

WESTGATE/BELVEDERE HOMES COMMUNITY REDEVELOPMENT PLAN



PREPARED FOR THE WESTGATE/ BELVEDERE HOMES CRA
WESTGATE, FLORIDA

JANUARY 11, 2005



CIVIC DESIGN ASSOCIATES

Westgate/Belvedere Homes CRA

Fred G. Wade, Chairman
Ron L. Daniels, Vice Chairman
Joseph H. Kirby III, Commissioner
Dennis P. Koehler, Commissioner
Alan Preston, Commissioner
John C. Sansbury, Commissioner
Jose M. Sosa, Executive Director
Sharon R. Sheppard, Administrative Assistant
Thomas J. Baird, CRA Attorney

Palm Beach County Commission

Karen Marcus, Chairperson, Commissioner, District 1
Jeff Koons, Commissioner, District 2
Warren Newell, Commissioner, District 3
Mary McCarty, Commissioner, District 4
Burt Aaronson, Commissioner, District 5
Tony Masilotti, Commissioner, District 6
Addie Greene, Commissioner, District 7

Palm Beach County Administration

Robert Weisman, County Administrator
Verdenia Baker, Deputy County Administrator
Barbara Alterman, Planning and Zoning Executive Director
Lorenzo Aghemo, Planning Director
Patrick Rutter, Chief Planner
William Whiteford, Zoning Director
George Webb, County Engineer
Charlie Rich, Department of Engineering
Terry Verner, Code Enforcement
Jerry Allen, Department of Airports
Remar Harvin, Director of Housing and Community Development
Dan Weisberg, Director of Traffic

Audrey Wolfe, Director of Facilities
Ken Rogers, Director of Land Development
Fred Stubbs, Planner, Palm Tran
Ken Todd, Jr., Water Resources Manager
John Tatum, Recovery & Mitigation Program Manager

Neighborhood Revitalization Consultants

Savant Ventures, LLC

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Introduction

The Westgate Belvedere Homes Community Redevelopment Agency, (CRA) was established in 1988 by the Board of County Commissioners (BOCC) as a special district for the redevelopment of the area. The agency was created pursuant to Chapter 163, Part III of the Florida Statutes, which outlines a comprehensive program providing the legal framework and financing mechanisms available to a local government for addressing the slum and blighted conditions of an area. The purpose of the CRA therefore is to revitalize the physical environment and economy of the district.

After the BOCC created the CRA, it appointed a CRA Board of Commissioners (Advisory Board,) to act as a policy making body. Subsequently, with the assistance of the County and private consultants, the CRA Board commissioned the preparation of a Redevelopment Plan for the district. The resulting document, the 1989 Redevelopment Plan, was adopted by the BOCC by Ordinance No. 89-6 on May 9th 1989.

The original redevelopment plan of the CRA was primarily a physical plan concentrating on land use issues, infrastructure needs, transportation, and the methods of financing improvements to address those needs. Unfortunately, however, the plan's projections for funding were not realized, and therefore initial funds were minimal, and redevelopment began slowly.

Since the Plan had determined that one of the major issues was the poor drainage and excessive flooding of the Westgate Estates neighborhoods, the BOCC assisted the CRA in securing bond financing (a loan) for an Infrastructure Improvement Program. The improvements included retrofitting of the storm-water drainage system, replacement of the sewer septic system, construction of sidewalks, and pavement of streets in the South Westgate Avenue area, among other things. These improvements were finished in 1996 at a cost of approximately four (4) million dollars, an expense the CRA

is currently paying. Though these improvements benefited the South Westgate area, it was clear that the limited finances, coupled with the immense needs of the entire CRA district, would make redevelopment a lengthy process. Over the next several years, the CRA concentrated on acquiring land and developing financing for the North Westgate Avenue Infrastructure Improvement Program. This program is currently under construction.

By 1999 the tax increment (Ad Valorem) dollars that finance the CRA were sufficient for the CRA Board to hire staff, and by 2001 the current Executive Director and Administrative Assistant were charged with continuing the process of implementing the Redevelopment Plan and handling the day-to-day operations. In a January 2003 workshop, the CRA Board directed the staff to update and amend the 1989 Redevelopment Plan to reflect current conditions and demographics. In December 2003, this current amended Plan was ratified by the CRA Board

Executive Summary

Like the County's Comprehensive Plan, the Community Redevelopment Plan is an evolving document that must be evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives. This Plan has been prepared to amend and update the original redevelopment plan of 1989, and to establish future actions based on new priorities set forth by stakeholders of the CRA in a series of meetings.

The update of the original plan began with a CRA Board workshop in January of 2003. In March, the Board retained the services of Civic Design Associates, an Economic Development, Urban Design & Planning consulting firm, to assist with the planning process. During the spring and early summer, Civic Design and CRA staff conducted numerous interviews with residents, the business community, and County staff. The next step was a community charrette in September wherein the participants were invited to share their perspectives on the

immediate needs of the community, as well as their visions for the CRA for the next 10-20 years. Through this process, the stakeholders identified a number of pressing needs which, not surprisingly, were similar to the needs and concerns in the original redevelopment plan, i.e., poor drainage, and overall blighted appearance of the neighborhoods. While everyone recognized that there has been improvement in the overall appearance of the district, there is still much to be accomplished in order to leverage and stimulate the type of public interest and private investment necessary to achieve revitalization and redevelopment.

The amended Plan provides the framework for programming activities within the CRA. Obviously, it is not possible to fund all of the programs within the first few years; therefore, the Plan continues to prioritize the most pressing needs (infrastructure improvements and neighborhood revitalization,) while providing some funding for other programs (commercial corridor development,) intended to attract immediate attention and investment to the CRA. For example, beautification of the Congress Ave medians and other neighborhood areas, as well as the street lighting program, are several of the short term programs intended to continue the momentum of the planning process.

The CRA will continue to work with all stakeholders including the County Departments and Divisions to streamline the development process. While the CRA will lead the efforts toward redevelopment, it cannot do it alone. Some of the programs in Section V Redevelopment Programs, for instance, will need flexible development standards and regulations. Most County regulations are designed for larger sites in newer subdivisions. These regulations penalize older areas like the CRA that have smaller lots, minimal road capacity and inadequate or deteriorating infrastructure. Regulatory relief will be a necessity to spark development.

Allowing a wider range of permitted uses will provide more development opportunities. Similarly, as stated in the economic development section, the CRA will develop incentives to involve the business community in the commercial corridor planning process. While the amended plan is a starting point for initiating action and evaluating progress, it is clear that the plan and programs contained therein will take time and additional financing to develop. Additionally, implementation of the plan will depend on a partnership of many, including public, non-profit, and private-for-profit entities, to make redevelopment happen.

Finally, a special thank you to all those individuals who contributed time and effort to the development of the amended plan and also to those who, due to other commitments, could not fully participate. To the residents, owners, business community and public officials, we challenge you to continue your commitment to make the CRA a great place to live, work, and play. This is a new beginning so let's get to work and have fun in the process.

Jose M. Sosa, J.D.
Executive Director

II. Background and Existing Conditions

A. Introduction and Background

This document is entitled “Westgate/Belvedere Homes Community Redevelopment Plan (Plan).” This document is an amendment to the existing Plan, which was adopted in May 1989. The Westgate/Belvedere Homes Community Redevelopment Area (CRA) is governed by a board appointed by the Palm Beach County Commission.

1. General Description. The CRA is situated in Palm Beach County (County), Florida, a coastal county located in the southeastern part of Florida. The total population of the CRA in the year 2000 amounted to approximately 8,158 people. The County’s current population amounted to approximately 1,131,184 people in 2000, compared with 863,518 people in 1990.

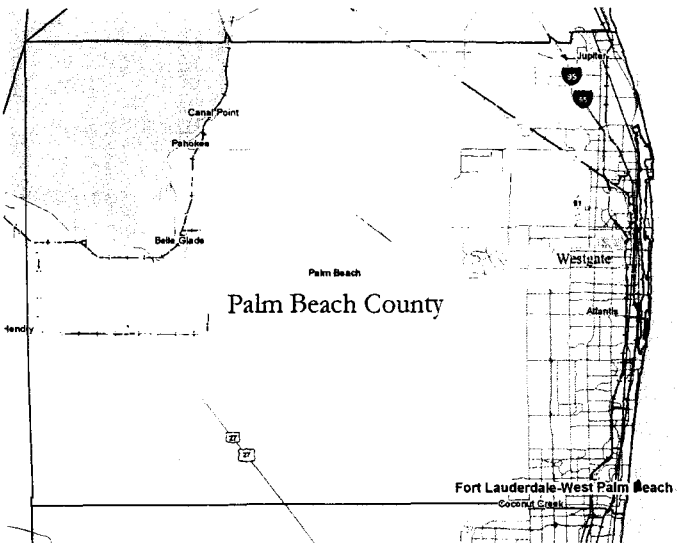


Figure 2.1 Map of Palm Beach County

The CRA comprises approximately 1,007 acres. The boundaries of the CRA are Okeechobee Boulevard on the north, Belvedere Road on the south, Florida Mango Street on the east, and Military Trail on the west. The legal description of the CRA is described in the Appendix.

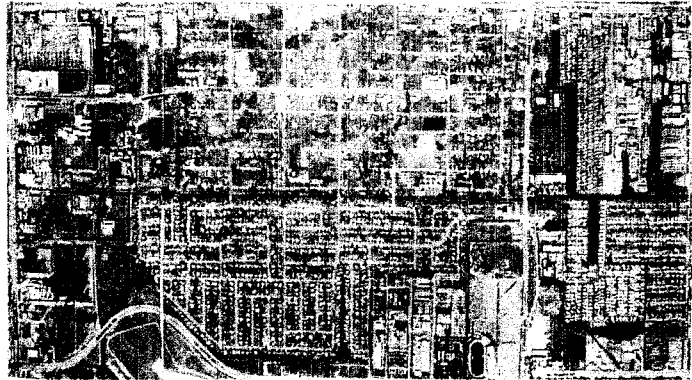


Figure 2.2 – Aerial Photo of the CRA

The community today needs many basic improvements, including drainage improvements, sanitary sewer in parts of the district, adequate housing, community amenities, street improvements, economic development, crime prevention, and code enforcement. The area is blighted and needs the tools and authority of a community redevelopment agency to intervene to improve the quality of life for its residents and businesses. In spite of its current blighted conditions, the CRA area has great potential for redevelopment, which may include new housing, street beautification, and construction of office and industrial buildings. In addition, the CRA can provide the leadership needed to solve the most pressing infrastructure issue, inadequate drainage.

II. Background and Existing Conditions

The CRA has been involved with numerous development projects; however, two major projects that the CRA has completed since its inception are the widening of Westgate Avenue to four lanes and a median turning lane, and the South Westgate Infrastructure Improvements. At present, the North Westgate Infrastructure Improvement project and the Congress Avenue Median Improvement Program are both under construction.

In 1988 the County prepared a Finding of Necessity for the CRA and determined that it qualified for redevelopment as defined by Chapter 163, Part IV of the State Statutes. On April 18, 1989, the County Commission passed Resolution #9-89-649, approving a Finding of Necessity for the CRA.

In 1989, after the completion of the Finding of Necessity, the County adopted a Redevelopment Plan for the CRA. In 1991, the CRA prepared a master plan regarding implementation, particularly for infrastructure. In 2003, the CRA decided to update and incorporate the above plans into one that included a vision of the community and reflected current trends in the district. The CRA Board desired to include residents, business owners, property owners, and county officials in the process. The CRA contracted with the firm of Civic Design Associates, Urban Planners, to conduct community workshops and to prepare the First Amendment to the CRA Plan.

The plan presented in this document is a synthesis of the many ideas discussed at the workshop and meetings with residents. Prior to the workshop, numerous interviews were conducted with residents, business owners, public servants, and government leaders to identify issues and explore solutions to problems in the CRA Area. These ideas are presented in Section III and Section IV of this Plan.

The 2004 document, "The Westgate/Belvedere Homes Community Redevelopment Plan," provides the framework for programming redevelopment activities within the CRA. The plan sets forth a series of implementation steps and specific projects intended to leverage or

stimulate the type of public interest and private investment necessary to achieve the revitalization. The CRA Commission formally adopted the Plan on December 8, 2003.

B. Finding of Necessity

The Palm Beach County Commission by adoption of Resolution #R-89-649 on April 18, 1989, found the Westgate/Belvedere Homes Community Redevelopment Area to be impaired by a combination of factors and conditions indicative of blight, as defined in the Redevelopment Act, and thus authorized the preparation of the Original Plan. The Original Plan and the First Amendment identify and develop plans and activities to eliminate and prevent the spread of blighting conditions and to develop workable programs to aid in rehabilitation, conservation, and redevelopment.

C. Authority to Undertake Community Redevelopment

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

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

II. Background and Existing Conditions

accordance with a community redevelopment plan and may include the preparation of such a plan.¹

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

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

The Westgate/Belvedere Homes Community Redevelopment Agency, reserves for itself, its officers, employees and agents, all the powers, duties and responsibilities vested to it and provided by the Redevelopment Act to carry out the purposes and intent of this Redevelopment Plan, including the use of the power of eminent domain.

It is the intent of the County of Palm Beach and the Westgate/Belvedere Homes CRA that whenever reference is made in this Redevelopment Plan to County or CRA in undertaking or exercising some of the power or authority granted by the Redevelopment Act, then such power and authority are deemed to have been granted and exercisable in connection with the implementation of this Plan.

This plan updates and amends the CRA Redevelopment Plan adopted by the Palm Beach County Commission on May 16, 1989 (the "Original

Plan"). Certain projects, programs, undertakings, and actions contemplated in the Original Plan are being implemented and will be continued in the amended version. Nothing in the first amendment is intended nor shall anything herein be interpreted to stop, curtail, limit or restrict the implementation of those projects, programs, undertakings and actions unless expressly stated herein.

This Plan contains provisions that contemplate actions to be taken by Palm Beach County, including the County Commission and various divisions, departments or boards of the County. All actions pursuant to the Plan are subject to County review.

D. The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a redevelopment plan approved by the CRA and the County Commission. Like the County's Comprehensive Plan, the Community Redevelopment Plan is an evolving document, which is evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives.

E. Tax Increment and Tax Increment Financing

The State, in adopting Florida Statute 163, Part III, created the CRA's main source of income, tax increment funds (TIF). All CRAs in Florida are dependent taxing districts, which means that they depend upon other taxing districts to make contributions to their trust fund. The TIF funds are based upon the added value of property values within a CRA district once the base year has been set by a CRA's governing body. When the Westgate/Belvedere Homes CRA was established in 1989, its base year property evaluation (taxable value) amounted to \$190,169,267. In the current FY 2004, the property evaluation amounts to \$305,468,840. The incremental difference, subtracting one from the other amounts to \$115,299,573. Given the

II. Background and Existing Conditions

tax rate of Palm Beach County set for FY 2004 at 4.5 mils and the Fire Rescue District's rate of 3.05 mils, the Westgate/Belvedere Homes CRA's tax increment income, after a 5% required Statutory reduction, amounts to \$826,986 for FY 2004.

Tax increment revenue can be used for any programs that are described in an approved Community Redevelopment Plan. Tax increment funds can also be used for administrative costs and for the repayment of revenue bond(s) debt service and fees. As the CRA invests its funds on redevelopment projects and programs, and completes them, it is expected that the assessed property values in the CRA will rise, which in turn will provide for more tax increment income. Significant tax increment revenue does not appear until redevelopment occurs and existing property values increase. The Westgate/Belvedere Homes CRA used its funds in the first twelve years of its existence on infrastructure improvements such as sewer service, drainage improvements, and roadway construction. The CRA will continue to spend its funds on infrastructure, but as described in Section VI of the Plan, will expand into other areas of activity including land acquisition, housing, and other programs.

One of the most powerful tools that a CRA has in order to encourage redevelopment is the power to issue revenue bonds. The Westgate/Belvedere Homes CRA has utilized this authority, and with the assistance of the County secured approximately \$4 million of bonds to initiate and complete the South Westgate Infrastructure Improvement Project several years ago. The CRA uses a portion of its annual funds to pay the bonds debt. Over time the CRA will continue to utilize this tool to finance infrastructure and many other programs and projects. By making improvements with the funds generated by revenue bonds, the CRA will accelerate the redevelopment process.

F. Consistency with the Palm Beach County Comprehensive Plan

Florida Statutes require that the Community Redevelopment Plan be consistent with the County's Comprehensive Plan. In order to remain current the Plan may have to be amended when programs are changed, or as new programs and projects are proposed. To maintain consistency with the County's Comprehensive Plan a two-tiered approach may be used during the amendment process.

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

Those portions of the CRA Plan and subsequent amendments, which involve only the resources of the CRA, will not be included with the County's Comprehensive Plan. However, wherever significant County participation is part of a CRA project and participation has not been addressed in the Comprehensive Plan, it may be necessary to process a Comprehensive Plan Amendment prior to action by the County. Generally it will be necessary to amend the Comprehensive Plan in order to accommodate the following:

- Those portions of the CRA Plan which would otherwise be in conflict or inconsistent with the Comprehensive Plan as it is now written; and
- To reassess and modify existing policies in the Land Use Element that call for joint CRA/County participation.

In summary, the CRA Community Redevelopment Plan meets the criteria for consistency with the Comprehensive Plan. Refer to the Appendices for a review of this plan by the Palm Beach County Planning Department.

G. Neighborhood Impacts of Redevelopment Efforts

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

Relocation of Displaced Residents and Businesses

In connection with the contemplated projects in this plan, some relocation of residents may become necessary. It is also important to note that changing conditions and modifications to planned projects may result in additional residential and/or business displacement. In the event that existing or future CRA projects do require the relocation of residents or businesses, a relocation plan will be included with the project, submitted for official action by the Board of Commissioners.

In accordance with the Community Redevelopment Act of 1969, F. S. 163, Part III, the Westgate/Belvedere Homes CRA is authorized to “prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations and others,) displaced from a community redevelopment area, and to make relocation payment to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.”

