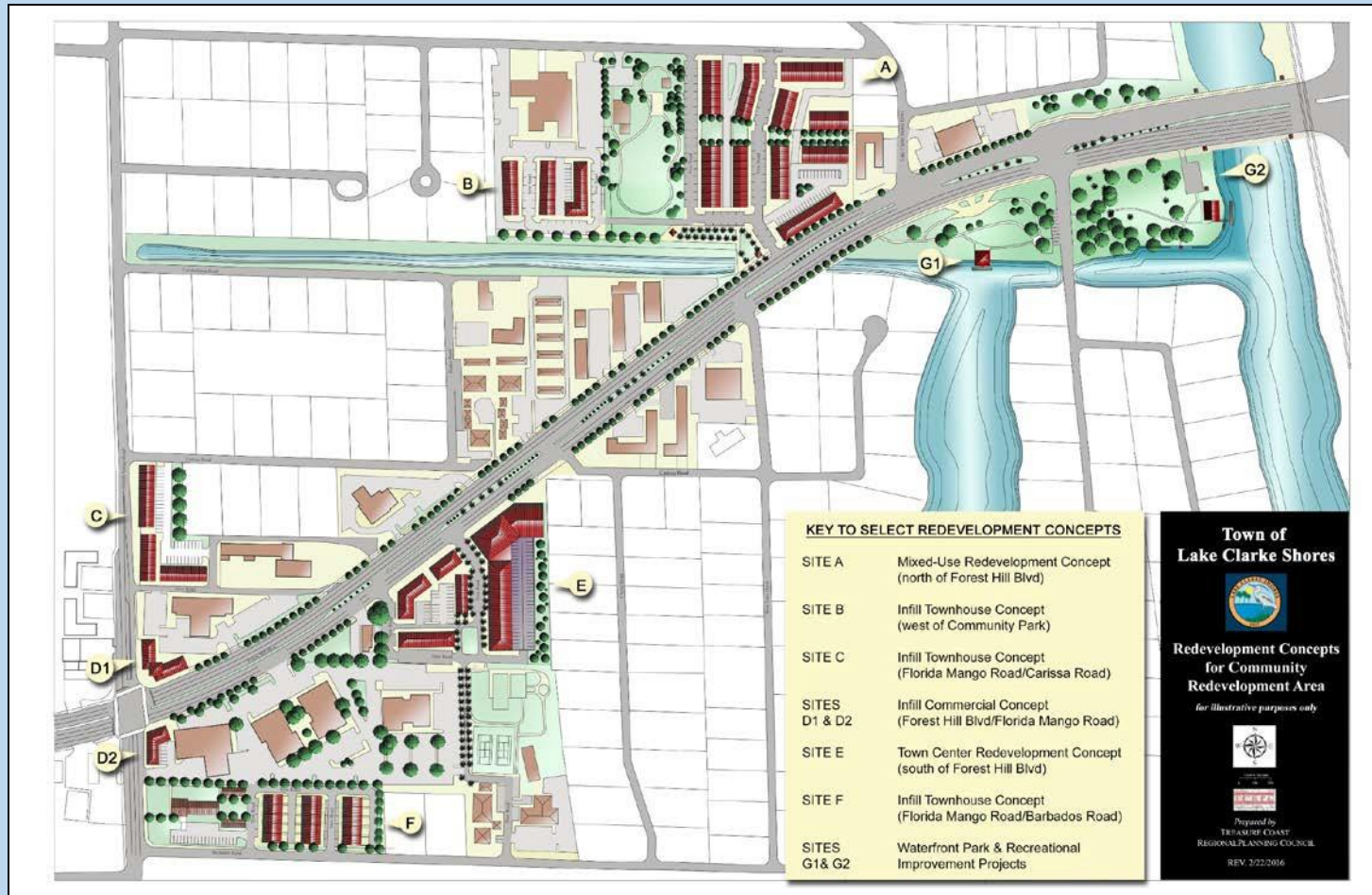


LAKE CLARKE SHORES COMMUNITY REDEVELOPMENT PLAN



Prepared by Treasure Coast Regional Planning Council
As Approved by the Town of Lake Clarke Shores 10/18/2016

**LAKE CLARKE SHORES
COMMUNITY REDEVELOPMENT AGENCY PLAN
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SECTION 1: OVERVIEW & GENERAL DESCRIPTION OF THE COMMUNITY REDEVELOPMENT AREA

1-A: GENERAL DESCRIPTION OF PROPOSED REDEVELOPMENT AREA

The Town of Lake Clarke Shores, established in 1957, is a full-service municipality located in central Palm Beach County (PBC). The Town is situated on both sides of Forest Hill Boulevard, which is a primary commercial corridor and contains some of the oldest building stock in the community. The Florida Community Redevelopment Act provides for redevelopment in defined areas that suffer from blight and disinvestment. The Act also allows for coastal and tourist areas to be included if they are, among other things, deteriorated or have outdated building density patterns.

In the Town of Lake Clarke Shores, the community redevelopment agency (CRA) is generally located east of I-95 on both sides of Forest Hill Boulevard, extending from roughly Interstate 95 to Florida Mango Road. Highlights in the Area include:

- A total of 53.4 acres or 8% of the Town of Lake Clarke Shores total land area of 667.3 acres.
- Approximately 32% of the Town's multi-family residential property and all of the commercial property is located within the proposed CRA.
- The Town's geography is highlighted by the presence of Lake Clarke, which is a central component of PBC's "Chain of Lakes," a naturally interconnected freshwater lake system that extends for approximately 30 miles, from West Palm Beach to Delray Beach.
- The Town's single-family residential neighborhoods are generally characterized by well-maintained homes that are owner-occupied.

- Forest Hill Boulevard represents the Town’s main commercial corridor and is comprised mostly of multi-family rental residential, commercial, and institutional uses.
- The CRA is almost entirely built-out, with no free-standing vacant parcels available for redevelopment.

Palm Beach County recently completed the “Heart of Palm Beach County” Joint City/County Economic Opportunities Analysis. This study, which focused on the seven municipalities in PBC District 3, including Lake Clarke Shores along with Atlantis, Boynton Beach, Greenacres, Lake Worth, Lantana, and Palm Springs, was initiated by concerns regarding economic development impediments in this central area of the county. Following months of analysis and facilitated discussions, the study identified a significant lack of investment and declining property values throughout the area, including dilapidated commercial corridors like Forest Hill Boulevard. These conclusions helped highlight the need for a CRA to be established in the Town of Lake Clarke Shores.

The creation of a Lake Clarke Shores CRA is consistent with the priorities identified in this County-led study and implements the study’s recommendations.

ROADS & MOBILITY: The primary roadways within the CRA include Forest Hill Boulevard, which is a six-lane divided commercial arterial with minimal pedestrian infrastructure and no bicycle facilities, along with Florida Mango Road, a north/south corridor. Minor roadways include Haden Road, Carissa Road, Clarke Road, and Barbados Road. Forest Hill Boulevard is also a Palm-Tran transit route, containing four transit stops for routes 45 and 46, all of which lack basic transit amenities.

LAND USE PATTERNS: Housing stock along the Forest Hill Boulevard corridor is almost exclusively rental multi-family, with outdated building patterns that include low-slung, single-story buildings directly fronting the commercial corridor. Properties are disconnected, requiring drivers to re-engage the roadway to access adjacent parcels and multiple driveways that dump drivers into six lanes of fast moving traffic. Residential

uses in the CRA are older, poorly maintained, and have seen declining values over the past five years.

The general land use pattern in the CRA is comprised of smaller, disconnected parcels with multiple property owners. The district is entirely built-out, with no remaining free-standing vacant parcels. This complicates redevelopment, and given the fragmented property ownership, land assemblage appears to be necessary for redevelopment to occur. Linear drainage canals further complicate land development patterns, which have produced several triangular, inefficient parcels.

Outside the CRA, the Town has experienced reinvestment and appreciating property values. The Town's housing stock is predominately single-family and owner occupied. While residential properties interior to the Town have received continued improvements and expansions over the past decade, the vast majority of properties along the Forest Hill Boulevard corridor and throughout the proposed CRA have deteriorated and remained without investment. The mobility constraints of Forest Hill Boulevard further impede access for Town residents to commercial uses along the roadway, limiting the ability for

Town residents to conveniently and safely access commercial uses that would otherwise be within comfortable walking or cycling distance. These conditions prevent the Town from accomplishing corresponding goals in its Comprehensive Plan. The Town of Lake Clarke Shores has made significant investment in its public spaces, creating a public park and plaza along Forest Hill Boulevard, with benches, lighting, and landscaping that celebrates the waterfront character of the community. Formal entry signage is located at the eastern edge



Typical outdated strip commercial along Forest Hill Boulevard in the proposed CRA. Many commercial sites have vacancies and are seeking tenants.

of the Town and along Forest Hill Boulevard. Median landscaping has been installed in the center of Forest Hill Boulevard to further enhance the area and stimulate investment. These physical improvements, combined with the improving national economy, present a timely opportunity to focus on the broader economic health of the area.



The Town of Lake Clarke Shores has an active residential population with young families as well as active retirees. Improved connectivity to the Town's commercial core would enhance the sustainability of the community, both economically and regarding quality of life.



The Town of Lake Clarke Shores has a strong presence along Forest Hill Boulevard, with carefully maintained public parks and gateway features.

1-B: HISTORY OF LAKE CLARKE SHORES & REASONS FOR ESTABLISHMENT OF CRA

Originally named for Palm Beach pioneer John Clarke, the area that became the Town of Lake Clarke Shores was established in the early 1900s. By the 1930s, the area was occupied by a handful of settlers with agricultural interests as were common across Florida at that time. By the 1940s, residential interest became prominent, with early dredging formalizing the shoreline of Lake Clarke. Finally, in 1956, the Town of Lake Clarke Shores was established, with a start charter authorized on July 1, 1957.

The Town's early zoning established the Forest Hill Boulevard corridor as an appropriate location for commercial, institutional, and multi-family development, while the balance of the Town was developed as primarily single-family residential. Most vacant lots along Forest Hill Boulevard were developed between the 1960s and 1980s, and little has changed with that initial development pattern through the present time. The Town's population reached approximately 3,200 people as of the 1980 census, increasing by only 300 persons in the 40 years that followed.

The Town began to identify concerns with the development patterns in the heart of the community in the early 2000s, commissioning a land development analysis to reevaluate the Forest Hill Boulevard corridor. Although public discussions yielded a desire for a more urban pattern of infill along the corridor, no formal action were taken by the Town to changes to the land development regulations to redirect development activity.

By 2015, the Town recognized that ad valorem land values had stagnated considerably along the Forest Hill Boulevard corridor and in the center of the community. Although ad valorem values in the single-family residential housing stock in the Town had recovered from the "Great Recession" that began in 2008, values in the heart of the community had continued to stagnate, failing to reach their pre-recession values seven years after the fall.

Consequently, the Town commissioned the Treasure Coast Regional Planning Council to conduct an “Finding of Necessity” analysis to evaluate financial, economic, and land development conditions, trends, and forecasts within the heart of the community and determine if the area met the “blight” criteria as set forth in Chapter 163, Part III, Florida Statutes necessary to establish a Community Redevelopment Area (see Appendix A). The study identified the general boundaries of the Community Redevelopment Area, comprised of approximately 53.4 acres or 8% of the total area of the Town. The study concluded: (1) the CRA included a substantial number of deteriorated and deteriorating structures leading to economic distress, and (2) five of the thirteen blight criteria existed within the boundaries as follows:

- ✓ Defective or inadequate street layout, parking, public transportation
- ✓ No increase in property values for prior five years
- ✓ Faulty lot layouts
- ✓ Inadequate or outdated building density patterns
- ✓ Diversity of ownership and title defects.

Lake Clarke Shores Finding of Necessity Determining the Need for Redevelopment

- CRA includes a substantial number of deteriorated and deteriorating structures leading to economic distress or the endangerment of life or property
- CRA meets two or more of the following factors:
 - ✓ Defective/inadequate street layout, parking, public transportation
 - ✓ No increase in property values
 - ✓ Faulty lot layout
 - Unsanitary or unsafe conditions
 - Deterioration of site
 - ✓ Inadequate/outdated building density patterns
 - Falling lease rates of office, commercial, industrial
 - Tax/assessment delinquency exceeding the fair value of the land
 - Higher vacancy, emergency and crime rates
 - Disproportionately high Florida Building Code violations
 - ✓ Diversity of ownership & title defects
 - Conditions impairing development
 - Government-owned property with adverse environmental conditions

By identifying these blighted conditions and establishing the Lake Clarke Shores Community Redevelopment Agency, the Town could avail itself of the financial tool through Tax Increment Financing (TIF) to stimulate redevelopment and to implement public projects and programs that would stimulate investment into the area and address the five key criteria listed above.

The boundaries of the Community Redevelopment Area begin at the Forest Hill Boulevard/Florida Mango Road intersection,

encompassing both sides of the roadway, and continue east to the eastern Town limits, just east of the Forest Hill Boulevard/Pine Tree Lane intersection.

The purpose of this Plan is to guide long-term development within the Community Redevelopment Area, ensure the blighted conditions identified in the “Finding of Necessity” are remedied, and further, ensure and enhance the development of an active, vibrant mixed-use corridor, which contains uses that are beneficial and desired by residents and visitors to the Town of

Lake Clarke Shores. The Plan addresses operational and financial strategies and defines the redevelopment objectives, programs, projects, and capital projects.

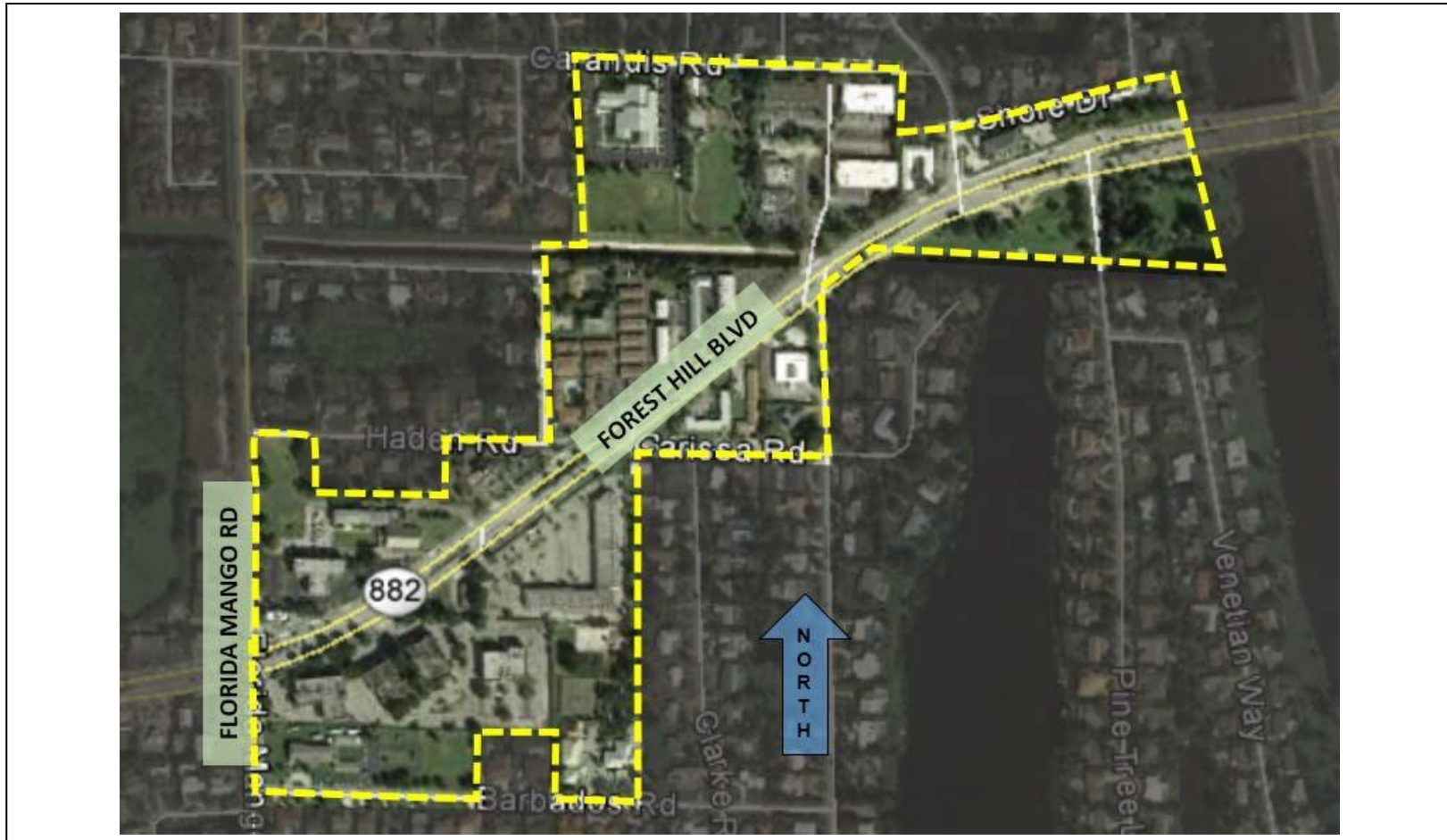
The Plan is a working document which will serve as a guide for the redevelopment and management of the district for 30 years. It will be necessary to update this document as development demands and strategies are refined to meet the needs of the district.

1-C: LEGAL DESCRIPTION OF THE COMMUNITY REDEVELOPMENT AREA

As is customary and established by precedence, an official map generated by a recognized government entity shall serve as the legal description for the boundaries of the Lake Clarke Shores CRA. The map provided by the Town of Lake Clarke Shores and incorporated into this document shall fulfill the requirements as stated in Section 163, Part III, Florida Statutes.

It is the intent that all exterior borders of this map are to include all public rights of way that are tangent to the external envelope of the Community Redevelopment Area boundaries. Following is the official map for the Lake Clarke Shores CRA.

1-D: CRA BOUNDARY MAP



The Lake Clarke Shores CRA boundary, as provided by the Town of Lake Clarke Shores, is depicted in yellow on the map above. The Town Council resolution adopting this boundary is also included as Appendix B.

SECTION 2: CREATION, SEVERABILITY & POWERS OF THE CRA

2-A. CREATION OF THE COMMUNITY REDEVELOPMENT AGENCY (THE “CRA”)

The Lake Clarke Shores Community Redevelopment Agency was created and adopted by the Town of Lake Clarke Shores on DATE. The Agency is a public body and is constituted as a public instrumentality. The composition of the Community Redevelopment Board (the “Board”) shall adhere to the requirements established in Section 163.356, *Florida Statutes*, and Section 163.357, *Florida Statutes*. The agency shall have a maximum life of operation as provided by state law. The adoption of this plan shall trigger terms of Section 163.387(2)(a) and Section 163.362(10), *Florida Statutes*.

163.387(2)(a). Except for the purpose of funding the trust pursuant to subsection (3), upon the adoption of an ordinance providing for funding of the redevelopment trust fund as provided in this section, each taxing authority shall, by January 1 of each year, appropriate to the trust fund for so long as any indebtedness pledging increment revenues to the payment thereof is outstanding (but not to exceed 30 years) a sum that is no less than that increment as defined and determined in subsection (1) or paragraph (3)(b) accruing to such taxing authority. If the community redevelopment plan is amended or modified pursuant to s. 163.361(1), each such taxing authority shall make the annual appropriation of a period not to exceed 30 years after the date the governing body amends the plan but no later than 60 years after the fiscal year in which the plan was initially approved or adopted. However, for any agency created on or after July 1, 2002, each taxing authority shall make the annual appropriation for a period not to exceed 40 years after the fiscal year in which the initial community redevelopment plan is approved or adopted.

163.362(10). Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s.163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.

2-B. SEVERABILITY

Should any provision, section, subsection, sentence, clause, or phrase of this Plan be declared by the courts to be invalid or unconstitutional, such declaration shall not affect the validity of the remaining portion or portions of this Plan.

2-C. POWERS OF THE AGENCY

The powers of the Agency shall be in compliance with Chapter 163, Part III, *Florida Statutes*. All powers provided by the governing statute shall be granted to the Agency unless specifically prohibited by the Town of Lake Clarke Shores.

The following is an excerpt from Chapter 163, Part III, Florida Statutes and applies to the CRA. These powers govern the implementation of all redevelopment initiatives.

Title XI COUNTY ORGANIZATION AND INTERGOVERNMENTAL RELATIONS

Chapter 163 INTERGOVERNMENTAL PROGRAMS

SECTION 370 Powers; counties and municipalities; community redevelopment agencies.

163.370 Powers; counties and municipalities; community redevelopment agencies.—

(1) Counties and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, counties and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. [73.013](#) and [73.014](#) or other general law.

(2) Every county and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:

(a) To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.

(b) To disseminate slum clearance and community redevelopment information.

(c) To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:

1. Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.

2. Demolition and removal of buildings and improvements.

3. *Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.*

4. *Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. [163.380](#) for uses in accordance with the community redevelopment plan.*

5. *Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.*

6. *Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.*

7. *Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.*

8. *Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.*

9. *Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community*

redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.

10. Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.

(d) To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.

(e) Within the community redevelopment area:

1. To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.

2. To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.

3. To hold, improve, clear, or prepare for redevelopment any such property.

4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.

5. To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.

6. To enter into any contracts necessary to effectuate the purposes of this part.

7. *To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. [163.380](#) prior to acquisition of such real property by the community redevelopment agency.*

(f) To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. [163.385](#) at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.

(g) To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.

(h) To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:

1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.

2. Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.

3. *Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.*

(i) *To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.*

(j) *To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.*

(k) *To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.*

(l) *To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.*

(m) *To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.*

(n) *To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.*

(o) *To develop and implement community policing innovations.*

(3) *The following projects may not be paid for or financed by increment revenues:*

(a) Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.

(b) Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.

(c) General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.

(4) With the approval of the governing body, a community redevelopment agency may:

(a) Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.

(b) Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

History.—s. 9, ch. 69-305; s. 7, ch. 77-391; s. 11, ch. 84-356; s. 7, ch. 93-286; s. 8, ch. 94-236; s. 8, ch. 98-314; s. 10, ch. 2006-11; s. 6, ch. 2006-307; s. 9, ch. 2007-5.

2-D. POWERS WITHHELD BY THE TOWN

1. The power to determine an area to be appropriate for Community Redevelopment.
2. The power to grant final approval to Community Redevelopment plans and modifications.
3. The power to zone or rezone or make exceptions from building regulations or to enter into agreements with a housing authority.
4. The power to close, vacate, plan, or re-plan streets, roads, sidewalks, ways, or other places and to plan or re-plan any part of the Town.

SECTION 3: AUTHORITY TO UNDERTAKE REDEVELOPMENT

The Lake Clarke Shores CRA Plan has been prepared in accordance with the Community Redevelopment Act, Chapter 163, Part III, Florida Statutes. The adoption of this Plan, and any subsequent modifications or amendments, shall follow the procedures as required by public hearings and the adoption of the necessary resolutions and ordinances

In recognition of the need to prevent the spread of and eliminate the existence of slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out “Community Redevelopment Activities.” For purposes of the Agency’s Plan, the following definitions as provided in Chapter 163, Part III, 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 for the provision of affordable housing, whether for rent or sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment 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.”

SECTION 4: OVERVIEW OF REDEVELOPMENT CONCEPTS

4-A: PUBLIC PROCESS

In the Fall of 2015, the Town of Lake Clarke Shores requested assistance from the Treasure Coast Regional Planning Council to evaluate development patterns and trends in the community, provide documentation and analysis related to statutory criteria relevant to “community redevelopment,” develop a “Finding of Necessity” documenting conditions, and facilitate a series of public discussions regarding the future of the community. A community redevelopment area, centered around Forest Hill Boulevard, the Town’s main commercial corridor, was identified by the Town. After extensive research, field work, and evaluation, this area was determined to be in compliance with the statutory requirements supporting establishment of a Community Redevelopment Agency, and the Town adopted a “Finding of Necessity” on December 8, 2015.

The Town of Lake Clarke Shores also engaged its residents, business and property owners, and stakeholders in a public and

transparent evaluation of existing conditions and trends to develop a series of redevelopment concepts for the CRA. After three separate Town Council workshops in the preceding months, the Town held a public planning charrette in November 2015 to engage the public. Following a presentation of land development conditions and trends, the public evaluated conditions throughout Lake Clarke Shores and identified priorities to be considered as part of a redevelopment program.

