



RIVIERA BEACH
COMMUNITY
REDEVELOPMENT AREA
*Citizens' Master Plan and
Charrette Report*
January 2008



THE RIVIERA BEACH COMMUNITY REDEVELOPMENT AREA CHARETTE

A CITIZENS' MASTER PLAN

prepared by

TREASURE COAST REGIONAL PLANNING COUNCIL

*With and for the citizens of the City of Riviera Beach
January 2008*

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This master plan document represents the efforts, ideas, and
vision for the future of the Community Redevelopment Area
within the City of Riviera Beach. The designs, illustrations, and
graphics included within this report are meant to convey that
vision and are conceptual by nature.



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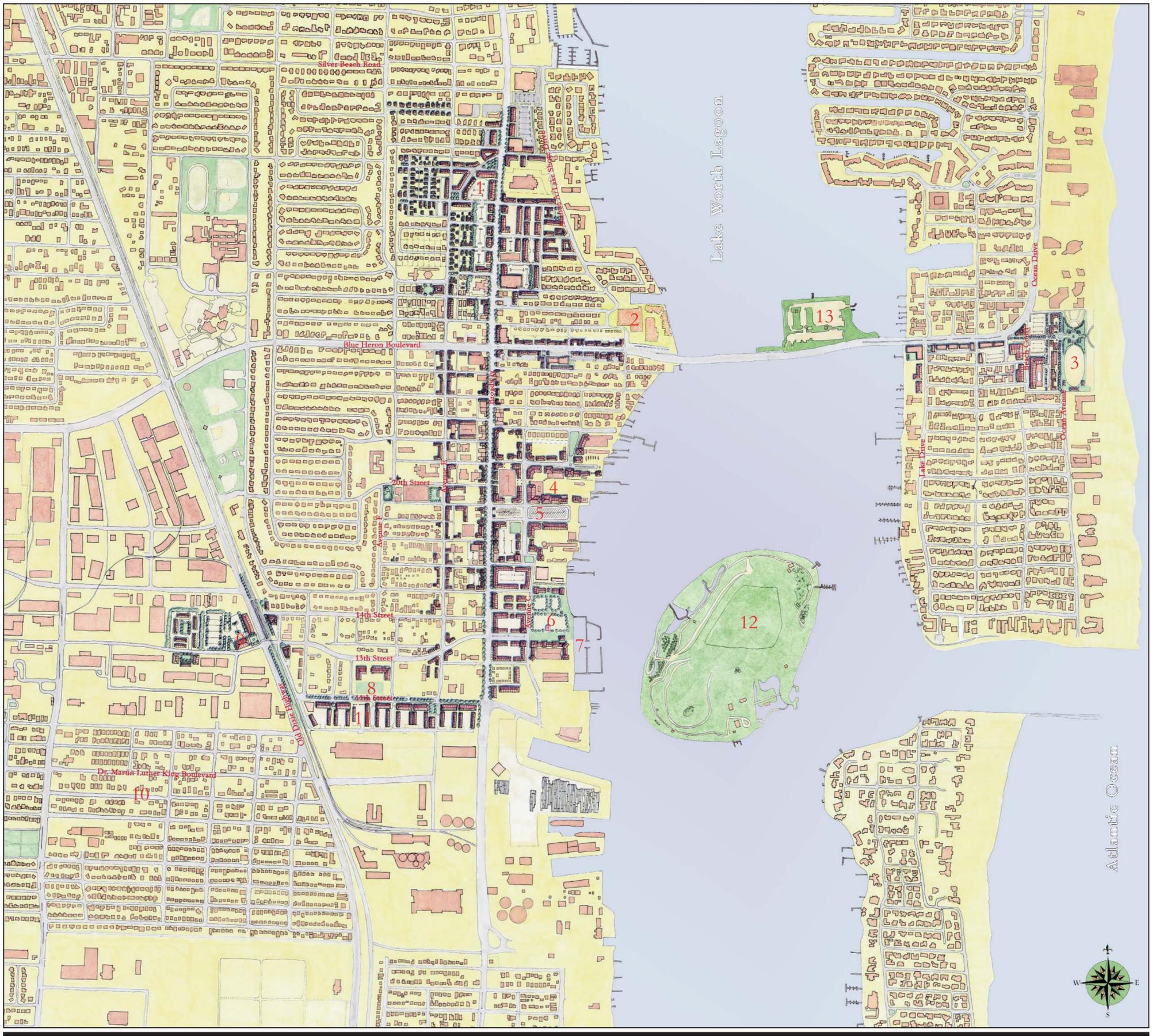
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CHAPTER I EXECUTIVE SUMMARY



The Citizens' Master Plan for the City of Riviera Beach Community Redevelopment Area

T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H



CITIZENS' MASTER PLAN

RIVIERA BEACH COMMUNITY REDEVELOPMENT AREA

January 30, 2008

- | | |
|--------------------------------|---|
| 1. Mobile Home Redevelopment | 8. Boys and Girls Club and Maritime Academy |
| 2. Marina Grande | 9. Transit Station |
| 3. Ocean Mall and Public Beach | 10. Riviera Beach Heights |
| 4. Rybovich Redevelopment | 11. Port Transition District |
| 5. Moroso Public Boat Ramp | 12. Peanut Island |
| 6. Bicentennial Park | 13. Phil Foster Park |
| 7. Public Marina | |



Broadway Boulevard is the north-south spine of Riviera Beach.

