



>> Economic Growth >> Private Partnerships >> Capital Improvements

OPCRA

OAKLAND PARK
COMMUNITY
REDEVELOPMENT
AGENCY

2023-2028 Strategic Plan

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Executive Summary

The Oakland Park Community Redevelopment Agency (CRA) consists of approximately 1,007 acres of industrial, residential, and commercial uses, making up slightly more than 19% of the City's land area. The CRA is charged with the responsibility of eliminating conditions of slum and blight that exist within the City while helping to improve the quality of life by revitalizing the City's physical, economic, and social resources. The Oakland Park CRA is governed by a five member CRA Board of Directors, which is comprised of the members of the City of Oakland Park City Commission. The City of Oakland Park City Manager serves as the Executive Director of the CRA, day to day redevelopment activities are supported by City staff within the Community and Economic Development Department.

In 2001, the City of Oakland Park began its redevelopment initiative, a year later the Broward County Board of County Commissioners conferred the authority to the City to create the Oakland Park CRA (OPCRA). In 2004, the City amended its Comprehensive Plan to designate the Downtown Mixed-Use District as a Local Activity Center, and in 2005, the City and County approved the initial Oakland Park CRA Plan. In 2007, after two years of negotiations, the City and the County agreed that the City would participate in the County's Redevelopment Capital Program in lieu of seeking County participation in tax increment financing (TIF).

This was a new concept at the time, as CRAs generally use tax increment financing (TIF) as a tool to promote economic development by earmarking property tax revenue from increases in assessed values within a designated TIF district. To gain approval for the OPCRA, the City agreed to this alternate funding partnership with the County. As such, the Oakland Park CRA is referred to as a "TIF-less" CRA, which means that the only tax increment funding that the CRA receives is from the City's General Fund. This has been and continues to be a challenge for the OPCRA as most other CRA districts have the benefit of leveraging both City and County tax increment funding to support redevelopment activities.

In 2011, the CRA adopted the 2012-2017 CRA Strategic Action Plan which established the Culinary Arts District brand for Downtown Oakland Park. This brand provided an outstanding opportunity for the CRA to leverage the success of the Funky Buddha Brewery as a catalyst for future development. The 2017-2022 OPCRA Strategic Plan emphasized the need to focus on redevelopment in the Downtown through a series of strategic capital investments in mobility, streetscape design, public private partnership development projects, new land development codes, and land acquisition.

The Downtown District has been at the center of the CRA's vision plan since 2005. The original 2005 CRA Plan established the groundwork for updated land development codes, land acquisition, public private partnerships, and mixed-use development in the downtown. The 2012 CRA Plan expanded on this concept and added the Culinary Arts District brand. The 2017 Plan established a new vision for the Downtown that would be implemented through the adoption of land development codes and design guidelines to create an expanded Downtown Development District, which is currently referred to as OP3D.

The CRA Board adopted a new Strategic Action Plan for the OPCRA in 2017. The 2017 Plan provided a synopsis of the actions and achievements of the OPCRA from its inception in 2007

through the year 2016. In addition to providing a detailed history of past achievements and project status, the 2017 Plan confirmed the complete list of remaining OPCRA Projects. The 2017 Plan evaluated the current CRA goals and objectives considering the market post-recession to re-align projects and programs for the CRA through 2022. As a part of the CRA Board's review of the original CRA Plan foundations, the CRA choose to embrace the five overarching goals adopted in 2007 with minor amendments and developed six new guiding principles. The six guiding principles were developed ensure that the OPCRA remained strategic and focused in its approach to redevelopment.

The Strategic Plan also evaluated best practices, opportunities, and challenges that were known at that time to establish a recommended action plan and project list. However, change is inevitable, new opportunities arise, unforeseen factors impact conditions, and/or the economy changes course. In the intervening years since 2017, all these things happened, creating significant challenges and opportunities for the City of Oakland Park, the OPCRA, and the world. Despite the unforeseen circumstances that required the OPCRA to pivot, the plans laid out in 2017 have been largely fulfilled due to perseverance of the OPCRA team.

OPCRA in Retrospect

The City of Oakland Park made changes to its land use policy prior to the adoption of the new Strategic Plan and these land use changes had a significant impact on the OPCRA. In 2017, the Commission adopted revisions to the Federal Highway Mixed-Use Business and Entertainment Overlay District to encourage mixed use residential development and promote complementary business activity along the corridor. The closure of the two adult entertainment locations on Federal Highway after a 10+ year effort provided new opportunities to raise the standards for development and assisted in spurring investments, redevelopment, and growth opportunities throughout the City. Due to its proximity to the CRA, the buzz surrounding this new district created renewed interest in the district which helped to amplify the innovative concepts and projects included in the 2017 Strategic Plan.

The first major initiative pursued under the 2017 Plan was the issuance of a request-for-qualifications (RFQ) to identify a qualified development partner to construct a mixed-use redevelopment project on the vacant West Dixie Lots. The recommendation for the redevelopment of these lots had been considered since 2005 in the CRA Plan and each subsequent Plan update. These contaminated City-owned lots provided overflow parking for downtown events but otherwise remained unused and rendered no tax revenues for the City for many years.

In February 2018, the City Commission authorized staff to begin negotiations for a development agreement with Integra Investments of Miami, the top ranked respondent to the RFQ. The proposed development, dubbed "Oakland Park Square" would consist of two structures, which together contain residential apartment units, live/work units, structured parking spaces, ground-floor commercial retail space, and City Hall operations, including ground floor Commission Chambers. The development allowed the City to realize many goals; including bringing a mixed-use development to downtown; the centralization and hardening of municipal facilities; the generation of new property taxes; increased property values; additional public parking downtown; new residential units to support downtown businesses, and the remediation of environmental issues on the site.

In light of the fact that Oakland Park was an untested market, the 2017 Strategic Plan anticipated the need for public investment in the West Dixie project to stabilize development. As opposed to traditional GAP financing, the City instead stabilized the project by committing to become the anchor tenant for the development, leasing over 33,000 SF of Class A office space for consolidated City Hall operations for a period of 20 years. This long-term commitment, coupled with a short-term property tax rebate, impact fee waivers, and the use of ARPA funds to cover the cost of building permit fees brought this project to fruition. In addition, the OPCRA was able to work cooperatively with Broward County to secure an economic development incentive of \$1.1 million to support this public-private partnership project.

Prior to gaining Major Site Plan approval for the “Oakland Park Square Project”, Integra Investments requested that the City approve an assignment of the project to a new development group, NR Investments of Miami. NR Investments (NRI) subsequently requested amendments to the project, noting shifts in demand for commercial real estate due to the pandemic. As such, the City worked with NRI to negotiate revisions to both the development agreement and development program. Renaming the development, “The Sky Building”. The new project incorporated a pedestrian skybridge over Park Lane, increased residential unit counts, and reduced ground floor commercial space in response to pandemic market concerns. The Sky Building construction began in early 2023, with completion anticipated in late 2024.

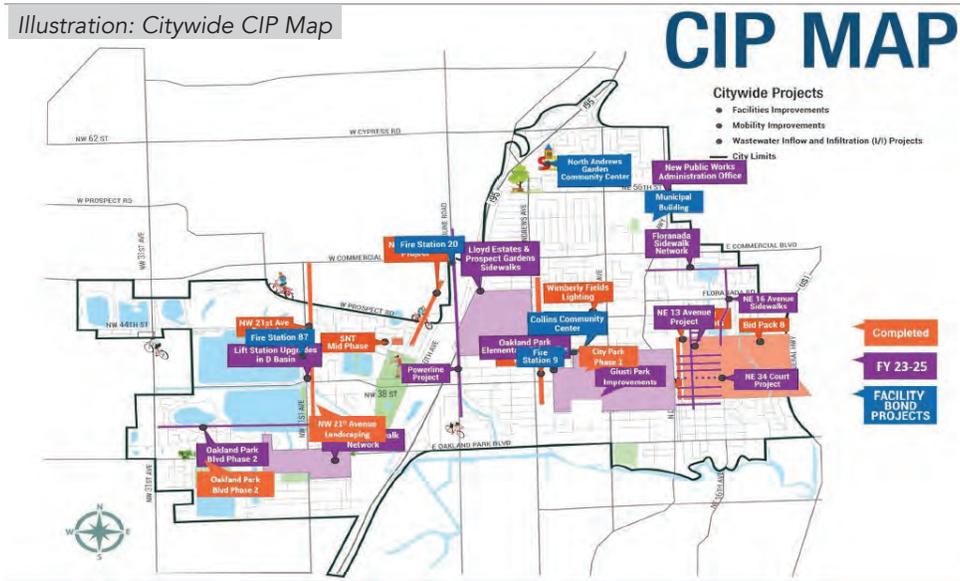
Significant advancement in the capital infrastructure plans of the City occurred in 2018. Major corridor projects such as Andrews Avenue, Powerline Road, and NE 6th Avenue were completed in the CRA. The City also began construction of a public parking lot on the west side of Dixie Highway as part of the downtown mobility strategy. In this year, staff also presented the state of the City facilities to the Commission noting the deficiencies and concerns identified in the prior studies. The study stated that “City facilities have been extended beyond their useful life expectancy with only minimal renovation and routine maintenance with the potential of safety and security risks.” Specific recommendations regarding the replacement, consolidation, and/or renovation of multiple facilities, including all City fire stations, City Hall, Ethel Gordan Library, Collins Community Center, the North Andrews Gardens Community Center; and the Spiher Recreation Center were detailed in the Plan.

In response to the state of the facilities presentation, the City Commission approved a resolution calling for a referendum to be held on November 6th, 2018, on the question of issuing up to \$40 million in general obligation bonds (“G.O. bonds”) to fund the replacement and renovation of City facilities. Based on the recommendations from the 2010 and 2017 Facility Reports, general obligation bonds would be utilized to finance the costs of public safety, emergency services, transportation, recreation, library and municipal land, buildings, and facilities. On November 6, 2018, the voters of Oakland Park approved the \$40 million in general obligation bonds, with 67.19% of voters approving the issuance of the bonds - the highest passage rate among all Broward County bond questions on the ballot that year.

Building the Second Century

With the approval of the General Obligation Bond, Oakland Park began to prepare for its centennial in 2029, launching the **Building the Second Century** initiative. Through this initiative, Oakland Park began building a ten-year Facilities Plan to construct and renovate City facilities. While passage of a general obligation bond was not contemplated as a part of the 2017 Strategic

Illustration: Citywide CIP Map



Plan, it became an unanticipated opportunity to make significant public facility investments throughout the CRA. Four City facilities in the CRA are scheduled for major renovations under the GO Bond; City Park, which includes a new Library, Community Center, and park renovations; Fire Station 9; Richard Guist Park; and the new

Public Works Facility. In addition, to the GO Bond projects, the City is using grant funding to support additional CRA projects such as ; Stevens Field Improvements, 250 Building Renovations, Carter G. Woodson Park, the Park Place Building and Parking Lot, as well as numerous roadway, sidewalk, and drainage projects.

A New Vision for the Downtown Development District (OP3D)

In 2019, the City of Oakland Park hired Zyscovich Architects to evaluate the existing Downton Mixed Use District Regulations (DMUD). The goal of this planning effort was to create a new urban design vision to update the land development codes for the Downtown. The complete rewrite of the DMUD regulations was originally slated to be an 18 to 24-month process, which due to the pandemic became a three-year process. The OP3D planning initiative included numerous stakeholder planning sessions and community meetings, which were moved to a virtual platform to facilitate safe community participation during COVID. Most notably, the new vision focused on concepts such as **capitalizing on the unique character of the Downtown** and suggested the **expansion of Downtown borders** to the south to include the Middle River and NE 12 Terrace; and to the West to include commercial uses along Oakland Park Boulevard. The new vision also encouraged **greater investment in enhancing open space** using well-designed gateway treatments and new public gathering spaces and supported **sustainable economic development** by establishing districts that create live/work units, lofts, galleries, studios and incentivize the activation of light industrial uses.

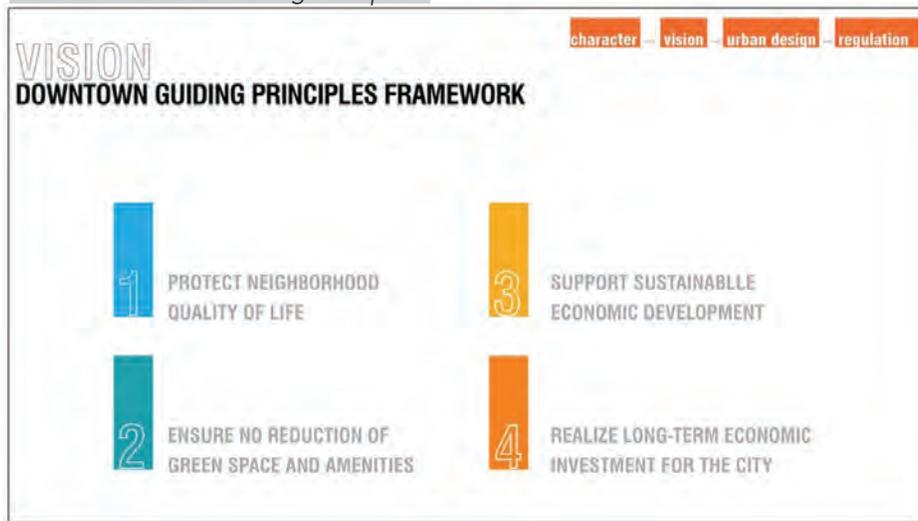
Illustration: Zyscovich Concepts



During 2019 and 2020, the CRA played a critical role in ongoing planning studies concerning revisions to the Downtown Mixed-Use District regulations. In 2021, the City Commission approved the Land Use Plan Amendment which extended the boundaries of the Downtown and established a new Land Development Code for the expansion areas. The new OP3D increases the size of the downtown from 150 acres to 234 acres which represents 23% of the CRA District. The new OP3D extends south to the Middle River and west to NE 6th Avenue on the south side of Oakland Park Boulevard. In 2022, the final comprehensive plan changes associated with OP3D were approved by the City Commission.

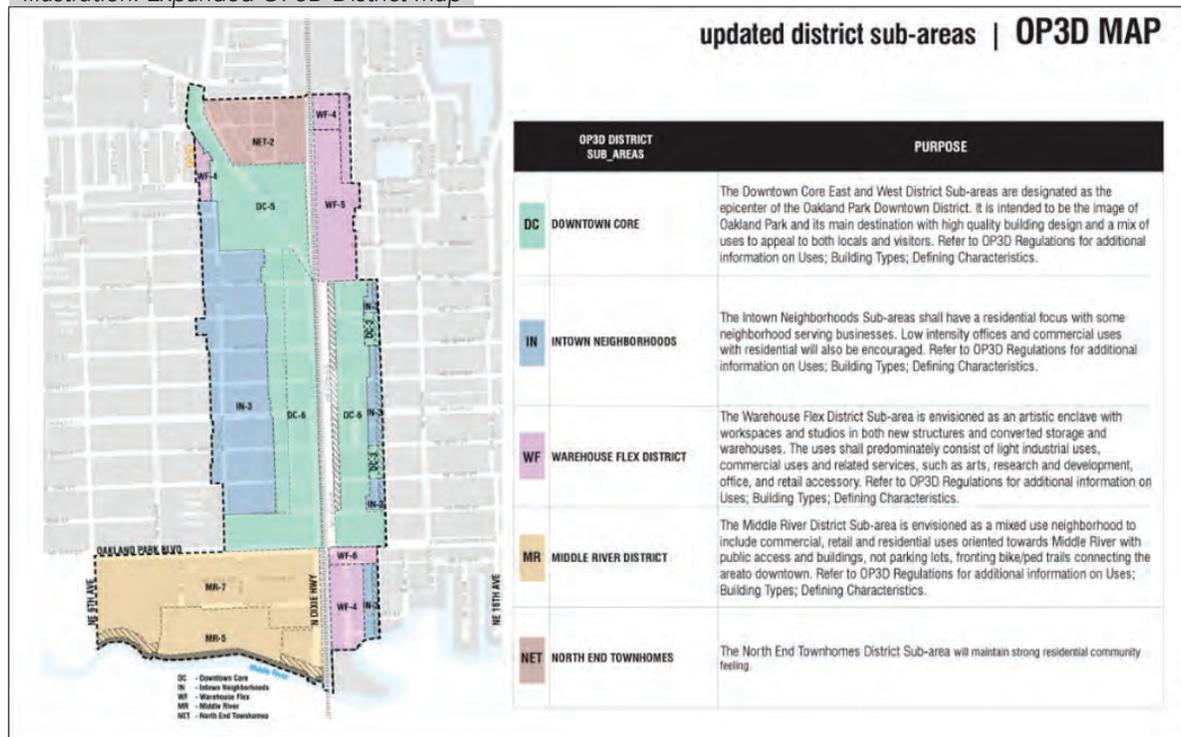
The OP3D regulations are built upon four guiding principles:
Using these principles as a guide the new regulations worked to:

Illustration: OP3D Guiding Principles



- Improve aesthetics and set design standards;
- Reduce fragmentation of Downtown sub-areas;
- Focused development on Dixie Highway and Oakland Park Boulevard;
- Improved project review process;
- Protected and increased open space;
- Supported vibrancy and walkability around Dixie Highway and Main Street.

Illustration: Expanded OP3D District Map



Affordable Housing

The City of Oakland Park has been engaged in robust research and discussions on Affordable Housing since 2020. The City's research and conversations are aimed at determining the correct way to address housing attainability in Oakland Park amidst the larger affordability crisis in South Florida. The deficit in the number of housing units required to meet the affordable housing need in Broward County is estimated to be in the hundreds of thousands. With such a significant shortfall in the County, Oakland Park must determine if it has its fair share of affordable housing. The City has engaged the services of an Affordable Housing Consultant to gain an understanding of the elements that impact affordability. As such, the City's Consultant has evaluated area demographics and housing prices, identified vacant land for residential development, analyzed average age of the existing housing stock, and reviewed best practices on affordable housing policy to help shape the City's Housing element of the Comprehensive Plan. As stated in a recent memo on "Developer Resources for Affordable Housing Development:"

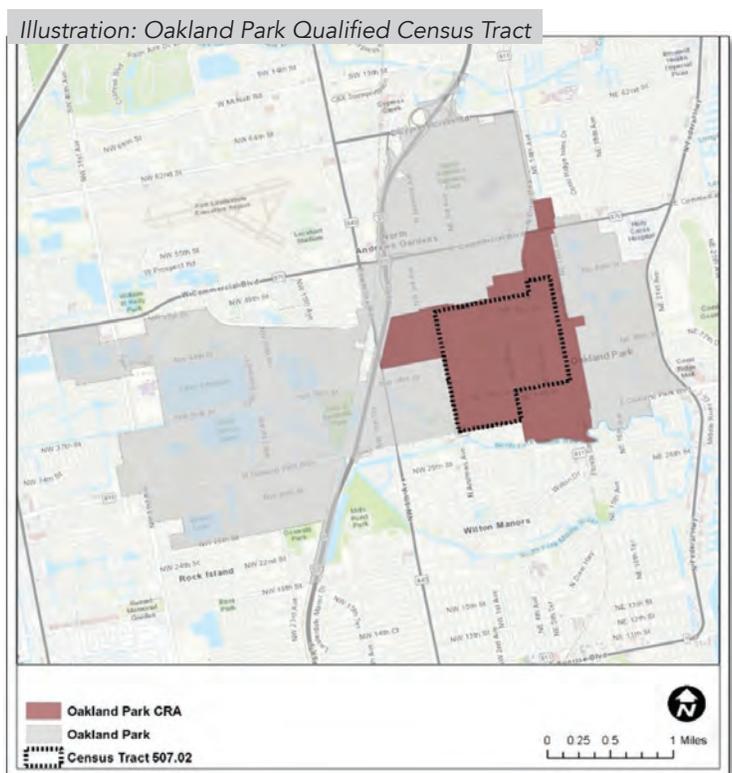
The City of Oakland Park faces challenges as it relates to its arsenal in the effort to increase affordable units. Mentioned here previously is the fact that the City is not an entitlement community; meaning it does not receive an allocation of federal funds dedicated to this issue. Second, the City does not have dedicated staff (and related resources) charged with administering affordable housing development or programs. Notwithstanding these challenges, the City Commission continues to prioritize this issue and is actively seeking creative ways to address the future affordable housing needs of its community in a balanced, responsible manner.

Attainable housing set-asides have been included in both redevelopment projects completed by the OPCRA over the last five years. OPCRA staff actively participated in the affordable housing policy discussions and will continue to actively participate in stakeholder meetings and workshops. The final policies adopted by the City Commission will guide future Development Agreements and projects located in the CRA.

A New Qualified Census Tract

In 2019, Census Tract 507.02, which rests within the CRA received a Qualified Census Tract (QCT) designation. A QCT as defined by the census bureau, is any geographic area in which at least 50% of the households have an income less than 60% of the area Median Gross Income. The designation of this new QCT meant that the OPCRA was home to one two QCTs in the City of Oakland Park. The CRA QCT is generally bordered by Oakland Park Boulevard to the south, Prospect Road to the north, Dixie Highway on the east, and Andrews Avenue to the west.

The designation of a new QCT and in the CRA was not contemplated in the 2017



Plan and represents an unanticipated challenge that the CRA must address as it relates to building economic equity when planning redevelopment initiatives. The challenge of an additional QCT in the CRA also comes with additional tools from the Federal Government in the form of an Opportunity Zone designation for this QCT. An Opportunity Zone is a private investment-based tax incentive tool designed to spur private investment for economic development and job creation in distressed communities. The program leverages investments through a deferral, reduction, and exclusion of capital gains taxes. The OPCRA should continue to market and use this Opportunity Zone designation to bridge the incentive gap between the government's desire for private investment in disadvantaged areas and private industry's reluctance to invest in these areas.

COVID – The Big Pivot

In March of 2020, the City of Oakland Park, the OPCRA, and the world were forced to pivot in the wake of what has been characterized as one of the largest global crises in history. The impact on the City of Oakland Park was significant; unemployment went from record lows to record highs, local businesses suffered, and the need for assistance and services increased dramatically as City revenue streams collapsed. The City was forced to implement cost-savings measures, capital purchases were deferred, operating budgets reduced, and a hiring and overtime freeze was implemented citywide. COVID also forced the City to modify operations to safely provide existing services, while creating new services and programs like the coordination of food assistance and delivery programs, and providing support and grants to local businesses. Most notably, the City created the first municipally run COVID-19 vaccination site in Broward County, serving as an award winning model for helping at-risk and underserved communities.

As with the unanticipated opportunity presented to the CRA in the way of \$40 million in Bond program funding, the devastating impacts of COVID 19 was a significant unanticipated challenge that necessitated a total shift in CRA activities. During the height of the pandemic, CRA placed an additional emphasis on business assistance, recovery, and education. The CRA and its partners produced webinars for local businesses to share valuable information on federal aid programs, financial crisis management tools, COVID-19 reopening guidelines, and other business recovery information.

In response to COVID's impacts on local businesses, the OPCRA established a new program, **Find It In Oakland Park**. The purpose of this campaign was to spur a movement among residents to dine and shop within the City to support local businesses and help with the recovery of their own community. During COVID CRA and City staff ran food distribution events, staffed the City's vaccination site, delivered much needed grants to small businesses, and worked with vendors to secure temporary price reductions. In order to remain safe but keep city operations functioning, others worked from home reviewing building permits, answering customer calls, and working on the next phases of the facilities program. COVID forced the CRA and the world to pivot



Illustration: Find It In Oakland Park Campaign

and change the way it does business, which impacted the programs, policies, and resource allocation within the CRA.

In 2021 and 2022, inflation began to broaden in nature, with the cost of goods, services, fuel, and labor increasing. Construction inflation created a negative impact on the City's capital program. Federal efforts to tame the highest levels of inflation seen in decades resulted in interest rate increases of a frequency and magnitude not seen in the 21st century. This made debt and external financing costs for capital expenditures more difficult and costly to secure. During this time labor and material costs increased quickly, the City experienced multiple cancellations of vehicle orders due to lack of availability, multiple vendors canceled contracts due to an inability to honor the pricing or requested contract amendments to increase rates. COVID-19 and its aftermath continue to affect City projects to date.

Post COVID Recovery

With the development of the Sky Building underway, the City now had the opportunity to evaluate the highest and best use for the Downtown Properties. The City established a vision for the Downtown Properties as a part of the OP3D code revisions. That vision required additional due diligence and community conversations regarding the relocation of facilities and development priorities for the Downtown Properties. During these deliberations, the City was formally notified of its selection as a potential location for a commuter rail stop adjacent to the proposed development project. An unanticipated opportunity that could potentially increase the economic viability of the downtown, support new residential development, and provide a new layer of transportation accessibility for the community.



In 2021, the City issued a two-part formal solicitation for the Downtown Properties Redevelopment Project that culminated in a months-long process to find the right partner to redevelop Oakland Park's City Hall and adjacent parcels. The formal solicitations detailed the City's priorities for the development of a new, transformative mixed-use campus that will redefine the downtown, expand tax base, create affordable housing, and set the stage for a future commuter rail platform. The magnitude and complexity of this effort was significant, from the preparation of the solicitation and marketing material, the review of proposals, and ongoing negotiations with the top-ranked developer. A purchase and sale agreement and a development agreement with the Horizon of Oakland Park, LLC (a joint venture of Kaufman Lynn and the Falcone Group) was approved by the City in August of 2022. Due to the intensity of these activities, the updates to the CRA's strategic plan were put on hold until early 2023 to ensure the efficient and comprehensive completion of the Downtown Properties Redevelopment process.

The last five years have been filled with both tremendous opportunities and challenges. The impact of COVID 19 was monumental in the way of loss, both human and economic. The resulting economic aftershock of COVID has been equally significant. This historic event was an unanticipated challenge that forced the OPCRA to pivot, realign resources, and shift priorities. Conversely, the CRA also received several unanticipated opportunities in the way of new investment in public infrastructure and facilities with the passage of the GO Bond, and the designation of the Downtown as a potential train station location. While these opportunities may pale in comparison to the impact of the global pandemic, they also forced the CRA to review its projects and realign its activities to take full advantage of the benefits that these opportunities will present. The impact of these unanticipated challenges and opportunities are detailed in **Section II: 2017-2022 Strategic Plan Status.**

2023 – 2028 Strategic Plan Process

As a requirement under the original Oakland Park CRA Plan, the CRA Board must update and amend the Plan every five years to reflect changing conditions. The standard updating process involves the following:

1. Updated data and analysis;
2. Revised capital improvements program and other redevelopment strategy recommendations;
3. Review by Local Planning Agency; and
4. Consideration by CRA Board and City Commission

R. Miller Consulting Group, (RMCG) was once again selected to update the OPCRA Strategic Action Plan for 2023. RMCG worked with the City team in 2017, to develop the CRA's current Strategic Plan. Unlike the 2017 process, which was highly focused on establishing a historical summary of CRA and re-imagining the CRA Strategy, the 2023 – 2028 OPCRA Strategic Plan process focuses on, data gathering and analysis, stakeholder discussions, community meetings, and CRA Board input. This approach recognizes the need to measure growth and change in the CRA to effectively strategize for the future. The 2023 Strategic Planning process utilizes demographic and market data along with feedback from stakeholder groups to assist in identifying challenges and opportunities that should be considered as a part of the overall action plan.



The OPCRA has made outstanding strides toward accomplishing the goals and objectives outlined in its initial 2005 CRA Strategic Plan. **Section III – CRA Demographic and Market Analysis**, indicated that over the last five years the CRA experienced growth in household income, property values, commercial and residential lease rates, and taxable value. These factors indicate that redevelopment strategies implemented by the OPCRA are having a positive impact.

Although economic indicators show growth, there is still considerable work that must be done to ensure the economic sustainability of the downtown and equity for residents in the CRA. As such, the 2023 – 2028 CRA Project List focuses on laying the groundwork in the emerging areas with new land use policies and investments in streetscape, transportation, and mobility infrastructure, while continuing to focus on advancing downtown redevelopment projects and a comprehensive downtown mobility.

II: 2017 – 2022 Strategic Plan Status

The 2017 OPCRA Strategic Plan evaluated all the information, best practices, opportunities, and challenges that were known at that time to approve the projects listed below. As previously stated, the plans adopted in 2017 were adjusted in large part due to the historic challenges associated with the pandemic. COVID forced the OPCRA to reallocate resources, implement new programs, and maintain operations amidst an uncertain financial and social climate. Despite these challenges, the OPCRA was able to accomplish a large portion of the major initiatives listed in the 2017-2022 Plan, the accomplishments are detailed below.

As stated in the Section I of this report, the CRA focused its efforts in the downtown area to capitalize on the momentum that was building at the time for the Culinary Arts District brand. The CRA also made efforts to advance projects that would lay the foundation for future CRA focus areas. The 2017 plan stressed the need to increase the number of residential units downtown to secure future development and sustainability of the Culinary Arts District. The development of additional residential units was to be accomplished through the well-planned redevelopment of select sites downtown to create aesthetically impactful mixed-use projects.

The main redevelopment strategy utilizes public private partnership redevelopment projects to secure the financial viability of the downtown, provide public gathering spaces, public parking, employment opportunities, and acts as a catalyst for additional private investment. The 2017-2022 CRA Action Plan Project List was a culmination of thirty (30) projects and programs that supported that theory. Like the original CRA plan adopted in 2005, the CRA plan activities are broken into three (3) categories: **Capital Improvement Projects, Public Private Partnerships, and Policies and Programs.**

The following section provides a detailed status update on the projects completed by category.

Capital Improvement Projects

<i>Project Title</i>	<i>Status</i>
Phase I Planning and Design for Improvements to NE 12 Terrace (South of OPB)- including Arts District Feasibility Plan	Complete
Mobility - Development of Surface lots	Complete
Mobility- Parking Management System Design	Underway
Mobility – Phase I Planning and Design for of Vehicular Circulation Improvements NE 12 Ave	Complete
Mobility- Phase I Planning and Design for Pedestrian Improvements throughout Downtown	Underway
Mobility – Phase I Planning and Design Streetscape Improvements throughout Downtown	Underway
Mobility - Expanded Bike Share Partnerships and Station Installation	Not Active
Mobility - Micro Transit Downtown Circular Plan	Underway

The 2017 Strategic Plan project list included eight (8) major capital projects, of which seven (7) have been completed or are currently underway, and one (1) is on hold.

The **Phase One Planning for Improvements to NE 12th Terrace and NE 12th Avenue**, which included Arts District feasibility planning, was completed as a part of the OP3D code revision process.

Phase one of the **Parking Management System Design Project** is complete, however, phase two of the project was placed on hold to give the City time to evaluate the impact of the expansion of the downtown district, the commuter rail station location, and the new Downtown Traffic Mobility Plan. These plans will impact the location of parking zones, dictate traffic patterns, and impact parking demand, as such, phase two of the study was postponed to ensure that these factors are incorporated into the final parking management system design. RMCG is recommending that this program be carried forward into the 2023 Plan.

The **Expanded Bike Share Partnership Project** has been placed on hold due to major planning initiatives. RMCG is recommending that this project be carried forward into the 2023 Strategic Plan to allow staff to evaluate the feasibility of this program in conjunction with major improvements to streets in the downtown core.

The two **Planning and Design projects for Pedestrian and Streetscape Improvements** throughout the Downtown are currently underway as a part of larger improvements associated with the Sky Building, Horizon Building, NE 13th Avenue Improvements, and NE 34th Court Improvements. RMCG is recommending that these projects be carried forward into the 2023 Plan.

The **Micro Transit Downtown Circular Plan** is also underway, staff is working with the county to secure the train station location and has also applied for Surtax funding to support a community shuttle that will include Downtown routes. RMCG is recommending that this project be carried forward into the 2023 Plan.

Public Private Partnerships

<i>Project Title</i>	<i>Status</i>
Development of West Dixie Lots Gap Funding	Complete
Jaco Pastorius Park Culinary Marketplace Construction	Not Active
Long-Term Mixed-Use SE Corner of 38th Street and Main Street – Gap Funding	Complete
South Gateway Fountain and Plaza	Underway

The 2017 Plan included four major public private partnership redevelopment projects in the Downtown, two (2) of which are deemed complete because they are either under construction or in the planning and design phase, one (1) that is underway, and one (1) that is on hold. The OPCRA has had great success over the last five years in crafting beneficial public private partnership opportunities.

The CRA identified **The West Dixie Lots Project** as its first redevelopment priority. The West Dixie Lot parcels were located on two (2) acres of underutilized, polluted, non-revenue generating, City land, bisected by NE 38th Street and adjacent to Dixie Highway and the Florida East Coast Railway (FEC). This site Selecting this site as the catalyst for the first new development project in the Downtown in more than 20 years was a challenge. This challenge resulted in an award-winning project for the CRA, now known as the **Sky Building**.



To accomplish the development of the Sky project, the City dedicated resources to design and evaluate the feasibility of its vision in the market prior to the issuance of a formal solicitation. With a clear understanding of the financial realities of this development, the City leveraged its willingness to act as an anchor tenant to increase the stability of the project. The City also partnered with Broward County to establish an ad valorem tax rebate incentive package that worked to ensure the feasibility of construction. In 2018, the City entered into a development agreement with one of the qualified development firms for the Sky Building Mixed Use project.

The Developer purchased the property from the City for \$2.55 M which shall be paid through a combination of City monthly lease credits and cash. In addition, the developer committed to construct 119 residential rental units, 17 live work units, 15,000 Sq. Ft of commercial, the City of Oakland Park City Hall Offices, and 318 structured/on street parking spaces. The Sky Building also includes an attainable housing component, which dedicates 100% of the units as attainable at the 120-140% AMI Income for 2 -5 years.

As previously noted, the City committed to be the anchor tenant to stabilize the development and to realize its goal of consolidating Citywide operations. In addition to becoming an anchor tenant, the City waived impact fees, pledged federal funding to mitigate building permit fees, contributed a portion of City's Affordable Housing Fund dollars to increase the number of attainable units dedicated, and partnered with Broward County to provide a five (5) year ad valorem Tax "rebate" from both the City and the County's share of the annual ad valorem tax bill.

While it is nontraditional to lease City Hall Facilities, this innovative decision yielded a mutually beneficial result for the community and the private partner. The City was able to accomplish its goal of consolidating City operations in new office space while stabilizing a catalytic development for the Downtown. Furthermore, the decision to relocate City to the Sky Building enabled the OPCRA to assemble roughly four acres of property for redevelopment across two city blocks. This opportunity significantly changes the landscape of the downtown to spur additional investment.

In 2021, the City issued a two-part formal solicitation for the Downtown Properties Redevelopment Project, referred to in the 2017 Plan as **Mixed-Use Project at the corner of Park Lane and Main Street**.



Rendering: Horizon Project

Phase one of this process was development firm pre-qualifications and Phase two was the submittal of detailed development proposals by five (5) pre-qualified firms. In 2022, The City Commission approved the Development Agreement with the Kaufman Lynn Falcone Group (KLF) for the development of the Horizon of Oakland Park Project. The Horizon project will be a mixed use development that includes up to 310 units of residential, ground floor commercial and retail space, structured parking, new recreational facilities, and the integration of a Wooner or "living street" which will activate the development and connect it to the rest of the Oakland Park Downtown.

As a part of this development, the City will receive \$11.2 M in proceeds from the sale of the Downtown Properties, KLF will relocate park amenities to the new Greenleaf Park facility, dedicate

195 additional parking spaces to the public, construct the new commuter rail station (if authorized by train station authorities), and dedicate 10% of the units as attainable in the 120-140% of AMI category for a period of 5 years. The Horizon of Oakland Park redevelopment project represents over \$140 million in new private investment in the CRA with an estimated Ad Valorem value of \$24.6 M over 20 years. Like the Sky project, the City partnered with the County to receive \$5M in incentives over 5 years to support the City's infrastructure projects.

The **South Gateway Plaza Fountain Project** was included in the 2017 Plan as the installation of an iconic downtown entryway feature adjacent to "new private investment." It was the OPCRA's desire to develop an iconic entrance and gathering space to serve as the linchpin for redevelopment at the south end of downtown. The strategy for this project was to free up existing City owned property currently under lease agreements and establish a partnership with the owners of the 1299 Building to redevelop this location and change the façade to complement the City's South Gateway improvements.

The OPCRA has been in contact with the owner(s) of the 1299 Building to encourage private investment at this location. In conjunction with these efforts, and in accordance with the 2017 Plan, the OPCRA also been working at the federal level to acquire and/or partner with the USPS for the redevelopment the three (3) Post Office parcels which are adjacent to the South Gateway Plaza Project. Together, these three areas; City owned parcels, the 1299 Building, and the Post Office properties would transform the Southern entrance to the Downtown.



To date, efforts to encourage new private investment at the 1299 Building have not resulted in a viable project. OPCRA continues to work at the federal level to secure acquire and/or partner with the Post Office.

It should be noted that this concept may need to be reconsidered in light of pending transit improvements adjacent to this project. The OPCRA is monitoring both FDOT and Broward County plans for transportation improvements along Oakland Park Boulevard and is partnering with the cities of Wilton Manors and Fort Lauderdale, to submit a federal Reconnecting Communities Grant to improve connectivity between the cities along Oakland Park Boulevard and North Dixie Highway. RMCG is recommending that the South Gateway Plaza Fountain Project and the Redevelopment of the Post Office project be re-evaluated to take advantage of any pending transit improvements and carried forward into the 2023 plan.

The **Jaco Pastorius Culinary Market Project** was placed on hold due to the implementation of Facilities Improvement Bond Program, which required the use of this facility as flex space for displaced City Operations due to ongoing construction. Plans to redevelop this site will be on hold until continuity planning is complete for the bond in 2029. As such, RMCG is recommending that this project be carried forward into the 2029 plan to be reassessed upon completion of the Citywide Facilities Bond Program.

Land Acquisition

<i>Project Title</i>	<i>Status</i>
Land Acquisition – Downtown property aggregation for mixed use development	Underway
Land Acquisition – Parking	Underway
Land Acquisition – Jaco Park Culinary Marketplace	Not Active

Since its inception, land acquisition for the purposes of redevelopment has been included in the CRA Action plans. In the 2017 Plan, **Land Acquisition Projects** focused on Downtown property aggregation for the purposes of mixed-use development, parking, and the Jaco Pastorius Park Culinary Market Place. Over the last five years the City has taken advantage of prudent land acquisition opportunities, including the purchase of parcels such as the Omega Church and the NE 35th Street Lots. These parcels have become valuable redevelopment tools that the OPCRA uses to incentivize development and/or leverage for public amenities. The City was able to leverage the Omega Church site in its negotiations with the Horizon Project development team to secure a new public park facility, which will be constructed and funded by the developer. In addition, plans are currently being established for the development of a small walled nature garden/preserve on city owned property on NE 35th Street.

There are other parcels in the CRA that would advance the OPCRA's redevelopment goals. The acquisition of sites such as the Post Office parcels, sites adjacent to the City owned South lots on Oakland Park Boulevard, and/or Jaco Pastorius Park continue to be a relevant strategy for the OPCRA. As such, RMCG is recommending that the Land Acquisition Project be carried forward into the 2023 plan.

