

OAKLAND PARK
COMMUNITY REDEVELOPMENT AGENCY

CRA Strategic Action Plan

Prepared by
Redevelopment Management Associates (RMA)



A City on the Move

NOVEMBER 16, 2011

The CRA asked RMA to create a 5-Year Strategic Action Plan

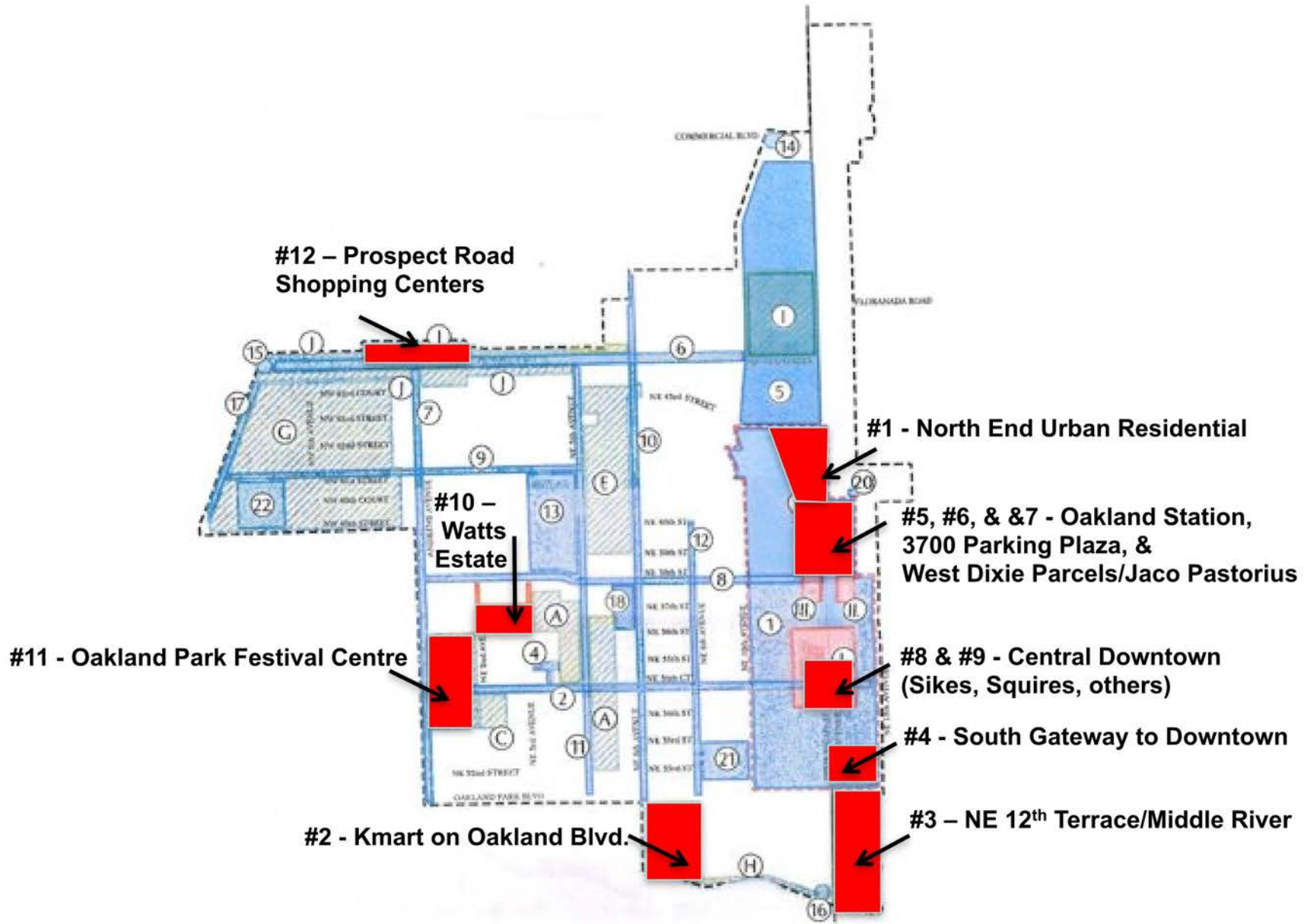
- ✓ Reviewed 12 Redevelopment Sites
- ✓ Identified Capital Improvements
- ✓ Found Operational & Organizational Opportunities
 - Land Use & Zoning
 - Marketing/Brand
 - Main Street
 - RCP Funds



Let's Review the 12 Redevelopment Sites
and RMA recommendations for each site.



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Site #1

North End Urban Residential Site



North End Urban Residential Site



Olé – Naples/Paseo – Ft. Myers



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Action Steps

- ✓ Market the site to multi-family residential developers
- ✓ Explore minimal commercial component
- ✓ Respond to issue of minimum unit size - current minimum 900 sq ft/average 1,100 sq ft
- ✓ Structure the public/private partnership
- ✓ Coordinate design with Pastorius Park



Site #2

Kmart Site on Oakland Park

OAKLAND PARK BOULEVARD



NEW
COMMERCIAL OR
MIXED-USE
DEVELOPMENT

URBAN
RESIDENTIAL
DEVELOPMENT
ALONG MIDDLE
RIVER



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Kmart Site on Oakland Park



West Hollywood Gateway – Los Angeles, CA



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Kmart Site on Oakland Park



San Antonio Riverwalk



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Action Steps

- ✓ Meet with prospective buyer
- ✓ Market the site to commercial/mixed-use residential developers
- ✓ Encourage public use of Middle Riverfront
- ✓ Structure the public/private partnership
- ✓ Create development agreement if required



