



OPA-LOCKA COMMUNITY REDEVELOPMENT AGENCY



2020-2021 Annual Report

"Activate Opa-locka"

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Message from the OCRA Chairwoman:

This past fiscal year has been a year of transition for Opa-locka. Substantial steps were taken to position our agency to assist business owners and residents in our continued efforts for redevelopment. We were fully committed to providing adequate financial support to business owners and residents alike to progress our great city to a place of equal opportunity and prosperity.

On behalf of the Opa-locka Community Redevelopment Agency (OCRA), I am excited to report the Annual Report and Financial Statements for fiscal year ending September 30, 2021. One of the primary objectives of the CRA is to remain steadfast in eliminating slum and blight and to make positive change within targeted areas through improvements of business and residential structures. The OCRA continues its robust work towards rebuilding the community to achieve the high quality of life desired by all.

The 2020-21 Annual Report highlights the results and initiatives aimed at leveraging our resources to work with and attract private investment. In addition, development initiatives and economic development programs have also been a focal point of our redevelopment strategy. With the continued support of the OCRA Board and OCRA administration, we are persistent in strengthening our Downtown and major corridors in Opa-locka. As we highlight our numerous accomplishments and work in progress, the concerns of our business community, residents, and visitors are foremost in our thoughts. Let me take a few moments to highlight the CRA's achievements over the past year.

With new commercial and residential developments underway, the increasing trend in total property value is expected to continue. Real estate growth is also increasing, and there continues to be a rising interest in the City of Opa-locka from the logistical, commercial, and residential sectors. The OCRA plan focuses on redevelopment and economic development as a tool to drive growth in tax increment revenue, which can then be reinvested into additional strategies identified by the plan, such as, community benefits, infrastructure, housing, and neighborhood beautification. The newly created Downtown Masterplan focuses on Downtown redevelopment, including arts and culture, mixed-use residential development, and transportation. Additionally, we have capitalized on existing industry clusters to grow the OCRA, driving investment to major corridors, such as, NW 27th Avenue, NW 22nd Avenue, Ali Baba Avenue and in the newly designated Opa-locka Innovation District. We are certain that our major corridors and districts will thrive and continue to host economically viable businesses, restaurants, and the arts, as an overall cultural and historical destination that we must sustain.

As Chairwoman of the Opa-locka CRA, I am both humbled and excited to work alongside a group of dedicated Board Members and have the leadership of the CRA staff that serves the community and residents of Opa-locka. It is with great enthusiasm that we examine the accomplishments of Fiscal Year 2020-2021 and acknowledge that they are the results of collaborative and inclusive efforts.

Board

The 2020-2021 CRA Board Members were:



Mrs. Jannie Russell Chairperson, Miami-Dade County Appointed Board Member District 1



Mr. Chris Davis, Vice Chairman, City of Opa-locka Board Member



Mr. Matthew Pigatt, City of Opa-locka Board Member



Ms. Veronica Williams, City of Opa-locka Board Member



Mr. John Taylor Jr., City of Opa-locka Board Member



Mrs. Rose Tydus, Miami-Dade County Appointed Board Member District 2



Dr. Sherelean Bass, City of Opa-locka Board Member



Mr. Alvin Burke, City of Opa-locka Board Member *In memorial*

Introduction

Pursuant to Florida Statutes, Chapter 163 Part III, The Community Redevelopment Act of 1969 as amended (hereinafter referred to as the "Act"), the Opa-locka Community Redevelopment Agency (hereinafter referred to as the "CRA") was created for the purpose of facilitating the revitalization of designated "slum" and/or "blighted" areas within the City of Opa-locka.

In accordance with Section 163.355 (5) of the Act, the principal mission of the CRA is the preservation or enlargement of the community redevelopment area's tax base from which the taxing authorities, the City of Opa-locka and Miami- Dade County, provide Tax Increment Financing (TIF) revenue to the CRA to carry out public initiatives that stimulate the rehabilitation and redevelopment of the designated area, mainly by private enterprises. The Tax Increment Financing (TIF) mechanism, unique to community redevelopment agencies, is intended to serve as a stable, recurring source of funds to jump start and catalyze redevelopment within the community redevelopment area during the period in which the tax base of a designated slum and blighted area is increasing.

