



Village of Palm Springs

Community Redevelopment Agency

Plan Update 2021



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“Leadership is the capacity to translate vision into reality.”
Author unknown,
FRA

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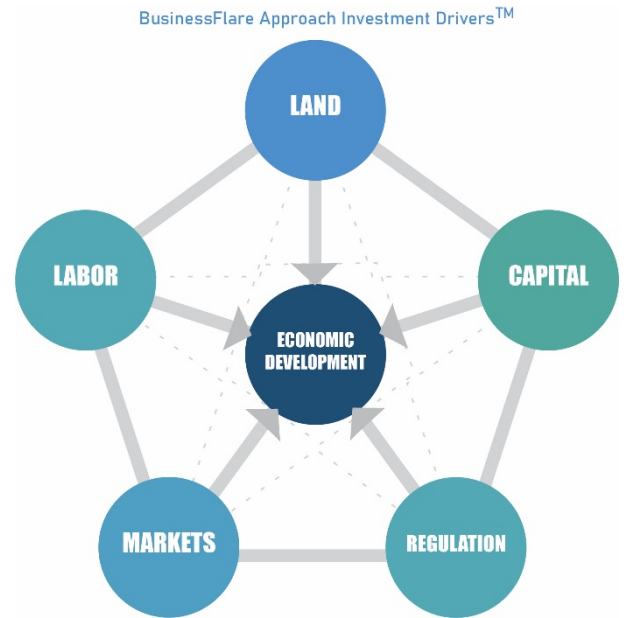
Florida Statutes Title XI Chapter 163 Requirements

Executive Summary

The Palm Springs CRA Community Redevelopment Plan Update (2021) and Economic Development Strategic Plan are structured around the five (5) key investment drivers:

1. Land
2. Labor
3. Markets
4. Capital
5. Regulations

Based on current market data, community input, and the existing adopted Community Redevelopment Plan, the Plan provides analysis and recommendations for the continued redevelopment and removal of blighted conditions within the Village of Palm Springs Community Redevelopment Agency (CRA) Districts.



While the 2019 Community Redevelopment Plan established the CRA and focused on intergovernmental coordination due to identified planned capital projects by external agencies, the 2021 Community Redevelopment Plan seeks to leverage these projects to create unique spaces, targeted economic development sites, and establish stand-alone CRA programs. Through policies, programs, and initiatives, the CRA has the ability to positively impact future development.

The five (5) key goals established in the 2019 CRA Plan serve as the backbone of the 2021 update and are expanded upon throughout this document.

- I. Improving Utilities and Infrastructure
- II. Expanding Job Development and Economic Growth
- III. Enhancing Public Safety
- IV. Increasing and Maintaining Workforce Housing
- V. Advancing the Partnership with Palm Beach County

The Economic Development Strategic Plan for the Palm Springs Community Redevelopment Agency is built upon key economic development drivers which contribute to encouraging economic growth, improving quality of life, and building wealth.

The Palm Springs Community Redevelopment Agency is comprised of two sub-districts: Lake Worth Road and Congress Avenue. These corridors serve as commercial spines of the Village. Centrally located in Palm Beach County, the corridors accommodate a large amount of commuter traffic. The functionality of the corridors does not align with the Village’s identification as “A Great Place to Call Home”. The corridors lack an identity and additional non-gentrifying residential uses that will create a customer base.

Executive Summary (2)

The final work plan includes many programming recommendations, ranging from short-term to long-term and low-cost to high-cost. Immediate and near-term strategies include the CRA focusing on establishing a brand and corresponding Placemaking strategies. Much of this work will require internal coordination between the Finance, Engineering, and Legal departments.

The Village staff will utilize the plan to direct the use of TIF funds for capital projects which should focus on unique experiences that are not potentially funded through external agencies. Existing and proposed Capital projects include the extension on the Congress Avenue force main, the exploration of the creation of a canal pedestrian network, installation of street trees and street furniture, and the purchase of key redevelopment sites for public/private partnerships.

Opportunities along the corridors have been identified along with constraints. This plan builds on the strengths while seeking to correct the constraints. Additional SWOT analysis is provided in the companion Economic Development Strategic Plan.

Opportunities:

Location

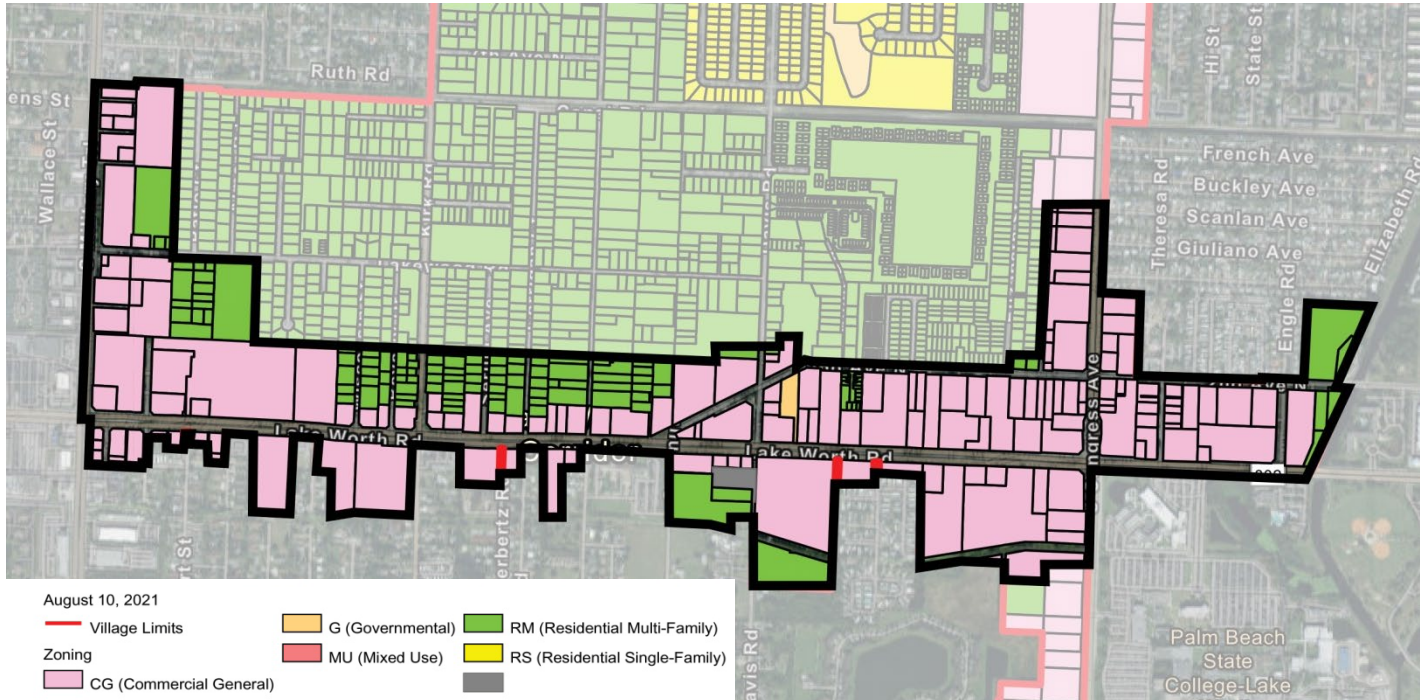
- Proximity to PBI
- Proximity to 1-95
- CSX
- Congress Avenue 6 plus 2 lanes of travel
- Lake Worth Road 6 plus 2 lanes of travel
- Proximity to Boca Raton, West Palm Beach, Palm Beach Gardens
- Depth of Lots/ availability for lot assemblage
- Existing commercial corridors surrounded by stable residential areas
- Well established medical, research, and educational uses within CRA and immediately adjacent
- Existing Transit Routes
- Palm Beach State College

Constraints:

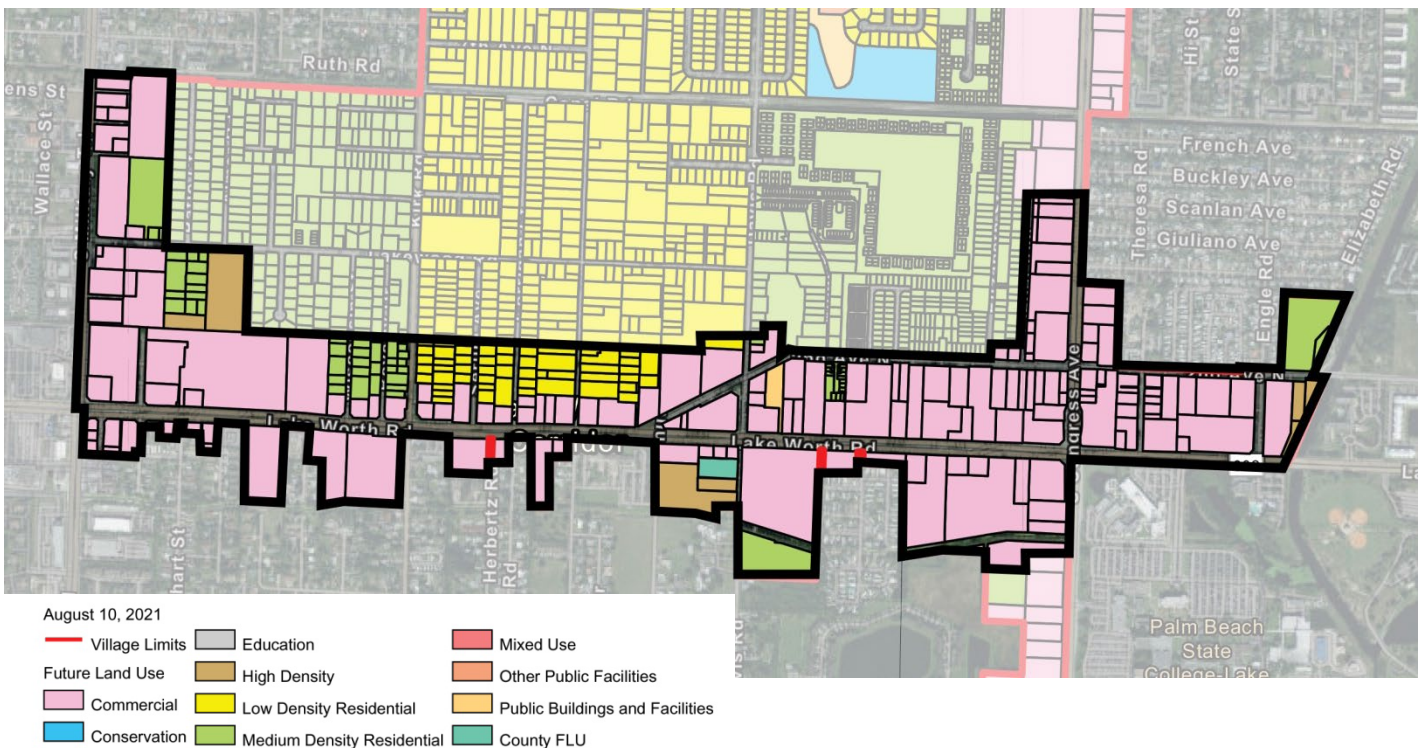
- Walkable but nowhere to walk to
- Lack of jobs
- Land Development Regulations (LDR) includes an extensive list of Special Exceptions.
- Previous Palm Springs CRA Plan focused on business / neighborhood uses whereas data indicates additional persons through housing is needed to support those uses.

Zoning and Land Use Maps Lake Worth Road District

Zoning Map



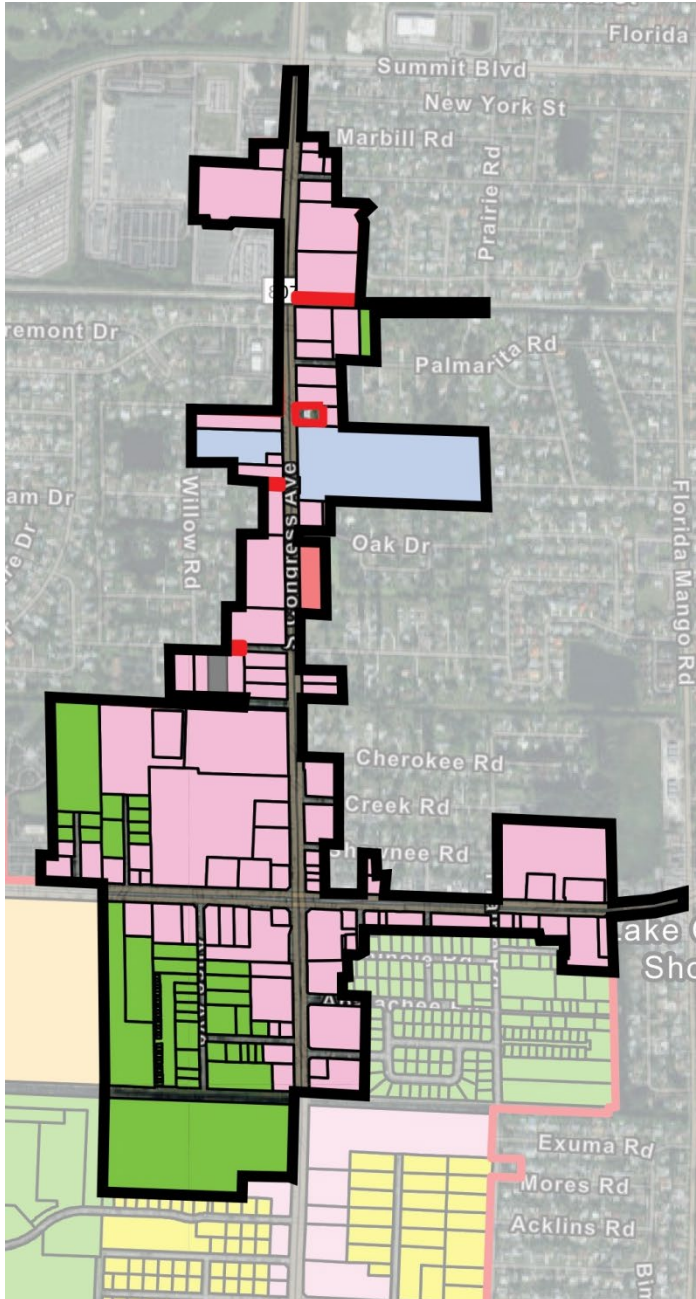
Future Land Use Map



Zoning and Land Use Maps

Congress Avenue District

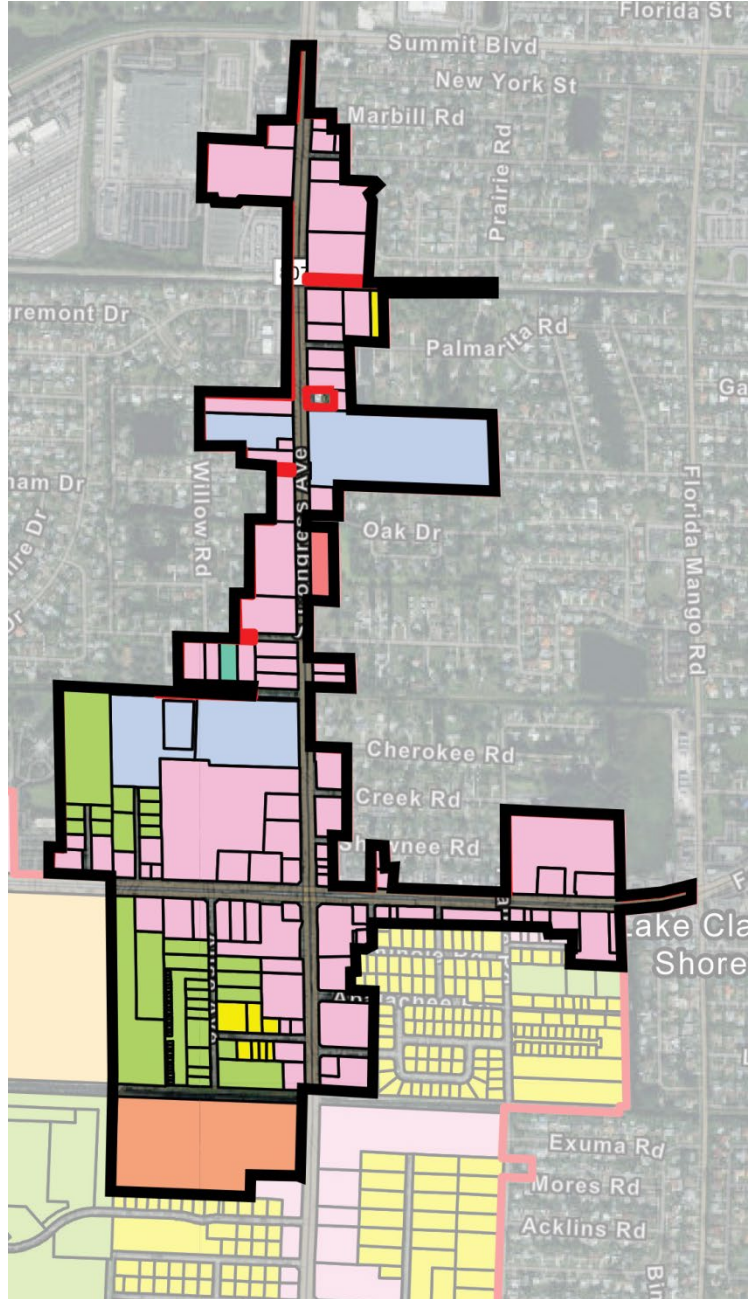
Zoning Map



August 10, 2021

- Village Limits
- Zoning**
- CG (Commercial General)
- CN (Commercial Neighborhood)
- G (Governmental)
- LI (Light Industrial)
- MU (Mixed Use)
- RM (Residential Multi-Family)
- RS (Residential Single-Family)

Future Land Use Map



August 10, 2021

- Village Limits
- Future Land Use**
- Commercial
- Light Industrial
- Conservation
- Low Density Residential
- Education
- Medium Density Residential
- Mixed Use
- High Density
- Other Public Facilities
- Public Buildings and Facilities
- County FLU

Palm Springs CRA

Goals, Mission, and Goals

Vision

Vibrant and safe corridors that meet the needs of residents and visitors while maintaining the unique small-town atmosphere of the Village of Palm Springs.

