



Community Redevelopment
Agency Plan

Prepared for the
Town of Lake Park

20 January 2010



Table of Contents	i
List of Maps	v
List of Tables	v
Acknowledgments	vi
Part I Executive Summary	
A. Introduction	1.1
B. The Vision for Downtown Lake Park	1.2
C. Content of the CRA Plan	1.3
Part II Background	
A. Introduction to the CRA Plan	2.1
B. Authority to Undertake Community Redevelopment	2.3
C. Creation of the Community Redevelopment Agency	2.3
D. Powers of the Community Redevelopment Agency	2.4
E. The Community Redevelopment Area	2.5
F. The Community Redevelopment Plan	2.5
Part III Existing Conditions	
A. General Description of the Community Redevelopment Area	3.1
1. Existing Land Use	3.1
2. Population and Housing Characteristics	3.3
3. Existing Traffic Circulation	3.6
4. Parking	3.6
5. Public Facilities	3.7
B. Current Projects and Programs in the CRA	3.7
Part IV Analysis	
A. Problems, Needs and Opportunities within Geographic Sub-Areas	4.1
1. Sub-Area 1: The Park Avenue Downtown	4.2
2. Sub-Area 2: Southwest/Bayberry Residential Neighborhood	4.4
3. Sub-Area 3: 10 th Street/Old Dixie Commercial Corridors	4.5
4. Sub-Area 4: Northeast/Ninth Street Residential Neighborhood	4.6
5. Sub-Area 5: Old Dixie/FEC Railway Industrial/Commercial Corridor	4.7
6. Sub-Area 6: Newman Road Industrial/Commercial Area	4.8
7. Sub-Area 7: Watertower/Gateway Industrial/Commercial Area	4.9
B. Functional Needs of the Community Redevelopment Area	4.10
1. Removal of Slum and Blight	4.10
2. Land Use Patterns	4.10
3. Economic Development	4.10
4. Housing	4.11
5. Infrastructure	4.11

6. Recreational Facilities	4.11
7. Public Safety	4.11
C. Market Conditions and Development Potential	4.12
1. Retail Market	4.12
2. Residential Market	4.13
3. Commercial and Light Industrial Market	4.15
D. Regulatory Environment	4.16
E. Neighborhood Impacts of Redevelopment Efforts	4.17
1. Relocation of Displaced Residents and Businesses	4.17
2. Traffic	4.17
3. Environmental Quality	4.18
4. Demand for Community Facilities and Services	4.18
F. Consistency with the Town's Comprehensive Plan	4.19

Part V The Redevelopment Program

A. Community Redevelopment Agency Projects and Programs	5.1
B. Programs of Regulatory Action	5.1
1. Group 1: Planning	5.1
# 1.1 "Community Redevelopment Area Planning"	5.1
# 1.2 "Comprehensive Plan Amendments"	5.3
# 1.3 "Amendments to the Land Development Regulations"	5.3
2. Group 2: Redevelopment	5.3
# 2.1 "Workforce Housing"	5.3
#2.2 "Downtown Mixed-Use Redevelopment-Park Avenue"	5.5
#2.3 "Downtown Arts District and Antiques District"	5.7
#2.4 "Commercial Redevelopment-10 th Street Corridor"	5.8
#2.5 "Main Street Lake Park/Merchants Association"	5.10
#2.6 "Downtown Improvement Program"	5.11
#2.7 "Neighborhood Improvement Program"	5.13
#2.8 "Industrial Area Improvement Program"	5.14
3. Group 3: Community Improvement Programs	5.16
#3.1 "Small Business Development and Lending Program"	5.16
#3.2 "Site and Building Development Assistance Program"	5.17
#3.3 "Marketing and Community Activities Program"	5.19
#3.4 "Downtown Transit System"	5.20
#3.5 "Business Development Program"	5.22
#3.6 "Grant Administration Program"	5.23
#3.7 "Public Space and Public Property Improvement Program"	5.24
#3.8 "Small Public Buildings Program"	5.25
#3.9 "Community Policing Program"	5.26
C. Sources of Redevelopment Funding and Financing	5.27
1. Tax Increment Revenues	5.28
2. Redevelopment Revenue Bonds	5.28
3. General Obligation Bonds	5.28
4. Industrial Revenue Bonds (IRB)	5.28
5. Special Assessment Districts	5.28
6. Florida Main Street Program	5.29

7. Community Development Block Grants (CDBG)	5.29
8. CDBG Economic Set-Aside Funds	5.29
9. Local Initiatives Support Corporation (LISC)	5.29
10. Brownfields	5.29
11. Historic Preservation Grants	5.30
12. Florida Recreation Development Assistance Program (FRDAP)	5.30
13. Land and Water Conservation Fund Grant Program (LWCF)	5.31
14. Lake Park Community Development Corporation (CDC)	5.31
15. Business Loan Fund of the Palm Beaches (BLF)	5.31
16. Lake Worth Lagoon Grant Program	5.31
17. Maximum Daily Load (TMDL)	5.31
18. 319 Non-Source Point Pollution Grant	5.32
19. Congestion Mitigation Air Quality (CMAQ)	5.32
20. DOT Transportation Enhancement Grant	5.32
21. Keep America Beautiful Grant (KAB) and Keep Palm Beach County Beautiful (KPBCB)	5.32
22. Palm Beach County Development Regions Grants	5.32
23. Palm Beach County Weed and Seed Program	5.32
24. Safe Neighborhoods Act- Chapter 163.502 FS	5.33
25. Urban Mass Transit Administration (UMPTA) Grants	5.33
26. Economic Development Administration (EDA) of the U.S. Department of Commerce Grants	5.33
27. Florida Community Trust (FCT) Fund Grant	5.33
28. Environmental Protection Agency (EPA)	5.33
29. Land Sales/Leases	5.33
30. Borrowing from the Town of Lake Park	5.33
31. Direct Borrowing from Commercial Lenders	5.34
32. Other Potential Funding Sources	5.34

Part VI Implementation Plan

A. General	6.1
B. Development Scenario for the Downtown Area	6.3
C. Project List and Priority	6.8
D. Roadway and Parking Projects	6.9
1. Roadway Improvements-Park Avenue	6.9
2. Roadway Improvements-10 th Street	6.9
3. Roadway Improvements-Park Avenue South Alleyways	6.9
4. Park Avenue Parking-700 Block of Foresteria	6.10
5. Park Avenue Parking-800 Block of Foresteria	6.10
6. Roadway Improvements-Park Avenue North Alleyways	6.10
7. Park Avenue Parking-900 Block of Foresteria	6.10
8. Roadway Improvements-10 th Street South	6.10
9. Tri-Rail Depot Parking	6.11
10. Park Avenue Extension	6.11
E. Community Facilities	6.11
1. Park Avenue Village Green	6.11
2. Ballfield Expansion and Community Center	6.14

3. Botanical Park and Gardens	6.15
F. Public/Private Redevelopment	6.15
1. Humani Apartment Redevelopment	6.15
2. Opabola Apartments	6.15
3. Industrial Acquisition	6.15
G. Special Programs	6.16
1. Façade Improvement Program	6.16
2. Revolving Loan and Grant Program	6.16
3. Marketing and Events Program	6.16
4. Security System Enhancements and Maintenance	6.16
H. Summary of Programs and Projected Funding Sources	6.17

Part VII Appendices

Appendix "A"	
Town of Lake Park Community Redevelopment Area Boundaries	7.1
Appendix "B"	
"A Finding Of Necessity", Town of Lake Park; March, 1996	7.2
Appendix "C"	
"Resolution No. 14, 1996, Providing a Finding of Necessity"	7.3
Appendix "D"	
"Resolution No. R-96-1852, Delegation of powers by Palm Beach County To the Town of Lake Park"	7.4
Appendix "E"	
"Resolution No. 65, 1996, Creating a Community Redevelopment Agency"	7.5
Appendix "F"	
"Bill No. 1, 1999; Ordinance No. 2, 1999, Creating a Redevelopment Trust Fund"	7.6

List of Maps

Figure 1.1 – Map of the Lake Park CRA in context	1.1
Figure 2.1 – Map of the Town of Lake Park	2.1
Figure 2.2 – Map of the CRA Boundary	2.2
Figure 3.1 – Existing Land Use Plan	3.1
Figure 3.2 – CDBG Target Area	3.5
Figure 4.1 – Lake Park sub-areas	4.1
Figure 6.1 – CRA existing boundaries, Potential CRA expansion areas shown hatched	6.2
Figure 6.2 – Projected redevelopment of Park Avenue	6.4
Figure 6.3 – Key blocks as described in the Development Program	6.5
Figure 6.4 – Proposed redevelopment of the Humani / Park Avenue / Tenth Street parcels	6.7
Figure 6.5 – Village Green options in Downtown Lake Park	6.12
Figure 6.6 – Village Green – Option 1	6.13
Figure 6.7 – Village Green – Option 2	6.13
Figure 6.8 – Village Green – Option 3	6.14
Figure 6.9 – Village Green – Option 4	6.14

List of Tables

Table 3.1 – 2000 Population and Race In the Town of Lake Park	3.3
Table 3.2 – 2000 Age Characteristics In the Town of Lake Park	3.4
Table 3.3 – 2000 Household Income In the Town of Lake Park	3.4
Table 3.4 – Functional Classification of Major Streets Town of Lake Park	3.6
Table 6.1 – Development Program for the Downtown Area	6.6
Table 6.2 – Project Funding Sources	6.17

**Community Redevelopment Agency
Town of Lake Park**

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I. PART ONE – EXECUTIVE SUMMARY

A. Introduction

This redevelopment plan is an update to the original Community Redevelopment Agency Plan prepared in 1996 upon the creation of the Lake Park Community Redevelopment Agency. The original plan identified a series of problems and needs, as well as some general opportunities for various areas of the CRA. In an environment where there is not a sustained level of rapid and strong growth, a CRA does not begin to generate meaningful tax increment to spend on its various priorities for several years. After 12 years, the CRA is now beginning to generate close to \$1 million a year in increment, and has some recent accomplishments to its credit. Most notably, streetscape improvements for Park Avenue and Tenth Street have been completed, and the Town has begun to address downtown parking and the proliferation of substandard multi-family housing.

At this point, it is appropriate not simply to review and update the prior plan, but to articulate a clear plan of action to continue addressing the CRA's goals in a more deliberate and focused manner. The Town has expressed a clear vision for its downtown, and the CRA is in a position to invest in this vision. This Plan will define the specific steps and actions necessary to realize the vision, as well as providing some financial guidelines to prioritize expenditures.

The CRA is depicted in relation to the Town limits and the surrounding context in Figure 1. The CRA encompasses about 308 acres within a Town of approximately 2.3 square miles, although the Town exists within a more or less continuously developed suburban context in North Palm Beach County.

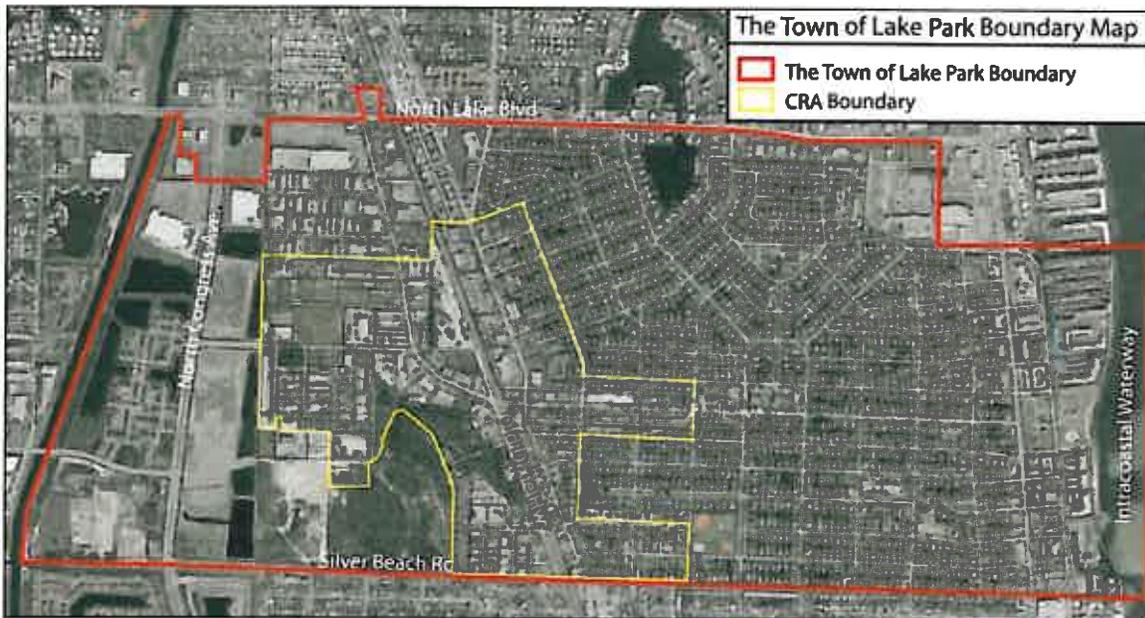


Figure 1 - Map of the Lake Park CRA in context

B. The Vision for Downtown Lake Park

Lake Park is one of the earliest master planned communities in South Florida, yet it has not experienced the same explosive growth that characterizes the more recent development in the area. This actually has some positive benefits, as the Town still retains many of the characteristics of its original plan, which was and remains a classic example of the Garden City planning movement. The Town was designed around a traditional Main Street along Park Avenue, which was intended to serve as the center of Town life,

This, indeed, is precisely the vision that seems to be generally shared by Town leaders, business owners, and citizens alike. The Park Avenue Downtown District has the potential to be the catalyst that revives the surrounding neighborhoods, adding neighborhood services in a compact, walkable, mixed use environment that will enhance the quality of life and increase property values both within and outside of the CRA. An existing concentration of arts related uses suggests a thematic framework to build upon. The recent completion of the first phase of One Park Place establishes a model for the type of development desired. Although the current development environment and credit squeeze could pose some challenges in the short term, this should not deter the Town from its long term goals.

Realizing the vision will require the CRA to focus on the following priorities:

- Spearhead a signature catalyst development that will anchor the intersection of Park Avenue and Tenth Street. Ideally, this development can provide a critical mass of mixed use development, displace some problematic multi-family housing, provide a supply of parking, and provide a “town green” to act as a focal point for downtown development. The most straightforward way of accomplishing this is to assemble the property in question.
- Promote and support the redevelopment of other parcels along Park Avenue. The recent purchase of multi-family housing along Foresteria Avenue is a positive step, providing at once an opportunity for additional downtown parking, as well as removing problematic housing that has contributed to a perception of the downtown as unsafe.
- Promote the arts and arts related uses and activities as the thematic focus of the downtown.
- Strengthen the connections to Northlake Boulevard, primarily along Tenth Street and Old Dixie Highway. This is critical in order to improve the access and visibility of the downtown. Right now it suffers from underexposure, since it is not along a main traffic route. This will involve promoting redevelopment along these streets, improving the visual appeal along the right-of-way, and a coordinated marketing program for the downtown.
- Redevelopment of a number of the substandard multi-family properties that are located throughout the CRA. A good start has already been made along Foresteria, and the acquisition of other problem properties is implicit in the Park Avenue Strategy, but there are other properties located further north along Tenth Street and in the southeast portion of the CRA that should be targeted for redevelopment.
- The commercial and industrial properties in the west portion of the CRA provide an opportunity to continue to build and diversify the Town’s tax base, and the junkyard should be targeted for acquisition and environmental cleanup. Its proximity next to the County preserve provides an opportunity to create a destination amenity as a nature center.

These basic goals and objectives form the basis of the redevelopment strategy action steps that are outlined in greater detail in later sections of this Plan. It is an ambitious agenda, but the accompanying financial analysis indicates that it is achievable.

C. Content of the CRA Plan

This Plan is organized as follows:

Section II contains background information, providing some history of the area, and describing the legal authority and powers of the Community Redevelopment Agency.

Section III describes existing conditions, including a physical description of the area, a discussion of the land use characteristics, demographic information, and a survey of the existing traffic patterns, parking, and public facilities. It also outlines some of the current projects and programs of the CRA.

Section IV provides analysis of the problems, needs, and opportunities in various geographic sub-areas of the CRA, as well as some overall needs. It also provides an overview of market conditions and a discussion of the zoning and regulatory environment.

Section V lists the projects and programs of the CRA. This section provides the authority to implement the various programs discussed.

Section VI is the implementation plan. It begins by outlining a desired redevelopment scenario, then presents a financial analysis of the impacts and projected expenditures of the CRA.

Section VII consists of detailed financial projections for the next 10 years.

The Appendices provide various reference materials, namely the various resolutions adopting the CRA and a legal description of its boundaries.

II. PART TWO – BACKGROUND

A. Introduction to the CRA Plan

The Town of Lake Park is located on the Intracoastal Waterway in northern Palm Beach County. It covers an area of approximately 2.3 square miles, and the population was 8,721 according to the 2000 Census. The population estimate since then peaked at a little over 9000 in 2003, although it has since declined to be about the same as in 2000. The town is bounded by the city of Riviera Beach to the south, North Palm Beach on the north, Palm Beach Gardens and unincorporated Palm Beach County to the west, and the Intracoastal Canal to the east. A map of the town is shown in Figure 2.1.



Figure 2.1 Map of the Town of Lake Park

Lake Park was incorporated on November 16, 1923 as Kelsey City. Designed by the Olmstead Brothers and Dr. John Nolen, the town plan is a classic example of the Garden City concept. Although it was originally conceived as a speculative development, it is a well-organized town with a clearly defined town center, a series of parks distributed throughout, and a variety of housing types, with emphasis on generously sized single-family lots. A number of buildings were soon built within the town center located along Park Avenue, as well as an attractive Mediterranean style Town Hall. Unfortunately, the hurricane of 1928 demolished many of the original structures and the depression of the 1930s only served to intensify a protracted economic decline.

Development did not begin to return to the area until the 1950s. A new Pratt & Whitney plant in northern Palm Beach County sparked demand for residential development, and commercial development soon followed. Much of the new commercial development along Park Avenue was in the form of strip shopping centers with front parking lots, at odds with the original historic pattern of buildings close to the sidewalk. Many of these structures remain today, although they are nearing the end of their useful life.

Larger commercial developments, as well as industrial uses established themselves in the western portions of the town.

By the mid 1980s, most of the residential land had been built out. By the end of the 1980s, the town was in a noticeable state of decline. With an aging housing stock, it was no longer as competitive as newer communities, and the advent of the regional shopping centers hurt the downtown area.

In 1996, the Town Commission adopted a proactive approach to reverse the declining fortunes and a new mission was adopted to restore a sense of place and community to the town. The Lake Park Community Redevelopment Agency (CRA) was established to guide the redevelopment efforts in the downtown area and the western portions of the town. The purpose of the agency is to revitalize both the physical and economic environment of the Community Redevelopment Area. A map of the CRA boundary is shown in Figure 2.2. Appendix "A" describes the legal boundaries of the CRA. The Town passed Resolution 14-1996 providing a Finding of Necessity for the creation of a CRA on 3 April 1996, Appendix "C".

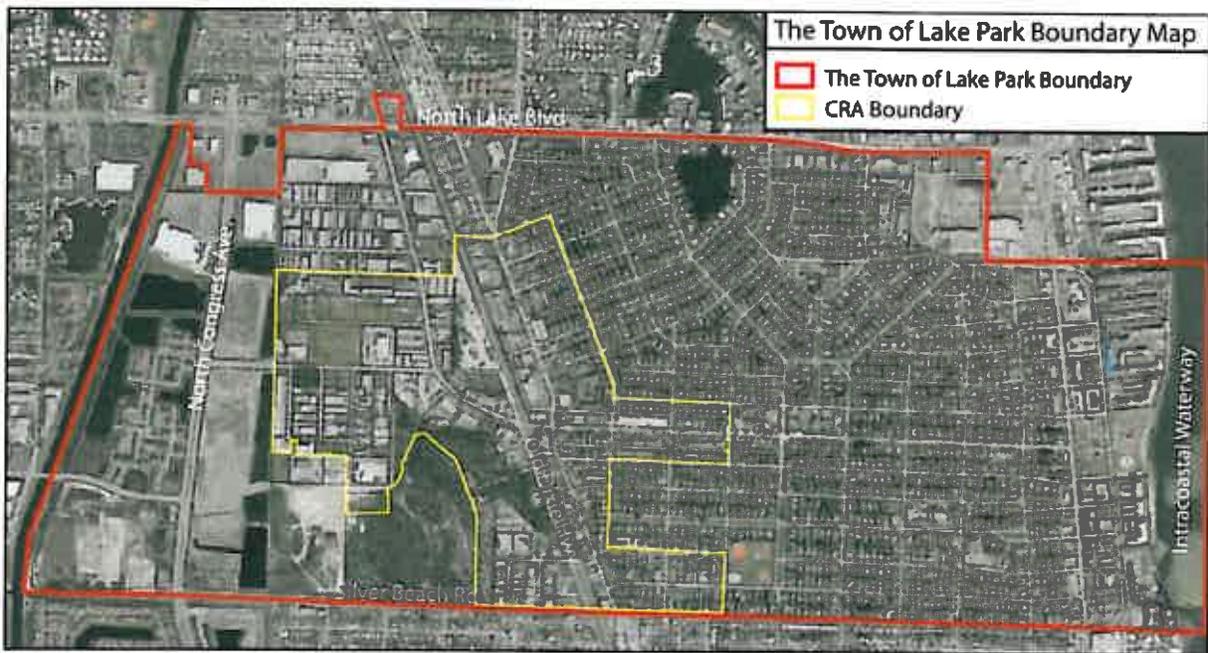


Figure 2.2 - Map of the CRA Boundary

The 1996 document *The Town of Lake Park Community Redevelopment Plan* provides the framework for programming redevelopment activities within the CRA. Since it is not practical for the CRA to fund and implement all redevelopment projects with the community, the plan sets forth a series of implementation steps and specific projects intended to leverage or stimulate the type of public interest and private investment necessary to achieve the revitalization. The Town Commission passed Resolution 65-1996 on 20 November 1996 formally adopting the CRA, Appendix "E".

B. Authority to Undertake Community Redevelopment

This document has been prepared under the direction of the Lake Park Community Redevelopment Agency in accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment." For the purposes of this Community Redevelopment Plan, the following definition, taken from the Florida Statutes shall apply.

“Community redevelopment” or “redevelopment” means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area, or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.’

The ability of a county or municipality to utilize the authority granted under the Act is predicated upon the adoption of a Finding of Necessity by the governing body. This finding must demonstrate that:

- 1 One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in the county or municipality; and,
2. The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the county or municipality.¹

The Town passed Resolution 14-1996 providing a Finding of Necessity for the creation of a CRA on 3 April 1996 and determined that the area within the CRA boundaries is in need of redevelopment, Appendix “C”.

C. Creation of the Community Redevelopment Agency

Upon the adoption of “A Finding of Necessity”, found in Appendix “B”, by the governing body and upon further finding that there is a need for a Community Redevelopment Agency to function in the county or municipality to carry out community redevelopment purposes, any county or municipality may create a public body corporate and politic to be known as a “Community Redevelopment Agency.” The Agency shall be constituted as a public instrumentality, and the exercise by the Agency of the powers conferred by Florida Statutes Chapter 163, Part III, shall be deemed and held to be the performance of an essential public function.²

On 6 November 1996, the Board of County Commissioners of Palm Beach County delegated redevelopment powers to the Town Commission of Lake Park through Resolution R-96-1852, Appendix “D”. The Town Commission passed Resolution 65-1996 on 20 November 1996 formally creating the CRA, Appendix “E”. The organizational structure of the agency was also established by Resolution 65-1996, consisting of a board of seven members – the five Town Commissioners and two additional members appointed by the Town Commission. The members serve staggered four year terms. The Town Manager acts as the agency’s Executive Director.

D. Powers of the Community Redevelopment Agency

As authorized by the Community Redevelopment Act, a wide variety of powers are available to the Town of Lake Park to carry out redevelopment activities. While most of these powers may be delegated to a Community Redevelopment Agency, others may not. These powers, which continue to vest in the Town Commission, are as follows:

- a. The power to determine an area to be slum or blighted area, or combination thereof, to designate such area as appropriate for a Community Redevelopment Project, and to hold any public hearings required with respect thereto.
- b. The power to grant final approval to Community Redevelopment Plans and Modifications thereof.
- c. The power to authorize the issuance of revenue bonds as set forth in Section 163.385.
- d. The power to approve the acquisition, demolition, removal or disposal of property; and the power to approve the assumption of the responsibility to bear loss by the Agency.
- e. The power of eminent domain, provided that the specific approval of the Town Commission is required.
- f. The power to dispose of property acquired within the Community Redevelopment Area for uses in accordance with the Plan.
- g. The power to solicit requests for proposals for redevelopment of property listed for acquisition and redevelopment in the Community Redevelopment Plan and to advertise for the sale of that property to private persons, prior to acquisition of the property by the CRA.
- h. The power to construct improvements necessary to carry out community redevelopment objectives.
- i. The power to carry out programs of repair and rehabilitation.
- j. The power to plan for and assist in the relocation of persons and businesses displaced by redevelopment activities.
- k. The power to receive and utilize tax increment revenues to fund redevelopment activities.
- l. The power to approve the budget and any amendments thereto.
- m. The power to appropriate such funds and to make such expenditures as are necessary to carry out the purposes of the Community Redevelopment Act of 1969 and subsequent amendments.

Other powers authorized by the Act but which the Town Commission has elected not to delegate to the CRA are:

- a. The power to zone or rezone any part of the Town or make exceptions from building regulations, and to enter into agreements with a housing authority, which agreements may extend over any period.
- b. The power to close, vacate, and plan streets, roads, and sidewalks.

E. The Community Redevelopment Area

Pursuant to Statutes, a community redevelopment area must be a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly. The Town of Lake Park Community Redevelopment Agency generally consists of the older central core of the city, which has become deteriorated due to age, obsolescence, and the lack of investment. Unfortunately, a deteriorating area is self-propagating, and as conditions worsen, residents and private businesses become less willing to put their financial resources into the area. It is this cycle, which severely limits the ability of private enterprise to stop the spread of slum and blight without public assistance.

A "Finding of Necessity" for the 308 acre Community Redevelopment Area was adopted by the Town Commission with Resolution No. 14-1996 on 3 April 1996. The overall boundaries of the Community Redevelopment Area are illustrated in Figure 1.2 and its legal description is found in Appendix "A."

F. The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the Town Commission. Like the Town's Comprehensive Plan, the Community Redevelopment Plan is an evolving document, which is evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives. The original Community Redevelopment Plan was prepared by Ivey, Harris, & Walls, Inc. and adopted upon creation of the CRA. This document, prepared at the direction of the CRA Board in 2008, shall serve as the updated Community Redevelopment Plan upon its adoption by the CRA Board.

¹ Florida Statutes Chapter 163.355

² Taken from Florida Statutes Chapter 163.356(1)

III. PART THREE – EXISTING CONDITIONS

A. General Description of the Community Redevelopment Area

1. Existing Land Use

Existing land uses in the Community Redevelopment Area follow patterns of the historical development outlined in the original Kelsey City Plan and the requirements of current and past zoning districts. In fact, the land use pattern closely follows that of the Olmstead/Nolen plan, which was promoted as “the first zoned city in Florida.” There are approximately 308 acres of land within the Community Redevelopment Area, which represents approximately 20% of the total land area of the Town. The Town contains 1504 acres, of which about 100 acres is water. A generalized existing land use plan is depicted in Figure 3.1.

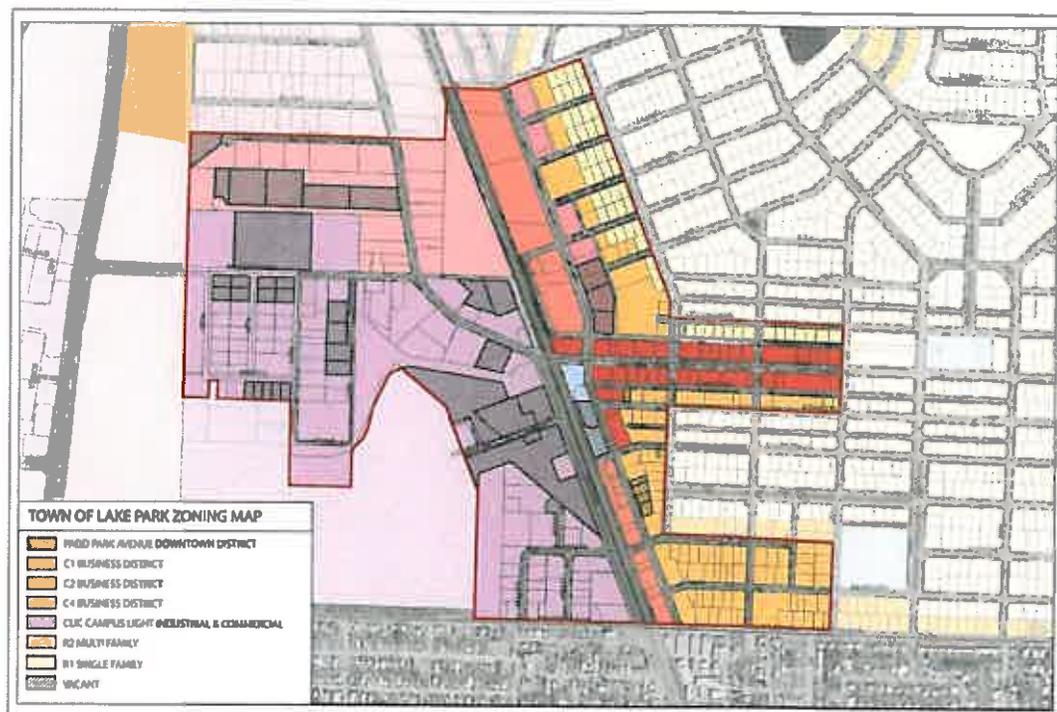


Figure 3.1: Existing Land Use Plan

The land use pattern is strongly influenced by the primary arterial roads that define the town plan. The primary retail and community commercial uses are clustered along Park Avenue between the FEC Railway and Seventh Street, as well as along 10th Street. All residential uses are located east of 10th Street, with the area south of Park Avenue being primarily multi-family structures, and the area north of Park Avenue consisting of a mix of single and multi-family uses. The area west of the FEC Railway contains more intensive commercial uses and light industrial and warehouse uses.



Other than the Town Hall, which is not in the CRA, only one building in the historic town center survives from the 1920s. This is located at 918 Park Avenue, and is notably different from its neighbors in that it fronts directly on the sidewalk, as opposed to having a front parking lot. Most of the neighboring buildings are architecturally undistinguished. There is a new mixed use development under construction on the north side of Park Avenue between Eighth and Ninth Streets that harks back to the historic development pattern, with an arcaded retail storefront abutting the sidewalk and two stories of residential units above. Parking is located behind the building. The first phase of this project is nearing the end of construction.

Other than this, there has been very little development activity along Park Avenue. Of note is the renovation of the original Park Avenue BBQ & Grille on the south side at Eighth Street. This successful restaurant has since expanded into a number of other locations in South Florida, but, as the name suggests, this was their original location. Despite a significant expansion and renovation, it has not re-opened due to a lack of parking. Other tenants along Park Avenue include an assortment of “mom and pop” businesses and a regionally recognized art supply store and a dance school. A relatively new fire station is located at the southwest corner of Park Avenue and 10th Street.

The residential building stock tends to be older; about 75% of structures in the town were built between 1940 and 1970. The single-family structures are in many cases still quite serviceable, depending on the level of upkeep, but the multi-family structures tend to be in a more deteriorated condition. Some of the larger apartment complexes are, quite frankly, problematic and are known to be hot spots for drugs, prostitution, and the occasional shooting. The CRA has recently taken some steps to address these problem properties, including the purchase of one complex on Foresteria between Seventh and Eighth Streets. It has already been vacated, and will be demolished. Its likely use will be for parking in the short term, and a redevelopment parcel in the future.

Many of the commercial and warehouse uses in the northwest portion of the CRA are newer buildings of fairly good quality, and are home to some strong, stable businesses. Some open tracts in this area indicate a good prospect of future growth for such users in this area. The southwest portion of the CRA, by contrast, consists of older commercial and industrial uses, many of which have adapted buildings that were designed primarily as warehouse space. This has the effect of overloading the parking facilities available in the area, so that many cars park in the swale areas. Of special note is the “Thousands of Parts” auto junkyard, which is an eyesore as well as a brownfield site. The planned widening of Silver Beach Road will impact this site in that it will take away their parking, currently located in the street right-of-way.

Due to the proximity of the railroad and its obvious negative impacts (e.g. noise and vibration) traditionally adjacent properties developed primarily into light and heavy commercial/industrial land uses. The railroad does present an opportunity, however; a study is underway to extend the Tri-Rail service north to pass along this corridor. A site for a transit station is owned by the Town and is located just south of the fire station. This site would provide ready access to the businesses along 10th Street and the western part of Park Avenue and could potentially help revitalize the area.

Vacant land comprises an important part of the CRA area, since development of a vacant parcel can provide a significant source of new tax increment. There are a number of vacant parcels in the CRA, primarily located in the commercial and light industrial area west of the railroad tracks. Several vacant (or nearly vacant) tracts are strategically located along 10th Street immediately north of Park Avenue and could be an important part of a revitalization strategy for the central part of the CRA. The vacant parcels are indicated in Figure 3.1.

2. Population and Housing Characteristics

The 2000 Census data indicates that the Town contains 3,346 households, with a resident population of 8,721 persons. Detailed census data is only available for 2000, with later figures being estimates. The later estimates indicate that there has been little change in the overall population in Lake Park; the estimates showed the population increasing slightly in the early part of the decade, peaking in 2003 at 9,068, and then declining again to 8,893 in 2006, the latest estimates available. Since the residential areas of the Town have been largely built out for some time, this is consistent with what would be expected. Thus, the 2000 figures are used here for the demographic breakdown since the population has been fairly stable and since these represent the most complete and detailed information available.

