


WEST PALM BEACH COMMUNITY REDEVELOPMENT AGENCY

# STRATEGIC FINANCE PLAN

## NORTHWOOD / PLEASANT CITY CRA DISTRICT

Amendment No. 22 | Fiscal Years: 2027-2031 | Adoption Date: September 14, 2026
Prepared for the CRA Board of Commissioners — Christopher Roog, Executive Director

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# MAYOR & BOARD OF COMMISSIONERS



(From left to right:) Commission President Joseph Peduzzi, Commissioner Christy Fox, Commissioner Stephen Sylvester, Mayor Keith A. James, Commissioner Cathleen Ward and Commissioner Shalonda Warren



**Keith A. James**
Mayor
KJames@wpb.org



**Cathleen Ward**
Commissioner, District 1
CWard@wpb.org



**Shalonda Warren**
Commissioner, District 2
SWarren@wpb.org



**Christy Fox**
Commissioner, District 3
CFox@wpb.org



**Joseph Peduzzi**
Commission President, District 4
JPeduzzi@wpb.org



**Stephen Sylvester**
Commissioner, District 5
SSylvester@wpb.org

## Mission Statement

To foster and directly assist in the redevelopment of the Community Redevelopment Areas in order to eliminate blight, create a sustainable downtown, and encourage economic growth, thus improving the attractiveness and quality of life for the benefit of the CRA Districts and the City of West Palm Beach as a whole.

# EXECUTIVE TEAM & RECOGNITION

## Executive Team:

| Name | Email | Role |
|---|---|---|
| **Christopher Roog** | CRoog@wpb.org | Executive Director |
| **Bridgett Souffrant** | BSouffrant@wpb.org | Treasurer |
| **Kimberly Rothenburg** | KRothenburg@wpb.org | Attorney |

## Advisory Board Members:

| | | |
|---|---|---|
| **Thais Sullivan (Chair)** | **Angela Ogburn (Vice Chair)** | **Alyassia Taylor** |
| **Michael Howe** | **Will Davis** | **William Meredith Holland Jr.** |
| **John Carpenter** | **Robin Galanti** | **Kevin Harris** |

## Prepared By:

| Name | Email | Role |
|---|---|---|
| **Christopher Roog** | CRoog@wpb.org | Executive Director |
| **Rabi Sami** | RSami@wpb.org | Deputy Director |
| **Ayra Gonzalez** | AYGonzalez@wpb.org | Fiscal Manager |
| **Marc Mathurin** | MMathurin@wpb.org | Fiscal Services Analyst |
| **Genia Baker** | GBaker@wpb.org | Sr. Project Manager |
| **Kelsey King** | KKing@wpb.org | Project Manager |
| **Stephanie Swimmer** | SMSwimmer@wpb.org | Sr. Communications Coordinator |
| **Stella DeBeech** | SDebeech@wpb.org | Communications Coordinator |
| **Kerry Osler** | KOsler@wpb.org | Construction Project Manager |
| **Carlos Rodriguez** | CARodriguez@wpb.org | Security Manager |
| **Brad Nella** | BNella@wpb.org | Real Estate Manager |
| **Kyle Roberts** | KRoberts@wpb.org | Budget Manager |
| **Shawn Mitchell** | Shawn.FMS@gmail.com | Consultant |
| **Ansley Farrell** | Ansley@rma.us.com | Consultant |

Special Thanks to all
participating City Departments.

# EXECUTIVE SUMMARY

In October 2004, the Community Redevelopment Agency Board (CRA) determined that a more aggressive approach was needed to effectively address the blighted conditions in the Northwood/Pleasant City CRA District (the "District"). Staff analyzed existing planning documents and held community forums to discuss redevelopment options with the community at large. Leveraging the knowledge received during the research and community input phases, staff created a five-year strategic redevelopment program (the "Strategic Finance Plan") that utilized the CRA's financial capacity to fund identified redevelopment initiatives. The Northwood/Pleasant City CRA Strategic Finance Plan was adopted on April 11, 2005, and is updated annually as redevelopment progresses.

The Strategic Finance Plan is an aggressive yet fiscally conservative strategy to implement redevelopment initiatives and has positioned the District to undertake major redevelopment activity to positively affect residents, business owners, and stakeholders for years to come. It is built on inputs from three main sources: (1) existing projects underway, (2) input from the community and stakeholders, and (3) the City departments that the CRA relies on for plan implementation such as the Planning and Police Departments. These sources of information are then discussed with the CRA Board in the form of the Strategic Finance Plan and annual budget for consideration and ultimately adoption. The CRA's Strategic Finance Plan has yielded redevelopment activities that have facilitated strong growth measured by the following indicators:

- **Growth in Taxable Value:** Since 2019, the Northwood/Pleasant City CRA has experienced a 90% increase in taxable value. The CRA's taxable value has grown from $425.1 million in 2019 to $808.2 million in 2026, reflecting continued private investment, redevelopment activity, and rising property values throughout the district. These figures were reported by the Palm Beach County Property Appraiser as part of the 2026 certified tax roll released on June 25, 2026.
- **Strategic Initiatives:** Several actionable items were completed in 2025, Broadway initiatives, Northwood redevelopment projects, progress in Pleasant City and the ground breaking for Currie Park. This year the CRA will focus on the many steps that will be needed in these projects.
- **Partnership Development:** Like the District at Northwood and The Spruce, the CRA is continuing its work in building partnerships with the private sector to achieve its goals. This year, the CRA will be working with the surrounding stakeholders of Currie Park and identifying a private sector partner to help with the redevelopment of the Broadway Corridor.
- **Quality of Life Improvements:** The CRA started with Security in Pleasant City and will enhance other quality of life matters in the public realm including lighting and landscaping. In Northwood Village, the CRA has been conducting quarterly walks to ensure that items in the Village like security, landscaping and infrastructure are kept in exceptional condition for the new residents that will soon be moving to the area.

The growth in taxable value, new construction impact, reinvestment of tax revenue and redevelopment projects have all contributed to the success of the CRA.

The success in realized investment and property value largely stems from quality planning, public private partnerships, and a positive business climate that has created a favorable construction environment.

This year the CRA will take a significantly more aggressive approach to projects that specifically meet the letter of the statute outlined in Chapter 163 governing Community Redevelopment Agencies. Such projects include providing new affordable housing opportunities, improved public infrastructure, historic preservation that provides business opportunities, modernized public parks that are financially sustainable, public private partnerships, community policing innovations and an ongoing commitment to quality planning.

These projects and efforts fall under the following categories within the targeted areas for the CRA and are outlined in the financial section of the Strategic Finance Plan:

- **Consultants:** Professional services that are contracted to help achieve the goals and complete projects for the CRA. These include services such as planners, real estate professionals, specialized legal services, place making professionals and subject matter experts
- **Communication and Engagement:** The CRA prides itself on staying connected with the residents and business owners in the area in which we work. Specific dollars are allocated to regular communication efforts with constituents and potential investors interested in partnering with the CRA. These include quarter community meetings to keep the public informed on CRA projects.
- **Business Development:** Many of the CRA projects, including buildings and streetscapes, are aimed at creating commercial opportunities. The CRA has specific goals to help bring businesses to our areas where it's outlined in the plan.
- **Security:** A key attribute for the CRA is clean and safe efforts to attract people to places. These are annual efforts that must be consistent to signal an area is redeveloping.
- **Neighborhood Stabilization:** Removing slum and blight is the cornerstone of the State of Florida's law for CRAs. These efforts aim squarely at the removal of any blighted properties that are having a detrimental effect on the value of a CRA targeted area.
- **Infrastructure & Streetscape Improvements:** Streetscape and infrastructure projects are a main reason for the success the CRA has had to date. Each project shares a set of specific principles that signal the Downtown City Center is a place designed for people built at a human scale encouraging walkability and multi-modal uses. Principles included are wide sidewalks, narrow travel lanes, curbless, shaded paths and safe lighting to make City streets welcoming.

As an example, last year the CRA allocated resources to quality planning by partnering with the City's Planning Department to update the Broadway Mixed Use District (BMUD) Code. The updated BMUD Code was officially adopted in February 2025 and now serves as the guiding framework for future development and construction within the CRA's Northwood/Pleasant City District. This effort, categorized under the "Consultant" budget, represents a significant investment in long-term planning and positions the district to support continued residential and commercial growth throughout the CRA's remaining lifespan. The updated code is already being put into practice. In February of the current year, the CRA issued an Intent to Negotiate for the redevelopment of CRA-owned properties along Broadway, resulting in the submission of seven development proposals. The strong response demonstrates the effectiveness of the updated BMUD Code in providing a clear regulatory framework and advancing the CRA's redevelopment objectives.

Formal approval of the Strategic Finance Plan solidifies the redevelopment approach annually outlining redevelopment policy for many years. The goal is to maintain and increase private sector investment. The Strategic Finance Plan signals to the development community, residents, lenders, and all others involved in redevelopment that a solid financial commitment has been made by the CRA and its Board presiding over the redevelopment area.

*It is imperative that the redevelopment approach remain focused and consistent. All resources, including staff resources and funding, must be committed for a long enough period to show results. While the desire may arise to identify and tackle other areas and issues within the District, wavering from the planned approach will only dilute any effort put into the redevelopment program. The Strategic Finance Plan must remain flexible to be able to respond to the ever-changing conditions in the marketplace.*

## CRA Target Areas

### Broadway

Broadway was made a strategic priority by the CRA Board of Directors. As a result, CRA staff has updated the zoning regulations for the corridor and finished strategic land acquisitions that will ultimately lead to a catalytic redevelopment project. A CRA initiated project is intended to encourage other private investments to occur, building on the overall redevelopment effort. The updated regulations aim to create a positive redevelopment environment along the corridor prioritizing urban mixed-use. The CRA will also identify and contract with a development team to build on the CRA parcels.

### Currie Corridor

The focus in this area is the renovation and activation of Currie Park which was approved by the City of West Palm Beach City Commission and is currently under construction. In addition, the CRA will assist, where necessary, with the extension of Northwood Road to the entrance of Currie Park and ensure that the Placemaking Plan for Currie Park is implemented.

### Northwood Village

The vision for this area is the redevelopment of the district as an Urban Village with an exciting array of unique one-of-a-kind businesses supported by residential infill projects and parking. In the last two years progress has been made. A public-private partnership to redevelop 'The District at Northwood' on the west-end of the Northwood Village includes 382 residential units and 63,200 sf of commercial space. This year, the CRA will focus on improvements to Northwood Road that aim to increase the number of businesses in the district and increase foot traffic.

### Pleasant City

This area represents a predominately residential infill program that includes the Merry Place and Blum Park projects as well as construction of single-family homes for homeownership and redevelopment of commercial and industrial parcels. Through ongoing dialogue with the residents, the CRA has prioritized several new efforts in the Pleasant City subdistrict. These include lighting in the public spaces, security in specific areas, strategic land acquisition, and landscaping/façade projects throughout the neighborhood. Additional appropriations have been allocated for these main efforts.

### Industrial Area

Several new and existing businesses have located or expanded into this subdistrict of the CRA. In order to properly program and aid in the redevelopment of the industrial area, the CRA conducted a business and property analysis of the industrial area. This information identified the need for better broadband service in the area. The CRA will work on identifying specific tasks that aim to enhance broadband service with local utility providers.

## Management and Operations

### Management

The management of the CRA is handled by the Executive Director and coordinates City Departments, City Staff dedicated to the CRA, and consultants hired by the CRA. These three components work together to execute the strategic plan approved by the CRA Board of Commissioners.

### Organization

The CRA has a two-layer staffing organization. The CRA is managed daily under the direction of the Executive Director, Deputy Director, Fiscal Services Manager, Fiscal Coordinator, Security Manager and Administrative Assistant who are employees of the City of West Palm Beach. The second level of staffing is provided through the CRA's contract with Redevelopment Management Associates (RMA). Here employees from RMA provide project management, real estate management, and communications staffing. All other staffing and services are provided by contracted vendors and City Departments. In addition to staff resources, additional resources are required through city departments and consulting contracts for architectural, engineering, marketing, and other industry areas of expertise. Additional expertise will be added as needed through specific Requests for Proposals and contracted services.

## Programs and Incentives

Multiple incentive programs are in place and have been modified to aid in redevelopment of the District. Additional programs have been added to meet many of the needs and requests by owners, developers, and others seeking to invest in the CRA boundaries. (please refer to the *Programs and Incentives* section for more information). Additional incentive programs may be created to meet the unique needs of the District.