Mission

The Palm Springs CRA endeavors to create economically stable business corridors that support redevelopment opportunities through the creation of jobs, incentive programs, the development of sustainable infrastructure, and the coordination of a safe transportation network and bicycle/pedestrian connections while protecting and enhancing the surrounding residential neighborhoods.

Goals

- Retain and promote the CRA and Village’s “small town” feel.
 - Creation of jobs.
- Identify key parcels for community-serving businesses.
 - Protect the residential uses adjacent to Lake Worth Road and Congress Avenue corridors.
- Increase traffic safety on Lake Worth Road and Congress Avenue.
 - Increase redevelopment activity on Lake Worth Road and Congress Avenue through incentives and the encouragement of parcel assemblage for quality redevelopment.
- Leverage proposed transportation projects.
 - Provide infrastructure to allow for sustainable business growth.

Stakeholder Feedback

The Palm Springs CRA Community Redevelopment Plan Update reflects feedback from community members. Efforts included an online survey, engagements at a Village event and local commercial center, a stakeholder meeting, and direct contact to key stakeholders. Due to on-going COVID-19 concerns and limitations, responses were minimal.

The March 18, 2021, Stakeholder Meeting was offered simultaneously as an in-person and virtual format. In addition, Community Feedback Surveys were distributed in-person and broadcast via email during a three-week period with 136 responses received. Through this direct engagement, very valuable information was garnered as summarized below.

OPPORTUNITIES:

Overall

- Talent attraction
- Central Palm Beach Chamber of Commerce
- Palm Beach Hispanic Chamber
- Gateway features & signage to stimulate a “sense of place” (brand identity)
- Connect parks and outdoor activities

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Lake Worth District

- Vacant land redevelopment
- Infill mixed-use development along 2nd Ave
- Connect 2nd Ave (walk and bicycle friendly street)
- Create a destination: “Pueblito” street
- Education and health clusters
- Waterfront property (potential Blueway connection)
- Complete streets initiative along Lake Worth Road (coordinate with DOT)

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Congress Avenue District

- Potential for a unique district
- YMCA retrofitting
- Connection to G-Star Academy
- Direct connection to Palm Beach International Airport, Zoo, and Croquet Club
- Complete streets initiative along Congress Avenue (coordinate with DOT)
- Possible hotel development- proximity to PBIA

WEAKNESSES:

Overall

- Lack of “pedestrian-oriented” town center destination
- Wide roadway commercial corridor
- Suburban shopping center typologies (building frontage separated from public-right-of-way by parking lots)

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Lake Worth District

- Lack of consistent character in the built environment
- Underutilized parking lots detrimental to corridor aesthetics

--

Congress Avenue District

- Lack of consistent character in the built environment
- Underutilized parking lots detrimental to corridor aesthetics
- Lack of pedestrian-oriented destination
- Lack of residential units that will support workforce and make a unique district
- Septic tank system

STRENGTHS:

Overall

- G-Star Academy (“the only one of its kind in the country” equals TALENT)
- Palm Springs Village operates police department and code enforcement
- Beautiful bedroom community
- Parks and recreation
- Expedited permitting

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Lake Worth District

- High volume commercial corridor
- Proximity to Palm Beach State College (EDUCATION)
- Proximity to JFK Hospital (HEALTH)
- New townhome and multifamily developments (100 units +/-)
- New walking/bike trail will connect 9-10 parks

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Congress Avenue District

- Large employer (cosmetic manufacturing and automobile dealership)
- YMCA redevelopment
- Connection I-95
- Recreation center (Defy)
- Proximity to G-Star Academy

Stakeholder Feedback (2)

Following the meeting, key stakeholders were contacted directly and asked to identify the obstacles that are preventing developing their properties fully. Below are the responses received:

- Finding a tenant
- Cost to run utilities to the site
- Visibility of business along Lake Worth Road due to speed limit
- Sign ordinance restrictions (specifically an electronic sign)
- Need for a clear vision
- Homeless
- Lack of canal bank maintenance



Photo from public workshop on March 18 2021

Available Land

The vacancy, availability and development of existing parcels play important roles in the elimination of blighted conditions, redevelopment of underutilized properties, and business attraction. The Congress Avenue subdistrict is comprised of 291 acres and the Lake Worth Road subdistrict is comprised of 221 acres. Within the subdistricts, 76.2 acres of potential redevelopment sites have been identified.

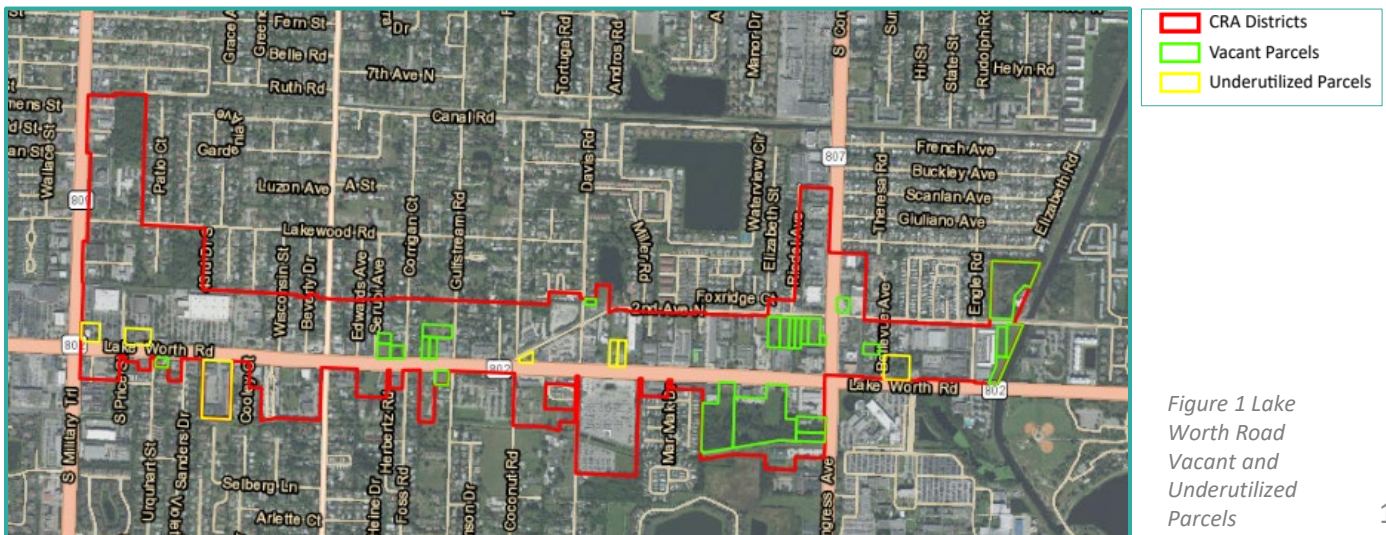
Vacant and Underutilized Parcels Lake Worth Road District

The Lake Worth Road Subdistrict is located on a nearly built-out suburban commercial corridor. The Lake Worth Road Subdistrict is anchored by a Home Depot on the west boundary and adjacent to Palm Beach State College on the east boundary. Within the subdistrict are many local uses including food markets, a car wash, offices, restaurants, and personal services.

Two large areas of vacant land exist towards the eastern area of the subdistrict. These vacant sites are comprised of multiple parcels. These sites should be considered for uses that align with the college and hospital uses just outside the CRA boundaries. The Village's Land Development Regulations allow for site specific mixed-use overlay. The CRA, in conjunction with the Village should consider by-right incentive based mixed-use regulations.

A few, but not many, underutilized parcels were identified. These underutilized parcels include vacant freestanding stores and shopping centers that have a high rate of vacancy and outdated layouts. Future redevelopment of these sites should incorporate urban design principals that include buildings closer to the road that allow for pedestrian access and more contemporary site design.

Underutilized parcels and occupied parcels in the vicinity of Lake Worth Road, Davis Road and 2nd Avenue present an opportunity for lot assemblage and a large-scale commercial development. Consideration should also be given for residential uses transitioning to the rear of the site to provide a buffering to the existing residential uses along Davis Road.



