

PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS

WORKSHOP SUMMARY

Meeting Date: April 25, 2017

Submitted By: Westgate/Belvedere Homes Community Redevelopment Agency

I. EXECUTIVE BRIEF

Title: Westgate/Belvedere Homes Community Redevelopment Plan Proposed Amendment

**Summary:** Pursuant to BCC Ordinance No. 89-11 and F.S. 163.361, the Westgate/Belvedere Homes Community Redevelopment Agency (Westgate CRA) is required to have Board of County Commissioners (BCC) approval to update and amend the Westgate CRA Community Redevelopment Plan adopted by the BCC on January 11, 2005 via Resolution #2005-0128. Certain projects, programs, undertakings, and actions contemplated in the 2005 Plan are being implemented and will be continued in the amended version. The provisions of the amended Plan will serve as a guide for redevelopment within the designated boundaries of the Westgate CRA area. The 2017 Amended Plan focuses on six important areas: Economic Development and Redevelopment, Market Positioning, Housing, Community Improvement, Infrastructure and Public Space Improvements, and Planning for Redevelopment. In this Plan, the CRA has shifted from a focus on infrastructure improvements to economic growth and vertical redevelopment. The Plan provides a framework to develop programs and strategies to incentivize development and investment in an effort to increase the tax base and revitalize the area. All focus areas complement economic development priorities. In order for new businesses to be successful, the CRA must become a special destination through careful marketing, facilitating the construction of mixed-use mixed-income workforce housing that prevents gentrification while enhancing the buying power of the area, creating open space, partnering to prevent crime, and beautifying existing amenities. The amended Plan was approved by the Westgate CRA Board of Commissioners on February 13, 2017. Districts 2 and 7 (RPB)

**Background and Justification:**

The Westgate CRA was created by the BCC in 1989 pursuant to the Community Redevelopment Act of 1969, F. S. 163, Part III to address conditions of slum and blight in the Westgate Belvedere Homes area of unincorporated Palm Beach County. All public redevelopment activities expressly authorized by the Community Redevelopment Act and funded by tax increment financing must be in accordance with a Community Redevelopment Plan approved by the Westgate CRA Board of Commissioners and the BCC. The agency shall have a maximum life as provided by Florida State law. All redevelopment financed by tax increment revenues shall be completed no later than thirty (30) years following the adoption of this amendment to the Plan. CRA's are a focused financing tool for redevelopment. The use of Community Redevelopment powers enables the governing body to make significant public improvements to remove blighted conditions, improve living conditions, preserve areas of affordable housing, prevent incompatible land use patterns, and assist in the revitalization of older commercial and residential areas. The CRA utilizes tax increment financing and leverages public funds with private investment to achieve redevelopment goals. Redevelopment goals, objectives and implementation strategies are set forth in the CRA's Community Redevelopment Plan; a living document that should be updated from time to time to meet changing needs, recognize new opportunities, and be responsive to emerging economic or market trends.

Continued on Page 3

- Attachments:**
- 1. Westgate CRA Boundary Map
  - 2. PowerPoint Presentation

Recommended by: Elizée Michel Department Director 4-14-17 Date

Approved by: \_\_\_\_\_ Assistant County Administrator 4/18/17 Date

**II. FISCAL IMPACT ANALYSIS**

**A. Five Year Summary of Fiscal Impact:**

Fiscal Years	20__	20__17	20__	20__	20__
Capital Expenditures	_____	_____	_____	_____	_____
Operating Costs	_____	_____	_____	_____	_____
External Revenues	_____	_____	_____	_____	_____
Program Income (County)	_____	_____	_____	_____	_____
In-Kind Match (County)	_____	_____	_____	_____	_____
<b>NET FISCAL IMPACT</b> ✕	_____	0	_____	_____	_____
No. ADDITIONAL FTE POSITIONS (Cumulative)	_____	00	_____	_____	_____

Is Item Included In Current Budget? Yes \_\_\_\_\_ No \_\_\_\_\_  
 Budget Account No.: Fund \_\_\_\_\_ Department \_\_\_\_\_ Unit \_\_\_\_\_  
 Object \_\_\_\_\_ Reporting Category \_\_\_\_\_

**B. Recommended Sources of Funds/Summary of Fiscal Impact:**


✕ There is no fiscal impact associated with this Item.

**C. Departmental Fiscal Review:**

**III. REVIEW COMMENTS**

**A. OFMB Fiscal and/or Contract Dev. and Control Comments:**

  
 \_\_\_\_\_  
 OFMB MS 4/14

  
 \_\_\_\_\_  
 Contract Dev. and Control  
 4/14/17

**B. Legal Sufficiency:**

  
 \_\_\_\_\_  
 Assistant County Attorney

**C. Other Department Review:**

\_\_\_\_\_  
 Department Director

## **Continued from Page 1**

Since its creation, the Westgate CRA has worked diligently to implement the goals and objectives of its Community Redevelopment Plan. Much has been accomplished. Roadway infrastructure, street lighting improvements, sanitary sewer, storm water storage capacity, and flood mitigation have dramatically improved quality of life for Westgate residents. Many single-family homes for owner-occupied low to moderate homeowners have been constructed throughout the community. The CRA provides grant funding programs to individual homeowners and businesses for property and site improvements. The eradication of slum and blight, community stabilization, revitalization, and economic development are the fundamental goals of the Westgate CRA.