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

When required by redevelopment actions, the relocation of residents and businesses within the Community Redevelopment Area will follow the officially adopted CRA procedures. Any financial assistance required by these procedures will become the responsibility of the CRA or other participating governmental agencies.

Traffic Circulation

Proposed road and traffic improvements will be designed to provide safe and convenient movement of pedestrians and vehicles to, within, and through the Redevelopment Area.

Environmental Quality

The CRA proposes to improve the environmental quality of the redevelopment Area as redevelopment proceeds. These improvements are primarily related to the recommended improvements to the infrastructure (drainage, water, sewer,) and the emphasis on code enforcement and housing rehabilitation.

Community Facilities

CRA activities are anticipated to have a positive impact on the existing community facilities in the Redevelopment Area. There will be continuing improvement to all service systems (parks, roads, sidewalks, drainage, and utilities.)

Schools

The elementary and high schools in the CRA are adequate for the anticipated residential growth in the Redevelopment Area. The Amended Redevelopment Plan does not anticipate any impact on the capacity of these schools.



Fig. 2.3 Golfview Heights Neighborhood

H. Introduction

The Westgate/Belvedere Homes CRA consists of five distinct neighborhoods. Two of them, Golfview Heights and Westgate, are separated from each other by the L-2 Drainage Canal, which runs east-west through the middle of the CRA. A third is a small section known as Belvedere Heights, located south of the L-2 Canal and immediately west of Florida Mango Road. The fourth and fifth are Lakeside Mobile Home Park and Palm Beach Colony Mobile Home Park, both located between Congress Avenue and Florida Mango Road. In addition to these neighborhoods are several apartment complexes: Quail Ridge, Mallards Landing, and Live Oak Plantation. Each of these areas has its own character, and its own set of problems that must be resolved. Yet, one problem that is common to all the neighborhoods is that of flooding because of insufficient drainage. A second immediate infrastructure issue is the lack of a sanitary sewer system in approximately one half of the Golfview Heights neighborhood. These issues will be discussed later in this report.

Westgate was founded as the subdivision Westgate Estates in 1921. At the time, it was the most western area of the City of West Palm Beach, and thus was named as a western gateway into the city. The area was swampland, so many southern families who were hard hit by the 1929 Depression could afford to build cheaply on the land, or to rent or buy existing homes. In 1931, however, the city de-annexed this subdivision, and it has remained unincorporated since.

Golfview Heights (referred to by the CRA as Belvedere Homes,) was platted in 1951 on a former golf course built in 1934 by the Federal Works Progress Administration. The developer of the neighborhood was named Belvedere, so the moniker "Belvedere Homes" was informally given to the new construction that was rising. An interesting note is that almost all of these houses originally looked similar, with only slight variation in window placement and roof pitch direction. Over the years, however, residents have added additions and garages, personalizing their homes.

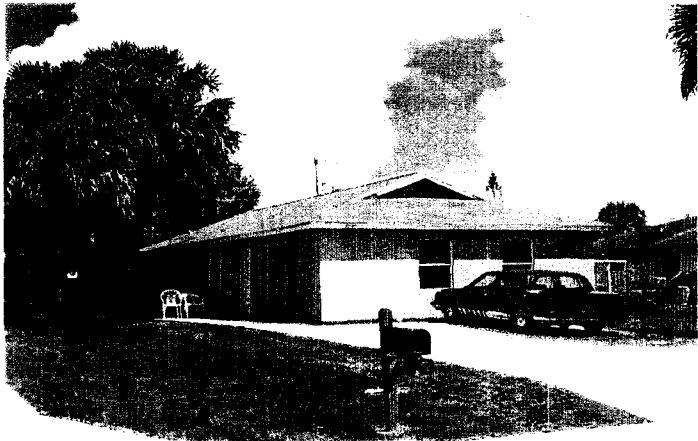


Figure 2.4 Westgate Neighborhood



Figure 2.5 Belvedere Heights Neighborhood

The CRA area is bounded by main arterial roads that carry traffic to the Palm Beach International Airport and to the large-scale commercial shopping strips on Okeechobee Boulevard and Military Trail. Local roads and canals wind through the neighborhoods. The largest of these local roads is Westgate Avenue, formerly the main street for neighborhood retail. Traffic from the large boundary roads makes its way through the neighborhood streets, as people search for short cuts. In general, all five neighborhoods have the same problems including excess cars in driveways and on lawns, trash on front lawns and in canals, and safety concerns of crime and vandalism. Yet positive aspects of the neighborhoods include churches, schools and day care, sidewalks on a number of streets, a Community Center with ballfields, and residents who strive to improve their living conditions.

I. Existing Conditions

The following discussion addresses some of the existing conditions of the neighborhood, including land use.

1. Population and Demographics. The CRA area sits within US Census Tracts 29 and 30. Westgate is located in Census Tract 29, and Golfview Heights is in Census Tract 30. The total population of the neighborhoods in the year 2000 amounted to approximately 8,158 people. This is a larger population than nineteen (19) of the thirty-seven (37) municipalities in Palm Beach County.

Other data from the 2000 Census describes the median ages of the area as 29 years of age for Tract 29 and 32 years of age for Tract 30. These can be compared to the median age of 42 years for Palm Beach County as a whole. A breakdown by race indicates that the neighborhoods are more diverse than the County as a whole. In 2000, Census Tract 29 was 38.1% White, 29.4% Black or African-American and 31% Hispanic or Latino. Census Tract 30 was 44.2% White, 18.5% Black or African-

II. Background and Existing Conditions

American, and 34% Hispanic or Latino. Palm Beach County, by comparison, is 70.6% White, 13.8% Black or African-American, and 12.4% Hispanic or Latino.

Home ownership data for the entire CRA area reveals that 59.5% of the residents own their own homes and 39.5% are renters. Breaking this down by Census Tract, we see that in Westgate (Tract 29,) only 39.1% of residents own their homes, while Golfview Heights (Tract 30) has a much higher percentage of owner-occupied homes, 80.4%.

2. Income. The median household income in 2000 for the Census Tracts amounted to \$26,493 annually. However, over 22.4% of the households fall below the poverty level.

3. Building Patterns and Urban Design. Throughout the CRA neighborhood, the building types and street patterns vary. One story office parks, auto repair, and storage facilities line Congress Avenue and Florida Mango Road. At Congress and Belvedere is the Kennel Club, a greyhound racetrack. To the west are one and two story county buildings, and the marine training grounds.

The neighborhood of Westgate Estates consists of one story, primarily single family homes. It is laid out in a grid, but some of the streets dead end into the L-2B Canal to the west.

Golfview Heights, also a neighborhood of one story, single family homes, is a combination of straight and winding streets. There is almost a grid, but one finds that many streets curve around and turn direction. In addition, several streets come to a stop at dead ends.

4. Employment. Employment opportunities within the CRA are found mainly on the peripheral roads Military Trail, Okeechobee Boulevard, and Belvedere Road. The commercial businesses in these areas include shopping centers, restaurants, offices, automobile dealerships and service centers. Small businesses are located on Congress Avenue and Westgate Avenue, but these offer limited

employment opportunities. Increasing both the employment rate and the skills of the residents in the CRA is an important goal. The workforce center on Okeechobee Boulevard is one resource that provides training to help the county residents.

According to the 2000 census data, 61.9% of residents aged sixteen and above worked 50 -52 weeks a year. The percentage increases to 82.7% for residents 16 and above who were employed, but not necessarily for the entire year.

Major employers in or near the CRA include the Palm Beach International Airport, the Palm Beach Kennel Club, and the Cross County Mall, among others. In late 2004, a Super Wal-Mart will be locating in the CRA, creating approximately 600 additional jobs.

5. Infrastructure. Information and Input for this section was provided by the engineering firm of Keshavarz and Associates, Inc.

a. Water: Currently, potable water is available throughout Westgate and Golfview Heights. In selected areas of Golfview Heights, pipe sizes are 3" and 4" diameter, but adequate fire protection requires a minimum of 6" pipe diameter. Therefore, it is estimated that approximately 30% of this community lacks adequate fire protection at this time. Additionally, asbestos cement pipes (ACP) were utilized in various areas. A discussion was held with the Palm Beach County Water Utilities Department (PBCWUD) to address the current state of the water distribution system and the desired upgrades. It is recommended that when stormwater and wastewater system improvements are being planned in Golfview Heights, water distribution system improvements should also be given serious consideration.

b. Sewer: A sewer system was recently completed in the neighborhood of Westgate. However, approximately one half of the homes in Golfview Heights (about 300) are still using septic systems. These homes are generally clustered in the northern and

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eastern sections of the community. Without a central system, homeowners cannot make major additions to their homes since the septic field falls within their backyard. In addition, the current septic system rules require much larger areas for fields, and the backyards of Golfview Heights homes do not meet the current regulation. Finally, since Golfview Heights is one of the lowest areas in the county, the partially treated sewerage can likely seep into the underground water table, causing an environmental hazard. Therefore, it is the intention of the CRA to complete a central sanitary sewer system in Golfview Heights as soon as possible. While this project is a high priority for the CRA, the costs for installation of a sanitary sewer system is currently assessed at \$6.5 million.



Fig. 2.6 Area in Golfview Heights that lacks sanitary sewer.

c. **Drainage:** The issue of drainage and flooding affects many, if not most residents of the neighborhoods. It also severely limits both residential and commercial development. The CRA area is in the C-51 Basin, and is one of the lowest-lying area of Palm Beach County. The flooding problem is one of overcapacity, as the entire area eventually drains into one canal, the C-51 (West Palm Beach Canal.)

The two main canals in the CRA are the L-2, which runs between the Westgate and Golfview Heights neighborhoods, and the Palm Beach International Airport Canal (PBIA), which runs west of the airport. A control structure under Congress Avenue splits the direction of the water flow of the L-2. Water east of the structure drains into a Stub Canal west of I-95, which then takes it south into the C-51 Canal. Water west of the structure drains into the PBIA Canal, which then runs south into the C-51. These two branches of the L-2 are under different management. The eastern section is managed by Palm Beach County, and the western section, by the Lake Worth Drainage District. This fragmentation of management complicates coordination and maintenance.

There are two other canals to assist with drainage in the Westgate neighborhood. The L-2B Canal runs through the western section of the neighborhood from the L-2 to a spot near Okeechobee Boulevard. Several streets in the neighborhood dead-end at this canal. The eastern part of Westgate absorbs some rainfall in the E-3 1/2-8 Canal, which runs east of Congress Avenue from the L-2 to a spot near Okeechobee Boulevard.

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Fig. 2.7 The L-2 Canal

In addition, several small canals are found east of Congress Avenue. These include a canal west of the Lakeside Mobile Home Park, a canal in between the Palm Beach Colony Mobile Home Park and Belvedere Heights, and a canal south of Old Okeechobee Boulevard.

Finally, there are various detention ponds throughout the neighborhoods, as well as two that serve the automobile rental companies along Belvedere Road. A ditch along Belvedere Road takes stormwater from here to the PBLA Canal.

The problem of flooding is so severe in the CRA because the area's elevation is one of the lowest in Palm Beach County. The elevation ranges between 12 and 16 feet above sea level. The Lakeside Mobile Home Park is at the lowest point, and as a result, suffers the worst flooding.

The CRA made infrastructure improvements to South Westgate after adoption of the 1991 Master Plan. These included creation of wet and dry detention areas, control structures, and a stormwater

system of swales, catch basins and drainage pipes. Similar improvements are currently underway in the North Westgate area. But improvements have not yet been made in Golfview Heights. Golfview Heights is at a lower elevation than the Westgate neighborhood and without improvements or internal canals, continues to suffer from flooding.

Compensation requirements for development require that the developer contain the volume of stormwater that is displaced by the building's footprint. In addition, new development must meet the detention requirements of the County, the Lake Worth Drainage District (LWDD), and the South Florida Water Management District (SFWMD). The County is stricter, requiring enough capacity for the 25 year storm event. The other districts only require capacity for the 10 year storm event. So even if any area can meet the 10 year storm capacity, it cannot be built upon if it cannot meet the County's 25 year storm capacity requirement. But even where development can occur, the landowners must purchase an extra piece of property to leave undeveloped in order to retain water. This process discourages development and results in wasted land, unsightly yards, and broken streetscapes. Finally, any new construction must locate the first floor elevation above the level of a 100 year, 3 day storm, which is 18 inches of water over three days. These rigorous requirements have prevented major development in the CRA. However, the CRA is currently engaged in discussion with the South Florida Water Management District, the Lake Worth Drainage District, Palm Beach County, and the Palm Beach International Airport to develop a better strategy that is consistent with the area-wide improvements to the C-51 Basin.

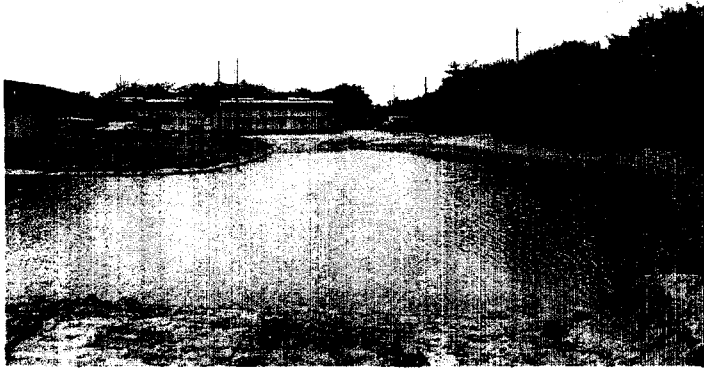


Fig. 2.8 Required Detention Pond on Chickamagua Avenue

- d. **Sidewalks and streetlights:** Sidewalks exist only on some streets in the CRA area. The wider streets (for example, Westgate and Congress have sidewalks on both street sides,) but the narrower streets such as Oswego and Clubhouse Road often have sidewalks on one side if at all. Some streets, such as Chickamagua have sidewalks in certain sections, but they do not continue the length of the street. Streetlights have not been installed on most internal neighborhood streets.
- e. **Landscaping:** Some residents have made private landscaping improvements to their properties. Other than these changes, the best streetscape landscaping consists of mowed lawns. Bushes, trees, and flowering plants in many vacant lots are overgrown.

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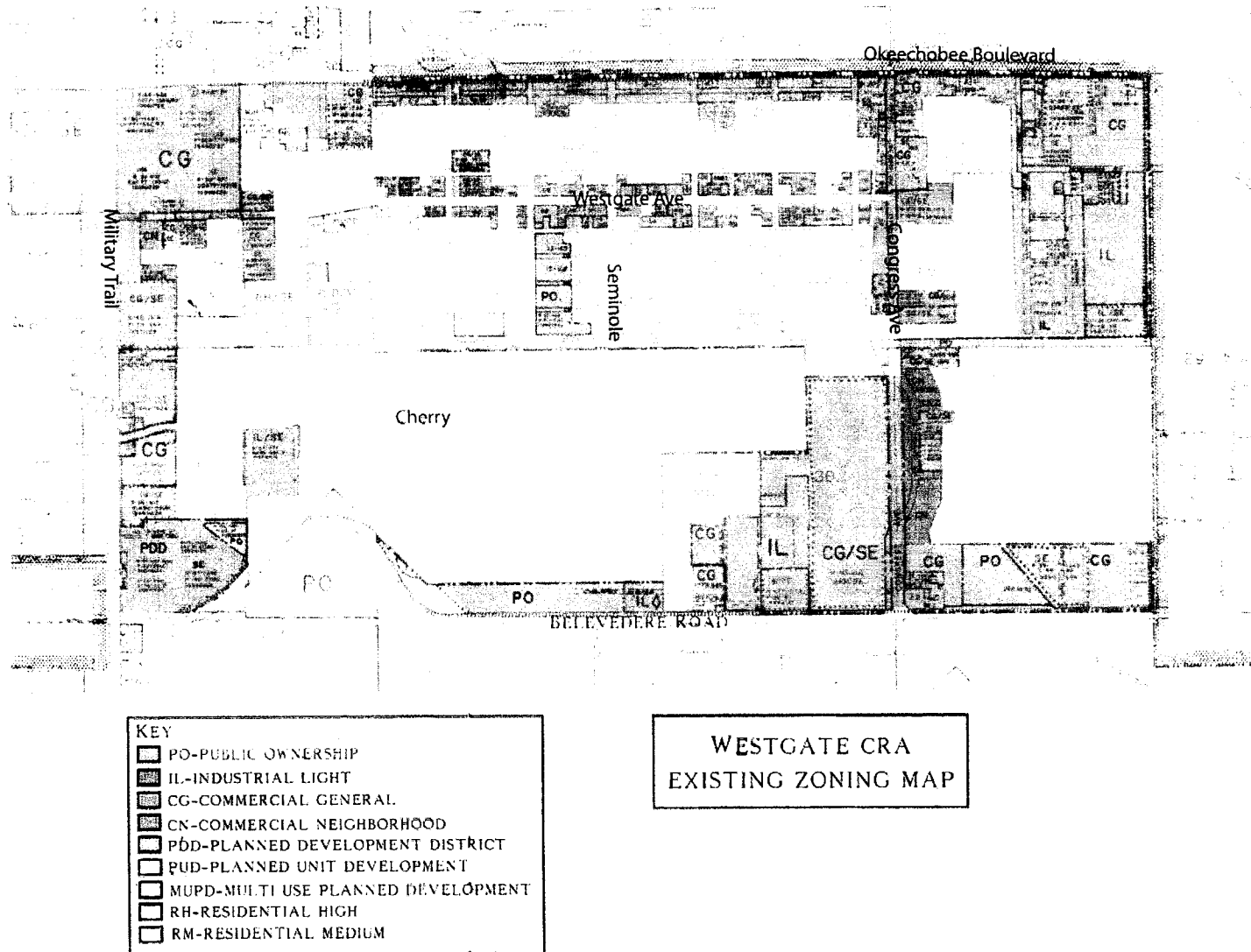


Figure 2.9 – Existing Zoning Map

6. Land Use and Existing Zoning Regulations. According to the Palm Beach County Unified Land Development Code (ULDC), there are five different zoning categories in the Westgate/Belvedere Homes CRA. These are General Commercial (CG), Light Industrial (IL), Neighborhood Commercial (CN), Medium Density Residential (RM), and High Density Residential (RH).