Information for the CRA area is not available since it is a smaller part of the Town, and does not correlate very well to the Census tracts. Since the Town is also a relatively small geographic area, and contains parts of only 3 census tracts, the demographic data for the Town was assumed to be a fairly representative reflection of the demographic characteristics within the CRA.

A breakdown of the Town's population by race and age is provided in Tables 3.1 and 3.2. The overall racial composition of the Community Redevelopment Area is approximately 41% White, 49% Black, 6% Hispanic and 3% Asian. It should be noted that there is some variation in these percentages within different neighborhoods of the Community Redevelopment Area.

Table 3.1
2000 Population and Race
In the Town of Lake Park

Race	Number	Percent
White	3,598	41.3
Black	4,256	48.8
Hispanic	506	5.8
Asian	252	2.9
Other	109	1.2
Total	8,721	100.0

The breakdown by age group is shown in Table 3.2. The median age is 34.2.

Table 3.2
2000 Age Characteristics
In the Town of Lake Park

<u>Age Group</u>	<u>Number</u>	<u>Percent</u>
Under 15	1,953	22.3
15-24	1,186	13.7
25-44	2,857	32.9
45-59	1,390	15.9
60-74	722	8.2
75 and older	613	7.0
Total	8,721	100.0

Household Income Characteristics

The Town contains 3,303 households, indicating an average household size of 2.64. The household income breakdown is shown in Table 3. The median household income in 2000 was \$33,893, which compares to a County median of \$45,062 and a statewide median of \$38,819. Thus, the income levels are lower than the surrounding area. 12.5 percent of all families in the Town are below the poverty line, as compared to 6.9% in Palm Beach County, and 9.0% statewide. Overall, Palm Beach County is economically stronger than the state median, but Lake Park is considerably weaker.

Table 3.3
2000 Household Income
In the Town of Lake Park

<u>Income</u>	<u>Number</u>	<u>Percent</u>
Less than \$15,000	542	16.4
\$15,000 to \$34,999	1,162	35.2
\$35,000 to \$49,999	586	17.7
\$50,000 to \$74,999	653	19.8
\$75,000 to \$99,999	191	5.8
\$100,000 to \$ 149,999	117	3.5
\$150,000 or more	52	1.6
Total	3,303	100.0

Housing Characteristics

Lake Park experienced most of its growth from the 1950s through the 1980s, after which the great majority of the residential property in the Town was built out. Of the 3,520 housing units counted in the 2000 Census, only 247, or 7.0%, were built after 1990. 2,596 units, or 73.8%, were built between 1940 and 1979.

Less than half of the total number of units, 1,513 or 43.0%, are single family detached units, although this comprises a significant majority of the total acreage in the Town. The Town contains 2,007 multi-family units, which includes everything from duplexes to large apartment complexes. Of these,

by far the largest number of units, 894, are in complexes of 20 or more units. This represents 25.4% of all housing units in the Town, and compares to 18.1% of units in Palm Beach County that are in complexes of 20 or more units.

Approximately 42% of all housing units are owner occupied, 49% are renter occupied, and 8% are vacant. The median value of owner occupied units is \$93,400 and the median rent for a rental unit is \$674. This indicates a significantly weaker housing profile than for Palm Beach County, which has approximately 70% of housing units occupied by an owner.

The Town of Lake Park is a Category II planning area, meaning that it has an interlocal agreement and an identified target area. The CRA receives a recurring annual grant to be applied toward housing programs. The target area demonstrated a concentration of Low-Medium density and a concentration of sub-standard housing and/or need for capital improvement.

In 2003, the Palm Beach County Department of Housing and Community Development conducted a windshield survey of housing in the CDBG Target Area, shown in Figure 3.2. Much of the Target Area is in the CRA. This area consists predominantly (71.2%) of single family homes, although 65% of the units were found to be renter occupied. About 28% of the units exhibited some amount of deterioration, although most of this was characterized as minor.

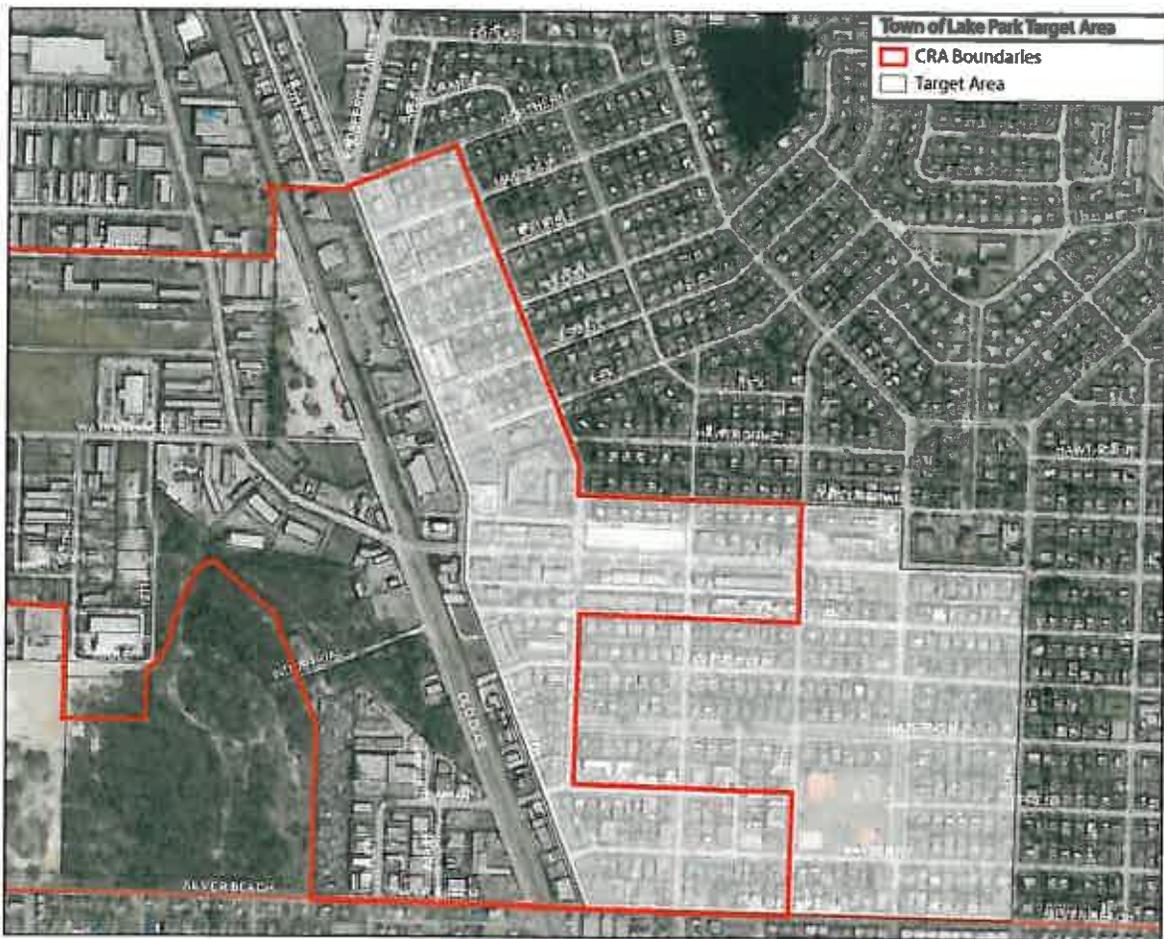


Figure 3.2: CDBG Target Area

3. Existing Traffic Circulation

The original street layout for Kelsey City was a classic example of a traditional urban grid, with a hierarchy of streets ranging from broad, main boulevards with planted medians down to alleyways that provide service access. Most of the streets define regular, rectangular blocks, although this is true primarily east of 10th Street. The areas west of 10th Street, which comprise mostly the light industrial land uses, were subdivided much later, and with less regard for a regular street grid.

In general, traffic seems to move smoothly throughout the CRA, and there are few congested areas. Due to its less traditional layout, there are fewer through streets in the areas west of the FEC Railway, although most traffic here is confined to users accessing the industrial parcels. Almost all traffic here has to use some portion of Old Dixie or Congress Avenue for north/south traffic, while Watertower Road and Silver Beach Road are the only east-west through streets.

Although the area east of the railway is a fine-grained grid of streets, the traffic tends to gravitate to certain streets due to the limited number of connections to Northlake Boulevard. Most north-south traffic concentrates on Old Dixie and 10th Street, while Park Avenue is the principal east/west connector. Most of the neighborhood residential streets carry only local traffic, and are lightly traveled.

The functional classification of the major streets is shown in Table 3.4.

Table 3.4
Functional Classification of Major Streets
Town of Lake Park

NAME	FUNCTIONAL CLASS	SEGMENT	DESCRIPTION	MAINT
10th Street	County Minor Arterial	N Lake Blvd to Park Ave	4 lane-divided	Lake Park
Old Dixie Hwy	County Minor Arterial	Silver Beach to Park Ave	4 lane-divided	PBC
Park Ave	County Minor Arterial	Old Dixie to 10th Street	4 lane-undivided	Lake Park
Silver Beach Road	County Urban Collector	Old Dixie to US 1	2 lane-undivided	PBC
Old Dixie Hwy	County Urban Collector	N Lake Blvd to Park Ave	2 lane-undivided w/turn lanes	PBC
Park Ave	Town Urban Collector	10th Street to US1	4 lane-undivided	Lake Park

A number of streets in the CDBG target area were identified as needing resurfacing in 1997, and these are being gradually completed. In addition, the CRA has completed resurfacing of Park Avenue and, just recently, 10th Street.

4. Parking

The availability and condition of parking facilities varies throughout the CRA. Most of the single-family residential areas have adequate parking on-site, and overflow and guest parking occurs along the street. For the most part, this works fairly well and is not abused.

Multi-family housing areas, on the other hand, tend to be significantly under-parked. The available on-site parking is generally not adequate for the number of units, and a lot of overflow parking occurs on the adjacent streets. Much the same is true for the older light industrial uses located west of the railway. Many of these are converted warehouses that did not require much parking in their original use, but now have inadequate on-site parking. The overflow parking occurs on the streets and in the swales.

Most of the commercial strip centers on Park Avenue have some surface parking, generally located in front of the building. For the most part, there is adequate parking available, but this is only because the uses are operating far below their potential. Some establishments, such as the expanded Park Avenue BBQ & Grill, clearly have insufficient parking; in fact, this is a major reason it has not opened for business. The success of any revitalization of the businesses along Park Avenue must include some comprehensive approach to solving the parking situation. As things currently stand, the lack of parking will impede significant redevelopment. The relatively shallow depth of the parcels on Park Avenue limits the potential for on-site parking, and an area-wide solution should be considered.

5. Public Facilities

There are no parks and recreation facilities within the CRA, although the Sixth Street ballfield complex abuts the southeast boundary of the area. Redevelopment of some multi-family complexes within the CRA may be used, however, to add amenities to the ballfields.

Community facilities within the CRA include the Town's Public Works Department offices, maintenance, and storage facilities, and the fire/rescue station, both located at the intersection of Old Dixie and Park Avenue.

The Town owns a vacant parcel along the FEC railway tracks, just to the south of the fire station. This site is being reserved for use as a potential commuter rail station, in the event that the Tri-Rail service can be extended northward to the Town. This would be a great benefit to the Town, and should be a focus of CRA investment, although it will likely be deferred until future years, unless increased funding is available from state and federal sources.

Much of the existing stormwater drainage infrastructure is over 50 years old. Much of it is in need of rehabilitation or replacement. Some drainage improvements have been ongoing using CDBG funds, particularly in the southwest part of the CRA. A special assessment for property owners in the Watertower Road area has been used to fund infrastructure to that area.

The Seacoast Utility Authority provides water and sewer services for the Town. Areas east of the FEC railway have adequate service. In the areas west of the railway, sanitary sewer is provided only for the special assessment area on Watertower Road.

B. Current Projects and Programs in the CRA

The Lake Park CRA has been in existence for over 12 years now, and has been generating a modest tax increment for the past several years. Taxable value of all properties in the CRA approached \$100 million in 2006 and are about \$140 million in the current fiscal year 2009. The current amount of Tax Increment Funds going into the CRA trust fund is about \$900,000 annually.

Recent accomplishments of the CRA include:

- Repaving of 10th Street
- Sidewalk replacements in various locations
- Park Avenue streetscape beautification
- Downtown alleyways paving has been designed and has begun
- Purchase of a deteriorated multi-family complex on 700 block of Foresteria Drive
- Purchase of 800 Park Avenue Building for Artist Co-op

The budgets for the 2009 and 2010 fiscal years anticipate expanding CRA activities to include:

- Hiring a project manager on a part time basis
- Sharing some positions with the Town staff, including the grants writer, the Community Development Director, a planner, and a code compliance officer
- Hiring an Economic Development Director
- Establishing a CRA office in the downtown area
- Developing a communications and marketing strategy
- Developing design criteria for façade improvements
- Maintaining the landscaping and streetscape improvements
- Installing holiday decorations
- Contracting with Palm Beach County for sheriff's deputies
- Repair and maintenance of routine infrastructure needs
- Promotional activities, advertising, and a periodic newsletter
- Asphalt resurfacing of Gateway Road and other locations
- Additional Sidewalk improvements
- Façade improvement grants
- Revolving loan program
- Artist Cooperative
- Increased lighting in the neighborhoods
- Security cameras for Park Avenue

IV. PART FOUR – ANALYSIS

A. Problems, Needs and Opportunities within Geographic Sub-Areas

The purpose of this section of the Redevelopment Plan is to provide a list of problems, needs and opportunities identified within each of the geographic sub-areas of the Community Redevelopment Area. These items are addressed within the “Community Redevelopment Program” through sub-area redevelopment strategies, which include the implementation of specific programs and projects of the Community Redevelopment Agency, the Town of Lake Park and other governmental agencies operating within the Community Redevelopment Area.

The sub-areas are defined according to certain distinguishing features that make them different from the other areas, and, thus, have differing needs and objectives. A map showing the locations and extents of the sub-areas is shown in Figure 4.1.

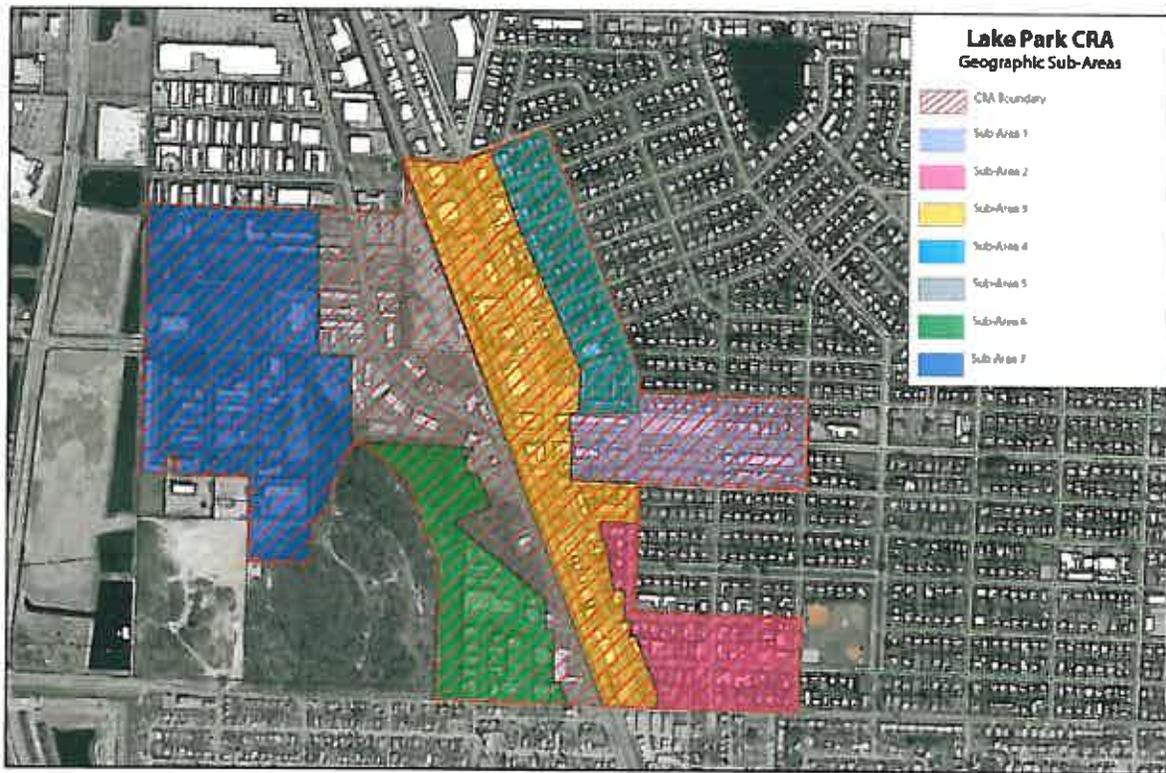


Figure 4.1. Lake Park sub-areas

1. Sub-Area 1: The Park Avenue Downtown

Park Avenue is the most important sub-area in the CRA. It is the historic heart of the town and carries enormous symbolic significance. The redevelopment of Park Avenue is the key opportunity to brand the town as a vibrant community.

This area includes the properties fronting on Park Avenue between Seventh Street on the east and Tenth Street on the west. The majority of the properties are commercial, although there are a few residential properties, primarily between Seventh and Eighth Streets. One commercial structure on the 900 block survives from the original town of the 1920s, but the majority of the structures date from the 1960s and 1970s. The north side of the block between Eighth and Ninth Streets is in the process of being redeveloped as a three-story mixed/use commercial/residential project very much in keeping with the vision for Park Avenue.

This sub-area also contains the areas between Seventh and Ninth Streets and the north side of Foresteria Drive between Seventh and Tenth Streets. The latter are primarily multi-family units, of which one particularly blighted property has recently been purchased by the CRA. The residential properties are separated from the uses fronting on Park Avenue by 50-foot wide alleys.



Problems

- Limited market appeal due to types of existing structures and uses, and lack of visibility within in regional highway network.
- Shallow depth of properties, only 120 feet, limits the opportunities for redevelopment.
- Relatively small extent (only three blocks) makes it difficult to establish a critical mass of commercial activity.
- Proximity of deteriorating multi-family structures on Foresteria Drive contributes to a perception of the area as unappealing and unsafe.
- Parking is limited; there is currently no parking shortage only because most uses are underutilized. Selected locations, such as the proposed Park Avenue BBQ & Grille do not have adequate parking to function successfully.
- Lack of an identifiable focal point or public open space to provide an anchor for community activity.

Needs

- Increase the potential for new development.
- Attract additional nighttime activity (theater, restaurants, entertainment, arts.)
- Establish and develop a downtown civic space, a “town green.”
- Develop a marketing strategy for the downtown area, to include an image package, special events, and promotion of business opportunities.
- Assistance with retail appeal, merchandising, and display.
- Increased economic stimulation through private investment.
- Strategy to attract new businesses to the downtown.
- Renovate and preserve historic structures, and adapt to new use as needed.
- Continue to support high quality design on all public and private buildings and spaces.
- Provide adequate lighting for nighttime activity.
- Remove blighting influences.
- Continue to erase the image that downtown is an unsafe place.
- Organize a downtown merchant’s association

Opportunities

- Lake Park offers a potential niche shopping experience that serves as an alternative to the suburban outlying shopping malls and strip centers.
- The Town and CRA are motivated to pursue redevelopment opportunities.
- The recent purchase of a problematic multi-family project by the Town will help address the perception of safety and could also be used for additional parking.
- The One Park Place project will set an example for future redevelopment and will bring additional residents into the downtown.
- Create a restaurant and entertainment focused retail district.
- Create a center for the arts, building on the presence of the dance school and the art supply store.
- The theater presents an opportunity to leverage the arts related uses. An arts co-op might also be considered.
- A community garden could occupy the site of the demolished Foresteria apartments until it is used for parking or other uses.

2. Sub-Area 2: Southwest/Bayberry Drive Residential Neighborhood

Sub-area 2 includes the residential area in the southwest portion of the original town. Most of the housing is multi-family, and much of it shows some sign of deterioration. Some units also show signs of overcrowding.

Just to the east of this area is the ballfield complex on Sixth Street. To the south is Silver Beach Road, which forms the boundary between the Town and Riviera Beach.



Problems

- A substantial number of multi-family housing units, many of which are in deteriorating condition.
- Overcrowding, particularly in multi-family units.

Needs

- Removal of blighting influences.
- Storm drainage improvements.
- Housing improvements.
- Acquisition and redevelopment of deteriorating housing units.
- Community recreation facility.

Opportunities

- Area is designated a “pocket of poverty” by Palm Beach County Department of Housing and Community Development and thus eligible for various assistance programs.
- CDBG funds and other County housing programs are available for neighborhood improvements.

3. Sub-Area 3: 10th Street/Old Dixie Commercial Corridors

The 10th Street Commercial Corridor extends the entire length of the CRA from Silver Beach Road on the south to Northern Drive on the north. The FEC railroad forms the western boundary and has a strong effect on the area. Most of the sub-area contains intensive commercial uses, mostly in small, individually developed structures. The parcel on the south side of Park Avenue houses a recently constructed fire station. The Town also owns the parcel just to the south of the fire station, which is being reserved for a possible Commuter rail transit stop.



Problems

- 10th Street frontage presents a poor visual image.
- Railway corridor limits the types of businesses that are attracted to the area.
- Proximity of multi-family complexes to the east has a negative spillover effect into the area.
- A number of vacant and underutilized properties.

Needs

- Larger development sites for retail, especially north of Park Avenue.
- Protect from further decline and blighting influences.
- Better code enforcement.
- The need to remove the blighting influences.
- Lack of parking and landscaping on the west side parcels.

Opportunities

- The new fire station provides a stabilizing influence and may encourage further redevelopment.
- Corridor gets good traffic flow and is easily accessed from Northlake Blvd. This should be one of the primary gateways into the Park Avenue downtown.
- Potential for the Commuter rail service to be extended along the corridor; Town already owns a tract reserved for a rail station.
- Recent changes to the Future Land Use Map on the east side of Tenth Street extend the commercial zoning into the multi-family uses.
- Recent streetscape improvements may encourage redevelopment.
- Several vacant properties could serve as a catalyst for redevelopment, particularly if they are enlarged.

- Objectionable signage will have to be removed in accordance with an existing ordinance that grandfathered it for a limited time.
- Refine the list of permitted uses.

4. Sub-Area 4: Northeast/Ninth Street Residential Neighborhood

Sub-area 4 is completely residential and serves as a transition between the commercial uses along the 10th Street corridor and the single-family neighborhood to the east. It contains some single family structures, but the majority of the housing is in multi-family structures. The latter are among the most problematic in the Town, consistently deteriorating, overcrowded, and reflecting a high incidence of crime.

There is one notable anomaly in the land use pattern. An alley runs parallel to 10th Street, separating the commercial uses fronting on 10th Street from the multi-family uses directly to the east. On one block, between Laurel and Kalmia Streets, the multi-family use extends all the way to 10th Street, and addresses the sidewalk with an unattractive privacy fence.



Problems

- Older multi-family complexes are in poor condition and are concentrations for criminal activity.
- Preponderance of renters rather than owners.
- Parking facilities are inadequate for the number of units.
- The one anomalous multi-family complex fronting on 10th Street presents an unattractive fence along the sidewalk.

Needs

- Protect properties from further decline.
- Remove blighting influences, primarily some of the multi-family complexes.
- Create better buffers between multi-family and single-family.

Opportunities

- Multi-family properties could be redeveloped and serve as a catalyst for revitalization of the area.

- Proximity to commercial areas lends itself to mixed use and better integration of housing and commercial.
- The eventual redevelopment of multi-family parcels would remove the anomalous fence along 10th Street.

5. Sub-Area 5: Old Dixie/FEC Railway Industrial/Commercial Corridor

Sub-area 5 lies along the western side of the FEC Railway and broadens out to the north to encompass the properties on both sides of Old Dixie Highway. Old Dixie continues northward to intersect with Northlake Boulevard and serves as a prominent and convenient route into the CRA. It is not a particularly attractive route into the CRA, however, as it is lined with older, deteriorating light industrial uses. There are several vacant parcels, located just to the north and south of the intersection of Park Avenue.



Problems

- Older, deteriorating industrial uses create visual blight.
- Conversion of warehouse uses into light industrial has exacerbated the lack of parking.
- Lack of drainage and deterioration of swales.
- Lack of sidewalks.
- Lack of signage standards.
- Presents a poor image, although it is one of the principal routes into the town center.

Needs

- Repair and maintenance, possibly selected redevelopment of some of the deteriorating light industrial properties.
- A vision for unified appearance, including signage standards and landscape enhancements.
- Utility and drainage enhancements to make the area more competitive.

Opportunities

- This should be an attractive entrance into the town center.
- Vacant properties are an opportunity for coordinated development.
- Good base of businesses to build upon. One possible focus would be for bio-science related businesses in support of the Scripps Center, located a few miles north.

6. Sub-Area 6: Newman Road Industrial/Commercial Area

Sub-area 6 includes the southwestern portion of the CRA, and is characterized by older light industrial uses. It is bounded on the west side by a vacant scrub land reserve owned by the MacArthur Foundation. While most of the uses are fairly intensive light industrial uses, many are using structures that were originally designed as warehouses. This has resulted in inadequate parking, with much of the parking spilling over into the public right-of-ways and on the swales. This area contains two areas of environmental pollution, one a contaminated site under the control of the EPA. The other is the “Thousands of Parts” auto salvage yard, which is a non-conforming use as well as a visual blight.



Problems

- Many structures are accommodating uses more intensive than that for which they were designed.
- A number of non-conforming uses may hinder further development.
- Infrastructure deficiencies include streets, sidewalks, and drainage swales, the latter being negatively impacted by overflow parking in the rights-of-way.

Needs

- A solution to the parking shortage.
- Review and amend existing codes to create incentives for redevelopment.

Opportunities

- Area may be ripe for redevelopment.
- Grant monies may be available for reclamation of brownfield sites.
- Proximity to the preserve land creates an opportunity for a complementary use once the junkyard site can be reclaimed and cleaned.

7. Sub-Area 7: Watertower/Gateway Industrial/Commercial Area

Sub-area 7 is located at the western end of the CRA and consists primarily of a planned light industrial and commercial district. Most of the buildings here are of relatively recent construction and in good condition. Vacant parcels exist to allow continued development of this type.

The area south of Watertower Road is well-provisioned with infrastructure, but some parcels north of Watertower are inhibited from development by lack of utilities as well as one platted street that has not yet been paved. This part of the sub-area is older and contains some non-conforming structures.



Problems

- Several warehouse structures were converted to more intensive uses and do not have adequate parking.
- Lack of infrastructure in the area north of Watertower Road.

Needs

- Revise development standards to permit existing development to be improved or redeveloped.
- Infrastructure improvements.

Opportunities

- There are still a number of vacant parcels available for development.
- Potential for Park Avenue to be extended westward will open up access to the southern portion of the sub-area.

B. Functional Needs of the Community Redevelopment Area

As opposed to specific needs identified within the various sub-areas of the Community Redevelopment Area, these "functional needs" are area-wide in scope and encompass some of the more serious problems which are prevalent throughout the area and contribute to the overall state of decline.

1. Removal of Slum and Blight

The Community Redevelopment Area contains a substantial number of blighted areas, deteriorated structures that are a menace to the health, safety or welfare of area residents. The existence of these blighted conditions contributes substantially to the spread of disease and crime, decrease the tax base and substantially impair or arrest sound growth. The major charge of the Community Redevelopment Agency is the removal of these conditions and to subsequently preserve and enhance the tax base of the Community Redevelopment Area.

2. Land Use Patterns

Lake Park is primarily a residential community. Land uses within the Town should be balanced so that the commercial, recreational and public service needs of all its residents can be conveniently provided within the community. The Community Redevelopment Area contains a concentration of the Town's poorer, less mobile population who are very dependent upon convenient commercial and recreational facilities within their neighborhood. In addition, redevelopment policies encourage downtown housing for professionals, retirees and employees in the downtown. These residents also need convenient commercial and recreational facilities within walking distance. Although some properties will be redeveloped and some removed for new development, some residents may be moved. The CRA will ensure that adequate facilities remain available to meet the needs of area residents when implementing its redevelopment programs and will ensure that residents who are relocated will find adequate replacement facilities.

While certain specific redevelopment opportunities will be explored, the general intent is not to displace businesses, but to strategically fill vacancies and re-tool occupancy as other tenants move voluntarily.

3. Economic Development

The Town's prosperity as a solvent governmental entity is dependent upon the generation of adequate tax revenues to meet the service needs of its residents. Projects that increase the overall marketability of the Town as a commercial, recreational and residential area will ultimately increase the tax base.

Slum and blight have a negative impact on the tax base of the Town and are self-propagating. Although there is often a tendency to focus on individual redevelopment projects at the expense of resolving underlying problems in order to set the stage for redevelopment, the existing and planned CRA projects and programs stress the importance of both. The success of this community redevelopment effort is largely dependent upon the economic vitality of the area. Through programs aimed at the elimination of slum and blighted conditions and improving the standard of living of its residents, the CRA hopes to provide the catalyst for the revitalization of the entire area. Additional projects aimed at increasing jobs, retail sales and other business activity in the area will complement the process and hopefully solve many of the underlying problems, which originally resulted in creating slum and blight.

4. Housing

In today's economic climate, a major problem for local government is the provision of sufficient affordable housing to meet the needs of its current and projected population. Furthermore, local government must introduce market rate housing into its downtowns in order to give the core economic support. For the most part, housing delivery systems are driven by the private sector, which depends upon certain local economic and market conditions, including the price of land, the availability of capital, cost of labor and materials, and demand for housing. Local government, particularly redevelopment agencies, can have an effect on the process through maintaining an adequate supply of buildable land and an adequate infrastructure to serve the future development. Local government in many cases must stimulate the housing delivery system by providing incentives and facilitation of the process or actually being a developer itself.

The role of the CRA in this process will be one of active participation. The area has an overabundance of sub-standard multi-family housing units, some of which will be targeted for redevelopment. Housing will be a component of the new development, although most of that is intended to be market rate housing. There could be a portion of units identified for affordable or workforce housing assistance, but this should be linked to certain development incentives such as a partial write-down of land costs.

5. Infrastructure

The provision of support infrastructure and community services will be the responsibility of the Town in most cases; however, the CRA can participate when needed and in association with specific redevelopment projects, such as the Park Avenue street beautification. On and off-site infrastructure improvements such as parking, roadway improvements, utility upgrades, and other improvements may be used by the CRA as incentives to secure private sector redevelopment.

6. Recreational Facilities

As with infrastructure, the Town, the County, and others will be responsible for the provision of recreational facilities for the residents except in cases where the CRA develops a specific program to develop facilities that encourage and enhance other programs such as affordable housing or downtown housing. The Town's recreational facilities are varied and play an important part of the economic development of the Redevelopment Area.

Although there are no Town recreational facilities within the CRA boundaries, the Sixth Street ballfield complex is adjacent to the multi-family development in the Bayberry Drive subdivision in the southeast portion of the CRA. Possible enhancements to this complex may involve property within the CRA. Also mentioned as a need was the creation of a Town Green, preferably to be located along the commercial area of Park Avenue.

7. Public Safety

Slum and blight conditions are frequently indicators of crime in an area. Deteriorating buildings, poorly lit streets, a lack of safe sidewalks, accumulations of trash and debris on vacant lots all contribute to conditions that encourage criminal activity. While the provision of police and fire/rescue services are functions of the Town, the activities of the CRA to eliminate blighting conditions will have a positive psychological effect. A sense of safety will also invite increased pedestrian activity and attract new development to the area.

Increased police presence and patrols are an effective means of enhancing public safety, but it can also be done more economically with electronic surveillance. When done visibly, this can also have a deterrent effect.

C. Market Conditions and Development Potential

The analysis of market conditions presented here is the result of a series of meetings with area property owners and others with knowledge of the market. A formal market study was not conducted.

1. Retail Market

The primary retail locations within the CRA are along Park Avenue and along 10th Street. The portion of 10th Street north of Park Avenue is more suited to traditional highway oriented retail uses than the south area, which is more suited to specialty businesses which have a secondary retail component. The 10th Street retail uses tend to be stand-alone establishments, which makes it difficult to achieve any synergy between uses. These tend to be drive-in and drive-out uses that operate more or less independently of their neighbors.

Park Avenue, on the other hand, has at least the potential to function as a traditional Main Street, with linear groupings of establishments that could promote some cross-use. The several arts related businesses may be something that could be built on. The principal obstacle to Park Avenue functioning as a pedestrian oriented Main Street is that most of the existing retail buildings are set back from the sidewalk, typically behind a parking lot.

One positive development is the new One Park Place project, the first phase of which is nearing completion. This project, located on the north side of the 800 block, is centrally located within the Park Avenue commercial zone and exhibits the kind of design that would support the pedestrian oriented main street concept. It features mixed use, with commercial space at the ground level and two stories of residential condo units above. Parking is located behind the building. The commercial bays are fairly shallow, only about 45 feet, but are well suited for the kind of small footprint tenants that would work best along the Avenue.

An inherent problem with new development is that the target rental rates will have to be considerably higher than the norm in the older buildings. Lease rates in the existing older buildings range from \$10 to \$15 per square foot per year, gross. This is very low by contemporary retail standards. These rates partly reflect the condition and quality of the buildings, but also the potential traffic. By comparison, retail space in an older strip center along Northlake Boulevard ranges between \$20 and \$30 gross. New space would be higher.

The commercial space in One Park Place will probably have to lease for somewhere around \$25 gross in order to make even a minimal return for the developer. Mixed use buildings have the ability to allocate return among uses, so that a strong residential market could help to support weaker commercial, but in today's environment, neither one will be very strong.

The retail environment in the CRA can be characterized by the following strengths and weaknesses:

Strengths

- Large market area. Although Lake Park itself is a small town, it exists among a continuously developed series of municipalities.