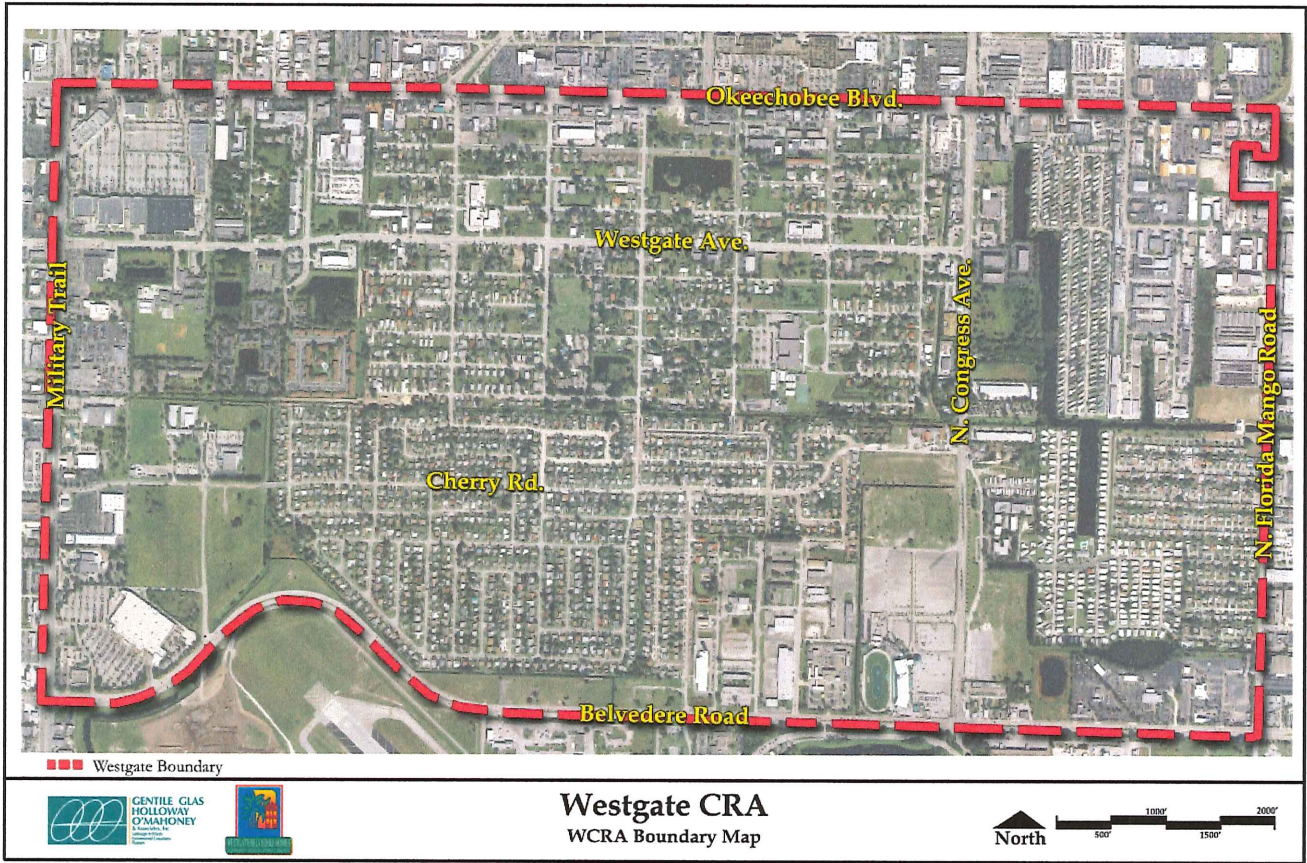
This amended Community Redevelopment Plan does not recommend any changes to the current Westgate CRA boundaries. The Westgate CRA redevelopment area is approximately 1,300 acres or 2 square miles bounded by Okeechobee Boulevard to the north, Belvedere Road to the south, N. Military Trail to the west and N. Florida Mango Road to the east. The CRA has met with several county staff individually and hosted the following public outreach meetings and presentations in an effort to gather input and support from the community and Palm Beach County department heads and staff:

December 3, 2015 – 1<sup>st</sup> Community Forum

August 10, 2016 – PBC Department Head Presentation and Mobile Tour

November 14, 2016 – 2<sup>nd</sup> Community Meeting

CRA Boundary Map



**Westgate/Belvedere Homes  
Community Redevelopment Agency**

# **Community Redevelopment Plan Proposed Amendment**

## **BCC WORKSHOP**

Tuesday, April 25, 2017



[www.westgatecra.org](http://www.westgatecra.org)

# Redevelopment Plan Outline

1. WHO ARE WE?
2. WHAT HAVE WE BEEN DOING?
3. WHERE ARE WE NOW?
4. WHERE ARE WE GOING?
5. HOW DO WE GET THERE?



# WHO ARE WE?

Our beginnings...

