



WEST PALM BEACH COMMUNITY REDEVELOPMENT AGENCY

Office of the Executive Director
401 Clematis Street
West Palm Beach, FL 33401

(561) 822-1550
www.wpb.org/cra



Strategic Finance Plan for the Northwood/Pleasant City CRA District *Amendment No. 21*

*Fiscal Years: 2026-2030
Adoption: September 2, 2025*



West Palm Beach
Community Redevelopment Agency

Prepared by:
Office of the Executive Director
401 Clematis Street
West Palm Beach, FL 33401
Phone (561) 822-1550
www.wpb.org/cra

Strategic Finance Plan

for the

Northwood/Pleasant City CRA District



TABLE OF CONTENTS

Table of Contents	2
Board of Commissioners	4
Executive Team	5
Advisory Board Members	5
Recognition	5
Executive Summary	6
CRA Work Plan Summary	9
CRA Target Project Areas	9
Management and Operations	10
Target Area Map	12
Project Target Areas	13
Broadway Target Area	13
Currie Corridor Target Area	17
Northwood Village Target Area	20
Pleasant City Target Area	27
Industrial Target Area	32
Management and Operations	33
Management of the District	33
Organizational Structure	33
Programs and Incentives (CRA)	35
Communications and Public Relations	37
Code Enforcement, Police, Permitting, Community Involvement	38

Strategic Finance Plan	40
Synopsis	40
Summary Statement by Target Area	41
Summary Statement by Target Area Initiative	43
Broadway Target Area (supporting schedule)	45
Currie Corridor Target Area (supporting schedule)	46
Northwood Village Target Area (supporting schedule)	47
Pleasant City Target Area (supporting schedule)	48
Industrial Target Area (supporting schedule)	49
Other Source and Use (supporting schedule)	50
Tax Increment Revenue Forecast (supporting schedule)	51
Miscellaneous Operating Expenses (supporting schedule)	52
Tax Increment Split with Developers (supporting schedule)	53
Debt Service (supporting schedule)	54



BOARD OF COMMISSIONERS

Board of Commissioners

KEITH A. JAMES
MAYOR



KJames@wpb.org

CATHLEEN WARD
COMMISSIONER



CWard@wpb.org

SHALONDA WARREN
COMMISSIONER



SWarren@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.

CHRISTY FOX
COMMISSIONER



CFox@wpb.org

JOSEPH PEDUZZI
COMMISSIONER



JPeduzzi@wpb.org

CHRISTINA LAMBERT
COMMISSIONER



CLambert@wpb.org

EXECUTIVE TEAM

Executive Team

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

Recognition

Prepared by

Christopher Roog	CRoog@wpb.org	Executive Director
Jade Greene	JGreene@wpb.org	Deputy Director
Ashyka Wiggins	AWiggins@wpb.org	Fiscal Manager
Genia Baker	GBaker@wpb.org	Sr. Project Manager
Kelsey King	KKing@wpb.org	Project Manager
Ansley Lacy	ALacy@wpb.org	Communications Manager
Stephanie Swimmer	SMSwimmer@wpb.org	Sr. Communications Coordinator
Carlos Rodriguez	CARodriguez@wpb.org	Security Manager
Valcia Morris	VMorris@wpb.org	Sr. Administrative Assistant
Kyle Roberts	KRoberts@wpb.org	Budget Manager



**Special Thanks to all
participating City Departments**

EXECUTIVE SUMMARY

Executive Summary

In October 2004, the Community Redevelopment Agency Board (the “CRA” or the “Agency”) 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 (“Finance Plan” or the “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 – existing projects underway, input from the community and stakeholders and 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 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 Community Redevelopment Agency (CRA) has seen a 73% increase in its certified total taxable value. This growth was reported by the Palm Beach County Property Appraiser on June 25, 2025.

- **Strategic Initiatives**

Several actionable items were completed in 2025, Broadway initiatives, Northwood redevelopment projects, progress in Pleasant City and the groundbreaking 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

EXECUTIVE SUMMARY

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 Northwood Pleasant City District.

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. Projects include those such as 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 high 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 apprised of CRA projects.

- **Business Development**

Many of the CRA projects, including buildings and streetscapes, are focused on creating commercial opportunities. The CRA has specific goals to help bring businesses to our areas where it's outlined in the plan.

- **Clean and Safe Initiative**

A key attribute for CRAs are clean and safe efforts to attract people to places. These are annual efforts that must be consistent to signal an area is redeveloping.

EXECUTIVE SUMMARY

- **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**

Streetscapes and infrastructure projects are one of the main reasons for the success the CRA has had to date. Each project shares a set of specific principles that signal the Northwood/Pleasant City District 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 back to quality planning by partnering with the City of West Palm Beach's Planning Department to update the Broadway Mixed Use District (BMUD). This item fell under the "Consultant" category and the plan has been the cornerstone for guiding development and construction in the CRA's Northwood/Pleasant City District. Revisiting the BMUD is crucial to ensure sustained growth in residential and commercial sectors throughout the CRA's remaining lifespan. The BMUD update will now be used in practical applications as the CRA partners with the development community to begin a project on CRA owned properties along Broadway.

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 WORK PLAN SUMMARY

CRA Work Plan Summary

CRA Target Project Areas

The West Palm Beach Community Redevelopment Agency (the “CRA” or the “Agency”) is made up of two separate CRA districts. Located in the northern portion of the City of West Palm Beach is the Northwood/Pleasant City CRA District (the “District”). The District is completely located in City Commission District 1, represented by Commissioner Cathleen Ward, and is accounted for within the CRA Budget as Fund 107.

Within the District and Fund 107 are subdistricts (target project areas) which are listed below. Individual projects are then broken down within each sub district with funding appropriated to each project. Target project areas are listed in order based on the funding direction from the CRA Board. All areas are a priority. The list of target project areas illustrates the current areas and projects receiving resources.

- **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-uses while also setting guidelines for the construction of the public realm as a multimodal pedestrian-friendly environment.

- **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’ (Formerly known as the ‘Anchor Site’), on the west-end of the Northwood Village, includes 382 residential units and 63,200 sf of commercial space. The Spruce development will include 270 residential units located on Spruce Avenue and 25th Street. Both housing projects are currently under construction, and will attract additional residents to support, and add, to the current merchants.

CRA WORK PLAN SUMMARY

- **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 three new efforts in the Pleasant City subdistrict. These include lighting in the public spaces, security in specific areas, and landscaping/façade projects throughout the neighborhood. Additional appropriations have been allocated for these three main efforts.

- **Industrial Area**

Several new and existing businesses have located or expanded into this subdistrict of the CRA. To properly program and aid in the redevelopment of the industrial area, the CRA will be conducting a business and property analysis of the industrial area. This information will be used to develop programing and marketing campaigns.

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, 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 have been implemented to aid in redevelopment of the District (please refer to *Programs and Incentives* section for more information). Additional incentive programs may be created to meet the unique needs of the District.

CRA WORK PLAN SUMMARY

- **Communications and Public Relations**

A communications and public relations plan will be coordinated as required to disseminate information.

- **Public Art Master Plan**

Adhere to projects set forth by WPB ArtLife Program to enhance target areas with public art.

- **Community Policing Innovations**

The West Palm Beach Police Department continued its partnership in supporting the CRA's mission to enhance public safety within designated redevelopment districts. Florida State Statute 163.340 authorizes CRAs 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.

- **Public Works Coordination**

Continued partnership for Elite Sanitation Services with the Department of Public Works, 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, with the goal of promoting a vibrant community and improving quality of life.

