2. Topic: Redevelopment Objectives

City officials have repeatedly said there “is no plan” for this property, but the August 5 agenda stated that the city has “redevelopment objectives” for this land. So what are those objectives?

The August 5 agenda item and its attached term sheet referred to the City's "redevelopment objectives" and "redevelopment concepts" for these parcels. The coversheet stated, “The City's obligation to close remains contingent upon its continued determination that the proposed redevelopment remains economically feasible and consistent with the City's **public** redevelopment objectives.” What are these public redevelopment objectives? They are not in the agenda item, they are not in the term sheet, and they have never been shared with the **public**.

The City says there is no plan. But there is a vision, and it's in writing.

On May 20, 2026, the City sent the Florida Department of Commerce a Concept Document. Its title: "Concept Proposal — Oakland Park Workforce One Property — Public-Private Partnership. Mixed-Use Transit-Oriented Redevelopment." It describes a “development environment that advances workforce accessibility, housing, mobility, commercial investment, and public amenities.” And it says the City "would explore contributing its adjacent vacant lake parcel to the south to expand the development footprint."

The City attached its Opportunity Zone report to this document. That report says bus rapid transit "historically transforms underperforming commercial corridors into high-density, mixed-use transit villages." It says the Westside's incentives make **"affordable and workforce housing development significantly more viable for investors."**

The Concept Document names three projects as the model: the Sky Building, Blys, and Horizon.

Staff members were even planning specific amenities. On May 29 the Chief Planning Officer asked whether the lake should stay in the term sheet. She wrote that it had been included “to incorporate the concept of **THE** future boardwalk” — not **A** future boardwalk, **THE** future boardwalk — and that it belonged in the Development Agreement instead. A Development Agreement is what a city signs with a developer it has already selected. There has been no RFQ, no RFP, and no developer. Why is staff deciding what goes into a development agreement that cannot exist yet?

What are the development objectives for this site? Will you publish them in writing before you approve this purchase, and before developers are invited to compete?

From:	Renee Miller <reneem@rmcgllc.com>
Sent:	Wednesday, May 20, 2026 8:27 AM
To:	Collins, Andrew
Cc:	Sierra Marrero; Neysa Herrera; davidh@oaklandparkfl.gov; Callaway, Adam; Mahon, Jason
Subject:	Oakland Park P3 Redevelopment Concept
Attachments:	FINAL 508 Census Tract Detail Rpt FINAL v2.pdf; OP _FL Commerce Workforce Site Concept Rev.pdf

CAUTION: This email originated from outside of the City of Oakland Park. DO NOT click links or open attachments unless you are expecting the information and recognize the sender.

Good Morning Andrew,

Per our conversation yesterday, attached please find the City's conceptual framework for a potential public-private partnership redevelopment opportunity involving the approximately 5-acre state-owned Agency for Workforce Innovation site within the City's emerging westside corridor.

The concept outlines a collaborative approach between the State, the City, and private-sector partners to leverage underutilized public land assets to support a transformative mixed-use and transit-oriented redevelopment opportunity within a Qualified Census Tract currently pursuing OZ designation.

The City would welcome the opportunity to coordinate a meeting with the City Manager and Department leadership to discuss how we may efficiently work together to advance this vision and explore a potential implementation framework. Per our conversation, I am also attaching our OZ 2.0 recommendation supplemental report for the census tract where these parcels are located.

Thank you for your time and consideration and we look forward to hearing from you. If you have any question or need any further information please do not hesitate to reach out to me.

Renee C. Miller, ICMA-CM
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CONCEPT PROPOSAL

Oakland Park Workforce One Property Public-Private Partnership

Mixed-Use Transit-Oriented Redevelopment | Oakland Park, Florida

SUBMITTED TO
Florida Department of Commerce

THE OPPORTUNITY

The City of Oakland Park respectfully encourages the Florida Department of Commerce to consider a transformative public-private partnership (P3) centered on the approximately 5-acre state-owned Agency for Workforce Innovation site within Oakland Park's emerging westside corridor. Building upon the City's successful P3 redevelopment experience, including the Sky Building and Horizon of Oakland Park initiatives, this opportunity provides a framework through which the State, City, and private sector can collaboratively reposition an underutilized public asset into a catalyst for long-term economic growth and community investment.

As part of this concept, the City would explore contributing its adjacent vacant lake parcel to the south to expand the development footprint and support a cohesive mixed-use, transit-oriented development (TOD) environment that advances workforce accessibility, housing, mobility, commercial investment, and public amenities.

The City also envisions a streamlined implementation strategy modeled after prior successful redevelopment efforts: identification of shared priorities, completion of a conceptual massing study, solicitation of prequalified development teams, selection of a preferred partner, expedited negotiations, and execution of a development agreement.