Incentive Programs

<i>Project Title</i>	<i>Status</i>
Commercial Façade	Underway
Public Art Program	Underway
Relocation Assistance	Underway
Strategic Investment Program	Underway
Attainable Housing	Underway
Marketing/ Branding Campaign	Underway
New Business Development Assistance and Training Program	Underway
New Oakland Park Downtown Development District Feasibility Study	Not Completed

Land Use Policy

<i>Project Title</i>	<i>Status</i>
East Harlem McBride Land Use Change	Not Active
H and S Subdivision Land Use Change	Not Active
NE 12th Terrace Land Use Change	Complete
Central Park Industrial Center Land Use Change	Not Active
Floranada Design District	Not Active
Midtown Commercial Regulations	Not Active
Future Prospect Gardens Pocket Park Land Use Change	Not Active
New Business Development Assistance and Training Program	Underway
New Oakland Park Downtown Development District Feasibility Study	Not Complete

The 2017 Plan contemplated the completion of seven (7) separate land use policy changes in the Downtown and surrounding neighborhoods. Focusing on the need for a “comprehensive updated mixed-use district land use and zoning,” to work alongside new “architectural guidelines for development in the Downtown.” The 2017 Plan was the catalyst for the large scale re-write of the Downtown Mixed Use District regulations resulting in the current OP3D land use codes. In addition to updated codes and architectural guidelines, the **NE 12th Terrace Land Use Change** was completed as a part of the OP3D process as well.

The Comprehensive re-write of the Downtown Development District Code and the associated Comprehensive Plan Amendments required significant city resources during the pandemic. To ensure that the City could maintain a proper COVID response and complete the land use changes already underway, the other six (6) land use policy projects were placed on hold. These six (6) land use plan amendments continue to be relevant in the CRA, as many of them focus on key areas in the QC. RMCG is recommending that these projects be carried forward into the 2023 Plan.

The OPCRA conducted a comprehensive review of the **Commercial Façade, Relocation Assistance, and Strategic Investment Programs**, to streamline and improve the Business Assistance Grants. That evaluation revealed a significant overlap across the programs, which led to confusion for the local business community. In addition, the grant application process was largely paper driven and inefficient with respect to administrative review. Therefore, in 2021 the OPCRA restructured the program and combined all the programs under one umbrella called the **Business Incentive Program (BIP)**. The guiding principle behind BIP is to provide incentive funding for local businesses to increase private investment and spur the redevelopment of commercial properties throughout the CRA. Funds available under the BIP are provided to eligible business owners in the form of a grant for qualified capital expenses. Eligible expenses include commercial façade improvements and interior fixed improvements. RMCG recommends

that this program continue as a part of the 2023 Plan under the combined Business Improvement Program project title.

The **Downtown District Feasibility Study** was placed on hold due to several ongoing initiatives which would impact the size, character, purpose, and structure of a potential Downtown Development District. The OP3D expansion, final composition of Sky and Horizon, and the potential commuter rail station located in the Downtown core will have a significant impact on the character of a potential Downtown Business District, and as such the feasibility study was deferred. RMCG is recommending that this project be carried forward into the 2023 Plan.

The OPCRA has been successful in implementing ongoing **Marketing and Branding Campaigns**, launching programs such as “Find it in Oakland Park” and the “Live Like A Loakl”. The Find It campaign’s aim was to encourage residents to dine and shop within the community and promote local businesses via social media, web, print, and more. The “Live Like A Loakl” Incentive Program partners with local businesses to provide discounts to residents, or “loakls,” who support local merchants. The Incentive Program members are given access to specific incentives and opportunities supplied by the City and CRA. Over the past five years the OPCRA has also worked to continuously promote small businesses through its banner program in and around Downtown. Through this program, the CRA highlights new and exciting small businesses that have opened, expanded, or relocated to Oakland Park using visually striking banners. In addition to these efforts, each year, the CRA works with *Colliers International* to develop an “Oakland Park Annual Market Report”. The market report highlights new economic development activities and tells the story of growth and development in the CRA.



Oakland Park Annual Market Report Cover

This annual report is developed for the investment community and is used to actively promote business development in and around the CRA. The Marketing and Branding initiatives implemented in the OPCRA have created a buzz about the district and has raised awareness about investment opportunities. RMCG is recommending that this initiative be carried forward into the 2023 Plan.

The **New Business Development Assistance and Training Program** was implemented by OPCRA in partnership with organizations like Broward SCORE and the Small Business Administration to offer programs and training courses throughout the year to increase the capacity of our existing

businesses and provide a resource for startup entrepreneurs. RMCG is recommending that this initiative be carried forward into the 2023 Plan.

The **Public Art and Attainable Housing Programs** are currently underway. OPCRA and City staff worked with consultants to develop long-term policies and plans to address Public Art and Attainable Housing policies for the City. The City’s Art Consultant has developed a process and procedure to foster, promote, and approve public art projects in collaboration with the City’s Arts and Culture Board, and on September 6, 2023, the City Commission approved the City’s new Public Art Policy. This new policy will guide the selection and placement of public art in both the Sky Building and Horizon redevelopment projects.

The City’s Attainable Housing Consultant is currently evaluating all aspects of attainable housing in Oakland Park to develop a balanced approach to encourage a mix of housing types that provides housing opportunities for all economic levels while still contributing to a vibrant local economy. The OPCRA actively includes public art and attainable housing as a priority in its redevelopment projects. RMCG recommends that these initiatives be carried forward into the 2023 Plan as long-term policy evaluation is currently underway.

2017-2022 Completed Projects

Capital Projects

<i>Project Title</i>	<i>Status</i>
Phase I Planning and Design for Improvements to NE 12 Terrace (South of OPB)- including Arts District Feasibility Plan	Complete
Mobility - Development of Surface lots	Complete
Mobility – Phase I Planning and Design for of Vehicular Circulation Improvements NE 12 Ave	Complete

Public-Private Partnerships

<i>Project Title</i>	<i>Status</i>
Development of West Dixie Lots Gap Funding	Complete
Long-Term Mixed-Use SE Corner of 38th Street and Main Street – Gap Funding	Complete

Policies and Programs

<i>Project Title</i>	<i>Status</i>
NE 12th Terrace Land Use Change	Complete

2017-2022 Carry Forward Projects

Capital Projects

<i>Project Title</i>	<i>Status</i>
Mobility - Expanded Bike Share Partnerships and Station Installation	Not Active
Mobility- Parking Management System Design	Underway
Mobility- Phase I Planning and Design for Pedestrian Improvements throughout Downtown	Underway
Mobility – Phase I Planning and Design Streetscape Improvements throughout Downtown	Underway
Mobility - Micro Transit Downtown Circular Plan	Underway

Public-Private Partnerships

<i>Project Title</i>	<i>Status</i>
South Gateway Fountain and Plaza	Underway
Jaco Pastorius Park Culinary Marketplace Construction	Not Active

Land Acquisition

<i>Project Title</i>	<i>Status</i>
Land Acquisition – Downtown property aggregation for mixed use development	Underway
Land Acquisition – Jaco Park Culinary Marketplace	Not Active

Policies and Programs

<i>Project Title</i>	<i>Status</i>
Incentive Programs	
Commercial Façade	Underway
Public Art Program	Underway
Relocation Assistance	Underway
Strategic Investment Program	Underway
Attainable Housing	Underway
Marketing/ Branding Campaign	Underway
New Business Development Assistance and Training Program	Underway
New Oakland Park Downtown Development District Feasibility Study	Not Complete
Land Use	
East Harlem McBride Land Use Change	Not Active
Floranada Design District	Not Active
Midtown Commercial Regulations	Not Active
H and S Subdivision Land Use Change	Not Active
Central Park Industrial Center Land Use Change	Not Active
Future Prospect Gardens Pocket Park Land Use Change	Not Active

III: CRA Demographic and Market Analysis

RMCG worked with the City’s Economist, Lambert Advisory, to evaluate demographic changes in the OPCRA. The demographic and market analysis focused on four main questions:

1. What are the demographic changes within the CRA since 2016?
2. How does Economic and Demographic Data compare to both the City and the CRA?
3. What is the status of the real estate market within the CRA?
4. How have CRA Strategies impacted tax base since 2016?

A review of area demographics is essential to assist the CRA in identifying current conditions and or trends that should be considered during 2023-2028 strategic planning process. The economic and demographic data presented below will illustrate changes in population growth, income, housing tenure, and employment between 2016.

The QCT data illustrates the current social and economic condition of the QCT as compared to the City and the CRA. The market data will show how the CRA’s performance from a real estate development perspective. Finally, the tax base analysis will show the impact that redevelopment and strategic investment has had on the values within the CRA.

Economic and Demographic Overview

The OPCRA has seen a significant increase in population growth from 2016 – 2021 as compared to population growth in the City and Broward County. The CRA’s population growth outpaced that of the City and County by roughly 2%.

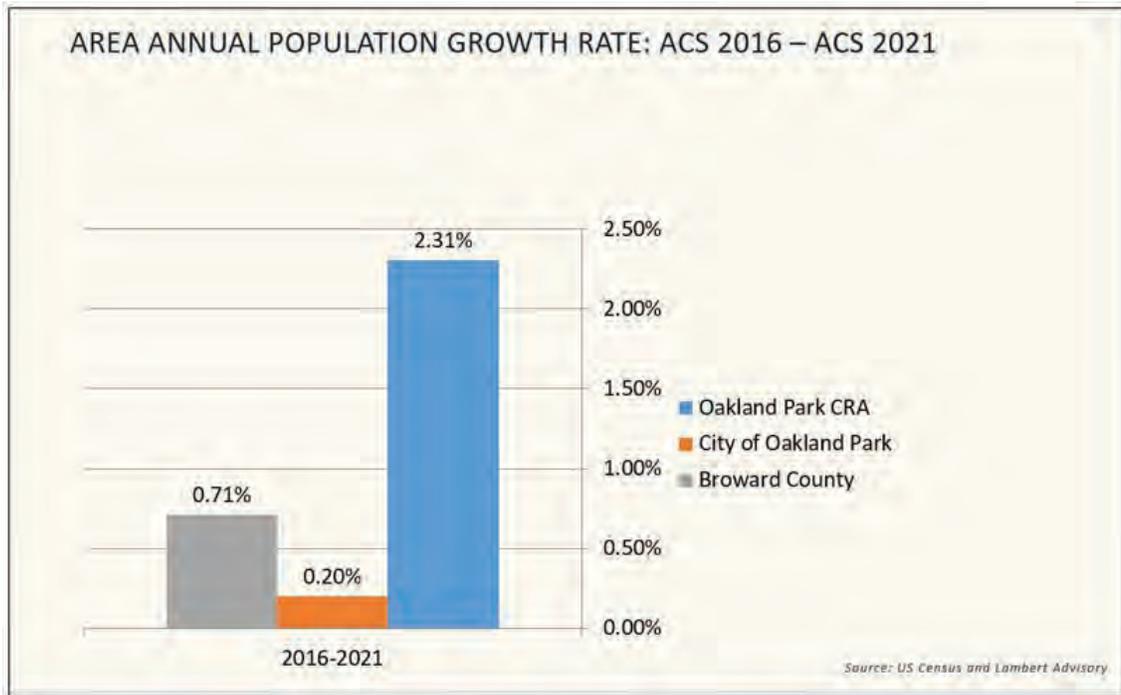


Illustration: CRA Population Growth 2016 - 2021

When looking prospectively at CRA growth potential, Traffic Area Zones (TAZ) in the CRA were analyzed to project population growth within the CRA through 2045. TAZ is a unit of geography often used in transportation planning to forecast growth and roadway capacity. TAZ closely mirror census block groups in the CRA. The TAZ analysis forecasts that the CRA will grow by 500 – 1000 persons by 2045, a conservative projection considering the CRA currently has roughly 500 new residential units either approved or under construction as of the date of this report. These projects alone could expand the CRA's population by more than 1,000 persons by 2028. The illustration below shows most of the growth clustered in and around downtown. While conservative in its projection of population growth, the projected location of growth aligns with the increased density that is part of the new OP3D regulations.

CRA household income is on the rise, growing by 20% as compared to the 2016 data for the area. However, the district still lags in income growth when compared to the City and County data. CRA household income is roughly 10% below the City and 23% below the County.

When looking at median household income in the CRA on the map, most areas inside the CRA have a median household income between \$40,000 and \$60,000, the exception being the areas east of Dixie Highway and north of NE 38th Street, generally referred to as the North and the Central Corals neighborhoods. The Corals neighborhood shows a median household income between \$70,000 – \$99,000.

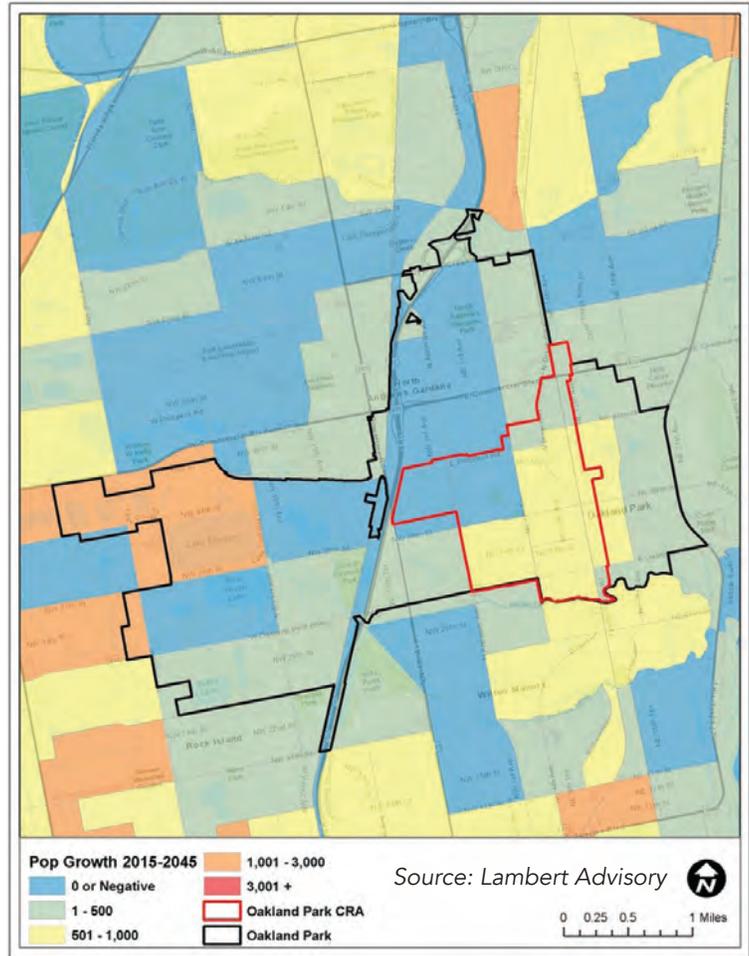


Illustration: CRA Population Growth Projection by TAZ 2015-2045

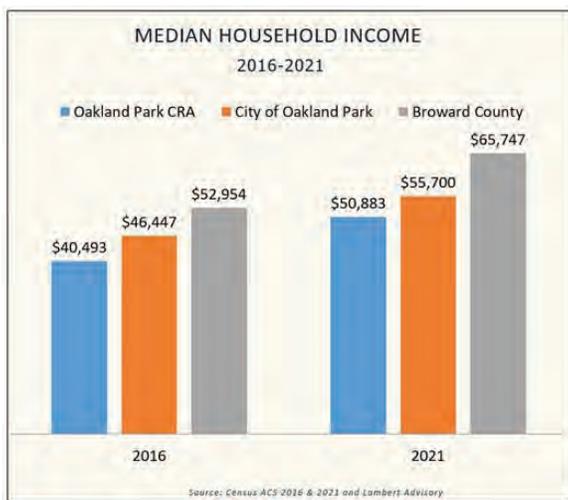


Illustration: CRA Median Household Income

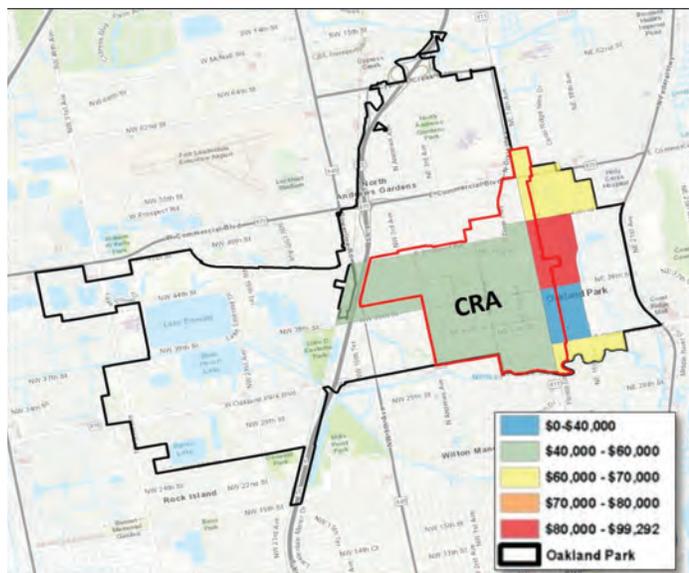


Illustration: CRA Median Household Income Map
Source: ACS 2021, Lambert Advisory

When trying to gain a greater understanding of the economic condition of an area, housing tenure (ownership) is often evaluated as an indicator of income and stability. When comparing housing tenure data from 2016 to 2021, the CRA saw an increase of 12% in homeownership rates. This increase aligns the CRA more closely to the homeownership rates found throughout the City.

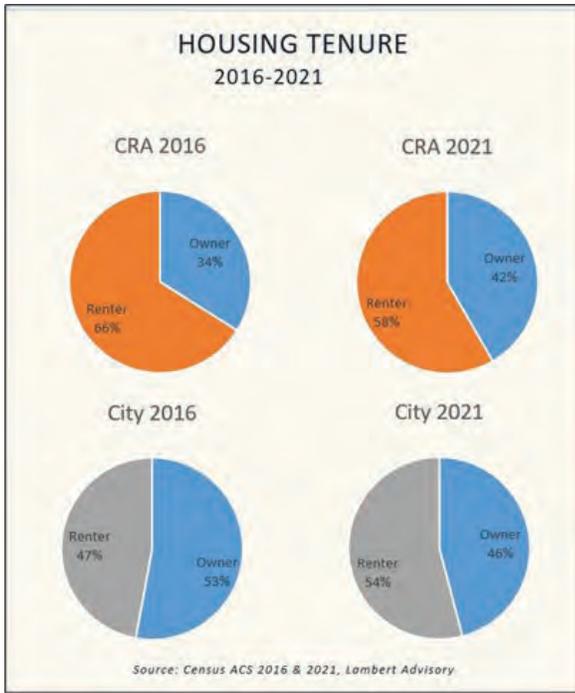


Illustration: CRA Housing Tenure

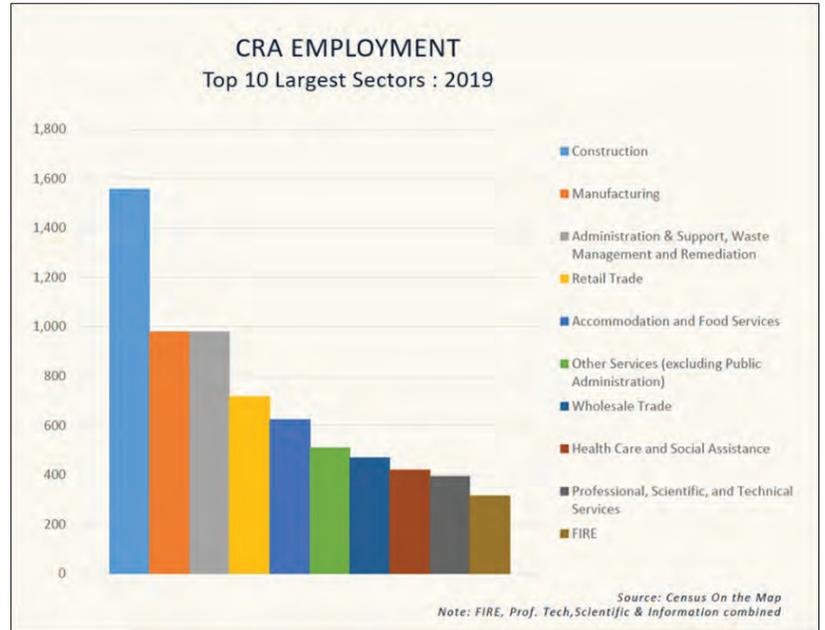


Illustration: CRA Employment

Employment within the CRA was also evaluated to gain a greater understanding of the major employment sectors and their potential impact on the economy. Employment data showed that Construction, Manufacturing, and Administration and Support sectors are dominant within the CRA, accounting for half of the jobs in the area.

When looking at the US Bureau of Labor and Statistics mean hourly wage data for the Miami-Fort Lauderdale MSA, the top three Employment Sectors in the CRA all have mean hourly wages that are notably less than the Broward County average wage. This data supports the need to encourage quality job creation as a part of redevelopment projects and programs.

CRA Mean Hourly Wage	Hourly Wage	%
Broward County Mean Hourly Wage	\$28.36	% less than County Mean
Construction Occupation Mean Hourly	\$25.43	-10%
Office and Admin Occupation Mean Hourly	\$21.19	-25%
Manufacturing/ Production Occupation Mean	\$19.83	-30%

There are 7,726 people employed within the CRA, 97% live outside of the CRA and 3% live and work in the CRA. The inflow of workers presents a greater opportunity to capture daytime dollars and potentially promote housing growth with the addition of new housing stock.



Illustrations: CRA Job Flow

Inflow/Outflow Job Counts (All Jobs)		
	2019	
	Count	Share
<u>Employed in the Selection Area</u>	7,726	100.0%
<u>Employed in the Selection Area but Living Outside</u>	7,523	97.4%
<u>Employed and Living in the Selection Area</u>	203	2.6%
<u>Living in the Selection Area</u>	5,027	100.0%
<u>Living in the Selection Area but Employed Outside</u>	4,824	96.0%
<u>Living and Employed in the Selection Area</u>	203	4.0%

Qualified Census Tract Data

The existence of a QCT within the CRA is an economic and social condition that the City is committed to improve through its redevelopment efforts. In order to craft policy with this commitment in mind, it became necessary to evaluate the opportunity gap between residents in the QCT and the CRA. As such, demographic data for the QCT was analyzed to understand the disparities. The QCT represents roughly half of the population within the CRA. Census data indicates that there are marginal differences in educational attainment in the QCT as compared to the CRA, with slightly greater disparity observed when compared to the City as a whole.

QCT Population and Education

Data Type	QCT Census Tract 507.02	Oakland Park CRA	City of Oakland Park
2021 ACS Population	7,063	15,386	44,092
Households ACS 2021	2,589	5,618	17,462
HS Graduate or Higher	80%	83%	88%
Bachelor's degree or Higher	27%	28%	30%

As expected, greater disparities are observed when comparing income and poverty rates, in the QCT. The CRA QCT has a median household income of \$46,234 which is 17% lower than the median income in the City and 30% lower than the median household income of Broward County. The CRA QCT has a poverty rate of 26% which is 10% higher than the City and 13% higher than Broward County.

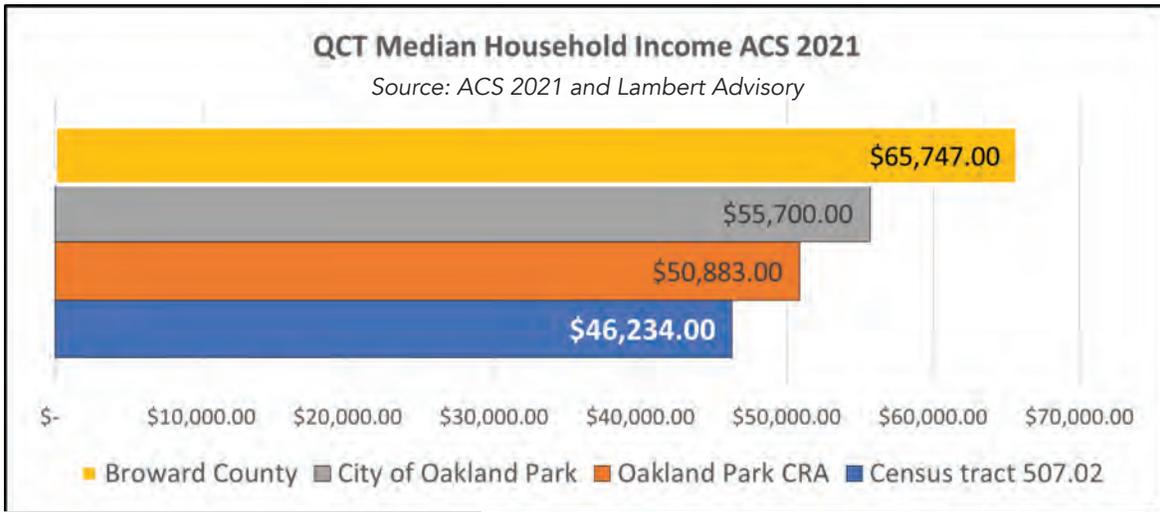


Illustration: QCT 507.02 – Median Income

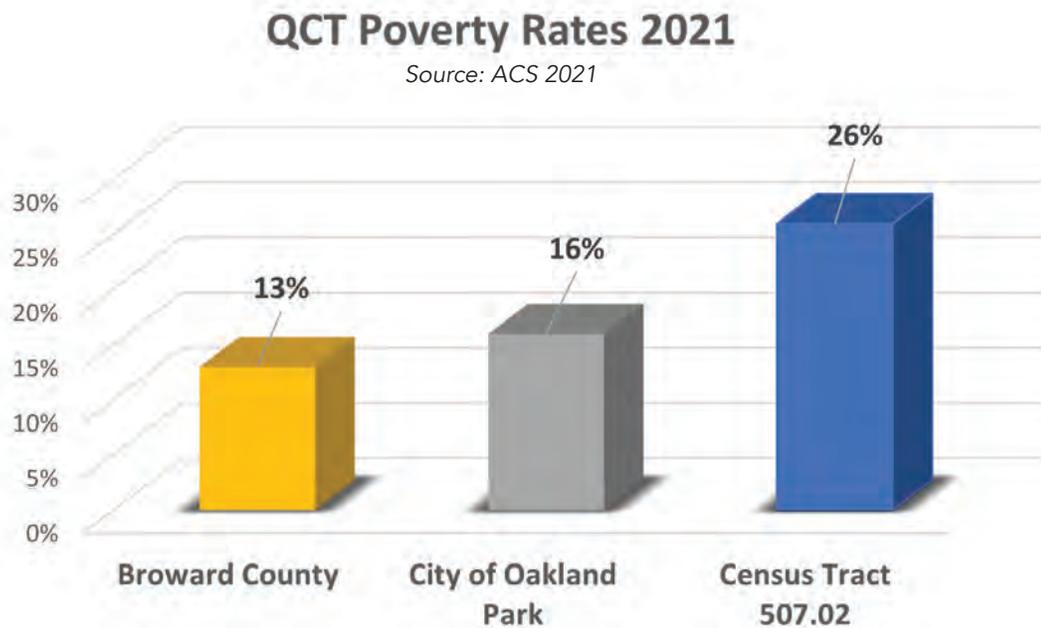


Illustration: QCT 507.02 – Poverty Rate

While the City and the CRA have focused their investments in and around the CRA QCT in order to improve the economic and social conditions in this area, these investments have resulted in growth in property values, but are not yet translating to equity in economic growth for the residents within the QCT. Like the mean hourly wage disparity in the QCT, this disconnect also signals the need for the OPCRA to place higher value on quality job creation as a measure of impact when evaluating future redevelopment projects in and around the QCT.

Real Estate Market

Single family sale prices have steadily increased in both the City and the CRA, with both areas experiencing a roughly 15% annual increase in property values over the last two years.



Illustration: Single Family Housing Snapshot

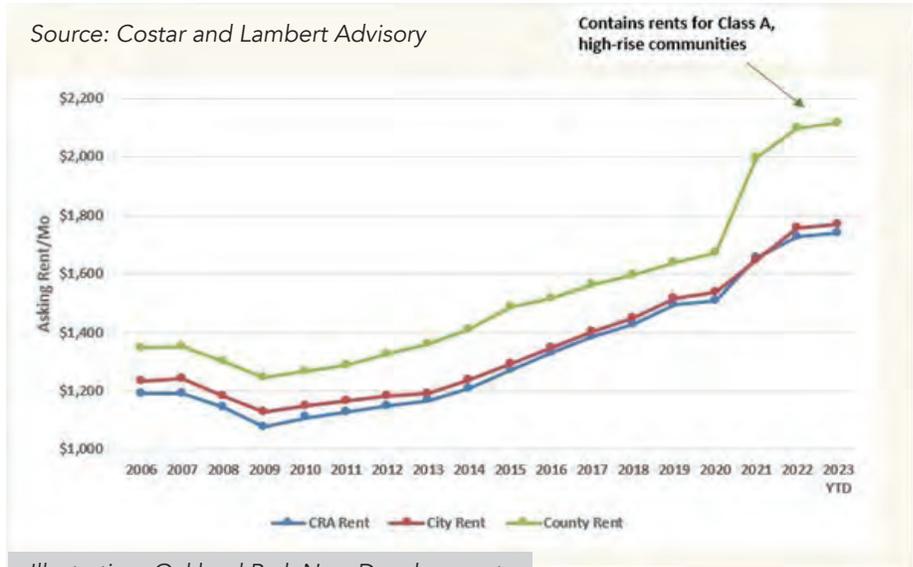
Prior to 2017, OPCRA saw limited development interest in and around the downtown. From 2017 to 2022, the Lambert Advisory report states that there were more than 23,200 multifamily units built in Broward County. During that same period, 88 total units were built within the City and the CRA, which is less than a 1% share of the County’s new multifamily developments. However, with the changes in the OP3D regulation and the marketing of OPCRA Strategic Plan initiatives, the CRA has seen a significant increase in private investment, with \$475 Million in new construction investment proposed in the City, of which \$208 Million is located in the CRA.



Illustration: Oakland Park New Developments

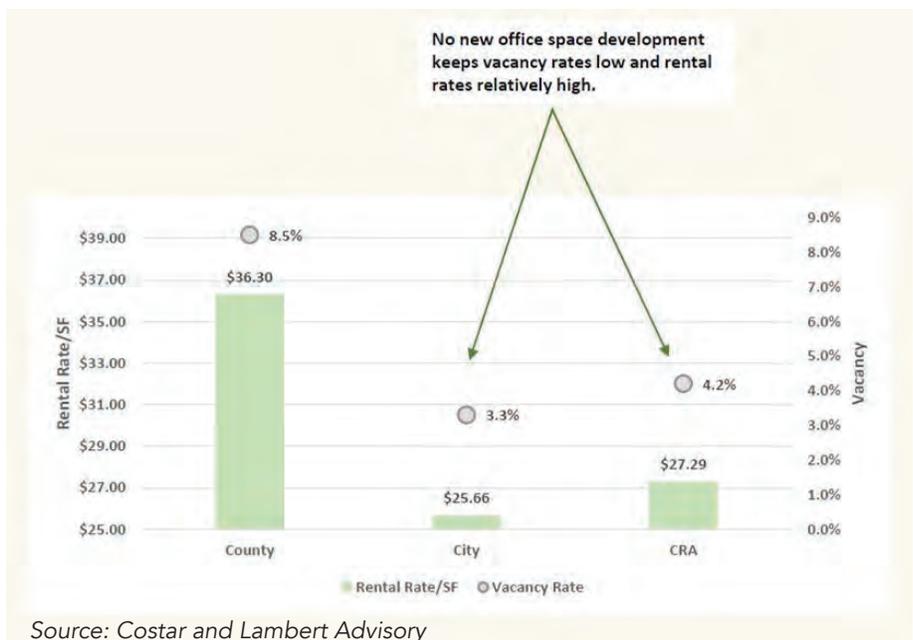
Since 2017, multifamily rental rates have consistently increased in the CRA. Currently, rental rates in the CRA have risen to become comparable to the City. In the last two years multifamily rents have increased roughly 7% per year, with the average monthly rents in the CRA currently averaging \$1.92 per square foot. While this increase is notable, the CRA still lags behind the County average multifamily rental rate of \$2.21 per square foot.

Like the residential market, the CRA has also seen limited new office space development over the last 20 years, with only 80,000 SF of office space constructed, the majority of which was completed more than 15 years ago. As a comparison, Broward County had approximately 3.8 million square feet of office constructed between 2017 and 2022 alone. Roughly 30% or 346,000 SF of the total office space in the City is located within the CRA. Office rental rates in the CRA are slightly higher than in the City at \$27 per SF. However, CRA office rents are significantly more affordable than the County average rate of \$36 per SF.



The CRA has consistently maintained office occupancy rates in the 95% range for the past 5 years, which according to the Lambert Advisory analysis, indicates opportunity for new development. The office market in the CRA remains soft as rates are well below what is necessary to support the cost and operation of new construction. However, from 2017 to 2022 office rental rates increased an average of 4.2% annually.

The retail market in the CRA is strong and space is very well leased. The City and the CRA have higher Triple Net (NNN) retail rent than the County, and the CRA has seen considerable growth in lease rates since 2017.



While the data provided by Lambert Advisory illustrated below shows fluctuations in the retail market; most of the volatility was attributed to absorption of new higher priced retail space and the impact of the pandemic. A key metric is that CRA lease rates rose from \$17.95 per SF in 2017 to \$29.81 Per SF in 2022.

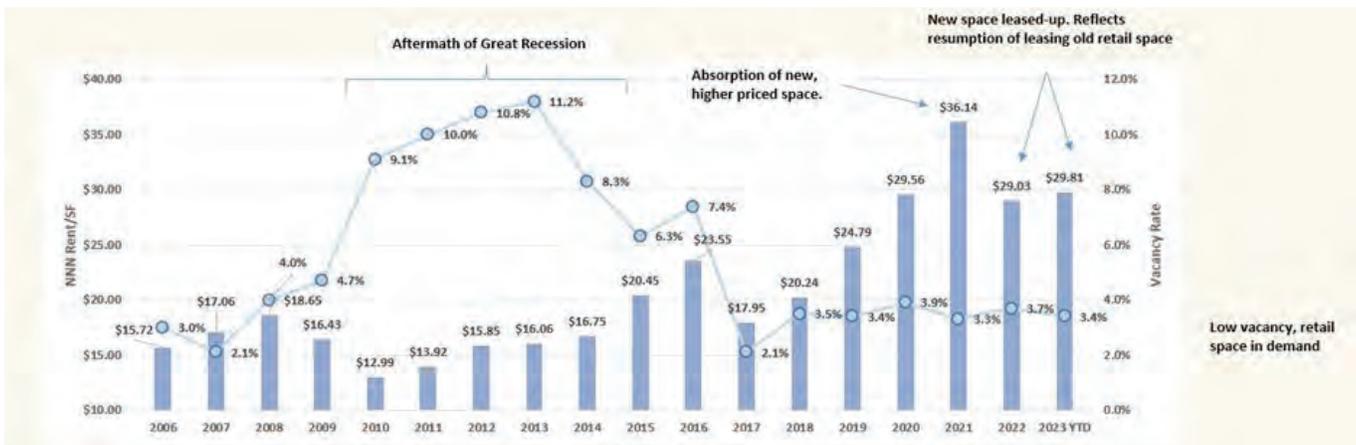


Illustration: Office Rent and Vacancy Rates

Source: Costar and Lambert Advisory

When looking prospectively at the demand for retail space in the CRA over the next 5 years, Lambert Advisory used current CRA resident retail expenditure data to project retail space demand. The Lambert Retail Trade Model estimates that there will be demand for more than 80,000 square feet of retail over the next five years. While a portion of this space will replace aging existing inventory, the demand for additional retail space is an opportunity for the CRA.

	2023	2028	Change
Estimated Population	15,851	17,076	1,225
Per Capita Income	\$28,898	\$29,481	\$582
Total Retail Expenditure Potential	\$125,968,461	\$138,438,308	\$12,469,847
Expenditure Potential by Category			
Food Services & Drinking Places	\$41,330,041	\$45,421,376	\$4,091,336
Shoppers Goods	\$83,890,661	\$92,195,150	\$8,304,489
Convenience Goods	\$65,394,428	\$71,867,941	\$6,473,513
Sales per Square Foot by Category			
Food Services & Drinking Places	\$395	\$395	\$0
Shoppers Goods	\$308	\$308	\$0
Convenience Goods	\$348	\$348	\$0
Supportable Square Footage by Category			
Food Services & Drinking Places	104,633	114,991	10,358
Shoppers Goods	272,137	299,077	26,939
Convenience Goods	202,177	222,191	20,014
plus: Building Material & Garden Equipment	117,749	129,491	11,741
plus: Non-Retail Space (Services)	104,504	123,770	19,265
Total Supportable Retail Space	801,201	889,518	88,318

Illustration: Lambert Advisory Retail Trade Model

CRA Tax Base

Since 2016, the total market value of all properties in the CRA has increased an average of \$117 million a year. The illustration below provides an overview of the CRA’s property values with Major CRA policies and program implementation highlighted each year.

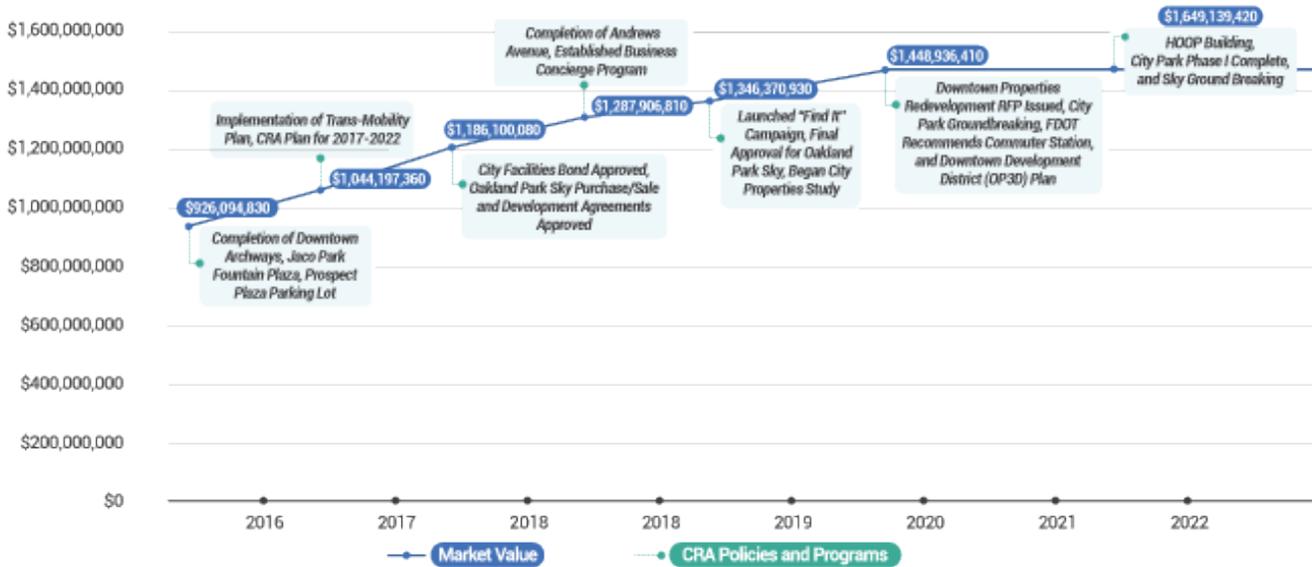
CRA PERFORMANCE DATA

CRA MARKET VALUE

Since 2016, the total market value of all properties in the CRA has increased an average of \$117 million a year.

108% INCREASE from 2014 to 2022
 2004 CRA Market Value: \$463,316,108 (Base Value)
 2014 CRA Market Value: \$793,306,790
 2022 CRA Market Value: \$1,649,139,420 (Current Value)

CRA PROPERTY VALUES | 2014-2022



These gains are directly correlated to the strategic investments throughout the CRA. It is important to note that these values do not yet reflect the \$208 Million dollars in investment that is currently either under construction or planned for the CRA.

