			120 UNITS			120 UNITS			
STANDARD OCCUPANCY [%]	95.0%			97.0%			97.0%			97.0%			97.0%			
STANDARD AVERAGE OCCUPIED UNITS [#]	114			116			116			116			116			
STANDARD AVERAGE MONTHLY RENT [\$]	\$1,283			\$1,322			\$1,361			\$1,402			\$1,444			
REVENUE	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	TOTAL [\$]	\$PSF	\$ /UNIT	
STANDARD GROSS POTENTIAL REVENUE	\$1,848,000	\$26.40	\$15,400	\$1,903,440	\$27.19	\$15,862	\$1,960,543	\$28.01	\$16,338	\$2,019,359	\$28.85	\$16,828	\$2,079,940	\$29.71	\$17,333	
LESS: STANDARD VACANCY	(92,400)	(1.32)	(770)	(57,103)	(0.82)	(476)	(58,816)	(0.84)	(490)	(60,581)	(0.87)	(505)	(62,398)	(0.89)	(520)	
LESS: CREDIT LOSS	(8,778)	(0.13)	(73)	(9,232)	(0.13)	(77)	(9,509)	(0.14)	(79)	(9,794)	(0.14)	(82)	(10,088)	(0.14)	(84)	
PLUS: PARKING	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	0	0.00	0	
PLUS: OTHER INCOME	60,000	0.86	500	61,800	0.88	515	63,654	0.91	530	65,564	0.94	546	67,531	0.96	563	
TOTAL REVENUE	\$1,806,822	\$25.81	\$15,057	\$1,898,905	\$27.13	\$15,824	\$1,955,872	\$27.94	\$16,299	\$2,014,548	\$28.78	\$16,788	\$2,074,985	\$29.64	\$17,292	
DIRECT EXPENSES																
CONTRACT SERVICES	\$45,600	\$0.65	\$380	\$46,512	\$0.66	\$388	\$47,442	\$0.68	\$395	\$48,391	\$0.69	\$403	\$49,359	\$0.71	\$411	
UTILITIES	90,000	1.29	750	91,800	1.31	765	93,636	1.34	780	95,509	1.36	796	97,419	1.39	812	
REPAIRS & MAINTENANCE	60,000	0.86	500	61,200	0.87	510	62,424	0.89	520	63,672	0.91	531	64,946	0.93	541	
TURNOVER	30,000	0.43	250	30,600	0.44	255	31,212	0.45	260	31,836	0.45	265	32,473	0.46	271	
GENERAL & ADMINISTRATIVE	61,966	0.89	516	63,205	0.90	527	64,469	0.92	537	65,759	0.94	548	67,074	0.96	559	
TOTAL DIRECT EXPENSES	\$287,566	\$4.11	\$2,396	\$293,317	\$4.19	\$2,444	\$299,184	\$4.27	\$2,493	\$305,167	\$4.36	\$2,543	\$311,271	\$4.45	\$2,594	
GROSS OPERATING PROFIT	\$1,519,256	\$21.70	\$12,660	\$1,605,588	\$22.94	\$13,380	\$1,656,689	\$23.67	\$13,806	\$1,709,381	\$24.42	\$14,245	\$1,763,714	\$25.20	\$14,698	
OPEX NON-OPERATING																
PROPERTY INSURANCE	\$108,000	\$1.54	\$900	\$110,160	\$1.57	\$918	\$112,363	\$1.61	\$936	\$114,610	\$1.64	\$955	\$116,903	\$1.67	\$974	
REAL ESTATE TAXES	0	0.00	0	180,000	2.57	1,500	185,400	2.65	1,545	190,962	2.73	1,591	196,691	2.81	1,639	
TOTAL OPEX NON-OPERATING	\$108,000	\$1.54	\$900	\$290,160	\$4.15	\$2,418	\$297,763	\$4.25	\$2,481	\$305,572	\$4.37	\$2,546	\$313,594	\$4.48	\$2,613	
GROSS PROFIT	\$1,411,256	\$20.16	\$11,760	\$1,315,428	\$18.79	\$10,962	\$1,358,925	\$19.41	\$11,324	\$1,403,809	\$20.05	\$11,698	\$1,450,121	\$20.72	\$12,084	
FEES																
MANAGEMENT BASE FEE	[4.00%]	\$70,000	\$1.00	\$583	\$80,000	\$1.14	\$667	\$80,000	\$1.14	\$667	\$80,000	\$1.14	\$667	\$80,000	\$1.14	\$667
TOTAL FEES		\$70,000	\$1.00	\$583	\$80,000	\$1.14	\$667	\$80,000	\$1.14	\$667	\$80,000	\$1.14	\$667	\$80,000	\$1.14	\$667
RESIDENTIAL NET OPERATING INCOME	\$1,341,256	\$19.16	\$11,177	\$1,235,428	\$17.65	\$10,295	\$1,278,925	\$18.27	\$10,658	\$1,323,809	\$18.91	\$11,032	\$1,370,121	\$19.57	\$11,418	