Collectively, these publicly controlled properties located within federally designated Qualified Census Tract 12011050800 and an area pursuing Opportunity Zone 2.0 designation present a rare opportunity to attract catalytic investment and advance impactful redevelopment in South Florida.





PARTNERSHIP STRUCTURE & ROLES

STATE (Land Owner)

- Offers 5-acre site for P3 redevelopment
- Defines State ROI and program goals
- Jointly selects qualified developer(s)

CITY (Local Partner)

- Contributes access to adjacent lake parcel
- Manages site analysis, massing & architectural planning
- Leads planning and zoning process, entitlement & infrastructure analysis
- Conducts formal solicitation (RFQ/RFP)
- Drives economic analysis aligned with State goals

DEVELOPER (Selected Partner)

- Jointly selected by State & City
- Delivers high-quality mixed-use TOD
- Executes development agreement
- Meets financial & qualitative vision goals

A PROVEN PARTNER: OAKLAND PARK'S P3 TRACK RECORD

Over the last decade, the City of Oakland Park has pioneered a disciplined, replicable framework for public-private partnerships transforming underutilized government assets into economic engines without Tax Increment Financing. Three landmark projects demonstrate the City's commitment to negotiating P3 agreements that deliver public benefits to the community, including economic advancement opportunities such as workforce development and attainable housing capacity:

THE SKY BUILDING

Downtown Catalyst | Completed

136 residential units, 18,000 SF commercial, new City Hall & public parking garage $60M private investment on a formerly contaminated site.



***P3 – City and NRInvestments**: City goals achieved, Project included County support.*

HORIZON OF OAKLAND PARK

Downtown Expansion | In Development

311 residential units, 20,700+ SF retail, 195 public parking spaces, reconstructed park, woonerf, and future commuter rail plaza $148M private investment.



***P3- City and Kaufman Lynn Falcone Group:** City goals achieved, Project included County support.*

BLYS OAKLAND PARK

Southern Gateway | Completed

300 residential units across 12.1 acres, anchored by Sprouts Farmers Market, with public riverfront amenities and enhanced pedestrian connectivity to downtown, $56M private investment.



***P3- City and RAM Development:** City goals achieved, innovative use of parks impact fees.*

171%	$2.1B+	$264M+	3
CRA Value Growth Since 2016	Total CRA Market Value (2024)	Private Investment	Major P3s Delivered

WESTSIDE MOMENTUM & STRATEGIC INVESTMENTS

The westside of Oakland Park is the City's emerging district — and the timing is ideal for State partnership:

- Strategic infrastructure investments are accelerating in the westside corridor
- New City legislation is actively removing barriers and incentivizing high-quality TOD
- Opportunity Zone designation actively pursued for Census Tract 508 — maximizing federal tax incentive potential for private investors if designated

Oakland Park's proven P3 methodology encompasses:

- Community-driven vision creation and land use policy alignment that reduces development risk
- Rigorous site analysis, economic modeling, and ROI framing before solicitation
- Targeted RFQ/RFP solicitation and proactive developer outreach to attract mission-aligned, financially strong partners

The City of Oakland Park is ready to partner.

With a decade of proven P3 success, westside momentum, and an established methodology for bringing complex redevelopment projects to fruition, Oakland Park offers the State a trusted, experienced local partner to activate this site — generating lasting economic return, housing, and community benefit for the State of Florida.