- Compact, unique shopping environment is an important asset for developing a critical mass of retail business in the downtown. The downtown has a walkable business district, recently renovated with sidewalks, lighting and landscaping.
- Several art and entertainment assets including the ballet school and the art supply store.

Weaknesses

- The amount of vacant space.
- Low traffic area. Without the critical mass of retail oriented businesses, there is not a great deal of pedestrian traffic to and through the downtown district.
- Coordinated parking is needed. Although there is not a current shortage, there would be if all buildings were occupied with successful businesses. In particular, a restaurant like the expanded Park Avenue BBQ & Grille (currently closed) has a significant parking demand.
- Proximity of multi-family complexes on Foresteria Drive contributes to a perception that the area is unsafe.
- Seasonal and inconsistent business hours. Some businesses close for the summer and others have inconsistent hours, leaving the consumer wondering when it is appropriate to shop.
- Conventional strip center design with parking in front of the buildings is unattractive.

Market Opportunities

- Untapped target customer markets. The Lake Park area serves a number of local sub-markets, which could be better targeted by downtown businesses to increase retail trade. These include year-round retirees, seasonal residents, and daily commuters to the area.
- Vacancies represent opportunities to influence the tenant mix downtown and to encourage retail businesses to locate in the prime retail spaces. Target tenant concentration to arts related uses, crafts retailers, and other unusual, one-off, and boutique retailers.
- The branding of Park Avenue is essential. It is the only traditional downtown in the north county and needs to capitalize on this status.
- Mixed-use, including residential, development will enhance the retailing in the downtown.

Threats

- Self-perception. Lake Park lacks a strong self-image. There is among some residents a strong perception of crime in the downtown area.
- Fear of change and the potential inability to adapt to market changes by current and prospective business owners, property owners, financial community and the average citizen.

2. Residential Market

The residential market in Lake Park has, until recently, been characteristic of a mature, but lower tier Florida market. The choices include a wide variety of single-family homes, here generally older and of a modest size, but sited on fairly ample lots. Multi-family units are either for-sale condominiums, usually on the waterfront (in this case, the Intracoastal Canal) or rental multi-family units ranging from duplexes up to large apartment complexes.

As noted in the demographic profile in Section II, over half of the housing units in Lake Park are multi-family units, with the majority of those occurring in complexes that have over 20 units. There is a higher than average percentage of renters and the household income is considerably lower than the county median. For these reasons, residential valuations are lower than average, even in relatively

stable and attractive neighborhoods. One local businessman noted that Lake Park was one of the few communities in South Florida where one could buy a decent house within a few blocks of the water for under \$300,000.

Indeed, a survey of current property listings confirms this observation. It is rare to see a single-family listing over \$300,000. The “better” properties are clustered in the \$180,000 to \$225,000 range, generally selling for between \$110 and \$140 per square foot. There are probably an equal number of listings in the \$120,000 to \$160,000 range, although these tend to be properties needing some work. One positive aspect of the single family market is the supply of good inexpensive housing stock for young families. Many of these homes have good architectural character and can be easily renovated and expanded into larger homes.

The condominium market primarily consists of units in waterfront buildings. The larger units here can command over \$300,000, although the more normal range is \$180,000 to \$250,000, this for a 2 bedroom unit in the range of 1200 square feet. This indicates a selling price of \$150 to \$200 per square foot, therefore stronger than the single family market.

Condominium units away from the water are relatively rare in Lake Park. There are a handful of older properties, and some of these can sell for less than \$100,000. The new units at One Park Place represent a new typology for Lake Park, and it will be very revealing to see how this project does as it completes its first phase of construction. These are upper floor units located above ground floor retail space fronting on Park Avenue. This mixed use, Main Street typology has done well in other redevelopment areas in Palm Beach County, such as Atlantic Avenue in Delray Beach, Mizner Park in Boca Raton, and City Place in West Palm Beach. This kind of unit appeals to those looking for a more active, urban lifestyle, within walking distance of restaurants and retail, and not requiring a lot of maintenance or yardwork. The target market is usually young professionals and older “empty nest” couples.



While this is an affluent and growing cohort of the population nationwide, it remains to be seen if Lake Park can capitalize on this trend. It generally requires an active and vibrant town center environment, which Lake Park could potentially achieve, but it remains a potential at this point. This makes the One Park Place project something of a pioneer, although such pioneers will be essential to building momentum for downtown redevelopment. At this point, the project clearly faces some challenges. Most of the units are still unsold, and they may also be rented, or rented to own. This is generally a sign of a weak market, as the preference is to sell. The listed sale prices range from \$180,000 to \$260,000, a sale price of around \$185 per square foot. The project web site recently

began advertising units starting at \$141,500, which, for the smallest unit, would be a sales price of \$146 per square foot. At that price, there is little, if any, profit in the project.

It must be noted that this is an extremely difficult time to sell residential real estate in most areas of Florida. The strong property value increases that began in 2000 peaked in 2006, and have begun to correct significantly. The boom times led to a substantial oversupply of construction, and it will take years to absorb the excess. This will not be made any easier by the current tight credit markets that have seen the end of the low and no down payment terms and adjustable teaser rates. Buying a residence nowadays requires both a sizable down payment and excellent credit, and there is plenty of supply to choose from with prices getting lower by the day. It is anticipated (perhaps hoped) that the credit markets can be moderated relatively soon, but the weakness in the residential market will likely take a few years to recover.

3. Commercial and Light Industrial Market

All of the CRA that is west of the FEC Railway is zoned either C4 or CLIC. Either of these districts allows for a wide range of commercial uses, with the CLIC being more permissive for uses such as light manufacturing, freight handling, laboratories, and vehicle sales. The quality of the building stock varies from older warehouses converted to more intensive uses, to newer buildings in a campus-like environment. The latter is more prevalent in the northern and western portions, where there are still a number of vacant sites available.

This market has been steady, and has not experienced the sharp downturn of the residential market. Nevertheless, it will be affected by any downturn in the local economy. The relatively small facilities and sites available within the CRA will be somewhat at a disadvantage to the larger planned industrial park on the DeVosta property on Congress Avenue. There is an opportunity to redevelop some of the older properties in the south portion, but there will likely not be much demand for that until the available new and planned projects have been absorbed, which could take five to ten years. The good news is that this market segment has room to grow and will continue to provide a source of strength and tax increment for the CRA.

The light industrial areas are also well suited for the development of flex space. Uses such as wet labs would fit in well here, and take advantage of the proximity to the Scripps facility. Further study might be needed to determine the potential demand for flex space and to suggest potential incentives.

The demand for office space is related to the creation of new businesses as well as to the desire among existing businesses to move up to newer or better office space. Because of the recent demand for office space in the suburbs of Palm Beach County, a market for medium sized projects within the Community Redevelopment Area exists in the future, particularly when the market recognizes the advantages of being located in the downtown. An additional small market does exist within the Community Redevelopment Area for smaller professional office space to serve legal, medical, financial, real estate and related businesses. In large part this market is being met through use conversions of existing residential buildings.

Hotel uses could be a niche opportunity in Lake Park, particularly limited service hotels. The difficulty lies in finding a suitable site. The best locations would be at Federal Highway near Park Avenue, or along Northlake Boulevard. Unfortunately, neither location offers available properties of a sufficient size. Good size tracts are only available on Congress Avenue, but this is not the preferred location. In any case, none of the locations discussed lie within the CRA.

D. Regulatory Environment

The CRA area contains a cross section of many of the uses and zoning districts in the Town, ranging from single-family residential to light industrial. In general, the uses are distributed in an orderly fashion, reflecting the sound plan of the original Kelsey City. There are a few awkward and problematic adjacencies, primarily involving the multi-family residential, which are either insufficiently buffered against lower density residential, or contribute to a perception of the commercial areas as unsafe.

A review of the zoning regulations for the various districts in the CRA does not reveal any serious issues, at least not within the district regulations. These all seem to adhere to fairly conventional norms of development, with the exception of the Park Avenue Downtown District (PADD), which is specifically concerned with stylistic and esthetic considerations to promote a traditional, pedestrian oriented downtown Main Street environment. Some comments regarding specific provisions of the various district regulations follow:

- The R-2 district allows a broad range of residential uses, from single family houses on minimum 7,500 square foot lots, to multi-family units at a maximum density of about 16 units to the acre. These rules by themselves do not seem too unreasonable, but it is clear that many of the existing (and problematic) multi-family projects do not conform. Many clearly do not have enough parking, but parking will be discussed separately below.
- The distinctions between certain districts primarily have to do with permitted uses. C-2, for example, is more permissive than C-1, but has virtually the same regulations for lot size, setback, height, etc. The result is land allocation by use, rather than by form characteristics. Transitions between differing districts are handled by physical separation and by buffering, whether by landscaping or other means.
- The PADD, on the other hand, is primarily concerned with form and aesthetics. It is particularly detailed regarding architectural style, permitted materials, and signage standards.

The parking regulations have a disproportionate effect on land use, and are probably, by themselves, the cause of most of the non-conformities in the CRA. In general, the required parking is excessive, particularly if trying to foster a denser, pedestrian friendly, mixed use environment. Parking for residential uses seems reasonable, but it is doubtful that many of the older multi-family complexes can even come close to the requirements. Most retail commercial uses require 5 spaces per 1000 square feet of building area, which is a generous, suburban standard designed to ensure that there is enough parking for the Friday after Thanksgiving. Even most manufacturing and light industrial uses require 4 spaces per 1000 square feet, which is excessive.

It is not clear what the parking regulations are for the PADD. The code speaks to required loading areas, and requires a conditional use permit for parking lots of over 50 cars, but there does not appear to be a minimum parking requirement. This is not unusual for traditional downtowns that are trying to promote redevelopment, but parking will not take care of itself.

At present, there does not appear to be a parking problem along Park Avenue. However, the existing parking supply is limited and would not be adequate if all the available space was occupied and the existing businesses were doing the kind of business they should be doing to make the downtown a thriving and successful environment. Due to the fragmented property ownership pattern, it is not reasonable to burden each individual property with having to provide adequate parking; the parking strategy needs to be area-wide in scope, and should be planned and coordinated by a single agency.

The recent streetscape improvements on Park Avenue have uncovered another need with regard to parking. The suburban style parking in front of the strip buildings were intended to each have their own driveway access, which can lead to a proliferation of driveways when the block consists of several parcels. Many of these driveways were eliminated as part of the streetscape redesign in favor of consolidated access points, preferably off the side streets. This is consistent with promoting a more pedestrian friendly environment along Park, as well as with contemporary access management practices. As properties continue to redevelop incrementally, these access issues could be exacerbated. A cross access easement should be established for the entire Park Avenue frontage in the PADD in order to ensure that all parcels will have the ability to access a driveway.

Finally, the paving and provision of additional parking along the alleys means that many visitors will be accessing the buildings from the rear. Currently, few of the buildings make any accommodation for this; while most have a rear entrance, this is typically relegated to a service entrance. The architectural provisions of the PADD should be amended to emphasize the quality of the alley entrances. The existing CRA façade program should be expanded to allow for it to assist with improvements to the rear entrances as well.

E. Neighborhood Impacts of Redevelopment Efforts

The following section describes the potential impacts of redevelopment efforts on the residential neighborhoods of the Community Redevelopment Area. While neighborhood impacts have been considered for the specific redevelopment actions recommended in the Plan, it should be noted that many of these projects are in the early stages of planning. Therefore, some impacts resulting from their implementation may be determined at a later date, particularly as projects become more clearly defined.

1. Relocation of Displaced Residents and Businesses

Residential relocations are contemplated by this plan in connection with projects. While very limited relocations are anticipated, it is important to note that changing conditions and modifications to planned projects may result in some additional residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be submitted as a component of the project as part of the official action by the Board of Commissioners on the project.

It is also important to note that through the combined efforts of the CRA, the Town and private development, the area housing stock will be expanded and thereby provide opportunities for the relocation of residents elsewhere in the neighborhood.

To protect the residents and businesses within the Community Redevelopment Area, the CRA will formally adopt a relocation policy containing procedures for relocation. When required by redevelopment actions, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted CRA procedures. Expenses and financial assistance required by these procedures will become the responsibility of the CRA.

2. Traffic

Although redevelopment actions will inevitably increase overall traffic, the Community Redevelopment Area is blessed with an existing roadway network that services the entire Town. Additionally the Town and the CRA have made several improvements in the roadway network including lighting, beautification, landscaping, traffic calming and pedestrian walkway enhancement.

The westward extension of Park Avenue will enhance east-west traffic movement and provide additional development opportunities. It should be noted that continued development and redevelopment of the compact downtown core should also encourage alternate means of transportation, particularly where employment and housing are within walking distance of each other. A component of the redevelopment effort is the provision of housing units within the downtown area and in the neighborhoods and many of the residents of these new housing units will be able to walk or bicycle to shopping or to work.

The potential of commuter rail service to serve the area will also provide alternative transportation options. This project is currently under study, but has no definite timeframe. It could become a higher priority at any time, however, with the growing interest in fostering sustainable development patterns and consuming less oil. Lake Park is well positioned to take advantage of this, with property already owned and designated for the purpose. The property is large enough to be more than a mere station platform, but could incorporate a mixed use development as well as a park and ride facility. It has close proximity to the downtown, and is close to jobs and housing alike.

Although implementation of individual redevelopment projects may require improvements or modifications to the existing roadway network, these localized impact will be reviewed when specific project design are undertaken. It is also recommended that architectural and site-specific design solutions be considered to mitigate potential traffic and parking impacts of specific projects on adjacent residential neighborhoods.

3. Environmental Quality

The redevelopment actions proposed in the Plan are intended to improve the environmental quality within the Community Redevelopment Area. Several programs, such as the Loan Program and the Façade Program, allow residents and businesses in the area to make exterior improvements to their properties which they could not otherwise afford. It is expected that improvements associated with these programs will foster a new sense of community pride and spur additional revitalization efforts throughout the area, thus reducing slum and blighted conditions.

Streetscape and landscape improvements associated with many of the redevelopment projects will, when completed, upgrade the overall appearance of the area. Several projects, involving removal of existing uses, followed by full-scale redevelopment, will improve the appearance of several blocks within the downtown area.

4. Demand for Community Facilities and Services

Since the Community Redevelopment Area contains the oldest sections of the Town, it has the availability of a full range of community services and facilities usually associated with urban areas. However due to the age of these facilities, there is a potential problem with their conditions and obsolete design. Therefore implementation of individual redevelopment projects and streetscape beautification projects may require improvements or modifications to existing systems. In recent years the Town, County and School Board has expended considerable funds on infrastructure improvements and beautification efforts. Much of the funds are derived from bonds issued by their respective governmental units.

Recreational projects have been funded and will continue to be funded principally by the Town and the County. Recent projects include improvements to the marina and several parks. A new community center is also in the planning stages.

The CRA programs in this Plan will supplement those infrastructure projects of the Town and County, which it feels is important to fund in order to encourage private development in the area.

F. Consistency with the Town's Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan be consistent with the Town's Comprehensive Plan. In order to remain current in the fast-paced actions of the Town and CRA, the Community Redevelopment Plan will have to be amended when programs are changed or as new programs and projects that were not included in the original plan are proposed. To maintain consistency with the Town's Comprehensive Plan a two-tiered approach will be used during the amendment process.

The first step in the process is an administrative determination by the Town Manager, or designee, as to whether the proposed amendment is procedural/technical (e.g., changes to dates, amount of project funding, updating the program, etc.) or substantive (e.g., adoption of a new program). Under the former determination, the amendment would go directly to the Town Commission accompanied by a written staff "finding." Under the latter, the amendment would first be reviewed by the Planning and Zoning Board (LPA) for determination of consistency with the Town Comprehensive Plan and then forwarded to the Town Commission with recommendations.

Since amendments to the Town's Comprehensive Plan require a time consuming process and are allowed only twice a year except in cases of emergency, the Community Redevelopment Plan may not at all times be completely assimilated into the Comprehensive Plan. Those portions of the CRA Plan and subsequent amendments that involve only the resources of the CRA will not be included with the Town's Comprehensive Plan. However, whenever significant Town participation is part of a CRA project and participation has not been addressed in the Comprehensive Plan, it may be necessary to process a Comprehensive Plan Amendment prior to action by the Town. Generally it will be necessary to amend the Comprehensive Plan in order to accommodate the following.

- Those portions of the CRA Plan which would otherwise be in conflict or inconsistent with the Comprehensive Plan as it is now written;
- To provide Town financing, or financial assistance, to projects identified in the CRA Plan which are not already in the Comprehensive Plan; and
- To reassess and modify existing policies in the Land Use Element that call for joint CRA/Town participation.

V. PART FIVE – THE REDEVELOPMENT PROGRAM

A. Community Redevelopment Agency Projects and Programs

The projects and programs of the Community Redevelopment Agency are designed to solve underlying problems which have a blighting influence on the Community Redevelopment Area, satisfy basic needs of the populace or take advantage of opportunities for economic, social or aesthetic improvement. Overall redevelopment strategies of both the CRA and the Town are embodied within these projects and programs undertaken by the CRA.

The following sections provide a detailed description of all current and proposed projects and programs for which funding is provided or will be provided, by the Community Redevelopment Agency. For organizational purposes, these projects and programs have been divided into three groups: Group "1": Planning; Group "2": Redevelopment; and Group "3": Community Improvement. This organizational structure is not; however meant to be mutually exclusive, since many projects contain components that fit into more than one category.

B. Programs of Regulatory Action

1. Group "1": Planning

1.1: "Community Redevelopment Area Planning"

Background

The Town of Lake Park and the CRA together with other organizations, businesses and individuals have completed studies in the redevelopment area. Studies have included design guidelines, marketing of the CRA area, and others. This general planning program discussed below intends to provide the framework for future studies and evaluations of specific issues in the CRA Redevelopment Area. The CRA can be subdivided into several distinctly different areas, including the Park Avenue downtown, 10th Street commercial, the industrial areas, the single family residential areas and the multi family areas.

Project Objectives

- Update the CRA Redevelopment Plan as necessary to incorporate new information and changed conditions
- Provide Sub-Area plans as necessary to incorporate new information or changed conditions
- Continue the planning process to improve long range strategies
- Support the Town's planning efforts
- Provide a basis for new ideas and research for grants
- Identify new issues which may arise which meet the objectives of the CRA
- Encourage both workforce housing and market rate housing in the district
- Study the opportunities for the creation of public open spaces
- Encourage the construction of parking, both public and private, to meet the current and future demand
- Promote historic preservation
- Increase employment and business opportunities in the area
- Improve street appearance by beautification

- Study the expansion of the CRA particularly in the industrial area and the areas where public open space are needed

Project Description

- Study the parking needs, issues, and requirements in each sub-area, including retaining parking consultants
- Study the feasibility of creating parking assessment districts to improve the parking in a specific area
- Plan for a Community Center within the CRA
- Evaluate automobile and pedestrian traffic patterns and make recommendations for improving roadways and walkways, including the extension of Park Avenue westward
- Provide support to the Town for a historic building survey in the Redevelopment Area
- Create a program for encouraging the preservation of historic structures, including utilizing adaptive reuse
- Study building codes, zoning regulations and land development regulations in order to improve the redevelopment process and implementation
- Create design guidelines in sub-areas, particularly Park Avenue or neighborhoods in order to encourage quality development
- Identify important structures and properties for acquisition and redevelopment
- Study the feasibility of establishing assessment districts or business improvement districts with the CRA Redevelopment Area in order to accelerate improvements
- Evaluate brownfields, junk yards, mobile home parks and other underutilized uses for reuse and redevelopment
- Review long-range infrastructure needs and identify infrastructure requirements which will be needed to accommodate the ultimate level of development intensity
- Increase housing opportunities, both workforce home ownership and market rate housing in the neighborhoods and in the downtown
- Encourage minority business development
- Study and plan all issues which relate to meeting the objectives of the CRA. In particular, the expansion of the CRA should be studied, especially northward to Northlake Boulevard, southeastward to include the ballfields and additional multi-family areas, and southwestward to include the scrubland preserve.

Project Participants and Administration

- The Community Redevelopment Agency and the Town of Lake Park will administer the planning. The Town will provide the staff support for planning services.
- Other participants in the program may include, but are not limited to, the County, Treasure Coast Planning Council, the local Chamber of Commerce, Lake Park business association, the merchants of Park Avenue and 10th Street, the industrial park business association, home owner associations, businesses, citizens and elected officials

Funding Sources

- The CRA, the Town, the County and others, as appropriate, will provide funding for staff support and professional consultants

Project Schedule

- The Design Study was completed in 2006.
- Completion and adoption of the CRA Plan in FY 1996 and a revision in 2009. Future revisions will occur as needed.
- Update on downtown parking needs will be scheduled for FY 2010
- Revised public park plan will be scheduled for FY 2010
- Future revisions to the CRA Plan will be made as required and planning for specific issues will be made as required.

1.2: “Comprehensive Plan Amendments”

The Town will endeavor to amend its comprehensive plan to reflect the new CRA Redevelopment Plan.

1.3: “Amendments to the Land Development Regulations”

Project Objective

The Town will endeavor to amend its Land Development Regulations to reflect the new CRA Redevelopment Plan.

Project Description

Specific provisions to be addressed include:

- Providing for cross access easements for commercial properties fronting on Park Avenue, so that they may share driveways off the side streets and eliminate the need for multiple driveway cuts along Park Avenue.
- Encourage commercial buildings on Park Avenue to enhance and improve the rear entrances to be more inviting and accessible from the rear and alley parking areas, as well as “pass throughs” or passages
- Allow for street vendors and outdoor cafes along Park Avenue.
- Encourage arts related uses along Park Avenue and in the warehouse districts. This could include relaxing certain use regulations as well as allowing for larger and more active signage for arts related uses.
- Redefine industrial areas and the industrial zoning districts. Review permitted uses for artists and galleries.

2. Group “2”: Redevelopment

2.1: “Workforce Housing”

Background

The Town and the CRA have a goal of improving its housing stock both multi-family and single family. The multi-family is highly deteriorated and represents severe slum and blight. It is necessary to encourage mixed use where appropriate, home ownership where appropriate, densities where appropriate and to eliminate the slum and blighted conditions. Workforce housing would be important since the surrounding area is a large employment base in industrial, commercial and

professional services. Lake Park is launching its industrial area as a location for the bio-science industry. Workforce housing will be a logical extension of the industrial expansion in order to provide a workforce for the emerging industry.

In addition the stable single family neighborhoods are ideal candidates for rehabilitation and expansion into larger homes and therefore represent a pool of underutilized housing resources for the Town. The CRA area has many positive attributes including historic structures and affordable homes. It currently works with Palm Beach County for loans and grants for workforce housing. In addition as mixed-use development is encouraged along Park Avenue and Foresteria, a portion of the new housing stock could be workforce housing, particularly those households whose income range from 80% to 120% of the county's median household income.

The overall objective is to invigorate the neighborhood with new homebuyers and establish the area as a viable home ownership community.

Project Objectives

- Provide decent housing for residents who are of moderate-income level.
- Stabilize and preserve the neighborhoods through redevelopment and the elimination of slum and blight.
- Encourage fee simple home ownership.
- Reduce the number of multi-family structures in the neighborhood.

Project Description

- The target area for establishing workforce housing is generally the area described in the earlier part of the plan as the Neighborhood Sub-Area. However all of the CRA must be considered a target area.
- The details of the program may be set forth in program guidelines adopted by the CRA. Components of the program may include, but are not limited to the following:
 - Home Buyer Assistance with direct loans and grants to provide funding for downpayment, impact fees, utility connection fees and other associated costs for new and rehabilitated housing. Subsidies may be secured by CRA soft junior mortgages when desired by the CRA.
 - Credit Enhancement for Builders through loan guarantees for a portion of construction loans for speculative homes.
 - Permanent Loan Assistance with interest subsidies or direct low interest loans
 - Homebuyer's marketing program.
 - Referral of prospective homebuyers to other agencies, which provide education on home ownership and credit repair.
 - Architectural and engineering design assistance to builders, homebuyers, and non-profits at minimal cost.
 - CRA acquisition of vacant residential lots and residences for resale and development or redevelopment.
 - Apply for grants and other aid to enhance the program including economic development, beautification projects and administration.
 - Support local homeowner's associations with housing redevelopment.
 - Provide grants to homebuyers converting multi-family structures to single-family home ownership.

- Provide grants to homebuyers and builders for payment of utility connection fees and impact fees.
- Provide additional incentives for all employees of the Town who purchase structures for single-family or condominium home ownership.
- Provide additional incentives for bio-tech employees of the Town who purchase structures for single-family or condominium home ownership.
- Provide additional incentives to historic structures.
- The CRA may also provide the above services as part of a joint program between other public and private sector participants.
- To supplement the program, the CRA may assist the County's Sheriff's Department to improve security in the area through the purchase and rehabilitation or construction of a downtown storefront for use as a police substation. When the substation becomes unnecessary, it will be recycled as commercial space.
- The CRA may also provide, on a temporary basis, vacant lots leased to the Town or neighborhood associations for use as community gardens, open space, or neighborhood parks.
- Provide architectural and engineering design for sample workforce housing structures, including the issuance of design guidelines.

Project Participants and Administration

- Participants may include, but are not limited to, the CRA, private developers/homebuilders, non-profit housing sponsors, homebuyers, lending institutions, the Town, the County and other foundations, the State of Florida Housing Finance Agency, and public/private sponsors.
- The roles and the various participants will be set forth in the program guidelines adopted by the CRA and Town.

Funding Sources

- Funding of the program elements, for which the CRA is responsible, will be provided by the CRA.
- Other potential funding sources include, but are not limited to, Local, State and Federal Governmental grants, and private contributions.

Project Schedule

- Program has been ongoing and will continue to be implemented in 2009.

2.2: "Downtown Mixed-Use Redevelopment –Park Avenue"

Background

The CRA and the Town has acquired several parcels of land in the downtown for the purpose of providing a site redevelopment and to provide public parking. With respect to the Park Avenue site at the corner of 8th Street, the CRA sold the site to a developer who in turn combined the site with an adjacent tract to construct a three story mixed-use development. The project called One Park Place contains approximately 30,000 square feet of retail on the ground floor and 44 condominiums. The first building will be completed by the beginning of 2009 and the second building is scheduled at a later at a time when the market conditions improve for condominiums.

The CRA recently purchased a multi-family project located on Foresteria Street between 7th and 8th Streets for the purpose of providing in the future public parking for businesses fronting on Park Avenue. Consideration will be given in the future for the redevelopment of Park Avenue into a mixed-use, combining the frontage on Park Avenue and the rear alley. Parking would be provided on the Foresteria properties.

Project Objectives

- Assemble a site large enough for a mixed use scale project.
- Provide economic stimulation and investment in the downtown and commercial corridors.
- Improve marketability and demand of the retail core.
- Increase nighttime activity in the downtown.
- Provide housing opportunities in the downtown area.
- Provide a complementary use to the proposed Village Green.
- Provide more parking in the downtown area.
- Create jobs in the downtown area.

Project Description

- Development of a mixed-use redevelopment projects by the private sector.
- The CRA may offer incentives to attract major tenant(s) and developers including but not limited to financial assistance for parking, architectural and engineering design, off-site infrastructure, payment of utility and impact fees, and other development costs. Refer to other incentive programs in the Plan for a more detailed description of potential incentives.
- The first phase of these programs is being executed along Park Avenue.
- A future phase of these programs may include but not be limited to the solicitation of RFP's from private developers, selection of project developers, design projects, project economic feasibility studies, advertisement for disposition of property to be acquired by the CRA for the implementation and construction of the project.
- Other phases would include but not be limited to the implementation of project development, including the acquisition and disposition of property required for the project participation and the construction of the project and other matters.
- Other phases may include the expansion of existing structures along Park Avenue and Foresteria Street for retail, housing, and/or office onto additional properties lying within the a project area, the providing of additional structure or surface parking, as well as additional infrastructure as required. Foresteria properties will likely be utilized as parking for the mixed use development front Park Avenue.

Project Participants and Administration

- The project will be administered and coordinated jointly by the CRA and the Town.
- Other participants may include, but are not limited to, the County, major tenant(s) or purchaser(s) and project developer(s).

Funding Sources

- The CRA, the Town and others, as appropriate, shall provide the funding for all phases.

Project Schedule

- The Town acquired a vacant property on Park Avenue in 1996 as part of the first phase and subsequently sold the parcel to a developer for a mixed-use development.
- The CRA acquired a slum and blighted property on Foresteria in 2008 in order to provide future public parking or a redevelopment site.
- Future phases shall commence upon the determination of feasibility for proceeding.

2.3: “Downtown Arts and Antiques District”

Background

The CRA and the Town have determined that that its downtown and the community as a whole should be an arts magnet for its residents and surrounding neighbors in the County and State. The creation of an arts and antiques district is less a geographical determination but rather a business plan and marketing plan. The District would include all the performing and visual arts and culinary arts which include dance, signing, theatre, music, painting, sculpture, graphic design, cooking, pottery, and many other mediums; antiques would include genuine antiques including furniture, collectibles, folk art, paintings, books, sculptures and others. Consignment and second hand shops are not permitted. Lake Park has the beginning of an outstanding, albeit small, arts district with the award winning ballet school, a small theatre, a visual art store, art galleries, and other. The CRA wishes to “brand” the downtown as an arts district. It would attract residents from the County from north to south.

The program described below includes assisting the arts with marketing, subsidies, and education and training.

Project Objectives

- Provide economic stimulation and investment in the downtown and commercial corridors.
- Improve marketability and demand of the retail core.
- Encourage the use of upper floors for arts and antiques.
- Increase nighttime activity in the downtown.
- Provide a complementary use to the proposed Village Green.
- Provide more parking in the downtown area.
- Create jobs in the downtown area.
- Establish an artists’ cooperative.
- Attract new arts organizations in the surrounding counties.
- Attract new consumers to the downtown.
- Provide housing for artists.

Project Description

- Development of arts and antique related retail and educational facilities in the downtown, including but not limited to galleries, schools, performance halls, and other.
- Market Lake Park’s downtown as an arts and antiques district. Target galleries and antique shops as tenants along Park Avenue.
- Expend funds for events and advertising.
- Establish a revolving and permanent “art in public places” program.

- Extend the arts concept to the industrial areas where artists have need of larger spaces. Promote the establishment of an Arts Warehouse, which should include studio space, workshops, as well as an arts incubator.
- The CRA may offer incentives to attract major tenant(s), artists, and developers including but not limited to financial assistance for training, leasing, parking, architectural and engineering design, off-site infrastructure, payment of utility and impact fees, and other development costs. Refer to other incentive programs in the Plan.
- The first phase of these programs is being executed along Park Avenue where there exist several artistic facilities.
- Establish antique restoration services.
- Closing of any side streets off of Park Avenue or 10th Street, either temporarily or permanently, to increase open space and public parking and areas for outdoor exhibits and festivals.
- Other aspects of the program may include housing for artists and performers. The artists would receive a below market rental rate in housing owned by the CRA or private sector owners.
- A future phase of these programs may include but not be limited to the solicitation of RFP's from private developers, non profit organizations, selection of project developers, design projects, project economic feasibility studies, advertisement for disposition of property to be acquired by the CRA for the implementation and construction of an arts project.
- Other phases would include but not be limited to the implementation of project development, including the acquisition and disposition of property required for the project participation and the construction of the project and other matters.
- Other phases may include the expansion of existing facilities along Park Avenue for the arts.

Project Participants and Administration

- The project will be administered and coordinated jointly by the CRA and the Town.
- Other participants may include, but are not limited to, the County, major tenant(s) or purchaser(s) and project developer(s) and non profit arts organizations.

Funding Sources

- The CRA, the Town and others, as appropriate, shall provide the funding for all phases.

Project Schedule

- The CRA has already supported the arts in the past and will formalize the Arts' District concept in the future.

2.4: "Commercial Redevelopment-10th Street Corridor"

Background

The Town and CRA, as part of their long range strategy for redevelopment, wish to encourage private development on infill sites in the CRA Redevelopment Area. The CRA and Town have expended, as described in an earlier section of this Plan, great resources in improving the infrastructure and the appearance of particularly the northern section of 10th Street as part of their strategy. The private sector will be encouraged to invest their capital in response to the public investment that has been made in the last several years. Infill sites along 10th Street can be as small

as a single commercial lot to a combination of lots for larger retail projects. More desirable will be infill sites for mixed-use with office located on the upper floors above retail.

The CRA is contemplating the acquisition of multi-family apartments located in the rear of parcels fronting on 10th Street upon which a potential developer could utilize for a mixed use development.

Project Objectives

- Provide economic stimulation and private investment in the CRA.
- Assemble sites large enough for small, medium and large-scale projects.
- Improve marketability and demand of the retail along 10th Avenue.
- Provide additional neighborhood shopping opportunities and services for area residents.
- Increase nighttime activity in the commercial target areas.
- Encourage mixed-use, housing and office over retail.
- Eliminate blighting influences in the target area.
- Create jobs in the target area.

Project Description

- Development of commercial revitalization projects which may include new construction, rehabilitation and expansion of existing structures.
- Acquire blighted buildings for resale to commercial user.
- Acquire property for parking.
- The CRA may offer incentives to attract major tenant(s) including but not limited to financial assistance for parking, architectural design, off-site infrastructure, construction, payment of utility connection fees, impact fees and other development costs. Refer to other incentive programs in the Plan for a more detailed description of potential incentives.
- The CRA may offer incentives to encourage mixed-use projects including but not limited to financial assistance for parking, architectural design, off-site infrastructure and others. Refer to other incentive programs in the Plan for a more detailed description of potential incentives.
- The CRA and Town will study building, zoning and other land development regulations for infill buildings and make recommendations to the Town Commission for changes to the respective codes in order to encourage infill development.
- The CRA will acquire infill sites for the purpose of reselling to the private sector. The sites may require multiple acquisitions, demolition of structures, environmental clean-up, site planning analysis, market research and other investigation by the CRA in order to enhance the sale of sites.
- Review parking standards in the land development regulations and the PADD.

