



# OPA-LOCKA COMMUNITY REDEVELOPMENT AGENCY



## 2021-2022 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, 2022. 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 2021-22 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 agency strategy. With the continued support of the OCRA Board and OCRA administration that we are persistent at 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, an 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 revenues, 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 27<sup>th</sup> Avenue, NW 22<sup>nd</sup> 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 2021-2022 and acknowledge that they are the results of collaborative and inclusive efforts.

## **Board**

**The 2021-2022 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**



**Mrs. Audrey Dominguez, 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**

# 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 taxing authorities the City of Opa-locka and Miami- Dade County receive tax revenues 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, a percentage of the increase in real property taxes goes to the CRA. This tax increment is used to fund and finance the redevelopment projects outlined in the Community Redevelopment Plan.

## OCRA Overview

The Opa-locka CRA’s governing Board of Commissioners is comprised of the Mayor and Members of the Opa-locka City and appointees of both Miami Dade County Board of County Commissioners from Districts 1 and 2.

The Opa-locka Community Redevelopment Agency is an independent government agency tasked with eliminating slum and blight in a designated area. The OCRA does this by using increases in taxable values, for a limited period of time within challenged areas, to transform that area into one that again contributes to the overall health of the community. The OCRAs main focus areas are:

- Commercial Rehabilitation and Beautification Grants
- Public-Private Partnership Developments
- Infrastructure Improvements
- Neighborhood Improvement Programs
- Affordable, Workforce, Market Rate, Luxury and Mixed Income Housing
- Affordable/Workforce Housing Development & Renovation
- Transportation and Transit Developments
- To implement the redevelopment program in a manner that balances residential, commercial, environmental, recreational, economic, and aesthetic elements

## **I. Our history**

The City of Opa-locka is considered as the crossroads of North Central Miami-Dade County. On December 10th, 2009, the City of Opa-locka's approved resolution R-09-7920 accepting quote from Carras Community Investment to conduct a Finding of Necessity (FON) report to establish a Community Redevelopment Agency (CRA). The FON was accepted and 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 of Opa-locka 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. The Opa-locka City Commission adopted a resolution to create a Community Redevelopment Agency with the City Commission to serve as the CRA Board in addition to two Miami Dade County Commissioner appointees on June 8, 2011, per Resolution R-11-8238, 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 for the Opa-locka CRA on December 4, 2012, per resolution R-996-12, which marks the official beginning of the Opa-locka CRA as 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.

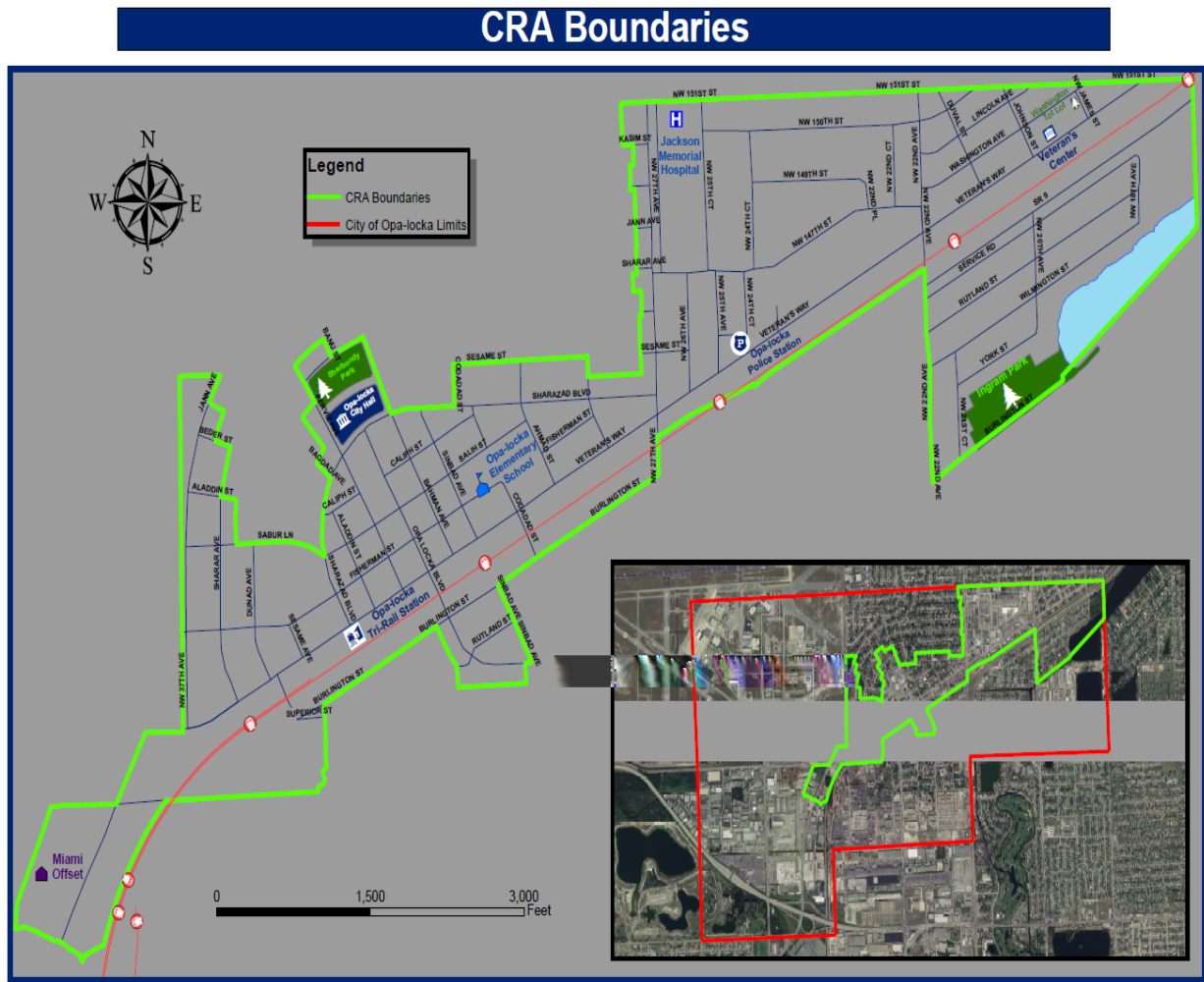
Darvin E. Williams, Interim City Manager | OCRA Executive Director  
Corion DeLaine, City Planner | OCRA Manager  
Gregory Gay, Director of Development Services | OCRA Advisor  
Gerald Lee, PCD Zoning Official | OCRA Staff Member  
Kinshannta Hall, PCD Administrative Assistant | OCRA Board Secretary

