

A. Community Redevelopment Agency Projects and Programs

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

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

Group "1": Planning

1.1: "Planning for the CRA Area"

Background

The CRA Board of Commissioners, its staff, residents, property owners, and businesses recently completed a series of workshops to discuss redevelopment issues in the CRA Area. The workshops produced a set of recommendations, which are summarized in the earlier section of this plan, and have laid the groundwork for the following redevelopment programs. The general planning program

discussed below intends to provide the framework for future studies and evaluations of specific issues in the Westgate/Belvedere Homes Community Redevelopment Area (CRA).

Project Objectives

- Update the CRA Redevelopment Plan as necessary to incorporate new information and changed conditions;
- Study the infrastructure needs of the community, particularly but not limited to drainage, sanitary sewer, streets, sidewalks, street lighting, and other infrastructure; Review long-range infrastructure needs;
- Continue the planning process to improve long range strategies;
- Provide a basis for new ideas and research for grants;
- Identify new issues which may arise which meet the objectives of the CRA;
- Encourage both affordable housing and market rate housing in the CRA; develop a housing strategy for the future;
- Study the opportunities for the creation of and the improvement of existing public open space;
- Encourage the construction of parking, both public and private, to meet the current and future demand;
- Increase employment and business opportunities in the area;
- Improve street appearance by beautification;
- Provide implementation plans for the urban design principals established in the CRA workshops;
- Assure safety and discourage crime in the neighborhood through adequate street lighting, safe pedestrian walkways, code enforcement, and other measures to meet these goals;
- Promote a sense of community among residents; conduct educational workshops with the community to better inform the citizens of the future of the area;

Project Description

- Study the parking needs, issues, and requirements in various areas, including retaining parking consultants;
- Evaluate automobile and pedestrian traffic patterns and make recommendations for improving roadways and walkways;
- Study building codes, zoning regulations and land development regulations, including design guidelines, in order to improve the redevelopment process and implementation;
- Identify strategically important structures and properties for acquisition and redevelopment;
- Study the feasibility of establishing assessment districts or business improvement districts and a Storm Water Management District within the CRA in order to accelerate improvements;
- Assist in establishing a merchants association;
- Increase housing opportunities in the neighborhoods; assist in establishing a community development corporation (“CHDO”) for the purpose of providing leadership in affordable housing in the community;
- Increase open space opportunities in the neighborhoods;
- Coordinate and plan with the County on their program called “CCRT”;
- Coordinate and plan with the Airport in developing a master plan for each area that enhances the other;
- Coordinate and plan with the numerous drainage districts in the area to develop a master storm water drainage strategy and plan;
- Study and plan all issues which relate to meeting the objectives of the CRA;
- Study and plan all issues that meets the policy, goals, and objectives of the Palm Beach County Comprehensive Plan; and

- Study and plan all issues which advances the intent of the Community Redevelopment Act, F. S. 163, Part III.

Project Participants and Administration

- The Community Redevelopment Agency will administer the planning. The County will provide the staff support for planning services on an “as-needed” basis.

Funding Sources

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

Project Schedule

- Planning is an on-going endeavor of the CRA and other governmental agencies;
- Completion and adoption of the CRA Plan in FY 2003; and
- Future revisions to the CRA Plan will be made as required and planning for specific issues will be made as required.

Group "2": Redevelopment

2.1: "Infrastructure Development Program"

Background

One of the primary reasons for the establishment of the CRA was to assist in providing infrastructure improvements including sewer, water, drainage, street improvements, sidewalks, and other improvements for the community. The program in the early years of the CRA dominated the agenda of the Board. Since many parts

of the CRA have inadequate infrastructure such as sewer, drainage, street lights, on-street parking, sidewalks and landscaping, it will be an important program to continue in order to encourage economic revival of the community. The CRA will study together with the County the feasibility of establishing a master storm water drainage district in which property owners will contribute to both capital costs and maintenance costs to a trust fund that in turn provides improvements to the area such that any new development may not be required to provide on-site detention or retention to satisfy their storm water requirements.

Project Objectives

- Elimination of blighting influences;
- Physical and economic revitalization of the neighborhoods and commercial areas;
- Improve the appearance of the area;
- Improve health conditions for residents;
- Encourage redevelopment of vacant lots;
- Encourage the renovation of existing structures; and
- Raise the property values of the existing homes in the area.