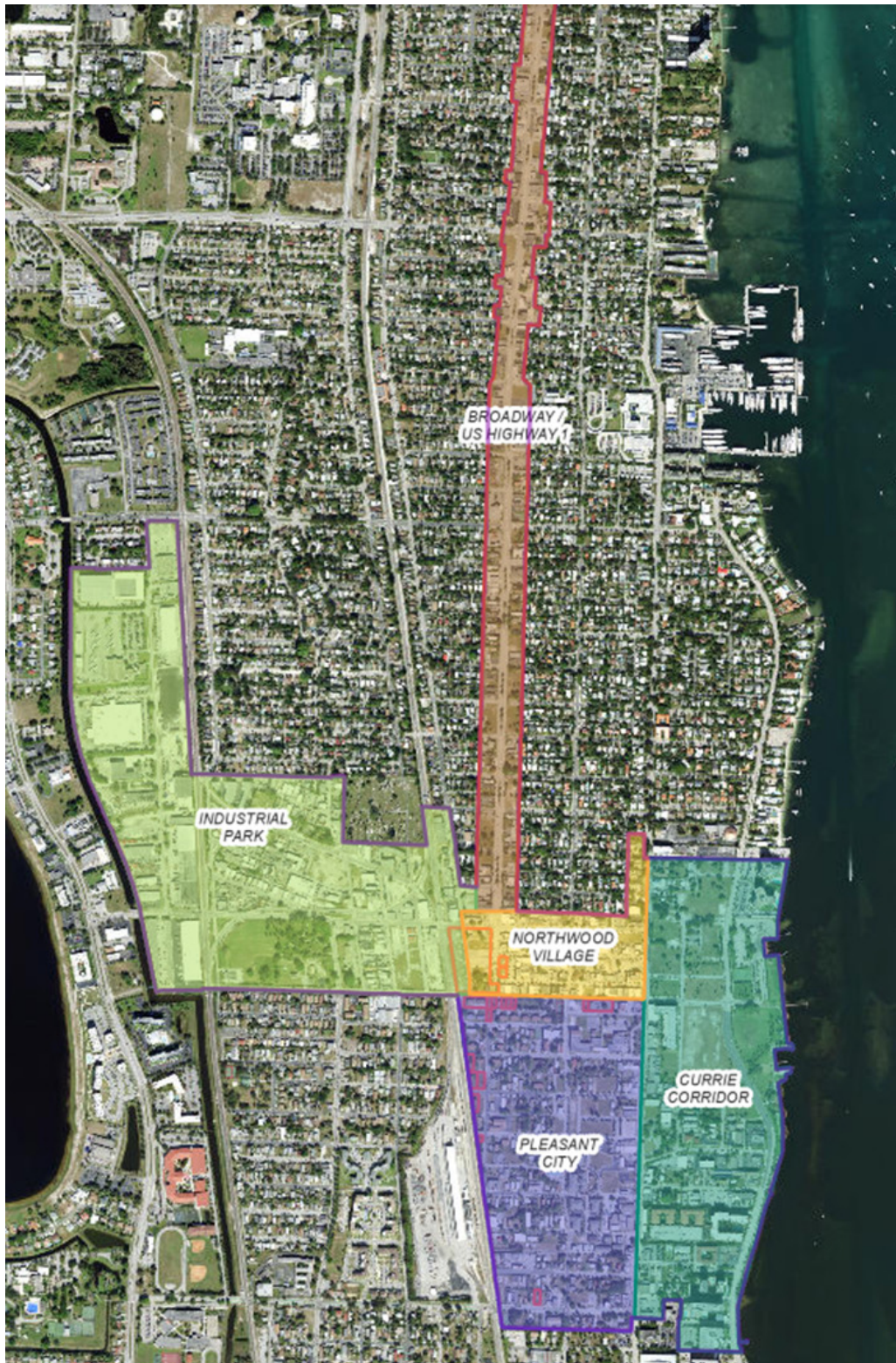
- **Construction Permitting**

To assist developers, business owners, and residents, the CRA will be partnering with Development Services to ensure timely review of permit applications and assistance in trouble shooting non-compliant plan submittals.



TARGET AREA MAP

Target Area Map



PROJECT TARGET AREAS

Project Target Areas

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.

Through the North-End Visioning process, it was identified that the BMUD zoning regulations, along with the Comprehensive Plan, should be updated to encourage redevelopment. 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.

- **Goal 1: Redesign Broadway (US-1) to be safer for pedestrians, bicyclists, and other transit users.**
 - **Strategy 1:** Continue working with FDOT 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 2027.
- **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:** Develop an aggressive land acquisition budget that can be deployed annually.
- **Goal 3: Using CRA owned parcels, develop an RFP (request-for-proposal) for a development project that can illustrate the use of the newly adopted BMUD regulations.**
 - **Strategy 1:** Work with a strategic planning consultant to identify goals and needs that will be included in a draft RFP.

PROJECT TARGET AREAS

- **Strategy 2:** Issue RFP and negotiate a development agreement with the chosen developer to achieve housing, mobility, and business goals that enhance the Broadway corridor.
- **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 Marketing 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 marketing 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.

PROJECT TARGET AREAS

- ***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:*** Work with City Staff and officials with the selection of the developer for City owned property. CRA staff will participate on the selection committee for the project.
 - ***Strategy 2:*** 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: Assist with Public Safety.** Crime has been a persistent challenge for the Broadway Corridor, threatening the corridor's ongoing and future redevelopment efforts. While the CRA does not serve as a law enforcement entity, it plays an essential role in addressing conditions that contribute to criminal activity by leveraging strategic redevelopment and enhanced public safety partnerships. The CRA works in close collaboration with the City's Police Department, its dedicated Security Manager, and CRA private security contractors to ensure that safety and revitalization efforts complement and reinforce one another.
 - ***Strategy 1: Implement Coordinated Safety and Enforcement Measures.*** Under Goal 6, the CRA will continue to address quality-of-life concerns such as loitering, drug-related crime, and prostitution through close collaboration with the City's Police Department and its private security contractor. The CRA patrolling activities will continue through 2026, giving proven effectiveness and crime deterrence.

PROJECT TARGET AREAS

– *Strategy 2: Implement Key Innovative Policing Initiatives.*

- **Security Manager Leadership and Coordination:** The CRA's Security Manager plays a central role in planning, coordinating, and monitoring security operations along the Broadway Corridor. His leadership ensures that targeted policing strategies are deployed efficiently, adapted based on community feedback, and continuously refined to address evolving criminal trends.
- **Data-Driven and Intelligence-Led Policing:** The CRA's Security Manager, in coordination with the City's Police Department and CRA private security contractor, collects and analyzes incident data, including loitering patterns, drug-related activity hotspots, and prostitution trends. Using geolocation and crime trend mapping, the CRA ensures that security resources are deployed where they will have the greatest impact, maximizing the effectiveness of patrols and deterrence measures such as targeted lighting, CCTV expansion, and visible security presence. In addition to all these efforts, "No Trespassing" Signs have been installed at many of the CRA locations including fencing to prevent unauthorized access and eliminate crime and homeless prevention.
- **Vice Unit Operations for Prostitution and Drug Activity:** A unique challenge for the Broadway Corridor is persistent prostitution and related criminal activity. To directly address this, the CRA actively supports the City Police Department's **Vice Unit**, which uses undercover operations and specialized investigative tactics to disrupt prostitution networks and related crimes. These operations serve as a force multiplier in the area and demonstrate the CRA's commitment to working alongside law enforcement to address these complex issues.
- **Expansion of CCTV Surveillance:** The CRA will continue to support the strategic installation and use of CCTV cameras in key hotspots along the corridor. Surveillance technology serves as both a deterrent and an investigative tool, providing critical evidence to support the PD's intelligence efforts and Vice Unit operations. The CRA will explore the potential for future grant programs to encourage property owners to install cameras connected to the City Police Department's infrastructure as redevelopment advances.
- **Crime Prevention Through Environmental Design (CPTED):** The CRA's Security Manager holds the Florida Crime Prevention Through Environmental Design Practitioner credential, enabling the application

PROJECT TARGET AREAS

of CPTED principles in development reviews and site surveys for new projects along Broadway. These design strategies are proven to reduce crime by improving sightlines, activating spaces, and discouraging illicit activity through thoughtful environmental planning. As part of these efforts, the CRA will also implement temporary lighting (i.e. holiday lighting) as an innovative policing strategy enhancing visibility, encouraging community presence, and deterring unwanted activity. Beginning in August 2025, the Security Manager will also pursue the Florida Crime Prevention Practitioner designation to further expand expertise in crime prevention, liability reduction, and public safety program development.