Demographic and Market Data Highlights

Demographic and Market Data highlights several challenges and opportunities for the OPCRA over the next five years. When considering the opportunities and strong economic growth indicators, the OPCRA is well positioned to overcome the challenges that remain.

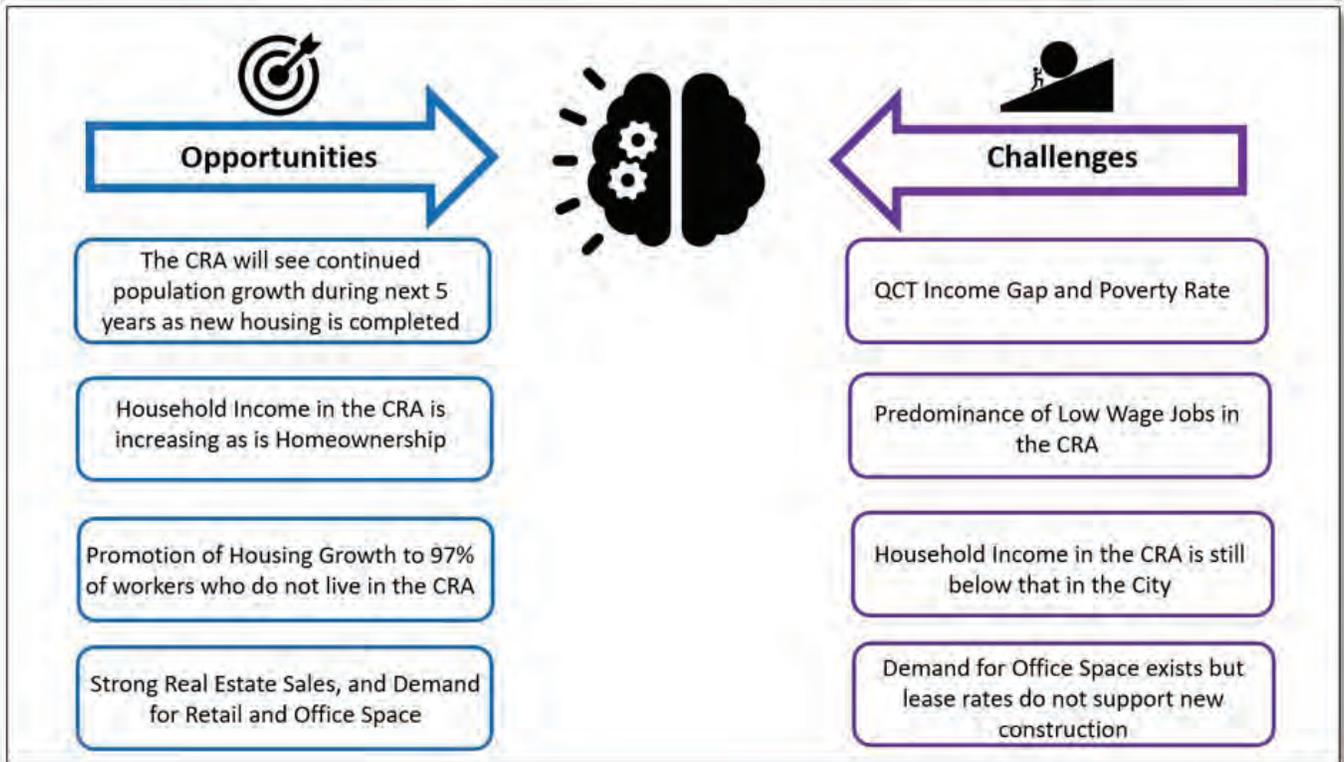


Illustration: Data Highlights -Opportunities and Challenges

IV: Stakeholder Meetings

On Tuesday, April 12, 2023, a OPCRA Stakeholder Group meeting was held at the Funky Buddha Brewery. The purpose of the Stakeholder Meeting was to share information about the OPCRA Strategic Plan, obtain feedback about CRA strategies, and share ideas about redevelopment opportunities. There were 30 stakeholders invited to the meeting representing neighborhood association leadership, small business owners, developers, local banking and investment community, and local non-profit partners. The stakeholders were broken into three groups based on their connections to the CRA.

Groups Based on CRA Connections

Entrepreneurship Group	What are the community elements that attract emerging entrepreneurs?
Placemaking Group	What are the best ways to encourage the development of vibrant spaces?
Downtown & Surrounding Community Group	What projects and programs preserve quality of life and expand small business capacity?

Stakeholders were provided an overview of the CRA's progress since 2016 followed by an overview of the current economic and market conditions in the CRA by the City's Economist, Paul Lambert of Lambert Advisory Group.

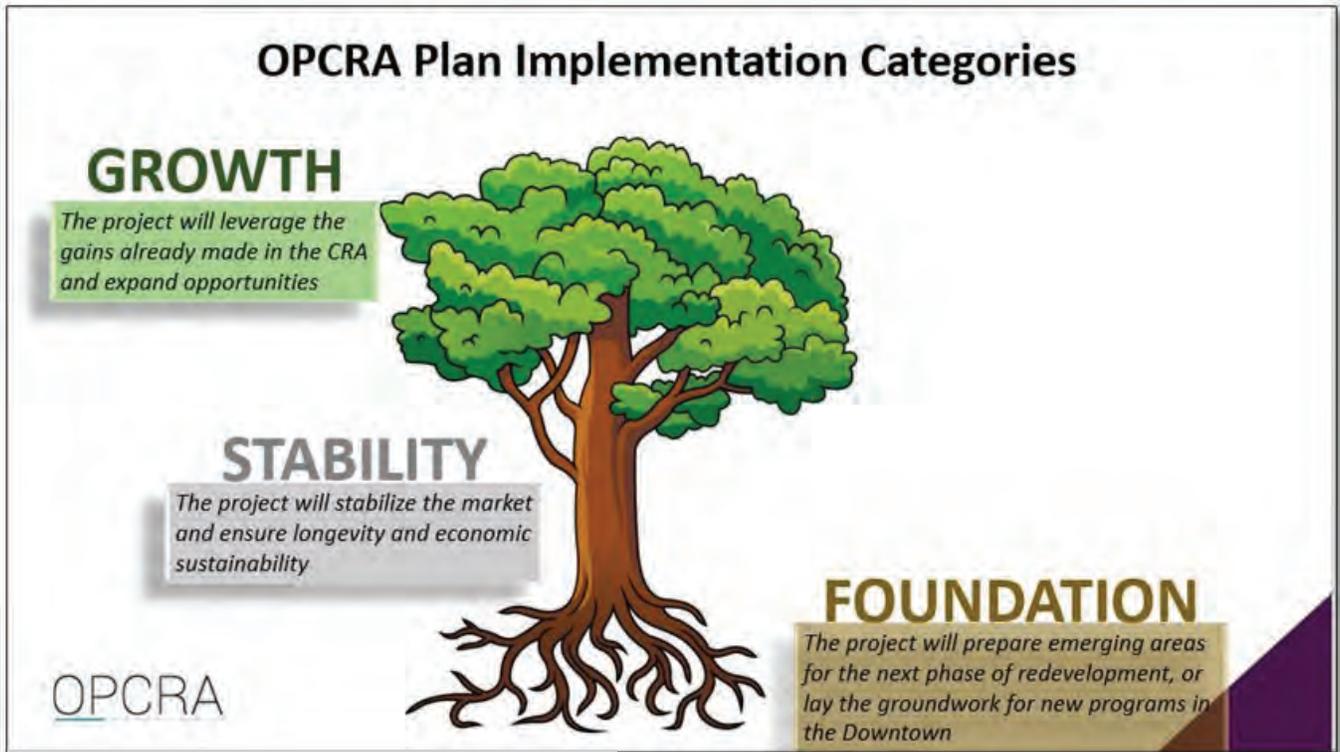
Following these presentations, the RMCG team led breakout session where each of the three groups discussed the OPCRA 2023 -2028 "potential-proposed" project list.

Groups discussions were lead by RMCG moderators and each group was asked to place projects into one of three implementation categories: Growth, Foundation, or Stability.

- **Growth Projects:** were defined as projects that will leverage the gains already made in the CRA and work to expand opportunities.
- **Stability Projects:** were defined as projects that will stabilize the market and ensure the longevity and economic sustainability of the CRA.
- **Foundation Projects:** were defined as projects that would prepare an emerging area for the next phase of redevelopment or lay the groundwork for new programs in the downtown.



The results of the exercise were strikingly similar across all groups, despite their difference in perspective.



Illustrations: OPCRA 2023 Implementation Categories

The three groups agreed on the categorization of 50% of the projects. The illustration below shows the projects for which all groups exhibited full consensus.

Growth



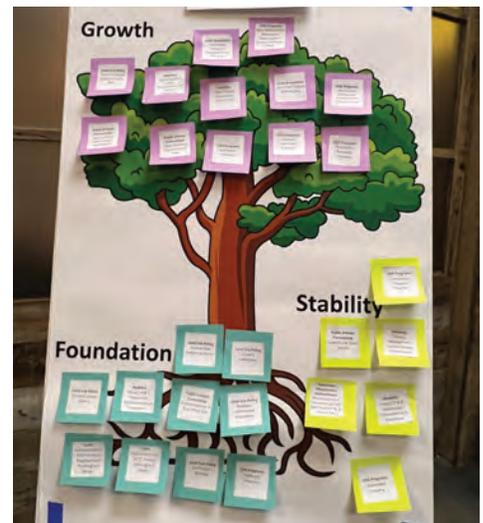


What is the most impactful project for your Stakeholder Group? And why?

What is the most impactful project for the entire CRA? And why?

RMCG then asked the stakeholder groups to categorize the projects to gain a better understanding of how the groups perceived the potential benefit of a project.

After the Stakeholder groups placed the projects into implementation categories, they were asked to collaborate once again as a group to answer two key questions:



Entrepreneurship Group

This group identified Mobility, specifically **Parking Management**, as the most impactful project from their Stakeholder Group perspective. Their decision was based on an effort to create ease of use for customers visiting their businesses and creating convenience that would encourage more traffic for the surrounding businesses.

The Entrepreneurship group identified the **Coastal Link Train Stop** as the most impactful project for the entire CRA. In conjunction with the parking support, this group felt that securing the train station will bring new visitors to the businesses in the area and encourage more foot traffic which will benefit local businesses and spur growth and expansion.

Placemaking Group

The Placemaking Group had significant conversation about the redevelopment of properties at the southern end of the CRA. The conversation of the group focused on potential that is being lost with the underutilization of the south end of downtown. The Placemaking Group identified the **Redevelopment of the Post Office** sites as the most impactful project from their group's perspective. The group indicated that this would spur significant investment as this is the main entrance to Downtown from Oakland Park Boulevard.

The Placemaking Group identified that **Land Use changes in the Central Business District** would be the most impactful project for the entire CRA. The group felt that eliminating industrial uses and encouraging more business and residential development will jumpstart growth in that area. The group also stressed the importance of improving connectivity between the east and the west side of Dixie Highway. The group felt that the reciprocal effect will be a greater customer base for both the Central Business District and the downtown.



Surrounding Neighborhood Group

The Surrounding Neighborhood Group identified **Land Acquisition (Downtown Property Aggregation for mixed use)** for the purpose of redevelopment and beautification as the most impactful project for their Stakeholder Group. This group stated that the acquisition of sites like the Post Office would be beneficial because it could be used for redevelopment and would complement

projects like Sky and Horizon.

The Surrounding Neighborhood Group identified **Land Use changes in the Central Business District** as the most impactful project for the entire CRA. Like the Placemaking Group, these community members felt that the rezoning of this area would lead to more opportunities and increased foot traffic for emerging businesses in the Central Business District. Furthermore, these changes would complement the City's investments currently under construction at City Park. Finally, this group echoed the need to invest in safer pedestrian connectivity for the east and west side of Dixie Highway, as well as the need for additional parking in the downtown area.

In summary, the Stakeholder Groups identified the following projects as priorities for the 2023-2028 Strategic Plan:

- Mobility- Parking Management System Design
- Costal Link Train Station
- Redevelopment of the Post Office/South Gateway Redevelopment
- Central Business District Land Use Changes
- Land Acquisition – Downtown Property Aggregation

During breakout sessions, stakeholder groups identified several challenges facing the CRA:

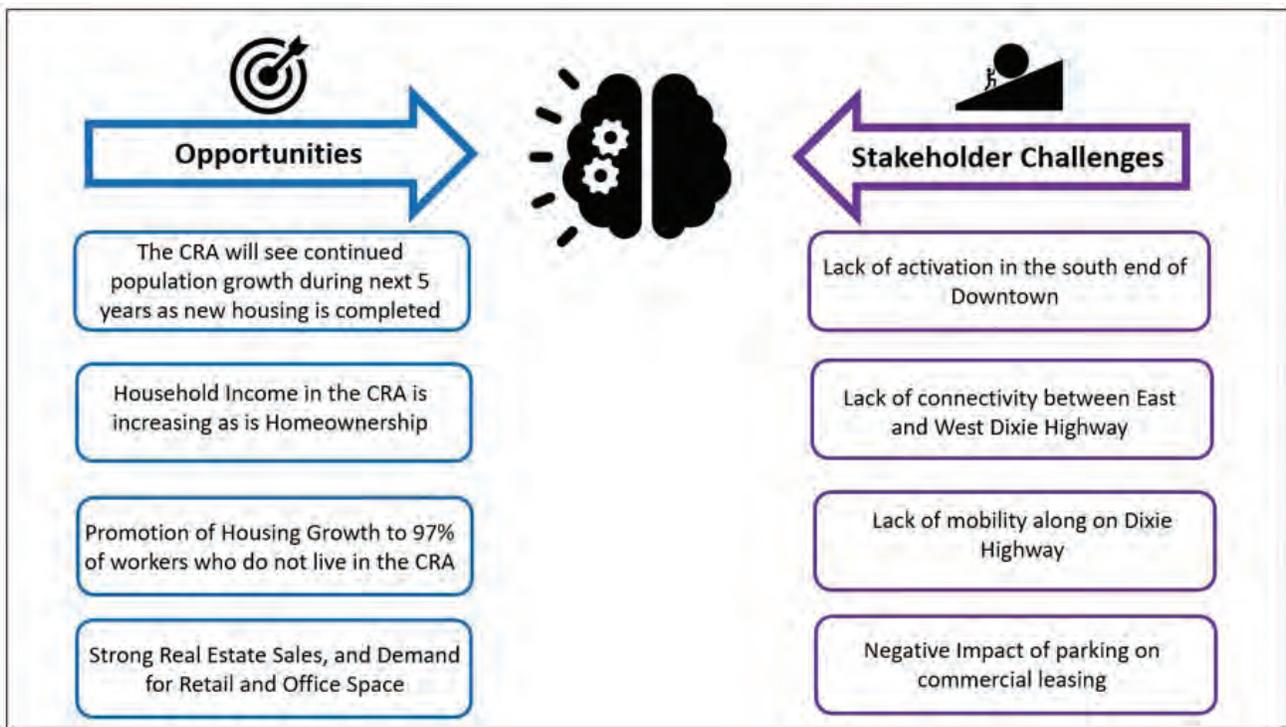


Illustration: Stakeholder Meeting Opportunities and Challenges

Stakeholder participants conveyed positive comments about the CRA's efforts to include the community, business owners, and developers in this portion of the strategic planning process. There was enthusiasm and significant conversation about the successes of the OPCRA and anticipation for what is yet to come.

V: Oakland Park CRA — The Future 2023-2028

In 2017, the CRA Board evaluated the six overarching goals originally adopted for the CRA in 2005 in recognition of the significant difference in the economy, development, and real estate post-recession. The CRA Board decided to embrace the CRA Goal statements with two minor clarifications regarding green space and housing. The Goal Statements adopted in 2017 remain relevant today, therefore RMCG is not recommending any changes to these statements for the 2023- 2028 Strategic Plan:



In addition to evaluating the CRA Goals, in 2017, the CRA Board adopted Guiding Principles with which to implement the six overarching Goals of the CRA. Like the CRA Goals, the Guiding Principles adopted in 2017, remain relevant today. As such, RMCG is not recommending that any changes be made to the Guiding Principles for the 2023 – 2028 Plan.

The Guiding Principles are as follows:

- Make the distinction between “growth” and “investment”
- Be tactical and strategic
- Be focused
- Start where there is already momentum
- Find the right partners for specific goals
- Communicate and coordinate

The redevelopment philosophy for the 2023-2028 Plan can be best categorized as, “staying the course.” The economic and market data as well as feedback from the stakeholder groups show positive growth as a result of the CRA strategies implemented to date. Therefore, to realize the dividends from the substantial investments in new policy, capital projects, and redevelopment projects, RMCG recommends that the OPCRA stay the course, while continuing to lay the foundation in the emerging areas to facilitate the spread of private investment.

2023 – 2023 Action Plan Development

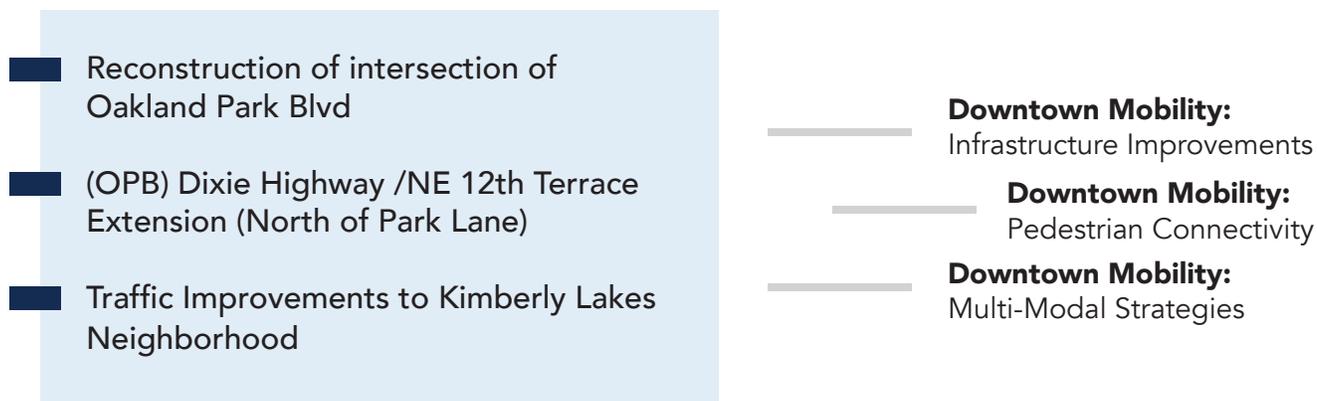
To define the potential list of 2023 -2028 Strategic Plan action items, RMCG evaluated the full list of outstanding CRA projects reported in 2017. The 2017 list was derived from the exhaustive list contemplated in the original 2005 CRA Plan. RMCG’s analysis revealed that only 5 projects remain unprogrammed from the original 2005 CRA Plan project list. This is a significant accomplishment for the OPCRA considering: (1) that redevelopment activities in the City are not supported by a traditional TIF agreement with the County; (2) the CRA was fully approved one year before the recession which significantly impacted the City’s ability to advance certain initiatives; (3) The 2005 Plan anticipated full project completion in 2045.

The **five outstanding projects** from the 2005 OPCRA Plan are as follows:

1. **Reconstruction of intersection of Oakland Park Blvd (OPB) and Dixie Highway /NE 12th Terrace Extension (North of Park Lane):**
2. **Traffic Improvements to Kimberly Lakes Neighborhood**
3. **Improvements to NE 8th Avenue**

The 2005 Plan originally contemplated several traffic and mobility projects in and around downtown. While not totally aligned with 2023 conditions, the issues that these projects sought to address are still relevant today. In light of new developments and the major multi-modal improvements being considered in and around Downtown, transportation and mobility will have a significant impact on the shape of the CRA over the next 5 years.

Large projects like the County’s PRIMO Plans, the potential commuter rail station just north of OPB, and the Federal Reconnecting Communities Grant, the City’s Downtown Mobility Study, and numerous ongoing roadway, drainage, sidewalk, and streetscape projects all work together to create a critical mass of infrastructure improvements. Because of these factors it is important that the OPCRA look at Downtown Mobility wholistically with a focus on major corridors. This approach will allow the OPCRA to define new projects that take into consideration recommendations in the new Downtown Mobility Plan, County PRIMO Plan, and commuter rail decisions. As such, RMCG is recommending that these projects be expanded to refer to the downtown CRA as a whole under Downtown Mobility, which would be broken into three focus areas: (1) Infrastructure Improvement, (2) Pedestrian Connectivity, (3) Multi-modal Strategies.



4. Redevelopment of Post Office Site (Underway):

As a part of what was referred to at the Dixie Mixed Use East Development Area in the 2005 Plan, subsequent CRA plans became more site-specific, identifying parcels like the South Gateway and the West Dixie Lots. In 2017 the CRA Plan noted the need to redevelop the Post Office sites. Anticipating that this would be a long process, it was not included in the 2017-2022 project list. Current shifts in USPS operations have created a potential opportunity for the USPS sites downtown to be considered for repurposing. OPCRA is currently working at the federal level to advocate for the sale and or redevelopment of these sites with the USPS. As such, RMCG is recommending that this project be added to the 2023 -2023 Plan.

5. Coastal Link Train Station (Underway):

The Costal Link Train Station was added to the project list by name in 2017, as talks about a commuter station were becoming more feasible. It was not added to the project list for 2017 – 2022 due to the conceptual nature of the commuter rail. As this initiative has progressed significantly, the City continues to advocate for train station authorities to finalize the northern station locations as a part of the Broward County commuter rail network. In addition, the construction of a potential station was negotiated into the Horizon redevelopment project in anticipation of obtaining final designation. Although timing and feasibility of the commuter rail stop in the City is controlled by other governmental agencies, it is prudent that OPCRA continue to advocate for commuter rail in the downtown due to its economic advantages. As such, RMCG is recommending that this project be added to the 2023 -2023 Plan.

The list below represents the list of CRA Strategic Plan projects for 2023-2028.

OPCRA CRA 2023 – 2028 Projects (Change-Order List)

Capitla Projects	
<i>Project Title</i>	<i>Status</i>
Mobility- Parking Management System Design	Carry Forward / Underway
Mobility- Phase I Planning and Design for Pedestrian Improvements throughout Downtown	Carry Forward / Underway
Mobility – Phase I Planning and Design Streetscape Improvements throughout Downtown	Carry Forward / Underway
Mobility - Expanded Bike Share Partnerships and Station Installation	Carry Forward
Mobility - Micro Transit Downtown Circular Plan	Carry Forward / Underway
Downtown Mobility - Infrastructure Improvements	New
Downtown Mobility – Pedestrian Connectivity	New
Downtown Mobility – Multi-Modal Strategies	New

Public Private Partnerships

<i>Project Title</i>	<i>Status</i>
Jaco Pastorius Park Culinary Marketplace Construction	Carry Forward- 2029 Plan
South Gateway Fountain and Plaza	Carry Forward / Underway
Redevelopment of Post Office Site	New / Underway
Coastal Link Train Station	New / Underway

Land Acquisition

<i>Project Title</i>	<i>Status</i>
Land Acquisition – Downtown property aggregation for mixed use development	Carry Forward / Underway
Land Acquisition – Jaco Park Culinary Marketplace	Carry Forward

Policies and Programs

<i>Project Title - Land Use</i>	<i>Status</i>
East Harlem McBride Land Use Change	Carry Forward
H and S Subdivision Land Use Change	Carry Forward
Central Park Industrial Center Land Use Change	Carry Forward
Floranada Design District	Carry Forward
Midtown Commercial Regulations	Carry Forward
Future Prospect Gardens Pocket Park Land Use Change	Carry Forward
<i>Project Title - Programs</i>	<i>Status</i>
Commercial Façade	Carry Forward / Underway
Strategic Investment Program	Carry Forward / Underway
Relocation Assistance	Carry Forward / Underway
Public Art Program	Carry Forward / Underway
Attainable Housing	Carry Forward / Underway
Marketing/ Branding Campaign	Carry Forward / Underway
New Business Development Assistance and Training Program	Carry Forward / Underway
New Oakland Park Downtown Development District Feasibility Study	Carry Forward

Programs now combined under one project title:
Business Improvement Program

VI: Conclusion

The OPCRA has made outstanding strides toward accomplishing the goals and objectives outlined in its initial 2005 CRA Strategic Plan. As detailed in this report, OPCRA has completed, implemented, or programmed every project that was listed in their initial CRA Plan. This is notable because unlike other CRA districts OPCRA accomplished these projects without the benefit of TIF and despite challenges such as the recession and the pandemic, which impacted their ability to advance major initiatives. 2017 to 2022 can be categorized as emerging years for the OPCRA. Economic and market analysis show growth in household income, property values, commercial and residential lease rates, and taxable value. These are indicators that redevelopment strategies implemented by the OPCRA are having a positive impact. It is anticipated that 2023 - 2028 will represent a period of catalytic growth for the Oakland Park CRA.

Although economic indicators show growth, there is still considerable work that must be done to ensure the economic sustainability of the downtown and equity for residents in the CRA. The existence of a QCT in the center of the CRA is a reminder that redevelopment strategies that create opportunities for high quality jobs, training and apprenticeships, and attainable housing are also metrics to consider when evaluating the benefits of future redevelopment projects.

Stakeholder sentiments about the OPCRA are positive, echoing the general message that redevelopment efforts in the OPCRA have had a positive impact on the community. Although positive in their outlook, stakeholder groups also shared concerns about mobility, connectivity, pedestrian safety, parking, and walkability. These groups support the redevelopment and express a desire for the OPCRA to make projects like land acquisition to support mixed-use development, redevelopment of the post office, and the creation of a new land use vision for the Central Business District a priority for the CRA.

In light of the economic indicators, positive feedback from the CRA stakeholders, and increased development interest in the OPCRA, RMCG is not recommending changes to the six overarching goals of the CRA or the six Guiding Principles for the investment of resources. Data indicates that the growth observed over the last five years is a conservative precursor for the future. The OPCRA is poised to experience continued growth in redevelopment interest over the next five years.

As such, RMCG's recommendation for the 2023-2028 Strategic Plan is to "stay the course" by continuing to invest where there is already momentum while continuing the foundational work in the emerging areas of the CRA. The 2023 – 2028 CRA Project List focuses on laying the groundwork in the emerging areas with new land use policies and investments in streetscape, transportation, and mobility infrastructure, while continuing to focus on advancing downtown redevelopment projects and a comprehensive downtown mobility. If the OPCRA stays the course over the next five years, the district will be well positioned to ensure the economic stability of the Downtown and surrounding areas well into the City's second century.

VII: CRA Project List 2023 - 2028

OPCRA CRA 2023 – 2028 Projects (Clean List)

Capitol Projects

Project Title

Mobility- Parking Management System Design

Mobility- Phase I Planning and Design for Pedestrian Improvements throughout Downtown

Mobility – Phase I Planning and Design Streetscape Improvements throughout Downtown

Mobility - Expanded Bike Share Partnerships and Station Installation

Mobility - Micro Transit Downtown Circular Plan

Downtown Mobility - Infrastructure Improvements

Downtown Mobility – Pedestrian Connectivity

Downtown Mobility – Multi-Modal Strategies

Public Private Partnerships

Project Title

South Gateway Fountain and Plaza

Redevelopment of Post Office Site

Coastal Link Train Station

Land Acquisition

Project Title

Land Acquisition – Downtown property aggregation for mixed-use development

Land Acquisition – Jaco Park Culinary Marketplace

Policies and Programs

Project Title - Land Use

East Harlem McBride Land Use Change

H and S Subdivision Land Use Change

Central Park Industrial Center Land Use Change

Floranada Design District

Midtown Commercial Regulations

Future Prospect Gardens Pocket Park Land Use Change

Project Title - Programs

Business Improvement Program

Public Art Program

Attainable Housing

Marketing/ Branding Campaign

New Business Development Assistance and Training Program

New Oakland Park Downtown Development District Feasibility Study

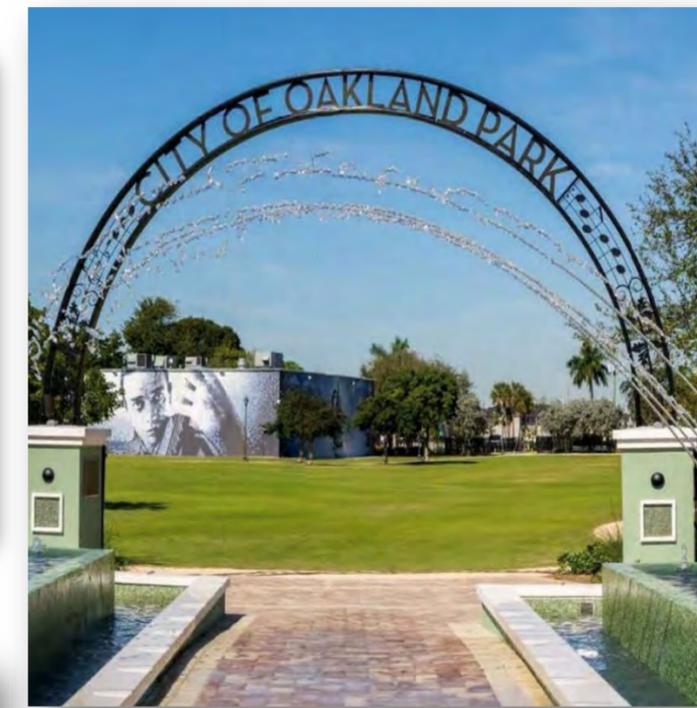
VII: Appendix





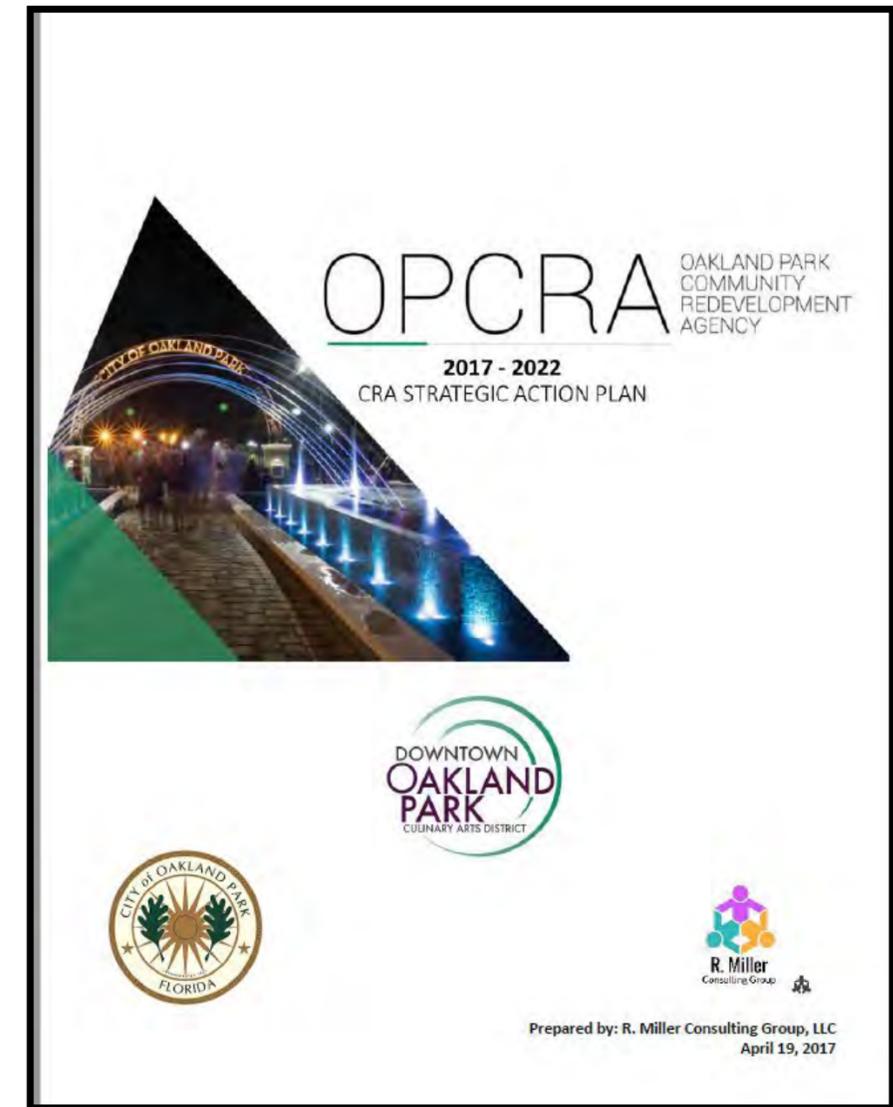
OPCRA Strategic Action Plan Update 2023 – 2028

City Commission Meeting
December 1, 2021



Background

- In August of 2016, R. Miller Consulting Group(RMCG) was selected to complete the City of Oakland Park Community Redevelopment Agency (OPCRA) Five Year CRA Strategic Plan Update
- RMCG worked with the staff, community, and business stakeholders to develop the 2017-2022 CRA Strategic Action Plan
- The CRA Board of Directors approved the 2017-2022 CRA Strategic Action Plan in April of 2017



2017-2022 CRA GOALS

**Redevelopment
of the Downtown**

**Connections to
Downtown**

**Increase Availability
of Well-planned
Housing**

**Strengthen
Neighborhoods**

**Increasing and
Replenishing
Green Space**

2017-2022 CRA GUIDING PRINCIPLES

6 GUIDING PRINCIPLES for CRA Redevelopment Strategy

1

Distinction between
“growth” and “investment”

2

Be tactical and
strategic

3

Be focused

4

Build on momentum

5

Find the right
partners for
specific goals

6

Communicate
and coordinate

CRA STRATEGY REVIEW

In keeping with the CRA Plan, the 2017- 2022 Strategic Action Plan Activities are separated into three categories:

PUBLIC-PRIVATE PARTNERSHIPS

- Including Land Acquisition

CAPITAL PROJECTS

POLICIES & PROGRAMS

OPCRA Strategic Action Plan 2023-2028

Design
Development
Entrepreneurship
Community
Mobility P3
Small Business
Economic Development
Sustainability Downtown
Urban Placemaking

Where do we want to be in 5 years?

STEP ONE: DATA GATHERING

Data Gathering and Analysis of :

- CRA demographics
- Market data
- Small business capacity
- Tax base growth
- CRA expenditure data

STEP TWO: INPUT

Stakeholder Group Meetings

- Entrepreneurship Group
- Placemaking Group
- Downtown and Surrounding Neighborhood Group

CRA Board Input



STEP THREE: PLAN DRAFTING

- Prepare Plan based on feedback from Stakeholders, Community, and CRA Board

STEP FOUR

Presentation to Planning and Zoning Board

STEP FIVE

Final Adoption of 2023-2028 Plan:

- Present Final Five-Year Strategic Plan to CRA Board

Proposed OPCRA Plan Update PROCESS

DATA GATHERING

CRA Data: Demographics, Market Data, Consumer Research Data, Small Business Capabilities, Tax Base Growth

STAKEHOLDER MEETINGS

Meeting to be held with three Stakeholder Groups: Entrepreneurship Group, Placemaking Group, Downtown and Neight group

CRA BOARD INPUT

Present background and project status, discuss challenges and opportunities, update goals and priorities for the next 5 years.

PLAN DEVELOPMENT

Long-term vision, scenarios, goals, benchmarks, and metrics for CRA Board and Community

PLANNING & ZONING BOARD

2023-2028 CRA Review Article Plan is submitted to the Planning and Zoning Board for feedback

FINAL ADOPTION

Final 2023-2028 CRA Plan is presented to the CRA Board for Adoption

Estimated Timeline



Recommendation

Staff recommends that the CRA Board adopt a resolution authorizing the proper City official to execute a Work Authorization between the City and RMCG to update the CRA Five-Year Strategic Plan (2023-2028) for a total cost of \$40,000.