In September 2007 the Riviera Beach Community Redevelopment Agency (CRA) contracted with the Treasure Coast Regional Planning Council (TCRPC) to "re-evaluate" its current CRA redevelopment plan. For nearly a decade and at the direction of the city administration, the CRA has assembled a consultant team and developed an ambitious and very detailed plan that outlined the direction of an estimated \$2.4 billion dollars in future redevelopment in the historic core and waterfront area of Riviera Beach. In 2005 the CRA selected the Viking Yacht Corporation as the "Master Developer" of the CRA plan at which time land acquisition and detailed design began.

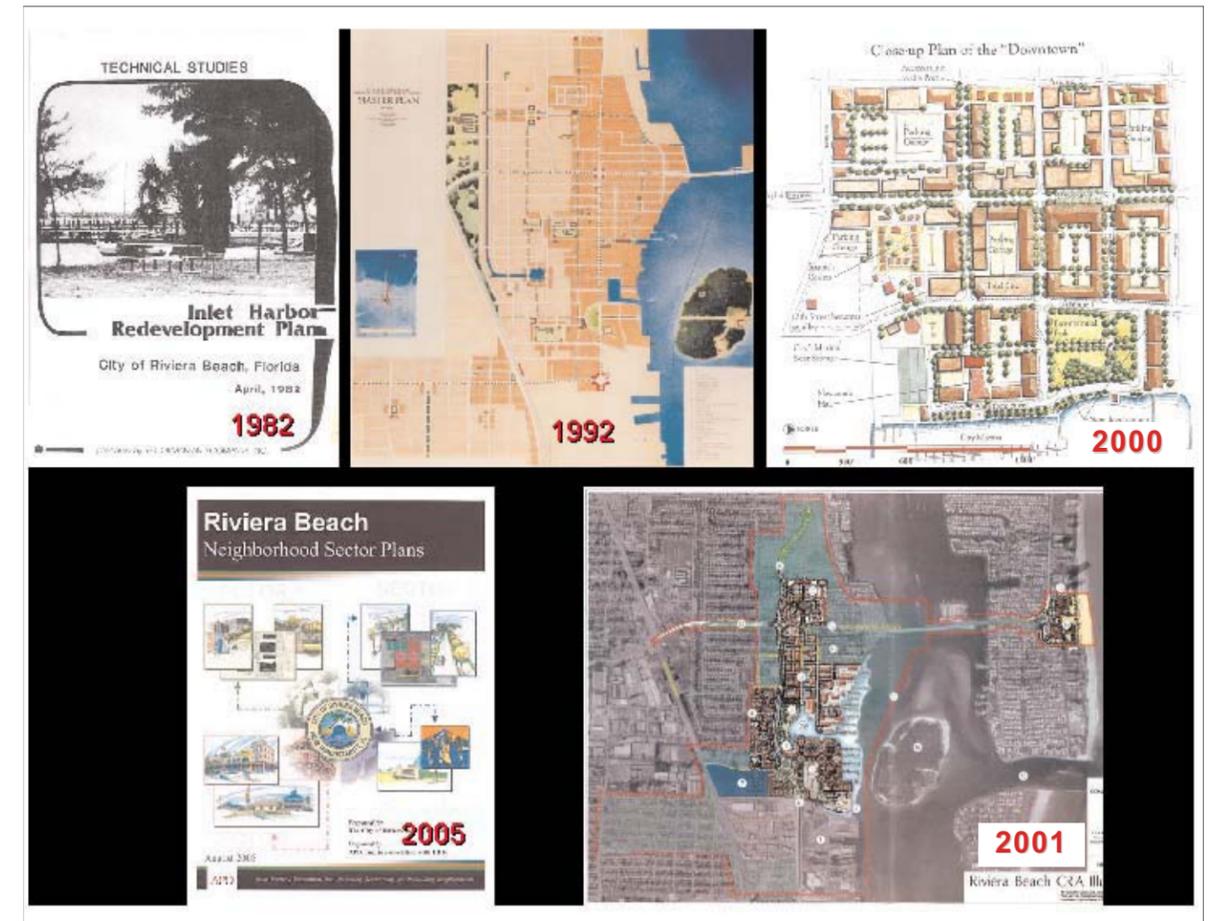
The current CRA redevelopment plan (the Inlet Harbor Plan), which is analyzed in detail in a later chapter, contemplated many significant changes to the CRA area bounded by Avenue "F" and Old Dixie Highway to the west, the intracoastal waterway to the east, 10th street to the south, and Silver Beach Road to the north. Some of the main components of the Inlet Harbor Plan include:

- ~ the relocation of Broadway Boulevard (US 1) from its current location to Avenue "E" to the west;
- ~ the carving out of a boat basin and new waterfront where Broadway is today;
- ~ the leasing and redevelopment of the city-owned Riviera Beach marina and adjacent Bicentennial Park; and,

- ~ the acquisition, through willing purchase or condemnation, of nearly 2,000 residential and commercial properties within the redevelopment area.