These included:

- Concerns about the Appearance of Forest Hill Boulevard and a Desire for Improvements “so that it looks like it’s in Lake Clarke Shores”
- The Need for a Town Center
- New and Improved Bicycle & Pedestrian Connections
- The Need for More Restaurants & Destinations in Walking Distance
- The Addition of Decorative Bus Shelters

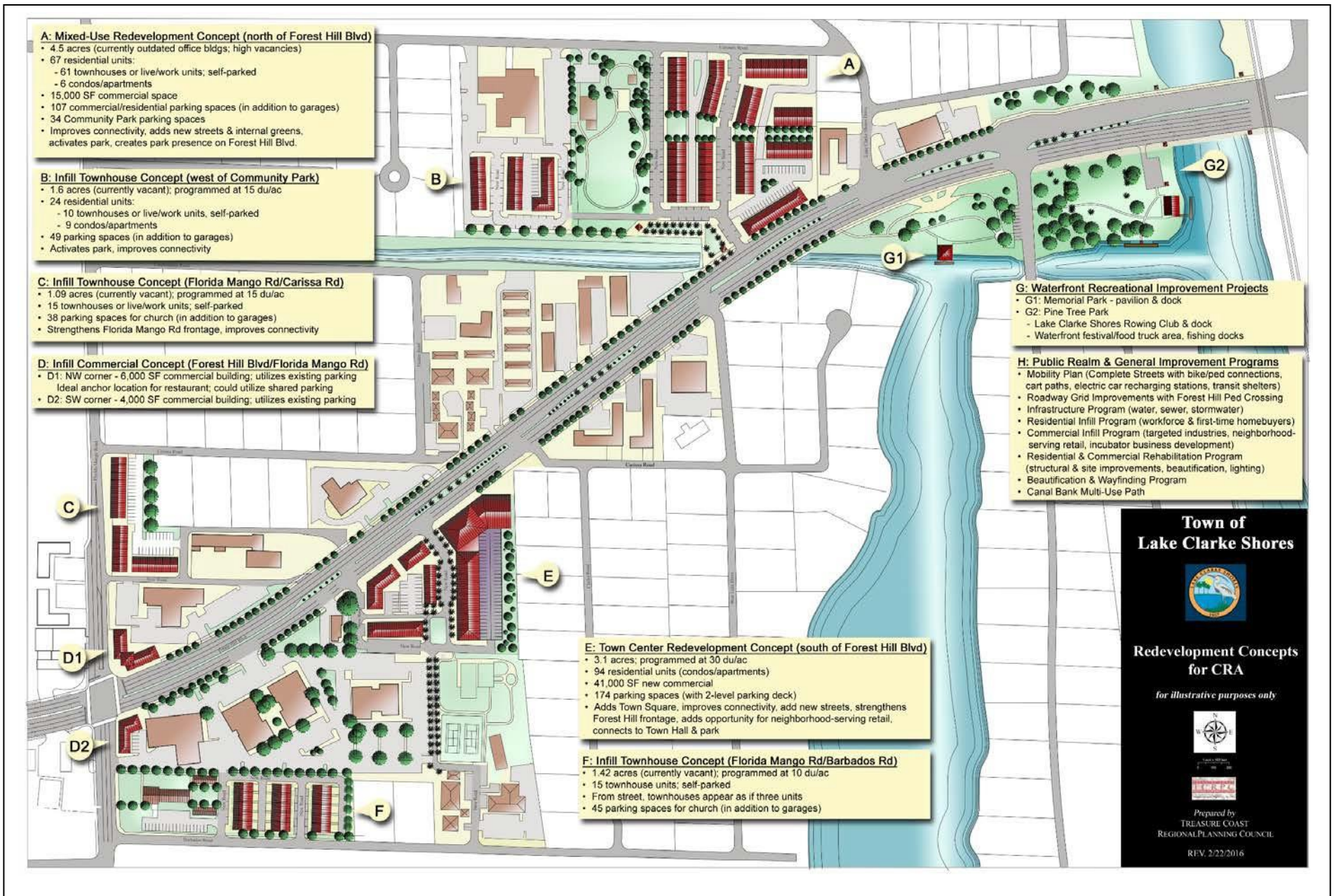
- The Need for Infill Residential Development, especially for Millennials, Young Families and Empty Nesters
- The Addition of Waterfront Recreational Improvements (e.g., dock at Memorial Park boathouse, docks and rowing improvements at Pine Tree Park)
- Improve Pedestrian Crossings at Pine Tree Lane & West Lake Drive
- The Creation of a Golf Cart Network through Town
- Opportunities for Mixed-Use Redevelopment
- A Strengthened Connection between Town Hall Park & Forest Hill Plaza
- The Expansion of Sidewalks to Multi-Use Paths
- Improvements to the Connection Under I95 to Forest Hill High School
- Public Use Improvements by Town Hall

Based on public input from the public planning workshop and Town Council workshops, a series of redevelopment concepts were developed to illustrate how the public’s desires could be accommodated through redevelopment. It should be noted these concepts are designed to suggest ways in which redevelopment

could potentially occur to help evaluate redevelopment opportunities, projects and programs.

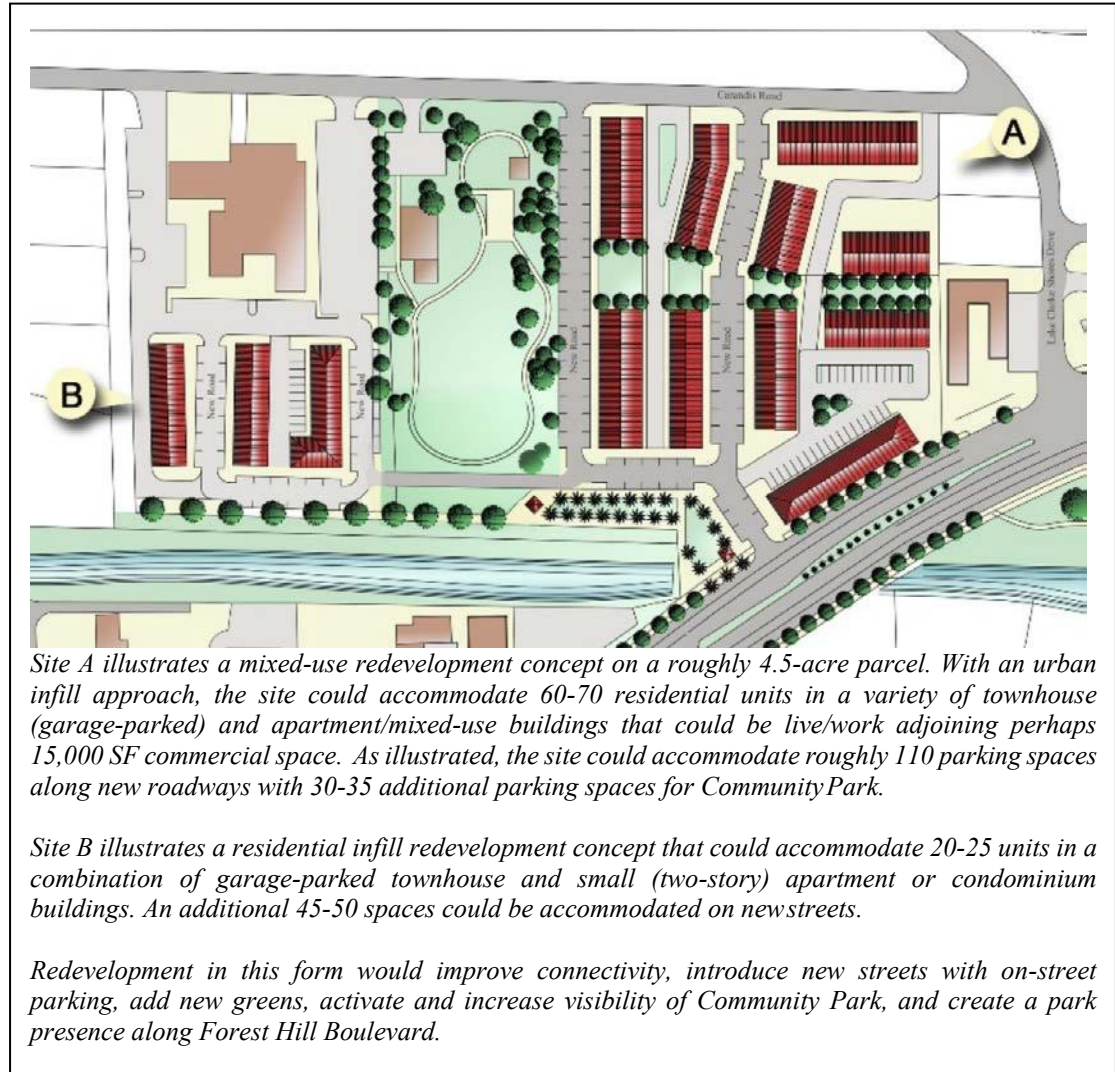
4-B: REDEVELOPMENT CONCEPTS

Based on the public input and priorities, an illustrative plan detailing potential redevelopment concepts was developed to help inform the redevelopment dialogue regarding the Lake Clarke Shores CRA. The land development pattern in the CRA is varied, with a range of existing residential, office, retail, institutional, and park properties. Considering land development patterns, site locations, vacancy rates, and land-to-improvement value ratios, several redevelopment concepts were illustrated to indicate potential redevelopment scenarios, as indicated in the following diagram. Each concept is described subsequently.



INFILL RESIDENTIAL CONCEPTS

The addition of higher-density residential uses was identified as a strong priority in the public workshops and input gathered in the development of the CRA Plan. Given land use patterns and the roadway network, there appear to be opportunities for the redevelopment of existing commercial sites with residential uses. Residential formats could include townhouse, small-scale apartments, or mixed-use buildings. To improve urban form, a series of smaller roadways, some with on-street parking, could be retrofitted into existing underperforming sites developed in a suburban format. Interior greens could be accommodated within sites, aligned to highlight key public destinations, such as Community Park, and create vistas. These greens would also enhance open spaces and improve market values.



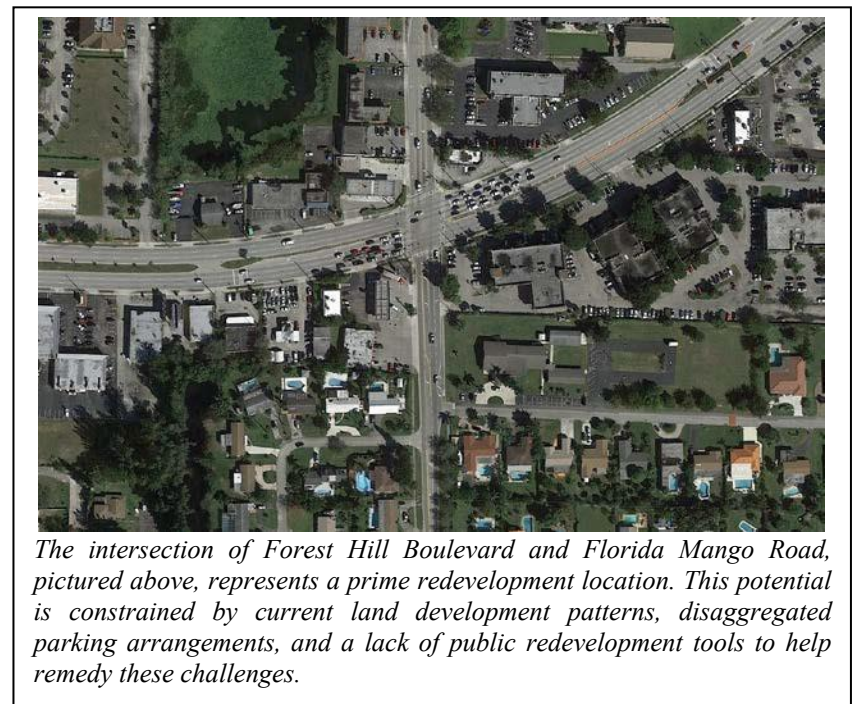
With these types of interventions, parking could be accommodated either in small, scattered lots or along newly created roadways, enabling buildings to front smaller roadways, such as Florida Mango Road, Barbados Road, and other roadways appropriate for residential buildings. Mixed-use and commercial buildings can be located to front Forest Hill Boulevard. The accommodation of infill residential with these types of design features would help urbanize the corridor, improve its multi-modal function, enhance safety for cyclists and pedestrians, increase the efficiency of land use, and help create a stronger sense of place for the community. The redevelopment concepts include several illustrative examples of infill residential within the CRA.



Modern townhouses, typically designed with garages, represent a highly desirable form of infill residential in many communities.

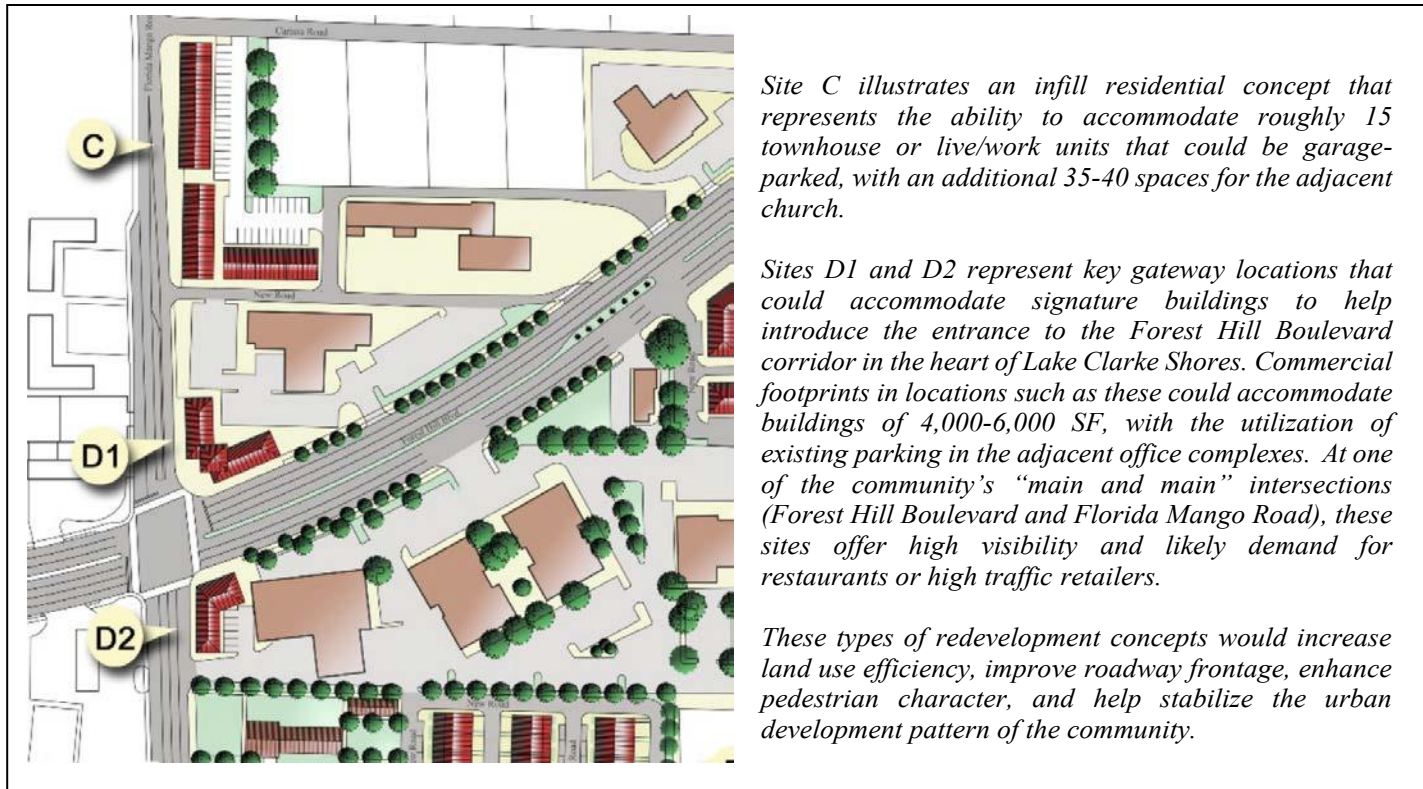
INFILL COMMERCIAL CONCEPTS

The current commercial building inventory in the CRA is comprised mostly of professional office and retail. Many of the buildings are outdated, with low ceiling heights and minimal windows, set back substantially from Forest Hill Boulevard behind a sea of asphalt parking areas. The age of many of these commercial buildings and their current condition makes modernization cost-prohibitive, which has yielded the stagnated conditions in the CRA, inefficiency, and limited ad valorem growth. Many of the current commercial buildings in the CRA are outdated, with low ceiling heights and limited window openings, making them impractical to retrofit.



The intersection of Forest Hill Boulevard and Florida Mango Road, pictured above, represents a prime redevelopment location. This potential is constrained by current land development patterns, disaggregated parking arrangements, and a lack of public redevelopment tools to help remedy these challenges.

In the public input to help inform the CRA Plan, Lake Clarke Shores residents indicated a desire for local restaurants and neighborhood-serving retail uses, noting a lack of these uses with the current land use mix in the CRA. There are several key locations that could be infilled with new buildings to better accommodate modern retail and restaurant uses, taking advantage of drive-by traffic and the highly visible intersection of Forest Hill Boulevard and Florida Mango Road. Current commercial office parks are over-parked, and surplus parking could be more efficiently utilized in support of new infill development.



TOWN CENTER REDEVELOPMENT CONCEPT

There is strong local desire for a mixed-use town center to be located within the core of Lake Clarke Shores. The Town's population of nearly 3,400 persons, surrounded by fairly continuous residential development in all directions, creates a market opportunity for a mixed-use center along Forest Hill Boulevard. Forest Hill Plaza is an older retail strip center, well-located at the center of the corridor; however, its current suburban form limits redevelopment potential due to parking, current building setbacks, and the disaggregation of the adjacent parcels, which limit the available development footprints.

In a conceptual redevelopment program, a central location such as this plaza could be retrofitted with a series of new public streets to improve access to this site for the community and enhance interconnectivity. The adjacency of a sizable redevelopment site to public amenities, such as the Town Hall parcel and park located immediately south, create opportunities to extend a new roadway network to interconnect to parallel roadways like Barbados Road, expanding the market potential for Forest Hill Boulevard



Site E illustrates a town center redevelopment concept that could be designed to maximize the Forest Hill Boulevard frontage at the center of the CRA. If designed with new public streets that include on-street parking, with public greens and improved access, a more urban form can be introduced in this type of central location. This would enhance the marketability and demand for land in the CRA, increasing the economic viability of restaurant and neighborhood-serving retail uses desired by residents.

Given the limited real estate available for infill commercial redevelopment in the CRA, it is likely decked parking provided through a public/private arrangement would be required to enable sufficient square footage for an economically viable redevelopment program.

Site F illustrates an infill redevelopment concept with 15 residential townhouse units, garage-parked, and the introduction of new streets with on-street parking that could yield 40-50 spaces for the adjacent church.

Redevelopment implemented in this manner would improve access, increase interconnectivity, help complete the roadway network, and increase the productivity of land in the CRA, helping support the entry of market-based uses desired by residents.

frontage. With the introduction of a parking deck, that would likely require a public/private partnership, a site such as the plaza could be redeveloped with the addition of new buildings fronting Forest Hill Boulevard as well as residential infill. New units would further support the marketability and demand for increased restaurant and neighborhood-serving retail in this type of location, enhancing redevelopment potential. With the introduction of new roadways lined with on-street parking, interior building frontage would also become more marketable for commercial or residential use, and interior public greens could be located to enhance the value of adjacent buildings. The new internal roadway network could also be designed to accommodate neighborhood electric vehicles and golf carts, expanding access to sites like these for neighborhood residents.



Well-designed town centers can provide gathering places for communities and the location for restaurants and neighborhood-serving retail as well as larger regional destination retail. In an urban format, parking decks can be shielded from roadways and pedestrian spaces, with active uses lining the front façade of garages to soften their physical and visual impact.

WATERFRONT PARK & RECREATIONAL IMPROVEMENT CONCEPTS

The Town of Lake Clarke Shores is situated on the banks of Lake Clarke and its tributaries, which contribute significantly to the Town's identity, character, and way of life. The Town boasts two highly visible and well-used public parks on the banks of Lake Clarke, abutting Forest Hill Boulevard to the south. Pine Tree Park, which lies east of Pine Tree Lane, offers broad access to Lake Clarke and its northern-most tributary. Memorial Park lies immediately west of Pine Tree Lane, with substantial frontage along Forest Hill Boulevard.

During the public workshops, residents expressed a strong desire for expanded waterfront recreational improvements within these park facilities, both to address community needs and to expand the economic potential of the CRA. In addition to docking facilities for canoes, kayaks, and small motorized vessels, Pine Tree Park offers a unique opportunity to introduce amenities for rowing in Lake Clarke, such as a boathouse, floating docks suitable for sculls, and shoreline improvements to create a shallow, beach edge for safe access. Other amenities such as covered pavilions and fishing docks would enhance waterfront access. The central location of Pine Tree



Site G1 is Memorial Park and illustrates the potential location of a new pavilion and dock for expanded waterfront access to the CRA by local residents.

Site G2, Pine Tree Park, represents a prime location along the banks of Lake Clarke. This park could accommodate amenities to support rowing, food trucks and special events, and fishing docks along with covered pavilions to enhance the benefits and utility of this park to the community.

Park along the waterway, and its prime location vis-à-vis the C-51 canal and potential east/west access to the Intracoastal, enhances the park's suitability for food trucks and special events. The addition of stabilized parking areas with electricity and water availability would enhance the ability of Pine Tree Park to support these operations and provide economic enhancement for the community.

Memorial Park could also be enhanced with the introduction of pavilions and dock facilities, expanding access to the CRA by local residents via watercraft.

SUMMARY OF REDEVELOPMENT CONCEPTS

Overall, there appear to be several ways in which redevelopment in the Lake Clarke Shores CRA could occur in a manner to address the desires of residents, in an urban form with improved access and interconnectivity and higher ad valorem yield. However, given the disaggregation of land ownership, existing outdated building inventory, land values and trends, and land development patterns, redevelopment assistance through the tools and programs detailed in this redevelopment plan will be necessary to enable redevelopment that is feasible for investors and economically viable.



Memorial Park, pictured above, is a community gathering place that could be further enhanced with waterfront amenities such as a dock for residents to access the center of town via the community's waterways.

SECTION 5: FINANCING & CAPITAL IMPROVEMENTS PROGRAM

5-A. FINANCE AND BUDGET PROCESS

The Agency's primary revenue source is generated through Tax Increment Financing (TIF) as defined in section 163.387, F.S. In addition to TIF, the Agency shall have the authority to pursue public funding through grants and loans and private revenue through loans, contributions, disposal of any real property, mortgages, hypothecation, bond anticipation notes, and bond issues backed primarily by TIF. For purposes of successfully implementing the redevelopment strategy as presented, it is critical for the CRA to access and program as extensive an array of financial resources as available via the TIF mechanism, grant funding as appropriate, other public funding from

agencies and Palm Beach County, and private sources as available. State statutes allow the CRA to utilize a fully funded TIF mechanism (95% as per statute) for up to 40 years.

Projecting TIF Revenues: How TIF Works

Annual TIF revenues are determined utilizing a formula delineated by Florida Statutes. A simple "straight-line" version of this formula is depicted on the following page. Other factors such as historic growth trends and market conditions can be interpolated to project future TIF growth.

• $(\text{Current Year TTV}^* - \text{Base Year TTV}) \times \text{County Millage} \times .95 = A$

• $(\text{Current Year TTV}) - \text{Base Year TTV}) \times \text{Town Millage} \times .95 = B$

• $(\text{Current Year TTV} - \text{Base Year TTV}) \times \text{Other Tax District Millage} \times .95 = C$

• **$TIF \text{ for Current Fiscal Year} = A + B + C$**

(*NOTE: TTV represents "Total Taxable Value")

40-Year Life

It is important for any future planning that the CRA Board of Commissioners has up-to-date TIF Projections for the remaining life of the Agency. The Lake Clarke Shores CRA has experienced limited development and redevelopment activity in the past ten years, and therefore, a modest rate of growth is

assumed in the TIF projections. As projects are introduced, updated TIF projections should be developed on a site-by-site basis to inform the CRA Board as it considers entering multi-year commitments. Updated TIF projections will provide a basis upon which to negotiate public-private partnerships and prepare annual CRA budgets.

5-B. TAX INCREMENT PROJECTIONS

The following spreadsheet provides a five-year tax increment financing revenue projection for the CRA. The methodology utilized for this project takes into account the historic trends of the CRA TIF as well as recent market fluctuations. Accordingly, the projection assumes a modest 3% rate of growth. The current Town and County millage rates are assumed constant throughout the five-year projection. The newly constructed restaurant building (Dunkin' Donuts) is included in the first year of TIF revenue.

Without public financial participation via TIF and assistance mechanisms, the rate of growth in the CRA is projected to remain fairly constant and fairly flat. There are several redevelopment opportunities within the CRA that could occur and produce increased TIF revenue. However, these speculative

redevelopment opportunities require future developer data to determine sales prices, soft costs, and public participation, if any, for TIF revenue estimates. For the most successful redevelopment, it should be noted that aggressive actions by the CRA to secure funding for the capital improvements identified in the redevelopment concepts will contribute to an increased rate of growth. It is recommended the capital projects that receive priority should be considered in conjunction with private sector redevelopment initiatives that present themselves during this time of economic recovery.

This five-year projection is intended to serve as a guide for capital improvements program implementation and to assist in cash flow management. It is not intended to replace the annual budget adopted by the CRA.

LAKE CLARKE SHORES COMMUNITY REDEVELOPMENT AGENCY
Projected Annual Tax Increment Revenues
(assumes 3% rate of growth)

| FISCAL YEAR | ANNUAL PROJECTED TIF |
|-------------|----------------------|
| 2016/17 | \$21,671 |
| 2017/18 | \$22,321 |
| 2018/19 | \$22,991 |
| 2019/20 | \$23,681 |
| 2020/21 | \$24,391 |

This redevelopment plan delineates all investment and leverage strategies that are allowable under the governing state statutes for redevelopment agencies. While it is imperative the agency avail itself of these investment vehicles, it is also important to monitor the impending regional, state and federal initiatives to provide infrastructure funding as part of a comprehensive economic stimulus package. The agency should utilize its TIF resources to maximize its potential to deliver revenue for its parent town.

This plan recognizes the statutorily defined time limitations on the life of the TIF mechanism, the ability to secure an investment grade bond rating as well as bond insurance, and other existing agency financial obligations may impede the agency’s ability to generate capital through traditional debt instruments. A more innovative set of strategies may be required to generate capital, including public/private partnerships and partnerships with Palm Beach County and other public agencies.

5-C. BONDING AUTHORITY

The Agency has the authority, subsequent to the approval of the Town Council, to issue redevelopment bonds which pledge the annual TIF revenue stream as the source of repayment. The Agency shall have the authority granted by Section 163.385, F.S. at the time of bond or any debt instrument issuance.

It is the intent of the CRA Plan to provide maximum flexibility with regard to the financial arrangements and deal structures, which utilize these funds for capital investment. The Agency intends to use full authority granted by this Plan and Chapter 163, *Florida Statutes*, and all covenants delineated in an Official Statement that will be prepared to govern any bond issue. Further, the agency intends to utilize the maximum term of life for the TIF mechanism as provided in Section 168.387(2)(a) and Section 163.362(10), F.S.

5-C.1. Allocation and Expenditure of Non-Bond Related TIF Revenue

As prescribed in the Powers section of this Plan (Section 2) the Agency shall have the authority to expend funds for all professional and administrative services necessary to carry out

the implementation of the redevelopment strategies and programs in this Plan. In addition, the Agency is authorized to expend funds for completion of audits and other statutorily required reports with TIF revenue. The Agency shall also prepare a budget on an annual basis, which addresses the expenditure of all TIF trust fund revenue.

If workable, the CRA TIF budget should be prepared and adopted in accordance with the Town's budget authorization, the same schedule, public hearings, workshops, and legal notices. All TIF funds shall be expended or encumbered as set forth in Section 163.387, F.S. Any funds not expended in a fiscal year shall be allocated as prescribed by Section 163.387(7)(a-d).