Project Description

- Assist the County in studying the cost, engineering, and financial feasibility of improving roadways, street lighting, sidewalks, bicycle pathways, open space, parks, and storm drainage systems throughout the community;
- Provide funds for the payment of the capital costs of the infrastructure stated above as well as planning, surveying, and engineering;
- Provide funds for the engineering and construction of a wastewater system and potable water system for the entire

community; particularly that part of Golfview Heights which is not served by sewer;

- Provide funds for the engineering and construction of swale improvements in the community;
- Provide funds for the engineering and construction of drainage systems throughout the community including the management and maintenance of the systems; and
- Provide funds for the engineering and construction of open space and recreation facilities including but not limited to pocket parks and the linear park documented within this Plan.

Project Participants and Administration

- The project will be administered by the CRA with assistance by the County. Depending upon the magnitude of the study and project, the County or other governmental entity may take the lead and the CRA may contribute both funds and strategic ideas; and
- Other participants may include, but are not limited to, Lake Worth Drainage District, Palm Beach County Airport, the State of Florida, federal government and others as required.

Funding Sources

- Potential funding sources include, but are not limited to, the County, State and Federal Governments; and
- CRA tax increment.

Project Schedule

- The program is currently underway in many parts of the CRA. Other areas will be addressed as funds become available.

2.2: “Façade Improvement Program”

Background

The program provides funds for exterior design and improvements to both commercial and residential properties in the CRA. The funding levels will be set by the Board of CRA Commissioners as tax increment revenue becomes available on an annual basis. The funds may be loans or grants as decided by the board on a case by case basis and may require matching funds from applicants.

Project Objectives

- Elimination of blighting influences;
- Physical and economic revitalization of the neighborhoods and commercial areas;
- Improve the appearance of the area;
- Improve safety for residents, shoppers and tourists; and
- Improve visual appearance of existing structures.

Project Description

- Provide grants and loans for correcting code issues in buildings;
- Provide grants and loans to property owners or their tenants for rehabilitating commercial and residential structures, both new and existing buildings; and
- Provide architectural, landscape architectural and engineering design technical assistance for residential and commercial structures.

Project Participants and Administration

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

Funding Sources

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

Project Schedule

- The program will be initiated in 2004 or as funds are available.

2.3: “Neighborhood Improvement Program”

Background

The community contains valuable consumers that could contribute to the shopping success of the neighborhood commercial in the District. The neighborhoods represent the first band of housing adjacent to the commercial, and it should be preserved, revitalized and enhanced. For this reason the CRA’s program will aide in the revitalization process.

Project Objectives

- Elimination of blighting influences;
- Physical and economic revitalization of the neighborhood;
- Increase resident participation in the revitalization process;
- Redevelopment of the commercial areas;
- Improve the appearance of the area, particularly the cleanliness of the area;
- Improve safety for residents and their guests;
- Improve visual appearance of existing structures;
- Improve the livability of the neighborhood; and
- Promote home ownership.

Project Description

- Establish an alliance with the business and resident associations to assist in carrying out the objectives of the CRA programs including community improvement projects, cultural events and assistance with code enforcement;
- Acquire problem properties, rehabilitate and resell to homebuyers and/or users;
- Establish a maintenance and clean-up program to eliminate trash, unsightly structures, and other blighting influences;
- Establish added security for the community with the police department; assist in developing a police substation within the community;
- Acquire multi-family structures for conversion to single-family home ownership;
- Establish a special incentive program for County service employees including but not limited to public servants, teachers, police officers, fire fighters, and others, to acquire residential structures in the neighborhoods for home

ownership. The incentives include, but not limited to, low interest loans for acquisition and rehabilitation, grants and loans for conversion of multi-family structures to single family, down payment assistance, and architectural, engineering and planning assistance;

- Establish a yard lighting program with the residential homes in which the CRA and the homeowner will share the cost of providing yard lighting;
- Provide financial assistance for the removal of unneeded septic systems being replaced by central wastewater systems;
- Provide financial assistance for a yard light program described in this Plan;
- Provide home improvement loans and/or grants for correcting code deficiencies; and
- Provide architectural and engineering design technical assistance for residential and commercial structures in need of rehabilitation;

Project Participants and Administration

- The project will be administered and coordinated by the CRA but the County will play an important part, particularly their Housing and Community Development Department; and
- Other participants may include, but are not limited to the County, neighborhood associations, developers and builders, residents, homebuyers, lending institutions, and property owners.