OPA LOCKA 700 ALI BABA AVE | FINANCIAL MODEL | PROPOSED ZONING

DEVELOPMENT PROGRAM

TYPE	FLOORS	FAR	PARKING	RETAIL	LOBBY	AMENITY	BOH	RESIDENTIAL	TOT [GSF]
MIXED	9	4.2	48,000	4,180	2,000	2,000	14,000	70,000	140,180
TOTAL		87,780	48,000	4,180	2,000	2,000	14,000	70,000	140,180

RESIDENTIAL | PRICING SUMMARY

TYPE	UNITS [#]	SIZE [SF]	MIX [%]	RENT/MO	\$ PSF	AREA	TOT [\$ /MO]	TOT [\$ /YR]	\$ PSF
0 BDR	20	450	16.7%	\$1,000	\$2.22	9,000	\$20,000	\$240,000	\$26.67
1 BDR	60	550	50.0%	\$1,200	\$2.18	33,000	\$72,000	\$864,000	\$26.18
2 BDR	40	700	33.3%	\$1,550	\$2.21	28,000	\$62,000	\$744,000	\$26.57
TOTAL	120	583	100.0%	\$1,283	\$2.20	70,000	\$154,000	\$1,848,000	\$26.40

IMPACT FEES ROAD, FIRE, POLICE, PARK, SCHOOL			
COMPONENT - FEE FOR NEW USE	UNITS	FEES [\$]	TOTAL [\$]
APARTMENTS	120	~\$8,920 /UNIT	\$1,070,369
RETAIL	4,180	~\$13.1547 /SF	\$54,987
SUBTOTAL IMPACT FEES [EST]			\$1,125,355
SUBTOTAL IMPACT FEES [ADJ]			\$1,125,355

