

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

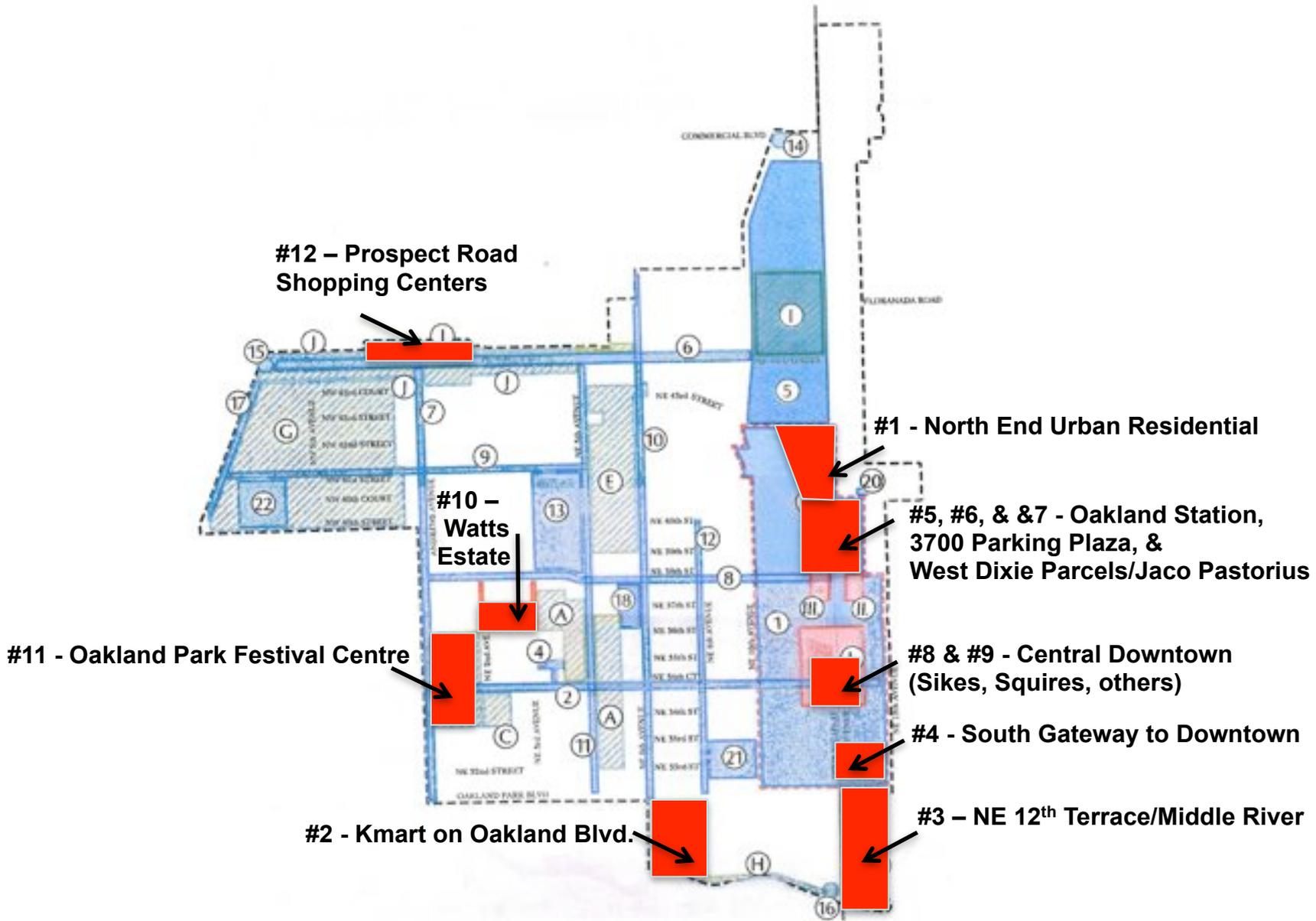


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Let's Review the 12 Redevelopment Sites  
and RMA recommendations for each site.