Community Redevelopment Agencies are a common governmental tool for redevelopment in Florida, and they operate on a budget generated by the increase in property tax revenue within the area. Once the CRA is established, the increase in property taxes goes to the CRA. This tax increment is used to fund and finance the redevelopment projects outlined in the Community Redevelopment Plan.

I. Our history

The City of Opa-locka is considered the crossroads of North Central Miami-Dade County. On December 10th, 2009, the City of Opa-locka approved resolution R-09-7920 accepting a proposal from Carras Community Investment to conduct a Finding of Necessity (FON) report to establish a Community Redevelopment Agency. The FON was adopted by the Opa-locka City Commission on April 14, 2010, per resolution R-10-8043, and on April 28, 2010, the City Commission approved resolution R-10-8054, the contract for the development of the Opa-locka Community Redevelopment Plan. This authorized the city to proceed with the development of the Community Redevelopment Plan with Carras Community Investment. The Opa-locka Redevelopment Plan was completed by Carras Community Investment in May 2011. On June 8, 2011, per Resolution R-11-8238 the City Commission adopted a resolution to create a Community Redevelopment Agency with the City Commission to serve as CRA board members, in addition to two Miami-Dade County Commissioner appointees, and members were selected October 26, 2011. The Opa-locka CRA (OCRA) Board and City Commission approved the FON for the Opa-locka CRA in May 2012. The Miami-Dade County Board of County Commission (BCC) approved the FON on December 4, 2012, per resolution R-996-12, which marks the official beginning of the Opa-locka CRA as being on record with the Florida Department of Economic Opportunity (DEO).

The Opa-locka Redevelopment Plan and the Interlocal Agreement were presented to the OCRA Board and the Miami-Dade County BCC for consideration from June 2012 through September 2013. The Opa-locka Community Redevelopment Plan was approved by the Miami- Dade County BCC on October 1st, 2013, per resolution R-795-13 to address the redevelopment of the area declared as slum and blighted. The Interlocal Agreement was approved in October 2013. The OCRA completed its first year of operation in Fiscal Year 2013-14.

II. Staffing

The Opa-locka CRA's governing Board of Directors is comprised of the Mayor and Members of the Opa-locka City Commission and two Miami-Dade County Commissioner appointees.

The CRA staff is composed of the following:

John E. Pate, City Manager | OCRA Executive Director November 2019 - February 2022