## Strategic Communications + Public Engagement Plan

The Communications and Public Engagement Plan will be developed as a standalone, comprehensive strategy that aligns directly with the Strategic Finance Plan and serves as the primary framework for communicating redevelopment initiatives across each CRA and target area. The plan will establish a coordinated approach to branding, public outreach, stakeholder engagement, media relations, communications, and community participation, ensuring consistent messaging and meaningful engagement throughout all phases of implementation.

Designed as both an implementation guide and performance management tool, the Communications and Public Engagement Plan will support every major redevelopment initiative, capital improvement project, economic development program, and public investment identified within the Strategic Finance Plan. The plan will include measurable objectives and key performance indicators, including public participation, stakeholder engagement, media reach, digital analytics, community sentiment, and project awareness, to evaluate effectiveness, inform continuous improvement, and ensure communication and public engagement remain integral components of successful redevelopment and long-term community revitalization.

## Public Art Master Plan

Public Art is a cornerstone of placemaking for the City of West Palm Beach. By partnering with private developers through the City's Art-in-Public-Places program, the CRA can help achieve the strategic goal of including creative design in the development of public and private projects and aligning public art projects between the public and private sector.

## Community Policing Innovations

The City's Police Department continued its partnership in supporting the CRA mission to enhance public safety within designated redevelopment districts. Florida State Statute 163.340 authorizes CRA's to fund "Community policing innovations". The Statute further defines Community policing innovations as policing technique or strategy designed to reduce crime by reducing opportunities for, and increasing the perceived risks of engaging in, criminal activity through visible presence of police in the community, including, but not limited to, community oriented patrol bikes, drone based monitoring, neighborhood block watch, citizen patrol, citizen contact patrol, foot patrol, neighborhood storefront police stations, field interrogation, or intensified motorized patrol.

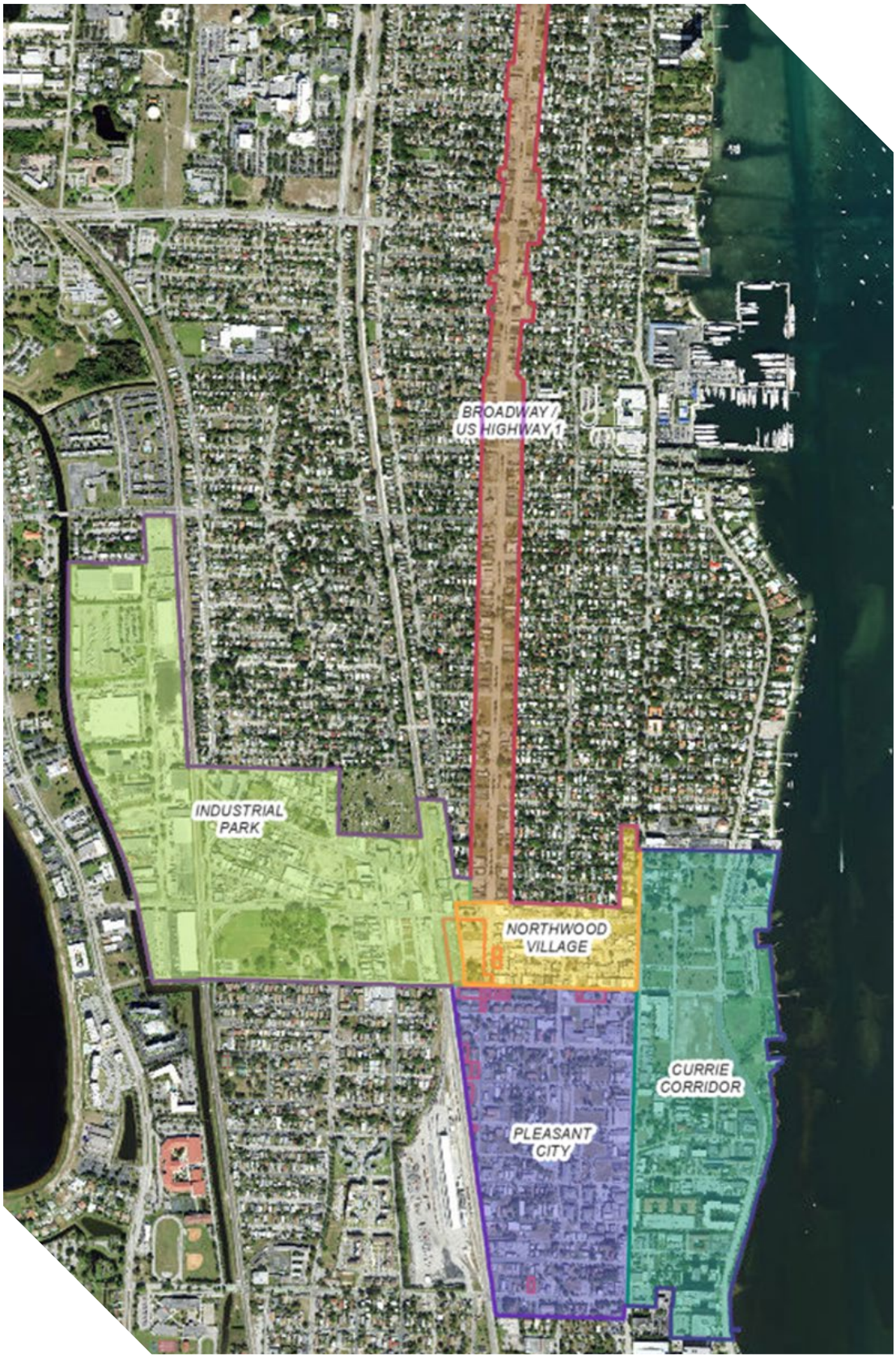
## Public Works Coordination

The CRA will continue its proactive partnership with the City's Public Works Department, Solid Waste division, to provide additional resources within CRA districts to quickly address illegal dumping and unsanitary conditions through citations, cleanup, and public outreach in areas that need it most to promote a vibrant community and improve quality of life.

## Construction Permitting

To assist developers, business owners and residents, the CRA will be partnering with the City's Development Services Department to ensure timing review of permits applications and assistance in trouble shooting no compliant plan submittals.

# CRA TARGET AREA MAP



# BROADWAY TARGET AREA

The Broadway Corridor, also known as the U.S. Highway 1 or US-1, was the major north-south travel route for South Florida until the construction of Interstate 95. After I-95 was constructed, the commercial uses which lined the old Highway suffered tremendous losses. The Broadway Corridor is currently zoned as two distinct areas, Broadway Mixed Use District (BMUD) Type I from 25th Street to 38th Street and BMUD Type II, from 39th Street to the City's boundary at 59th Street.

The CRA has updated the regulatory environment along Broadway with the City's Planning Department. The Comprehensive Plan and the BMUD regulations now reflect better development regulations

The second step was completing acquisition of parcels along the 2-mile-long corridor. The CRA now owns a minimum set of contiguous parcels that can begin the redevelopment of Broadway acting as a catalyst of redevelopment.

## Goal 1: Redesign Broadway (US-1) to be safer for pedestrians, bicyclists, and other transit users.

- **Strategy 1:** Continue working with the Florida Department of Transportation on the redesign of the US-1 corridor to ensure a pedestrian, transit-oriented corridor is achieved.
- **Strategy 2:** Remain in communication with the Palm Beach County Transportation Planning Agency for the possibility of moving up the construction of the Broadway redesign. At present, this construction project is expected to be funded in FY 2030.

## Goal 2: Continue to acquire land along the corridor that will be used for continuing the redevelopment along Broadway.

- **Strategy 1:** Identify lands that are adjacent to currently owned CRA assets that are available for purchase and approach owners with purchase proposals.
- **Strategy 2:** Monitor opportunities for acquisitions that will have a strategic impact along the corridor.

## Goal 3: Finalize solicitation for a development project that can illustrate the use of the newly adopted BMUD regulations.

- **Strategy 1:** Complete the RFP process of selecting and negotiating a development agreement with a development team for the CRA owned parcels.
- **Strategy 2:** Assist selected development team with the execution of the development agreement once adopted and approved by the CRA Board.

## Goal 4: Disseminate strategic information to promote redevelopment, investment, and community engagement.

Effective dissemination of strategic information is essential to advancing redevelopment, attracting investment, and strengthening community ties. To support revitalization in the Broadway corridor and other target areas, the CRA will implement a coordinated communication and outreach strategy. This strategy will highlight opportunities for redevelopment, promote CRA incentive programs, support local business growth, and ensure residents and stakeholders are informed, engaged, and empowered. These efforts align with the CRA's mission under Florida law to eliminate blight, enhance economic opportunity, and improve quality of life.

- **Strategy 1: Implement targeted public relations and communications campaigns.** Use place-based, data-informed messaging to communicate the value and potential of redevelopment areas. Campaigns will:
    - Increase public awareness of CRA goals, initiatives, and available incentive programs.
    - Highlight the Broadway corridor's assets and business potential.
    - Showcase success stories to build confidence in investment opportunities.
    - Partner with a consultant to develop a corridor-specific brand and outreach strategy.
- **Strategy 2: Ensure continuous and inclusive stakeholder communication.** Maintain clear and consistent communication with residents, businesses, and community leaders to foster transparency and trust. This includes:
    - Collaborating with local media outlets, neighborhood associations, and civic organizations.
    - Using communication platforms including but not limited to digital platforms, newsletters, and direct outreach to share updates on CRA initiatives.
    - Gathering community feedback through surveys and outreach tools to inform messaging and ensure relevance.
    - Promoting accessibility of information to all segments of the community.
- **Strategy 3: Use business data and market analysis to guide communication efforts.** Leverage business intelligence to support strategic messaging and economic development. This includes:
    - Creating and maintaining an inventory of registered businesses using business tax receipt data.
    - Analyzing market trends and corridor-specific benchmarks to assess progress and target outreach.
    - Identifying gaps in investment or business types and tailoring messaging to attract complementary development.
    - Informing the public of growth opportunities and investment potential based on real-time data.

## Goal 5: Assist the City with developing City-owned property along the Broadway Corridor creating more housing.

The property is aimed at providing additional housing and serves as an additional effort to redevelop the Broadway corridor.

- **Strategy 1:** After the City selects a developer for the project, the CRA will work with the City during contract negotiations, making available CRA programs that will assist in achieving the CRA's goal for providing affordable and workforce housing.

## Goal 6: Improve corridor safety through strategic public safety partnerships and innovation.

The Broadway Corridor continues to experience quality-of-life challenges, including loitering, illegal drug activity, prostitution, and other nuisance-related offenses that negatively affect residents, businesses, and redevelopment efforts. The CRA will continue coordinating with the City's Police Department and appropriate City partners regarding public safety conditions affecting the corridor. The Police Department's specialized enforcement efforts, including activities conducted by the Vice Unit, remain an important component of the City's overall public safety strategy.

- **Strategy 1: Implement the Broadway Corridor community safety initiative.** The CRA will continue implementing coordinated public safety strategies through strong partnerships with the City's Police Department, its contracted private security provider, and other public safety stakeholders.

  The enhanced private security patrol program has demonstrated measurable success in increasing visibility, improving response to quality-of-life concerns, and deterring criminal activity throughout the corridor.

- **Strategy 2: Data-informed community safety strategies.** The CRA will continue supporting data-informed public safety initiatives through collaboration with the City's Police Department, CRA's contracted private security provider, and other community partners. The Security Manager will assist with reviewing publicly available crime information, calls for service data, geographic patterns, environmental conditions, and quality-of-life concerns affecting the Broadway Corridor. These assessments may assist the Police Department in evaluating operational priorities related to patrol visibility, targeted enforcement strategies, lighting improvements, surveillance technology, and other crime prevention measures consistent with departmental policies and authority.

- **Strategy 3: Expansion of community-based CCTV infrastructure.** The CRA will continue supporting the strategic expansion of public safety closed-circuit television (CCTV) camera infrastructure throughout the Broadway Corridor. The CCTV Grant Program assists eligible commercial property owners with installing surveillance systems capable of integrating with the City's public safety camera network where technically and operationally feasible.

- **Strategy 4: Crime prevention through environmental design.** The CRA recognizes Crime Prevention Through Environmental Design (CPTED) as a proven strategy for reducing opportunities for crime while creating safer redevelopment environments. These CPTED assessments will identify opportunities to improve lighting, visibility, landscaping, access control, activation of public spaces, and other environmental features that discourage criminal activity while enhancing redevelopment outcomes.