Funding Sources

- The CRA and the County will provide funding of the program elements, for which the CRA and/or the County are responsible; and

- Other potential funding sources include, but are not limited to, State and Federal Governments, businesses, banks, builders, homebuyers, and private contributions.

Project Schedule

The program will commence in 2004, or as funding is available

2.4: "Housing"

Background

The County and the CRA have a goal of improving the CRA Redevelopment Area, particularly the older, deteriorated housing and in providing new housing for low to moderate income residents. The area has many positive attributes for families, particularly its close proximity to major employment centers such as the Airport and downtown West Palm Beach, but the area is also blighted, interspersed by rental housing and disinvestment. If a prospective homebuyer were to evaluate the area as a potential site for a home, it would be clear that the cost of rehabilitating an older home together with the purchase price of the existing structure may exceed the fair market value of the home after renovations.

The overall objective is to invigorate the neighborhood with new homebuyers and establish the area as a viable home ownership community. Currently over 40% of the homes in the community are renter occupied. Furthermore an additional objective is to assure that current residents do not lose their ability to live in the community as property values increase.

The Master Plan calls for the acquisition of an existing mobile home park in order to provide drainage for the eastern section of

the district. Displacement must be accompanied by a relocation strategy. Many of the potentially displaced residents may be candidates for new or rehabilitated subsidized housing. The replacement housing can target the existing housing stock as well as new housing on existing vacant lots. The CRA partnership with the Department of Housing and Community Development will be an important one in dealing with relocation.

The community workshop articulated a desire to provide additional housing for the elderly. The CRA could play an important role in finding suitable sites for such an important goal.

The CRA will create a community development corporation (CDC), a 501 (c)(3), non-profit, whose mission is to design and carryout an affordable housing program. The CRA will assist the CDC in obtaining a certification as a certified housing development organization (CHDO), which enables the non-profit to tap into programs organized by the County and State for affordable housing. The CDC's board would be made up from residents and business owners in the community and whose sole purpose is to increase the affordable housing supply for residents of the community as well as the County.

The Westgate/Belvedere Homes CRA housing strategy can be summarized as follows.

- Provide community organizational assistance to neighborhoods in developing neighborhood associations that in turn develop improvement and educational programs jointly with the CRA and the County;
- Create a Community Development Corporation to serve the CRA Area and assist in certifying the organization as a Community Housing Development Organization;
- Acquire lots for affordable housing;

- Acquire land for market-rate housing;
- Provide code enforcement assistance in developing a “zero tolerance” to major infractions; work with the County to stiffen the penalties for frequent offenders;
- Raise the percentage of home ownership through concentrating on rehabilitation housing;
- Acquire problem multi-family housing and either clear for future home ownership housing or convert to single family;
- Prepare for the relocation of any residents that may be displaced by infrastructure projects or other projects;
- Identify sites for elderly housing;
- Formalize county employee program;
- Develop mixed-use buildings with residential uses on Westgate Avenue, Congress and other suitable areas;
- Develop urban townhouses as “workforce” housing;

Project Objectives

- Provide decent, affordable housing for residents who are of low-to-moderate income level;
- Encourage a range of housing types and costs in order to establish a cross-section of income groups;
- Stabilize and preserve the neighborhoods through redevelopment and the elimination of slum and blight;
- Encourage fee simple home ownership; and
- Reduce the number of multi-family structures in the neighborhood.