Site #3

Middle River Site & NE 12th Terrace

MIDDLE RIVER
REDEVELOPMENT
SITE



NE 12TH TERRACE
PROPOSED
STREETSCAPE –
LANDSCAPING,
PARKING
IMPROVEMENTS

HISTORIC
SOUTHEAST
PACKING HOUSE
SMOKESTACK

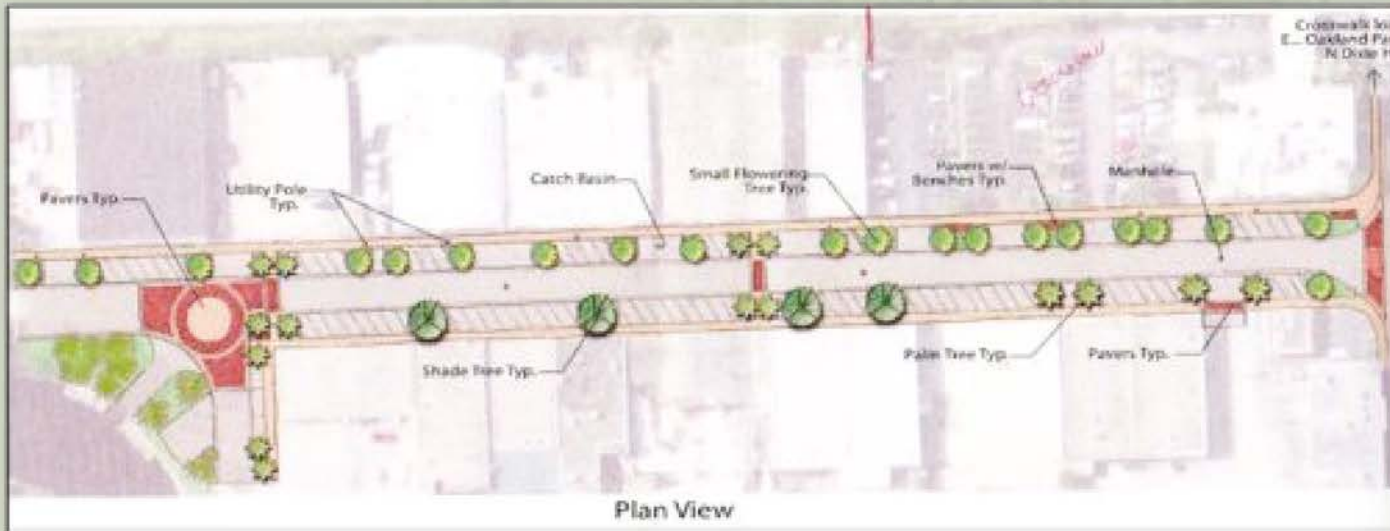
Middle River Site



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NE 12th Terrace

Proposed Streetscape Improvements



NE 12th Terrace



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Southeast Packing House Smokestack

*“This important part of
Oakland Park history
must be preserved!”*

**– Images of
Oakland Park**



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Action Steps

- ✓ Market the site to multi-family residential or resort/hotel developers
- ✓ Encourage public use of Middle Riverwalk from public boat ramp
- ✓ Structure the public/private partnership
- ✓ Create development agreement if required
- ✓ Consider 12th Terrace streetscape enhancements



Site #4

South Gateway to Downtown



South Gateway to Downtown



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South Gateway Opportunities



Hyatt Place Hotel – Downtown West Palm Beach



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South Gateway Opportunities



The Glasshouse (Sligo, Ireland) – 116 guestrooms; ground-floor bar, Mediterranean style restaurant, strong emphasis on architectural design.



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Action Steps

- ✓ Issue RFP for site (current properties)
- ✓ Test the RFP with Developers
- ✓ Structure the public/private partnership
- ✓ Create development agreement if required



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Sites # 5,6 & 7 -- North Gateway Area Downtown Oakland Park

FUTURE PARK
EXPANSION

JACO PASTORIUS
PARK – CULINARY
COMPONENT
OPTION?

OPEN SPACE/
ENTRY FEATURE

SHORT TERM OPEN
SPACE AND/OR
SURFACE PARKING

LONG TERM MIXED-
USE/PARKING



COMPATIBLE
WAREHOUSE -
AQUACULTURE

CULINARY
MARKET

OPEN DINING
AREA TO 38TH ST.

PARKING PLAZA/
EVENTS VENUE

LONG TERM
MIXED-USE
DEVELOPMENT

DIXIE HIGHWAY



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Downtown Oakland Park

There is a tremendous opportunity to create a unique, one of a kind **BRAND STRATEGY** for Downtown !!

... and also create a grand entrance to the area!



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Downtown Oakland Park ...

“Culinary Arts District”



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What's in a Culinary Arts District”

- Apparel
- Appliance
- Bar Supply
- Books
- Cookware
- Cutlery
- Equipment
- Kitchen Design
- Kitchen Tools
- Refrigeration
- Shelving
- Sinks and Faucets
- Storage
- Supplies
- Table Top
- Culinary School
- Nutrition Education



Action Steps

- ✓ Brand the area as a Culinary Arts District
- ✓ Redevelop each site in accordance with the brand strategy....