The city comprehensive plan, as well as the statutorily defined CRA Plan, have been updated to incorporate this previous direction for Riviera Beach and are currently the regulatory documents that guide redevelopment in this area.

Since the selection of Viking Yacht Corporation as "Master Developer" in 2005, many of the pre-requisites to implementing the Inlet Harbor Plan have changed: any reliance upon eminent domain as a redevelopment tool has been significantly limited by the 2005 change in Florida eminent domain legislation; considerable turmoil in the housing market and credit industry have slowed the recent



25 years of planning and analysis in Riviera Beach's CRA

EXECUTIVE SUMMARY

development fervor; the March 2007 council and mayoral elections in Riviera Beach resulted in a shift in the political direction of the city; and perhaps most importantly, a growing realization of the enormous infrastructure obligations and rigid land-use detail of the Inlet Harbor Plan has raised increasing questions about its feasibility. These issues, among others, compelled the CRA to engage a public and transparent evaluation of the assumptions and direction of the redevelopment in the CRA.

From Saturday, October 20, 2007 through Friday, October 26, 2007 the TCRPC design team conducted a fully public design charrette. During this seven day period hundreds of citizens, elected officials, developers, and staff were active authors in forging a new direction and strategy for redevelopment in the heart of Riviera Beach. Working together, the design team and the public put to paper a master plan that represents the aspirations of key areas of the city's waterfront and urban neighborhoods.

Coined the "Citizens' Master Plan", key components of the charrette effort and master plan include: a long-term redevelopment strategy for the areas north of Blue Heron Boulevard adjacent to Broadway Boulevard; a revision to the existing Ocean Mall proposal; strategies for neighborhood infill and reclamation for the neighborhoods west of Broadway; a detailed examination of the Florida Department of Transportation's (FDOT) plans and documents for expanding Dr. Martin Luther King Boulevard into the Port of Palm Beach; the Riviera Beach Marina and Bicentennial Park relative to the Viking Yacht proposal; and the future location and design detail of Broadway Boulevard.

This report includes a critique of the existing CRA plan and why this "re-evaluation" endeavor occurred, a section on urban design principles illustrated in the great cities and neighborhoods of America, a description of the process for the creation of the master plan, and a tour of the plan, its recommendations and strategies for implementation. As discussed in the final Implementation chapter of this report, a significant amount of revision and work still remains to be done if the Citizens' Master Plan recommendations are to be instituted. The first and perhaps most important step in implementing any plan is confirming a commitment to the assertions and direction of that plan.

While this report includes an objective and critical overview of the existing Inlet Harbor Plan, it is important to note that many of its core concepts are retained. In fact, the five different planning studies reviewed, dating back to 1982, all had the same goal, to "build a better, safer Riviera Beach". The Citizens' Master Plan outlined in this report also embodies those core community values. The Citizens' Master Plan for Riviera Beach goes further however by applying time-tested principles of urban design and city building to create a plan that is incrementally achievable, and fiscally prudent.