City of Oakland Park CRA Plan Update (Economic and Market Assessment)

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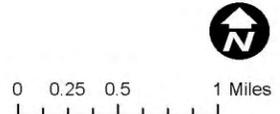
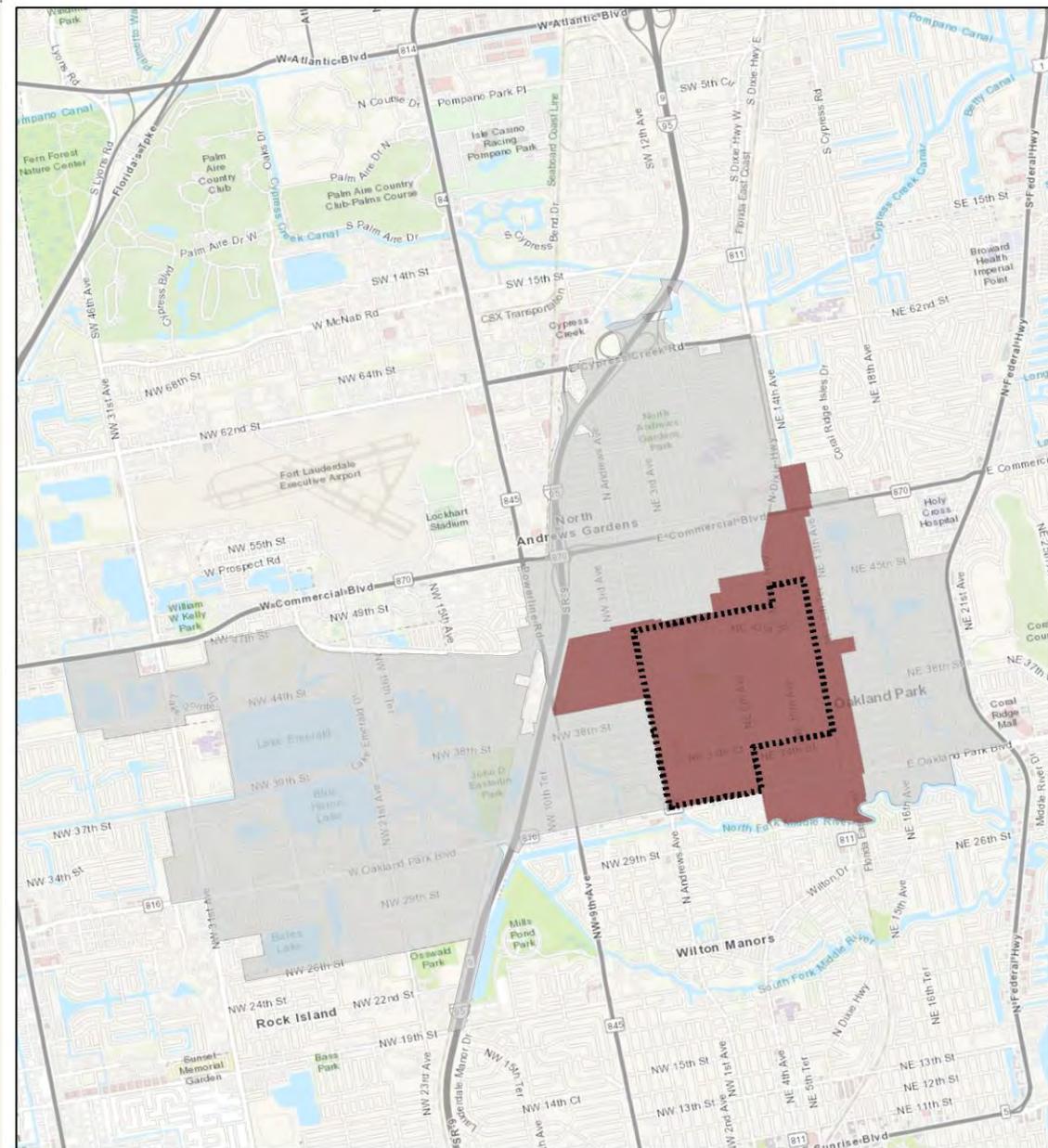
February 2023

City of Oakland Park CRA (Economic/Demographic Overview)

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GEOGRAPHIC CONTEXT

- The CRA (red) is slightly smaller than the surrounding Census block groups (blue); the Census (ACS)-based data herein is based upon the block-group boundary
 - The CRA encompasses the Qualified Census Tract 507.02



DEMOGRAPHIC SNAPSHOT: 2016-2021

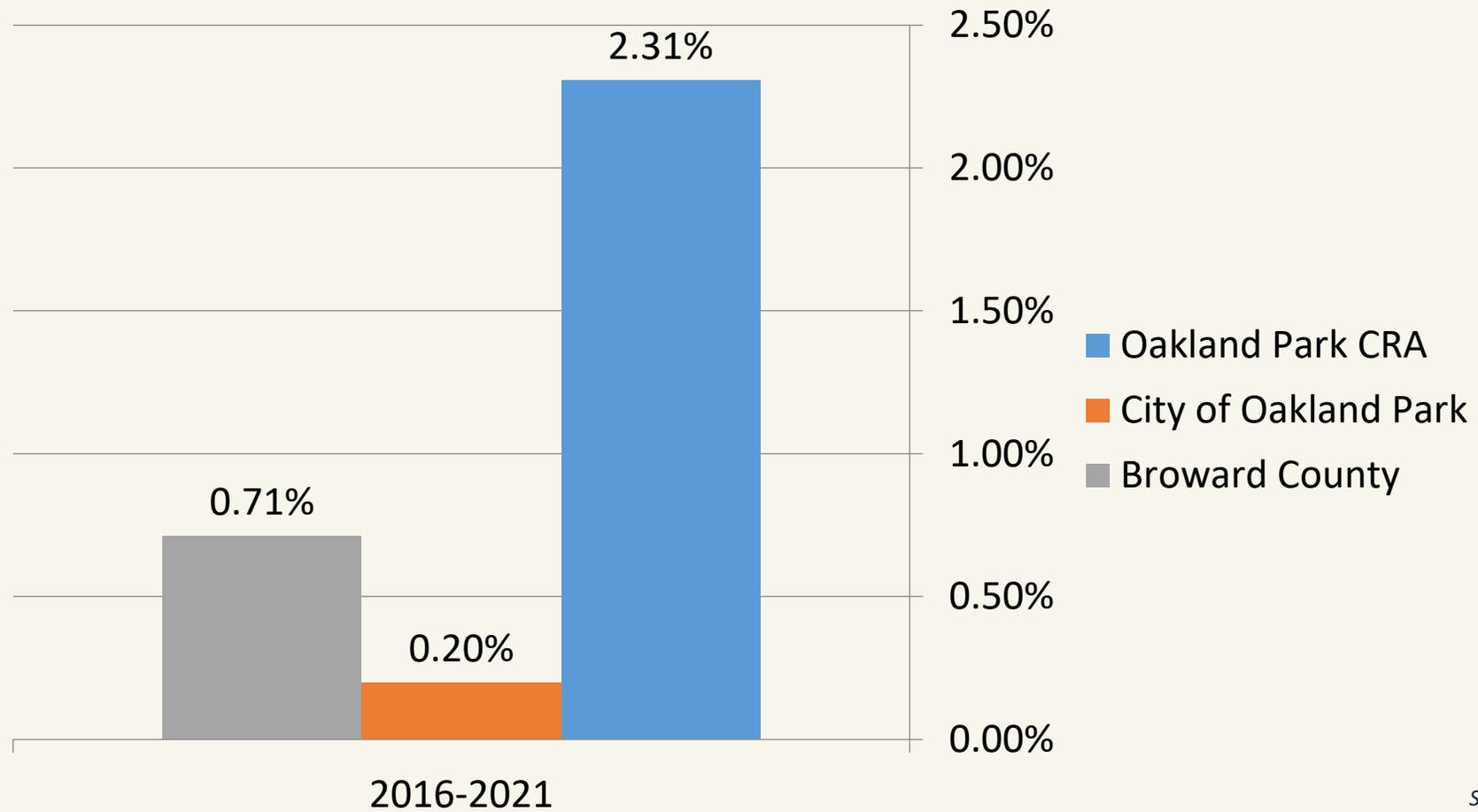
CRA, CITY, and COUNTY

- Between ACS 2016 and ACS 2021, CRA shows significant growth in total population compared to City
 - Comparatively, the City indicates stronger household growth, but average size declined notably

	<i>Census Tract 507.02</i>	<i>Oakland Park CRA</i>	<i>City of Oakland Park</i>	<i>Broward County</i>
2021 ACS Population	7,063	15,386	44,092	1,930,983
2016 ACS Population	6,001	13,729	43,660	1,863,780
Households ACS 2021	2,589	5,618	17,462	747,715
Households ACS 2016	2,175	5,325	16,498	672,988
Avg. HH Size ACS 2021	2.71	2.58	2.51	2.62
Avg. HH Size ACS 2016	2.73	2.61	2.64	2.74
Median Household Income ACS 2021	\$46,234	\$50,883	\$55,700	\$65,747
Median Household Income ACS 2016	\$29,787	\$40,493	\$46,447	\$52,954
Per Capita Income ACS 2021	\$23,351	\$27,240	\$32,258	\$36,451
Per Capita Income ACS 2016	\$15,511	\$21,286	\$24,314	\$28,987
% Above \$50K ACS 2021	45.1%	51.0%	55.5%	60.8%
% Above \$50K ACS 2016	18.7%	34.0%	46.1%	52.9%

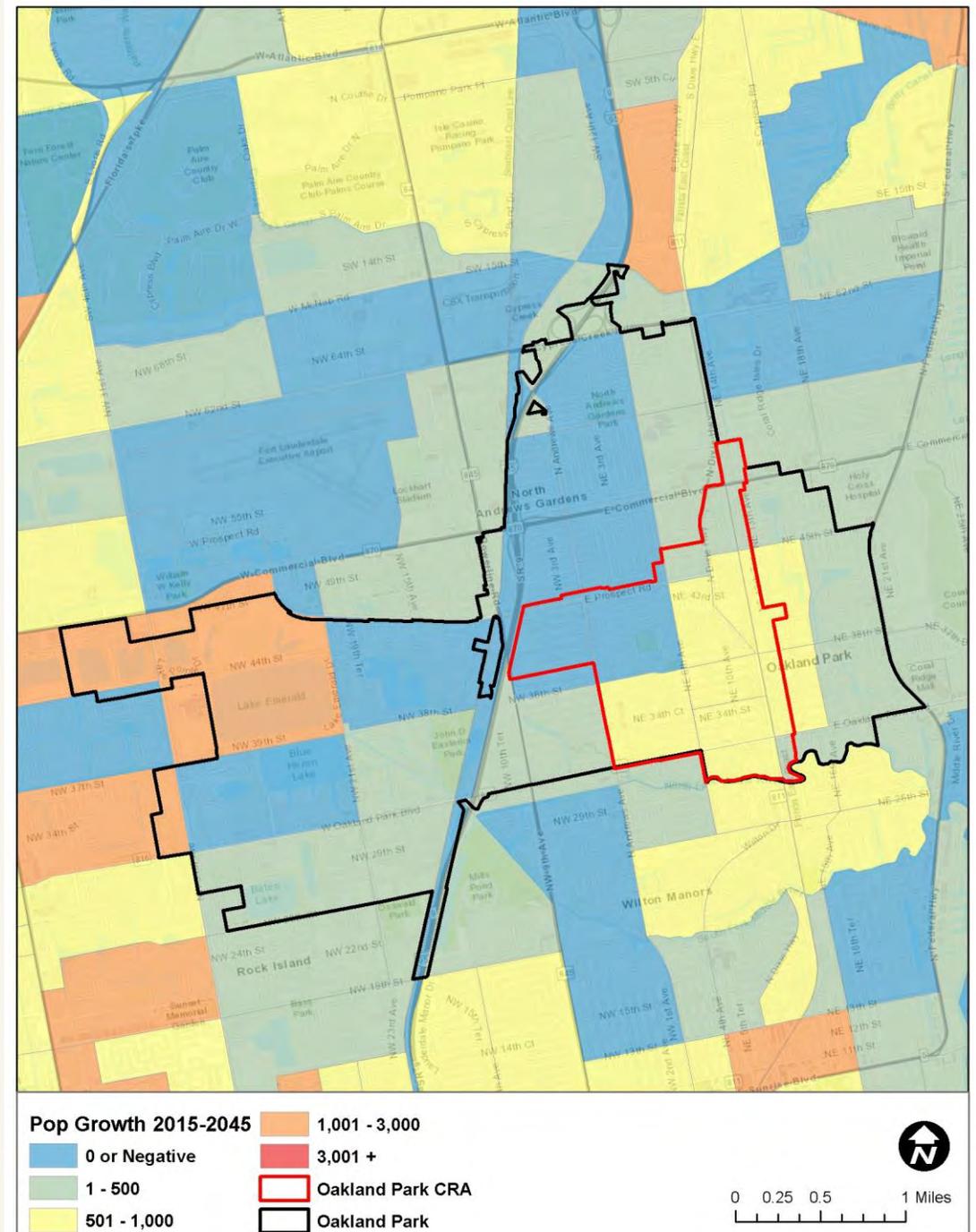
Source: Census ACS 2016 & 2021

AREA ANNUAL POPULATION GROWTH RATE: ACS 2016 – ACS 2021



POPULATION GROWTH PROJECTIONS 2015-2045 (by TAZ)

- Overall, most of the Traffic Area Zones (TAZ), which mirror Census block groups, within the within the CRA are forecast to grow by 500-1,000 persons, though the northwest pocket is showing marginal growth.



DEMOGRAPHIC SNAPSHOT: 2016-2021

CRA, CITY, and COUNTY

- CRA had measurable increase in family-segment based upon growth in the 35-54 age cohort and the under-19 cohort
 - City remained relatively unchanged

	Oakland Park CRA	City of Oakland Park	Broward County
Median Age ACS 2021	39.1	39.7	40.7
Under 19	27.0%	22.0%	23.4%
20-34	19.9%	20.4%	18.8%
35-54	31.8%	30.7%	27.5%
55 – 65	11.8%	14.7%	13.6%
65+	9.6%	12.2%	16.7%
	Oakland Park CRA	City of Oakland Park	Broward County
Median Age ACS 2016	38.2	39.7	40
Under 19	24.9%	21.9%	23.9%
20-34	23.2%	20.9%	19.6%
35-54	29.6%	31.4%	28.5%
55 – 65	13.4%	14.7%	12.7%
65+	9.0%	11.1%	15.4%

CRA Foreign Born Population

2016-2019

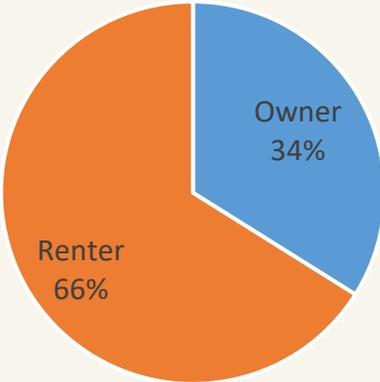
- Significant decline in CRA's Latin American population as a percent of total population

	CRA 2016		CRA 2021	
	% Foreign Born Pop	% Total Pop	% Foreign Born Pop	% Total Pop
Total Foreign Born		52.0%		42.2%
Latin America	85.9%	44.6%	86.6%	36.5%
Eastern Europe	1.9%	1.0%	2.5%	1.0%
Romania	0.7%	0.4%	0.6%	0.3%
Russia	0.4%	0.2%	0.0%	0.0%
Poland	0.0%	0.0%	0.7%	0.3%
Ukraine	0.0%	0.0%	0.9%	0.4%
Rest of Europe	4.2%	2.2%	7.0%	2.9%
Asia	6.0%	3.1%	2.5%	1.1%
Canada	1.0%	0.5%	1.1%	0.4%

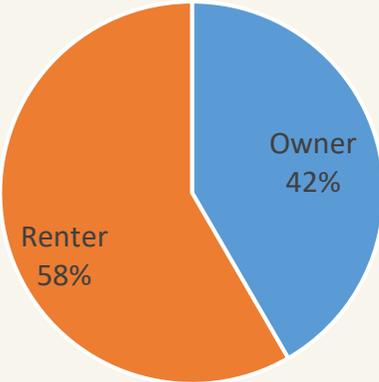
HOUSING TENURE 2016-2021

- The CRA has more renters than the City and County
 - Though ownership increased notably from 2016 to 2021

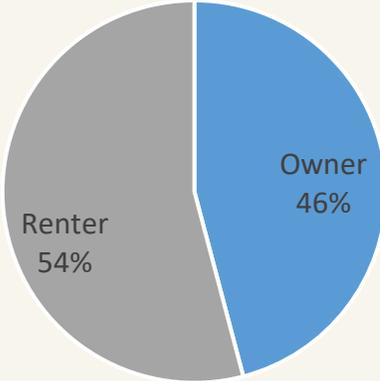
CRA 2016



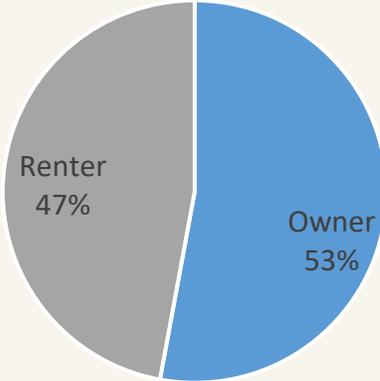
CRA 2021



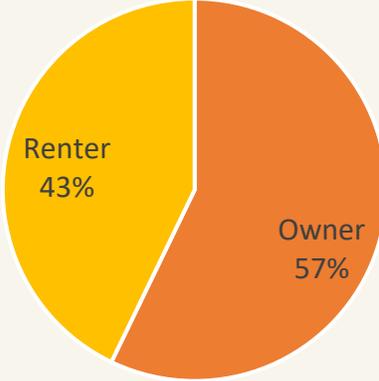
City 2021



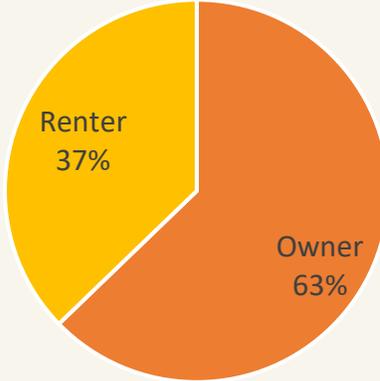
City 2016



County 2016



County 2021

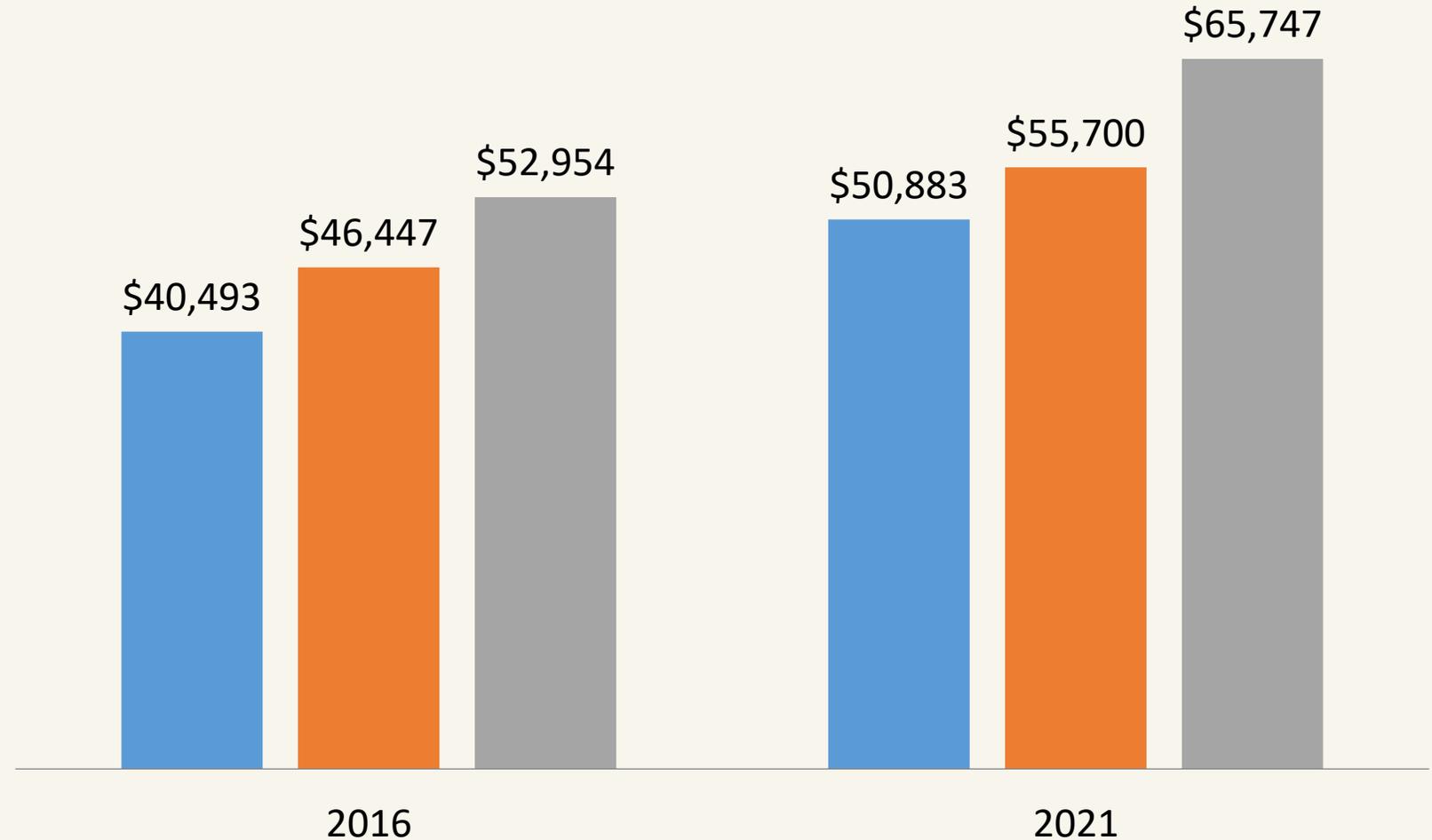


Source: Census ACS 2016 & 2021

MEDIAN HOUSEHOLD INCOME

2016-2021

■ Oakland Park CRA ■ City of Oakland Park ■ Broward County

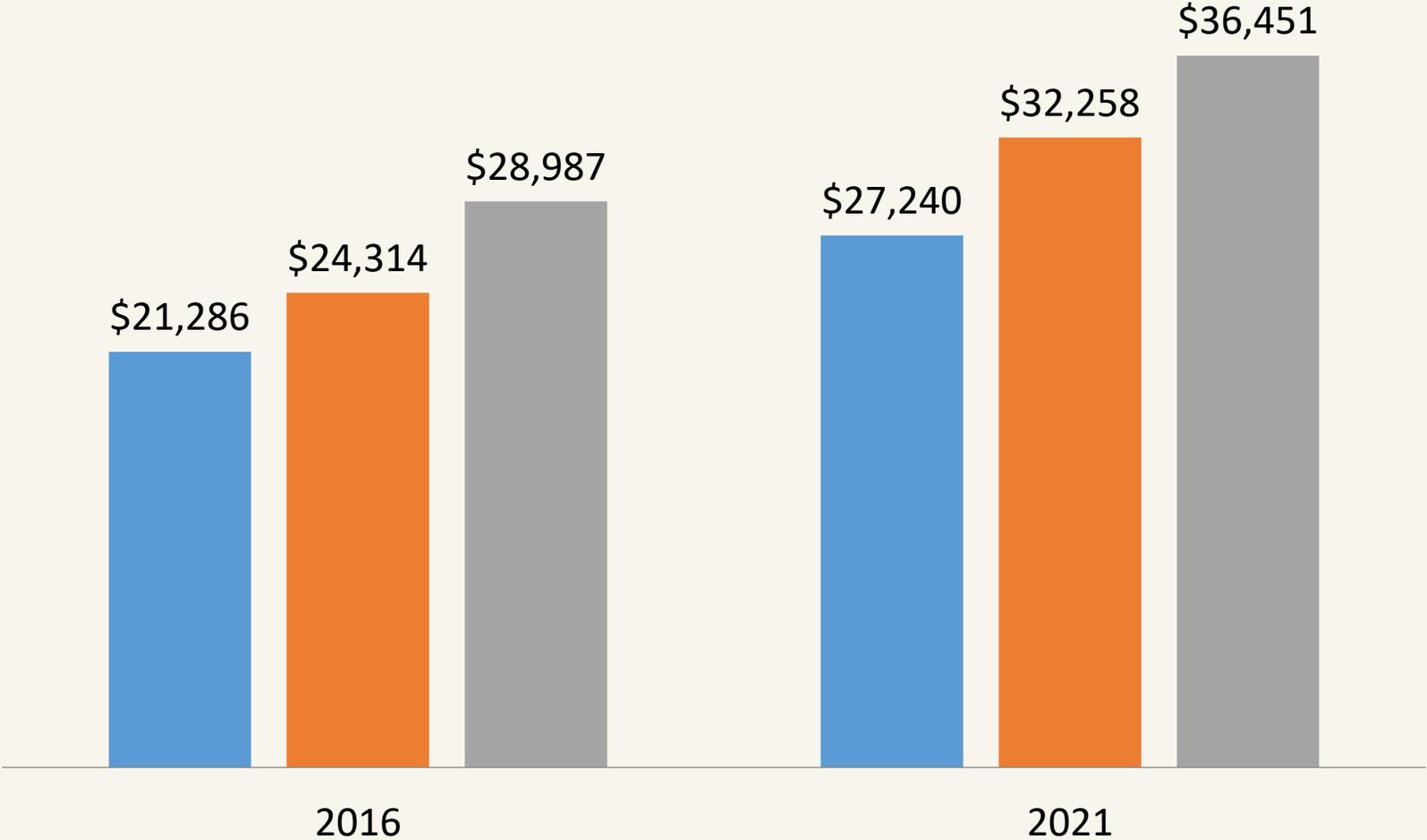


- The CRA’s household (HH) income is roughly 10% below the City
 - And nearly 30% below the County

PER CAPITA INCOME

2016-2021

■ Oakland Park CRA ■ City of Oakland Park ■ Broward County

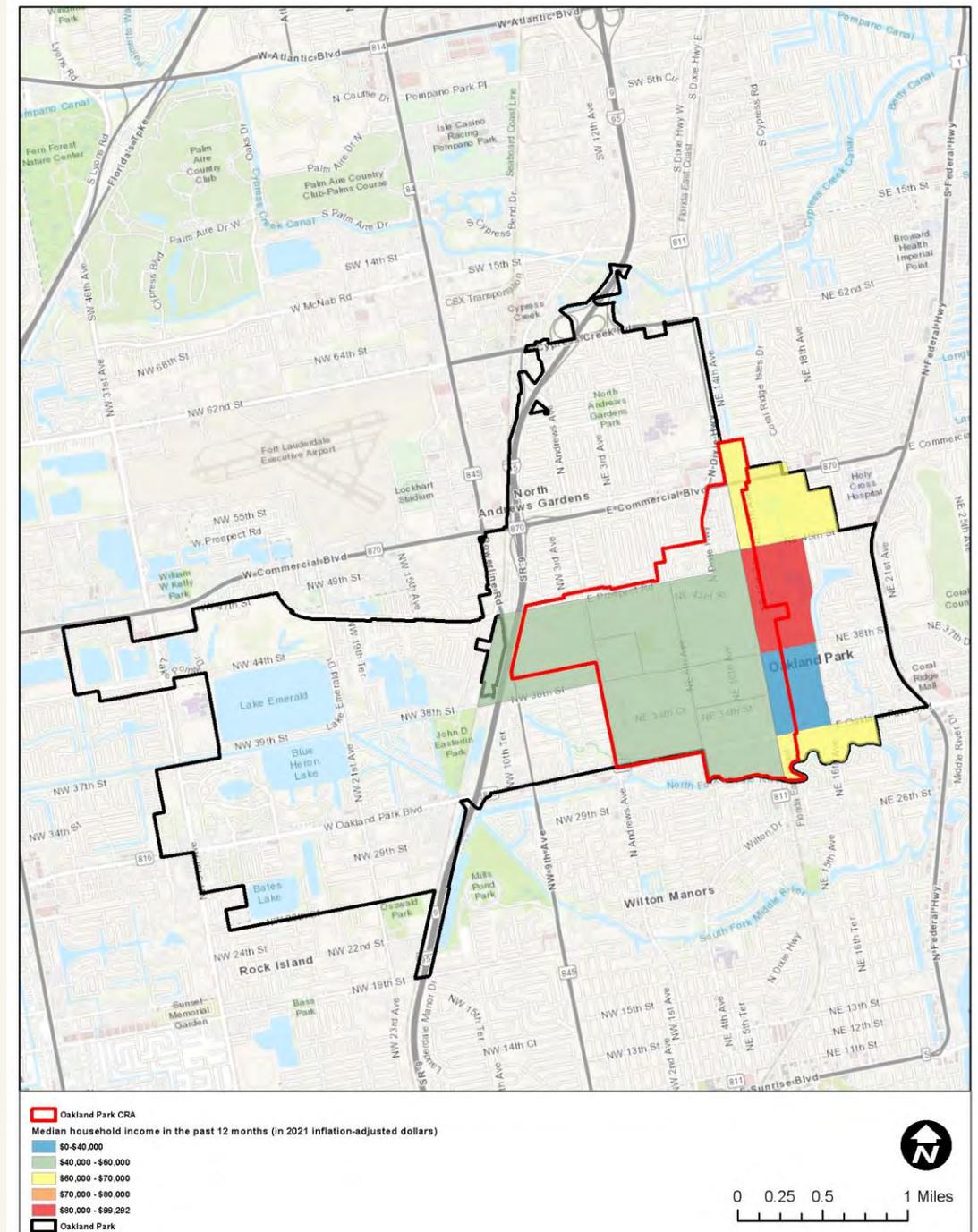


- The CRA’s per capita income is more than 20% below the City
 - And 30% below the County

Source: ACS 2020

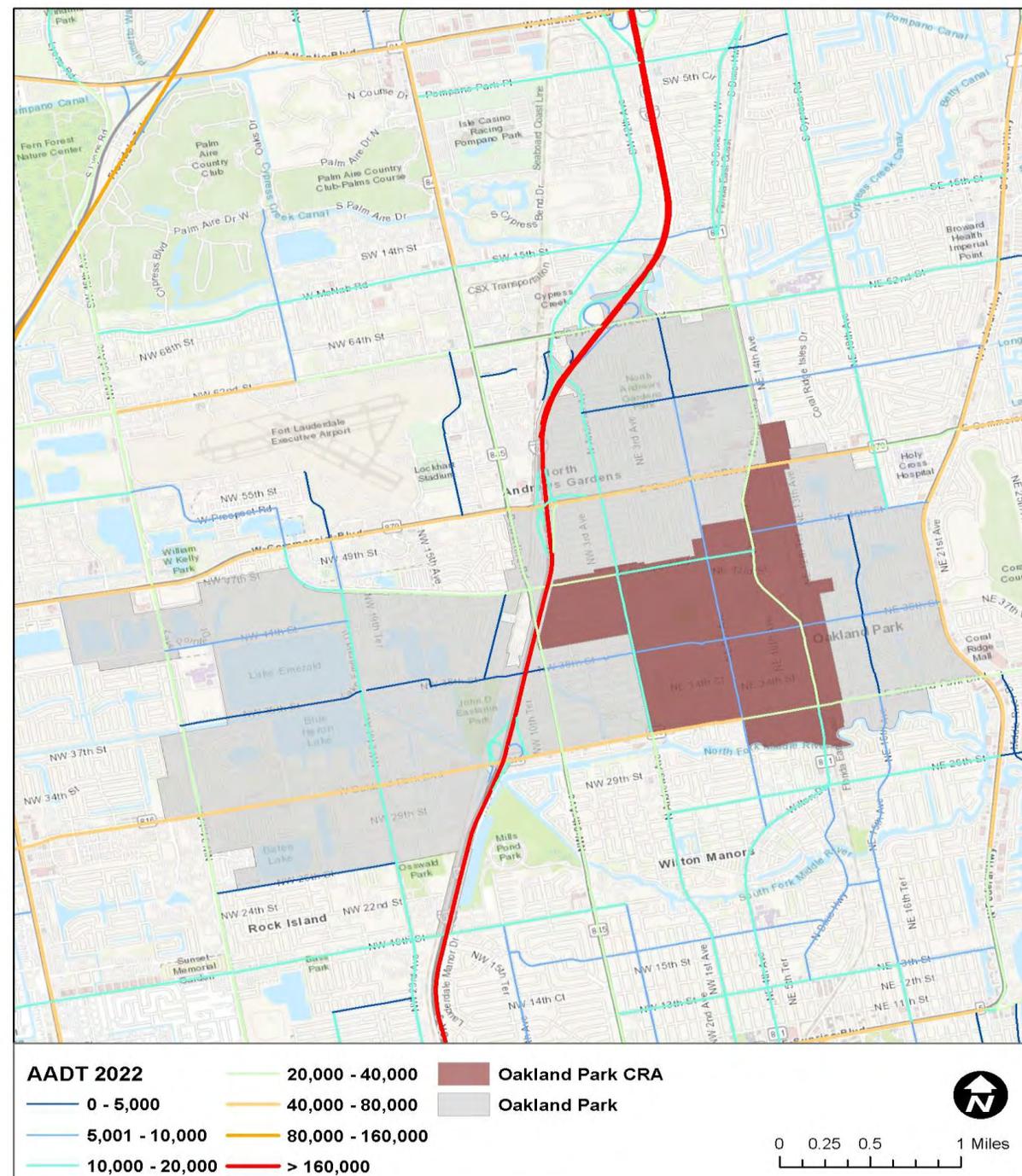
Median Household Income ACS 2021

- Overall, most area inside the CRA has median household income between \$40K-\$60K
 - Median household income is \$50,883



Average Annual Daily Traffic

- Oakland Park Boulevard (80,000+ ADT) is the major east-west artery serving the CRA to the south; and, West Dixie Highway (40,000+ ADT) is the major north-south arterial roadway serving the CRA. Both arterials have relatively high levels of traffic which is beneficial to commercial activity within the CRA

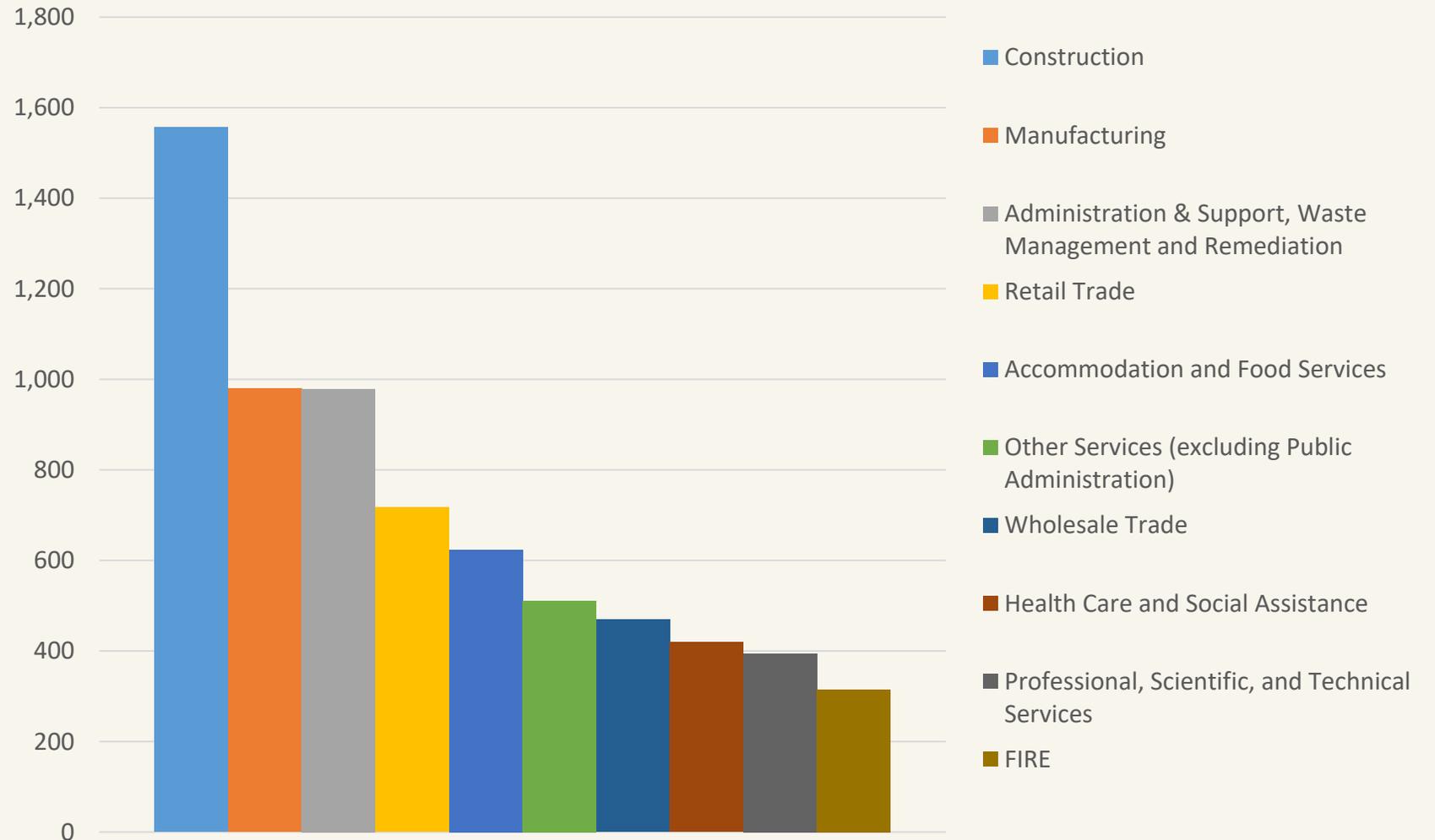


ADT = Average Daily Traffic County

CRA EMPLOYMENT

Top 10 Largest Sectors: 2019

- **Construction, Manufacturing, and Admin & Support sectors dominate the CRA employment.**

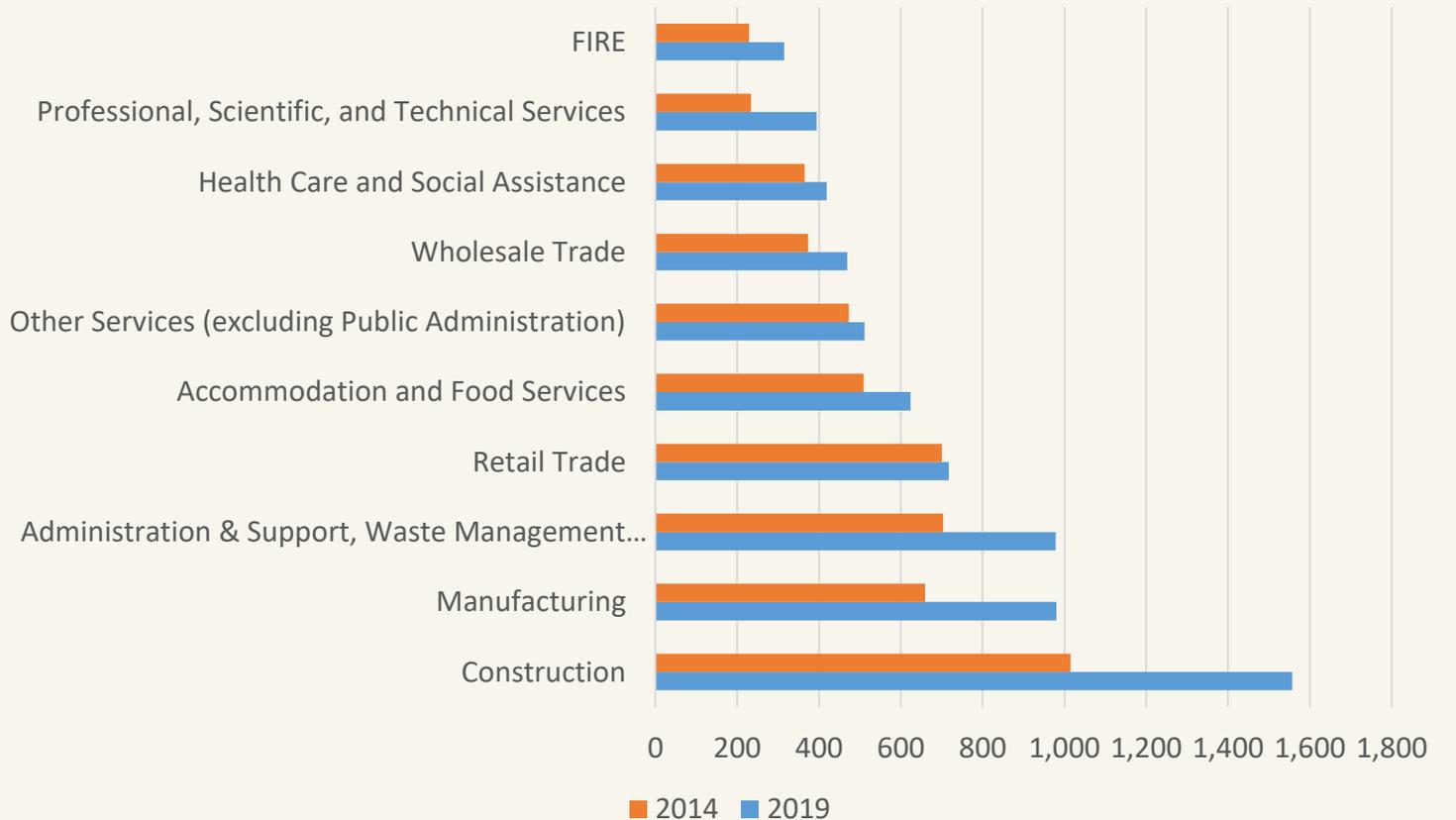


Source: Census On the Map
Note: FIRE, Prof. Tech, Scientific & Information combined

CRA EMPLOYMENT

Top 10 Largest Sectors: 2014-2019

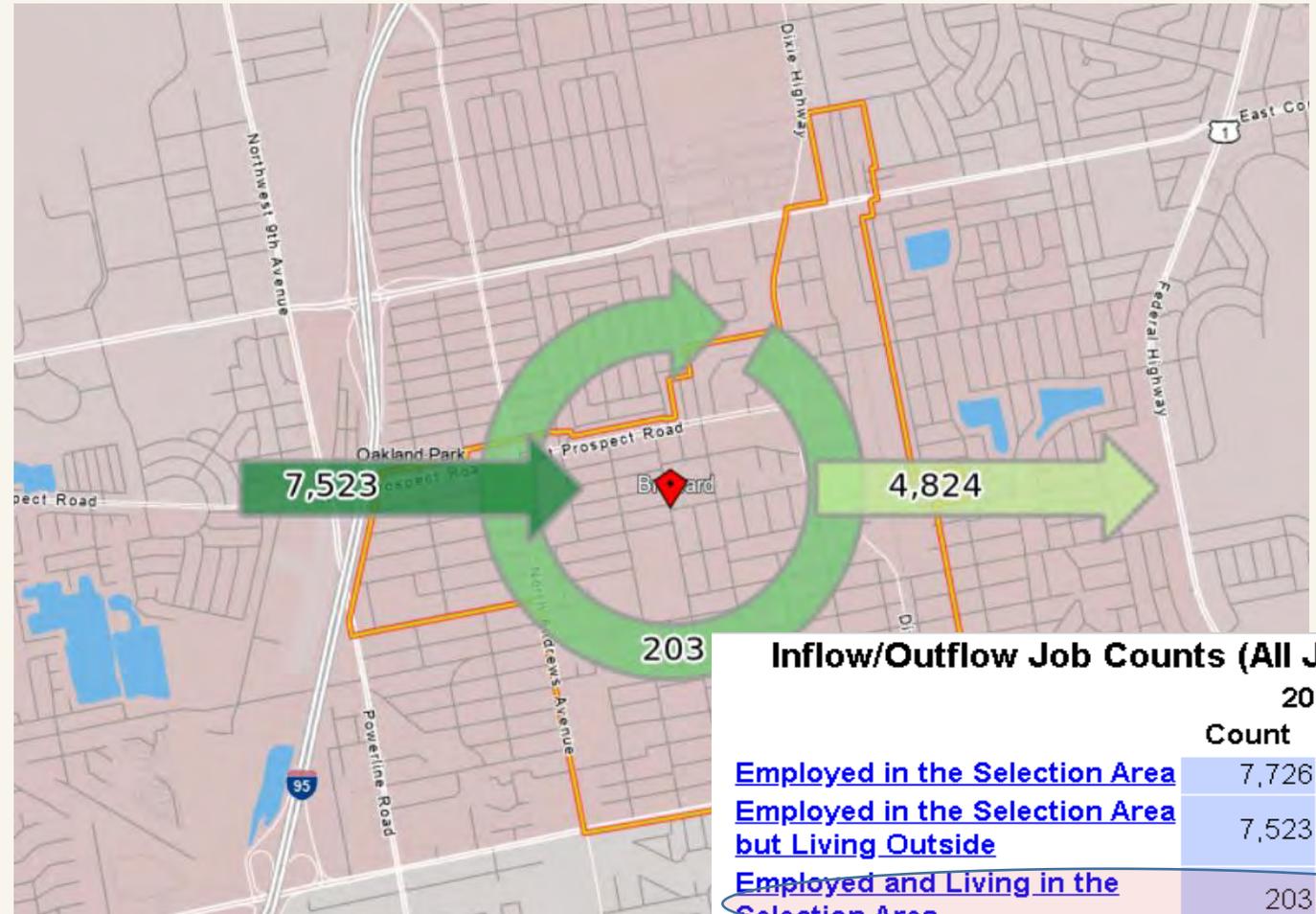
- Based upon data comparing 2014 and 2019 (Census on the Map), the primary employment sectors (Construction, Manufacturing, and Admin & Support) had the strongest growth and now dominate the CRA employment.