# CURRIE CORRIDOR TARGET AREA

The Currie Corridor area provides residential and professional office opportunities due to its valuable location. The area fronts the Intracoastal Waterway to the east and North Dixie Highway to the west.

The Currie Corridor area also benefits from a recent citizen-initiated visioning and rezoning that was brought forward by the City's Planning Department. The Currie Mixed-Use District ("CMUD") zoning regulations have been amended and approved to allow for a more predictable and desirable outcome for developers, the City, and the community. Many of the existing businesses and residential lots are either vacant, abandoned, or in need of renovation. Following CMUD approval, the CRA has been working with developers in the area to further enhance public spaces, namely Currie Park. Much of the vacant land is currently owned by one property owner who is reluctant to develop their properties. Due to the overwhelming support of the initial CMUD rewrite, an expansion of the CMUD district was also adopted expanding the new zoning regulations further south along Flagler Drive. This will provide more redevelopment opportunities within the Currie Corridor.

## Goal 1: Reconstruction and modernization of Currie Park.

- **Strategy 1: Maintain and ensure completion of Currie Park.** Currie Park construction began in May 2025. Based on the concept plan approved by the City Commission in 2022, the Park has an approved site plan, construction documents, funding for construction and a placemaking plan. It is critical that the project finishes on time and within budget. The park is scheduled to reach substantial completion in Spring 2027.

- **Strategy 2: Implement the Currie Park Place Making Plan.** Using the program developed by Biederman Redevelopment Ventures, develop a programming and governance structure that is independent of the City's Park system. This will allow Currie Park to be financially sustainable, regularly

activated, and well maintained. To achieve this, Currie Park will be overseen by a dedicated Governing Board that represents the diverse interests of the community and stakeholders invested in the park's long-term success. The Governing Board will include City residents, local stakeholders, District 1 residents, business owners, and the District 1 City Commissioner, ensuring that the park's programming, operations, and future direction reflect the needs and priorities of the surrounding community.

- **Strategy 3: Build better multi-modal connections to Currie Park.** Once completed, build better connections between the park and the rest of the CRA District including pedestrian enhancements, transit amenities, and road connections, particularly along Flagler Drive and the Northwood Road extension.
- **Strategy 4: Disseminate strategic information to promote redevelopment, investment, and community engagement for Currie Park.** Effective dissemination of strategic information is essential to advancing redevelopment, attracting investment, and strengthening community ties. This strategy will highlight opportunities for redevelopment, promote CRA incentive programs, support local business growth, and ensure residents and stakeholders are informed, engaged, and empowered.

## Goal 2: Coordinate and support the extension of Northwood Road.

The new design of Currie Park requires that the extension occur by constructing the entrance to Currie Park directly in line with Northwood Road. The extension will provide a connection between the District at Northwood (Anchor Site) and Currie Park.

- **Strategy 1: Construction for the expansion of Northwood Road.** Working with the landowner, the CRA will ensure that the road is constructed over the next five years.
- **Strategy 2: Design and improve public green space created from the Northwood Road Extension.** The CRA will work with the City, developer, and community stakeholders to identify opportunities to create and enhance public green space associated with the Northwood Road Extension. This may include landscaping, pedestrian and bicycle connections, shade trees, seating areas, streetscape improvements, and other amenities that contribute to a welcoming and attractive public environment.

## Goal 3: Work with the private sector to fill in the vacant parcels in the corridor.

The CRA will continue to work with the private sector on projects that will create new developments, specifically on the vacant lands surrounding Currie Park. Projects like Park West, completed in 2024, will add value and improvements to the corridor. Park West added additional workforce housing to the area, which is also a strategic priority.

- **Strategy 1: Assess vacant parcels that can be built on.** These should be cataloged and tracked.
- **Strategy 2: Outreach to landowners.** Once staff has determined the available parcel inventory, the CRA will reach out to property owners to understand plans for development, if any.
- **Strategy 3: Incentivize landowners to move forward with projects.** After meeting with landowners, programs should be proposed, if necessary, to encourage landowners to move forward with opportunities to develop vacant parcels.

## Goal 4: Revitalize the Dixie Highway corridor from 15th Street to 25th Street.

The western boundary of the Currie Park District is North Dixie Highway. The North Dixie Highway border has several older, dilapidated commercial structures which need to be renovated or replaced. A combination of incentives and acquisition funds will be leveraged to address these issues.

- **Strategy 1:** Work with the planning department on revised regulations for the properties along the Dixie Highway corridor to promote the redevelopment of the corridor as an urban corridor friendly to pedestrians.

- **Strategy 2:** Assess and consider incentive programs and acquisitions for the Dixie Highway corridor from 15th Street to 25th Street.

### Goal 5: Disseminate strategic information and support community engagement through outreach and communication.

The CRA is committed to ensuring that residents, stakeholders, and potential investors have access to clear, accurate, and timely information about redevelopment initiatives, financial incentives, and investment opportunities in the Currie Corridor area. A coordinated outreach and communication strategy is used to increase awareness, encourage participation, and support informed decision-making.

- **Strategy 1: Collaboration with local businesses.** The CRA works directly with merchants and property owners to share information about available resources, CRA initiatives, and redevelopment programs. These efforts help businesses and stakeholders stay informed and engaged in the revitalization process.
- **Strategy 2: Ongoing community engagement and feedback.** The CRA will maintain continuous engagement with the community to ensure outreach efforts remain transparent and effective. This includes:
    - Hosting public meetings, virtual town halls, and stakeholder forums
    - Partnering with local media outlets, neighborhood associations, and community leaders
    - Using surveys and data analytics to evaluate the reach and clarity of communications and make necessary adjustments

## NORTHWOOD VILLAGE TARGET AREA

Northwood Village is in the middle of the Northwood/Pleasant City CRA and is the approximate center of the north end of the City. Northwood Village serves as the only true business corridor and "town center" for the northern section of the City and is crucial to the success of other target areas within the CRA.

### Goal 1: Develop The District at Northwood project.

The conceptual plan for The District was approved by the CRA Board in April 2020 and the initial site plan was submitted in August 2021. The District at Northwood is currently under construction with completion expected in 2027.

- **Strategy 1:** Continue to monitor and work with the developer to abide by the development agreement that is currently in place.

### Goal 2: Encourage private sector redevelopment to create infill projects in Northwood Village.

The CRA is redeveloping the parcels located at the west end of Northwood Village which will connect Northwood Village and Pleasant City. The CRA provided tax increment financing support to The Spruce, a 270 residential unit building at 25th Street and Spruce Avenue that includes at least 80 units for families with incomes between 80% and 100% of the area median income. To maintain redevelopment activity, the CRA will continue to leverage existing projects and add placemaking efforts to encourage additional private sector development.

- **Strategy 1: Placemaking and enhancements.** The future for the Village includes an iconic signage and streetscape project that follows the completion of Currie Park, The District at Northwood, and Northwood Road Extension.

- **Strategy 2: Target vacant parcels.** Work with local developers, business owners, and landowners to improve Northwood Village through infill development incentives, business improvement programs, and agreements that will activate otherwise vacant parcels.
- **Strategy 3: Continue quarterly walk-throughs to develop new projects and efforts to improve Northwood Village.** Through ongoing dialogue and outreach with the merchants in Northwood Village, develop and work through a series of tasks that will enhance the look and feel of the village for visitors and new businesses.
- **Strategy 4: Work with the surrounding businesses, residents and the City's ArtLife to develop a revisioning project for Serenity Park.** The unofficial park of Northwood Village needs redevelopment. An old, abandoned City Right-of-way, Serenity Park is a gateway for residents on foot and bike to visit Northwood Village.
- **Strategy 5: Northwood Village streetscape improvements.** The CRA will be addressing key streetscape improvements along Northwood Road to enhance the overall public realm and visitor experience. These improvements will include the installation of new trash receptacles to improve cleanliness and maintenance, the addition of enhanced lighting to increase safety, visibility, and nighttime usability, and the rehabilitation of existing pergolas to restore and improve their structural and aesthetic condition.

## Goal 3: Disseminate strategic information and support community engagement through outreach and communication.

The CRA is committed to ensuring that residents, stakeholders, and potential investors have access to clear, accurate, and timely information about redevelopment initiatives, financial incentives, and investment opportunities in the Northwood Village area. A coordinated outreach and communication strategy is used to increase awareness, encourage participation, and support informed decision-making.

- **Strategy 1: Collaboration with local businesses.** The CRA works directly with merchants and property owners to share information about available resources, CRA initiatives, and redevelopment programs. These efforts help businesses and stakeholders stay informed and engaged in the revitalization process.
- **Strategy 2: Maintain and enhance the Northwood Village website.** The Northwood Village website will serve as the primary source of information specific to the district. The site will be regularly updated to provide accurate and accessible content for residents, business owners, and visitors. Key features will include:
    - Information on available properties and redevelopment activities in Northwood Village.
    - Updates on public improvements and infrastructure projects.
    - Resources and incentives for local businesses and prospective tenants.
    - Accessibility features, including multilingual content and ADA-compliant design, to ensure equitable access for all users.
- **Strategy 3: Targeted public information campaigns.** Place-based outreach efforts will focus on increasing public understanding of CRA programs and initiatives. These campaigns will utilize both traditional and print media - such as flyers, posters, and advertisements in local newspapers and magazines - to promote Northwood Village and share detailed information about available resources, recent progress, and the impact of redevelopment activities on the community. With the use of various forms of communication, the CRA aims to reach a broader audience and strengthen community engagement.

- **Strategy 4: Ongoing community engagement and feedback.** The CRA will maintain continuous engagement with the community to ensure outreach efforts remain transparent and effective. This includes:
    - Hosting public meetings, virtual town halls, and stakeholder forums.
    - Partnering with local media outlets, neighborhood associations, and community leaders.
    - Using surveys and data analytics to evaluate the reach and clarity of communications and make necessary adjustments.
- **Strategy 5: Use of social media for information sharing.** Social media platforms will be utilized as an immediate and accessible tool for sharing updates and information related to Northwood Village. This includes:
    - Posting timely updates on infrastructure improvements, redevelopment efforts, and community initiatives.
    - Sharing resources and opportunities for residents, property owners, and business operators.
    - Answering questions and directing users to official sources such as the Northwood Village website for more detailed information.
    - Using platform analytics to monitor engagement and adjust content to better meet community information needs.
- **Strategy 6: Collaboration with the tourism industry.** The CRA will engage local and regional tourism organizations to disseminate strategic information about Northwood Village as a cultural, historic, and economic destination. Through partnerships with visitor bureaus, chambers of commerce, and cultural councils, the CRA will integrate redevelopment messaging into tourism communication channels and ensure visitors and tourism professionals are informed about current and future CRA initiatives. Key efforts will include:
    - Partnering with tourism agencies such as Discover The Palm Beaches, local chambers, and cultural organizations to share information about CRA redevelopment programs, infrastructure improvements, and available investment opportunities.
    - Distributing brochures, flyers, and informational materials at high-traffic tourism locations including hotels, visitor centers, airports, and transportation hubs.
    - Coordinating with tourism professionals such as hotel staff, tour operators, and visitor center personnel to ensure they have access to up-to-date CRA materials and can direct interested individuals to official resources.
    - Sharing Northwood Village redevelopment stories with travel writers, journalists, and influencers to encourage accurate representation of CRA initiatives in travel-related media.
    - Promoting referrals and cross-linking between tourism websites and the official Northwood Village website to increase access to detailed and current CRA information.

  This strategy strengthens the CRA's outreach by broadening the audience through the tourism sector, reinforcing Northwood Village's role as a growing destination and supporting continued investment and revitalization through informed engagement.

## Goal 4: Expand parking availability.

Parking availability has been identified as a need by the CRA through various community groups. As Northwood Village continues to grow and attract more visitors and open more businesses, the CRA will expand parking availability through the following strategies:

- **Strategy 1: CRA will partner and coordinate with the City's Parking Administration.** Existing and new assets will require planning, management, maintenance, and repair. Ultimately, all public parking amenities will become the responsibility of the City. The CRA will ensure coordination and collaboration with Parking Administration to ensure that all parking initiatives, including new parking amenities, are completed with City Parking Administration.
- **Strategy 2: Implement long-term parking analysis.** Through the North End Visioning and plan, a long-term parking analysis was completed that factored in future development on vacant/currently developed lots. This analysis also determined parking needs at build-out and potential locations for structured parking. As part of the District of Northwood Village (Anchor Site) development, public parking will be provided. This agreement will be a component of the partnership with that developer. In addition to this, identifying other lots that can be utilized for development including parking lots.
- **Strategy 3: Short-term parking needs.** The CRA is providing parking on targeted vacant parcels to address the short-term parking needs. These will be managed by the City's Parking Administration and be open to the public and adjacent local businesses.
- **Strategy 4: Parking lot beautification program.** Through the availability of the parking lot beautification program, the CRA will provide grant funding to business owners with existing parking lots for resurfacing and repair in exchange for public parking.

