

**DRAFT**



**OCALA COMMUNITY  
REDEVELOPMENT AGENCY  
(CRA)**

**FISCAL YEAR 2023-24 (FY24)**

**CRA ANNUAL REPORT**

REVITALIZING OUR COMMUNITY



**Pictured on the Front Cover:** *The District Bar & Kitchen (DBK) redevelopment project, located in the historic downtown of the City of Ocala. The 0.07-acre property was developed into a 6,700 SF high-energy restaurant and bar. The property was previously the location of Pi on Broadway (Pi) at 110 SW Broadway Street. According to local newspaper, Ocala Gazette, Pi opened its doors for business in 2009 and closed in 2021. The building was deemed not feasible or possible to be renovated, it was therefore demolished to make room for the new District Bar & Kitchen. Even though the building is not located within the Ocala Historic district, all efforts were made to preserve the historic essence of the site and surrounding area. Rehabilitation was thoroughly explored before other alternatives were considered. This challenge presented an opportunity for the architectural and design team to find ways of integrating the property's history in the redevelopment. Some of the brick from the original structure was integrated in the new building materials forming a bridge between historic Ocala and renaissance of recent years. DBK now provides a full dining experience with an elevated sports bar/food concept, live music, and entertainment.*

- *The building embodies the Form Based Code zoning classification of Ocala's downtown, with its placement in relation to the street, floor plan and facade treatments.*
- *The City and CRA, recognizing the significant benefits resulting from the redevelopment of the Project, has granted funds to the Developer to offset development costs.*
- *The Downtown CRA also covered the cost of streetscape improvements in the right of way adjacent to the project, this included widening the sidewalk, redesigning on street parking, installing planters and decorative street lighting.*

**Cover photo credits:** *Maven Photo & Film and District Bar & Kitchen*

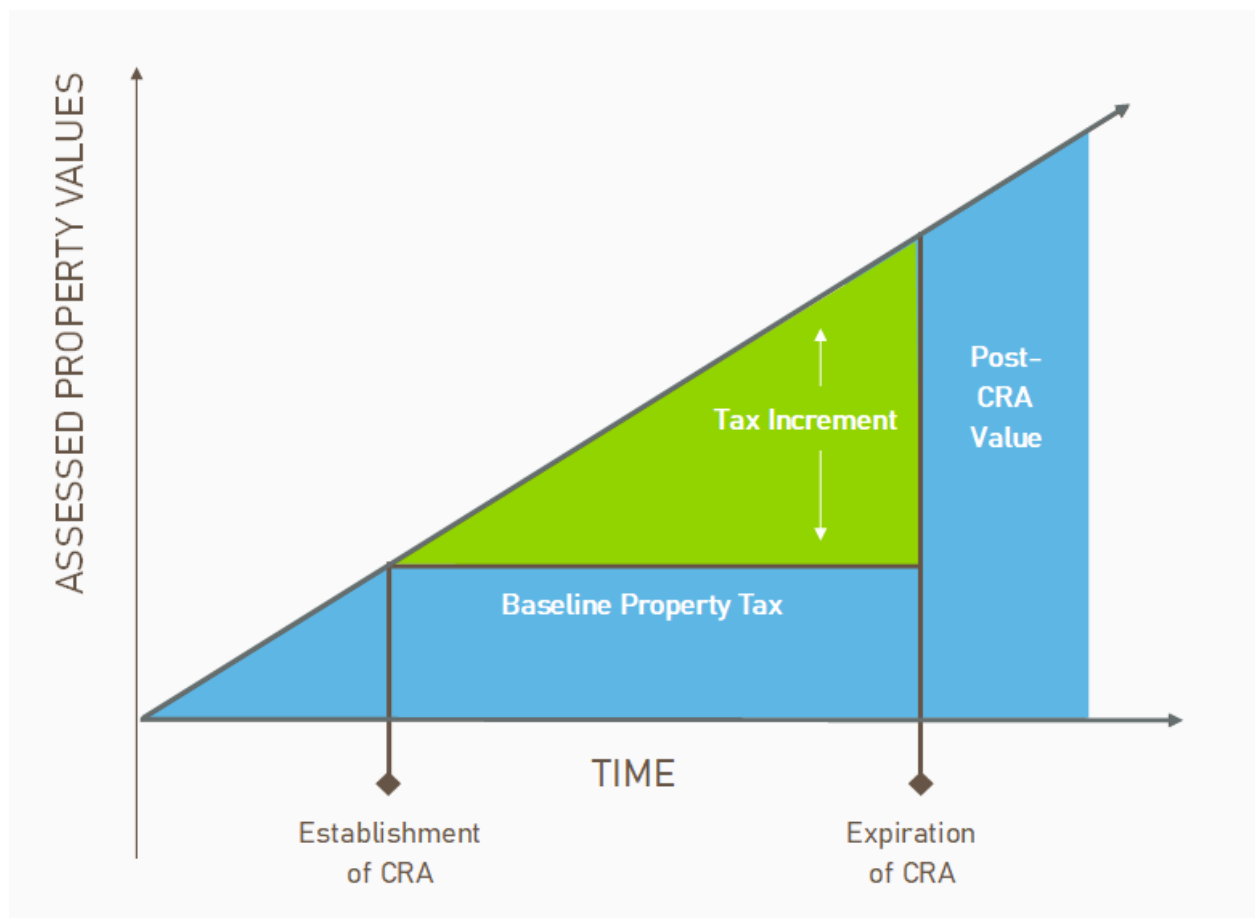
# WHAT IS A COMMUNITY REDEVELOPMENT AGENCY?

*A Community Redevelopment Agency (CRA) is a special district created by a local (city or county) government to carry out redevelopment activities in a specifically defined geographic area. There are over 220 Community Redevelopment Agencies currently operating in Florida. The enabling legislation giving a city the authority to create a CRA is found in Chapter 163 Part III of the Florida Statutes. As prescribed in the statute, CRA redevelopment activities focus on making improvements to the physical environment within the redevelopment area – buildings and sites, streets and sidewalks, parks, and infrastructure.*

*These physical improvements are accomplished by the CRA funding capital improvement projects and partnering with the private sector. Redevelopment agencies invest public funds in redevelopment activities with the intent of encouraging private investment into properties. CRAs reinvest tax increment financing funds to attract private investment into economically distressed areas. The end product, resulting from these redevelopment efforts, is the transformation of underutilized properties and facilities into productive assets of the various communities within the CRA, as well as the city as a whole. A CRA can only expend funds to conduct redevelopment activities within the legally described CRA area. CRAs are also regulated under Chapter 189 as a 'Special District'.*

# FINANCING A CRA

Community Redevelopment Agencies receive their funds through tax increment financing. Tax increment financing is a mechanism that utilizes increases in property taxes from a base year (the creation of the CRA) and holds them in a redevelopment trust fund. Ideally the CRA, through its activities, induces greater increases in property values. In this way, CRAs can bring back economically distressed areas, and their future funding will hinge on the success of their redevelopment plans.





# CRA REPORTING REQUIREMENTS

**Section 163.371 of the Florida Statutes specifies the annual reporting requirements for CRAs.**

A community redevelopment agency must file an annual report with the county or municipality that created the agency and publish the report on the agency's website. The report must include the following information:

1. **Audit** - The most recent complete audit report of the redevelopment trust fund as required in s. 163.387(8).
2. **Performance data** for CRA including the:
  1. Total number of projects started and completed and the estimated cost for each project.
  2. Total expenditures from the redevelopment trust fund.
  3. Original assessed real property values within the community redevelopment agency's area of authority as of the day the agency was created.
  4. Total assessed real property values of property within the boundaries of the community redevelopment agency as of January 1 of the reporting year.
  5. Total amount expended for affordable housing for low-income and middle-income residents.
3. **Plan Goals & Objectives** - A summary indicating the extent to which the community redevelopment agency has achieved the goals and objectives set out in its community redevelopment plan.

The above three items are addressed in two separate documents.

## **Document 1 - Audit**

In previous years, the CRA audit and financial statements were done as a part of the City's Comprehensive Annual Financial Report (CAFR). Beginning in FY 2020, the CRA had a stand-alone, independent audit performed.

## **Document 2 – Performance Data & Plan Goals & Objectives**

These items are contained in this report, which highlights the CRA activities and achievements.

# Ocala Community Redevelopment Agency

*The Ocala CRA is divided into four subareas: Downtown, North Magnolia, West Ocala, and East Ocala. There are four Advisory Committees, one dedicated to each subarea, which make recommendations to the CRA Board on projects and programs. Each of the four subareas has its own redevelopment plan that reflects the unique challenges and goals within their respective areas.*

Subarea	Establishment Year	Expiration Year
Downtown	1988	2038
North Magnolia	1999	2038
West Ocala	2015	2045
West Ocala (Expansion Area)	2017	2045
East Ocala	2016	2045

# CRA AGENCY BOARD

Barry Mansfield, **Chair**  
Kristen Dreyer, **Vice Chair**  
James P. Hilty Sr.  
Ire J. Bethea, Sr.  
Jay A. Musleh

## CRA ADVISORY COMMITTEES

### **Downtown**

Tom McDonald  
TaMara York  
Ted Schatt  
Rachel Laxton  
Dr. Rhella Murdaugh  
Summer Gill  
Kendall Drake

### **West Ocala**

Dr. Barbara Brooks  
Ruth Reed  
Reginald Landers, Jr.  
Dwan Thomas  
Carolyn Adams  
Antoinette Hunt  
Elgin Carelock

### **North Magnolia**

Angie Clifton  
David McCollister  
Mike Needham  
Clark Yandle  
Floyd Hershberger  
Frank Zadnik III  
Darian Mosley

### **East Ocala**

Rachel Perez  
Van Akin  
Greg Blair  
Tito Comas  
John Gamache  
Karl Kunz  
Ronnie Santana

# Summary – Fiscal Year 2023-24

The City of Ocala Community Redevelopment Agency (CRA) is delighted to present the Annual Report for Fiscal Year 2023-24. The Ocala CRA continues to champion redevelopment by enhancing key areas within the city. The CRA implements its various programs, projects, and initiatives, in alignment with the respective CRA redevelopment plans and City Councils Strategic Priorities:

Priority 1: Economic hub

Priority 2: Fiscally sustainable

Priority 3: Engaged workforce

Priority 4: Operational excellence

Priority 5: Quality of place.

Between FY19 and FY24, every dollar (\$1) provided through the grant programs has leveraged approximately six dollars (\$6) of private investment towards improving property. The revitalization impacts are evident through the improved residential and commercial built environment. In the wider macroeconomic environment, favorable real estate valuations, along with strategic CRA reinvestment, have had a positive impact on revenues allocated to the CRA subareas. The North Magnolia CRA subarea saw the largest year-over-year change in property values, rising by eleven percent (11%), while the Downtown and West Ocala CRA subareas values increased by five percent (5%) each. The East Ocala CRA property values increased by nine percent (9 %).

Thanks to our community partners, interest in CRA grants has grown, with applications doubling compared to the previous year. Overall, the CRA approved approximately \$1 million in incentives, to be paid out in the fiscal year when projects are completed. The CRA continues its debt servicing obligations for financing the Mary Sue Rich Community Center at Reed Place, making an annual payment of \$480,000.

The CRA hosted an opening event for the Heritage Trail Park in West Ocala on September 3, 2024. The linear park features impressive artwork from local artist Charles Eady and plaques recognizing community leaders who have made significant contributions to West Ocala. The Imagine North Magnolia Park officially opened on June 5, 2024, providing a much-needed recreation space for residents to enjoy. Property acquisition aimed at redevelopment will continue to be a target for the CRA, identifying



sites at critical locations to stimulate growth. Two major capital improvement projects were completed in FY24: the NW 7th Avenue Subdivision and Marion Heights infrastructure improvements. These projects accounted for a significant share of the \$1,078,120 expended on capital improvement initiatives during the year.