Available Land (2)

Vacant and Underutilized Parcels Congress Avenue

The Congress Avenue Subdistrict is a highly traveled north/south corridor. The corridor includes a small portion of Forest Hill Boulevard which leads to a major I-95 exit. The north end of the corridor leads to Palm Beach International Airport (Southern Boulevard), Trump International Golf Club West Palm Beach, and Palm Beach County Main Detention Center (Gun Club Road). These three major sites are not located in the CRA but have influence on the corridor, including uses such as bail bonds businesses. For purposes of this study, the bail bonds businesses have been identified on the following map.

Prior to the business restrictions of COVID-19 a large indoor recreation use opened at the north end of the corridor. Adjacent to this site are two larger vacant parcels with site plan approval for restaurant and commercial retail buildings. These uses align with the golf course and/or airport which are located within one and three miles respectively of the parcels.

There are 35.0 acres of undeveloped commercial properties, 31.89 acres of vacant residential parcels, and 3.0 acres of vacant mixed-use parcel along Congress Avenue.

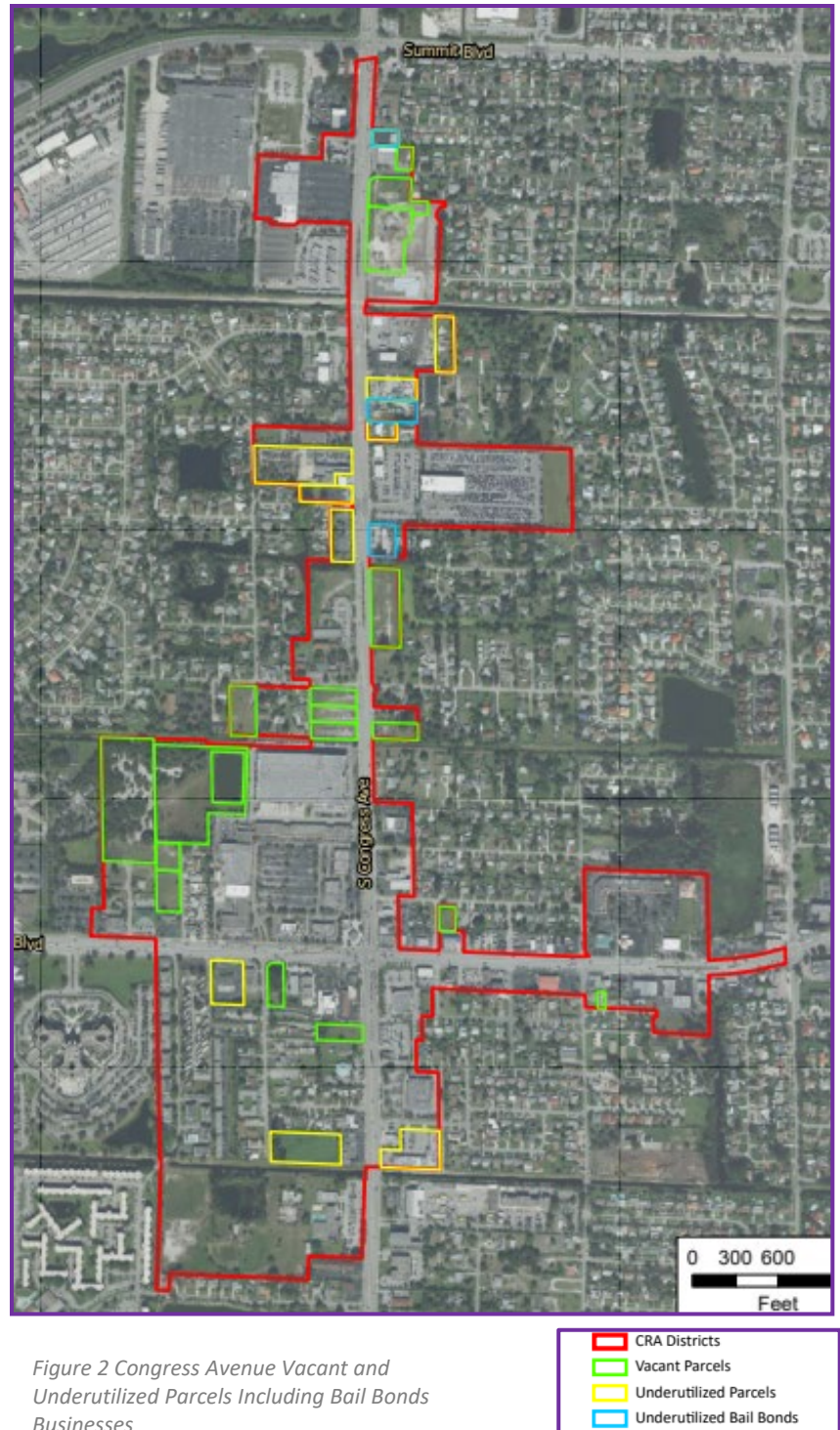


Figure 2 Congress Avenue Vacant and Underutilized Parcels Including Bail Bonds Businesses

Available Land (3)

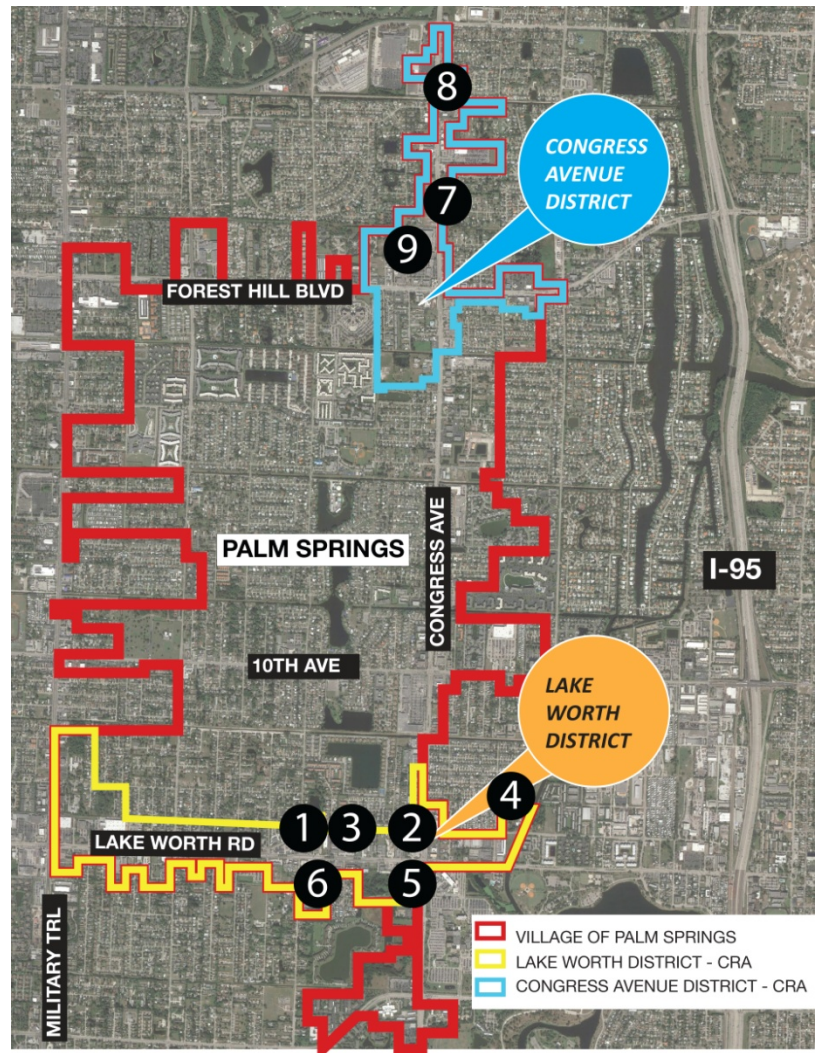
Availability/Listings

There is 53,000 square feet of available commercial spaces for the recruitment or expansion of businesses in the two districts. Additionally, as of April 2021, there are 131 residential properties available for purchase or rent for the recruitment of future residents in the Village of Palm Springs.

Private sites for potential redevelopment cover roughly 76.2 acres and include the following projects/parcels:

- 1 Triangle Area – 2nd Avenue and Lake Worth Road
- 2 2nd Avenue and Congress Avenue
- 3 2nd Avenue and Davis Road
- 4 2nd Avenue and E-4 Canal
- 5 Lake Worth Road and Congress Avenue vacant land
- 6 Flea Market property and adjacent overflow parking
- 7 Congress Avenue (Mixed-Use Vacant Land)
- 8 Congress Avenue and Holly Road
- 9 Congress Avenue and Forest Hill (around the Oxygen Site)

As with most undeveloped and under-developed sites, the absence of development feeds into the negative aesthetics and/or perception of blight due to overgrown landscaping, inadequate fencing, broken pavement, litter, boarded up windows, etc. The CRA's authority to collaborate with private developers and landowners to contribute to the look and feel of future development is important in addressing the needs and desires of residents, employers, commuters, and tourists.