- **Goal 7: Community Engagement and Outreach.** The CRA remains committed to outreach efforts that encourage residents, merchants, and property owners to participate actively in improving corridor safety. Public meetings, safety updates, and crime prevention education build trust and encourage collaboration with law enforcement and the CRA's security team.

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 his 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 April 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.

PROJECT TARGET AREAS

- ***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.
 - ***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.
- **Goal 2: Northwood Road Extension.**

As a result of the 2014 North End Visioning, along with subsequent developer master plans, the extension of Northwood Road from Dixie Highway to Currie Park has become a high priority for the CRA.

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: Confirm developer participation in CMUD incentives.*** The property owner who currently owns the land needed for the road must be a willing participant. Currently, the City and CRA have confirmation that the developer would like to construct the road in return for greater entitlements on his lands, which is permitted under the new CMUD regulations. The City and the developer are currently negotiating terms and drafting a proposed contract.
 - ***Strategy 2: Identify area/project parameters.*** A study for the conceptual alignment of the Northwood Road Extension was completed by Chen Moore Associates, and the design of the road will start once the agreement with the private property owner is signed.
 - ***Strategy 3: 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.
- **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 the Park West, completed in 2024, will add value and improvements to the corridor.

PROJECT TARGET AREAS

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 understand 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 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.
 - ***Strategy 3:*** 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 4:*** 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

PROJECT TARGET AREAS

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 District and is the approximate center of the north end of the City. The 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 focus areas within the CRA.

- **Goal 1: Develop The District at Northwood Project (Anchor Site).**

The Conceptual plan for The District (formally known as Anchor Site) 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 2025.

- ***Ongoing Strategy:*** Continue to monitor and work with the developer to abide by the signed development agreement.

- **Goal 2: Work with the development community to create infill projects in Northwood Village.**

Northwood Village is scattered with an assortment of distinct and different building types, structures, and uses. The CRA assists in the renovation and beautification of many buildings, and the redevelopment of vacant lots, in this area through incentive programs. The CRA is redeveloping the parcels located at the west end of Northwood Village, which will connect Northwood Village and Pleasant City. The CRA is also supporting the construction of The Spruce, a new 270 residential units building at 25th Street and Spruce Avenue that will include at least 80 units for families with incomes between 80% and 100% of the area median income.

In addition to the City’s Economic Development goals, the targeted businesses to Northwood Village include neighborhood services such as a dry cleaner, ice cream shop, bank, as well a unique mixture of businesses, shops, café’s, art galleries, and

PROJECT TARGET AREAS

restaurants. The \$3.4 million-dollar streetscape on 24th and 25th Streets has increased the interest of various businesses to relocate to Northwood Village.

- ***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 the 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.
- **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.

PROJECT TARGET AREAS

- ***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 (flyers, posters, advertisements in local newspapers and magazines, etc.) to promote Northwood Village and share detailed information about available resources, recent progress, and the impact of redevelopment activities on the community. By leveraging paper marketing alongside digital outreach, 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.

PROJECT TARGET AREAS

- 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, historical, 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.

PROJECT TARGET AREAS

- **Goal 4: Expand parking availability.**

One of the most important services that must be provided for successful redevelopment is parking. To deal with the existing, midterm, and long-term parking needs, several things must occur:

- ***Strategy 1: Long-Term Parking Needs.*** 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.
- ***Strategy 2: Short Term Parking Needs.*** The CRA is providing parking on targeted vacant parcels to address the short-term parking needs.
- ***Strategy 3:*** 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: Assist with Public Safety.**

Northwood Village, with its rich history, walkable streets, and eclectic businesses, has the potential to be a premier destination for residents, shoppers, and visitors alike. However, concerns about crime and safety have posed challenges to its sustained growth and appeal. The CRA, in close collaboration with local merchants, the City's Police Department, and the CRA's private security contractor, is dedicated to strengthening Northwood Village's safety while preserving its historic charm and unique character.

- ***Strategy 1: Implement Targeted Safety Measures with Merchant Engagement.*** Under **Goal 5**, the CRA will focus on practical, business-focused public safety strategies to support Northwood Village's revitalization as a thriving commercial district with an emerging residential component. With nearly 95% of Northwood Village made up of small businesses and only about 5% residential, strong partnerships with merchants, enhanced surveillance, and visible security are critical to creating a welcoming and secure environment.
- ***Strategy 2: Implement Key Innovative Policing Initiatives.***
 - **Merchant Collaboration and Engagement:** The CRA will continue to strengthen its relationship with local merchants through regular safety meetings, open dialogue, and direct engagement. Merchant input will help identify priority safety concerns, guide deployment of security

PROJECT TARGET AREAS

resources, and ensure that safety measures complement the Village's historic and artistic ambiance.

- **Data-Driven and Intelligence-Led Policing:** The CRA's Security Manager, working in coordination with the City's Police Department (PD) and CRA private security contractor, will continue to gather and analyze incident data, including reports of nuisance behavior, loitering, theft, and property damage. This intelligence will be used to target resources effectively, identify problem areas, and inform placement of security personnel, lighting, and surveillance equipment.
- **Expansion of CCTV as a Force Multiplier:** Recognizing Northwood Village's compact layout and high commercial foot traffic, expanded CCTV coverage will play a vital role as a cost-effective force multiplier. Strategic installation of discreet but high-impact cameras will deter criminal activity, provide probative video evidence, and support the PD's real-time crime center in conducting investigations and resolving cases. The CRA will also explore opportunities for merchants to participate in grant-supported CCTV programs connected to the PD's surveillance network.
- **Prepare for Natural Surveillance through New Residential Development:** Two upcoming residential projects within Northwood Village will significantly enhance "natural surveillance" - the passive monitoring that occurs when more residents live, walk, and socialize in the area. While this added foot traffic and neighborhood activity will naturally deter crime over time, the CRA's proactive security investments today will ensure a safe, welcoming environment as this transformation takes shape.
- **Crime Prevention Through Environmental Design (CPTED):** The CRA's Security Manager will continue applying CPTED principles to Northwood Village's streetscapes, public spaces, and new development sites. This includes improvements such as well-placed lighting, clear sightlines, activated storefronts, and site layouts that discourage loitering and concealment. As part of these efforts, the CRA will also implement temporary lighting (i.e. holiday lighting) as an innovative policing strategy enhancing visibility, encouraging community presence, and deterring unwanted activity. The Security Manager's upcoming Florida Crime Prevention Practitioner designation training will further strengthen the CRA's ability to provide expert CPTED

PROJECT TARGET AREAS

guidance in support of Northwood Village's historic integrity and commercial vitality.

- **Community Engagement and Activation:** The CRA will continue supporting community engagements, merchant promotions, and outreach campaigns that activate public spaces and bring positive activity to the area. Safe, well-used spaces deter unwanted behavior and encourage shoppers and visitors to spend more time in Northwood Village.
- **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, and 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 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.

PROJECT TARGET AREAS

- **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/

PROJECT TARGET AREAS

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.

- **Goal 2: Re-imagined Blum Park that includes the 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 the acquisition of strategic properties along with a potential redesign of the park. The CRA is currently working to acquire these remaining parcels and worked 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 are 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 of Directors. This must move forward to guide future steps.
- **Strategy 2:** Based on the concept plan, CRA will develop partnerships. Much of the land around Blum Park is owned by the City and 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.

PROJECT TARGET AREAS

- **Goal 3: Implement incentive programs for commercial 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 advertisement of grant funding opportunities in Pleasant City for commercial, industrial, and residential areas.
- **Goal 4: 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 5: Enhancement and refurbishment of 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. Along with CRA assistance, the City utilized a *Safe Routes to School* grant to construct sidewalk improvements along 23rd Street. This project was completed in 2016.

 - **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 city.
 - **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.

PROJECT TARGET AREAS

- **Goal 6: Assist with Public Safety.**

Pleasant City, one of West Palm Beach's most historically significant neighborhoods, faces many of the same challenges seen in neighboring redevelopment areas such as Northwood Village — including persistent drug-related crime, prostitution, loitering, and unwanted homeless activity. These challenges threaten the neighborhood's stability, quality of life, and potential for growth.

