

### VI. Implementation for Redevelopment Projects and Programs

Section V of the CRA Plan sets forth a series of general programs for the agency. However, it is important as part of the implementation process to establish specific programs for the agency to work on for the next ten years. The following specific programs are a result of the recommendations of the public planning process, the CRA Board of Commissioners, and stakeholder interviews. These are summarized below.

#### A. Land Development Regulations

The County is in the process of amending its regulations for overlay districts and is receptive to amending the land development regulations for the Westgate/Belvedere Homes community in order to encourage redevelopment. The following changes are recommended.

##### 1. Revision of the Existing Westgate Overlay District and Expansion of the District

**Project Description:** First the Westgate Overlay District should be expanded to include the Congress Avenue corridor and Golfview Heights, Belvedere Heights and other parts of the CRA. The District could be divided into sub-areas as described below. Please note that further study must be taken to refine the recommendations.

**a. NR – Neighborhood Residential.** The sub-area’s purpose is to encourage single family detached housing and home ownership. It is furthermore is to encourage expansion of existing homes to allow for bigger living rooms and “mother-in-law” flats. The single family zoning districts would be subject to this designation.

**Permitted building types:** Single Family Detached (SFD), cottages and bungalows on 50 foot lots; minimum livable area, 900 square feet; “mother-in-law flats” permitted on SFD lots or garage apartments with a minimum livable area of 300 square feet; duplex and triplex conversions require front porches and driveways. Front set back lines would be reduced in order to encourage front porches and expansion of living rooms or Florida rooms.

**b. NG - Neighborhood General.** The sub-area’s purpose is to encourage single family detached housing and home ownership and to allow duplexes and four-plexes subject to design guidelines.

**Permitted building types:** Single Family Detached (SFD), cottages and bungalows on 50 foot lots; minimum livable area is 900 square feet; “mother-in-law” flats on SFD lots or garage apartments with a minimum livable area of 300 square feet permitted. Duplex on 75 foot lot; four-plex on 100 foot lot permitted, subject to design guidelines.

**c. NU - Neighborhood Urban.** The purpose of the design guideline sub-area is to promote mixed-use and more innovative building types. Separates the NG area from the NC (Neighborhood Center.)

**Permitted building types:** townhouses, and mixed-use live/work lofts, apartment buildings (maximum of 20 units per building.)

**d. NC – Neighborhood Center.** Generally includes the areas along Westgate Avenue and Congress Avenue. The purpose of the sub-area is to promote a more intense building type.

**Permitted building types:** Mixed-use live/work lofts, apartments (maximum of 100 units per building on Westgate Avenue and no limit on Congress Avenue. Densities must be increased to accommodate the mixed-use, particularly on small infill sites.

**e. UC – Urban Corridor.** Includes the area on Okeechobee Boulevard. The overlay sub-area is designed to encourage something other than strip commercial and to encourage mixed-use, particularly office. It would also encourage larger box retail users.

**Permitted building types:** Mixed use retail/office, Office “flex” space, live/work lofts, one story buildings not permitted fronting on Okeechobee Boulevard.

**f. Single Family Residential (cottages, bungalows and other) Additional Regulations.** Front porch is required; front porch may encroach into the 15 ft. setback by 5 feet; side driveways and parking required; no on-street, head-in parking permitted; front yard picket fences required.

**g. Townhouses, Apartments, Mixed-Use, Live/Work Lofts Additional Regulations.** Minimum of 2 stories required; minimum lot width of 100 feet, maximum building setback of zero if adequate width of sidewalk is available; otherwise setback shall be the amount in order to create a 12 foot wide sidewalk.

**h. Retail, Office Mixed-Use Additional Regulations.** Minimum of 2 stories required; minimum lot width of 100 feet, maximum building setback of zero if 12 feet of sidewalk is available; otherwise setback shall be the amount in order to create a 12 foot wide sidewalk.

**Cost:** \$45,000

**Funding Source:** County and CRA

**Time Frame:** Implementation: 1 year

**Actions:** commence immediately after adoption of the CRA Plan with amending the Overlay District to include the provisions stated below.

**2. Zoning Design Guidelines**

An integral part of the implementation of the Redevelopment Plan for CRA Redevelopment Area will be the establishment of Design standards that will guide future development in a manner consistent with the objectives of the Plan. The following is a brief summary of the key points that should be addressed in the Zoning Design Guidelines.

Currently, the CRA Redevelopment Area is zoned into numerous zoning categories, as discussed in Chapter II – Background and Existing Conditions. Although it allows many of the same uses proposed in the Plan, the new overlay should allow for more of a transition between commercial and residential areas, as well as some variation in the residential areas to reflect a gradient in density moving from commercial areas to residential areas. A preliminary diagram of the proposed zoning overlay is shown in Figure 4.19.