Corion DeLaine, City Planner | OCRA Interim Manager

Gregory Gay, Director of Development Services | OCRA Advisor

Gerald Lee, PCD Zoning Official | OCRA Staff Member

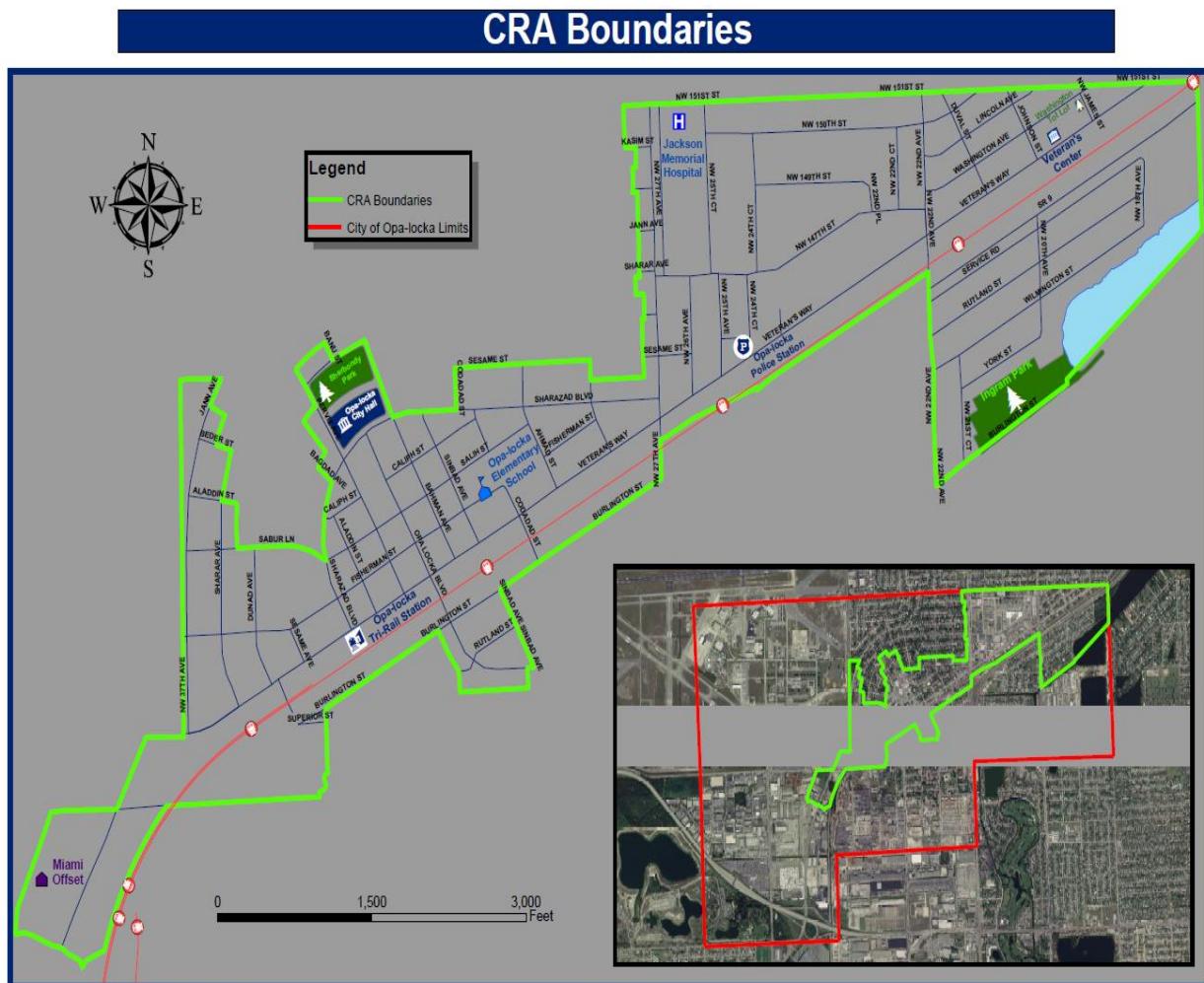
Kinshannta Hall, PCD Administrative Assistant | OCRA Board Secretary

III. Administrative Procedures

The Agency's bylaws establish the composition, purpose, powers, meeting notice requirements and administrative procedures, pursuant to Chapter 163, Part III, Florida Statutes, adopted and approved by Miami-Dade County Resolution No. R-795

Opa-Locka CRA Boundary Map

The Opa-locka Community Redevelopment Area is comprised of 514 acres, which represent approximately 18% of the city as shown on this map. There are 1,105 properties in the CRA district, of which 229 properties have some variation of property tax exemption.



Opa-locka CRA Summary

IV. Interlocal Cooperation Agreement

In August 2012, the City of Opa-locka CRA Board initiated an Interlocal Cooperation Agreement [Interlocal] between the County and the OCRA, which grants the OCRA certain redevelopment powers. On October 1st, 2013, the BCC adopted Resolution R-795-13 approving the Interlocal and delegating those redevelopment powers to the OCRA. Some of the terms of the Interlocal are:

- OCRA has a 20-year life cycle from FY 2012-13 to FY 2032-33.
- Administrative expenses for the OCRA are capped at 20% for each year's budget [except for the first 7 years].
- Funds advanced by the County for OCRA creation expenses are to be reimbursed.
- Approval by the BCC is required for amendments to the OCRA Redevelopment Plan.
- Approval by the BCC is required for new indebtedness.
- One or more members of the BCC or Miami-Dade County representatives may be appointed to serve on the OCRA Board.
- Annual budget and progress reports must be submitted to the County. Except for debt service payment on existing obligations financed with tax increment revenues, no funds may be spent from the trust fund until the annual budget has been approved by the BBC.
- Community involvements and citizen input shall be obtained in the planning of redevelopment activities.
- An independent audit by a certified Public Accounting firm is required annually.