..... for example



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Site # 5

Oakland Station



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Open the Building to
38th Street & FEC






The CULINARY CENTER *of* KANSAS CITY™



The Interactive Cooking Experience Video

Home

About CCKC

Message From The "Main Dish"

Class Schedule

Interactive Cooking and Teambuilding Experience

The Midwest BBQ Institute

Private Events

Kitchenology

Dinners On Demand

Staff Lunch

Gift Certificates

FAQ

Contact Us

REGISTER FOR CLASSES

MUTE



Celebrating The Culinary Arts



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Kitchenology



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MUTE

Cooking Classes



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Action Steps

- ✓ Market existing warehouse to Algae to Omega expansion/other compatible use
- ✓ Structure the Public-Private Partnership for South Bay (~30,000 sq ft)
- ✓ Attract restaurant for front bay
- ✓ Attract central market operator
- ✓ Culinary School option
- ✓ Create development agreement if required



Site # 7

West Dixie Parcels



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Action Steps

- ✓ Provide visual improvements until market improves
- ✓ When appropriate, market the south property for redevelopment/culinary uses



North Gateway Opportunities



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Jaco Pastorius Park



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Jaco Pastorius Park Expansion



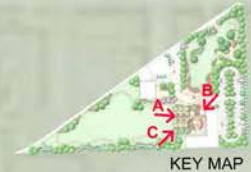
VIEW A -



VIEW B -



VIEW C - AERIAL PERSPECTIVE LOOKING NORTHWEST



KEY MAP

JACO PASTORIUS PARK



JANUARY 28, 2009



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Action Steps

- ✓ Implement approved park improvements
- ✓ Explore ‘public oriented’ uses of the L-shaped building
- ✓ Culinary Arts School option
- ✓ Pedestrian link to 12th Avenue Downtown



Sites # 8 & 9

Central Downtown Area



SIKES PROPERTY &
SQUIRES BLOCK

DIXIE HIGHWAY



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Central Downtown Area



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Central Downtown Area



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Façade Improvement Program



After



Before



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Façade Improvement Program

Before



After



Rendering



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Action Steps

- ✓ Encourage rehabilitation and re-tenanting of existing buildings
- ✓ Continue meetings with property owners and prospective tenants
- ✓ Explore RCP Funds for Façade Improvement Program
- ✓ Emphasize Brand Strategy as business attraction tool



Other Downtown Strategies

- Future FEC Town Center Station
- Future “Centralized Parking” Locations



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Future FEC Town Center Station

54 OAKLAND PARK NE 38TH ST

Station Area Statistics

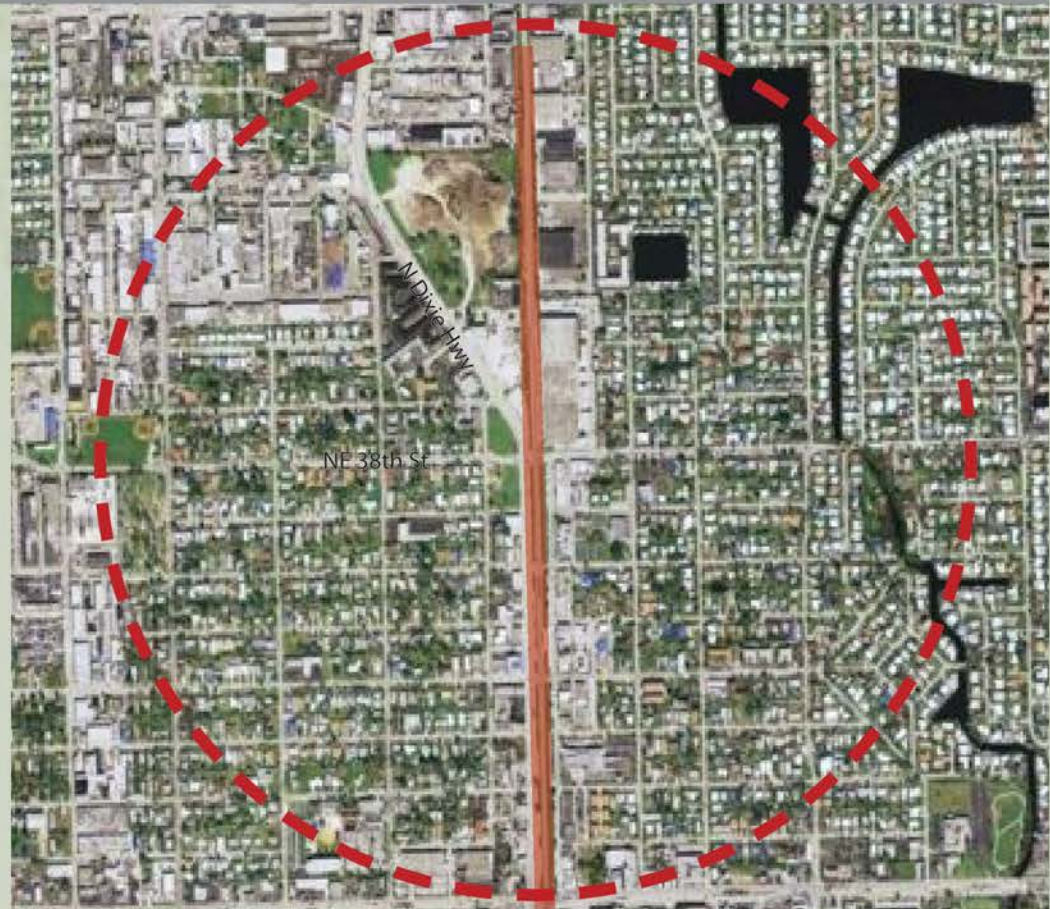
Population: 5,776

Employment: 3,456

Transit: BCT Rt 50

Vehicle Access: Local

Other Information:



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FEC Action Steps

- ✓ FDOT/FEC and Tri-Rail Proposals in Discussion
- ✓ Monitor Negotiations and Legislative Initiatives
- ✓ Identify LPA for Location of Town Center Station
- ✓ Initiate Discussions with Tri-Rail regarding City Support



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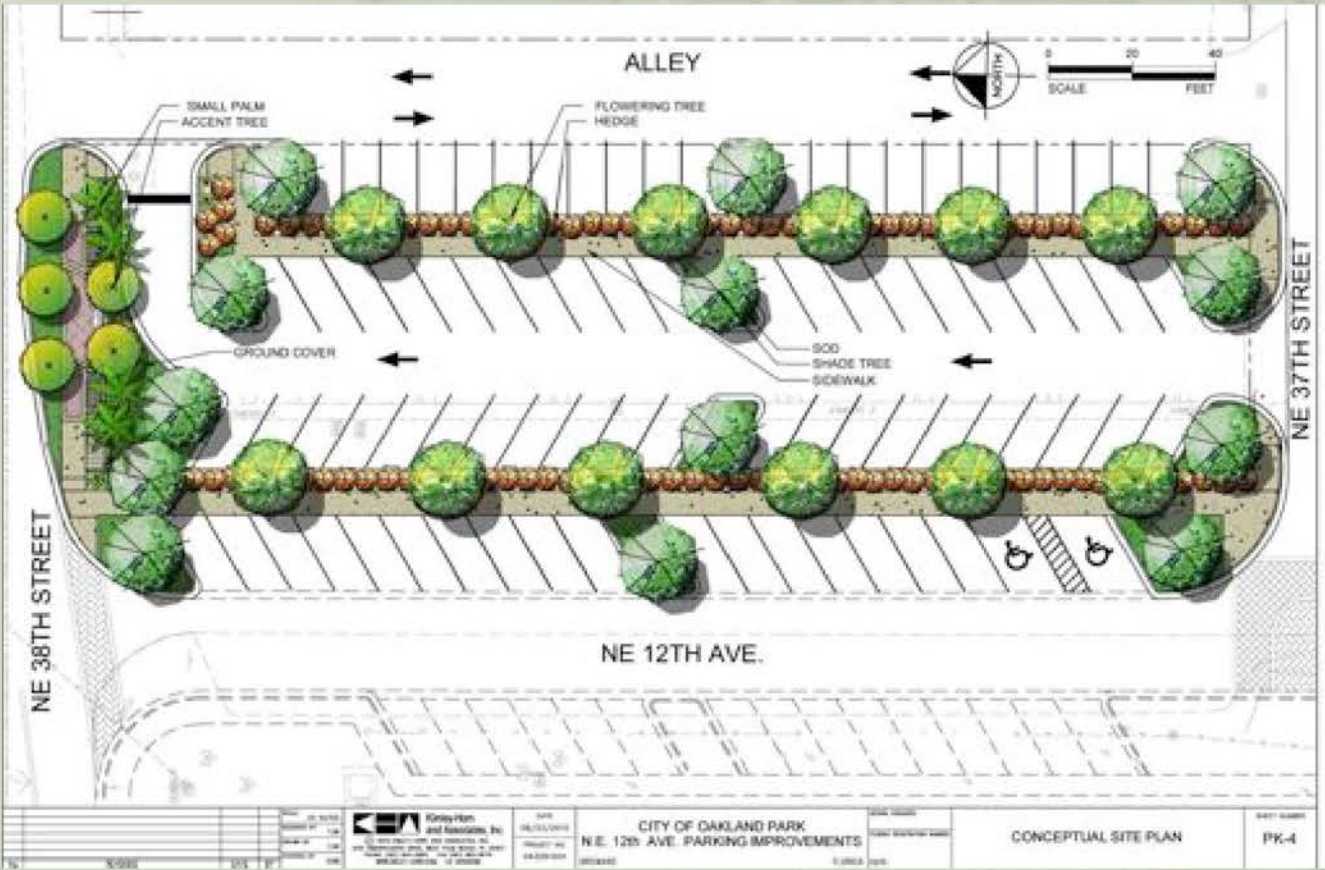
Future “Centralized Parking”

- Parking Study shows need for future parking
 - ~180 spaces on NE 12th Ave
 - ~400 spaces, remainder of LAC
 - Will need parking for future development