The proposed zoning overlay reflects the current pattern of commercial uses along Okeechobee Road and Westgate Avenue, except that the Westgate areas would be encouraged to promote more mixed-use building types, with residential incorporated on the upper floors, where appropriate.

A transitional zone is proposed between the commercial corridors and the residential areas, which would include denser, townhouse types of residential units, and some office and live-work units.

The residential areas are subdivided to favor lower densities at the edges of the neighborhood, where they would abut similar, lower densities in the adjacent neighborhoods. This area would be zoned for single-family units, although multi-family units would be permitted on larger lots in specific locations. Additional units would be favored in the form of accessory buildings at the back of the lot – the so-called “granny flat” – as opposed to the undifferentiated duplex or multi-plex units currently found in the neighborhood. This area would also be the priority area for the duplex conversion program.

The in-between area, located at the geographic northern sector of the CRA Redevelopment Area and zoned for medium density residential, would be most similar to the existing zoning, except that other provisions in the Design Guidelines would seek to improve the general curb appeal, street frontage, and the quality of the pedestrian experience.

**Subdivision of Land.** The existing street and block pattern of the CRA Redevelopment Area is fundamentally sound, as previously discussed. The large majority of the blocks were originally platted with a depth of approximately 100 feet. The lot widths were platted in increments of 25 feet, with lots of 50’, 75’, 100’, and occasionally wider. This has provided for a diverse mix of units, and has proven to be quite flexible. The Plan does not propose any major changes to this system, although it will establish a more deliberate relationship between lot width and the number of units. This relationship will be scaled to correspond to the zoning classification for the area. For example, on a 100-foot wide lot, more units would be permitted in the commercial and mixed-use areas than in the lower density areas.

**Building Placement.** The Design Standards will stipulate required or minimum setback dimensions at the front, sides, and rear of the property. Consistency in building placement is a key ingredient in achieving a visually harmonious environment. Again, this will vary with zoning classification, so that in the commercial center, for instance, the Standards will require a zero front setback in order to support an active, pedestrian-friendly street. Building placement has consequences for other major site elements such as parking, landscaping, and outbuildings, and is probably the single most important determinant of urban form.

**Building Height.** Similar to building placement, consistency in building height is a key to a visually appealing urban environment. The basic guiding principle will be that greater building height will be permitted in the higher density areas of the commercial center, and lower building heights in the lower density residential areas. Westgate/Belvedere Homes CRA currently has a 35’ height limit for residential buildings and 150’ for commercial buildings. Mixed use residential buildings should have greater heights than single use residential.

**Parking.** The standards for parking should regulate both the required minimum parking as well as its location. Generally, where pedestrian-friendly streets are desirable, it is preferable to locate on-site parking behind the principal building, so that the parking can be screened, and the building can actively engage the street and the pedestrian. Also, the Plan calls for on-street parallel parking in many areas, which helps to offset the on-site parking requirement and provides convenient parking for visitors.

In mixed-use buildings, it may also be possible to share parking among the uses, so that the total parking would be less than that needed for the separate uses individually. This, again, is an incentive for mixed-use

development; some type of reduction ratio for mixed-uses should be incorporated into the Standards.

In residential areas, parking should be located behind the buildings where alleys are available, and at least behind the principal building façade where they are not. This requirement must be coordinated with the lot width/number of units requirements, because many units currently do not have sufficient lot width to permit a driveway or porte-cochere along the side of the unit.

**Architectural Elements.** The purpose of regulating architectural elements is to reinforce the vision for the community by ensuring that the elements of the building help to support the overall objectives of the Plan. For example, the following elements should be addressed:

1. Porches should be encouraged for residential properties; this may be done by allowing the porches to project into the front setback by some distance, for example, five feet.
2. Arcades are encouraged for the buildings around a plaza; this requirement can be offset by incentives to relax parking requirements or by allowing additional height.
3. Elements such as towers and belvederes can help to add visual interest to the neighborhood. They should be permitted, but must have limitations of floor area, height, etc., so that they remain in scale with the surrounding buildings.
4. Elements that relate to architectural style, for example, roof pitch, overhangs, brackets, balconies, etc. The permitted architectural styles should be limited to a few that are compatible with the existing neighborhood, and the regional vernacular. Specifically, the community has expressed a preference for a Mediterranean style that is fairly common among the historical construction in this part of Florida.

**Construction Materials.** Similar to architectural elements, the regulation of construction materials ensures that the details help to support the broader goals of the Plan. Major materials such as exterior wall finish, roofing materials, doors and windows, garden walls, fences, and colors should be addressed here.

**Outbuildings.** These smaller, accessory buildings are useful in providing additional affordable housing options, as well as helping to subdivide a principal building into several buildings. Generally, outbuildings should be located on the rear of the property. They will have many of the same regulations as principal buildings, including their own requirements for placement, size, height, materials, etc.