In addition, the Westgate/Belvedere Homes CRA is an overlay district that is included in the Palm Beach County Comprehensive Plan. The overlay was created with the purpose and intent of “encouraging development and redevelopment of the Westgate/Belvedere Homes area through regulatory incentives; arresting deterioration of property values; preserving existing, viable affordable housing and providing opportunity for the future development of affordable housing; implementing the Westgate/Belvedere Homes Community Redevelopment Plan; and under certain circumstances, providing for increased residential densities and an increase of up to twenty (20) percent in the amount of land designated as commercial on the Land Use Atlas Map without amendment to the Comprehensive Plan.” Palm Beach County Land Development Code, Article 6, Section 6.2, I.2, according to Ordinance No. 01-01.

The ULDC regulations for the underlying zoning districts in the Westgate/Belvedere CRA are as follows:

- a. **General Commercial (CG)** generally applies to the border areas of the CRA, for example along Military Trail, Okeechobee Boulevard, and the eastern half of Belvedere Road. This district allows intensive commercial uses located adjoining at least one major collector or arterial road that serves a market of at least a three mile radius. This area includes big box stores, chain stores and restaurants, independent businesses, and automobile rental agencies.

Bulk Regulations: Density, Setbacks, Lot Coverage, and Building Height:

Density limits: Not applicable as residential uses are not permitted in this district.

Minimum Setbacks: Front: 50 feet, Side: 15 feet, Side Corner: 25 feet, Rear: 20 feet.

Minimum Lot Dimensions: Width: 100 feet wide, Depth: 200 feet

Lot Coverage: Maximum building coverage permitted is 25%.

Height: Maximum of 35 feet, with exceptions pursuant to Palm Beach County ULDC, Section 6.5.H.4.

- b. **Light Industrial (IL)** district exists in the border areas of the CRA, such as along Florida Mango Road and the western half of Belvedere Road near the airport. In addition, Congress Avenue includes industrial uses. This designation provides locations for business, light manufacturing, or processing uses likely to cause undesirable effects on nearby or adjacent commercial or residential land. This district corresponds to the Industrial (IND) designation in the Future Land Use Element of the Comprehensive Plan. The types of businesses in these areas are manufacturing, auto repair and related uses, storage, and airport related operations.

Bulk Regulations: Density, Setbacks, Lot Coverage, and Building Height:

Density limits: Not applicable as residential uses are not permitted in this district.

Minimum Setbacks: Front: 40 feet, Side: 15 feet, Side Corner: 25 feet, Rear: 20 feet

Minimum Lot Dimensions: Width: 100 feet, Depth: 200 feet

Maximum Lot Coverage: 45 %

Height: Maximum of 35 feet, with exceptions pursuant to Palm Beach County ULDC, Section 6.5.H.4.

II. Background and Existing Conditions

- c. **The Neighborhood Commercial (CN)** district is located generally along Westgate Avenue and parts of Congress Avenue. This district is intended for limited commercial facilities serving residential neighborhoods within a ½ mile radius. Business types include restaurants, printing and copy shops, offices, and day care, among others.

Bulk Regulations: Density, Setbacks, Lot Coverage, and Building Height:

Density limits: Not applicable as residential uses are not permitted in this district.

Minimum Setbacks: Front: 30 feet, Side: 30, Side Corner: 30, Rear: 30

Minimum Lot Dimensions: Width: 100 feet, Depth: 100 feet

Maximum Lot Coverage: 25%

Height: Maximum of 35 feet, with exceptions pursuant to Palm Beach County ULDC, Section 6.5.H.4.

- d. **The Medium Density Residential (RM)** district includes Golfview Heights, the two mobile home parks, and the Belvedere Heights neighborhood. This district is intended for multifamily housing and affordable housing.

Bulk Regulations: Density, Setbacks, Lot Coverage, Building Height:

Density Limits: Density in the RM district is currently limited to 6 units per acre. According to the Future Land Use Map, densities may be increased to 8 units per acre in the mobile home park areas.

Minimum Setbacks: Front: 25 feet, Side: 15 feet, Side Corner: 25 feet, Rear: 12 feet

Minimum Lot Dimensions: Width: 65 feet, Depth: 75 feet

Maximum Lot Coverage: 35%

Height: Maximum of 35 feet, with exceptions pursuant to Palm Beach County ULDC, Section 6.5.H.4.

- e. **The High Density Residential (RH)** zoning district applies to the Westgate Estate neighborhoods. This district is intended for concentrated residential densities and affordable housing.

Bulk Regulations: Density, Setbacks, Lot Coverage, Building Height:

Density Limits: Density in the RH district is currently limited to 8 units per acre. According to the Future Land Use Map, densities would remain the same.

Minimum Setbacks: Front: 25 feet, Side: 15 feet, Side Corner: 25 feet, Rear: 12 feet

Minimum Lot Dimensions: Width: 65 feet, Depth: 75 feet

Maximum Lot Coverage: 35%

Height: Maximum of 35 feet, with exceptions pursuant to Palm Beach County ULDC, Section 6.5.H.4.

Density Bonus for Affordable Housing

The overlay district allows a developer a 25% increase in the number of units if 10% are dedicated as affordable. In the entire CRA area, 300 total bonus housing units are permitted.

7. **Future Land Use Map.** The Future Land Use Map (FLUM) indicates a large amount of land zoned CH- Commercial High Development. Many of these areas allow residential development instead of, but not in addition to commercial, with a permitted density of up to 8 units per acre, depending on the area. Westgate and Congress Avenues, for example, are designated CH-8. Based upon the recommendations of this Plan, it may be required to change the FLUM to allow mixed-use and higher residential densities along Westgate Avenue and Congress Avenue. In addition to the commercial designations in the FLUM, there are several larger parcels zoned IND-Industrial and two parcels near the CRA's western border zoned Inst/Inst- Institutional/Industrial. Near the airport are three parcels zoned UT-Utility.

II. Background and Existing Conditions

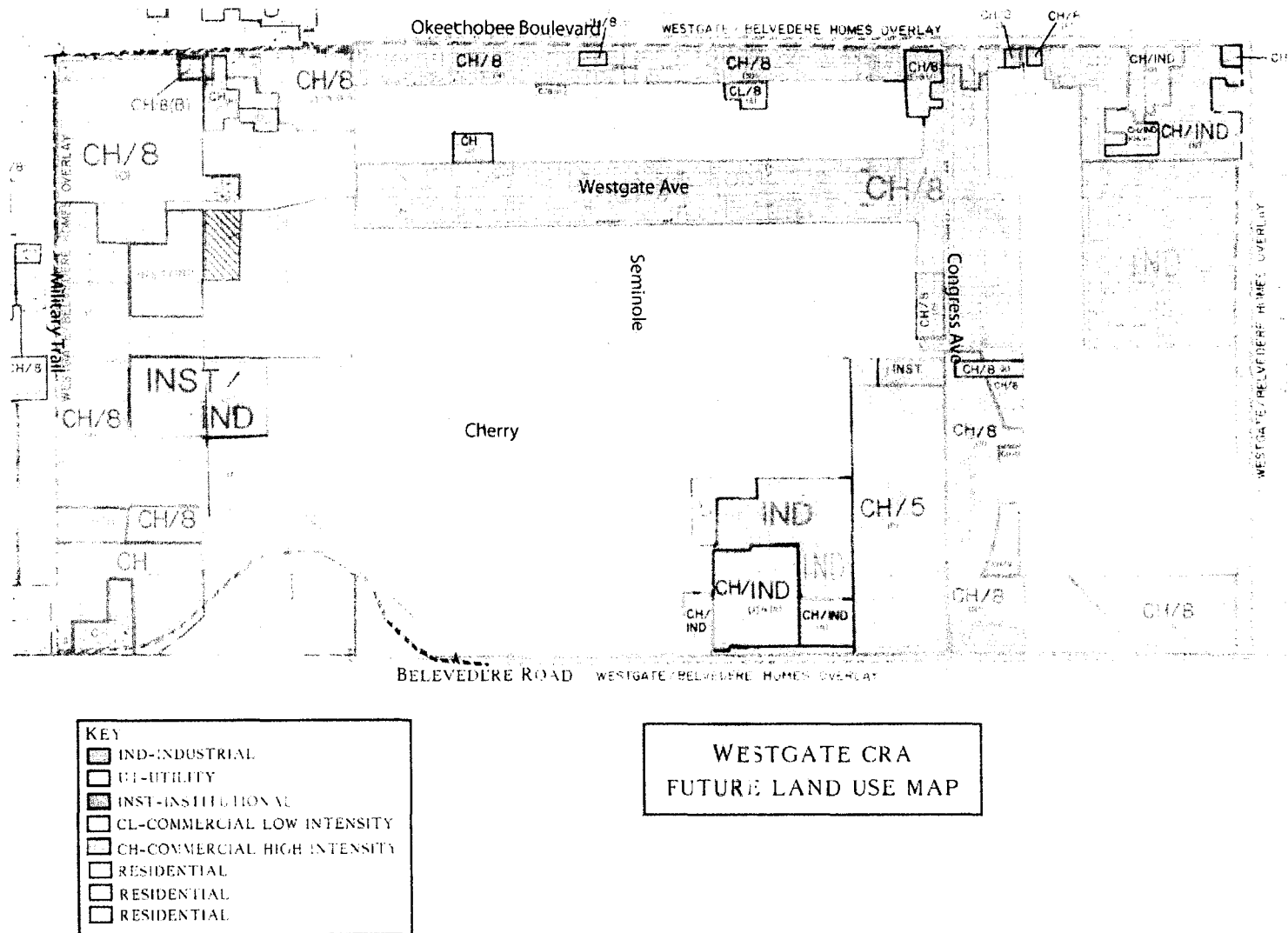


Fig. 2.10 Future Land Use Map of Westgate/Belvedere Homes CRA

The numbers in CL and CH are the residential density allowed because these areas can be developed for commercial or residential use, but not both.

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8. **Traffic:** The following are the annual daily average number of cars traveling on selected roads in the CRA area:

Belvedere Road, 1200' east of Military Trail: 27,265
Congress Avenue, 300' south of Cherry Road: 20,936
Military Trail, 600' north of Belvedere Road: 43,568
Military Trail, 250' south of Okeechobee Blvd.: 45,306
Okeechobee Blvd., 500' east of Military: 63,529
Wabasso Drive, 300' south of Okeechobee Blvd., 6,408
Westgate Avenue, 250' west of Congress Ave.: 11,098
Westgate Avenue, 1200' east of Military Trail: 16,614

9. **Street Profiles.** The appearance and width of the streets in the CRA area vary greatly. The external, or boundary streets, are similar strip commercial thoroughfares, while the internal streets offer various characters. The character of a street is determined by its width, curvature, number of lanes, existence of a landscaped median, existence of sidewalks, stop signs, and streetlights, availability of on-street parking, and landscaping buffers between the sidewalk and the travel or parking lane.

Okeechobee Boulevard, Military Trail, Belvedere Road, and Congress Avenue are major arterial streets meant for carrying high traffic volumes through the region. They are access streets to the Palm Beach International Airport, the Kennel Club, the County offices, and the commercial development along Okeechobee Boulevard and Military Trail. These streets all have sidewalks, traffic lights, streetlights, and at least four travel lanes, not including turning lanes. The widths, or right-of-ways of these streets are Congress Ave.: 120 feet, Belvedere Road: 110 feet, Military Trail: 110 feet, and along Okeechobee Boulevard: 140 feet from Military to Palm Beach Lakes, and 120 feet from Palm Beach Lakes to Florida Mango Road. The next largest street, Westgate Avenue, has a right-of-way of 80 feet.

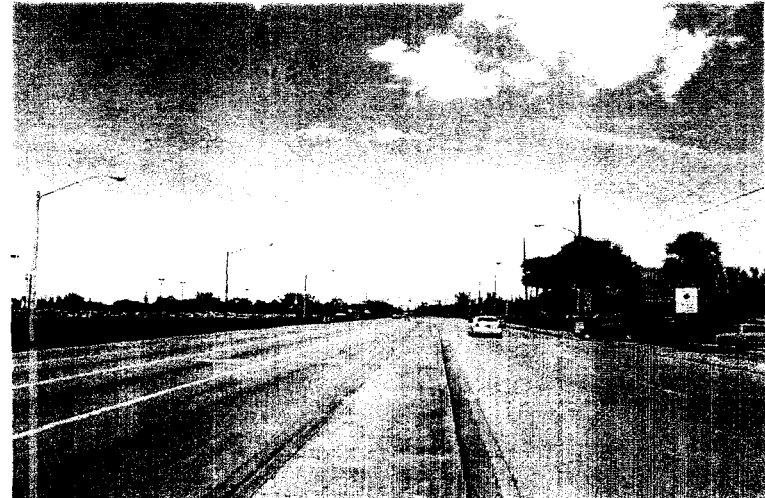


Fig. 2.11 Congress Avenue looking North



Fig. 2.12 Westgate Avenue looking West

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Like many other roads in Palm Beach County, the level of service on some of these roads is at overcapacity. Therefore, the CRA was designated a TCEA (Traffic Concurrency Exception Area) by Palm Beach County and the Florida Department of Transportation.

10. Parking. In the Westgate and Golfview Heights neighborhoods, parked cars abound throughout the community. On many properties, cars fill up driveways and are parked on streets and over the swales, which should be used for drainage. The weight of the cars compresses the soil, thereby interrupting the level of drainage flow from other properties.

Through the CRA in general, there is not sufficient on-street parking available, especially on neighborhood commercial streets like Westgate and Congress Avenues.

The commercial areas along Okeechobee and Military Trail have sufficient parking provided by each establishment. Likewise, the commercial and manufacturing businesses along Florida Mango Road provide parking for their customers.

11. Transit: Palm Tran. Five bus lines run by the Palm Tran County Bus Service provide transit for the Westgate/Belvedere Homes CRA area. These are Routes 3, 40, 43, 44, and 53.

Route 3 travels down Military Trail from Palm Beach Gardens Mall south to Town Center Mall in Boca Raton. The major stop in the CRA is Military and Okeechobee at the Cross County Plaza.

Route 40 travels along Belvedere Road between Military and Congress, then into the PBI Airport.

Route 43 travels along Okeechobee Boulevard from Military Trail to Congress Avenue. The major stop in the CRA is at the Cross County Plaza, allowing an easy transfer to and from Route 3.

Route 44 travels through the middle of the CRA. It makes a loop along Military, Belvedere, Country Club Drive, and Cherry Road, then travels along Cherry to Congress, where it turns and stops at the PBI Airport, before continuing on Belvedere to and along Florida Mango Road up to Old Okeechobee. This route is the most flexible within the CRA.

Routes 43 offer limited service along Belvedere Road between Florida Mango Road and Sixth Street, with a stop at the PBI Airport.

Tri-Rail: The nearest commuter rail station is the West Palm Beach Tri-Rail Station on Okeechobee Boulevard, east of U.S. Interstate 95. Palm Tran Bus Routes 40, 43, 44, and 50 travel to this Tri-Rail station.

12. Schools, Day Care, and a University.

a. Elementary and High Schools: At present, there are four schools in the CRA area. These include West Gate Elementary, Gold Coast Community School, Survivors Charter School, and The Kings Academy.

West Gate Elementary is located between Saranac Avenue and the L-2 Canal, and between Osceola Drive and Loxahatchee Drive. A new school building and gymnasium with ample ballfields and playground space were recently completed.

Gold Coast Community School is located on Westgate Avenue. It is an alternative high school for children in grades 7-12 who are at risk of failing.

Survivors Charter School is also a high school for children at-risk of academic failure who are in grades 9-12. It is located on Congress Avenue across from Cherry Road.

The Kings Academy is a private Christian school for grades pre-K through 12 located on Cherry Road. Kings Academy will be

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leaving and has sold its property to the Palm Beach International Airport.

- b. **Pre-schools and Day Care:** Preschools and Day Care programs in the CRA area include Westgate Head Start, Little Dude Ranch, Mary Fortin Family Center, First Steps Day Care, and Tiny Tikes Academy.
- c. **South University** is located on Congress Avenue and offers two and four year college degree programs in business, paralegal studies, and the health professions.

13. Westgate Community Center. Located on Oswego Avenue, the newly renovated Community Center is in a central location in the Westgate neighborhood. Last year, the County made \$1.9 million of improvements to the Center. It now offers residents of all the neighborhoods indoor and outdoor recreational activities, including two ballfields, a children's playground, and formal and informal meeting space.



Fig 2.13 Westgate Community Center

14. County Facilities Plan. Within several years, Palm Beach County will be vacating some of its facilities adjacent to the U.S. Marine Base. The departments that will be relocated include Housing and Community Development and the Administration of the Head Start program.

¹ Florida Statutes Chapter 163.355

Section III – Public Planning Process

A. Background of the Public Planning Process

Recognizing the importance of public input and involvement in the planning process, the Westgate/ Belvedere Homes CRA and the consultants sought to maximize the amount of public comment particularly during the initial stages of the process. This was accomplished with a series of stakeholder interviews, which included property owners, business owners, neighborhood residents and County planners and officials. The stakeholder interviews were followed by a community charrette held during the week of September 11 -18. The public planning process continued after the public charrette and included a series of public meetings and hearings to present the master plan. The following is a discussion of the public planning process.