V. Redevelopment Plan

The Opa-locka Redevelopment Plan addresses the improvement of the built environment while directing activities that alleviate perpetual problems in the CRA such as household poverty or low educational attainment. The plan provides a set of direct strategies and initiatives to inform residents about existing and future opportunities that lead to empowerment and self-sufficiency. The plan accomplishes this as a framework of economic development and resident empowerment strategies. The Redevelopment Plan for the Opa-locka CRA proposes an outline of programs and strategies to address:

- Infill and Replacement housing - Twin-Houses, Live/Work, Mixed-Use, Multifamily
- Economic Development Initiatives
- Infrastructure and Neighborhood Improvements
- Grant and Financing Programs
- Land Acquisition
- Planning and Land Use Regulation

VI. Adopted 2020-21 Budget

The OCRA adopted/amended budget for the FY 2020-2021 is \$1,046,910 See Attached Documents. Staffing expense was based on the City's Community Development Department spending 10% of its time on CRA issues, resulting in minimal staffing expense of \$29,771. The primary focus of the budget was: (1) CRA Plan Update - \$195,000, (2) Commercial Building Facades - \$200,000, (3) Streetscape Enhancements - \$250,000 and (4) City Park Amenities - \$50,000. \$270,517 was reserved in the Trust account for new projects which might arise.

FY20-21 CRA ACCOMPLISHMENTS

VII. Completed Projects for 2020-2021

Façade Improvement Programs/Business assistance with Opa-locka Community Development Corporation (OLCDC)

Commercial Facade Improvement

The OCRA is active and doing work in the community. A commercial facade improvement program was established using the TIF revenue for qualified property and businesses owners in the OCRA Area. There are approximately 160 existing commercial and industrial structures in the CRA. The CRA target area for the façade improvements are properties on the commercial corridors, consequently sites eligible for this program and the funds available have been limited.

To date, the Facade Program is progressing favorably as all participants are working diligently to get the proposed improvements completed. Below is a brief synopsis of the progress of each business.

The following property owners have met the criteria for assistance with façade improvement:

AIM Con Steel, 14480 NW 26th Ave. The painting and signage have been completed on the exterior of the building.



Ms. Raynette Burke, owner of the Plaza at 14500 - 14510 NW 27th Ave. Ms. Burke requested for parking lot improvements to improve the streetscape of her property. The contractor was selected by Ms. Burke for the renovation of her business. The materials have been installed and work has been completed.

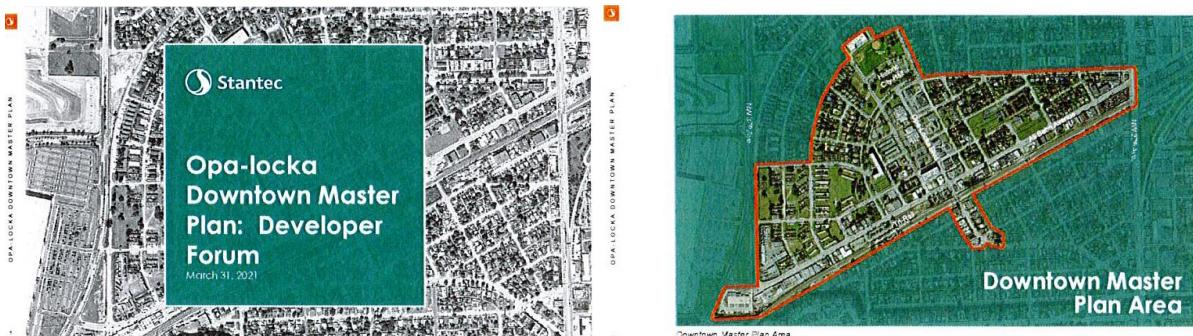


Mr. De La Cruz, owner of Merkalibrel Import Export, 2338 Ali Baba Ave. Mr. De La Cruz's scope of work made improvements on metal rolling gates and tracks, CMU wall, planter and columns, metal canopy roof, and structure. The drawings have been completed and work has commenced with his general contractor, Mr. Robert Tyler of IGWT Construction Co. Rehab is to be completed in late spring 2022.



Downtown Opa-locka Master Plan by Stantec Consultants

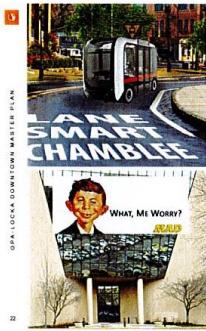
The Opa-locka CRA has completed its Downtown Masterplan and presented to the OCRA Board and the public in September 2021. The Downtown Master Plan was developed by a project team led by Stantec Consulting Services Inc. encompassing the historic downtown spanning from NW 27th Avenue on the east, NW 37th Avenue on the west, the railroad on the south and the Historic City Hall on the north. The plan area encompasses approximately 160 acres. The Plan formulates the vision for downtown with an emphasis on connectivity, introduction of housing, small business development, and activating public spaces that will help downtown become an exciting place to live and visit.