Source: Census On the Map
Note: FIRE, Prof. Tech, Scientific & Information combined

CRA JOBS INFLOW/OUTFLOW 2019

- Only 2.6% of people working in the CRA live in the CRA
 - presents opportunity to capture more of these workers and promote housing growth



Inflow/Outflow Job Counts (All Jobs)		
	2019	
	Count	Share
Employed in the Selection Area	7,726	100.0%
Employed in the Selection Area but Living Outside	7,523	97.4%
Employed and Living in the Selection Area	203	2.6%
Living in the Selection Area	5,027	100.0%
Living in the Selection Area but Employed Outside	4,824	96.0%
Living and Employed in the Selection Area	203	4.0%



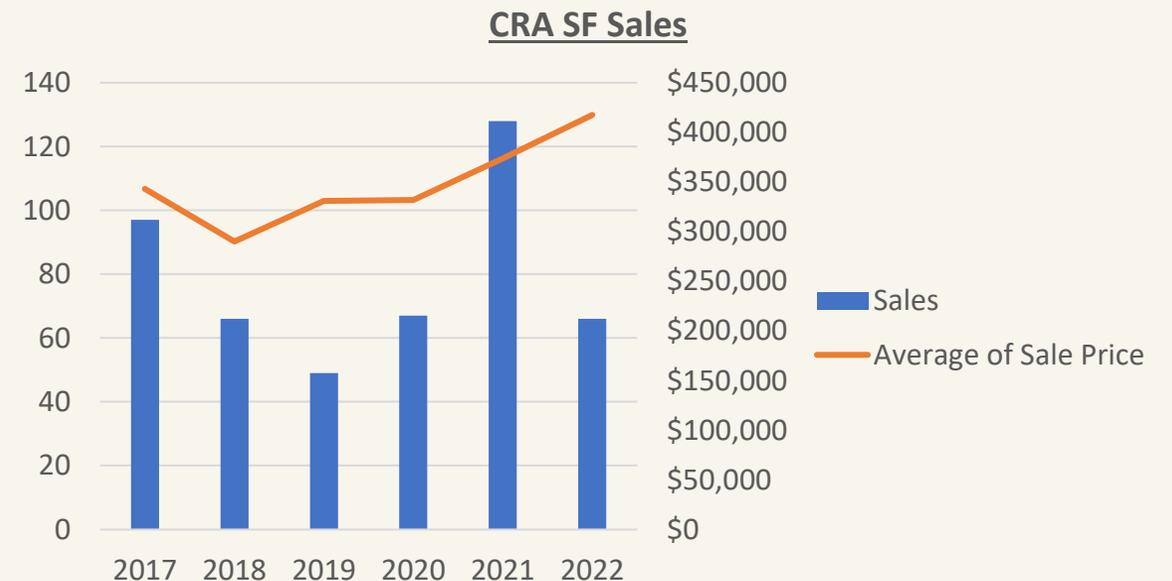
City of Oakland Park CRA (For-sale and Multifamily Rental Market)

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February 2023

Single Family Housing Snapshot

- Single family sales activity has fluctuated in both the City and CRA
 - Thought CRA's level of sales is modest compared to its proportional share of housing
- Single family sale prices have steadily increased in both the City and CRA
 - Both experienced roughly 15% annual increases between 2020 and 2022



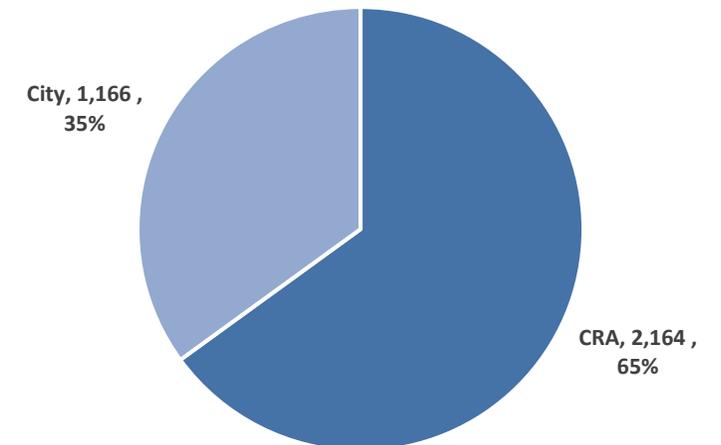
Multifamily

- From 2017 to 2022, there were more than 23,200 multifamily units built within the County
- In the same period, there were 88 units built within the City – and both within the CRA (< 1.0% share of County)
 - Includes Oakland Preserve (80 units of affordable)
- BLYS (300 units), completed in 2023, represents the first major market rate development (> 100 units) built since 2002
- The CRA comprises nearly 2/3rds of total multifamily inventory within the City

New Multifamily Development in City/CRA

Property Address	Property Name	Number Of Units	Affordable Type	Vacancy %	Year Built
3600 NE 2nd Ave	Oakland Preserve	80	Affordable	0.6%	2017
3000 NE 6th Ave	BLYS	300	Mkt Rate	50.3%	2023
325-349 NW 40th St	Lofts at Oakland Park	8	Mkt Rate	3.6%	2020

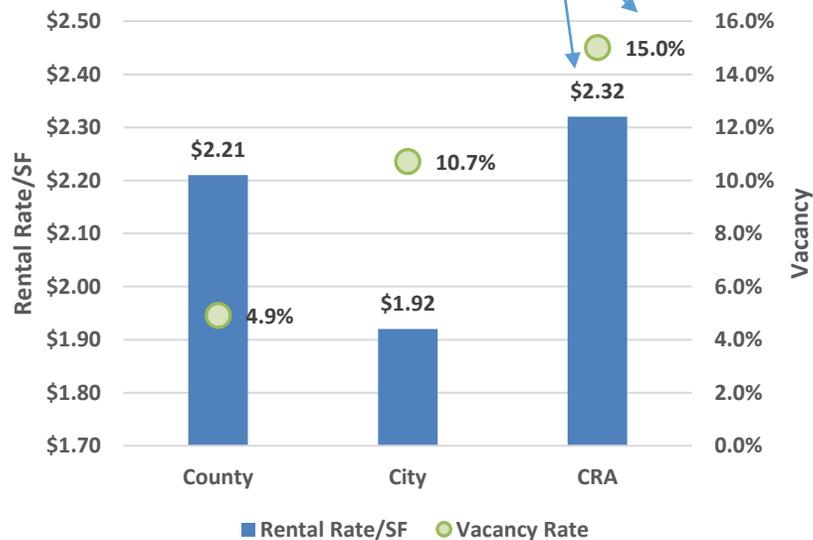
Total Multifamily Units in CRA and Outside of CRA



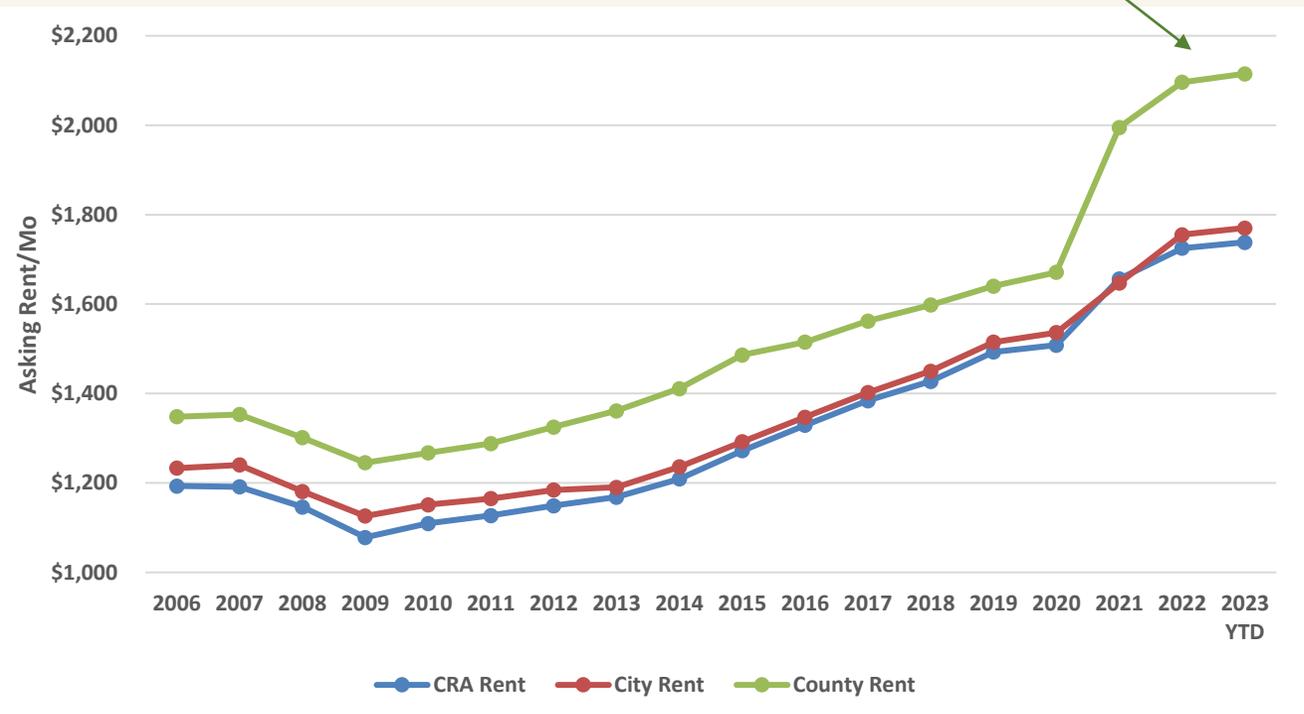
Multifamily

- From 2010 to 2020, monthly rental rates in the County, City and CRA increased steadily at roughly 2.8% per year on average
- In the last 2 years, rents have increased roughly 7% per year in the City and CRA (and 12% in County)
- Monthly rents are approximately \$1,750 (\$1.92/sf) for both the City and the CRA
 - The County average monthly rent is \$2,115 (\$2.21/f)

Result of new development, BLYS. High vacancy rate reflects BLYS in lease-up with higher rental for new construction.



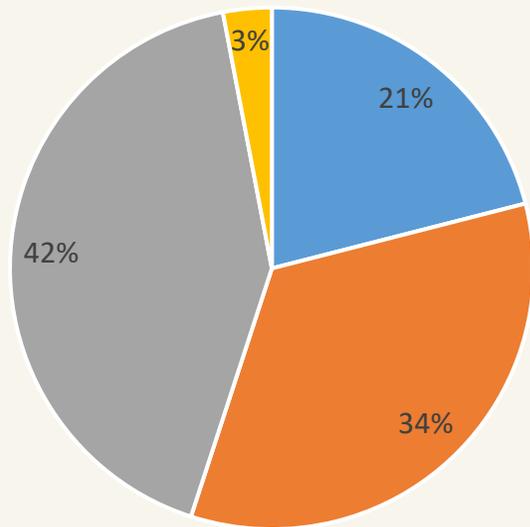
Contains rents for Class A, high-rise communities



Multifamily

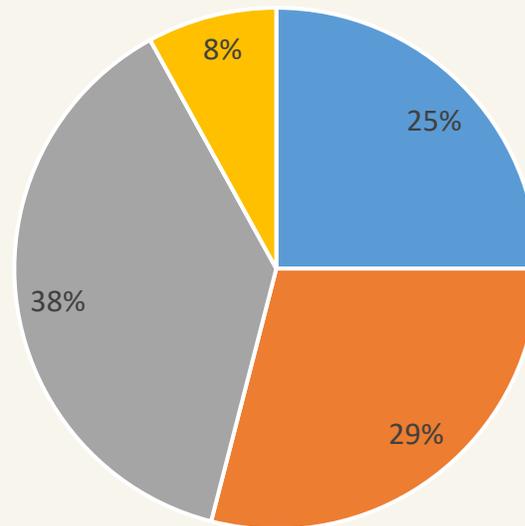
- Following charts represent multifamily unit mix within the CRA, City and County
- The City and CRA have a larger mix of studios than the County
- The CRA has a limited inventory of 3 Bedroom units

CRA



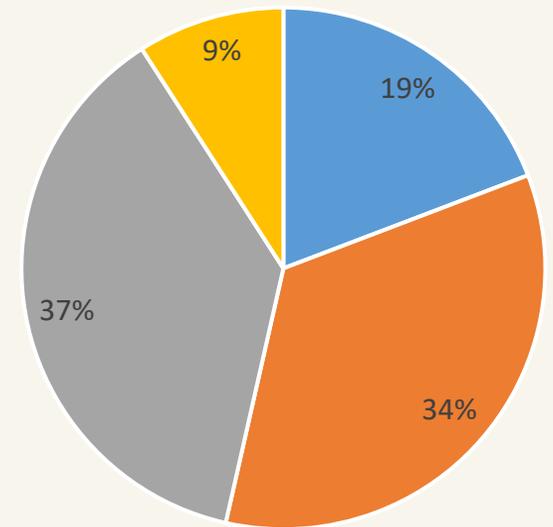
■ Studio ■ 1 BDR ■ 2 BDR ■ 3+BDR

City



■ Studio ■ 1 BDR ■ 2 BDR ■ 3+BDR

County



■ Studio ■ 1 BDR ■ 2 BDR ■ 3+BDR



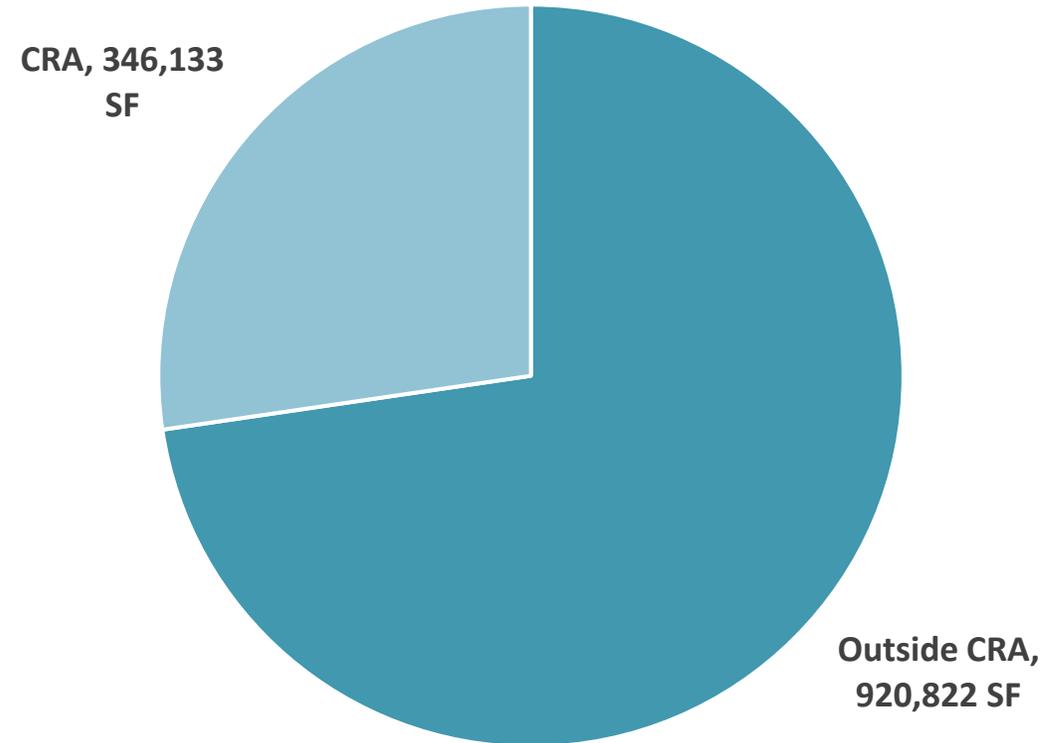
City of Oakland Park CRA (Office Market)

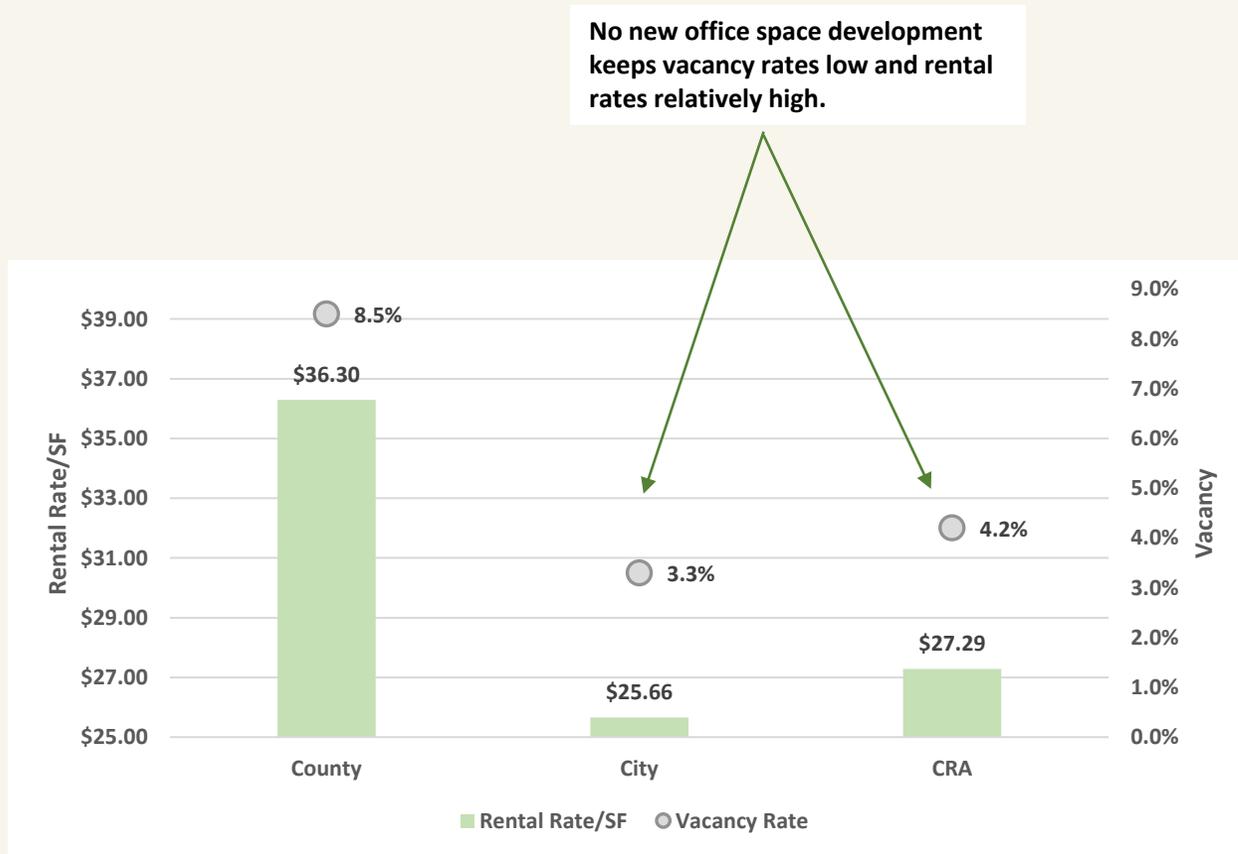
...

February 2023

- The County had 3.8 million square feet of office built between 2017 and 2022
- The City had 80,000 sq.ft. built in the past 20+ years, including one major development (50,000 sf) built 15 years ago
- The City has a total 1.2M sq.ft. of office
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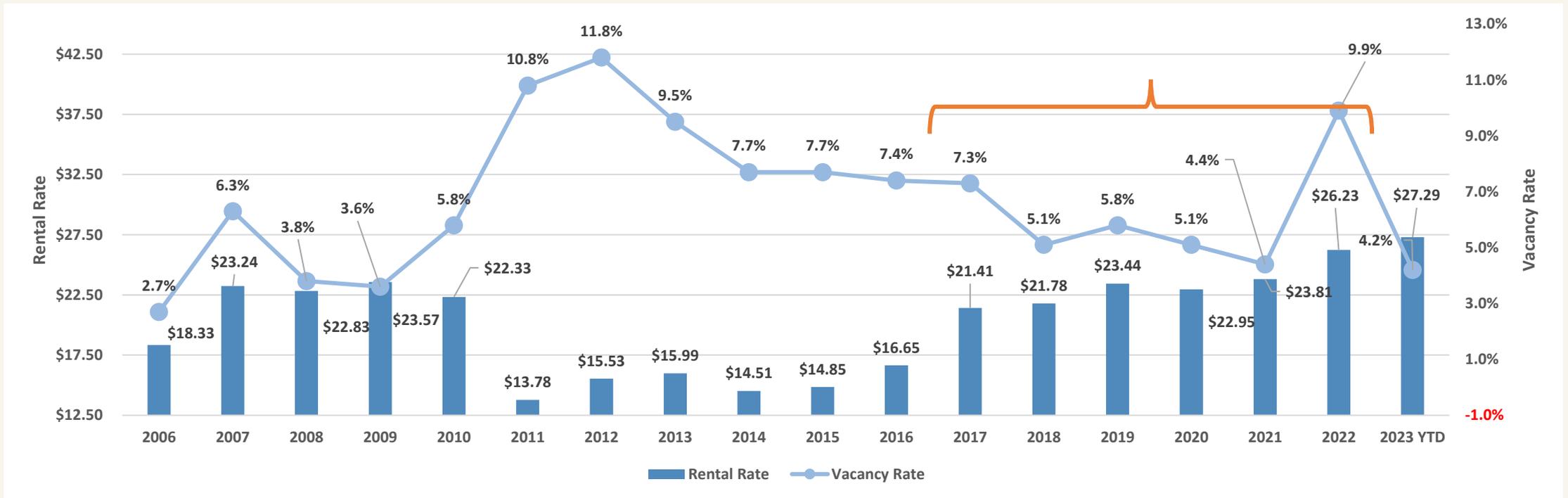
Sq.Ft. of Office Space In CRA and Outside of CRA of CRA





- The CRA and City office average office rent is in the \$26/SF range
 - Compared to the County at over \$36/sf
- The CRA and City have had occupancy in the 95+±% range for much of the past 5 years
 - Indicates pressure for new development; however, rates are well below that to support new construction

- From 2017 to 2022, office lease rates within the CRA increased 4.2% average annually





City of Oakland Park CRA (Retail Market)

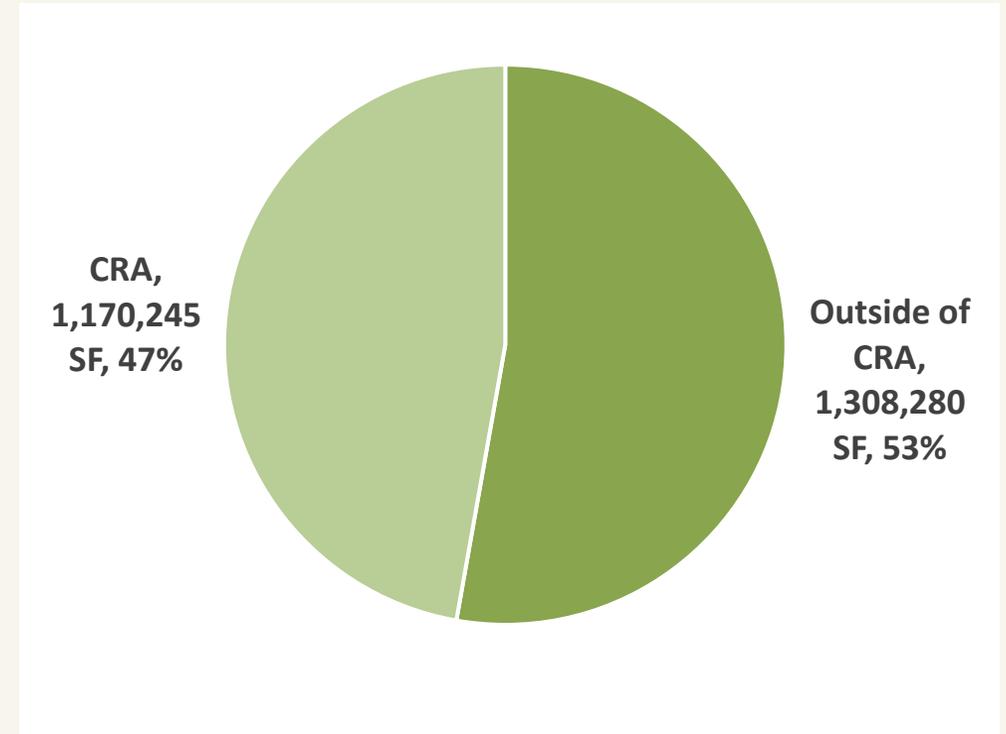
...

February 2023

Retail

- The County had 4.9 million square feet of retail built between 2017 and 2022
- The City had 58,000 sq.ft. built in the past 5 years, and none of which was within the CRA
 - CRA has not had any new retail supply in more than 15 years
- The City has a total 2.5M sq.ft. of retail
 - The CRA has 1.1M sq.ft.; however, it is estimated to be roughly 900,000 sq.ft. net of auto related uses

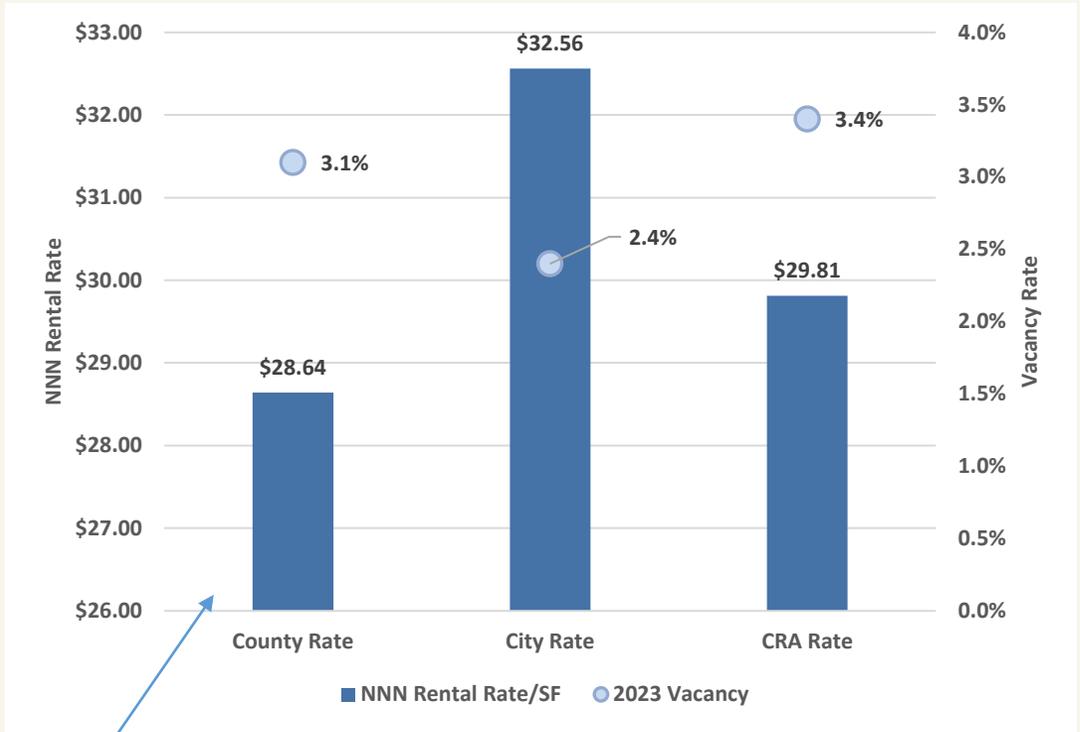
Sq.Ft. of Office Space In CRA and Outside of CRA



Property Address	Year Built	RBA	Percent Leased
3496 NE 12th Ave	2016	3,750	0.0
670 E Oakland Park Blvd	2022	8,025	56.3%
3492 NE 12th Ave	2016	20,312	75.4%
3234 N Andrews Ave	2016	7,650	100%
700 E Oakland Park Blvd	2021	25,000	100%

← In lease-up. Current tenants are ATT and Pacific Dental Services

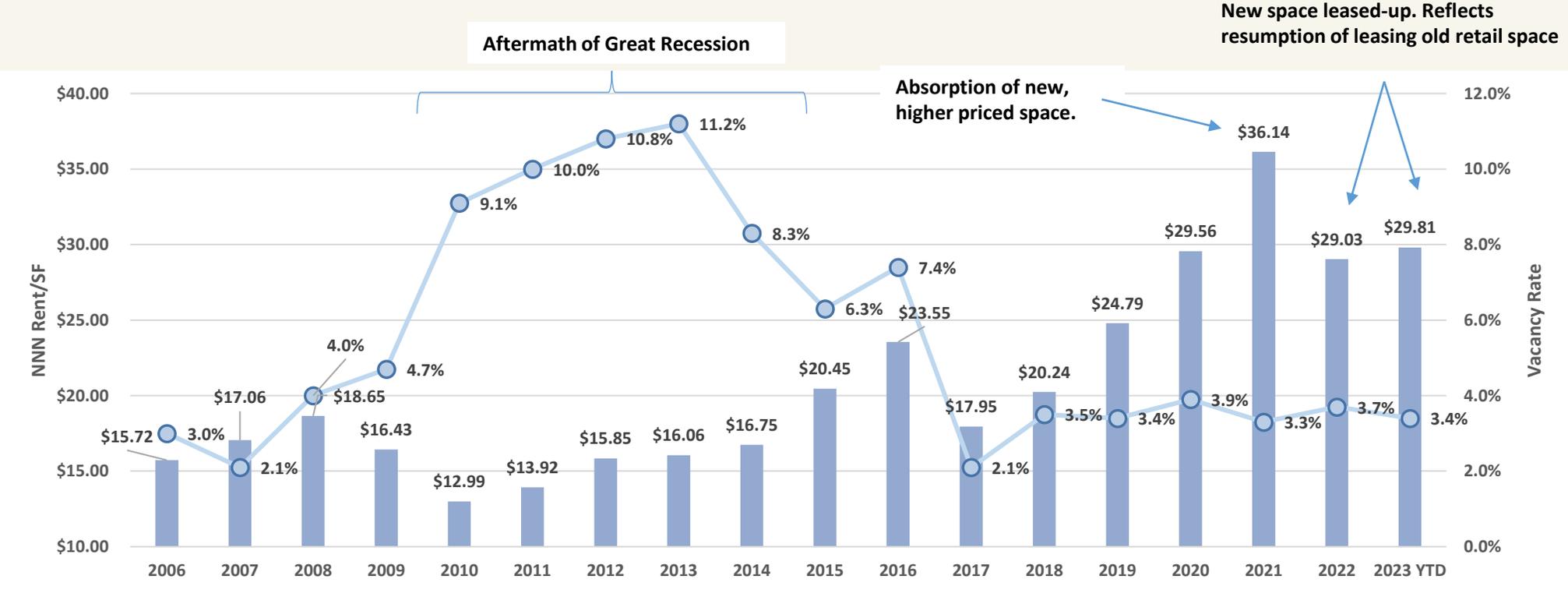
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Lower rate result of older properties and properties in areas of lower spending.

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 - However, this is marked by considerable fluctuations and likely attributed to the volatility in the retail market during the early phases of pandemic



Source: Costar

Estimated CRA Resident Retail Expenditure/Demand

	2023	2028	Change
Estimated Population	15,851	17,076	1,225
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Shoppers Goods	272,137	299,077	26,939
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plus: Non-Retail Space (Services)	104,504	123,770	19,265
Total Supportable Retail Space	801,201	889,518	88,318

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 - However, a measurable portion of this demand will replace existing inventory that is well beyond its useful life



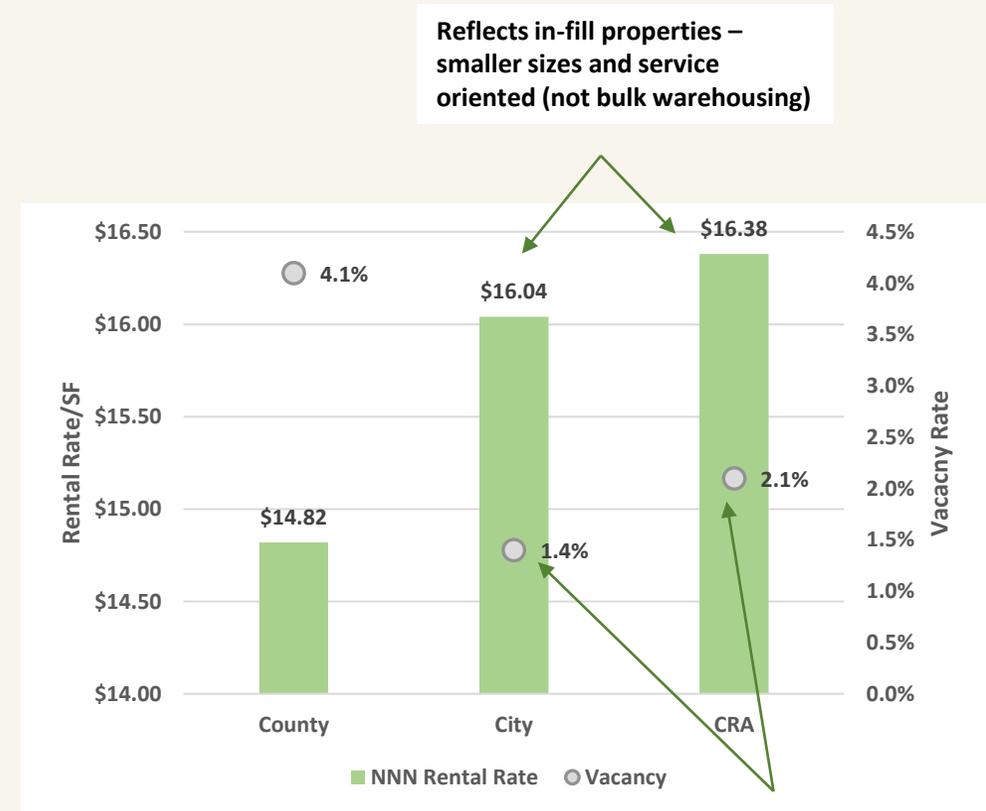
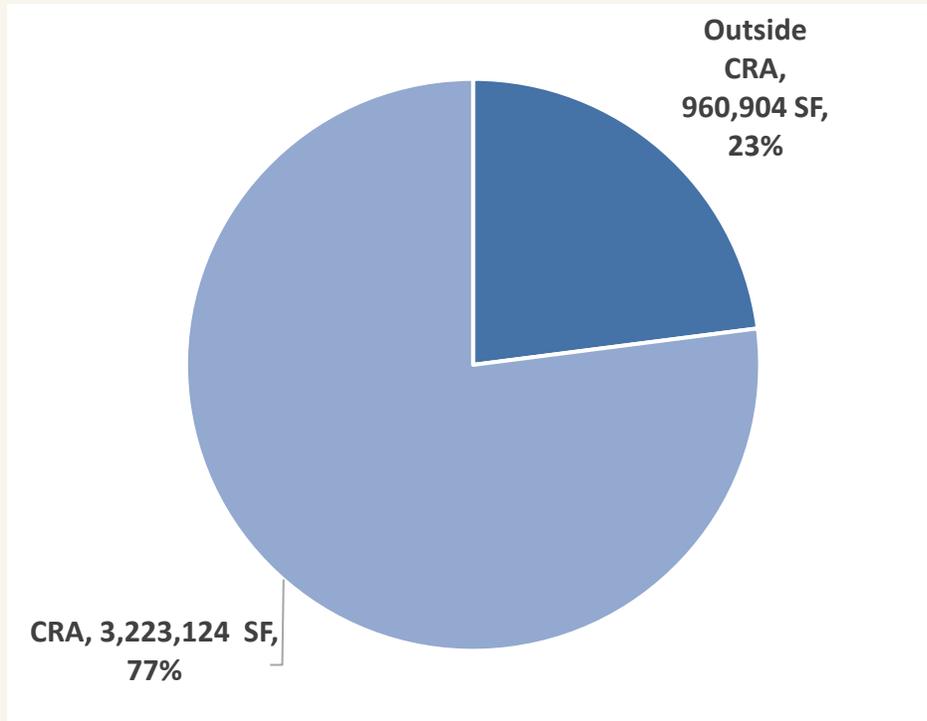
City of Oakland Park CRA (Industrial Market)

...