Fig. 3.1 Jeff Koons, Palm Beach County Commissioner

B. Stakeholder Interviews

During the months of May through July of 2003 the consultants, Civic Design Associates, conducted over 25 “stakeholder” interviews. Each interview consisted of twenty seven prepared questions and each interview lasted approximately one hour. The interviews assisted the consultants in discovering the key issues and in giving the stakeholders an understanding of the strategic planning assignment. The results of each interview are available for review. Those interviewed included the following persons:

1. Jeff Koons, Palm Beach County Commissioner;
2. Jerry Allen, Department of Airports, Palm Beach County;
3. Remar Harvin, Director of Housing and Community Development, Palm Beach County;
4. Barbara Alterman, Director of Zoning, Palm Beach County;
5. Lorenzo Aghemo, Planning Director, Palm Beach County;
6. Patrick Rutter, Chief Planner, Palm Beach County;
7. Ken Todd, Jr., Water Resources Manager, Palm Beach County;
8. John Tatum, Recovery & Mitigation Program Manager, Palm Beach County;
9. Maziar Keshavarz, PE, Consulting Engineer;
10. Joseph Pitts, Realtor & Westgate resident;
11. Tony Hoffman, Surveyor;
12. Fred Wade, Business Owner and CRA Board member;
13. Jose Sosa, Executive Director, Westgate/Belvedere Homes CRA ;
14. Joe Kirby, Realtor and CRA Board member;
15. John Little, Builder and former CRA Board member;
16. Ron Daniels, General Contractor and CRA Board member;
17. Fred Stubbs, Planner, Palm Tran, Palm Beach County;
18. Bob Weisman, County Administrator, Palm Beach County;
19. Verdenia Baker, Budget Director, Palm Beach County;

20. Jon MacGillis, Department of Zoning, Palm Beach County;
21. Ken Rogers Director of Land Development, Palm Beach County;
22. Audrey Wolfe, Director of Facilities, Palm Beach County;
23. Dan Weisberg, Director of Traffic, Palm Beach County;
24. Charlie Rich, Department of Engineering, Palm Beach County;
25. Dennis Koehler, Attorney and CRA Board member;
26. John Sainsbury, Property Owner and CRA Board Member;
27. Alan Preston, Property Owner and CRA Board Member;
28. Steven McRainey, Property Owner;
29. Bill Tyson, Business and Property Owner



Fig. 3.2 Stakeholder Interviews

The results of the interviews revealed several key issues. These are summarized as follows (not in order of preference but grouped into categories):

Visions for the future:

- High density, mixed use development on both sides of Congress Avenue, north of the L-2 Canal;
- Hotels on Belvedere Road;
- Combine Hotel/Parking with Dog Track;
- No county owned property in the CRA;
- Belvedere Homes will be rehabilitated;

Drainage:

- CRA in C-51 Basin; lowest elevation in Palm Beach County;
- Current requirements prohibit infill development;
- Must buy two lots to provide for drainage;
- Need master plan for drainage;
- Mobile Home Park in lowest elevation – worst flooding, has been evacuated frequently;
- New drainage lake an option;
- Swales are now being used for parking cars- clearing them would help reduce flooding;
- Belvedere Homes area floods;
- FDOT built a dam on the L-2 Canal behind Belvedere Baptist for storage of Okeechobee Blvd. on L-2, but it blocks Westgate drainage;
- Small drainage ponds could be redeveloped;

Sewer/Infrastructure:

- Only approximately 60% of Belvedere Homes is on sanitary sewer; rest is on septic collection;
- Need sewer system in Belvedere Homes;
- New infrastructure will improve the area;
- Improvements need more funding;

Canals:

- Want a linear park along canals;
- Shopping carts and trash are in the canals;
- Need to make into amenity;

Residential:

- Redesign some single family housing for affordable housing;
- Habitat for Humanity will be building several houses, but had to buy land for drainage;
- Medium density residential on Westgate;
- Apartments on Congress;
- There will be a market for new development when sewer and drainage are installed, and property is maintained;
- Poor property maintenance;
- Townhouses; upscale residential;

Mobile-Home Parks:

- Southern Mobile Home Park provides housing for seniors and is well-maintained;
- Too many mobile home parks;
- Use Mobile Home Park area for water storage;

Retail:

- Mom and pop type stores on Westgate;
- Ice cream parlor;

- Strip mall with neighborhood services;
- Need more retail and restaurants on Westgate;
- “Tropical Bistro” in Lake Park is a model for Westgate;
- No place for lunch on Westgate;
- Neighborhood retail like dry cleaners, bakery, hair salon;
- Get rid of auto repair and auto sales;
- Big box retail on Okeechobee;
- Need a Publix supermarket;

Mixed-Use:

- Mixed use on Westgate;
- Medium-density on Westgate;
- Thinks mixed use on Westgate is hard to achieve;

Office:

- Incubator building on Westgate Avenue;
- Office development, in mixed use buildings, on both sides of Congress Avenue, north of the L-2 Canal;

Industrial:

- On county owned land on Belvedere;
- Landscaped industrial project between Westgate Ave. and Okeechobee Blvd.

Crime/Code Enforcement:

- There is no code enforcement;
- Need community police in Mobile Home Park;
- Need community policing in whole neighborhood;
- Need police substation;
- Prostitutes come out at night at Congress and Westgate;
- Night-time bad element;
- Adult entertainment causes problems in the area;

- Drug problem;
- Homeless problem;
- Need more frequent trash pick-up;

Airport and Related Uses:

- Consolidate rental car agencies on County land;
- Get auto rental off airport site;
- very little international air traffic; trying to get more;
- plans non-terminal development in Golfview area;

Airport Restrictions:

- Noise regulation requires insulation in homes in Westgate/Belvedere Homes;
- Height regulations;
- Do not want birds in the lakes;

The Kennel Club (Dog Track):

- Build a hotel and office buildings on the site; include parking garage;
- Conference center;
- Will probably always be there;
- 2,500 people on a Saturday night;

County Land:

- Consolidate rental car facilities there;
- Put Park and Ride Lot there;
- Use for multi-modal airport facility;

King's Academy Land:

- Airport does not want children in flight path;
- No residential uses there;
- Office/warehouse/industrial uses;

- Use land to hold storm water;
- 5-10 years to develop;

Hotel:

- Build hotel and office buildings on Dog Track site;

Parking:

- Remote parking on Westgate;
- Need tram for shoppers;
- Okeechobee stores needs more parking;

Land Development Regulations:

- Need regulations to control the quality of development

Parks/Recreation:

- Need pocket parks;
- Need skating rink; gym has been a big help for the kids in the area;
- Need adult programs;
- County Park needs access to Westgate;

Pedestrian ways, bikeways, and greenways:

- Make all streets more pedestrian friendly;
- Schools:

Transit:

- Need covered bus stops;
- Transit on Westgate;
- Think about regional coordination with surrounding municipalities;
- There is bus service on Cherry Road;
- Trolley Loop around neighborhood;
- Bus Rapid Transit on Okeechobee is pending;

Traffic:

- Slow traffic on Westgate Avenue;
- Speeding in whole neighborhood;
- Eliminate cut-through traffic;

Streets:**Westgate Avenue:**

- Need traffic calming;
- Roundabout on Westgate and Congress, Seminole;
- Commercial entire length of Westgate Avenue;
- More restaurants;
- Like Atlantic Avenue in Delray Beach;
- Fewer auto uses and convenience stores;
- Westgate should be a tree-lined boulevard;
- Eliminate turning lane;
- Extend Westgate Avenue into Old Okeechobee, and link with drainage project;
- Used as a bypass for Okeechobee;

Belvedere Road:

- Commercial and Office development;
- Mixed use;
- Needs a hotel;
- Florida Mango to Congress is underutilized;
- Airport related uses;

Congress Avenue:

- Needs a median;
- Many streets need landscaped medians;

Sidewalks:

- Need lighting;
- Need landscaping;

Wal-Mart:

- Not convinced it will be good for the neighborhood;
- The traffic may adversely affect the community

Other Redevelopment Comments:

- Hotel/Office on corner of Belvedere/Australian;
- Office/Flex space development on airport land along Belvedere;
- Assemble land for development;
- Redevelop Belvedere and Westgate;
- Major developer needed for commercial/residential development;
- Parcels are too small for developers;

Other Comments:

- Location is the area's biggest asset- near airport, downtown West Palm, and I-95;
- Business associations needed on Westgate Avenue and other streets: each could use the services of others;
- Need marketing program to create awareness of neighborhood;
- Need funding from Palm Beach County Housing and Community Development;

Aesthetics:

- Need architectural standards;

C. The Charrette

A seven-day community design charrette in which the public was invited to three public meetings to express their visions for the neighborhood and to comment on the urban design consultant's recommendations was held between September 11, 2003 and September 18, 2003. The Westgate/ Belvedere Homes CRA notified residents, property owners, business owners and stakeholders in the area announcing the charrette.

The first public meeting was held on the evening of Thursday, September 11, 2003 at the Westgate Community Center located at 3691 Oswego Avenue. Jose Sosa, Executive Director of the CRA, Fred Wade, CRA Chairman of the Board, and Jeff Koons, Palm Beach County Commissioner, and Chris Brown of Civic Design Associates opened the meeting with a welcome and enthusiastically encouraged the citizens to be visionaries. Next Jim Hill of Civic Design Associates outlined the process for the all-day Saturday planning session and engaged the audience in a unique experience by conducting a "consumer preference survey." The survey was organized by presenting to the audience approximately 40 photographic slides of urban conditions. The slides included pictures of housing, streets, sidewalks, retail stores, office buildings, architectural styles, parking lots, highways, mass transit, and other subjects. The participants were asked to grade each slide on a scale of minus ten (-10) to positive ten (+10) to express their opinions or preferences for each condition. On Saturday morning Mr. Hill presented the results, discussed in the appendix. Approximately 60 citizens attended the Thursday evening session. The purpose of the Thursday evening planning session was to assist the participants in thinking about the Westgate/Belvedere Homes area and

in developing their own vision for the area. They were asked to be urban planners and to design their visions the next day.

The second public meeting was the day-long charrette planning session held on Saturday, September 12, 2003, at the Community Center. Jim Hill opened the session by presenting the audience with the results of their visual preference survey. The urban design consultants organized the citizens into design teams of 6 to 8 persons, and each team was given a table, maps, aerial photographs, and drawing tools. At least one facilitator was assigned to each table. The facilitators were professional planners from Palm Beach County, CRA Board members, and the consultants, Civic Design Associates. Six teams were formed, and each team presented their schemes of a redevelopment plan of the study area (in both written and drawing form) to the entire group. Approximately 40 citizens participated in the Saturday planning session.

Charrette Team Results

The following section describes the results of each team's vision.

Team 1: Gina Bewley, Edward Kaye, Dennis Koehler, Debra Patera, Rachel Waterman, Jackie Van Deusen

- Kings Academy and the flood-prone mobile home park become drainage lakes, connected by the L-2 Canal;
- Westgate Avenue: landscaped boulevard with mixed use and parking behind;
- Two roundabouts on Westgate, at Congress and Seminole;
- Bicycle lanes on Westgate leading to the drainage lakes;
- Connect Westgate over new drainage lake east to Old Okeechobee Blvd.;
- Build quality residential high rise buildings surrounding new eastern drainage lake;

- Make Congress Avenue a landscaped boulevard that extends up to Okeechobee Blvd. and continue existing commercial development along it;
- Light Industrial Parks on County Facilities land and along between Church Street and Florida Mango Road;
- Build a hotel complex across from Kennel Club;
- Belvedere Homes needs a park and community center;
- Adult Living Facilities with stages of care;

Team 2: Don Bauer, Roberto Bolauor, Euraista Cardenas, Doran Hanley, C. Claire Keefe, John Little, Jorge Otorora, Marlene Quadros, Jose Sosa

- Westgate Avenue: landscaped median, roundabout at Westgate and Congress, extend to Florida Mango, turning lanes;
- Streetlights in neighborhood;
- Sanitary sewers in neighborhood;
- Storm drains on both sides of Cherry Road and sidewalks, clean existing storm drains annually;
- Hotel on Belvedere;
- Eliminate Wabasso Bridge;
- Gateway entrance to neighborhood at Cherry Road and Congress Avenue;
- Traffic light to handle traffic at future Wal-Mart;
- Use King's Academy land for warehousing and a walking track;
- Mixed-Use along Congress with 2 or 3 story residential;
- New park near future Wal-Mart;
- Better community policing, open police substation;
- Address absentee landlord problems;
- Increase home ownership;

Team 3: Sal J. Frasco, Carmen Gonzalez, Wade Martin, Allen Preston, Adelaide Santana, Maggie Smith, Bill & Mary Spengler

- Congress Avenue: mixed use with parking garages, tree lined street;
- Drainage on 4 points of neighborhood: NE, SE, NW, SW;
- Roundabout on Westgate and Military Trail;
- Walkways, trails along Westgate;
- All major streets lined with buffer trees and bike pathways;
- Open up the streets in Belvedere Homes, north to Cherry and south to Belvedere;
- Make dog track a tourist attraction;
- Add library to Westgate Community Center;
- More open space;
- Financial help for homeowners to remodel, example of remodeling at corner of Cherry Road and Hemlock Road;
- Funding to help businesses and residents;
- Crime prevention;
- Brownfield clean-up funding;
- Various forms of transit: Express buses, Trolleys, horse and carriages;
- Locate light industrial southwest, near future Wal-Mart;

Team 4: Alice Boedeker, Donna Bowman, Janet Ford, Ruth Moguiallansky- De Rose, Isabel Whittemore, Robert Wright, Sarah Thomas

- Make entire neighborhood a green-friendly area;
- Make canal banks into pedestrian friendly walkway with covered bridges to connect neighborhood;
- More bike trails, wider sidewalks;
- Create designations between commercial and residential areas;
- Streetlights all over neighborhood;
- With future Wal-Mart, keep traffic out of the community;
- Use King's Academy land for a park;

- Drainage pond near King’s Academy;
- Clean out and landscape canal near King’s Academy;
- Put in sanitary sewers for whole neighborhood;
- Mixed use, small scale, for sale apartments on County property;
- Encourage home ownership;
- Westgate Avenue: landscaped median with retail and residential, and parking in rear;
- Address crime, better police response, police substation, community policing;
- County must determine future infrastructure needs;
- Make commercial area more attractive;
- Encourage neighborhood retail: small bookstores and cafés, not big chains;
- Take care of people in mobile homes if they are relocated;
- Funding assistance for elderly homeowners who don’t have the resources to improve their properties;
- In high rises along lakes, have office use rather than retail on ground floor, so people will shop on Westgate Avenue;
- Get the shopping carts out of the canals have stores pick them up;

Team 5: Michelle Hoyland, Joe Kirby, Melanie Marvin, Steven T. McCraney, Noel Saunches

- Drainage pond at site of mobile homes;
- Congress Avenue: commercial, light industrial, quality retail;
- Commercial uses on Military Trail;
- Westgate Avenue: streetscape improvements and mixed use;
- Use L-2 Canal for passive recreation;
- Walking trails and passive parks along canals, paths for elementary school children;
- Pocket parks (tot lots) throughout neighborhood;
- Hotel on County owned land;

- Airport related commercial near airport;
- Office Park/hotel on dog track site – make owner of the dog track a partner in the development;
- “Restaurant Row” across from the dog track;
- Bus/electric tram running along Belvedere Road to the airport;
- Centralized airport car rental;

Team 6: Joanna Aiken, Paulette Bendick, Norman Borden, Jennie Burt, Ron Daniels, Betty Eaton, Emily Fischbein, Joe Pitts

- Create greenway along canal, using land from north side, paths for children to walk to school;
- Herb gardens for science and learning for families;
- Pedestrian connections across canal;
- Covered school bus stops;
- Drainage lake on site of King’s Academy, build up land for more retention;
- Drainage lake on site of mobile homes park with commercial and restaurants overlooking lake;
- Drainage structures along L-2 Canal;
- Extend Westgate Avenue into Old Okeechobee Blvd.;
- Westgate Avenue: landscaped boulevard with commercial on north side, 2 story “soft” commercial and residential on south side, keep commercial traffic off Nokomis;
- Congress Avenue: landscaped boulevard street;
- Large scale commercial between Westgate and Okeechobee;
- Encourage home ownership and property maintenance;
- Recreation for Belvedere Homes residents on airport property along Belvedere;

Consensus from the Charrette

On Saturday, September 12, 2003, the participants summarized the results of each team's suggestions. The consultants synthesized the concepts described below.

1. Create new drainage lakes on the east and west side of the study area to consolidate retention areas – suggested areas: King's Academy site and mobile home park;
2. Widen the L-2 Canal, which will connect the new drainage lakes;
3. Create a greenway and recreational parks along the L-2 Canal;
4. Include pathways for school children along the greenway, and pedestrian bridges across the Canal;
5. Financial and other support from the CRA for home ownership and remodeling;
6. Address absentee landlord problems;
7. Code enforcement;
8. Streetscape Beautification (landscaping and/ or boulevard streets) along Westgate Avenue and Congress Avenue;
9. Gateway entrances to neighborhood;
10. Roundabouts for traffic calming;
11. Sanitary sewers needed;
12. Streetlights needed throughout the neighborhood;
13. Community policing and police substation;
14. Keep canals clean and free of trash;
15. Maintain existing single family home neighborhoods;
16. Hotel along Belvedere near the dog track;
17. Mixed use retail/residential development along Westgate Avenue
18. Commercial/office uses near Palm Beach International Airport;
19. Light industrial uses along Florida Mango Road or near future Wal-Mart site on Military Trail;
20. Keep traffic from future Wal-Mart from going into the neighborhoods;

The Design Studio and Concept Presentation

From Sunday September 14, 2003, through Thursday, September 18, 2003, the planners and designers worked on synthesizing the ideas of the citizens into a common plan. The design studio was set up in the Board of Education meeting room and the community was invited to visit the studio during the week to contribute further ideas and look over the work-in-progress. Happily, several community members visited frequently. The design team continued to refine the Charrette concepts throughout the week. The result of the studio effort was a preliminary urban design plan for the area.

On the evening of Thursday, September 18, 2003, Chris Brown and Jim Hill of Civic Design Associates presented the urban design drawings and conducted a PowerPoint presentation displaying the design concepts and recommended programs to the community. The citizens were quite pleased to find almost all of their suggestions from Saturday's session were addressed in the drawings and programs. The community was aware that this was a plan in progress and that their continued input is desired as the planning process continues.