The initial phase of the market analysis has identified strong growth opportunities for additional housing in the upcoming years that include a range of affordable to market rate options. These projections indicate this development will also be significant enough to support growth in commercial uses and overall activity within the downtown.



What kinds of places create economic opportunity?



Technology:

- Shared, connected, autonomous mobility will decrease mobility costs, improve safety, free-up ROW for people, sharply reduce parking requirements in denser, mixed-use, walkable urban places

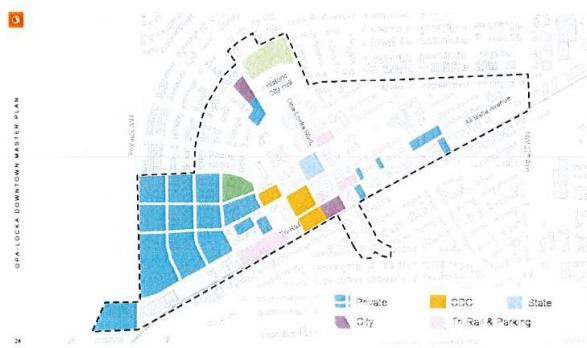
The final phase of the market analysis contains conceptual build-out options and implementation strategies. Other aspects include parking considerations, code modifications, and development incentives.

Unique challenges to this project have included in timing alteration due to the global Covid-19 pandemic. Shortly before the pandemic arrived in the United States, many real estate experts anticipated South Florida's many years of growth and housing cost increases were overdue for a slowdown and price correction. Today, more than two years later, the housing market has continued significant price appreciation, and Florida's year-over-year growth has far outpaced any prior expectations. The pandemic has also created an unknown future for retail and office space demands in the upcoming years that make it difficult to use traditional projection methods. This has underscored the need to plan for flexibility.



Areas of Potential Change:

- Private Development Sites
- City & CDC Properties
- Parking lots (Tri-Rail incl.)
- State lot



The Plan also includes future market projections, public engagement targeting existing business and residents, refined conceptual design, and detailed incentives among others which will help to conceptualize the long-range vision with implementable action steps.

VIII. Future Projects for 2021-2022

Focus areas within CRA - Magnolia North Area, Magnolia Garden Waterfront Area, Cuyahoga Site, Downtown/TownCenter, Barracks Residential Area, Opa-locka Industrial and Opa-locka Airport Industrial areas.

New Opportunities

Miami-Dade's County Owned Properties have moved forward in development under a request for proposal (RFP) for a master developer to build a variety of Single Family, Duplex, Multifamily and Mixed-Use Developments for properties east of NW 22 Avenue and Ali Baba Avenue in the Magnolia North Area. A Developer Forum for the Downtown Area will be held in March, 2022 to attract potential new development opportunities. With the new Downtown Master Plan and newly appropriated incentives for development, the OCRA is now able to assist in development activity and seeks to advise developers of the new opportunities through this exercise. New mixed-use development is being proposed at the Cuyahoga Site and the Barracks Residential Area.

Development Incentives/Assistance Programs

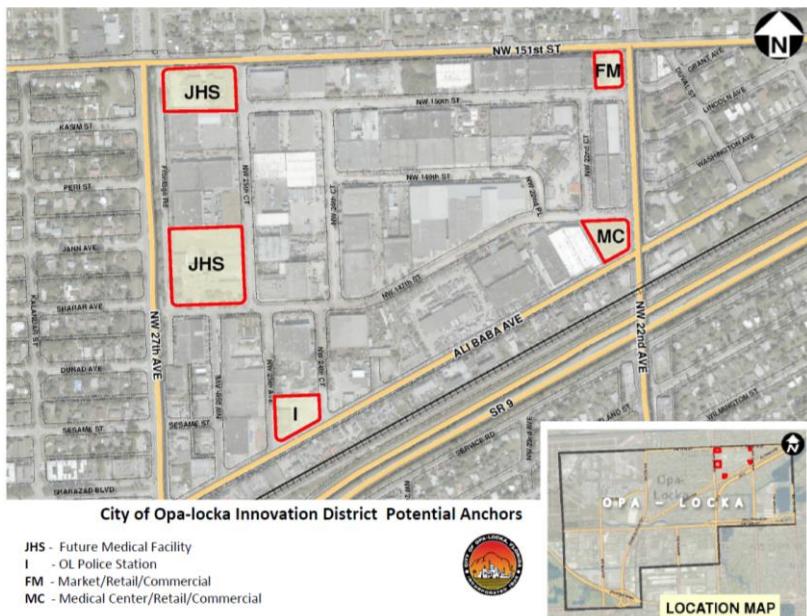
The Opa-locka Community Redevelopment Agency Board seeks to carry out a set of programs and initiatives to assist development within the CRA Boundaries. To date, the OCRA has reviewed and approved the following incentives for programming:

- **SMALL BUSINESS FACADE IMPROVEMENT PROGRAM PHASE II**
 - This program is designed to enhance the visual appearance of existing commercial business sites. The funds to be allocated must be utilized for substantial improvement projects with visual impact. Eligible expenses: windows, doors, paint, design elements, etc.
- **SMALL BUSINESS ASSISTANCE GRANT PROGRAM**
 - Eliminate slum and blight, remove deterioration, retrofitting and rehabilitation of structures to remove undesirable uses, improve the "energy efficiency" of existing buildings in the OCRA, or renovations designed to bring the structure into compliance with the current building codes.
- **STRATEGIC INVESTMENT PROGRAM**
 - This program seeks to eliminate slum and blight by attracting new businesses and new mixed-use development to the OCRA or incentivizing existing businesses to expand within the OCRA. SIP is a custom designed incentive to meet the appropriate needs of a specific development project in the OCRA that represents an investment or total project cost that exceeds a set dollar amount and creates a significant economic engine or destination project in the OCRA. OCRA Staff will utilize a formula that considers the amount of tax increment generated from each project to make an effective decision on funding which is to be vetted and approved by the OCRA Board. Funds can be utilized for the following:
 - For rehabilitation or renovation of commercial properties, tenant improvements, etc.
 - Assistance for multifamily/mixed-use development projects

- Uses a formula that considers the amount of tax increment revenue generated from each project
- Bonus for the targeted industries (i.e., restaurants, breweries, micro distilleries, micro-wineries) in replacement of the existing commercial and industrial properties seeking an upgrade in usage
- Remove deterioration
- Retrofitting and rehabilitation of structures to remove undesirable uses
- Improve the “energy efficiency” of existing buildings in the OCRA
- Interior buildup expenses
- Renovations designed to bring the structure into compliance with the current building codes.

- **PLANT, PAINT AND PAVE PROGRAM**
 - For residential owner-occupied single-family and up to 4-unit multifamily properties
 - To enhance the aesthetics through curb appeal within residential neighborhoods
 - Eligible expenses: Painting, landscaping, awnings, sidewalks, etc.

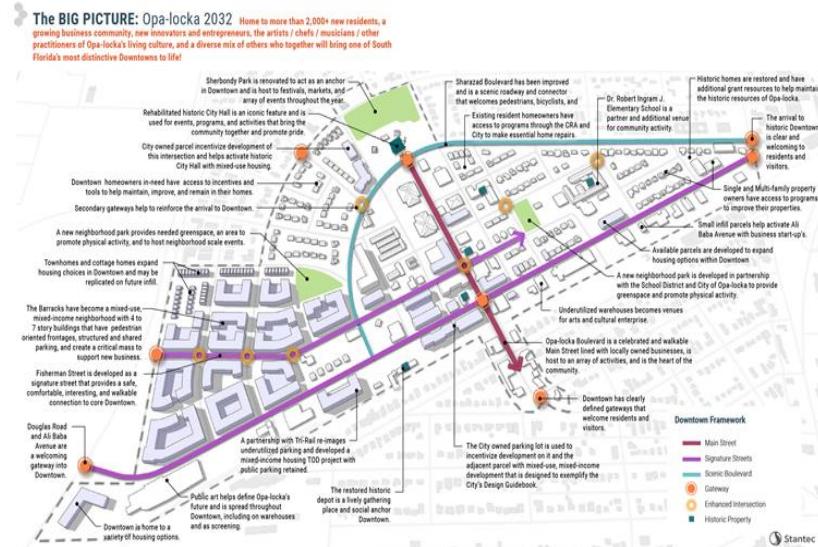
Future Projects and Programs from the 2011 OCRA Redevelopment Plan: Technology Innovation District/Technical Training Programs