While the CRA does not act as a direct law enforcement body, it plays a vital and strategic role in addressing conditions that foster crime and blight. Through targeted redevelopment, community-focused grants, enhanced public spaces, and strong partnerships with the Police Department (PD) and neighborhood stakeholders, the CRA aims to restore prosperity and security to Pleasant City; creating an environment where residents and families can thrive.

Under **Goal 6**, the CRA will build on the same proven principles guiding nearby Northwood Village: community engagement, practical security investments, and targeted, data-driven support for innovative policing.

- ***Strategy 1: Implement Key Strategies for Community-Driven Safety.***

- **Foster Community Outreach and Resident Engagement:** The CRA will continue to prioritize strong community outreach in Pleasant City to ensure that residents' voices are heard and reflected in local safety initiatives. Regular meetings, neighborhood workshops, and open forums will be held to strengthen trust between residents, the CRA, and the Police Department. This open dialogue empowers residents to identify priorities, share local knowledge about problem areas, and help shape practical solutions.
- **Targeted Use of CRA Grants to Enhance Safety:** CRA grants will be leveraged as tools of empowerment, funding local projects that directly enhance public safety and neighborhood pride. Priorities will include upgraded street and park lighting, new and expanded CCTV installations in identified hotspots, and support for community-led safety initiatives that activate public spaces and reduce conditions favorable to loitering, drug sales, and prostitution.
- **Collaboration with the Police Department for Data-Driven Policing:** The CRA will continue working closely with the PD to implement innovative policing tactics that address Pleasant City's unique safety needs. Using crime data and incident mapping, the PD and the CRA Security Manager will identify and monitor high-risk locations, deploy resources effectively, and adapt strategies in real time. This includes supporting specialized units such as the Vice Unit to

PROJECT TARGET AREAS

target drug-related crime and prostitution networks that undermine neighborhood stability.

- **Expansion of CCTV and Intelligence Tools:** The CRA will support the expansion of CCTV coverage as a force multiplier, especially in identified hotspots and community gathering areas. CCTV will not only deter criminal activity but also provide critical evidence to the PD's Strategic Intelligence Center for faster case resolutions.
- **Crime Prevention Through Environmental Design (CPTED):** The CRA's Security Manager will apply CPTED principles in Pleasant City to improve safety through smart design. This includes reviews and surveys of existing and future sites to ensure features like clear sightlines, active spaces, and strategic lighting discourage loitering and concealment. The Security Manager's Florida CPTED Practitioner credential and forthcoming Florida Crime Prevention Practitioner training will further strengthen this capability. As part of these efforts, the CRA will also implement temporary lighting (i.e. holiday lighting) as an innovative policing strategy enhancing visibility, encouraging community presence, and deterring unwanted activity. In addition to all these efforts, "No Trespassing" Signs will be installed at CRA properties, where needed, including fencing to prevent unauthorized access and eliminate crime and homeless prevention.
- **Goal 7: 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 designed to increase awareness, accessibility, and participation in CRA programs. 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.

PROJECT TARGET 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 north-end of the City consists of two Industrial Districts (Electronics Way and the Old Northwood Industrial Park). The Industrial Districts are bound by 27th Street to the north, 23rd Street to the south, a canal to the west, and FEC railroad to the east. The area does not have a defined plan and many of the existing businesses in the Old Northwood Industrial Park have many code violations. The City is currently targeting the north side of 25th Street in its entirety. The Windsor Avenue streetscape has been completed, and a full study of the commercial make up of this area is planned for FY 2025.

The most important components of redevelopment of the Industrial area will be twofold: (1) limiting the negative impact on Northwood Village businesses and north-end neighborhoods by ensuring contiguous properties are acquired or improved through redevelopment; and (2) improve the entryways and street conditions connecting the two. Building conditions in the area will also be addressed.

- **Goal 1: Business Improvement.**

The Industrial District has long served as a hub for diverse artists and creative studios. The opening of the Northwood Art and Music Warehouse in 2021 further boosted interest in the area as a destination for art and event venues. The CRA remains committed to supporting these types of businesses in the Industrial District.

MANAGEMENT AND OPERATIONS

Looking ahead, the CRA is working to attract a broader mix of industries to the industrial park, building on successes like Sugaring Global relocating its headquarters there in 2024. Through a detailed study and strategic communications plan, the CRA aims to draw in additional businesses and manufacturers aligned with this vision.

- **Strategy 1:** Complete the study of the business environment to determine current existing conditions.
- **Strategy 2:** Develop a communications and attraction plan complete with incentives to build on the existing business clusters in the district.

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

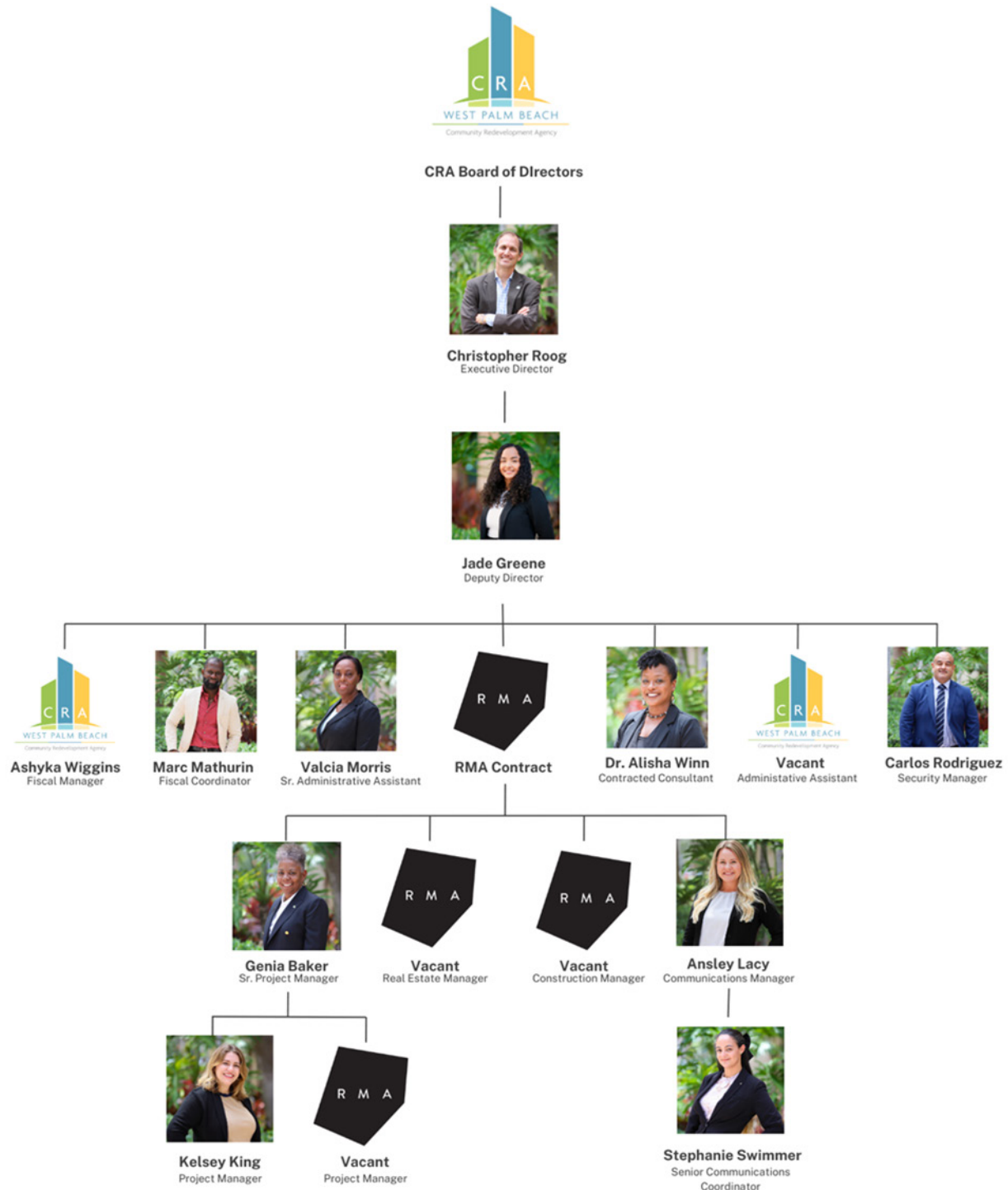
The CRA has a two-layer staffing organization. The CRA is managed daily under the direction of the Executive Director, Deputy Director, Fiscal Services Manager, Security Manager and Administrative Assistant who are employees of the City of West Palm Beach. The second level of staffing is provided through 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.