Project Participants and Administration

- The project will be administered and coordinated by the CRA along with the Town.
- Other participants may include, but are not limited to, the County, local business owners associations, the merchants, major tenant(s), purchasers and project developers.

Funding Sources

- With respect to public investments the CRA, the Town and others, as appropriate, will provide the funding for incentives, technical assistance, land acquisition and other.

- With respect to private investments funding sources for redevelopment will be provided by the developer, tenants, and property owners as appropriate.

Project Schedule

- Programs are ongoing and will continue to be implemented.

2.5: “Main Street Lake Park/Merchants Association”

Background

Lake Park is contemplating the creation of a “Main Street” organization which follow the principals and guidelines of the state and national main street program for the downtown. These strategies include creating design standards for the downtown, creating a viable organization to carry forward its programs, promote the downtown through advertising and promotion and be a major catalyst along with the Town, CRA and other organizations in restructuring the economics of the downtown. A Main Street organization could be very effective way to energize the downtown and attract new businesses. Although a Main Street organization is strongly devoted to historic preservation as a tool for economic revitalization and most of the historic structures on Park Avenue have been demolished (largely by the 1928 hurricane and the exuberance for “modern” shopping centers), it still could serve to assist in revitalization and have an impact on the economics of the downtown. If a Main Street organization were created, it would need to be coordinated with a local merchant’s organization. In fact the local merchants association could be the Main Street organization. It is important to note that Park Avenue and 10th Street commercial could sustain its own association as a separate group from other larger groups such as the North County chamber of commerce organization.

Events are very important to a Main Street and Lake Park has traditionally had several successful events in the past featuring the arts. A Main Street organization would operate under a 501(c) (3), non-profit corporation and this CRA program would be to support, including funding the programs of Main Street program.

In the event that a Main Street program is not forthcoming, an alternative approach would be to support an existing merchants association whose direction may be similar to that of an official Main Street organization. The CRA intends to fund the position of an economic development director and it is this position that would assist the merchants association, particularly with events and marketing.

Project Objectives

- Physical and economic revitalization of the downtown
- Create a strong downtown which will influence revitalization efforts in the adjoining neighborhoods
- Enhance the pedestrian nature of downtown streets
- Enhance the security and cleanliness of the downtown commercial streets
- Assist in promoting downtown as a destination
- Recruit businesses to relocate in the downtown
- Market the unique qualities of downtown Lake Park

Project Description

- Support the creation of a Main Street organization and support the existing merchants association.
- Provide grants and loans for the marketing of the downtown including events, advertising, and other media.
- Support business recruitment for the downtown
- Provide grants and loans for downtown murals and art works at blank walls and other locations within public view
- Provide grants for security and clean up
- Assist in establishing a program of “Art in Public Places.”
- Provide matching grants and loans for redevelopment
- Provide incentives for businesses and property owners
- Provide façade improvement loans and grants.

Project Participants and Administration

- The CRA together with the local merchants association will administer and coordinate the program initially.
- The CRA may participate through the utilization of its unique powers and financial resources as appropriate for selected elements of the Program.
- Other participants may include, but are not limited to, the Town, the Chamber of Commerce, merchants association and other property owners.

Funding Sources

- Funding of the program elements, for which Main Street organization or the local merchants association is responsible, will be provided by these organizations.
- Funding of the program elements, for which the CRA and/or the Town are responsible, will be provided by the CRA and the Town.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, members, businesses and private contributions.

Project Schedule

- The local merchants association has been functioning for many years.
- A new phase will be considered including assisting the local merchants association and the creation of a Main Street organization over the next two to five years.

2.6: “Downtown Improvement Program”

Background

The downtown core has been in the midst of a major revitalization effort for several years. The numerous street beautification improvement projects have contributed to the overall charm and appeal of the area for the pedestrian shopper. Other projects and programs contained within this CRA Plan or the Town's Comprehensive Plan are geared to stimulate additional investment in the downtown. This program is designed to build upon previous efforts and set the stage for future initiatives to improve the downtown core as a center of business and social activity.

Project Objectives

- Provide economic stimulation and increase investment in the downtown core.
- Increase nighttime activity.
- Improve visual appearance of existing structures and pedestrian accesses to parking areas.
- Strengthen the relationship between parking areas and destinations for downtown workers and visitors.
- Improve perceptions of nighttime safety and security for downtown visitors.

Project Description

- Establish a downtown sign program, including regulations, and design guidelines.
- Continue the improvement of streets, alleys, and other rights of way improvements.
- Establish a sidewalk vendors program.
- Provide grants and loans for façade improvements to downtown properties.
- Establish a program for “art in public places.”
- Establish programs for the “Village Green.”
- Provide grants and loans to property owners to correct code deficiencies in existing structures.
- Provide financial assistance for the development of parking lots and structured parking, for public and private spaces.
- Establish a street banner and an area specific wayfinding program.
- Establish events and marketing programs.
- Provide architectural and planning assistance to private and public projects
- Provide for bicycle access, safety, and parking.

Project Participants and Administration

- The project will be administered and coordinated by the Town and the CRA jointly.
- Other participants may include, but are not limited to, the County, the local County Chamber of Commerce, the local downtown merchants association, downtown property owners, and new project tenants and developers.

Funding Sources

- Funding of the program elements, for which the CRA and/or the Town are responsible, will be provided by the CRA and the Town.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, businesses, and private contributions.

Project Schedule

- Parts of the program have been functioning since the inception of the CRA in 1996.
- All parts of the program will continue in 2009.

2.7: “Neighborhood Improvement Program”

Background

When the CRA was established in 1996, the residential neighborhoods east of the FEC railway included severely blighted multi-family properties as well as adjoining single family residences. However the majority of the single family residences in Lake Park were not included in the CRA. Today after 12 years, the situation remains the same. The multi-family has continued to deteriorate and the single family has seen little change. Very few additions have been made, although the single family does remain as an inexpensive choice for homebuyers compared to other communities to the north, Jupiter and Palm Beach Gardens. Residential at the time of the creation of the CRA were not thought of as the most important land use to revitalize but rather it was the traditional downtown commercial area. These neighborhoods are important in that they contain valuable consumers who must be attracted to the downtown to shop. These neighborhoods represent the first band of urban housing outside of the downtown and they should be preserved, revitalized and enhanced. The Town has established as one of its goals the revitalization of these neighborhoods. For this reason the CRA’s program will aid in the revitalization process.

Project Objectives

- Elimination of blighting influences.
- Physical and economic revitalization of the neighborhoods.
- Increase resident participation in the revitalization process.
- Promote historic preservation and maintain the historic character of the neighborhood.
- Encourage a mix of income groups in the residential areas.
- Provide sites for historic houses displaced by redevelopment.
- Improve the appearance of the area.
- Improve safety for residents and their guests.
- Improve visual appearance of existing structures.
- Improve the livability of the neighborhoods
- Promote home ownership

Project Description

- Establish a program with neighborhood associations for the associations to carry out the objectives of the program including acquisition of blighted property for redevelopment and neighborhood code enforcement.
- Acquire problem properties, rehabilitate and resell to homebuyers or to builders.
- Establish a maintenance and clean-up program to eliminate trash, unsightly structures, and other blighting influences.
- Establish added security for the neighborhoods with the sheriff’s department and neighborhood associations.
- Provide grants and loans for correcting code issues in single family residences.
- Acquire single family and multi-family structures for conversion to single-family home ownership.
- Provide tax abatements to homebuyers for rehabilitating blighted and/or historic residential structures for home ownership.
- Establish a special incentive program for Town employees to acquire residential structures in the neighborhoods for home ownership. The incentives include, but not limited to, low interest loans for acquisition and rehabilitation, grants and loans for conversion of multi-

family structures to single family, down payment assistance, and architectural, engineering and planning assistance.

- Provide incentives for employees of the Lake Park commercial and industrial areas for home ownership. The incentives include, but are not limited to, low interest loans for acquisition and rehabilitation, grants and loans for conversion of multi-family structures to single family, down payment assistance, and architectural, engineering and planning assistance.
- Provide home improvement grants for correcting code deficiencies.
- Provide architectural assistance for new construction and rehabilitation of existing structures.
- Provide architectural and engineering design for sample workforce and market rate housing structures, including the issuance of a design competition for obtaining architectural designs.

Project Participants and Administration

- The project will be administered and coordinated by the Town and the CRA jointly.
- Other participants may include, but are not limited to, the County, property owners associations, builders, residents, homebuyers, and lending institutions.

Funding Sources

- The CRA and the Town will provide funding of the program elements, for which the CRA and/or the Town are responsible.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, businesses, banks, builders, homebuyers, and private contributions.

Project Schedule

- The program will commence in 2010.

2.8: “Industrial Area Improvement Program”

Background

The Town of Lake Park industrial area rests in the part west of the FEC railroad. That which resides in the CRA Redevelopment Area is smaller in area and contains the older part of the industrial area. In many cities in South Florida older industrial areas are being replaced by residential and commercial uses. New industrial areas are being created in the suburbs. However the Lake Park industrial area is strategically located close to the interstate and Florida turnpike as well as close to two major rail lines. In fact Lake Park sits in the middle of a large market area for goods and services.

One characteristic of the Lake Park industrial area is that lots are small and some infrastructure lacking. Many of the older buildings lack adequate parking for employees and streets lack landscaping, lighting and drainage. The challenge of redevelopment is to improve the infrastructure, to aggregate small lots in order to construct larger, more modern facilities and to market the area as a sleeper location. The potential for redevelopment is great but over the years developers and users have overlooked it. There exists many opportunities for infill development and this program is designed to be a catalyst for redevelopment.

Project Objectives

- Provide economic stimulation and increase investment in the Area.
- Eliminate blighted conditions in the area.
- Improve the infrastructure in the area over time including but not limited to drainage improvements, lighting, parking, sidewalks, and landscaping.
- Acquire land over a long term in order to aggregate sites sufficiently large enough to encourage redevelopment.
- Provide programs, events, and projects, which attract new users to the area, highlighting the bio-tech industries.
- Improve visual appearance of existing structures and pedestrian access to parking areas.
- Investigate the creation of an industrial merchants' association to promote the area and to emphasize bio-tech industries.
- Recruit businesses to relocate in the area.
- Expedite the extension of Park Avenue from 10th Street to Congress Avenue.
- Clean up any Brownfield sites.

Project Description

- Provide grants and loans for building restoration.
- Provide grants and loans for parking facilities for commercial structures, which are in need of assistance.
- Review and recommend changes to the building codes, zoning codes and other land development regulations dealing with the renovation of existing structures.
- Provide architectural, engineering and planning assistance to the private and public sector for infill and redevelopment projects.
- Acquire properties and/or vacant land, which are underutilized and are ripe for redevelopment. The CRA may provide if required, incentives described in other programs in the Plan in order to encourage redevelopment and resell to the private or public sector for redevelopment.
- Participate in the extension of Park Avenue from 10th Street to Congress Avenue.
- Work with the Town on intensifying code enforcement.
- Provide grants and loans to property owners to correct code deficiencies.
- Provide financial assistance for infill development including parking lots and structured parking, for public and private spaces, demolition, environmental clean-up, architectural design, and other incentives outlined in other programs of the Plan.
- Support the Town and other agencies a master drainage design and implementation plan.
- Develop a master plan for the sub-area, including creating a data base.
- Work with County to provide Industrial Revenue Bonds for an important project.
- Initiate a brownfield study of the area and seek brownfield grant funds for remediation and redevelopment.
- Expand the CRA to include all of the industrial area north to Northlake. This would also allow for the approaches from Northlake to be treated in a comprehensive and consistent manner.
- Research and provide Brownfield cleanup. Utilize Brownfield grants for cleanup and redevelopment.
-

Project Participants and Administration

- The project will be administered and coordinated by the CRA together with the Town.
- Other participants may include, but are not limited to, the County, the Bioscience Advisory Board, the Chamber of Commerce, developers, residents, business tenants, lending institutions, and the state and federal government.

Funding Sources

- The CRA and the Town will provide funding of the program elements, for which the CRA and/or the Town are responsible, respectively.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, FDOT, businesses, banks, builders, homebuyers, foundations and private contributions.

Project Schedule

- Elements of the program such as the bioscience initiative have commenced and will continue.

3. Group “3”: Community Improvement Programs

3.1: “Small Business Development and Lending Program”

Background

The CRA and the Town has laid the groundwork through its public investment to attract private investment in the Redevelopment Area. In anticipation of the private investment cycle, the CRA believes that access to capital and technical expertise will be important for the future entrepreneurs. Therefore, this program has been created to assist particularly the smaller entrepreneur, even those that have little experience but wish to open a new business. It is considered by experienced building owners that one’s best prospects for vacant space can often be found at your own doorsteps. Some of the future tenants and developers of Lake Park will be those who reside in the community and have a stake at seeing it improve.

The intent of one part of this program is to develop a pool of money from one or more local banks, which could be used to provide loans to Community Redevelopment Area businesses for expansion and or the establishment of a new business. As an incentive and inducement the CRA may assist borrowers by buying down the interest rate that banks charge and effectively enable the lenders to make low interest loans. Other mechanisms may be employed to assist borrowers such as a direct equity grant along with a bank loan.

Project Objectives

- To enhance the physical appearance of the CRA District.
- To eliminate and prevent the spread of slum and blighted conditions.
- Create incentive for spin-off investment within the Area.
- Increase investment within current CRA projects.
- Stimulate new business activity.
- Educate the new entrepreneurs of the future.
- Attract new industry to the Area

Project Description

- Provide funds for a subsidized loan pool for businesses to make permanently fixed interior and exterior improvements; and, to landlords/building owners to make permanently fixed interior and exterior improvements in preparation for lease to business tenants or to make additions to their structures as part of a business expansion and new construction.
- The CRA Board will maintain Policy guidelines regarding loan limits, subsidy levels, project eligibility and list of qualified improvements; these guidelines may change over time as decided by the CRA.
- Matching grants to entrepreneurs for business development courses at an approved educational institution.
- Grants for training workforce particularly in order to attract a new industry to locate in the CRA Area.
- Support a mentoring program for entrepreneurs where established businesses provide a watch over a new business. Utilize the resources of SCORE, FAU Small Business Development Center and other agencies.
- Low interest loans for rehabilitation and new construction.
- Work with Palm Beach Community College, Florida Atlantic University (Small Business Development Center), Goodwill Industries and other educational agencies with a workforce training program to train residents of the CRA Area for jobs in the Town.

Project Participants and Administration

- The program will be administered and coordinated by the CRA together with the Town.
- Other participants include one or more financial lending institutions, loan applicants, and entrepreneurs, Palm Beach Community College, Florida Atlantic University, Scripps, Goodwill Industries, other private and public educational institutions and the Town of Lake Park.

Funding Sources

- The CRA will provide an initial allocation in their FY 2010 budget for a loan pool. Additional program allocations shall be determined annually during the budget process or at the discretion of the CRA on an as-needed basis to maintain a loan pool.
- Grants will be sought for training and education.

Project Schedule

- The Program will commence in 2010.

3.2: “Site and Building Development Assistance Program”

Background

In order to assist private sector redevelopment efforts, the CRA, through an annual allocation of funds, will provide assistance for site development on a case-by case basis for private development and redevelopment projects, including site design and engineering.

Project Objectives

- Encourage private redevelopment initiatives by providing assistance to overcome technical, administrative and economic obstacles to the site development of selected projects within the Community Redevelopment Area.
- Increase investment within current CRA projects.
- Provide economic stimulation and increase investment in the Area.

Project Description

- Use of the allocated funds for individual projects shall be solely at the discretion of the CRA may set from time to time a series of policies and guidelines for the program.
- Use of Loans, Grants and direct contracting of work by the CRA for site development purposes.
- Grants may be paid to the property owner in annual installments, equal to a percentage of the Tax Increment Revenue received by the CRA due to the increased assessment on the property where the structure has been relocated. The CRA Board will maintain Policy guidelines regarding grant limits, annual payment amounts (based on percentage of TIF revenue), and time frame over which grant is to be paid.
- Façade grants, including a building's structure, parking lot, utilities, landscaping and lighting.
- In order to assist larger redevelopment projects, the CRA may also provide the following:
 - grants to developers paid in annual installments, equal to a percentage of the Tax Increment Revenue received by the CRA due to the increased assessment on the property.
 - Credit enhancement to developers wherein the CRA pledges its full faith and credit to the developer's lender for payment of a portion of the loan. The enhancement may be a percentage of the loan amount or may be a pledge to provide adequate debt service coverage.
 - In order to qualify for either the grant or the credit enhancement, a redevelopment project must reinforce the overall CRA redevelopment effort. This may occur by creating jobs, providing bioscience employment, increasing surrounding property values, preserving a historical structure, providing a cultural amenity or by any other means approved by the CRA Board.
 - The CRA Board will maintain Policy guidelines regarding grant limits, annual payment amounts (based on percentage of TIF revenue), and time frame over which grant is to be paid.
 - The CRA Board will maintain Policy guidelines regarding credit enhancement including the amount, time limitations and other issues.
- Grant and Loan program for the improvement of commercial structures, particularly but not limited to Park Avenue.
- Grant and Loan program for signage on commercial structures, particularly but not limited to 10th Street.
- Provide architectural design fees to projects selected by the Board. The CRA Board will maintain policy guidelines regarding grant limits, annual payment amounts and time frame over which grant is to be paid.
- Provide a grant or perform directly for structural analysis, fire code deficiencies, handicap accessibility issues, and other building code issues and/or repair of items found in the analysis of existing buildings selected by the CRA.

- Provide parking and traffic analysis of selected projects and provide subsidies including financial assistance for construction and maintenance. Part of the criteria for selecting a project for assistance is the ability to jointly share the use of parking by the public on off-peak times.
- Provide grants and loans for utility relocation if the relocation is deemed critical to the economic feasibility of the project and if the relocation results in an enhanced site design.
- Provide grants and loans to businesses for the purpose of attracting the business to the CRA Area and for moving existing business because of expansion or because the moving results in attracting an additional business for the CRA Area.
- Provide water and sewer impact and connection fee assistance and County impact fees for selected projects.
- Provide environmental clean-up assistance for selected projects.

Project Participants and Administration

- The program is administered by the CRA together with the Town.
- Other participants may include, but are not limited to, the Town of Lake Park, property owners and project developers and investors.

Funding Sources

- The CRA will provide the funding for the program but may borrow funds from the Town as required and approved by the Town.
- Program allocations shall be determined annually during the budget process or at the discretion of the CRA.
- Utilize CDBG, Development Regions Grant funds and other programs grants received by the Town from the County, State and Federal governments.

Project Schedule

- Program will be implemented as determined by the CRA.

3.3: “Marketing and Community Activities Program”

Background

Since its creation in 1996, the Community Redevelopment Agency wishes to provide funding for a number of community events and projects.

Since the programs and projects of the CRA have a direct impact on the residents of the district, the CRA must consider the problems, needs and desires of the people in its project decision-making process. Therefore, it is important to maintain an open line of communication between the agency and the residents. Expenditures for community projects and events, which further the goals of the CRA, are necessary from time to time in order to maintain and promote the CRA's role in community redevelopment.

Program Objectives

- Maintain a positive and involved role within the community.
- Market the downtown to residents and to the surrounding regional market.

- Further the goals of the CRA through participation of community events.
- Attract consumers to the businesses of the downtown.
- Attract businesses to the area.
- Create new jobs for the Town.
- Assist in maintaining a high level of occupancy in the retail commercial buildings.

Program Description

- Promote and sponsor community events, projects and programs which will lead to stabilization and expansion of the economic environment within commercial, industrial and residential areas of the CRA.
- Design and implement new marketing tools for the CRA for the purpose of communicating with residents, consumers, the political community and the business community.
- Marketing tools include, but not limited to, branding, logo design, banners, newsletters, web site, advertising, and many other marketing tools.

Program Participants and Administration

- The project will be administered by the CRA together with the Town.
- Other participants may include, but are not limited to, merchants associations, Chamber of Commerce, community groups and organizations, public bodies and private not-for-profit corporations.

Funding Sources

- The CRA will provide the funding for the program.
- Program allocations shall be determined annually during the budget process or at the discretion of the CRA.

Program Schedule

- Program was implemented 2008

3.4: “Downtown Transit System”

Background

Lake Park is situated along an important transportation corridor. The FEC Railroad, established by Henry Flagler, built important infrastructure in the first decade of the 1900's. While freight is the predominant use of the lines, passenger service existed until the 1960's. A return to providing passenger service is an objective of this program. Lake Park has a potential passenger station location on the FEC on 10th Street, directly south of the County's fire station.

It is anticipated that development of a transit system would significantly bolster downtown revitalization efforts. The transit system may consist of a passenger train on the FEC line fed by County busses. Other connections to the passenger rail may be by trolley, walking, biking or other means. By establishing a direct link to downtown Lake Park, the rail station would greatly increase the accessibility of the downtown to the surrounding region. People could utilize the system for purposes of tourism, employment or shopping.

Program Objectives

- To improve mobility, intermodal connections and alternative modes of transportation.
- To respond to local transportation needs.
- To interface with the “Eastward Ho!” program objectives of the Governor’s Commission for a Sustainable South Florida.
- To provide more access to the downtown and 10th Street goods and services from the region.
- To transport employees to the area for industrial and commercial employment.
- Support the development of Amtrak on the FEC line.
- Increase market appeal of the downtown, both to visitors and to new businesses.
- Limit automobile traffic trips within the downtown.
- Provide additional transportation system for riders in order to facilitate employment opportunities.

Program Description

- The program shall be divided into two phases.
- Phase One shall include the following:
 - The CRA and others shall provide limited trolley service at special events, on a case-by-case basis at the discretion of the CRA Board. The CRA and others may provide, on a limited basis, a tram, which would be the precursor to a full-scale transit program.
 - The Town, County, South Florida Regional Transportation Authority or other appropriate transportation agency shall be the lead agency in development of the full-scale program. The CRA will work with the Town to develop this program. Additionally, the CRA will coordinate with the County transit.
 - The Town and other appropriated agencies will develop the Tri-Rail and Amtrak Station in the downtown.
- When it becomes feasible, Phase Two shall be implementation of a full-scale system.
- Other components of the Programs will be the use of land on the FEC corridor for redevelopment.

Program Participants and Administration

- Participants in the project may include, but are not limited to, the Town, CRA, the Chamber of Commerce, merchants’ associations, Palm Beach County, SFRTA, and State and Federal agencies.

Funding Sources

- Funding for operation of limited, special event trolleys shall be by the CRA, the Town, the County, Chamber of Commerce, merchants, and others as appropriate.
- Funding sources for a full-scale system shall be determined.

Program Schedule

- Phase One will begin in 2009 as part of special events.

- For Phase II, a transit plan will be designed, funded and implemented as the regional partners determine its feasibility.

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3.5: “Business Development Program”

Background

Increasing economic activity within the Community Redevelopment Area is a major objective of the overall Community Redevelopment Program. Investments by the CRA which result in increased business opportunities have positive impacts on employment, the tax base, and the physical environment, all of which are positive steps toward the elimination of slum and blighted conditions. Many other CRA programs are aimed at increasing economic activity within the CRA district. The purpose of this "Business Development Program" is to provide a means to focus the effort. The primary goal of the program is to facilitate small business development within the Community Redevelopment Area. Types of businesses to be encouraged include artist studios, galleries, craft shops, apparel shops, specialty shops, restaurants, and other unique businesses which add vitality, attract visitors and help Lake Park to find its niche in the market.

The program will encourage and assist businesses by providing assistance during the crucial first year of operation or expansion. The program will provide additional benefits to the local economy by helping to eliminate some of the vacant commercial space within the area. This not only improves the overall appearance of the area, but also contributes toward the development of a critical mass of activity, whereby individual businesses draw additional customers for each other.

Program Objectives

- Provide economic stimulation to the area.
- Increase business opportunities.
- Increase employment opportunities.
- Decrease unoccupied commercial space within the area.
- Prevent the spread of slum and blighted conditions.

Program Description

- Provide business rental subsidies for the first year of multi-year leases.
- Although at the discretion of the CRA, generally the rental subsidy shall not be given when total rent, including subsidy exceeds the fair market rent for the area.
- Additional items toward which financial support may be given include, but are not limited to, security deposits, last month rental deposit, utility deposits, advertisement, signage, licenses, and legal assistance.
- The CRA Board shall maintain policy guidelines regarding types of assistance, funding limits and eligibility requirements.
- Although the CRA shall make its decision on a case-by-case basis, generally assistance shall not be given for uses which do not reinforce and further the redevelopment strategy and goals for the area in which they are located or are non-conforming with regards to the Town's Land Development Regulations.
- Provide small business loans at below market interest rates through a community-lending program.
 - This loan fund will be funded through grant monies obtained from Local, County, State and Federal Agencies, Private Foundations, Corporations and Individuals. The

CRA may enter into a local partnership with other governmental agencies, non-profits, including community development loan funds, and financial institutions.

- The CRA Board, together with any partnership organizations, if applicable, will maintain policy guidelines for the loan program including, but not limited to, loan limits, project eligibility and application requirements. These guidelines will apply to CRA funds.

Program Participants and Administration

- The program will be administered and coordinated by the CRA together with the Town.
- Other participants include Local, County, State and Federal Agencies, non-profits, private foundations, businesses and landlords.

Funding Sources

- Funding for the program will be by the CRA, the Town, the County, merchants' associations, Chamber of Commerce, and others as appropriate.

Program Schedule

- The full Program will commence in 2010.

#3.6: "Grant Administration Program"

Background

To facilitate additional investment within the Community Redevelopment Area, the CRA will assist the Town with administering grants, which complement the redevelopment efforts of the CRA and the goals of the Community Redevelopment Plan. It is anticipated that this additional investment within the CRA district will result in increased opportunities for residents and have positive impacts on employment, housing, the tax base, and the physical environment, all of which are positive steps toward the elimination of slum and blighted conditions.

Program Objectives

- Provide economic stimulation to the area.
- Increase business opportunities.
- Increase employment opportunities.
- Increase housing opportunities.
- Provide funds for infrastructure, programs, marketing, the arts and any other that stimulates the economy within the CRA.

Program Description

- The CRA may apply for, accept, and administer grants from Federal, State, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds for the planning and carrying out of redevelopment efforts in pursuit of the purposes of the Community Redevelopment Plan.
- The CRA may joint venture with the Town and the County for grants within its boundaries.

- The CRA will continue using the services of the Town’s grant writer and may use the services of an outside consultant.

Program Participants and Administration

- The program will be administered and coordinated by the CRA with the Town as a joint venture partner, as required.
- Other participants include, but are not limited to; Federal, State, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds, and organizations, businesses or individuals who may participate in the program to receive such grant funds.

Funding Sources

- Federal, State, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds.

Program Schedule

- The Program has been ongoing for many years and will continue.

3.7: “Public Space and Public Property Improvement Program”

Background

The Town has paid close attention to the detail of public space in all of its public works projects over the last ten years, particularly the Town Hall and Park Avenue. The Town and the CRA as a partner wish to continue to encourage the development of public open space. This program is designed to enhance the public spaces created on public property but also is designed to encourage private developers to create public spaces on their projects as well. The public open space contemplated in the near future is the creation on Park Avenue of a “Village Green”. In addition the Town is focusing on an important facility in the residential neighborhood, the ballfield on 7th Street, known as Bert Bostrum Park.

Project Objectives

- Enlarge the public open space for residents of Lake Park
- Improve the quality of life for the residents.
- Provide recreation in open spaces.
- Provide more public space for events and activities.
- Provide improved public facilities for the residents.

Project Description

- Provide grants and loans for public space improvement on both public land and private land. These improvements may include but are not limited to design, parking, lighting, landscaping, signage, access road improvements, art in public spaces, utilities, restroom facilities, plazas, bicycle pathways, and park furniture.
- Provide funds for land acquisition and planning for public access the Village Green on Park Avenue and for Bert Bostrum Park expansion, including a Community Center.

- Provide funds for land acquisition, building acquisition, renovation, demolition, and planning for any community oriented project.
- Acquire and develop land for public open space for use as recreation, environmental preserves, and community gardens.
- Enhance communication within public spaces with signage, lighting, markers, and sound systems.
- Assist the Town in expanding open space in the CRA from existing facilities.
- Acquire and implement neighborhood gardens as small open space facilities.

Project Participants and Administration

- The project will be supported by the CRA but the Town will play the active part in the program.
- Other participants may include, but are not limited to, the County, Chamber of Commerce, merchants, developers, residents, retail and business tenants, lending institutions, and the state and federal government.

Funding Sources

- The CRA and the Town will provide funding of the program elements, for which the CRA and/or the Town are responsible, respectively.
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, FDOT, businesses, banks, builders, homebuyers, foundations and private contributions.

Project Schedule

- Elements of the program have already commenced with the improvements on Park Avenue.
- The Village Green concept will commence in accordance with availability of funding.
- The planning of other open space concepts will continue in 2009.

3.8: “Small Public Buildings Program”

Background

This program is a companion to the preceding program concerning public spaces and encourages the development by public and non-profit entities of small public buildings. Small public buildings can have for their size a great impact on a neighborhood or commercial area. Discussions have recently evolved concerning a proposed community building for the Town. The building could provide meeting space for residents and businesses in the area and a social setting for residents of all ages, particularly the elderly, who are always in need of a space to socialize. Tourists may also utilize the public buildings and the program could be beneficial to stimulate this part of Lake Park’s economy. The community center could encourage the arts, a theme very suitable for Lake Park.

Project Objectives

- Provide spaces for residents to conduct community business and spaces for social events and educational programs.
- Provide a venue for public open space
- Provide economic stimulation to the area.

- Increase business opportunities.
- Increase employment opportunities.

Project Description

- Acquire land or existing buildings for a community center or a tourist information center.
- Provide small public buildings in neighborhoods, including community centers, recreation centers for neighborhood parks, public exhibit space for art and community projects, and others that enhance the quality of life in the community.
- Fund and build the Park Avenue Village Green which may also include a building or musical and theatrical setting.

Project Participants and Administration

- The project will be supported by the CRA but the Town will play the active part in the program.
- Other participants may include, but are not limited to, Palm Beach County, Chamber of Commerce, merchants' associations, developers, residents, retail and business tenants, lending institutions, and the state and federal government.

Funding Sources

- The project will be supported by the CRA but the Town will play the active part in the program.
- Other participants may include, but are not limited to, Palm Beach County, Chamber of Commerce, developers, residents, retail and business tenants, lending institutions, and the state and federal government.
- Utilize CRA funds together with County funds including CDBG and Town funds.

Project Schedule

- The program will continue in 2009.

#3.9: "Community Policing Program"

Background

The CRA has determined that preventing and combating crime is a very important part of the redevelopment process and therefore wishes to fund community policing within the Redevelopment Area. Reducing crime will encourage private investment, the key to a successful redevelopment process.

Project Objectives

- Prevent and reduce crime within the Redevelopment Area.
- Improve police and community relationships.
- Forge community problem solving collaboration.
- Work closely with the School Board and Sheriff's Department in preventing crime within the local public schools within the Redevelopment Area.
- Work closely with code enforcement to stabilize the area.

- Create confidence in the private sector to make investments in the Redevelopments Area.
- Reinforce other redevelopment activities such as infrastructure improvements, beautification, code enforcement, street lighting, parking, pedestrian friendly sidewalks and many others.
- Stabilize the tax base.
- Eliminate the blighting influence of crime.

Project Description

- Work with the Sheriff's office to establish a community policing program which will include new police positions including police officers, crime prevention officers, school resource officers, crime prevention equipment and other administrative support.
- The initial phase of the program will be five years but based upon need and success, the program may be extended indefinitely.
- Fund equipment needs for the program including surveillance equipment and monitoring.
- Fund code enforcement as it relates to community policing.
- Fund landscaping and other infrastructure improvements as it relates to community policing and environmental design for public safety.
- Fund training and educational needs for the program.
- Use the program to attract other funding sources.
- Closing of streets for security purposes.
- Joint venture with other Town and County departments as well as state law enforcement agencies.

Project Participants

- The project will be supported by the CRA but the Town will play an active part in the program.
- Other participants may include, but not limited to, Palm Beach County, Weed and Seed Program, neighborhood associations, business associations, and state and federal government.

Funding Sources

- The program will be funded by the CRA but other entities may participate as needed such as the Town and Palm Beach County, and state and federal agencies and programs.

Project Schedule

- The program has been initiated in Fiscal Year 2009 and may include any expenses that may have occurred in Fiscal Year 2008 as part of the pre-program efforts. It is expected that the program will continue through 2012 or beyond at the discretion of the CRA Commission.

C. Sources of Redevelopment Funding and Financing

The following section provides a general review of potential sources of funding for redevelopment programs, and a description of the funding sources applicable to each of the improvements or projects identified in the plan. In general, a variety of financing options are presently available to the Community Redevelopment Agency and the Town of Lake Park. Among these are the following:

1. Tax Increment Revenues

Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act. This increment, which is determined annually, is equal to 95% of the difference between the amount of ad valorem taxes levied each year by each applicable taxing authority on taxable real property within the Community Redevelopment Area and the amount of ad valorem taxes that would have been produced by the current millage rates prior to establishment of the Redevelopment Trust Fund. Both of these amounts are exclusive of debt service millage of the taxing authorities.

The ability of the Community Redevelopment Agency to utilize this funding method requires two key actions:

- a. The establishment of a redevelopment trust fund as required by FS 163.387 as the repository for increment tax funds, and;*
- b. The provision, by ordinance of the Town, for the funding of the redevelopment trust fund for the duration of the Community Redevelopment Plan.*

2. Redevelopment Revenue Bonds

The provisions of F.S.163.385 allow the Town of Lake Park Community Redevelopment Agency to issue "Revenue Bonds" to finance redevelopment actions, with the security for such bonds being based on the "anticipated assessed valuation of the completed community redevelopment." In this way, the additional annual taxes generated within the Community Redevelopment Area, the "tax increment", is used to finance the long-term bond debt. Prior to the issuance of long-term revenue bonds, the Town or Community Redevelopment Agency may issue bond anticipation notes to provide up-front funding for redevelopment actions until sufficient tax increment funds are available to amortize a bond issue.