**Signage.** Commercial buildings must have signage in order to be identifiable and to help merchandise their products. Standards for sign placement, size, materials, and colors should be included to ensure a harmonious and visually appealing streetscape.

**Landscaping.** Besides helping to break up the hardscape of the urban street and providing shade and seasonal color, landscaping can also be useful to screen certain unsightly elements such as parking lots, mechanical equipment, and loading docks.

The Standards should address amount, location, appropriate species, and maintenance. The emphasis should be on providing native plants that are hardy, require minimal maintenance, and are compatible with existing conditions.

**Other Provisions.** These may include any number of miscellaneous regulations that may be appropriate for the neighborhood, for example, prohibited uses in the front yards, clotheslines, non-running automobiles, screening of trash receptacles and other unsightly elements, and on-premises lighting.

**B. Code Enforcement and Regulations**

**Program Description:** in order to create a more effective code enforcement program for the community for issues such as trash placement, parking on the swales, unsightly structures, abandoned vehicles, unlicensed businesses operating in residential areas, inadequate landscaping, inadequate parking, and many others, the CRA may be willing to allocate funds for additional personnel for code enforcement. An outside consultant may be helpful in looking at the issue of code enforcement and make recommendations to the CRA and County for establishing a pilot program of intense enforcement. The County Commission may wish to establish a stronger penalty (monetary fine) system for repeat offenders.

**Cost:** \$25,000 consulting contract for code enforcement program;

**Funding Source:** CRA and County.

**Time Frame:** Planning, 1 year; implementation, 1 year.

**Actions:** Commence discussions with the County to engage a professional code enforcement consultant to recommend a program, using the Westgate/Belvedere Homes Redevelopment Area as a pilot program, including adopting new ordinances and new procedures for enforcement.

**C. Infrastructure**

Public improvements are an important part of the redevelopment strategy since they include an investment of public capital in the redevelopment area. It is expected that private investment will follow

the public investment and that the tax increment received from private development will help off-set the costs of the public investment.

**1. Master Storm Water Drainage District**

**Project Description:** The CRA foresees the provision of a master drainage system for its area as a major program to encourage private development in the CRA. As described in Section II of this Plan, the current drainage regulations are disincentives to infill development because of the extensive amount of land required to provide on-site storm water retention.

A master drainage system would be comprised of an integrated system of swales, inlets, curbing, culverts and ditches to convey storm water runoff from the developed areas into a network of dry detention ponds, canals and/or lakes. The goal of the master drainage system would be two-fold.

The first part of the goal is to provide water quality treatment to the storm water runoff to minimize the introduction of pollutants into the surface water and groundwater. Water quality treatment may be provided via the use of several best management practices, including source reduction practices such as limiting impervious areas, encouraging roof drain discharge to green spaces, limiting the introduction of fertilizers and pesticides into the environment through educational programs, encouraging the use of native xeriscape materials, intentional use of swales to maximize opportunities for infiltration of runoff, and requirement for pre-treatment facilities within all commercial developments.

The second part of the goal is to offer flood protection (also known as attenuation) by providing adequately sized facilities to convey storm water runoff from critical areas and by providing sufficiently sized storage areas (i.e. ponds, canals or lakes) to detain

the storm water runoff. Discharge from these storage areas would be controlled via engineered outfall control structures that would allow the runoff to be discharged at rates that would not adversely impact downstream properties.

The level of flood protection provided would vary depending on the importance of the specific infrastructure element being protected. For instance, all habitable structures are to be provided the highest level of protection. Non-habitable structure and major roadway systems would be second level items. Minor roadway systems would be third, and roadside swales would be considered fourth on the priority list. The level of service is prioritized to give sufficient safeguards to facilities based on their level of importance to the residents/owners and to provide a system of protection that is affordable.

A study of the South Florida Water Management District C-51 basin is currently underway. Preliminary data from this study appears to indicate that the 100-year flood elevations within this basin may be reduced by as much as 1.5 feet in the future. This study, however, may take up to one year from the date of this report to complete and be adopted by the Water Management District. Until such time that the C-51 basin rules are modified, any development within the CRA is subject to and restricted by the current regulations. To assist current landowners with the development of existing undeveloped parcels within the CRA, the engineering consultants for the CRA, in conjunction with the staff of Palm Beach County, are currently reviewing potential short-term improvements that may provide additional storm water retention facilities that could be used as a “bank” of storage that could be purchased by future developers as credit toward compensation of filling within the 100-year flood plain.

Since storm sewer collection system is an expensive proposition, the system may need to be constructed on a phased basis. However, it is important that a master storm water system be designed for the entire community so that individual street reconstruction and urban infill can conform to the master plan. Infill development will benefit greatly by a master storm water system and in many cases a master system will be the only method to make infill development feasible.