Figure 3.3 - Photographs of the Charrette

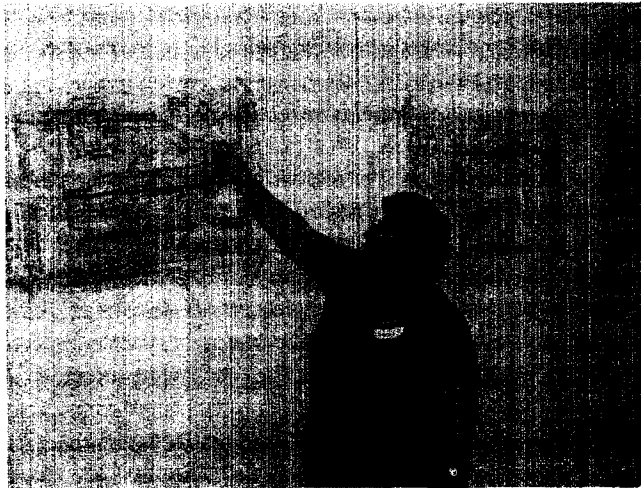


Figure 3.4 - Sketches of design teams

D. Constraints and Opportunities in the Redevelopment Area

The charrette participants and stakeholders considered a number of issues that the Westgate/Belvedere Homes CRA is facing that currently prevent it from reaching its full potential as a thriving and growing community. These issues, defined as constraints, must be addressed so that the many opportunities that do exist in the area can be reinforced and strengthened. The following is a list derived from the consultants and citizens during the workshops and stakeholder interviews.

Constraints

1. Low land elevation and extensive drainage requirements;
2. Airport Height and Noise Restrictions;
3. Airport owns large amount of land along Belvedere;
4. Individually located car rental agencies;
5. Crime, lack of code enforcement and sufficient policing;
6. Lack of through street connections;
6. Lack of sidewalks and pedestrian connections through neighborhoods;
7. Dog Track is located on prime developable land;
8. Not enough neighborhood retail and restaurants;
9. Streets are not well lit;
10. Absence of a strong cluster of retail in a neighborhood center;
11. Absence of mixed use;

Opportunities

1. Turn canals into attractive waterways lined with a greenway (parks and landscaping);
2. Create pedestrian and bicycle paths in greenway to connect neighborhoods;

3. Create new drainage lake amenities surrounded by housing and connected by the greenway;
4. Accessible location close to PBI airport, I-95, and downtown West Palm Beach;
5. Streetscape enhancements, such as lighting fixtures, signage, street furniture;
6. Infill development possibilities;
7. Opportunity for higher density residential living options;
8. Mixed-use residential and office buildings with retail on the ground floor on Westgate Avenue;
9. Large scale land available for commercial and light industrial development;
10. Gateway entrances to signal arrival in the Westgate/Belvedere Homes neighborhood;
11. Boulevard streets with landscaped medians;
12. Opportunities to consolidate rental car agencies, and operate an airport shuttle circulator;
13. Airport shuttle circulator to rental car;
14. Opportunity for remodeling homes, and ongoing maintenance;
15. New neighborhood associations;

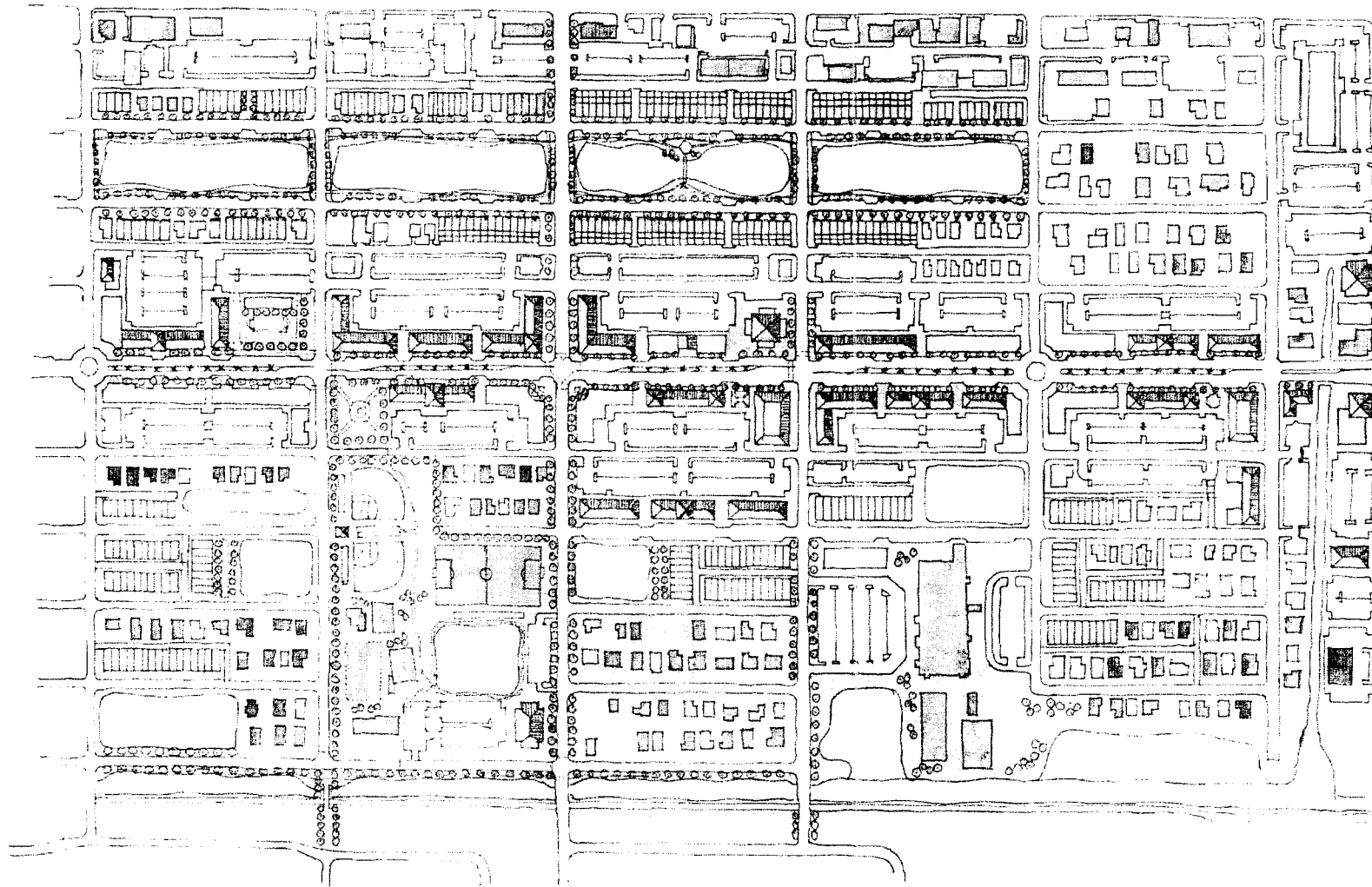


Figure 4.11 – Plan of the Westgate area.

A. Introduction

The Charrette Plan responds to the goals and objectives identified by the community. The specific improvements are organized into five main groups and are discussed below in order of their priority.

1. Infrastructure;
2. Development Opportunities and Proposals;
3. Community Amenities;
4. Code Enforcement; and
5. Design Standards.

While the design team responded to the community’s priorities, as described in Section III, Public Planning Process, the team also explored additional possibilities for the community to consider. These include significant redevelopment sites, potential street improvements to enhance circulation and civic amenities, re-programming existing commercial development, and the creation of a set of land development regulations that suggest certain defined building types.

The overall Charrette Plan is presented diagrammatically in Figure 4.1 and in illustrative form in Figure 4.2. The major emphases of the plan are:

1. A defined set of geographic areas of the community to reflect the varying character of the CRA Redevelopment Area. These include, for example: the regional commercial area on Okeechobee Boulevard and Military Trail, the airport commercial on Belvedere Road, the neighborhood commercial areas, including mixed-use residential, on Westgate Avenue, the office and mixed-use area on Congress Avenue, the commercial/industrial area in the northeast part of the District, the residential areas of Golfview Heights and Westgate within the heart of the community, and the potential commercial/industrial areas in the County owned lands along

Belvedere Road and the area west of the two residential neighborhoods.

2. Significant improvements to stormwater retention capacity to include larger areas for water storage, rendered in a manner that makes the water an attractive community amenity.
3. The existing residential neighborhoods would remain single family with an emphasis on home ownership.
4. The Westgate commercial overlay district would be revised to accommodate a variety of uses and building types, including townhomes.
5. The commercial/industrial zone in the northeast part of the District would be encouraged to intensify and provide more modern facilities.
6. Congress Avenue would be the commercial office area for the District but would contain opportunities for taller buildings including residential uses along the lakes.
7. The recognition of the important role of Westgate Community Center as the community’s “village park.” The park would be expanded and would increase its facilities.
8. The possibility of Westgate Avenue becoming a two-lane thoroughfare with on-street parking and a well-landscaped median was explored.
9. Westgate Avenue would be extended to connect with the commercial/industrial park on Old Okeechobee Road.
10. The Kennel Club would become, if possible, the property of the County for the purpose of constructing a centralized

automobile rental facility that would be connected by a skyway bridge to the airport terminal.

11. Once the automobile rental agencies concentrate at the Kennel Club site, the opportunity will arise to develop the current rental agency sites into airport related commercial uses, such as office and distribution centers.
12. A major greenway linear park would be established along the right of way of the L-2 Canal and would provide an amenity that would improve the quality of life for the residents of Westgate and Golfview Heights.
13. A master storm water drainage system is contemplated for the entire District and would direct all drainage requirements for future development. The drainage district would levy a tax on the properties of the district and would repair the inadequacies of the storm water system currently in place. The drainage district would raise its funds from tax and permit fees.
14. Completion of a wastewater collection system in the Golfview Heights community will improve the homeowners' quality of life.
15. Various parcels, both vacant land and underutilized properties, have been identified for redevelopment.

The major categories of improvements represented in the Concept Plan are discussed below.

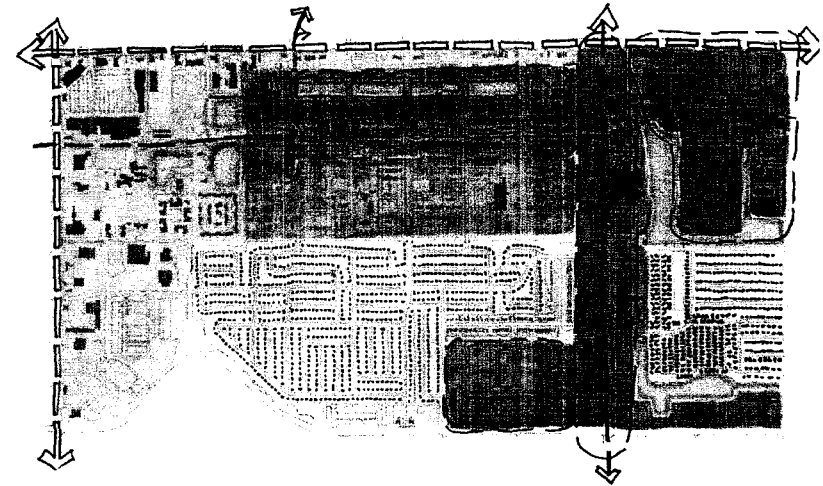


Figure 4.1 - Overall Concept Plan

- Low susceptibility to change
- Medium susceptibility to change
- High susceptibility to change

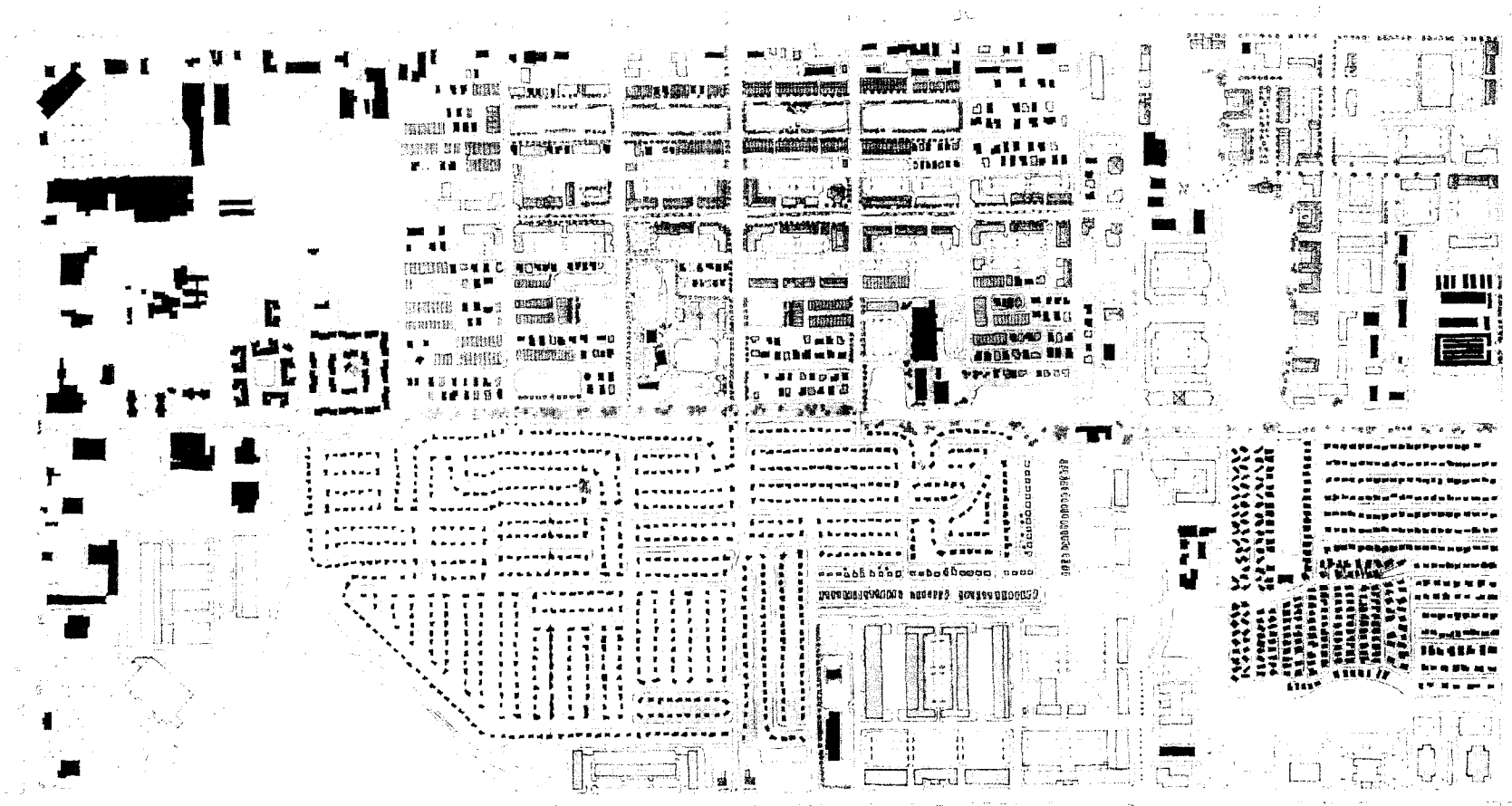


Figure 4.2— Illustrative Site Plan

B. Infrastructure

The first category is the infrastructure improvements necessary to stimulate redevelopment and set a foundation for quality development.

1. Stormwater Drainage. The lack of an adequate stormwater management capability is probably the biggest single constraint to redevelopment in the area. Being a naturally low-lying and flood-prone part of the county, the CRA must put in place a workable and comprehensive plan to address this issue. The current method of requiring each individual development to provide small reservoirs on a piecemeal basis is expensive for the developer and results in an undesirable fragmentation of the land use pattern.

The area currently does not have sufficient storage for the existing development nor for roadway drainage for those local streets that are being currently reconstructed and paved. As discussed in Section II of this Plan, at the present time new development must provide retention areas to handle the runoff from the increase in impervious surfaces as well as compensation storage for the raising of the finished floors of new buildings. This compensatory drainage requirement makes infill intolerably expensive because of the additional land that must be added to a site for retention.

Storage Capacity. The fundamental problem with drainage in the CRA is inadequate storage capacity. Significant rainfall events simply cannot be channeled off-site quickly enough to avoid flooding, and sufficient area must be set aside for the stormwater to collect. The magnitude of this problem is graphically demonstrated in Figure 4.3. The blue square superimposed over an aerial photo of the CRA represents an area of about 200 acres, or 15% of the total 1330 acres contained within CRA. In an ideal situation, this is something close to the area of water retention needed to properly address the current flooding problem.

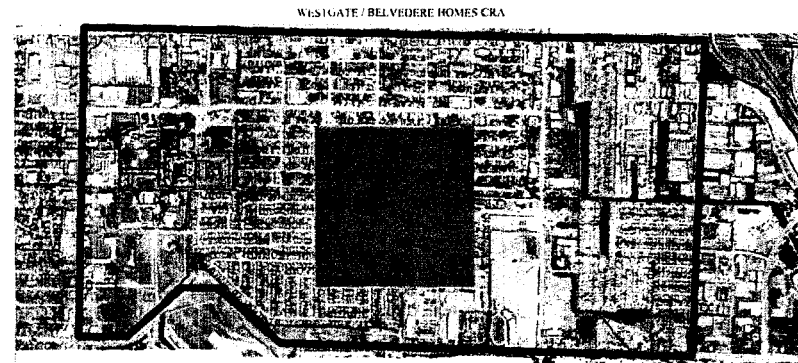


Figure 4.3 – Storage Area Diagram

The implication of this diagram is that significant amounts of land need to be set aside for water storage. The Illustrative Site Plan, Figure 4.2, indicates the proposed locations of the water. Existing canals and lakes have been widened, new ones have been proposed, all consolidated and linked into an area-wide system. Even this proposal, which involves some significant land use changes such as the relocation of one of the trailer parks and the consolidation of drainage areas in the Westgate area, only allocates about 10% of the total area as storage. While this is somewhat short of the ideal quantity, it should significantly improve the stormwater management in the area. Only the most severe rainfall events would cause any flooding, hopefully limited to temporary nuisances such as shallow street flooding rather than any damaging, area-wide inundations.