3. General Obligation Bonds

For the purposes of financing redevelopment actions, The Town of Lake Park may also issue General Obligation Bonds. These bonds are secured by debt service millage on the real property within the Town and must receive voter approval.

4. Industrial Revenue Bonds (IRB)

Industrial revenue bonds may be used to finance industrial, and some commercial projects. The primary emphasis on such projects is the creation of jobs, and as a consequence speculative ventures are not normally financed by this means. The County typically issues such bonds, with repayment pledged against the revenues of the private enterprise being funded. IRB's are tax exempt and consequently are typically 3 percentage points below prevailing interest rates. Such financing has been used effectively in Florida.

5. Special Assessment Districts

The Town of Lake Park could also establish special assessment districts, Municipal Benefit Units (MSBU), for the purpose of funding various neighborhood improvements within an area or for the construction of a particular project. Typically the assessment appears on the tax bill of each property

owner and it can be amortized over a short or long period of time, a decision that the Town would make. In addition the Town may consider charging interest on the assessment equal to or less than the cost of funds the Town is charged.

6. Florida Main Street Program

Florida Main Street is a technical assistance program of the Bureau of Historic Preservation, Division of Historical Resources, Florida Department of State, which encourages the revitalization of traditional, historic downtown and neighborhood commercial districts through a community-based comprehensive approach. Florida communities are eligible. Assistance available: Training, technical assistance and a network of participating communities, both statewide and national. A \$10,000 seed-money grant per designated community; dollars are reimbursed based on the same amount spent by the local program over the course of a year. This program is State funded. Applications are due the last Friday in July of each year. No match is required; the applicant must provide guaranteed one-year funding of a Main Street manager and program operating expenses (a multi-year commitment of funding is desired).

7. Community Development Block Grants (CDBG)

The Town of Lake Park may apply for CDBG funds from Palm Beach County's annual allocation under an Interlocal agreement. These CDBG monies are committed to demolition of substandard housing units, housing rehab assistance, and home ownership assistance within the County's target area, which includes a portion of the Community Redevelopment Area. In addition, funds may be used for street improvements, neighborhood revitalization projects, or any project the Town prioritizes within the guidelines established for the fund. (i.e. Public Services – must be new or substantially increased level of service, and CDBG funds may not replace local funding for a particular service; Public Facilities and Improvements - Acquisition, Demolition/Clearance, Rehabilitation, Historic Preservation; Special Activities by Community Based Development Organizations; and construction of housing under special circumstances.

8. CDBG Economic Set-Aside Funds

Economic development projects, Business development, and façade programs administered through the Office of Economic Development.

9. Local Initiatives Support Corporation (LISC)

LISC is a national non-profit development corporation whose purpose is to assist local housing and economic development initiatives. LISC provides expertise and funds, both loans and grants, for housing projects, mixed-use development, and other ventures that exhibit sustainable economic development potential.

10. Brownfields

Lake Park contains certain industrial areas that would qualify for local, state, and federal Brownfield grants. The County Brownfield program shares information about State and Federal programs with municipalities, community redevelopment associations, developers, and interested parties. This program is coordinated through the Palm Beach Planning Division; the program is patterned after the State **voluntary Brownfield program**. The Palm Beach County Brownfield contact is Maggie Smith: (561) 233-5300, msmith@co.palm-beach.fl.us.

Brownfields: The Redevelopment Challenge

The Treasure Coast Regional Planning Council seeks to facilitate the redevelopment of petroleum-contaminated Brownfield sites in the Treasure Coast Region through its Brownfield Site Assessment Assistance Program. A Brownfield is defined as an abandoned or underutilized property with an active redevelopment potential that is complicated by either real or perceived environmental contamination. Once a source of jobs and economic benefits to the community, these sites frequently lie abandoned for fear of the contamination and the liability it implies. Remediation and redevelopment of Brownfields reduces potential environmental hazards, encourages economic development, and efficiently uses existing infrastructure.

Brownfields Site Assessment Assistance

The Treasure Coast Brownfields Program, through its provision of Brownfields site assessment assistance to local governments, is designed to serve as a catalyst for redevelopment and revitalization in the targeted redevelopment areas of the Treasure Coast Region. TCRPC's Program provides a free environmental assessment service to local governments with qualifying petroleum-contaminated Brownfield sites.

Eligible Applicants

Any local government (city, village, town, county, redevelopment authority, community development agency, downtown development authority) is eligible to complete an application for Brownfield site assessment assistance. The program is available to municipalities, prospective purchasers, and parties who would not be found liable for any existing contamination at the property.

Priority Brownfield Sites

The Treasure Coast Brownfields Program primarily seeks to assist the redevelopment of "viable" Brownfield sites sponsored by local governments and other eligible applicants. TCRPC anticipates that the petroleum-contaminated Brownfield sites that local governments propose for assessment activities will be in previously designated redevelopment areas such as an Enterprise Zone or Community Redevelopment Area.

11. Historic Preservation Grants

The Department of State (Florida) offers several categories of grants for the restoration and renovation of historic structures. The grants are competitive and they are available to non-profit organizations and to government agencies such as a Community Redevelopment Agency. Also the Department offers planning grants for projects that are in the planning phase or pre-construction phase. Lake Park has been very successful in obtaining grants for historic preservation for its Town Hall.

12. Florida Recreation Development Assistance Program (FRDAP)

The annual State of Florida Recreation Assistance Program may be used for recreational land acquisition, park design, and park construction. Active park amenities are normally afforded a higher priority than passive parks. With a \$200,000 award limit, a project may be phased over several years. Grants over \$150,000 require a local match of 50%. Grants from \$50,000 to \$150,000 require a 25% match. Grants are available up to \$50,000 without a match. This organization may be a source for the Lake Park Community Center, the pocket park downtown, or elsewhere in the district.

13. Land and Water Conservation Fund Grant Program (LWCF)

The annual State of Florida Recreation Assistance Program may be used for recreational land acquisition, park design, and park construction. Active park amenities are normally afforded a higher priority than passive parks. This program also has a \$200,000 award limit; a project may be phased over several years. In addition, grants over \$150,000 require a local match of 50%. Grants from \$50,000 to \$150,000 require a 25% match. Grants are available up to \$50,000 without a match.

14. Lake Park Community Development Corporation (CDC)

The Lake Park CDC was formed in 2007 for the purpose of obtaining funds from foundations, corporations, charities, and other governmental entities to use for projects and programs in the community that would provide benefits that government was not in a position to pay for. Funding from this entity can be used as match, as leverage for other funding, or as sole source funding, depending on the program, project, or need.

The Board consists of two CRA Board members, one Town Commissioner, and the Town's Grants Writer. Funds can be used by the Town government, the CRA, and other non-profit entities actively providing services in the community. These contributions may provide opportunities for community participation with positive promotional benefits and can serve as local funds to leverage other, more traditional funding sources.

15. Business Loan Fund of the Palm Beaches (BLF)

The BLF was created for the purpose of loaning money to small and start-up businesses in Palm Beach County, and to encourage entrepreneurial activities. Generally the businesses cannot qualify for conventional loans through commercial banks. The loans offered through the loan fund are not for long periods of time and are not generally for large amounts of money. Typically the loan may be for as little as \$500 or as large as \$50,000. This source of funds would be attractive to small and start-up businesses located in the commercial district and industrial areas of Lake Park. The funds from the BLF can also be leveraged with SBA funding or for commercial loan participation.

16. Lake Worth Lagoon Grant Program

Projects that affect the quality of the water and habitat in the Lagoon can be funded through this program. In the case of projects that would benefit the CRA, industrial waste discharge, sewage disposal, stormwater runoff, and canal development might be considered. Since much of the development within the Lake Worth Lagoon watershed occurred prior to stormwater regulations, untreated stormwater (non-point source pollution) discharges directly to the lagoon, or one of major canals discharging to the lagoon, impacting water quality. Stormwater projects constructed under the grant program are required to be installed in developed areas that currently discharge untreated stormwater. These types of projects include wet and dry retention systems, pollution control devices, and swale construction which will reduce the quantity and improve the quality of stormwater runoff.

17. Maximum Daily Load (TMDL)

TMDL grants can be used to ameliorate the pollution and stormwater runoff into the Lake Worth Lagoon, an identified water basin of concern to the State and Federal Governments. Industrial waste discharge, sewage disposal, stormwater runoff, or non-point source pollution for any drainage basin that includes a portion of the CRA and discharges directly to the lagoon could be considered. These

projects would include wet and dry retention systems, pollution control devices, and swale construction which will reduce the quantity and improve the quality of stormwater runoff.

18. 319 Non-Source Point Pollution Grant

This grant program is administered through the US Department of Environmental Protection, and like the TMDL grants can be used to ameliorate the pollution and stormwater runoff into the Lake Worth Lagoon. In the case of projects that would benefit the CRA, industrial waste discharge, sewage disposal, stormwater runoff, or non-point source pollution discharges directly to the lagoon could be considered. These projects would include wet and dry retention systems, pollution control devices, and swale construction which will reduce the quantity and improve the quality of stormwater runoff.

19. Congestion Mitigation Air Quality (CMAQ) Grants

The CMAQ grants is a Department of Transportation grant program for improvements of State and Federal highways that have air quality issues. Typical improvements may include bicycle paths, paving improvements, traffic signal standards, and other improvements. The program is administered by the FDOT.

20. DOT Transportation Enhancement Grant

The DOT Enhancement Grant is a Department of Transportation grant program for enhancement of State and Federal highways and programs for highway safety and transit. Typical improvements may include bicycle paths, landscaping, pedestrian lighting paving improvements, traffic signal standards, and other aesthetic improvements. The Federal program is administered through FDOT and the local MPO. Each year the funding level is determined by FDOT and projects are awarded on a competitive basis. The Town of Lake Park has received a grant in the amount of \$330,500 for the beautification of Park Avenue stretching from 7th Street to Federal Highway. This program is available every year, but the funding does not become available for 3 years.

21. Keep America Beautiful Grant (KAB) and Keep Palm Beach County Beautiful (KPBCB)

The KAB grant is an annual landscaping program administered through the State Department of Agriculture. It has a \$200,000 limit and projects may be phased.

22. Palm Beach County Development Regions Grants

The programs was established through the economic development department of the County for the purpose of providing matching funds for projects in community redevelopment areas of the county. The program is currently suspended due to budgetary constraints.

23. Palm Beach County Weed and Seed Program

The County administers a federal program whose purpose is to improve distressed communities with high crime statistics and high poverty. This grant will pay for a coordinator's position for 3-5 years, brings in the local constabulary and community groups to "weed" out crime and "seed" neighborhood development efforts, pay for some programmatic activity. After the initial grant period, the County Criminal Justice Commission subsidizes the Coordinator's position.

24. Safe Neighborhoods Act - Chapter 163.502 FS

Neighborhood Improvement Districts created pursuant to the Act may request a planning grant from the state's Safe Neighborhood Trust Fund on a 100% matching basis. The District may also be authorized to levy an ad valorem tax of up to 2 mills annually on real and personal property.

25. Urban Mass Transit Administration (UMPTA) Grants

UMPTA grants can be used for construction of infrastructure in support of mass transit objectives. Some flexibility exists in the guideline for this grant program, for example UNPTA funds could be used to help construct a multi-story parking facility if the facility is part of a distribution plan for other means of mass transit, such as a rail system.

26. Economic Development Administration (EDA) of the U. S. Department of Commerce Grants

The EDA provides funds for economic development in communities. The grant usually requires a governmental sponsor and requires a match. It is a "bricks and mortar" type of grant, since it funds capital projects. The real estate must be secured in order to apply for the grant and matching funds must be appropriated.

27. Florida Community Trust (FCT) Fund Grant

The grant program was established for environmental, recreational, and open land acquisition. Ten percent of the grant proceeds are distributed from the Preservation 2000 program. Land acquisition can be for any land acquired for an approved purpose within 2 years, and can either be a direct purchase or reimbursement. Under no circumstances can the land be taken through eminent domain. This would be suitable for pocket parks, land for the community center, land for environmental trails, playgrounds, etc. Small communities with fewer than 10,000 in population are not required to provide a match for funds, there is a \$6,000,000 limit per year; projects can be phased; and if more than 10 parcels must be acquired to develop a project, or project phase, the grantee is required to provide all professional services. If fewer than 10 parcels, the FCT will provide all professional services to purchase the property – appraisals, legal services, etc.

28. Environmental Protection Agency (EPA)

EPA's Recreational Trails Program provides funding for the construction of nature trails, environmental trails, etc.

29. Land Sales/Leases

Acquisition of property and its preparation for development are powers available to the Community Redevelopment Agency under provisions of F.S. 163. The resale or leasing of such land to private developers can provide another source of income within the Community Redevelopment Area.

30. Borrowing from the Town of Lake Park

The CRA may from time to time need to borrow funds from the Town in order to start a new project with expectations of paying off the debt within a relatively short period of time. The CRA has recently borrowed funds from the Town to acquire the apartments on Foresteria and to fund alley improvements.

31. Direct Borrowing from Commercial Lenders

The CRA is also authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular project(s) funding requirements, the CRA may utilize both short and long-term borrowing. Although terms and conditions may have a direct bearing on use of a particular commercial lending institution, the CRA will generally attempt to attain the lowest available interest rate.

32. Other Potential Funding Sources

The list above is not meant to be exhaustive, but to identify known funding sources. Other potential sources include foundation grants, Small Business Administration loans, new market tax credits, and others.

VI. PART SIX – IMPLEMENTATION PLAN

A. General

The projects and programs of the Redevelopment Plan described in Section Five provide the authority for the agency to implement redevelopment. However, an implementation plan is required in order to systematically effect changes in the district. This Section of the Redevelopment Plan will provide a deliberate and specific set of prioritized actions, along with an accompanying financial analysis that will evaluate the cost and benefits of each over time.

Before discussing the specific actions, it is appropriate to review the overall performance of the CRA so far. After about 10 years in existence, the CRA is beginning to generate significant tax increment and has the ability to make some substantial improvements. Yet, as the financial analysis presented later in this section shows, the current annual increment of about \$1 million can quickly be allocated. Indeed, over half of this amount is dedicated to staff and administrative expenses. This is not meant to be critical; the level of effort is commensurate with what is necessary to adequately staff and address the needs within the CRA. This amount would not rise significantly even if TIF revenues were to double. While this will eventually happen through redevelopment and gradual increases in appraisal values (perhaps not in the immediate future, but in more normal times,) an expansion of the district's boundaries is another way of increasing the CRA's revenue base. Of course, any expansion has to be consistent with the intent and purpose of the CRA, and is subject to an appropriate Finding of Necessity.

As part of the analysis for the CRA, the consultants made a preliminary assessment of the feasibility of expanding the CRA boundaries. A map showing the existing boundaries as well as some potential expansion areas, is shown on Figure 6.1. The following areas of expansion were considered:

- To the northwest, primarily along Old Dixie Highway and Tenth Street, all the way up to Northlake Boulevard. This would include a significant amount of commercial and light industrial property with potential for both infill and redevelopment. This area is strategically located to be a targeted support area for the nearby Scripps Institute. But more importantly, this serves as the principal gateway to the downtown. One of the biggest challenges facing the downtown is that it is not on a major arterial. Adding this area to the CRA would allow a focus on developing this as a gateway into the downtown and also to concentrate on the redevelopment of the North Tenth Street and Old Dixie corridors into commercial uses more compatible with the downtown.
- To the east, taking in two more blocks of Park Avenue, the ballfield complex between Sixth and Seventh Streets, as well as a sizable area of housing, much of it multi-family housing of poor quality. This would expand the scope of the downtown and include the Town Hall and library in the CRA. It would also allow for CRA funds to be used for expansion and improvements to the ballfield complex, one of the largest recreational amenities in the Town. It would also allow for the housing programs to be applied to a larger pool of units in need of assistance and/or redevelopment.
- To the southwest, taking in the protected scrublands along Silver Beach Road. While this includes only a limited amount of developable property, it does allow for CRA funds to be used for recreational improvements to the scrubland preserve. Assuming that the adjacent junkyard (currently in the CRA) can be acquired, cleaned up, and returned to a higher use, the potential is for it to be used as a regional amenity such as a botanical garden or an ecological park. It would

allow for the leverage of a currently underused asset and add to the attractions offered by downtown Lake Park.

As previously mentioned, the expansion possibilities have been looked at in only a preliminary fashion. Based on that, there do seem to be some advantages that are worthy of further consideration. As the CRA reaches out further into the community, its interests become more concurrent with the Town's interests. A healthy downtown has to be the heart of a community, and the CRA so far has made some improvements to the downtown. Much remains to be done before it can be considered to be healthy, however. The implementation strategy for the existing CRA begins by focusing on the downtown, as will be discussed in the next section.



Figure 6.1. A map showing the existing boundaries as well as some potential expansion areas shown hatched.

B. Development Scenario for the Downtown Area

The key to the implementation strategy is to define a preferred redevelopment scenario for the Park Avenue downtown. By focusing the initial efforts of the CRA on a specific catalyst project designed to advance many objectives simultaneously, the Agency can build momentum for private redevelopment activity nearby. This Section will begin by describing this redevelopment scenario and then breaking it apart into a series of phased actions. Then, a list of other specific projects in other parts of the CRA are listed and prioritized. The financial analysis serves to phase the projects over time, i.e., as they can be afforded. Thus, the overall schedule could be compressed or stretched, depending on the momentum of redevelopment and the corresponding flow of funds.

While the eventual goals for long-term redevelopment are ambitious, it bears repeating that the current economic climate is challenging, to say the least. With property assessments declining, the CRA tax increment is likely to decline somewhat, perhaps for several more years. The plan assumes a baseline level of activities that can be maintained for the near term, but can be flexible as to when more ambitious projects are undertaken. The scenario outlined below has an assumed timeline, but this can be adjusted based on an ongoing re-evaluation of market conditions.

In order to test the goals of the community as a viable and credible development vision, a conjectural scenario was done for the downtown area of the CRA. This scenario assumes an advanced level of redevelopment along the lines of the desires expressed by many of the Town Commissioners as well as key property owners and other stakeholders. The area studied includes the Park Avenue Downtown District, as well as several blocks along 10th Street. The key features of the redevelopment scenario, depicted in Figure 6.2 include:

1. The incremental redevelopment of the existing strip centers along Park Avenue with mixed-use, multi-story buildings placed at or near the fronting sidewalks.
2. The consolidation and expansion of parking in the area behind the buildings, incorporating the alleys as well as some of the properties fronting on Foresteria Drive.
3. The introduction of new, transitional housing types such as townhomes fronting on Foresteria and buffering the residential areas from the parking and the commercial uses.
4. The redevelopment of the Humani apartments as part of a coordinated redevelopment at the intersection of Park Avenue and 10th Street designed to create a signature focal point for the Town center.
5. The introduction of a Town Green, centrally located as part of the town center development.
6. A consolidated, area-wide parking approach that includes a parking structure (located as part of the afore-mentioned town center development), surface parking lots behind the Park Avenue buildings, and on-street parking along Park Avenue.
7. A gateway feature at the west end of Park Avenue, located at the 10th Street intersection. This feature has the appearance of a roundabout, but since space is limited, it still operates as a signalized intersection, with traffic deflecting around the island.

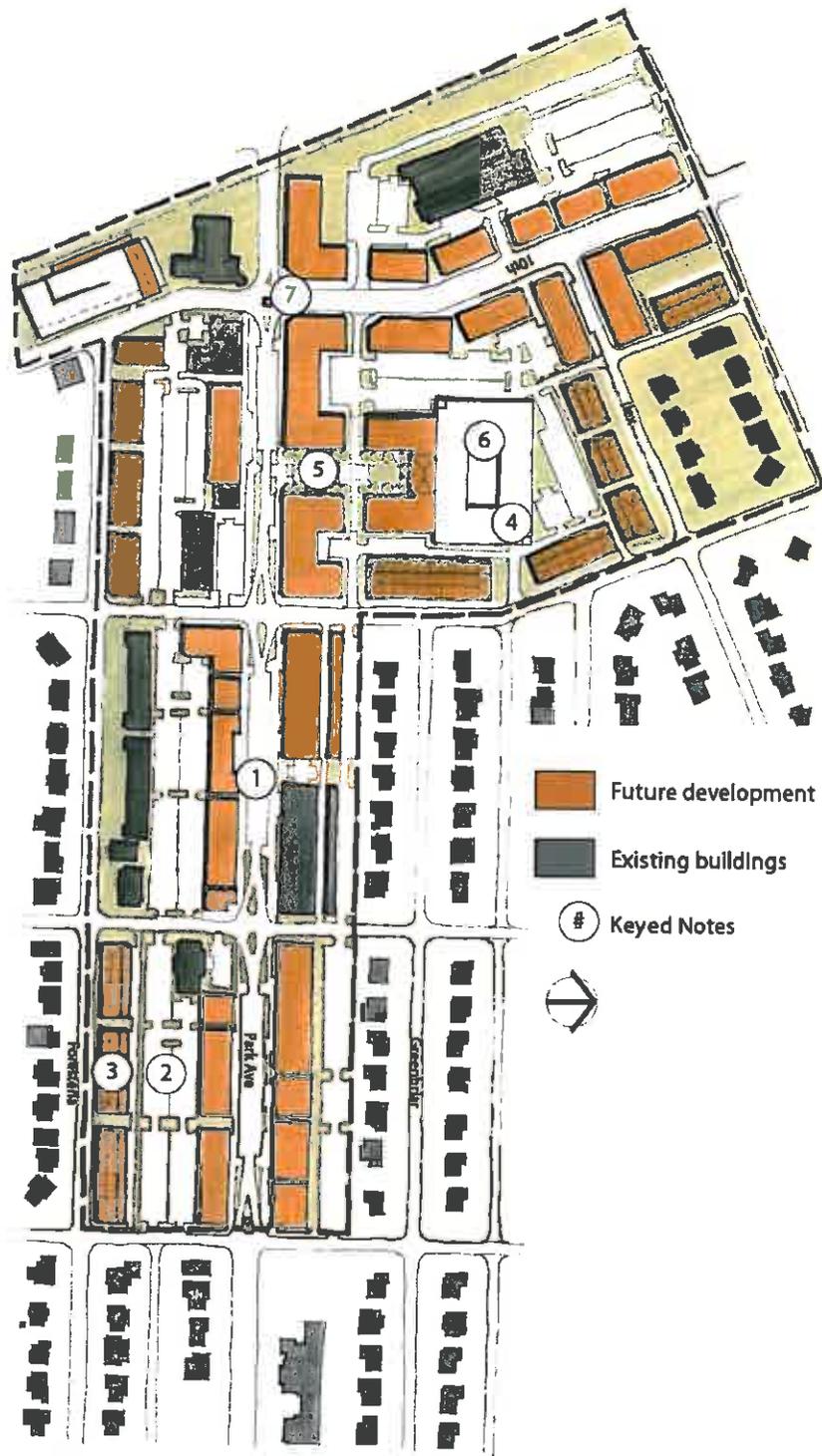


Figure 6.2. The projected redevelopment of Park Avenue involves the gradual infill of new mixed use buildings close to the street, catalyzed by a signature development at Park Avenue and 10th street featuring a Town Green and a parking structure.

A development program is shown in Table 6.1., Figure 6.3 shows the key blocks as described in the Development Program. The program demonstrates that this scenario will approximately double the commercial space available in the area, will also add about 60 housing units (net, accounting for the removed apartments) and will have adequate parking for both. Besides creating the kind of downtown environment envisioned by the Town, it will provide a critical mass of development to revitalize the town and bring additional tax increment to the CRA.

The CRA has already accomplished several important steps in moving this vision forward. The streetscape along Park Avenue has been re-done, with improved landscaping, paver treatments, and on-street parking. The CRA also assembled property and made it available on advantageous terms for the One Park Place project, of which the first half is nearing completion. The CRA has also recently purchased a problematic multi-family property along Foresteria, which will be made available for parking to support the commercial uses. Alley improvements are currently underway.

If the CRA were to concentrate its near term efforts on one catalyst project, it should be the assembly and redevelopment of the northeast corner of Park Avenue and Tenth Street. This project would involve the turnover of an aging, obsolete strip shopping center, another problematic multi-family complex (the Humani Apartments) and several vacant parcels. This project would simultaneously advance many of the objectives for the downtown: aside from redeveloping several older, inappropriate structures into more valuable property, it would anchor the key intersection of Park Avenue and Tenth Street, provide a sizable supply of public parking, and provide a Town Green as a focal point for the downtown. This project should be the CRA's highest priority in the next several years.

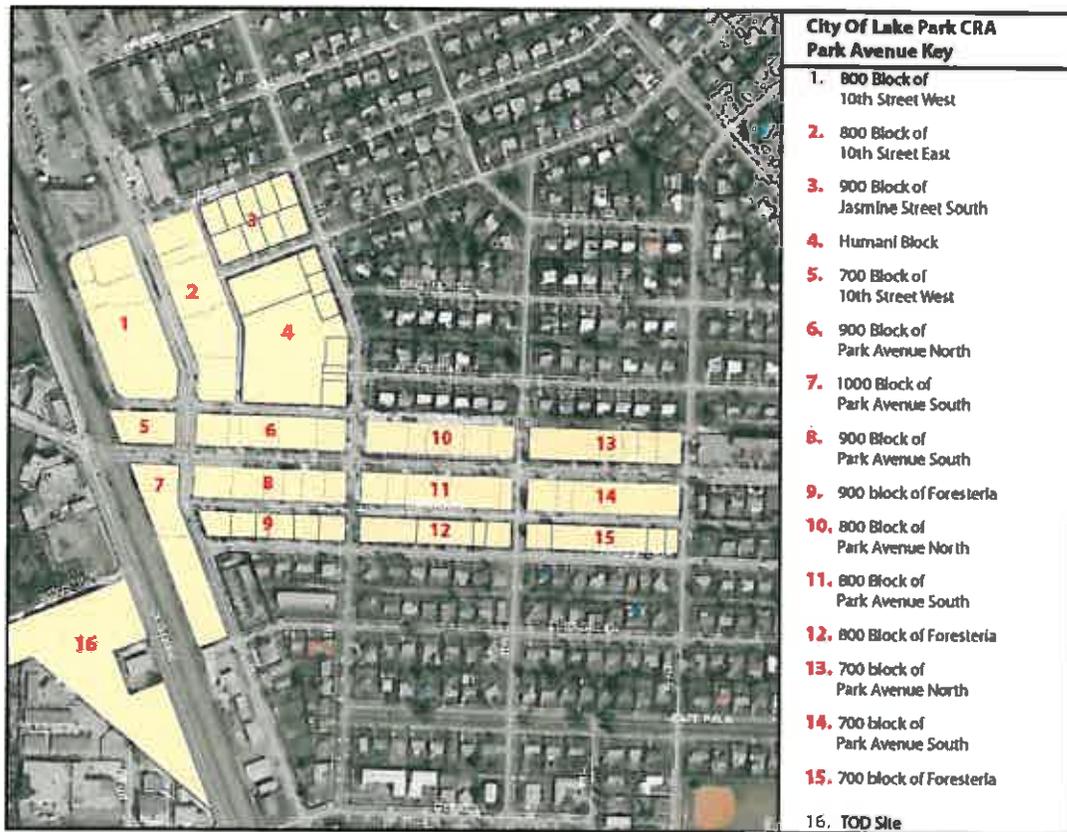


Figure 6.3. Key Blocks as Described on the Development Program

**Table 6.1.
Development Program for the Downtown Area**

Block	Existing Development				Proposed Development			
	SF of Commercial	P	Units	P	SF of Commercial	P	Units	P
4. Humani Block	10,200	32	67	127	14,800	660	41	82
6. 900 Block of Park Avenue North	24,484	114	0	0	37,900	0	32	0
Total	34,684	146	67	127	52,700	660	73	82
	SF Commercial	P	Units	P	SF Commercial	P	Units	P
2. 800 Block of 10th Street East (Optional)	2,826	32	0	0	53,400	113	22	44
Total (With Block 2 Option)	37,510	178	67	127	100,100	773	95	126
	SF Commercial	P	Units	P	SF Commercial	P	Units	P

A conceptual plan of this redevelopment is shown on Figure 6.4. It involves assembling about 5 acres of property, although most of it is contained in a few tracts. The Humani apartments contain over half of the total area, as well as a problem use that is a high priority to address. The strip shopping center on the 900 block of Park Avenue is likely to be the hardest to assemble, as it consists of a total of five separate tracts. The remaining two tracts, fronting on 10th Street, are essentially vacant. Actually, these last two are not critical to the integrity of the scheme, which is primarily concerned with accomplishing meaningful development along Park Avenue as well as removing one of the more problematic multi-family projects.

This is a large, complex redevelopment project that would involve committing a substantial portion of the CRA's resources for a number of years. It would also, however, advance many short and long term objectives simultaneously. While ambitious, it is difficult to scale this project back. The chief constraint is the Humani site, which, by itself is an awkward redevelopment proposition. Though large, the parcel is essentially landlocked, with only a narrow access to Ninth Street. In its current configuration, it is not a natural commercial parcel, and more stand-alone multi-family uses would not be appropriate here at this time. Combined with the Park Avenue frontage of the 900 block, however, the site becomes an opportunity for a signature development that could transform the downtown for the better.

The 2008 assessed value of these tracts is a total of about \$4.8 million. The most straightforward way for the CRA to assemble this property is to buy it outright, which may well cost a premium above assessed value. It might be possible, however, to negotiate a development agreement between several of the owners whereby they agree to contribute their property toward the redevelopment effort in return for a pro-rata share of the redeveloped project. This would be a benefit to the CRA, since it would reduce the up-front cost. While individual property owners may be reluctant to participate in such an arrangement, it would be a long term benefit to them, as it would relieve them of a lot of the redevelopment legwork and ensure them an enhanced return on what is currently an underperforming investment. While such an arrangement should be aggressively pursued by the CRA, the financial analysis presented here assumes that the CRA will have to purchase the entire assembly. This represents the worst case scenario, and should another arrangement be negotiated, it would simply improve the CRA's financial position to a point where it could accelerate planned expenditures.

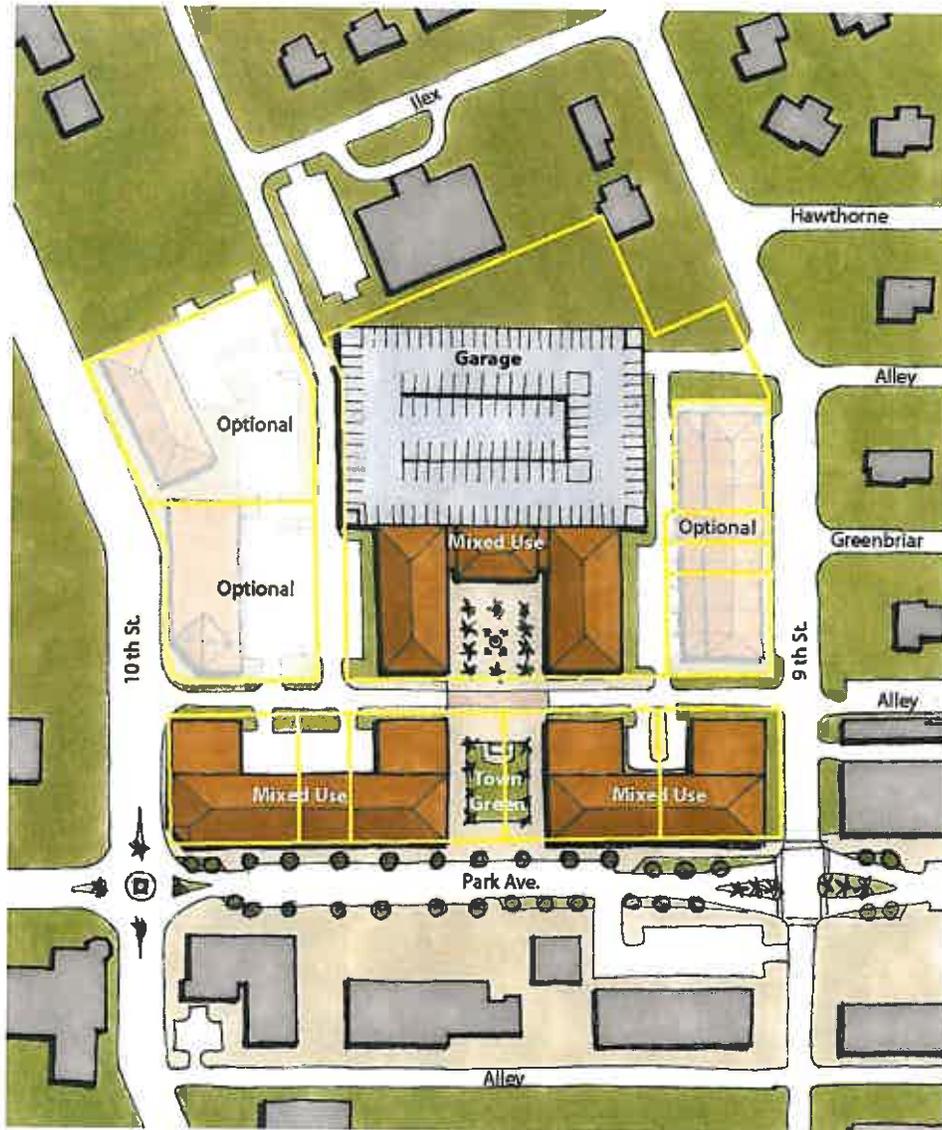


Figure 6.4. The proposed redevelopment of the Humani / Park Avenue / Tenth Street parcels

The other redevelopment tasks are less dependent on a convergence of multiple factors. They may simply be itemized and executed in a prioritized manner as funds are available. These other redevelopment tasks are itemized and discussed below. The financial analysis that follows the list distributes the projects over time so that the CRA remains solvent at all times.