163.387(7) On the last day of the fiscal year of the community redevelopment agency, any money which remains in the trust fund after the payment of expenses pursuant to subsection (6) for such year shall be:

(a) Returned to each taxing authority which paid the increment in the proportion that the amount of the payment of such taxing authority bears to the total amount paid into the trust fund by all taxing authorities for that year;

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

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

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

5-C.2. Legal Investments by the CRA

163390 Bonds as legal investments.--*All banks, trust companies, bankers, savings banks and institutions, building and loan associations, savings and loan associations, investment companies, and other persons carrying on a banking or investment business; all insurance companies, insurance associations, and other persons carrying on an insurance business; and all executors, administrators, curators, trustees, and other fiduciaries may legally invest any sinking funds, moneys, or other funds belonging to them or within their control in any bonds or other obligations issued by a county or municipality pursuant to this part or by any community redevelopment agency vested with community redevelopment powers. Such bonds and other obligations shall be authorized security for all public deposits. It is the purpose of this section to authorize all persons, political subdivisions, and officers, public or private, to use any funds owned or controlled by them for the purchase of any such bonds or other obligations. Nothing contained in this section with regard to legal investments shall be construed as relieving any person of any duty of exercising reasonable care in selecting securities.*

In addition, the Agency shall have the maximum authority as provided by statute to allocate and expend TIF and other CRA generated revenue.

5-D. CAPITAL IMPROVEMENTS PROGRAM

This section of the CRA Plan sets forth a listing of select potential community improvement projects and programs derived from the CRA Conceptual Plan and input from the community. Instead of considering the Conceptual Plan as one large, single project, the Plan includes a series of redevelopment strategies that involve a variety of individual projects, some large and others small. Some projects could be implemented entirely by the private sector with little or no public assistance, while other projects, well defined and agreed upon public purpose, could be appropriate candidates for public assistance through the CRA. As such, this Community Improvements Program section illustrates a select list of potential projects from

the Conceptual Plan that could appropriately require CRA assistance. The project pages in this section include project summaries as well as general cost estimates for CRA capital expenditures. Some projects may require additional financial participation by other entities. Actual funding allocations for projects will be determined annually through the budget process.

Most of the land available for redevelopment is controlled by private sector entities. Accordingly, the timing of redevelopment activities will rely on market conditions and private sector interest in fulfilling the types of infill development and redevelopment as envisioned in the Conceptual Plan.

5-D.1. Sanitary Sewer Service Expansion

Background:

The Town of Lake Clarke Shores relies on public partners for the provision of potable water and sanitary sewer service in the CRA. The Town recently incurred approximately \$1 Million in costs to expand sewer south of Forest Hill Boulevard, and additional capacity expansion is necessary to enable redevelopment of existing parcels. Redevelopment north of Forest Hill Boulevard is constrained by lack of availability for sanitary sewer service. The Town estimates the cost of expanding sewer throughout the CRA to be approximately \$1.8 Million.

Project Objective:

To provide expanded potable water and sanitary sewer service to enable infill development and redevelopment in the CRA and reduce the potential flow of pollutants into Lake Clarke and other surface waters.

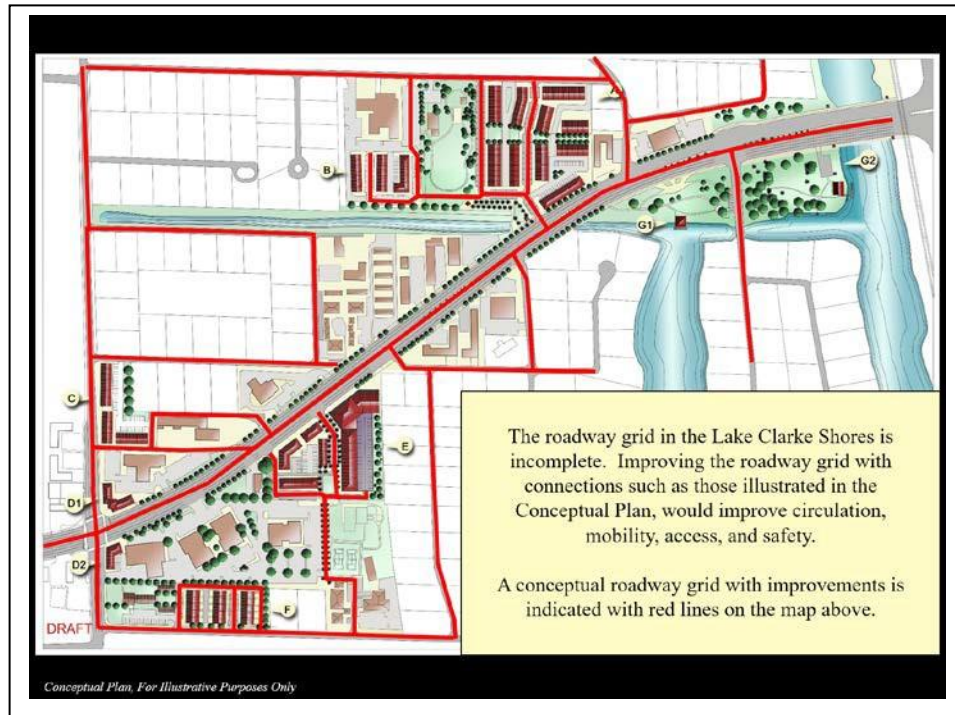
Cost Estimate: \$1.8 Million

Funding Sources: CRA Revenue, State Revolving Loan Fund, Palm Beach County, Private Sources

5-D.2. Roadway Grid Improvements

Background:

In the development of the Conceptual Plan and workshops with the community, residents and business owners have indicated there is a lack of mobility in the CRA, with a breakdown in the network of streets. Forest Hill Boulevard is a major commercial arterial, with a six-lane divided configuration that runs diagonally through the center of the CRA, skewing the roadway grid. The typical spacing for roadway crossings is a quarter-mile; however, there is a half-mile spacing between traffic lights on Forest Hill Boulevard, at the intersections with Florida Mango Road and Pine Tree Lane. This prevents reasonable north/south pedestrian/bicycle access across Forest Hill Boulevard, limiting redevelopment potential and increasing the risk for pedestrians and cyclists. The mid-point between these lighted intersections is at Forest Hill Boulevard/Carissa Road; however, the roadway grid is incomplete at this intersection, with Carissa Road physically blocked on the north side of Forest Hill Boulevard, and the intersection is skewed with limited visibility on the south side of Forest Hill Boulevard. To improve mobility, the Forest Hill Boulevard/Carissa Road intersection should be redesigned, realigned, and treated with a pedestrian-activated light to enable safer pedestrian/bicycle access as well as access to the Palm Tran stops located along the corridor. Other roadway connections between and among parcels would further interconnectivity. A conceptual roadway circulation map is included in this section.



Additionally, the parcels fronting Forest Hill Boulevard are designed in a suburban format, with driveways fronting Forest Hill Boulevard providing the single points of access to these commercial parcels. With redevelopment, opportunities exist to improve the roadway connections and introduce a block structure with alleys and smaller roadways. This will enable safer vehicular access, improve traffic dispersion, and allow building footprints to be modified to a more urban format, reducing or eliminating the amount of parking that fronts Forest Hill Boulevard.

Project Objective:

To provide improved, expanded and safer mobility for the traveling public by improving the roadway grid in the CRA and normalizing signal-spacing for bicycle/pedestrian access.

Cost Estimate: \$1 Million

Funding Sources: CRA Revenue, Palm Beach Metropolitan Planning Organization, Palm Beach County, Florida Department of Transportation, Private Sources

5-D.3. Mobility Improvements

Background:

A hallmark of successful, modern communities is the ability to navigate and access a variety of uses without the use of an automobile. Improved mobility for pedestrians, cyclists, non-traditional vehicles such as golf carts and neighborhood electric vehicles, and transit users, is highly desired and identified as a need in the Lake Clarke Shores CRA workshops and discussions. The CRA is surrounded by fully occupied residential neighborhoods, and improved mobility and access to the Forest Hill Boulevard corridor will enhance the viability of neighborhood-serving retail, benefitting both the businesses as well as community residents. Additionally, improved mobility for these non-auto modes will improve the viability, marketability, and function of infill residential in the CRA, enabling new residents to access the Town’s parks and recreational amenities.

The Forest Hill Boulevard corridor also includes four transit stops, which lack transit shelters, and redevelopment can provide additional right-of-way through easements to accommodate shelters over time. Transit shelters can provide functional enhancements for transit users, providing shelter from the elements and offer opportunities for public art and structural enhancement of the corridor.



Given the lack of bicycle lanes or the room for them to be accommodated on the roadway network, wider sidewalks are needed to accommodate cyclists and pedestrians. Photo source: TCRPC



Electric golf carts are a popular mobility choice for residents living near the CRA. Photo source: www.lakeclarkeshores.com

Project Objective:

To improve mobility within the CRA for non-automobile modes including pedestrians, cyclists, and smaller neighborhood vehicles such as golf carts and neighborhood electric vehicles.

Cost Estimate: \$500,000

Funding Sources: CRA Revenues, Palm Beach Metropolitan Planning Organization, Palm Beach County



*Expanded multi-use paths along commercial corridors such as Forest Hill Boulevard can more safely accommodate a range of users.
Photo source: www.completeblocks.com*

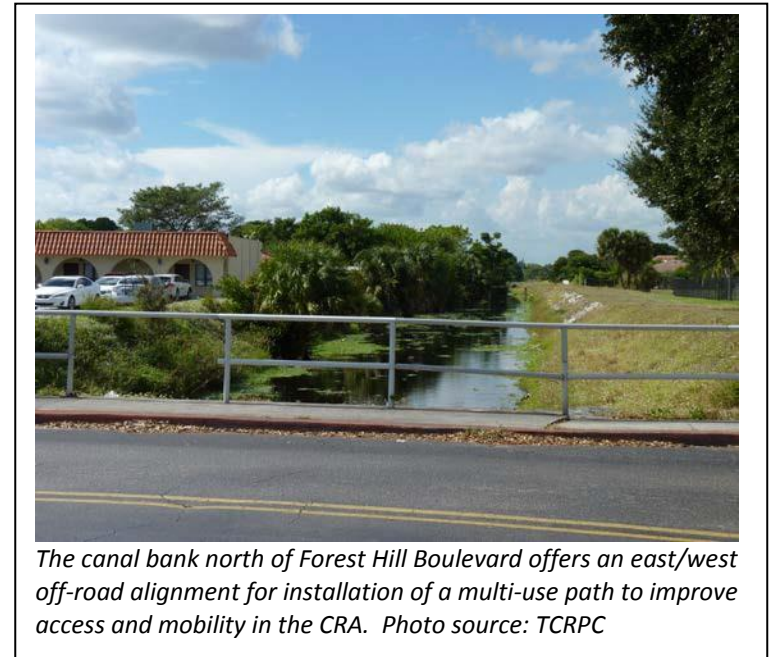


*Transit shelters can offer functional improvement for transit users, such as protection from the elements, as well as beautification along the roadway.
Photo source: <http://www.duo-gard.com/>*

5-D.4. Canal Bank Multi-Use Path

Background:

In the workshops and discussions leading to the development of the CRA plan, residents indicated a desire for more off-road, multi-use paths to help navigate through the CRA. In addition to traditional pathways aligned with roadways, Lake Clarke Shores' canal banks offer alignments for multi-use paths to improve mobility, enhance recreational activity, and provide safe access for pedestrians and cyclists. Improving the canal banks also offers an opportunity for beautification and enhancement of these resources. The key canal bank identified for improvement is north of Forest Hill Boulevard, running from Florida Mango Road on the west, east past Forest Hill Boulevard to Lake Clarke, totaling approximately 2,000 linear feet.



Project Objective:

To efficiently and attractively improve multi-modal access and recreational opportunities for residents and patrons with off-road multi-use pathways.

Cost Estimate: \$250,000

Funding Sources: CRA Revenues, Lake Worth Drainage District, Florida Department of Environmental Protection, Palm Beach County

5-D.5. Recreational Enhancements

Background:

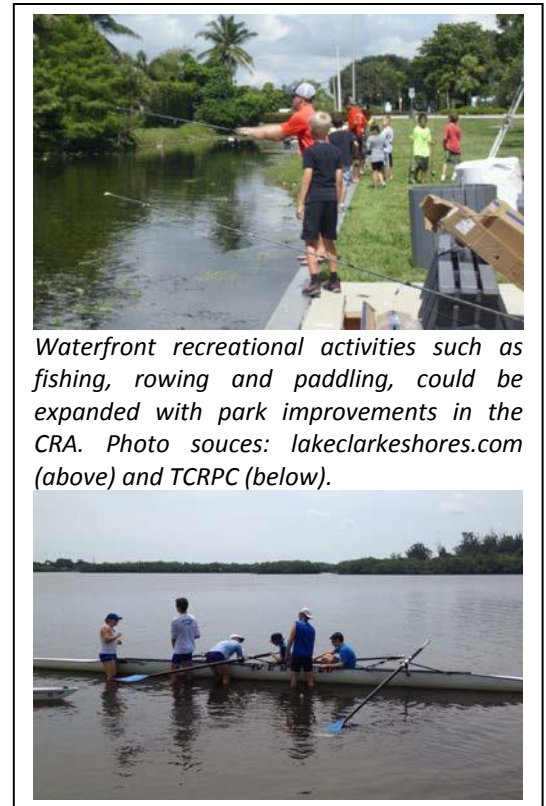
Lake Clarke Shores is highlighted by well-designed recreational facilities that include two key waterfront parks – Pine Tree Park and Memorial Park – that provide opportunities for enhanced waterfront access and waterfront activities in the CRA. Based on input gathered during the development of the conceptual plan, there is a desire for docks, fishing piers, and pavilions within these parks to enhance waterfront activity. Pine Tree Park’s waterfront edge also enables the location of food trucks and limited food service in a unique manner to enhance community events. This waterfront location also provides an opportunity for expanded waterfront recreational activities, such as paddle sports (e.g., rowing, canoeing, kayaking, paddle boarding), and the site could support a rowing club with appropriate structures and a redesigned beach edge for safe egress.

Project Objective:

To expand recreational activities and support for special events in the CRA with appropriate facilities to accommodate expanded paddle sports, fishing, boating access, and ancillary commercial opportunities to enhance waterfront recreation and overall economic activity.

Cost Estimate: \$1 Million

Funding Sources: CRA Revenues, Florida Boating and Improvement Program, South Florida Water Management District, Florida Department of Environmental Protection, Palm Beach County, Other Grant Funds TBD, Private Sources



Waterfront recreational activities such as fishing, rowing and paddling, could be expanded with park improvements in the CRA. Photo sources: lakeclarkeshores.com (above) and TCRPC (below).

5-D.6. Parking Improvements

Background:

Parking is a critical component to support redevelopment within the Lake Clarke Shores CRA. Parking is often provided on a site-by-site basis, which reduces the efficiency of land development and can reduce ad valorem yields. Alternatively, parking can be provided as a component of community or common infrastructure, wherein parking is agglomerated and provided in a common pool, with parking quantities assigned to individual sites as appropriate. Parking in this manner can be regulated through land development, zoning, or local programs to enable provision of common parking, off-site parking requirements, and payment in lieu of parking where appropriate. The clustering of parking can enable a higher yield land development pattern and more efficient use of parking, with shared parking distributed among a mix of uses. Parking location can also affect street frontage, and parking decks or structures can support better street frontages, with buildings and storefronts located closer to streets, and an improved mix and intensity of use.

In the public workshops and discussions informing the conceptual plan, there was a desire for structured parking to be incorporated into the development of a town center site to enable a more urban site design and higher economic yield for the site. With an urban redesign of the site, a parking structure could exist as a public/private infrastructure improvement, helping to produce land use yield necessary to enable financially feasible redevelopment.

Project Objective:

To help provide parking to support financially feasible redevelopment and improved urban design.

Cost Estimate: \$4,375,000

Funding Sources: CRA Revenues, Private Sector Funds, Grant Sources (e.g., Community Development Block Grant, Economic Development Administration)

5-D.7. Stormwater Improvements

Background:

As a waterfront community, the economic viability and quality of life in Lake Clarke Shores is especially sensitive to the water quality within Lake Clarke and its tributaries. The waterbodies are surrounded by urban development, which makes them especially susceptible to pollution via storm water runoff. Pre-treatment of storm water runoff, via catchment basins, retention and detention, and structures such as baffle boxes, and rain gardens, are viewed as best management practices to improve water quality. Cleaner storm water discharges will yield a healthier condition in the community’s waterways, enhancing fishing, boating, recreational activities, and environmental conditions.

Project Objective:

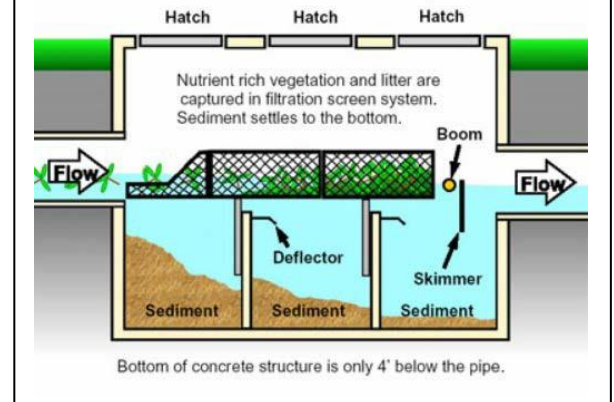
To reduce pollution loads in storm water discharges into Lake Clarke and its tributaries.

Cost Estimate: \$200,000

Funding Sources: CRA Revenues, South Florida Water Management District, Florida Department of Environmental Protection, Palm Beach County, Grant Sources (e.g., Environmental Protection Agency)



Creative storm water treatment, such as rain gardens (above) and baffle boxes (below) can improve storm water discharges, improving water quality and environmental conditions. Photo sources: UF Institute for Agricultural Sciences (above); Liquid Waste Solutions (below).



5-D.8. Beautification, Lighting & Wayfinding Improvements

Background:

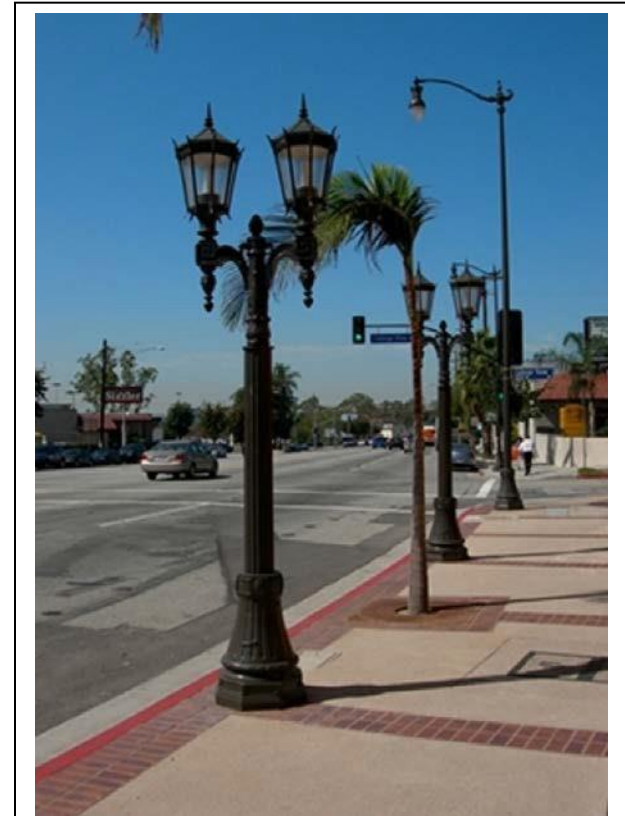
Improvements to the public realm, such as beautification, landscaping, lighting, and signage, improve mobility by all users and add value to private properties. As identified in the Conceptual Plan, the Lake Clarke Shores redevelopment program offers an opportunity to create a town center and central gathering place for the community, with improved access for pedestrians, cyclists, and neighborhood electric vehicles. Beautification along the Forest Hill Boulevard corridor can also enhance the destination quality from the motorists' perspective. Collectively, improved landscaping, pedestrian scale lighting, and thematic signage can contribute to an improved "sense of place," helping to create synergies among the commercial uses along the community's main street and expanding the economic viability and desirability of redevelopment.

Project Objective:

To improve the appearance and function of commercial corridors in the CRA with beautification, lighting, and wayfinding enhancements.

Cost Estimate: \$ 350,000

Funding Sources: CRA Revenues, Palm Beach MPO, FDOT, Palm Beach County,
Private Sources



Pedestrian-scale lighting and landscaping can help "tame" commercial corridors and improve conditions for pedestrians. Photo source: www.casestudies.uli.org

5-D.9. Electric Car Recharging Network

Background:

The use of electric vehicles and smaller neighborhood vehicles is a growing trend in the United States. Mobility with this form of transportation reduces carbon emissions and provides novelty for short-range trips. Within the Town of Lake Clarke Shores, residential neighborhoods can easily access the potential commercial redevelopment opportunities via electric vehicles, expanding their economic viability and encouraging neighborhood-serving uses. Electric vehicles require recharging to expand their range and provide greater utility for their use. Locations within the Lake Clarke Shores CRA could be designed to accommodate electric car recharging stations to create an electric car network and enhance the desirability of the CRA.



Neighborhood electric vehicles, such as golf carts and other small vehicles, provide mobility within communities and are encouraged where recharging stations are provided. Photo source: Sierra Club

Project Objective:

To expand access and desirability of the CRA with the provision of electric car recharging infrastructure.

Cost Estimate: \$75,000

Funding Sources: CRA Revenues, Florida Department of Transportation, Grant Funding (e.g., Environmental Protection Agency), Private Sources.

The identified potential capital projects for the CRA are summarized in the following table:

| POTENTIAL CAPITAL PROJECTS | COST ESTIMATE |
|---|---------------|
| 5-D.1. Sanitary Sewer Service Expansion | \$1,800,000 |
| 5-D.2. Roadway Grid Improvements | \$1,000,000 |
| 5-D.3. Mobility Improvements | \$500,000 |
| 5-D.4. Canal Bank Multi-Use Path | \$250,000 |
| 5-D.5. Recreational Enhancements | \$1,000,000 |
| 5-D.6. Parking Improvements | \$4,375,000 |
| 5-D.7. Stormwater Improvements | \$200,000 |
| 5-D.8. Beautification, Lighting & Wayfinding Improvements | \$350,000 |
| 5-D.9. Electric Car Recharging Network | \$75,000 |
| <i>TOTAL CAPITAL PROJECTS (BUILD-OUT)</i> | \$9,550,000 |

SECTION 6: CRA PROGRAMS & TOOLS FOR IMPLEMENTATION

This section provides the tools for the implementation of redevelopment activities. The programs outlined in this section may be utilized as needed over the life of the Agency. Specific details and criteria will be established and approved by the Agency Board in accordance with the procedure delineated in Section 7 (Safeguards to Ensure Redevelopment Activities Follow the Redevelopment Plan).

The programs included within the CRA Plan may be designed either in a site-specific manner or in a comprehensive manner such that the programs exist as “tools in a toolbox” whereby any individual program may apply to a number of different properties or initiatives within the redevelopment area. The Agency has determined that an appropriate strategy to achieve the agency’s goals is to utilize the “toolbox” approach. This policy decision provides the Agency with the greatest ability to serve the redevelopment needs of the community as they evolve over the remaining life of the Agency.

6-A. ECONOMIC DEVELOPMENT & JOB CREATION PROGRAMS

6-A.1. Direct Financial Incentives to Generate New Private Development

There is often an economic “gap” between the total cost of development of a project and the market value of the completed project, due largely to the high cost of site acquisition. There is a need for a reduction in cost to make projects financially viable for private developers. With regard to residential uses, there is a need to stimulate homeownership and offer new housing options in a range of prices in accordance with sound inclusionary housing strategies. The Agency will be empowered to financially subsidize commercial, residential, and mixed-use private development projects, including but not limited to direct grants and the sale of real estate owned by the Agency at a discounted price. The Agency will prepare and adopt guidelines for determining eligibility and the amount of the incentive payment or discount before such initiatives are implemented.

6-A.2. Direct Financial Incentives to Stimulate Property Improvements

Owners of commercial or residential properties often cannot justify the cost of renovations because rents will not increase enough to provide an acceptable return on investment.

The Agency will be empowered to financially subsidize the cost of renovations through loans or matching grants to property owners, including commercial properties, rental apartment properties, individual condominium units and associations. Property improvements such as conversion of rental units to condominiums shall also be eligible.

The following excerpt from Florida Statutes is provided for reference in this chapter:

163.345 Encouragement of private enterprise.--

(1) Any county or municipality, to the greatest extent it determines to be feasible in carrying out the provisions of this part, shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise. Any county or municipality shall give consideration to this objective in exercising its powers under this part, including the formulation of a workable program; the approval of community redevelopment plans, communitywide plans or programs for community redevelopment, and general neighborhood redevelopment plans (consistent with the general plan of the county or municipality); the development and implementation of community policing innovations; the exercise of its zoning powers; the enforcement of other laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements; the development of affordable housing; the disposition of any property acquired, subject to the limitations of s. 73.013; and the provision of necessary public improvements.

(2) In giving consideration to the objectives outlined in subsection (1), the county or municipality shall consider making available the incentives provided under the Florida Enterprise Zone Act and chapter 420.

The Agency will prepare and adopt guidelines as to the type of eligible costs and the funding ceiling of grants or loans before such incentives are implemented.

6-A.3. Transfer of Development Rights Program

In conjunction with the Town of Lake Clarke Shores, the Agency may develop a Transfer of Development Rights (TDR) Program to encourage desirable types and forms of redevelopment activity, including creation of “workforce housing” units, mixed-use, and infill development in key locations.

6-A.4. Creation of New Land Development Regulations for the CRA

To encourage infill development and redevelopment in the CRA, the Agency may undertake the creation of new Land Development Regulations and/or Overlay Zones for the CRA to further articulate and encourage redevelopment according to the Redevelopment Concepts and in response to market conditions.

6-A.5. Payment in Lieu of Parking (PILOP) Program

To encourage more efficient patterns of infill development and redevelopment, the Agency may create a Payment in Lieu of Parking (PILOP) whereby property owners may purchase off-site parking spaces from the Town or CRA to satisfy their on-site parking requirements. The Agency Board shall establish the fee per space and associated annual fee increases.

Under this program the Agency may establish fees at a rate that will encourage property owners to utilize the program. In establishing guidelines for this program, the Agency may consider capping the number of spaces that can be bought through the PILOP program and limit the distance of spaces from the project they serve.

6-A.6. Interest Subsidies on Loans for Property Improvements

Owners of commercial or residential properties often cannot justify the cost of renovations because rents will not increase enough to provide an acceptable return on investment. Individual condominium owners and condominium associations often simply cannot afford to make the needed improvements to maintain their facilities at an adequate level.