- Created in May 1989 by the BCC pursuant to FS 163 Part III
- To improve public infrastructure and minimize economic and social liability
- Approx. 1,300 acres or 2 square miles
- Staff of 4
- Westgate platted in 1921 as a suburb of WPB
- De-annexed in 1931
- CRA Advisory Board consists of 7 members  
■ Appointed by the BCC for a term of 4 years

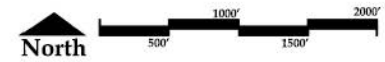




■ ■ ■ Westgate Boundary



## Westgate CRA WCRA Boundary Map





# WHO ARE WE?

Florida Statutes allow a CRA to utilize funds in their Redevelopment Trust to (but not limited to):

- Eliminate blighted conditions;
- Provide affordable housing;
- Buy, sell, assemble, hold, dispose of property;
- Request proposals for the redevelopment of an area

# WHO ARE WE?

- CRA is funded by Tax Increment Financing (TIF)
- TIF: created by increased property values within the CRA after the base year.
- Westgate CRA TIF for 2016 was \$1.7 Million
- In 2016, there were 11 CRAs in Palm Beach County
- In 2016, a total of \$30 million was directed from the County to CRA's  
(source PZ&B )



# WHAT HAVE WE BEEN DOING?

For the Community

## Celebrate Westgate Annual Festival

- Since 2007; 700 residents attend yearly
- Created to provide community outreach and resources

## Greenmarket Express

- Since 2012
- Mobile greenmarket designed to reach low-income households & encourage residents to eat healthy food

## “The Gate” Urban Farm

- Created in 2015
- 1 acre devoted to growing fruits, vegetables & herbs; resident participation



# WHAT HAVE WE BEEN DOING?

Affordable Housing

**New Homes: 26**

**Rehabilitated Homes: 44**

**Senior Housing Units: 80**

**\$12 Million**



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# WHAT HAVE WE BEEN DOING?

## Housing

### Neighborhood Renaissance/CDBG Infill Housing



# WHAT HAVE WE BEEN DOING?

## Housing

### NSP2 Housing Program



# WHAT HAVE WE BEEN DOING?

## Housing

### Neighborhood Improvement Program (NIP)

- CRA funded & administered in-house reimbursement grant for home improvements
- To encourage preservation of existing housing stock
- Corrects code deficiencies, structural deficiencies, weatherization, accessibility and other exterior property improvements
- Improves overall appearance of neighborhoods
- 56 grants



Gentile Glas  
Holloway  
O'Mahoney  
& Associates, Inc.

\$165,000 since 2007



WESTGATE/BELVEDERE HOMES  
COMMUNITY REDEVELOPMENT AGENCY

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# WHAT HAVE WE BEEN DOING?

Public Infrastructure

## Infrastructure Improvements

Approx. \$30 million

2 pumping stations

4 drainage systems

20 detention ponds

1 lake, 1 bridge, 2 canals

Over 500 homes connected to  
sanitary sewer



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# WHAT HAVE WE BEEN DOING?

Public Infrastructure

## Streetlight Programs

### Cherry Road

- 40 decorative light standards – CRA and CDBG funded

### North Westgate

- Ongoing since 1999 – CRA funded

### South Westgate

- 20 streetlights funded by County partner OCR



Cherry Road streetlights

# WHAT HAVE WE BEEN DOING?

## Public Infrastructure

### Westgate Estates and Belvedere Homes Infrastructure

Sanitary sewer, drainage & roadway improvements:

#### **South Westgate** 1992 -1996

- **\$3.3 million bond** infrastructure project

#### **North Westgate** 2004 -2011

- Multi-phase (6) project spanning 7 years
- **\$7 million** in grant and CRA TIF funds

#### **Belvedere Homes** completed in 2013

- **\$7 million** in grants and TIF
- vacuum system



# WHAT HAVE WE BEEN DOING?

Public Infrastructure

Storage Capacity & Flood Mitigation Projects

## A History of Flooding

- Antiquated drainage system
- Flooded regularly
- Lowest point of the C-51 Canal Basin (175 sq miles)
- Basin bowl effect
- FFE of homes more than 2 feet above the

crown



Lakeside Mobile Home Park

# WHAT HAVE WE BEEN DOING?

## Public Infrastructure

### Storage Capacity & Flood Mitigation Projects

#### L-2 Canal Pump Station

- Off N Florida Mango
- **\$4 million** in leveraged CRA TIF & FEMA HMGP grant funding
- provides **flood mitigation to approx. 400 acres** within the eastern part of CRA



#### Cherry Road Bridge Widening

- Completed in 2011
- **\$1 million** in leveraged CRA TIF & CDBG funds
- provides relief for discharging CRA's water runoff into the canal