Project Description

- The details of the housing strategy program may be set forth in program guidelines adopted by the CRA. However,

components of the program may include, but are not limited to the following:

- Provide community organizational and technical assistance to neighborhoods in developing neighborhood associations that in turn develops improvement and educational programs jointly with the CRA and the County;
- Provide organizational and technical assistance to local community development corporations specializing in the community, including assisting in creating a CDC in the community;
- Acquire lots for affordable housing; act as a land banking facilitator;
- Acquire land for market-rate housing;
- CRA acquisition of vacant residential lots and residences for resale and development or redevelopment;
- Provide code enforcement assistance in developing a “zero tolerance” to major infractions; work with the County to stiffen the penalties for frequent offenders;
- Raise the percentage of home ownership through concentrating on rehabilitation housing;
- Acquire problem multi-family housing and either clear for future home ownership housing or convert to single family;
- Prepare for the relocation of any residents that may be displaced by infrastructure projects or other projects;
- Identify sites and acquire sites for elderly housing;
- Formalize county employee program; Provide additional incentives for all service employees of

- the County who purchase structures for single-family home ownership;
 - Develop mixed-use buildings with residential uses on Westgate Avenue, Congress and other suitable areas;
 - Develop urban townhouses as “workforce” housing;
 - Home Buyer Assistance (subsidies secured by CRA soft second mortgages);
 - Credit Enhancement for Builders through loan guarantees for a portion of construction loans for speculative homes;
 - Permanent Loan Assistance with interest subsidies or direct low-interest loans;
 - Homebuyer's marketing program;
 - Referral of prospective homebuyers to other agencies, which provide education on home ownership and credit repair;
 - Architectural and engineering design assistance to builders, homebuyers, and non-profits at minimal cost;
 - Provide grants to homebuyers converting multi-family structures to single family home ownership;
 - Apply for grants and other aid to enhance the program including economic development, credit repair, beautification projects and administration;
- The CRA may also provide the above services as part of a joint program between other public and private sector participants;
 - To supplement the program, the CRA may assist the police department to improve security in the area through the purchase or lease and rehabilitation or construction of one or

more housing units or commercial structures within the community for use as a substation;

- The CRA may also provide, on a temporary basis, vacant lots leased to the County or a neighborhood association for use as community gardens, open space, or neighborhood parks; and
- Provide architectural and engineering design for sample affordable housing structures, including the issuance of a design competition.

Project Participants and Administration

- Participants may include, but are not limited to, the CRA, the County, community groups and organizations, public bodies and private not-for-profit corporations, private developers/homebuilders, citizens, non-profit housing sponsors, homebuyers, lending institutions, the County and County Housing Authority, and other foundations, the State of Florida Housing Finance Agency, and public/private sponsors; and
- The roles and the various participants will be set forth in the program guidelines adopted by the CRA and County; however, the CRA may commence on any of the above elements of the program as directed by the CRA Board of Commissioners.

Funding Sources

- The CRA will provide funding for the program elements for which it is responsible; and
- Other potential funding sources include, but are not limited to, Local, State and Federal Governmental Grants, including the State Housing Initiative Partnership Program (SHIP) and private contributions.

Project Schedule

- Program is on-going and will continue as funding becomes available.

2.5: “Mixed-Use Commercial and Residential Infill Redevelopment”

Background

The CRA, as part of their long range strategy for redevelopment, wishes to encourage private development on infill sites in certain areas of the Redevelopment Area, particularly mixed-use projects. The area is ripe for the private sector to invest their capital in response to the public investment in infrastructure that is expected to be made. Infill sites may be as small as a single lot for a new home or as large as an acre or more, such as the vacant land on Westgate Avenue and Congress Avenue. More typical will be infill sites for residential and for mixed-use with residential being the predominant use.

Project Objectives

- Eliminate blighting influences; and
- Create jobs.
- Provide economic stimulation and private investment in the community;
- Assemble sites large enough for a small and medium scale projects;
- Improve marketability and demand of the retail in the community;
- Provide additional neighborhood shopping opportunities and services for area residents;

- Increase nighttime activity in the commercial areas;
- Provide housing opportunities, particularly in mixed-use developments, in the community, both affordable and market-rate;

Project Description

- Development of mixed-use redevelopment projects, housing projects and commercial revitalization projects;
- The CRA may offer incentives to attract major tenant(s) including but not limited to financial assistance for parking, architectural design, off-site infrastructure, construction, and others;
- The CRA may offer incentives to developers to encourage mixed-use projects including but not limited to financial assistance for parking, architectural design, off-site infrastructure and others. Refer to other incentive programs in the Plan for a description of other potential incentives;
- The CRA and the County will study building, zoning and other land development regulations for infill buildings and make recommendations to the County Commission for changes to the respective codes, in the form of a zoning design guidelines and regulations in order to encourage infill development; and
- The CRA may acquire infill sites for the purpose of reselling to the private sector. The sites may require multiple acquisitions, demolition of structures, environmental clean-up, site planning analysis, market research and other investigation by the CRA in order to enhance the sale of sites.

