

# Community Redevelopment Agency

See the [Planning and Community Development](#) section for more details.

## Community Redevelopment Agency

### DEPARTMENT DESCRIPTION

In an effort to spur investment and redevelopment in the City of Opa-locka and improve conditions for residents, the City commissioned a Finding of Necessity study in 2009. The results of the study confirmed that conditions existed for the formulation of a Community Redevelopment Agency (CRA). The Opa-locka FON to establish the Opa-locka CRA was approved by the City Commission in May 2012, then approved by Miami-Dade County Board of County Commissioner on December 4<sup>th</sup>, 2012. The Opa-locka CRA Plan was processed for review and approval by Opa-locka City Commission in May 2013, then Miami-Dade County on October 01, 2013.

Currently, the staffing needs of the CRA include utilizing the City's Planning and Community Development staff personnel. Therefore, the CRA is responsible for a percentage of the staffing needs of the City's Planning and Community Development which is included in the Annual Budget outlined.

The Opa-locka CRA governs an area which is 514 acres which represents 18% of the City. There are 1,105 properties in the CRA district, of which 229 properties have some type of exemption.

A Downtown Concept Plan was initiated in May/June 2014 and presented by Jerry Bell and Alex David of the Corradino Group to the Opa-locka CRA Board of Directors in June/July 2015. The Concept Plan was received and approved in November 2015; plans for advancement are to be determined. The creation of a Downtown/TownCenter Master Plan is under consideration.

The City of Opa-locka has a new Sustainable 2030 Comprehensive Development Master Plan and New Land Development Regulation/Zoning Code adopted in September and October 2015. This new zoning code will be a benefit to the Opa-locka CRA.

- a) Magnolia North (formally "the Triangle")
- b) Magnolia Gardens (including Cuyahoga)
- c) City Center
- d) Opa-locka & Le Jeune Commerce Areas

In the Magnolia North and Magnolia Gardens communities, the CRA is a catalyst to spearhead a number of initiatives and projects that will benefit the immediate redevelopment areas that have the potential to attract resources to the City at large. The benefits extend beyond the immediate redevelopment area because the maximum potential of the projects can spur the acquisition of funds and resources outside of the CRA boundaries.

### SERVICES

Presently, due to budget concerns and limited operations, Planning and Community Development (PCD) staff has also taken on the responsibility of serving as staff of the Opa-locka CRA. Added programs and initiatives as described in the Opa-locka CRA Master Plan include, but are not limited to the following:

- Developing a Façade Improvements Program for buildings/businesses in CRA. 190 properties have been identified as potential sites for façade improvement. Staff will be releasing an RFP for a consultant to provide the service of managing the program.
- Creating Benefit/Incentives for businesses in the CRA. Staff has had several meetings to discuss the pros and cons of benefit/incentive for promoting development especially revolving around impact fees reductions and grant opportunities.
- Consideration of Future Expansion/Amendments of CRA Boundaries - Flea Market Area/NW 27th Avenue/NW 22 Avenue/Oasis-Sailboat Cove area. Staff will look into hiring a consultant to develop an updated Finding of Necessity [FON] for considering the expansion of the CRA to include the Flea Market along the Lejeune Douglass Connector going south to the Gratigny Expressway, NW 27<sup>th</sup> Avenue, NW 22 Avenue and NW 17<sup>th</sup> Avenue south of the CSX Railroad ROW to NW 135<sup>th</sup> Street.

When the CRA has all of its administrative powers and TIF, the staff will seek to undertake a number of initiatives such as, but not limited to:

- Façade improvements (Commercial/Industrial Properties

- Staff is seeking an organization/NFP to establish/develop a facade improvement program for the City of Opa-locka CRA and timeframe for implementation. Staff is also looking at proposing a partial compensate/reimbursement for commercial property owners in the CRA that have made facade improvements over the last 8 months. More than 35 paint permits were issued this year. There a total of 66 commercial and 96 industrial properties as potential facade improvement site. Staff along with Board Member Kelley has met/is meeting with Community Redevelopment Associates of Florida, the Community Fund of North Miami Dade w/OLCDC, Dynamic CDC, NANA and Miami Dade Chamber for additional assistance. The OCRA staff presented the BOD proposed RFP process to select the group to manage the façade improvement program. The RFP has been in the works drafted since late February and will be presented to the CRA Board for consideration in April 2019. Façade Improvement Program amount budgeted is \$100K. The OCRA seeks to start the façade program by October 2019. Timeframe: February 2019 -September 2019.