External Agency Projects

The previous CRA plan identified several capital improvement projects. Projects included infrastructure, transportation, and transit improvements. These projects remain important to the redevelopment of the corridors but should not be dependent on full CRA funding. The below projects fall under the jurisdiction of external agencies.

The CRA should pivot from this list of capital projects, and instead focus on new projects and programs. The allocation of CRA funds for the sewer force main extension within the Congress Avenue subdistrict and aesthetic improvements to transit stops should remain a funding priority.

Project	Subdistrict	Agency
Sewer Force Main Extension	Congress Avenue	Palm Beach County
Pedestrian Access Improvements	Congress Avenue	Village of Palm Springs/FDOT/TPA
Traffic Improvements	Lake Worth Road	FDOT
Drainage Improvements	Lake Worth Road	Village of Palm Springs
Pedestrian Access Improvements	Lake Worth Road	FDOT
Mid-Block Crosswalks	Lake Worth Road	FDOT
Relocation of Aerial Utility Lines Underground	Congress Avenue and Lake Worth Road	FPL
Transit Improvements (Shelters, Benches)	Congress Avenue and Lake Worth Road	Palm Beach County

Proposed Update to Comprehensive Plan

Goals, Objectives, & Policies

The following Goals, Objectives and Policies should be used as guiding principles for the CRA. The Village's Comprehensive Plan should be updated to further strengthen the relationship between the Village and the CRA. Additionally, the Village's Land Development Regulations should be reviewed to ensure that they support the goals of the CRA.

Goal I: Retain and promote the CRA and Village's "small town" feel.

Objective I.I: Establish criteria that encourages infill development that enhances the Village.

Policy I.I: The Village and the CRA shall encourage development that provides neighborhood uses and appropriate destination businesses.

Goal II: Creation of Jobs.

Objective II.I: The CRA shall require new business that receive financial and in-kind support from the CRA to provide a local-hire goal.

Policy II.I: The CRA shall identify opportunities for increased economic development and employment opportunities within the Lake Worth Road subdistrict and the Congress Avenue subdistrict.

Goal III: Identify key parcels for community-serving businesses.

Objective III.I: The CRA shall identify and promote vacant storefronts and sites that will provide missing neighborhood uses.

Policy III.I: The CRA shall create a list of desired community-serving businesses.

Policy III.II: The CRA shall actively seek out desired community-serving businesses through partner organizations.

Goal IV: Protect the residential uses adjacent to the Lake Worth Road and Congress Avenue corridors.

Objective IV.I: Attract and support neighborhood-oriented businesses that contribute to the adjacent stable residential neighborhoods.

Policy IV.I: Types of uses and their environmental impact, such as noise, traffic, and hours of operation, shall be regulated through the Village's Land Development Regulations.

Objective IV.II: Create design standards for infill development that appropriately buffer the existing residential uses.

Goal V: Increase traffic safety on Lake Worth Road and Congress Avenue.

Objective V.I: Following the 2021 multi-modal study, the CRA should support the installation of bicycle lanes, speed controls and increased pedestrian comfort amenities along the CRA major corridors.

Policy V.I: Based on available funding, the CRA should enhance partner agency multi-modal improvements through the installation of street trees, transit stops, and street furniture.

Objective V.II: The CRA should design and construct an internal walkable street network that incorporates existing canals that connect into the corridors.

Proposed Update to Comprehensive Plan Goals, Objectives, & Policies (2)

Goal VI: Increase redevelopment activity on Lake Worth Road and Congress Avenue through incentives and the encouragement of parcel assemblage for quality redevelopment.

Objective VI.I: The CRA will work with the Village to encourage and incentivize lot assemblage through changes to the Land Development Regulations and streamlining the process.

Objective VI.II: The Village shall conduct a study to determine if impact fee abatement is a viable incentive program.

Policy VI.I: The CRA shall provide financial incentives and programming support for desired redevelopments.

Goal VII: Leverage proposed transportation projects.

Objective VII.I: The CRA shall promote transportation projects to potential developers.

Policy VII.I: The CRA should identify partner agency transportation projects and use them to attract quality redevelopment.

Goal VIII: Provide infrastructure to allow for sustainable business growth.

Objective VIII.I: Design, construction, and maintenance of sanitary sewer on Congress Avenue will allow for a growth and diversification of businesses.

Policy VIII.I: The CRA shall enter into an interlocal agreement with the Village and Palm Beach County to extend the sanitary sewer on the Congress Avenue.

Objective VIII.II: The funding of the design and construction of sanitary sewer on Congress Avenue by the CRA will lead to increased TIF revenues due to private redevelopment and highest and best uses.

Policy VIII.II: The future sanitary sewer shall be designed to support a growth in uses along the corridor.

TIF Projections

The following Tax Increment Financing (TIF) charts show the 30-year projection for each CRA sub-district based on no changes to the Village's millage rate and a 3% TIF growth rate. The final chart is the full CRA and includes the financing capacity for the CRA at each annual interval.

Lake Worth Road District

	Lake Worth Road District	LWR Increment	LWR TIF
2019 PBC Baseline	\$ 161,860,986		
2020 Final Value	\$ 171,184,347	\$ 9,323,361	\$ 62,000
2021 Preliminary Value	\$ 174,245,865	\$ 12,384,879	\$ 86,694
2022	\$ 179,473,241	\$ 17,612,255	\$ 123,286
2023	\$ 184,857,438	\$ 22,996,452	\$ 160,975
2024	\$ 190,403,161	\$ 28,542,175	\$ 199,795
2025	\$ 196,115,256	\$ 34,254,270	\$ 239,780
2026	\$ 201,998,714	\$ 40,137,728	\$ 280,964
2027	\$ 208,058,675	\$ 46,197,689	\$ 323,384
2028	\$ 214,300,435	\$ 52,439,449	\$ 367,076
2029	\$ 220,729,448	\$ 58,868,462	\$ 412,079
2030	\$ 227,351,332	\$ 65,490,346	\$ 458,432
2031	\$ 234,171,872	\$ 72,310,886	\$ 506,176
2032	\$ 241,197,028	\$ 79,336,042	\$ 555,352
2033	\$ 248,432,939	\$ 86,571,953	\$ 606,004
2034	\$ 255,885,927	\$ 94,024,941	\$ 658,175
2035	\$ 263,562,505	\$ 101,701,519	\$ 711,911
2036	\$ 271,469,380	\$ 109,608,394	\$ 767,259
2037	\$ 279,613,461	\$ 117,752,475	\$ 824,267
2038	\$ 288,001,865	\$ 126,140,879	\$ 882,986
2039	\$ 296,641,921	\$ 134,780,935	\$ 943,467
2040	\$ 305,541,179	\$ 143,680,193	\$ 1,005,761
2041	\$ 314,707,414	\$ 152,846,428	\$ 1,069,925
2042	\$ 324,148,637	\$ 162,287,651	\$ 1,136,014
2043	\$ 333,873,096	\$ 172,012,110	\$ 1,204,085
2044	\$ 343,889,289	\$ 182,028,303	\$ 1,274,198
2045	\$ 354,205,967	\$ 192,344,981	\$ 1,346,415
2046	\$ 364,832,146	\$ 202,971,160	\$ 1,420,798
2047	\$ 375,777,111	\$ 213,916,125	\$ 1,497,413
2048	\$ 387,050,424	\$ 225,189,438	\$ 1,576,326

TIF Projections (2)

Congress Avenue District

	Congress Avenue District	CA Increment	CA TIF
2019 PBC Baseline	\$ 127,292,669		
2020 Final Value	\$ 135,595,242	\$ 8,302,573	\$ 55,212
2021 Preliminary Value	\$ 141,134,893	\$ 13,842,224	\$ 96,896
2022	\$ 145,368,940	\$ 18,076,271	\$ 126,534
2023	\$ 149,730,008	\$ 22,437,339	\$ 157,061
2024	\$ 154,221,908	\$ 59,929,239	\$ 419,505
2025	\$ 191,848,566	\$ 64,555,897	\$ 451,891
2026	\$ 197,604,023	\$ 70,311,354	\$ 492,179
2027	\$ 203,532,143	\$ 76,239,474	\$ 533,676
2028	\$ 209,638,108	\$ 82,345,439	\$ 576,418
2029	\$ 215,927,251	\$ 88,634,582	\$ 620,442
2030	\$ 222,405,068	\$ 95,112,399	\$ 665,787
2031	\$ 229,077,220	\$ 101,784,551	\$ 712,492
2032	\$ 235,949,537	\$ 108,656,868	\$ 760,598
2033	\$ 243,028,023	\$ 115,735,354	\$ 810,147
2034	\$ 250,318,864	\$ 123,026,195	\$ 861,183
2035	\$ 257,828,430	\$ 130,535,761	\$ 913,750
2036	\$ 265,563,283	\$ 138,270,614	\$ 967,894
2037	\$ 273,530,181	\$ 146,237,512	\$ 1,023,663
2038	\$ 281,736,086	\$ 154,443,417	\$ 1,081,104
2039	\$ 290,188,169	\$ 162,895,500	\$ 1,140,269
2040	\$ 298,893,814	\$ 171,601,145	\$ 1,201,208
2041	\$ 307,860,629	\$ 180,567,960	\$ 1,263,976
2042	\$ 317,096,447	\$ 189,803,778	\$ 1,328,626
2043	\$ 326,609,341	\$ 199,316,672	\$ 1,395,217
2044	\$ 336,407,621	\$ 209,114,952	\$ 1,463,805
2045	\$ 346,499,850	\$ 219,207,181	\$ 1,534,450
2046	\$ 356,894,845	\$ 229,602,176	\$ 1,607,215
2047	\$ 367,601,691	\$ 240,309,022	\$ 1,682,163
2048	\$ 378,629,741	\$ 251,337,072	\$ 1,759,360

TIF Projections (3)

For the CRA to accomplish its capital improvement projects, it must consider two courses of action. The first option includes using TIF funds early on smaller, but impactful projects that support creating a destination and placemaking. The second option is to seek financing through municipal bonds or even traditional banking.