A master storm water drainage system will require the cooperation of several county, state, and federal agencies, including the South Florida Water Management District, Lake Worth Drainage District, Palm Beach County, FEMA, and the Palm Beach County Airport. The Charrette design suggested that the redevelopment area needs approximately 180 acres of retention area, far short of its current capacity. In order to build new retention areas, it will be necessary to acquire land within the CRA and in some cases outside of the District. One important financial mechanism to consider is that of establishing a Master Storm Water Drainage District that has the ability to acquire lands for retention, construct new facilities, regulate the permitting for storm water, and maintain the systems. It would require the cooperation of the other drainage districts that currently exercise jurisdiction within the study area. The advantage of creating a drainage district is that it would have the ability to raise capital for acquisition and development of storm water facilities through the sale of tax exempt revenue bonds. The debt service and operating costs to maintain the system would be borne by the property owners within the district. An assessment would be levied on all properties and permit fees would be collected for new development. Operating costs could be covered by annual maintenance fees imposed on new projects and on existing properties. It would be contemplated that new projects would not be required to store water on-site, but instead would pay a fee in

lieu of providing the on-site retention. This alone would be a great incentive for infill development.

The CRA is initiating a conceptual master storm water drainage plan for the purpose of determining the amount of retention that would be required to provide adequate drainage for the community including the projected infill development suggested in the Master Plan. The study will quantify the amount of land needed and the anticipated costs for a master drainage system and the means of funding the system.

**Cost of Conceptual Study:** \$75,000  
**Cost of Master System:** tbd

**Funding Source:** County, CRA, revenue bond, utility fees, CDBG, FEMA, South Florida Water Management District and others.

**Time Frame:** Planning: 2 years; implementation: 5 years

**Actions:** Commence discussions with the County engineering department to prioritize designing a storm water master plan.

**2. Golfview Heights Wastewater System**

**Project Description:** Approximately one third (around 300,) of the homes in Golfview Heights (also known as Belvedere Homes) are still utilizing septic systems. These homes are generally clustered in the north and east sections of the community. Since Golfview Heights is one of the lowest areas in the county, the seepage of partially treated sewerage can likely seep into the underground water table, creating an environmental hazard. Therefore, it is the intention of the CRA to complete central

sanitary sewer system in Golfview Heights as soon as possible. This project is a high priority for the CRA.

A conversation was held on October 22, 2003 with Mr. Hassan Hadjimiry of PBCWUD to get an update on the status of the wastewater system. Clearly, efforts are underway to remedy this undesirable condition. A “Conceptual Design” offering two alternatives was conducted by PBCWUD in July of 2003. These alternatives were accompanied by cost projections (including soft cost) for each. The total cost is in the range of \$6 to \$6.5 million dollars. In October of 2003, Westgate CRA Officials requested that Keshavarz & Associates, Inc. prepare a proposal for the necessary engineering services to prepare “Construction Documents” based on those conceptual design alternatives.

**Cost:** \$6,500,000

**Funding Source:** 30% Federal, 30% County, 30% CRA, 10% Special Assessments

**Time Frame:** Planning: 1 year; Implementation: 1 year.

**Actions:** Commence preliminary engineering, followed by final engineering; identify funding sources, particularly, CDBG and tax increment.

**3. Congress Avenue Beautification**

**Project Description:** Congress Avenue is one of the most important thoroughfares in the CRA Redevelopment area since it is the major north-south roadway running through the district. Its right of way measures 80’ in width north and south of Westgate Avenue and 100’ in width from Belvedere Road north to the L-2

Canal. Its profile contains four lanes for automobiles and turn lanes at certain intersections. The CRA is currently adding landscaping the median at its southern end and wishes to continue the beautification of Congress in the northern section. In addition, the Charrette suggested a roundabout at the intersection with Westgate Avenue.

**Cost of Phase I Landscaping, Design, Engineering, and Construction (finished):** \$60,000

**Cost of Phase II Road Improvements and Landscaping Design:** \$50,000

**Cost of Phase II Road Improvements and Landscaping Construction:** \$100,000 (estimate)

**Cost of Phase III Roundabout/Streetscape Design:** \$50,000

**Cost of Phase III Roundabout/Streetscape Construction:** \$125,000 (estimate)

**Funding Source:** CDBG, tax increment, impact fees, special assessments

**Time Frame Phase II:** Planning, 2004-2005; Implementation, 2005-2006

**Time Frame Phase III:** Planning, 2004-2007; Implementation, 2007-2009

**Actions:** Commence discussions with the County engineering department to prioritize Phase II Street beautification; obtain agreement on Phase III Roundabout.