The qualitative aspects of this proposal, such as how these bodies of water can be incorporated into an attractive open space network, are discussed elsewhere, in conjunction with the specific redevelopment proposals for various areas. The basic point is that larger bodies of water can serve as focal points for development and as valuable community amenities. Contrasted to the current strategy of setting aside small areas for each new increment of development, a

comprehensive strategy has the ability to effect positive transformation for this area.

Another advantage to the consolidation of storage areas is the efficiency of storage for the amount of land used. This is illustrated in Figure 4.4, which depicts two alternatives to providing storage ponds within a typical neighborhood framework. On the upper part of the drawing, three separate lots are used to accommodate ponds, whereas, on the lower part of the drawing, the three lots are contiguous, and the storage can be combined into one larger pond. The same amount of land is set aside for storage in either case, but, because of the elimination of additional banks and sideslope areas in the lower alternative, almost 50% more water can be stored in the larger pond than in the three smaller ponds.

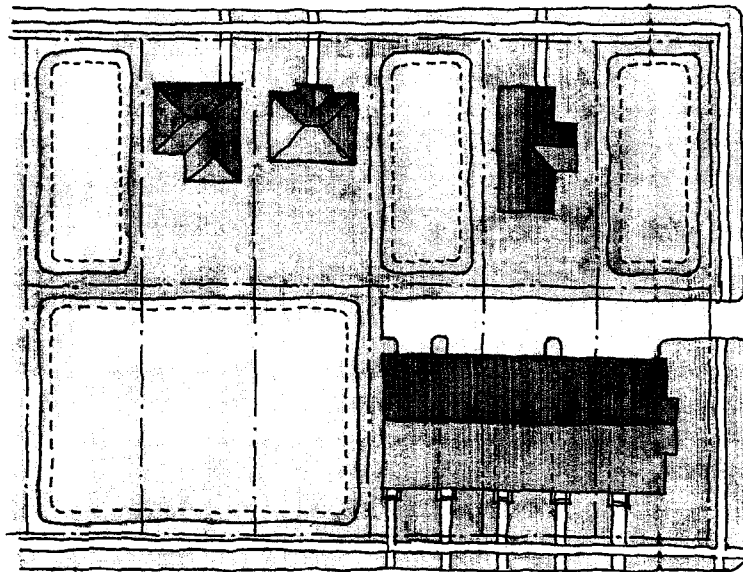


Figure 4.4 – Storage Pond Alternatives

Assembling the land required for effective stormwater management will require a number of techniques, discussed in greater detail in the implementation section of this report. The above example suggests, however, that a mechanism for land swapping could be incorporated into the range of strategies. Particularly for an area like Westgate, where the lots are largely un- or under-developed, the ability to trade for a similar sized property with better community amenities should provide an effective mechanism for consolidating the land needed for drainage.

Master Storm Water Drainage District. The most effective way to realize the drainage improvements is to create a Master Storm Water Drainage District. The County would create the district and its purpose is to provide the funds to develop a master system to collect all current and future storm water into a system of ponds, lakes and canals and discharge the water into the larger canals in the C-51 Basin. Since drainage is the most significant encumbrance to infill development, providing a master system in which new construction is not required to provide on-site retention would be an incentive for new development. In lieu of providing on-site retention, a homeowner or developer would pay a fee. The fee would assist in amortizing any debt the drainage district incurred in developing a master system.

The drainage district would not only provide the funds through the sale of tax exempt revenue bonds for land acquisition and development of retention areas and canals to carry excess water away, but it would also be responsible for the maintenance of the system. Because the district must raise its funds initially from revenue bonds, the property owners in the district will be taxed on the value of their property or assessed a fee based upon the value of their property to raise the annual funds required to amortize the debt. Finally, for the maintenance of the district, the annual assessment will also cover all costs of the maintenance of the facilities.

Swales. The residential communities of Westgate and Golfview Heights are designed to accommodate storm water runoff in front yard swales. There are a few occasions in Golfview Heights where backyard canals once existed. Over time the swales and canals have filled in, sometimes with the assistance of the homeowner, and the result is that drainage is not as efficient as once contemplated. A simple and cost efficient method of providing better drainage is to clean out the swales by reshaping the profile so that the swale provides both on-site retention and a pathway to an outfall. The CRA contemplates this program as it studies the master storm water drainage plan.

2. Roadway Improvements. The existing road network in the CRA Redevelopment Area is in need of several changes that would greatly enhance the circulation and cohesion of the community.

Westgate Avenue Improvements. Westgate Avenue is the major east-west road for the Westgate area of the CRA. The road was expanded in the 1990's from two lanes to four lanes. It also includes a center, "suicide" turning lane. There is no on-street parking. Westgate Avenue is a 80' right of way and in the Charette Plan, has been redesigned to include a center landscaped median. (Figure 4.5) Turn lanes are included at each intersection to enable left turns and "U" turns. The most important element of the new profile is that each side of the roadway will contain much needed parallel, on-street parking. As infill development occurs under a new set of design guidelines in which curb cuts are discouraged, there will be more on-street parking over time.

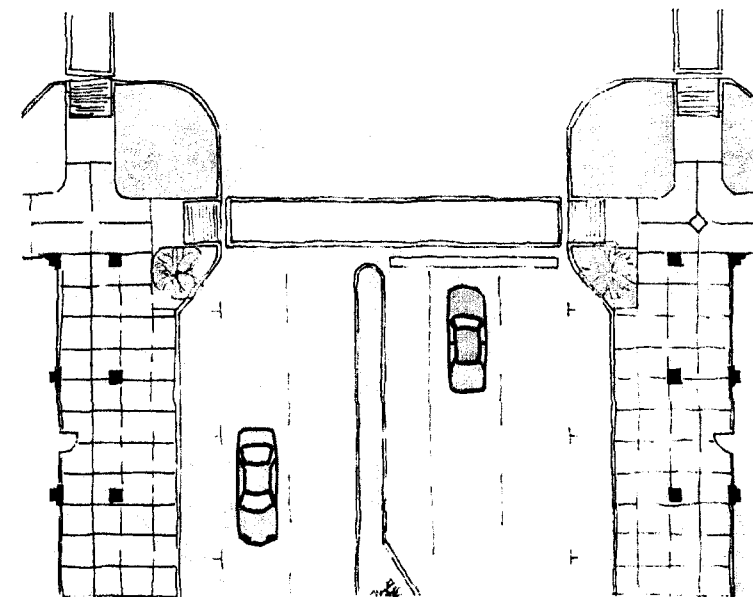
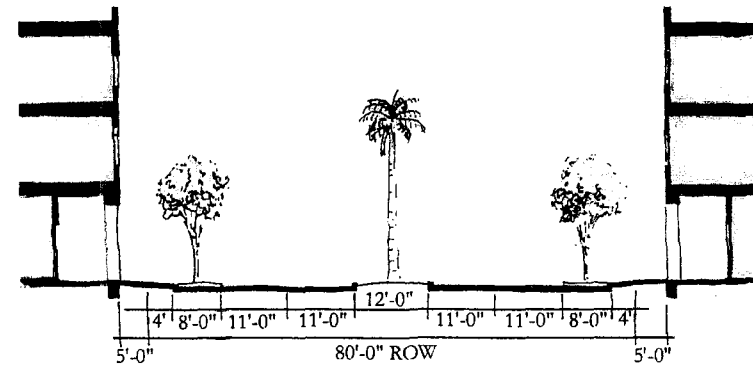


Figure 4.5 – Four Lane Proposed Plan and Profile of Westgate Avenue

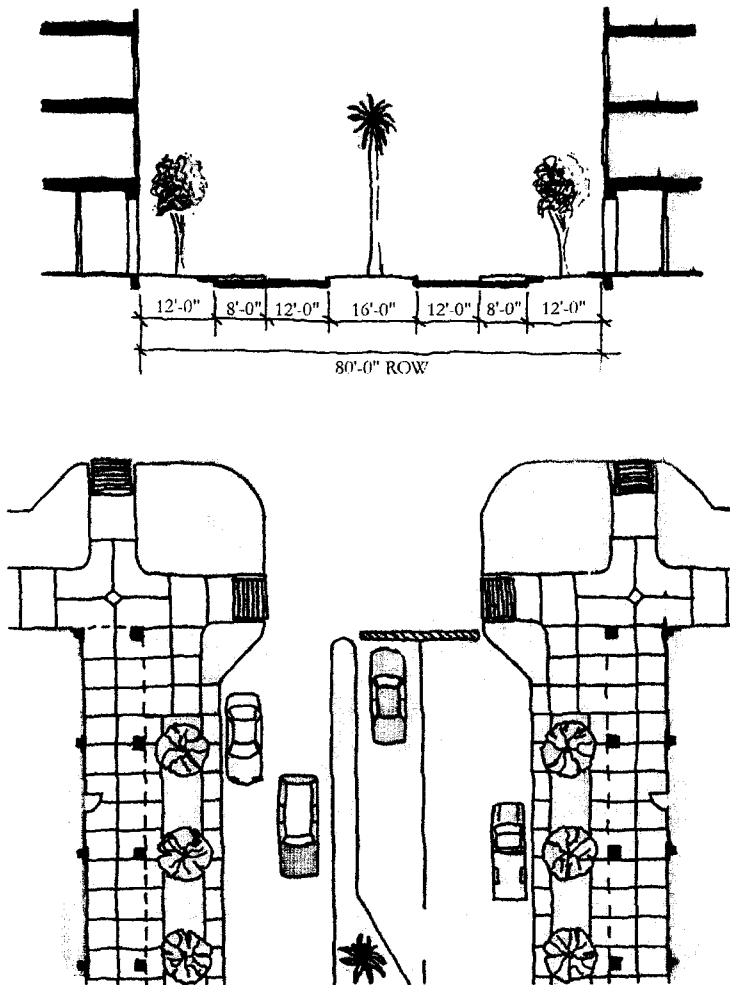


Figure 4.5 – Two Lane Proposed Plan and Profile of Westgate Avenue

The number of Westgate Avenue’s traveling lanes was deliberately reduced in order to provide on-street parking. The roadway does not need to be a four-lane thoroughfare since the traffic volumes do not warrant such a design. Currently the traffic volumes range from 8,000 to 11,000 vehicles per day, and two lanes can adequately handle this volume.

The vision of Westgate Avenue is that it will become the downtown commercial “village” for the community and its visitors, particularly the commuters who currently use Okeechobee Boulevard as their roadway choice. The Westgate Village is envisioned to be mixed-use, with buildings set back 5’ from the property line on a “build-to” line. The vision calls for ground floor retail, parking on the street for short term consumers, and parking in the rear for long term users. Upper floors would contain either offices or residential apartments or condominiums.

Westgate Avenue Extension. The Charrette Master Plan proposes an extension of Westgate Avenue east from Congress Avenue. The roadway would cross a commercial tract fronting on Congress Avenue and extend over a bridge that crosses the large retention lake adjacent to the Lakeside Mobile Home Park. The roadway would connect to Old Okeechobee Road, which serves the commercial/industrial park in the northeast sector of the CRA District. The purpose of the extension is to provide better access to jobs in the commercial/industrial park for residents of the CRA neighborhoods. In some cases, lower income residents would be able to walk or bike to work from their homes. In addition, it would create a local road that residents could use to drive to downtown West Palm Beach.

Westgate Avenue/Congress Avenue Roundabout.

As a part of the extension of Westgate Avenue to the east, several stakeholders in the Charrette expressed a strong desire for the construction of a roundabout at the intersection of Westgate Avenue and Congress Avenue. The roundabout would integrate the two lane traffic on Westgate with the four lane traffic on Congress. Congress Avenue at the intersection is an 80 foot right of way, as is Westgate Avenue.

Congress Avenue Improvements. The CRA is currently investing in landscaping in the median of Congress Avenue on the section from Belvedere Road to Cherry Road. The CRA contemplates expanding the beautification of Congress Avenue north to Okeechobee Boulevard. The improvements would consist of median landscaping and landscaping at the edge of the right of way. Congress would remain a four-lane section, although the addition of parallel parking on both sides and a proposed roundabout at Westgate Avenue would have a significant traffic calming effect. While Congress would be a busy commercial street, it would still have a fairly slow design speed fitting for its role as a neighborhood connector.

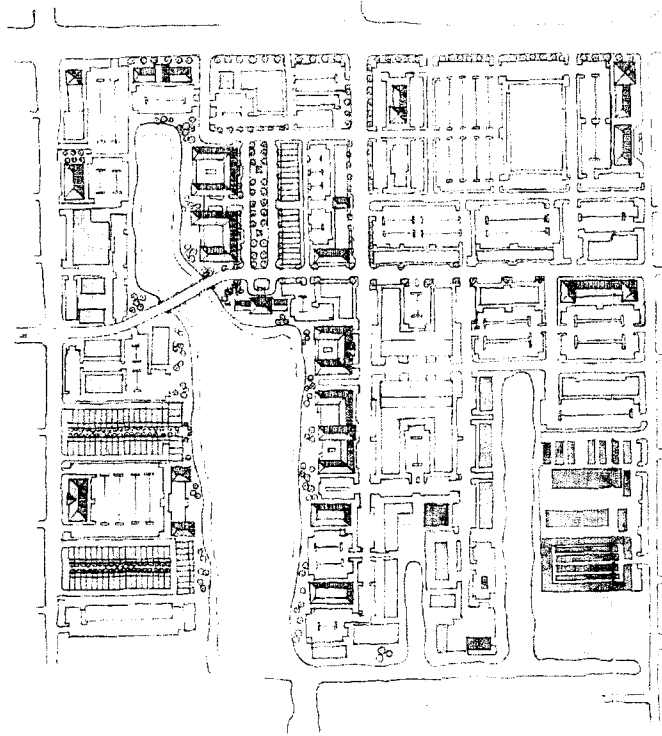


Figure 4.6 - Plan of the Westgate Avenue Extension

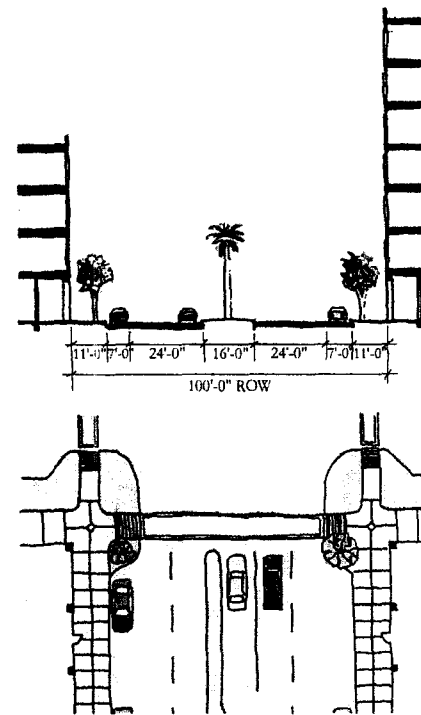


Fig. 4.7 - Plan and Profile of Congress Avenue

Congress Avenue has the potential to become a major attractor of commercial development to the CRA. It is well insulated from adjacent residential areas, so that it could accommodate significant commercial activity without impacting the existing residential. Since it connects Okeechobee Boulevard with one of the entrances to the airport, it should be an attractive location for a number of businesses, ranging from airport support functions, to traveler oriented hotels, to a variety of office tenants.

Seminole Road Extension. The Charrette explored the concept of extending Seminole Road to Belvedere Road. The community lacks southern access and this connection would improve access for the residents of both Golfview Heights and Westgate. Yet this concept was not supported by everyone, and thus must be discussed further if it to be seriously considered. If an extension is accepted, the entry at Belvedere Road could include a divided roadway and a lighted community gateway entrance. Adjacent to the gateway could be the development site for a new Golfview Heights Community Center, if the community elects to construct one. As a follow up to the Charrette, the CRA will meet with the residents of Golfview Heights and determine if they wish to proceed with the extension and with a community center.

Seminole Road in the northern part of the District, north of the L-2 Canal is a 80' right of way, a very generous width for a local street. However, its width would provide in the future an excellent opportunity to construct on-street parking for both the residents and the commercial establishments located near Seminole's intersection with Westgate Avenue.

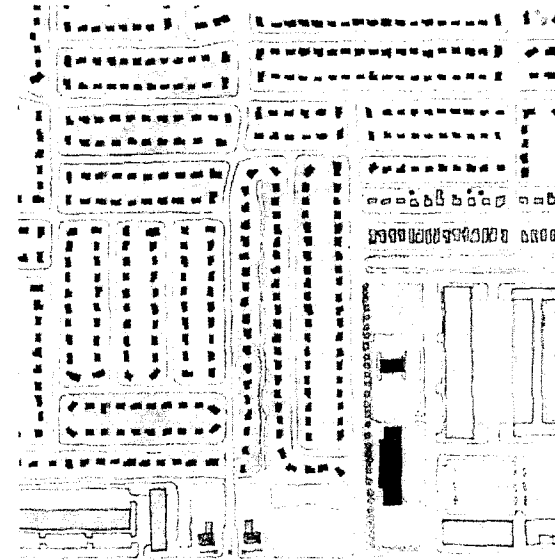


Fig. 4.8 Plan of Seminole Road Extension

Cherry Road. Cherry Road is a principal east-west street serving Golfview Heights, but it also acts as a secondary arterial, serving commuters who cut through the community from Congress Avenue to Military Trail. Cherry Road improvements should include landscaping, lighting and sidewalk improvements to create a more pedestrian friendly atmosphere. In addition, traffic calming should be introduced, such as a roundabout at the intersection with Seminole Road, in order to discourage cut-through traffic.

Neighborhood Streets. Neighborhood streets are in need of certain improvements including swale improvements, parking, sidewalks, lighting, and landscaping. The local streets in Westgate are typically 60' right of ways and those in Golfview Heights are 50'. In the Westgate area north of the L-2 Canal, the streets can accommodate on-street parking.

In Golfview Heights, where the right of way is limited to 50', the drainage system is designed to accommodate storm water within the front yard swales. In some areas of Golfview Heights there is the opportunity to improve backyard drainage where small canals were once established.