In the coming year, the CRA aims to further promote the diverse incentives available to properties in the CRA. Interest in programs offered has remained stable despite increasing construction costs and a changing economic climate. Affordable housing, arts and culture, historic preservation, and creating beneficial partnerships in the community will all be areas of focus in the coming years. Primary corridors and gateways will remain at the heart of the CRA's revitalization activities to attract new businesses, retain current business operations, and promote economic growth. The development of key opportunity sites through solicitations will also be at the forefront of plans for FY25.

# CONSISTENCY OF CRA ACTIVITIES WITH REDEVELOPMENT PLANS

## PLAN COMPLIANCE

*S. 163.387(6) states moneys in the redevelopment trust fund may be expended for undertakings of a community redevelopment agency as described in the community redevelopment plan only pursuant to an annual budget adopted by the board of commissioners of the community redevelopment agency.*



*S. 163.371(2) (c) F.S. states a community redevelopment agency shall file an annual report and the report must include a summary indicating to what extent the community redevelopment agency has achieved the goals set out in its community redevelopment plan.*

*To show consistency, the table below cites the applicable plan sections for each CRA activity. The table also indicates progress to achieving the goals and objectives. Each CRA subarea has its own Redevelopment Plan.*

# DOWNTOWN CRA



CRA Activity	Progress / Status	CRA Plan Compliance
<b>Grant Programs</b>  	<p>The intent of these grants is to target projects that undertake a comprehensive restoration of facades and /or renovations that make the building more in compliance with form-based code design and development requirements.</p>	<p><b>Strategy 4.1.4:</b> <u>Facilitate adaptive re-use opportunities and the creation of flexible and convertible spaces in Downtown/Midtown.</u></p> <p><b>Strategy 6.2.8:</b> <u>Enhance and promote the façade improvement and/or design assistance program to assist owners of existing structures in improving the aesthetics and exterior function of their buildings and surrounding amenities.</u></p> <p><i>Downtown Master Plan (2004), Midtown Master Plan (2017)</i></p>
<b>Redevelopment Agreements</b>  	<p>Ongoing agreements supporting catalytic projects. Incentive packages are based on return of investment (ROI) of City and CRA funding. The incentives may be provided in the form of cash contributions, tax-based grants and permit fee contributions.</p>	<p><b>Strategy 4.1.4:</b> <u>Facilitate adaptive re-use opportunities and the creation of flexible and convertible spaces in Downtown/ Midtown.</u></p> <p><i>Downtown Master Plan (2004), Midtown Master Plan (2017)</i></p>
<b>Streetscape Improvements</b>  	<p>Focuses on improving the quality of the streets and other public spaces in the CRA subareas.</p> <p>Providing safety and comfort in the form of dedicated spaces for different modes of transportation, wayfinding, seating, lighting, landscaping, and other amenities and furnishings.</p>	<p><b>Strategy 1:</b> <u>Linkages and Connections. Physical streetscape and mid-block connections that link key activity nodes within the city center and connect the Downtown to nearby districts and the greater region.</u></p> <p>The Downtown Master Plan recommends addressing streetscape, pedestrian and bike connections and traffic calming to improve the quality of the public realm.</p> <p><i>Downtown Master Plan (2004), Midtown Master Plan (2017)</i></p>

# NORTH MAGNOLIA CRA



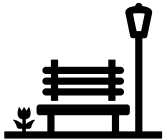
CRA Activity	Progress / Status	CRA Plan Compliance
<b>North Magnolia Grant Programs</b>  	<p>The purpose of the North Magnolia CRA Residential Property Improvement Grant is to encourage homeowners to make exterior facade improvements, addressing trends of deterioration in some neighborhoods while adding value to the CRA.</p>	<p><b>Goal 4: ECONOMIC DEVELOPMENT – To <u>maintain and economically sound industrial/business area in Ocala.</u></b></p> <p><b>Objective 4.1:</b> Enhance the commercial tax base, promote business development, by encouraging the reuse of vacant and underutilized buildings.</p> <p><b>Strategy 4.1.2:</b> Develop Incentive and grant programs to encourage property improvements. Grants programs may be established to improve building conditions both interior and exterior, for business expansion, and for the change of use of a building.</p> <p><i>North Magnolia CRA Plan (2019)</i></p>
<b>Imagine North Magnolia – Community Redevelopment Project</b>  	<p>Activities involved land development planning; publishing and processing Invitations to Negotiate (ITN) for redevelopment opportunities. These activities will continue through to the next fiscal year. The construction of the Neighborhood Park was completed in 2024. Road, water and sewer infrastructure improvements were also completed in 2024.</p>	<p><b>Goal 2: Property Redevelopment. To <u>encourage private sector investment to redevelop undeveloped properties.</u></b></p> <p><b>Objective 2.1:</b> Ensure undeveloped properties are development-ready to increase their feasibility for redevelopment.</p> <p><b>Strategy 2.1.1:</b> Purchase, assemble, and prepare sites for redevelopment. Prepare sub-area conceptual development beginning with the Imagine North Magnolia subarea.</p> <p><i>North Magnolia CRA Plan (2019)</i></p>





# NORTH MAGNOLIA CRA *(Continued)*

CRA Activity	Progress / Status	CRA Plan Compliance
<p><b>North Magnolia Streetscape Improvements</b></p> 	<p>A streetscape project was installed approximately 20 years ago. Some of the trees, mostly the Burford Pears, have reach the end of their life span and are in decline. The grass areas are problematic for maintenance and are not attractive. The objective of the project is to improve the appearance of the corridor to make it more inviting for pedestrians and motorists. All plantings will be hardy, drought tolerant, low-maintenance varieties.</p>	<p><b>Priority #1:</b> <u>Develop the following key streets to create good traffic flow and accommodate growth: 8th Street Magnolia to Pine; Old Jacksonville Rd from Magnolia to 20th; 14th Street from Magnolia to 8th Avenue; 9th Street from Magnolia to CRA Boundary.</u> Each street should have lighting to deter crime, landscaping, paving, sidewalks, and trees.</p> <p><i>North Magnolia Redevelopment Corridor CRA Plan (1999)</i></p> <p><b>Strategic Beautification:</b> <u>Install landscaping, hardscape, lighting along streets throughout the North Magnolia CRA neighborhood.</u></p> <p><i>North Magnolia CRA Redevelopment Plan (2019)</i></p>
<p><b>Affordable Housing Program</b></p> 	<p>The program will assist with easing the cost burden of low-income households and improve their ability to meet housing needs. The CRA is offering this incentive to offset development costs, preserve existing housing stock, and provide affordable housing solutions. The program was made available to the CRA in March 2024.</p>	<p><b>Priority #4:</b> <u>Solve homeless problem.</u></p> <p><b>Priority #5:</b> <u>Create means for residential growth to include more owner-occupied Residents.</u></p> <p><i>North Magnolia Redevelopment Corridor CRA Plan (1999)</i></p> <p><b>GOAL – HOUSING:</b> <u>To contribute to a balanced mixed-use neighborhood by allowing for a variety of housing in appropriate areas.</u></p> <p><i>North Magnolia CRA Redevelopment Plan (2019)</i></p>




# WEST OCALA CRA

CRA Activity	Progress / Status	CRA Plan Compliance
<b>Grant Programs</b>  	<p>The purpose of the West Ocala Community Redevelopment Area (CRA) Residential Property Improvement Grant is to encourage homeowners to make exterior facade improvements, addressing trends of deterioration in some neighborhoods while adding value to the CRA. The grant was made available in the West Ocala CRA subarea in March 2024.</p>	<p><b>Goal 1:</b> <u>Coordinate public and private resources to increase private capital investment on commercial corridors.</u></p> <p><b>Objective 4:</b> Expand the city's business revitalization grant program.</p> <p>Strategy: Provision of grants for property improvements and property redevelopment.</p> <p><i>West Ocala CRA Plan (2015), West Ocala Vision &amp; Community Plan (2011)</i></p>
<b>Mary Sure Rich Community Center at Reed Place</b>  	<p>Construction of the Center was completed during December 2022 and the building was officially opened in January 2023. The newly created 41,750 square foot, two-story building includes designated indoor space for senior, youth, and family programs; a banquet/event space; fitness equipment and indoor walking track; two full basketball courts; a library and multi-purpose studio rooms.</p>	<p><b>Goal 1:</b> <u>Coordinate public and private resources to increase private capital investment.</u></p> <p><b>Objective 5:</b> Encourage the location of a Competitive Intelligence Center (Library) and assist in the development of a and a new multi-purpose center in West Ocala.</p> <p><i>West Ocala CRA Plan (2015), West Ocala Vision &amp; Community Plan (2011)</i></p>
<b>Heritage Trail</b>  	<p>Construction started March 2021. Site work has been completed. The final art installation and grant opening of the park were completed in 2024.</p>	<p><b>Goal 2:</b> <u>Enhance gateways, corridor segments and crossroads.</u></p> <p><b>Objectives 1 &amp; 2:</b> Design and construct streetscape improvements at neighborhood entrances</p> <p><i>West Ocala CRA Plan (2015), West Ocala Vision &amp; Community Plan (2011)</i></p>

## WEST OCALA CRA *(Continued)*

CRA Activity	Progress / Status	CRA Plan Compliance
<b>Tucker Hill Affordable Housing Project</b>  	<p>Properties purchased, rezoning, platting, site plan, and infrastructure plan completed. Water, sewer and road infrastructure improvements were completed in 2024.</p>	<p><b>Goal 3:</b> <u>Improve vacant, dilapidated and nuisance properties which are barriers to corridor and neighborhood redevelopment.</u></p> <p><b>Objective 7.</b> Identify suitable areas of West Ocala for development of new housing opportunities</p> <p><i>West Ocala CRA Plan (2015), West Ocala Vision &amp; Community Plan (2011)</i></p>
<b>Affordable Housing Program</b>  	<p>The intent of this program is to provide funding to supplement the Community Development Services (CDS) ongoing affordable housing, mainly, the State Housing Initiatives Partnership (SHIP), Home Investment Partnership Program (HOME), and Community Development Block Grant (CDBG) in applicable CRA subareas.</p> <p>The program will assist with easing the cost burden of low-income households and improve their ability to meet housing needs. The CRA is offering this incentive to offset development costs, preserve existing housing stock, and provide affordable housing solutions. The funds allocated have been committed to various projects include the Saving Mercy Village which will be constructing 59 new one- bedroom affordable housing units.</p>	<p><b>Goal 3, Objective 4:</b> <u>Establish programs to remediate dilapidated and nuisance properties for reuse and resale opportunities.</u></p> <p><b>Goal 3, Objective 6:</b> <u>Seek additional funding opportunities and partnerships with community affordable housing providers to upgrade blighted housing and remove unsafe/unsanitary conditions for low-income individuals and families.</u></p> <p><b>Goal 3, Objective 7:</b> <u>Identify suitable areas of West Ocala for the purposes of the development of new housing opportunities which incorporate energy efficient materials and appliances.</u></p> <p><i>West Ocala CRA Plan (2015), West Ocala Vision &amp; Community Plan (2011)</i></p>