MIAMI-DADE COUNTY IMPACT FEES RATE SCHEDULE											
LAND USE	ROAD		FIRE	POLICE		SCHOOL		PARKS		PARKS	UNITS
	October 1, 2016 - September 30, 2017			October 1, 2016 - September 30, 2017		October 1, 2016 - September 30, 2017					
	Non UIA*	UIA*									
Port and Terminal								DIST 1	DIST 2	DIST 3	
Truck Terminals	\$9.36	\$8.85		\$1.34	\$0.38			North SW 8 ST	Middle	South SW 184 ST	sq. ft.
Industrial											
Industrial Park	\$6.52	\$6.17		\$1.34	\$0.38						sq. ft.
Manufacturing	\$3.58	\$3.38		\$1.34	\$0.38						sq. ft.
Warehousing	\$4.65	\$4.39		\$1.34	\$0.38						sq. ft.
Mixed Warehouse	\$2.24	\$2.13		\$1.34	\$0.38						sq. ft.
Residential											
Single Family Detached	\$8,863.48	\$8,380.50		\$414.60	\$541.03	\$612.00	\$3,853.18	\$2,718.96		\$2,423.88	unit
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$14,284.29	\$13,150.07	\$12,854.99		
							\$13,801.31	\$12,667.09	\$12,372.01		sq. ft.
Apartment (Rentals)	\$6,224.08	\$5,884.37		\$414.60	\$541.03	\$612.00	\$2,261.85	\$1,704.62		\$1,501.75	unit
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$10,053.56	\$9,496.33	\$9,293.46		
							\$9,713.85	\$9,156.62	\$8,953.75		sq. ft.
High-Rise Apart or Condo over 3 floors	\$3,890.42	\$3,677.73		\$414.60	\$541.03	\$612.00	\$2,261.85	\$1,704.62		\$1,501.75	unit
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$7,719.90	\$7,162.67	\$6,959.80		
							\$7,507.21	\$6,949.98	\$6,747.11		sq. ft.
Condominium/Townhouse, Duplex	\$5,426.50	\$5,131.10		\$414.60	\$541.03	\$612.00	\$3,259.07	\$2,221.01		\$2,227.60	unit
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$10,253.20	\$9,215.14	\$9,221.73		
							\$9,957.80	\$8,919.74	\$8,926.33		sq. ft.
Mobile Home	\$4,621.53	\$4,368.97		\$414.60	\$541.03	\$612.00	\$3,853.18	\$2,718.96		\$2,423.88	unit
Total road, fire, police, park & school plus (max. 3,800 sq. ft. per unit)				Non UIA*			\$10,042.35	\$9,908.13	\$9,613.05		
							\$9,789.78	\$8,655.56	\$8,360.48		sq. ft.
Senior Adult Housing-Detached	\$3,407.44	\$3,222.8140		\$414.60	\$41.026		\$2,261.85	1,704.62		\$1,501.75	unit
Total road, fire, police & park				Non UIA**			6624.920794	6,067.69	5864.822769		
Senior Adult Housing-Attached	\$3,185.89	\$3,011.6030		\$414.60	\$41.026		\$2,261.85	1,704.62		\$1,501.75	unit
Total road, fire, police & park				Non UIA**			6403.370794	5,846.14	5643.272769		
							6229.084794	5,671.86	5468.986769		unit/sq. ft.
Congregate Care Facility	\$1,903.85	\$1,800.4630		\$0.99	\$0.38						unit/sq. ft.
Assisted Living Facility	\$2,507.95	\$2,372.0620		\$0.99	\$0.38						bed/sq. ft.
Continuing Care Retirement Community	\$2,962.76	\$2,810.1730		\$0.99	\$0.38						unit/sq. ft.
Lodging											
All Suites Hotel	\$5,779.50	\$5,463.42		\$0.44	\$0.38						room/sq. ft.
Hotel	\$8,260.86	\$7,810.38		\$0.44	\$0.38						room/sq. ft.
Motel	\$8,436.62	\$7,977.28		\$0.44	\$0.38						room/sq. ft.
Recreational											
Marina	\$2,835.84	\$2,680.76		\$0.44	\$0.38						berth/sq. ft.
Golf Course	\$34,241.29	\$32,375.84		\$0.44	\$0.38						hole/sq. ft.
Amusement Park	\$72,582.73	\$68,628.81		\$0.44	\$0.38						acre/sq. ft.
Tennis Courts	\$29,737.92	\$28,117.65		\$0.44	\$0.38						court/sq. ft.
Racquet Club	\$37,077.13	\$35,056.60		\$0.44	\$0.38						court/sq. ft.
Health/Fitness	\$3.85	\$3.64		\$0.44	\$0.38						sq. ft.
Institutional											
Elementary School	\$184.63	\$174.29		\$0.44	\$0.38						St. Sla./sq. ft.
High School	\$1,039.81	\$983.68		\$0.44	\$0.38						St. Sla./sq. ft.
Jr./Community College	\$1,107.75	\$1,047.19		\$0.44	\$0.38						St. Sla./sq. ft.
University	\$2,196.30	\$2,076.66		\$0.44	\$0.38						St. Sla./sq. ft.
Church/Synagogue	\$5.54	\$5.24		\$0.44	\$0.38						sq. ft.