## **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 comprises 514 acres, which represent approximately 18% of the city as shown on this map. There are 1105 properties in the CRA district, of which 229 properties have some variation of property tax exemption.





# Opa-locka Community Redevelopment 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 BBC 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 5-7 years].
- Funds advanced by the County for OCRA creation expenses are to be reimbursed.
- Approval by 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 representative may be appointed to serve on the OCRA Board.
- Annual budget and progress reports must be submitted to the County. Except for debt services 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

Opa-locka redevelopment plan addresses the improvement of the built environment while directing activities that alleviate perpetuating 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 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 2021-22 Budget

The OCRA adopted/amended budget for the FY 2020-2021 is \$3,054,562 See Attached Documents. Staffing expense was based on the City's Community Development Department spending 10% of its time on CRA issues and the incorporation of a CRA manager who was compensated for 50% of his salary dedicated to OCRA management and incoming staffing, resulting in staffing expense of \$230,610. The primary focus of the budget was: (1) Development Assistance Program - \$500,000, (2) Park Amenities - \$100,000, (3) Parks Masterplan - \$75,000, (4) Streetscape Enhancements - \$75,000 and (5) Park Fences - \$60,000, Historic Building Restoration – \$50,000. \$21,582 was reserved in the Trust account for new projects which might arise.

# FY21-22 CRA ACCOMPLISHMENTS

## VII. Completed Projects for 2021-2022

**Focus areas within CRA - Magnolia North Area, Magnolia Garden Waterfront Area, Cuyahoga Site, Historic Downtown, 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 an RFA 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 Downtown Area was 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/Community Assistance Programs** - The Opa-locka Community Redevelopment Agency Board approved a set of programs and initiatives to assist development within the CRA Boundaries.

- **DEVELOPMENT INCENTIVE FUNDING ASSISTANCE PROGRAM**

- At the May 25, 2022, The Opa-Locka Community Redevelopment Agency (OCRA) meeting, the OCRA authorized the allocation of \$300,000 for Development Incentive Funding Assistance to facilitate the development of certain deeded sites from Miami-Dade County. The OCRA is seeking to work Palmetto Homes of Miami Inc, who was provided properties through Miami Dade county to development affordable housing units to aid in the creation of new housing in the Magnolia North Area of the OCRA. The funding was allocated for the construction of properties located at: 2060 Washington Street (2-units /1 duplex/ twin home); 2010 Washington Street (2-units / 1 duplex/ twin home); 2061, 2071, 2081, 2091 2099 Ali Baba Avenue (6-unit /3 duplex/ townhomes) or (20 unit apartment with UOT and at 75 units/ ac PZAB and CC); 1901 Washington Street (4-unit/2 duplex/ townhomes or 16 unit apartment at 75 units/ ac by full review w/ PZAB and CC). Construction is to be finished in during Q3 of 2023.



- **PROPERTY AND BUSINESS IMPROVEMENT GRANT PROGRAM (SBAGP) – PROPOSED ALLOCATION: \$245,000**
  - The OCRA voted to approve the Property and Business Improvement grant to 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. Also, a part of the grant is to provide assistance to small businesses in areas of need to encourage stronger economic viability and sustainability.

