

Community Redevelopment Agency (CRA)



SPECIAL DISTRICTS; PERFORMANCE MEASURES AND STANDARDS.

FLORIDA STATUTES, CHAPTER 189: UNIFORM SPECIAL DISTRICT
ACCOUNTABILITY ACT



Background

Per Chapter 189 of the Florida Statutes, each special district must establish goals and objectives for each program and activity undertaken by the district, as well as performance measures and standards to determine if the district's goals and objectives are being achieved. In December 2025, the CRA is required to publish an annual report to show if the CRA achieved its goals and objectives. The goals and objectives presented cover all CRA subareas, namely North Magnolia, Downtown, East Ocala, and West Ocala. The annual report and established performance measures will solely consider projects and activities occurring within the respective CRA subareas, or actions taken through the regular functions of the CRA.

Performance Period

October 1, 2024, to September 30, 2025

Key Terms

Special District: A unit of local government created for a special purpose, as opposed to a general purpose, which has jurisdiction to operate within a limited geographic boundary and is created by general law, special act, local ordinance, or by rule of the Governor and Cabinet.

Community Redevelopment Agency: A special district created by a local (city or county) government to carry out redevelopment activities in a specifically defined geographic area.

Community Redevelopment Area: A slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed. This term may be used to reference one or more designated areas.

1. Community Outreach

The success of the CRA depends on the effective promotion of its plans and programs to create a fully engaged community.

Goal 1.1: Publish documentation as statutorily required and share any relevant information with the public via the City’s website and other available platforms.

Objective

Ensure that all official CRA documentation and promotional materials are readily available and easily accessible to the public. This includes, but is not limited to, meeting minutes, grant documents, agendas, annual reports, plans, resolutions, annual budgets and amendments, financial audit reports, meeting notices, event flyers, and CRA boundary maps.

Performance Measures

Website reviews completed to ensure statutory compliance for sharing CRA documentation.

Number of materials created to promote the CRA. These will be distributed across available multimedia platforms.

Minimum Standard

One (1) review performed in each quarter of the fiscal year.

Three (3) marketing materials shared with the public including, but not limited to, newspaper advertisements, articles, social media posts, flyers, brochures, and press releases.

Goal 1.2: Convene regular public meetings for the purpose of conducting CRA business and for all other purposes.

Objective

Hold regular meetings to conduct CRA related business. Citizens are encouraged to participate in CRA meetings. Regular meetings will be open to the public and agendas will be made available prior to any meeting.

Performance Measures

Number of CRA Board meetings held as evidenced by meeting minutes and public notices.

Number of Advisory Committee meetings held as evidenced by meeting minutes and public notices.

The public is timely informed of meetings by posting notices on the City’s website or through other appropriate mediums.

Minimum Standard

Three (3) CRA Board meetings held.

Two (2) meetings held by each Advisory Committee for a total of 8 during the fiscal year.

More than 95 percent of notices posted at least 7 days before each CRA Board and CRA Advisory Committee meetings.

Goal 1.3: Participate in community outreach events and activities.

Objectives

To strengthen relationships among the City, citizens, community organizations and other stakeholders through strategic engagement.

Performance Measures

City staff or appointed CRA representatives regularly attend events or participate in activities located in the CRA subareas.

Minimum Standard

Participation in 3 community events or activities.

2. Incentive Programs



The CRA coordinates public and private resources to increase private capital investment in all CRA subareas.

Goal 2.1: Provide grants for residential property improvements that enhance their physical appearance and energy efficiency.

Objective

Encourage homeowners to make interior and exterior improvements to their properties while adding value within the CRA and reversing deteriorating trends in the area.

Performance Measures	Minimum Standard
Number of grants awarded by the CRA Board.	Ten (10) grants awarded.
Number of reimbursements paid to homeowners or authorized representatives.	Eight (8) residential grant payments made.
Number of site visits to inspect condition of residential properties.	Staff participates in 15 site visits.
Number of projects utilizing CRA funds to increase housing or improve housing conditions for low to moderate income households.	Four (4) projects completed.

Goal 2.2: Provide grants to restore value and prominence of commercial areas by enhancing their physical appearance and increasing business activity.

Objectives

Encourage businesses to reinvest in identified corridors and target areas to reduce blight, thereby establishing Ocala as a vibrant economic hub.

Performance Measures	Minimum Standard
Number of grants awarded by the CRA Board.	Five (5) grants awarded to businesses.
Number of new construction projects presented to the Advisory Committee or CRA Board for approval.	Two (2) or more projects presented for approval.
Number of reimbursements paid to commercial property owners or authorized representatives.	Four (4) commercial grant payments made.
Number of site visits to inspect condition of commercial properties.	Staff participates in 5 site visits.

3. Capital Improvement Projects

The CRA implements projects that cause a permanent or structural change to property or assets within its boundaries. These projects encourage development and address conditions of slum and blight that are identified in each CRA subarea.

Goal 3.1: Implement projects targeting streetscape, corridor, and gateway improvements.

Objective

To support development by removing deficiencies and enhancing pedestrian environments, corridors and gateways with features that have the potential to encourage private investment and enhance community appearance.

Performance Measures	Minimum Standard
Number of projects started to provide enhancements such as sidewalk widening, lighting, aesthetic hardscape, gateway features and landscaping.	Design or construction started for 3 projects.
Amount of budgeted funds disbursed to vendors for capital improvements and special projects.	\$400,000 in CRA funds disbursed.

4. Strategic Redevelopment



The CRA implements projects that cause a permanent or structural change to property or assets within its boundaries. These projects encourage development and address conditions of slum and blight that are identified in each CRA subarea.

Goal 4.1: Explore opportunities to acquire properties in support of residential and commercial development initiatives.

Objective

Acquire additional land to support the City's affordable housing goals or incentivize development that align with the revitalization of the CRA.

Performance Measures

Up to date list of properties suitable for acquisition.

Number of site visits completed to evaluate and inspect properties available for purchase.

Number of properties purchased or under contract for acquisition.

Minimum Standard

List created and updated on an annual basis.

Two (2) visits to properties under consideration for acquisition.

One (1) property acquired or under contract to be acquired with CRA funds.

Goal 4.2: Coordinate public and private resources to increase private capital investment.

Objectives

Identify and incentivize catalytic projects with the greatest potential for impact by addressing the community's needs.

Performance Measures

Number of Invitations to Negotiate (ITNs) promoting development opportunities successfully advertised and posted across available platforms.

Redevelopment or Lease Agreements approved.

Minimum Standard

Three (3) solicitations issued.

Two (2) incentive agreements negotiated and approved.