Site # 6

3700 Block Parking



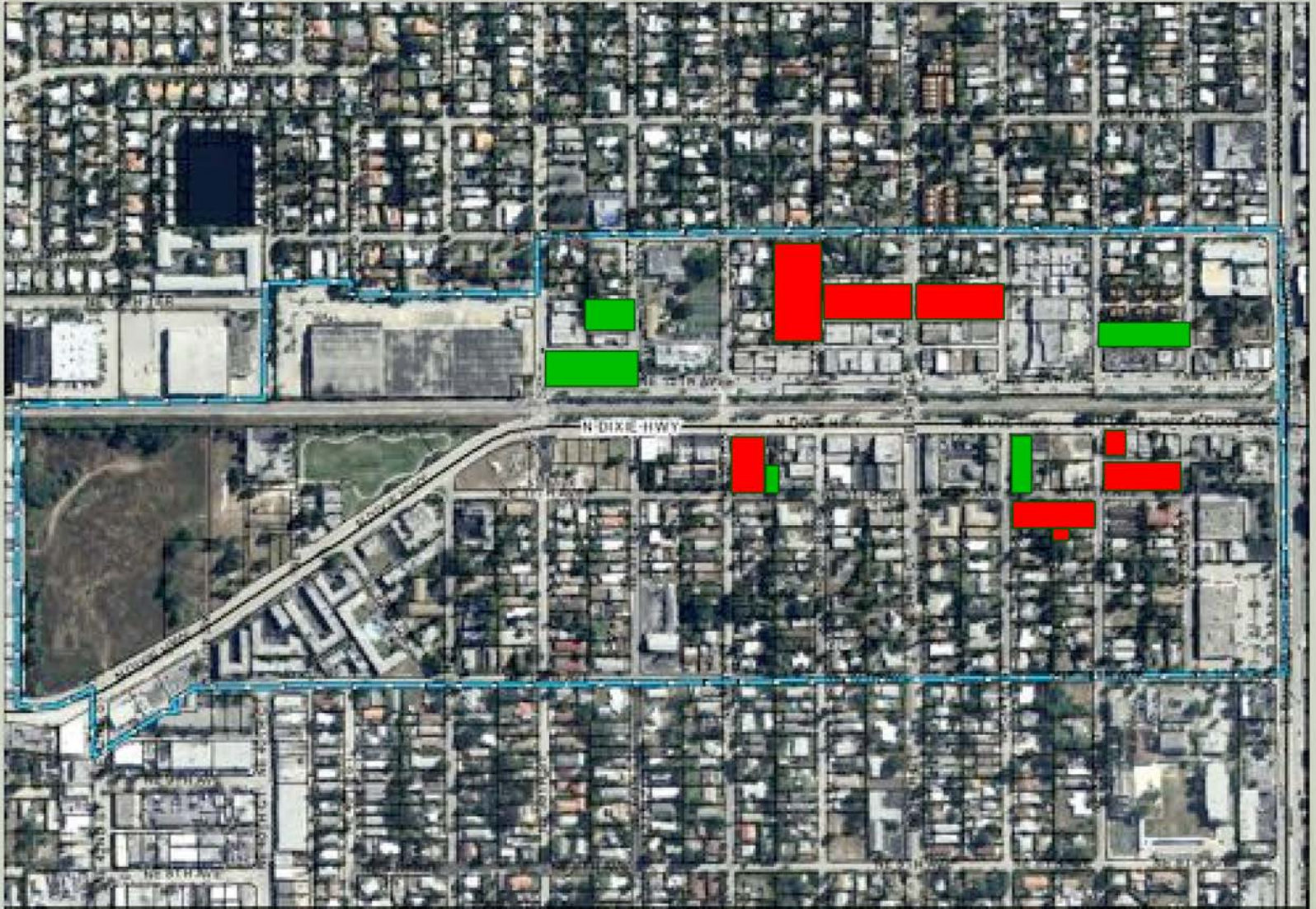
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Parking

City



Acquisition?



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Parking Action Steps

- ✓ Identify potential acquisition sites for future parking
- ✓ Identify funding strategies for acquisition of site(s) for parking
- ✓ Acquire properties as opportunities allow/new development requires



Site #10

Watts Estate

Single Family Residential Opportunity



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Site #11

Festival Market Shopping Center



REHABILITATE
AND RE-TENANT
SHOPPING
CENTER

ANDREWS AVENUE

Festival Market Shopping Center



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Site #12

Shopping Centers - Prospect Road



REHABILITATE
AND RE-TENANT
SHOPPING
CENTERS

IMPROVEMENTS
TO PUBLIC
PARKING LOTS

PROSPECT ROAD

ANDREWS AVENUE



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Sample Shopping Center Rehab