- **RENTAL AND MORTGAGE ASSISTANCE PROGRAM**

- The OCRA voted to approve the Rental and Mortgage Assistance program to provide short term rental and mortgage payment assistance to residents in need within the OCRA area. The OCRA held a workshop to inform residents and assist them with initial application registration to ensure community participation with the program. The program assistance 14 residents with payments.

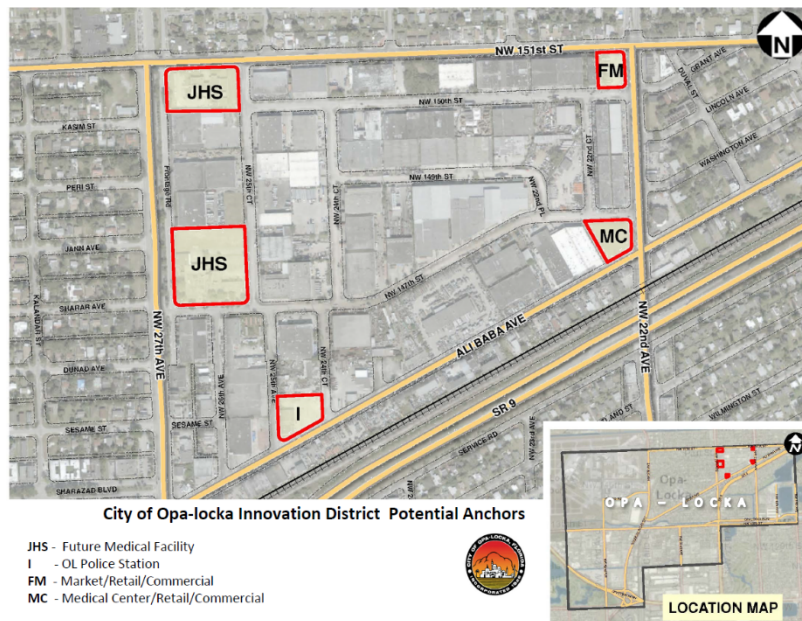


### **Farmers Vendor Market – Bazaar on the Boulevard**

The OCRA in Conjunction with the City of Opa-locka Parks and Recreation Department and Main Street Opa-locka, hosted its first ever Farmers/Vendor Market (Bazaar on the Boulevard) in March 2022. The event had over 15 vendors with participation from the community. The event was a concept exploration of the OCRA in how best to establish monthly/bi monthly community programs for participation of both residents and businesses. The agency is seeking to produce the event on a set schedule to ensure participation of OCRA area businesses in need of a visual boost to the community in an effort to spur socioeconomic activity in the Downtown Area.



## Opa-locka Technology Innovation District/Technical Training Programs



At the recommendation of the OCRA, the City Commission approved the new designation for the 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 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 decade's 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.



## Designation of Historic Downtown Opa-locka District



At the recommendation of the OCRA, the City Commission approved the 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 defined, recognizable area that is community-oriented, surrounded by historic-natural settings and functional buildings where people can reside, work and entertain.

## Florida Main Street Program/Main Street Opa-locka



The Florida Main Street program voted and approved Opa-locka as one of its new Main Street Designees. Main Street Opa-locka will be managed by the OCRA within the 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 incorporated in the OCRA** - Consider short 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.

## **VIII. Future OCRA Projects FY22-23**

### **Increase Investment in Development Assistance**

As the OCRA is seeking to expound on the opportunity to redevelop the area, the OCRA is in a position to increase the amount of assistance funding to better mobilize development projects. The OCRA will review development opportunities within the area to better analyze the usage of funds to ensure proper allocation for new development projects that will improve the community.

### **Establish Housing Assistance Initiatives**

Opa-locka as well as Miami Dade county is currently experiencing housing shortages and affordable housing opportunities for residents. The OCRA is seeking to create opportunities to combat these challenges. In working with local agencies as well as the City of Opa-locka, the OCRA will review opportunities to provide funding assistance to increase viable housing solutions for existing residents as well as new residents seeking to call Opa-locka home.

### **Historic Property Renovations**

Opa-locka is known for its great amount of historic structures which are of the Moorish revival Style and holds on to the claim of being the largest depository of Moorish Architecture in the Western Hemisphere. To ensure that Opa-locka remains in that category, the OCRA is seeking to provide funds to be available for renovation of historic structures in need to better assist in keeping our historic properties intact for future generations.

### **Park Amenities Improvements**

In improving on community amenities, the parks in the OCRA are areas in which the community utilizes on a daily basis. The OCRA is seeking to provide improvement opportunities to expound on the amenities being offered to the community to provide for a better sense of community and leisure opportunities for residents and visitors alike.

**XIV. STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND  
BALANCES GOVERNMENTAL FUNDS FISCAL YEAR ENDED SEP. 30, 2022**

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## 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 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 side 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 ten of the CRA and 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, City and County administration, the Opa-locka CRA is prepared and looking forward to having 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!"***



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