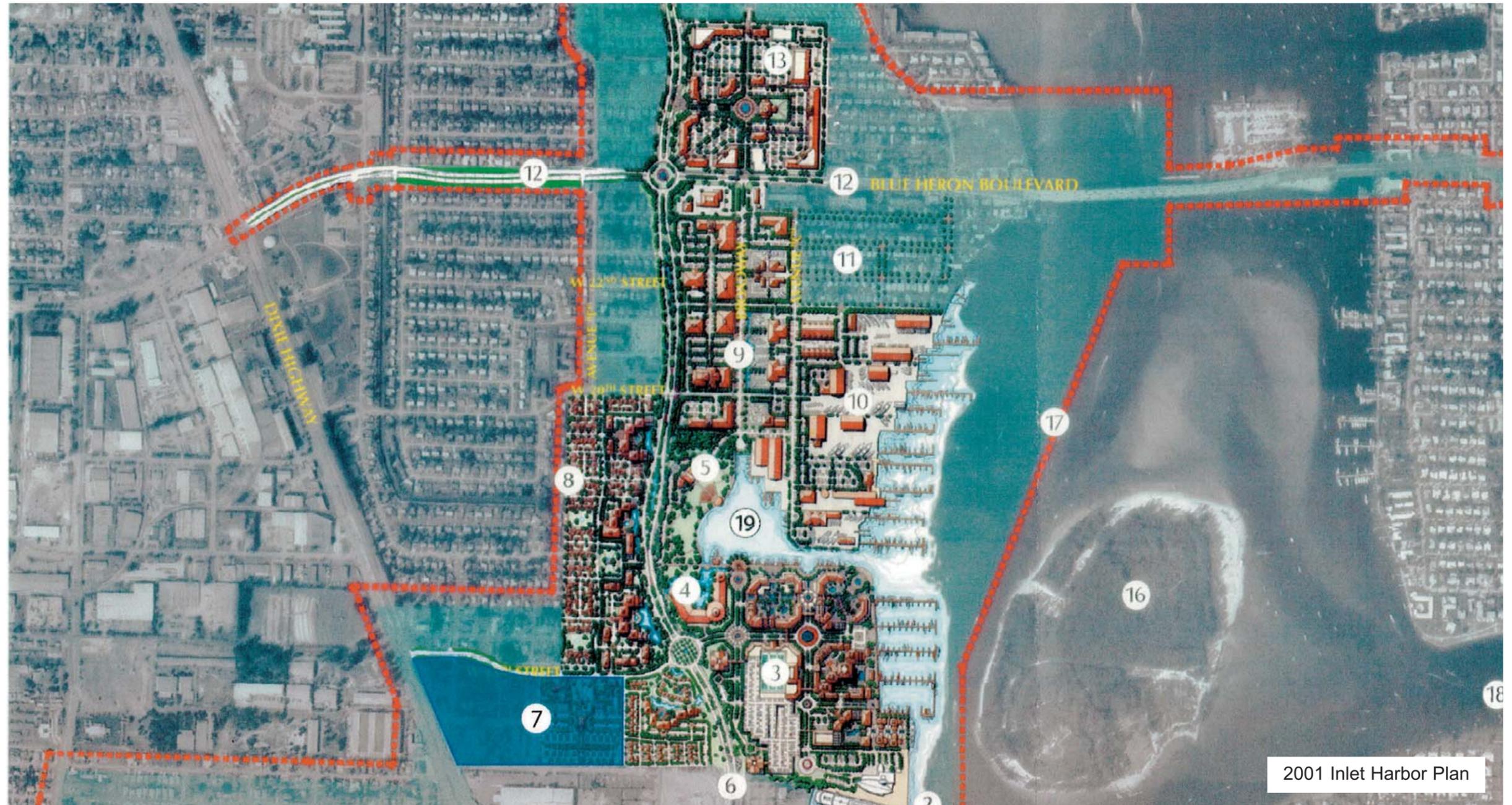
The Citizens' Master Plan



Developed during the week of October 20-26 with the participation of hundreds of residents, business owners, and elected officials, the Citizens' Master Plan is a document meant to be the guide for future redevelopment in the city.

CHAPTER II

EVALUATION OF PREVIOUS PLANS



Evaluation and Comparison of Previous CRA Plans with the 2007 Charrette Master Plan

One of the primary purposes for the Charrette was to update the current plan for the CRA. This plan is known as the 2001 Inlet Harbor Master Plan. In order to perform this task, the Plan was evaluated for content and feasibility. The main ideas or objectives of the Plan were also compared against the plans created by the citizens during the Charrette. In addition, three previous plans for the CRA and one recent plan for its surrounding neighborhoods were considered in the evaluation and update effort. These were the 1982 Inlet Harbor Plan; the 1990 CRA Master Plan or Schimmenti Plan; the 2000 US 1/Seven Cities Master Plan; and the 2005 Riviera Beach Neighborhood Sector Plans.

Evaluation of the 2001 Inlet Harbor Master Plan and the others was performed during the Charrette and continued in the weeks that followed. Results of this evaluation were reported below, beginning with a listing of the main ideas or objectives of the current plan.

Main Ideas From the 2001 Inlet Harbor Master Plan

- Improve and Expand City Marina
- Improve Bicentennial Park
- Increase the Prominence and Use of Newcomb Hall
- Enhance the Working Waterfront
- Improve Opportunities for Attracting Marine-Related Business
- Mixed-Use Development Around the City Marina
- Improve Public Access to the Waterfront
- Redevelop the Ocean Mall
- Improve the Look, Feel and Investment Potential of Broadway/US 1
- Establish Riviera Beach as a Prime Destination for Tourists
- Establish 13th Street as a Celebratory Entrance to the City and its Waterfront
- Establish Additional City Parks
- Capitalize on Blue Heron Boulevard and Broadway as a "Main and Main" Intersection for Riviera Beach
- Attract New Residents to the City
- Create Jobs
- Improve the Walkability and Transit Readiness of the City
- Improve the Address of the City to Attract Developer Investment
- Repair the Downtown and Waterfront Areas First and the Neighborhoods will Follow

Interestingly, these main ideas or objectives packaged together in the 2001 Inlet Harbor Master Plan: 1) can be found in the CRA master plans prepared before; 2) have been reconfirmed as good ideas by the citizens who participated in the October 2007 Charrette; and 3) are absolutely embedded in the draft Charrette Master Plan. In other words, all the good ideas established under the 2001 Inlet Harbor Master Plan now live in the 2007 Charrette Master Plan.