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Future Capital Improvements

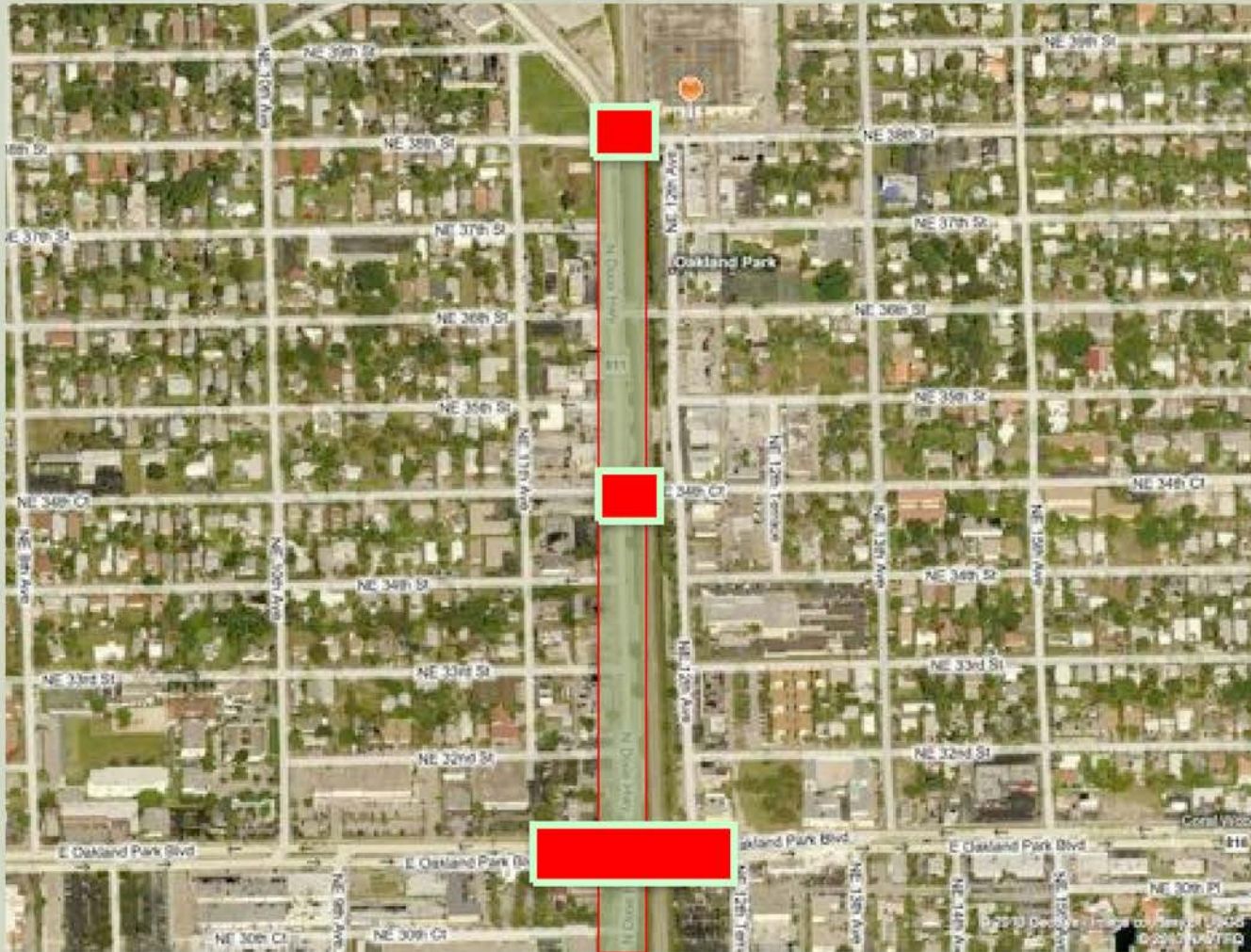
(Tied to Redevelopment Projects)

- Dixie Highway Intersection Enhancements
 - 38th Street – North Gateway
 - 34th Court– Central Downtown
 - Oakland Park Boulevard – South Gateway
- Improvements along North Andrews Avenue
 - Oakland Park Boulevard to Prospect Road



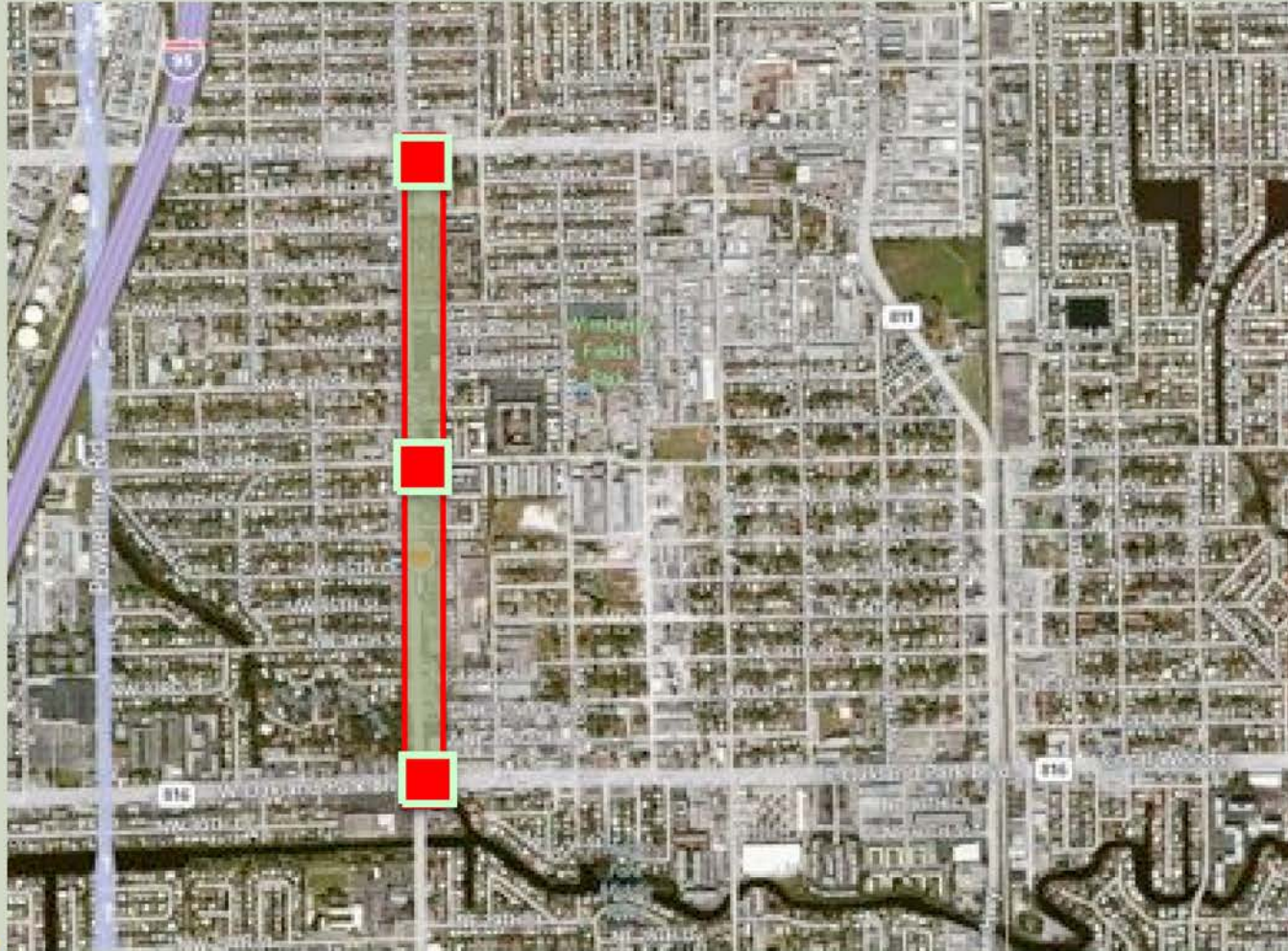
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Dixie Highway Intersection Enhancements