# EAST OCALA CRA

CRA Activity	Progress / Status	CRA Plan Compliance
<b>East Ocala Grant Programs</b>  	<p>The purpose of the East Ocala CRA Residential Property Improvement Grant is to encourage homeowners to make exterior facade improvements, addressing trends of deterioration in some neighborhoods while adding value to the CRA.</p>	<p><b>Goal 3:</b> <u>Improve vacant, dilapidated and nuisance properties which are barriers to corridor and neighborhood redevelopment.</u></p> <p>Objective 4: Establish programs to remediate these conditions for property reuse.</p> <p><i>East Ocala CRA Plan (2016)</i></p>
<b>Affordable Housing Program</b>  	<p>The program will assist with easing the cost burden of low-income households and improve their ability to meet housing needs. The CRA is offering this incentive to offset development costs, preserve existing housing stock, and provide affordable housing solutions. The program was made available to the CRA in March 2024.</p>	<p><b>Objective 6:</b> <u>Seek additional funding opportunities and partnerships with affordable housing providers to upgrade blighted housing and remove unsanitary conditions for low-income individuals and families.</u></p> <p><b>Objective 7:</b> <u>Identify suitable areas of East Ocala for the purpose of the development of new housing opportunities which incorporate energy efficient materials and appliances.</u></p> <p><i>East Ocala CRA Plan (2016)</i></p>
<b>Streetscape Improvements</b>  	<p>A Goal of the East Ocala CRA Plan is to restore value and prominence to gateways and corridors by enhancing their physical appearance. The objectives call for designing and constructing streetscape improvements to improve pedestrian movement and include amenities such as lighting.</p>	<p><b>Objective 1:</b> <u>Design and construct streetscape improvements to include pedestrian crossings, pedestrian-scale lighting, and other amenities at key crossroads.</u></p> <p><i>East Ocala CRA Plan (2016)</i></p> <p>The Midtown Master Plan strategies include ensuring safe and continuous pedestrian and bicycle connectivity to Tuscawilla Park and surrounding neighborhoods.</p> <p><i>Midtown Master Plan (2017)</i></p>



# GRANT PROGRAMS

*Historically, the CRA Commercial Property Improvement Grants are the largest activity in the CRA work program in terms of staff time usage. In Fiscal Year 2023-24, the CRA commenced the review of all CRA grant programs, resulting in changes to reflect the demands of each CRA subarea. The framework of each program was developed based on the needs and budget of each sub-area. The programs address key statutorily defined blight conditions that currently exist in the CRA including vacant or underutilized commercial space, obsolete or substandard interior spaces, inadequate life safety and/or accessibility provisions, and deteriorating or inappropriate facades. The intention of all CRA grant programs is to encourage private investment into blighted properties located in CRA subareas.*

# RESIDENTIAL

PROGRAM/ SUBAREA	FRAMEWORK	GRANT MAX & MATCH
<b>Residential Property Improvement Grants</b> (West Ocala, East Ocala and N. Magnolia CRA subareas)	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) Exterior painting/paint (color(s) must be approved by Committee) removal for the entire building, including exterior cleaning and/or repair/replacement of facade details/materials - doors, walls, trim and exterior lighting.</li> <li>(2) Repair and replacement of windows, and doors (Exterior Improvements only).</li> <li>(3) Demolition of irreparable damaged houses or structures for the construction of affordable housing.</li> <li>(4) New landscaping area (trees and shrubs) visible from the street/sidewalk (Including removal of hazardous trees).</li> <li>(5) Fencing</li> <li>(6) Reroofing</li> <li>(7) Weatherization (HVAC installation and insulation etc.).</li> <li>(8) New construction; and</li> <li>(9) Conversion from septic system to City sanitary sewer service. *</li> </ul> <p><i>*Match varies in the North Magnolia CRA.</i></p>	<b>\$20,000 / 75%</b>
<b>Affordable Housing Program</b> (West Ocala, East Ocala and N. Magnolia CRA subareas)	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) Rental assistance</li> <li>(2) Down-payment assistance; and</li> <li>(3) Home improvements.</li> </ul> <p>Grant recipients are community members from low-moderate income households.</p>	<b>Max - varies</b> 100%

# COMMERCIAL

PROGRAM/ SUBAREA	FRAMEWORK	GRANT MAX & MATCH
<b>Downtown Commercial Building</b>	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) Facades: Painting (only as a component of a major restoration); Canvas Awnings (not eligible in any type of project), Metal Awnings (eligible in any type of project, Doors and/or windows (only as a component of a major restoration or renovation, and Signage (cannot be a stand-alone item and must be consistent with Form Based Code); and</li> <li>(2) Interior Renovations: Structural, Improvements to meet Building Codes for Accessibility; Fire Protection; and Life Safety, HVAC, Plumbing, electric, Conversion of upper floor space to residential; Other fixed improvements related to build-out or additions.</li> </ul>	<b>\$50,000</b> / 50%
<b>West Ocala Commercial Building</b>	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) Vacant buildings being converted to active use.</li> <li>(2) ADA Accessibility</li> <li>(3) Removal of bars from doors and windows.</li> <li>(4) Security system, including lighting, cameras, and fencing.</li> <li>(5) Façade improvements (visible from the street) include doors, windows and signage.</li> <li>(6) Demolitions; and</li> <li>(7) Creation of new surface parking lot.</li> </ul>	<b>\$20,000</b> / 60%
<b>East Ocala Commercial Building</b>	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) Vacant buildings being converted to active use.</li> <li>(2) New signs following CRA design guidelines, including removal of inappropriate signs.</li> <li>(3) Façade improvements – windows, doors, awnings, exterior security and safety lighting, painting (colors must be approved by Committee).</li> <li>(4) New wall sign (must meet sign code).</li> <li>(5) New landscaping; and,</li> <li>(6) Parking lot pavement resurfacing or resealing and restriping.</li> </ul>	<b>\$20,000</b> / 60%

## COMMERCIAL *(Continued)*

PROGRAM/ SUBAREA	FRAMEWORK	GRANT MAX & MATCH
<b>North Magnolia Commercial Building</b>	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) Exterior painting/paint removal for the entire building.</li> <li>(2) Exterior cleaning of the property/masonry repair/parking lot coating and striping.</li> <li>(3) Repair or replacement of front, side, rear, façade details including doors, windows, lighting.</li> <li>(4) Repair or replace windows for the entire building.</li> <li>(5) New landscaping (trees and shrubs) visible from the street/sidewalk.</li> <li>(6) New or replacement of wall signage.</li> <li>(7) New or replacement of awnings for the entire building; and</li> <li>(8) Fencing.</li> </ul>	<b>\$10,000</b> / 50%
<b>East Ocala Historic Building</b>	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) Improvements to meet Building Codes for Accessibility, Fire Protection, and Life Safety.</li> <li>(2) Roof</li> <li>(3) Removal and replacement of inappropriate or incomplete exterior restoration of original façades, including installation of appropriate windows; must meet requirements of Historic Preservation Code.</li> <li>(4) Other fixed improvements related to interior build-out.</li> </ul>	<b>\$40,000</b> / 60%
<b>New Construction Incentive</b>	<p>Priority work elements include:</p> <ul style="list-style-type: none"> <li>(1) New construction; and</li> <li>(2) major renovations.</li> </ul> <p>Eligible projects must:</p> <ul style="list-style-type: none"> <li>(1) Prove the potential for catalytic impact.</li> <li>(2) Exceed \$1,000,000 in total capital investment; and</li> <li>(3) Receive a score of 80 points or more.</li> </ul>	<b>\$300,000</b> / 10%



# **CAPITAL IMPROVEMENT PROJECTS**

# West Ocala Heritage Trail Park (Heritage Trail)

## Project Description

The West Silver Springs Heritage Trail Park 'Heritage Trail', was conceptualized in 2018 through the Community Redevelopment Agency's West Ocala Advisory Committee. This impactful project is situated on the north side of West Silver Springs Boulevard (State Road 40), between NW 9th and NW 11th Avenues. The park features a decorative sidewalk, park furniture, public art and landscaping. Its primary features are a series of panels and plaques displaying historic images and honoring prominent West Ocala citizens who contributed to the community. See Figure1. The West Ocala Vision and Community Plan (2011), emphasizes the need to create a high quality and desirable public realm through the connectivity of safe and accessible streets, multi-modal pathways, and trails. The CRA contributed \$287,778, while Ocala Electric Utility (OEU) provided lighting improvements in the amount of \$25,513.

## Project Costs

Total: \$313,291

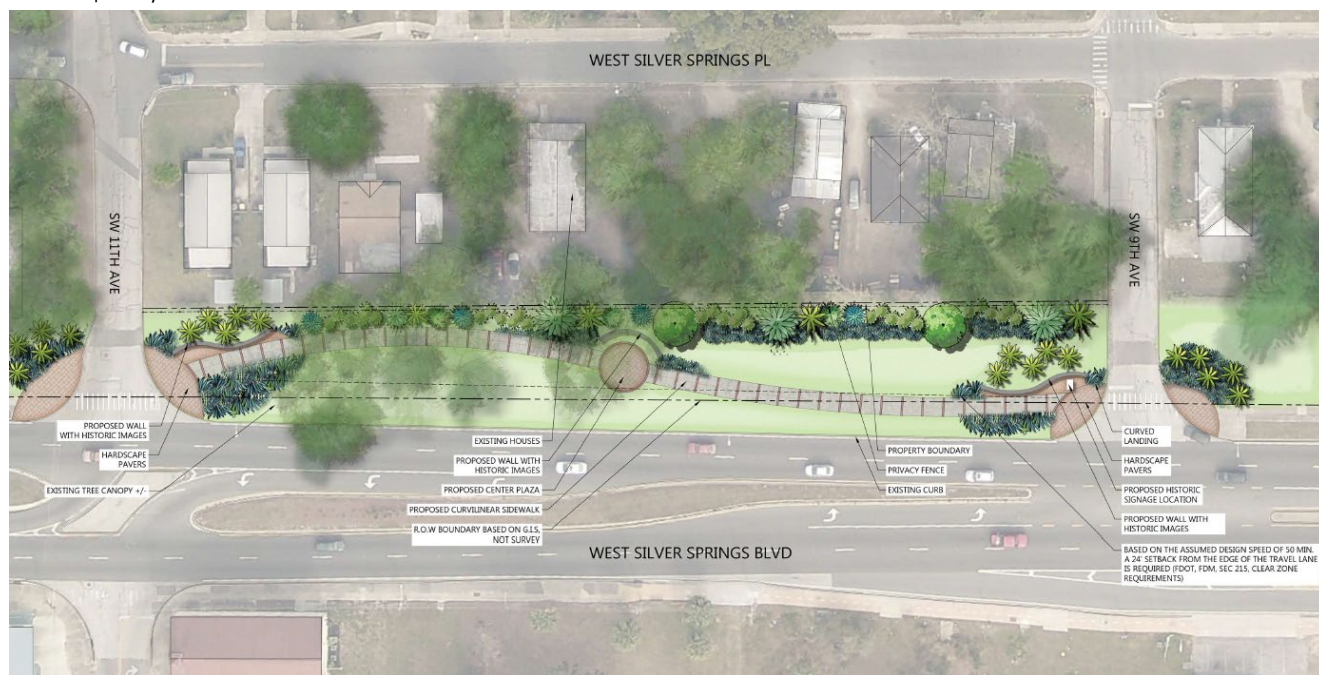


Figure 1. Rendered conceptual plan.