Affordable Housing Projects  
 Home Buyer Subsidy Loans  
 Rehabilitation Loans  
 Foreclosure Loans  
 Infrastructure Projects  
 Land Acquisition  
 Business Assistance  
 Commercial Grants  
 Commercial Security  
 Street Paving  
 Landscaping  
 Playgrounds  
 Community/Cultural Events  
 Parks Master Plan

As one of the goals and objectives of the CRA, is the creation of a park master plan which is a key document needed to plan and create the recreational amenities and activities for the future desire for the citizens, residents, businesses and employees of the City.

Focus areas within Opa-locka CRA includes:

- Magnolia North Area
- Magnolia Garden Waterfront Area
- Cuyahoga Site
- Downtown/Town Center
- Barracks Residential Area
- Opa-locka Industrial Area (potential expansion area)
- Opa-locka Airport Industrial Area (potential expansion area)

Downtown/Town Center Master Plan - expand and redefine development opportunities recommended from the 2015 Downtown Concept Plan.

*Opa-locka Downtown Development Forum* – The PCD/CRA Staff will be presenting its third development forum with inform the building community of the opportunities to "help Grow Opa-locka!" This event was scheduled to be held on July 31, 2019 at the City Municipal Complex (3rd floor).

*Opa-locka Downtown Master Plan* – As one of the goals and objectives of the OCRA, the creation of a downtown master plan is a key document needed to market to the real estate and development professions what the future desire is for this City's central business district to look like. The City seeks to increase the density of the area with mixed use development with a Moorish-Arabian Architectural Style to be built as high as 8 stories with internal parking garages, paseos, loggias, and plazas for patrons and pedestrian use. This master plan will require the CRA Board securing the services for a planning/architectural consultant. An RFP for this service should be available in October 2019, after the Downtown Development Forum.

New Opportunities - Proposed Mixed Use Development for east-side NW 22 Avenue and Ali Baba Avenue in Magnolia North Area, and the proposed Live/Work Condos in Opa-locka Downtown/Town Center Area.

Re-evaluate the tax incentives to be incorporated in the CRA - Consider short-term reduction for long-term gains, i.e., percentage reduction in impact fees/permit fees, parking requirement reduction, CDBG funds for gap/loan financing, access to Brownfield mitigation funds. Project Site pro-formas are needed to forecast long term ad valorem tax revenues for potential development opportunities.

Division Title	Category	Account	Account Type	2018 Unaudited	2019 Budget	06-30 Expenses	2019 Budget Balance	2020 Budget Revised	2020 Budget Variance	% of Previous Year
<b>CRA</b>										
<b>1. PERSONNEL SERVICES</b>										
II		515110	SALARIES - EXECUTIVE	80,285	21,889	1,973	19,916	8,550	-13,339	39%
II		515120	SALARIES - REGULAR	18,088	3,390	2,616	774	13,839	10,449	408%
II		515210	FICA	0	1,896	329	1,567	1,713	-183	90%
II		515220	RETIREMENT	0	1,770	436	1,331	1,896	127	107%
		CATEGORY TOTAL		98,372	28,944	5,355	23,589	25,998	-2,946	
<b>2. OPERATING EXPENSES</b>										
II		515312	OTHER PROFESSIONAL SRVC	509	4,164	0	4,164	5,000	836	120%
II		515320	ACCOUNTING & AUDITING	0	2,500	0	2,500	5,000	2,500	200%
II		515321	REIMBURSEMENT - W & S	0	0	0	0	0	0	0%
II		515340	OTHER CONTRACTED SRVC'S	15,000	110,000	17,500	112,500	30,000	-100,000	23%
II		515341	COUNTY ADMINISTRATIVE FEE	1,783	5,087	175	4,912	5,100	13	100%
II		515391	REIMBURSEMENT - ADM COSTS	0	9,821	0	9,821	0	-9,821	0%
II		515462	REIMBURSEMENT - TOWN	0	2,554	0	2,554	0	-2,554	0%
II		515464	ADMIN REIMB GENERAL FUND	0	0	0	0	0	0	0%
II		515468	ADMIN REIMB TOWN CENTER	0	0	0	0	0	0	0%
II		515492	ADVERTISING	0	2,500	0	2,500	0	-2,500	0%
II		515540	PUBL/SUBS/MEMBERSHIPS	0	0	0	0	2,500	2,500	0%
		CATEGORY TOTAL		37,292	156,626	17,675	138,951	47,600	-109,026	
<b>3. OPERATING EXPENSES - INTERCOMPANY</b>										
II		515441	INFORMATION TECH CHARGES	22,185	958	639	319	1,260	302	132%
II		515442	INSURANCE CHARGES - RISK	22,896	3,089	2,246	843	3,089	0	100%
		CATEGORY TOTAL		45,081	4,047	2,885	1,162	4,149	302	
<b>4. CAPITAL OUTLAY</b>										
II	R&D	515500	CAPITAL PROJECTS	0	0	0	0	0	0	0%
		CATEGORY TOTAL		0	0	0	0	0	0	0%
<b>5. OTHER USES</b>										
II		515543	TRUST ACCOUNT	0	0	0	0	0	0	0%
II		581921	FUND BALANCE RESERVE	0	347,529	0	347,529	0	-347,529	0%
II	R&D	515544	CRA RESERVE	0	347,529	0	347,529	734,400	386,871	211%
		CATEGORY TOTAL		0	695,059	0	695,059	734,400	39,342	
		TOTAL		180,745	884,676	25,914	858,761	812,342	72,329	8%