The Agency is empowered to subsidize a portion of the interest on loans to the property owner, condominium owner or condominium association from a third party lender. The Agency will prepare and adopt guidelines as to the type of renovations that will be eligible and the amount of the interest subsidy before such incentives are implemented.

6-A.7. Financial Incentives for New Businesses

Attracting new businesses will be critical to the success of the redevelopment and revitalization of the commercial portions of the Community Redevelopment Area. The ability to offer financial incentives increases the potential for success in attracting the numbers and types of businesses needed and desired to create a sustainable business community.

The Agency is empowered to use TIF fund monies to pay incentives to new businesses that locate in the Community Redevelopment Area. The Agency will prepare and adopt guidelines as to the type of businesses that will be eligible and the amount of the financial incentive, before such incentives are implemented.

6-A.8. Commercial Building Façade Improvement Program

This program is designed to encourage improvements such as enhanced rear parking, lighting, security, landscaping, signage, and facade treatments for commercial and retail buildings within the CRA. At the time of implementation, this program may provide matching grants or forgivable loans, as determined by the Agency's Board, which will allow business operators and property owners to make fixed (permanent) improvements to the front or rear of any commercial or retail structure.

6-A.9. Rehabilitation of Vacant Commercial Buildings

Key underutilized vacant commercial buildings may be identified within the Community Redevelopment Area. The Agency may pursue the purchase of these buildings, work to establish joint-venture opportunities, or assist in the recruitment of business occupants to ensure these structures perform to their economic potential.

6-A.10. Marketing Research

The Agency may provide funding and guidance to create a useful and locally tailored marketing and retailing plan to identify the appropriate retail and commercial mix for any portion of the Community Redevelopment Area. The goal of this plan would be to provide information for business owners indicating what profitable business opportunities exist, given the market area, socio-economic character, and dynamics of the market.

6-A.11. Advertisement & Promotions

There will be an ongoing need to ensure awareness of investment, development, business and residential opportunities within the Community Redevelopment Area. In addition, there will also be a need to provide promotional support for area businesses and to create an identity (branding).

Towards this end, the Agency may assist in the funding for the creation of marketing and retailing programs aimed at increasing business volume in the area. Appropriate media venues shall include visual (television commercials), audio (radio commercials), digital (internet web site), and print media (newspaper, magazine, specialty publications, marketing collateral). The Agency shall also consider assisting in the funding of special events.

The Agency may be empowered to pay for promotional efforts, including but not limited to, staff, consultants, materials production costs, distribution costs, special purpose equipment and systems, and events.

6-A.12. Business & Developer Recruitment

The Agency may take steps to actively recruit quality businesses, investors and developers to the Community Redevelopment Area in cooperation with appropriate entities.

6-A.13. Business Incentive Loans

The Agency may create a loan pool and program for qualified businesses in the redevelopment area to assist with the start-up costs and capital needs of new and expanding businesses.

6-A.14. Utilization of Agency's Funds to Leverage Maximum External Redevelopment Dollars

In cooperation with Town of Lake Clarke Shores and other public partners as appropriate, the Agency shall seek to utilize tax increment finance revenues to secure both public and private grants. The sources considered should include the traditional government sources as well as special efforts to involve private foundations.

6-A.16. Coalition of Financial Institutions

The Agency may recruit interested local financial institutions to participate in any and all redevelopment programs, ranging from business loans and residential rehabilitation to subsidized mortgages and loan guarantees.

6-B. BEAUTIFICATION & APPEARANCE IMPROVEMENT PROGRAMS

6-B.1. Clean-Up Program

The appearance of the redevelopment area sends a direct message to property owners and potential investors regarding the community's commitment towards its success. Working with community residents and property owners, the Agency shall identify potential sites to be considered for the program.

6-B.2. Signage/Entry Feature/Public Art/Landscape

The visual appearance of Community Redevelopment Area amenities need to be enhanced. Further, there is a need to establish an identity for this important core area of the community. The Agency may be empowered to pay for aesthetic and identity enhancements, including but not limited to, signage, entry features, public art, and landscaping.

6-B.3. Landscaping & Streetscaping Program

The Agency may design and install landscape and streetscape improvements, including landscape materials, lighting, benches and trash receptacles in areas identified by the Board.

6-B.4. Paint-Up/Fix-Up Program

The Agency may create and fund a simplified rehabilitation program designed to improve the appearance of the redevelopment area through extensive repainting of structures in the Community Redevelopment Area.

6-B.5. Pedestrian Amenities

The Agency may provide pedestrian amenities for both public development or improvement initiatives, and as an incentive to private development initiatives. These amenities may include, but are not limited to, enhanced pathways, park benches, shade trees, bicycle racks, gazebos, lighting, signage, and trash containers.

6-B.6. Signage Program

The Agency may encourage business owners to develop attractive signage by awarding partial funding for such signs. All signage must conform to the Town's standard sign ordinances.

6-B.7. Art in Public Places

The Agency may appropriate or secure funds for the purchase and installation of Art in Public Places within the Community Redevelopment Area. Emphasis shall be placed on utilizing local artists to create local themes.

6-B.8. Continuing Maintenance Responsibilities

All projects that the CRA undertakes or contributes to must receive a continuing commitment regarding maintenance and upkeep. The Agency shall be committed to protecting the return on investment for all projects funded by TIF revenues. The Agency may contract with the Town of Lake Clarke Shores or private entity to assure proper maintenance.

6-C. RESIDENTIAL REINVESTMENT PROGRAMS

6-C.1. Residential Rehabilitation

The appearance and integrity of residential neighborhoods within the redevelopment area are critical to its success. Accordingly, the Agency may provide a combination of grants and loans to residential property owners for the rehabilitation of their homes. These funds can be used for a broad range of permanent improvements including sewer hook-ups, and exterior or interior improvements.

6-C.2. Residential Acquisition

The Agency shall have the authority to purchase existing housing stock within the Community Redevelopment Area for rehabilitation, and to ensure that existing residents receive priority consideration as the Agency undertakes efforts to improve the quality of the existing housing stock. This initiative may be used to provide transitional housing for residents whose homes are undergoing construction as part of an Agency rehabilitation program, or other Agency housing initiatives that may temporarily displace residents.

6-C.3. Ad Valorem Tax Subsidy

The Agency has authority to reimburse existing homeowners for the increase in ad valorem taxes they pay due to their relocation into a new development supported by Agency initiatives. The Agency may determine which new housing initiatives qualify for this program as well as the percentage and duration of the tax subsidy provided to the relocated resident.

6-C.4. In-Fill and New Housing Program

The Agency may identify vacant lots and vacant units within the Community Redevelopment Area for this program. The Agency may recruit local builders to build new homes. Appropriate sites shall be identified as “high priority” for residential infill.

6-C.5. Mortgage Subsidy Guarantee and Silent Seconds Program

The Agency may provide a pool of mortgage money which will be available to purchasers of Agency-built or incentivized residential homes and will serve as the “gap financing” between what banking institutions will lend and what a qualified potential homeowner can secure. The Agency shall have the authority to structure mortgages to be “silent” during the new homeowner’s period of ownership. The Agency’s position becomes active upon the sale of the property. The cap of these mortgages shall be set by Agency policy. The Agency may also partner with banks, County, State and non-profit agencies that are potential sources for funding for mortgages or incentives.

6-C.6. Secure Outside Funding Sources to Combine with Existing Funding

The Agency may initiate an effort to obtain public funding from sources such as SHIP (State Housing Initiatives Partnership), HAP (Homeownership Assistance Program), federal funds such as HOME (Housing Opportunities Made Equal), and other appropriate financial programs. These funds can be used to assist low-to-moderate income persons with down payment and closing costs.

6-C.7. Role Model Residential Recruitment Program

In order for a community to become sustainable, it is important for its younger citizens to view members of the community as role models. Accordingly, the Agency has identified police officers, firefighters, teachers, and medical professionals as quality role models for Lake Clarke Shores’ youth. This program initiates a special recruitment effort to be undertaken by the Agency to market homeownership to members of these professions for all housing-related redevelopment programs. The Agency may conduct special informational seminars with organizations employing “role models” in an effort to inform them of the housing and mortgage assistance opportunities in the improving Riviera Beach Community Redevelopment Area.

6-D. INFRASTRUCTURE IMPROVEMENT PROGRAMS

Working with the Town of Lake Clarke Shores, the Agency may consider allocating funds to remedy infrastructure deficiencies and projected needs, including utilities, roadways, sidewalks, and storm water management. All infrastructure projects funded by the Agency shall be directly tied to increasing the area's redevelopment potential to generate a higher return of tax increment funds and increase the likelihood of private investment.

6-D.1. Multi-Modal Improvements to Transportation Network

The multi-modal network in the Community Redevelopment Area is incomplete and in need of new construction, repair, and improvements to enable redevelopment. The Agency is empowered to pay the cost of installing, repairing and/or rebuilding components of the multi-modal transportation network, including but not limited to roadways, alleys, sidewalks, bicycle lanes, multi-use paths, transit shelters, and improvements to accommodate neighborhood electric vehicles such as golf carts. Other amenities to the multi-modal transportation network improvements may also include, landscaping, street lights, street furniture and signs.

6-D.2. Stormwater Drainage Improvements

There are streets and areas in the Community Redevelopment Area that flood during rainstorms. In many cases, the ponding remains for days after the storm. Further, many individual properties in the anticipated rebuilt urban environment will not be able to retain stormwater on-site, which will seriously limit the potential for new development. Stormwater treatment is especially important given the connectivity of the CRA to Lake Clarke and its tributaries. To maximize its ability to address water quality issues, the agency may avail itself of the authority or assist the Town in the creation of a stormwater utility mechanism and funding source. If initiated, this effort shall be properly coordinated with all appropriate government entities. The use of a stormwater utility will likely minimize the land area necessary to advance water quality improvement, will further protect the Lake Clarke and adjacent water bodies, and provide a dedicated revenue source to support this effort.

The Agency will be empowered to pay for stormwater drainage solutions, including but not limited to, subsidizing stormwater management costs incurred on privately owned property, creation of a stormwater utility for the CRA, installation of stormwater treatment infrastructure such as baffle boxes, and development of one or more master drainage systems.

6-D.3. Expansion of Sanitary Sewer Systems

There are properties in the Community Redevelopment Area, including both commercial and residential, that do not have connections to the sanitary sewer system. This limits the potential for new development. The Agency may be empowered to pay the cost to extend sanitary sewer lines and associated infrastructure to increase redevelopment potential.

6-D.4. Parking Facilities

As redevelopment occurs and encourages a higher and more efficient intensity of development, there may be a need for public parking lots or structures to supplement the private parking. The Agency will be empowered to pay for developing public parking facilities, including both surface lots and structured parking. The Agency may also participate in public/private joint ventures for the provision of public parking. The Agency may be empowered to either purchase or lease property or air rights for parking facilities.

6-D.5. Underground Utilities

The Agency may encourage and advocate future development projects to construct underground utilities by offering assistance and incentives, which may include financing, density bonuses, or other means to ensure that development order approvals consider this as a condition of approval. Further, the Agency may undertake an advocacy role on behalf of project proposals which include the voluntary placement of utilities underground. Specific consideration should be given to the following issues:

- the estimated cost differential per residential unit;
- the estimated servicing cost differential;

- “downtime” differentials due to service failures;
- a comparison of maintenance requirements between above-ground and underground facilities;
- a comparison of utility life-expectancy;
- the provision of public easements for underground utility placement;
- the timing of co-location of underground utilities with the placement of other infrastructure;
- the peripheral cost of underground utilities (e.g., meter replacement);
- proximity issues related to existing underground infrastructure; and
- planning and engineering costs required to design underground utility systems.

6-D.6. Electric Car Recharging Network

The use of electric vehicles is a growing trend in the CRA and neighborhoods adjacent to the area. Electric vehicles, including traditional vehicles as well as neighborhood electric vehicles and golf carts, reduce carbon emissions and expand access to commercial and recreational areas by Town residents. The Agency shall be empowered to assist, promote, and/or fund the construction of an electric car recharging network within the CRA to expand the use of electric vehicles.

6-E. AIR RIGHTS

As provided in Section 163, *Florida Statutes*, the Agency shall acquire air rights when necessary for the creation of parking facilities or signage, or protection of historic structures.

6-F. REVELOPMENT ADVOCACY PROGRAMS

6-F.1. Redevelopment Advocacy Activities

The Agency shall actively advocate for actions by other public and private bodies, which are to the benefit of area residents.

6-F.2. Provide Matching Funds For Grants

As provided by Chapter 163, Part III, *Florida Statutes*, the Agency may apply for and receive grants. Most grant programs require some level of matching funding from the recipient. The Agency will be empowered to use trust fund monies to provide matching funds for grants when the proceeds of the grant will be used for undertakings that are specified in the Community Redevelopment Plan and are within the Community Redevelopment Area.

6-G. CODE ENFORCEMENT ENHANCEMENT PROGRAM

The Agency may fund increased code enforcement services within the Community Redevelopment Area. The goal of this program is to increase the marketability and aesthetics of the properties in the Community Redevelopment Area.

Adequate code enforcement is required to protect property values, commercial activity levels and the quality of life of the residents within the Community Redevelopment Area. Code enforcement also is important to attracting new investment, new development, new businesses and new residents.

The Agency will be empowered to pay for code enforcement activity operating solely within the Community Redevelopment Area, including support vehicles and equipment. The Agency may only fund additional code enforcement activity and may not take on the expense of code enforcement activities previously funded by the Town.

6-H. RECREATIONAL FACILITIES & ENHANCEMENT PROGRAM

As more housing units are built as a result of redevelopment, there will be more people in the Community Redevelopment Area, thus creating a need for additional, expanded or improved recreation facilities. Waterfront parks within the CRA also offer opportunities for recreational programming to enhance activity within the CRA. The Agency is empowered to pay for new recreation facilities within the Community Redevelopment Area, including but not limited to, improvements within existing Town parks; installation of water-related infrastructure such as docks, fishing piers, and water access; and structures to support recreational activities.

**SECTION 7: SAFEGUARDS TO ENSURE REDEVELOPMENT ACTIVITIES
FOLLOW THE REDEVELOPMENT PLAN**

7-A. SAFEGUARDS TO ENSURE FINANCIAL ACCOUNTABILITY

The Agency shall be fully subject to the Florida Sunshine Law and will meet as necessary to carry out the business of the Agency.

The Agency shall publicly adopt by-laws to govern its activities and to ratify its administrative policies.

The Agency shall file an annual report with the State of Florida Special District Program and the Palm Beach County Board of County Commissioners, and the Lake Clarke Shores Town Clerk's Office. This report shall contain a programmatic overview of the activities of the Agency as allowed by the Redevelopment Plan.

The Agency shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements and declarations of restrictions relative to any real property conveyed shall contain restrictions, covenants, running with the land and its uses, or other such provisions necessary to carry out the goals and objectives of the Plan and Chapter 163, Part III, and other governing statutes.

7-B. SAFEGUARDS TO ENSURE PROPER IMPLEMENTATION PROJECT/PROGRAM ACCOUNTABILITY

The Agency shall maintain adequate records to provide for an annual audit, which shall be conducted by an independent knowledgeable auditor selected by the Town Council. The findings of the audit shall be presented at a public meeting of the Agency Board and such

findings shall be forwarded to the State Auditor General's Office by March 31 of each year for the preceding fiscal year, which shall run from October 1 through September 30.

The following excerpt from Florida Statutes is provided for reference in this chapter: Section 163.356(3)(c) The governing body of the county or municipality shall designate a chair and vice chair from among the commissioners. An agency may employ an executive director, technical experts, and such other agents and employees, permanent and temporary, as it requires, and determine their qualifications, duties, and compensation. For such legal service as it requires, an agency may employ or retain its own counsel and legal staff. An agency authorized to transact business and exercise powers under this part shall file with the governing body, on or before March 31 of each year, a report of its activities for the preceding fiscal year, which report shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. At the time of filing the report, the agency shall publish in a newspaper of general circulation in the community a notice to the effect that such report has been filed with the county or municipality and that the report is available for inspection during business hours in the office of the clerk of the city or county commission and in the office of the agency.

The annual Audit Report shall be accompanied by the Agency's Annual Report and shall be provided to the Town Clerk's Office for public review and availability. Legal notice in a newspaper of general circulation shall be provided to inform the public of the availability for review of the Annual Audit and Annual Report. The Agency shall file all reports necessary to comply with the "Special Districts" requirements of the state of Florida.

All Agency tax increment financing funds shall be held in a Redevelopment Trust Fund accounted for separately from other funds as required by state law.

1. Measurable objectives and schedules for each Agency activity shall be established upon its approval by the Board.

2. The Agency shall hold an annual State of the CRA workshop to:
 - a. Report on the status and progress of programs and projects;
 - b. Gather input from property owners, citizens and interested parties regarding redevelopment activities; and
 - c. Discuss strategies relating to local redevelopment issues.

7-C. SAFEGUARDS THROUGH RETENTION OF CERTAIN POWERS BY THE TOWN

Powers retained by the Town are provided in the Interlocal Agreements between the Agency and the Town and are noted as follows:

Powers Retained by the Town:

1. The power to determine an area to be appropriate for Community Redevelopment.
2. The power to grant final approval to Community Redevelopment plans and modifications.
3. The power to zone or rezone or make exceptions from building regulations or to enter into agreements with a housing authority.
4. The power to close, vacate, plan, or re-plan streets, roads, sidewalks, ways, or other places and to plan or re-plan any part of the Town.

7-D. GENERAL PRINCIPLES OF URBAN DESIGN

- A. To ensure the vision represented in the Conceptual Plan is implemented, this redevelopment plan acknowledges the “General Principles of Urban Design” as presented in Appendix D of this Plan. These principles were incorporated into the design concepts represented in the redevelopment concepts.

- B. It is acknowledged in this Redevelopment Plan that all design guidelines are subordinate to the existing governing local development regulations and comprehensive plan that are in effect.

7-E. ADDITIONAL SAFEGUARDS

- A. To ensure that redevelopment trust fund expenditures are in compliance with the CRA Plan and Section 163.387(6), Florida Statutes, all expenditures should be properly authorized and adequately documented.
- B. Actual time spent by employees on CRA activities should be supported by documentation, such as timesheets, and salaries and benefits paid from CRA funds should be commensurate with this documentation
- C. Contributions of CRA funds to private, nonprofit organizations should be made in accordance with a formal agreement that clearly identifies and demonstrates a clear public purpose which benefits the CRA. Additionally, the CRA should exercise sufficient control over the disbursement of funds through timely review of the use of those funds.
- D. To comply with Section 189.418(3), Florida Statutes, the CRA should ensure that budgets are adopted for all expenditures and that actual expenditures do not exceed budgeted expenditures for any given fiscal year.

7-F. PROVIDING FOR A TIME CERTAIN AND SEVERABILITY

All redevelopment activities of a contractual, financial and programmatic nature shall have a maximum duration, or commitment of up to, but not exceeding, thirty (30) years from the date of a properly adopted Redevelopment Plan, or amended plan, subordinate to the requirements of Section 163.361, F.S. required by Chapter 163, Part III, F.S.

The following excerpt from Florida Statutes is provided for reference in this chapter:

Section 163.362(10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.

**SECTION 8: COMMUNITY REDEVELOPMENT AGENCY GOALS,
OBJECTIVES AND POLICIES IN ACCORDANCE WITH THE
TOWN'S COMPREHENSIVE PLAN**

8-A. MISSION STATEMENT

To optimize the future value of property within the Community Redevelopment Area by creating a prioritized strategy for redevelopment, including investing in capital infrastructure that will support the CRA and improvements desired by the Town and the residents of the community.

The Lake Clarke Shores CRA Plan represents the community's aspirations for the redevelopment of the CRA area. It is intended to provide a basis for decision-making by the Lake Clarke Shores CRA Board as well as state the general direction for redevelopment action. The Plan provides guidance for the establishment of public policy, design of redevelopment programs, appropriation of redevelopment funds, and the establishment of Agency priorities.

8-B. COMPLIANCE WITH TOWN OF LAKE CLARKE SHORES COMPREHENSIVE PLAN AND LAND DEVELOPMENT REGULATIONS

As required by Section 163.360, Part III, F.S., the CRA Plan shall: Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Local Government Comprehensive Planning and Land Development Regulation Act.

All actions, programs, and capital expenditures shall be in accordance and consistent with the goals, objectives, and policies contained within the Town of Lake Clarke Shores' adopted Local Comprehensive Plan and all codes set forth in the Town of Lake Clarke Shores adopted Land Development Regulations.

SECTION 9: CRA AFFORDABLE HOUSING POLICY STATEMENT AND RELOCATION ASSURANCES

Affordable housing for the Community Redevelopment Area is defined as housing opportunities for households with an income of a certain percentage or less of the area's median income. The threshold shall be established in the Town's Comprehensive Plan and may be amended from time to time.

This target group may include teachers, police officers, firefighters, health care workers, retail clerks, administrative personnel, and other moderate-income workers, all of whom are essential to the economic vitality of a community and the success of its businesses, institutions, and governmental functions.

The Agency should utilize the most recent data available whenever an affordable housing initiative is undertaken. This threshold number will rise each year as incomes rise. As required by statute, all Community Redevelopment plans must be in conformance with the comprehensive plans of the governmental entity, which creates the Agency. With regard to

affordable housing policies for the Agency, it is the strategy of this Agency to follow all applicable goals, objectives, and policies of the Housing Element of the Town of Lake Clarke Shores Comprehensive Plan. It shall be the Agency's mission to assist in the implementation of these goals.

9-A. STRATEGY

This element addresses needs that must be met primarily by the private sector. The impetus for the creation of a Community Redevelopment Agency in this area is to re-energize the faltering commercial district and create jobs, increase investment, improve the appearance of the area, and the quality of life for those who live in and around the Community Redevelopment Area. Residential reinvestment programs are included in this Plan as one of the redevelopment tools provided under Section 163, Part III, *Florida Statutes*, and can be used to improve residential property as deemed appropriate. Programs may also be developed to create additional housing, both

affordable and market-rate. Most elements of the Comprehensive Plan address development programs that are primarily public sector responsibilities – the street and highway system, mass transit, parks, playgrounds, water, waste disposal, and other utilities and capital improvements, which are the responsibility of the Town of Lake Clarke Shores and other local governments. Housing is often thought of differently, but many cities have come to realize that a safe and affordable housing stock is an important infrastructure component critical to the success of their redevelopment.

Local governments today build little or no new housing. Instead, they provide plans, programs, and development regulations (zoning, building codes, etc.) to guide the private sector in the development of new housing, and maintain fair housing ordinances and housing and health codes, which set minimum standards.

Because affordable housing is difficult for the private sector to develop without some degree of public involvement, the Agency may assist the public sector in developing affordable housing in the Community Redevelopment Area. This may take the form

of acting as a developer, providing subsidy where necessary, or utilizing any of the tools available in the Plan.

This Plan provides the following programs and tools for residential reinvestment to improve housing and access to housing.

1. Residential Rehabilitation
2. Residential Acquisition
3. Ad Valorem Tax Subsidy
4. In-Fill and New Housing Program
5. Mortgage Subsidy Guarantee and “Silent Seconds”
6. Secure Outside Funding Sources to Combine with Existing Funding
7. Role Model Residential Recruitment Program

Other economic development tools in this Plan may be applied to development within the CRA area that addresses affordable housing needs.

9-B. RELOCATION ASSURANCES

Under Florida Statute Section 163.362(7), the Lake Clarke Shores Community Redevelopment Agency is required to adopt a policy statement assuring that there will be replacement housing provided for those persons displaced from their homes by Agency-initiated community redevelopment activities. It is the Agency’s goal and intent to increase and improve the

housing stock in the redevelopment area. **At the time of this Plan’s adoption, there are no redevelopment programs or initiatives being contemplated or pursued by the Town or CRA that are designed to displace any resident from their home.**

In the future, if any unforeseen redevelopment project involving the Lake Clarke Shores Community Redevelopment Agency requires that even one person be involuntarily displaced from a residential unit, the project proposal must contain a relocation plan, which adheres to all applicable laws. The relocation proposal must be approved by the Board of the Lake Clarke Shores CRA in a publicly noticed Agency meeting prior to any final approval of the project. The CRA Plan also includes several policy statements and strategies addressing housing replacement, displacement, rehabilitation, and reinvestment issues (see Section 7).

If any future projects were to require relocation and Agency monies were to be “partnered” with Federal funds, the Lake Clarke Shores CRA shall make it a condition of Agency participation that all provisions of the Uniform Relocation

Assistance Act are met. This strategy adheres to the requirement of Chapters 163 and 421, *Florida Statutes*.

SECTION 10: NEIGHBORHOOD IMPACT OF PROGRAMS

10-A. LAND USE, ZONING & DEVELOPMENT APPROVALS

At the time of the adoption of the Community Redevelopment Plan, the Agency shall conform to all pertinent laws, land development regulations, the existing Comprehensive Plan, ordinances and resolutions of the Town of Lake Clarke Shores as they relate to the approval of required permits or development orders for Agency-initiated projects that require such approvals.

10-B. EFFECT ON TRAFFIC

It is the intent of the Agency to promote and improve safe, efficient, and convenient traffic circulation throughout and within the Community Redevelopment Area. As the existing roadway network provides considerable connectivity with arterials and connectors, the Agency shall emphasize the need to improve those roadways within the Community Redevelopment Area for all modes utilized by the traveling public. The Agency shall also serve as an advocate for aggressive grant and state funding for roadway and traffic circulation improvements.

10-C. EFFECT ON COMMUNITY FACILITIES

Any existing community facilities within the boundary of the Community Redevelopment Area may benefit from the economic improvement of the area by the implementation of the redevelopment initiatives, and the physical improvements of the surrounding area that will create economic revitalization with the advent of new businesses and job opportunities. Community services such as code enforcement can be expanded utilizing the programs included in the Community Redevelopment Plan.

10-D. EFFECT ON SCHOOLS

The Lake Clarke Shores Comprehensive Plan includes the goal that the Town provides for future availability of public school facilities consistent with the adopted level of service standard and in coordination with the Palm Beach County School District. This goal shall be accomplished recognizing the constitutional obligation of the school district to provide a uniform system of free public schools on a countywide basis. Also, to ensure that the capacity of schools is sufficient to support student growth at the adopted level of service standard for each year of the five-year planning period and through the long-term planning period.

Palm Beach County was the first to adopt school concurrency because of the exponential growth that was occurring in the County and the demand for land to build new schools. The Town followed by adopting school concurrency in 2002.