At the recommendation of the OCRA in accordance with the CRA Redevelopment Plan, the OCRA is seeking new designation for an Opa-locka Innovation District Overlay for the Opa-locka Commerce Area (OCA). The Opa-locka Community Redevelopment Plan ("the CRP") was followed by more advanced planning effort that culminated in the [Sustainable Opa-Locka 2030 Comprehensive Development Master Plan](#) ("the comp plan"), an implementation strategy prepared by the Corradino Group in 2015. In the CRP, it identified the OCA as a challenged economic area in need of revitalization to promote a thriving wealth-creating and job-generating business center with regional strength. Both the CRP and the comp plan advanced the idea of

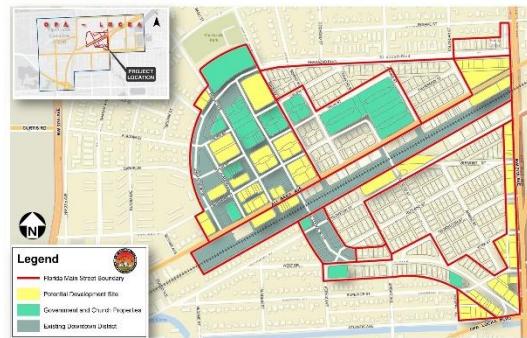
implementing a special district designation in Opa-locka's Commerce Area to revitalize a depressed and underutilized segment of the city. The OCA offers an array of commercial and industrial properties, excellent access to regional rail service, major highways and corridors, a mix of uses, and a walkable urban form. However, the area also suffers from disinvestment, high levels of heavy industrial uses such as engine repair and rebuilding; waste management, metalworking, and chemical manufacturing, poor infrastructure, and a handful of other issues, some of which can be partially attributed to Opa-locka's decades long issue with zoning and implementation of ordinance issues. The concept of an Innovation District specifically focuses on the Opa-locka Commerce Area, a potential economic engine for the city, to ensure that targeted improvements will have far-reaching effects on the economic well-being of the residents of Opa-locka.

Future Projects and Programs from the 2011 OCRA Redevelopment Plan: Designation of Historic Downtown Opa-locka District



At the recommendation of the OCRA and directive of the Downtown Masterplan, the OCRA is seeking new designation for the Historic Downtown Opa-locka District. The Historic Downtown Opa-locka District ("Historic District") designation seeks to provide consistent zoning regulations that will redefine the historic center of the City in order to create a unique urban district that will provide a physical place where daily life activities such as shopping, trading, working, governing, faith, the arts and entertainment and dwelling will interact and complement each other into a cohesive whole pattern and network. The intention of this section is to develop the Historic District as a defined, recognizable area that is community-oriented, surrounded by historic natural settings and functional buildings where people can reside, work and entertain.

Future Projects and Programs from the 2011 OCRA Redevelopment Plan: Florida Main Street Program/Main Street Opa-locka



City staff is working in conjunction with the Opa-locka Community Redevelopment Agency and its consultant on the creation of the Downtown Master Plan. Staff has been actively seeking to provide programs for the revitalization of our Historic Downtown core. A highlighted program that fits is the Florida Main Street Program which is a subsidiary of the national Main Street Program and the Nation Trust for Historic Preservation. On May 26th, 2021, the City Commission approved a joint effort with the Opa-locka CRA to pursue designation. As a result, On November 12th, 2021, the Florida Main Street approved Opa-locka as one of its new Main Street Designees. Main Street Opa-locka will be managed by the OCRA for its first 2 years of existence, pending approval of agreement between the two entities. The program is designed to assist cities in redeveloping their urban core to preserve the historical nature of the community. The National Main Street movement has transformed the way communities think about the revitalization and management of their historic downtown commercial districts and have encouraged public and private reinvestment in such districts by galvanizing volunteers to promote historic preservation. The Main Street approach provides a flexible framework that puts the traditional assets of our downtown, such as unique architecture and locally owned businesses, to work as a catalyst for a sustainable economy and community pride.

Re-evaluate the tax Incentives to be utilized in the OCRA

Consider short-term reductions 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 TIF revenue for potential development opportunities.