**City of Opa-locka, Florida  
Community Redevelopment Agency  
FY 20 Adopted Budget  
Miami-Dade County Format**

**Exhibit A**

(Begins October 1, 2019)

**Revenues**

Opa-locka Tax Increment Revenue (TIR)  
County Tax Increment Revenue (TIR)

**Revenue**

Carryover from prior year (Opening Fund Balance)

**Total Funding**

	<b>FY 19 Adopted Budget</b>	<b>FY 19 Actuals (Unaudited)</b>	<b>FY 20 Adopted Budget</b>
Opa-locka Tax Increment Revenue (TIR)	353,723	381,397	354,000
County Tax Increment Revenue (TIR)	183,423	173,890	177,000
<b>Revenue</b>	<b>537,146</b>	<b>555,287</b>	<b>531,000</b>
Carryover from prior year (Opening Fund Balance)	305,021	305,021	745,033
<b>Total Funding</b>	<b>842,167</b>	<b>860,308</b>	<b>1,276,033</b>

**Expenditures**

**Administrative Expense:**

Employee salary and fringe  
Other Professional Services  
Audits and studies  
Other Contracted Services  
Advertising and notices  
General Fund Administrative Fee  
Information Technology Internal Services Fund  
Risk Management Internal Services Fund  
Publications/Subscriptions/Memberships

**Sub-Total - Admin Expense**

State Administrative  
County Administrative Charge at 1.5%

**Sub-Total - Admin Expense, State & County Fees**

**Operating Expenditures:**

Façade Improvements  
Downtown Master Plan  
Historic City Hall Restoration (Partial Contribution)

**Subtotal - Operating Expense**

**Total Expense Before Trust Account**

**Reserve - "Trust" Account**

**Total Expenditure**

	23,511	25,487	25,998
Employee salary and fringe	5,000	-	5,000
Other Professional Services	2,500	5,000	5,000
Audits and studies	30,000	29,000	30,000
Other Contracted Services	2,500	-	-
Advertising and notices	12,375	-	-
General Fund Administrative Fee	958	29,520	1,260
Information Technology Internal Services Fund	2,887	26,093	3,089
Risk Management Internal Services Fund	-	-	2,500
Publications/Subscriptions/Memberships	<b>79,731</b>	<b>115,100</b>	<b>72,847</b>
<b>Sub-Total - Admin Expense</b>	-	175	-
State Administrative	2,751	-	5,100
County Administrative Charge at 1.5%	<b>82,482</b>	<b>115,100</b>	<b>77,947</b>
<b>Sub-Total - Admin Expense, State &amp; County Fees</b>	-	-	-
<b>Operating Expenditures:</b>	-	-	-
Façade Improvements	-	-	120,000
Downtown Master Plan	-	-	130,000
Historic City Hall Restoration (Partial Contribution)	-	-	175,000
<b>Subtotal - Operating Expense</b>	-	-	425,000
<b>Total Expense Before Trust Account</b>	<b>82,482</b>	<b>115,100</b>	<b>502,947</b>
<b>Reserve - "Trust" Account</b>	454,664	440,187	309,400
<b>Total Expenditure</b>	<b>537,146</b>	<b>555,287</b>	<b>812,347</b>

**Fund Balance (Unreconciled)**

**Open**

Change (Revenue + Carryover Utilized - Total Expenditure)

Less Prior Year Carryover Utilized

Plus "Trust" Account

**Close**

<b>305,021</b>	<b>305,021</b>	<b>745,208</b>
-	-	-
-	-	(281,347)
<b>454,664</b>	<b>440,187</b>	<b>309,400</b>
<b>759,685</b>	<b>745,208</b>	<b>773,261</b>

**Projects:**

Façade Improvements  
Downtown Master Plan  
Historic City Hall Restoration (Partial Contribution)

**Total project dollars here:**

	<b>FY 19 Adopted Budget</b>	<b>FY 19 Actuals (Unaudited)</b>	<b>FY 20 Proposed Budget</b>
Façade Improvements	-	-	120,000
Downtown Master Plan	-	-	130,000
Historic City Hall Restoration (Partial Contribution)	-	-	175,000
<b>Total project dollars here:</b>	-	-	<b>425,000</b>