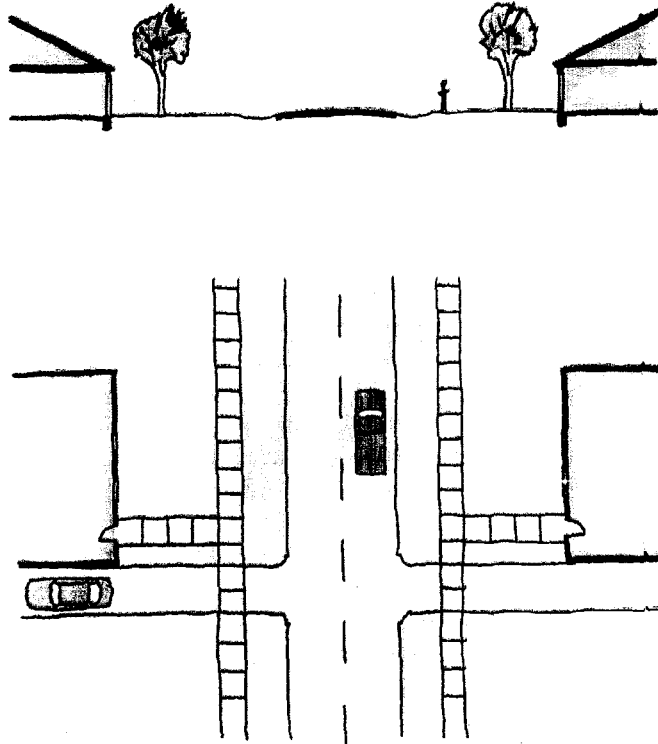


Figure 4.9 Plan and Section of a Typical Local Street

3. Streetscape Improvements. Apart from the roadways themselves, several other improvements should be made within the street right-of-ways that will improve community appearance, safety, and walkability.

Sidewalks. Sidewalks are an important component of fostering a more pedestrian-friendly environment. Currently, there are areas with only limited sidewalks in the community. Some of this is due to the open swale drainage system, which uses up the available right-of-way width on the typical 40 and 50-foot streets. By making the street and drainage improvements discussed previously, it becomes possible to introduce sidewalks on all streets, at least on one side. This should be a general objective throughout the neighborhood. Sidewalks should be a minimum of six feet wide, and would connect to clearly delineated crossings at all street intersections.

Lighting. Adequate and attractive street lighting is important to project a sense of security. Priority should be given to providing lighting along the principal pedestrian streets, although all streets should have a minimal level of urban lighting. One way of accomplishing this with limited resources would be with a yard lighting program, whereby the cost of the light would be shared between the homeowners and the CRA.

Landscaping. Much of the existing charm of CRA Redevelopment Area is due to the lush landscaping in the area, whenever it exists. The proposed improvements for the public rights-of-way will incorporate landscaping that is compatible with the native vegetation, while balancing ease of maintenance with safe sightlines.

Underground Utilities. Currently, most of the CRA Redevelopment Area is served by overhead power, which runs along the street rights-of-way and sometimes within easements. Relocating these lines underground will be an expensive proposition and is less of a priority than other improvements. However, in certain areas that may experience significant redevelopment, this could be done as part of a more involved infrastructure improvement project.

Pedestrian and Bicycle Pathways. A fundamental objective of this Plan is to improve pedestrian connectivity, and to de-emphasize vehicular mobility in favor of alternative modes of transport. The proposals for the street network and for the type of new development all help to reinforce this objective. Specific elements of the pedestrian system were discussed above, including sidewalks, lighting, and others. The Plan for CRA Redevelopment Area also calls for substantial mixed-use redevelopment, particularly on Westgate Avenue and Congress Avenue. This will introduce more destinations convenient for both pedestrian and bicycle access. The proposed street modifications will also serve to calm traffic flows in the neighborhood, and enhance the safety of both pedestrians and cyclists. It should be noted that the pedestrian/cyclist network is not strictly utilitarian, but will also link the many green spaces in the community including unpaved right-of-ways and the L-2 Canal Greenway. The Master Plan suggests that bicycle pathways be established along Cherry Road and Seminole Road, connecting in the future to the Greenway along the L-2 Canal. This would be the beginning of a bicycle and running trail infrastructure for the community.

Figure 4.10 indicates how such a pathway could be integrated into the green space system. This shows the condition between Oswego Street and the L-2 Canal, which would be widened to improve storage capacity, but would still leave a wide greenway. This greenway could be attractively landscaped to serve as a linear park, as well as an attractive amenity for lots located on the north side of Oswego.

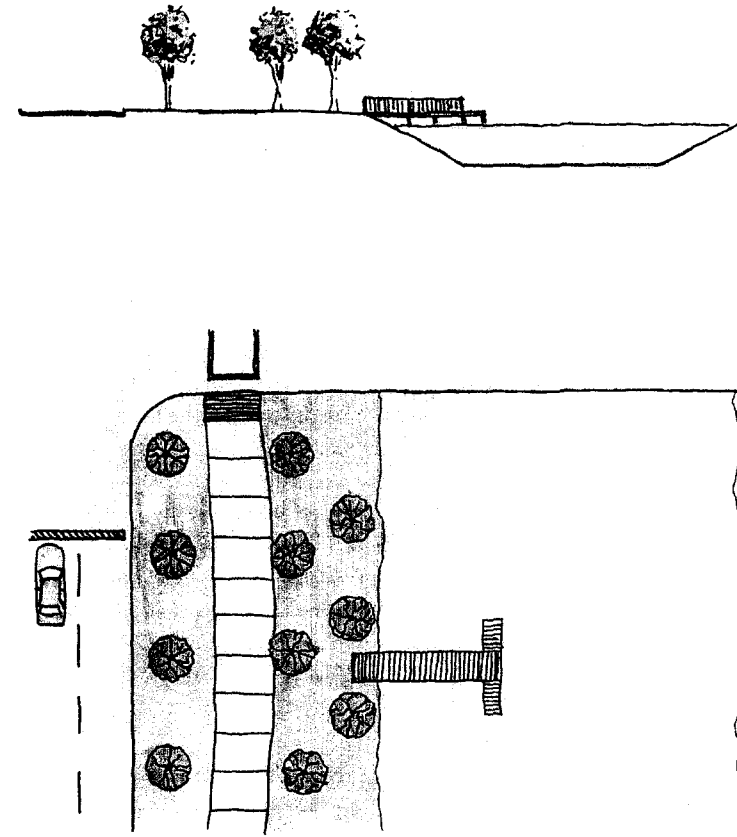


Figure 4.10 – A greenway alongside a canal

Gateway Markers. The CRA has already initiated the placement of gateway markers in the neighborhoods to identify the areas. Likewise during the charrette, several stakeholders suggested that additional markers be placed along Cherry Road, Seminole Road, Westgate Avenue and Congress. Specific suggestions include the entry points of the CRA, such as the north and south ends of Congress Avenue, and the intersections of the following: Westgate Avenue and Military Trail, Old Okeechobee Road and Florida Mango Road, and Florida Mango Road and Belvedere Road. Through placement at important intersections, the markers will designate the significance of entering this historic community.

4. Other Infrastructure.

Wastewater Collection System for Golfview Heights. The community of Golfview Heights is only partially served by an underground sanitary sewer collection system. As described in Section II of the Plan, approximately 50% of the subdivision is lacking a central sewer system. It is the intention of the CRA to provide a central system within two years.

C. Community Amenities

The most important amenity proposed for the CRA Redevelopment Area is that intangible combination of elements that, taken together, reinforces a “sense of community.” Many of these elements are already in place, or exist as untapped potential. Foremost among these is a clear neighborhood structure in the shape of a defined commercial center and a neighborhood activity center. The Plan suggests that Westgate Avenue is the logical location for the neighborhood commercial center, while the area around the existing Westgate Community should be the natural focus for community amenities. However the community is in need of stronger community amenities in order to assist in the elimination of slum and blight.

Westgate Avenue Neighborhood . The Plan proposes a redeveloped commercial area along Westgate Avenue, with a plaza located at the intersection of Seminole Road and Westgate Avenue. A plan of this area is shown in Figure 4.11. This plan suggests several elements that could be incorporated to guide the nature of future development and transform the area into a desirable mixed-use neighborhood. Essentially, this plan suggests that land uses should be allocated according to a disciplined strategy that sets a very deliberate pattern as one moves along a typical street perpendicular to Westgate Avenue.

Westgate itself is fronted by mixed-use buildings close to the sidewalk. The remainder of the block, behind the buildings, serves as parking, which may extend across the next street, depending on the heights of the buildings and the amount of parking required. This parking abuts the back side of rear-loaded townhouses that front onto the next street, Genessee. The entire next block is devoted to a drainage pond, attractively landscaped to serve as a neighborhood park. The pattern repeats with townhomes fronting the north side of the park/pond, behind which is the parking for the commercial properties fronting on Okeechobee Boulevard.

While this regularized pattern does require some significant re-allocation of land uses, it yields a much more valuable neighborhood, despite the fact that an entire block had to be given over to drainage. For those current landowners whose properties are in the proposed pond, they should have the opportunity to trade it for another property with redevelopment potential. Ultimately, the potential value of any property in this area will be contingent on the ability of the CRA to accomplish land re-allocation on this scale.

The effect of this new development pattern is illustrated by Figure 4.12, which shows the central block of the park and pond, fronted on either side by two to three story townhomes. The area would have at least as much residential density as it could have had under current conditions, plus, the drainage has been accommodated in a manner that creates a valuable and attractive community amenity.



Figure 4.12 – Townhomes along the drainage park.

The buildings on Westgate Avenue front the street and feature active, pedestrian-oriented, uses at the street level. The upper floors could be used as small office suites or residential apartments. The view down Westgate Avenue is shown in Figure 4.12, with the plaza visible in the distance on the right.

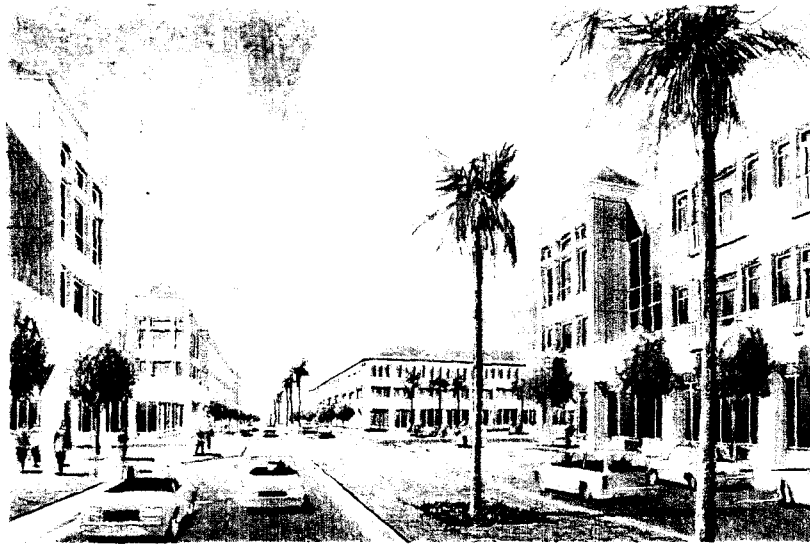


Figure 4.13 – View down Westgate Avenue

The plaza itself is intended to be a neighborhood amenity and gathering space. Proposed improvements include landscaping, a fountain, benches and café seating, as well several small concession pavilions and a band/performance platform. With convenient, on-street parking and a fairly dense mix of surrounding buildings, this plaza is well-located to be an active and vibrant commercial center. The plaza would be linked to the Westgate Community Center by bicycle paths and landscaping.

Westgate Community Center. This existing park features several playfields and courts, a playground, gymnasium, and a community center facility. The Master Plan proposes to enhance and improve the Center, particularly the outdoor areas. The proposal calls for the expansion of the retention lake and creation of a lakeside amenity for the residents to use for picnics, exercise, and other social activities. The lake could be an attraction rather than what it is today: a fenced off, poorly maintained detraction.

Schools. There are currently three public schools within the CRA Redevelopment Area community serving the population of children living there. Westgate Elementary School is the traditional elementary school, while Gold Coast Community School and Survivors Charter School are alternative schools for children with learning or discipline issues. The Plan suggests linking the schools to the Greenway so that children can walk or bike to school from their homes. Westgate Elementary is situated on the L-2 Canal and would be part of the Greenway.

The Greenway. The Greenway, a linear park proposed alongside the L-2 Canal extending from Florida Mango Street to the western boundary of the CRA District, was one of the most visionary ideas of the Master Plan Charrette. Residents applauded the idea of having a significant linear park or greenway running through their community. It would provide much needed open space for the community and would also be functional. The Greenway would measure approximately 40' to 50' in width and would parallel the L-2 Canal, the east-west drainage ditch currently carrying a major portion of the storm water run-off in the area. The Greenway would consist of a paved trail for walking, jogging, dog walking, and bicycling. It would be lighted and landscaped and would contain sitting areas at periodic intervals. The Greenway would be located generally on the north side of the L-2 Canal except when it crosses over the L-2 and runs a short distance to the western edge of Golfview Heights. The CRA currently owns over a dozen lots on the north side and would contribute these to creating the Greenway. The acquisition and development costs of the Greenway would be borne by the CRA, the County and the drainage district. Figure 4.14 depicts a view of the proposed enhancements along the Greenway.

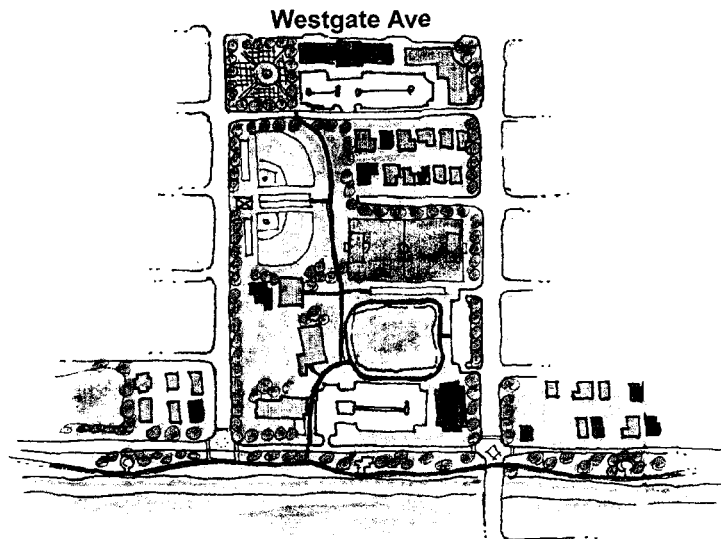


Figure 4.14 - Greenway at the Community Center



Figure 4.15 - Community Center



Figure 4.16 - View along the Greenway

Neighborhood Parks. The Plan proposes to provide additional open space to the residential areas in the form of small neighborhood parks. These parks can be passive in nature or can be active depending upon the desires and care given by the immediate neighborhood residents. The Plan proposes that a budget be set up to implement neighborhood parks and that neighborhood groups advance their concepts for location and design. The location of the parks may be on vacant land or on property currently occupied by a blighted building.

Neighborhood Revitalization.

The existing residential areas of Belvedere Homes and Golfview Heights are fairly stable and are not anticipated to change much. Some needed infrastructure improvements, such as sanitary sewer and better street lighting, have already been discussed and are incorporated in the list of improvement projects in the CRA plan. Other improvements, such as landscaping, assistance with remodeling, and conversion of duplex units into single family units, would go a long way toward improving the overall appearance of the neighborhood, and would also

encourage increased homeownership. Another factor that detracts from the overall appearance of the community is the large number of cars that are parked on the streets and, sometimes, in the front yard. Many homes do not have garages, or only a one-car garage if they do. Several strategies could be used to address this situation.

The biggest change would occur if small parking courts could be created between the houses, as indicated on Figure 4.17. Where the existing space between the homes is sufficient, as many as four cars could be accommodated, all behind the front façade line, so that they would be less visible from the street. Where adjacent properties could put their driveways side by side, it would also reduce the number of driveway cuts occurring along the street. This strategy would remove a significant percentage of units from the street, while the ones remaining on the street could be required to park on one side of the street only. This would discipline the appearance of the street, as well as making it easier for cars to move along the street.

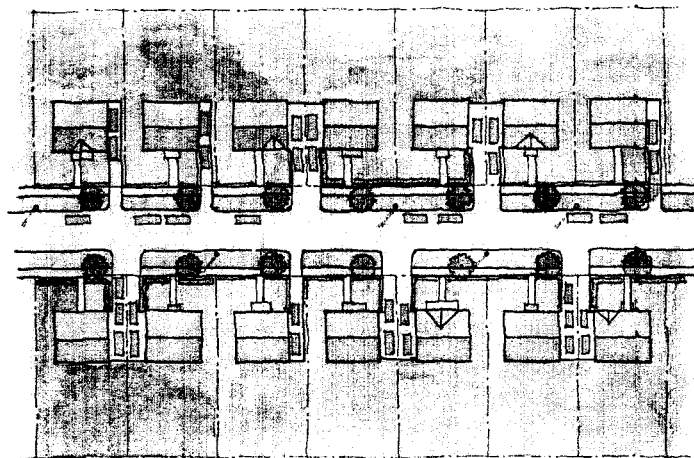


Figure 4.17 – A typical neighborhood street

The appearance of the houses would also be improved by adding low picket fences or hedges to define the front yards. This can be done quite inexpensively and goes a long way to build community pride. An illustration of the cumulative effect of the off-street parking strategies, fencing, and other street improvements is shown in Figure 4.18.