MANAGEMENT AND OPERATIONS

ORGANIZATIONAL CHART

West Palm Beach Community Redevelopment Agency



MANAGEMENT AND OPERATIONS

Programs and Incentives (CRA)

The 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 will establish a clear process for receiving, analyzing and handling unsolicited bids. The policy will take into consideration factors such as financial impact, type of proposal, the CRA's current workload, value of property in question if applicable, etc. The purpose of this policy is to develop a very predictable process for handling all unsolicited proposals.
- **Capital Improvement Grant Program**

This program will encourage 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 a designated area. 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.
- **Pleasant City Paint, Plant, and Pave Program**

Created to provide curb appeal to single-family and multi-family properties in disrepair within Pleasant City, the CRA will assist with 80% of a project cost up to a maximum of \$20,000 per property for exterior improvements such as pressure cleaning, painting, facade repair, landscaping, awnings, driveways, irrigation systems and fence repair/removal.
- **Relocation/Incentive/Development Assistance**

This program facilitates the relocation of commercial or residential uses to allow for more desirable or upgraded uses and provides the incentives necessary for development.

MANAGEMENT AND OPERATIONS

- **REDA - Real Estate Development Accelerator**
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.
- **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.
- **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.
- **Beautify Northwood Program**
This grant provides \$10,000 to businesses to complete minor façade improvements that include lighting, landscaping, painting, signage, and awnings.
- **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.
- **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 on the 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.

MANAGEMENT AND OPERATIONS

- **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 is working with the Treasure Coast Regional Planning Council and the State to identify environmental concerns and implement cleanup initiatives.
- **Opportunity Zones:** Some areas of the Northwood/Pleasant City CRA District have been designated as Opportunity Zones. Development along the Broadway Corridor can benefit from 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 marketing 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 a creative consultant to develop videography, photography, branding, marketing campaigns, and attractive advertising to draw people to the redevelopment target areas.

MANAGEMENT AND OPERATIONS

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 Planning Department and Construction Services on all CRA projects and initiatives.

- **Public Safety**

A safe and secure environment is essential for the success of all CRA initiatives. Just as the CRA depends on strong partnerships with the City's Code Enforcement and Permitting divisions, it must maintain a close working relationship with the City's Police Department (PD) to ensure that redevelopment investments yield lasting benefits for residents, businesses, and visitors.

In many cases, targeted policing and security initiatives have laid the groundwork for redevelopment by addressing crime and quality-of-life concerns before new projects break ground. In turn, the CRA supports these efforts through strategic investments that help displace criminal activity, activate underutilized spaces, and attract new private reinvestment.

Over the past several years, the CRA has funded and tested enhanced security pilot programs in Northwood Village, Pleasant City, the Historic Northwest, and the Broadway Corridor — each tailored to the unique challenges of these neighborhoods, including loitering, drug-related activity, prostitution, unwanted homeless activity, and nuisance crimes. Based on proven results, these pilots have now transitioned into permanent programs that are fully integrated into the CRA's neighborhood revitalization strategies.

To build on these successes and make the most of limited public safety resources, the CRA is shifting its focus to proven **force multipliers** that expand coverage, improve response times, and move neighborhood safety efforts from reactive to proactive. Key elements of this next phase include.

- **Targeted CCTV Expansion.** The CRA will deploy additional CCTV cameras in priority hotspots across all target areas — Northwood Village, Pleasant City, the Historic Northwest, and the Broadway Corridor. These cameras deter

MANAGEMENT AND OPERATIONS

crime, support real-time monitoring, and provide critical evidence to assist the PD's investigations and prosecutions.

- ***CRA Security Control Room.*** The CRA will establish its own dedicated security control room to monitor live CCTV feeds, coordinate with the City's Police Department, and optimize the deployment of CRA-funded private security teams. This investment will allow the CRA to shift from a reactive posture to a proactive strategy that uses real-time information to prevent crime and resolve issues quickly.
- ***Sustained Private Security Coverage.*** The CRA will continue to fund private security coverage tailored to the needs of each district — ensuring that visible, flexible security patrols complement police operations, support merchants and residents, and address persistent quality-of-life issues.
- ***Support for Innovative Policing.*** The CRA will maintain funding and coordination for City-led innovative policing tactics, such as the Community-Oriented Patrol Bike Unit in the Historic Northwest, the Vice Unit's specialized operations to address prostitution and drug activity in Broadway and Pleasant City, and the integration of advanced video analysis tools like Briefcam to help the Strategic Intelligence Center expedite investigations and secure convictions.
- ***Merchant and Community Partnerships.*** Across all target areas, the CRA will continue to strengthen relationships with residents, merchants, and community organizations through regular meetings, workshops, and public safety updates. These partnerships ensure that safety initiatives are responsive to real needs, build community trust, and support the unique character and economic vitality of each neighborhood.

This comprehensive approach ensures that the CRA's redevelopment investments remain protected and effective, supporting stronger, safer, and more resilient neighborhoods. By aligning public safety resources, technology, and community partnerships, the CRA will help unlock the full potential of its target areas and deliver a higher quality of life for all who live, work, and visit.

- **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 encumbrances.

STRATEGIC FINANCE PLAN

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 Project (i.e., segments forecasted expenditures by project 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.

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Summary Statement by Target Area (1)

Source (Revenue)

Carryforward

Carryforward of FY 2025 Project Appropriations

Total Forecasted Carryforward Balances

Revenues

Tax Increment

Miscellaneous

Lot 23 Rental Income

Currie Mixed-Use District Incentive (Olara)

Anchor Site Agreement (base rent)

Investment Earnings

Total Forecasted Revenues

Total Sources

Use (Expenditures)

Expenditures

Operations

Personnel/Management Services

City Administrative Cost Allocation

Innovative Policing Expense

Miscellaneous Operating Expense

Subtotal - Operations

Tax Increment Split with Developers

Debt Service

Series 2015 Tax Increment Revenue Refunding Bonds

Letter of Credit (LOC), Series 2023

Debt Service

Subtotal - Debt Service

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Carryforward						
Carryforward of FY 2025 Project Appropriations	\$ 885,653	\$ 885,653				
Total Forecasted Carryforward Balances	\$ 885,653	\$ 885,653				
Revenues						
Tax Increment	\$ 49,528,119	\$ 7,763,015	\$ 8,121,260	\$ 9,707,937	\$ 10,090,224	\$ 13,845,683
Miscellaneous						
Lot 23 Rental Income	\$ 306,000	61,200	61,200	61,200	61,200	61,200
Currie Mixed-Use District Incentive (Olara)	\$ 3,600,000	-	-	3,600,000	-	-
Anchor Site Agreement (base rent)	\$ 308,415	-	-	-	130,500	177,915
Investment Earnings	\$ 540,000	130,000	110,000	100,000	100,000	100,000
Total Forecasted Revenues	\$ 54,282,534	\$ 7,954,215	\$ 8,292,460	\$ 13,469,137	\$ 10,381,924	\$ 14,184,798
Total Sources	\$ 55,168,187	\$ 8,839,868	\$ 8,292,460	\$ 13,469,137	\$ 10,381,924	\$ 14,184,798
Use (Expenditures)						
Expenditures						
Operations						
Personnel/Management Services	\$ 1,164,016	\$ 219,248	\$ 225,825	\$ 232,600	\$ 239,578	\$ 246,765
City Administrative Cost Allocation	\$ 1,380,723	265,318	270,624	276,036	281,557	287,188
Innovative Policing Expense	\$ 3,902,173	734,992	757,042	779,753	803,146	827,240
Miscellaneous Operating Expense	\$ 603,609	114,819	117,700	120,640	123,680	126,770
<i>Subtotal - Operations</i>	\$ 7,050,521	\$ 1,334,377	\$ 1,371,191	\$ 1,409,029	\$ 1,447,961	\$ 1,487,963
Tax Increment Split with Developers	\$ 1,150,373	97,174	101,061	306,526	317,254	328,358
Debt Service						
Series 2015 Tax Increment Revenue Refunding Bonds	\$ 8,290,000	\$ 1,661,000	\$ 1,656,000	\$ 1,656,000	\$ 1,656,000	\$ 1,661,000
Letter of Credit (LOC), Series 2023						
Debt Service	\$ 315,000	315,000	-	-	-	-
<i>Subtotal - Debt Service</i>	\$ 8,605,000	\$ 1,976,000	\$ 1,656,000	\$ 1,656,000	\$ 1,656,000	\$ 1,661,000