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# Site #1

## North End Urban Residential Site

DIXIE HIGHWAY



OPPORTUNITY  
FOR URBAN,  
MULTI-FAMILY  
RESIDENTIAL



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# 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

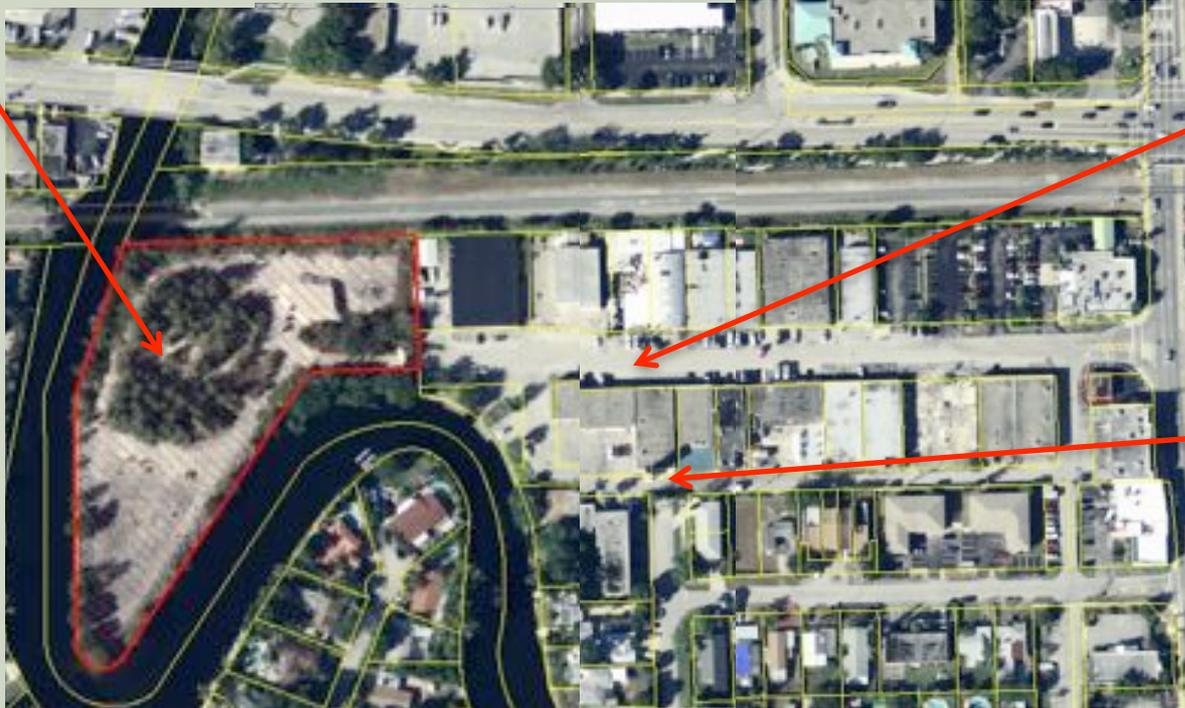
- ✓ Meet with prospective buyer
- ✓ Market the site to commercial/mixed-use residential developers
- ✓ Encourage public use of Middle Riverfront
- ✓ Structure the public/private partnership
- ✓ Create development agreement if required