The redevelopment tasks have been prioritized in order of importance, since there is not sufficient funding available to undertake all of them at once. Discussed below is the full list of desired projects, however, they have been sorted in order of importance as being Tier A (high priority) or Tier B (lower priority.) Tier A projects are defined as those that the CRA would like to undertake within the next three years. Tier B projects can be further subdivided into two categories: those that can be done with identifiable funds, but are simply deferred until later years, and those that are contingent on other sources of funding, such as grants. These are not scheduled for any particular timeframe, but can be undertaken anytime, if and when funds become available.

C. Project List and Priority

Several projects are already underway. Some are recently completed, but remain as a financial obligation for budgeting purposes:

- Park Avenue streetscape (complete)
- 10th Street improvements, north of Park Avenue (complete)
- Purchase apartment complex, 700 block of Foresteria (complete)
- Park Avenue alley improvements (in progress)

Several programs are intended as continuing activities that will be funded at a consistent level over time. Some of these are already underway, others will begin within the first few years of the planning horizon and continue. These programs include:

- Façade improvement grants (50/50 matching)
- Revolving loan and grant program for small businesses
- Marketing and events program
- Security system monitoring and maintenance

Tier A – High Priority: 1-3 years

- Assemble balance of 700 block of Foresteria
- Purchase Humani apartments for redevelopment
- Identify and purchase property for Town Green (several options)
- Assemble and purchase 900 block of Park Avenue (north) for redevelopment.
- Design and construct downtown parking on 700 block of Foresteria
- Security enhancements (cameras and monitoring) for downtown

Tier B – Deferred: 4-10 years

- 10th Street Improvements (south of Park Avenue)
- Purchase apartments, 800 block of Foresteria
- Design and construct downtown parking on 800 block of Foresteria
- Purchase Opabola apartment complexes for redevelopment
- Tri-Rail station area improvements (CRA contribution)
- Mixed-use development in vicinity of rail station (CRA contribution)

Tier B – Contingent on funding

- Purchase and clean up junkyard site
- Purchase property for expansion of ballfields
- Design and construct community center at ballfields site
- Purchase apartments, 900 block of Foresteria, for redevelopment

The individual programs are described in greater detail below. For organizational purposes, they are divided into three categories: roadway and parking projects, community facilities, and private redevelopment efforts. In some cases the work is underway or may even be complete; it is included here

in the interest of presenting a comprehensive picture of ongoing operations. A fourth category of programs are recurring activities that are intended to continue at a consistent level over time.

D. Roadway and Parking Projects

1. Roadway Improvements-Park Avenue

Park Avenue has been the focus of redevelopment within the CRA since the beginning of the CRA inception. Park Avenue consists of three blocks between 7th Street and 10th Street that is the heart of the downtown. Originally Park Avenue was an historic downtown but it was rebuilt after the devastating hurricane of 1928 transforming it from a traditional set of buildings located very close to the edge of the right of way with parking on the street to a more suburban shopping center style where the buildings are set back behind two rows of parking.

The CRA has expended considerable funds to beautify Park Avenue and in 2008 the final phase of beautification was accomplished. The beautification of the roadway consisted of planting trees behind the curb, rebuilding sidewalks and installing street lights. The pedestrian experience is much improved. Although the zoning code does not require new buildings to be set up on the street front, one new building was permitted in 2007, "One Park Place," in which the three story structure was located at the edge of the right of way. The structure also contains an arcade in front of the stores on the ground floor.

Over time, it is anticipated that more buildings will be built in this style, complementing the recently improved streetscape.

2. Roadway Improvements-10th Street

The CRA recognized the importance of 10th Street because of its connection to a highly traveled east-west connector in Palm Beach County, Northlake. Traffic exits off Interstate 95 onto Northlake, and the entrance to Lake Park's downtown is either through Old Dixie Highway or 10th Street. The latter street is lined on both sides of the street with small and medium sized commercial establishments; some just single tenant stores and others part of a small shopping center. However the driving experience in the past from Northlake to Park Avenue was not friendly because of the roadway surface and lack of trees. The Town together with the CRA improved 10th Street north of Park Avenue by resurfacing the right of way for four blocks. Complete streetscaping was not accomplished due to lack of funds, but it is contemplated that street lights and additional trees will be planted in a later phase.

3. Roadway Improvements-Park Avenue South Alleyways

The CRA in 2008 issued a bank qualified loan in the amount of approximately \$2,430,000 for the purpose of funding the multi family apartments in the 700 Block of Foresteria and for alleyway improvements. In 2008 the Town issued a contract to improve the alleyways behind the commercial properties on Park Avenue from 7th Street to 10th Streets. The alleyways will receive new paving, wheel stops, striping, fencing, fenced dumpster facilities, and other improvements. The new alleyway will be a substantial improvement to the existing conditions which are extremely blighted.

4. Park Avenue Parking-700 Block of Foresteria

The CRA envisions the use of the property behind the Park Avenue commercial on the south side of the street as potential redevelopment sites for primarily public parking. These properties for three blocks along Foresteria from 7th Street to 10th Street are proposed to be acquired by the CRA and Town over a period of five years and developed into parking lots which will serve the commercial fronting on Park Avenue. The sites may in the future be able to include townhouses fronting on Foresteria, serving as a buffer between the parking and the single family residences on the other side of the street along Foresteria. The 700 Block of Foresteria contains a large two story multifamily building, two single family homes and a four unit multifamily (four-plex) structure. In 2008 the Town and CRA acquired the large multifamily building and contemplate acquiring the other parcels in 2009. Concurrently the Town is executing the improvements of the alleyway located behind the Park Avenue commercial buildings, adjacent to the Foresteria properties. In summary, this project, the acquiring of Foresteria properties for public parking, is a strong implementation program for the revitalization of the commercial on Park Avenue. Finally after the parking is accomplished, the commercial properties will have adequate parking for its customers.

5. Park Avenue Parking-800 Block of Foresteria

As the acquisition of the 700 block of Foresteria and public parking is completed, the Town and CRA contemplate, depending upon the availability of funds, acquiring another block of blighted properties on the 800 Block of Foresteria for the same purpose: provide public parking for the consumers of the commercial establishments on Park Avenue.

6. Roadway Improvements-Park Avenue North Alleyways

The alleyways behind the Park Avenue commercial on the north side are unimproved or poorly improved. It is contemplated that within five years the CRA would improve the 800 block alleyway together with the owner of One Park Place. Likewise the alley behind the 700 Block buildings is in need of improvement. The purpose of the improvements would be to increase the supply of parking for the commercial tenants fronting on Park Avenue.

7. Park Avenue Parking-900 Block of Foresteria

The acquisition of the land in the 900 Block of Foresteria in the next seven years will occur as funding permits such action. However, once completed, together with public parking, the Park Avenue commercial on the south side, will have an asset that few retail establishments can boast. The long range purpose of the public parking is not only to provide customer parking, a key element to any successful retail business, but also to encourage Park Avenue building owners to enlarge their commercial uses. The options include adding a second story above the retail or adding forward toward Park Avenue in the area where existing parking is located.

8. Roadway Improvements-10th Street South

As a continuation of the important connection to Northlake, one of the county's major thoroughfares, the Town and CRA contemplate within the next 10 years funding the final leg of improvements to 10th Street between Park Avenue and Silver Beach, the southern most street in the CRA. These improvements contemplate utility improvements including storm water collection, repaving, and street beautification. The project will promote pedestrian travel particularly since it provides access to a potential Tri-Rail depot station.

9. Tri-Rail Depot Parking and Related Development

Within ten years Palm Beach County hopes to encourage the South Florida Regional Transportation Authority to provide commuter rail service on the Florida East Coast Railway line. If this were to occur, then Lake Park may be considered for a rail station. The Town owns the most logical site for a station on 10th Street, behind the county's fire station. As a strategy for redevelopment, the Town and CRA may contemplate venturing a redevelopment with not only SFRTA but also a private sector developer. The CRA's role in a public-private partnership would be to assist with parking. A public garage may be needed to park the commuters. The parking is also close enough to serve the downtown area. Other private uses could be included such as retail and residential.

A related redevelopment opportunity exists across the tracks from the proposed rail station, on a relatively large (5.8 acre) tract of vacant land currently owned by Palm Beach County. This tract and others in the vicinity should be designated for relatively dense, mixed-use, transit-oriented development. The CRA could provide a variety of incentives such as funding infrastructure improvements and a portion of the parking. The CRA should also encourage the County to partially write down the land cost as a means of encouraging the desired type of development and converting the property into a revenue producing asset. The development here should incorporate a mix of uses, although it should have more of a residential focus than the downtown. The successful redevelopment of this area will require coordination between the Town, the County, the SFRTA, and private landowners and developers. The CRA can take the lead in coordinating the planning work and can also provide some financial support as incentives.

10. Park Avenue Extension

There is a proposed extension to Park Avenue that would extend it westward to intersect with Congress Avenue at Park Avenue West. The alignment meanders somewhat, following Old Dixie Highway, then cutting through a vacant County owned tract to coincide with the current alignment of Joule Road, then proceeding westward to intersect Congress. The project is currently in the planning stages.

E. Community Facilities

In addition to infrastructure improvements as detailed above, which encourage private development, the construction of community facilities also can be good economic development policy. The following is a discussion of certain projects that the Town and CRA have contemplated and are included as part of the implementation strategy.

1. Park Avenue Village Green

The Town has contemplated the inclusion of a public open space on Park Avenue to complement the three block downtown. The facility would be a "Village Green" which would be a space in which events could take place, residents could utilize as an urban park, and local restaurants could utilize for food events. Bathrooms may be included and an area for bands would also be included. The Village Green does not have to be large but it would be a public gathering place and serve as the heart of the downtown.

Since this is such an important part of the successful revitalization of downtown, the plan considers several alternatives for the Village Green. The concept is included as a component of the large redevelopment project on the 900 block of Park and Humani parcels. Given that this complex project may take some time to come together, a more manageable alternative is also provided for in the plan. This would be at the southwest corner of Park Avenue and Eighth Street, on the site of a small bank building that is available for purchase. The cost of acquiring and improving this parcel are included in the

financial projections; if the alternative site at the Town Center becomes available, this parcel could be resold for additional development.

Several other alternatives for the Village Green were considered. Figure 6.5 depicts the downtown area of Lake Park with four different parcels identified. A brief discussion of the advantages and disadvantages of each follows:



Figure 6.5. Village Green options in Downtown Lake Park

1. Site No. 1 is the location shown in the 900 block / Humani redevelopment depicted in Figure 6.6. This site has the advantage of being an integral part of a larger project, and would be activated by new frontage on three sides specifically designed to complement a public space. This would be an ideal location to cluster restaurants, cafes, and specialty retail, and would also have ready access to a substantial amount of parking. The disadvantage is that it is contingent on an ambitious and complex redevelopment scheme. Some also perceive it to be less centrally located within the downtown.

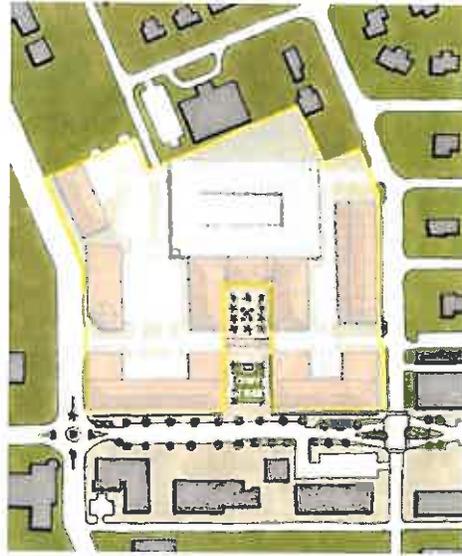


Figure 6.6. Village Green - Option 1

2. Site No. 2 is the small parcel at the southwest corner of Park Avenue and Eighth Street shown in Figure 6.7. This site is more central to the downtown, and is available and achievable at a relatively modest cost. It is small, however, and would be limited in its range of public amenities. It could be expanded for special events by temporarily closing Eighth Street to traffic.



Figure 6.7. Village Green - Option 2

3. Site No. 3 is on the west portion of the One Park Place site on the 800 block of Park Avenue depicted in Figure 6.8. Due to market difficulties, the second phase of One Park Place is currently not planned to move forward, and the developer may offer the site for sale. It would likely be expensive, however, and though centrally located, it does not offer ideal frontage conditions. The north side is defined by an alley and rear yard fences, and the east side is the side

of a building. It is a sizable parcel, though, and could accommodate additional buildings to frame the edges of the open space with appropriate frontage.

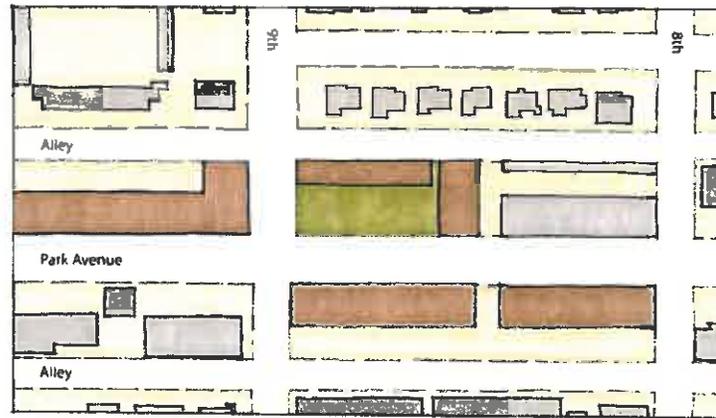


Figure 6.8. Village Green - Option 3

4. Site No. 4 depicted in Figure 6.9 is on the 900 block / Humani development site, but reconfigures the development to place the open space at the northwest corner of Park Avenue and Ninth Street. While it is contingent on this large development, it does open the green to the surrounding parcels, and moves it somewhat closer to the center of the downtown.



Figure 6.9. Village Green - Option 4

The implementation plan could accommodate options 1, 2 or 4. Option 3 was considered too expensive and would divert CRA resources from other key priorities.

2. Ballfield Expansion and Community Center

The Town owns an important ballfield between 6th and 7th Streets, one block north of Silver Beach Road. The current ballfield is not within the CRA Redevelopment Area. However, the Town desires to expand the ballfield in a westerly direction which would include land in the Redevelopment Area. Future

expansion would add land to Silver Beach Road. Acquisition would include properties in the block between 7th Street and 7th Court, between Bayberry Road and Date Palm Drive. Also the Town would like to expand the facility one half block northward to Date Palm Drive. The purpose of the westerly expansion would be to include a community center as part of the recreation facility. The Community Center would be a place where residents of all ages, including the elderly, would participate in programs, both educational and recreational. Funding for the community center and land acquisition would be through grants as well as the CRA tax increment financing funds.

3. Botanical Park and Gardens

As part of an economic development initiative, the CRA is contemplating a bold concept: creating a regional botanical garden together with the County and other non-profit entities. The concept includes the acquisition of a brownfield site, the junk yard on Silver Beach Road and combining the site with the adjacent County scrub site. Although the scrub site would not be developed, a walking path could be created for a significant tour of the special vegetation area. The junkyard would need to be cleaned after which the first phase of a botanical garden would be created. Botanical gardens are places for families, the elderly and visitors to the county. It would be a big economic draw. However, such a facility needs a leader in not only its creation but in its promotion. The Lake Park CRA would be that entity.

F. Public/Private Redevelopment

An important part of the redevelopment strategy is to encourage the private sector to develop in the CRA Redevelopment Area. The strategy may include the acquisition of blighted property and the offering of the property to the private sector for redevelopment. The following is a list of ideas for private development.

1. Humani Apartment Redevelopment

The Humani building, located behind the 900 Block of Park Avenue on the north side and also located behind several vacant parcels fronting on 10th Street, contains approximately 64 rental apartments and is substantially blighted. The CRA contemplates the acquisition of the property and its demolition. The property could be combined with the parcels fronting on 10th Street which would make a large vacant parcel suitable for commercial redevelopment. Since the corner of 10th Street and Park Avenue is the center of the Town, this site would be very important to the redevelopment effort. As an alternative redevelopment strategy, the properties on the north side of Park Avenue between 9th and 10th Streets could also be included in a redevelopment plan. The combination of all of these properties would create a new opportunity for a mixed-use development.

2. Opabola Apartments

The Opabola Apartments are located behind the 10th Street commercial frontage between Laurel Drive and Northern Drive. The buildings are suitable for demolition and could be resold to the private sector development community for a small townhouse project or a commercial project, if the property is combined with the commercial frontage on 10th Street.

3. Industrial Acquisition

Although no specific sites are listed in this discussion, it is contemplated that the CRA may acquire small industrially zoned vacant land or under-developed buildings so that existing businesses in adjacent

buildings could be expanded. In addition, multiple acquisitions may be required in order to create a site sufficiently large for a new business. Many older industrial sites are too small for expansion and do not have adequate area for trucks and employee parking.

G. Special Programs

The following programs are those that promote the downtown and act as catalysts to downtown and neighborhood redevelopment. These programs generally occur annually, subject to the availability of funds. Some programs include grants made to building owners and commercial tenants; and, although grant funding to an individual owner or commercial tenant may be small, the cumulative effect of assisting owners and tenants can be significant over time.

1. Façade Improvement Program

The CRA is developing design guidelines for commercial properties and will have a set of design standards ready in 2008. Matching grants will be made to building owners for exterior improvements and a limit will be set by the Board of Commissioners in 2008, after which the CRA will initiate its first applications. A pilot example may be utilized as well in order to demonstrate the value of the program.

2. Revolving Loan and Grant Program

The Loan and Grant program will initially be utilized for commercial properties. Matching grants will be made to building owners for tenant improvements or to tenants for their interior and exterior improvements. Signage will be included in the program. A second level of funding will utilize a program which will be designed in 2008 in which banks will loan funds to a commercial building owner or tenant and the CRA will participate in either a matching loan or grant, the latter of which serves as equity for the borrower, or in subsidizing the interest on the loan. A participant in the program may include the Business Loan Fund of the Palm Beaches, a not-for-profit lending institution.

3. Marketing and Events Program

The CRA embarked in developing new graphic design in 2008 for the agency including a design of a banner program for Park Avenue and 10th Street. The design firm not only will provide a new logo, signage for redevelopment projects, stationary, and other collateral, it will also develop a brand for the CRA and the downtown. The recommendation is to emphasize the arts, food and entertainment as a brand for the downtown. A second level of marketing is the establishment of a series of events that would take place in the downtown. These events are being designed and will be ready for announcement in 2010. The events will emphasize the arts, food and culture of Lake Park. The purpose of events is to attract visitors to the downtown so that they can shop during the events and become knowledgeable about downtown Lake Park. It is a very effective tool to attract new consumers to the downtown. In the long term, more consumers will assist in bringing new businesses to the downtown.

4. Security System Enhancements and Maintenance

The CRA should take immediate steps to improve security and law enforcement presence, particularly in the downtown. This is especially important for enhancing nighttime activity such as restaurants. This program involves an initial capital investment to install a series of security cameras and lighting that will be remotely monitored. The cameras will be prominent and clearly marked, so as to have a deterrent effect as well as providing surveillance over the area.

H. Summary of Programs and Projected Funding Sources

The following table describes the programs listed above and projects the funding sources for each of the programs. The funding sources come from TIF funds, CRA Bond sales, grants and other sources. The table represents a planning tool and does not constitute an approved budget by the CRA Board of Commissioners.

Table 6.2
Project Funding Sources

Project Funding Sources					
Project	Priority	Sources of Funds	Amount	Year	Remarks
F.1 Humani Apts.	A	CRA Bond 2013	\$2,200,000	2013	Land Acq.
900 Blk. Park	A	CRA Bond 2013	\$2,200,000	2013	Land Acq.
E.1 Village Green / Arts Co-op	A	Town Bond 2009	\$350,000	2009	Amenities
		Grants	\$350,000	2009	Amenities
		Subtotal	\$700,000		
D.8 10th Street	A	CRA Bond 2015	\$500,000	2015	Match
		LW Lagoon +			Drainage, etc.
		TMDL +			Drainage, etc.
		319	\$1,100,000	2015	Drainage, etc.
		Total	\$1,600,000		
		Fed. Brownfield	\$1,500,000	2013	Amenities
		Total	\$1,500,000		
G.1 Façade Improvements	A	CRA TIF Funds CDBG	\$75 - 100 K	Annually	Commercial facades
G.2 Revolving Loans & Grants	A	CRA TIF Funds	\$85 - 100 K	Annually	Commercial
G.3 Marketing and Events	A	CRA TIF Funds	\$50 - 100 K	Annually	
G.4 Security	A	CRA TIF Funds	\$30,000	Annually	

E.3 Brownfield (Junkyard)	B	Treasure Coast	\$50,000	2012	Tech. Study
		Fed. Brownfield	\$50,000	2012	Tech. Study
		Grant	\$2,000,000	2013	Land Acq.
		Fed. Brownfield	\$500,000	2013	Clean Up
		Fed. Brownfield	\$1,500,000	2013	Amenities
		Total	\$4,100,000		
E.2 Ballfields	B	State Grants	\$2,050,000	2012	Land Acq./Amenities
D.5 Foresteria 800 Block	B	CRA Bond 2015	\$1,000,000	2015	Land Acq.
		Grants	\$200,000	2015	Amenities
		CRA Bond 2015	\$300,000	2015	Parking
		Subtotal	\$1,500,000		
		Potential Reimbursement FCT:	\$2,000,000	2014	Land Acq.
F.2 Opabola Apts.	B	CRA Bond 2016	\$2,000,000	2016	Land Acq.
E.2 Ballfield Comm. Center	B	Grant	\$1,500,000	2014	Building
		CRA Bond 2018	\$500,000	2018	Building
		Subtotal	\$2,000,000		
D.7 Foresteria 900 Block	B	Grants	\$500,000	2018	Land Acq./Amenities
		CRA Bond 2018	\$1,200,000	2018	Parking
		Subtotal	\$1,700,000		
D.9 Tri-Rail Depot	B	CRA Bond 2018	\$250,000	2018	Parking
		FDOT	\$750,000	2018	Station
		Subtotal	\$1,000,000		
D.10 TOD Mixed Use Development (CRA Share)	B	CRA Bond 2018	\$1,000,000	2018	Parking / Infrastructure

VII. PART SEVEN - APPENDICES

Appendix "A"

Town of Lake Park Community Redevelopment Area Boundaries

**TOWN OF LAKE PARK
COMMUNITY REDEVELOPMENT AREA**

A Parcel of land lying in SECTION 20, TOWNSHIP 42 SOUTH, RANGE 43 East, Town of Lake Park, Palm Beach County, Florida, being more particularly described as follows:

Begin at the intersection of the Centerline of Seventh Street and the South Line of said SECTION 20 (Centerline of Silver Beach Road);

Thence Westerly, along said South Line, to the intersection with the West Line of the East Quarter of the Southeast Quarter of the Southwest Quarter of said SECTION 20;

Thence Northerly, along said West Line, to the intersection with the Southerly extension of the West Line of PARCEL NO. 704, according to the Town's Unified Property Base Map;

Thence Northwesterly, along said Line, to the intersection with the South Right-Of-Way of Drake Lumber Co. Railroad Right-Of-Way;

Thence Northwesterly, along said Right-Of-Way, to the intersection with the Easterly Line of PARCEL NO. 719, according to said Unified Property Base Map;

Thence Southwesterly, along said Easterly Line, to the intersection with the East Line of the Southwest Quarter of said Southwest Quarter;

Thence Southerly, along said Line, to the intersection with the South Line of the North 323.34 feet of said Southwest Quarter of the Southwest Quarter;

Thence Westerly, along said Line, to the intersection with the West Line of the East 482.5 feet of said Southwest Quarter of the Southwest Quarter;

Thence Northerly, along said West Line, to the intersection with the North Line of said Southwest Quarter of the Southwest Quarter;

Thence Northerly, along the East Line of the West 845.00 feet of the Northwest Quarter of said Southwest Quarter, to the intersection with the South Line of the North 1020.00 feet of said Northwest Quarter of the Southwest Quarter;

Thence Westerly, along said Line, to the intersection with the West Line of said SECTION 20;

Thence Northerly, along said SECTION Line, to the South Line of the North 300.00 feet of the South Half of the Northwest Quarter of said SECTION 20 (South Line of North Lake Business Park);

Thence Easterly, along said South Line, to the intersection with the Westerly Right-Of-Way of Old Dixie Highway;

Thence Easterly to the intersection point of the Easterly Right-Of-Way Line of Old Dixie Highway and the North Line of the South 1050.00 feet of the Southeast Quarter of said Northwest Quarter;

Thence Easterly, along said North Line, to the intersection with the East Line of the West Half of the East Half of said Northwest Quarter;

Thence Northerly, along said East Line, to the intersection with the Westerly extension of the Centerline of Northern Drive, according to the Plat of Addition No. 2, Lake Park, Florida, as recorded in Plat Book 25, Page 214, Palm Beach County, Florida, Public Records;

Thence Easterly, along said Centerline, to the intersection with the Centerline of 10th Street;

Thence continue Easterly, along the Centerline of Northern Drive, according to the Plat of Addition No. 1, Lake Park, Florida, as recorded in Plat Book 25, Pages 222 and 223, Palm Beach County, Florida, Public Records;

To the intersection with the Centerline of Ninth Street, according to the Plat of Kelsey City, as recorded in Plat Book 8, Page 34, Palm Beach County, Florida, Public Records;

Thence Southerly, along said Centerline, to the intersection with Avenue G (Greenbriar Drive) of said Plat,

Thence Easterly, along said Centerline, to the intersection with the Centerline of Seventh Street, according to the Plat of Kelsey City, as recorded in Plat Book 8, Page 37, Palm Beach County, Florida, Public Records;

Thence Southerly, along said Centerline, to the intersection with the Centerline of Avenue F (Foresteria Drive), according to the Plat of Kelsey City, as recorded in Plat Book 8, Page 27, Palm Beach County, Florida, Public Records;

Thence Westerly, along said Centerline, to the Centerline of Ninth Street;

Thence Southerly, along said Centerline, to the intersection with the North Right-Of-Way Line of Avenue C (Cypress Drive);

Thence Easterly, along said North Right-Of-Way Line, to the intersection with the Centerline of Seventh Street;

Thence Southerly, along said Centerline, to the POINT OF BEGINNING.

Containing 308 Acres, More or Less.

Appendix "B"

"A Finding of Necessity", Town of Lake Park; March, 1996

“A FINDING OF NECESSITY”

Town of Lake Park, Florida

March, 1996

**Submitted to Palm Beach County
Board of County Commissioners**

R.G. ORMAN AND COMPANY, INC.

Town of Lake Park
"FINDING OF NECESSITY"

TABLE OF CONTENTS

Introduction	3
Purpose and Organization	3
Redevelopment Area Analysis	4

APPENDICES

Appendix A, Report of the Fire Marshall	23
Appendix B, Report of the Police Chief	27
Appendix C, Report of the Building Official	28
Appendix D, Declining Property Values	30
Appendix E, Photographs of Conditions	31

MAPS AND CHARTS

Exhibit One, Creating the Community Redevelopment Agency	20
Map One, Study Area Location Map	9
Map Two, Existing Conditions	10
Map Three, Slum and Blighting Conditions	11
Map Four, Family Income	14

INTRODUCTION

The Town of Lake Park is one of the oldest municipalities in South Florida. It was a growing new town in the 1920's. The Great Depression brought an end to growth in Lake Park and it did not begin to grow again until after World War II. Thus, while some of the housing stock and commercial buildings are in excess of seventy (70) years old, most are 20 to 40 years in age.

In some parts of the Town, age and functional obsolescence have brought about low levels of maintenance and deteriorating conditions. The Town enjoys the distinction of having been planned by the Olmstead brothers in the 1920's and as a result, has many of the qualities of traditional towns so prized by new urbanists and neo-traditional town planners. Yet the retail, commercial and industrial activity along the Florida East Coast Railroad, Tenth Street and parts of Park Avenue were developed in the traditions of the 60's and 70's - automobile oriented and thus have not worked well with adjoining residential properties yielding some slum and blighting conditions.

PURPOSE AND ORGANIZATION

The purpose of the document is to provide the results of an analysis of a targeted study area to determine if slum and blighting conditions exist which would warrant the creation of a Community Redevelopment Agency (CRA). Should the Commission create a CRA, this analysis along with goals, objectives and policies will be the foundation for a community redevelopment plan for the Town of Lake Park. The document is organized in two main sections: (1) The first section provides a survey and analysis of the ways the Town meets the requirements of Florida statutes for a finding of necessity for the creation of a CRA. The second section is Appendix A which provides (a) a discussion of the Town's revitalization and redevelopment needs, (b) the data and analyses for initial identification of redevelopment and revitalization areas for the Town to consider for creating a Community Redevelopment Area and, (c) including the obstacles to and opportunities for redevelopment. Appendices A, B, C and D provide support data from the police, fire department and building department. Appendix E displays photos of the area.

REDEVELOPMENT AREA ANALYSIS

Florida Statutes, Section 163.355 provides the defining conditions for a finding of necessity prior to creating a CRA. The section:

163.355 Finding of necessity by county or municipality. No county or municipality shall exercise the authority conferred by this part until the governing body has adopted a resolution finding that:

- (1) One or more slum or blighted areas or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality, and;
- (2) The rehabilitation, conservation, or redevelopment or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including elderly, can afford, is necessary in the interest of public health, safety, morals, or welfare of the residents of such county or municipality.

For the purposes of this report, the Town of Lake Park will demonstrate that there exists a blighted area in the Town and that the rehabilitation, conservation, or redevelopment or a combination thereof is necessary in the interest of public health, safety, morals or welfare of the residents of the Town.

Blight is defined by Florida Statutes at F.S. 163.340 (8)

"blighted area" means either:

- (a) An area in which there are a substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:
 1. Predominance of defective or inadequate street layout;
 2. Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
 3. Unsanitary or unsafe conditions;

4. Deterioration of site or other improvement;
 5. Tax or special assessment delinquency exceeding the fair value of the land; and
 6. Diversity of ownership or defective or unusual conditions of the title which prevent the free alienability of land within the deteriorated or hazardous area; or
- (b) An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at the present or following proposed construction.

For the purpose of this finding it will be demonstrated that the designated study area depicted on Map 1, page 9, that there exists blight in the form of a "substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes..." The number of deteriorating and deteriorated (dilapidated) structures within the proposed redevelopment area are indicated on Map 1. Environmental blight is represented on the map and indicates the "conditions" portion of the above definition. Together they represent 90% of all deteriorated and deteriorating structures and environmental blight in the Town.

The extent to which they endanger life or property by fire is represented in the report of the Fire Marshall and represented in this report as Appendix A. The report documents fire danger conditions which generate from faulty development patterns and overdevelopment of the sites. The Fire Marshall also cites lack of fire suppression systems in the buildings, congestion from inadequate parking, blocked fire lanes, and the presence of the FEC Railroad as significant threats to the safety of the proposed redevelopment area.

The area represented by the deteriorated and deteriorating structures also has a disproportionate share of Part 1 crimes in the Town. The evidence of this is shown on the report of the police chief and represented as Appendix B. The proposed redevelopment area represents only 17.3% of the Town's area yet 34% of all Part 1 crimes and 33% of all calls for service from police are required for the area having the deteriorated and deteriorating conditions.

In addition, this report demonstrates that other conditions exist "which substantially impairs or arrests the sound growth of the Town and is a menace to the public health, safety, morals or welfare in its present condition or use".

1. Faulty lot layout in relation to size, adequacy, accessibility or usefulness is present and apparent from the lack of on-site parking at developed industrial sites (See photos of conditions - Appendix E). In addition, most lot sizes in the Campus, Light Industrial Commercial (CLIC 1) along 12th, 13th and 14th streets are inadequate for meeting the zoning requirements for minimum lot size. The developed lots in the area west of Old Dixie and north of Silver Beach Road are also nonconforming as to size.

3. Unsafe and unsanitary conditions are represented by the junk yards and the industrial waste sites which exist in the area and are indicated in Appendix E photographs.

4. Deterioration of site and other improvements are evidenced in photographs which show the breakdown of swales and street surfaces.

A potential redevelopment and revitalization area was initially identified during the land use review process required by the Town's five year comprehensive plan update (Evaluation and Appraisal Report). Map 1 indicates the proposed CRA area within the Town's boundaries. The area is 293 acres which represents 17.3% of the Town.

Land Use. A mapping of existing land uses (Map 2, Existing Conditions page 10) revealed a high number of uses within a relatively small area. The range of use types varied from single family homes to junk yards. This unusually high range of uses including many which potentially conflict with one-another raises cause for concern that the "edge-effect" (i.e., the way the uses relate to each other) can have significant deleterious impacts among the uses.

Blighting Conditions. Map 3, (pg 11) "Blighting Conditions", identifies many of the blighting conditions which may be caused by an inappropriate mix of land uses. Structures were identified as either standard, deteriorating or dilapidated. Standard structures are not mapped but it should be noted that many of the structures in the area were judged "standard" but badly needed a coat of paint and general exterior housekeeping and maintenance.

Two categories of substandard building conditions were identified during the inventory of existing conditions. The categories were deteriorated and dilapidated. These two categories have been the standard for urban renewal and redevelopment analyses for many years and are superior in clarity than the definitions in Section 163.340. Those mapped as "deteriorated" are the same as "deteriorating" in the statute. Those mapped as "dilapidated" are the same as "deteriorated" in the statute. The definitions and observable conditions frequently required by the U.S. Department of Housing and Urban Development (HUD) are listed below.