## Goal 5: Improve Village safety through strategic public safety partnerships and innovation.

Public safety is essential to preserving Northwood Village's historic character while supporting its continued evolution as a vibrant mixed-use destination. Through continued collaboration with City departments (e.g., Police Department, Code Enforcement, etc.), the CRA's contracted private security provider, merchants, property owners, and community stakeholders, the CRA will continue supporting data-informed public safety strategies that complement redevelopment objectives and the historic character of Northwood Village.

Northwood Village's walkable streets, historic architecture, arts-oriented businesses, and concentration of locally owned establishments create a unique environment that attracts residents, visitors, and entrepreneurs. As redevelopment continues and additional residential and commercial activity occurs, maintaining a safe, welcoming, and pedestrian-friendly environment remains an important component of sustaining economic vitality and preserving the district's distinctive identity.

- **Strategy 1: Merchant partnerships and strategic security coordination.** The CRA Security Manager will continue providing strategic leadership for public safety initiatives within Northwood Village by coordinating closely with City departments (e.g. Police Department, Code Enforcement, etc.), CRA leadership, merchants, property owners, and the CRA's contracted private security provider.

  Regular communication with merchants and business stakeholders will assist in identifying emerging quality-of-life concerns, evaluating security needs, coordinating special event planning, and developing collaborative solutions that enhance safety while preserving the Village's historic character and pedestrian-oriented atmosphere.

  The Security Manager will also participate in Citywide public safety planning efforts and technology coordination initiatives to ensure that redevelopment priorities within Northwood Village are appropriately represented during future public safety investment discussions.

- **Strategy 2: Data-informed community safety strategies.** The CRA will continue supporting intelligence-informed public safety initiatives through collaboration with the City's Police Department and its contracted private security provider.

  The Security Manager will assist with analyzing publicly available incident information, calls for service, geographic crime patterns, nuisance complaints, environmental conditions, and quality-of-life issues affecting Northwood Village. These analyses may assist the Police Department in operational planning regarding patrol deployment, lighting improvements, surveillance technology, and other crime prevention strategies consistent with departmental priorities.

  The CRA's role will remain focused on supporting redevelopment objectives through eligible public safety investments, environmental improvements, and interagency coordination.

- **Strategy 3: Expansion of community-based CCTV infrastructure.** The CRA will continue supporting the strategic expansion of public safety camera infrastructure throughout Northwood Village. Given the Village's compact, pedestrian-oriented commercial environment, surveillance technology may enhance situational awareness, support authorized public safety operations, assist with incident review and investigations when appropriate, and contribute to coordinated emergency response efforts.

- **Strategy 4: Supporting natural surveillance through mixed-use redevelopment.** The CRA recognizes that the introduction of new residential development within Northwood Village will significantly strengthen natural surveillance by increasing the number of residents living, walking, shopping, dining, and engaging in daily neighborhood activity. As additional mixed-use development occurs, increased pedestrian activity and extended occupancy will complement formal public safety efforts by creating more active streets, encouraging legitimate public use of open spaces, and naturally discouraging criminal behavior.

- **Strategy 5: Crime prevention through environmental design.** The CRA recognizes Crime Prevention Through Environmental Design (CPTED) as a proven strategy for reducing opportunities for crime while preserving Northwood Village's historic character and pedestrian-friendly environment. These CPTED assessments will identify opportunities to improve lighting, visibility, landscaping, pedestrian connectivity, storefront activation, access control, and other environmental features that support safer public spaces and reduce opportunities for crime.

## Goal 6: Reinstate a Main Street Organization to support Northwood Village.

Northwood Village's historic charm and growing potential as a vibrant destination can be further enhanced with the establishment of a strong, community-driven Main Street Organization. This goal focuses on developing an organization that will support the continued revitalization and economic growth of Northwood Village by promoting incentive programs, hosting outreach efforts, fostering economic development, assisting with the preservation of historic structures, and facilitating facade improvements with business/property owners.

A Main Street Organization is a powerful tool in transforming districts like Northwood Village, as it creates a structured, collaborative approach for revitalization. This organization will be instrumental in strengthening the local economy and improving the area's appeal to residents, businesses, and visitors and will provide a proactive approach in preparation for the CRA to sunset.

- **Strategy 1: Establish the Main Street Organization.** The CRA will lead the efforts to establish a Main Street Organization to coordinate and support revitalization initiatives in Northwood Village. This organization will unite stakeholders, including local business owners, property owners, residents, and community leaders, to work together toward achieving common goals.

- **Strategy 2: Enhance communication efforts.** The Main Street Organization will work to create a cohesive brand for Northwood Village, focusing on its unique historic character, diversity, and cultural richness. This includes marketing initiatives to promote Northwood Village as a destination for shopping, dining, entertainment, and tourism.

- **Strategy 3: Foster economic development and business support.** The Main Street Organization will assist new and existing businesses by providing resources, access to funding, and opportunities for professional development. This includes promoting local businesses, enhancing collaboration, and attracting new businesses to Northwood Village to support its growth.
- **Strategy 4: Assist with historic preservation and facade improvements.** In partnership with local property owners, the Main Street Organization will aid with the preservation of the district's historic fabric, aligning with the CRA goals and mission. The organization will also offer technical and financial support to help businesses and property owners improve their facades and keep the area's aesthetic appeal intact while modernizing the infrastructure.
- **Strategy 5:** Assist with the efforts of creating a Business Improvement District to support Northwood Village and surrounding target areas to allow for a future self-funded Main Street organization.

**Benefits of a Main Street Organization in Florida:** A Main Street Organization offers a proven framework to drive sustainable economic growth, preserve historic character, and foster community pride. In Florida, these organizations have helped revitalize distressed areas by focusing on a balanced approach to preservation and modernization, creating an environment that encourages investment and local pride. By leveraging public-private partnerships, this organization will help Northwood Village reach its full potential while maintaining its unique identity.

This goal aligns with the vision to make Northwood Village a thriving destination while maintaining the area's character, fostering community pride, and enhancing economic opportunities for local businesses

# PLEASANT CITY TARGET AREA

The Pleasant City Neighborhood suffers from a multitude of issues, including large amounts of vacant land, dilapidated structures, undefined commercial areas, safety/security pressures, and a poor image. There are 330 parcels in Pleasant City, but only 285 parcels are part of this analysis because parcels associated with the Merry Place project were excluded. Including both single-family and multi-family residential properties, less than 12% of parcels in Pleasant City are owner-occupied or homesteaded.

During Spring 2014, City leaders, residents and business owners came together for a weeklong visioning process. The lack of single-family homes and the need for new owner-occupied housing of any type was reiterated from the Pleasant City Citizen's Master Plan as the main goal for rehabilitating the neighborhood. Fortunately, with the recent upturn in the housing market, the focus on infill owner-occupied housing for Pleasant City has regained attention from the development community. Housing partnerships are beginning to establish themselves to complete the single-family component of Merry Place and bring long-term affordable/workforce housing opportunities to the remaining neighborhood. While the goal of targeting the entire area for single-family, detached homeownership is the most desirable, the reality is that most of the current housing types are multi-family. A more attainable vision is a combination of single-family and multi-family or attached townhouse/ rowhouse, plus a combined targeted ratio of rental properties to homeownership. As less than 12% of the properties are homesteaded, which is far below the City's average, homeownership is the primary target.

Prioritizing higher density projects will allow for a variety of housing price points while increasing the availability of affordable or workforce housing. This combination will also put the CRA in a better position to fund the infrastructure and street improvements needed to support the new housing stock.

## Goal 1: Improve and create development projects on vacant lots.

There are nearly 70 vacant residential parcels in the Pleasant City neighborhood. The CRA acquired 25 vacant residential parcels for infill development. Thirteen (13) of those parcels have new single-family homes.

- **Strategy 1:** Identify specific parcels that are of value to home builders and developers to build structures on.
- **Strategy 2: Partnership facilitation and construction.** The CRA will work with other City Departments, specifically the Housing and Community Development Department, to identify builders through a competitive bidding process.
- **Strategy 3: Land Acquisitions for affordable housing**. The CRA will pursue a strategic land acquisition initiative within the Pleasant City neighborhood to support the development and preservation of affordable housing. This effort will focus on identifying and acquiring key parcels that are adjacent to existing CRA-owned properties, creating opportunities for larger, more cohesive redevelopment sites that can better support mixed-income housing and long-term affordability goals.

## Goal 2: Re-imagined Blum Park that includes Lot 23 properties.

The 2014 North End Visioning suggested that Blum Park be turned into a new vibrant neighborhood park with high density housing overlooking the park. The proposed plan could require acquisition of strategic properties along with a potential redesign of the park. The CRA is currently working to acquire these remaining parcels and work with the community to create a vibrant Master Plan for the Park and the block surrounding the park. The next steps for park rehabilitation will be working with the West Palm Beach Housing Authority and the U.S. Department of Housing and Urban Development to relocate some current housing adjacent to the park to move the master plan forward.

The CRA owns two 4-unit buildings adjacent to Blum Park on the northern terminus of Pleasant City which is currently leased as affordable housing apartments.

- **Strategy 1: Adopt a concept plan for Blum Park.** Currently a draft plan is ready for consideration by the community, CRA-Advisory Board, and CRA Board. This must move forward to guide future steps.
- **Strategy 2: Based on the concept plan, CRA will develop partnerships.** Many of the properties around Blum Park are owned by the City and WPB Housing Authority. The CRA will work with both entities to solidify agreements on steps to move forward with making the Blum Park concept plan a reality.

## Goal 3: Preserve, maintain, and enhance CRA-owned residential properties to provide safe, attractive, and well-managed affordable housing while supporting the long-term vision for the Blum Park area.

- **Strategy 1: Asset management and maintenance.** Develop and implement a proactive maintenance and capital improvement program for CRA-owned residential properties to preserve building integrity, ensure resident safety, and extend the useful life of the properties until future redevelopment occurs. Additionally, improve the appearance of properties through landscaping, exterior maintenance, lighting, fencing, signage, and other site enhancements that contribute positively to the surrounding neighborhood and complement the future vision for Blum Park.

## Goal 4: Implement incentive programs for commercial, industrial, and residential parcels.

Pleasant City has several heavy commercial and industrial businesses which are detrimental to establishing a true sense of community. The CRA has created incentive programs for some of these industrial and heavy commercial businesses to relocate or renovate. Alongside the commercial and industrial areas, Pleasant City remains predominantly residential with certain residences needing facade improvements which can be provided through incentive programs.

- **Strategy 1:** Promotion and communication of grant funding opportunities in Pleasant City for commercial, industrial, and residential areas.

## Goal 5: Revitalize the Dixie Highway corridor from 15th Street to 25th Street.

The eastern boundary of the Pleasant City Neighborhood is North Dixie Highway. The North Dixie Highway border has several older, dilapidated commercial structures which need to be renovated or replaced. A combination of incentives and acquisition funds will be leveraged to address these issues.

- **Strategy 1:** Work with the Palm Beach County Transportation Planning Agency (TPA) to develop a concept plan for the corridor.
- **Strategy 2:** Assist City and TPA with community coordination and support for the US-1 redevelopment street plan.

## Goal 6: Enhance and refurbish the infrastructure and streetscape conditions.

Many of the streets in Pleasant City are in bad condition and do not have functioning sidewalks, streetlights, or landscaping. The improvements along Spruce Avenue and most of the adjoining streets east of Spruce are completed. Programmed maintenance of the street improvements has been identified as an issue and future funding is being considered.

- **Strategy 1: Assessment.** CRA staff will work to assess the conditions of the streets to understand the hyperlocal conditions of each street. This includes working with a consultant that can provide an assessment to identify specific lighting and streetscaping needs throughout the area.
- **Strategy 2: Standard.** CRA staff will develop a standard street design that includes basic items that will benefit the district such as sidewalks, lighting, and street trees.
- **Strategy 3: Implementation.** Staff will begin developing a work plan for construction to improve streets on a block-by-block basis.