SECTION 11: COMMUNITY REDEVELOPMENT AGENCY PLAN AMENDMENT PROCESS

The Community Redevelopment Plan shall be in effect for a maximum of thirty years from the date of the adoption of the Plan.

The Community Redevelopment Plan may need to be amended in order for it to maintain its relevance and currency; to respond to priorities as they emerge; to serve new redevelopment areas; and to add needed specificity as projects, tax increment revenues and expenditures are defined in more detail over time.

Amendments to the Community Redevelopment Plan can only be made by the Board with approval of the Town Council. The Agency will initiate any amendment action by creating a Resolution and recommending that the Town Council approve the amendment. The Agency may then hold an advertised public hearing on the proposed modification or amendment and approve the modification by passage of an appropriate Resolution. Any amendment action may also require pre-notification of the affected taxing authorities by registered mail.

The governing State Statute does not specifically require that Plan amendments be reviewed by the Local Planning Agency for conformity with the Comprehensive Plan, but this may be advisable if there is any question relative to an amendment's conformance with the Town of Lake Clarke Shores Comprehensive Plan. Also, at the time of amendment approval, the original "findings" made at the time of Plan adoption [F.S. 163.360(6)(a-d)] should be reaffirmed with regard to the proposed amendment or modification.

If any provision of this CRA Plan or subsequent amendments shall be found to be invalid, unconstitutional, or otherwise legally infirm, such provision shall not affect the remaining portions of the CRA Plan.

The amendment process is governed by state statutes which may change over the lifetime of the Plan. Therefore, the statute shall be overriding guide to all amendment procedures. Section 163.361 (2016) is included on the following pages.

163.361 Modification of community redevelopment plans.--

(1) If at any time after the approval of a community redevelopment plan by the governing body it becomes necessary or desirable to amend or modify such plan, the governing body may amend such plan upon the recommendation of the agency. The agency recommendation to amend or modify a redevelopment plan may include a change in the boundaries of the redevelopment area to add land to or exclude land from the redevelopment area, or may include the development and implementation of community policing innovations.

(2) The governing body shall hold a public hearing on a proposed modification of any community redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the agency.

(3)(a) In addition to the requirements of s. 163.346, and prior to the adoption of any modification to a community redevelopment plan that expands the boundaries of the community redevelopment area or extends the time certain set forth in the redevelopment plan as required by s. 163.362(10), the agency shall report such proposed modification to each taxing authority in writing or by an oral presentation, or both, regarding such proposed modification.

(b) For any community redevelopment agency that was not created pursuant to a delegation of authority under s. 163.410 by a county that has adopted a home rule charter and that modifies its adopted community redevelopment plan in a manner that expands the boundaries of the redevelopment area after October 1, 2006, the following additional procedures are

required prior to adoption by the governing body of a modified community redevelopment plan:

1. Within 30 days after receipt of any report of a proposed modification that expands the boundaries of the redevelopment area, the county may provide notice by registered mail to the governing body of the municipality and the community redevelopment agency that the county has competing policy goals and plans for the public funds the county would be required to deposit to the community redevelopment trust fund under the proposed modification to the community redevelopment plan.

2. If the notice required in subparagraph 1. is timely provided, the governing body of the county and the governing body of the municipality that created the community redevelopment agency shall schedule and hold a joint hearing co-chaired by the chair of the governing body of the county and the mayor of the municipality, with the agenda to be set by the chair of the governing body of the county, at which the competing policy goals for the public funds shall be discussed. For those community redevelopment agencies for which the board of commissioners of the community redevelopment agency are comprised as specified in s. 163.356(2), a designee of the community redevelopment agency shall participate in the joint meeting as a nonvoting member. Any such hearing shall be held within 90 days after receipt by the county of the recommended modification of the adopted community redevelopment plan. Prior to the joint public hearing, the county may propose an alternative modified community redevelopment plan that meets the requirements of s. 163.360 to address the conditions identified in the resolution making a finding of necessity required under s. 163.355. If such an alternative modified

redevelopment plan is proposed by the county, such plan shall be delivered to the governing body of the municipality that created the community redevelopment agency and the executive director or other officer of the community redevelopment agency by registered mail at least 30 days prior to holding the joint meeting.

3. If the notice required in subparagraph 1. is timely provided, the municipality may not proceed with the adoption of a modified plan until 30 days after the joint hearing unless the governing body of the county has failed to schedule or a majority of the members of the governing body of the county have failed to attend the joint hearing within the required 90-day period.

4. Notwithstanding the time requirements established in subparagraphs 2. and 3., the county and the municipality may at any time voluntarily use the dispute resolution process established in chapter 164 to attempt to resolve any competing policy goals between the county and municipality related to the community redevelopment agency. Nothing in this subparagraph grants the county or the municipality the authority to require the other local government to participate in the dispute resolution process.

(4) A modification to a community redevelopment plan that includes a change in the boundaries of the redevelopment area to add land must be supported by a resolution as provided in s. 163.355.

(5) If a community redevelopment plan is modified by the county or municipality after the lease or sale of real property in the community redevelopment area, such modification may be conditioned upon such approval of the owner, lessee, or

successor in interest as the county or municipality may deem advisable and, in any event, shall be subject to such rights at law or in equity as a lessee or purchaser, or his or her successor or successors in interest, may be entitled to assert.

SECTION 12: REQUIRED TECHNICAL ELEMENTS OF A CRA PLAN

This section of the Community Redevelopment Plan contains a chart indicating the location of all requirements for a Community Redevelopment Plan as contained in this document and identified in Section 163.362 *Florida Statutes*.

| TECHNICAL ITEM | SECTION |
|--|-----------------------------|
| Legal Description | Section 1 |
| Redevelopment Area Shown by Diagram and in General Terms | Section 1, 4 and Appendix A |
| Statement Providing a Time Certain for Completing All Redevelopment Tasks | Section 2 |
| Safeguards and Accountability Element | Section 7 |
| Indicate development patterns by diagram (Current Land Use Plan) | Appendix C |
| Neighborhood Impact Review | Section 10 |
| Identification of any Capital Improvement Projects in the Redevelopment Area in the CIP Budget | Section 5 |
| Affordable Housing Issues | Sections 6 and 9 |
| Relocation Issues Governed by Town's Comprehensive Plan Policies and Objectives | Section 8 |
| Power for the Retention of Controls | Sections 2 and 7 |
| Projected Redevelopment Revenue and Allowable Expenditures | Sections 2, 5 and 6 |
| Statement of Projected Costs of the Redevelopment | Section 5 |

The following technical elements are addressed in more detail as described below.

1. Identification of any Capital Improvement Projects in the Redevelopment Area in the CIP Budget: As referenced in Section 163.362(d)(4).

The CRA may adopt at any time during the life of the Agency, a Capital Improvement Project budget and program. Agency funds shall only be used for such projects as allowed by statute for any infrastructure project or other activity identified in the CRA’s CIP budget as it may exist from time to time during the life of the Agency and or its TIF revenue mechanism.

2. Statement Providing a Time Certain for Completing All Redevelopment Tasks:

As prescribed in Section 163.362(10), F.S., the time certain for the completion of all redevelopment tasks and programs presented in the initial Community Redevelopment Plan shall occur 30 years after the plan is approved and adopted pursuant to Section 163.361(1), *Florida Statutes*. All tax increment financing revenue from all sources will cease to

be collected and deposited into the Agency Trust Account after the 30-year period has transpired.

3. Governing Policies

The Agency shall adhere to all requirements as set forth in Chapter 163, Part III, F.S., Town ordinances and approved Interlocal Agreements.

To the greatest extent it determines feasible, the Agency will afford maximum opportunity consistent with the needs of the community for private sector participation in redevelopment activities.

The Agency will make every effort to leverage its financial resources to generate the maximum amount of funding for redevelopment activities. This includes but is not limited to utilizing TIF monies as matching funds for public and private grants.

The Agency will work in concert with groups such as Enterprise Florida, local Chambers of Commerce, local merchant’s associations, citizens’ coalitions and

neighborhood-level committees, and other community groups to create positive economic development and to foster job creation and business opportunities in the assigned Community Redevelopment Area.

Unless addressed by a Community Redevelopment Area Overlay Zone, all Agency development activities shall be subject to the Town of Lake Clarke Shores Land Development Regulations, any Town-adopted Master Plans, the Comprehensive Plan, and the Town Code of Ordinances with regards to building heights, setbacks, site design, and similar issues.

The Agency will work with local groups to ensure public input and participation in the implementation of its Community Redevelopment Plan and activities.

The Agency will work to coordinate and maximize all redevelopment activities with the appropriate local governments, housing authorities, the State of Florida and the Federal Government.



Town of Lake Clarke Shores Finding of Necessity November 2015



Prepared by Treasure Coast Regional Planning Council for the
Town of Lake Clarke Shores

REV. 11/18/2015

**LAKE CLARKE SHORES
FINDING OF NECESSITY**

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The CRA boundary contains approximately 53.4 acres.

LAKE CLARKE SHORES FINDING OF NECESSITY

EXECUTIVE SUMMARY

Chapter 163, Part III, Florida Statutes enables local governments to establish community redevelopment agencies (CRAs) within their jurisdictions to foster and support redevelopment of targeted areas if certain conditions are found to exist. The statute requires that no fewer than two of the fifteen “blight” criteria be present to enable establishment of a CRA. As requested by the Town Council of the Town of Lake Clarke Shores, the Treasure Coast Regional Planning Council conducted an analysis of the proposed Lake Clarke Shores CRA, for which a boundary map is provided in this section. Within the Lake Clarke Shores proposed CRA, five of the fifteen statutory criteria are present, including:

- Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities (§ 163.340(8)(a), F.S.)
- Aggregate assessed values of real property for ad valorem purposes failing to show appreciable increase over past five years (§ 163.340(8)(b), F.S.)
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness (§ 163.340(8)(c), F.S.)
- Inadequate and outdated building density patterns (§ 163.340(8)(f), F.S.)
- Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area (§ 163.340(8)(m), F.S.)

A detailed analysis of the proposed CRA and evidence of these criteria is provided within the Finding of Necessity report.

FINDING:

The proposed Lake Clarke Shores CRA contains five criteria which constitute blight under Chapter 163, Part III (8), F.S. The area is therefore eligible for CRA designation by the Town Council under Florida Law. A CRA will assist the Town in remedying the conditions of blight and help foster redevelopment in the CRA.

RECOMMENDATION:

The Town of Lake Clarke Shores should adopt this Finding of Necessity by resolution in accordance with the provisions set forth in Chapter 163, Part III, F.S. and proceed with the establishment of a Community Redevelopment Agency and a tax increment financing mechanism as allowed under Florida Law.

SECTION 1:

PURPOSE OF FINDING OF NECESSITY

Working with the Treasure Coast Regional Planning Council, the Town of Lake Clarke Shores commissioned a Finding of Necessity, as required by and in compliance with Florida Statutes, in support of the establishment of a “Lake Clarke Shores Community Redevelopment Area (CRA).” If the Council wishes to establish a CRA and access the corresponding benefits, the adoption of this Finding of Necessity by resolution is the initial step required by Chapter 163, Part III, *Florida Statutes* (F.S.). The purpose of this study is to provide: (1) an overview of the Community Redevelopment Act; (2) overview and description of the proposed Lake Clarke Shores CRA; (3) relevant data, analysis, and evaluation in support of the Finding of Necessity; and (4) findings and recommendations for establishment of a CRA by the Town of Lake Clarke Shores.

The Community Redevelopment Act of 1969, Chapter 163, Part III, F.S., (The Act) authorizes local governments to establish community redevelopment agencies within their jurisdictions suffering from economic distress. The Act sets forth the legal process by which local governments may establish community redevelopment agencies and provides financing and regulatory tools to accomplish the goals of improving slum and blighted areas.

In order to establish a community redevelopment agency, a Finding of Necessity must be prepared and adopted in accordance with the requirements in Chapter 163, Part III, F.S.. The precise portion of the statute that governs the standards of a statutorily compliant Finding of Necessity is provided as follows:

163.355 Finding of necessity by county or municipality.—No county or municipality shall exercise the community redevelopment authority conferred by this part until after the governing body has adopted a resolution, supported by data and analysis, which makes a legislative finding that the conditions in the area meet the criteria described in s. 163.340(7) or (8). The resolution must state 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 the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

SECTION 2:

GENERAL DESCRIPTION OF PROPOSED REDEVELOPMENT AREA

The Town of Lake Clarke Shores, established in 1957, is a full-service municipality located in central Palm Beach County (PBC). The Town is situated on both sides of Forest Hill Boulevard, which is a primary commercial corridor and contains some of the oldest building stock in the community. The Florida Community Redevelopment Act provides for redevelopment in defined areas that suffer from blight and disinvestment. The Act also allows for coastal and tourist areas to be included if they are, among other things, deteriorated or have outdated building density patterns.



In the Town of Lake Clarke Shores, the proposed CRA is generally located east of I-95 on both sides of Forest Hill Boulevard, extending from roughly Interstate 95 to Florida Mango Road. Highlights in the Area include:

- A total of 53.4 acres, or 8 % of the Town of Lake Clarke Shores total land area of 667.3 acres.

- Approximately 32% of the Town’s multi-family residential property and all of the commercial property is located within the proposed CRA.
- The Town’s geography is highlighted by the presence of Lake Clarke, which is a central component of PBC’s “Chain of Lakes,” a once naturally interconnected freshwater lake system that extends for approximately 30 miles, from West Palm Beach to Delray Beach.
- The Town’s single-family residential neighborhoods are generally characterized by well-maintained homes that are owner-occupied.
- Forest Hill Boulevard represents the Town’s main commercial corridor and is comprised mostly of multi-family rental residential, commercial, and institutional uses.
- The proposed CRA is almost entirely built-out, with no free-standing vacant parcels available for redevelopment.

PBC recently included the Town of Lake Clarke Shores within a “Heart of Palm Beach County” Joint City/County Economic Opportunities Analysis. This study, which focused on the seven municipalities in PBC District 3, including Lake Clarke Shores along with Atlantis, Boynton Beach, Greenacres, Lake Worth, Lantana, and Palm Springs, was initiated by concerns regarding economic development impediments in this central area of the county. The process included participation by the eight local governments along with economic, business, residential and institutional organizations and the Palm Beach County School District. Following months of analysis and facilitated discussions, the study identified a significant lack of investment and declining property values throughout the area, including dilapidated commercial corridors like Forest Hill Boulevard. The process concluded with the identification of several consensus priorities, including the facilitation of redevelopment, corridor beautification, and creation of community redevelopment agencies to help create positive investment and redevelopment. The creation of a Lake Clarke Shores CRA is consistent with the priorities identified in this County-led study and implements the study’s recommendations.

Forest Hill Boulevard, which is the major commercial arterial through the proposed CRA, is a significant east/west commercial corridor in Palm Beach County, carrying approximately 44,000 cars daily per 2015 roadway count estimates. The roadway, which divides the Town, is a six-lane divided commercial arterial with minimal pedestrian infrastructure and no bicycle facilities, limiting its utility for the Town’s residents and patrons. Forest Hill Boulevard is also a Palm-Tran transit route, containing four transit stops for routes 45 and 46, all of which lack basic transit amenities.



Typical outdated strip commercial along Forest Hill Boulevard in the proposed CRA. Many commercial sites have vacancies and are seeking tenants.

Housing stock along the Forest Hill Boulevard corridor is almost exclusively rental multi-family, with outdated building patterns that include low-slung, single-story buildings directly fronting the commercial corridor. Properties are disconnected, requiring drivers to re-engage the roadway to access adjacent parcels and multiple driveways that dump drivers into six lanes of fast moving traffic. Residential uses in the proposed CRA are older, poorly maintained, and have seen declining values over the past five years.

The general land use pattern in the proposed CRA is comprised of smaller, disconnected parcels with multiple property owners. The district is entirely built-out, with no remaining free-standing vacant parcels. This complicates redevelopment, and given the fragmented property ownership, land assemblage appears to be necessary for redevelopment to occur. Linear drainage canals further complicate land development patterns, which have produced several triangular, inefficient parcels.

Outside the proposed CRA, the Town has experienced reinvestment and appreciating property values. The Town's housing stock is predominately single-family and owner occupied. While



The Town of Lake Clarke Shores has an active residential population with young families as well as active retirees. Improved connectivity to the Town's commercial core would enhance the sustainability of the community, both economically and regarding quality of life.

residential properties interior to the Town have received continued improvements and expansions over the past decade, the vast majority of properties along the Forest Hill Boulevard corridor and throughout the proposed CRA have deteriorated and remained without investment. The mobility constraints of Forest Hill Boulevard further impede access for Town residents to commercial uses along the roadway, limiting the ability for Town residents to conveniently and safely access commercial uses that would otherwise be within comfortable walking or cycling distance. These conditions prevent the Town from accomplishing corresponding goals in its Comprehensive Plan.

The Town of Lake Clarke Shores has made significant investment in its public spaces, creating a public park and plaza along Forest Hill Boulevard, with benches, lighting, and landscaping that celebrates the waterfront character of the community. Formal entry signage is located at the eastern edge of the Town and along Forest Hill Boulevard. Median landscaping has been installed in the center of Forest Hill Boulevard to further enhance the area and stimulate investment. These physical improvements, combined with the improving national economy, present a timely opportunity to focus on the broader economic health of the area.



ABOVE-LEFT: Commercial single-story uses, such as the convenience store at the western edge of the proposed CRA, front Forest Hill Boulevard, have limited economic potential due to poor access, faulty lot layouts, and inefficient building placement.

ABOVE-RIGHT: Typical dilapidated multi-family development along Forest Hill Boulevard corridor with driveways exiting onto the fast-moving commercial arterial.



ABOVE-LEFT: Multiple parcels contain vacancies throughout the proposed CRA, which commercial brokers indicate rent for up to 20% less than comparable retail and office space on similar arterial corridors in Palm Beach County.

ABOVE-RIGHT: The proposed CRA contains the majority of the Town's rental property, which is poorly maintained and creates a blight within residential neighborhoods.

Many commercial parcels along the Forest Hill Boulevard corridor, including both retail and office space, contain vacancies. In some parcels, up to 25% of the available square footage is currently without occupants, indicating economic disuse within the proposed redevelopment district. Commercial brokers indicate rents for commercial and office spaces in the proposed CRA are substantially below other commercial districts with comparable rental space. This low-rent pattern is reflected in the declining property values in the district.

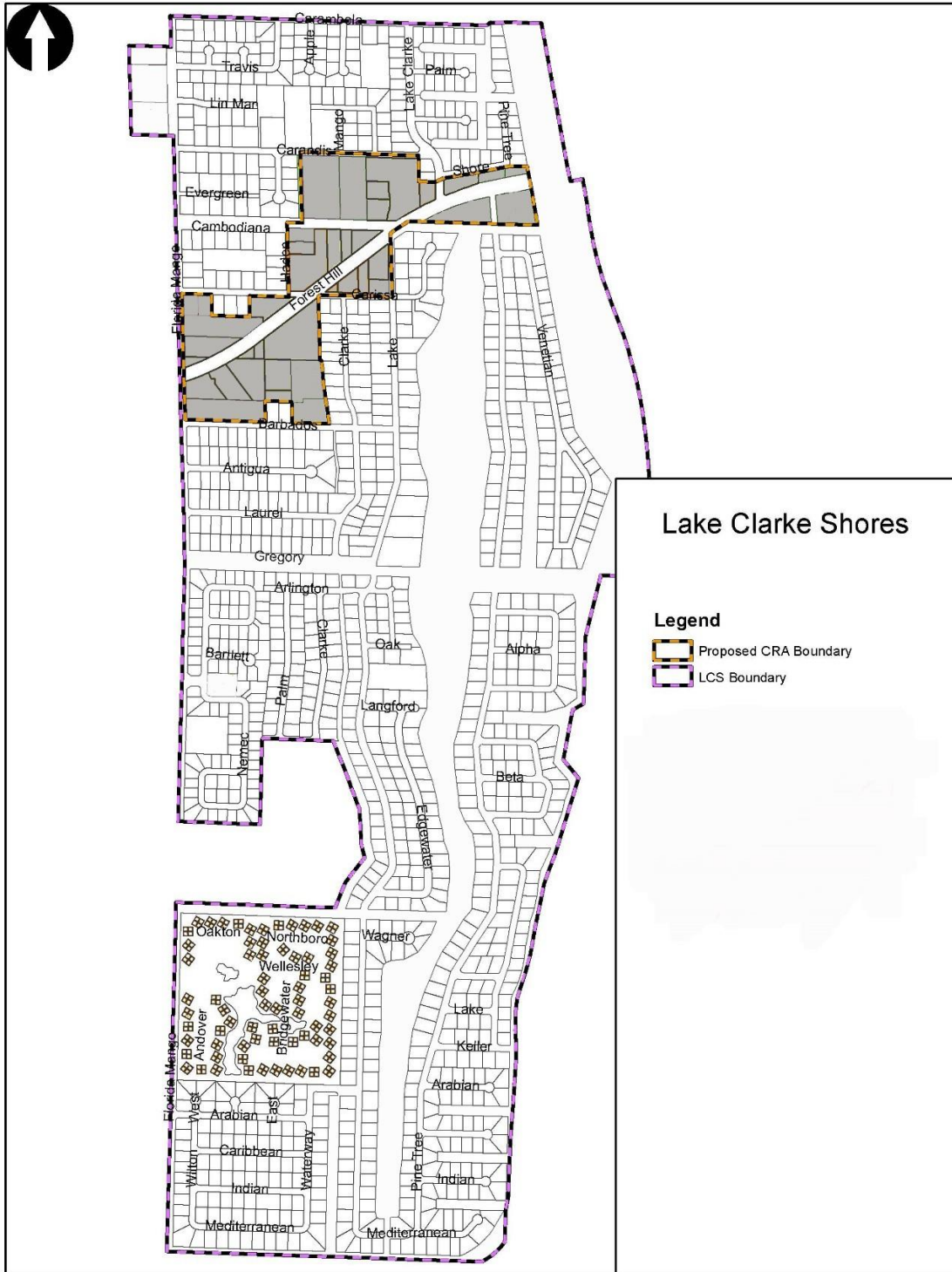
SECTION 3:

PROPERTY IDENTIFICATION DOCUMENTATION FOR PROPOSED AREA FOR INCLUSION AS REQUIRED BY SECTION 163, Part III, F.S.

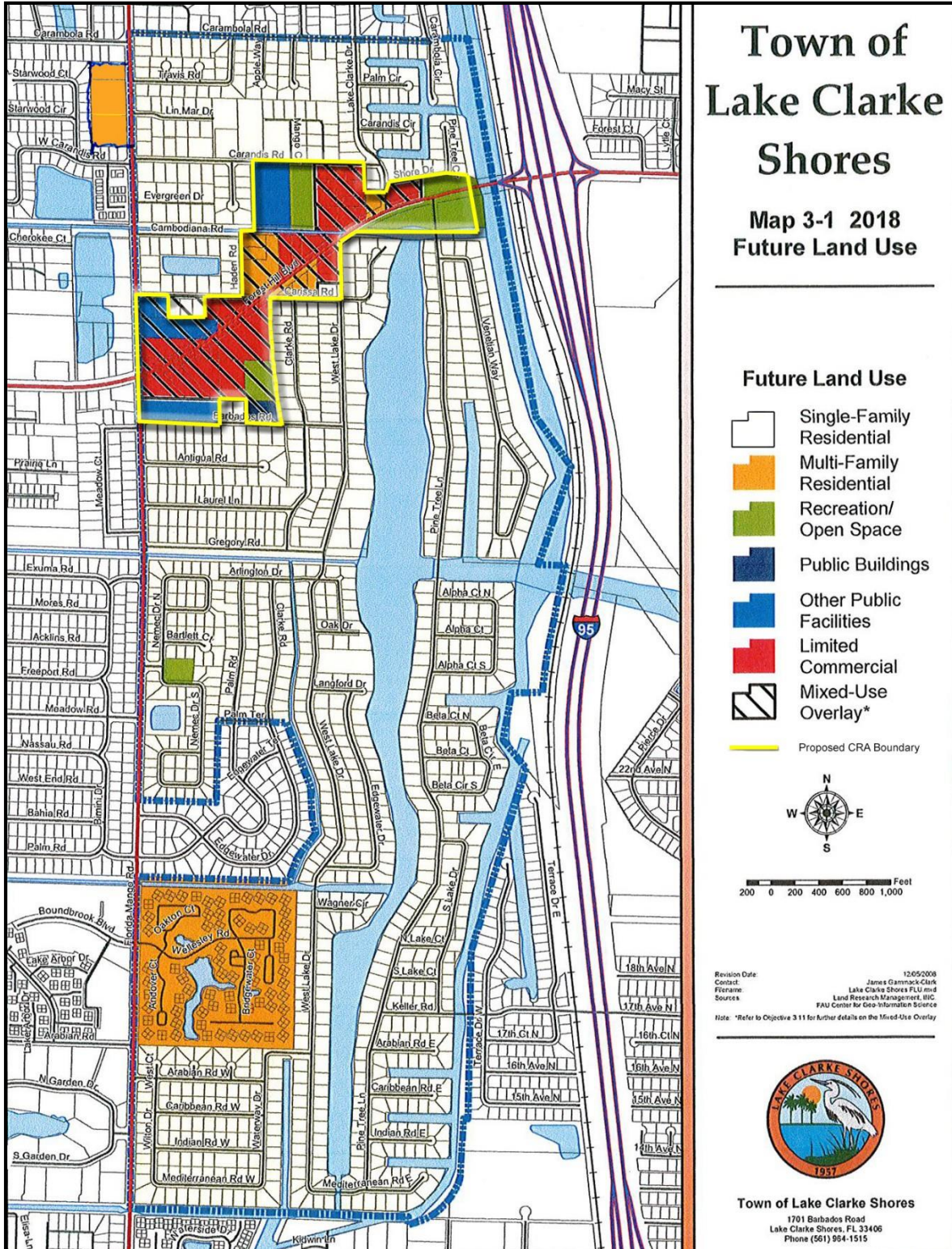
The following maps are provided as part of this Finding of Necessity:

1. Boundary Map of Proposed Community Redevelopment Area
2. Future Land Use Map
3. Zoning Map

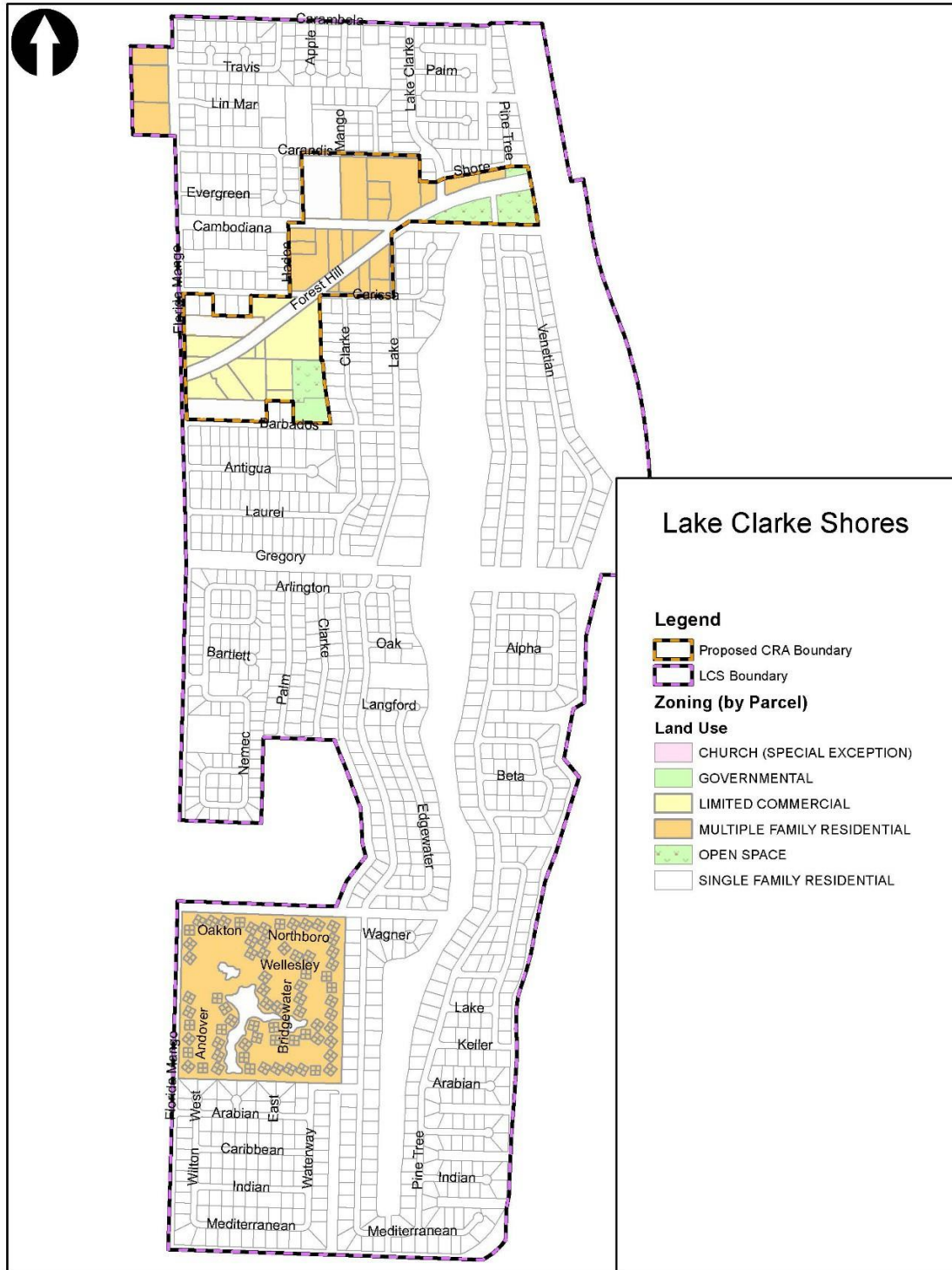
1. BOUNDARY MAP OF PROPOSED LAKE CLARKE SHORES COMMUNITY REDEVELOPMENT AREA



2. FUTURE LAND USE MAP



3. ZONING MAP



SECTION 4:

FINDINGS AND DECLARATIONS OF NECESSITY

The following statutory excerpt is provided as part of this Finding of Necessity for reference purposes only:

Chapter 163, Part III, Section 335, Florida Statutes

163.335 Findings and declarations of necessity.—

(1) It is hereby found and declared that there exist in counties and municipalities of the state slum blighted areas which constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

(2) It is further found and declared that certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.

(3) It is further found and declared that the powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.

(4) It is further found that coastal resort and tourist areas or portions thereof which are deteriorating and economically distressed due to building density patterns, inadequate transportation and parking facilities, faulty lot layout, or inadequate street layout, could, through the means provided in this part, be revitalized and redeveloped in a manner that will vastly improve the economic and social conditions of the community.

(5) It is further found and declared that the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefor and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns. This subsection does not apply in any jurisdiction where the community redevelopment agency validated bonds as of April 30, 1984.

(6) It is further found and declared that there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such condition is a proper matter of state policy and state concern and is for a valid and desirable public purpose.

(7) It is further found and declared that the prevention or elimination of a slum area or blighted area as defined in this part and the preservation or enhancement of the tax base are not public uses or purposes for which private property may be taken by eminent domain and do not satisfy the public purpose requirement of s. 6(a), Art. X of the State Constitution.

(a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;

(b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or

(c) The existence of conditions that endanger life or property by fire or other causes.

(8) "Blighted area" means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;

(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;

(c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;

(d) Unsanitary or unsafe conditions;

(e) Deterioration of site or other improvements;

(f) Inadequate and outdated building density patterns;

(g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;

(h) Tax or special assessment delinquency exceeding the fair value of the land;

(i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;

(j) Incidence of crime in the area higher than in the remainder of the county or municipality;

(k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;

(l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;

(m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or

(n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.

However, the term "blighted area" also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to s. 163.387(2)(a) agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, "blighted area" means an area as defined in this subsection.

SECTION 5:

STUDY METHODOLOGY & APPLICABLE FINDING OF NECESSITY CRITERIA

The methodology for data collection, evaluation and analysis was developed utilizing a breakdown of the specific criteria used to determine the existence of conditions as required in the Florida Statutes. This Finding of Necessity utilizes the requirements of the amended chapter (Sections 163.340 and 163.335) with regard to the threshold requirements that are effective December 2014.

Each of the statutory criteria was examined to determine the presence or absence and extent of a specific condition. For those conditions considered to be applicable to the proposed CRA area, a more detailed analysis was undertaken. After preliminary data collection and analysis, the Finding of Necessity study ultimately focused upon the following conditions which meet the criteria in Chapter 163, Part III, F.S.. The statutory threshold that must be met to declare an area eligible for the benefits and incentives in the Community Redevelopment Act requires that at least two conditions be identified and documented to exist. The following blight criteria apply to the proposed Lake Clarke Shores CRA:

- Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities (§ 163.340(8)(a), F.S.)
- Aggregate assessed values of real property for ad valorem purposes failing to show appreciable increase over past five years (§ 163.340(8)(b), F.S.)
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness (§ 163.340(8)(c), F.S.)
- Inadequate and outdated building density patterns (§ 163.340(8)(f), F.S.)
- Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area (§ 163.340(8)(m), F.S.)

| | |
|-------------------------|---|
| INDICATOR #1 | Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions (§ 163.340(8)(b), F.S.) |
|-------------------------|---|

HISTORIC ASSESSED VALUES

5-Year Analysis (Statutory Requirement)

Assessment of Ad Valorem Impact

Economic data covering a five-year period was collected in order to assess both the historic and likely future of ad valorem values of the proposed community redevelopment area. A five-year historic evaluation is vital in that it adheres to the statutory requirements identified in Chapter 163, Part III, F.S. regarding community redevelopment areas.

Working with data provided by the Palm Beach County Property Appraiser’s Office, a regression analysis was conducted showing a five-year ad valorem history of the proposed Lake Clarke Shores CRA, the entire Town of Lake Clarke Shores, and PBC. Further, the best available comparable data for the same five-year period for the state and nation was evaluated to allow a comparison with the specific local trends. This data is presented in Tables 1 and 2. This analysis demonstrated the historic ad valorem of the redevelopment study area fell considerably in comparison to the town-wide and county values. While all were affected similarly by the decline in property values associated with the “Great Recession” that began in 2007, values in the proposed CRA area continued to fall at a considerable rate in 2010 versus the values of the Town of Lake Clarke Shores or PBC. The redevelopment study area continues to represent depressed values versus these other geographies.

| TABLE 1: TOTAL ASSESSED VALUES FIVE-YEAR HISTORY | | | | | |
|---|-----------------|-------------------------------|----------------------|---|----------------------------|
| | PROPOSED CRA | TOWN OF LAKE CLARKE SHORES | PALM BEACH COUNTY | STATE OF FLORIDA <i>(in Billions)</i> | AVERAGE U.S. HOME PRICE |
| 2010 | \$26,604,614 | \$226,928,672 | \$146,129,919,809 | \$9.62 | \$184,100 |
| 2011 | \$25,941,826 | \$220,037,282 | \$143,660,180,227 | \$8.94 | \$170,599 |
| 2012 | \$24,875,128 | \$219,744,292 | \$143,434,665,483 | \$8.44 | \$171,858 |
| 2013 | \$25,328,069 | \$222,584,117 | \$162,108,902,080 | \$8.45 | \$187,507 |
| 2014 | \$26,418,493 | \$233,027,974 | \$183,004,752,249 | \$8.80 | \$207,725 |

**TABLE 2: TOTAL AVERAGE YEAR-OVER-YEAR % CHANGE
FIVE-YEAR HISTORY**

| | PROPOSED CRA | TOWN OF LAKE CLARKE SHORES | PALM BEACH COUNTY | STATE OF FLORIDA <i>(in Billions)</i> | AVERAGE U.S. HOME PRICE |
|--|-------------------------|---------------------------------------|------------------------------|--|------------------------------------|
| 2009 | BASE | BASE | BASE | BASE | BASE |
| 2010 | -15.84% | -2.47% | -9.69% | -10.34% | -1.45% |
| 2011 | -2.49% | -3.04% | -1.69% | -7.07% | -7.33% |
| 2012 | -4.11% | -0.13% | -0.16% | -5.59% | 0.74% |
| 2013 | 1.82% | 1.29% | 13.02% | 0.12% | 9.11% |
| 2014 | 4.31% | 4.69% | 12.89% | 4.14% | 10.78% |
| AVERAGE % CHANGE (5-YEAR TREND) | -3.26% | 0.07% | 2.87% | -3.75% | 2.37% |

Assessed Value Trend Analysis

- The five-year trend of assessed values for the proposed Lake Clarke Shores CRA Study Area indicates economic distress and stagnant values as compared to the Town of Lake Clarke Shores overall. The CRA shows an overall -3.26% negative year-over-year valuation when compared to the Town's overall slight increase (0.07%) in assessed value over the same five-year period.
- The value of the proposed CRA fell as a percentage of the overall Town value ~ from 10.5% to 10.2% ~ in the five-year trend regression analysis, indicating the CRA has devalued as compared to the municipality.
- Town's assessed values outside the study area indicate a five-year, year-over-year rate of growth that is three times the rate of growth in the CRA.

These historic trends support the finding that the proposed Lake Clarke Shores CRA continues to underperform despite economic efforts and trends that have benefitted the Town of Lake Clarke Shores overall. There is no evidence this underperformance trend will change if the conditions analyzed are not improved.



Poor property maintenance and deficient property conditions are a reflection of the declining assessed values in the CRA.

FINDINGS: As demonstrated in the data presented, a negative five-year trend in assessed values is indicative of the economic strain the proposed CRA has experienced. The Lake Clarke Shores CRA has averaged a -3.26% year-over-year decline during the five-year period while values in the balance of the Town have stabilized following the recession and represent an aggregated increasing trend. Total assessed values in the CRA have fallen approximately \$200,000 over the five-year statutory review period.

**INDICATOR
#2**

Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities (§ 163.340(8)(a), F.S.)

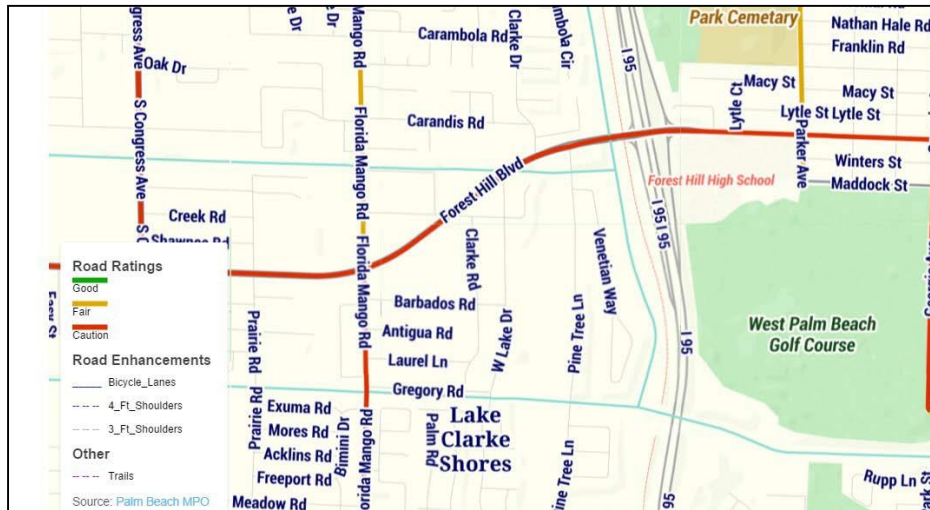
A clear indication of blight is the predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities. The proposed CRA in the Town of Lake Clarke Shores is bisected by Forest Hill Boulevard, which runs at a diagonal through the center of the district. Forest Hill Boulevard is a six-lane divided roadway controlled by Palm Beach County that carries average daily traffic volumes of 43,813 cars per day, an increase of 7% since 2010. The roadway includes a landscaped median with six-foot sidewalks and is without any bicycle facilities. There are only two traffic lights along Forest Hill Boulevard that are more than a half-mile apart, at Pine Tree Lane and Florida Mango Road, which creates a roadway that is hostile to pedestrians and cyclists traveling along the roadway or desiring to cross it to access the core of the Town’s commercial uses. Given the roadway configuration, there is no available right-of-way for the installation of bicycle lanes. Cyclists must traverse the corridor on the sidewalk, which contains numerous encroachments that impact safety and impede effective access to corridor uses by Town residents and patrons.



ABOVE-LEFT: Forest Hill Boulevard is a six-lane arterial carrying more than 43,000 cars daily. The roadway was constructed with minimal sidewalks and no bicycle facilities, and its configuration leaves no room for these amenities to be added or modernized to meet current market trends for improved multi-modal function or a Complete Streets network.

ABOVE-RIGHT: Due to the lack of bicycle facilities, cyclists travel on the sidewalk, which is impeded with utility infrastructure, creating unsafe conditions.

Due to the lack of bicycle facilities through the heart of the proposed CRA, the Palm Beach Metropolitan Planning Organization has rated the Forest Hill Boulevard corridor with “Caution,” its lowest safety rating, in its bicycle suitability mapping.



As indicated in the Palm Beach MPO's bicycle suitability map, Forest Hill Boulevard is rated as a roadway requiring caution for cyclists due to its lack of infrastructure and incomplete design.

Connectivity in the study area is further reduced by a series of dead-end streets, which abruptly terminate before connecting to Forest Hill Boulevard. The block pattern is interrupted by the diagonal alignment of Forest Hill Boulevard, leaving minimal access from interior parcels to the arterial network. This deficient circulation pattern reduces the market potential and redevelopment opportunities for the proposed CRA. Interior streets are without sidewalks, consistent lighting, and curb and gutter infrastructure, creating unsafe conditions for pedestrians and cyclists.



ABOVE-LEFT: Interior roadways throughout the proposed CRA are without sidewalks, lighting, and curb and gutter infrastructure, which reduces access and creates safety hazards for pedestrians and cyclists.

ABOVE-RIGHT: Internal roadways in the study area are not properly connected to the arterial roadway network, and instead, they are terminated by “Dead End” signs. This reduces access and economic potential within the proposed CRA.



ABOVE LEFT & RIGHT: The lack of roadways with proper amenities creates barren conditions within the proposed CRA. Shallow, triangular parcels further burden the condition with parking areas that exit directly into the roadway, such as the multi-family parcel pictured above.

Due to the lack of a roadway grid in the study area, commercial parcels located along Forest Hill Boulevard include driveways that unload directly onto the corridor. Lining the roadway with minimal spacing, the proliferation of shallow, surface parking lots, each connected individually to Forest Hill Boulevard, creates safety conflicts for both vehicles and non-motorized travelers. There is a lack of cross-access between adjacent parcels, requiring motorists to re-engage Forest Hill Boulevard to access adjacent parcels, further reducing the safety of the corridor for all transportation modes.



Traffic circulation and access in the proposed CRA are compromised by the presence of shallow surface parking lots that exit directly onto Forest Hill Boulevard, such as the multi-family parking lots documented in the image above.

As a major commercial corridor, Forest Hill Boulevard includes two bus stops for Route 45 (West Palm Beach to Lake Clarke Shores via Florida Mango and Forest Hill Boulevard) and two bus stops for Route 46 (West Palm Beach to Wellington via Forest Hill Boulevard). There is no transit infrastructure at any of the bus stops in the proposed CRA, and they are without transit shelters or benches. Further, given the roadway dimensions of Forest Hill Boulevard, there is no available right-of-way for the installation of transit infrastructure, which could only be provided upon redevelopment of private properties.



As depicted in the images to the left, although the proposed CRA is in the Heart of Palm Beach County, bus stops along Forest Hill Boulevard are without appropriate minimal transit infrastructure. The six-lane roadway configuration leaves essentially no room for the installation of transit shelters, benches or bus turn-outs, the lack of which compromises the safety, efficiency and utility of public transportation in the proposed CRA.

FINDINGS: The proposed CRA contains a defective street layout and public transportation infrastructure, limiting its redevelopment potential. The proposed CRA has a disconnected street network that limits access and results in inefficient land use patterns. Many roadways lack sidewalks, bicycle infrastructure, and lighting, which creates unsafe conditions for pedestrians and cyclists. The proposed CRA is lacking public transit infrastructure or the ability for it to be provided within the public right-of-way.

**INDICATOR
#3**

Faulty lot layout in relation to size, adequacy, accessibility, or usefulness (§ 163.340(8)(c), F.S.)

Lot location, size and ability to support redevelopment are key determining factors when considering the likelihood of redevelopment. If lots are irregular in shape or size (not square or rectangular), it is difficult to meet current building, fire, land development and zoning code requirements. Irregular parcel configurations also make it necessary to acquire additional lands to accommodate a modest redevelopment plan or project. If ownership is fragmented as well, property acquisition is difficult and serves to hinder redevelopment activity(s).

When determining a parcel's ability to support redevelopment, location, size and configuration are critical determining factors. Existing lots may be too small to be redeveloped under current codes for parking, landscaping, setbacks and storm water. Lots may also have diverse property ownership, which does not readily support property aggregation. Existing Town standards for off-street parking and building setbacks vary based on the respective zoning district and or adjacent uses. Depending on the location and the adjacent use(s), the current setback requirements may be unresponsive of redevelopment efforts and/or limit the Town's potential for mixed-use developments. This can create varying development patterns along a single block.

Due to the diagonal alignment of Forest Hill Boulevard, the proposed CRA contains a considerable number of inefficient, triangularly shaped lots. The resulting land development pattern is low-density, predominately single-story buildings served by shallow parking lots that front Forest Hill Boulevard. The lot configuration limits interconnectivity among and between parcels, further reducing development potential and the ability for shared parking arrangements and other shared infrastructure. This faulty lot layout is further complicated by the presence of east/west drainage canals and storm water retention areas that exacerbate the shallowness of these commercial parcels and further constrain their redevelopment potential.



Due to the diagonal alignment of Forest Hill Boulevard and a proximate drainage canal, parcels such as the one pictured above are compromised the inefficiency of triangular shapes. The result is outdated, single-story buildings with surface parking and wasted land area that cannot be readily redeveloped for higher market-rate uses.



As indicated in the image above, instead of an efficient arrangement of streets and blocks, the diagonal alignment of Forest Hill Boulevard has produced a series of shallow triangular lots, further complicated by the presence of a drainage canal. This has produced an inefficient land development pattern with low-yield properties that are disconnected from adjacent parcels. The triangular pattern limits the ability for cross-access, thereby requiring each parcel to address parking and storm water independently, which further reduces the economic yield and redevelopment potential.

The lack of efficiency of the lot layout limits the economic yield of parcels and indicates the need for property assemblage and common infrastructure to enable their redevelopment.

For residential uses in the proposed CRA, the lot layout requires roadways, both along Forest Hill Boulevard and interior roadways, to be lined with surface parking lots and garbage receptacles. For interior roadways, this creates an unattractive, inappropriate transition directly across from single-family homes that depresses the value of adjacent properties. The resulting street frontage includes uses such as garbage collection and utilities in the front of properties due to the lot layout constraints, as the properties do not include rear yards or access.



ABOVE LEFT and RIGHT: The shallow lot configuration of parcels in the proposed CRA, compounded by their triangular dimensions, requires the location of garbage collection and utilities fronting internal roadways, creating a damaging aesthetic for neighboring parcels and reducing their value and economic attractiveness for investment.

The development pattern throughout most of the proposed CRA is comprised of single-story commercial buildings and a mix of one- and two-story rental residential buildings served by surface parking lots. Due to the inefficient, disconnected lot configuration, redevelopment of these parcels will not occur without a focused effort wherein the Town can avail itself of the enhanced regulatory tools and mechanisms available for local governments for community redevelopment.

FINDINGS: The proposed CRA contains a number of faulty lots that are shallow and triangular, yielding inefficient land development patterns that are unlikely to redevelop without specialized assistance. Individual surface parking lots and storm water treatment facilities further reduces economic potential, limiting current and projected parcel development yields.

**INDICATOR
#4**

**Inadequate and outdated building density patterns
(§ 163.340(8)(f), F.S.)**

The character of development in the proposed CRA is comprised of suburban, low-density older building stock surrounded by surface parking. Many multi-family residential buildings immediately front commercial roadways, with driveways that exit directly into the high-volume roadway network. Landscaping is minimal, and sites are designed with poorly maintained asphalt parking areas running from property line to building, leaving limited areas for landscaping, buffering, or site improvements. Low-slung, single-story apartment buildings with surface parking are not consistent with current redevelopment trends in other commercial districts.



The images above illustrate typical low-density, outdated housing patterns in the proposed CRA, with single-story, poorly maintained residential rental properties, minimal landscaping and buffering, and parking areas running from roadway edge to building face, leaving no available room for site improvements.

Commercial uses in the redevelopment study also contain a number of low-density, sprawling sites with excessive parking areas fronting the roadway network. Building footprints are minimal given awkward lots; therefore, the economic yield of these properties is limited. There are extensive vacancies throughout the redevelopment study area, which brokers indicate rent for upwards of 20% less than comparable commercial corridors with similar demographics.





As indicated by the photos above, the single-story building stock in the redevelopment study area is surrounded by parking areas that extend from building face to the roadway edge, providing minimal area for storm water treatment, buffering, or site improvements. Images below provide evidence of the vast amounts of surface parking that predominate parcel frontage along roadways, indicating the inefficiency of building footprints and their lack of visibility, which limits market potential.



FINDINGS: The proposed CRA contains an extensive inventory of outdated, suburban, inefficient building types that are not competitive with comparable districts, evidenced by the high vacancies, low rental rates, and lack of investment and upkeep. The low-slung, older building inventory compromises redevelopment potential and limits re-use given low ceiling heights, flat roofs, and minimal site intensity.

**INDICATOR
#5**

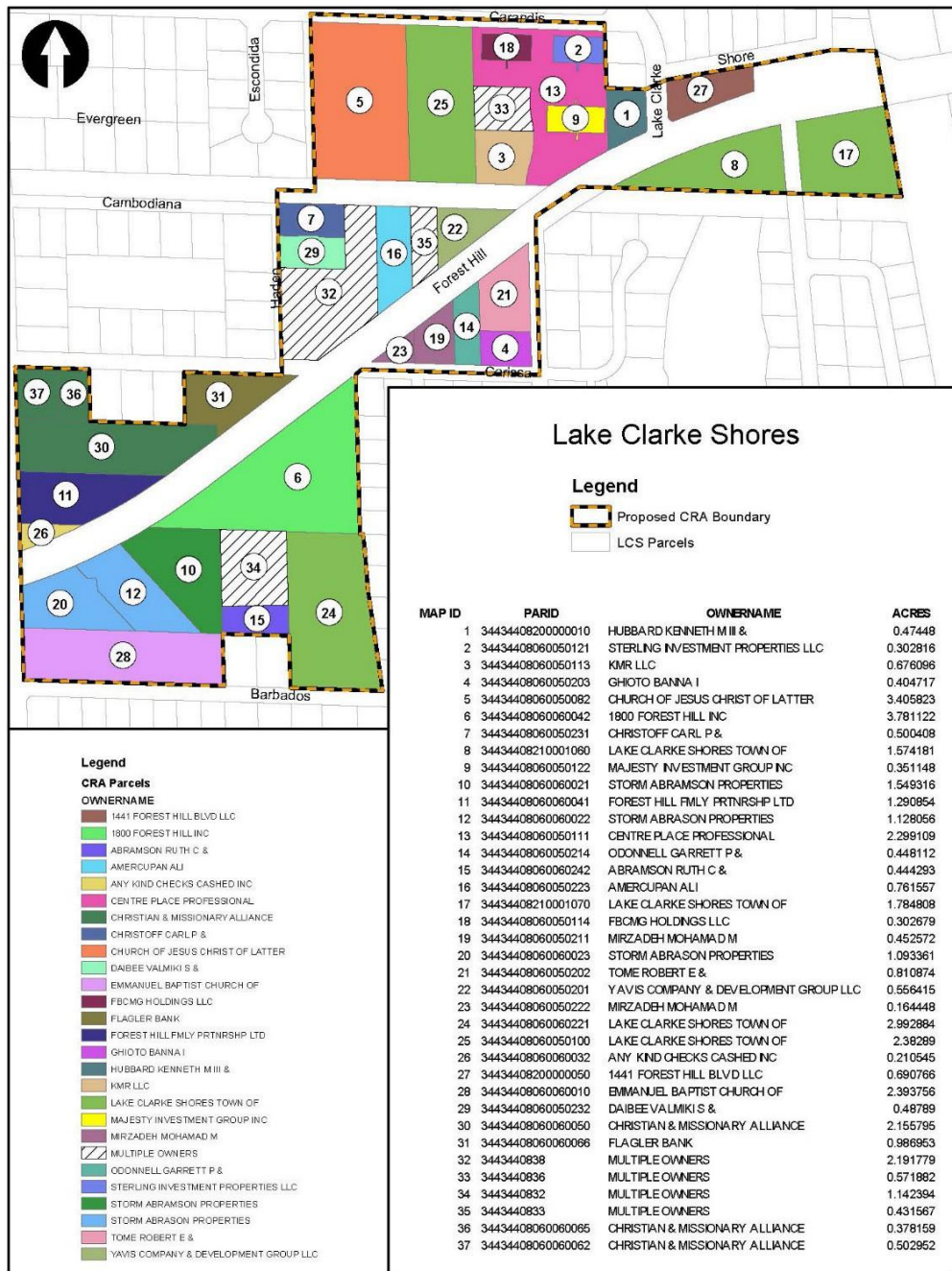
Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area (§ 163.340(8)(m), F.S.)