Day Care Center	\$7.53	\$7.12		\$0.44	\$0.38						sq. ft.
Medical											
Hospital	\$16.57	\$15.66		\$0.99	\$0.38						sq. ft.
Nursing Home	\$2,234.70	\$2,112.11		\$0.99	\$0.38						bed/sq. ft.
Clinic	\$29.65	\$28.04		\$0.99	\$0.38						sq. ft.
Office											
General Office Building											
1 - 50,000	\$14.44	\$13.66		\$0.33	\$0.38						sq. ft.
50,001 - 100,000	\$12.31	\$11.64		\$0.33	\$0.38						sq. ft.
100,001 - 150,000	\$10.50	\$9.93		\$0.33	\$0.38						sq. ft.
150,001 - 200,000	\$10.50	\$9.93		\$0.33	\$0.38						sq. ft.
200,001 - 300,000	\$9.57	\$9.04		\$0.33	\$0.38						sq. ft.
300,001 - 400,000	\$8.95	\$8.46		\$0.33	\$0.38						sq. ft.
400,001 - 500,000	\$8.50	\$8.04		\$0.33	\$0.38						sq. ft.
500,001 - 600,000	\$8.15	\$7.71		\$0.33	\$0.38						sq. ft.
600,001 - 700,000	\$7.87	\$7.44		\$0.33	\$0.38						sq. ft.
700,001 - more	\$7.63	\$7.22		\$0.33	\$0.38						sq. ft.
Medical Office Building	\$33.35	\$31.53		\$0.33	\$0.38						sq. ft.
Office Park	\$10.54	\$9.97		\$0.33	\$0.38						sq. ft.
Research Center	\$7.49	\$7.08		\$0.33	\$0.38						sq. ft.
Business Park	\$11.78	\$11.14		\$0.33	\$0.38						sq. ft.
Retail											
Discount Superstore (Free standing)	\$19.12	\$18.08		\$0.44	\$0.38						sq. ft.
Hardware/Paint Store/Pool Supply	\$13.81	\$13.05		\$0.44	\$0.38						sq. ft.
Nursery Garden Center	\$16.46	\$15.56		\$0.44	\$0.38						sq. ft.
Shopping Center/General Retail											
1 - 10,000	\$17.46	\$16.51		\$0.44	\$0.38						sq. ft.
10,001 - 50,000	\$13.05	\$12.34		\$0.44	\$0.38						sq. ft.
50,001 - 100,000	\$12.43	\$11.75		\$0.44	\$0.38						sq. ft.
100,001 - 200,000	\$18.80	\$17.77		\$0.44	\$0.38						sq. ft.
200,001 - 300,000	\$17.44	\$16.49		\$0.44	\$0.38						sq. ft.
300,001 - 400,000	\$24.00	\$22.70		\$0.44	\$0.38						sq. ft.
400,001 - 500,000	\$22.90	\$21.65		\$0.44	\$0.38						sq. ft.
500,001 - 600,000	\$21.81	\$20.62		\$0.44	\$0.38						sq. ft.
600,001 - 800,000	\$20.31	\$19.20		\$0.44	\$0.38						sq. ft.
800,001 - 1,000,000	\$19.05	\$18.01		\$0.44	\$0.38						sq. ft.
1,000,001 - 1,200,000	\$18.13	\$17.14		\$0.44	\$0.38						sq. ft.
1,200,001 - more	\$17.88	\$16.90		\$0.44	\$0.38						sq. ft.
Car Sales											
Car Sales (New & Used Car Sales Area)	\$22.58	\$21.35		\$0.44	\$0.38						sq. ft.
Car Sales (Service and Parts Sales Area)	\$14.43	\$13.64		\$0.44	\$0.38						sq. ft.
Tire Stores	\$22.31	\$21.10		\$0.44	\$0.38						sq. ft.
Supermarket (free standing)	\$18.35	\$17.34		\$0.44	\$0.38						sq. ft.
Convenience market	\$49.10	\$46.43		\$0.44	\$0.38						sq. ft.
Convenience market with Gasoline	\$56.26	\$53.19		\$0.44	\$0.38						sq. ft.
Home Improvements Superstore	\$20.69	\$19.56		\$0.44	\$0.38						sq. ft.
Department Store (free standing)	\$8.62	\$8.15		\$0.44	\$0.38						sq. ft.
Pharmacy/Drugstore (no drive thru)	\$10.34	\$9.78		\$0.44	\$0.38						sq. ft.
Pharmacy/Drugstore (with drive thru)	\$11.13	\$10.52		\$0.44	\$0.38						sq. ft.
Furniture Store (free standing)	\$1.54	\$1.45		\$0.44	\$0.38						sq. ft.
Services											
Bank (Walk-in)	\$14.87	\$14.06		\$0.33	\$0.38						sq. ft.
Bank (Drive-in)	\$23.43	\$22.15		\$0.44	\$0.38						sq. ft.
Quality Restaurant	\$63.20	\$59.75		\$0.44	\$0.38						seats/sq. ft.
Quality Restaurant/seats	\$2,008.72	\$1,899.42		\$0.44	\$0.38						seats/sq. ft.
High Turnover Rest.	\$48.17	\$45.54		\$0.44	\$0.38						sq. ft.
High turnover Rest/seats	\$1,469.62	\$1,388.38		\$0.44	\$0.38						seats/sq. ft.
Fast Food Rest. No Drive Thru	\$68.05	\$64.35		\$0.44	\$0.38						sq. ft.
Fast Food Rest. w/ Drive Thru	\$47.15	\$44.58		\$0.44	\$0.38						sq. ft.
Coffee/Donut Shop	\$54.41	\$51.49		\$0.44	\$0.38						sq. ft.
Service Stations w/ Gasoline	\$11,214.98	\$10,603.98		\$0.44	\$0.38						sq. ft.