There are important differences between the two plans. How they mainly differ is found in the physical and financial strategies proposed to accomplish these objectives. For example:

The 2001 Inlet Harbor Plan relies upon the City to make an initial extraordinary purchase of land and existing homes and businesses. Preliminary estimates contained in the plan identified over 22 acres of "prime" waterfront land, 317 businesses and 1,680 homes to be purchased by the City at a cost of around 146 million dollars*. This land was then to be assembled by the City and sold to developers to recoup its costs. The 2007 Charrette Master Plan does not rely on public purchase of waterfront land, or existing homes and businesses.

The 2001 Inlet Harbor Plan relies upon initial and extraordinary public infrastructure expenditures and changes. The two most significant and expensive included the relocation and rebuilding of Broadway/US 1 to just about where Avenue E exists today, and the permitting and dredging of a large inland marina basin. The 2001 Plan also suggests relocating and improving Bicentennial Park. These and other public infrastructure and marine-related costs represented the bulk of the 347 million dollars* the City was expected to spend over a 10-year period to carry out all aspects of the 2001 Plan. The 2007 Charrette Master Plan rebuilds Broadway in place using FDOT funds already allocated to the project and eliminates the proposal for permitting and building the inland marina basin. The Charrette Plan suggests leaving and improving Bicentennial Park in place.

The 2001 Inlet Harbor Plan relies upon one very large project and a major investor to build the plan. Riviera Beach is not a subdivision or a "project." It is a City of many landowners, buildings, and cultures. As such the 2007 Charrette Master Plan does not rely on one major investor building one large project to be successful. The Charrette Plan suggests incremental development of every scale to be built over time, welcoming both large and small investors to participate in redevelopment.

* Money budgeted under the 2001 Plan to purchase the necessary properties and build the required public infrastructure are based on 2001 dollars and property values. In today's dollars these costs would be about \$173 million and \$412 million, respectively.

The 2001 Inlet Harbor Plan relies on a "boom economy" of cheap money, unrestrained lending and building practices, and an overheated market to build out the plan over a 10-year period. Because the 2007 Charrette Master Plan relies on flexibility and incremental building for success, rather than the one large builder/one large project approach, building the Charrette Plan can continue in any economy.

The 2001 Inlet Harbor Plan relies on an overly prescriptive plan of development. Each parcel identified for development in the plan carries with it a very detailed and exacting development program. For example, the plan specifically prescribes for the 31-acre Harbor Village East parcel an exact amount of units that will be for sale and for rent, and exact sizes and quantities of office buildings, restaurants, retail establishments, theaters, health clubs, entertainment areas, boat slips and parking spaces. Complying with such a specific development program is difficult if not impossible for a developer without amending the plan. The 2007 Charrette Master Plan is far more flexible, focusing more on urban form, the creation of walkable, safe streets and blocks, and the proper scaling and placement of buildings, rather than over-prescribing their use and program.

The 2001 Inlet Harbor Plan relies on closing 43 street segments in the CRA. The 2007 Charrette Master Plan proposes no street closures, but rather the enhancement of the existing city block and street network.

Binding even the most ambitious and elegant redevelopment plan to any one of the preconditions listed above unnecessarily adds complication and costs to the already difficult and tricky proposition of downtown redevelopment. The weight of these preconditions and reliances is the most important reason why the 2001 Inlet Harbor Plan has not been carried out.

In addition to the differences explained above, 2007 Charrette Master Plan expands the 2001 master planning effort by suggesting some additional redevelopment proposals. These include:

1. Continue the 13th Street Beautification/Entry Treatment west to Australian Avenue
2. Reserve a Mixed-Use Passenger Rail Station Site Along the FEC Railway on the Northwest Corner of Old Dixie and 13th Street
3. Improve and Expand the Boys and Girls Club and Maritime Academy at their Current Locations
4. Reduce and Reconfigure the Widening of Dr. Martin Luther King Boulevard between Congress Avenue and Old Dixie Highway to Minimize Impact to the Surrounding Neighborhoods

5. Establish Better Access to the Port of Palm Beach Including a New Southern Entry Access Road
6. Create a Better Transition of Live/Work Uses and Building Types along the Northern Boundary of the Port of Palm Beach between Old Dixie Highway and US 1
7. Retrofit the Mobile Home Parks along North Broadway
8. Better-Define Access and Use of the Public Beach
9. Rebuild and Recast Avenue E as a Neighborhood Commercial Street
10. Revitalize CRA Neighborhoods



EVALUATION OF PREVIOUS PLANS

Maximum Allowable Development

During the Charrette there was wide speculation about how much development was allowed under the 2001 Inlet Harbor Master Plan and what would be allowed under the 2007 Charrette Master Plan. It should be noted that the total allowable development program under these plans is the same. Just like the City of West Palm Beach, the City of Riviera Beach amended its comprehensive plan to include a Transportation Concurrency Exception Area (TCEA) for the CRA.

The TCEA limits the maximum allowable development in the CRA to:

Residential:	4,537 units
Hotel:	375 rooms
Conference Center:	41,250 s.f.
Office:	1,260,411 s.f.
Other Non-Residential:	1,800,157 s.f.

The 2007 Charrette Master Plan suggests no changes to the TCEA's maximum allowable development program and recommends the City and CRA maintain the TCEA designation in the City's comprehensive plan as a valuable redevelopment tool.