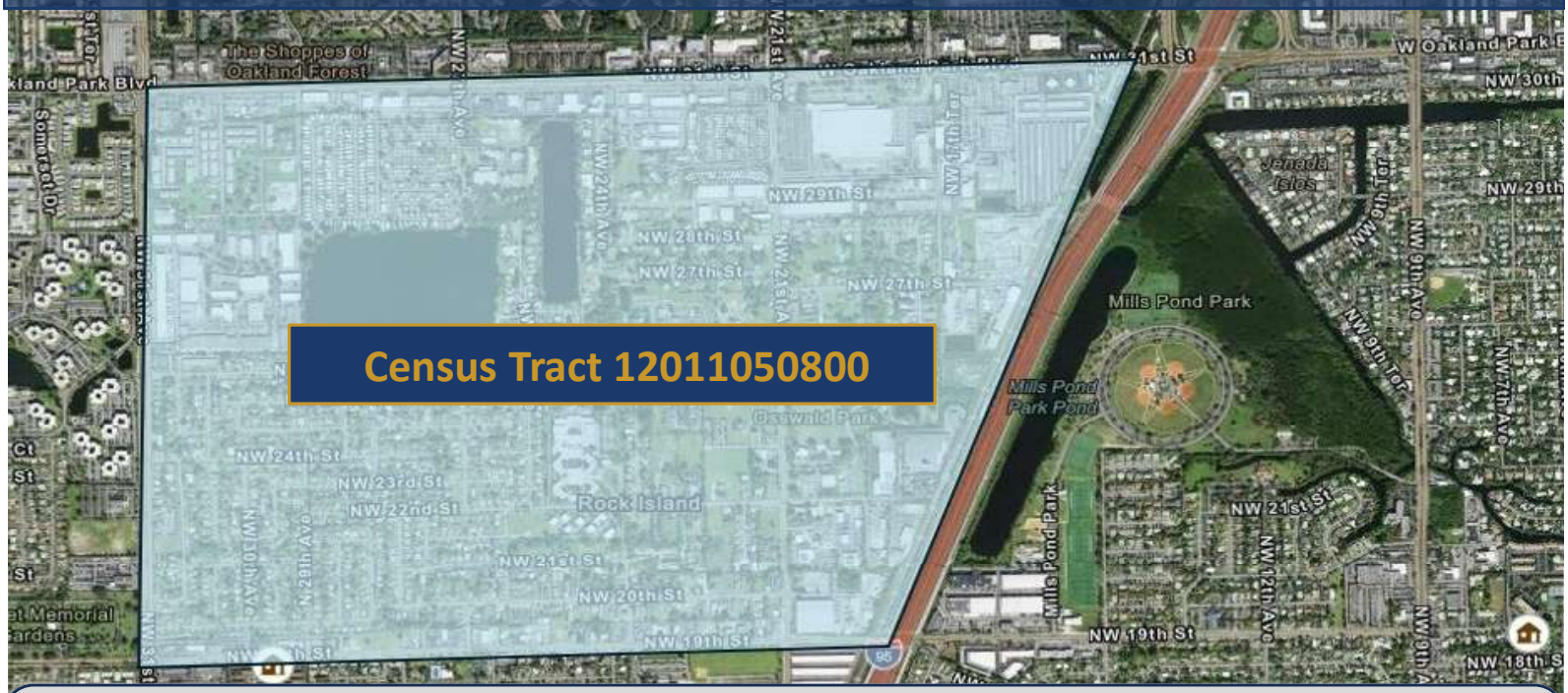
WORKFORCE ONE PARCELS



	Parcel No	Lot Size	Parcel Address
1	4942 29 29 0010	28,903	2530 West Okalnd Park Blvd
2	4942 29 29 0020	40,586	2550 West Oakland Park Blvd
3	4942 29 29 0030	15,148	2600 West Oakland Park Blvd
4	4942 29 29 0031	6,618	West Oakland Park Blvd
5	4942 29 29 0040	17,165	2610 West Oakland Park Blvd
6	4942 29 33 0010	64,718	2626 West Oakland Park Blvd
7	4942 29 33 0020	6,893	2680 West Oakland Park Blvd
8	4942 29 33 0021	4,560	NW 27 Ave
9	4942 29 33 0030	30,993	2690 West Oakland Park Blvd
	Total Sq Ft	**215,584**	
	Total Acres	**4.95**	

FLORIDA OZ 2.0

CITY OF OAKLAND PARK, FLORIDA



4.5 Miles
Ft. Lauderdale Executive Airport

11 Miles
FLL

10 Miles
Port Everglades

.5 Miles
I-95

Opportunity Zone

Census Tract

12011050800

Recommendation Detail Report

1.05 sq mi	New Designation	~4,293
Tract Area		Residents (2024)

Contact: Sierra Marrero | Assistant City Manager

City of Oakland Park | 954-630-4479 | Sierra.marrero@oaklandparkfl.gov

1100 Park Lane East, Oakland Park, FL 33334

OPPORTUNITY ZONE 2.0

Governor's Executive Summary

Census Tract 12011050800 | City of Oakland Park, Florida | Broward County | New Designation Request | Florida Commerce 2026 Nomination Cycle

Census Tract 12011050800 in the City of Oakland Park, Broward County, represents one of Florida's most compelling new Opportunity Zone 2.0 designation candidates — a federally verified distressed community carrying a dual QCT designation, a proactive municipal partner, $28 million in committed public infrastructure, and a private development pipeline exceeding $124 million that is positioned to deliver measurable results from the moment designation is confirmed.

ECONOMIC DISTRESS — THE CASE FOR NEW DESIGNATION

6.37%	26.0%	48.0%	$34,699
Unemployment rate	Below poverty line	Housing cost-burdened	Median HH income (2024)

Census Tract 12011050800 qualifies decisively for new OZ 2.0 designation. The tract's unemployment rate of 6.37% is 52% above Broward County's 4.2% and nearly twice Florida's 3.3% statewide rate. Twenty-six percent of residents live below the federal poverty line — more than double both county and state rates. Median household income has collapsed from $62,554 in 2019 to $34,699 in 2024, a 44.5% decline that occurred while county and state incomes grew, meaning this tract is moving in the opposite direction from its regional peers. Population has declined 29% over the past decade — from 6,016 in 2014 to 4,293 in 2024 — confirming chronic underinvestment. The tract also carries an independent federal corroboration of its distress: it is a designated Qualified Census Tract (QCT) under HUD's LIHTC program, confirming that more than 50% of households earn below 60% of the Area Median Gross Income. This dual eligibility — OZ 2.0 qualified and federally verified QCT — creates a unique capital stacking opportunity that makes affordable and workforce housing development significantly more viable for investors.

