

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 2026, 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, 2025, to September 30, 2026

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 required and share relevant information with the public.

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) website compliance review per quarter.

Share three (3) marketing materials across multimedia platforms (e.g., newspaper ads, articles, social media posts, flyers, brochures, press releases).

Goal 1.2: Convene regular public meetings to conduct CRA business.

Objective

Hold regular meetings to conduct CRA business and encourage citizen participation. All meetings will be open to the public, and agendas will be posted in advance.

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.

Minimum Standard

Hold five (5) CRA Board meetings.

Hold three (3) meetings for each Advisory Committee, totaling twelve (12) meetings.

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

Post more than 90% of meeting notices at least 7 days prior to CRA Board and Advisory Committee meetings.

Goal 1.3: Participate in community outreach events and activities.

Objective

Strengthen relationships among the City, citizens, community organizations, and 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

Participate in four (4) community events or activities within CRA subareas.

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.

Objective

Encourage homeowners to make interior and exterior improvements that enhance property appearance, increase energy efficiency, and reverse deteriorating trends.

Performance Measures

Number of grants awarded by the CRA Board.

Number of reimbursements paid to homeowners or authorized representatives.

Number of site visits to inspect condition of residential properties.

Number of projects utilizing CRA funds to increase housing or improve housing conditions for low to moderate income households.

Minimum Standard

Award twenty-five (25) residential improvement grants.

Issue fifteen (15) residential grant reimbursements.

Conduct forty (40) site visits to inspect residential properties.

Complete six (6) projects that increase or improve housing for low- to moderate-income households.

Goal 2.2: Provide grants to enhance commercial areas and increase business activity.

Objective

Encourage businesses to reinvest in targeted corridors and reduce blight, supporting Ocala’s economic vitality.

Performance Measures

Number of grants awarded by the CRA Board.

Number of new construction projects presented to the Advisory Committee or CRA Board for approval.

Number of reimbursements paid to commercial property owners or authorized representatives.

Number of site visits to inspect condition of commercial properties.

Minimum Standard

Award ten (10) commercial improvement grants.

Present two (2) or more new construction projects to the Advisory Committee or CRA Board.

Issue ten (10) commercial grant reimbursements.

Conduct fifteen (15) site visits to inspect commercial properties.

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 streetscape, corridor, and gateway improvement projects.

Objective

Support development by removing deficiencies and enhancing pedestrian environments, corridors, and gateways with improvements that encourage private investment and improve community appearance.

Performance Measures

Number of projects started to provide enhancements such as sidewalk widening, lighting, aesthetic hardscape, gateway features and landscaping.

Amount of budgeted funds disbursed to vendors for capital improvements and special projects.

Minimum Standard

Begin design or construction for three (3) enhancement projects (e.g., sidewalk widening, lighting, hardscape, gateway features, landscaping).

Disburse \$1,000,000 in CRA funds for capital improvements and special projects.

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 for redevelopment.

Objective

Acquire land to support affordable housing goals or incentivize development aligned with CRA revitalization priorities.

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

Maintain and annually update a list of properties suitable for acquisition.

Conduct two (2) site visits to evaluate properties under consideration.

Acquire or place under contract one (1) property using CRA funds.

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

Objective

Identify and incentivize catalytic projects with the greatest potential community impact.

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

Issue three (3) Invitations to Negotiate (ITNs) or other solicitations promoting development opportunities.

Negotiate and approve two (2) redevelopment or lease incentive agreements.