# Site #3

## Middle River Site & NE 12<sup>th</sup> Terrace

MIDDLE RIVER  
REDEVELOPMENT  
SITE



NE 12<sup>TH</sup> TERRACE  
PROPOSED  
STREETSCAPE –  
LANDSCAPING,  
PARKING  
IMPROVEMENTS

HISTORIC  
SOUTHEAST  
PACKING HOUSE  
SMOKESTACK



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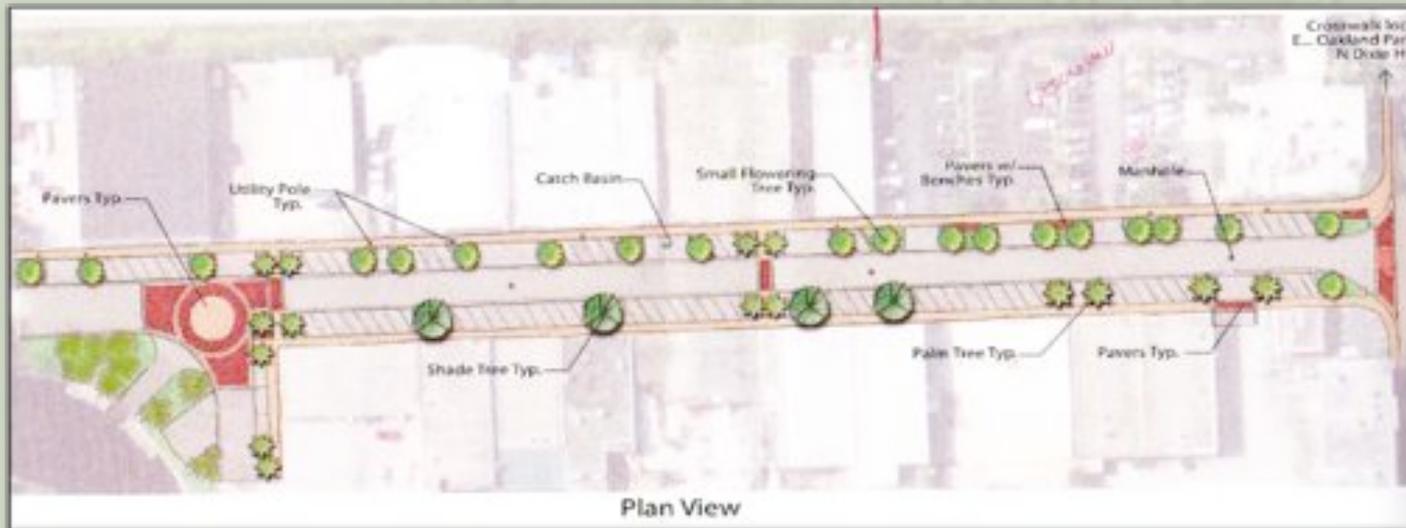
# Middle River Site



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# NE 12<sup>th</sup> Terrace

## Proposed Streetscape Improvements



# NE 12<sup>th</sup> Terrace



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# Southeast Packing House Smokestack

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

– Images of Oakland Park



# 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 12<sup>th</sup> 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 38<sup>TH</sup> 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  
38<sup>th</sup> 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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The Interactive Cooking Experience Video

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## *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



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# 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 12<sup>th</sup> Avenue Downtown



# Sites # 8 & 9

## Central Downtown Area



SIKES PROPERTY &  
SQUIRES BLOCK

DIXIE HIGHWAY



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# Central Downtown Area



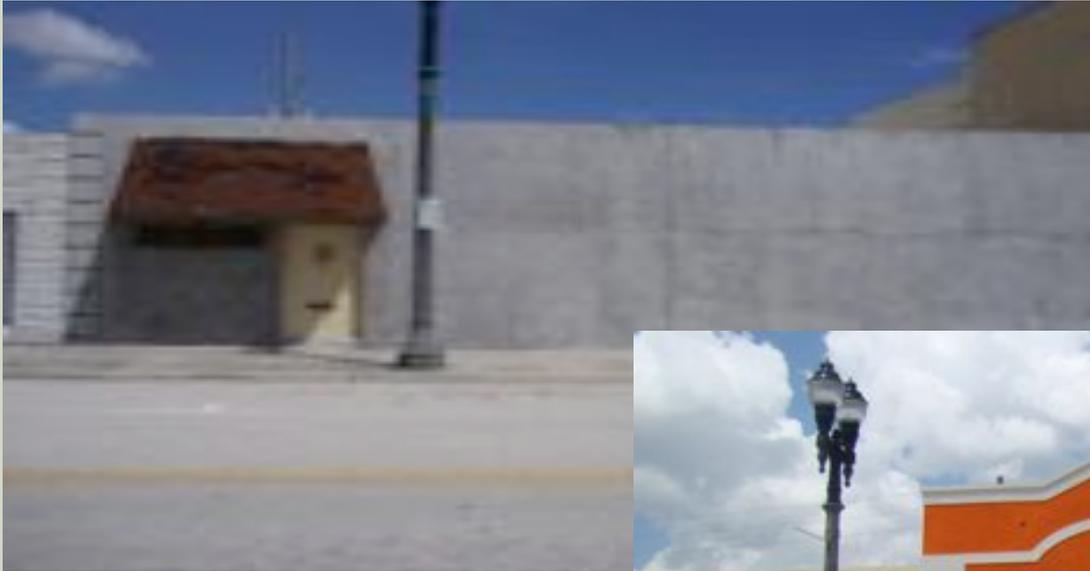
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# Central Downtown Area