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Summary Statement by Target Area ⁽¹⁾

Use (Expenditures)

Expenditures *continued*

Target Areas

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Broadway Target Area	\$ 2,448,920	\$ 395,000	\$ 479,600	\$ 514,490	\$ 524,670	\$ 535,160
Currie Corridor Target Area	\$ 8,675,885	1,615,295	1,620,295	5,220,295	110,000	110,000
Northwood Village Target Area	\$ 6,370,700	1,454,500	1,377,100	1,494,710	1,012,850	1,031,540
Pleasant City Target Area	\$ 6,356,963	1,290,413	1,253,400	1,262,050	1,270,960	1,280,140
Industrial Target Area	\$ 235,000	15,000	55,000	55,000	55,000	55,000
Other	\$ 1,593,120	375,610	302,670	303,780	304,930	306,130

Subtotal - Target Areas

Total Forecasted Expenditures

\$ 25,680,588	\$ 5,145,818	\$ 5,088,065	\$ 8,850,325	\$ 3,278,410	\$ 3,317,970
\$ 42,486,482	\$ 8,553,369	\$ 8,216,317	\$ 12,221,880	\$ 6,699,625	\$ 6,795,291

Reserve

Reserve for Target Area Initiatives

Total Forecasted Reserves

\$ 12,681,705	\$ 286,499	\$ 76,143	\$ 1,247,257	\$ 3,682,299	\$ 7,389,507
\$ 12,681,705	\$ 286,499	\$ 76,143	\$ 1,247,257	\$ 3,682,299	\$ 7,389,507

Total Uses

\$ 55,168,187	\$ 8,839,868	\$ 8,292,460	\$ 13,469,137	\$ 10,381,924	\$ 14,184,798
---------------	--------------	--------------	---------------	---------------	---------------

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.

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Summary Statement by Target Area Initiative ⁽¹⁾

Source (Revenue)

Carryforward

Carryforward of FY 2025 Project Appropriations

Total Forecasted Carryforward Balances

Revenues

Tax Increment

Miscellaneous

Lot 23 Rental Income

Currie Mixed-Use District Incentive (Olara)

Anchor Site Agreement (base rent)

Investment Earnings

Total Forecasted Revenues

Total Sources

Use (Expenditures)

Expenditures

Operations

Personnel/Management Services

City Administrative Cost Allocation

Innovative Policing Expense

Miscellaneous Operating Expense

Subtotal - Operations

Tax Increment Split with Developers

Debt Service

Series 2015 Tax Increment Revenue Refunding Bonds

Letter of Credit (LOC), Series 2023

Debt Service

Subtotal - Debt Service

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Carryforward						
Carryforward of FY 2025 Project Appropriations	\$ 885,653	\$ 885,653				
Total Forecasted Carryforward Balances	\$ 885,653	\$ 885,653				
Revenues						
Tax Increment	\$ 49,528,119	\$ 7,763,015	\$ 8,121,260	\$ 9,707,937	\$ 10,090,224	\$ 13,845,683
Miscellaneous						
Lot 23 Rental Income	\$ 306,000	61,200	61,200	61,200	61,200	61,200
Currie Mixed-Use District Incentive (Olara)	\$ 3,600,000	-	-	3,600,000	-	-
Anchor Site Agreement (base rent)	\$ 308,415	-	-	-	130,500	177,915
Investment Earnings	\$ 540,000	130,000	110,000	100,000	100,000	100,000
Total Forecasted Revenues	\$ 54,282,534	\$ 7,954,215	\$ 8,292,460	\$ 13,469,137	\$ 10,381,924	\$ 14,184,798
Total Sources	\$ 55,168,187	\$ 8,839,868	\$ 8,292,460	\$ 13,469,137	\$ 10,381,924	\$ 14,184,798
Use (Expenditures)						
Expenditures						
Operations						
Personnel/Management Services	\$ 1,164,016	\$ 219,248	\$ 225,825	\$ 232,600	\$ 239,578	\$ 246,765
City Administrative Cost Allocation	\$ 1,380,723	265,318	270,624	276,036	281,557	287,188
Innovative Policing Expense	\$ 3,902,173	734,992	757,042	779,753	803,146	827,240
Miscellaneous Operating Expense	\$ 603,609	114,819	117,700	120,640	123,680	126,770
<i>Subtotal - Operations</i>	\$ 7,050,521	\$ 1,334,377	\$ 1,371,191	\$ 1,409,029	\$ 1,447,961	\$ 1,487,963
Tax Increment Split with Developers	\$ 1,150,373	97,174	101,061	306,526	317,254	328,358
Debt Service						
Series 2015 Tax Increment Revenue Refunding Bonds	\$ 8,290,000	\$ 1,661,000	\$ 1,656,000	\$ 1,656,000	\$ 1,656,000	\$ 1,661,000
Letter of Credit (LOC), Series 2023						
Debt Service	\$ 315,000	315,000	-	-	-	-
<i>Subtotal - Debt Service</i>	\$ 8,605,000	\$ 1,976,000	\$ 1,656,000	\$ 1,656,000	\$ 1,656,000	\$ 1,661,000

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan

Summary Statement by Target Area Initiative ⁽¹⁾

Use (Expenditures)

Expenditures *continued*

Target Area Initiatives

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Consultants	\$ 225,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Communication and Engagement	\$ 1,130,000	135,000	230,000	255,000	255,000	255,000
Business Development	\$ 5,569,275	1,069,275	1,300,000	1,400,000	900,000	900,000
Security	\$ 6,311,670	1,270,000	1,205,100	1,241,250	1,278,480	1,316,840
Neighborhood Stabilization	\$ 3,528,758	911,248	652,670	653,780	654,930	656,130
Infrastructure & Streetscape Improvements	\$ 8,915,885	1,715,295	1,655,295	5,255,295	145,000	145,000
<i>Subtotal - Target Area Initiatives</i>	<i>\$ 25,680,588</i>	<i>5,145,818</i>	<i>5,088,065</i>	<i>8,850,325</i>	<i>3,278,410</i>	<i>3,317,970</i>

Total Forecasted Expenditures

\$ 42,486,482	\$ 8,553,369	\$ 8,216,317	\$ 12,221,880	\$ 6,699,625	\$ 6,795,291
----------------------	---------------------	---------------------	----------------------	---------------------	---------------------

Reserve

Reserve for Target Area Initiatives

Total Forecasted Reserves

\$ 12,681,705	\$ 286,499	\$ 76,143	\$ 1,247,257	\$ 3,682,299	\$ 7,389,507
\$ 12,681,705	\$ 286,499	\$ 76,143	\$ 1,247,257	\$ 3,682,299	\$ 7,389,507

Total Uses

\$ 55,168,187	\$ 8,839,868	\$ 8,292,460	\$ 13,469,137	\$ 10,381,924	\$ 14,184,798
----------------------	---------------------	---------------------	----------------------	----------------------	----------------------

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.