## Goal 7: Improve neighborhood safety through community partnerships and strategic redevelopment.

Public safety remains fundamental to the continued revitalization and long-term stability of Pleasant City. Through continued collaboration with City departments (e.g. Police Department, Code Enforcement, Solid Waste Services, etc.), the CRA's contracted private security provider, and neighborhood organizations, the CRA will continue supporting innovative, data-informed public safety strategies that strengthen neighborhood pride, improve environmental conditions, and advance redevelopment objectives.

Pleasant City continues to experience quality-of-life challenges that include illegal dumping, homelessness, loitering, and prostitution activity concentrated primarily along the Dixie Highway/U.S. 1 corridor. These conditions may affect neighborhood appearance, discourage investment, impact quality of life, and create challenges for ongoing revitalization efforts. The CRA's contracted private security provider operates solely within the scope of its contractual responsibilities and does not perform law enforcement functions or exercise police authority.

- **Strategy 1: Neighborhood stabilization through environmental improvements.** The CRA will continue supporting redevelopment investments that improve neighborhood appearance and reduce environmental conditions associated with criminal activity and nuisance behavior.

  Working collaboratively with Code Enforcement and other City departments, the CRA will prioritize improvements that address illegal dumping, neglected properties, inadequate lighting, litter, graffiti, and other blighting influences affecting Pleasant City.

These investments are intended to strengthen neighborhood pride, improve public spaces, encourage private investment, and reduce opportunities for criminal activity through proactive environmental stewardship.

- **Strategy 2: Data-informed public safety partnerships.** The CRA will continue supporting intelligence-informed public safety initiatives through collaboration with the City's Police Department and its contracted private security provider. The Security Manager will assist with analyzing publicly available crime information, calls for service, geographic crime patterns, code enforcement trends, environmental conditions, and quality-of-life concerns affecting Pleasant City. These analyses may assist the Police Department in operational planning regarding patrol visibility, targeted enforcement, lighting improvements, and other crime prevention strategies consistent with departmental priorities. Attention will continue to be given to recurring public safety concerns along the Dixie Highway/U.S. 1 corridor, where concerns associated with prostitution activity, homelessness, and other quality-of-life conditions continue to present challenges that may affect neighborhood revitalization efforts. The CRA's role will remain focused on supporting redevelopment objectives through eligible public safety investments and interagency coordination.
- **Strategy 3: Expansion of community-based public safety technology.** The CRA will continue supporting strategic investments in public safety technology that improve situational awareness and strengthen investigative capabilities. The CRA will also continue supporting technology investments that may support authorized public safety operations, incident review, and investigative efforts, including video evidence systems and other emerging technologies that improve operational efficiency while supporting redevelopment objectives. Future technology investments will be coordinated with the City's Police Department and implemented in accordance with available funding, operational priorities, and applicable legal requirements.
- **Strategy 4: Crime prevention through environmental design.** The CRA recognizes Crime Prevention Through Environmental Design (CPTED) as an important redevelopment strategy that improves neighborhood safety while enhancing community appearance. These assessments will identify opportunities to improve lighting, visibility, pedestrian connectivity, landscaping, access control, and activation of public spaces while discouraging illegal dumping, loitering, and other nuisance activities.

## Goal 8: Disseminate strategic information to promote redevelopment, investment, and community engagement.

Effective communication is a cornerstone of successful community redevelopment. To support ongoing revitalization in Pleasant City and other target areas, the CRA will implement a robust public relations and outreach strategy as well as a branding/messaging strategy designed to increase awareness, accessibility, and participation in CRA programs and generate community ownership. These efforts will inform residents, attract new investment, and build community pride - fulfilling the CRA's mission under Florida law to eliminate blight, promote economic opportunity, and improve quality of life.

- **Strategy 1: Targeted public relations campaigns to promote incentives and redevelopment opportunities.** Execute strategic, place-based communications campaigns to highlight the value and potential of Pleasant City and other priority areas. Campaigns will be tailored to:
    - Increase public understanding of the CRA's goals and initiatives.
    - Promote incentive programs for commercial, industrial, and residential areas.
    - Showcase successful redevelopment outcomes, community assets, and unique cultural history.
    - Encourage civic engagement and foster stronger community partnerships.

- **Strategy 2: Continuous community engagement and feedback Loops.** Establish ongoing mechanisms for residents and stakeholder input to ensure communications strategies remain responsive and relevant. This includes:
    - Hosting public forums, virtual town halls, and community meetings.
    - Collaborating with local media, community leaders, and neighborhood associations.
    - Conducting surveys and using analytics to evaluate message effectiveness and adjust outreach methods accordingly.

# INDUSTRIAL TARGET AREA

The Industrial Target Area encompasses the Electronics Way and Old Northwood Industrial Park districts, generally bounded by 27th Street to the north, 23rd Street to the south, the canal to the west, and the Florida East Coast Railway (FEC) to the east. As a key employment center within the CRA, the area presents significant opportunities for business expansion, industrial modernization, and infrastructure reinvestment. Portions of the district have experienced deferred maintenance, aging streets, and code compliance challenges. However, public investments, including the completion of the Windsor Avenue Streetscape Project, the connection of the CSX & FEC railroad tracks, and ongoing planning efforts, position the area for long-term revitalization.

The CRA's redevelopment strategy focuses on strengthening the Industrial Target Area as a vibrant employment and innovation hub while minimizing impacts on adjacent residential neighborhoods and Northwood Village. Priorities include improving gateway corridors, enhancing infrastructure and building conditions, supporting existing businesses, and attracting new employers that complement the district's evolving industrial and creative economy.

## Goal 1: Strengthen the Industrial District through business retention, expansion, and strategic investment.

The Industrial District has become home to a growing mix of manufacturers, artisans, creative enterprises, distributors and small businesses. Investments such as the Northwood Art and Music Warehouse and the relocation of Sugaring Global's headquarters have demonstrated the district's potential as both an employment center and a destination for innovation and entrepreneurship.

Building upon the recommendations of the 2025 Industrial Park Study completed by Concourse Group, the CRA will implement strategies to support existing businesses, modernize the district, recruit targeted industries, and encourage private investment that aligns with the area's long-term vision.

- **Strategy 1: Industrial Park Action Plan implementation.** Implement the recommendations identified in the 2025 Industrial Park Study to guide infrastructure improvements, business retention efforts, property enhancements, and targeted redevelopment initiatives.
- **Strategy 2: Business attraction and marketing initiative.** Develop and execute a comprehensive business attraction and marketing strategy that promotes the district's competitive advantages, highlights available incentives, supports existing business clusters, and recruits new manufacturers, industrial users, creative enterprises, and innovation-based businesses to the Industrial Target Area.

# MANAGEMENT AND OPERATIONS

## Management of the District

The management of the CRA is handled by the Executive Director and coordinates City Departments, City Staff dedicated to the CRA, and consultants hired by the CRA. These three components work together to execute the strategic plan approved by the CRA Board of Commissioners.

## Organizational Structure

The CRA has a two-layer staffing organization. The CRA is managed daily under the direction of the Executive Director, Deputy Director, Fiscal Services Manager, Fiscal Coordinator, Security Manager and Administrative Assistant who are employees of the City of West Palm Beach. The second level of staffing is provided through the CRA's contract with Redevelopment Management Associates (RMA). Here employees from RMA provide project management, real estate management, and communications staffing. All other staffing and services are provided by contracted vendors and City Departments.

In addition to staff resources, additional resources are required through city departments and consulting contracts for architectural, engineering, marketing, and other industry areas of expertise. Additional expertise will be added as needed through specific Requests for Proposals and contracted services.

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

# ORGANIZATIONAL CHART

West Palm Beach Community Redevelopment Agency

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

**CRA Board of Directors**



**Christopher Roog**
Executive Director



**Rabi Sami**
Deputy Director



**Ayra Gonzalez**
Fiscal Manager



**Marc Mathurin**
Fiscal Coordinator



**Valcia Morris**
Sr. Administrative Assistant

**RMA Contract**



**Dr. Alisha Winn**
Contracted Consultant



**Sofia Grosso**
Economic Development Specialist



**Carlos Rodriguez**
Security Manager



**Kelsey King**
Project Manager



**Genia Baker**
Sr. Project Manager



**Brad Nella**
Real Estate Manager



**Kerry Osler**
Construction Manager



**Stephanie Swimmer**
Sr. Communications Coordinator



**Stella DeBeech**
Communications Coordinator

# PROGRAMS AND INCENTIVES

Attraction of new businesses and private investment is an important component of an overall redevelopment strategy. The following incentive programs may be available to assist with private property improvements. These programs may be amended from time to time to address strategies at various stages in the redevelopment process.

## Incentive and Grant Approval Policy

To streamline our financial operations and ensure efficient processing, we have established the following guidelines:

- **Incentives and Grants valued at $20,000 or less:** These will be processed administratively and will not require approval from the CRA Board.
- **Incentives and Grants valued at greater than $20,000:** These will require approval from the CRA Board before they can be processed.

## Unsolicited Bids

The CRA shall maintain a clear, consistent, and transparent process for receiving, reviewing, and responding to unsolicited bids and proposals involving CRA-owned property or other redevelopment opportunities. Each submission shall be evaluated based on its alignment with the CRA's adopted redevelopment goals and plans, anticipated public benefit, financial impact and feasibility, proposed use and type of development, value of any CRA property or resources involved, market conditions, organizational capacity and current workload, and any applicable legal or procurement requirements. Receipt of an unsolicited bid shall not obligate the CRA to negotiate with, select, or award an agreement to the submitting party, and the CRA may reject the proposal, request additional information, pursue further negotiations when legally appropriate, or determine that the opportunity should be offered through a competitive procurement or solicitation process. All unsolicited bids shall be handled in a predictable and equitable manner that protects the public interest, promotes responsible stewardship of CRA assets, and advances the CRA's redevelopment objectives.

## Commercial Property Improvements

- **Façade and Exterior Improvement Program:** This grant provides 80% of a façade project for a grant up to $20,000 in Northwood Village, Pleasant City, Currie Park, and the Industrial District, and the Broadway Corridor.
- **Capital Improvement Grant Program:** This program encourages rehabilitation of existing commercial properties. The CRA subsidizes 50% of the "interest only" portion on the principal amount of a loan obtained for rehab or re-construction of a project located in designated areas. Loans are based on prime rate, and no points or closing costs are charged. Maximum principal loan amount allowed and obtained from participating lending institutions is $350,000.
- **Commercial Build-Out Program:** This grant provides 80% of costs up to $25,000 for businesses to complete interior leasehold improvements that include plumbing, electricity, HVAC, Etc. The goal of this program is to attract the desired merchandise mix within the Northwood/Pleasant City CRA and assist with the rehabilitation of commercial properties.
- **Community Safety CCTV Grant Program:** The CRA will implement the Community Safety Closed-Circuit Television Grant Program to enhance public safety, support crime prevention, and strengthen partnerships between businesses and law enforcement within designated CRA districts. Through grant funding of up to $3,000 per eligible commercial property, the program will provide professionally installed security cameras that integrate with the City Police Department's Real-Time Crime Center. By expanding

connected surveillance technology, the initiative will improve situational awareness, assist investigations, and help create safer, more vibrant, and economically resilient commercial corridors.

- **Strategic Investment Program:** Based on a formula that considers the amount of tax increment generated from each project, commercial and mixed-use projects up to $5 million may be eligible for development assistance.
- **Beautify Northwood Program:** This program is an opportunity for businesses to request assistance with minor cosmetic improvements such as painting, lighting, and signage. The CRA will provide funding in an amount not to exceed qualifying project costs up to $10,000.

## Residential Property Improvements

- **Pleasant City Paint, Plant and Pave Program:** This program seeks to promote the improvement of single-family, homesteaded residential properties in Pleasant City. Approximately $20,000 per property incentive may be available for exterior and interior improvements. The improvements may include painting of the exterior primary structure, installation or repair of driveways or sidewalks, landscaping, installation of irrigation systems, fence repair, etc.

## New Development Projects

- **Real Estate Development Accelerator Program:** This program is designed to offer incentives to projects over $5 million in the form of land-mark-down, infrastructure improvements, Tax Increment Financing, or any other type of incentive for development of large-scale projects.
- **Housing Investment Program:** Developers of residential projects investing up to $5 million may be eligible for development assistance, based on a per-unit formula. The project is for rental and for-sale projects; however, the criteria can change slightly depending on the project.
- **Strategic Investment Streetscape Program:** For commercial or mixed-use projects up to $5 million, developers may be eligible for up to 50% of the cost of streetscape improvements.