# WHAT HAVE WE BEEN DOING?

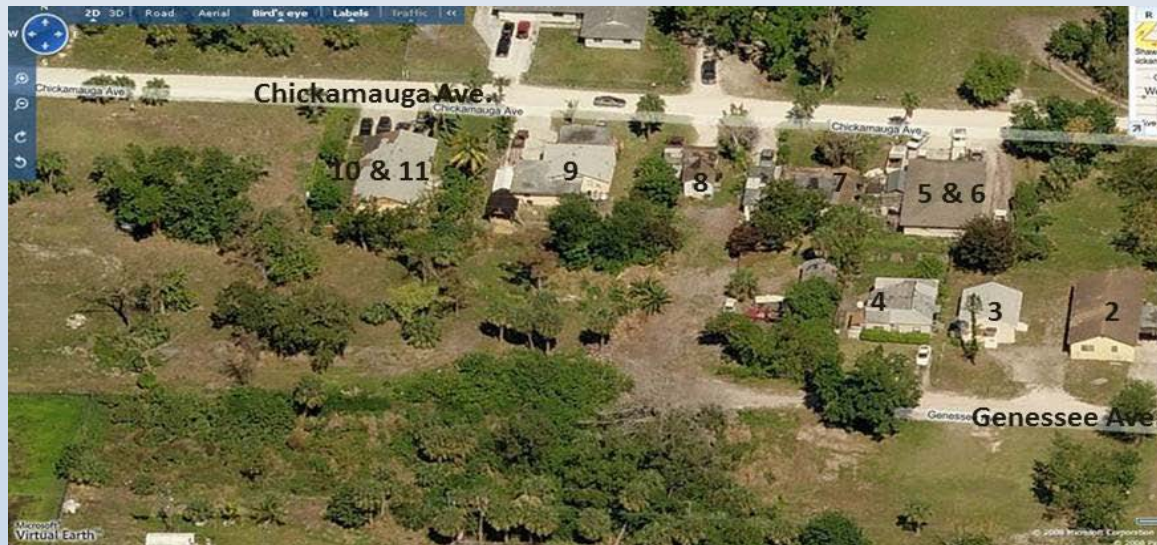
Public Infrastructure

Storage Capacity & Flood Mitigation Projects

Dennis P. Koehler Preserve & the Babbling Brook

Elimination of blight

- Demolition of 11 derelict structures
- Elimination of illegal dumping



# WHAT HAVE WE BEEN DOING?

## Public Infrastructure

### Storage Capacity & Flood Mitigation Projects

#### Dennis P. Koehler Preserve & the Babbling Brook

- Expansion & conversion of existing dry detention area
- Water conveyance through system of culverts & inlets
- Increased storage capacity and storm water improvement
- Discharge into C51 canal
- Improves quality downstream and reduces pollutant loadings
- Contributes to open space
- Used for passive recreation



# WHAT HAVE WE BEEN DOING?

## Public Infrastructure

### Storage Capacity & Flood Mitigation Projects

#### Dennis P. Koehler Preserve & the Babbling Brook

- Function is to assist in pretreatment
- Brings environmental awareness to public
- EcoArt element
- Has gained status as Florida Audubon Urban Oasis
- Educational tool through mentoring partnership with Oxbridge Academy



# WHAT HAVE WE BEEN DOING?

Public Infrastructure

Storage Capacity & Flood Mitigation Projects

Dennis P. Koehler Preserve & the Babbling Brook





# WHAT HAVE WE BEEN DOING?

## Economic Development & Redevelopment

**Site Development Assistance Program** – since 2007 with grants totaling \$205,000 for exterior improvements to businesses within the CRA.

**CRA Property Acquisitions** – the CRA purchases properties for infrastructure projects but also to enhance community character (greenways corridor) and for assemblage for potential redevelopment partnerships within the CRA.



[www.westgatecra.org](http://www.westgatecra.org)

# WHAT HAVE WE BEEN DOING?

Economic Development & Redevelopment

Private Development Projects



Indian Road Plaza



Midpoint Office Warehouse

# WHAT HAVE WE BEEN DOING?

Economic Development & Redevelopment

Private Redevelopment Projects



Okeechobee Place



Palm Beach Marketplace  
Before & After



# WHAT HAVE WE BEEN DOING?

Economic Development & Redevelopment  
Private Development Projects



Opportunity Inc. expanded day care facility – Westgate Ave at Donnell.

Marino Motorsports auto showroom – Okeechobee Blvd



# WHERE ARE WE NOW?

Need to Update the Community Redevelopment Plan

Infrastructure largely stabilized – shifting priorities to focus on **economic development and** vertical redevelopment

Focus on the **projects, programs, incentives and partnerships** necessary to facilitate economic growth & private development for the elimination of “slum and blight” in the Westgate area

**Our #1 Priority = ERADICATION OF SLUM & BLIGHT**

\*Continued widespread slum & blight causes

DISINVESTMENT & DISINTEREST in the community\*



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# Reaffirmation of Slum and Blight



Poor Streetscape



Vacant Houses



Vacant Building



Vacant Lots

# WHERE ARE WE NOW?

Need to Update the Community Redevelopment Plan

## **PUBLIC & PBC DEPARTMENTAL INPUT**

December 2015 – Community Forum

August 2016 – PBC Department Head Presentation & Trolley Tour

November 2016 – Community Meeting to present Draft Plan

November 2016 – April 2017 – meetings with Zoning, Planning, OCR, DES & Engineering Staff to gather feedback and input



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# WHERE ARE WE NOW?