February 2023

Industrial

- Industrial space is very well-leased.
- Lack of land availability impacting entire County

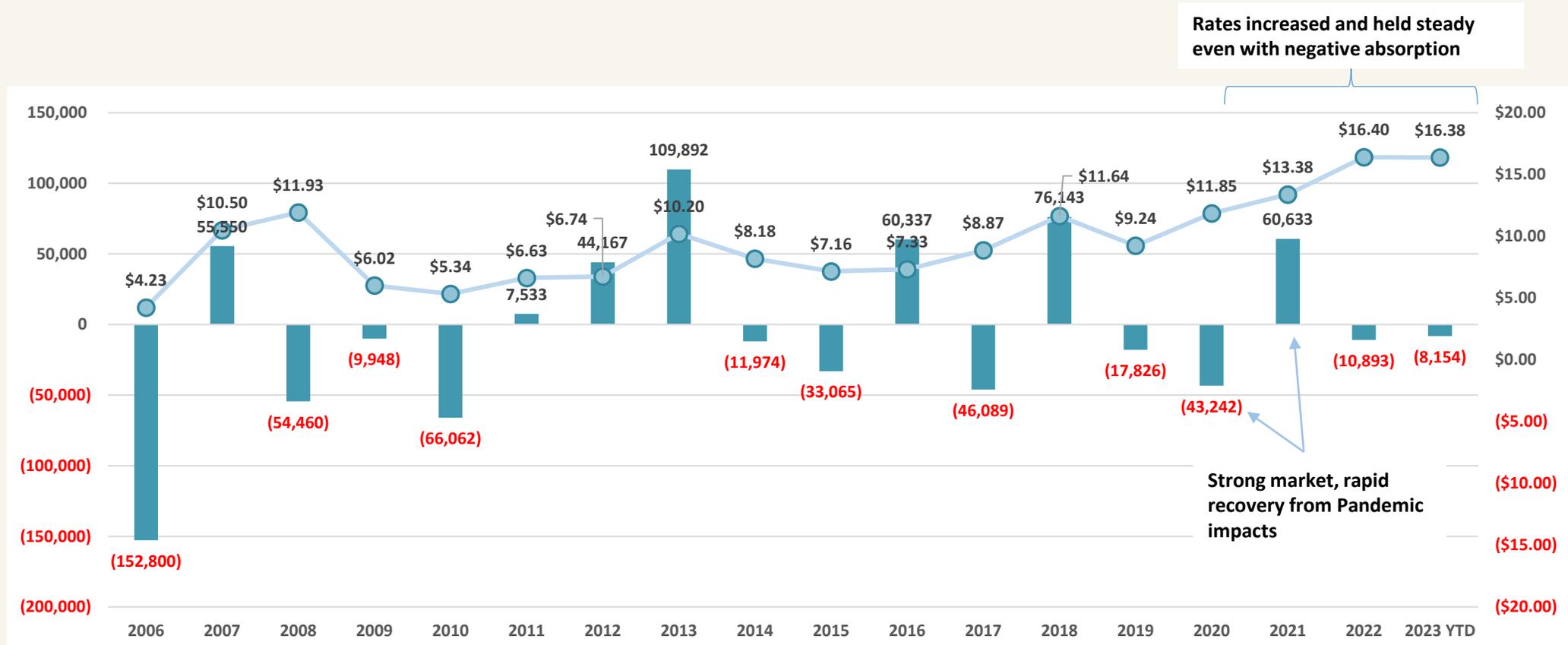


Difficult to acquire and re-develop within the City an CRA

- Industrial rental rates have increased by more than 6% on average annually from 2017 to 2022



- The industrial market remains very strong as negative absorption has not impacted rental rates.





OPCRA Stakeholders Meeting

AGENDA

**April 12, 2023
12:00 PM -2:00 PM
Funky Buddha Brewery**

- | | | |
|-------------|---|--|
| I: | Welcome and Introductions | David Hebert, City Manager |
| II: | OPCRA Strategic Plan Update Overview | Renee Miller, President, RMCG |
| III: | OPCRA Economic and Market Assessment | Paul Lambert, Principal, Lambert Advisory |
| IV: | Stakeholder Breakout Session | Moderators |
| | Entrepreneurship Group | Daniel Rosemond, RMCG |
| | Placemaking Group | Paul Miller, RMCG |
| | Downtown and Surrounding Community Group | Dr. Stephen Tinsley, OPCRA |
| V: | Closing Remarks | Peter Schwarz, Director, Community & Economic Development |

Stakeholder Workshop

2023 -2023 OPCRA Strategic Plan



April 12, 2023



OPCRA Stakeholder Groups

Entrepreneurship

- What are the community elements that attract emerging entrepreneurs?
- What would be the most beneficial strategies to attract emerging entrepreneurs to invest in the OPCRA?

Placemaking

- What are the strategies that are most effective in creating an authentic character, and sense of place?
- What are the best ways to encourage the development of active and vibrant spaces?

Downtown & Community

- What are small business needs in OPCRA?
- What are the most effective strategies to expand small business capacity?
- Which projects and programs preserve and enhance quality of life?

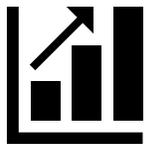
Stakeholder Meeting Objectives



Share information regarding the OPCRA
2023-2058 Strategic Plan

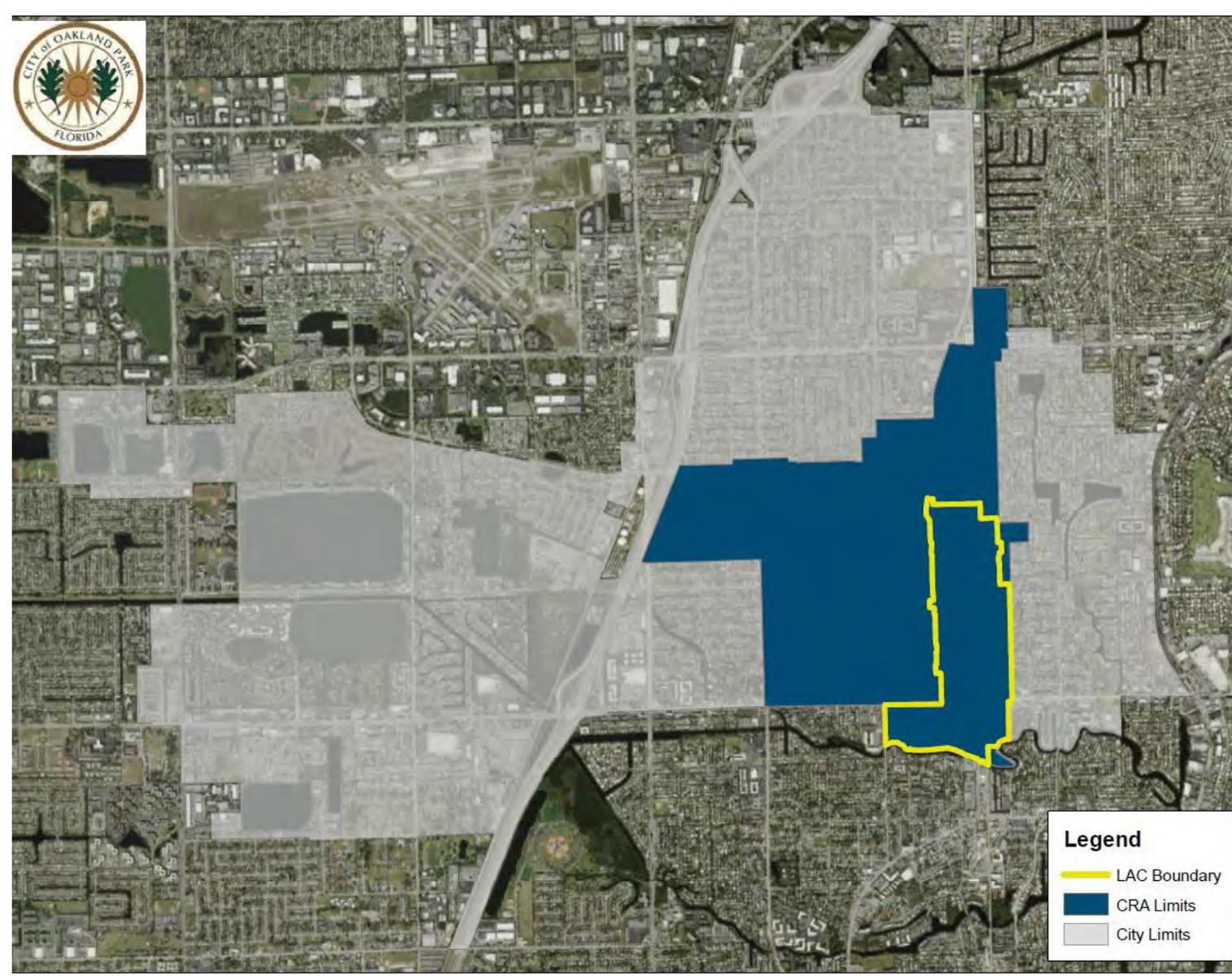


Obtain Stakeholder feedback about CRA
Strategies



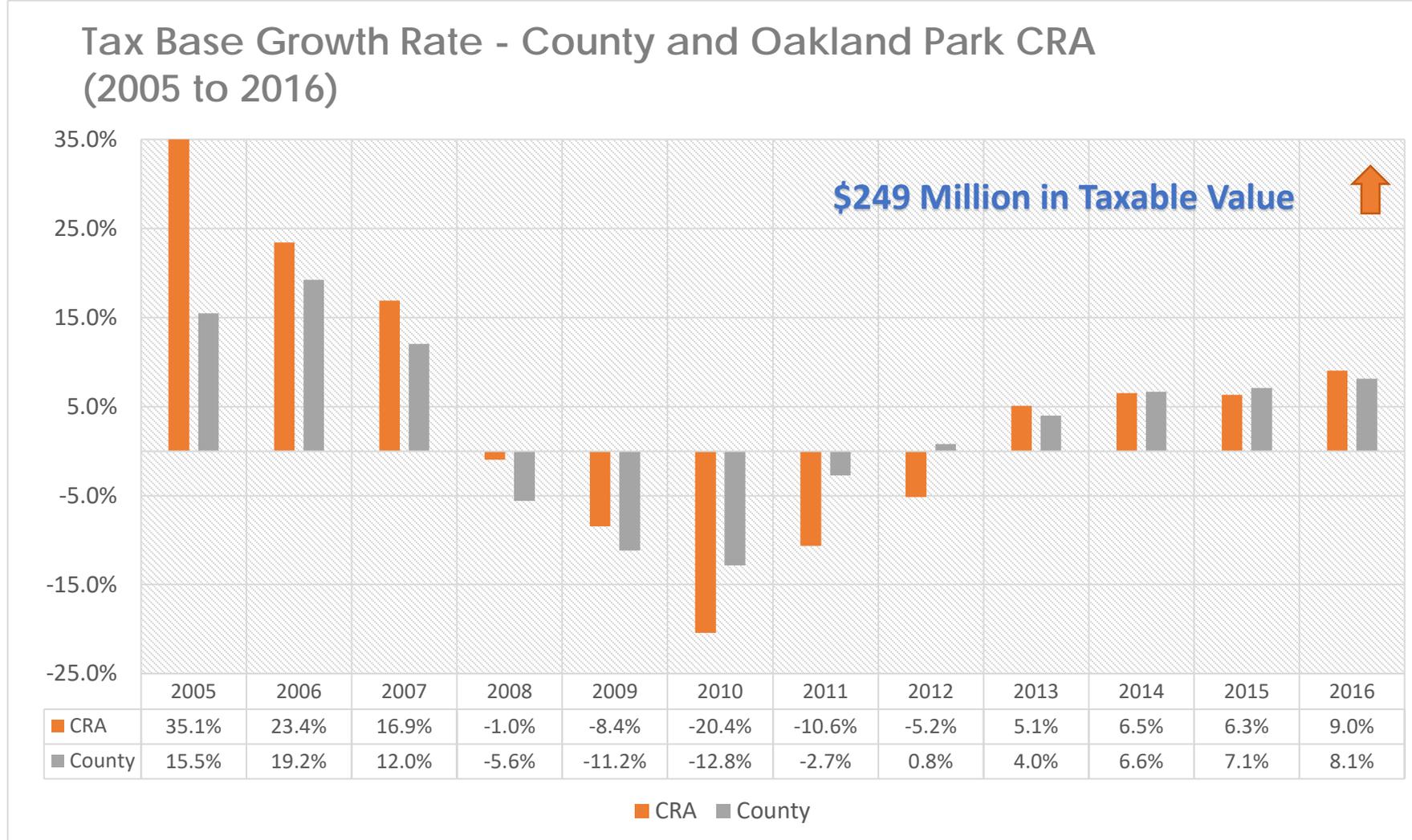
Share ideas about redevelopment and
economic development opportunities in
the CRA

CRA HISTORY



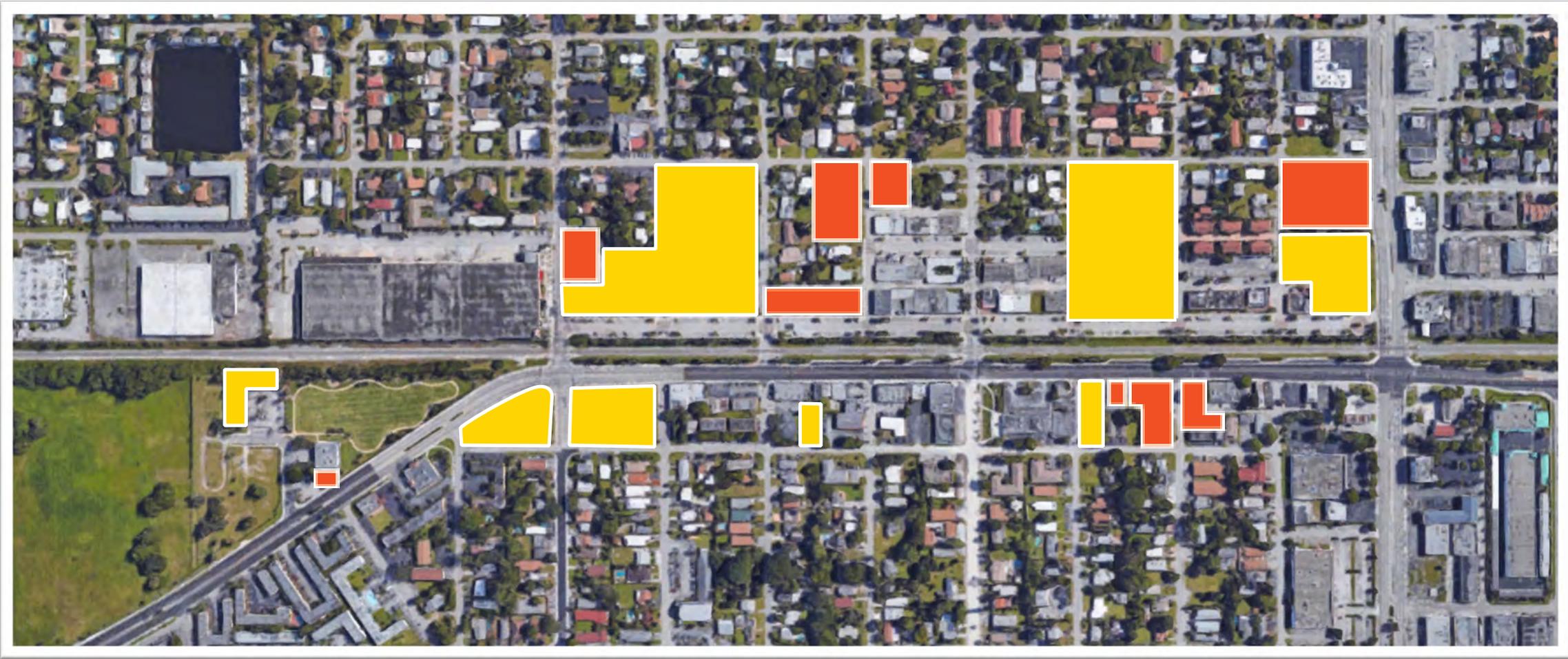
OPCRA

CRA 2016 Problem Statement



CRA 2016 Conditions

OPCRA had limited Ad Valorem Revenue potential with the City and the Postal Service as largest landowners



Government Owned Parcels

Land Acquisition and/or Private Redevelopment Opportunities

OPCRA CRA GOALS

**Redevelopment
of the Downtown**

**Strengthen
Neighborhoods**

**Increase Availability
of Well-planned
Housing**

**Connections to
Downtown**

**Increasing and
Replenishing
Green Space**

2017-2022 CRA GUIDING PRINCIPLES

6 GUIDING PRINCIPLES for CRA Redevelopment Strategy

1

Make the distinction between
“growth” and “investment”

2

Be tactical and
strategic

3

Be focused

4

Start where there is already momentum

5

Find the right
partners for
specific goals

6

Communicate
and coordinate

OP3D Update

1

PROTECT NEIGHBORHOOD
QUALITY OF LIFE

2

ENSURE NO REDUCTION OF
GREEN SPACE AND AMENITIES

3

SUPPORT SUSTAINABLE
ECONOMIC DEVELOPMENT

4

REALIZE LONG-TERM ECONOMIC
INVESTMENT FOR THE CITY

CRA 2023 Action Plan Results

\$ 595 Million increase in ad valorem value since 2016

- **New Vision**
- **New Attainable Housing Units**
- **New Parks, New Parking**



OPCRA

City P3 Redevelopment
Private investment

New Parking
New Open Space

Government Owned Parcels
Land Acquisition /Private Redevelopment Opportunities

CRA PERFORMANCE DATA

CRA MARKET VALUE

Since 2016, the total market value of all properties in the CRA has increased an average of \$117 million a year.

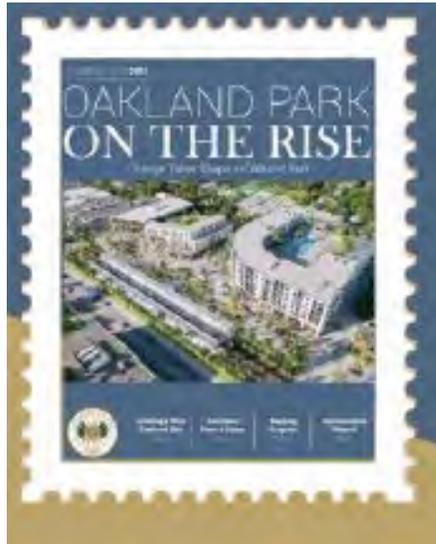
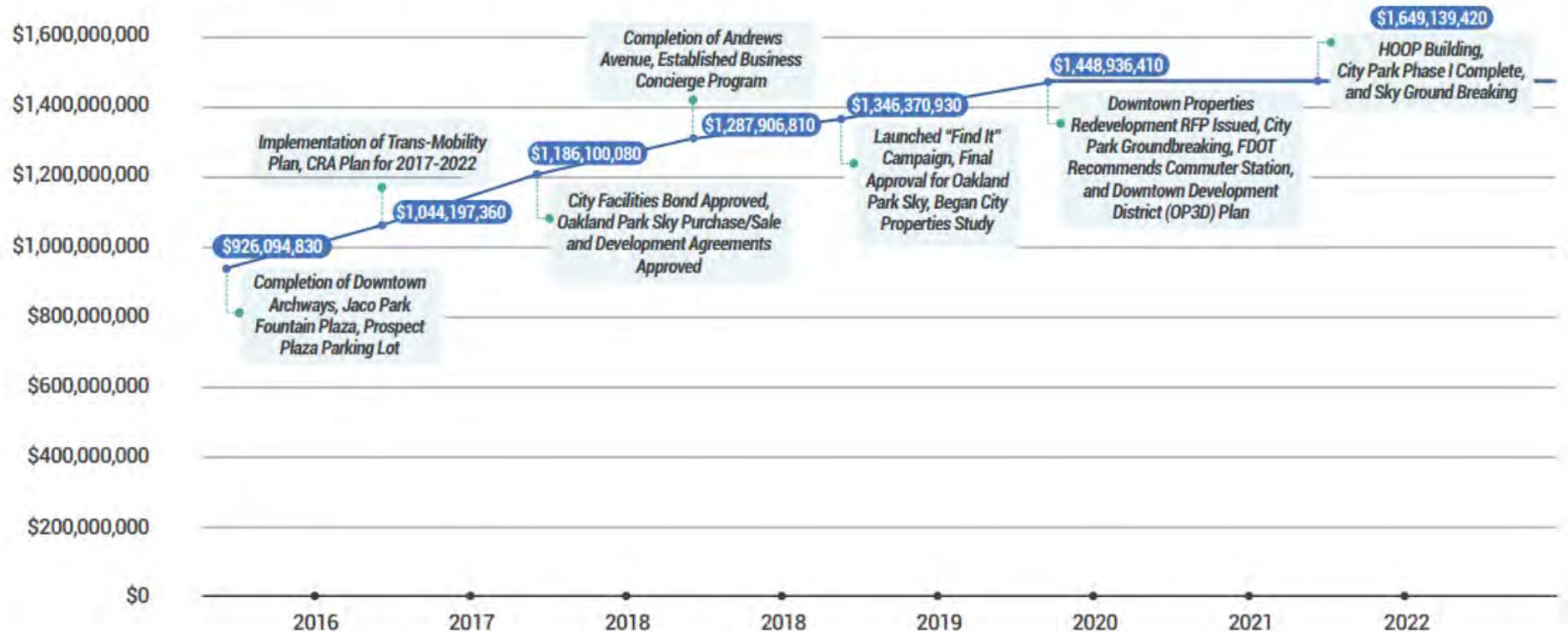
108% INCREASE
from 2014 to 2022

2004 CRA Market Value:
\$463,316,108 (Base Value)

2014 CRA Market Value:
\$793,306,790

2022 CRA Market Value:
\$1,649,139,420 (Current Value)

CRA PROPERTY VALUES | 2014-2022



Market Value CRA Policies and Programs

FY 2022 | CRA Annual Report

OPCRA



City of Oakland Park CRA Plan Update Economic and Market Assessment

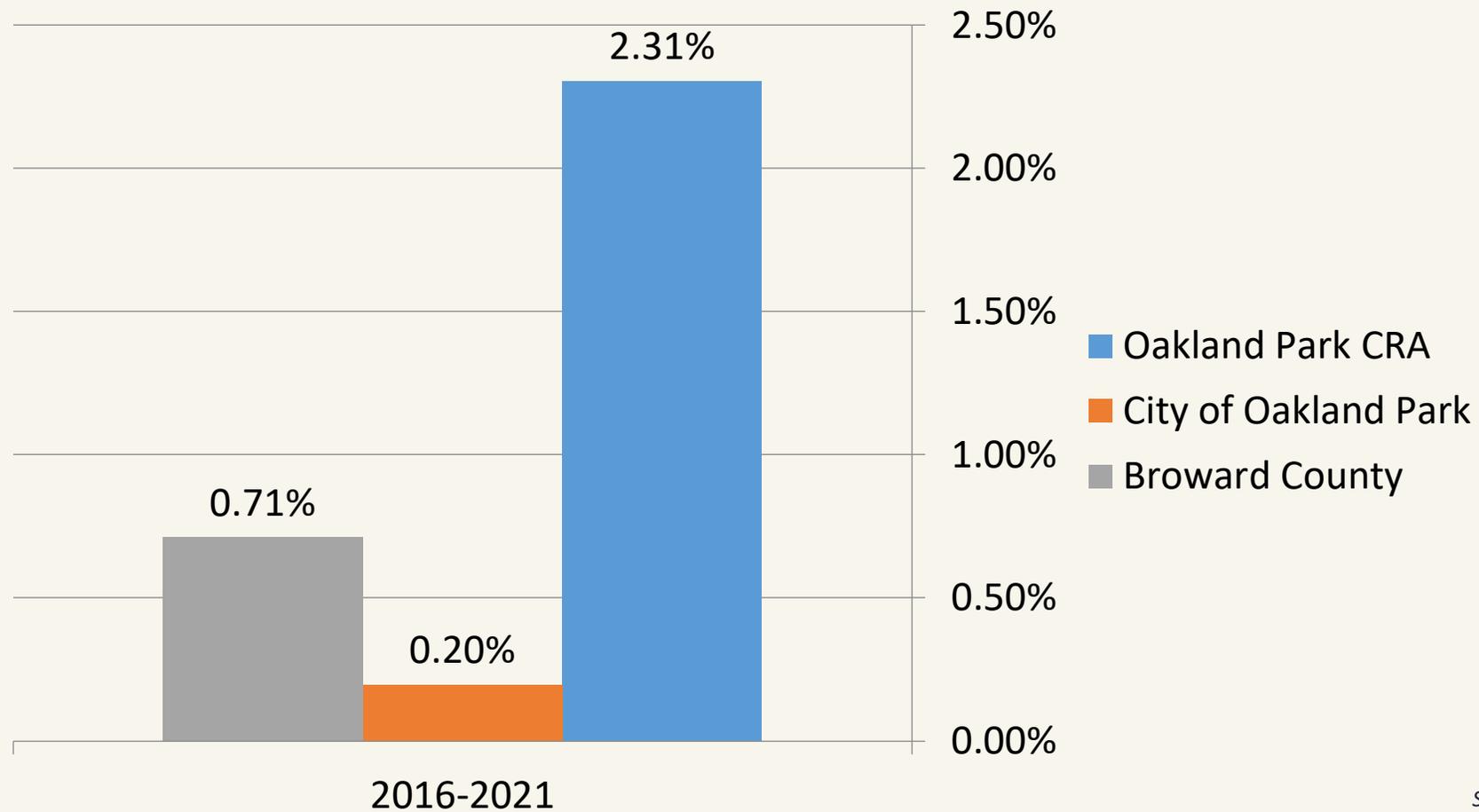
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February 2023

City of Oakland Park CRA Economic/Demographic Overview

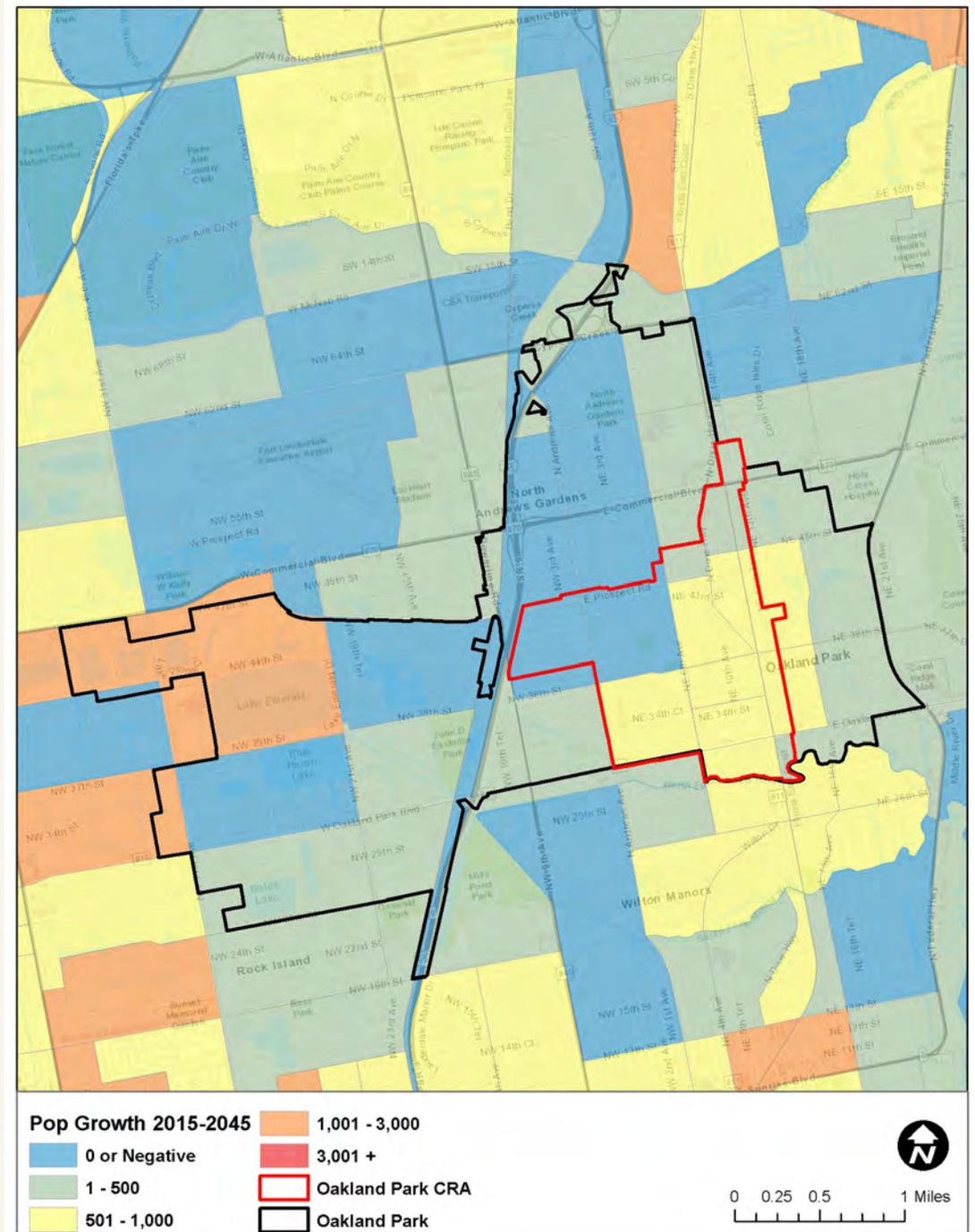
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AREA ANNUAL POPULATION GROWTH RATE: ACS 2016 – ACS 2021



POPULATION GROWTH PROJECTIONS 2015-2045 (by TAZ)

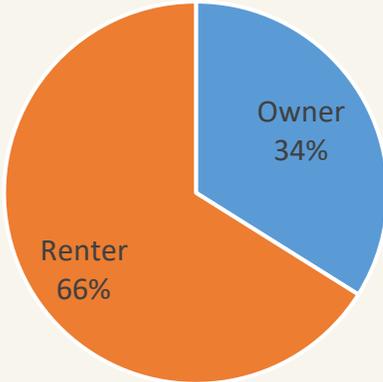
- Overall, most of the Traffic Area Zones (TAZ), which mirror Census block groups, within the within the CRA are forecast to grow by 500-1,000 persons, though the northwest pocket is showing marginal growth.



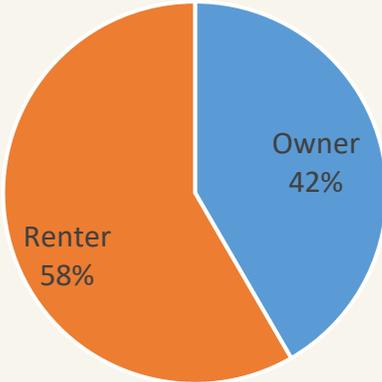
HOUSING TENURE 2016-2021

- The CRA has more renters than the City and County
 - Though ownership increased notably from 2016 to 2021

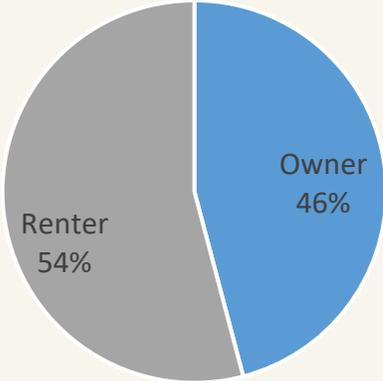
CRA 2016



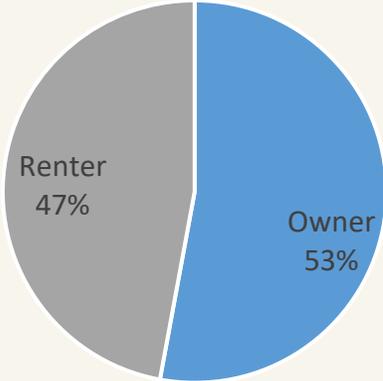
CRA 2021



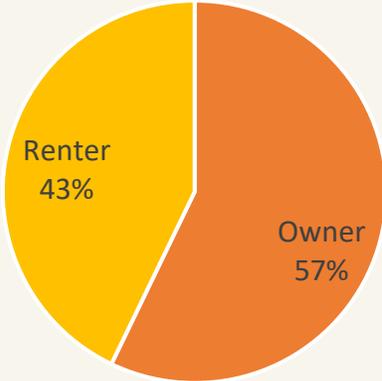
City 2021



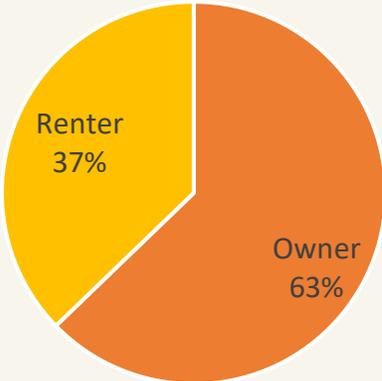
City 2016



County 2016



County 2021



Source: Census ACS 2016 & 2021

MEDIAN HOUSEHOLD INCOME

2016-2021

■ Oakland Park CRA ■ City of Oakland Park ■ Broward County



- The CRA's household (HH) income is roughly 10% below the City
 - And nearly 30% below the County

CRA JOBS INFLOW/OUTFLOW 2019

- Only 2.6% of people working in the CRA live in the CRA
 - presents opportunity to capture more of these workers and promote housing growth



Inflow/Outflow Job Counts (All Jobs)		
	2019	
	Count	Share
Employed in the Selection Area	7,726	100.0%
Employed in the Selection Area but Living Outside	7,523	97.4%
Employed and Living in the Selection Area	203	2.6%
Living in the Selection Area	5,027	100.0%
Living in the Selection Area but Employed Outside	4,824	96.0%
Living and Employed in the Selection Area	203	4.0%



City of Oakland Park CRA Housing Market

...

February 2023

Single Family Housing Snapshot

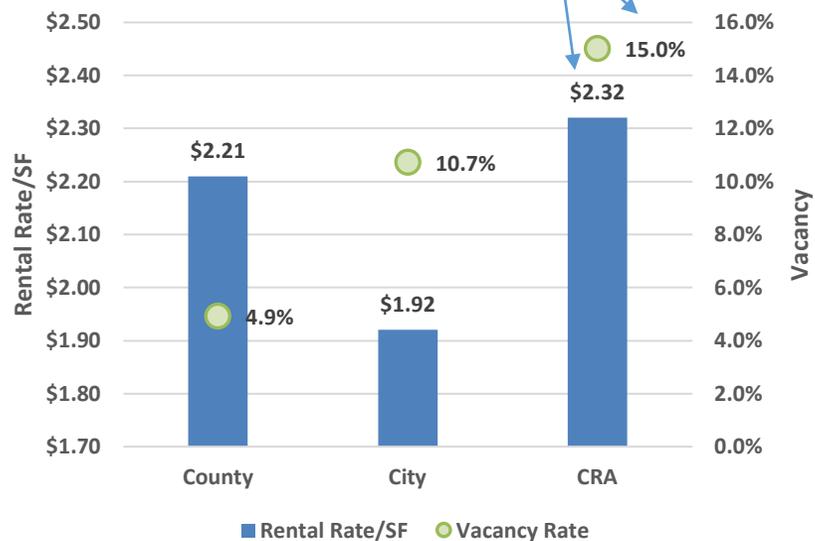
- Single family sales activity has fluctuated in both the City and CRA
 - Thought CRA's level of sales is modest compared to its proportional share of housing
- Single family sale prices have steadily increased in both the City and CRA
 - Both experienced roughly 15% annual increases between 2020 and 2022



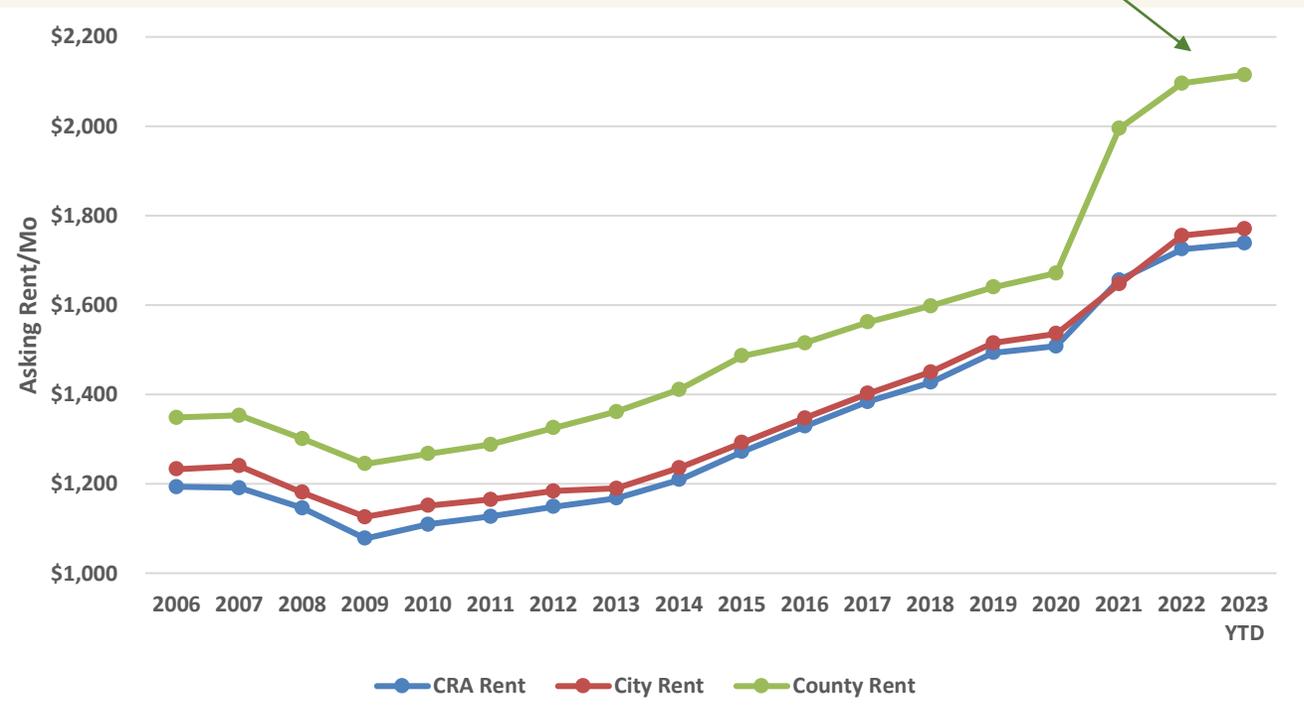
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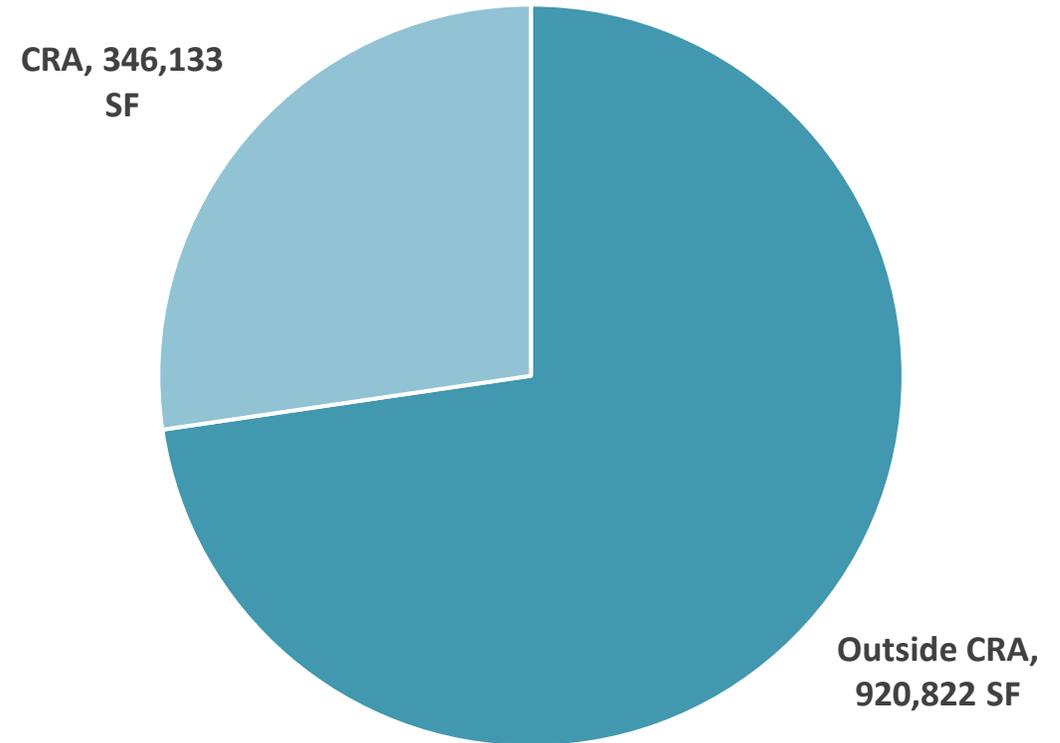
City of Oakland Park CRA (Office Market)