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Andrews Avenue Improvements



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Operation & Organization

- Regulatory – Land Use, Zoning
- Marketing – Business Attraction, PR
- Organizational – Partners
- RCP Funds – Funding Redevelopment



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Land Use/Zoning

- ✓ Initiate Permitted Use Changes in Downtown, Residential Unit Size, Riverwalk Provisions
- ✓ Undertake Comprehensive Review
 - Signage Regulations
 - Development Review Procedure
 - Other opportunities for Business-Friendly Regulations/Processes
- ✓ Review Land Use Regulations as new Redevelopment Projects are proposed



Marketing

Key retail marketing strategies will be needed to improve the business climate in downtown and the city as a whole including the following...

- Branding
- Business Attraction & Development
- Communications and PR

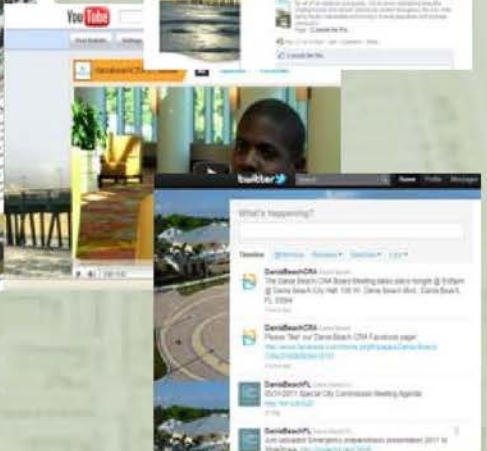


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Define Who You Are

When people think about great cities, it's often the intangible qualities - vitality, sense of place, and positive experiences - that they remember most.

“Project for Public Spaces”



Define your message and share it in print and online and through design elements.



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Positioning Yourself in the Market Place

Website & Social Media Pages Facebook, Twitter, Youtube, District Banners and Print Collateral



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Example: The development of the Northwood Village brand...

Northwood Village focused on the store owners and merchants to create a sense of excitement.

It roused curiosity and visitors wanted to know more about these folks. The focus was on who you might see downtown in addition to what you might you might find.



Northwood Village

West Palm Beach



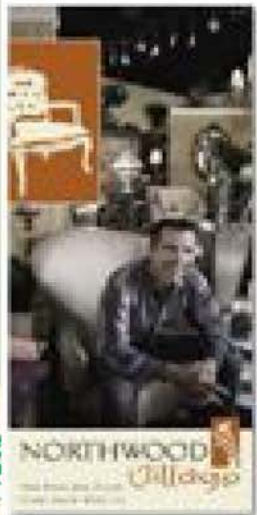
In the beginning...

little or no foot traffic



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Northwood Village Real Faces – Real Places



The development of the Art & Wine Promenade

Sight, Touch, Sound, Taste and Smell...

Everyone loves Food and Wine!



This event grew and led to enhanced business attraction and retention efforts and won an FRA Award for Cultural Enhancement



Cultural Enhancement



Nights in Northwood Village – Art & Wine Promenade
City of West Palm Beach, Community Redevelopment Agency

More info: (561) 822-1351 • amccormick@wpb.org

Nights in Northwood Village "Art and Wine Promenade" is an event to attract pedestrians to an area that is undergoing redevelopment. Designed for all the senses – visual arts for sight, music and friendly conversation for sound, beautiful jewelry and handmade soaps to touch, tastes and smells from around the globe, and the feeling you have experiencing it all in one eclectic place with authenticity at its core. The event attracts visitors to the 'up and coming Northwood Village, where once abandoned stores have been polished back to mint condition' as quoted from the April 2009 issue of Southern Living.

12 THE 2009 FRA AWARDS BEST BOOK



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Oakland Park Brand



The screenshot displays the website for The Culinary Center of Kansas City. At the top, the header features a decorative banner with a fork, a grapevine, and a spoon, followed by the text "The CULINARY CENTER of KANSAS CITY™". The main content area is divided into a purple sidebar on the left and a larger purple area on the right. The sidebar contains a list of navigation links: "The Interactive Cooking Experience Video", "Home", "About CCKC", "Message From The 'Main Dish'", "Class Schedule", "Interactive Cooking and Teambuilding Experience", "The Midwest BBQ Institute", "Private Events", "Kitchenology", "Dinners On Demand", "Staff Lunch", "Gift Certificates", "FAQ", and "Contact Us". At the bottom of the sidebar is a "REGISTER FOR CLASSES" button and a "MUTE" button. The main area features a large image of a chef plating food, with the text "Celebrating The Culinary Arts" overlaid in a cursive font.



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“Culinary Arts District”

Dish it up!
cooking classes
class calendar
featured chefs
wine center
gift certificates

blog
recipes
kitchen tips
testimonials
contact us
home

Dish it up!

Seattle's Premier Gourmet Cooking Store!