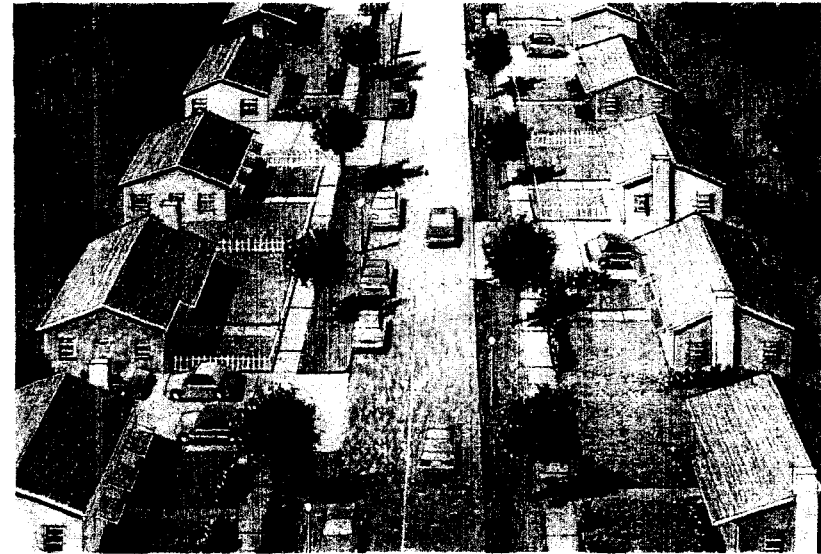


Figure 4.18 – A typical neighborhood street

D. Redevelopment and Development Opportunities

Summary. The Master Plan suggests a series of public improvements, such as a master storm water drainage program and beautification of Congress Avenue and Westgate Avenue. These actions would benefit the redevelopment potential of many sectors and parcels of land within the CRA District. The following is a discussion of some of these redevelopment opportunities, as illustrated in the Master Plan.

Congress Avenue. Congress Avenue offers several significant redevelopment opportunities for privately owned property. The first of these is the area at the intersection of Congress Avenue and Belvedere Road, as well as some of the adjacent land on Congress Avenue. These parcels, known as the Kennel Club, offer the most potential for larger scale redevelopment. The Kennel Club, situated on a 46-acre site would be suited for a public/private partnership with Palm Beach International Airport. At the corner of the site on Belvedere Road, the Master Plan suggests the development of a major hotel and a vertical automobile rental facility. This location would work well with the current master plan for the airport, which anticipates the terminal and parking facilities extruding eastward from their present position. This would lend itself well to a future pedestrian bridge connection across to a central rental facility on the site of the Kennel Club.

The six to eight automobile rental agencies at the airport, currently located on individual sites along Belvedere Road, would be incorporated into a single facility. Automobiles would be rented, returned, and serviced within the multi-story facility. The incorporation of the vertical facility would enable the Airport to better utilize the land on Belvedere Road currently occupied by these agencies.

In addition to the rental facility, a major hotel would also be located in the area, on the east side of Congress. This hotel would be readily accessible from the airport and could serve as an alternative to the

limited service hotels located further north, offering business facilities such as a conference center.

Other use on the Kennel Club site, as illustrated in the Master Plan, include office and office warehouse flex space. The flex space would be utilized by distributors who utilize air cargo facilities at the Airport.

Congress Avenue also contains several vacant parcels near the L-2 Canal. These parcels along with others north of the L-2, would be ideal sites for a mixture of uses, including ground floor retail, office and residential. If the Master Plan proposal for the development of a large retention lake adjacent to the Lakeside Mobile Home Park were to be realized, then the parcels on Congress Avenue, whose back lot lines would face the lake, would be ideal sites for mixed-use. The buildings could be low-rise apartments with retail on the ground floor, in the currently popular style of traditional neighborhood development. They could provide a great opportunity for “near-downtown” living.

Figure 4.1) suggests another, more aggressive redevelopment possibility. If sufficient contiguous property could be assembled, a project of considerable intensity and impact could be realized. Such a project would take advantage of the proximity to the airport and the potential of a strong commercial area to create a mixed-use project on a scale similar to that of City Place. Such a project would have ground level retail as well as office and residential uses. Taller structures, perhaps up to 15 stories, would take advantage of the waterside views.

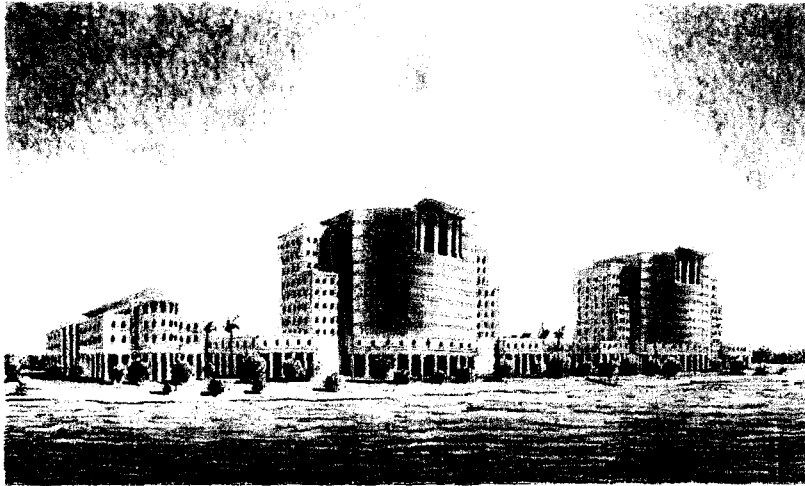


Fig. 4.19 - Congress Avenue Mixed-Use Buildings

In summary, Congress Avenue represents a major opportunity to establish an office, residential and mixed-use corridor for the CRA District.

Westgate Avenue. Westgate Avenue represents the opportunity of establishing a neighborhood downtown, a mixed-use retail center that serves the residential citizens of the CRA District as well as those, particularly commuters, who choose to stop and shop in a more unique and specialized shopping environment. The Master Plan illustrates the Westgate Avenue concept, described as follows. Ground floor space would be situated close to the street and would contain both retailers and commercial offices, such as real estate, insurance, and other. The upper floors of the buildings would contain residential apartments, either for rent or for sale. These apartments are important to sustain the retail on the ground floors. Parking would be situated in the street (a newly designed Westgate Avenue) and in the rear of the property.

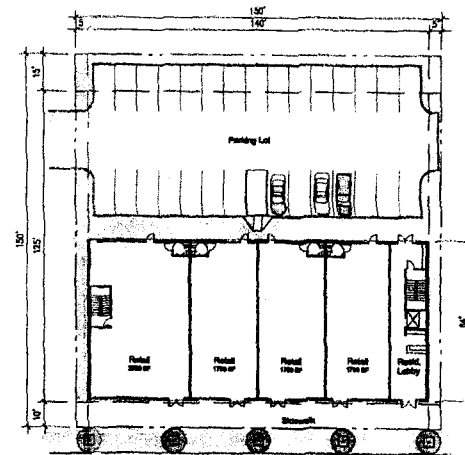
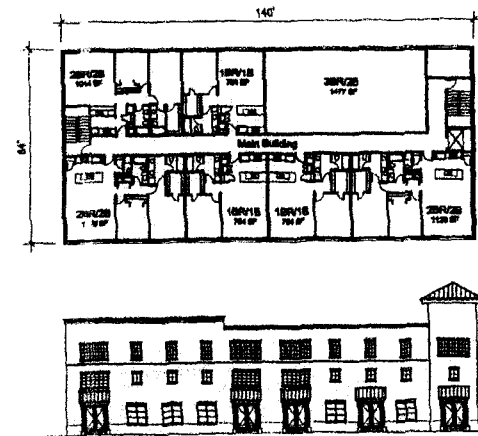


Fig. 4.20 Mixed-Use Building Type

Northeast Warehouse District. This area, located in the northeast part of the CRA, has easy access to downtown West Palm Beach and will likely transition to higher status uses as time passes. Two major changes proposed in this plan should help this to occur. One is the removal of the trailer park in order to improve drainage and the other is the extension of Westgate Avenue east of Congress. Both of these items have been previously discussed and are illustrated in Figure 4.21. This will make the area both more accessible and more attractive, and should encourage the transition of land uses to more office and commercial uses. The existing warehouse uses could be relocated to the southwest portion of the CRA, where the proximity to one of the runway approaches makes that land of limited value for other uses.

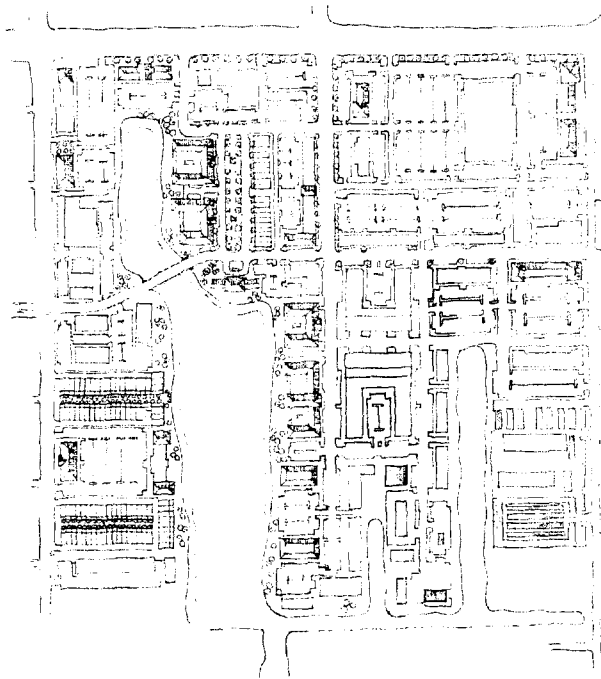


Figure 4.21 – The northeast quadrant

Belvedere Road. The major arterial currently houses many airport uses, particularly the automobile rental agencies. In addition the County owns much of the area between Club House Drive and Congress Avenue. The area currently houses the offices of the County as well as Hertz automobile rental agency. The County contemplates moving their offices to another location (Vista Center) and subsequently much of the land will become available for redevelopment. The Airport will determine its use since the asset could enhance the viability of the airport. The Master Plan illustrates the use of the area as office and office/warehouse flex space. These uses would be very suitable for a growing airport.

Okeechobee Road. Okeechobee Road is one of the most heavily traveled arterials in the County and contains a multitude of uses, including automobile agencies, big boxes, small and medium sized retailers, sit-down restaurants, and numerous fast food restaurants. The south side of Okeechobee Road contains very shallow uses whose parking is in most cases very limited. The Master Plan illustrates the expansion of the Okeechobee sites by incorporating land back to Chickamauga Street. This has already happened in a few locations such as the Mercedes dealership.

Neighborhood Townhomes. Several types of townhouse developments could be used in the areas between the more intensive, commercial on Okeechobee Road and the less intensive proposed mixed-use buildings on Westgate Avenue. This type of building would mediate the differing scales of development of the commercial and residential areas, and help to provide a smooth and harmonious transition between the two. Townhouses are a very flexible building type that can fill a variety of roles within the urban fabric, from a continuous street wall of the row house to a smaller scaled building that contains two to four units. They might front directly on the street with a small stoop area, or be set back behind small, fenced courtyards. In any case, the garages should be accessed from the rear, where alleys can be introduced, which minimizes the impact of the automobile on the front of the unit, and makes the street more conducive to pedestrian

activity. Figure 4.22 shows a row of townhouses and demonstrates how the scale of such a building is compatible with the existing neighborhood, while also providing a transition to the more intensive development in the commercial center. As discussed earlier, the townhouses would face the retention lakes on Chickamauga and Genesee Streets.

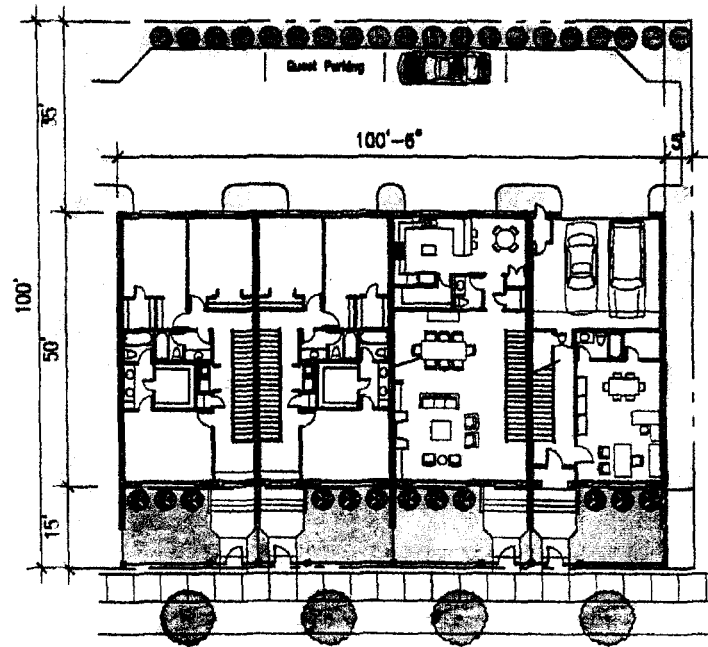
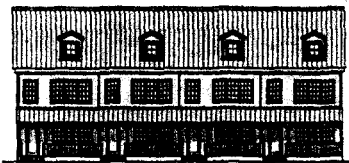
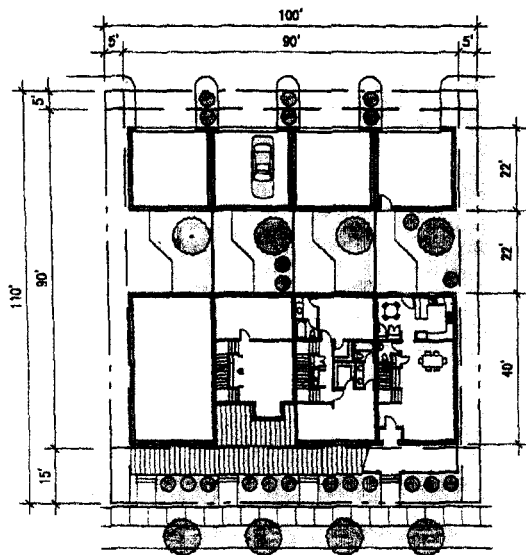


Figure 4.22 New Townhouse Types.

Duplex Housing Redevelopment. Multi-family units, predominantly duplexes, make up a portion of the residential structures in CRA Redevelopment Area. While this provides much-needed affordable housing in the neighborhood, there are some detrimental aesthetic effects to the large number of multi-family units. The major complaint seems to be the large number of vehicles parked in front of the units, in many cases on the lawn as well as the driveways. The large number of driveways is also unsightly, and tends to discourage pedestrian activity.

The Plan proposes several strategies for the duplex housing that will help to mitigate the negative effects of the duplex housing while still maintaining a good variety of housing options.

First, is to introduce modest renovations that would add elements, such as a front porch, to an existing duplex unit in a manner that would give it the scale and appearance of a single-family unit, while retaining a functional duplex. Other inexpensive elements, such as a picket fence, could also be used to discipline the front yard area, create a clear distinction between the public and private realms, and foster a sense of ownership; and, hopefully, civic pride in maintaining the outward appearance of the unit. The CRA will create a redevelopment program discussed in Section V of this Plan to assist duplex owners to renovate the exterior of structures.

The duplex could also be converted to a single family residence with a special policy that the unit be occupied by a home owner not a renter. The duplex conversion would need CRA assistance as discussed in Section V of this Plan. The CRA or home buyer could purchase an existing duplex. The CRA could resell the duplex to a homebuyer with the stipulation that they must live in the structure for a period of five or more years in order to qualify for a conversion subsidy.

E. Summary

It is clear that the CRA has a number of exciting redevelopment possibilities. The area has been long constrained against development by its drainage problems. While this will not be easy to address, the benefits should more than outweigh the efforts. Only a coordinated and comprehensive strategy such as the one proposed here will accomplish the necessary changes, but the time and the will of the community seem to favor this action. There are, of course, concerns in the community regarding the scale of development and the range of change proposed, but this type of major redevelopment is limited to areas that are greatly underdeveloped. The stable residential areas will remain largely undisturbed, except for some much needed infrastructure and streetscape improvements.

While the vision proposed here may not be realized in its specific detail, it is intended primarily as an illustration of the possibilities that are inherent in the area. The following sections of the report cover in more detail the strategies necessary to implement this plan.

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 aid 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 carry out 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;

V. Redevelopment Programs

- 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 kind 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 space 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 | 0.0042344 | 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 | 40,029,125 | 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

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 color 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 signage 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 Hadji niry of PBCWUD to get an update on the status of the waste water 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 Feshavarz & 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 Frame 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 year; 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 with 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 \$10,000 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.

Costs: \$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 Plan 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

Action : 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.

Stakeholder Interview Questionnaire

Name of Stakeholder: _____

Organization: _____

Address: _____

Telephone Number: _____

Date of Interview: _____

Stakeholder Status: **Resident** **Property Owner** **Business Owner** **Government**

Opening Questions (warm-up):

1. **Where is your property or business or home located?**

2. **What type of business do you conduct?**

3. **How long have you owned or have been established or lived at this location?**

4. **How many employees do you have in your organization?**

5. **Approximately how large is your establishment?**

6. **How long does it take for you to get to work in the morning or afternoon? Do you live nearby?**

Big Vision Questions:

7. If you looked 20 years into the future, what would you like the CRA area to be? What is your vision for the area?

8. Please list the most important issues facing the area today?

9. Please list at least five improvements that the area needs today?

10. How do you consider the area services to be, such as garbage collection, police protection, fire response, code enforcement?

11. Do you think parks are adequate to serve the area's residents? If so, Why? If not, why?

12. Are there sufficient facilities for children in the neighborhood? Name some that are missing.

13. Do you think that the storm water (drainage) system is adequate to serve the area's residents? If not, why?

14. Do you think that more transit is needed in the area? What kind?

15. What are your feelings about mixed-use projects (having stores and businesses on the lower floor(s) and residents on the upper floors) on Westgate Avenue? On Belvedere Road?

16. Would a pedestrian-oriented main street be appealing to you as a place to shop?

22. What do you consider the community gathering place to be? What brings people together here?

23. Other comments.

Design Team

Civic Design Associates

Christopher J. Brown, *Principal and Charrette Manager*
James D. Hill, *Architect and Urban Designer*
Peter H. Brown, *Principal, Architect, and Urban Designer*
Alice Boedeker, *Urban Designer*
Emily Fischbein, *Planner*
Don Oelfke, *Architect and Illustrator*
Cathy Marek, *Graphic Designer*

Westgate/Belvedere Homes CRA

Jose Sosa, Executive Director
Sharon Sheppard, Administrative Assistant