## Priorities from 2015 Community Forum

- Property Maintenance
- Infill Redevelopment
- Traffic Calming
- Home Ownership
- Street Lighting and Sidewalk Network
- Crime Prevention
- Remove Derelict Housing
- Address Chronic Loitering
- Local Choices in Dining, Shopping & Entertainment
- More Public Parks
- More Community Events
- Merchants Association
- More jobs





# WHERE ARE WE NOW?

## Issues/Weaknesses

- Negative perceptions
- Reluctance to invest or “be the first one”
- Low property values, Class C office space
- Crime – need eyes on the street
- Property neglect – broken windows
- Saturation of auto related or nuisance uses – need to regulate
- Homelessness
- Lack of housing that is affordable – for low to moderate incomes
- Surface parking – consolidate
- Walkable streets
- Redevelopment facilitation – process, perception

# WHERE ARE WE NOW?

## Needs

- #1 – eradicate slum and blight
- A new Westgate brand
- To create new interest = new investment = continued new investment to increase the tax base
- Neighborhood serving businesses
- Businesses that satisfy a market niche or trend
- Interactive & engaging public spaces
- Mixed income workforce housing stock

# WHERE ARE WE NOW?

## Opportunities

- Location, land value & vacant parcels
- Established residential base
- Substantial infrastructure investment
- A rising local economy
- CRA incentives
- Cross jurisdictional relationships (West Palm Beach)
- Intergovernmental partnerships (Engineering, Parks & Rec, Airport Authority, OCR)
- Private-public-not for profit partnerships – workforce or special needs housing
- PB Kennel Club

▪ 1 cent sales tax – CIP's planned for Westgate area



## WHERE ARE WE NOW?

# Summary of Existing Conditions, Needs & Opportunities

- Economic development
- Importance of positive branding & promotion of Westgate
- Building on past accomplishments in housing programs, community and redevelopment strategies
- Active business recruitment to serve community needs and to attract a new demographic
- Crime prevention and property maintenance
- Public-private partnerships
- Balanced housing strategy
- Intergovernmental partnerships

## WHERE ARE WE GOING?

# Draft Amended Community Redevelopment Plan

### 2005 Plan

- Planning
- Infrastructure
- Redevelopment & Development
- Community

### Re-prioritized 2017 Plan

**FOCUS AREA 1: Economic Development & Redevelopment**

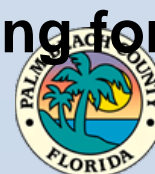
**FOCUS AREA 2: Market Positioning**

**FOCUS AREA 3: Housing**

**FOCUS AREA 4: Community Improvement**

**FOCUS AREA 5: Infrastructure & Public Spaces**

**FOCUS AREA 6: Planning for Redevelopment**



# WHERE ARE WE GOING?

## FOCUS AREA 1

### Redevelopment & Economic Development

- Stabilizes property values
- Provides jobs
- Increase the tax base
- Creates investment interest

How can the CRA encourages redevelopment & economic growth?

- by beautifying & [improving the physical environment](#)
- by providing [incentives](#)
- by actively working with developers to [facilitate](#) projects
- by seeking public & private [partnerships](#)
- by [increasing awareness](#) about the potential of the CRA area



# WHERE ARE WE GOING?

## FOCUS AREA 1

### Redevelopment & Economic Development

#### Projects & Programs

## Westgate Corridor Streetscape Plan, Design & Implementation

- One of our most important corridors for redevelopment potential
- A failure to launch
- Still plagued with dilapidated, underutilized buildings and vacant lots
- Existing conditions do little to encourage investment
- No sense of interaction & walkability

Can an improved streetscape design foster economic development?



# WHERE ARE WE GOING?

## FOCUS AREA 1

### Redevelopment & Economic Development

#### Projects & Programs

- **Heart of Westgate Redevelopment Project**
- **Priority Commercial Corridors**
- **CRA Incentives and Grants Programs**
- **Westgate Merchants Association**



# WHERE ARE WE GOING?

## FOCUS AREA 2

### Market Positioning

### Projects & Programs

## REbrand & REboot Westgate Campaign

- New image for Westgate area
- Print & social media marketing

### Placemaking Initiatives Program

- Sense of recognition and arrival
- Key access points or critical intersections

### Business Recruitment & Incubation

- Neighborhood serving businesses
- Businesses that satisfy a market trend



# WHERE ARE WE GOING?

## FOCUS AREA 3

### Housing

#### Projects & Programs

## Workforce Housing Incentives Program

- Incentives to attract housing developers

### Neighborhood Improvement Program

- Stabilize existing housing stock through grant program
- Incremental improvements to residential neighborhoods

### Disadvantaged Groups/Specific Needs Housing

- Address disadvantaged groups – the homeless, persons with disabilities, Veterans, the elderly, college students