The 2007 Charrette Master Plan contains a clear and achievable redevelopment vision that comprehensively deals with building on, and improving the existing structure or pattern of the City's physical, economic, and social assets. The 2007 Plan recognizes the "vision" for the future of the City is not something that can be implemented or built overnight. It will take patient, incremental growth designed in such a way that every planning and development decision sanctioned by the City is always helping to carry out large and small pieces of the plan. This should, slowly and surely over the years, result in a City that has realized its vision: a better, safer and more prosperous Riviera Beach.

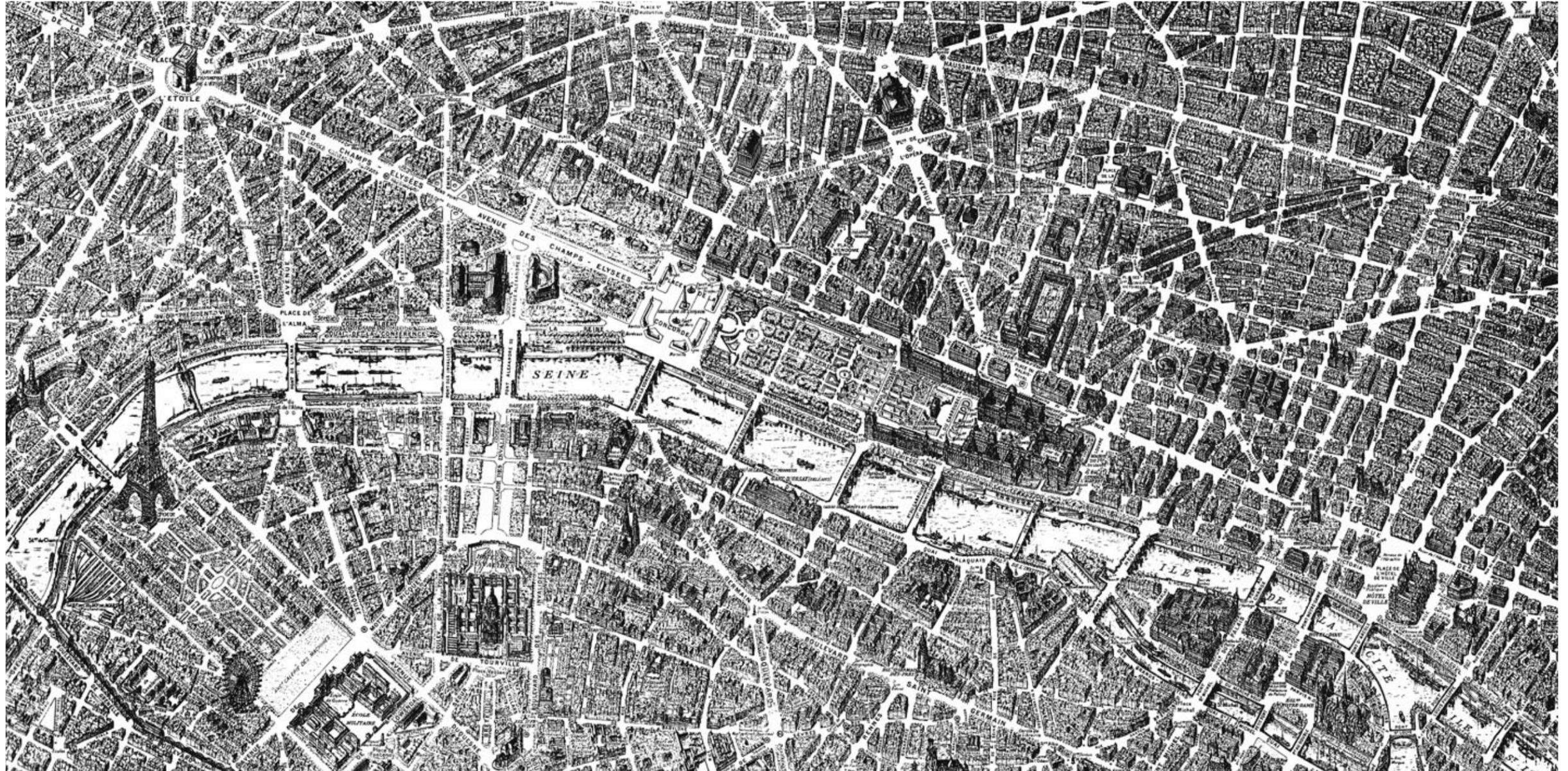
“The Country needs and, unless I mistake its temper, the Country demands bold persistent experimentation. It is common sense to take a method and try it; if it fails, admit it frankly and try another. But above all, try something.”
Franklin D. Roosevelt in an address at Oglethorpe University
Atlanta, Georgia
May 22, 1932



The Citizens' Master Plan, illustrated above, is a plan principled in the traditions of good urban design and is premised upon incremental development over time.