Parcels within the CRA are fragmented, irregularly shaped, and highly diverse in ownership, creating economic conditions that are unlikely to remedy without the assistance provided by a formalized redevelopment effort guided by the Town. As illustrated in the map below, there are 37 parcels in the CRA, with an average size of only 1.1 acres. When the tax-exempt parcels are removed, including those parcels owned by the Town of Lake Clarke Shores (totaling 8.7 acres) and the non-profit religious institutions (totaling 8.8 acres), the remaining developable parcels include four sites with multiple ownership, totaling 4.4 acres. The balance of the CRA contains 20 parcels that average less than an acre apiece. These conditions are illustrated on the CRA Property Ownership Map on the following page. This excessively diverse land ownership, combined with the irregularly shaped, triangular lots, creates a land development condition that is not projected to improve without significant redevelopment assistance. To accommodate modern parking and storm water requirements, parcels must be assembled for suitable land area and efficient design. The current diversity of ownership will prevent that assemblage without a focused community redevelopment effort by the Town of Lake Clarke Shores.



Fragmented property ownership has prevented adequate transitions between like uses within the CRA, as evidenced by the duplicative driveways and barrier between the multifamily uses (above-left) and the poorly maintained landscaping barrier between commercial parking lots (above-right). This ownership deficiency limited mobility, creates unnecessary traffic generation onto the roadway network, and an undue burden for redevelopment.

CRA Property Ownership Map



FINDINGS: The proposed CRA contains an excessively diverse property ownership pattern, with numerous parcels owned by multiple entities. Small average parcels sizes of roughly one acre for developable parcels further complicates redevelopment opportunities. Combined with irregularly shaped lots, the diversity of property ownership negatively impacts the ability for property assemblage to enable redevelopment in compliance with modern parking, storm water and site design abilities that is economically viable.

SECTION 6:

SUMMARY OF FINDINGS AND RECOMMENDATIONS

This Finding of Necessity determines that several specific statutory conditions are present in the proposed Lake Clarke Shores CRA area. These include the following key criteria, as described in Florida Statutes:

- Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities (§ 163.340(8)(a), F.S.)
- Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions (§ 163.340(8)(b), F.S.)
- Faulty lot layout in relation to size, adequacy, accessibility, or usefulness (§ 163.340(8)(c), F.S.)
- Inadequate and outdated building density patterns (§ 163.340(8)(f), F.S.)
- Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area (§ 163.340(8)(m), F.S.)

This study examined the qualifying conditions evident in the proposed CRA and clearly established the need for adopting these Findings of Necessity and creating a strategic plan to capture a vision and address opportunities for public and private reinvestment, redevelopment, and overall revitalization. The presence of these statutory conditions is documented via data, photographic evidence, and map documents as provided and referenced herein. These conditions limit the ability for the proposed Lake Clarke Shores CRA to redevelop to market potential. Therefore, it is recommended the Town of Lake Clarke Shores establish a community redevelopment area and tax increment financing (TIF) district to capture TIF revenue from the area for redevelopment purposes.

The recommended boundaries for the proposed CRA area are based on an evaluation of vacant lands, the mix of land use/zoning opportunities, infrastructure conditions, proximity to major roadways, and deteriorating conditions. The Town and community recognize that sound infrastructure investments, access management, appropriate development codes and incentives for private investment—actions that stem from creating a CRA and adopting a Community Redevelopment Plan—will help remedy blighting influences in this area, improve the economic climate, and enable the Town to address the economic distress evidenced in this Finding.

RESEARCH BIBLIOGRAPHY

- A. Palm Beach County Property Appraiser's Office
- B. Town of Lake Clarke Shores Comprehensive Plan
- C. Town of Lake Clarke Shores Zoning Regulations
- D. Town of Lake Clarke Shores Forest Hill Overlay Zone Plan
- E. Chapter 163, Part III, Florida Statutes
- F. U. S. Census 2010, American Fact Finder
- G. Florida Department of Revenue – Palm Beach County Profile (2014)
<http://dor.myflorida.com/dor/property/resources/pdf/cp/60palmbeach2014.pdf>
- H. Heart of Palm Beach County – Joint City-County Economic Opportunities
Workshop Summary Report, June 24, 2015
- I. Palm Beach MPO – Bicycle Suitability Map
- J. Palm Beach County Traffic Division – Historic Traffic Growth Table, Current
Year – 2015 (Palm Beach County Engineering Division,
<http://www.pbcgov.com/engineering/traffic/>)

RESOLUTION #15-30

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LAKE CLARKE SHORES, FLORIDA RELATING TO COMMUNITY REDEVELOPMENT PURSUANT TO CHAPTER 163, PART III, FLORIDA STATUTES (THE "COMMUNITY REDEVELOPMENT ACT"); SAID RESOLUTION BEING SUPPORTED BY DATA AND ANALYSIS DEFINING THE PROPOSED TOWN OF LAKE CLARKE SHORES COMMUNITY REDEVELOPMENT AREA; FINDING THE EXISTENCE OF CONDITIONS IN THE PROPOSED COMMUNITY REDEVELOPMENT AREA THAT WARRANT THE CREATION OF A COMMUNITY REDEVELOPMENT AGENCY; MAKING A LEGISLATIVE FINDING THAT CONDITIONS IN THE PROPOSED TOWN OF LAKE CLARKE SHORES COMMUNITY REDEVELOPMENT AREA MEET THE CRITERIA DESCRIBED IN SECTION 163.340(7) OR (8), FLORIDA STATUTES ("FINDING OF NECESSITY"); REQUESTING THE DELEGATION OF COMMUNITY REDEVELOPMENT POWERS AND RESPONSIBILITIES FROM THE BOARD OF COUNTY COMMISSIONERS OF PALM BEACH COUNTY; PROVIDING A CONFLICTS CLAUSE, A SEVERABILITY CLAUSE AND AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

The Town Council of the Town of Lake Clarke Shores makes the following findings and determinations:

WHEREAS, the Florida Legislature duly enacted Chapter 163, Part III, *Florida Statutes*, (hereinafter the "Community Redevelopment Act") establishing the conditions and procedures for the establishment of community redevelopment areas and community redevelopment agencies and finding that coastal and resort tourist areas, or portions thereof, which are deteriorated or have outdated building density patterns could be revitalized and redeveloped in a manner that will vastly improve the economic and social conditions of the community; and

WHEREAS, the Town of Lake Clarke Shores has commissioned the Treasure Coast Regional Planning Council (hereinafter referred to as "Consultant") to prepare an independent finding of necessity analysis of the proposed Town of Lake Clarke Shores Community Redevelopment Area (hereinafter referred to as "CRA"); and

WHEREAS, the Town of Lake Clarke Shores has reviewed Consultant's Finding of Necessity Report dated November 2015 (hereinafter "Report"), a copy of which is attached hereto as Exhibit A and incorporated herein by reference. Said Report meets the finding of necessity requirements of the Community Redevelopment Act for the establishment of a community redevelopment area and formation of a community redevelopment agency; and

Appendix B

WHEREAS, the Town Council of the Town of Lake Clarke Shores has considered public input, the recommendations of staff, and the standards and guidelines of the Community Redevelopment Act; and

WHEREAS, pursuant to Section 163.346, *Florida Statutes*, the Town has provided public notice of its intent to consider the adoption of a resolution declaring a finding of necessity for creation of a community redevelopment agency at least fifteen (15) days before such proposed action by registered mailed notice to each taxing authority which levies ad valorem taxes or real property contained within the geographic boundaries of the proposed redevelopment area and in compliance with the notice requirements set forth in said Statute; and

WHEREAS, conditions are present within the CRA which are detrimental to sound growth and which substantially impair or arrest appropriate growth and present conditions and uses which are detrimental to the public health, safety, morals and public welfare; and

WHEREAS, the Report confirmed that conditions in the proposed redevelopment area meet the criteria set forth in Section 163.340(7) or (8), *Florida Statutes*, in that blighted areas exist within the CRA, and the rehabilitation, conservation, or redevelopment of the CRA is necessary in the interest of public health, safety, morals or welfare of the residents of the Town of Lake Clarke Shores; and

WHEREAS, 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 Town of Lake Clarke Shores; and

WHEREAS, the rehabilitation, conservation or redevelopment, or a combination thereof, of such redevelopment area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals or welfare of the residents of the Town of Lake Clarke Shores; and

WHEREAS, within the CRA there is a predominance of defective or inadequate street layout, parking facilities, roadways, bridges or public transportation facilities; and

WHEREAS, within the CRA aggregate assessed values of real property for ad valorem tax purposes have failed to show any appreciable increase over the past five (5) years; and

WHEREAS, within the CRA there exists faulty lot layout in relation to size, adequacy, accessibility or fitness; and

WHEREAS, within the CRA there exists inadequate or outdated building density patterns; and

WHEREAS, lands within the CRA exhibit a diversity of ownership and unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; and

WHEREAS, lands within the CRA can be revitalized or redeveloped in a manner that will vastly improve the economic and social conditions of the community; and

WHEREAS, after considering the recommendations contained within the Report and after providing proper notice to all taxing authorities which levy ad valorem taxes on real property in the proposed redevelopment areas, and providing the public an opportunity to present testimony and evidence, the Town Council, finds as a matter of fact that conditions exist which warrant the creation of a community redevelopment agency within the Town in order to carry out the purposes of the Community Redevelopment Act.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF LAKE CLARKE SHORES, FLORIDA:

SECTION 1: Recitals. The above recitals are true and correct, are hereby accepted as legislative findings of fact, and incorporated into this Resolution by reference.

SECTION 2: Approval. This Resolution is supported by data and analysis and the Town Council hereby makes a legislative finding of fact that conditions in the proposed Town of Lake Clarke Shores CRA meet the criteria described in Section 163.340(7) or (8), *Florida Statutes*. The Town Council hereby adopts the Town of Lake Clarke Shores Finding of Necessity Report dated November 2015 (Exhibit A) as the Finding of Necessity Report. In accordance with Section 163.356, *Florida Statutes*, the Town Council further finds that there is a need for a community redevelopment agency to function within the Town of Lake Clarke Shores in order to carry out the community redevelopment purposes of the Community Redevelopment Act. The geographic area of the proposed Town of Lake Clarke Shores Community Redevelopment Area is designated as depicted on the map set forth in the Report.

SECTION 3: County delegation. The Board of County Commissioners of Palm Beach County, Florida is hereby requested to, by Resolution, delegate to the Town Council of the Town of Lake Clarke Shores the exercise of all powers and responsibilities conferred on Palm Beach County by the Community Redevelopment Act for the purpose of establishing and operating the Town of Lake Clarke Shores Community Redevelopment Agency.



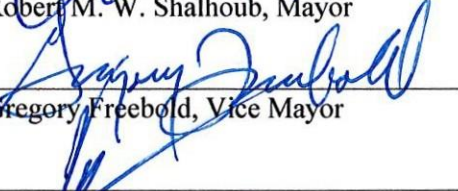

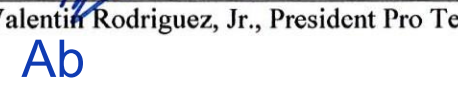

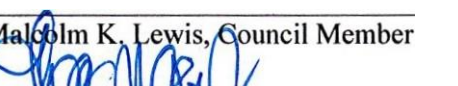
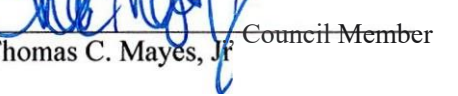

SECTION 4: Conflicts. All resolutions or parts of resolutions in conflict herewith are hereby repealed.

SECTION 5: Severability. If any section or portion of a section of this Resolution proves to be invalid, unlawful or unconstitutional, it shall not be held to invalidate or impair the validity, force or effect of any other section or part of this Resolution.

SECTION 6: Effective Date. This Resolution shall be effective upon adoption of a delegation of authority Resolution by the Board of County Commissioners of Palm Beach County, Florida.

PASSED AND ADOPTED this 8th day of December, 2015.

TOWN OF LAKE CLARKE SHORES, FLORIDA

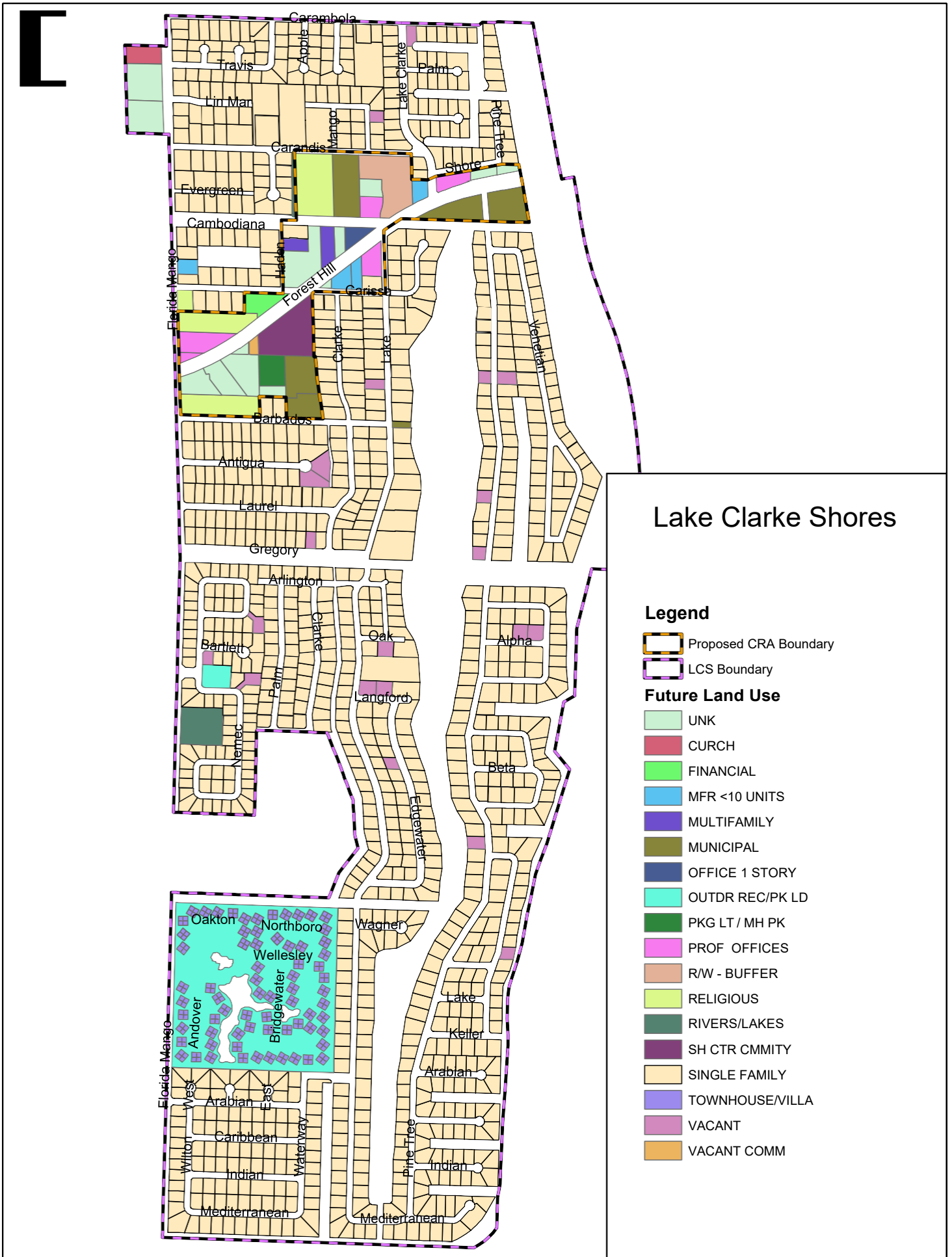
| | FOR | AGAINST |
|--|---|---------|
| BY:  _____ Robert M. W. Shalhoub, Mayor |  _____ | _____ |
|  _____ Gregory Freebold, Vice Mayor |  _____ | _____ |
|  _____ Valentin Rodriguez, Jr., President Pro Tem |  _____ | _____ |
| Ab | | |
|  _____ Malcolm K. Lewis, Council Member | _____ | _____ |
|  _____ Thomas C. Mayes, Jr. Council Member |  _____ | _____ |

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MaryP rman, Town Clerk

Res #15-30 Sponsored by /he Town Council

Town of Lake Clarke Shores - Future Land Use Map



Florida is facing new challenges

Local governments are increasingly employing planning strategies and methods that provide predictability, balance land uses and mobility, and promote economic resilience and physical beauty in future growth. For coastal cities who faced near abandonment during the 1970s, the trend over the last two decades has been to re-cast themselves as viable, sustainable downtowns. For the first time in 40 years, ongoing discussions are engaged about restoring passenger rail service to the FEC corridor. Florida residents are playing a much more active role in planning and urban design decisions. And perhaps most importantly, Floridians in general are recognizing how fragile the state is ecologically and that future growth and redevelopment must be more compact, require less fuel consumption, and promote a legacy of responsibility for both the natural and built environments.

This section discusses and describes time-tested principles that have historically shaped communities into sustainable, multi-modal, healthy, and attractive places.



John Nolen's 1925 plan for Venice, Florida, is one of 54 master plans the landscape architect designed in Florida in the 1920s. Nolen's plans are exemplary representations of many of the principles of urban design outlined in this section.

Historic Patterns of Growth in Florida

Historically, towns, cities, and individual projects have been developed following one of two general patterns of development: a suburban pattern or a traditional pattern.

A) The Suburban Pattern

The suburban pattern of development segregates uses by creating single use, disconnected areas. As a result, shopping, housing, schools, and recreation are not organized in an intrinsically connected, compact manner. In order to access each of these disconnected areas, the use of an automobile is typically required. As a result, parking becomes a dominant feature of a sprawling landscape. This sprawling and disconnected development relies upon a limited roadway network that gradually degrades and limits mobility options of a community.

This erosion of mobility is centered around the inevitable result that most vehicular trips must occur on collector or arterial roads. Local roads that are comfortable and safe for pedestrians and cyclists as well as motorists are either disconnected from most destinations or no longer sufficient to handle the vehicular demands of the suburban pattern of settlement. With most of the traffic volume accommodated on fewer and fewer local roads, the connecting thoroughfares become increasingly wide, auto-dominant, and unable to provide a safe or desirable environment for cyclists and pedestrians.

As roadways become less desirable, new development naturally “turns its back” to the road. This common development model further exacerbates the degraded physical environment, making suburban development self-perpetuating and very difficult to reverse. The necessity of an automobile is reinforced, and the situation worsens. Under the suburban pattern of development, the more an area develops, the worse the traffic congestion becomes.

The degree to which a community is auto-dependent is a result of its development patterns (suburban or traditional) and the network and size of its streets and blocks. The effect of the suburban pattern is particularly difficult for children and the elderly who either cannot drive or are losing their ability to drive. Many elderly residents of isolated communities find they must move from their homes and neighbors when they can no longer drive. This is due, in part, to another hallmark of the suburban pattern: low density. Low-density development has made the critical mass needed for a viable transit system almost impossible to achieve, thereby giving the transportation disadvantaged limited options.

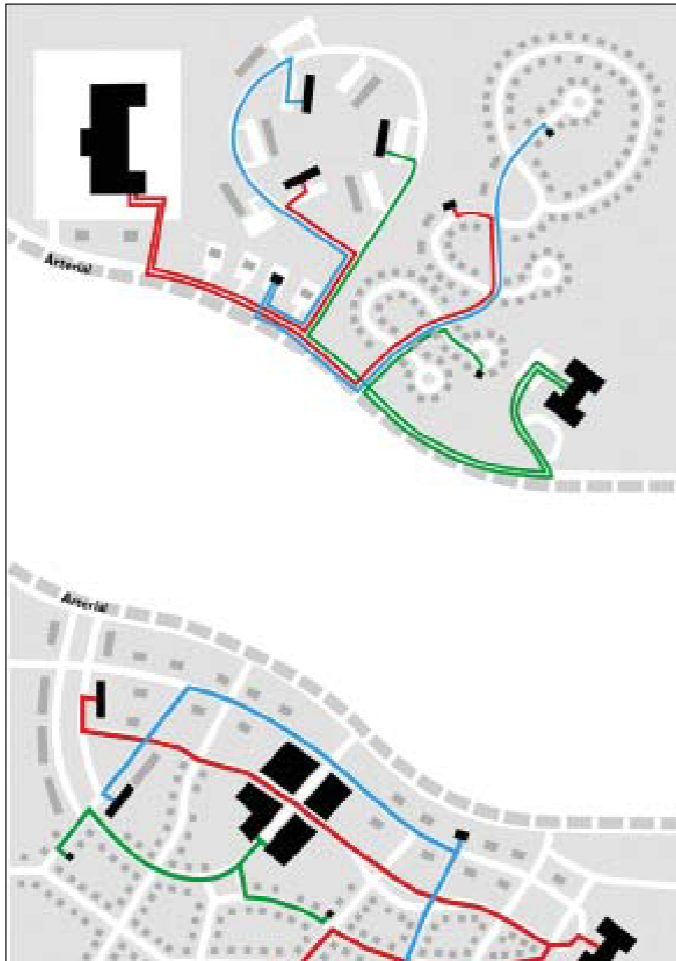


Top: Conventional suburban pattern of development. Uses are strictly separated.

Bottom: Traditional pattern of development. Uses coexist and form multi-use neighborhoods.

B) The Traditional Pattern

The traditional pattern of development is how cities, towns, and neighborhoods were built prior to World War II. In contrast to the suburban pattern, the traditional pattern mixes and interconnects different uses through a dense network of streets, blocks, and public spaces. This network of streets allows for the dispersion of vehicle trips throughout the community, rather than forcing all cars onto a limited number of through streets.



Top: Conventional suburban pattern of development. All traffic collects on one road.

Bottom: Traditional pattern of development. A street network creates many alternatives to get from one location to another.

single-use, disconnected pods that rely almost entirely on limited collector and arterial roadway networks. An interesting experiment is to visit any of the older downtowns listed above, find a major east-west roadway (Kanner Highway, Southern Boulevard, Lake Worth Road, Atlantic Avenue, etc.), and drive west. What one typically discovers is a road that progressively widens while the number of cross streets diminishes, and a public realm that becomes unattractive and auto-dominant. Having experienced the impacts of the suburban pattern of development for decades, many in South Florida desire a change. In the early 1980s, this dissatisfaction led to a resurgence of interest in areas developed in the traditional pattern. In fact, during the past twenty years, a nation-wide trend to develop and restore urban environments has been evident.

Dispersing vehicular trips into multiple routes allows roadways to be smaller with fewer lanes. Smaller roadways, unlike collector or arterial roads, easily accommodate bicyclists and pedestrians in a safe and often beautiful environment. One could easily travel from home to work or shopping on local streets without having to engage larger, auto-dominant thoroughfares. Additionally, a system of interconnected neighborhood streets reduces the number of local trips that rely on arterial and collector roads. As a result, the interconnected neighborhood streets also allow the larger, faster moving thoroughfares to remain a civilized size, serve primarily “through” traffic, and maintain efficiency as well.

Many of South Florida’s older coastal downtowns - Stuart, West Palm Beach, Lake Worth, and Delray Beach - are great examples of the traditional pattern of development. Each of these areas has places to live, work, and shop all within very close proximity. Their higher densities are more transit-supportive and the balance of uses lessens the need for vast parking areas and creates livelier places throughout the day.

A Shifting Paradigm

The majority of the metropolitan areas in south Florida have been built following the suburban model of

PRINCIPLES OF URBAN DESIGN

Every community has unique characteristics and conditions and boasts a unique identity. However, common fundamental planning principles have successfully shaped great cities, towns, and neighborhoods for centuries, and still describe successful, sustainable places today. These planning principles guide the designs and recommendations of the Lake Clarke Shores CRA conceptual plan.

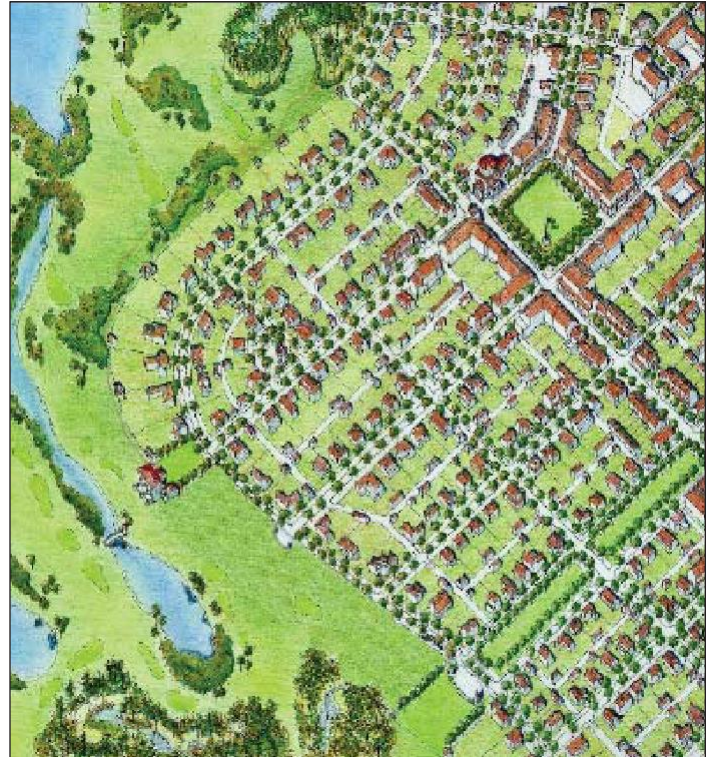
History and research have demonstrated that the most successful, livable and economically resilient communities share the same basic, time-tested planning principles that guide:

- a) Neighborhood Size
- b) Neighborhood Center and Edge
- c) Interconnected Network of Streets
- d) Mix of Uses
- e) Mix of Building Types
- f) Proper Building Placement
- g) Proper Parking Placement
- h) Civic Buildings
- i) Public Open Space

Lake Clarke Shores is a town where several of these principles have been successfully implemented over time. This section describes the basic characteristics of each principle and their interdependency. While all principles are essential to the creation of place and to achieve physical and economic resilience for Lake Clarke Shores, some require more attention than others moving forward. This public master planning effort is evidence that the Town is looking to guide redevelopment of vacant land and future options for buildings that are obsolete or approaching obsolescence, as well as to grow successful businesses. The goal is to create predictability, establish a strong identity through the creation of place and to ensure the Town is both physically and economically resilient for generations to come.