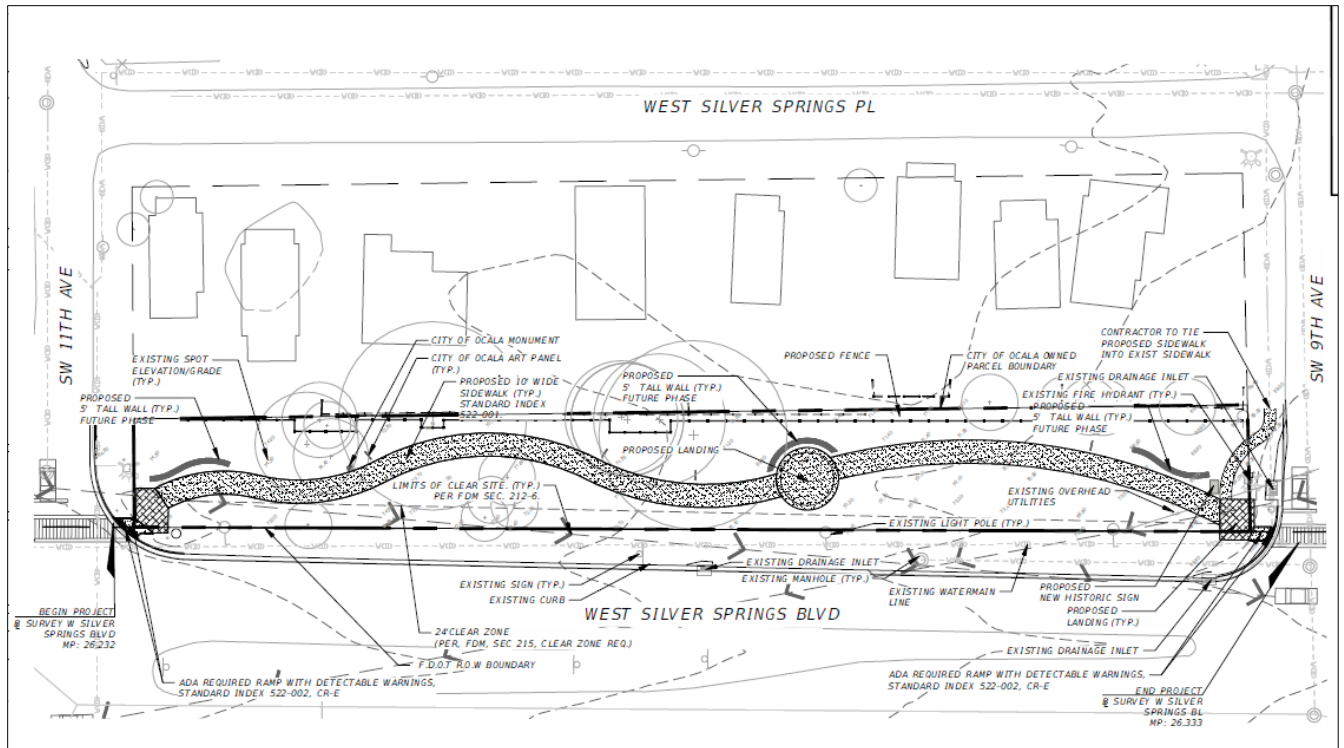


Figure 2. Heritage Trail - site plan.



Figure 3. Site conditions before improvements, looking west along West Silver Springs Boulevard.





Figure 4. Site conditions after improvements, looking west along West Silver Springs Boulevard.



Figure 5. Site conditions before improvements, looking east along West Silver Springs Boulevard.



Figure 6. Site conditions after improvements, looking west along West Silver Springs Boulevard.





Figure 7. Property line before fence installation.



Figure 8. After installation of the fence.





Figure 9. Community members pose for a photo with a relative featured on the plaque.



Figure 10. Ribbon cutting event held September 3, 2024.



# NW 7<sup>th</sup> Avenue / Subdivision (Tucker Hill)

## *Project Description*

This project provided the infrastructure for affordable infill housing on the west side of Ocala and will convert currently undeveloped/vacant lots to new housing. The City acquired the properties through code enforcement foreclosures and property acquisition for the remainder of the block. The properties were required to be subdivided due to existing ROW conflicts and the extension of utilities to the newly created parcels. The extension of utilities and the return of city property to the tax rolls will provide ad valorem tax revenue and customers to the City utilities. Now that the infrastructure improvements are complete, the plat will be finalized and properties made available for redevelopment.

## *Project Costs (Infrastructure Improvements)*

CRA: \$147,518



Figure 11. Aerial view of the NW 7<sup>th</sup> Avenue Subdivision project (Tucker Hill).



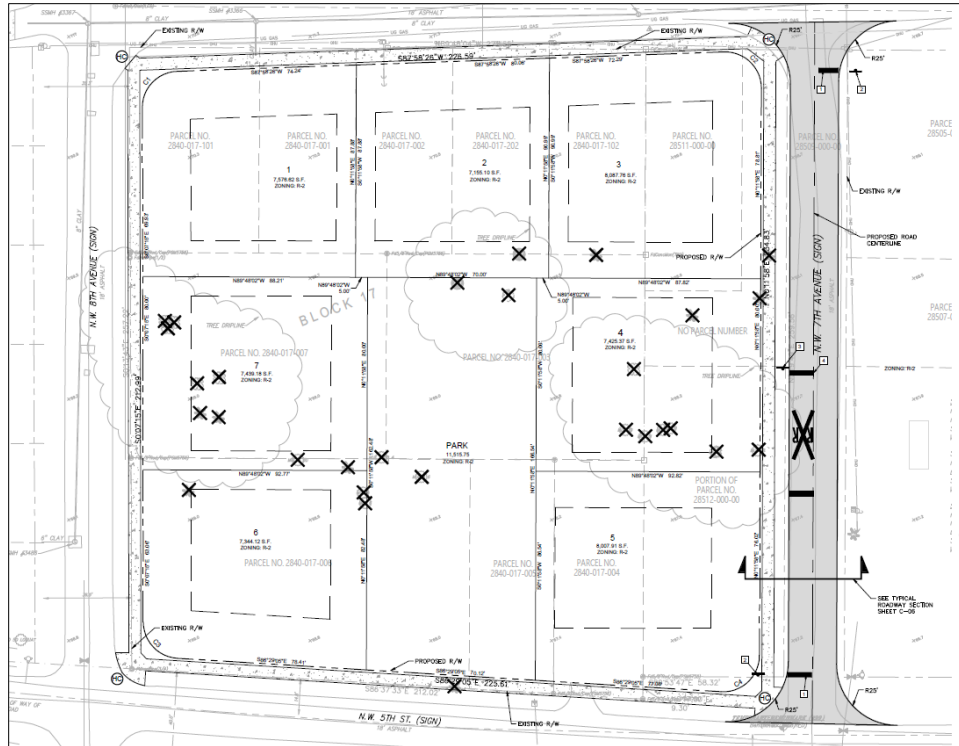


Figure 12. Plat of the NW 7<sup>th</sup> Avenue subdivision



Figure 13. Road construction in progress.



Figure 14. Newly constructed road.

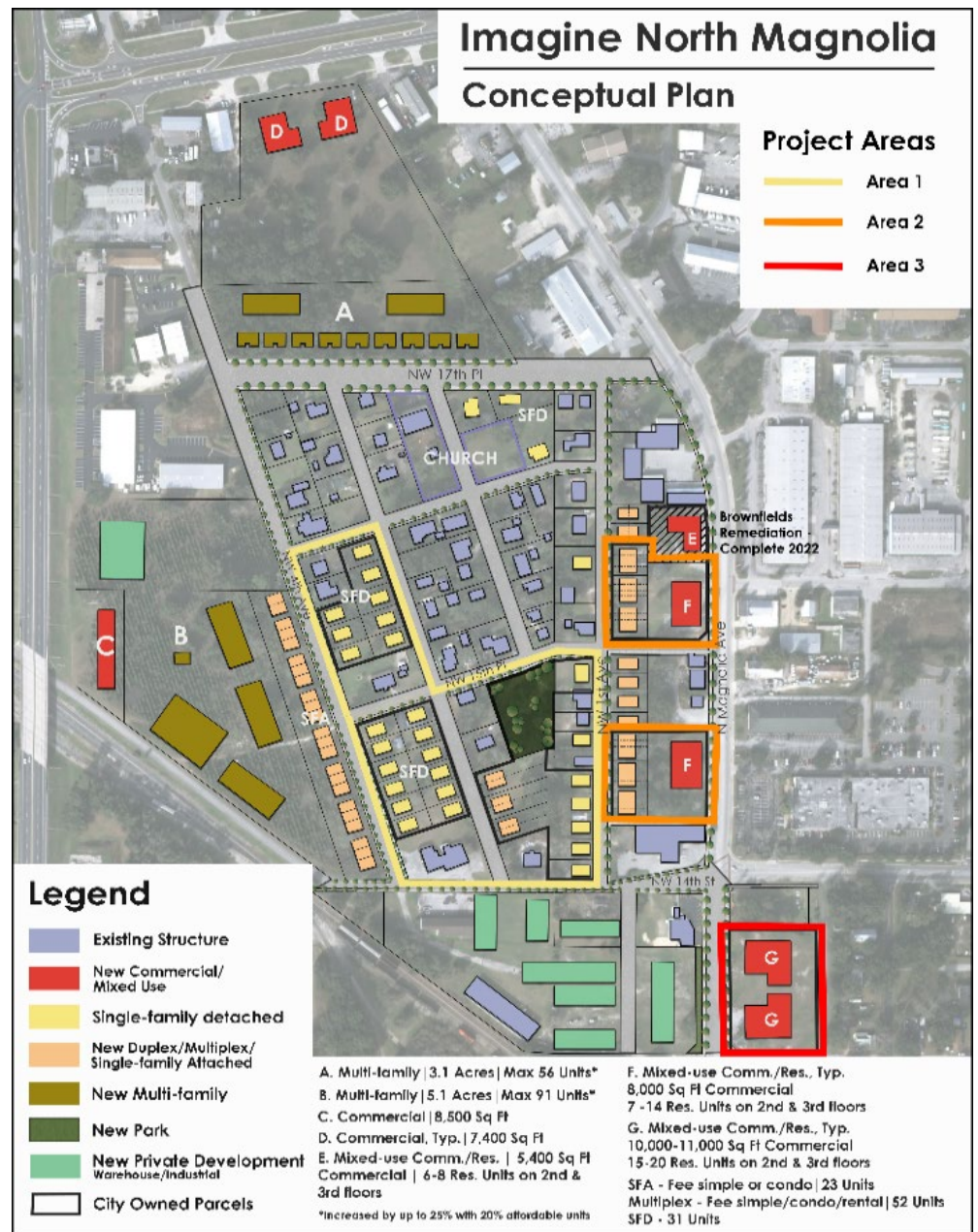


# Imagine North Magnolia

## Project Description

In 2012, the CRA identified the Imagine North Magnolia area as a redevelopment project. The intent of the project is to create a balanced, mixed-use community with a focus on reestablishing the residential neighborhood. See Figure 15.

The CRA has acquired deteriorating properties to assemble into redevelopment sites. The City, through the CRA, intends to sell the properties and enter into development agreements with these builders and developers to redevelop properties. CRA funded infrastructure improvement include street resurfacing, water, sewer, neighborhood park.



# Neighborhood Park

**Project Description:** This project was funded by the CRA and the Recreation and Parks Department. The park will not only provide a much-needed recreation space for the residents of all areas in the area, but it also assists in revitalizing the surrounding environment and properties in the Marion Heights communities. The park was officially opened on June 5, 2024, and featured the Ocala Police Department's Polar Patrol and City of Ocala Ranger Urban Wildlife Program.

**Project Costs:** \$33,582



Figure 16. Before - Site conditions.



Figure 17. After – Completed project.



Figure 18. New signage.



Figure 19. Community members playing at the park.



## *Infrastructure Improvements*

**Project Description:** The improvements included new sanitary sewer lines, new potable water lines, street widening, street resurfacing, and upgraded street lighting.

**Projects Costs:** \$538,416



Figure 20. Before



Figure 21. Before



Figure 22. After



Figure 23. After

## *Property Acquisition*

**Project Description:** Parcel 25803-001-00 was acquired in September 2023 at a cost of \$15,796, and parcel 25803-001-01 was acquired in August 2024 at a cost of \$51,682. These parcels will be made available for the construction of single-family residential units in the Marion Heights neighborhood.