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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



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# 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

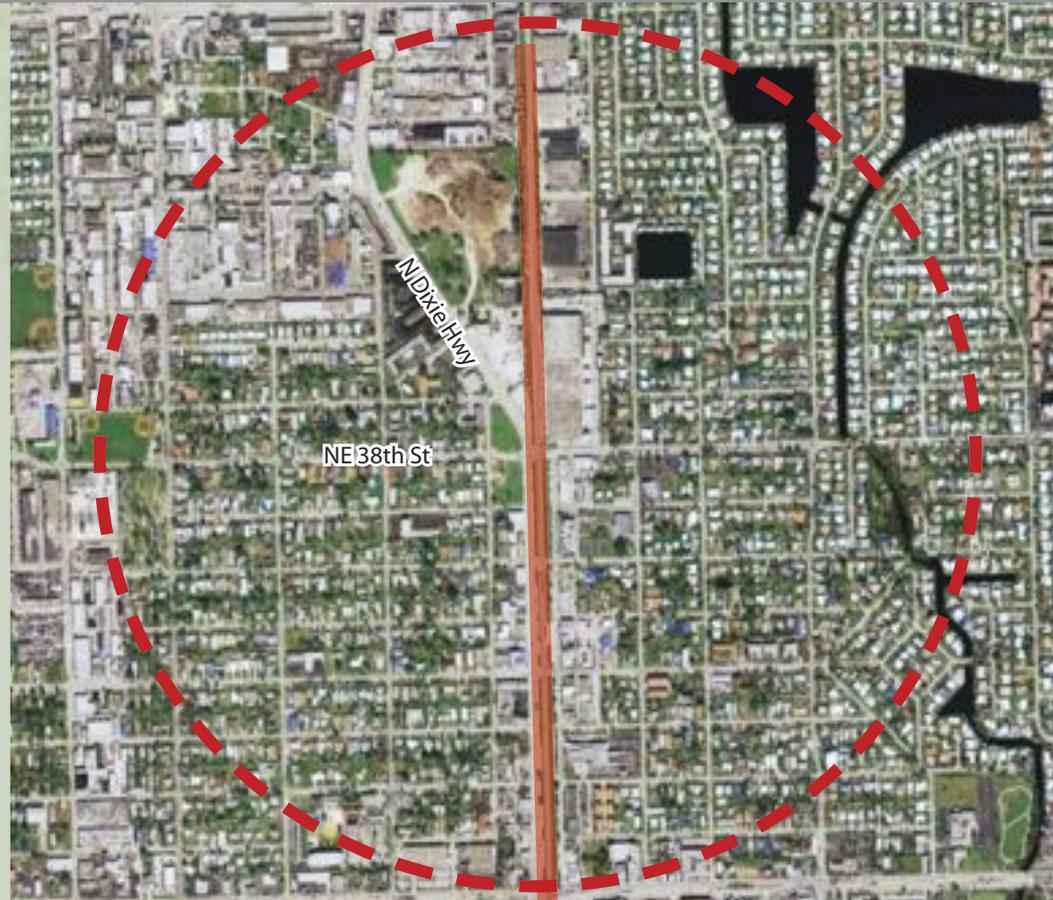
Population: 5,776

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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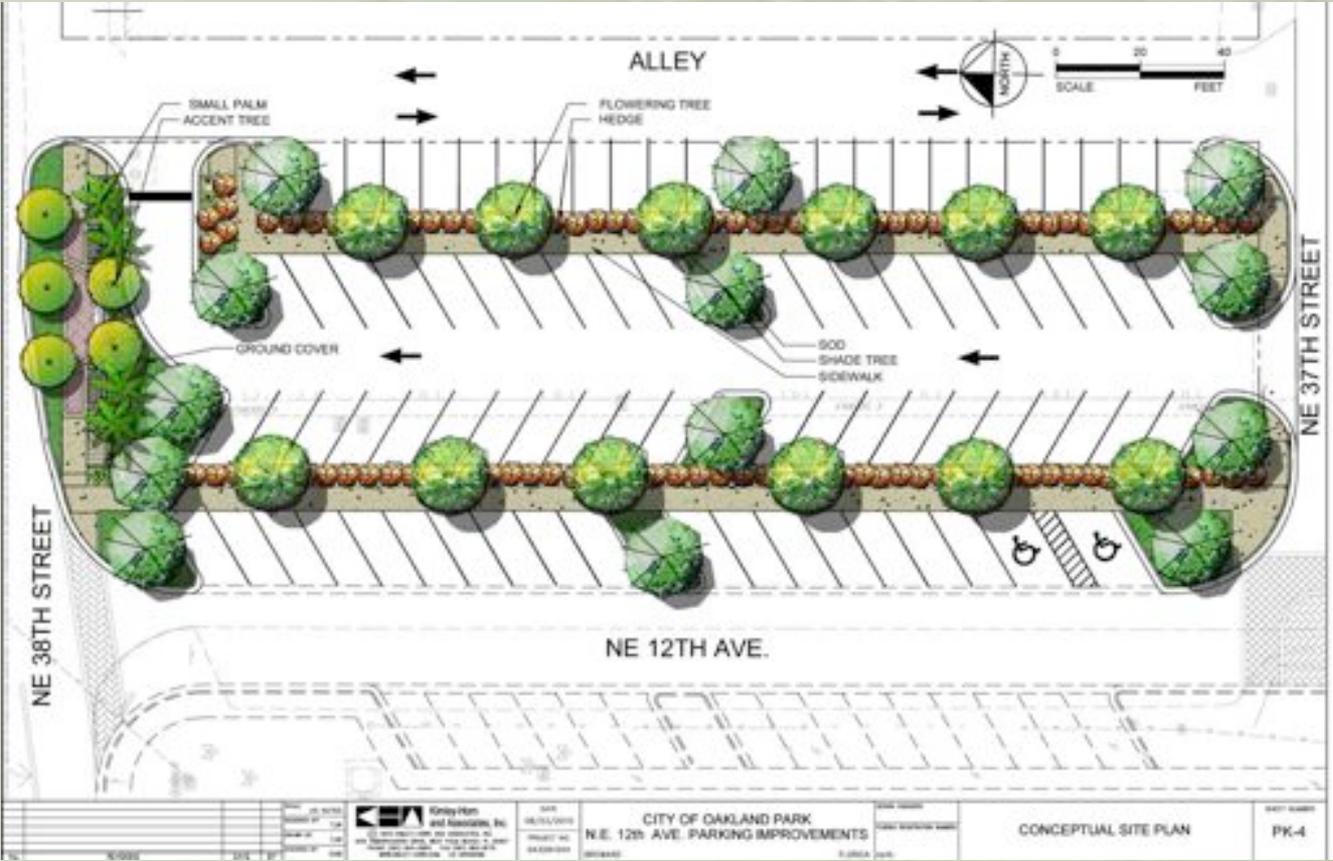
# Future “Centralized Parking”