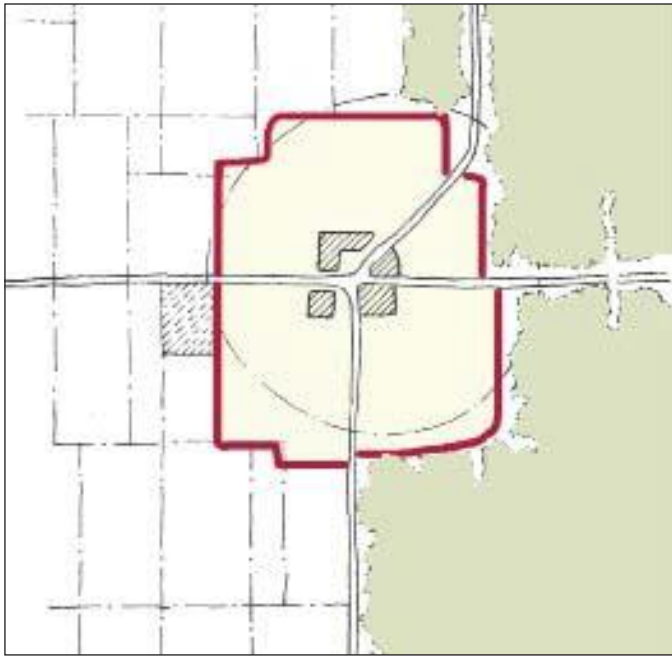
A) Neighborhood Size

The Neighborhood is the basic increment of development of traditional towns and cities. When clustered with other neighborhoods it becomes a town or city;



Top: Diagram of an ideal neighborhood, depicting a center and edge, an appropriate mix of uses and building types, diverse housing affordabilities, properly arranged public open spaces, and preserved natural areas. When combined, multiple neighborhoods form towns and cities. Image Courtesy of Dover Kohl & Partners

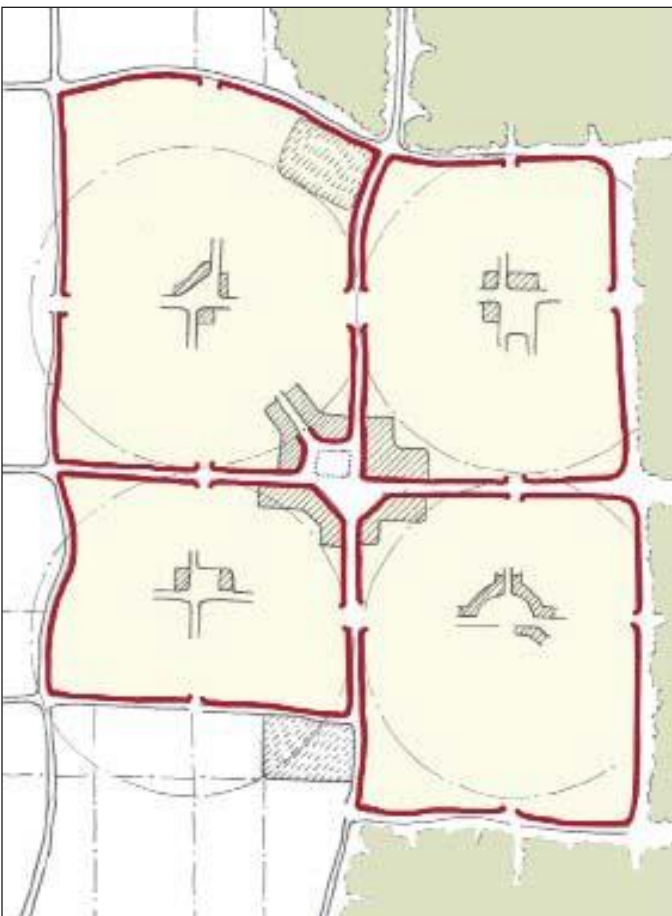
Bottom: Diagram of the fundamental planning principles applied to a neighborhood.



when standing free in the landscape, it is a village.

The Neighborhood is limited in size. Each neighborhood typically ranges in size from 40 to 125 acres. This results in a majority of the population living within a 5-minute walking distance (1/4 mile) of the neighborhood center. This distance represents the average most people will walk to satisfy their daily needs (whether this means reaching an actual destination, or accessing transit that provides transportation to the ultimate destination). When two or more neighborhoods are combined they form towns and cities.

The density of a residential neighborhood typically averages between 6 and 10 units per acre. Such density allows for a wide spectrum of housing options and lot sizes. Downtown cores and the more urban neighborhoods typically have much higher average densities given the larger occurrence of multi-family buildings. With higher densities, a greater variety of service is possible within close proximity to homes. Neighborhoods mostly dedicated to a specialized use or activity are Special Districts (i.e. industrial, entertainment, etc).



Top: Diagram of a neighborhood. When isolated in the countryside it is a Village.

Bottom: Diagram of a Town: a combination of two or more neighborhoods.

B) Center, Edge and Neighborhood Transition

Center, Edge and the Transect

A traditional neighborhood has a clearly defined Center and Edge and is generally structured so that a wide range of building types, density, and uses are accommodated in close proximity and arranged by intensity (more rural-to- more urban). This orderly, gradual transition is commonly referred to as the “Transect”.

Transitions between Uses and Scale

Buildings have fronts and backs. In order to ensure compatibility, buildings of like scale and massing and compatible uses should face each other on a street. The front a building is much more relevant to the public realm than its rear. Ideally, transitions between differing intensities, uses, and scales should occur at the rear of buildings (parking areas or back yards) or along alleys.

Neighborhood Edge

The lowest densities and less intense uses are placed towards the edge of the neighborhood. Neighborhood edges can be natural (i.e. rivers, natural preserves, farmland), or manmade (i.e. wide, high traffic streets).



Illustration of transition of uses, scale, and massing. Note the use of roads and alleys in the transition between varying intensities.

“A” AND “B” STREETS

“A” streets are where the primary pedestrian activity and vehicle traffic occur. They have active ground floor uses, the primary building façade, the main building entrance, and limited or restricted curb cuts.

“B” Streets are the secondary streets and can accommodate parking, service and shipping entrances, driveways, and curb cuts.



Center & Bottom: Streets, whether in commercial or residential areas, are centers for human interaction and should be designed with great care for pedestrians, bicyclists and automobiles alike.

C) An Interconnected Network of Streets

Streets are the Center for Human Activity

Streets are centers of human activity. As such, they should be inviting and comfortable places for people, whether driving, walking, or cycling.

Approximately thirty percent of developed areas in a neighborhood are dedicated to streets, which is why the way streets are designed and shaped by adjacent development has significant impacts on the safety, comfort, and quality of life. Street design should be undertaken with the same care given to any other important public or civic space.

The Power of the Grid

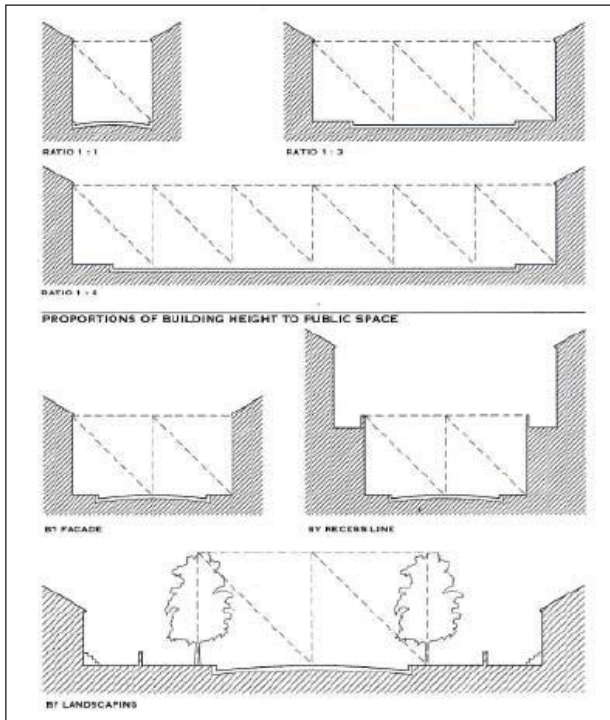
The grid is the most efficient system of street planning and circulation. When streets intersect with other streets, a fine network of alternative transportation routes results. Users of the system have many more routes to choose from, improving convenience for all modes of transportation. Another benefit of utilizing a dense network of streets, is intersections can be smaller and safer to cross for both motorists and non-motorists.

Block Size

The “block” is an essential, central element of urban planning. Blocks are areas surrounded by streets containing lots for private or public development. They are the basic unit of neighborhood planning.

Traditional neighborhoods are composed of blocks in a variety of sizes and shapes. In order to establish a walkable environment, a dense grid of interconnected streets is necessary, which ultimately affects block size. To achieve both walkability and a strong network of streets, blocks should have an average perimeter no greater than 1,320 feet.

Communities with a grid in place should protect it and its effectiveness by not closing streets to public use. As growth occurs, the opportunity to expand and enhance the grid with new connections must be taken in order to equitably distribute new traffic demands and accommodate a range of transportation options in the community.



Diversity of Street Types

Great towns have a hierarchy of streets that are different in size, function, and configuration. Streets in business districts are usually wider with on-street parking lanes and broad sidewalks to accommodate street furniture, formal landscaping, and a large number of pedestrians. Local streets in residential areas are narrower, accommodating slower vehicular speeds with informal on-street parking arrangements, narrower sidewalks, and planting strips between the sidewalk and the travel lanes. General street types include highways, corridors (boulevards, avenues, etc.), commercial streets (main street), residential streets, and alleys.

Street to Building Height Ratio

As stated in Architectural Graphic Standards, published by the American Institute of Architects, a ratio of one-to-three is the minimum to create a sense of spatial enclosure. The smaller ratio is typically more desirable as frequently indicated by higher real estate values. Consequently, recommended building heights will vary in accordance with the width of the street and sidewalks and the building setbacks. Wider streets accommodate taller buildings while narrower streets accommodate smaller buildings. In order to achieve the desired sense of enclosure on very wide streets, like boulevards, tall buildings frame the space, frequently reinforced with formally aligned street trees planted in medians. In lower density neighborhoods where single-family

Top: Ideal height-to-width ratios. (Architectural Graphic Standards, American Institute of Architects).

Bottom: As stated in Architectural Graphic Standards, a height to width ratio of one-to-three is the minimum height to width ratio if a sense of spatial enclosure is to result. The smaller the ratio, the higher sense of place and generally the higher the property values.

homes set back from the street, the proper enclosure can be provided with a continuous alignment of street trees. A proper building height relative to the width of the street is important to provide a sense of enclosure and definition to the street space.



Speed is Key to Safety

In order to have streets conducive to human interaction, they must be and feel safe. Vehicular speed is directly linked to street safety. The chart to the right shows the increase in pedestrian fatalities as vehicles travel faster. Fatality rates increase significantly when vehicular speeds reach 30 miles per hour; fatality rates rise significantly, to about 80%, when vehicular speeds reach 40 miles per hour. The most effective way to keep traffic moving slowly is to design the roads to physically encourage the speed vehicles are intended to travel. Roadways should not be designed for faster speeds (through lane width, number of lanes, etc.), and rely upon posted speeds to control traffic.

Roadway Design Speed

A network of two-lane parallel routes is the most efficient way to move traffic, and since the streets are narrower, pedestrians and cyclists feel safer, thereby encouraging the use of other modes of transportation. Speeds generally increase on wider roads. As lanes are added to a roadway, the incremental gain in capacity per lane mile is reduced because distances between vehicles becomes greater. Longer following distances between vehicles creates less compactness, less capacity, and consequently result in less efficient streets.

Traffic Calming Design Elements

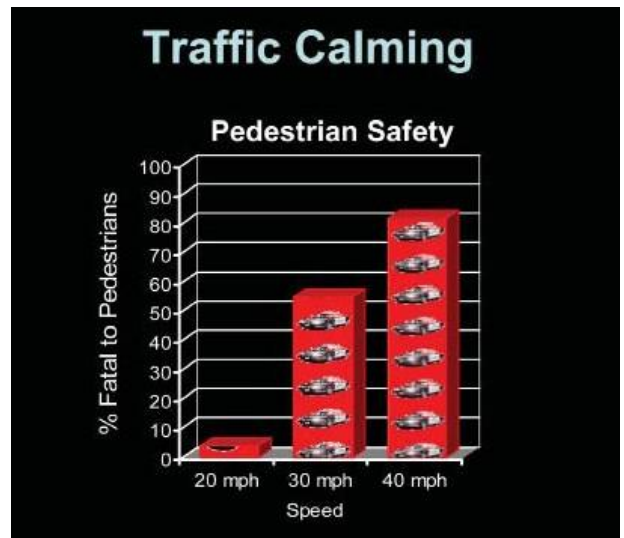
The best way to calm traffic is to design streets for the actual speed desired, as opposed to designing for higher speeds and posting slower speeds on the roadway signage. An array of elements can be used in the design of a street to calm traffic. Care must be given to the design and function of the street for all users when using traffic calming design features.

Sidewalks and Pathways

Sidewalks are an integral part of the street and should be installed parallel to roadways. Sidewalks along streets create predictable, intuitive pedestrian routes. Installing sidewalks on both sides of the street encourage walking. A dense network of streets with sidewalks and/or multi-use paths offers choices, disperses foot and cycle traffic, and reduces unnecessary and dangerous road crossings.

Multi-use paths are routes designed for pedestrians, cyclists, skaters and other forms of non-motorized travel. These paths are intended for both transportation and recreation activities. The widths of sidewalks and multi-uses paths vary according to the location and level of use.

Prepared by TCRPC - revised 10/2016



Pedestrian Safety Graph: Pedestrian safety decreases as vehicle speed increases



Bulb-out and median create a lateral shift in the travel route. Image courtesy of Ian Lockwood.



Active commercial streets with wide sidewalks, with space for pedestrians, strollers, and outdoor cafes.

Street Trees

Properly planted, street trees serve three purposes: beautification, safety, and shelter. The most beautiful streets typically display strong alignments of formal, regularly spaced street trees. Trees planted between the sidewalk and the roadway help shield those using the sidewalk from passing cars. Street trees are also an effective traffic-calming device. The trees create a feeling of enclosure, and drivers tend to slow, becoming more aware of pedestrians. Trees provide shelter from the sun, which encourages walking.

Street Furnishings and Lighting

Benches, shelters, fountains, and signage should be detailed and designed as furniture to be placed within the outdoor room of the city that constitutes the street. The community should use locally distinctive, durable, and easy to maintain materials for street furniture.

Seating

Seating on key pedestrian routes should be provided every 300 to 600 feet to offer rest and afford opportunities for natural surveillance. Seating encourages street activity and offers respite to those who may be physically disadvantaged.

Signs

The excessive or insensitive use of traffic and business signs can also have a negative impact on the street. Too many signs compete for a driver's attention. Messages on the street should be necessary and not distract the driver. Important messages should not be competing with unnecessary messages.

Lighting

Pedestrian-scaled lighting in appropriate places will encourage use by cyclists and pedestrians. Lighting should be pedestrian in scale and full spectrum. Mixed-use and commercial districts are generally active later than residential neighborhoods and require brighter lighting solutions to ensure safety.

Cycle Parking

Cycle parking should be made as convenient as car parking and considered part of the necessary infrastructure.



Beautiful streets are a civic amenity that also accommodates motorists, pedestrians, cyclists, and outdoor diners.

D) A Balanced Mix of Uses

Places that have a sustainable pattern of development tend to have a balanced mix of land uses, which means people can live, work, shop, recreate and satisfy most daily needs within their community. Providing easy access to these uses does not mean people will stop traveling outside their community, but it greatly reduces (or even eliminates) the necessity to travel longer distances. A balanced mix of uses decreases the financial burden of providing spread-out infrastructure for the municipality, reduces reliance on fossil fuels, allows children and older people to be self-sufficient, and a reduces the number of vehicles a household needs to function.

A general desire for cities and neighborhoods to be more sustainable has led to a renewed interest in mixed-use districts. Mixed-use districts combine uses to accommodate diverse functions within an area. The mix can be a combination of residential, commercial, industrial, office, institutional, or other land uses. Allowing a mix of uses contributes to the sustainability of a city by legalizing the close proximity of various destinations.

The most successful mixed-use communities are compact, allowing ease of access between uses, and efficiently allocating resources such as water, electricity, roads, lighting, and street furnishings. Land is utilized resourcefully, typically occupied by higher density and intensity buildings. Parking requirements are reduced since a single trip provides access to many destinations. Compactness also supports alternative modes of transportation including walking, cycling, and mass transit.

Mixed-use can occur vertically within a building or horizontally across a parcel or district.



Mixed-use buildings lining a commercial street in downtown Delray Beach.



Mixed use building integrating retail office and residential uses in Palm Beach, Florida.



Mixed use can occur both vertically within a building, or horizontally within a given block. The image above shows a single block that accommodates a diversity of uses.

E) Appropriate Mix of Housing Types

A balanced community has all types of individuals, earning a spectrum of incomes requiring a broad spectrum of housing options. To serve these individuals, a community should offer a palette of building types: single-family homes, townhouses, multi-family buildings, mixed-use buildings, outbuildings (containing accessory dwelling units), and estate homes. People should have choices that reflect their preferred lifestyle and income level, all of which can vary over time. A mix of housing types allows people to stay in one community all of their lives, if they so choose. How the types are arranged is paramount to sustainability. When housing types are separated into large, single-type developments, the result is a segregated community. Housing segregation contributes to road congestion and widening.



F) Proper Building Placement and Alignment

Controlling building placement and alignment ensures that a predictable public realm is established. On commercial streets or higher density areas, buildings are generally set close to the sidewalk, aligned in a continuous façade to shape the street and encourage walking. Drivers tend to slow in response to a feeling of enclosure, becoming more aware of both the businesses and pedestrians. Pedestrians and cyclists feel safer in a visually defined street and have a more interesting environment where buildings line the route instead of parking lots and landscape buffers. In lower density, single-family areas, a more generous setback for the front yards is appropriate.



Top: Outbuildings, which are ancillary to the main dwelling unit, constitute a simple way of providing housing affordability within any neighborhood.

Center & Bottom: Houses and mixed use buildings line the street and define the pedestrian space.

G) Proper Parking Placement and Quantities

Parking is an essential component of development. Sufficient parking should be provided in reasonable proximity to the destination it serves. In a traditional development form, parking opportunities take many different forms, including on-site, on-street, shared, or garaged. In a sprawl form, parking lots are a dominant feature of the landscape. Placemaking design practice suggests utilizing many parking options to provide choices and to ensure parking supports, rather than detracts from, the desired environment.

On-Street Parking

On-street parking should be provided whenever possible. On-street parking can take two forms: a dedicated lane or an informal arrangement. In commercial, mixed-use, or higher density areas, on-street parking should be accommodated within a dedicated lane. The availability of on-street parking is directly related to increased sales in commercial streets. In addition, on-street parking physically shields pedestrians from moving cars, allows quick, convenient access to buildings, and acts as an effective traffic calming device.



In lower density areas, on-street parking occurs in informal arrangements. Intermittent parking along the sides of a road in a staggered fashion, results in a yield traffic pattern whereby on-coming drivers must slow and take turns moving around parked vehicles. This type of movement contributes to slowing traffic, resulting in safer neighborhood streets.

Off-Street Parking

Off-street parking should be shielded from the view of the street to ensure an attractive, interesting pedestrian environment. Buildings provide the best screening. Other strategies can be used, including landscape buffers and low walls, but these are most successful if a building facade comprises most of the area along the street.



District-Wide Parking Strategy

Parking requirements for destination areas of a city should be determined using a district-wide strategy rather than expecting all parking be provided on a parcel-by-parcel basis. For areas intending to become or maintain “park once” environments, reduced individual requirements and district-wide solutions are possible. “Park once” areas are places that easily allow a person to park and then walk between multiple destinations, instead of driving to and parking at each specific destination. Examples of district-wide strategies include incorporating public on-street parking, municipal lots, and mixing land uses to share spaces. For example, in areas with commercial, office and residential uses, the residents generally vacate parking spaces during working hours, freeing them for use by businesses. Or workers/customers live nearby, lessening the parking demand.



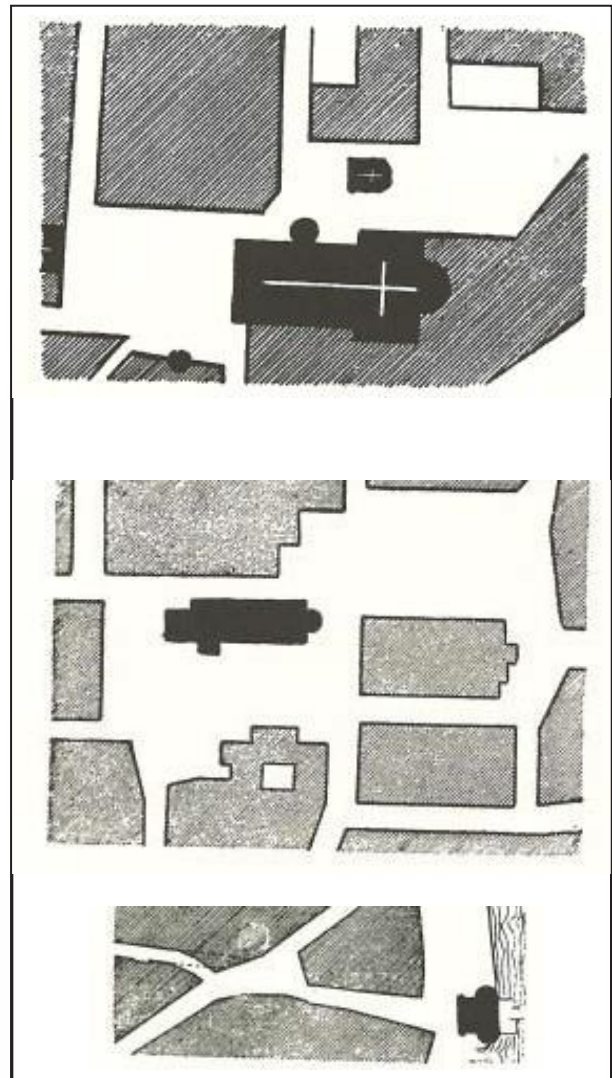
Parking in a structure is shielded from view by buildings that address the street.

H) Civic Buildings

Public buildings, such as schools, places of worship, and libraries, are important components of a community. These civic buildings help define the identity of a place and foster a sense of community pride. Significant public buildings, such as city halls, libraries, courthouses, and universities, should serve as centerpieces for downtown areas. To reflect their importance in the community and public nature, these buildings should be prominently located. Appropriate sitings for civic buildings include facing a public plaza, occupying a town square, or terminating the view of a street. Diagrams (shown below) by Camillo Sitte demonstrate various organizations celebrating civic buildings within city fabric. These studies are included in the book The American Vitruvius: An Architects' Handbook of Civic Art, by Hegemann & Peets, first published in 1922, which remains, over 65 years later, an excellent guide for civic building placement and design.



The Polk County Historical Museum, originally the courthouse, in Bartow, Florida faces a town square.



*Studies of Civic Building Placement by Camillo Sitte.
Top: Piazza del Duomo in Ravenna, Italy.
Center: Eglise Saint-Martin in Brunswick, Germany.
Bottom: Gentpoort Gate in Brugge, Belgium.*

I) Public Open Space

Parks and open space are critical for the livability of any community. To ensure the success of public open spaces, they must be properly designed and placed. Parks need to be naturally monitored, without requiring the constant patrol of police or security personnel. By surrounding public open spaces with the fronts of buildings and interconnecting streets, natural surveillance of the space is provided. In neighborhoods, people living around and visiting the park provide oversight. In mixed-use areas, parks and plazas are frequented by shoppers and workers during the day and by residents in the evening. This 24-hour activity ensures a level of safety. Neighborhoods, towns, and cities should aspire to have many public open spaces, serving diverse purposes:

Regional Parks

Regional parks are usually composed of many acres of preserved land with trails and room for active recreational fields. This type of open space should ideally coincide with natural land areas.



Regional park with a natural lake in Winter Haven, Florida.

Multi-Use Play Fields

Multi-Use Play Fields are active parks that provide sports fields. These fields may be incorporated and shared with schools.

Greens

Greens are open spaces generally surrounded on all sides by homes or other building types, with streets along at least two sides. Greens are informally landscaped and are generally for passive use or informal sport activities (i.e. throwing a frisbee).

Plazas

Plazas are open spaces generally surrounded on all sides by buildings, with streets along at least two sides. Plazas are formally landscaped, frequently incorporating hardscape to accommodate both passive use and community gatherings.

Squares

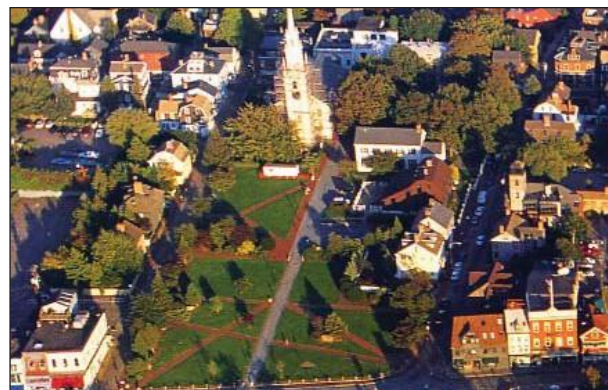
Squares are formally landscaped urban open spaces. Squares provide a setting for civic buildings or monuments. Squares can either be part of a block or surrounded by streets on all sides.



Multi-use fields



This Florentine plaza serves as a gathering space and a market for both residents and visitors.



The square offers a formal setting for a civic building.