## Miscellaneous

- **Parking Lot Beautification Program:** This program seeks to assist future business development and recruitment. The goal of the program is to work with private property owners that currently have surface parking lots, and to improve those lots in exchange for permission to allow public parking for businesses located along commercial corridors. Improvements may include landscaping, irrigation, lighting, paving, and striping as required by City code. The CRA will provide funding in an amount not to exceed $100,000 for qualifying project costs.
- **Relocation and Development Assistance:** The CRA may assist with relocation and development of certain uses to allow for a more desirable or upgraded use. This program provides the incentives necessary for redevelopment including tenant relocation, acquisition, build-out, and rehabilitation or renovation of existing properties.

## Incentives provided by Palm Beach County and the State of Florida

- **Enterprise Zone Incentives:** Job Tax Credits, Business Equipment Sales Tax Refund, Building Material Sales Tax Refund, Property Tax Credit, Sales Tax Exemption for Electrical Energy and Community Contribution Tax Credit Program. It should be noted that there is currently limited activity and management oversight of the Enterprise Zone.
- **Brownfields:** Some areas of the Northwood/Pleasant City CRA have been designated as Brownfields. CRA staff are working with the Treasure Coast Regional Planning Council and the State of Florida to identify environmental concerns and implement cleanup initiatives.

- **Opportunity Zones:** Some areas of the Northwood/Pleasant City CRA have been designated as Opportunity Zones. Development along the Broadway Corridor can benefit both CRA and Federal Opportunity Zone programs.

# COMMUNICATIONS AND PUBLIC RELATIONS

The Northwood Village brand continues to strengthen and the CRA continues to implement various creative communications strategies that will increase awareness and foot traffic to the area.

Collateral materials have been created and are updated annually. These materials include uniform branding and contain information on project areas, descriptions of what developments are planned, incentives available, infrastructure plans, and policies regarding CRA development goals. The Northwood Village website and CRA website continue to be updated and have been integrated into the social media marketing strategy. CRA staff continue to promote the area as a unique destination. Signage, banners, and other materials have been, and continue to be, installed.

During 2024-2025, the CRA implemented a quarterly community meeting in both target areas of Pleasant City and Northwood Village. In Pleasant City, these regular community meetings ensure a dialogue between City Departments, CRA and residents. In Northwood Village, regular community walkthroughs ensure a dialogue between City Departments, CRA and merchants to continuously identify problematic conditions in the Northwood area.

In FY 2025, the CRA began working with creative consultants to develop videography, photography, branding, public relations campaigns, and attractive advertising to draw people to the redevelopment target areas.

# ECONOMIC ACTIVITY AND TARGETED INDUSTRIES

As the City continues to grow, hotel, office, and commercial/retail uses will be encouraged. The CRA will follow the City's approach, targeting industries officially adopted including those set by the Business Development Board of Palm Beach County. Whether these users are recruited and attracted to the Northwood, Pleasant City, Broadway, or Industrial Area, the attraction of targeted industries is a goal.

In addition, attracting ground floor uses to the commercial corridors is needed to support walkability and growth in the Northwood/Pleasant City CRA. The CRA will coordinate these efforts with the City and Business Development Board to assist businesses with finding viable locations.

The City and the CRA also recognizes the need to allow for typical workforce personnel such as police officers, firefighters, office workers, and schoolteachers to live in the Northwood/Pleasant City CRA. As the City strives for extreme livability, the need for full-time residents to enjoy workforce housing is a goal of this plan. As the agency did with The Spruce project, the CRA will coordinate with other workforce housing initiatives such as property acquisition, public/private partnerships, increases in density (as discussed in previous sections), and tax increment reimbursement.

# CODE ENFORCEMENT, POLICE, PERMITTING, COMMUNITY INVOLVEMENT

## Code Enforcement

Code enforcement must be an integral part of the redevelopment plan. As the CRA targets areas, code enforcement efforts supported by programs to allow for remedying the violations should follow. CRA will coordinate these efforts with City code enforcement staff.

## Permitting

As property owners and the development community begin to invest in the CRA, a streamlined permitting process needs to be ensured. Currently the CRA works closely with the City's Planning and Construction Services Departments on all CRA initiatives.

## Public Safety

Public safety is fundamental to successful community redevelopment. While the CRA is not a law enforcement agency, it supports safer neighborhoods through eligible redevelopment investments, environmental improvements, public safety technology, and strategic partnerships with City departments (e.g. Police Department), private security providers, businesses, and community stakeholders.

The CRA Security Manager provides strategic leadership for the Agency's public safety initiatives by coordinating redevelopment-related safety programs, facilitating interagency collaboration, evaluating emerging technologies, integrating Crime Prevention Through Environmental Design principles, monitoring program performance, and helping ensure investments align with the Community Redevelopment Plan and the CRA's redevelopment objectives.

Building on the success of enhanced private security programs and collaborative public safety initiatives implemented throughout the CRA districts, the FY 2027 Public Safety Strategy focuses on targeted investments that improve neighborhood conditions, support economic development, and maximize the effectiveness of public resources. FY 2027 Public Safety Priorities include:

- Expand strategically located public safety closed-circuit television infrastructure and commercial camera grant programs.
- Invest in advanced public safety technologies that support the Police Department's Real-Time Crime Center, including AI-assisted video analytics, gunshot detection, License Plate Reader integration, drones, and other emerging technologies.
- Continue enhanced private security patrols that complement—not replace—law enforcement by increasing visibility and addressing quality-of-life concerns.
- Integrate Crime Prevention Through Environmental Design principles into redevelopment planning, streetscape improvements, development reviews, and public infrastructure projects.
- Utilize data-informed planning and interagency collaboration to prioritize public safety investments and redevelopment initiatives.
- Strengthen partnerships with residents, businesses, neighborhood organizations, and public safety agencies through education, outreach, and collaborative problem-solving.

Through strategic leadership, innovation, and collaboration, the CRA will continue supporting redevelopment by investing in initiatives that enhance neighborhood safety, strengthen community confidence, encourage private investment, and improve quality of life throughout its redevelopment areas, while complementing the operational mission of the City's Police Department.

## Community Involvement

The CRA will continue to involve and educate the community on redevelopment.

## Bylaws

The CRA bylaws were revised to allow the Agency to operate as Florida Statute 163, Part III allows without additional encumbrance.

# STRATEGIC FINANCE PLAN

## Synopsis

The Strategic Finance Plan for the Northwood/Pleasant City CRA District presents the financial forecast data in two (2) distinct ways:

- Summary Statement by Target Area (i.e., segments forecasted expenditures by Target Area).
- Summary Statement by Target Area Initiative (i.e., segments forecasted expenditures by initiative type); and

Accompanying the Strategic Finance Plan statements are Supporting Schedules which provide detailed information involving: Source & Use Statements for each Target Area that specify the individual sub-projects and associated funding sources; tax increment revenue forecasts; and miscellaneous operating expenditure forecasts.

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

# Summary Statement by Target Area

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### Summary Statement by Target Area (1)

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Carryforward** | | | | | | |
| Carryforward of FY 2026 Appropriations | $ 968,117 | $ 968,117 | | | | |
| **Total Forecasted Carryforward Balances** | $ 968,117 | $ 968,117 | | | | |
| **Revenues** | | | | | | |
| **Tax Increment** | $ 58,763,798 | $ 8,620,328 | $ 10,219,263 | $ 10,619,277 | $ 14,379,651 | $ 14,925,279 |
| **Miscellaneous** | | | | | | |
| Lot 23 Rental Income | $ 262,500 | 52,500 | 52,500 | 52,500 | 52,500 | 52,500 |
| Currie Mixed-Use District Incentive (Olara) | $ 3,600,000 | - | 3,600,000 | - | - | - |
| Anchor Site Agreement (base rent) | $ 491,667 | - | - | 130,500 | 177,915 | 183,252 |
| Investment Earnings | $ 510,000 | 110,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| **Total Forecasted Revenues** | $ 63,627,965 | $ 8,782,828 | $ 13,971,763 | $ 10,902,277 | $ 14,710,066 | $ 15,261,031 |
| **Total Sources** | $ 64,596,082 | $ 9,750,945 | $ 13,971,763 | $ 10,902,277 | $ 14,710,066 | $ 15,261,031 |
| **Use (Expenditures)** | | | | | | |
| **Expenditures** | | | | | | |
| **Operations** | | | | | | |
| Personnel/Management Services | $ 1,041,930 | $ 196,252 | $ 202,140 | $ 208,204 | $ 214,450 | $ 220,884 |
| City Administrative Cost Allocation | $ 1,118,394 | 214,909 | 219,207 | 223,591 | 228,063 | 232,624 |
| Innovative Policing Expense | $ 4,247,309 | 800,000 | 824,000 | 848,720 | 874,182 | 900,407 |
| Miscellaneous Operating Expense | $ 685,196 | 130,356 | 133,610 | 136,940 | 140,390 | 143,900 |
| *Subtotal - Operations* | *$ 7,092,829* | *$ 1,341,517* | *$ 1,378,957* | *$ 1,417,455* | *$ 1,457,085* | *$ 1,497,815* |
| **Tax Increment Split with Developers** | $ 1,376,722 | 98,651 | 303,224 | 313,836 | 324,821 | 336,190 |
| **Debt Service** | | | | | | |
| Series 2015 Tax Increment Revenue Refunding Bonds | $ 8,280,000 | $ 1,656,000 | $ 1,656,000 | $ 1,656,000 | $ 1,661,000 | $ 1,651,000 |
| *Subtotal - Debt Service* | *$ 8,280,000* | *$ 1,656,000* | *$ 1,656,000* | *$ 1,656,000* | *$ 1,661,000* | *$ 1,651,000* |
| **Target Areas** | | | | | | |
| Broadway Target Area | $ 3,081,558 | $ 682,908 | $ 562,000 | $ 599,360 | $ 612,090 | $ 625,200 |
| Currie Corridor Target Area | $ 8,301,844 | 2,476,549 | 5,270,295 | 185,000 | 185,000 | 185,000 |
| Northwood Village Target Area | $ 4,537,112 | 1,397,332 | 1,147,000 | 655,460 | 664,170 | 673,150 |
| Pleasant City Target Area | $ 6,312,812 | 1,273,032 | 1,247,000 | 1,255,460 | 1,264,170 | 1,273,150 |
| Industrial Target Area | $ 290,000 | 70,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| Other | $ 1,649,566 | 491,696 | 287,760 | 288,870 | 290,020 | 291,220 |
| *Subtotal - Target Areas* | *$ 24,172,892* | *$ 6,391,517* | *$ 8,569,055* | *$ 3,039,150* | *$ 3,070,450* | *$ 3,102,720* |
| **Total Forecasted Expenditures** | $ 40,922,443 | $ 9,487,685 | $ 11,907,236 | $ 6,426,441 | $ 6,513,356 | $ 6,587,725 |
| **Reserve** | | | | | | |
| Reserve for Target Area Initiatives | $ 23,673,639 | $ 263,260 | $ 2,064,527 | $ 4,475,836 | $ 8,196,710 | $ 8,673,306 |
| **Total Forecasted Reserves** | $ 23,673,639 | $ 263,260 | $ 2,064,527 | $ 4,475,836 | $ 8,196,710 | $ 8,673,306 |
| **Total Uses** | $ 64,596,082 | $ 9,750,945 | $ 13,971,763 | $ 10,902,277 | $ 14,710,066 | $ 15,261,031 |
| **Surplus/(Deficit)** | $ - | $ - | $ - | $ - | $ - | $ - |

**Notes:**

(1) Readers should refer to the Supporting Schedules for detailed information involving: tax increment revenue forecasts; miscellaneous operating expenditure forecasts; and Source & Use Statements for each Target Area that specify the individual sub-projects and associated funding sources.