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



# Site # 6

## 3700 Block Parking



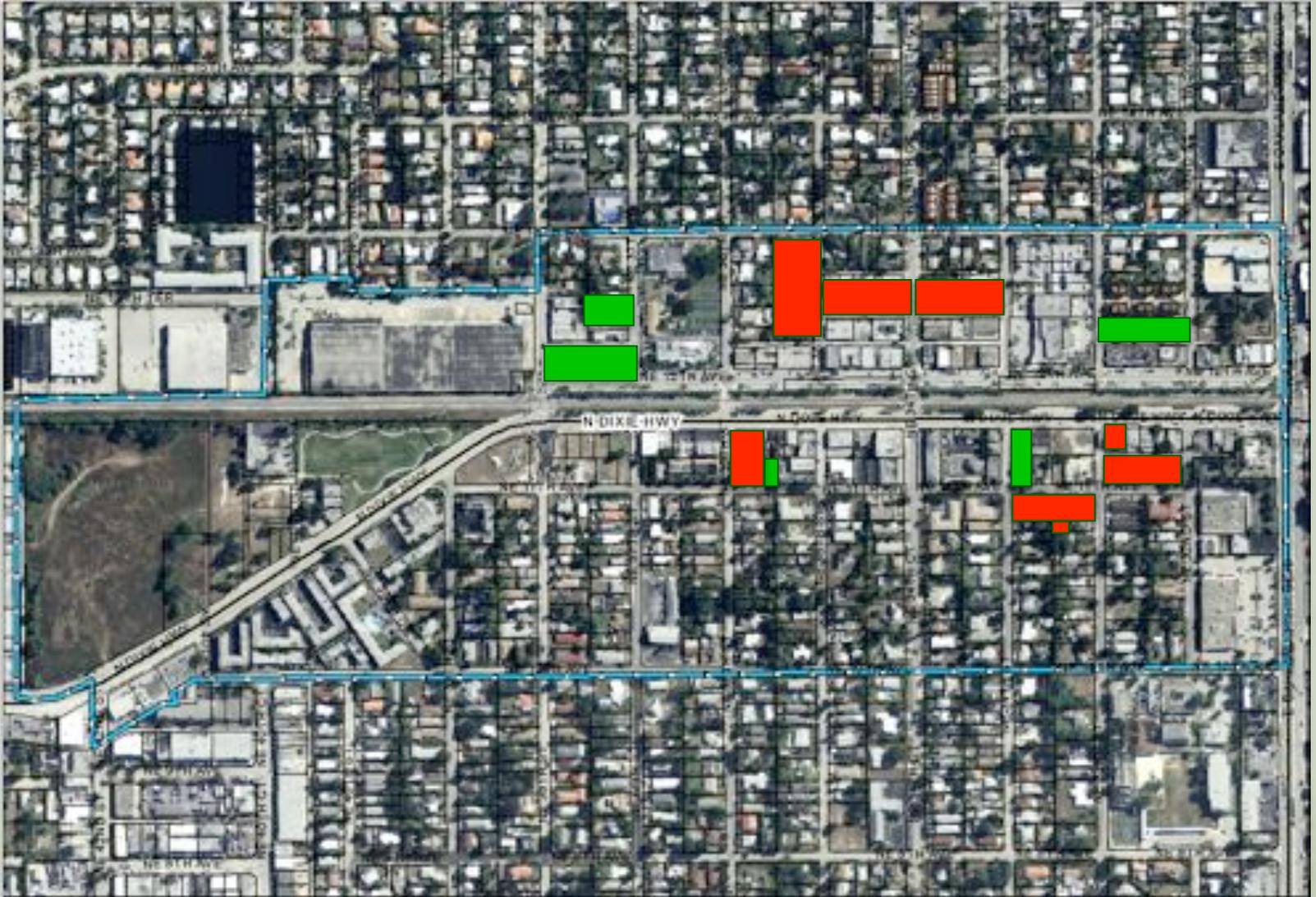
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Parking

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





# Site #11

## Festival Market Shopping Center



ANDREWS AVENUE

REHABILITATE  
AND RE-TENANT  
SHOPPING  
CENTER



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# 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)