CHAPTER III

GENERAL PRINCIPLES OF URBAN DESIGN



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The Built Environment

Every place is different. Each city, town, and neighborhood has a unique set of circumstances and conditions. The City of Riviera Beach's CRA is no different. There are general principles of good urban design that can be applied almost everywhere. These are time-tested fundamental principles that have shaped great cities for centuries. These are the underlying principles the Treasure Coast Regional Planning Council used during the charrette.

Characteristics of the Best Towns and Cities

Traditionally, towns and cities are made up of neighborhoods with each neighborhood ranging in size between forty and 125 acres. In larger towns where there are multiple neighborhoods, these may be clustered around a central business district or main street shopping area. Within neighborhoods, ideally there are a diversity of uses and housing affordabilities, and residential densities may average between six to ten units per acre across the entire neighborhood with some houses occurring on large lots and some units clustered in the form of multifamily apartments or townhouses. Cities may have much higher average densities. With higher densities, a greater variety of services are possible within close proximity to homes. Towns and cities recognized by residents as great places to live share these and the following characteristics.

A well defined center and edge

The best towns and cities have a strong sense of place. You know when you have arrived, and you know when you leave. They do not sprawl and merge into one another, and they have a recognizable center and heart. The center is the place people go to shop, conduct business, get news, and see neighbors. The center usually occurs at an important intersection (main street and main street) where shops have maximum access and exposure. The town center is typically anchored by some important community civic building such as a town hall, library, or community church. The civic building is situated on a public green or plaza that serves as a recognized gathering place for residents.

A hierarchy of interconnected streets

Great towns have a diversity of street types serving all of the different purposes the community requires and providing strong interconnection between a diversity of land uses. Streets end at intersections with other streets forming a fine network of alternative transportation routes. The best places to live never undermine the power and value of the grid by closing streets to public use or gating off neighborhoods.

Beautiful streets designed for both cars and pedestrians

Streets are designed and viewed as part of the public realm to be used equally by both cars and people. Equal attention is given to the functionality of the street to pedestrians and children, and its attractiveness as a place as is given to its use by automobiles. Great towns recognize that large portions of the community do not have independent access to an automobile but still need to be able to move around.

A diversity of housing types and affordabilities

All members of the community must be able to find a suitable place to live within the community. Communities need a great variety of people to function well - physicians, bankers, carpenters, shop keepers, teachers, and baby sitters. If the community is not attractive to a few wealthy individuals, there will be no one to donate money to build a library. Without skilled and unskilled labor, there would be no one to repair a car or maintain landscaping.

Places for work and shopping in proximity to housing

Quality of life is improved when people are able to live in close proximity to workplaces and frequently used shopping destinations. Ideally, many residents should be able to reach centrally located work places and shopping destinations by walking or by very short vehicle trips.

Appropriately located sites for civic buildings

Well-designed communities have specially created and prominent locations for placement of their important civic buildings such as churches, libraries, schools and community meeting halls.

Provision of a variety of parks and open spaces

Communities address a variety of open space needs including recreation fields, quiet places for meditation, and small open spaces where young children can safely play within shouting distance of their homes.

Citizens participating in the charrette recognized these principles and developed a series of requests consistent with achieving these characteristics of good places to live.



Portland, Oregon: Friendly environment for people, cars and mass transit.

THE ULTIMATE TEST OF SUCCESS

The extent to which it is possible to enjoy a high quality of life within a community without having access to an automobile.

The ability to own and operate an automobile should not be a prerequisite to enjoying a good quality of life; however, in much of Florida this is exactly the case. Significant portions of the population are either too young or too old to drive, and others can not easily afford a car. In the best communities children can walk to a playground, and the elderly are not forced to abandon their homes of many years because they can no longer drive a car.



Example of a regional park



Example of multi-use play fields



Example of a green



Example of a square

Public Open Space

Parks and open space are critical for the success and livability of any neighborhood. All agree that parks are important and desirable to have, but if they are not designed properly or located in the right place, they can fail. The following defines open spaces from more rural to more urban.

Regional parks have acres of preserved land with room for active recreation. The land for this type of open space should coincide with a natural feature in the area. The study area has several such locations.

Multi-use play fields are large enough to play baseball and soccer and are needed in the area. If possible, these fields could be incorporated into land dedicated to the existing schools. The possibility of sharing these fields with the public when the school isn't using them could be explored.

Greens are a third type of public open space. A green is an urban, naturalistic open space surrounded by buildings. Trees are typically informally planted. Greens are landscaped with trees at the edges and sunny lawns at the center. Greens may contain benches, pavilions, memorials, and paths.

Squares are smaller and more formal than greens. A square is a public open space that provides a setting for civic buildings and monuments. Civic buildings should be located at the center or edge of the square. The space is defined by formal tree plantings and should be maintained to a higher standard than parks or greens. Squares can either be attached or detached meaning the square can either be part of the block or surrounded by streets on all four sides.

All of the mentioned types of public open space should be considered in the planning of the charrette study area. A good variety of all the types will produce a more desirable and livable neighborhood.