Figure 24. Parcel - 25803-001-00



Figure 25. Parcel - 25814-001-00



# Downtown and East Ocala CRA Streetscape

**Project Description:** This project is part of the continual effort to enhance the East Ocala Downtown and Midtown streetscapes by making pedestrian friendly improvements such as sidewalk widening, lighting, and aesthetic hardscape and landscape. This project aids in economic vitality by supporting new developments with enhanced pedestrian environments. In 2024, projects were completed along NE 1<sup>st</sup> Avenue and NE 3<sup>rd</sup> Street.

**Project costs:**

East Ocala CRA: \$242,855

Downtown CRA: \$112,137



Figure 26. Sidewalk improvements along NE 1<sup>st</sup> Avenue.



Figure 27. Improvements at the intersection of NE Watula Avenue and NE 3<sup>rd</sup> Street.



Figure 28. Sidewalk improvements along NE 3<sup>rd</sup> Street.

# COMPLETED GRANT PROJECTS



# EAST OCALA CRA

**Address:** 937 NE 3<sup>rd</sup> Street

**Grant Amount:** \$16,375

**Project Description:** Property owner replaced the roof; pressure washed and repainted the exterior of the building.



Figure 29. Before



Figure 30. After

**Address:** 948 NE 4th Street  
**Grant Amount:** \$2000.00  
**Project Description:** Property owner pressure washed and repainted the exterior of the building.



Figure 31. Before



Figure 32. After



**Address:** 948 NE 4th Street



Figure 33. Before



Figure 34. After

# NORTH MAGNOLIA CRA

**Address:** 1224 N. Magnolia Avenue

**Grant Amount:** \$10,000

**Project Description:** Bay doors were replaced with windows and knee wall. The building was pressure washed and repainted. Exterior doors and windows were replaced.



Figure 35. Before



Figure 36. After



**Address:** 314 NW 14<sup>th</sup> Street  
**Grant Amount:** \$10,000  
**Project Description:** Parking lot improvements, including adding ADA accessible parking.



Figure 37. Before



Figure 38. After

**Address:** 314 NW 14<sup>th</sup> Street



Figure 39. Before



Figure 40. After



**Address:** 1618 NW 1st Avenue  
**Grant Amount:** \$7,362  
**Project Description:** Property owner replaced the shingle roof and made improvements to the building façade, including repairing siding, pressure washing & repainting.



Figure 41. Before



Figure 42. After

**Address:** 1618 NW 1st Avenue



Figure 43. Before



Figure 44. After



**Address:** 909 NW 4th Avenue  
**Grant Amount:** \$5,626  
**Project Description:** Property owner completed parking lot improvements and installed exterior LED lights for safety and security.



Figure 45. Before



Figure 46. After

# DOWNTOWN CRA

**Address:** 521 S. Magnolia Avenue

**Grant Amount:** \$18,150

**Project Description:** Property owner completed façade improvements including adding a metal awning, repainting and adding new signage.



Figure 47. Before



Figure 48. After



**Address:** 112 S. Magnolia Avenue  
**Grant Amount:** \$50,000  
**Project Description:** This project was approved for CRA grants across two fiscal years and was completed in phases. The comprehensive improvements included facade improvements, and a full interior renovation.



Figure 49. Before



Figure 50. Before

**Address:** 112 S. Magnolia Avenue



Figure 51. Before



Figure 52. After



**Address:** 112 S. Magnolia Avenue



Figure 53. Before

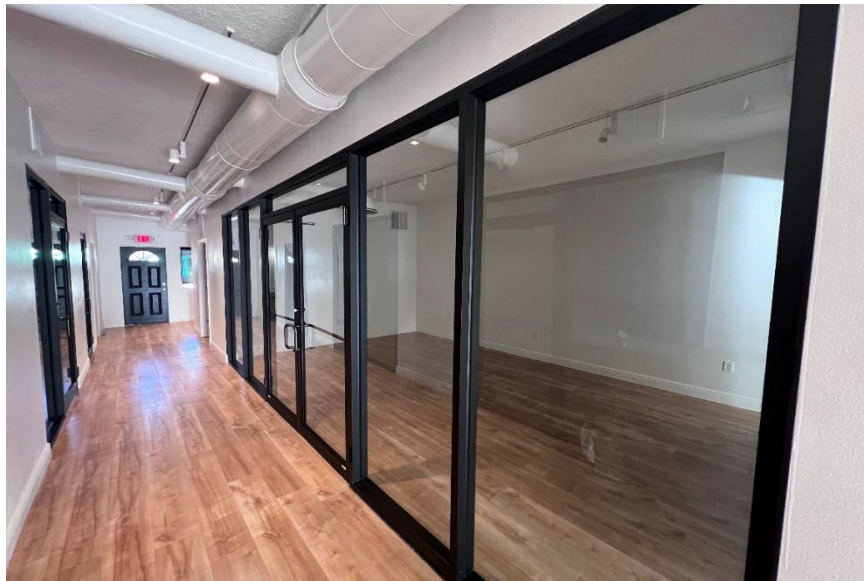


Figure 54. After

**Address:** 112 S. Magnolia Avenue

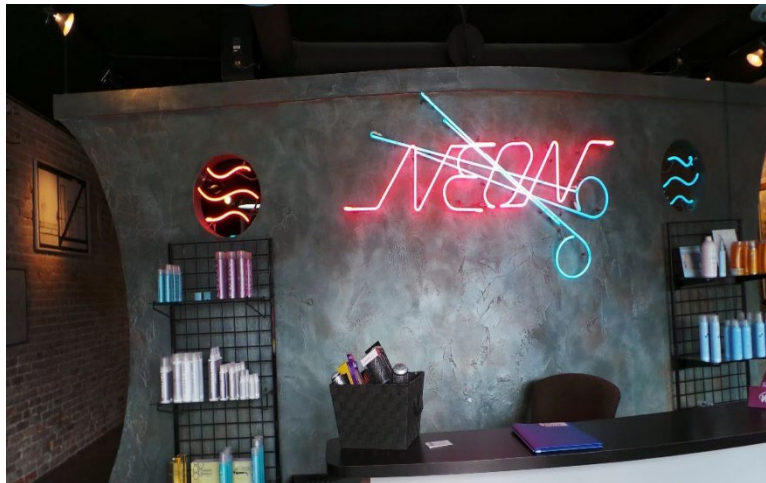


Figure 55. Before

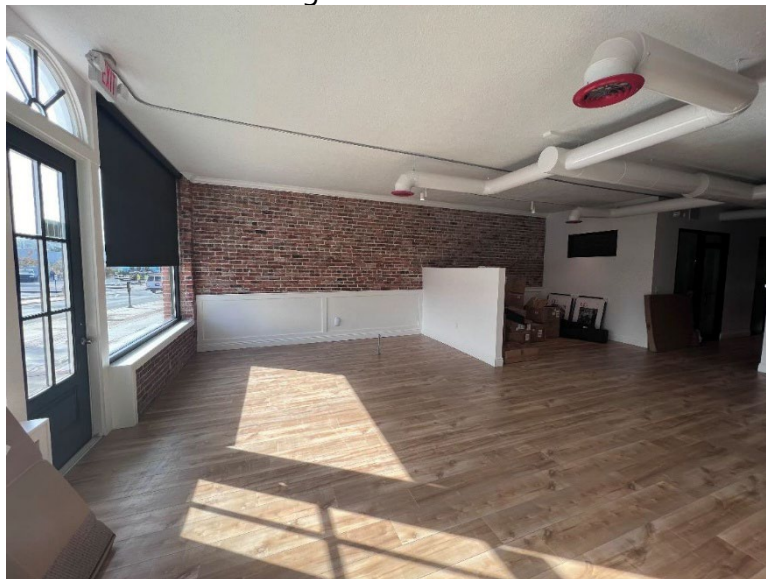


Figure 56. After

# DOWNTOWN CRA REDEVELOPMENT GRANTS

**Project:** Redevelopment Agreement for PFLOZ, LLC (Mellow Mushroom)

**Project Description:** Initially, the project aimed to renovate the building located on the property for retail and commercial purposes, including related improvements and the construction of a shell for a restaurant of approximately 4,700 square feet. However, due to significant structural issues, the building was deemed unsafe for renovation. The developer agreed to demolish the building and construct a new structure. Additionally, the city provided streetscape improvements along S. Magnolia Avenue.

**Development Costs:** \$2,250,531

**Incentives:** CRA Grant - \$180,000 to be paid over 3 years.

City Fee Contributions – \$32,919

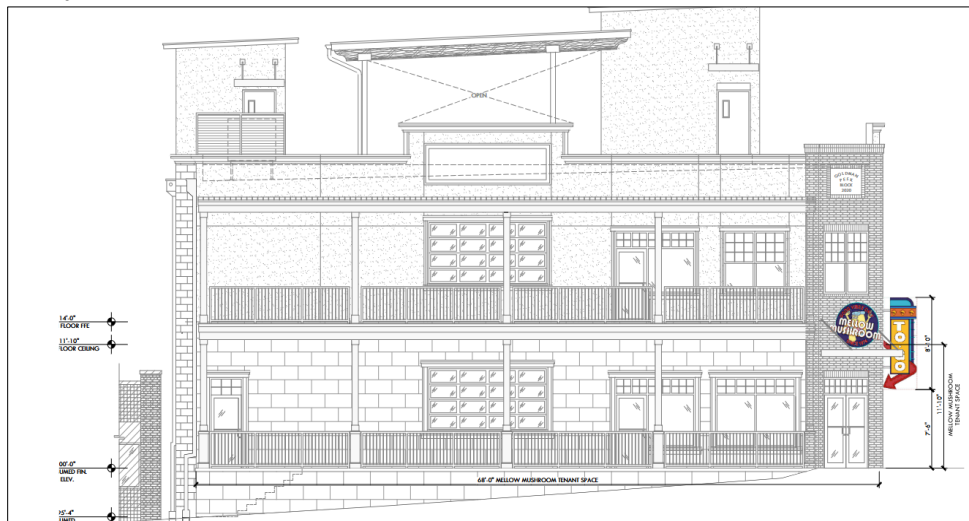


Figure 57. Architectural plans - east elevation.



Figure 58. East elevation after completion.



Figure 59. Architectural plans - north elevation.





Figure 60. North elevation after completion.

**Project:** Redevelopment Agreement for MRL Restaurant Holdings, LLC (District Bar and Kitchen)

**Project Description:** MRL Restaurant Holdings redeveloped the former Pi on Broadway property by demolishing the previous building and constructing a new one for retail and commercial purposes. The new building includes a finished space for a restaurant of approximately 6,500 square feet. The project received a City review contribution and a City grant, which includes Tax Increment Financing (TIF), utility extensions, and other improvements. This project will enhance and activate an additional place of interest and is expected to further stimulate economic development in Downtown Ocala.

**Development Costs:** \$4 million

**Incentives:** CRA Grant - \$150,000 to be paid over 2 years.  
Tax-Based Incentive - Not to exceed \$55,000 over 5 years.  
Fee Contributions - \$18,632.