*UIA Urban Infill Area - means that part of Miami-Dade County located east of, and including S.R. 826 (Palmetto Expressway) and NW/5877 Avenue and, excluding the area north of and west of I-95, and the City of Islandia.

*UIA (Urban Infill Area) - means that part of Miami-Dade County located east of, and including S.R. 826 (Palmetto Expressway) and NW/SW 77 Avenue and, excluding the area north of and west of I-95, and the City of Islands

Appendix F: Summary of Interviews

Interview #1

Date: February 6, 2020

Interviewee: Ignacio Murman, CEO of Steel Block LLC, which recently acquired a multifamily project in Opa-Locka for \$8 million.

Summary of Interview:

Q: Why Opa-locka? What is your investment strategy?

A:

- Steel Block LLC specializes in low-income residential investment; not a ground-up developer
- Yield and cash-on-cash driven, meaning the rent/price per door ratio was attractive enough
- Potential market correction/economic downturn – more demand for cheaper housing
- Majority of tenants are Section 8 (which enables higher rental income for LL, but lower occupancy cost for Tenants)
- Vacancy in this sector is very low
- Collection loss is a major risk, but has implemented strategies to mitigate (more on this below)
- Compared to Liberty City, Overtown, and some other neighborhoods in Miami, O-L has the most favorable rent/price per door
- Amazon – economic activities, publicity and new jobs
- The County potentially taking over O-L is a big positive for investors (!) – he mentioned this point several times and seems to be quite optimistic that O-L will become part of M-D County and as a result the city's administrative functions will be much more efficient & transparent

Q: Future plans for the property?

A:

- Already started capital improvements (mild) to reposition the property (he sent me some before and after photos. It looked much better after renovation)
- \$950 for 1b/1b before renovation; hoping to achieve \$1100 for 1b/1b after renovation
- Provide FREE WIFI for all residents – this will help free up ~\$50 to ~\$100 per months for each household in the community. For those who live from paycheck to paycheck, this monthly saving and free service can be material
- Adding cameras and gates for security
- Redone all the roofs

- Created resident portal for all tenants, enabling mobile/paperless rent payment. It also can generate a payment barcode with which tenants can pay rent at convenience stores or gas stations – helps reduce collection loss and provides better tracking for payment history

Q: Any incentives received from the City?

A: None.

Q: Why is that? What can the City do better?

A:

- City has other priorities for obvious reasons
- City needs to make permitting process more efficient and transparent
- Also needs to fix the water/sewer system
- Would be nice if City can help clean the streets (trash removal)
- He believes it will be much better once the County takes over
- He half-jokingly said maybe the City should change its name and perhaps that will help eliminate the stigma

Q: Looking for more properties in Opa-Locka?

A: Yes. Currently looking at another deal in O-L, similar in flavor and strategy. 90% leased, majority Sect. 8. Finance w/ Fannie or Freddie loan, full term interest only and other favorable terms – driving the cash yield up

Q: Does the TriRail station help? Was it a major consideration in your underwriting?

A: Yes, but only to a minor extent. A lot of the residents work within the area, at warehouses, mechanic shops, and even Amazon. Some would simply Uber to work if they do not own a car. A MetroRail station will help.

Interview#2

Date: February 10, 2020

Interviewee: Christian Stayner, founding partner of Stayner Architects, one of the project leaders in “Made in Opa-Locka”

Summary of Interview:

Q: Tell me about the Made in Opa-locka project, and why you were involved.