Statement of Revenues, Expenditures & Changes in Fund Balances – Governmental Funds

EXHIBIT A				
COMMUNITY REDEVELOPMENT AGENCY				
FY2020-21				
(FY20-21 BEGINS OCTOBER 1, 2020)				
		FY20-21		
		Proposed Budget	Amended Budget	Full-Year Estimate
REVENUES				
City Tax Increment Revenue	712,555	712,555	712,555	
County Tax Increment Revenue	334,355	334,355	334,355	
Carryover from prior year (cash & equiv.)	760,220	760,220	1,075,634	
Interest Earnings				
Misc. Revenue				
(A) REVENUE TOTAL	1,807,130	1,807,130	2,122,544	
EXPENDITURES				
Administrative Expenditures:				
Accounting & Audits	5,000	5,000	2,500	
Advertising & Notices		6,000	-	
Local Travel				
Other Admin. Exp (attach list)	-	-	-	
County Admin Fee 1.5%	5,105	5,105	5,105	
(B) Subtotal Adm. Exp	10,105	16,105	7,605	
Operating Expenditures:				
Employee Salary & Fringe	22,199	22,565	19,090	
Printing & Binding				
Marketing/Promotional Events/Positioning				
Out of Town Travel				
Conferences & Meetings				
Other Oper. Expenses (attach list)				
Legal Services/Court Costs	24,000	24,000	24,000	
Professional Services	195,000	195,000	190,000	
Community Policing				
Emergency Commercial Grants				
Emergency Rental Assistance				
Clean Team/Ambassadors				
CAPITAL PROJECTS - Grants & Other				
Commercial Incentives Program				
Carryover Budgeted Grants	-	-	-	
Farmers Market	-	-	-	
Community Policing	-	-	-	
Art in Public Places	-	-	-	
Housing Initiatives	-	-	-	
Carryover Budgeted Grants/Housing	-	-	-	
CAPITAL PROJECTS - Infrastructure				
Capital Maintenance	-	-	-	
Capital/Infrastructure Grants	500,000	500,000	100,000	
Carryover Funds for Budgeted Proj.	-	-	-	
(C) Subtotal Oper. Expenses	741,199	741,565	333,090	
(D) Reserve/Contingency	270,594	261,894	-	
EXPENDITURE TOTAL (B+C+D)	1,021,898	1,019,564	340,695	
		FY20-21		
CAPITAL PROJECTS		Proposed	Amended	Full-Year
Facades	200,000	200,000	50,000	
Historic Building Renovations				
Parks Fence				
Streetscape	250,000	250,000		
Park Amenities	50,000	50,000	50,000	
Carryover Funds Budgeted Proj.	-	-	-	
Total Project Dollars:	500,000	500,000	100,000	
YEAR-END CARRY-OVER	785,232	787,566	1,781,849	

See Complete Financial Report at <https://www.opalockafl.gov/288/Community-Redevelopment-Agency>

Opa-locka Community Redevelopment Agency Outlook

The Opa-locka CRA has the potential to benefit from increases in residential and commercial development, especially along the commercial corridors, the Downtown area, and the area adjacent to the Miami Opa-locka Executive Airport. The OCRA Board along with the Planning and Community Development (PCD)/OCRA staff will continue to take advantage of branding opportunities to promote Opa-locka as a destination location in South Florida to attract and spur development.

Updating the Opa-locka Redevelopment Plan and Expand the boundaries of the OCRA area

An update of the OCRA Plan will be completed to consider expanding the CRA boundaries along the west side of NW 22 Avenue and the south side of SR-9 to NW 135th Street and along both sides of NW 27th Avenue from SR-9 to NW 135th Street, and Douglas-LeJeune Connector from NW 132 Terrace to Gratigny Expressway [west to NW 42 Avenue]. For this to be accomplished, an updated Finding of Necessity must be drafted for review by the Miami-Dade County administration, a recommendation by Miami-Dade County Sub-Committee on CRAs and approval by Board of County Commissioners.

We have completed year nine of the CRA and are in a position now to be able to support its own Executive Director and staff. With the assistance of OCRA Board of Directors, Opa-locka City Officials, the City and County administrations, the Opa-locka CRA is prepared and looking forward to an optimistic future. Under our new leadership, we seek to grow and transform the City of Opa-locka in a positive way and hope to show that "***Something Great Can Happen in Opa-locka!***"