**Project:** Redevelopment Agreement for MRL Restaurant Holdings, LLC (District Bar and Kitchen)

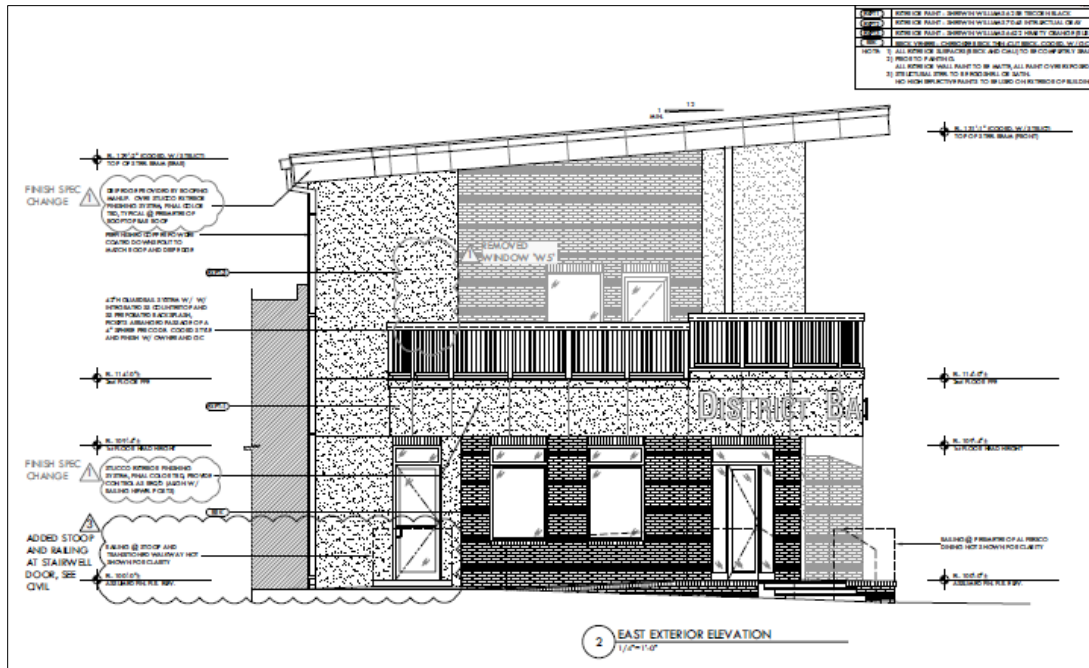


Figure 61: Architectural plans - East elevation.

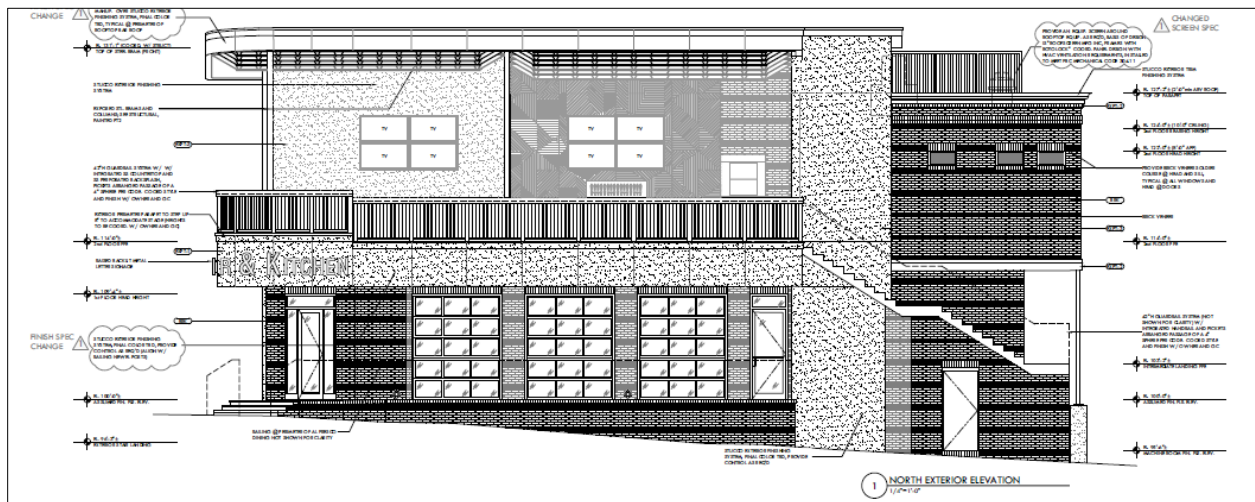


Figure 62: Architectural plans - north elevation.

**Project:** MRL Restaurant Holdings, LLC / District Bar and Kitchen



**Project:** Redevelopment Agreement for MRL Restaurant Holdings, LLC (District Bar and Kitchen)



Figure 63. Construction - in progress.



Figure 64. After – project completion. *Photo credits: Maven Photo & Film and District Bar & Kitchen*



**Project:** Redevelopment Agreement for MRL Restaurant Holdings, LLC (District Bar and Kitchen)



Figure 65. After – project completion. *Photo credits: Maven Photo & Film and District Bar & Kitchen*

# Financials

*The performance data for the Community Redevelopment Agency (CRA) includes several key metrics. It encompasses the total number of projects initiated and completed, along with the estimated cost for each project. Additionally, it details the total expenditures from the redevelopment trust fund. The data also highlights the original assessed real property values within the CRA's area of authority at the time of its creation, as well as the total assessed real property values within the boundaries of the CRA as of January 1 of the reporting year. This section outlines the total amount spent on affordable housing for both low-income and middle-income residents.*

# PROPERTY VALUES

(Marion County Property Appraiser)

Downtown			
	Base Year	Previous Year	Current Year
<b>Year</b>	1987	2023	2024
<b>Taxable Value</b>	\$45,259,727	\$125,717,794	\$137,185,322
North Magnolia			
	Base Year	Previous Year	Current Year
<b>Year</b>	1987	2023	2024
<b>Taxable Value</b>	\$22,392,439	\$70,907,869	\$79,277,658
West Ocala			
	Base Year	Previous Year	Current Year
<b>Year</b>	2015	2023	2024
<b>Taxable Value</b>	\$475,687,550	\$697,114,487	\$731,209,319
East Ocala			
	Base Year	Previous Year	Current Year
<b>Year</b>	2015	2023	2024
<b>Taxable Value</b>	\$208,290,128	\$342,305,061	\$373,764,081

# TAX INCREMENT REVENUE

CRA subarea	FY23	FY24
Downtown	\$722,883	\$852,213
North Magnolia	\$425,537	\$514,172
West Ocala	\$1,345,227	\$1,838,532
East Ocala	\$797,927	\$1,119,205
<b>Total</b>	<b>\$3,291,574</b>	<b>\$4,324,122</b>

# DEBT SERVICING

West Ocala CRA - Mary Sue Rich Community Center at Reed Place	
Principal	\$400,000
Interest	\$80,000



# CAPITAL IMPROVEMENT PROJECTS EXPENDITURES

Project Description	FY23	FY24
<b>Downtown</b>		
Streetscape Improvements	\$79,872	\$126,030
Wayfinding Downtown Parking Garage	-	\$24,220
<b>East Ocala</b>		
Streetscape Improvements	-	\$242,855
<b>North Magnolia</b>		
Infrastructure Improvements	-	\$538,416
Imagine North Magnolia Park	-	\$10,250
Land Acquisition	\$16,871	\$51,682
<b>West Ocala</b>		
Tucker Hill Affordable Housing Project, Infrastructure improvements Property Purchase, & Platting	\$9,000	\$60,134
Heritage Trail	-	\$24,533
<b>Total</b>	<b>\$105,743</b>	<b>\$1,078,120</b>

## OPERATING EXPENSES

CRA subarea	FY23	FY24
Downtown	\$41,474	\$75,445
North Magnolia	\$48,412	\$56,648
West Ocala	\$30,565	\$76,771
East Ocala	\$16,091	\$50,591
<b>Total</b>	<b>\$136,542</b>	<b>\$259,455</b>

# SUMMARY OF PROPERTY IMPROVEMENT GRANTS

CRA Subarea	Approved	Amount	Completed	Grant Amounts Reimbursed	Project Investment (Completed)
Commercial					
Downtown	2	\$64,977	3	\$68,150	\$161,883
East Ocala	-	-	1	\$3,635	\$10,000
North Magnolia	3	\$25,626	3	\$25,626	\$68,064
West Ocala	-	-	-	-	-
Residential					
East Ocala	3	\$36,048	3	\$18,375	\$27,293
North Magnolia	2	\$25,151	1	\$7,362	\$9,817
West Ocala	6	\$66,370	-	-	-
Affordable Housing					
West Ocala	3	171,928	-	-	-
Historic Building					
East Ocala	1	\$17,414	3	\$48,228	\$92,106
New Construction Incentive					
West Ocala	3	\$572,853	-	-	-
Redevelopment Agreements					
Downtown	1	\$81,000	1	\$60,000	\$2,250,531
<b>TOTAL</b>	<b>24</b>	<b>\$1,061,367</b>	<b>15</b>	<b>\$231,377</b>	<b>\$2,619,694</b>

**Note:** Grant projects typically extend into the next fiscal years. For example, grants approved in FY 2024 may not be completed until FY 2025 and grants completed FY 2024 may have started in FY 2023.

# CUMULATIVE SUMMARY OF COMPLETED PROPERTY IMPROVEMENT GRANTS

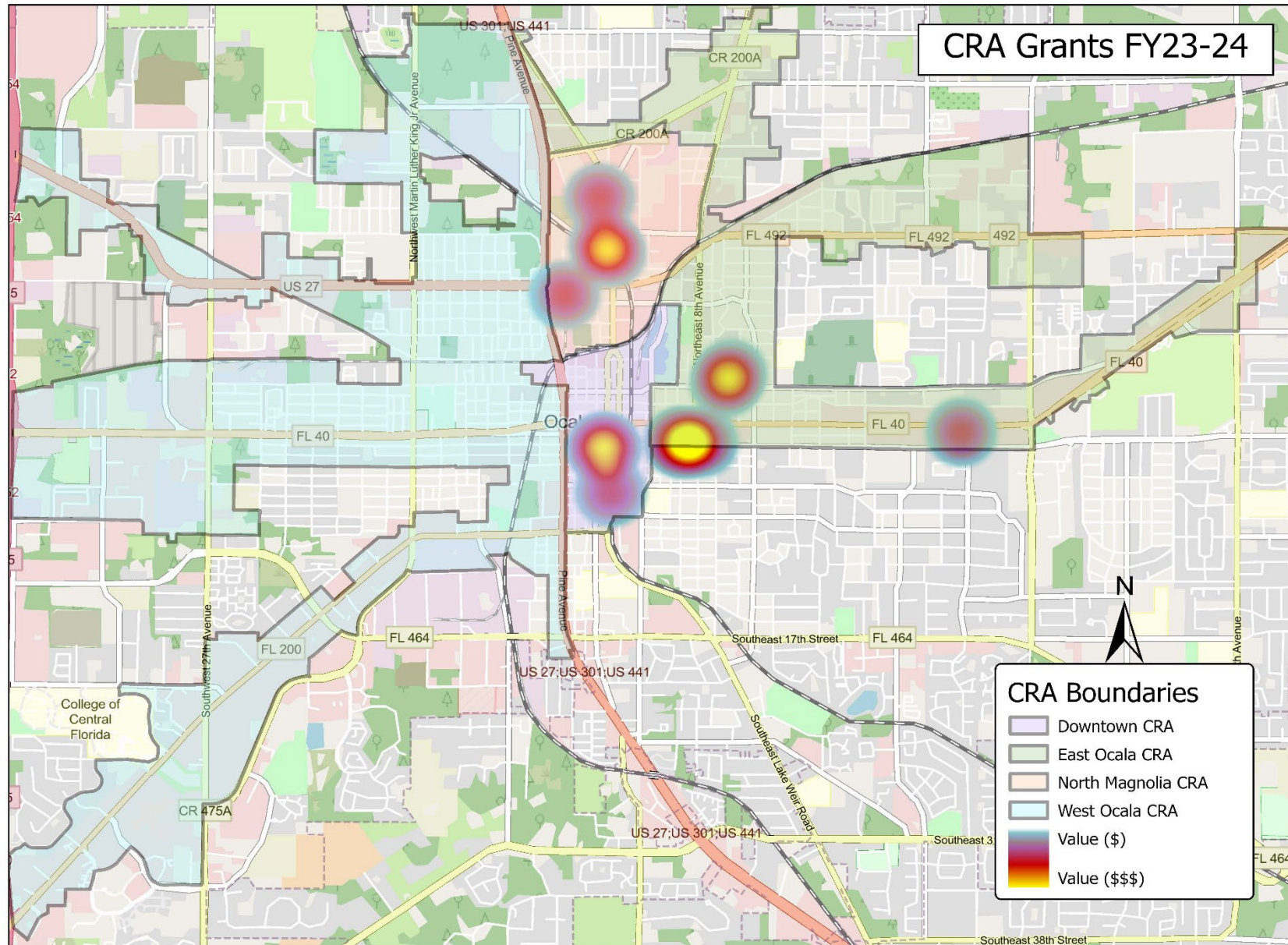
CRA Subarea	FY19 – FY24	Grant Amounts Reimbursed	Total Project Investment (Completed)
<b>Commercial</b>			
Downtown	29	\$558,150	\$2,865,582
East Ocala	18	\$100,400	\$717,177
N Magnolia	33	\$179,504	\$349,017
West Ocala	10	\$83,476	\$153,327
<b>Residential</b>			
East Ocala	6	\$20,875	\$33,328
North Magnolia	2	\$10,961	\$14,616
West Ocala	-	-	-
<b>Historic Building</b>			
East Ocala	5	\$90,496	\$170,106
<b>Redevelopment Agreements</b>			
Downtown	1	\$60,000	\$2,250,531
<b>TOTAL</b>	<b>104</b>	<b>\$1,103,862</b>	<b>\$6,553,684</b>