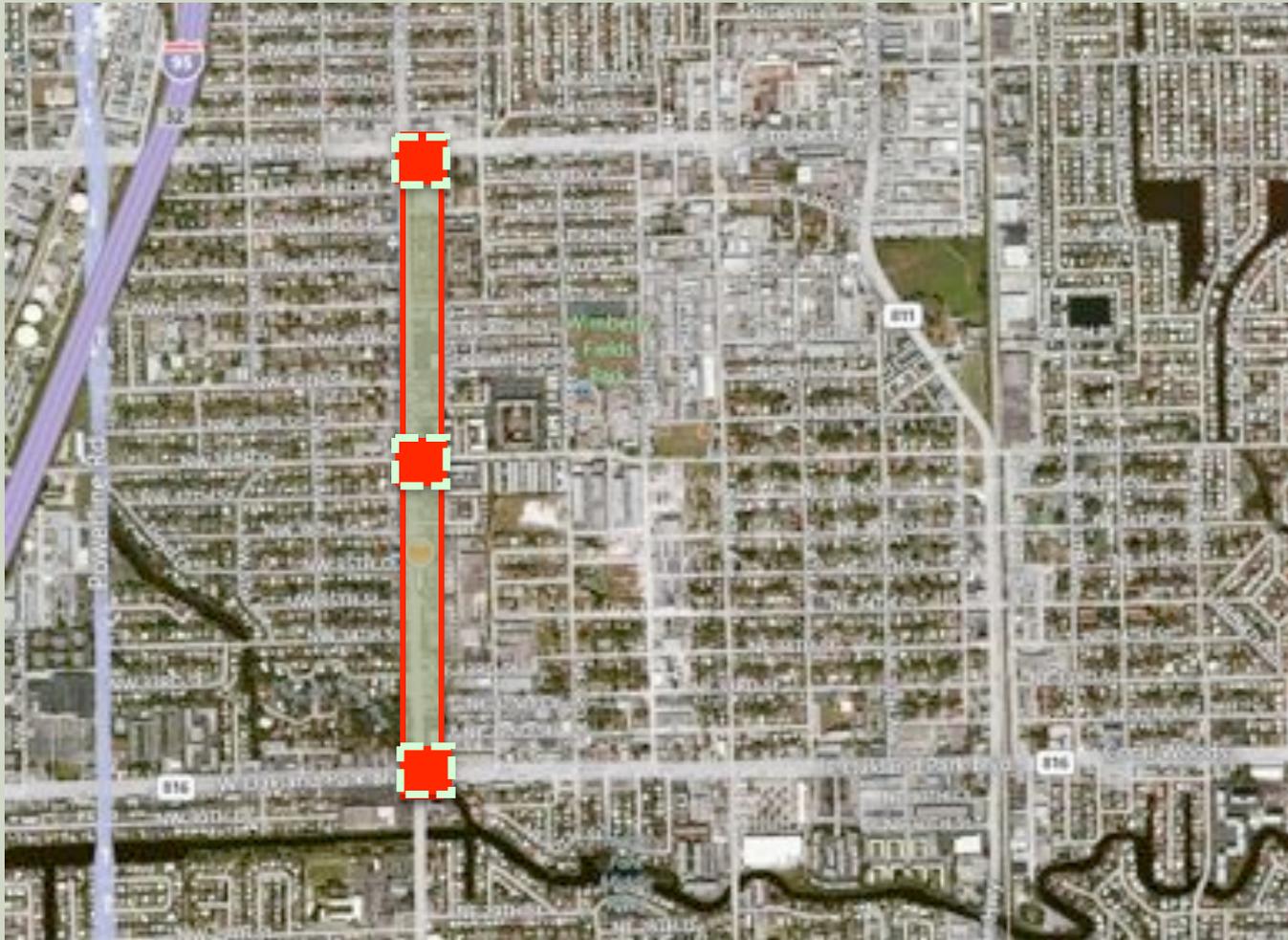
- Dixie Highway Intersection Enhancements
  - 38<sup>th</sup> Street – North Gateway
  - 34<sup>th</sup> Court– Central Downtown
  - Oakland Park Boulevard – South Gateway
- Improvements along North Andrews Avenue
  - Oakland Park Boulevard to Prospect Road



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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



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# 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 ”



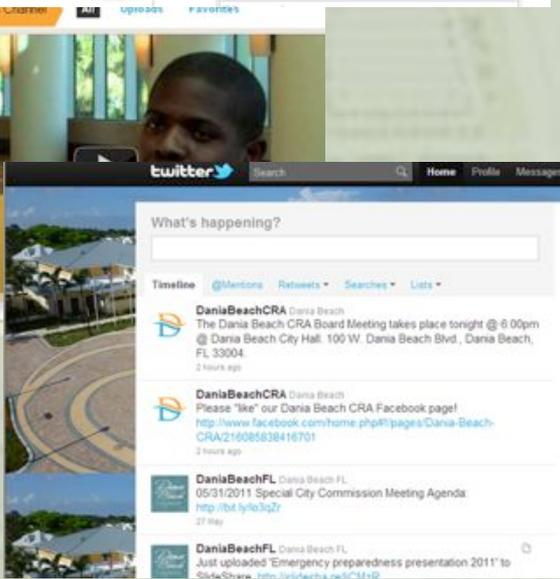
Define your message and share it in print and online and through design elements.