#### 4. Westgate Avenue Beautification

**Project Description:** Westgate Avenue, the most important east-west roadway in the CRA District, other than Okeechobee Road

and Belvedere Road, was improved in the 1990's from a two lane to a four lane roadway, complete with a "suicide" turning lane extending almost the entire length of the road from Congress Avenue to Military Trail. The improvement was engineered so that traffic from Okeechobee could be rerouted through the community. The design capacity of the roadway is approximately 24,000 vehicles per day. The concept of diverting traffic and creating a major thoroughfare did not come to fruition. The current traffic volume is approximately 11,000 vehicles per day. The Charrette Master Plan calls for two major changes to the roadway. First is the elimination of the "suicide" lane to replace it with a well landscaped median. Turn lanes would accommodate left turns and "U" turns. Secondly the Master Plan called for the elimination of one lane (in each direction) to utilize the additional space for on-street parking. The curbs would remain in their current location in order to maintain the underground storm water drainage system. The result of beautification will have a two fold effect. First the smaller road section will encourage "village" ground floor retail with mixed-uses on the upper floors of new buildings. On-street parking is an essential ingredient to the success of mixed-use retail. Secondly, the likelihood of attracting Okeechobee Road drivers to Westgate Avenue will be enhanced. Studies have indicated in certain circumstances that drivers are attracted to an aesthetically pleasing roadway when given the choice.

**Cost of Feasibility Study:** \$50,000

**Cost of Improvements:** \$2,700,000

**Funding Source:** CDBG, tax increment, impact fees, special assessments

**Time Frame: Phase I:** Westgate east of Seminole: 2005/2006,

**Time Phase II:** Westgate west of Seminole: 2007



**Actions:** Commence discussions with the County engineering department to prioritize the planning of the Westgate Avenue improvements, seeking their approval to narrow the roadway and exchange a median for a “suicide” lane.

### 5. Westgate Avenue Extension to Old Okeechobee Road

**Project Description:** An earlier discussion of projects described the beautification of Westgate Avenue. A second Westgate Avenue project entails the extension of the roadway east to connect with Old Okeechobee Road. The project has been discussed for many years and the Master Plan Charrette formalized the residents and other stakeholders desire to see the project accomplished. The purpose of extending the roadway is to open up the commercial/industrial area of the CRA District to the main arteries of the area, including Westgate Avenue and Congress Avenue. The currently commercial/industrial park has very poor access, but with improved access, the area would experience more intense redevelopment. The commercial/industrial park area provides jobs for the community, and residents of Westgate would have improved access to those jobs. Westgate and Golfview Heights residents would be able to walk to work on new routes. The project involves providing a path through a commercial tract fronting on Congress Avenue and through part of an existing mobile home park. A bridge would be required to cross the retention lake abutting the mobile home park.

**Cost of Feasibility Study:** \$100,000

**Cost of Roadway Extension (and Bridge):** \$12,000,000

**Funding Source:** Federal, CDBG, tax increment, CRA Revenue Bond, County Impact Fees, user fees, special assessments, drainage district assessment

**Time Frame:** Planning: 2005-2006; Implementation: 2008-2009

**Actions:** Commence discussions with the County engineering and other agencies to prioritize project; identify funding for engineering study.

**Actions:** Commence discussions with the homeowners of Golfview Heights to test their support of the project; thereafter, commence discussions with the County engineering department to prioritize the project.

### 6. Local Street Beautification and Traffic Calming

In every workshop session, the residents suggested an annual program to continue improving the local streets. The improvements suggested are those that assist in traffic calming, assist in promoting pedestrian activity, and provide greater security. Therefore local street improvements will include street lighting, landscaping, swale improvements, sidewalks, and signage. It is assumed that an annual budget of \$25,000 would enable two to four blocks of local streets to be improved that year. Swale improvements should also be made to increase the capacity of the community to handle storm water runoff.

**Cost of General Improvements:** \$25,000 annually

**Funding Source:** CDBG, tax increment, and master storm water drainage assessment.

**Time Frame:** Planning: 1 years; Implementation: 2-20 years

**Actions:** Commence discussions with the CRA engineering consultant to prioritize improvements.

### D. Community Facilities

As part of the redevelopment strategy, the County and CRA, and other governmental and non-governmental entities would invest in its public institutions. These investments and the improvements in the institutions will assist in making a better community.

#### 1. Greenway Linear Park

**Project Description:** The Master Plan Charrette’s most significant project was the concept of creating a long, linear park that ran through the community from one end to the other. The linear park, called “The Greenway” would follow the L-2 Canal at Florida Mango Road and extend to the west, connecting with a north-south canal, located west of Golfview Heights. The Greenway would be accomplished by purchasing lots and homes on the north side of the L-2 Canal and a few lots on the south side as it approaches the western connection. The lots are approximately 85’ in depth and this depth added to the existing L-2 Canal width of 50’, provides ample area for the construction of a larger canal together with a linear park. The park is contemplated to be approximately 35’ to 50’ feet in width. The L-2 Canal would be expanded to 100’ in width.