	CRA Total Value	CRA Increment	CRA TIR	New Construction	Debt Service Capacity	Debt Capacity*
2019 PBC Baseline	\$ 289,153,655					
2020 Final Value	\$ 306,779,589	\$ 17,625,934	\$ 117,212			\$ -
2021 Preliminary Value	\$ 315,380,758	\$ 26,227,103	\$ 174,410			\$ -
2022	\$ 324,842,181	\$ 35,688,526	\$ 237,329		\$ 158,219	\$ 2,353,901
2023	\$ 334,587,446	\$ 45,433,791	\$ 302,135		\$ 201,423	\$ 2,996,668
2024	\$ 344,625,070	\$ 55,471,415	\$ 368,885	\$ 33,000,000	\$ 245,923	\$ 3,658,717
2025	\$ 387,963,822	\$ 98,810,167	\$ 657,088		\$ 438,058	\$ 6,517,203
2026	\$ 399,602,736	\$ 110,449,081	\$ 734,486		\$ 489,658	\$ 7,284,869
2027	\$ 411,590,818	\$ 122,437,163	\$ 814,207		\$ 542,805	\$ 8,075,564
2028	\$ 423,938,543	\$ 134,784,888	\$ 896,320		\$ 597,546	\$ 8,889,981
2029	\$ 436,656,699	\$ 147,503,044	\$ 980,895		\$ 653,930	\$ 9,728,830
2030	\$ 449,756,400	\$ 160,602,745	\$ 1,068,008		\$ 712,006	\$ 10,592,844
2031	\$ 463,249,092	\$ 174,095,437	\$ 1,157,735		\$ 771,823	\$ 11,482,779
2032	\$ 477,146,565	\$ 187,992,910	\$ 1,250,153		\$ 833,435	\$ 12,399,412
2033	\$ 491,460,962	\$ 202,307,307	\$ 1,345,344		\$ 896,896	\$ 13,343,544
2034	\$ 506,204,791	\$ 217,051,136	\$ 1,443,390			
2035	\$ 521,390,934	\$ 232,237,279	\$ 1,544,378			
2036	\$ 537,032,663	\$ 247,879,008	\$ 1,648,395			
2037	\$ 553,143,642	\$ 263,989,987	\$ 1,755,533			
2038	\$ 569,737,952	\$ 280,584,297	\$ 1,865,886			
2039	\$ 586,830,090	\$ 297,676,435	\$ 1,979,548			
2040	\$ 604,434,993	\$ 315,281,338	\$ 2,096,621			
2041	\$ 622,568,043	\$ 333,414,388	\$ 2,217,206			
2042	\$ 641,245,084	\$ 352,091,429	\$ 2,341,408			
2043	\$ 660,482,437	\$ 371,328,782	\$ 2,469,336			
2044	\$ 680,296,910	\$ 391,143,255	\$ 2,601,103			
2045	\$ 700,705,817	\$ 411,552,162	\$ 2,736,822			
2046	\$ 721,726,991	\$ 432,573,336	\$ 2,876,613			
2047	\$ 743,378,801	\$ 454,225,146	\$ 3,020,597			
2048	\$ 765,680,165	\$ 476,526,510	\$ 3,168,901			

Economic Development Strategic Plan: Key Strategies and Work Plan

These strategies are based on the companion Market Analysis to promote investment and revitalization. The following strategies create the framework for the Work Plan.

Check the box as items are implemented.

CRA Governance

- Based on CRA goals and strategies, design and create an operational structure within the Village of Palm Springs for existing staff to undertake and implement programs and initiatives. These individuals will have specific skill sets that will carry out the mission, vision, and role of the CRA in compliance with state statutes.
- Invest in professional CRA Board development including training, certifications, and conferences.
- Negotiate the role of the CRA in an interlocal Agreement for the Congress Avenue force main extension project.

Business Attraction and Recruitment

- Local Investment
 - Partner with existing property owners to remove blight through facade improvements, uniform signage, landscaping, etc.
 - Partner with property owners to recruit complementary businesses and uses.
- Incentives and Grants
 - Create guidelines and incentives to recruit and retain desired authentic retail and restaurant uses for vacant storefront spaces.
 - Create incentives to encourage desired authentic uses for vacant parking lots.

Safety, Code Enforcement, and Policy Guidelines

- Implement concentrated community policing efforts and enhanced code enforcement to address disproportionate number of police calls for service within the CRA.
- Examine code violations as a basis for initial steps to blight removal and prevention of future blight.
- Create design guidelines for each respective district to include facade and fencing preferences.

Governmental Advocacy and Lobbying

- Collaborate with County staff and elected officials on the allocation and implementation of American Rescue Plan Act funding for eligible projects such as Lake Worth Road infrastructure for stormwater improvements.
- Identify and advocate for grants to leverage tax increment revenue.

Create an Identity

- Capitalize on the opportunity to create an identity authentic to the Lake Worth Road District.
- Capitalize on existing employers to create an identity authentic to the Congress Avenue District.
- While investing in sewer infrastructure on Congress Avenue, also incorporate and upgrade streetscaping by partnering with Complete Streets and the Department of Transportation.
 - Improve resident, tourist, and employee pedestrian safety.
 - Improve corridor aesthetics.
 - Incorporate wayfinding signage to create a sense of place.
 - Incorporate sidewalk seating and trash receptacles.

CRA Work Plan

The CRA Work Plan is an action-based program, supported by a 2021 Market Analysis, that will lead the CRA towards programmatic growth and success. Based on the five economic drivers of Land, Labor, Markets, Regulation, and Capital the Work Plan provides an opportunity for the CRA to shift from just a capital improvement-based program to a holistic approach to redevelopment.



LAND

Aesthetics and Beautification

Aesthetics are one of the most important elements of attracting investment and this plan identifies aesthetic and safety improvements which must be implemented to maximize the potential to attract new commercial and residential investment. The strategies range from short-term to long-term, keeping in mind some are low-cost and others high-cost items. The following strategies are recommended to impact the aesthetics and beautification of the CRAs.

- Review code violation hot spots and/or areas for initial steps to blight removal and prevention of future blight.
- Create and implement “Community Clean-Up Program” or “Decode Day” campaigns to provide a system for community participation and business partnerships in neighborhood cleanup and maintenance.
- Increase funding for existing housing rehabilitation programs to address aging housing stock.
- Create design guidelines for each respective district to include facade and fencing preferences.
- Partner with public and private property owners for public art installations to include murals, utility boxes, bus shelters, and outdoor sculptures.
- Follow-through on the Lake Worth Road and Congress Avenue streetscaping projects by partnering with relevant external agencies.

CRA Work Plan (2)

Branding, Marketing, and Promotion Identity

Creating a brand sets the foundation for how residents, commuters, and visitors feel and think about a place. By utilizing and capitalizing on community input and recent asset mapping, the CRA will be in a position to implement branding and placemaking for the distinct Congress Avenue and Lake Worth Road subdistricts, which stretch roughly 1.85 miles and 1.47 miles respectively.

- Create an identity for each district to cover design guidelines, desired commercial and residential uses, signature community events, and logos.
- Incorporate wayfinding signage to create a sense of place.
- Create an online map with list of authentic local businesses.
- Highlight the area's healthcare, medical, and cosmetic assets, including nearby assets that positively impact the area's economic development, but which may not be in the CRA boundaries (i.e., Palm Beach State College).
- Install proper shelter bus stations with wayfinding maps.
- Develop a multi-lingual communication program for CRA initiatives, destinations, and events with a focus on Creole and Spanish languages.
- Capitalize on existing employers in the Congress Avenue District by building meaningful relationships with the goal of improving quality of life for employers, employees, and existing residents.
- Capitalize on G-Star High School of the Arts for Film, Animation and Performing Arts by building a collaborative relationship with this key destination partner that has international and domestic name recognition.