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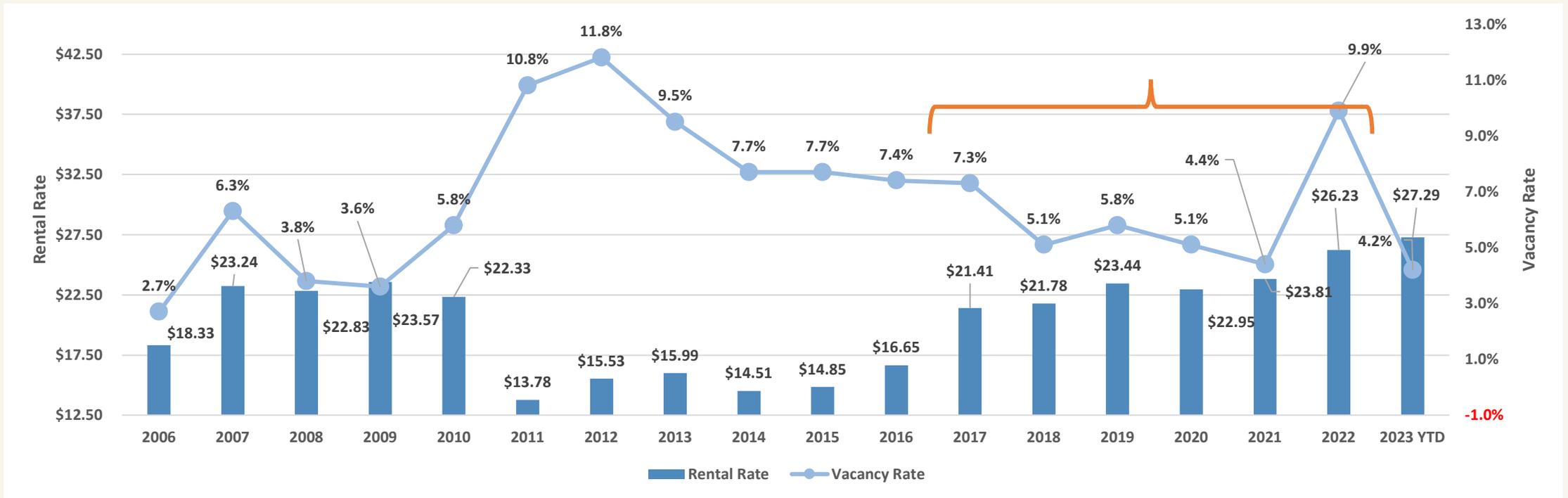
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Sq.Ft. of Office Space In CRA and Outside of CRA of CRA



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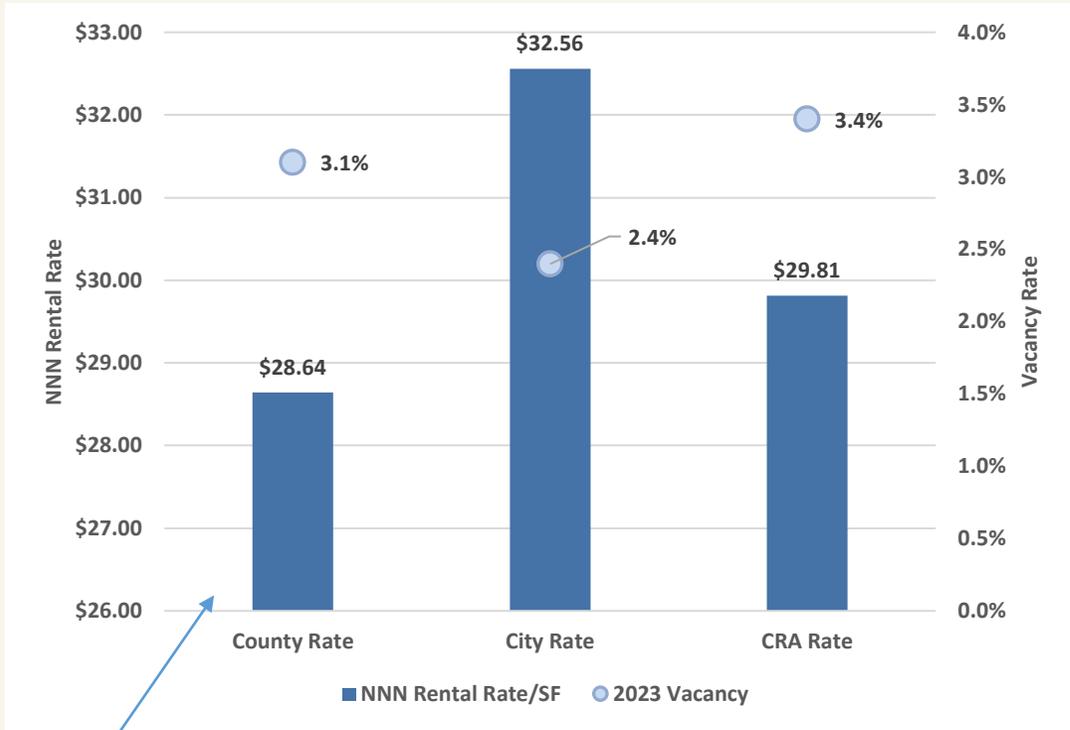


City of Oakland Park CRA Retail Market

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February 2023

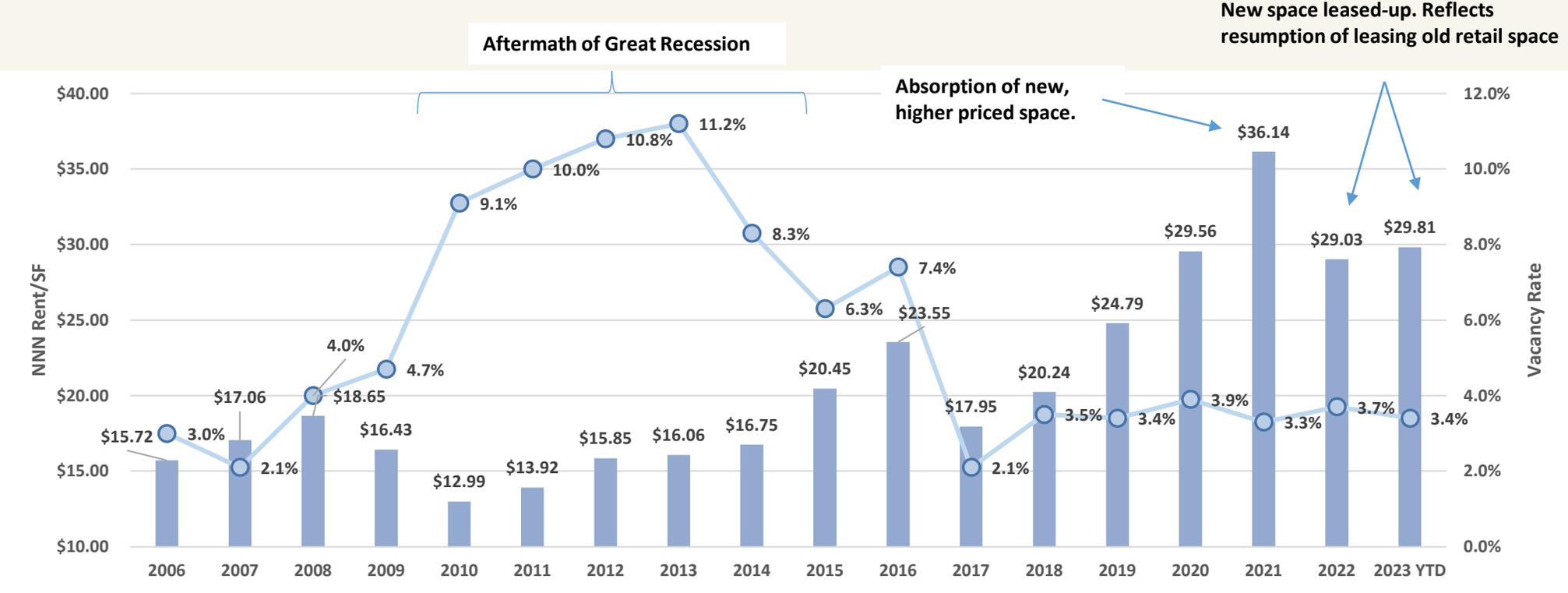
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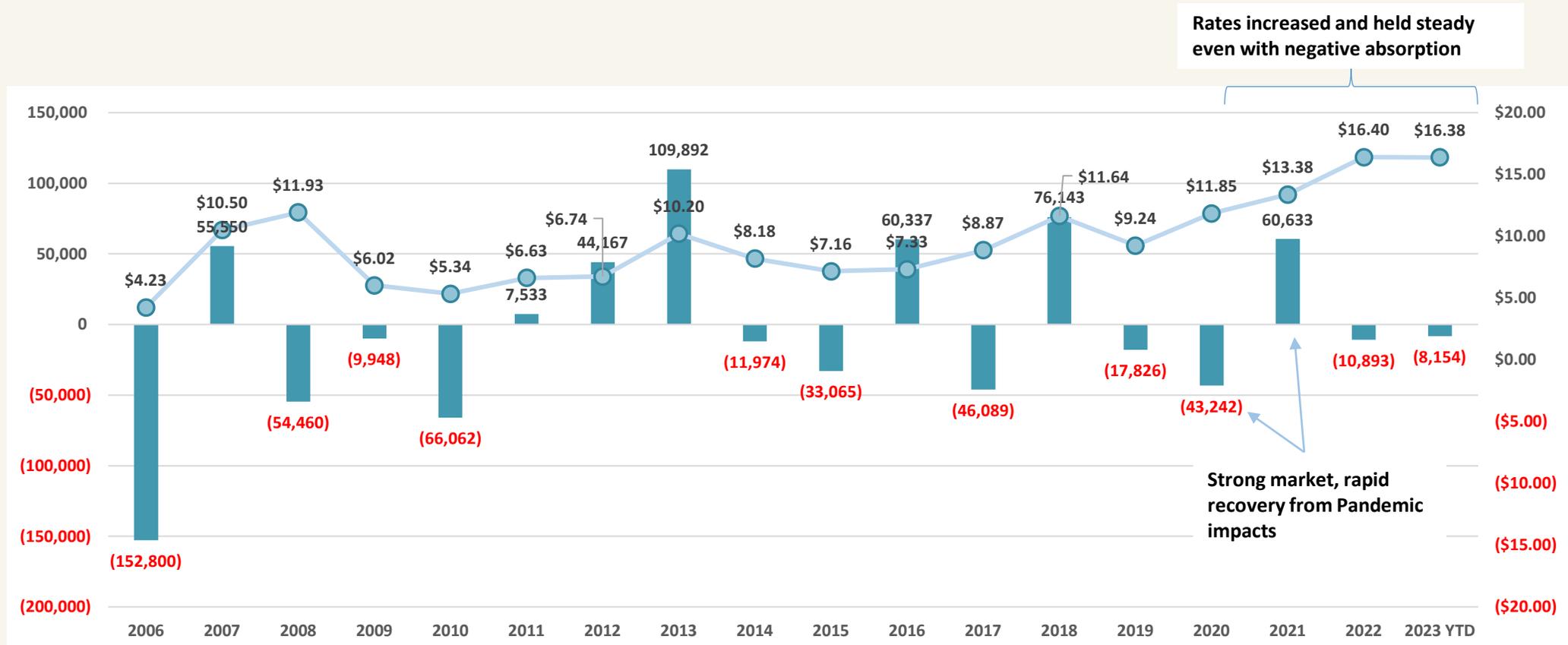


City of Oakland Park CRA Industrial Market

...

February 2023

- The industrial market remains very strong as negative absorption has not impacted rental rates.



CRA STRATEGY REVIEW

In keeping with the CRA Plan, the Proposed 2023 -2028 Strategic Action Plan Activities are separated into three categories:

PUBLIC-PRIVATE PARTNERSHIPS

- Including Land Acquisition

CAPITAL PROJECTS

POLICIES & PROGRAMS

OPCRA Plan Implementation Categories

GROWTH

The project will leverage the gains already made in the CRA and expand opportunities

STABILITY

The project will stabilize the market and ensure longevity and economic sustainability



FOUNDATION

The project will prepare emerging areas for the next phase of redevelopment, or lay the groundwork for new programs in the Downtown

OPCRA Emerging Areas



Continue CRA principle to invest where there is momentum.



Set the foundation in the emerging areas of the CRA to prepare them for the next phase of redevelopment.



Harlem McBride



Central Business District



Floranada

OPCRA

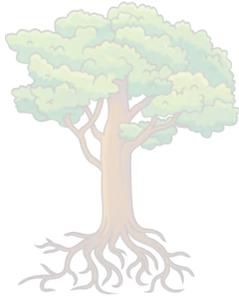


OPCRA 2023 – 2028 Proposed Projects



Stakeholder Group Key Questions

- Please place projects into one of the three implementation categories below:



- *Growth Project*
- *Stabilization Project*
- *Foundation Project*

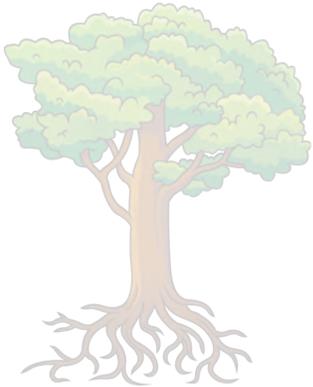
- Of the projects noted in the Potential 2023-2028 CRA Plan Project List :
 - What is the most impactful project **for your Stakeholder Group? And why**
 - What is the most impactful project **for the entire CRA? And why**

An illustration of a diverse group of people in a meeting. In the foreground, the backs of three people's heads and shoulders are visible: a woman with dark hair in a yellow top, a man with black hair in a blue top, and a woman with long brown hair in a green top. Behind them, four other people are facing forward: a woman with dark skin in a purple top, a man with brown hair in a grey suit, a woman with brown hair in a dark blue suit, and a man with black hair in a light blue shirt. The background is light blue with several large, colorful, abstract shapes resembling speech bubbles or thought bubbles in shades of pink, teal, green, yellow, and purple. The text 'Stakeholder Group Breakout Session' is centered in the middle of the image in a white, sans-serif font.

Stakeholder Group Breakout Session

Potential 2023 – 2028 Capital Project List

Project Title	Status
• Mobility- Parking Management System Design (Downtown)	Underway
• Mobility- Phase I Planning and Design for Pedestrian Improvements throughout Downtown	Underway
• Mobility – Phase I Planning and Design Streetscape Improvements throughout Downtown	Underway
• Mobility - Expanded Bike Share Partnerships and Station Installation	On Hold
• Mobility - Micro Transit Downtown Circular Plan	Underway
• Downtown Infrastructure Improvements: Reconstruction of intersection of OPB and Dixie Highway NE 12 th Terrace Extension (North of Park Lane)	New
• Traffic Improvements to Kimberly Lakes Neighborhood - Planning and Design	New
• Improvements to NE 8th Avenue - Planning and Design	New



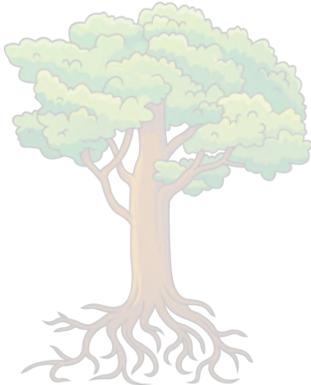
Potential 2023 – 2028 Public Private Partnership Project List

Public Private Partnership - Project Title	Status
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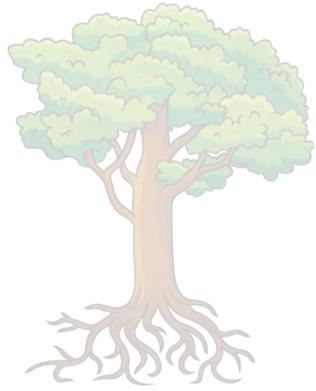
- Jaco Pastorius Park Culinary Marketplace Construction On Hold
- South Gateway Fountain and Plaza Not Complete
- Redevelopment of Post Office Site New
- Coastal Link Train Station New - Underway

Land Acquisition - Project Title	Status
----------------------------------	--------

- Land Acquisition – Downtown property aggregation for mixed use development Underway
- Land Acquisition – Jaco Park Culinary Marketplace On Hold

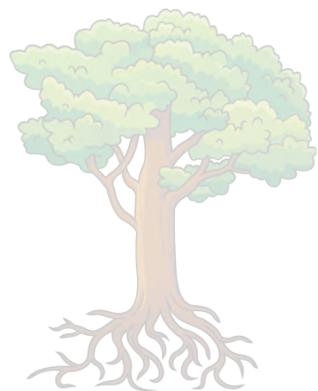


Potential 2023 – 2028 Policy and Program Project List



Land Use Policy - Project Title	Status
• East Harlem McBride Land Use Change	On Hold
• H and S Subdivision Land Use Change	On Hold
• Central Park Industrial Center Land Use Change	On Hold
• Floranada Design District	Not Complete
• Midtown Commercial Regulations	Not Complete
• Future Prospect Gardens Pocket Park Land Use Change	On Hold

Potential 2023 – 2028 Policy and Program Project List



Program – Project Title	Status
• Commercial Façade	Underway
• Public Art Program	Not Complete
• Relocation Assistance	Underway
• Strategic Investment Program	Underway
• Attainable Housing	Underway
• Marketing/ Branding Campaign	Underway
• New Business Development Assistance and Training Program	Underway
• New Oakland Park Downtown Development District Feasibility Study	Not Complete

Stakeholder Workshop Images

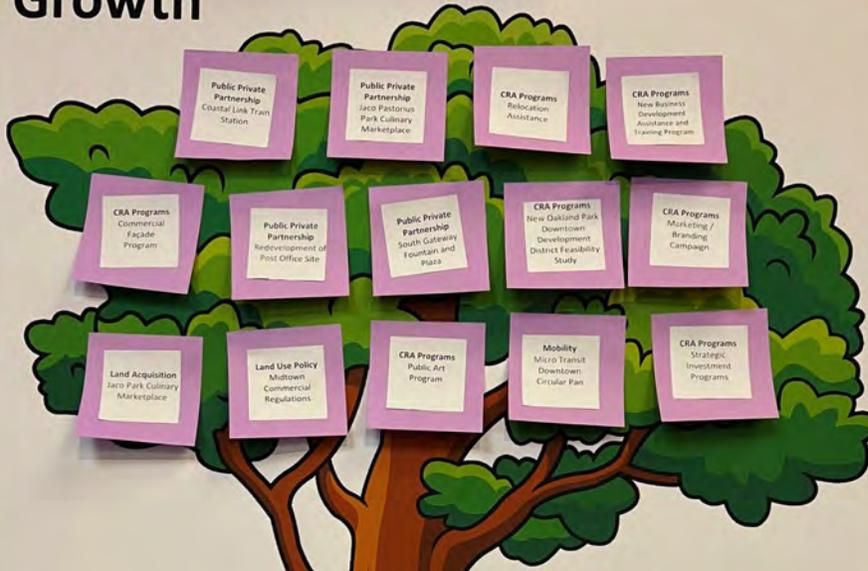
2023 -2023
OPCRA
Strategic Plan





Entrepreneurship Group

Growth



Stability

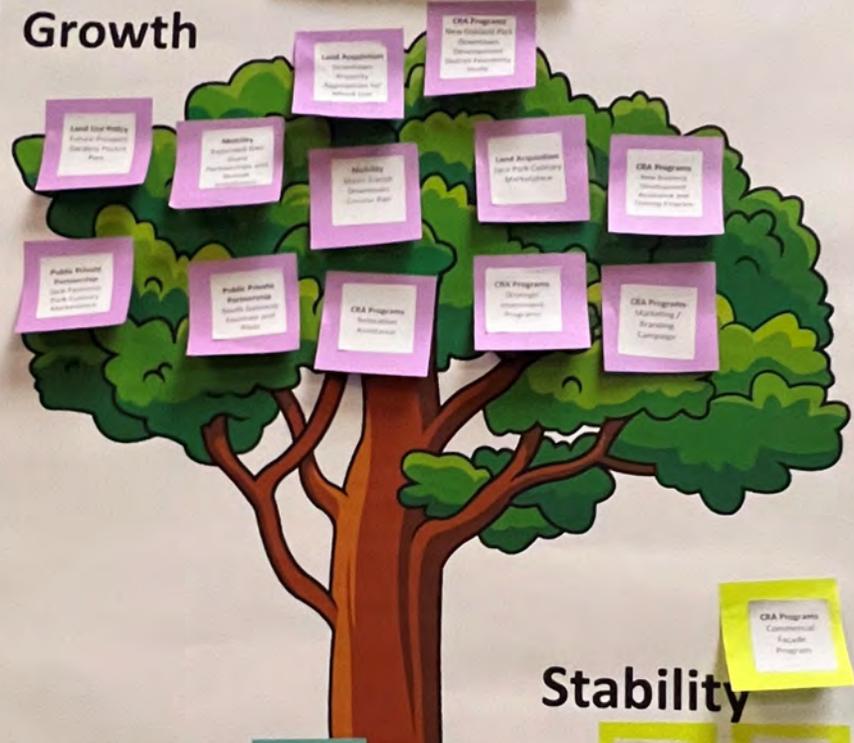


Foundation

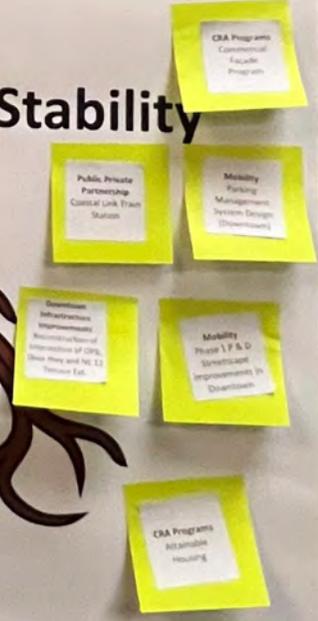


Downtown Partners & Neighborhood Group

Growth



Stability

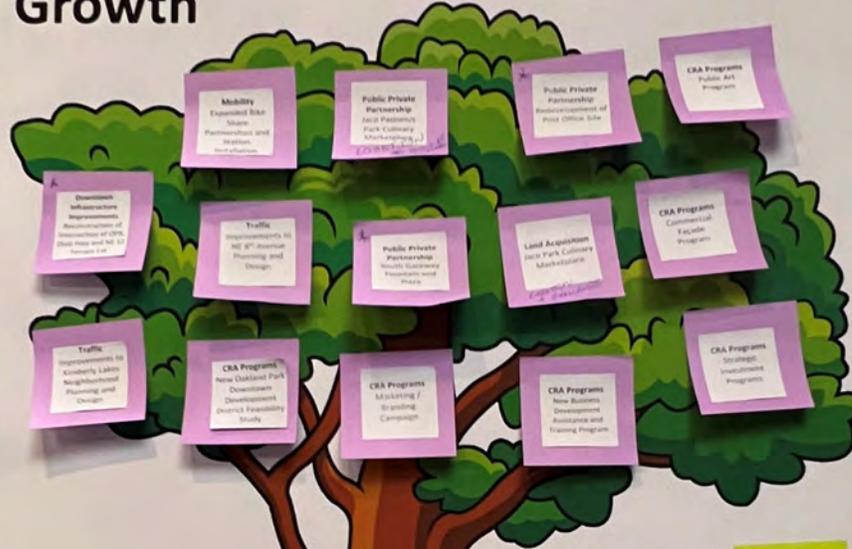


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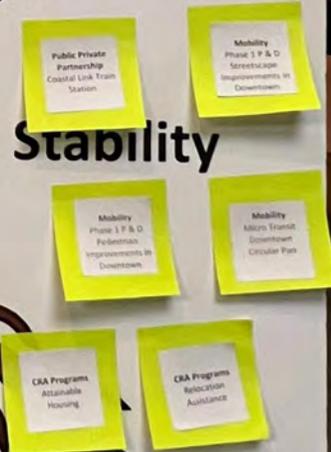


Placemaking Group

Growth



Stability



Foundation

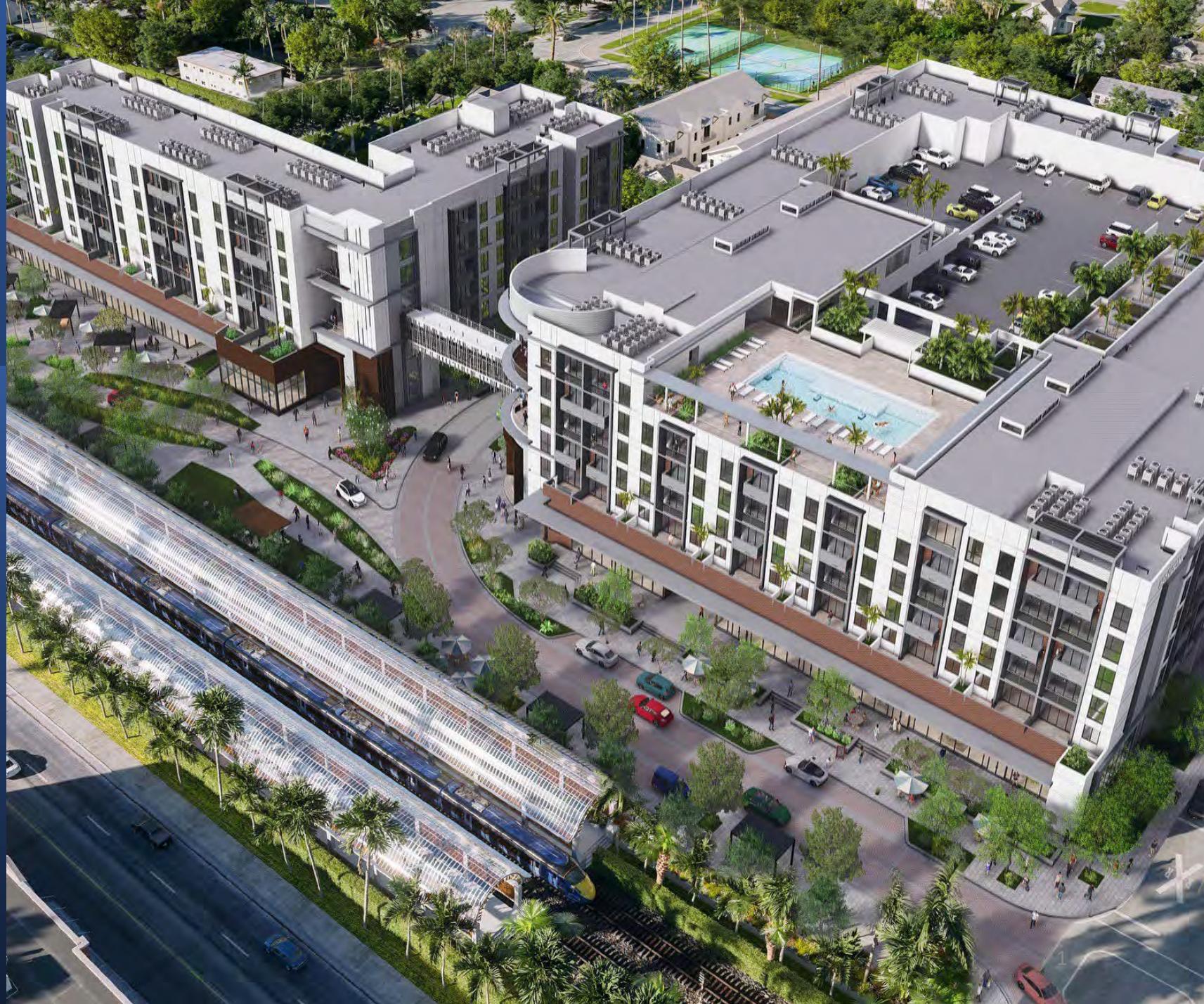


CRA Plan Update

2023 -2028 OPCRA Strategic Plan

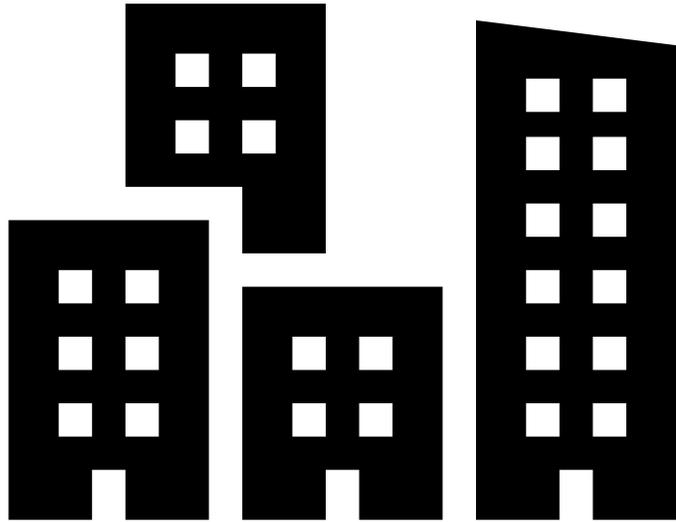


October 5, 2023



OPCRA 2023-2028

Strategic Plan Community Meeting



- Review OPCRA 2016 – 2023
- Economic and Market Data Overview
- 2023 Strategic Plan Process 2023-2028
- Questions

CRA HISTORY

2005

CRA Plan approved by the City and County

2007

The County Interlocal Agreement, to fund activities as a **TIF-LESS CRA**

2011

CRA Board adopts the CRA 2012 -2017 Strategic Action Plan

2017

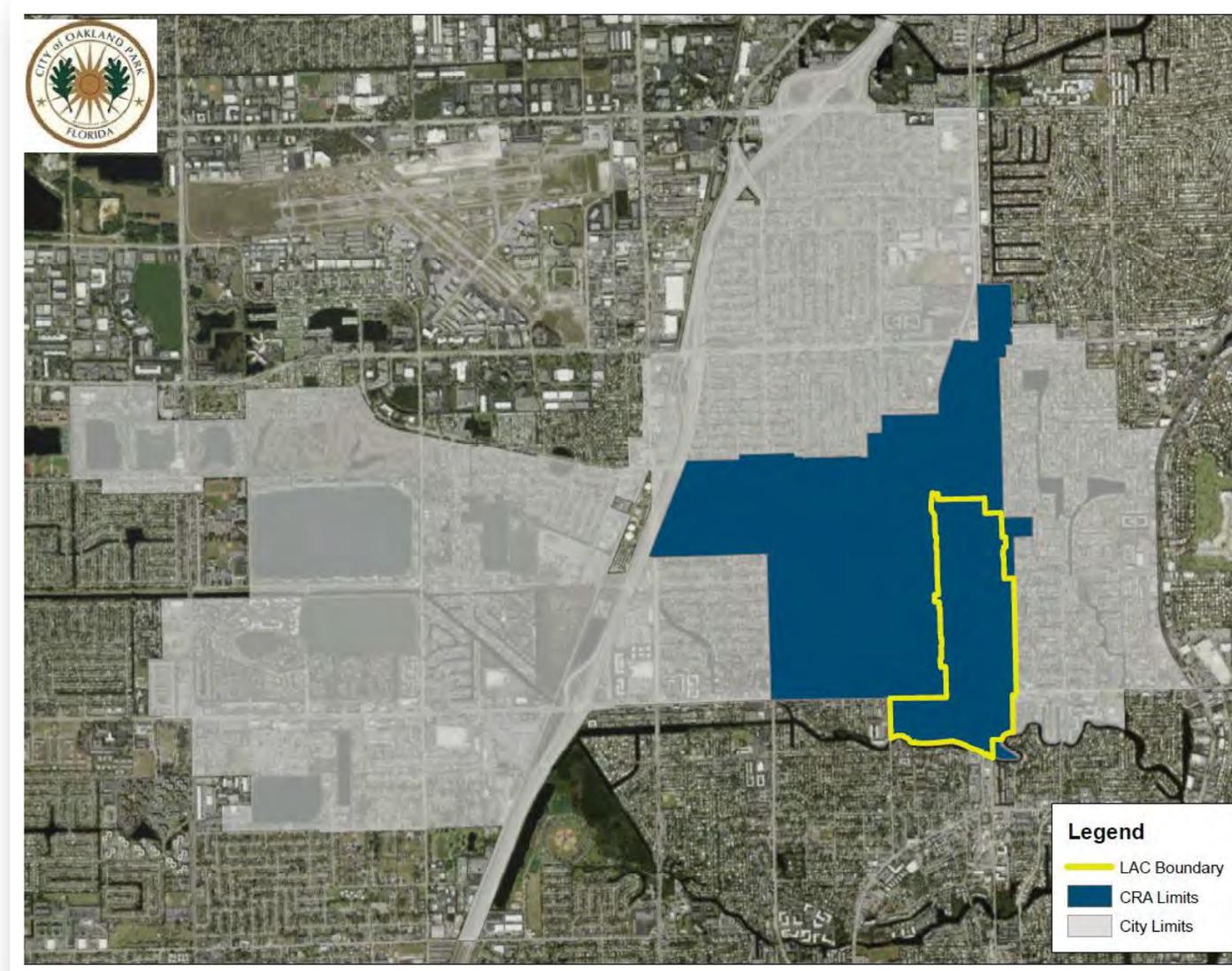
Board adopts 2017-2022 Strategic Action Plan

2022

CRA begins 2023 – 2028 Strategic Action Planning Process

2045

CRA will sunset

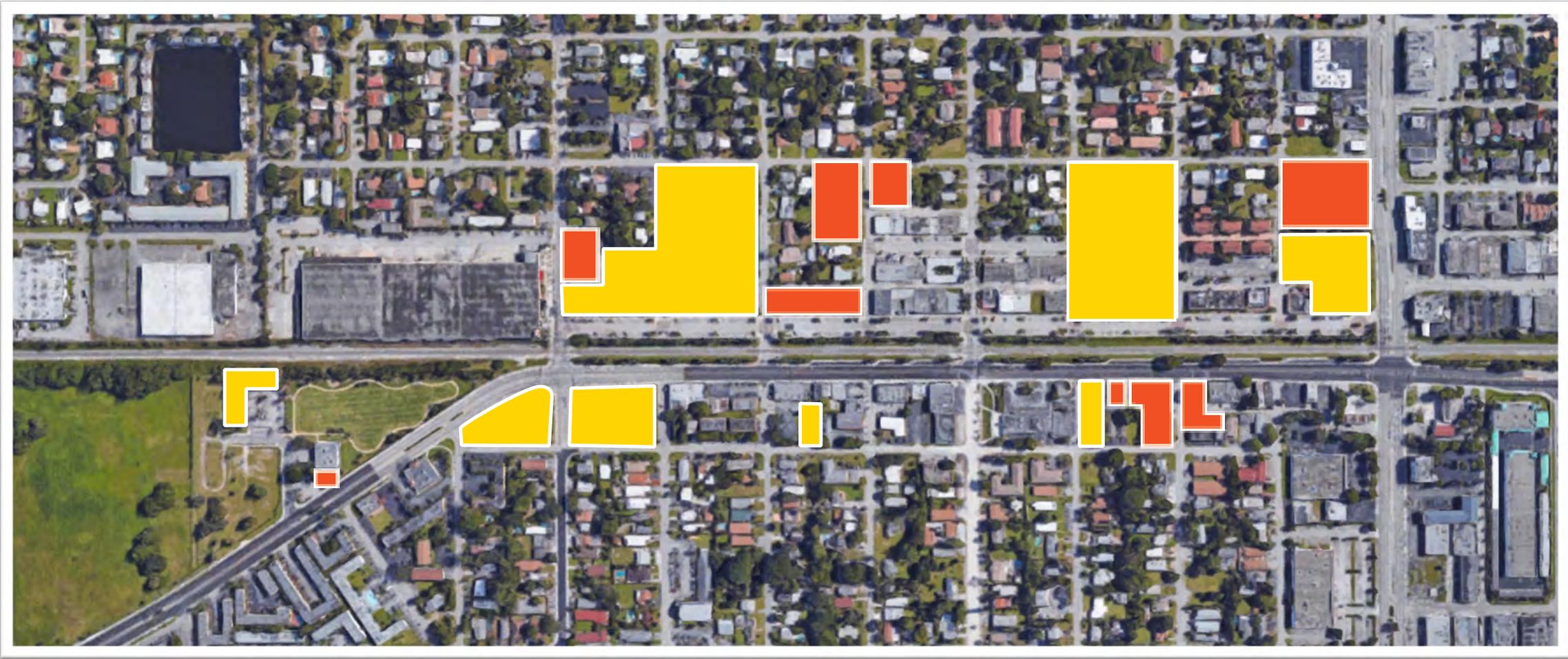


OPCRA

Development ● Empowerment ● Economic Sustainability

CRA 2016 Conditions

OPCRA had limited Ad Valorem Revenue potential with the City and the Postal Service as largest landowners