Deteriorated: Substandard, Suitable for rehabilitation. Deteriorated buildings are those that need minor or major repairs to correct one or more of the following defects:

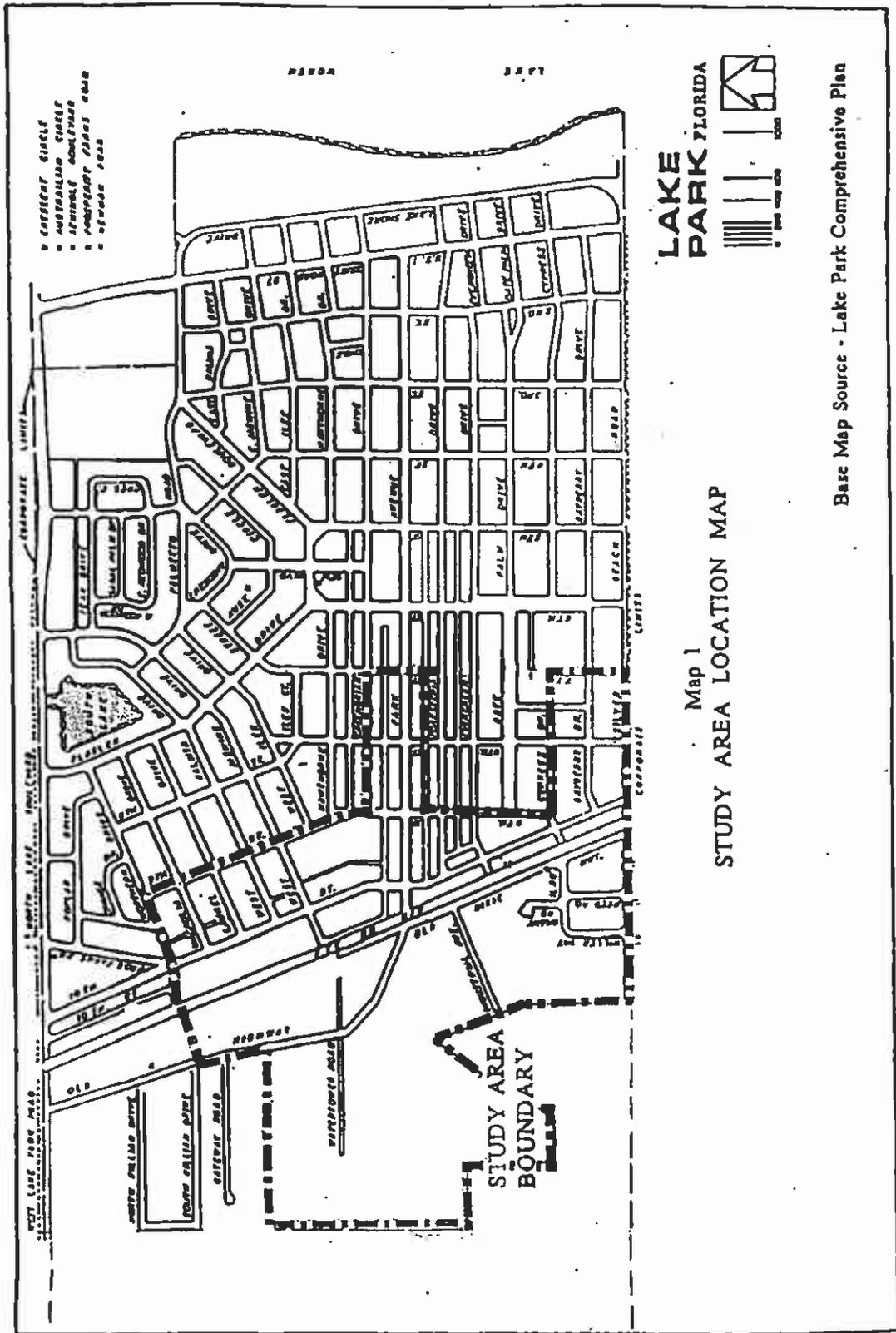
1. Broken or missing materials in small areas of exterior wall and roof.
2. Badly weathered appearance.
3. Indications of rotting.
4. Shifting of the roof-line or foundation.
5. Open cracks in exterior walls.
6. Porch steps unstable, unsafe or in disrepair.

Dilapidated: Substandard, Beyond rehabilitation. Dilapidated buildings are those that do not provide safe and adequate shelter and that have one or more of the following critical structural defects:

1. Inadequate or missing original construction.
2. Severe damage due to fire or weather.
3. Holes in large areas of the roof.
4. Sagging roof-lines or bulging walls.
5. Doors or windows incapable of being closed and secured.
6. Large areas of rot or termite damage.
7. Severe foundation settling.

While Map 3 identifies only one dilapidated structure, the strict application of the above

standards by code enforcement personnel might include many more structures in the dilapidated category. The inventory represented on the map was done as a "windshield survey" by experienced planners and the building official. Appendix C (pg 28) contains a more in-depth report by the Building Official, identifying properties of extreme concern. Added Exhibit C

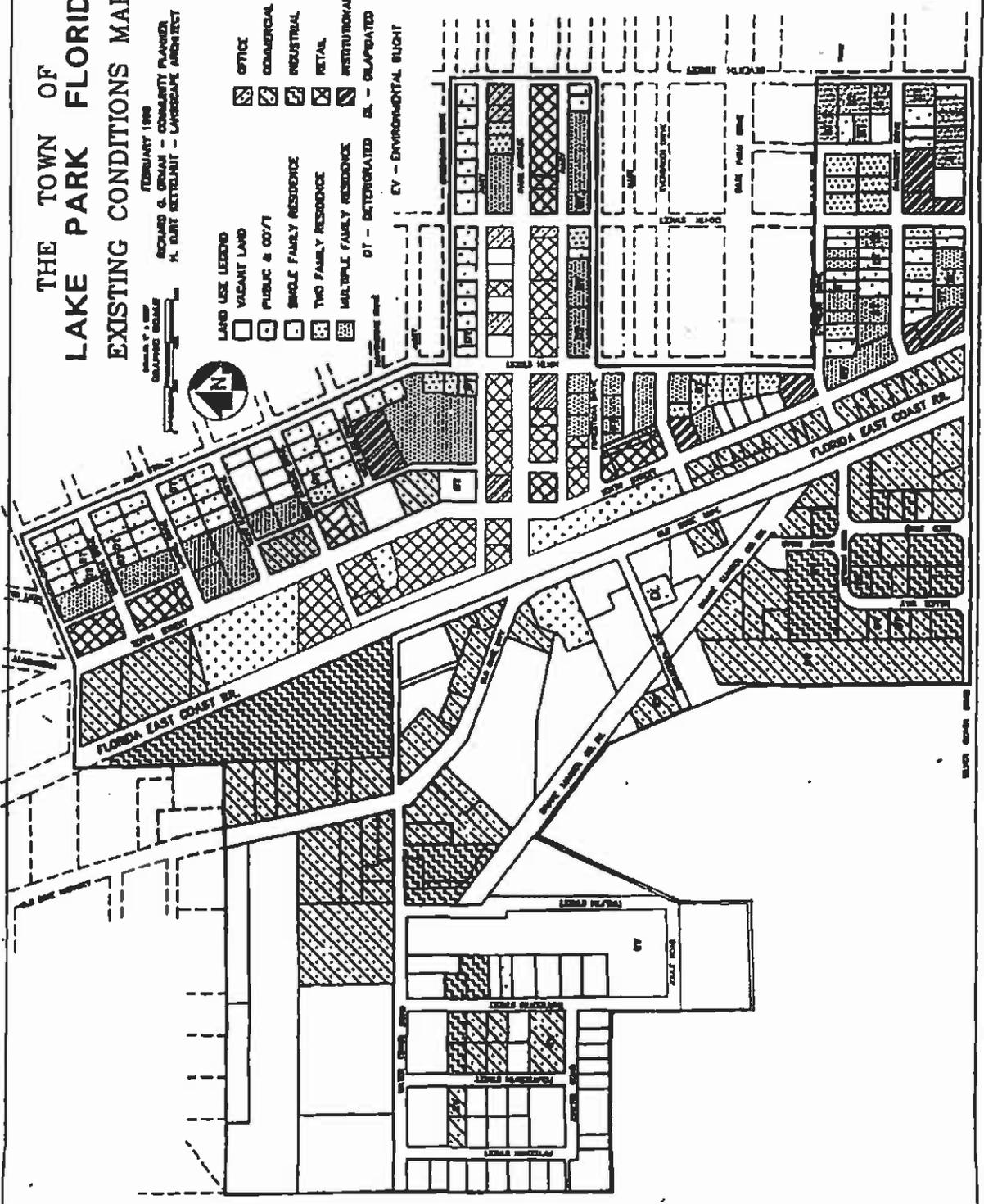


THE TOWN OF LAKE PARK FLORIDA EXISTING CONDITIONS MAP

FEBRUARY 1996
 SCHEIDT & GRAJEK - COMMUNITY PLANNER
 K. DURT RETZLIFT - LANDSCAPE ARCHITECT



- LAND USE LEGEND**
- VACANT LAND
 - PUBLIC & GOV'T
 - SINGLE FAMILY RESIDENCE
 - TWO FAMILY RESIDENCE
 - MULTIPLE FAMILY RESIDENCE
 - OT - OBTERORATED
 - EY - ENVIRONMENTAL BLIGHT
 - OFFICE
 - COMMERCIAL
 - INDUSTRIAL
 - RETAIL
 - INSTITUTIONAL
 - OL - OBLITERATED

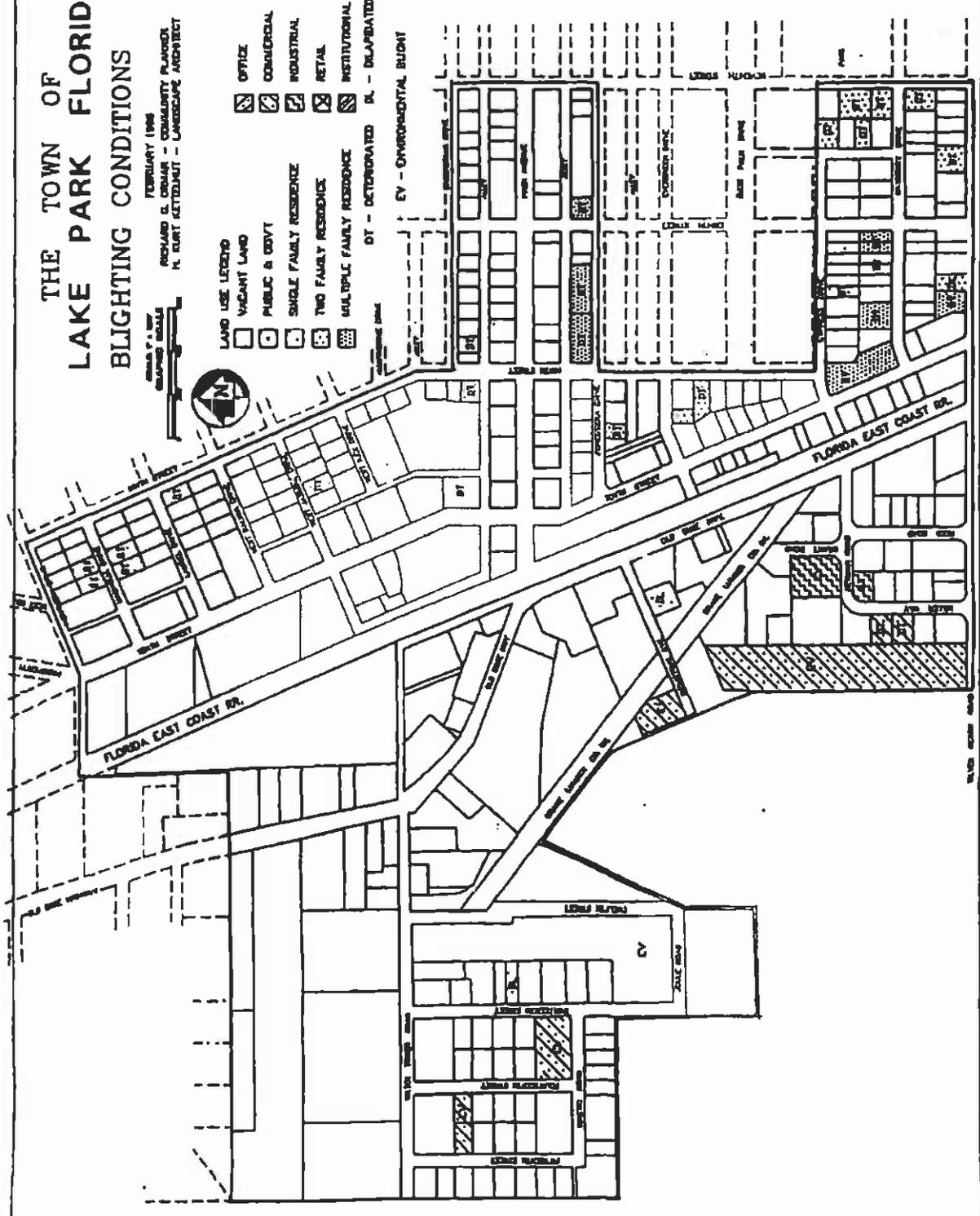


THE TOWN OF LAKE PARK FLORIDA BLIGHTING CONDITIONS

FEBRUARY 1986
 RICHARD G. ORSHAN - CONSULTING PLANNER
 N. ELBERT HETTLER - LANDSCAPE ARCHITECT



- LAND USE LEGEND**
- VACANT LAND
 - PUBLIC & GOV'T
 - SINGLE FAMILY RESIDENCE
 - TWO FAMILY RESIDENCE
 - MULTIPLE FAMILY RESIDENCE
 - OFFICE
 - COMMERCIAL
 - INDUSTRIAL
 - RETAIL
 - INSTITUTIONAL
 - DT - DETERIORATED
 - DL - DELAIDATED
 - EY - ENVIRONMENTAL BLIGHT



ISSUES AND IDEAS

Redevelopment and Revitalization. This report addresses the interrelated concepts of redevelopment and revitalization. Redevelopment is just as it seems - to develop the land again. This process may just modify an existing structure or change its use. On the other hand, it may remove existing structures, reassemble the land and construct completely new structures and uses on the lands. Revitalization refers to process of initiating a new spirit of community and commitment from the residents, business persons and land owners. "Paint-up, fix-up" is a part of revitalization but so is a new business or community policing. Revitalization can induce redevelopment and vice-versa. These processes interrelate and enhance one-another.

In the following review of preliminary issues and ideas for redevelopment and renovation, the "issues" are characterized as *obstacles* to redevelopment and revitalization and the "ideas" are characterized as *opportunities* for revitalization and development.

ISSUES: OBSTACLES TO REVITALIZATION AND REDEVELOPMENT

- 1. Deteriorating Physical Environment.** Many of the street scenes in the older Town neighborhoods are characterized by a shoddy appearance. The poor appearance is the result of a) deteriorating residential and commercial buildings, b) old and deteriorating public improvements such as sidewalks, curbs and paving and c) litter and debris scattered across many of the neighborhoods. The edges among varied land uses causes deleterious impacts to residential land uses (this report will refer to this condition as the "edge-effect")
- 2. Inappropriate Platting.** In several places platting for former land uses gives rise to difficult lot size, layout and alignment. For example, the right-of-way for the old Drake Lumber Company railroad spur could raise problems for the creation of lots sizes and shapes appropriate for

development activity. Moreover, the small lots, platted for industrial use, are in conflict with the required lot size of the applicable zoning districts.

3. Negative Impacts of Arterial Highways and Railroads. The alignments of 10th Street and Old Dixie Highway through the western neighborhoods brings business but they also have negative impacts on the residential environment. The Florida East Coast Railroad bisects the heart of the Town. The string of industrial uses that generally border the railroad pose severe negative edge-effect problems for both residential and retail neighbors.

4. Low-Income Residents. Many of the residents of the western neighborhoods area are low-income elderly or other disadvantaged. Some residents are immigrants such as Haitians and Mexicans. The apartment houses which were permitted along the Tenth Street corridor are almost exclusively occupied by low-income persons and families.

While this report does not use the absence of low and moderate income housing as a justification for the creation of a CRA, the presence of low/moderate income families (Map 4, page 14) indicates portions of the study area in two categories of income: 1) in instances where 51-70% of families have low to moderate income and 2) where 70+% of families are in the low to moderate income range.

A quick inspection of Maps 3 and 4 indicates to the reader that there is a close correlation between the incidence of low and moderate income families and the presence of dilapidated housing. This is, of course, not causal, i.e., low income people don't necessarily cause housing to be dilapidated, but it is the only kind of housing they can afford. There is need in such areas to muster all the assistance available from all sources to bring the housing up to code and improve its appearance.

The Town can foster cooperation between tenants and owners and, if necessary, provide stringent code enforcement as an assurance that maintenance of housing will remain high.

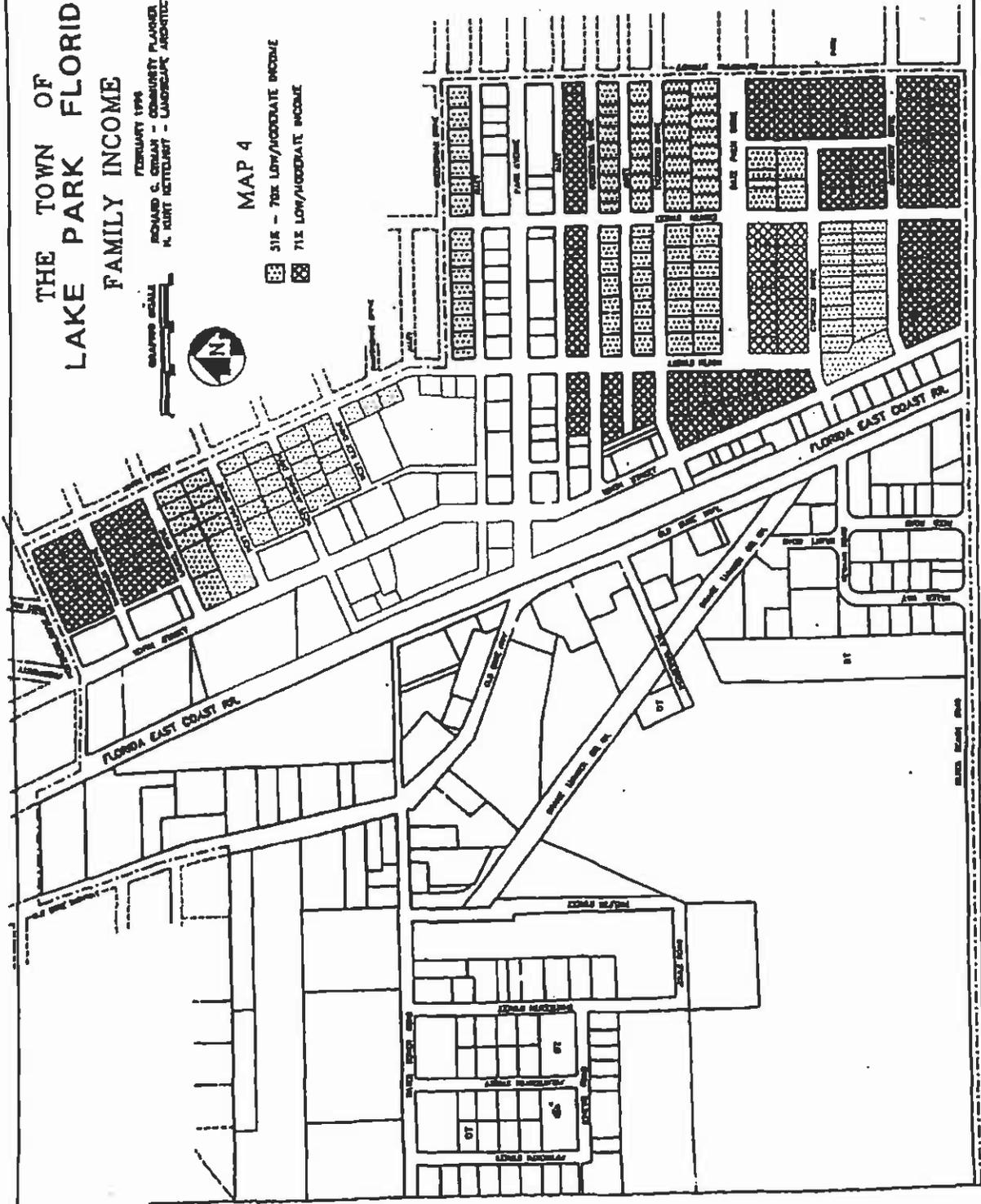
THE TOWN OF LAKE PARK FLORIDA FAMILY INCOME

FEBRUARY 1996
 HOWARD G. COULAN - COMMUNITY PLANNER
 M. ROBT KETTELHAYN - LANDSCAPE ARCHITECT



MAP 4

-  51% - 70% LOW/MODERATE INCOME
-  71% LOW/MODERATE INCOME



5. Absentee Landlord Syndrome. A large proportion of the housing units are owned by absentee landlords, many of whom are not reinvesting in the upkeep and appearance of the housing stock.

6. Substantial Costs. The costs of correcting and upgrading the public infrastructure are very high. In addition, up-front dollars will have to be spent for planning, design and administration of redevelopment and revitalization.

7. Declining Property Values. The overall decline in the Town of Lake Park Assessed Values has averaged 2.09% over the last ten years as illustrated by an independent appraiser's report and related graphs contained in Appendix D, Page 30. During the past 4 years, industrial and commercial properties have experienced more significant decline. Some specific examples:

1. Kelsey City Nursery assessed at 406,000; sold at \$280,000 a decline of 30%.
2. MacArthur Foundation assessed at \$384,201; sold at \$360,000 a decline of 7%
3. Rinker Materials Corporation assessed at \$966,800 and currently under contract at \$400,000; a decline of 58%.

Additional illustrations are contained in Appendix D - page 30 - where 8 sales are documented with the overall percentage loss of 25.5% or 4.3 % per year.

IDEAS: OPPORTUNITIES FOR REDEVELOPMENT AND REVITALIZATION

1. Citizens. Most of the citizens of Lake Park care deeply about their Town. Many have lived in the Town most of their lives - often as long as 20 to 30 years. These feelings and roots are essential to establishing and maintaining that "sense of community" so often lacking in South Florida. The attitudes of Lake Park citizens is a powerful force for revitalization.

2. Original Planning Quality. The Town is blessed by the traditional character of its original plan by the Olmstead Brothers. The Olmstead Brothers were the sons of Frederick Law Olmstead, Sr.

who designed Central Park and is considered to be the "father" of modern landscape architecture and a founder of modern urban planning. The boulevard streets and the sprinkling of small parks and open spaces give Lake Park an unique character in an otherwise faceless urban area.

3. Access. The Old Dixie Highway and Tenth Street corridors act as a principal north-south route from West Palm Beach to points further north. These routes are capable of supporting quality businesses with the number of vehicle trips generated through the area. Park Avenue and the future improvements of Watertower Road and Congress Avenue will provide adequate east-west access.

4. Partnerships. In addition, the business people are concerned over the quality of the Town's future. The Town and its business groups should explore the many potential partnerships between the public and private sectors.

5. Resources, Revenue and Agency. The process of redevelopment cannot proceed effectively without a single agency empowered to act with a plan and a clear focus on its mission. A Community Redevelopment Agency (CRA) should be created pursuant to Chapter 163, Florida Statutes. Tax increment financing (TIF) is probably the most viable funding approach. Used by many CRA's, the TIF trust fund does not require an increase in taxes for residents of the area to be served, but does focus increasing revenues from the redevelopment area back into the area itself. The Town should make a commitment to utilize its condemnation powers to aggregate lands necessary for redevelopment. Such a commitment is a difficult one to make but the redevelopment and revitalization process requires political courage and resolve.

STRATEGY FOR REVITALIZATION AND REDEVELOPMENT

STRATEGY SUMMARY

The strategy for redevelopment in Lake Park should include the following four components:

1. Involve the Citizens and Business People.

Invite business groups, home owners, renters, from all parts of the Town to participate in the planning and implementation process. This has to be a plan *created and owned* by the people of the Town.

2. Create a Community Redevelopment Agency (CRA).

This action will allow the Town to take advantage of Tax Increment Financing, which is considered to be the most viable source of specially directed and continuous funding for redevelopment. Moreover, the CRA would become the overall agency responsible for redevelopment.

3. Institute Tax Increment Financing.

The process for creating a tax increment trust and funding process is outlined below. One of the most important benefits of the program is the transfer to the Town of County taxes paid to the County by taxpayers in Lake Park.

4. Prepare and Implement a Community Redevelopment Plan.

This plan is crucial to the redevelopment process. All powers to use tax increment financing and to take properties by eminent domain for redevelopment purposes are directly related to the plan elements

CREATING THE COMMUNITY REDEVELOPMENT AGENCY

Laws governing community redevelopment in the State of Florida can be found in Chapter 163, Part 3, Florida Statutes. (See Exhibit One, page ---) Counties and municipalities that are experiencing neighborhood decline for one or many reasons may choose to exercise the powers conferred by the law to eliminate the blighting influences and promote private investment in redevelopment projects that will ultimately enhance the tax base, provide needed housing, etc., and in general create an atmosphere for economic and social growth.

Finding of Necessity. If it happens that the officials of the local government decide to move forward with the formation of a redevelopment entity, they must first state a finding of necessity in a formal resolution. The resolution must find that certain conditions exist, that together or separately they are causing decline of specific areas, and that the rehabilitation, conservation or redevelopment of those areas is necessary in the interest of the public health, safety, morals, or welfare of the residents.

Prior to adopting the resolution of necessity, the local government is required to provide notice of the intended action to every other taxing authority that may be levying taxes within the boundaries of the proposed redevelopment area. In addition, the county, in cases of charter counties, must give permission for the creation of the CRA and the tax increment finance trust.

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The Creation of a Community Redevelopment Agency

Subsequent to the finding of necessity, the local government may then create a Community Redevelopment Agency (CRA) to carry out the redevelopment process in the defined areas. They may by ordinance appoint an independent Board of Commissioners with five to seven members, or they may choose to declare themselves as the CRA, remaining at five members or adding two more members if so desired.

Preparation of Redevelopment Plan

The next step in the redevelopment process is the preparation of a Redevelopment Plan for the area designated as the Community Redevelopment Area. The process for adoption of the plan by the local government is contained in Section 163.360.

The following is a general outline of what every Community Redevelopment Plan must have:

1. A legal description of the boundaries of the CRA and justification for those boundaries;
2. A Land Use Element;
3. A Neighborhood Impact Element;
4. Identification of proposed publicly-funded capital projects to be undertaken in the CRA area; and safeguards to insure that projects will be carried out pursuant to the Community Redevelopment Plan;
5. The provision of controls and establishment of any restrictions or covenants running with land sold or leased for private use;
6. A Housing Element, including assurances of replacement housing for residents temporarily or

permanently displaced;

7. A detailed statement of the costs of redevelopment, including the amount to be expended on publicly-funded capital projects and any indebtedness proposed to be incurred by the Public Agency if such is to be repaid by increment revenues; and

8. A schedule for completion of redevelopment financed by increment revenues.

In addition, the local government may include requirements in the Plan that are unique to the community, in order to direct redevelopment toward a set of specific objectives established with input from the community during the planning process.

The plan must be submitted to the local government planning agency (LPA) for its finding that the plan is in conformance with the Town's Comprehensive Plan. The CRA and the LPA must recommend the plan to the Town Commission. The Commission then holds a public hearing on the plan and approves or disapproves it. Concurrent with the approval of the plan the Commission can create the Tax Increment Financing Trust.

Creating the Tax Increment Financing Trust.

With the formation of the CRA, Florida Statutes allow for the creation of a Redevelopment Trust Fund. Funds allocated to or deposited into this fund are to be for Community Redevelopment purposes pursuant to an approved Redevelopment Plan. The fund cannot be activated until the governing body has, by ordinance, provided for the funding through the use of Tax Increment Financing, and adopted a Community Redevelopment Plan as recommended by the CRA.

Appendix A
Report of the Fire Marshall

REPORT OF FIRE MARSHALL MICHAEL T. WELLS

A review of the proposed Community Redevelopment Area yields several factors of concern within the parameters of the definition of "blighted area" in F.S. 163.340(8). The area has a substantial number of structure and outdoor storage conditions which endanger life and property from the fire safety perspective.

Faulty placement of the majority of the buildings in this area has increased fire threat. Buildings in this area are spaced too closely together such that fire could spread rapidly from the building of origin to neighboring buildings. Several lots were subdivided prior to review by the building or fire departments resulting in closely spaced buildings. Lack of fire walls and the existence of windows in the walls between adjacent buildings are conducive to the spread of fire. Outdoor storage of property and vehicles also increase the chance for fire spread. Fire in this area under current conditions would over tax the fire department's suppression capability.

Another item of concern is the lack of fire protection systems in the buildings. Less than 5% of these buildings have automatic fire sprinkler systems because they were built prior to the inclusion of sprinkler system requirements in the Town codes. Furthermore, few have automatic fire detection systems which would at least give the fire department early warning of fire conditions. This compounds the threat to life and property in the area.

Because of a lack of adequate parking facilities, access to certain parts of the area for fire department apparatus is partially and sometimes totally blocked depending on the time of day. Some occupants have installed fences for security purposes, which further diminishes parking capabilities.

The 100 block of Miller Way is routinely blocked during business hours, as customers double-park because employees' vehicles already occupy available parking. The 800 block of Bayberry and Cypress Drives and the 900 block of Kalmia, Laurel, and Magnolia Drives (multi-family residential areas) are often inaccessible from 11:00 P.M. to 7:00 A.M. During these hours fire apparatus have been forced to locate at the nearest intersection and walk in to access the emergency location.

Impeded access, of course, increases our response time for fire and medical emergencies—situations in which seconds may make the difference between life and death.

Building construction in several sections of the proposed CRA lends itself to increased fire threat. Deteriorating conditions due to lack of maintenance by absentee landlords have contributed to producing a "blighted area."

Though the fire department conducts fire safety inspections of all commercial occupancies every 12 months, compliance with fire codes is becoming increasingly difficult to obtain as property value declines. Businesses are increasingly less willing to spend the money required to maintain fire safety standards as the economic stability of the area decreases.

As might be expected, insurance coverage for occupants of the area varies based on level of income. Occupants with thriving businesses are usually well covered, while low-income rental occupants are seldom covered at all making the effects of fire more devastating for those least able to recover from it.

The proposed community redevelopment area is bisected by the Florida East Coast Railway tracks. The tracks enter Lake Park from the south at Silver Beach Road, proceed north across Park Avenue, and exit the town at North Lake Boulevard. These are double tracks; a second set of tracks runs parallel to the main tracks to allow for switching. Because the next nearest switching tracks are located in Lantana/Hypoloxo to the south and Hobe Sound to the north, trains stop on the side tracks in Lake Park for up to 20 minutes at a time, sometimes blocking one or more of the east/west thoroughfares.

According to The Florida East Coast Railway, switching operations are conducted as needed, without regard to time of day or traffic patterns. Our emergency response records indicate that 69% of the calls in the proposed CRA area occur east of the railroad tracks and 31% west of the tracks. If a train is blocking our emergency response vehicle, it can take up to four minutes for the vehicle to reroute to the nearest available east/west artery. As stated above, a delay in response time can mean the difference between life and death, between minor property damage and total loss.

Appendix B
Report of the Police Chief

MEMORANDUM

DATE: AUGUST 20, 1996 NO: 96-193
TO: THERESE LEARY, TOWN MANAGER
FROM: JEFFERY C. LINDSKOOG, CHIEF OF POLICE
SUBJECT: CRIME STATISTICS FOR THE PROPOSED CRA

RECEIVED
AUG 21 1996
OFFICE OF TOWN MANAGER

Pursuant to your request, the police department conducted a analysis of the number of calls for service and the number of Part 1 crimes that occurred in the proposed CRA. Calls for service include any request for police services as well as officer-initiated actions. Part 1 crimes are the more serious crimes such as homicide, robbery, sexual battery, burglary, theft, motor vehicle theft, and aggravated battery/assault that are used to determine an area's crime rate.

The police department gathered statistics for fiscal year 1994/1995 (October 1 - September 30), as well as the first six months (October 1 - March 31) of fiscal year 1995/1996. We compared the number of calls for service in the CRA against the total number of calls for service Town wide, as well as compared the total number of Part 1 crimes committed in the CRA against the total number of Part 1 crimes in the Town. The results were as follows:

For Fiscal Year 1994/1995:

Total Part 1 Crimes in Town-	Part 1 Crimes in CRA-
897	301 (34% of total)
Total Calls for Service in Town-	Total Calls for service in CRA-
9,803	3,249 (33% of total)

For 1st 6 months of FY 1995/96:

Total Part 1 Crimes in Town-	Part 1 Crimes in CRA-
522	165 (32% of total)
Total Calls for Service in Town-	Total Calls for Service in CRA-
4,778	1,574 (33% of total)

Compare the percentages to the fact that the proposed CRA encompasses only 17.3% of the total corporate area of Lake Park. The proposed CRA has a large number of crimes and calls for service for such a small area.

Appendix C
Report of the Building Official

I N T E R

O F F I C E

MEMO

To: Terry Leary, Town Manager
From: Barry K. Underwood, Building Official
Subject: CRA Study - Over Utilization of Property
Date: September 16, 1996

RECEIVED

SEP 16 1996

OFFICE OF TOWN MANAGER

The CRA area is divided into two areas -- one is residential and the other is commercial. These areas are subdivided into two categories -- over utilized property and substandard/dilapidated property.

I have conducted an extensive review of the Town, comparing the above areas with the rest of the Town, the following is a summary of my findings.

In the residential area, 70% of all substandard/dilapidated housing and 90% of all over utilized property is located within the CRA boundary area.

In the commercial area, 100% of all substandard/dilapidated buildings and 80% of all over utilized property is located within the CRA boundary area.

The attached listing contains the addresses of the properties detailed above. Further statistical data and information is available from the Building Department for these properties, including building size, lot size, original use, current use, etc.

**THE FOLLOWING RESIDENTIAL PROPERTIES ARE OVER UTILIZED IN
ONE OR MORE OF THE FOLLOWING CATEGORIES**

The following residential properties are located in the CRA area:

- a) 932 - 938 Northern Dr.
- b) 933 - 939 Magnolia Dr.
- c) 932 - 938 Magnolia Dr.
- d) 933 - 939 Laurel Dr.
- e) 932 - 940 Laurel Dr.
- f) 946 - 952 Laurel Dr.
- g) 933 - 941 W. Jasmine Dr.
- h) 949 - 955 W. Jasmine Dr.
- I) 921 Evergreen Dr.