Leverage Oakland Park Resources

Capitalize on Oakland Park's existing "culinary arts assets" – to name just a few...

- Word of Mouth
- Hugh's Catering
- Peter Pan
- Ultimate Cuisine, Inc.
- The Restaurant Warehouse
- Kitchen 953
- Allied Kitchen & Bath
- Affordable Discount Cabinets
- Many others



- Use area hotels and tourism venues –
Convention & Visitors Bureau

Discover
THE PALM BEACHES
& BOCA RATON
the best way to experience Florida

CULTURAL COUNCIL |
SPORTS COMMISSION
FILM & TELEVISION
COMMISSION

MEETING PROFESSIONALS | TRAVEL TRADE | MEDIA | PARTNERS / MEMBERS

VACATIONS | PLACES TO STAY | THINGS TO DO | VISITOR CENTER | EVENTS | MAPS

92° 8:10 AM

Home » Stay Play

Share This

PLAY

SAVE

STAY

West Palm Beach's Waterfront

Wildlife Watching

Romance Rekindled

Be in the Know . . .

Events, Street Fairs & Happenings

Art & Wine Promenade at Northwood Village
West Palm Beach
Street Side Wine Tasting with Live Music in One of West Palm Beach's Most Historic Localities
Future Dates: 09/26/10, 10/29/10, and 11/26/10

Be in the Know

- Walk a streetscape that features over 30 artists, 3 live bands, and 1 incredible community mural project – all while sampling a delightful selection of fine wines
- Before, during, or after the Promenade by one of the district's first-class restaurants or shop one of the many antique stores
- Northwood Village is also the gateway to one of West Palm Beach's most architecturally charming and nationally-recognized neighborhoods – Old Northwood – listed on the National Register of Historic Places

Events, Street Fairs & Happenings

Visit the Beaches & Explore the Waterfront

Special Offers & Packages

Resort for only
\$19.09

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over 85 offers

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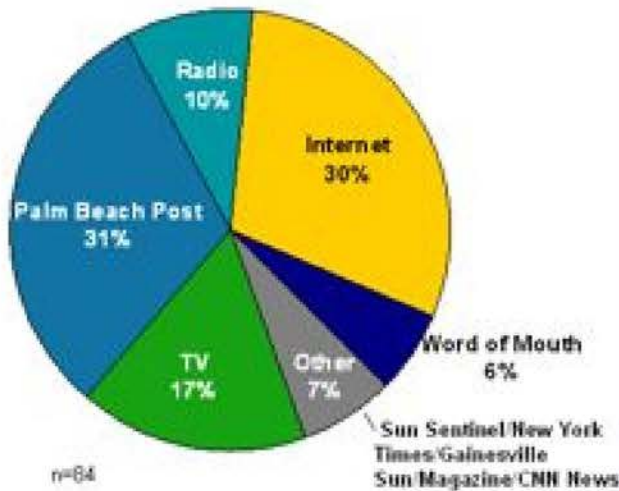
Twitter Facebook RSS LinkedIn



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➤ Utilize research to know your customer

Main Source of News or Information
Total



Demographics	Total n=64	Art & Wine Promenade	
		First Time Visitor, (A) n=58	Repeat Visitor, (B) n=34
Home Ownership in Palm Beach County			
Own	60%	64%	74%
Rent	23%	24%	21%
Not a resident of Palm Beach County	6%	10% ^B	0%
Refused	4%	2%	6%
Ethnicity			
White	62%	56%	71%
Black	27%	30%	24%
Hispanic	6%	6%	3%
Mixed racial background	2%	2%	3%
Asian or Pacific Islander	1%	2%	0%
Other	0%	0%	0%
Refused	1%	2%	0%
Household Income			
Under \$15,000	0%	10%	6%
\$15,000-\$49,999	6%	6%	6%
\$50,000-\$74,999	12%	16%	6%
\$75,000-\$99,999	6%	6%	6%
\$100,000-\$149,999	16%	6%	27% ^A
\$150,000 and over	8%	12%	3%
Refused/Don't know	44%	42%	47%
Mean (in Thousands)	94.6	93.2	97.5



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Marketing Action Steps

- ✓ Implement Proposed Marketing Strategy
 - Further develop brand concept
 - Implement business attraction strategy
- ✓ Identify Funding for Marketing Initiatives
- ✓ Establish a Business Improvement District(s) (BID)



Organizational Partners



Oakland Park Main Street

- ✓ Utilize Main Street's strengths
- ✓ Provide oversight of Main Street contract and initiatives
- ✓ Assist in growing the signature events coordinated by Main Street
 - Oktoberfest
 - New Events
- ✓ Main Street staff development and training
- ✓ Partner with Main Street on recruitment



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Broward County Redevelopment Capital Program (RCP)/Other Funds

- ✓ Set meetings with Broward County Staff to outline Strategic Action Plan
- ✓ Propose new process for future RCP funding
- ✓ Identify other sources for funding redevelopment projects



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Broward County Redevelopment Capital Program (RCP)/Other Funds

- ✓ Land Acquisition \$5.5 - \$5.8 million
- ✓ Street/River/Park Improvements \$3.0 - \$5.0 million
- ✓ Development Incentives \$1.0 - \$2.0 million
- ✓ RCP Funds - \$10.2 million



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Summary To-Do List

- ✓ Accelerate new development on the 12 target sites
- ✓ Launch marketing/brand/recruitment
- ✓ Sell County on Action Plan to access RCP funds



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Let's Make it Happen!



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Let's Make it Happen!



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Let's Make it Happen!



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Discussion



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