# Summary Statement by Target Area Initiative

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### Summary Statement by Target Area Initiative (1)

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Carryforward** | | | | | | |
| Carryforward of FY 2026 Appropriations | $ 968,117 | $ 968,117 | | | | |
| **Total Forecasted Carryforward Balances** | $ 968,117 | $ 968,117 | | | | |
| **Revenues** | | | | | | |
| **Tax Increment** | $ 58,763,798 | $ 8,620,328 | $ 10,219,263 | $ 10,619,277 | $ 14,379,651 | $ 14,925,279 |
| **Miscellaneous** | | | | | | |
| Lot 23 Rental Income | $ 262,500 | 52,500 | 52,500 | 52,500 | 52,500 | 52,500 |
| Currie Mixed-Use District Incentive (Olara) | $ 3,600,000 | - | 3,600,000 | - | - | - |
| Anchor Site Agreement (base rent) | $ 491,667 | - | - | 130,500 | 177,915 | 183,252 |
| Investment Earnings | $ 510,000 | 110,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| **Total Forecasted Revenues** | $ 63,627,965 | $ 8,782,828 | $ 13,971,763 | $ 10,902,277 | $ 14,710,066 | $ 15,261,031 |
| **Total Sources** | $ 64,596,082 | $ 9,750,945 | $ 13,971,763 | $ 10,902,277 | $ 14,710,066 | $ 15,261,031 |
| **Use (Expenditures)** | | | | | | |
| **Expenditures** | | | | | | |
| **Operations** | | | | | | |
| Personnel/Management Services | $ 1,041,930 | $ 196,252 | $ 202,140 | $ 208,204 | $ 214,450 | $ 220,884 |
| City Administrative Cost Allocation | $ 1,118,394 | 214,909 | 219,207 | 223,591 | 228,063 | 232,624 |
| Innovative Policing Expense | $ 4,247,309 | 800,000 | 824,000 | 848,720 | 874,182 | 900,407 |
| Miscellaneous Operating Expense | $ 685,196 | 130,356 | 133,610 | 136,940 | 140,390 | 143,900 |
| *Subtotal - Operations* | *$ 7,092,829* | *$ 1,341,517* | *$ 1,378,957* | *$ 1,417,455* | *$ 1,457,085* | *$ 1,497,815* |
| **Tax Increment Split with Developers** | $ 1,376,722 | 98,651 | 303,224 | 313,836 | 324,821 | 336,190 |
| **Debt Service** | | | | | | |
| Series 2015 Tax Increment Revenue Refunding Bonds | $ 8,280,000 | $ 1,656,000 | $ 1,656,000 | $ 1,656,000 | $ 1,661,000 | $ 1,651,000 |
| *Subtotal - Debt Service* | *$ 8,280,000* | *$ 1,656,000* | *$ 1,656,000* | *$ 1,656,000* | *$ 1,661,000* | *$ 1,651,000* |
| **Target Area Initiatives** | | | | | | |
| Consultants | $ 285,000 | $ 105,000 | $ 45,000 | $ 45,000 | $ 45,000 | $ 45,000 |
| Communication and Engagement | $ 1,515,000 | 245,000 | 280,000 | 330,000 | 330,000 | 330,000 |
| Business Development | $ 5,618,627 | 1,578,627 | 1,385,000 | 885,000 | 885,000 | 885,000 |
| Security | $ 5,120,779 | 1,037,569 | 976,000 | 1,005,280 | 1,035,430 | 1,066,500 |
| Neighborhood Stabilization | $ 3,476,642 | 858,772 | 652,760 | 653,870 | 655,020 | 656,220 |
| Infrastructure & Streetscape Improvements | $ 8,156,844 | 2,566,549 | 5,230,295 | 120,000 | 120,000 | 120,000 |
| *Subtotal - Target Area Initiatives* | *$ 24,172,892* | *6,391,517* | *8,569,055* | *3,039,150* | *3,070,450* | *3,102,720* |
| **Total Forecasted Expenditures** | $ 40,922,443 | $ 9,487,685 | $ 11,907,236 | $ 6,426,441 | $ 6,513,356 | $ 6,587,725 |
| **Reserve** | | | | | | |
| Reserve for Target Area Initiatives | $ 23,673,639 | $ 263,260 | $ 2,064,527 | $ 4,475,836 | $ 8,196,710 | $ 8,673,306 |
| **Total Forecasted Reserves** | $ 23,673,639 | $ 263,260 | $ 2,064,527 | $ 4,475,836 | $ 8,196,710 | $ 8,673,306 |
| **Total Uses** | $ 64,596,082 | $ 9,750,945 | $ 13,971,763 | $ 10,902,277 | $ 14,710,066 | $ 15,261,031 |
| **Surplus/(Deficit)** | $ - | $ - | $ - | $ - | $ - | $ - |

**Notes:**

(1) Readers should refer to the Supporting Schedules for detailed information involving: tax increment revenue forecasts; miscellaneous operating expenditure forecasts; and Source & Use Statements for each Target Area that specify the individual sub-projects and associated funding sources.

# Broadway Target Area (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### *Supporting Schedule - Broadway Target Area*
### *Source and Use*

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Tax Increment Revenue Allocation** | $ 2,851,123 | $ 452,473 | $ 562,000 | $ 599,360 | $ 612,090 | $ 625,200 |
| **Carryforward Fund Balance** | $ 230,435 | 230,435 | - | - | - | - |
| **Total Sources** | $ 3,081,558 | $ 682,908 | $ 562,000 | $ 599,360 | $ 612,090 | $ 625,200 |
| **Use (Expenses)** | | | | | | |
| **Communication and Engagement** | | | | | | |
| Communication Services | $ 285,000 | $ 10,000 | $ 50,000 | $ 75,000 | $ 75,000 | $ 75,000 |
| **Business Development** | | | | | | |
| Incentives | $ 310,000 | 110,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Maintenance/Improvements (landscape, trash, etc.) | $ 262,908 | 142,908 | 30,000 | 30,000 | 30,000 | 30,000 |
| **Security** | $ 2,123,650 | 400,000 | 412,000 | 424,360 | 437,090 | 450,200 |
| **Infrastructure & Streetscape Improvements** | | | | | | |
| Broadway Median Improvements | $ 100,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| **Total Uses** | $ 3,081,558 | $ 682,908 | $ 562,000 | $ 599,360 | $ 612,090 | $ 625,200 |
| **Surplus/(Deficit)** | - | - | - | - | - | - |

# Currie Corridor Target Area (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### *Supporting Schedule - Currie Corridor Target Area*
### *Source and Use*

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Tax Increment Revenue Allocation** | **$ 4,692,967** | $ 2,467,672 | $ 1,670,295 | $ 185,000 | $ 185,000 | $ 185,000 |
| **Miscellaneous** | | | | | | |
| Currie Mixed-Use District Incentive (Olara) | **$ 3,600,000** | - | 3,600,000 | - | - | - |
| **Carryforward Fund Balance** | **$ 8,877** | 8,877 | - | - | - | - |
| **Total Sources** | **$ 8,301,844** | **$ 2,476,549** | **$ 5,270,295** | **$ 185,000** | **$ 185,000** | **$ 185,000** |
| **Use (Expenses)** | | | | | | |
| **Consultants** | | | | | | |
| Planning BID | **$ 50,000** | $ 50,000 | $ - | $ - | $ - | $ - |
| **Communication and Engagement** | | | | | | |
| Communication Services | **$ 305,000** | 30,000 | 50,000 | 75,000 | 75,000 | 75,000 |
| **Business Development** | | | | | | |
| Incentives | **$ 60,000** | $ 20,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 |
| **Infrastructure & Streetscape Improvements** | | | | | | |
| Currie Park Redevelopment/ Currie Commons Streetscape | **$ 1,266,254** | 866,254 | 100,000 | 100,000 | 100,000 | 100,000 |
| Currie Park Contribution Agreement (City-CRA) | **$ 6,620,590** | 1,510,295 | 5,110,295 | - | - | - |
| **Total Uses** | **$ 8,301,844** | **$ 2,476,549** | **$ 5,270,295** | **$ 185,000** | **$ 185,000** | **$ 185,000** |
| **Surplus/(Deficit)** | - | - | - | - | - | - |

# Northwood Village Target Area (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### *Supporting Schedule - Northwood Village Target Area*
### *Source and Use*

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Tax Increment Revenue Allocation** | **$ 3,691,897** | $ 1,043,784 | $ 1,147,000 | $ 524,960 | $ 486,255 | $ 489,898 |
| **Miscellaneous** | | | | | | |
| Anchor Site Agreement (base rent) | **$ 491,667** | - | - | 130,500 | 177,915 | 183,252 |
| **Carryforward Fund Balance** | **$ 353,548** | 353,548 | - | - | - | - |
| **Total Sources** | **$ 4,537,112** | **$ 1,397,332** | **$ 1,147,000** | **$ 655,460** | **$ 664,170** | **$ 673,150** |
| **Use (Expenses)** | | | | | | |
| **Communication and Engagement** | | | | | | |
| Communication Services | **$ 300,000** | $ 100,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 |
| **Business Development** | | | | | | |
| Incentives | **$ 923,645** | 123,645 | 200,000 | 200,000 | 200,000 | 200,000 |
| The Spruce Incentives | **$ 1,000,000** | 500,000 | 500,000 | - | - | - |
| Maintenance | **$ 565,001** | 105,001 | 115,000 | 115,000 | 115,000 | 115,000 |
| Maintenance/Improvements (landscape, trash, etc.) | **$ 114,902** | 114,902 | - | - | - | - |
| **Security** | **$ 1,453,564** | 273,784 | 282,000 | 290,460 | 299,170 | 308,150 |
| **Neighborhood Stabilization** | | | | | | |
| Serenity Park | **$ 10,000** | 10,000 | - | - | - | - |
| **Infrastructure & Streetscape Improvements** | | | | | | |
| Northwood Village Streetscape Improvements | **$ 170,000** | 170,000 | - | - | - | - |
| **Total Uses** | **$ 4,537,112** | **$ 1,397,332** | **$ 1,147,000** | **$ 655,460** | **$ 664,170** | **$ 673,150** |
| **Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** | **-** |

# Pleasant City Target Area (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### *Supporting Schedule - Pleasant City Target Area*
### *Source and Use*

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Tax Increment Revenue Allocation** | **$ 5,728,119** | $ 898,339 | $ 1,194,500 | $ 1,202,960 | $ 1,211,670 | $ 1,220,650 |
| **Miscellaneous** | | | | | | |
| Lot 23 Rental Income (8 units; 63% occupancy) | **$ 262,500** | 52,500 | 52,500 | 52,500 | 52,500 | 52,500 |
| **Carryforward Fund Balance** | **$ 322,193** | 322,193 | - | - | - | - |
| **Total Sources** | **$ 6,312,812** | **$ 1,273,032** | **$ 1,247,000** | **$ 1,255,460** | **$ 1,264,170** | **$ 1,273,150** |
| **Use (Expenses)** | | | | | | |
| **Communication and Engagement** | | | | | | |
| Communication Services | **$ 180,000** | $ 20,000 | $ 40,000 | $ 40,000 | $ 40,000 | $ 40,000 |
| **Business Development** | | | | | | |
| Incentives | **$ 1,382,171** | 182,171 | 300,000 | 300,000 | 300,000 | 300,000 |
| **Security** | **$ 1,453,565** | 273,785 | 282,000 | 290,460 | 299,170 | 308,150 |
| **Neighborhood Stabilization** | | | | | | |
| Lot 23 Residence/Apt Maintenance/Improvements | **$ 833,526** | 333,526 | 125,000 | 125,000 | 125,000 | 125,000 |
| Land Acquisition | **$ 200,000** | 200,000 | - | - | - | - |
| Landscape Maintenance | **$ 63,550** | 63,550 | - | - | - | - |
| Lighting Improvements | **$ 2,200,000** | 200,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| **Total Uses** | **$ 6,312,812** | **$ 1,273,032** | **$ 1,247,000** | **$ 1,255,460** | **$ 1,264,170** | **$ 1,273,150** |
| **Surplus/(Deficit)** | - | - | - | - | - | - |

# Industrial Target Area (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### *Supporting Schedule - Industrial Target Area*
### *Source and Use*

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Tax Increment Revenue Allocation** | **$ 290,000** | $ 70,000 | $ 55,000 | $ 55,000 | $ 55,000 | $ 55,000 |
| **Total Sources** | **$ 290,000** | **$ 70,000** | **$ 55,000** | **$ 55,000** | **$ 55,000** | **$ 55,000** |
| **Use (Expenses)** | | | | | | |
| **Communication and Engagement** | | | | | | |
| Communication Services | **$ 20,000** | $ - | $ 5,000 | $ 5,000 | $ 5,000 | $ 5,000 |
| **Business Development** | | | | | | |
| Incentives | **$ 240,000** | 40,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Broadband Connectivity | **$ 30,000** | 30,000 | - | - | - | - |
| **Total Uses** | **$ 290,000** | **$ 70,000** | **$ 55,000** | **$ 55,000** | **$ 55,000** | **$ 55,000** |
| **Surplus/(Deficit)** | **-** | **-** | **-** | **-** | **-** | **-** |