Placemaking

Utilizing strategic locations and properties to increase connections between people and places fosters new development, while also supporting previous development.

- Create an authentic downtown-type destination events for residents and visitors.
- Incorporate and enhance thriving multicultural businesses.
- Identify strategic visible locations for pop-up events to include street closures, food trucks, string lights, mobile vendors, artists, etc.
- Connect with and engage residents on social media.
- Identify key commercial property owners to partner with to improve aesthetics, sense of place, and to create community gathering spots.
- Partner with existing Drive-In theatre to diversify events for the community and attract new visitors to the CRA.
- Capitalize on the consistent local and regional foot traffic of Saturday visitors to create new gathering places.

CRA Work Plan (3)

Transportation, Traffic and Parking

Both CRA districts have the potential for increased multi-modal transportation initiatives given the Lake Worth District spans 1.47 miles and the Congress Avenue District 1.85 miles.

- Pursue partnerships for Canal-Oriented Development including destination Blueway and Tri-Rail Connections.
- Improve canal paths to Congress Avenue and canal path to shopping center.
- Improve resident, tourist, and employee pedestrian safety with the implementation of a Lake Worth Road Complete Streets project in collaboration with FDOT and Palm Beach County.
- Improve corridor aesthetics.
- Provide shade trees along promenade and/or other shading devices.
- Incorporate sidewalk seating, benches, and trash receptacles.
- Increase east-west sidewalks for neighborhood connections.
- Restrict vehicular access and convert select roadways to pedestrian promenade or multi-use path.
- Create an internal walkable street network starting with gateway intersections.
- Consider 2nd Avenue North from Lake Worth Road to the canal with improvements at 2nd Avenue and Congress Avenue, along with improvements at Lake Worth Road and 2nd Avenue North.
- Consider future signalized intersection at Davis Road and Lake Worth Road to enhance north-south connectivity, address safety issues at the unprotected intersection, and create better gateway into the heart of Village.
- Incorporate and upgrade streetscaping by partnering with Complete Streets and the Department of Transportation as part of the Congress Avenue sewer project.
- Provide site-specific “festival street” modifications to include removal of select curbs to encourage pedestrian-friendly outdoor dining and destination events.

Business Attraction and Recruitment

Given the amount of vacant and underutilized land, significant opportunities exist for the recruitment of commercial retail and job creating businesses. Because much of the land is privately held, the CRA will need to partner with developers or acquire land for public-private partnerships. The following attraction-related strategies are recommended to impact desired development.

- Partner with existing property owners to remove blight through facade improvements, uniform signage, landscaping, fence replacements, etc.
- Partner with property owners and economic development partners to recruit complementary businesses and uses for visitors and inbound employees.
- Acquire land for RFP strategic partnerships.
- Identify partners for the creation of a business incubator or shared workspace for entrepreneurs and creatives.

CRA Work Plan (4)

- Conduct a broker/banker/developer event to introduce the private sector to city decision makers and present the opportunities and plans to them.
- Develop relationship with commercial real estate brokers, including brokers that do not currently work in Palm Springs but who can be recruited to bring a fresh, honest, updated understanding of the market.
- Reach out to religious institutions to determine future development plans and applicable development programs.
- Create and maintain an inventory of key opportunity sites within the CRA boundaries.
- Reach out to property owners of large vacant parcels or surface lots in the burgeoning cosmetics district.
- Reach out to property owners of the Congress Avenue and Lake Worth Road property, a key site for destination development.
- Partner with developers on housing and hotel projects



LABOR

The Labor and Employment analysis contains current data related to existing residents, area employment centers, commuters, drive-through traffic counts, and tourists visiting the area for destination retail or attractions. The top workforce industries for Palm Springs residents are in Construction, Health Care & Social Assistance, and Retail Trade. The area's largest employer, a cosmetics manufacturer accounts for most of the inbound worker traffic with relatively few of those employees living in Palm Springs. Unemployment in the Village of Palm Springs is slightly higher percentage-wise than nearby Palm Beach County, with roughly 1,188 unemployed residents as of March 2020. Opportunities exist related to workforce training, along with the development of a creative industry cluster utilizing the following strategies.

- Partner with workforce providers and workforce training partners.
- Promote and/or incentivize training programs related to Retail Trade, Educational Services, and Accommodation & Food Services, where there are job surpluses and not enough workers to fill the open positions.
- Partner with educational institutions and partners to assist non-English speaking immigrants access workforce training programs and job opportunities.
- Partner with nearby healthcare institutions to grow health care related industries.
- Participate in workforce housing and housing rehabilitation initiatives to increase housing stock for inbound commuting employees.
- Partner with the County's economic development partnership and the Florida Film Office to create a film and entertainment cluster around G-Star Academy.

CRA Work Plan (5)



MARKETS

A more detailed description of the opportunities for the Markets can be found in Appendix 1 (Palm Springs CRA Opportunities Sites Report) and Appendix 2 (Market Assessment). The CRA contains a fairly stable residential community. Income challenges exist but given the housing density, CRA purchasing power is significant. Median Household income is \$40,630, while the Average Household Income is \$55,392 providing evidence of neighborhood stability without the outside pressures of higher-wage earners moving into the community. Where there has been an increase in new residents, the majority have language barriers impacting access to employment. Included in the Labor strategies are targeted recommendations for newcomers.

Strong consumer spending exists outside of the CRA, within a 15-mile drive-time. The key is partnering with existing retail developers and providers to create products and offerings for destination retail within the CRA. Select Business Attraction and Recruitment and Placemaking strategies are provided to address retail needs, given positive foot traffic and commuters with disposable income frequently coming into and driving-through the CRA boundaries. Much of the traffic counts and foot traffic are driven by the area's key assets.

Key Area Assets:

- Fulton-Holland Educational Services
- G-Star School of the Arts
- JKF Medical Center
- Lake Worth Swap Shop and Drive In
- Off-Lease Only
- Oxygen Development
- Palm Beach State College

CRA Work Plan (6)



CAPITAL

Access to capital strongly influences the type of development and development deadlines. Financial institutions frequently partner with the public sector on projects with community impact and/or a community benefit component including the incorporation of public spaces, recreational amenities, or income-restricted housing. As developers and private property owners design projects and seek financing, the CRA is well-positioned to provide gap financing to influence development for the benefit of residents and visitors. Strategies related to capital and tax increment revenue include the following items.

- Capitalize on current intergovernmental capital projects through private partnerships to encourage redevelopment adjacent to or in close proximity to the Congress Avenue Sanitary Sewer Force Main project; Lake Worth Road Multimodal Corridor Improvements; Lake Worth Road Drainage Improvements; and the proposed Complete Streets and Multi-Modal Improvements.
- Direct and assist project owners to other funding sources to leverage potential CRA investments.
- Partner with the County on the implementation of Department of Transportation grants, recruitment of Opportunity Zone Funds, identification of New Markets Tax Credit allocations, and programming of American Rescue Act dollars.

CRA Work Plan (7)



REGULATIONS

Regulations in the world of economic development are often tied to whether a community is business-friendly. The ease in doing business in a particular area or with a particular government department or entity is critical to the recruitment of private investment to the CRA. A review of land use and zoning designations found regulations compatible with community input on desired development. As a result, strategies and recommendations are primarily tied to intergovernmental collaboration and required CRA staffing.

- The Village's Land Development Regulations have an extensive list of Special Exceptions. These Special Exceptions should be reviewed to determine if they align with the goals of the CRA.
- The Village should consider a CRA zoning overlay that streamlines the process and provides procedural and intensity/density incentives for targeted industries.
 - It is recommended that the Village develops a built-out master plan scenario(s) for the CRA areas in which the community vision is graphically represented. Then attract investment that will develop parts of the master plan in a cohesive manner.
 - Having a predictable notion on what the regulations ask for in specific sites, will give the Village an edge and flexibility to achieve the tangible results desired by the community.
- Based on CRA goals and strategies, long-term the Village should create an operational staffing structure and accompanying operating budget to include a dedicated director and support staff for implementation of programs and initiatives.
- Identify and collaborate with governmental partners involved in the development process, including the Lake Worth Drainage District and the South Florida Water Management District.
- Identify governmental stakeholders and roles for an interlocal Agreement and coordination for the Congress Avenue force main extension project.
- Promote the College-Hospital Overlay (CHO) to encourage retention and recruitment of medical technology uses and higher education research and commercialization grants.
- Promote College-Hospital Overlay (CHO) to encourage retention and recruitment of medical technology uses and higher education research and commercialization grants.

CRA Work Plan (8)

IMPLEMENTATION PLAN

The following implementation plan presents a timeline and sequence by which the projects and programs identified within the Redevelopment Plan may be implemented. Several of the projects are sequential, multi-stage projects and require consecutive year schedules and funding. Other projects may be listed later on the implementation timeline in order to utilize anticipated TIF revenues. All redevelopment financed by TIF revenues will be completed by the end of the 2049-2050 fiscal year.