A:

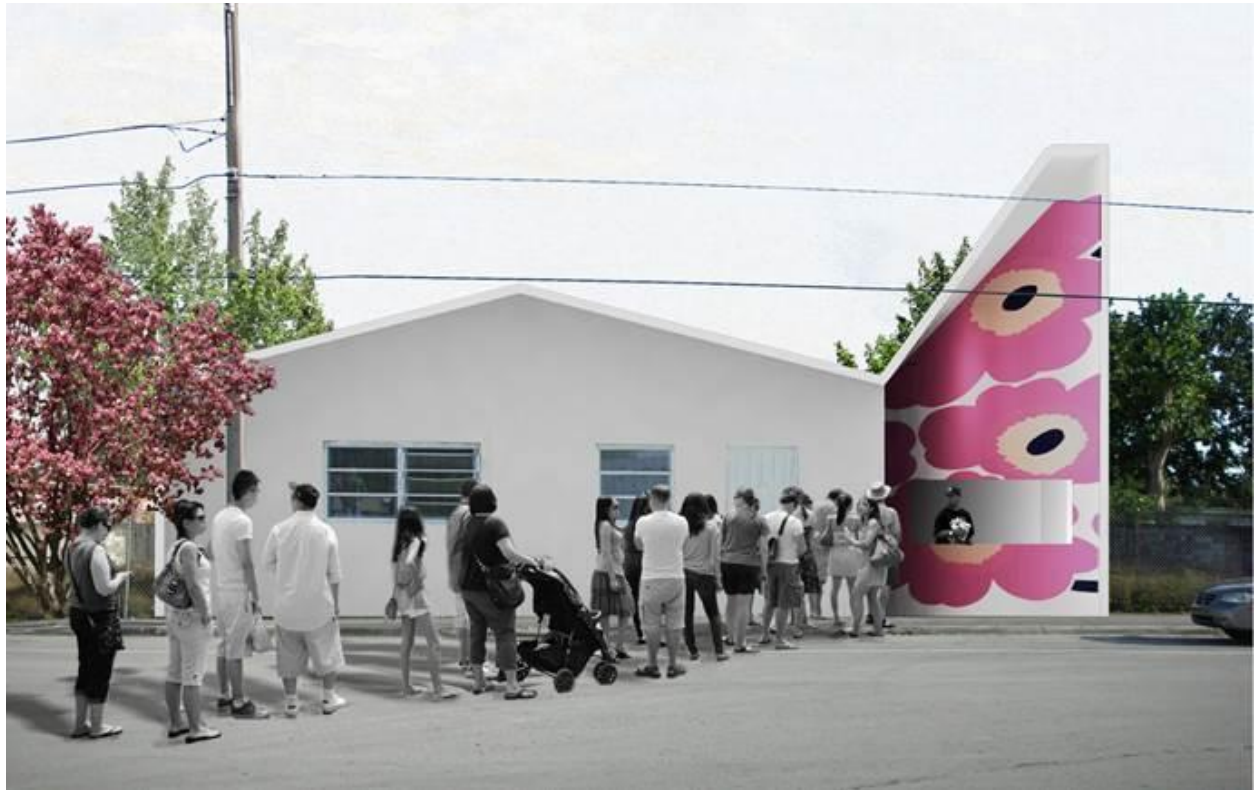
- JV between Stayner’s architect design firm and Jennifer Bonner’s (the other leader on the Made in Opa-locka project) firm
- Client was CDC. Worked with CDC to participate in a public art competition by the National Endowment for Art and won the grant back in 2011-2012
- It was not long after the 2008 Great Financial Crisis, so architecture work was limited but public art projects were available for these design firms to take up.
- According to him, after winning the grant, CDC did not implement the funds into building the prototype projects that “Made in Opa-locka” proposed. The funds were used somewhere else
- The JV had to terminate the contract with CDC, got paid for work done to that point and exited the project.
- They worked on the project for about 1 year. The proposed “Public House” and “micro-enterprise” concepts remained concept and never got built.
- More info can be found here: <https://jenniferbonner.com/12-Made-in-Opa-Locka>

Q: What were the (intended) outcome of the Made in Opa-locka project?