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# CRA GRANTS

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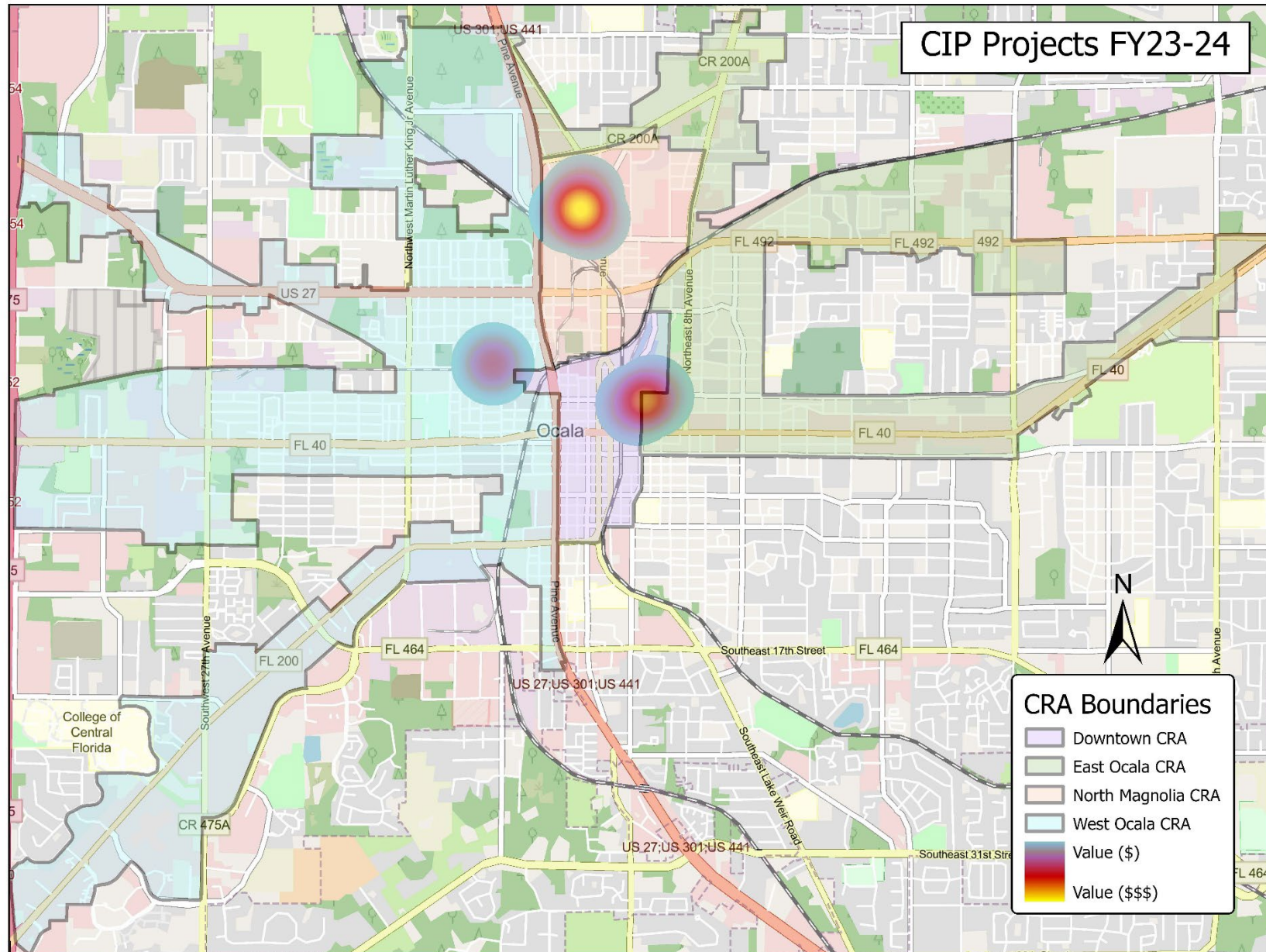


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# CIP PROJECTS

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# DRAFT

## GLOSSARY OF TERMS

**Architectural Character:** Regards buildings, the features and design elements of the building that creates a particular style or function.

**Building facades:** The exterior walls of a building that occur along a lot frontage on a public street or park that define the public realm.

**Capital improvement or “capital project expenditure:** Those activities relating to the acquisition, restoration, public access, and recreational uses of such lands, water areas, and related resources deemed necessary to accomplish redevelopment. Eligible activities include but are not limited to: the initial removal of invasive plants; the construction, improvement, enlargement or extension of facilities’ signs, fire lanes, access roads, and trails; or any other activities that serve to restore, conserve, protect, or provide public access, recreational opportunities, or necessary services for land or water areas.

**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.

**Infill development:** Structures placed in a vacant area or on a vacant parcel between existing structures, especially in urban settings or city centers.

**Streetscape:** The beautification of a roadway that may include landscaping and improved pedestrian facilities.

**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.

**Tax increment Financing:** A mechanism that utilizes increases in property taxes from a base year (the creation of the CRA) and holds them in a redevelopment trust fund. Ideally the CRA, through its activities, induces greater increases in property values.



# CRA STAFF

Peter Lee, *City Manager*

Aubrey Hale, *Planning Director*

Tye Chighizola, *City Projects Director*

Roberto Ellis, *Economic Development Manager*

Gabriela Solano, *Administrative Coordinator*

Eric Smith, *Senior Transportation Project Administrator*

David Williams, *Sr. Buyer*

Holly Lang, *Fiscal Manager*

Jeff Shrum, *Growth Management Director*

Carol McKeever, *Financial Analyst I*

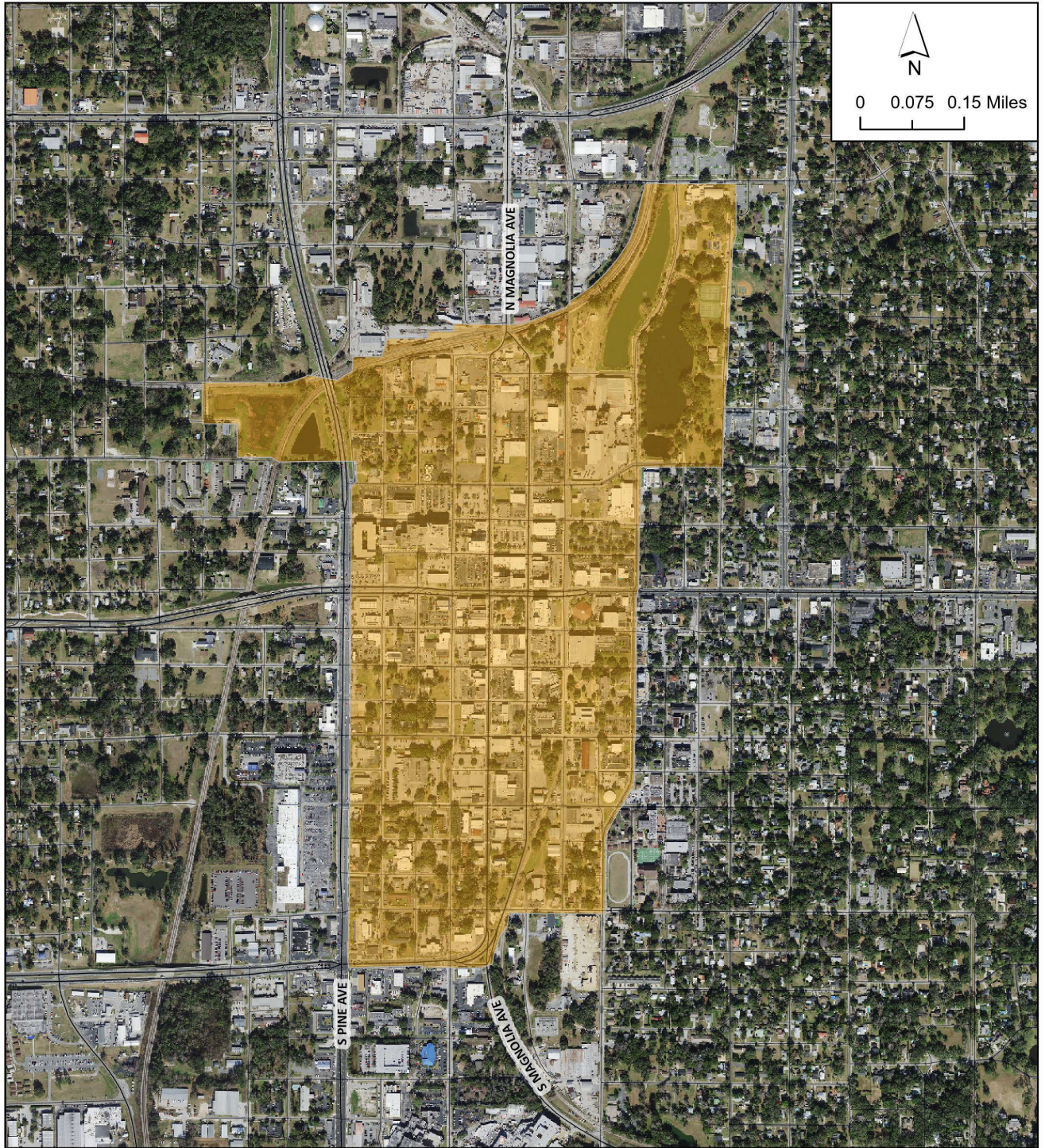
Yiovanni Santiago, *Administrative Specialist III*

Marie Mesadieu, *Economic Development Specialist*

Charlita Whitehead, *Economic Development/Cultural Arts Project Coordinator*

# **CRA SUBAREA MAPS**





# Downtown CRA



Prepared by the City of Ocala  
Growth Management Department  
by kwirthin on 5/16/2024 7:19 AM