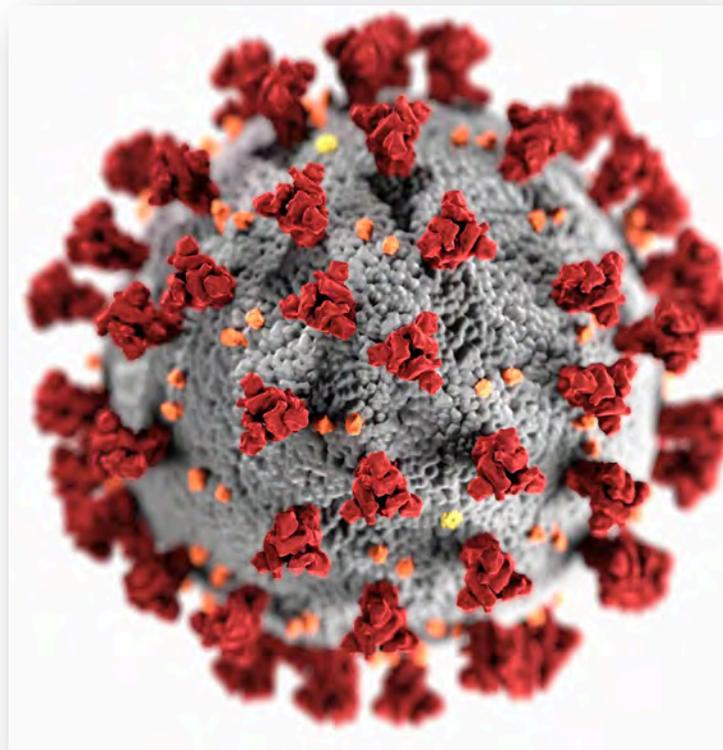


Government Owned Parcels

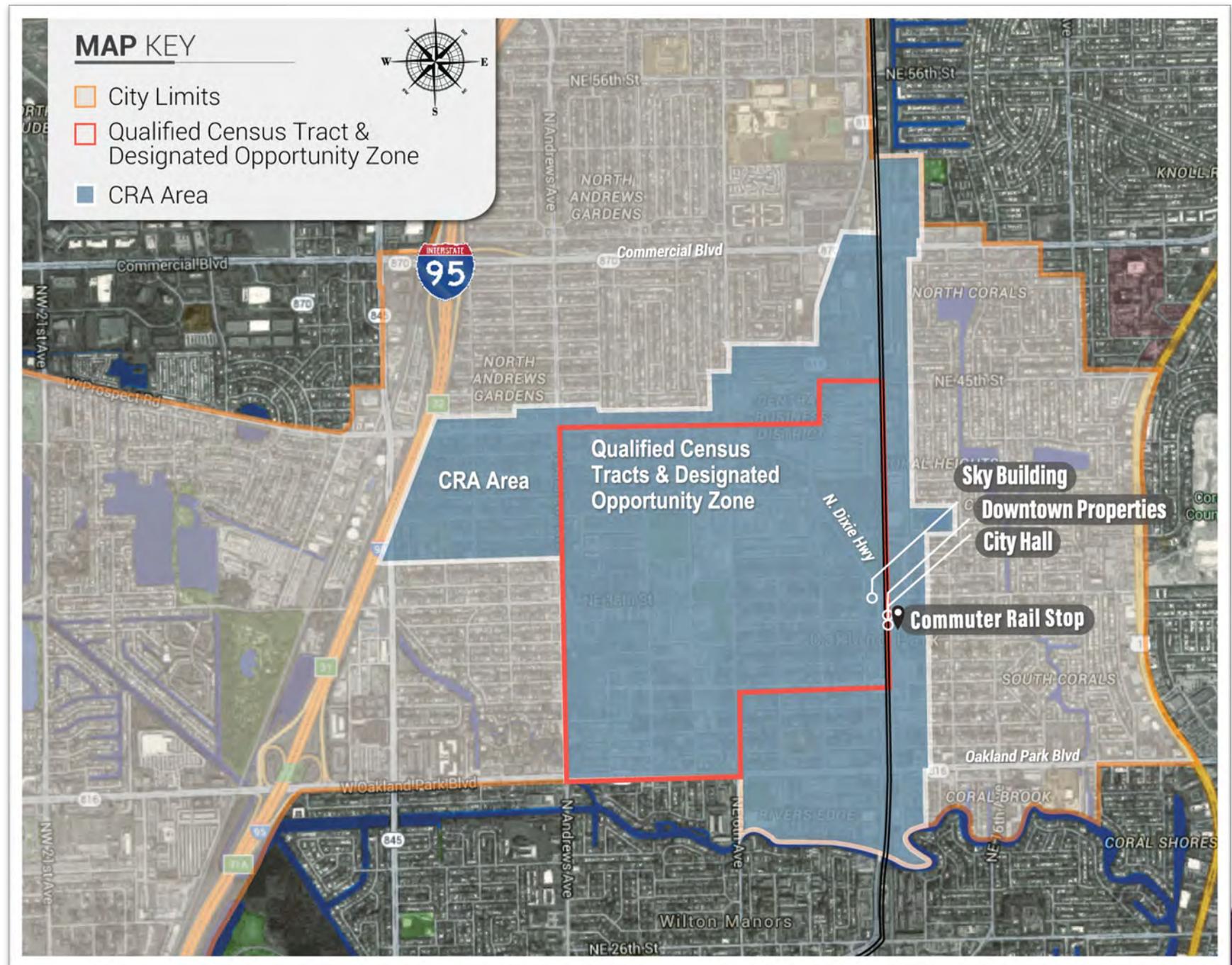
Land Acquisition and/or Private Redevelopment Opportunities

OPCRA

OPCRA's Unpredictable Challenges



CRA Economic Challenges



City's COVID Response

Vaccine POD (Point of Distribution)



Virtual Services



OPCRA

CARES Act Small Business Assistance Program

SMALL BUSINESS ASSISTANCE GRANTS
UP TO \$15,000 Funded by the CARES Act
Apply now at www.opgrants.com



Business Recovery Bags



Celebrating Class of 2020



Capital Improvement Program Funding

Total Grant Awards : \$54,487,196.22

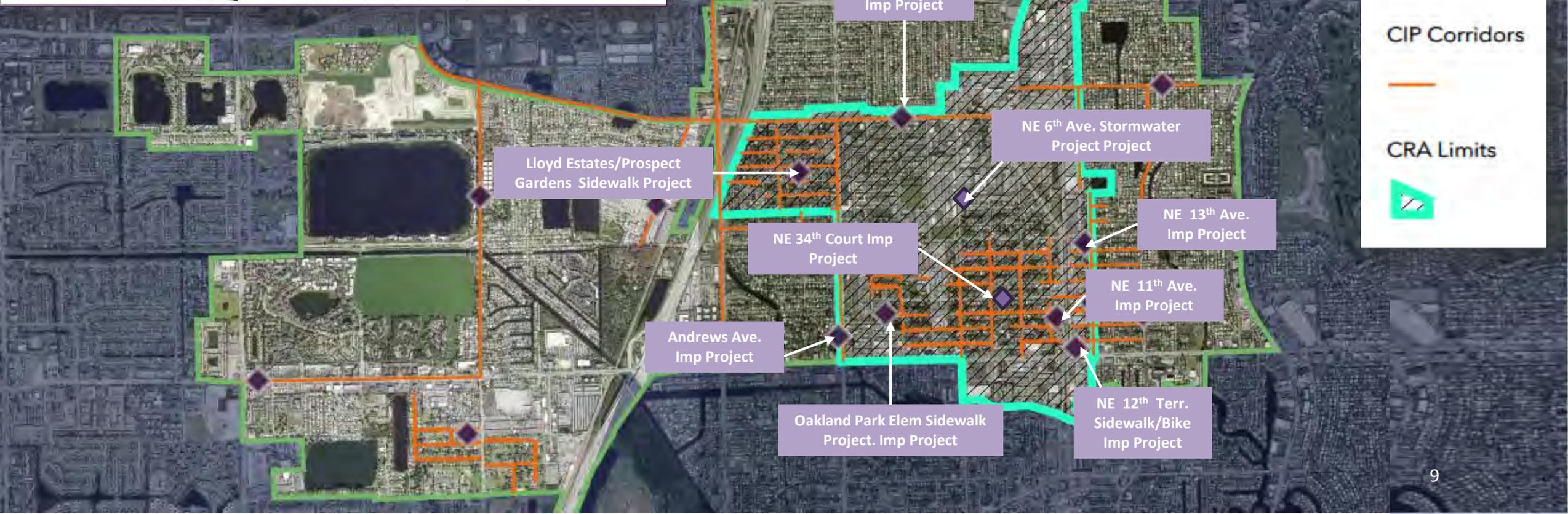
- Resilient Florida – Fire Station No. 9
- Resilient Florida – NW 13 Ave
- Resilient Florida – Outfall Replacement
- Urban Forestry Tree Grant – Carter Woodson
- Urban Community Gardens – Carter Woodson
- African American Cultural & History Grant – Carter Woodson
- CDBG - Parking Lot at Park Place
- CDBG - Richard E. Giusti Par Cours Park - Dog Park/ Parking
- CDBG – Dr. Carter G. Woodson Park Improvements
- Fire Station No. 87 HMGP Grant
- Fire Station No. 20 HMGP Grant
- Rebuild Florida Critical Facility Hardening – Fire Station 87
- Lloyd Estates Park Improvements – FRDAP
- Carter Woodson – FRDAP
- Wimberly Field - FRDAP
- Library Construction Grant – City Park Phase 2
- Highway Beautification Grant – Oakland Park Blvd Phase 2
- Small Matching Program – Pioneer House Assessment
- Land and Water Conservation Fund – North Andrews Gardens
- Roadway improvement projects – Andrews Ave & NW 10th Avenue
- Citywide tree canopy Broward County Tree Planting Grant
- Safe Routes to School Lloyd Estates Elementary Sidewalk Grant Award
- Complete Street – 13th Avenue Grant Award
- Complete Streets & Other Localized Initiatives:
 - NE 12th Terr
 - NW 21st Ave
- Powerline Road TIGER Grant Project
- Urban Forestry Tree Grant – City Park
- HMGP – Public Works Facility
- HMGP – Wimberly Field Lighting
- Prospect Road Project
- Park Lane Complete Street Project
- N.W. 21st Avenue Project
- N.W. 31st Avenue Project
- Land and Water Conservation Fund – City Park East
- N.E. 34th Court Complete Street
- N.W. 39th Street Greenway
- Prospect Plaza Improvements
- Municipal Building Hardening & Retrofit Grant
- Community Lighting Retrofit Grant
- Urban Forestry Grant Program/Tree Planting on North Dixie Highway
- South Florida Transit Oriented Development (SFTOD) Grant (DMUD)
- Recreational Trails Program – Royal Palm Park Trails
- Lakeside, Floranada & Oakland Park Elementary Sidewalk Grant Awards
- Resilient Florida Grants – City Park Stormwater and Emerald Lake Flood Protection



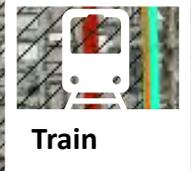
CIP MAP



7



Significant City Investment



CRA Limits

CIP Corridors

CIP Projects

Commuter Rail Road

LAC Boundary (2022)



City Park - Phase 1
 Community Center/Library
 Fire Station 9
 Richard E. Giusti Health and Wellness Park

Public Works Facility

Public Works Facility

WESTERN DOWNTOWN GUIDING PRINCIPLES FRAMEWORK

- 1** PROMOTE SUSTAINABLE QUALITY OF LIFE
- 2** CREATE AN ENVIRONMENT OF OPEN SPACE AND AMENITIES
- 3** SUPPORT RESPONSIBLE ECONOMIC DEVELOPMENT
- 4** REALIZE LONG TERM ECONOMIC INVESTMENT FOR THE CITY

OP3D

A New Vision for the Downtown

VISION
DOWNTOWN GUIDING PRINCIPLES FRAMEWORK

character — vision — urban design — regulation

- 1** PROTECT NEIGHBORHOOD QUALITY OF LIFE
- 2** ENSURE NO REDUCTION OF GREEN SPACE AND AMENITIES
- 3** SUPPORT SUSTAINABLE ECONOMIC DEVELOPMENT
- 4** REALIZE LONG-TERM ECONOMIC INVESTMENT FOR THE CITY

updated district sub-areas | OP3D MAP

OP3D DISTRICT SUB_AREAS	PURPOSE
DC DOWNTOWN CORE	The Downtown Core East and West District Sub-areas are designated as the epicenter of the Oakland Park Downtown District. It is intended to be the image of Oakland Park and its main destination with high quality building design and a mix of uses to appeal to both locals and visitors. Refer to OP3D Regulations for additional information on Uses; Building Types; Defining Characteristics.
IN INTOWN NEIGHBORHOODS	The Intown Neighborhoods Sub-areas shall have a residential focus with some neighborhood serving businesses. Low intensity offices and commercial uses with residential will also be encouraged. Refer to OP3D Regulations for additional information on Uses; Building Types; Defining Characteristics.
WF WAREHOUSE FLEX DISTRICT	The Warehouse Flex District Sub-area is envisioned as an artistic enclave with workspaces and studios in both new structures and converted storage and warehouses. The uses shall predominately consist of light industrial uses, commercial uses and related services, such as arts, research and development, office, and retail accessory. Refer to OP3D Regulations for additional information on Uses; Building Types; Defining Characteristics.
MR MIDDLE RIVER DISTRICT	The Middle River District Sub-area is envisioned as a mixed use neighborhood to include commercial, retail and residential uses oriented towards Middle River with public access and buildings, not parking lots, fronting bike/ped trails connecting the areato downtown. Refer to OP3D Regulations for additional information on Uses; Building Types; Defining Characteristics.
NET NORTH END TOWNHOMES	The North End Townhomes District Sub-area will maintain strong residential community feeling.

DC - Downtown Core
IN - Intown Neighborhoods
WF - Warehouse Flex
MR - Middle River
NET - North End Townhomes

Significant Private Investment



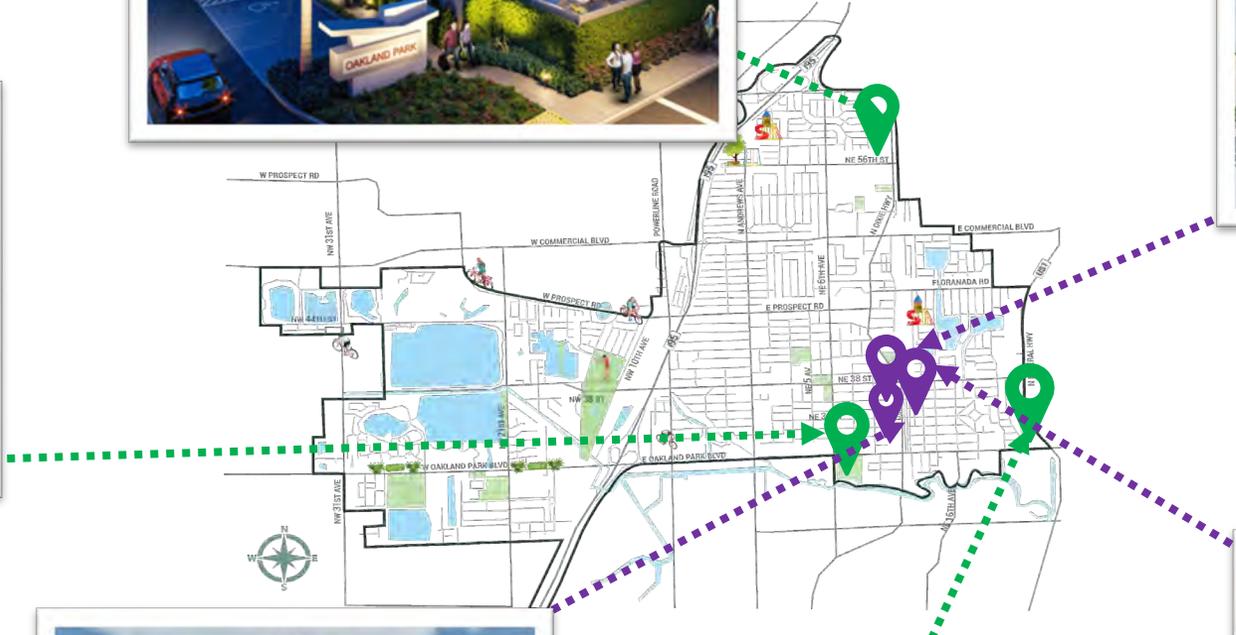
CEIBA \$18 Million
106 Townhome Units



Sky Building \$48 Million
119 Units/21 Live Work/ Ground Floor Commercial/City Hall



Blys \$56 Million
300 Units/Sprouts/Commercial Space/Public Riverfront Promenade



Central Park \$20 Million
42 Units/1 Live Work



Oaklyn \$68 Million
274 Units/Ground Floor Commercial



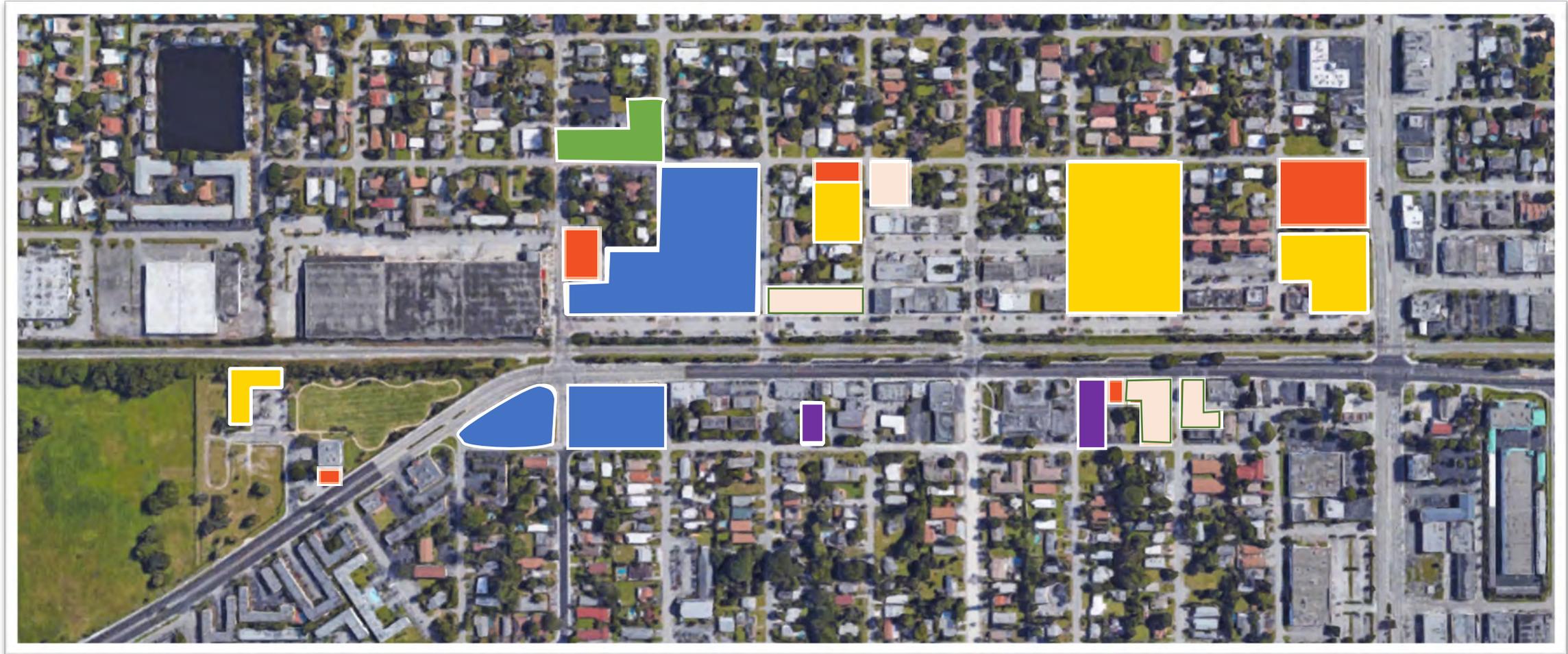
Horizon \$140 Million
310 Units/ Ground Floor Commercial/Open Space/Woonerf



CRA 2023 Action Plan Results

\$ 595 Million increase in ad valorem value since 2016

- **New Vision**
- **New Attainable Housing Units**
- **New Parks, New Parking**



OPCRA

City P3 Redevelopment
Private investment

New Parking
New Open Space

Government Owned Parcels
Land Acquisition /Private Redevelopment Opportunities

CRA PERFORMANCE DATA

CRA MARKET VALUE

Since 2016, the total market value of all properties in the CRA has increased an average of \$117 million a year.

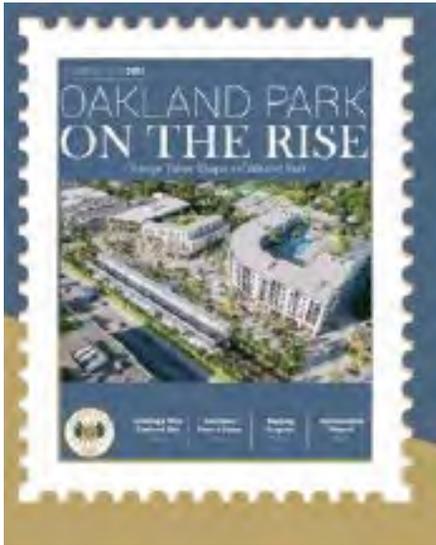
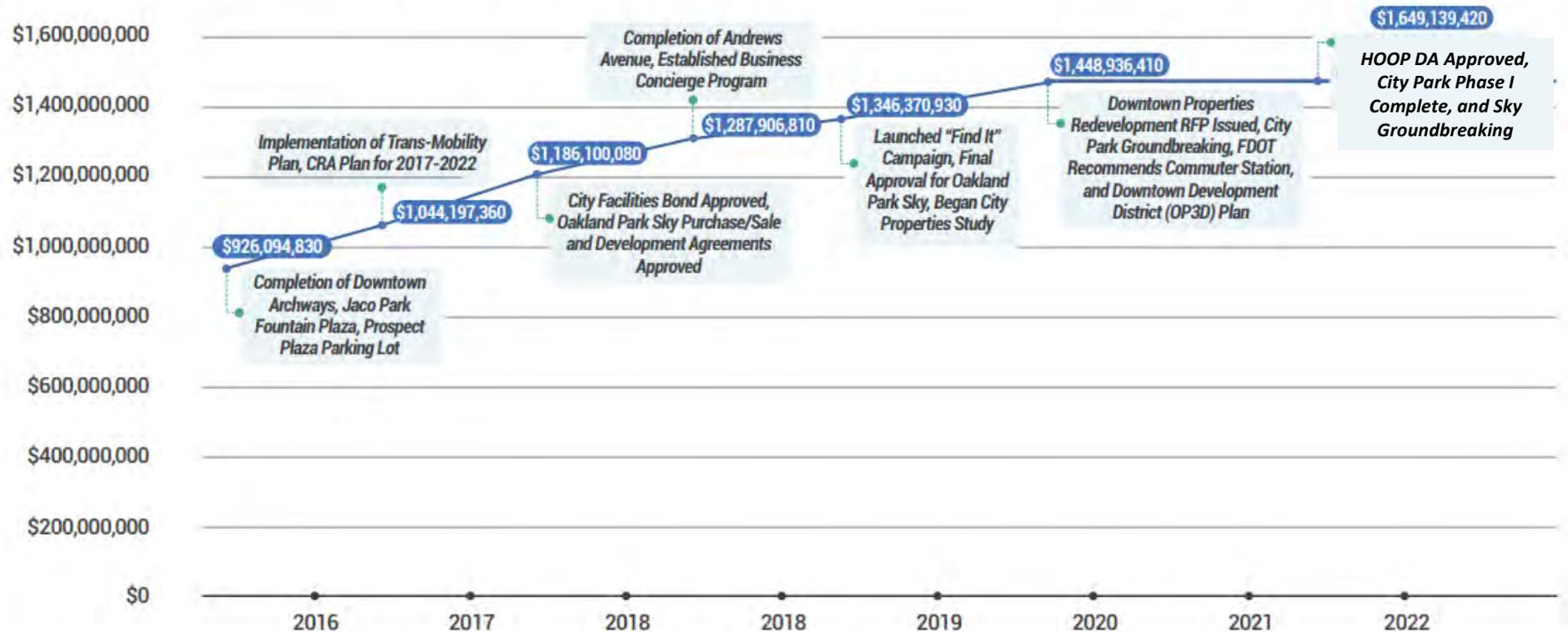
108% INCREASE
from 2014 to 2022

2004 CRA Market Value:
\$463,316,108 (Base Value)

2014 CRA Market Value:
\$793,306,790

2022 CRA Market Value:
\$1,649,139,420 (Current Value)

CRA PROPERTY VALUES | 2014-2022

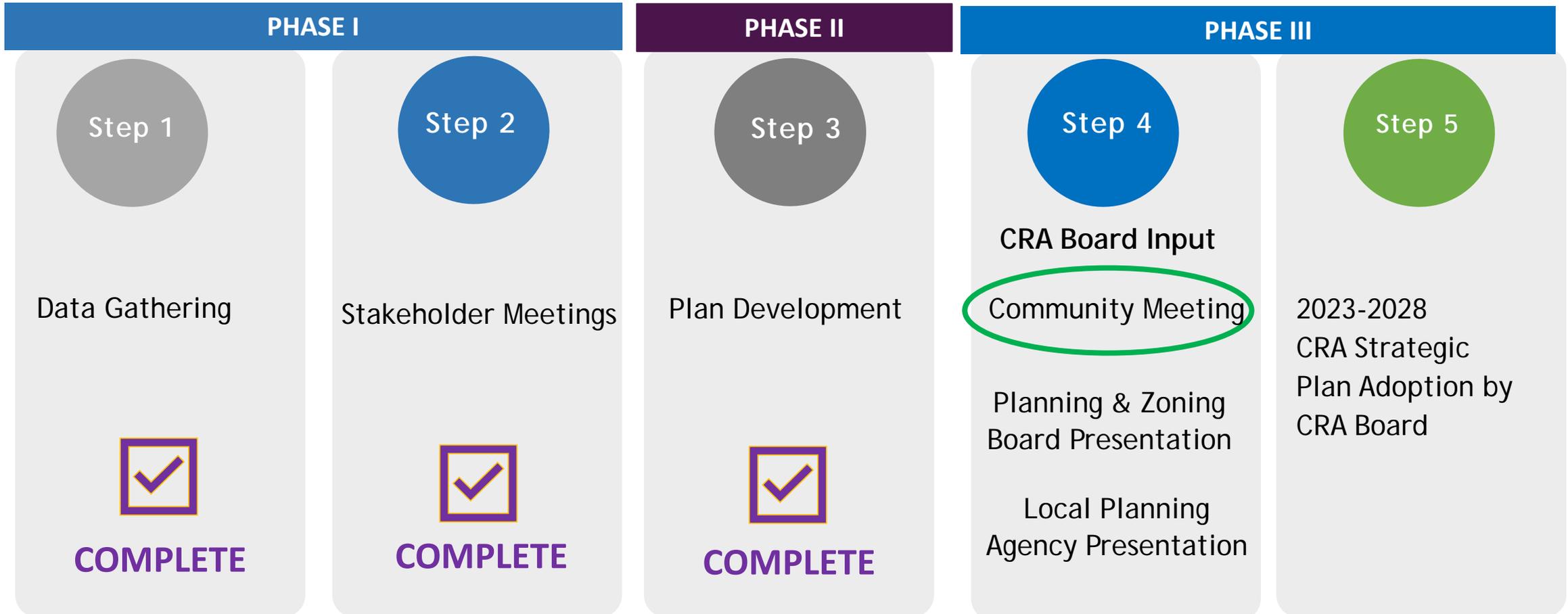


Market Value CRA Policies and Programs

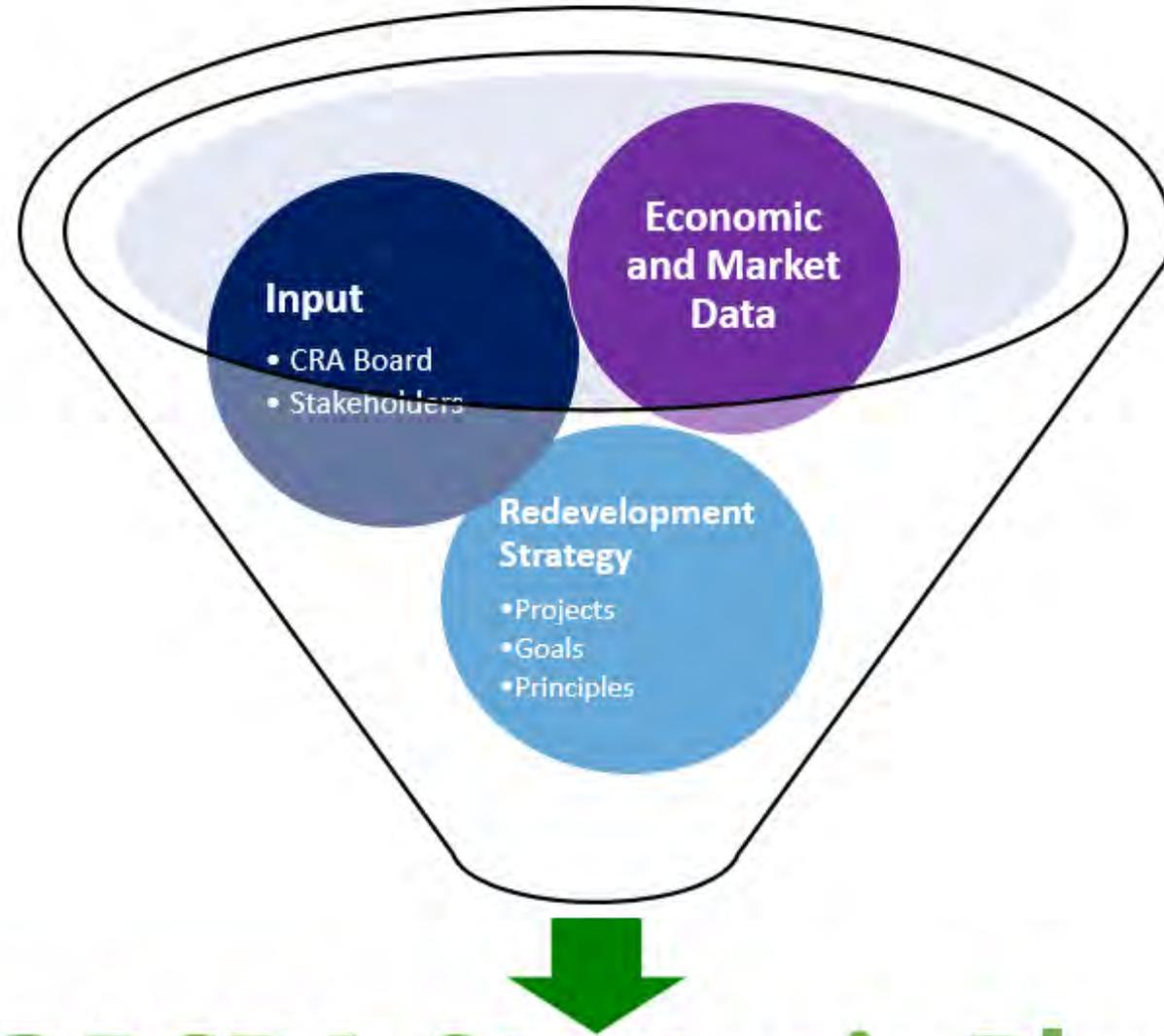
FY 2022 | CRA Annual Report

OPCRA

2023-2028 OPCRA Strategic Plan Process



Elements of 2023 Plan Development

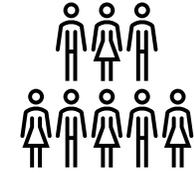


OPCRA

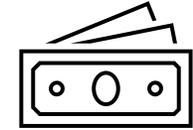
OPCRA Strategic Plan

Data Highlights

OPCRA's population growth from 2016 -2022 is significantly greater than the City overall



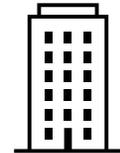
OPCRA's Household Income is 10% below the City and nearly 30% below the County



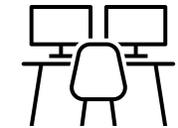
Single family sales prices steadily increased for both the City and the OPCRA



Multifamily rental rates in the CRA kept pace with City and County increases



OPCRA Office lease rates have increased 4.2% annually for five years



OPCRA retail occupancy remains strong, with lease rates stronger than County





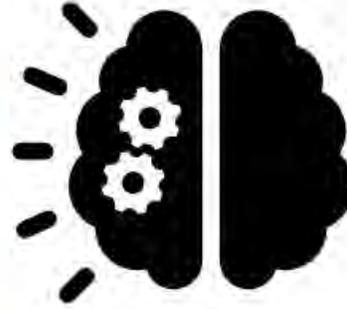
Opportunities

The CRA will see continued population growth during next 5 years as new housing is completed

Household Income in the CRA is increasing as is Homeownership

Promotion of Housing Growth to 97% of workers who do not live in the CRA

Strong Real Estate Sales, and Demand for Retail and Office Space



Challenges

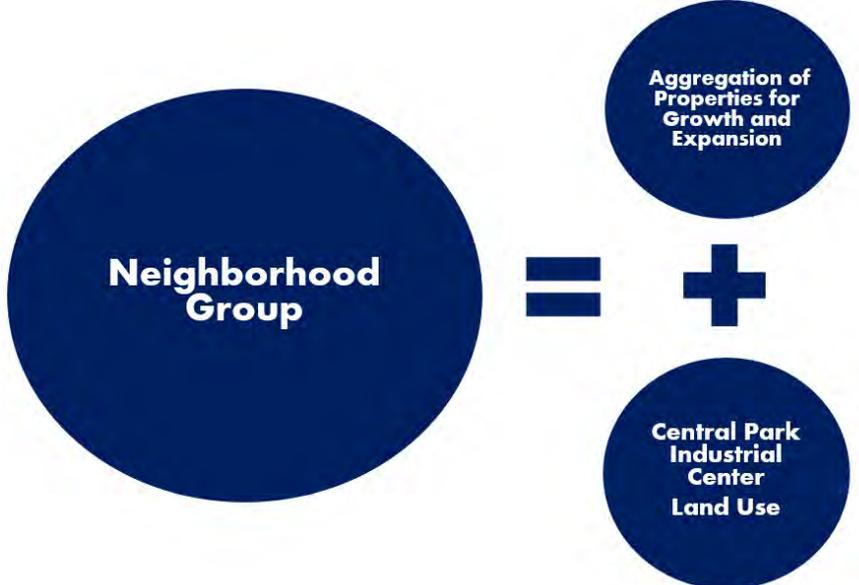
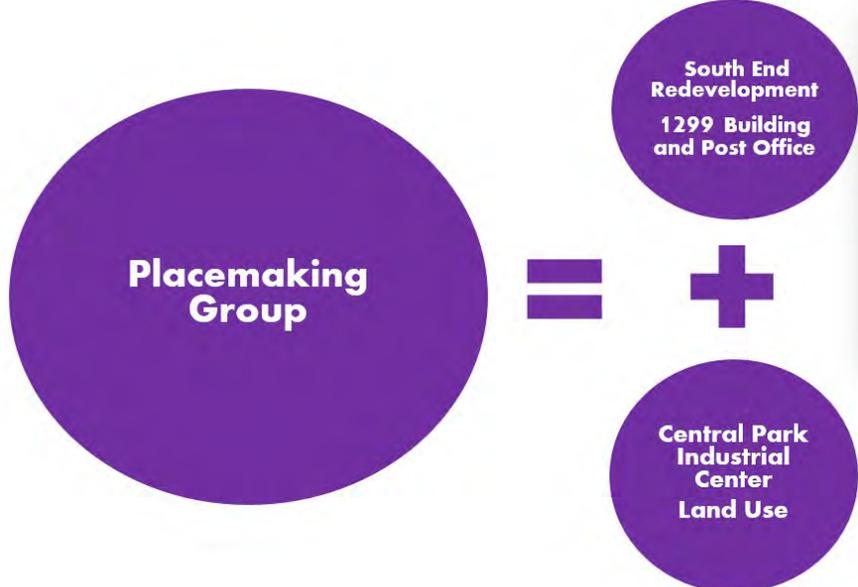
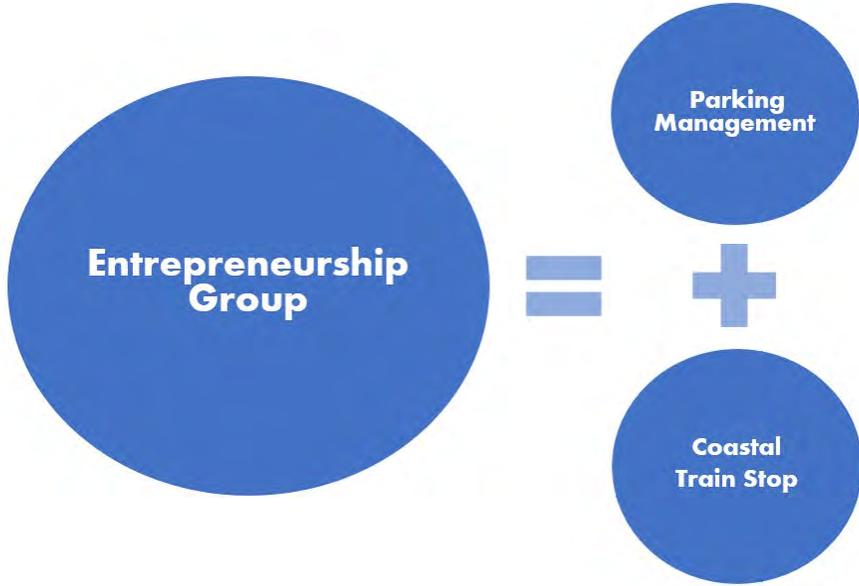
QCT Income Gap and Poverty Rate

Predominance of Low Wage Jobs in the CRA

Household Income in the CRA is still below that in the City

Demand for Office Space exists but lease rates do not support new construction

Stakeholder Priorities



Input

OPCRA CRA GOALS

**Redevelopment
of the Downtown**

**Strengthen
Neighborhoods**

**No Revisions
Recommended**

**Increase Availability
of Well-planned
Housing**

**Connections to
Downtown**

**Increasing and
Replenishing
Green Space**

Strategy

CRA GUIDING PRINCIPLES

**No Revisions
Recommended**

6 GUIDING PRINCIPLES for CRA Redevelopment Strategy

1

Make the distinction between
“growth” and “investment”

2

Be tactical and
strategic

3

Be focused

4

Start where there is already momentum

5

Find the right
partners for
specific goals

6

Communicate
and coordinate

Strategy

2017 Completed Projects

<u>Capital Projects</u>	
Project Title	Status
Phase I Planning and Design for Improvements to NE 12 Terrace (South of OPB) - including Arts District Feasibility Plan	Complete
Mobility - Development of Surface lots	Complete
Mobility – Phase I Planning and Design for of Vehicular Circulation Improvements NE 12 Ave	Complete
<u>Public Private Partnerships</u>	
Project Title	Status
Development of West Dixie Lots Gap Funding	Complete
Long-Term Mixed-Use SE Corner of 38 th Street and Main Street – Gap Funding	Complete
<u>Policies and Programs</u>	
Project Title	Status
NE 12th Terrace Land Use Change	Complete

OPCRA 2023 – 2028 Proposed Projects



2023 – 2028 Project List

** Amended to reflect current conditions*

Capital Projects
Project Title
Mobility- Parking Management System Design
Mobility- Phase I Planning and Design for Pedestrian Improvements throughout Downtown
Mobility – Phase I Planning and Design Streetscape Improvements throughout Downtown
Mobility - Expanded Bike Share Partnerships and Station Installation
Mobility - Micro Transit Downtown Circular Plan
*Downtown Mobility - Infrastructure Improvements
*Downtown Mobility – Pedestrian Connectivity
*Downtown Mobility – Multi-Modal Strategies
Public Private Partnerships
Project Title
South Gateway Fountain and Plaza
Redevelopment of Post Office Site
Coastal Link Train Station
Land Acquisition
Project Title
Land Acquisition – Downtown property aggregation for mixed use development
Land Acquisition – Jaco Park Culinary Marketplace

2023 – 2028 Project List

Policies and Programs
Project Title - Land Use
East Harlem McBride Land Use Change
H and S Subdivision Land Use Change
Central Park Industrial Center Land Use Change
Floranada Design District
Midtown Commercial Regulations
Future Prospect Gardens Pocket Park Land Use Change
Project Title - Programs
Business Improvement Program
Public Art Program
Attainable Housing
Marketing/ Branding Campaign
New Business Development Assistance and Training Program
New Oakland Park Downtown Development District Feasibility Study

SUMMARY HIGHLIGHTS:

- To date OPCRA has completed, implemented, or programmed every project that was listed the initial 2005 CRA Plan.
- Economic and market data as well as input from stakeholders indicate that OPCRA redevelopment strategies are having a positive impact.
- It is anticipated that 2023 - 2028 will represent a period of catalytic growth.

Conclusions

- RMCG's recommended strategy for the 2023-2028 Strategic Plan is for OPCRA to **"STAY THE COURSE"**
- OPCRA should continue to invest where there is already momentum
- OPCRA should also continue the foundational work in the emerging areas of the CRA.

Thank
you

2023 -2028
OPCRA
Strategic Plan



October 5, 2023





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CONSULTING GROUP

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www.rmcgllc.com

OPCRA OAKLAND PARK
COMMUNITY
REDEVELOPMENT
AGENCY