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan

Supporting Schedule - Broadway Target Area Source and Use

Source (Revenue)

Tax Increment Revenue Allocation

Carryforward Fund Balance

Total Sources

Use (Expenses)

Communication and Engagement

Communication Services

Business Development

Incentives

Broadway Maintenance

Security

Infrastructure & Streetscape Improvements

Broadway Median Improvements

Total Uses

Surplus/(Deficit)

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Tax Increment Revenue Allocation	\$ 2,428,920	\$ 375,000	\$ 479,600	\$ 514,490	\$ 524,670	\$ 535,160
Carryforward Fund Balance	\$ 20,000	20,000	-	-	-	-
Total Sources	\$ 2,448,920	\$ 395,000	\$ 479,600	\$ 514,490	\$ 524,670	\$ 535,160
Use (Expenses)						
Communication and Engagement						
Communication Services	\$ 285,000	\$ 10,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000
Business Development						
Incentives	\$ 225,000	25,000	50,000	50,000	50,000	50,000
Broadway Maintenance	\$ 150,000	30,000	30,000	30,000	30,000	30,000
Security	\$ 1,698,920	320,000	329,600	339,490	349,670	360,160
Infrastructure & Streetscape Improvements						
Broadway Median Improvements	\$ 90,000	10,000	20,000	20,000	20,000	20,000
Total Uses	\$ 2,448,920	\$ 395,000	\$ 479,600	\$ 514,490	\$ 524,670	\$ 535,160
Surplus/(Deficit)	-	-	-	-	-	-

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Currie Corridor Target Area Source and Use

Source (Revenue)

Tax Increment Revenue Allocation

Miscellaneous

Currie Mixed-Use District Incentive (Olara)

Carryforward Fund Balance

Total Sources

Use (Expenses)

Business Development

Incentives

Infrastructure & Streetscape Improvements

Currie Park Redevelopment/
Currie Commons Streetscape

Currie Park Place-Making Outreach

Currie Park Contribution Agreement (City-CRA)

Total Uses

Surplus/(Deficit)

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Source (Revenue)						
Tax Increment Revenue Allocation	\$ 5,005,093	\$ 1,544,503	\$ 1,620,295	\$ 1,620,295	\$ 110,000	\$ 110,000
Miscellaneous						
Currie Mixed-Use District Incentive (Olara)	\$ 3,600,000	-	-	3,600,000	-	-
Carryforward Fund Balance	\$ 70,792	70,792	-	-	-	-
Total Sources	\$ 8,675,885	\$ 1,615,295	\$ 1,620,295	\$ 5,220,295	\$ 110,000	\$ 110,000
Use (Expenses)						
Business Development						
Incentives	\$ 40,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Infrastructure & Streetscape Improvements						
Currie Park Redevelopment/ Currie Commons Streetscape	\$ 500,000	100,000	100,000	100,000	100,000	100,000
Currie Park Place-Making Outreach	\$ 5,000	5,000	-	-	-	-
Currie Park Contribution Agreement (City-CRA)	\$ 8,130,885	1,510,295	1,510,295	5,110,295	-	-
Total Uses	\$ 8,675,885	\$ 1,615,295	\$ 1,620,295	\$ 5,220,295	\$ 110,000	\$ 110,000
Surplus/(Deficit)	-	-	-	-	-	-

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Northwood Village Target Area Source and Use

Source (Revenue)

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Tax Increment Revenue Allocation	\$ 5,972,785	\$ 1,365,000	\$ 1,377,100	\$ 1,494,710	\$ 882,350	\$ 853,625
Miscellaneous						
Anchor Site Agreement (base rent)	\$ 308,415	-	-	-	130,500	177,915
Carryforward Fund Balance	\$ 89,500	89,500	-	-	-	-
Total Sources	\$ 6,370,700	\$ 1,454,500	\$ 1,377,100	\$ 1,494,710	\$ 1,012,850	\$ 1,031,540

Use (Expenses)

Communication and Engagement						
Communication Services	\$ 230,000	\$ 30,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Business Development						
Incentives	\$ 839,500	139,500	100,000	200,000	200,000	200,000
The Spruce Incentives	\$ 1,500,000	500,000	500,000	500,000	-	-
Maintenance	\$ 575,000	115,000	115,000	115,000	115,000	115,000
Security	\$ 3,026,200	570,000	587,100	604,710	622,850	641,540
Neighborhood Stabilization						
Serenity Park	\$ 10,000	10,000	-	-	-	-
Infrastructure & Streetscape Improvements						
Landscaping Improvements/Maintenance	\$ 190,000	90,000	25,000	25,000	25,000	25,000
Total Uses	\$ 6,370,700	\$ 1,454,500	\$ 1,377,100	\$ 1,494,710	\$ 1,012,850	\$ 1,031,540
Surplus/(Deficit)	-	-	-	-	-	-

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Pleasant City Target Area Source and Use

Source (Revenue)

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Tax Increment Revenue Allocation	\$ 5,349,602	\$ 527,852	\$ 1,192,200	\$ 1,200,850	\$ 1,209,760	\$ 1,218,940
Miscellaneous						
Lot 23 Rental Income (8 units; 75% occupancy)	\$ 306,000	61,200	61,200	61,200	61,200	61,200
Carryforward Fund Balance	\$ 701,361	701,361	-	-	-	-
Total Sources	\$ 6,356,963	\$ 1,290,413	\$ 1,253,400	\$ 1,262,050	\$ 1,270,960	\$ 1,280,140

Use (Expenses)

Communication and Engagement						
Communication Services	\$ 170,000	\$ 10,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Business Development						
Incentives	\$ 1,379,775	179,775	300,000	300,000	300,000	300,000
Security	\$ 1,486,550	280,000	288,400	297,050	305,960	315,140
Neighborhood Stabilization						
Lot 23 Residence/Apt Maintenance	\$ 689,106	189,106	125,000	125,000	125,000	125,000
Streetscape Consultants	\$ 10,000	10,000	-	-	-	-
Landscape Maintenance	\$ 10,000	10,000	-	-	-	-
Lighting Improvements	\$ 2,611,532	611,532	500,000	500,000	500,000	500,000
Total Uses	\$ 6,356,963	\$ 1,290,413	\$ 1,253,400	\$ 1,262,050	\$ 1,270,960	\$ 1,280,140
Surplus/(Deficit)	-	-	-	-	-	-

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Industrial Target Area Source and Use

Source (Revenue)

Tax Increment Revenue Allocation

Total Sources

Use (Expenses)

Communication and Engagement

Communication Services

Business Development

Incentives

Total Uses

Surplus/(Deficit)

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
	\$ 235,000	\$ 15,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
	\$ 235,000	\$ 15,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
	\$ 20,000	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	\$ 215,000	15,000	50,000	50,000	50,000	50,000
	\$ 235,000	\$ 15,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
	-	-	-	-	-	-

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Other Source and Use

Source (Revenue)

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
Tax Increment Revenue Allocation	\$ 1,589,120	\$ 371,610	\$ 302,670	\$ 303,780	\$ 304,930	\$ 306,130
Carryforward Fund Balance	\$ 4,000	4,000	-	-	-	-
Total Sources	\$ 1,593,120	\$ 375,610	\$ 302,670	\$ 303,780	\$ 304,930	\$ 306,130

Use (Expenses)

Consultants	\$ 225,000	\$ 45,000	\$ 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						
Property Repair and Maintenance	\$ 75,000	15,000	15,000	15,000	15,000	15,000
Landscape Maintenance (landscaping)	\$ 570,000	50,000	130,000	130,000	130,000	130,000
Security						
Safety and Community Initiatives	\$ 100,000	100,000	-	-	-	-
Neighborhood Stabilization						
Mayor Elementary Education Grant Program	\$ 4,000	4,000	-	-	-	-
Real Estate Transaction Support	\$ 50,000	50,000	-	-	-	-
Lot/Property Maintenance						
Other (insurance, etc.)	\$ 144,120	26,610	27,670	28,780	29,930	31,130
Total Uses	\$ 1,593,120	\$ 375,610	\$ 302,670	\$ 303,780	\$ 304,930	\$ 306,130
Surplus/(Deficit)	-	-	-	-	-	-

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Tax Increment Revenue Forecast ⁽¹⁾