The following residential properties are located outside the CRA area:

- a) 200 Park Ave.

**THE FOLLOWING RESIDENTIAL PROPERTIES ARE SUBSTANDARD
OR DILAPIDATED**

The following residential properties are located in the CRA area:

- a) 823 Silver Beach Rd.
- b) 829 Bayberry Dr.
- c) 215 - 217 7th Court
- d) 233 7th Court
- e) 210 7th Court
- f) 805 Bayberry Dr.
- g) 835 Bayberry Dr.

The following residential properties are located outside the CRA area:

- a) 230 Date Palm Dr.
- b) 326 E. Ilex Dr.

**THE FOLLOWING COMMERCIAL PROPERTIES ARE OVER UTILIZED IN
ONE OR MORE OF THE FOLLOWING CATEGORIES**

The following commercial properties are located in the CRA area:

- a) 100 10th St.
- b) 126 10th St.
- c) 206 10th St.
- d) 210 - 214 10th St.
- e) 220 10th St.
- f) 320 10th St.
- g) 334 10th St.
- h) 340 10th St.
- I) 348 10th St.
- j) 551 10th St.
- k) 940 Park Ave.
- l) 1045 Silver Beach Rd.
- m) 1129 Silver Beach Rd.
- n) 1137 Silver Beach Rd.
- o) 1201 Silver Beach Rd.
- p) 108 Miller Way
- q) 125 Miller Way
- r) 109 Reed Rd.
- s) 1009 Newman Rd.
- t) 207 - 209 Brant Rd.
- u) 210 Brant Rd.
- v) 800 Old Dixie Hwy.
- w) 1107 Old Dixie Hwy.
- x) 902 Old Dixie Hwy.
- y) 950 Old Dixie Hwy.
- z) 1233 Old Dixie Hwy.
- aa) 1273 Old Dixie Hwy.
- bb) 840 - 850 Thirteenth St.

The following residential properties are located outside the CRA area:

- a) 1458 10th Court
- b) 1446 10th Court
- c) 1440 10th Court
- d) 1434 10th Court
- e) 1430 10th Court
- f) 1440 10th St.

**THE FOLLOWING COMMERCIAL PROPERTIES ARE SUBSTANDARD
OR DILAPIDATED**

The following commercial properties are located in the CRA area:

a) 210 Brant Rd.

The following commercial properties are located outside the CRA area:

NONE

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Appendix D
Declining Property Values

ANALYSIS OF PERCEPTION OF DECLINING COMMERCIAL PROPERTY VALUES IN THE TOWN OF LAKE PARK:

In 1992 research was prepared for another project that reached the following conclusions: 1.) In general commercial properties in the subject area tended to be assessed by the Palm Beach County Tax Assessor at approximately One Hundred and Ten (110%) percent of current sales price; and, 2.) Because of oversupply, sales prices were declining. Now the question is: " Has this trend continued in commercial Lake Park?" For the purposes of this report a total of eight sales were examined for which a prior sale could be easily confirmed.

The data and conclusions are detailed below:

<u>SALE#</u>	<u>LEGAL DESCRIPTION</u>	<u>LAST SALE</u>	<u>PRIOR SALE</u>
1	Lts. 38-42 & 52-55/49. KELSEY CITY	\$425,000 (02/96)	\$600,000 (12/86)
2	Lts. 5 & 6 N'Lake Business Park	\$270,000 (02/96)	\$320,000 (05/84)
3	N. 80' Lt. 1/C, TriCity Ind. Pk.	\$106,300 (10/95)	\$140,000 (10/86)
4	"Portion of Tr. B" City Square	\$110,000 (06/95)	\$151,000 (12/92)
5	Lots 13-36/77, KELSEY CITY	\$600,000 (07/95)	\$800,000 (12/85)
6	Lts. 36-41/54, KELSEY CITY	\$210,000 (01/95)	\$223,000 (01/79)
7	Lts. 1-14/30, KELSEY CITY	\$400,000 (02/96)	\$530,000 (06/93)
8	Lts. 29-35/40, KELSEY CITY	\$273,100 (02/96)	\$450,000 (05/88)

From the foregoing it can be calculated that the overall loss in sales price is approximately (\$-820,000). The overall percentage loss is -25.5%; and, the average percentage loss per year is -4.3%. This loss is compounded by the fact there is no incentive for commercial property owners to invest in updating and/or renovating their properties, as there is no return to them in increased values.

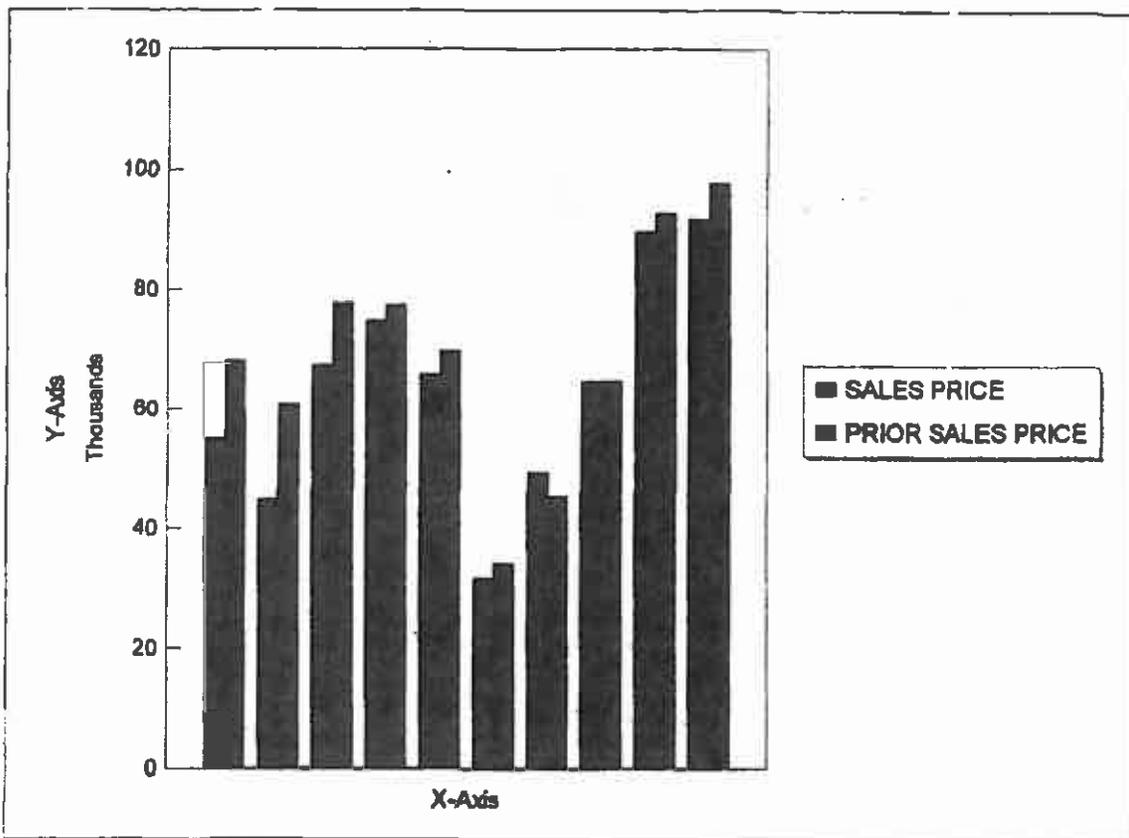
ANALYSIS OF PERCEPTION OF DECLINING SINGLE-FAMILY PROPERTY VALUES IN WESTERN AND SOUTHERN TOWN OF LAKE PARK:

There appears to be a sufficient number of sales in the Town of Lake Park, which have resulted in a perception of declining values for single-family residential values. For the purposes of this report a total of ten sales were examined for which a prior sale within the previous ten years could be easily confirmed.

A total of ten (10) sales were examined. All except one exhibited a decline in sales price or no increase in sales price. All of these sales were located south of Park Avenue, except two (2), which were located in the extreme western section of the residential portion of the town in close proximity to the multi-family projects between 9th and 10th Streets.

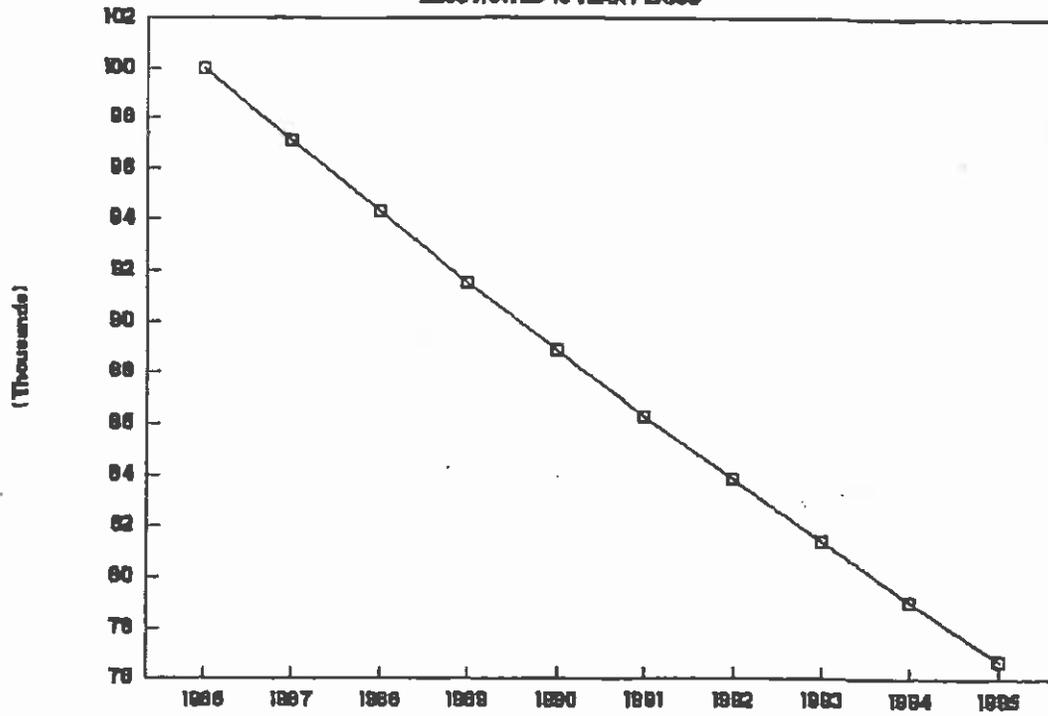
The attached grid outlines the data of the individual sales, followed by a bar graph comparing each of the documented sales with its prior sale. Following that is a graph illustrating the "Average Percentage Decline in Dollars Per One-hundred Thousand Dollars in Value Over the Ten Year Period."

<u>SALE#</u>	<u>ADDRESS</u>	<u>LAST SALE</u>
1	531 Date Palm	\$55,200
2	838 Date Palm	\$45,000
3	516 Cypress Dr.	\$67,500
4	718 Jasmine Dr.	\$75,000
5	254 Evergreen Dr.	\$66,000
6	423 Silver Beach	\$31,800*
7	300 Bayberry Dr.	\$49,600
8	845 W. Jasmine Dr.	\$64,900
9	517 Bayberry Dr.	\$89,900
10	256 Foresteria Dr.	\$92,000



AVG LOSS IN VALUE/\$100,000

ILLUSTRATED 10 YEAR PERIOD



SALE DATE	SALES PRICE	PRIOR SALE DATE	SALES PRICE	% CHANGE +/-	% CHANGE/YEAR	LEGAL DESCRIPTION
MAY, 1996	\$35,200.00	SEPT., 1990	\$68,200.00	-19.06%	-3.36%	LOTS 37-3962, KELSEY CITY
DEC., 1995	\$45,000.00	MAY, 1989	\$61,000.00	-36.23%	-4.70%	LOTS 16-1850, KELSEY CITY
SEPT., 1995	\$67,500.00	JULY, 1993	\$77,500.00	-13.35%	-6.15%	LOTS 5-760, KELSEY CITY
MAY, 1995	\$73,000.00	SEPT., 1985	\$77,500.00	-3.23%	-0.33%	LOTS 7-908, KELSEY CITY
APRIL, 1995	\$66,000.00	OCT., 1987	\$70,000.00	-5.71%	-0.77%	LOTS 17-2074, KELSEY CITY
JAN, 1995	\$31,800.00	AUG., 1993	\$34,400.00	-7.56%	-2.83%	LOTS 39 & 4063, KELSEY CITY
MAR., 1995	\$49,600.00	OCT., 1986	\$45,600.00	8.77%	1.04%	LOTS 1 & 267, KELSEY CITY
SEPT., 1994	\$64,500.00	SEPT., 1988	\$64,500.00	0.00%	0.00%	LOTS 32-3582, KELSEY CITY
AUG., 1994	\$89,500.00	MARCH, 1992	\$93,000.00	-3.33%	-1.38%	LOTS 40-4260, KELSEY CITY
MARCH, 1992	\$92,000.00	AUG., 1991	\$98,000.00	-6.12%	-2.37%	LOTS 11-1329, KELSEY CITY
					-2.09%	AVER. % CHANGE/YEAR

Appendix E
Photographs of Conditions

PHOTOS
ALREADY
SUBMITTED

Appendix "C"

"Resolution No. 14, 1996, Providing a Finding of Necessity"

RESOLUTION NO. 14, 1996

A RESOLUTION OF THE TOWN OF LAKE PARK, FLORIDA, PROVIDING A FINDING OF NECESSITY FOR THE CREATION OF A COMMUNITY REDEVELOPMENT AGENCY, PURSUANT TO CHAPTER 163.355, FLORIDA STATUTES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Chapter 163, Part III, Florida Statutes, authorizes municipalities to create Community Redevelopment Agencies for the purposes of eliminating conditions of slum and blight; and

WHEREAS, the Town of Lake Park Commission has received a report entitled "A Finding of Necessity" as prepared by R.G. Orman and Company, Inc. enumerating conditions of slum and blight in the Town, which report is labeled as "Exhibit A" and is attached hereto and made a part hereof; and

WHEREAS, there exists a need to protect the health, safety, morals, and general welfare of the residents of the Town of Lake Park from the effects of slum and blighting conditions; and

WHEREAS, the conditions of slum and blight include but are not limited to: substandard housing and commercial structures, a high incidence of low-moderate income families, functionally obsolete commercial and industrial buildings, incompatible land uses, land uses which are blighting on surrounding land uses, irregular platting an ownership patterns, pedestrian and vehicular conflicts, the blighting influences of the Florida East Coast Railroad, underutilized properties and inadequate availability of needed retail and service businesses.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AS FOLLOWS:

SECTION I

That the Commission finds that there are areas of slum and blight existing in the Town of Lake Park, that the conditions of slum and blight are detrimental to the health, safety, morals, and general welfare of the residents of the Town and that there is a necessity for the creation of a Community Redevelopment Agency, pursuant to Chapter 163, Part III, Florida Statutes to alleviate the impacts from slum and blighting conditions.

SECTION II

This resolution shall take effect immediately upon passage.

READ AND ADOPTED THIS 3rd DAY OF APRIL, 1996.



(TOWN SEAL)

Barbara H. Schick
TOWN CLERK

Wilhelm Hoja
MAYOR

Appendix "D"

"Resolution No. R-96-1852, Delegation of Powers by Palm Beach County to The Town of Lake Park"

4 Monaghan	From MARY
Atty - DeLoey	Co. MINUTES DEPT.
561-278-9462	Phone 355-2951
	Fax #

RESOLUTION NO. R-96- 1852

RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF PALM BEACH COUNTY, FLORIDA, DELEGATING THE EXERCISE OF POWERS CONFERRED BY CHAPTER 163, PART III, FLORIDA STATUTES, "THE COMMUNITY REDEVELOPMENT ACT OF 1969" TO THE TOWN OF LAKE PARK COMMISSION; PROVIDING FOR SEVERABILITY AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Chapter 163, Part III, The Community Redevelopment Act of 1969 provides for a mechanism for local governments to create a community redevelopment agency to deal with conditions of slums and blight; and

WHEREAS, the Town of Lake Park Commission has prepared a report entitled "A Finding of Necessity," dated March 1996 and revised in August 1996 which states that there is a blighted area in the Town and that rehabilitation, conservation or redevelopment or a combination thereof is necessary in the interest of public health, safety, morals or welfare of the residents of the Town;

WHEREAS, the Town of Lake Park Commission adopted "A Finding of Necessity" pursuant to Chapter 163.355, Florida Statutes in Town of Lake Park Resolution No. 14, 1996 on April 3, 1996; and

WHEREAS, Whereas Resolution No 14, 1996 makes the finding that a blighted area exists in the Town of Lake Park and that there is a necessity to create a Community Redevelopment Agency to alleviate impacts of the blighted conditions; and

WHEREAS, the Town has requested that Palm Beach County delegate redevelopment powers within the proposed redevelopment area to the Town; and

WHEREAS, the Board of County Commissioners has determined that it is appropriate to delegate all redevelopment powers contained in Chapter 163, Part III to the Town regarding the study area identified in Map 1 of Exhibit 1, "A Finding of Necessity", dated August, 1996 and described in the legal description contained in Exhibit 2.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF PALM BEACH COUNTY, FLORIDA, AS FOLLOWS:

1. The powers conferred to Palm Beach County as a Charter County pursuant to Chapter 163, Part III, Florida Statutes are hereby delegated to the Town of Lake Park Commission regarding the Study Area identified in Map 1 "A Finding of Necessity", dated March 1996 and revised August 1996 which is attached to this resolution as Exhibit 1. The legal description of the area is attached to this resolution as Exhibit 2.
2. This resolution specifically reserves all redevelopment powers in the remainder of the Town of Lake Park to the County. Any expansion of the Community Redevelopment Agency boundaries beyond the area identified on Map 1 of Exhibit 1 and described in the legal description contained in Exhibit 2 will require specific consent and delegation of power by the County.
3. Effective Date. The provisions of this resolution shall become effective upon adoption by the Board of County Commissioners.
4. Severability. If any section, paragraph, sentence, clause, phrase or word of this resolution is for any reason held by a court of competent jurisdiction to be unconstitutional, inoperative, or void, such holding shall not effect the remainder of this resolution.

The foregoing resolution was offered by Commissioner Marcus who moved its adoption. The motion was seconded by Commissioner McCarty and upon being put to a vote, the vote was as follows:

Commissioner Ken L. Foster, Chairman	<u>Aye</u>
Commissioner Burt Aaronson, Vice Chairman	<u>Aye</u>
Commissioner Maude Ford Lee	<u>Aye</u>
Commissioner Mary McCarty	<u>Aye</u>
Commissioner Karen T. Marcus	<u>Aye</u>
Commissioner Warren H. Newell	<u>Absent</u>
Commissioner Carol A. Roberts	<u>Aye</u>

The Chair thereupon declared the Resolution duly passed and adopted this 6th day of November, 1996.

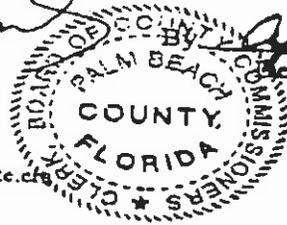
APPROVED AS TO FORM
LEGAL SUFFICIENCY

PALM BEACH COUNTY, FLORIDA, BY AND
ITS' BOARD OF COUNTY COMMISSIONERS

DOROTHY H. WILKEN, CLERK

By [Signature]
County Attorney

By [Signature]
Deputy Clerk



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Appendix "E"

"Resolution No. 65, 1996, Creating a Community Redevelopment Agency"

RESOLUTION NO. 65, 1996

A RESOLUTION OF THE COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA; CREATING THE COMMUNITY REDEVELOPMENT AGENCY (THE "AGENCY") OF THE TOWN OF LAKE PARK; DECLARING THE MEMBERS OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK AND TWO ADDITIONAL INDIVIDUALS APPOINTED BY THE TOWN COMMISSION AS MEMBERS OF THE AGENCY; ESTABLISHING THE TERMS OF THE ADDITIONAL MEMBERS; FINDING THE AGENCY TO BE A PUBLIC INSTRUMENTALITY; AUTHORIZING AND DIRECTING THE AGENCY TO EXERCISE POWERS DELEGATED TO THE TOWN OF LAKE PARK BY THE BOARD OF COUNTY COMMISSIONERS OF PALM BEACH COUNTY, FLORIDA; PROVIDING AN EFFECTIVE DATE.

WHEREAS, in Resolution 14, 1996, the Town Commission of the Town of Lake Park (the "Town Commission") found that conditions of blight exist within certain boundaries within a specific portion of the southwest section of the Town of Lake Park; and

WHEREAS, the Town Commission found in Resolution 14, 1996 that the rehabilitation, conservation, redevelopment, or combination thereof, of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the Town of Lake Park; and

WHEREAS, the Town Commission found in Resolution 14, 1996 that there is a need for a community redevelopment agency to function within said blighted area; and

WHEREAS, by Resolution No. R-96-1852, the Board of County Commissioners of Palm Beach County, Florida delegated redevelopment powers under Chapter 163, Part III, Florida Statute, to the Town Commission of the Town of Lake Park; and

WHEREAS, the Town Commission desires that such redevelopment powers be exercised by a community redevelopment agency consisting of the members of the Town Commission and two additional persons who meet the requirements of Section 163.356(3)(b), Florida Statutes.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AS FOLLOWS:

SECTION I

There is hereby created and established the Community Redevelopment Agency of the Town of Lake Park, which shall carry out the redevelopment of the area described in Resolution 14, 1996 as enacted, and as it may be amended, and which shall have and exercise all of the powers of redevelopment agencies under Part III, Chapter 163, Florida Statutes, and as it may be amended, to the extent such powers have been delegated by the Board of County Commissioners of Palm Beach County.

SECTION II

The Community Redevelopment Agency of the Town of Lake Park, Florida (the "Agency") shall consist of the members of the Lake Park Town Commission and two (2) additional persons appointed by the Town Commission to serve as Additional Members, as provided in Section 163.357(1)(c), Florida Statutes..

SECTION III

The terms of the additional persons appointed by the Town Commission to serve as Additional Members shall be for four (4) years, except that the first person appointed shall initially serve a term of two (2) years.

SECTION IV

The Town Commission finds and declares that the Agency is a public instrumentality. The members of the Town Commission shall be the members of the Agency together with the two Additional Members, and such members shall constitute the head of a legal entity, separate, distinct, and independent from the Town Commission body of the Town of Lake Park, subject to the provisions of Part III, Chapter 163, Florida Statutes. The exercise by the Agency of the powers conferred by Part III, Chapter 163, Florida Statutes is further found to be the performance of an essential public function.

SECTION V

Subject to those prior approvals by the Town Commission required by Part III, Chapter 163, Florida Statutes, and subject to the provisions of Resolution No. R-96-1852 of the Board of County Commissioners of Palm Beach County, Florida, the Town Commission does hereby authorize and direct the Agency to exercise the redevelopment powers delegated to the Town Commission by the Board of County Commissioners of Palm Beach County, Florida.

SECTION VI

The Town Commission hereby finds that, as provided in Resolution No. R-96-1852 of the Board of County Commissioners of Palm Beach County, Florida, those redevelopment powers not specifically enumerated in such resolution as being delegated to the Town Commission may not be exercised by the Agency.

SECTION VII

Pursuant to Section 163.357(1), Florida Statutes, the members of the Town Commission constituting part of the Agency shall be those individuals serving as members of the Town Commission from time to time as provided in the Town Charter of the Town and other applicable law, and serving as a member of the Agency shall constitute an additional duty of office by any member of the Town Commission.

SECTION VIII

All Resolutions of the Town Commission of the Town of Lake Park in conflict or inconsistent with this Resolution are, to the extent of such conflict or inconsistency, hereby rescinded.

SECTION IX

This Resolution shall be in full force and effect immediately.

65

SECTION X

This Resolution shall take effect immediately upon passage.

READ AND ADOPTED THIS 20th DAY OF November, 1996.



William Wagner
MAYOR

ATTEST:

Barbara A. Scheuring
TOWN CLERK

sm: K:\WORK-TLP\RESOLUTION\CRA2.RES
November 20, 1996

Appendix "F"

"Bill No. 1, 1999; Ordinance No. 2, 1999, Creating a Redevelopment Trust Fund"

BILL NO. 1, 1999

ORDINANCE NO. 2 1999

AN ORDINANCE OF THE TOWN OF LAKE PARK, FLORIDA, AMENDING CHAPTER 2 (ADMINISTRATION) BY ADDING A NEW DIVISION 3 AND A NEW SECTION 2-110.10 TO ARTICLE V (FINANCES) OF THE LAKE PARK CODE BY PROVIDING FOR THE CREATION AND FUNDING OF THE REDEVELOPMENT TRUST FUND; PROVIDING A SAVINGS CLAUSE; PROVIDING FOR CODIFICATION; PROVIDING FOR REPEAL OF ORDINANCES IN CONFLICT; PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA, AS FOLLOWS:

SECTION I

That the Lake Park Code is hereby amended by adding a new division and section to be numbered Division 3, Section 2-110.10, which said Division and Section shall read as follows:

DIVISION 3. COMMUNITY REDEVELOPMENT AGENCY

Sec. 2-110.10. Redevelopment trust fund.

(a) *Creation.* There is hereby created a Redevelopment Trust Fund, hereinafter referred to as "Trust Fund."

(b) *Purpose.* Funds allocated to and deposited into the Trust Fund shall be used by the Community Redevelopment Agency to finance or refinance any community redevelopment it undertakes pursuant to the community redevelopment plan approved by the Town Commission.

(c) *Funding formula.* The Trust Fund shall be funded annually in an amount not less than that increment in the income, proceeds, revenues and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment under the Community Redevelopment Act of 1969. Such increment shall be determined annually and shall be that amount equal to ninety-five percent (95%) of the difference between:

(1) The amount of ad valorem taxes levied each year by each taxing authority, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and

(2) The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for each taxing authority, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property by each taxing authority prior to the effective date of this ordinance.

(d) *Appropriation by taxing authority.* Except for the purpose of funding the Trust Fund pursuant to subsection (g) of this section, upon the adoption of this ordinance, each taxing authority shall, by January 1 of each year, appropriate to the Trust Fund for as long as any indebtedness pledging increment revenues to the payment thereof is outstanding (but not to exceed thirty (30) years) a sum which is no less than the increment as defined and determined in subsection (c) accruing to such taxing authority. If the community redevelopment plan is amended or modified pursuant to section 163.361 (1), Florida Statutes (1997), each such taxing authority shall make the annual appropriation for a

period not to exceed thirty (30) years after the date the Town Commission amends the plan.

Any taxing authority that does not pay the increment to the Trust Fund by January 1 shall pay to the Trust Fund an amount equal to five (5) percent of the amount of the increment and shall pay interest on the amount of the increment equal to one (1) percent for each month the increment is outstanding.

(e) *Exempt taxing authorities.* No taxing authority is exempt from the provisions of this ordinance except the following public bodies or taxing authorities created prior to July 1, 1993:

(1) A special district that levies ad valorem taxes on taxable real property in more than one county.

(2) A special district the sole available source of revenue of which is ad valorem taxes at the time an ordinance is adopted under this section.

(3) A library district, except a library district in a jurisdiction where the community redevelopment agency had validated bonds as of April 30, 1984.

(4) A neighborhood improvement district created under the Safe Neighborhoods Act.

(5) A metropolitan transportation authority.

(6) A water management district created under section 373.069, Florida Statutes.

(f) *Application for Exemption.* In addition to the special districts identified in subsection (e), the Town Commission may exempt from this section a special district that levies ad valorem taxes within the community redevelopment area. The Town Commission

may grant the exemption either in its sole discretion or in response to the request of the special district.

(1) In deciding whether to deny or grant a special district's request for exemption from this section, the Town Commission must consider:

a. Any additional revenue sources of the community redevelopment agency which could be used in lieu of the special district's tax increment.

b. The fiscal and operational impact on the community redevelopment agency.

c. The fiscal and operational impact on the special district.

d. The benefit to the specific purpose for which the special district was created. The benefit to the special district must be based on specific projects contained in the approved community redevelopment plan for the designated community redevelopment area.

e. The impact of the exemption on incurred debt and whether such exemption will impair any outstanding bonds that have pledged tax increment revenues to the repayment of the bonds.

f. The benefit of the activities of the special district to the approved community redevelopment plan.

g. The benefit of the activities of the special district to the area of operation of the local governing body that created the community redevelopment agency.

(2) The Town Commission must hold a public hearing on a special district's request for exemption after public notice of the hearing is published in a newspaper having a general circulation within the Town. The notice must describe the time, date, place and

purpose of the hearing and must identify generally the community redevelopment area covered by the plan and the impact of the plan on the special district that requested the exemption.

(3) If the Town Commission grants an exemption to a special district under this subsection, the Town Commission and the special district must enter into an interlocal agreement that establishes the conditions of the exemption, including, but not limited to, the period of time for which the exemption is granted.

(4) If the Town Commission denies a request for exemption by a special district, the Commission shall provide the special district with a written analysis specifying the rationale for such denial. This written analysis must include, but is not limited to, the following information:

a. A separate, detailed examination of each consideration listed in subsection (f)(1).

b. Specific examples of how the approved community redevelopment plan will benefit, and has already benefitted, the purpose for which the special district was created.

(5) The decision to either deny or grant an exemption must be made by the Town Commission within 120 days after the date the written request was submitted to the Town Commission.

(g) Notwithstanding the provisions of subsection (d), the obligation of the Town Commission to fund the redevelopment Trust Fund annually shall continue until all loans, advances, and indebtedness, if any, and interest thereon, of the community redevelopment

agency incurred as a result of redevelopment in the community redevelopment area have been paid.

(h) The revenue bonds and notes of every issue under Part III, Chapter 163, Florida Statutes (1997) are payable solely out of revenues pledged to and received by the community redevelopment agency and deposited to the Trust Fund. The lien created by such bonds or notes shall not attach until the revenues referred to herein are deposited in the Trust Fund at the times, and to the extent that, such revenues accrue. The holders of such bonds or notes have no right to require the imposition of any tax or the establishment of any rate of taxation in order to obtain the amounts necessary to pay and retire such bonds or notes.

(i) *Revenue Bonds.* Revenue bonds issued under the provisions of Part III, Chapter 163, Florida Statutes (1997) shall not be deemed to constitute a debt, liability or obligation of the Town Commission or the state or any political subdivision thereof, or a pledge of the faith and credit of the Town Commission or the state or any political subdivision thereof, but shall be payable solely from the revenues provided therefor. All such revenue bonds shall contain on the face thereof a statement to the effect that the agency shall not be obligated to pay the same or the interest thereon except from the revenues of the community redevelopment agency held for that purpose and that neither the faith and credit nor the taxing power of the Town Commission or of the state or of any political subdivision thereof is pledged to the payment of the principal of, or the interest on, such bonds.

(j) *Purposes.* Moneys in the Trust Fund may be expended from time to time for the following purposes, when directly related to financing or refinancing of redevelopment

in the community redevelopment area pursuant to a community redevelopment plan approved by the Town Commission:

- (1) Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the agency.
- (2) Expenses of redevelopment planning, surveys and financial analysis, including the reimbursement of the Town Commission or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.
- (3) The acquisition of real property in the redevelopment area.
- (4) The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants as provided in section 163.370, Florida Statutes (1997).
- (5) The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
- (6) All expenses incidental to or connected with the issuance, sale, redemption, retirement or purchase of agency bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes or other form of indebtedness.
- (7) The development of affordable housing within the area.
- (8) The development of community policing innovations.
- (k) *Year End.* On the last day of the fiscal year of the community redevelopment agency, any money which remains in the Trust Fund uncommitted by an executed contract and after the payment of expenses pursuant to subsection (j) for such year shall be:

(1) Returned to each taxing authority which paid the increment in the proportion that the amount the payments of such taxing authority bear to the total amount paid into the Trust Fund by all taxing authorities within the redevelopment area for that year;

(2) Used to reduce the amount of any indebtedness to which increment revenues are pledged;

(3) Deposited into an escrow account for the purpose of later reducing any indebtedness to which increment revenues are pledged; or

(4) Appropriated to a specific redevelopment project pursuant to an approved community redevelopment plan which project will be completed within three (3) years from the date of such appropriation.

(l) *Annual Audit and Report.* The community redevelopment agency shall provide for an independent financial audit of the Trust Fund each fiscal year and a report of such audit. Such report shall describe the amount and source of deposits into, and the amount and purpose of withdrawals from, the Trust Fund during such fiscal year and the amount of principal and interest paid during such year on any indebtedness to which is pledged increment revenues and the remaining amount of such indebtedness. The agency shall provide a copy of the report to each taxing authority.

SECTION II

That should any section or provision of this Ordinance or any portion thereof, any paragraph, sentence or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereof as a whole or part thereof other than the part to be declared invalid.

SECTION III

The provisions of this Ordinance shall become and be made a part of the Code of Laws and Ordinances of the Town of Lake Park, Florida. The Sections of this Ordinance may be renumbered or relettered to accomplish such; and the word "Ordinance," may be changed to "Section," "Article," or other appropriate word.

SECTION IV

All ordinances of the Town of Lake Park in conflict with any provisions of this Ordinance are hereby repealed to the extent of such conflict.

SECTION V

This Ordinance shall take effect immediately upon passage.

PLACED ON FIRST READING THIS 20 DAY OF January, 1999.

PUBLISHED IN THE PALM BEACH POST THIS 24 DAY OF January, 1999.

PLACED ON SECOND, FINAL READING AND ADOPTED THIS 3 DAY OF February, 1999.

February, 1999.

(TOWN SEAL)



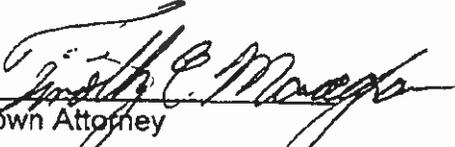
John J. Butler
MAYOR

ATTEST:

Sally Hall
Town Clerk

APPROVED AS TO FORM
AND LEGAL SUFFICIENCY:

2


Town Attorney

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January 6, 1999