The implementation plan presents a three-year Action Plan addressing immediate cost-effective actions that may be initiated by the CRA and baseline activities that will enable the implementation of projects and programs identified in the Long-Term Implementation Plan.

Three-Year Action Plan

The three-year Action Plan presents proposed activities and tasks that lay the groundwork for implementation of long-term development programs and encourage long term private investment within the CRA. The first three years' tasks rely heavily on Village staff (assistance with work in-house) as the primary resource to minimize immediate impact upon the TIF revenues. Subsequent years' activities, years 3-10, are preliminary tasks and actions that require refinement of the CRA's redevelopment strategy to prioritize utilization of TIF revenue and alternate funding sources.

Long Term Implementation Plan

The Long-Term Implementation Plan presents activities and tasks that build upon the tasks identified in the Three-Year Action Plan and begins to implement the programs identified during compilation of the Finding of Necessity Reports. The list of proposed activities and projects identified is not complete or exhaustive and should be utilized by the Village as resources and opportunities present themselves.

Palm Springs CRA

10-Year Work Program

The CRA Work Plan is an action-based program that will lead the CRA towards programmatic growth and success. Based on the five economic drivers of Land, Labor, Markets, Regulation, and Capital the Work Plan provides an opportunity for the CRA to shift from just a capital improvement-based program to a holistic approach to redevelopment.

Green: These items generate and/or creates tax increment revenue.

Red: These items spend and/or do not contribute directly to tax increment revenue.

Yellow: These items could either create or spend tax increment.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Capital Improvement Projects											
Acquisition of a Redevelopment Site	\$\$\$	Green	Green								
Installation of Street Trees	\$\$	Red									
Transit Stops	\$\$		Yellow								
Street Furniture	\$		Red								
Canal path/internal walkable street network	\$\$\$			Red	Red	Red					
Congress Avenue Force Main Extension	\$\$\$\$				Yellow	Yellow	Yellow				
Additional Capital, Infrastructure, Placemaking projects	\$\$\$\$							Red	Red	Red	Red
Programming Projects											
Incentives and waivers to address Code violations	\$	Green	Green								
Create an online map for authentic businesses	\$	Green									
Identify strategic visible locations for pop-up events	\$	Green									
Connect with and engage residents on social media.	\$	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Multi-lingual communications with a focus on Creole and Spanish languages.	\$	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
CRA specific zoning overlay and design guidelines	\$\$		Green	Green							
Wayfinding signage	\$\$		Green								
Authentic downtown-type destination events for residents and visitors.	\$		Green	Green	Green	Green	Green	Green	Green	Green	Green
Broker, Banker and Developer events for investment and business attraction				Green	Green						
Public art installations	\$\$			Green	Green						
Funding for existing housing rehabilitation	\$\$\$\$				Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Dedication of staff to CRA priorities	\$				Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow



Neighborhood Impact

NEIGHBORHOOD IMPACT

The implementation of the CRA Plan Update will foster many positive impacts to the quality of life within the CRA in terms of increased amenities, improved community facilities, improved environmental, physical and social quality, and an expanded tax base. While specific impacts cannot be determined without site-specific proposals to evaluate impacts, these activities including the construction of new residential, commercial and mixed-use development cannot be accomplished without affecting transportation, environmental quality, community services, employment and housing. The intent is to ensure that those impacts have an overall beneficial effect to the residents, property owners and business owners within the area as well as the larger unincorporated and incorporated areas of Palm Springs. This section presents the range of impacts that can be expected in each category.

Transportation

The CRA Plan proposes projects and programs to enhance the pedestrian environment and expand bicycling facilities. In addition, the mixed-use Future Land Use Map (FLUM) categories within the CRA are expected to provide some relief to traffic congestion within the community by fostering the development of traditional neighborhood characteristics. Closer proximity of commercial and employment opportunities and civic and institutional uses to residential uses encourages pedestrian, rather than automobile, trips.

Environmental Quality

Specific impacts cannot be determined without site-specific proposals; therefore, this section describes the general nature of impacts that can be expected in each category.

Water Quality

Any repairs, upgrades and replacements to potable water, sanitary sewer and stormwater facilities that may occur throughout the CRA are to be programmed concurrently with other redevelopment efforts. Through replacement of deteriorating sewer and water lines, along with more efficient stormwater management facilities and treatment of runoff prior to discharge into the Village's waterways, the water quality within the CRA is expected to improve incrementally each year. The site plan review process includes analysis of infrastructure and requires each development to address individual site issues.

Neighborhood Impact (2)

Protection of Vegetation

This plan proposes landscaping for public rights-of-way, public parks, and open spaces. The Village's site plan review process emphasizes maximum preservation of trees; however, development and redevelopment activities generally require the removal of some percentage of the existing trees. In these cases, the land development regulations require additional trees to be planted to replace protected trees that are removed and also require parking lot plantings.

Air Quality

The implementation of the CRA Plan does not involve the addition of any anticipated point-sources of air pollution that would require State or Federal permits. Construction activities that occur as a part of project development may be a source of particulates. Dust control measures are required to be employed during these activities.

Noise and Vibration

The land uses permitted within the CRA are not generally the type to consistently cause high noise levels. With the exception of the two North Congress Avenue parcels that are zoned industrial, the majority of the other allowable commercial businesses are required to conduct activities within buildings. This plan recommends analysis of land use changes that may restrict the type of industrial land use that can take place. Construction activities may cause a temporary increase in local noise levels; however, these activities will take place during normal working hours and will be short-lived. The Village has adopted a noise and vibration ordinance that protects its residents from high noise and vibration levels. The CRA should coordinate with the Village and adjacent jurisdictions to ensure that noise does not interfere with the residents and business owners within and surrounding the CRA.

Availability of Community Services

The implementation of the CRA Plan will provide the framework for more attractive and functional neighborhoods, which will lead to a higher residential population and increased business opportunities. It is anticipated that physical and social conditions in the area will improve with the gradual elimination of deteriorated and dilapidated structures, some of which cater to a criminal and transient population.

Effect on School Population

The implementation of the redevelopment plan will establish a revitalized and expanded residential base within the CRA. This plan makes provisions for attainable housing for moderate-income markets and new market-responsive housing that accommodates growing market segments. Many of the existing and some of the new CRA residents will likely be families that include school age children; however, the attainable and workforce housing units will also be likely to attract young professionals and "empty-nesters" looking to down-size. The Village will coordinate with the Palm Beach County School District as provided for in the Coordinated School Planning interlocal Agreement and State law.



Neighborhood Impact (3)

Employment

The implementation of the redevelopment plan will increase employment opportunities for the residents of the CRA through the establishment of new business and new opportunities for community-based entrepreneurship. Small-scale community business development is a key factor to providing a stronger, more diverse employment base that is more resistant to temporary economic cycles and decisions regarding capital mobility.

Relocation

Relocation of residents and businesses displaced as result of property acquisition by the Community Redevelopment Agency will follow procedures that fulfill the intent of Florida Statutes 421.55. At this writing, there are no CRA Projects proposed for implementation that would necessitate the displacement of any households. The Village's Comprehensive Plan promotes the reuse of existing structures, encourages County assistance for neighborhood revitalization, allows current residents to revitalize their neighborhoods, and avoids relocation. Any future CRA projects that do necessitate displacement of residents, will include a relocation plan in accordance with State law.

Proposed 5-Year Capital & Operating Budgets

	2022	2023	2024	2025	2026	2027
CRA Revenue	\$ 87,205	\$ 302,135	\$ 368,885	\$ 657,088	\$ 734,486	\$ 814,207
General Fund Transfer	\$ 87,205	\$ -	\$ -	\$ -	\$ -	\$ -
ARPA	\$ 3,162,730	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover (from projections)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 75,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounting and Auditing	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Other Services	\$ 3,112,730	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Travel	\$ 3,592	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Communications	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Postage and Shipping	\$ -	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Printing	\$ 1,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Promotions	\$ -	\$ 10,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000
Other Expenses	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175	\$ 175
Advertising	\$ -					
Admin Charge to City	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Supplies	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Training	\$ 1,980	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Land	\$ -					
Buildings and Constructon	\$ -					
Other Capital Improvements	\$ 60,000					
Equipment	\$ -					
Contingency	\$ 77,663	\$ -	\$ -	\$ -	\$ -	\$ -
Available for Projects	\$ 77,663	\$ 201,210	\$ 262,960	\$ 551,163	\$ 623,561	\$ 703,282
Total Expenses	\$ 3,414,803	\$ 302,135	\$ 368,885	\$ 657,088	\$ 734,486	\$ 814,207
Debt Service Capacity		\$ 134,140	\$ 175,307	\$ 367,442	\$ 415,708	\$ 468,855
Debt Capacity		\$ 1,995,662	\$ 2,608,120	\$ 5,466,605	\$ 6,184,679	\$ 6,975,375



APPENDICES