The park would provide a great amenity to the community: a place to walk, jog, bike, picnic, and exercise. The Greenway could also be a pathway for school children to walk or bike to the elementary school on the L-2 Canal or to visit the Westgate Community Center, a few blocks away from the Greenway.

**Cost of Feasibility Study:** \$100,000

**Cost of Greenway including land acquisition:** \$3,200,000;

**Funding Source:** County, Tax Increment, CDBG, Master Storm Water Drainage District assessment, revenue bonds, and grants.

**Time Frame:** Planning: 2004-2005; Implementation: 4 Phases: 2 blocks per phase 2006-2013

**Actions:** Commence discussions with the County to prioritize the planning of the Greenway and commence acquisition of the land as soon as possible.

#### 2. Gateway Markers

**Project Description:** Additional gateway markers are proposed at major intersections in the community. The markers will indicate the name of the community or neighborhood, and the year that the community was platted. An attractive logo could be placed on the marker. It is estimated that approximately 20 additional markers would be required. The cost is estimated, including installation, to amount to \$500 per marker.

**Cost:** \$5,000 annually, for two years;

**Funding Source:** County, Tax Increment, CDBG, and grants.

**Time Frame:** Planning: 1 year; Implementation: 2-5 years.

**Actions:** Commence discussions with the Westgate community and the Golfview Heights community as well the Westgate Avenue merchants association (future) to determine potential locations.

**3. Yard Lighting Program**

**Project Description:** In order to provide more lighting in the residential neighborhoods, the CRA will establish a program to encourage home owners to install yard lights in their front yards. The cost of the light and installation would be borne equally by the CRA and the County. A typical yard light, including installation, will cost approximately \$600. The CRA would petition the County to waive the permit fee.

**Cost:** \$600 per fixture; \$2,400 per year.

**Funding Source:** County, Tax Increment, CDBG, and grants.

**Time Frame:** Planning: 1 year; Implementation: 2-10 years.

**Actions:** Commence discussions with the Westgate community and the Golfview Heights community as well the Westgate Avenue Merchants Association (future) to determine their potential interest.

**E. Housing**

The most significant issue for the community is the condition of its housing and the high percentage of renters. The workshops strongly indicated that several programs to improve the housing must be implemented as soon as possible, particularly to increase the number of home owners in the community. The program can also be a means of assisting lower income renters and home owners in remaining in the community.

**1. Community Development Corporation (“CDC”)/Community Housing Development Organization (“CHDO”)**

**Project Description:** The CRA wishes to increase the number of affordable housing units in their district because they foresee an important need as prices rise and housing values increase. In order to accomplish such a goal, there is a need to establish an organization that will specialize and focus on the CRA Redevelopment Area in creating affordable housing, including low, moderate and elderly housing. The CRA will assist in establishing a non-profit CDC whose responsibility will be to identify lots and properties for acquisition, secure home buyers, coordinate with contractors, and work with local lending institutions, including the Financing Consortium, also a non-profit lender. The CRA could assist in the establishment of the CDC and the eventual approval of the organization as a CHDO. In addition, the CRA could house the organization within its offices.

**Cost for CDC Setup:** \$10,000;

**Cost for Director’s Salary:** \$45,000

**Funding Source:** CDBG, tax increment, loans, and grants, Americorp/LISC.

**Time Frame:** Planning: 2004; Implementation: 2005

**Actions:** Commence discussions with the County’s Department of Housing and Community Development to establish the CDC. The CRA will meet will stakeholders in the community and ask for participation by citizens for service as board members of the new CDC.

**2. Home Ownership Grant Program**

**Project Description:** In order to reduce the number of renters in the community and to increase the number of home owners, the CRA will stimulate home ownership over a long period of time.

The program may entail the CRA providing grants to home buyers who wish to rehabilitate a property or construct a new property within the district. The CRA could provide design services to the home buyer in order to facilitate the process and to assure that the exterior design meets the CRA's and community's criteria. The CRA and County would assist the home buyer in finding a suitable contractor for the rehabilitation or construction of a new home, and a bank for financing. The CRA would provide a \$15,000, more or less, per unit construction subsidy for the grants. The subsidy would be a ten year, "soft" second mortgage. No payments would be required for the subsidy unless the unit is sold prior to end of the ten years.

**Grant per home buyer:** \$15,000 (The CRA Board would set the upper and lower limits of a grant from year to year.)

**Funding Source:** CDBG, tax increment, loans, HOME, SHIP, and other housing grants.

**Time Frame:** Planning: 2004; Implementation: 2004 ongoing

**Actions:** Develop an operational policy for home owner grants and target certain critical areas. After establishing a target area, proceed in the future years to expand the target areas. The program will be long term, but it will begin to have its effect after five years.