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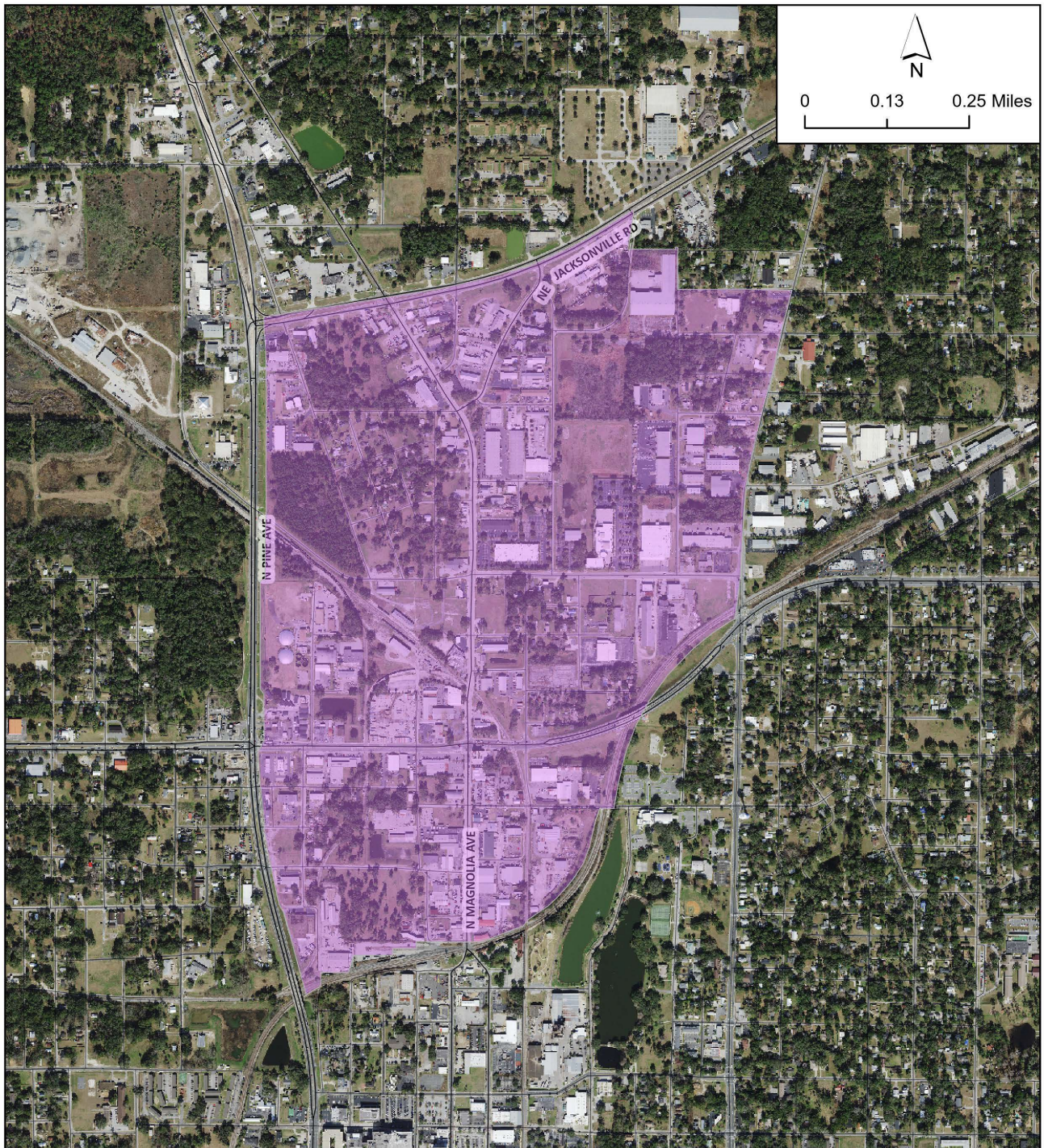
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## Legend

- City Limits
- Downtown CRA



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## North Magnolia CRA



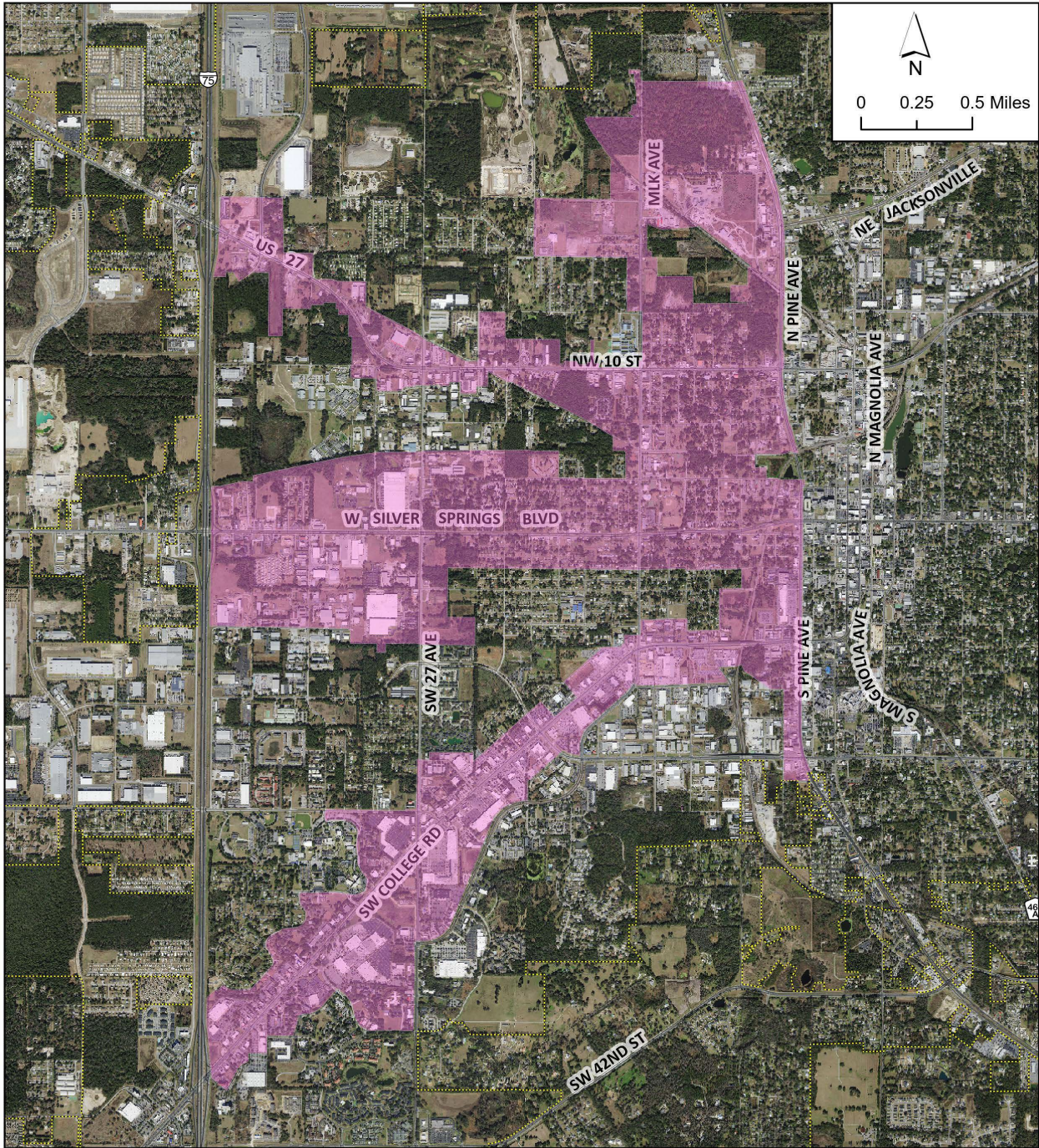
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Growth Management Department  
by kwinthin on 5/16/2024 9:22 AM  
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### Legend

-  City Limits
-  North Magnolia CRA





# West Ocala CRA



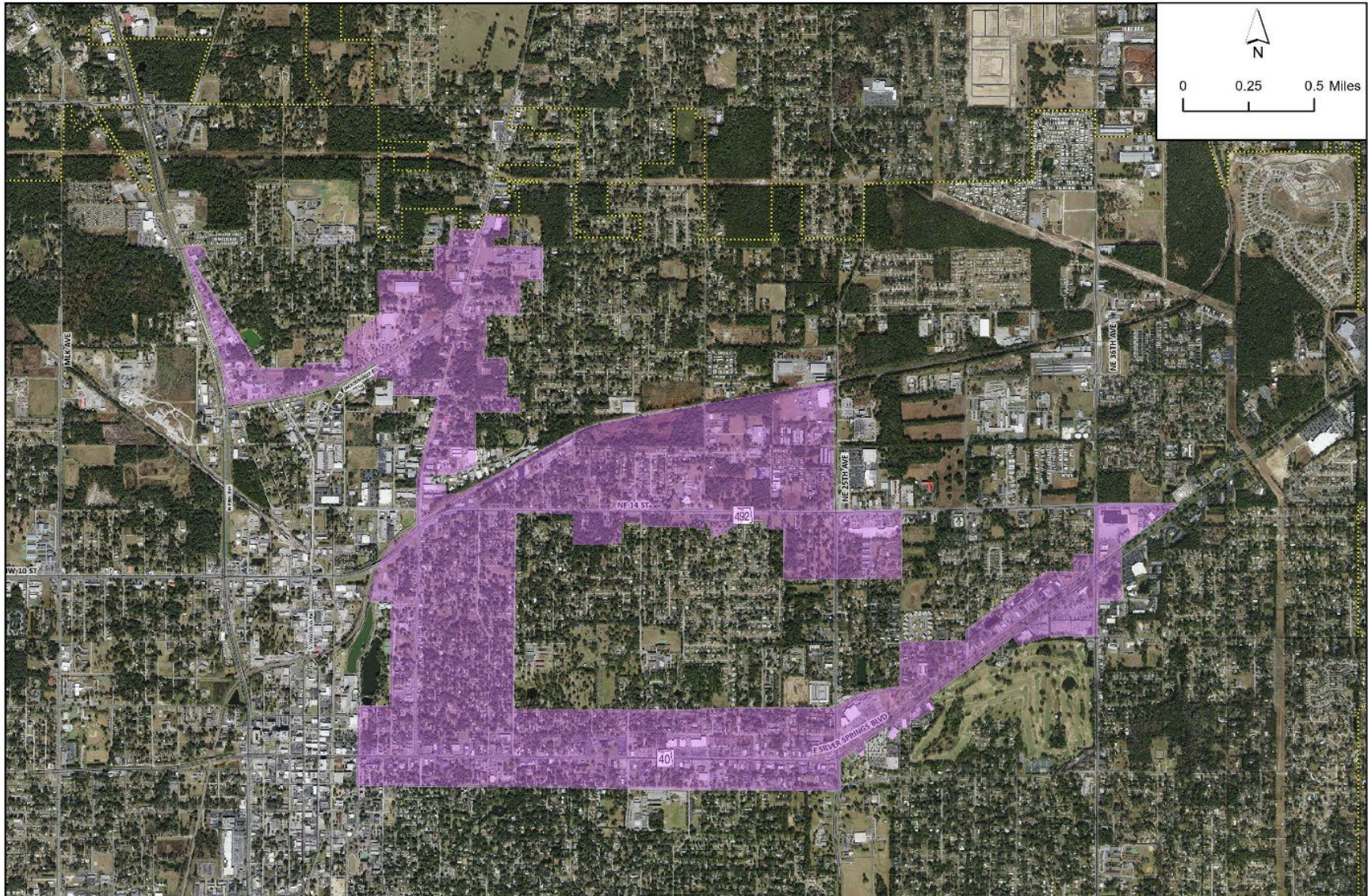
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 Growth Management Department  
 by kwrthlin on 5/15/2024 10:39 AM  
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## Legend

- City Limits
- West Ocala CRA



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## East Ocala CRA



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### Legend

-  North Magnolia CRA
-  City Limits



**Ocala Community Redevelopment Agency  
City of Ocala  
Growth Management Department  
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[cra@ocalafl.gov](mailto:cra@ocalafl.gov)**