	Certified FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
City of West Palm Beach (Contributing Authority)					
Existing Value (Actual/Forecasted Growth):	8.49%	4.00%	3.50%	3.50%	3.50%
Existing Value:	\$ 718,267,407	\$ 763,246,720	\$ 790,477,855	\$ 927,337,080	\$ 960,311,378
New Construction:					
Certified (2025-2026); Forecast (2027-2030)	811,385	500,000	500,000	500,000	500,000
Park West (2121 Broward Ave.; apartments)	12,905,420	-	-	-	-
Padel Club Palm Beach (2025 N. Dixie Hwy)	1,906,865	-	-	-	-
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	\$ 733,891,077	\$ 763,746,720	\$ 895,977,855	\$ 927,837,080	\$ 1,240,811,378
Base Year Value	86,933,276	86,933,276	86,933,276	86,933,276	86,933,276
Tax Increment	\$ 646,957,801	\$ 676,813,444	\$ 809,044,579	\$ 840,903,804	\$ 1,153,878,102
Millage Rate	8.1308	8.1308	8.1308	8.1308	8.1308
Gross Incremental Revenue	\$ 5,260,284	\$ 5,503,035	\$ 6,578,180	\$ 6,837,221	\$ 9,381,952
Statutory Reduction	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 4,997,270	\$ 5,227,883	\$ 6,249,271	\$ 6,495,360	\$ 8,912,854
Palm Beach County (Contributing Authority)					
Existing Value	\$ 718,267,407	\$ 763,246,720	\$ 790,477,855	\$ 927,337,080	\$ 960,311,378
New Construction:					
Certified (2025-2026); Forecast (2027-2030)	811,385	500,000	500,000	500,000	500,000
Park West (2121 Broward Ave.; apartments)	12,905,420	-	-	-	-
Padel Club Palm Beach (2025 N. Dixie Hwy)	1,906,865	-	-	-	-
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	\$ 733,891,077	\$ 763,746,720	\$ 895,977,855	\$ 927,837,080	\$ 1,240,811,378
Base Year Value	86,933,276	86,933,276	86,933,276	86,933,276	86,933,276
Tax Increment	\$ 646,957,801	\$ 676,813,444	\$ 809,044,579	\$ 840,903,804	\$ 1,153,878,102
Millage Rate	4.5000	4.5000	4.5000	4.5000	4.5000
Gross Incremental Revenue	2,911,310	3,045,660	3,640,701	3,784,067	5,192,451
Statutory Reduction	0.95	0.95	0.95	0.95	0.95
Budgetable Incremental Revenue	\$ 2,765,745	\$ 2,893,377	\$ 3,458,666	\$ 3,594,864	\$ 4,932,829
Total Incremental Revenue	\$ 7,763,015	\$ 8,121,260	\$ 9,707,937	\$ 10,090,224	\$ 13,845,683

Notes:

(1) Assumes that contributing Taxing Authorities' millage rates will remain at FY 2025 levels throughout the forecast period.

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Miscellaneous Operating Expenditure Forecast

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
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.)	\$ 21,560	4,100	4,200	4,310	4,420	4,530
Staff Overtime and FICA	\$ 11,607	2,207	2,260	2,320	2,380	2,440
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)	\$ 20,000	3,800	3,900	4,000	4,100	4,200
Utilities (Water/Sewer Service)	\$ 280,710	53,400	54,740	56,110	57,510	58,950
Repair & Maintenance	\$ 43,130	8,200	8,410	8,620	8,840	9,060
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	\$ 97,852	18,612	19,080	19,560	20,050	20,550
Total	\$ 603,609	\$ 114,819	\$ 117,700	\$ 120,640	\$ 123,680	\$ 126,770

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency

Northwood/Pleasant City District

Strategic Finance Plan

Supporting Schedule - Forecast of TIF Split Obligations

	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
City of West Palm Beach (Contributing Authority)					
Growth Assumptions		4.00%	3.50%	3.50%	3.50%
Park West (net of Base Year valuations)	\$ 16,196,654	\$ 16,844,520	\$ 17,434,078	\$ 18,044,271	\$ 18,675,821
The Spruce (net of Base Year valuations)	-	-	33,656,633	34,834,615	36,053,827
Millage Rate	8.1308	8.1308	8.1308	8.1308	8.1308
Gross Revenue (Parkland on the Park)	\$ 131,692	\$ 136,959	\$ 141,753	\$ 146,714	\$ 151,849
Gross Revenue (The Spruce)	-	-	273,655	283,233	293,146
Statutory Reduction	0.95	0.95	0.95	0.95	0.95
Incremental Revenue (Parkland on the Park)	\$ 125,107	\$ 130,111	\$ 134,665	\$ 139,379	\$ 144,257
Incremental Revenue (The Spruce)	\$ -	\$ -	\$ 259,973	\$ 269,072	\$ 278,489

Palm Beach County (Contributing Authority)					
Growth Assumptions		4.00%	3.50%	3.50%	3.50%
Park West (net of Base Year valuations)	\$ 16,196,654	\$ 16,844,520	\$ 17,434,078	\$ 18,044,271	\$ 18,675,821
The Spruce (net of Base Year valuations)	-	-	33,656,633	34,834,615	36,053,827
Millage Rate	4.5000	4.5000	4.5000	4.5000	4.5000
Gross Revenue (Parkland on the Park)	\$ 72,885	\$ 75,800	\$ 78,453	\$ 81,199	\$ 84,041
Gross Revenue (The Spruce)	-	-	151,455	156,756	162,242
Statutory Reduction	0.95	0.95	0.95	0.95	0.95
Incremental Revenue (Parkland on the Park)	\$ 69,241	\$ 72,010	\$ 74,531	\$ 77,139	\$ 79,839
Incremental Revenue (The Spruce)	\$ -	\$ -	\$ 143,882	\$ 148,918	\$ 154,130

Subtotals (Before TIF Splits)					
Total TIF Revenues (Parkland on the Park)	\$ 194,348	\$ 202,121	\$ 209,196	\$ 216,518	\$ 224,096
Total TIF Revenues (The Spruce)	\$ -	\$ -	\$ 403,855	\$ 417,990	\$ 432,619

Final					
Parkland on the Park (50% TIF Split)	\$ 97,174	\$ 101,061	\$ 104,598	\$ 108,259	\$ 112,048
The Spruce (50% TIF Split)	\$ -	\$ -	\$ 201,928	\$ 208,995	\$ 216,310
Total TIF Split (Expenditures)	97,174	101,061	306,526	317,254	328,358

STRATEGIC FINANCE PLAN



West Palm Beach Community Redevelopment Agency Northwood/Pleasant City District Strategic Finance Plan Supporting Schedule - Debt/Financial Obligation Forecast

Tax Increment Revenue (TIR) Refunding Bonds , Series 2015
(tax-exempt)

	Total	Proposed FY 2026	Forecasted FY 2027	Forecasted FY 2028	Forecasted FY 2029	Forecasted FY 2030
<i>Principal</i>	\$ 6,095,000	\$ 1,130,000	\$ 1,165,000	\$ 1,215,000	\$ 1,265,000	\$ 1,320,000
<i>Interest</i>	\$ 2,190,000	530,000	490,000	440,000	390,000	340,000
<i>Other Debt Service costs</i>	\$ 5,000	1,000	1,000	1,000	1,000	1,000
	\$ 8,290,000	1,661,000	1,656,000	1,656,000	1,656,000	1,661,000

Line of Credit (LOC), Series 2023

<i>Principal</i>	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -
<i>Interest</i>	\$ 15,000	15,000	-	-	-	-
	\$ 315,000	315,000	-	-	-	-

Total

\$ 8,605,000	\$ 1,976,000	\$ 1,656,000	\$ 1,656,000	\$ 1,656,000	\$ 1,661,000
---------------------	---------------------	---------------------	---------------------	---------------------	---------------------



WHAT IS A CRA?

A Community Redevelopment Agency (CRA) is a dependent district established by City government for the purpose of carrying out redevelopment activities that include reducing or eliminating blight, improving the economic health of an area, and encouraging public and private investments in a CRA district. The CRA is governed by State Statutes, Chapter 163, Part III. The West Palm Beach Community Redevelopment Agency is funded through Tax Increment Financing (TIF).



LEARN MORE AT [WPB.ORG/CRA](https://wpb.org/cra)