## Other Source and Use (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

### Northwood/Pleasant City District
### Strategic Finance Plan
***Supporting Schedule - Other Source and Use***

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| **Source (Revenue)** | | | | | | |
| **Tax Increment Revenue Allocation** | $ 1,596,502 | $ 438,632 | $ 287,760 | $ 288,870 | $ 290,020 | $ 291,220 |
| **Carryforward Fund Balance** | $ 53,064 | 53,064 | - | - | - | - |
| **Total Sources** | $ 1,649,566 | $ 491,696 | $ 287,760 | $ 288,870 | $ 290,020 | $ 291,220 |
| **Use (Expenses)** | | | | | | |
| **Consultants** | $ 235,000 | $ 55,000 | $ 45,000 | $ 45,000 | $ 45,000 | $ 45,000 |
| **Communication and Engagement** | | | | | | |
| Communication Services | $ 50,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 | $ 10,000 |
| Holiday Lighting | $ 375,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| **Business Development** | | | | | | |
| Incentives | $ 25,000 | 25,000 | - | - | - | - |
| Property Repair and Maintenance | $ 25,000 | 25,000 | - | - | - | - |
| Maintenance/Improvements (landscape, trash, etc.) | $ 680,000 | 160,000 | 130,000 | 130,000 | 130,000 | 130,000 |
| **Security** | $ 10,000 | 10,000 | - | - | - | - |
| Safety and Community Initiatives | $ 60,000 | 60,000 | - | - | - | - |
| CCTV Technology | $ 20,000 | 20,000 | - | - | - | - |
| **Neighborhood Stabilization** | | | | | | |
| Real Estate Transaction Support | $ 25,000 | 25,000 | - | - | - | - |
| Lot/Property Maintenance | | | | | | |
| Other (insurance, etc.) | $ 144,566 | 26,696 | 27,760 | 28,870 | 30,020 | 31,220 |
| **Total Uses** | $ 1,649,566 | $ 491,696 | $ 287,760 | $ 288,870 | $ 290,020 | $ 291,220 |
| **Surplus/(Deficit)** | - | - | - | - | - | - |

# Tax Increment Revenue Forecast (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

## Northwood/Pleasant City District
## Strategic Finance Plan
### *Supporting Schedule - Tax Increment Revenue Forecast (1)*

| | Certified FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|
| **City of West Palm Beach (Contributing Authority)** | | | | | |
| Existing Value (Actual/Forecasted Growth): | 10.11% | 3.50% | 3.50% | 3.50% | 3.50% |
| Existing Value: | $ 807,807,330 | $ 836,509,840 | $ 974,980,185 | $ 1,009,621,991 | $ 1,335,276,261 |
| New Construction: | | | | | |
| Certified (2027); Forecast (2028-2031) | 414,738 | 500,000 | 500,000 | 500,000 | 500,000 |
| The Spruce (2501 Spruce Ave.) | - | 35,000,000 | - | - | - |
| The District at Northwood (Anchor Site; 23rd/25th St.) | - | 70,000,000 | - | - | - |
| Olara (1919 N. Flagler Drive) | - | - | - | 280,000,000 | - |
| Taxable Value | $ 808,222,068 | $ 942,009,840 | $ 975,480,185 | $ 1,290,121,991 | $ 1,335,776,261 |
| Base Year Value | 86,933,276 | 86,933,276 | 86,933,276 | 86,933,276 | 86,933,276 |
| Tax Increment | $ 721,288,792 | $ 855,076,564 | $ 888,546,909 | $ 1,203,188,715 | $ 1,248,842,985 |
| Millage Rate | 8.0803 | 8.0803 | 8.0803 | 8.0803 | 8.0803 |
| Gross Incremental Revenue | $ 5,828,230 | $ 6,909,275 | $ 7,179,726 | $ 9,722,126 | $ 10,091,026 |
| Statutory Reduction | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 |
| **Budgetable Incremental Revenue** | **$ 5,536,818** | **$ 6,563,811** | **$ 6,820,739** | **$ 9,236,019** | **$ 9,586,475** |
| **Palm Beach County (Contributing Authority)** | | | | | |
| Existing Value | $ 807,807,330 | $ 836,509,840 | $ 974,980,185 | $ 1,009,621,991 | $ 1,335,276,261 |
| New Construction: | | | | | |
| Certified (2027); Forecast (2028-2031) | 414,738 | 500,000 | 500,000 | 500,000 | 500,000 |
| The Spruce (2501 Spruce Ave.) | - | 35,000,000 | - | - | - |
| The District at Northwood (Anchor Site; 23rd/25th St.) | - | 70,000,000 | - | - | - |
| Olara (1919 N. Flagler Drive) | - | - | - | 280,000,000 | - |
| Taxable Value | $ 808,222,068 | $ 942,009,840 | $ 975,480,185 | $ 1,290,121,991 | $ 1,335,776,261 |
| Base Year Value | 86,933,276 | 86,933,276 | 86,933,276 | 86,933,276 | 86,933,276 |
| Tax Increment | $ 721,288,792 | $ 855,076,564 | $ 888,546,909 | $ 1,203,188,715 | $ 1,248,842,985 |
| Millage Rate | 4.5000 | 4.5000 | 4.5000 | 4.5000 | 4.5000 |
| Gross Incremental Revenue | 3,245,800 | 3,847,845 | 3,998,461 | 5,414,349 | 5,619,793 |
| Statutory Reduction | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 |
| **Budgetable Incremental Revenue** | **$ 3,083,510** | **$ 3,655,452** | **$ 3,798,538** | **$ 5,143,632** | **$ 5,338,804** |
| **Total Incremental Revenue** | **$ 8,620,328** | **$ 10,219,263** | **$ 10,619,277** | **$ 14,379,651** | **$ 14,925,279** |

**Notes:**

(1) Assumes that contributing Taxing Authorities' millage rates will remain at FY 2026 and/or FY 2027 levels throughout the forecast period.

## Miscellaneous Operating Expenses (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

# Northwood/Pleasant City District
# Strategic Finance Plan
### *Supporting Schedule - Miscellaneous Operating Expenditure Forecast*

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| Professional Services | $ 11,030 | $ 2,100 | $ 2,150 | $ 2,200 | $ 2,260 | $ 2,320 |
| Legal Services | $ 27,330 | 5,200 | 5,330 | 5,460 | 5,600 | 5,740 |
| Other Contractual Services (audit fees, etc.) | $ 23,660 | 4,500 | 4,610 | 4,730 | 4,850 | 4,970 |
| Staff Overtime and FICA | $ 11,900 | 2,260 | 2,320 | 2,380 | 2,440 | 2,500 |
| Travel and Per Diem | $ 16,300 | 3,100 | 3,180 | 3,260 | 3,340 | 3,420 |
| Training | $ 16,300 | 3,100 | 3,180 | 3,260 | 3,340 | 3,420 |
| Postage | $ 2,600 | 500 | 510 | 520 | 530 | 540 |
| Utilities (Electric Service) | $ 31,530 | 6,000 | 6,150 | 6,300 | 6,460 | 6,620 |
| Utilities (Water/Sewer Service) | $ 315,400 | 60,000 | 61,500 | 63,040 | 64,620 | 66,240 |
| Repair & Maintenance | $ 63,090 | 12,000 | 12,300 | 12,610 | 12,930 | 13,250 |
| Printing Services | $ 11,030 | 2,100 | 2,150 | 2,200 | 2,260 | 2,320 |
| Promotional/ Advertising | $ 5,800 | 1,100 | 1,130 | 1,160 | 1,190 | 1,220 |
| Operating Expenses | $ 27,330 | 5,200 | 5,330 | 5,460 | 5,600 | 5,740 |
| Books, Subscriptions & Memberships | $ 11,030 | 2,100 | 2,150 | 2,200 | 2,260 | 2,320 |
| ISF - MIS Maintenance Services | $ 110,866 | 21,096 | 21,620 | 22,160 | 22,710 | 23,280 |
| **Total** | **$ 685,196** | **$ 130,356** | **$ 133,610** | **$ 136,940** | **$ 140,390** | **$ 143,900** |

## Tax Increment Split with Developers (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

# Northwood/Pleasant City District
# Strategic Finance Plan
### *Supporting Schedule - Forecast of TIF Split Obligations*

| | Certified FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|
| **City of West Palm Beach (Contributing Authority)** | | | | | |
| Growth Assumptions | | 3.50% | 3.50% | 3.50% | 3.50% |
| Park West (net of Base Year valuations) | $ 16,508,808 | $ 17,086,616 | $ 17,684,648 | $ 18,303,611 | $ 18,944,237 |
| The Spruce (net of Base Year valuations) | - | 33,656,633 | 34,834,615 | 36,053,827 | 37,315,711 |
| Millage Rate | 8.0803 | 8.0803 | 8.0803 | 8.0803 | 8.0803 |
| Gross Revenue (Parkland on the Park) | $ 133,396 | $ 138,065 | $ 142,897 | $ 147,899 | $ 153,075 |
| Gross Revenue (The Spruce) | - | 271,956 | 281,474 | 291,326 | 301,522 |
| Statutory Reduction | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 |
| **Incremental Revenue (Parkland on the Park)** | **$ 126,726** | **$ 131,162** | **$ 135,752** | **$ 140,504** | **$ 145,421** |
| **Incremental Revenue (The Spruce)** | **$ -** | **$ 258,358** | **$ 267,400** | **$ 276,759** | **$ 286,446** |
| **Palm Beach County (Contributing Authority)** | | | | | |
| Growth Assumptions | 0.00% | 3.50% | 3.50% | 3.50% | 3.50% |
| Park West (net of Base Year valuations) | $ 16,508,808 | $ 17,086,616 | $ 17,684,648 | $ 18,303,611 | $ 18,944,237 |
| The Spruce (net of Base Year valuations) | - | 33,656,633 | 34,834,615 | 36,053,827 | 37,315,711 |
| Millage Rate | 4.5000 | 4.5000 | 4.5000 | 4.5000 | 4.5000 |
| Gross Revenue (Parkland on the Park) | $ 74,290 | $ 76,890 | $ 79,581 | $ 82,366 | $ 85,249 |
| Gross Revenue (The Spruce) | - | 151,455 | 156,756 | 162,242 | 167,921 |
| Statutory Reduction | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 |
| **Incremental Revenue (Parkland on the Park)** | **$ 70,575** | **$ 73,045** | **$ 75,602** | **$ 78,248** | **$ 80,987** |
| **Incremental Revenue (The Spruce)** | **$ -** | **$ 143,882** | **$ 148,918** | **$ 154,130** | **$ 159,525** |
| **Subtotals (Before TIF Splits)** | | | | | |
| **Total TIF Revenues (Parkland on the Park)** | **$ 197,301** | **$ 204,207** | **$ 211,354** | **$ 218,752** | **$ 226,408** |
| **Total TIF Revenues (The Spruce)** | **$ -** | **$ 402,240** | **$ 416,318** | **$ 430,889** | **$ 445,971** |
| **Final** | | | | | |
| **Parkland on the Park (50% TIF Split)** | **$ 98,651** | **$ 102,104** | **$ 105,677** | **$ 109,376** | **$ 113,204** |
| **The Spruce (50% TIF Split)** | **$ -** | **$ 201,120** | **$ 208,159** | **$ 215,445** | **$ 222,986** |
| **Total TIF Split (Expenditures)** | **$ 98,651** | **$ 303,224** | **$ 313,836** | **$ 324,821** | **$ 336,190** |

## Debt Service (supporting schedule)

WEST PALM BEACH
COMMUNITY REDEVELOPMENT AGENCY

### Northwood/Pleasant City District
### Strategic Finance Plan
***Supporting Schedule - Debt/Financial Obligation Forecast***

| | Total | Proposed FY 2027 | Forecasted FY 2028 | Forecasted FY 2029 | Forecasted FY 2030 | Forecasted FY 2031 |
|---|---|---|---|---|---|---|
| Tax Increment Revenue (TIR) Refunding Bonds , Series 2015 (tax-exempt) | | | | | | |
| *Principal* | **$ 6,335,000** | $ 1,165,000 | $ 1,215,000 | $ 1,265,000 | $ 1,320,000 | $ 1,370,000 |
| *Interest* | **$ 1,940,000** | 490,000 | 440,000 | 390,000 | 340,000 | 280,000 |
| *Other Debt Service costs* | **$ 5,000** | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| **Total** | **$ 8,280,000** | **$ 1,656,000** | **$ 1,656,000** | **$ 1,656,000** | **$ 1,661,000** | **$ 1,651,000** |

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