INVESTMENT MOMENTUM — THE CASE FOR DESIGNATION POTENTIAL

$124M+	$17M	$266M	12
Private pipeline	City capital investment	BRT corridor investment	Active development projects

Despite documented distress, Census Tract 12011050800 is experiencing meaningful and accelerating development activity. Twelve active projects — 8 approved and in permitting, 4 under active review — represent an estimated $124.6 million to $158.2 million in total construction investment. The City has invested more than $17 million in targeted capital improvements within the tract since 2018, including street reconstruction, sidewalk upgrades, waterway cleanup, and corridor improvements. The capstone of the public commitment is the $266 million Bus Rapid Transit investment approved by Broward County along West Oakland Park Boulevard — one of Broward County's most heavily traveled corridors at 53,000+ average daily trips, carrying nearly 6,000 daily BCT Route 72 passengers. BRT investment at this scale historically transforms underperforming commercial corridors into high-density, mixed-use transit villages. Beginning in 2023, the City launched a proactive stakeholder engagement strategy resulting in the Westside QCT Business Improvement Grant Program, expanded code enforcement, local business partnerships, and a comprehensive revision of Land Development Regulations to remove barriers to investment and incentivize transit-oriented development.

SHOVEL-READY PROJECT PIPELINE

Project	Sector	Status
Private Sector — Approved Applications		
The Village at Oakland Park — Urban League PUD	Mixed-Use / Residential (469 units)	**Permitting**
HCA Free Standing Emergency Room	Medical / Healthcare	**Permitting**
Carroll Warehouse	Industrial / Warehouse	**Permitting**
Orange Grove Townhomes (10 Units)	Residential — For Sale	**Permitting**
Orange Grove Townhomes (6 Units)	Residential — For Sale	**Permitting**
Oakland Park Industrial Building	Industrial — Outdoor Storage	**Permitting**

From: Ana Alvarez <anaa@oaklandparkfl.gov>
Sent: Friday, May 29, 2026 9:40 AM
To: David Hebert
Cc: Renee Miller; Sierra Marrero
Subject: FW: Draft
Attachments: Oakland Park Workforce One Parcels Term Sheet .docx

Here is the draft of the term sheet.

1. After your conversation with Renee on the timing, we would suggest changing the below to Development Agreement Milestone: The City and selected Developer will enter into a Development Agreement within 2 years of closing on the parcels.

Developer Solicitation Milestone Stone	The City shall Issue a formal solicitation within 120 days of closing on the parcels to ensure timely redevelopment.	

2. Should we include the lake property in the term sheet? It was included to incorporate the concept of the future boardwalk, but I think this will be for the Development Agreement, similar to Blyss keeping it as a public amenity, and not as it is not part of the purchase terms.

Adjacent parcel	The city will include parcel 4942 29 00 0020 as a part of the redevelopment effort.	*Refers t located (1) and*

From: Renee Miller <reneem@rmcgllc.com>
Sent: Wednesday, May 27, 2026 5:10 PM
To: Ana Alvarez <anaa@oaklandparkfl.gov>; Sierra Marrero <sierra.marrero@oaklandparkfl.gov>
Subject: Draft

CAUTION: This email originated from outside of the City of Oakland Park. DO NOT click links or open attachments unless you are expecting the information and recognize the sender.

Hello all,

Attached please find the first draft of the term sheet for the commerce parcels.

Renee C. Miller, ICMA-CM
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cell: 786-253-8436



From: Ana Alvarez <anaa@oaklandparkfl.gov>
Sent: Wednesday, May 27, 2026 8:28 AM
To: Renee Miller
Cc: Sierra Marrero; Brad Ostroff
Subject: Massing Sample
Attachments: 18110_Block Analysis 2022_0404.pdf; Ranking_and_Shortlist_By_Discipline_Report (2).pdf

Per our call, here is what we did for South Lot and Post Office and below is a list of the items you need to begin the process, feel free to add:

- CCNA list of architects – see attached, there are not many so we may need to look at the Planning list
- NEED- Zoning information for the lots and entire block to include properties to the east, Church, Union Shop, and the Preserve -Brad/Sierra
- NEED - Include in the zoning information if there are any overlay districts and or bonus provisions- Brad/Sierra

You will give Paul Lambert a heads up and ask for a proposal. He will provide the financials to make the project viable, this will be backed up into what is permitted to look at options.

If I missed anything, please let me know.

Thanks