Project Participants and Administration

- The project will be administered and coordinated by the CRA in cooperation with the County; and

- Other participants may include, but are not limited to the County, the local (proposed) business association, other associations, residents, homebuyers, lending institutions, property owners, other community groups and organizations, public bodies and private, not-for-profit corporations, private developers/homebuilders, non-profit housing sponsors, homebuyers, lending institutions, and other foundations, and public/private sponsors.

Funding Sources

- With respect to public investments the CRA and the County and others, as appropriate, will provide the funding for incentives, technical assistance, land acquisition and other resources; and
- With respect to private investments funding sources for redevelopment will be provided by the developer, tenants, and property owners as appropriate.

Project Schedule

Program will commence in 2004.

2.6: “Land Acquisition Program”

Background

The programs established in this plan authorize the CRA to acquire property for redevelopment purposes. Although the CRA has the broad authority to acquire any property in its district, this program lists specific properties that the plan targets for acquisition. Nothing in this program, however, is meant to restrain the CRA from acquiring any property within its district.

Project Objectives

- To acquire properties for the purpose of fulfilling the objectives of the CRA;
- To accelerate the redevelopment process by assembling land for redevelopment. Property may be resold or leased to the private or public sector; land may be sold at the CRA’s cost, at market value or under market value;
- To promote housing and mixed-use development;
- To provide land for storm water retention;
- To assist in seeding an area, which may need the CRA as a catalyst to commence redevelopment; and
- To encourage infill redevelopment, both public and private development.

Project Description

- Acquire land for any CRA program established in the CRA Redevelopment Plan;
- Dispose of land in any manner that supports the goals of redevelopment;
- Hold property for a period of time sufficient to accomplish redevelopment purposes;
- The CRA may sell or lease, as defined in the State Statutes, property for less than, equal to or greater than the fair market value;
- The CRA may transfer property to the County equal to or less than or greater than its basis;
- The CRA may donate property for a public purpose; and
- The CRA may purchase property from the County or any governmental authority operating within the CRA District.

Project Participants and Administration

- The CRA and the County will participate individually or jointly in land acquisition as required.

Funding Sources

- The CRA and the County will provide funding of the program elements, for which the CRA and/or the County are responsible, respectively;
- Other potential funding sources include, but are not limited to, the County, State and Federal Governments, FDOT, Lake Worth Drainage District, Palm Beach County Airport, businesses, banks, builders, homebuyers, foundations and private contributions; and
- The CRA will provide the funding for the program but may borrow funds from the County as required and approved by the County.

Project Schedule

The Program is on-going and will continue as funding becomes available.

Group "3": Community Improvement Programs

3.1: " Small Business Development and Lending Program"

Background

In anticipation of the private investment cycle, the CRA believes that access to capital and technical expertise will be important for the future entrepreneurs that will locate their businesses to the

CRA Area. Therefore, this program has been created to assist the small entrepreneur, even those that have little experience but wish to open a new business. Some of the future tenants and developers of the community will be those who reside in the community and have a stake at seeing it improve.

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

Furthermore, the CRA will investigate the opportunity of establishing an incubator within the community in a vacant building or underutilized county building.

Project Objectives

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

Project Description

- Provide funds for a subsidized loan pool for businesses to make permanently fixed interior and exterior improvements; and, to landlords/building owners to make permanently fixed interior and exterior improvements in preparation for lease to business tenants or to make additions to their structures as part of a business expansion;
- The CRA Board will maintain policy guidelines regarding loan limits, subsidy levels, project eligibility and list of qualified improvements;
- Matching grants to entrepreneurs for business development courses at an approved educational institution;
- Create an incubator in an underutilized building, either owner publicly or privately;
- Grants for training workforce particularly in order to attract a new industry to locate in the CRA Area;
- Support a mentoring program for entrepreneurs where established businesses provide a watch over a new business. Utilize the resources of SCORE; and
- Work with Palm Beach Community College, Goodwill Industries, and the Workforce Program to train residents of the CRA Area for jobs in the County.