# WHERE ARE WE GOING?

## FOCUS AREA 4

### Community Improvement

#### Projects & Programs

## Community Events

- Celebrate Westgate, Greenmarket Express, and the Gate Urban Farm

### Community Policing

- Citizens on Patrol Program

### Property Maintenance

### Neighborhood Association

### Public Art Program

### Safe Routes to School Initiative



# WHERE ARE WE GOING?

## FOCUS AREA 5

### Infrastructure & Public Spaces

### Projects & Programs

## Neighborhood Streetlight Program

- Throughout CRA

## Belvedere Heights Infrastructure Improvements

## Belvedere Homes Phase III Infrastructure Improvements

## Dennis P. Koehler Preserve & Babbling Brook Park

## Pedestrian Friendly Streets Program

L2 Canal Greenway



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# WHERE ARE WE GOING?

## FOCUS AREA 6

### Planning for Redevelopment

#### Projects & Programs

## Land Use & Development Regulations

- WCRA Overlay, ULDC, and Comp Plan
- TCEA

## Market & Planning Analysis

- Okeechobee Blvd & N. Military Trail
- Northeast Industrial Quadrant

## Master Drainage Plan

## Creation of CDC



# HOW DO WE GET THERE?

## Financing Redevelopment

TIF revenue – 5-year projection:

2018 – \$2,114,813

2022 – \$3,060,618

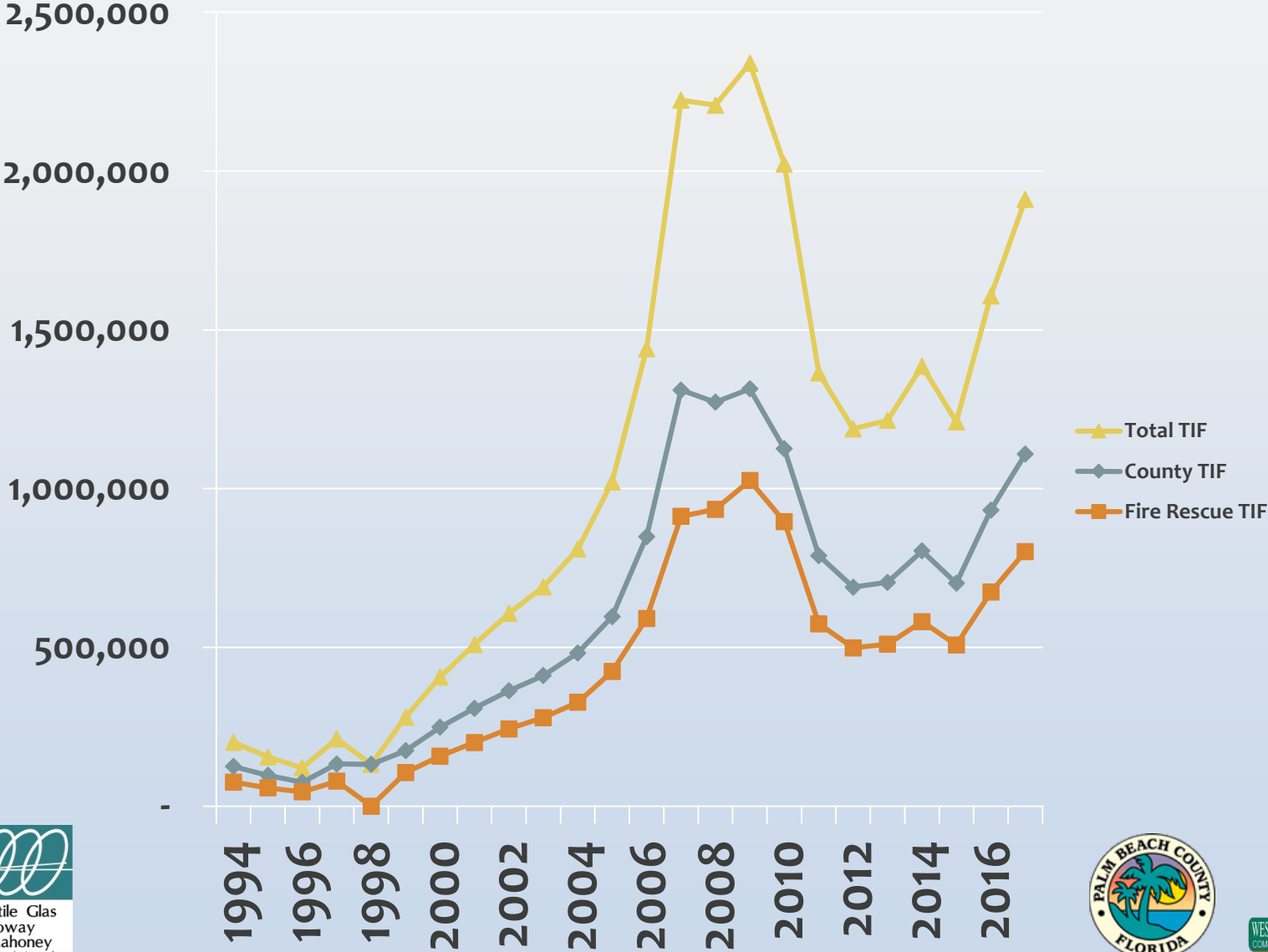
To implement the Plan, we need:

- Grants – public & private
- Prioritize projects & programs in annual budget



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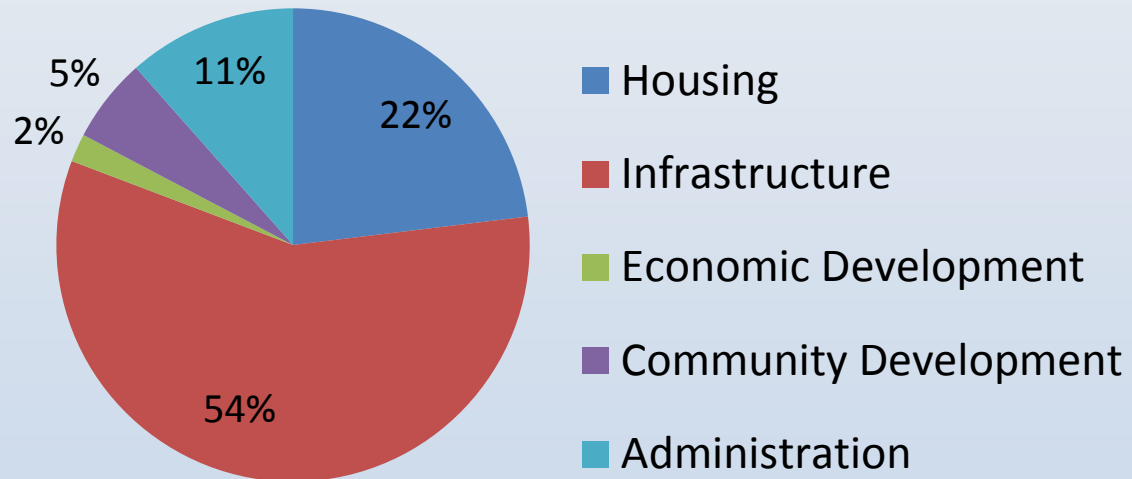
# TIF TRAJECTORY SINCE 1994