**4. Adult Housing Program**

**Project Description:** The community, as it improves, desires to assist those that become unable to assist themselves because of age or illnesses. It is the intention of this program for the CRA to assist non-profit organizations in establishing housing opportunities for the elderly residents of the area. The concept

may entail the acquisition of duplexes or four-plexes and converting them into housing for adult housing (over 55 years of age) or in constructing new housing on either vacant land or on land occupied by blighted property. Rental housing will be included. The housing would likely be scattered throughout the area. The CRA may need to acquire the first properties in order to seed the program, and the non-profit groups will provide the funds for the development and operations of the facilities.

**Cost for acquisition:** \$250,000;

**Funding Source:** CDBG, tax increment, and loans.

**Time Frame:** Planning: 2005-2006; implementation: 2006-2008 years.

**5. Façade Rehabilitation Grants for Residential and Commercial Properties**

**Project Description:** The program would encourage owners of structures in the community to invest in rehabilitating the properties. The program should be a matching grant in which the property owner invests 50% of the cost of rehabilitation and the CRA the other 50%. The CRA could assist in setting up a loan program with local banks to loan a portion or part of the property owner's share. The program would not provide funds for non-conforming uses or for property that the CRA contemplates purchasing. The maximum grant amount could range between \$10,000 and \$20,000. The use of the funds would be limited to exterior building improvements, but would include landscaping, yard lighting, walkways, irrigation, fencing, and driveways.

**Cost:** \$25,000 to \$50,000 annually.

**Funding Source:** CDBG, County, tax increment, Private.

**Time Frame:** Planning: 1 year; Implementation: 2– 3 years.

**Actions:** Immediately write a procedure for the program to be approved by the CRA. Commence the program in 2004.

### F. Economic Development Initiatives

#### 1. Creation of a Neighborhood Merchants Association

**Project Description:** The CRA is looking forward to creating a main street for the community that will center on Westgate Avenue and Congress Avenue, but also include all businesses in the entire CRA. In order to market and sustain a viable main street, the CRA would like to organize all these existing merchants into a non-profit Merchants Association, whose goal is to promote retailing on the streets. As Westgate and Congress Avenue in particular, mature and more retailing appears, especially in mixed-use buildings, the association will play an important role in attracting new retailers to the Avenues. The Association would be a membership organization and would create activities along the Avenues for promotion, such as car shows, festivals, and other such events. The CRA will sponsor the Merchants Association for up to 3 years, after which time, the Association will be sustained through membership dues.

**Cost to Organize:** \$5,000 and thereafter \$5,000 annually for support.

**Funding Source:** tax increment, County Economic Development Department and Chamber of Commerce.

**Time Frame:** Planning: 1 year; Implementation: 2 years.

**Actions:** Commence discussions with the merchants on Westgate Avenue and secure a leader for the program.

#### 2. Small Business Loan Program and Incubator

**Project Description:** In order to stimulate small business entrepreneurship, the CRA will create a small business loan program with local banks to lend to existing small businesses and start-up businesses located within the CRA. The CRA will work with the Business Loan Fund of the Palm Beaches, a certified Community Development Loan Fund, a federal designation, as well. A future project will be to organize a Westgate small business incubator to house small start up companies. As the County moves its facilities to other locations outside the CRA Area, office space will be available for such an entity. Micro loans will also be considered.

**Cost to Organize:** \$5,000

**Cost to Fund Revolving Loan Fund Interest Subsidy:** \$25,000 to \$50,000 annually

**Funding Source:** tax increment, County Economic Development Department, foundations, and grants.

**Time Frame:** Planning: 1 year; Implementation: 2 years.

**Actions:** Commence discussions with local lenders who currently participate in local programs with CRA's. Commence discussions with the Business Loan Fund of the Palm Beaches to establish a specially targeted area for small business loans.

**G. Other Funding Sources**

**1. Grants**

**Project Description:** In order for the CRA to accelerate its programs, it will be necessary to seek funds beyond those available through tax increment, particularly since the amount of tax increment in the early years will be limited. Therefore, the CRA should aggressively seek other grant funds, including historic preservation grants, infrastructure grants, economic development grants, housing grants and others. The strategy should be one that applies to all of the planning areas of the CRA. It is therefore recommended that the County and the CRA retain the services of a grant consultant to seek grants for all of the areas. The County currently employs an outside grant consultant, and the CRA should consider piggy-backing with the County to have the grant consultant also provide additional services to the CRA.

**Cost:** \$25,000 annually.

**Funding Source:** tax increment, CDBG and County general funds.

**Time Frame:** Planning: 1 year; Implementation: 1 year.

**Actions:** Commence discussions with the County to retain the services of thier grant consultant that would seek grants for the CRA area. Have the consultant in place by 2004.