Project Participants and Administration

- The program will be administered and coordinated by the CRA.
- Other participants include one or more financial lending institutions, loan applicants, and entrepreneurs, Palm Beach Community College, Goodwill Industries, the

Workforce Program, the County Economic Development Department and the Business Loan Fund of the Palm Beaches.

Funding Sources

- The CRA will provide an initial allocation in their FY 2004-2005 budget;
- Additional program allocations shall be determined annually during the budget process or at the discretion of the CRA on an as-needed basis to maintain the loan pool; and
- Grants will be sought for training and education.

Project Schedule

- The Program will be initiated in 2004.

3.2: "Community Activities Sponsorship Program"

Background

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

Program Objectives

- Maintain a positive and involved role within the community; and
- Further the goals of the CRA through participation of community events.

Program Description

- Promote and sponsor community events, projects and programs which will lead to stabilization and expansion of the economic environment within commercial and residential areas, revitalization and rehabilitation of the existing housing supply or further other basic goals of the CRA.

Program Participants and Administration

- The project will be administered by the CRA; and
- Other participants may include, but are not limited to the County, other associations, developers and builders, residents, homebuyers, lending institutions, and property owners, public bodies and private, not-for-profit corporations.

Funding Sources

- The CRA will provide the funding for the program. The CRA may accept funds from other organizations including the County; and
- Program allocations shall be determined annually during the budget process or at the discretion of the CRA but shall not exceed a limit determined by the CRA Commission in each annual budget.

Program Schedule

- The program will be initiated as funds are available.

3.3: “Public Property Improvement Program”

Background

The County and the CRA as partners wish to encourage the development of public open space, parks, trails, civic buildings, street beautification, and other infrastructure improvements. This program is designed to enhance the public spaces created on public property and to improve public streets and infrastructure, but also it is designed to encourage private developers to create public spaces on their projects as well.

Project Objectives

- Enlarge the public open space for residents of the District;
- Improve the quality of life and health of the residents;
- Enhance the cultural character of the community through the promotion of the arts;
- Provide greater pedestrian and bicycle pathways; and
- Provide improved public facilities for the residents.

Project Description

- Provide grants and loans for public space improvement on both public land and private land. These improvements may include but are not limited to design, parking, lighting, landscaping, signage, access road improvements, art in public spaces, utilities, restroom facilities, plazas, bicycle pathways, and park furniture;

- Acquire land for public open space for use as recreation and environmental preserves;
- Enhance communication within public spaces with signage, lighting, markers, and sound systems;
- Plan and implement a street lighting program;
- Plan and implement a series of entrances (“gateways”) at key intersections and entry points to the community;
- Plan and implement a sidewalk, street light, and street improvement program;
- Plan and implement an open space, bicycle pathway and walking pathway system for the community;
- Assist the County in providing civic buildings in the community that serve the community and/or the County residents.

Project Participants and Administration

- The project will be supported by the CRA but the County will play the lead role in the program; and
- Other participants may include, but are not limited to, the County, developers, residents, retail and business tenants, lending institutions, and the state and federal government.

Funding Sources

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

Project Schedule

- Elements of the program have been underway for many years, and new elements will follow in 2004, or as funding becomes available.

3.4: “Brownfields Program”

Background

The County and the CRA as partners wish to encourage the redevelopment of privately and publicly owned lands within the area, particularly those lands which may have been contaminated over the years from industrial and commercial waste. This program is designed to assist in funding the clean up of any private or public lands within the area in order for the land to be redeveloped and useful.

Project Objectives

- Improve the environmental quality of land within the area; and
- Provide useful land for redevelopment;

Project Description

- Provide grants and loans for use to clean up an environmentally contaminated site;
- Establish a trust fund for brownfield sites so that the CRA can draw upon the fund as required;
- Provide funds for environmental studies of public and private land;
- Acquire contaminated land in order to address a clean up operation;

- Seek grants for environmental clean-up for contaminated lands; and
- Assist property owners and business tenants with clean-up of contaminated property.

Project Participants and Administration

- The project will be supported by the CRA, but the County will play the lead role in the program; and
- Other participants may include, but are not limited to, the State of Florida, the Federal Environmental Protection Agency (EPA), developers, residents, retail and business tenants, and lending institutions.