# Past TIF and Grants

**Total TIF (23 yrs): \$25 Million**  
**Grants (20 yrs): \$30.6 Million**  
**2017: \$1.2 + \$.7=\$1.9 Million**

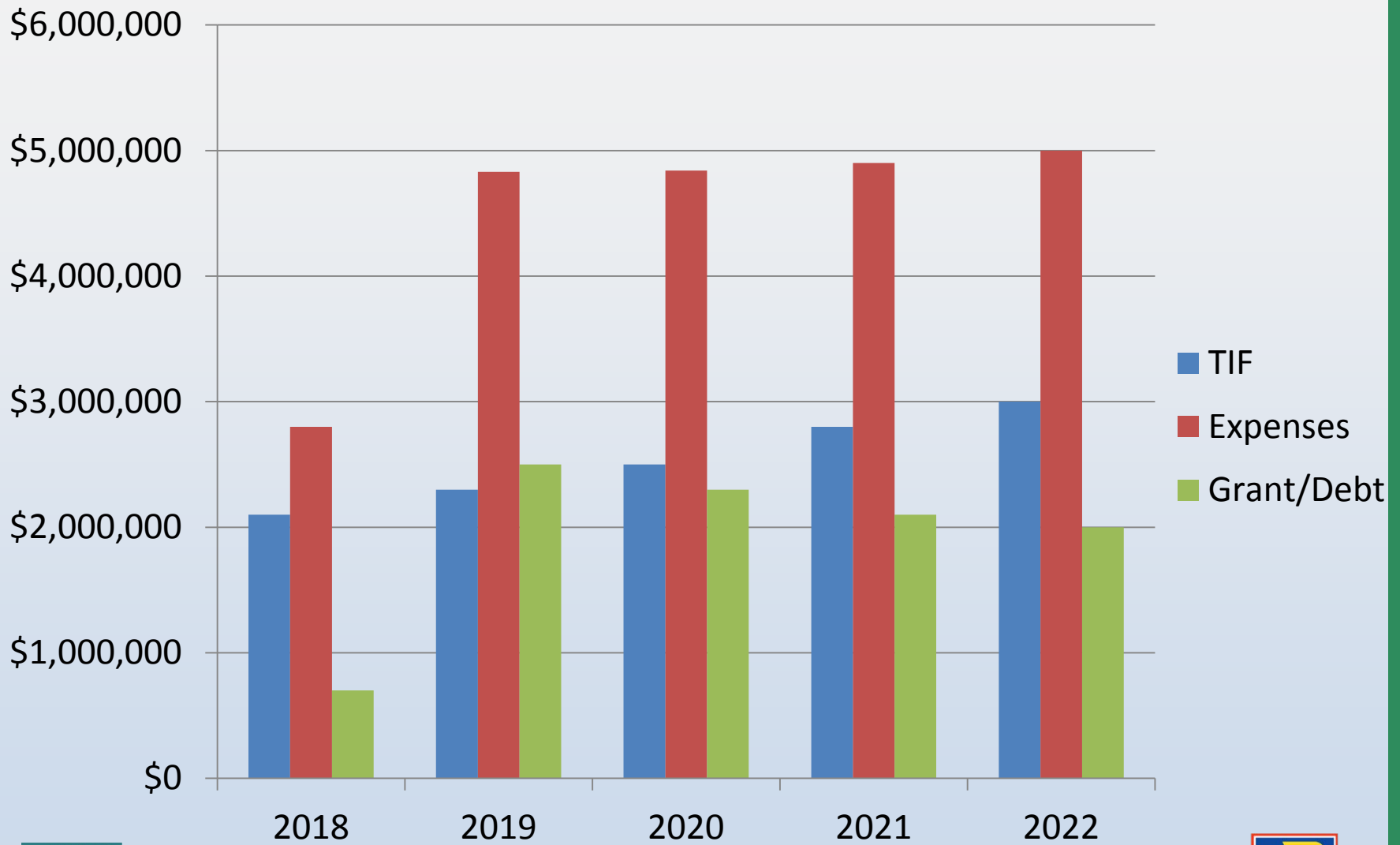
## Program Expenditures





**Table 5-3: CRA 5-Year Projection of Revenues & Expenses**

Projections	Fiscal Year				
	17/18	18/19	19/20	20/21	21/22
Projected Assessment (based on 6% yearly increase)	460,342,408	487,962,953	517,240,730	548,275,174	581,171,684
Increment Increase	270,173,141	297,793,686	327,071,463	358,105,907	391,002,417
Tax Increment Revenue	2,114,813	2,331,016	2,560,191	2,803,117	3,060,618
<b>Revenues</b>					
<b>Tax Increment Revenues</b>	<b>2,114,813</b>	<b>2,331,016</b>	<b>2,560,191</b>	<b>2,803,117</b>	<b>3,060,618</b>
Grants/ Donations and Loans / Bonds	400,000	2,400,000	2,200,000	2,000,000	2,000,000
Debt Service Reserve	250,000				
Sale of Property		100,000	80,000	120,000	
Leases	40,000				
Total Revenues	2,804,813	4,831,016	4,840,191	4,923,117	5,060,618
<b>Expenditures</b>					
Debt Service	385,500	32,737	36,499	37,490	41,460
Project Expenses	1,840,000	4,190,000	4,165,000	4,215,000	4,315,000
General & Administrative (based on 5% yearly Increase)	579,313	608,279	638,692	670,627	704,158
Total Expenditures	2,804,813	4,831,016	4,840,191	4,923,117	5,060,618



## Focus Areas

### Table 5-4: CRA 5-Year Redevelopment Programming and Funding Allocations

	Fiscal Year				
	17/18	18/19	19/20	20/21	21/22
1. Economic Development	400,000	1,000,000	2,000,000	2,100,000	1,650,000
2. Market Positioning	200,000	200,000	200,000	150,000	100,000
3. Housing	175,000	175,000	200,000	200,000	250,000
4. Community Improvement	150,000	200,000	200,000	200,000	150,000
5. Infrastructure	690,000	2,340,000	1,340,000	1,340,000	1,990,000
6. Planning	225,000	275,000	225,000	225,000	175,000
<b>TOTAL</b>	<b>1,840,000</b>	<b>4,190,000</b>	<b>4,165,000</b>	<b>4,215,000</b>	<b>4,315,000</b>



## WHAT HAPPENS NEXT?

### APPROVALS/PUBLIC HEARINGS

- CRA Board approved draft Redevelopment Plan on February 13, 2017
- April 25, 2017 – BCC Workshop

### NEXT STEPS

- May 12, 2017 - PBC Planning Commission as LPA
- June 2017 – BCC Adoption

## WHAT HAPPENS NEXT?

### AFTER THE PLAN IS ADOPTED...

#### POTENTIAL ULDC/WCRAO AMENDMENTS:

- Within one year
- WCRAO UH Sub-area regulations, flex space regulations, entertainment and/or makers district, mixed use/FBC
- Development review process

#### POTENTIAL COMPREHENSIVE PLAN AMENDMENTS:

- Within one year
- TCEA – increase in daily/pm peak trips

# Westgate CRA

## Westgate CRA Board of Commissioners:

Ronald Daniels, Chair  
Joanne Rufty, Vice-Chair  
Chris Fleming  
Ralph Lewis  
Joseph H. Kirby, III  
Brian Sattar  
Ruth Haggerty, PE

## Our Staff:

Elizée Michel, AICP, FRA-RA, Executive Director  
Denise Pennell, Senior Planner  
Sharon Sheppard, Redevelopment Specialist  
Mai Newton, Administrative Assistant

## Our Consultants:

Gentile Glas Holloway O'Mahoney & Associates, Inc. (2GHO)  
Land Research Management, Inc. (LRMI)



# THANK YOU!

## Questions or comments?



[www.westgatecra.org](http://www.westgatecra.org)