**H. Land Acquisition Program**

**1. Brownfields Designation, Acquisition and Clean-Up**

**Project Description:** The older areas of most cities in the United States contain a number of properties that have been contaminated by commercial uses, including gas stations, printing shops, manufacturers utilizing chemical processes, commercial users that service vehicles on their site, and many more. In anticipation of finding a site within the CRA Redevelopment Area, the CRA must be ready to assist in the clean-up of the site and in some cases acquire the site in order to provide the opportunity of redevelopment. Without the intervention of the CRA, a site may linger forever without the opportunity of being developed or redeveloped. This program envisions designating brownfield study areas, and setting up a trust fund for brownfield expenditures, including study, clean-up, acquisition or both.

**Cost:** \$100,000 annually as a brownfield reserve fund.

**Funding Source:** County, State, tax increment, and grants.

**Time Frame:** Ongoing

**Actions:** Immediately contact the County to identify any brownfield sites within the CRA District and write a procedure for the program to be approved by the CRA and the County Commission. Commence the program in 2004.

**2. Land Acquisition**

**Project Description:** The CRA contemplates acquiring land within its district as it is able and reselling this land to the private sector to stimulate redevelopment. The program envisions the

acquisition of a few properties in the early years of the adoption of this Plan.

**Cost:** \$100,000 annually

**Funding Source:** tax increment and grants.

**Time Frame:** Implementation: 1-30 years.

**Actions:** The CRA will continue to acquire land for drainage, affordable housing, the Greenway and other projects identified in this Plan.

**I. Other Stakeholder Suggestions**

**1. Golfview Heights Community Center**

**Project Description:** Residents of Golfview Heights expressed an interest in creating their own community center. The concept of a new community center, however, must be reviewed in more detail with the residents of Golfview Heights prior to proceeding with such a project. The following discussion of the extension of Seminole Road, discusses the opportunity of locating the community center at the head of the new Seminole Road extension on Belvedere Road.

**Cost Phase I (Conceptual Design):** \$50,000;  
**Cost Phase II (Construction):** \$1,500,000;

**Funding Source:** County, Tax Increment, Impact Fees, CDBG, and grants.

**Time Frame:** Planning: 2-3 years; Implementation: 3-4 years

**Actions:** Commence discussions with the community to determine their support and geographic location; thereafter, commence discussions with County Commission on prioritizing the project.

**2. Westgate Community Center Park Expansion**

**Project Description:** Westgate Community Center is a well-used facility and the centerpiece of the Westgate community. It currently contains a community building with offices and an indoor gymnasium, outdoor playing fields, and a children’s playground. Future expansion may include the acquisition of additional land and the construction of additional parking, basketball courts and a connection to Westgate Avenue. The Charrette Master Pllan envisioned expanding the unsightly retention pond at the Center and fashioning it into a small lake area for boating, walking, picnicking, or relaxing.

**Cost (land):** \$500,000;  
**Cost (parking and courts):** \$250,000  
**Cost (lake expansion):** \$250,000

**Funding Source:** County, Tax Increment, Impact fees, CDBG, and grants.

**Time Frame:** Planning: 1-3 years; Implementation: 4-6 years.

**Actions:** Commence discussions with the County parks department to prioritize the planning of the park expansion.

**3. Duplex Conversion Program**

**Project Description:** In order to reduce the number of renters in the community and to increase the number of home owners, the CRA will need to reduce the actual number of duplexes over a long period of time. The program will entail the CRA acquiring a duplex for approximately \$85,000 or more, making any emergency repairs to the building, relocating any tenants and placing the unit on the market for resale with the stipulation that it must be converted to a single family residence. The CRA would provide design services to the home buyer for the conversion in order to facilitate the process and to assure that the exterior design meets the CRA’s and community’s criteria. The CRA and County would assist the home buyer in finding a suitable contractor for the conversion and a bank for financing. The CRA would provide a \$15,000 construction subsidy for the conversion of the duplex. The subsidy would be a ten year, “soft” second mortgage. No payments would be required for the subsidy unless the unit is sold before ten years.

- Cost per Duplex for acquisition:** \$100,000-\$150,000;
- Cost per Duplex for design:** \$2,500
- Resale per Duplex:** \$100,000-\$150,000
- Subsidy per Conversion:** \$15,000

**Funding Source:** CDBG, tax increment, loans, and sale of housing.

**Time Frame:** Planning (including a set of design guidelines): 1 year; Implementation: 2 years

**Actions:** Commence discussions with the County’s Department of Housing and Community Development to borrow funds for a demonstration duplex conversion. After the test case, proceed in the second year to acquire one to two additional duplexes for resale. Following a success of two years, continue to acquire at least two to four homes a year. Concentrate in the area where zoning dictates that the area shall be single family only. The program will be long term, but will begin to have its effect after five years.