Funding Sources

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

Project Schedule

Elements of the program have been underway for many years, and new elements will follow in 2003, or as funding becomes available.

3.5: “Community Marketing and Promotion”

Background

The CRA or other organizations could take on the role of promoting the community, particularly its commercial area, much like a “Main Street” organization. Main Street is a particular type of organization, founded by the National Trust for Historic Preservation, and its strategies include a program for design standards for the community and programs for promotion of the community through holding events and advertising. Main Street has been an effective organization in many parts of Florida. The CRA would assist in developing the organization to carry out the principals of a Main Street program.

Project Objectives

- Physical and economic revitalization of the community;
- Enhance the pedestrian nature of community streets;
- Assist in promoting the community as a destination;
- Recruit businesses to relocate to the community; and
- Revitalize the neighborhood retail.

Project Description

- Support the creation and administration of a Main Street type program
- Provide grants and loans for the marketing of the community including events, advertising, and other media;
- Support business recruitment for the community;
- Provide grants and loans for the murals and art works;
- Provide matching grants and loans for redevelopment; and
- Provide incentives for businesses and property owners.

Project Participants and Administration

- The CRA shall generally administer and coordinate the program;
- The CRA may participate through the utilization of its unique powers and financial resources as appropriate for selected elements of the Program; and
- Other participants may include, but are not limited to the County, other associations, developers and builders, residents, homebuyers, lending institutions, the Chamber of Commerce, business owners, and property owners.

Funding Sources

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

Project Schedule

- The program will begin its organization in 2004, or as funding becomes available.

#3.6: “Grant Administration Program”

Background

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

Program Objectives

- Provide economic stimulation to the area;
- Increase business opportunities;
- Increase employment opportunities; and
- Increase housing opportunities.

Program Description

- The CRA may apply for, accept, and administer grants from federal, state, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds for the planning and carrying out of redevelopment efforts in pursuit of the purposes of the Community Redevelopment Plan.

Program Participants and Administration

- The program will be administered and coordinated by the CRA with the County as a joint venture partner, as required; and
- Other participants may include, but are not limited to the County, other associations, developers and builders, residents, homebuyers, lending institutions, property owners, and State and local governmental entities, charitable foundations and entities, and such other organizations that may offer grant funds, and organizations, businesses or individuals who may participate in the program to receive such grant funds.

Funding Sources

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

Program Schedule

- The Program is on-going and will enlarge over time.

B. Twenty Year Projection of Tax Increment Revenues

Table 5.1 provides a twenty-year projection of tax increment revenues. The projected annual assessed values were estimated by making several important assumptions. The prior year increases in taxable value were considered as an indicator of a trend in increases in annual revenues but they do not indicate what would occur in the future because of the expected tremendous growth in the District. The primary funding source for CRA activities is the Redevelopment Trust Fund. This Fund is the depository for all TIF revenues generated within the Community Redevelopment Area. The following assumptions were made in the financial projections:

- Streetscaping and community enhancements will commence by 2003;
- Wal-Mart is constructed; and
- The County will revise the land development regulations to allow for mixed-use and establish design guidelines;
- A master storm water drainage district will be created and this will open up the opportunities for redevelopment.

Starting with just a few projects in the early years of the CRA, the CRA will increase its activities to include more projects and programs as the tax increment increases. In addition, the CRA's overall program and the need to plan and fund multi-year, large-scale capital projects will outgrow the limited funding provided by TIF revenues. To continue its redevelopment effort and provide adequate funding for its various projects and programs, the agency may turn to long-term borrowing, as it has done in the past. Since property values will inevitably increase as a result of its activities, this method of financing the CRA redevelopment effort can also be looked upon as an investment in future TIF revenue.

Priority Projects

The workshops in 2003 described in Section III illustrate the important issues for the community. A list is described below. The priorities are described below and in Section VI, "Implementation."

- Storm water infrastructure;
- Sanitary Sewer in Golfview Heights
- Zoning and design guidelines;
- Congress Avenue beautification;
- Westgate Avenue beautification;

- Westgate Avenue commercial corridor redevelopment;
- L-2 Canal Improvements and Greenway Linear Park;
- Façade Loan and/or Grant Program;
- Land Acquisition for Westgate Avenue mixed-use development;
- Land acquisition for L-2 Canal Improvements and Greenway Linear Park; and
- Affordable housing strategy.