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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.



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# Northwood Village

West Palm Beach



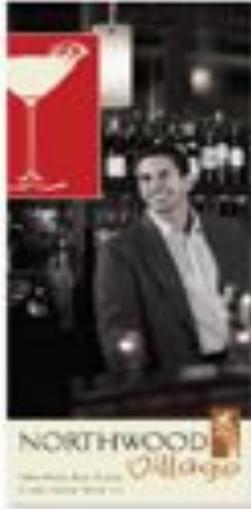
In the beginning...

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

The complex block features a yellow and blue header with the text 'Cultural Enhancement'. Below the header is a collage of images: a poster with a pink flower and the text 'YOU'RE INVITED...', a photo of people at an outdoor event, and a photo of a woman in a green dress. Below the images is the text 'Nights in Northwood Village - Art & Wine Promenade' and 'City of West Palm Beach, Community Redevelopment Agency'. Further down is the contact information 'More info (561) 822-1551 • amccormick@wpb.org'. At the bottom is a quote from the April 2009 issue of Southern Living and the text '12 THE 2009 FRA AWARDS BEST BOOK'.

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

More info (561) 822-1551 • 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 logo features a fork, a decorative grapevine, and a spoon, with the text "The CULINARY CENTER of KANSAS CITY™". The main content area is purple and features a central image of a chef plating food with the text "Celebrating The Culinary Arts" overlaid. A vertical navigation menu on the left lists various options: "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 menu is a "REGISTER FOR CLASSES" button and a "MUTE" button.



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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!



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# 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



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- 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° F  
8:30 AM

Home » Stay Play

**PLAY**

**SAVE**

**STAY**

**Special Offers & Packages**

From \$19.09

Click here to learn more

Discover  
OVER 85 OFFERS

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**Blog**

Living in a Postcard

Click here for Blog

**eNewsletter**

Sign Up  
Current eNewsletter

**Stay Connected**

Twitter Facebook RSS LinkedIn

**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 Locales  
Future Dates: 09/24/10, 10/29/10, and 11/26/10

- 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 try 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

**Be In the Know**

**Events, Street Fairs & Happenings**

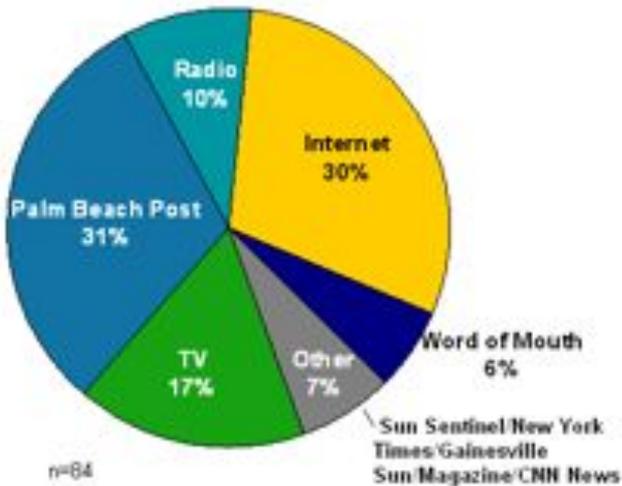
**Win the Beaches & Explore the Waterways**



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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
<b>Home Ownership in Palm Beach County</b>			
Owne	60%	64%	74%
Rent	23%	24%	21%
Not a resident of Palm Beach County	6%	10%B	0%
Refused	4%	2%	6%
<b>Ethnicity</b>			
White	62%	56%	71%
Black	27%	30%	24%
Hispanic	6%	8%	3%
Mixed racial background	2%	2%	3%
Asian or Pacific Islander	1%	2%	0%
Other	0%	0%	0%
Refused	1%	2%	0%
<b>Household Income</b>			
Under \$35,000	8%	10%	6%
\$35,000-\$49,999	6%	6%	6%
\$50,000-\$74,999	12%	16%	6%
\$75,000-\$99,999	6%	6%	6%
\$100,000-\$149,999	16%	8%	27%A
\$150,000 and over	8%	12%	3%
Refused/Don't know	44%	42%	47%
Mean (in Thousands)	94.8	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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