A:

- Although the project won a national art grant, it was actually intended as an urban renewal project
- Aftermath of Great Recession + the fact that many of the residents had criminal records meant these residents were shut out of the job market
- He found many local residents were running “underground” business operations in their houses (such as food services, mechanic shop, etc.)
- Proposed change of local zoning codes to allow residents to run “micro-enterprises” in their residences, to create income/employment
 - They never get to the point of writing the zoning codes as the project was abruptly terminated
- Also proposed the Public House concept, in which older homes are renovated with storefront windows added to them, making them a hybrid of a home and an office, a shop, a business incubator, a facility for after-school programs, etc.

- The Made in Opa-locka project was tied in with a ghost kitchen concept that CDC was also trying to launch at the time. However, he did not have much info on the kitchen project as it happened after the contract with CDC was terminated.
- A Public House rendering below for reference:



Q: What are the major challenges for the project?

A:

- Funds earmarked for the Made in Opa-locka project were used somewhere else by CDC
- The proposed concepts would require the CDC taking ownership control of a number of houses, which was very challenging to pull off
 - Many houses were occupied by renters
 - Speculative owners not willing to sell despite the housing being in serious disrepair

Q: Any similar urban renewal projects you have done since?

A: Not particularly. But he did mention the Watts neighborhood in LA shares somewhat similar characteristics and might be a good case study.

Interview#3

Date: February 13, 2020

Interviewee: Germane Barnes, Assistant Professor at the University of Miami, Project Manager for “Made in Opa-Locka”

Summary of Interview:

Q: Tell me a little bit about the Made in Opa-Locka project and your involvement in it.

A:

- The project was based off a competition that the OLCDC had in 2012 to start the redevelopment of a neighborhood called the “The Triangle”. Our team was one of five selected finalists.
- The proposal was centered around Mr. Barnes moving from Los Angeles to Opa-Locka to supervise implementation of the program and act as on the ground, grassroots project manager.
- Original proposal was not implemented, as part of Mr. Barnes work included meeting with community residents to gauge their most critical needs and wants, and the scope changed accordingly. A park, urban farm, and arts and recreation center were created instead.
- The CDC raised all of the funds for the project and contacted all the vendors. They really are the ones who made the project possible.

Q: Aside from challenges at the administrative and financial level, what do you see as the biggest challenges facing Opa-Locka?

A:

- Racism, specifically institutional racism. The city has a complicated history with the county, the state, and even local police departments, each of which has its own set of stipulations. It's very difficult to do anything in the area without support from these parties.
- One of the biggest challenges is making Opa-Locka more walkable and providing access to the Metrorail.
- Attracting critical mass is also a challenge. The best place to start is making Opa-Locka better for its current residents, and worrying about attracting visitors later.

Q: What are some of the opportunities the city can take advantage of?

A:

- Public transit, although the infrastructure needs to be improved. One of the advantages here is dealing with FDOT (Florida Department of Transportation), as opposed to local municipalities. Anything that can get you funding from a federal level is better at this point.
- Streetscape Improvements are a must. Anything the city can do to plant more shade trees and make the pedestrian experience more enjoyable for residents is a win.

- There might be an opportunity to become the “downtown” for neighboring Miami Gardens as well, but that would require significant redevelopment to support the amount of commercial activity.

Q: Do you see that there is hope for Opa-Locka to successfully redevelop?

A:

- It depends how you define successful redevelopment. For Mr. Barnes, simply making Opa-Locka a better place to live (shaded bus shelters, eliminating heat island effects, street repairs, etc.) is one way to define success. Opa-Locka’s residents deserve a better quality of life.
- A revamp of the zoning code would also help. Right now, there is too much patch zoning and you end up with housing next to industrial, etc.
- Unfortunately, the way Miami was planned from the start, it kept African-Americans away from the water and prime developable areas. Until you can get basic services into these communities without forcing the city into debt, or addressing larger issues like livable wage and systemic racism, it’s going to be really difficult to promote larger, sweeping redevelopment.

Q: Any final thoughts?

A:

- If I had to rank, in order of importance, the priority issues for the city, it would be as follows: 1. Public transit and infrastructure improvements, 2. Street cover with shade trees and planting 3. Anything beyond that becomes a weaving of social norms, health care concerns, and issues outside the purview of a report like this.