Table 5.1 – 20 Year Tax Increment Revenue Projection (\$)

Westgate / Belvedere Homes CRA Revenue Projection											
6-Dec-03 Case III: 6.0% Annual Assessed Value Increase											
Calendar Year	Year	Taxable Value	Tax Increment	Cumulative Taxable Change	Total Millage Rate	Fire Rescue	Tax Revenue	Statutory Reduction	Final Tax Increment	Changes	Percent Changes
1988	Base Year	190,169,267									
1993/1994	Year 1	220,673,257	30,503,990	30,503,990	0.0043278	0.0026201	\$211,939	0.950	\$201,342		
1994/1995	Year 2	214,027,137	23,857,870	54,361,860	0.0042931	0.0025539	\$163,355	0.950	\$155,187	-\$46,155	-23%
1995/1996	Year 3	209,038,194	18,868,927	73,230,787	0.0042177	0.0025293	\$127,309	0.950	\$120,943	-\$34,244	-22%
1996/1997	Year 4	223,330,851	33,161,584	106,392,371	0.0042341	0.0025098	\$223,648	0.950	\$212,466	\$91,523	76%
1997/1998	Year 5	220,347,166	30,177,899	136,570,270	0.0046000	N/A	\$138,818	0.950	\$131,877	-\$80,589	-38%
1998/1999	Year 6	230,198,392	40,029,128	176,599,395	0.0046000	0.0027819	\$295,491	0.950	\$280,716	\$148,839	113%
1999/2000	Year 7	247,200,652	57,031,385	233,630,780	0.0046000	0.0029129	\$428,471	0.950	\$407,048	\$126,331	45%
2000/2001	Year 8	260,703,599	70,534,332	304,165,112	0.0046000	0.0029945	\$535,673	0.950	\$508,889	\$101,842	25%
2001/2002	Year 9	274,224,822	84,055,555	388,220,667	0.0045500	0.0030500	\$638,822	0.950	\$606,881	\$97,992	19%
2002/2003	Year 10	286,476,865	96,307,598	484,528,265	0.0045000	0.0030500	\$727,122	0.950	\$690,766	\$83,885	14%
2003/2004	Year 11	305,468,840	115,299,573	599,827,838	0.0045000	0.0030500	\$870,512	0.950	\$826,986	\$136,220	20%
2004/2005	Year 12	323,796,970	133,627,703	733,455,541	0.0045000	0.0030500	\$1,008,889	0.950	\$958,445	\$131,459	16%
2005/2006	Year 13	343,224,789	153,055,522	886,511,063	0.0045000	0.0030500	\$1,155,569	0.950	\$1,097,791	\$139,346	15%
2006/2007	Year 14	363,818,276	173,649,009	1,060,160,072	0.0045000	0.0030500	\$1,311,050	0.950	\$1,245,498	\$147,707	13%
2007/2008	Year 15	385,647,372	195,478,105	1,255,638,177	0.0045000	0.0030500	\$1,475,860	0.950	\$1,402,067	\$156,569	13%
2008/2009	Year 16	408,786,215	218,616,948	1,474,255,125	0.0045000	0.0030500	\$1,650,558	0.950	\$1,568,030	\$165,963	12%
2009/2010	Year 17	433,313,388	243,144,121	1,717,399,246	0.0045000	0.0030500	\$1,835,738	0.950	\$1,743,951	\$175,921	11%
2010/2011	Year 18	459,312,191	269,142,924	1,986,542,170	0.0045000	0.0030500	\$2,032,029	0.950	\$1,930,428	\$186,476	11%
2011/2012	Year 19	486,870,922	296,701,655	2,283,243,826	0.0045000	0.0030500	\$2,240,097	0.950	\$2,128,093	\$197,665	10%
2012/2013	Year 20	516,083,178	325,913,911	2,609,157,736	0.0045000	0.0030500	\$2,460,650	0.950	\$2,337,618	\$209,525	10%

Assumptions:
 2004 Millage Rate of 4.5 is used throughout projection
 Assessed Value Escalation Rate of 6%
 Based on Existing Structures