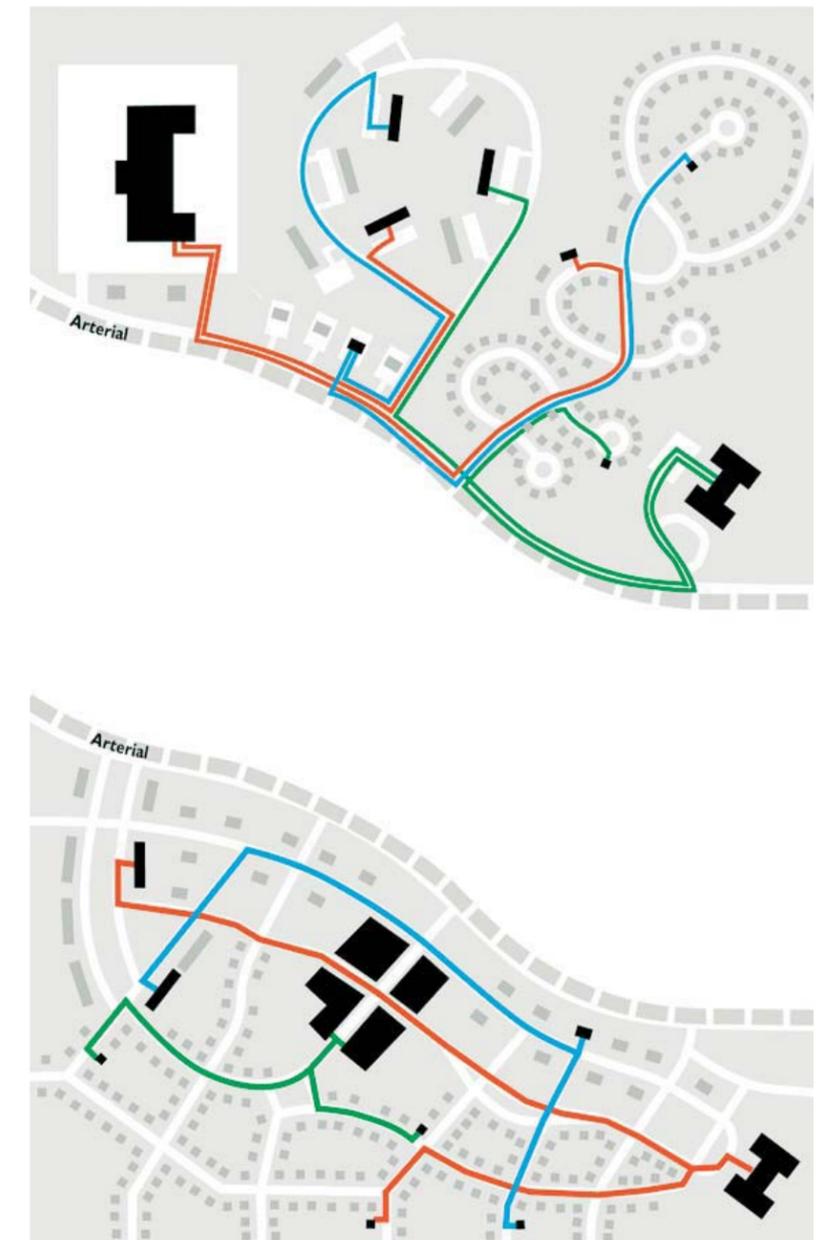
Two Patterns of Development

One of the most unfortunate trends in conventional development patterns is the segregation of building uses. The first figure shows this very clearly. The mall is separated from the apartments, which, in turn, are separated from the houses and the school. Instead of being able to walk from work to school or from shopping to home, the distances become too great, and the car is needed for every task. In addition to this, a parking space is needed for each trip at each location. Instead of parking in one place and walking to a few places and then getting back in the car, it becomes necessary to drive and park at each location. Therefore, a greater number of parking spaces are needed. Additionally, typically all the business traffic empties onto a collector road or arterial highway. All of these extra trips share one road to get from one destination to another. The result is that the more development that happens, the worse the traffic gets. The most commonly used "solution" is to widen the arterial, which often makes the road more dangerous and unpleasant. This happens all over the country. Southern Boulevard and SR 441 are examples. With a growing population, it is unreasonable to assume that these roads can carry nearly all the traffic. They may have the capacity to handle regional traffic passing through the area, but when all local trips require using one of these roads, they become over capacity. Dealing with traffic becomes a nightmare.

Conversely, traditional planning mixes the uses and makes it possible to easily walk from one place to another. A logical street network is critical for this system to work. Neighborhood streets that link all the uses together reduce intensity on the arterial road. A person could easily travel from his or her apartment to school and stop at the mall on the way without getting on to the arterial. As a result, the arterial is limited primarily to through traffic and semi-local trips. A better street network and a mix of uses are two fundamental ingredients in the making of a successful neighborhood.



Top: Conventional pattern of development. Uses are strictly separated.
Bottom: Traditional pattern of development. Uses coexist and form multi-income, multi-use neighborhoods.



Top: Conventional pattern of development. All traffic collects on one road.
Bottom: Traditional pattern of development. A street network creates many ways to get from one location to another.

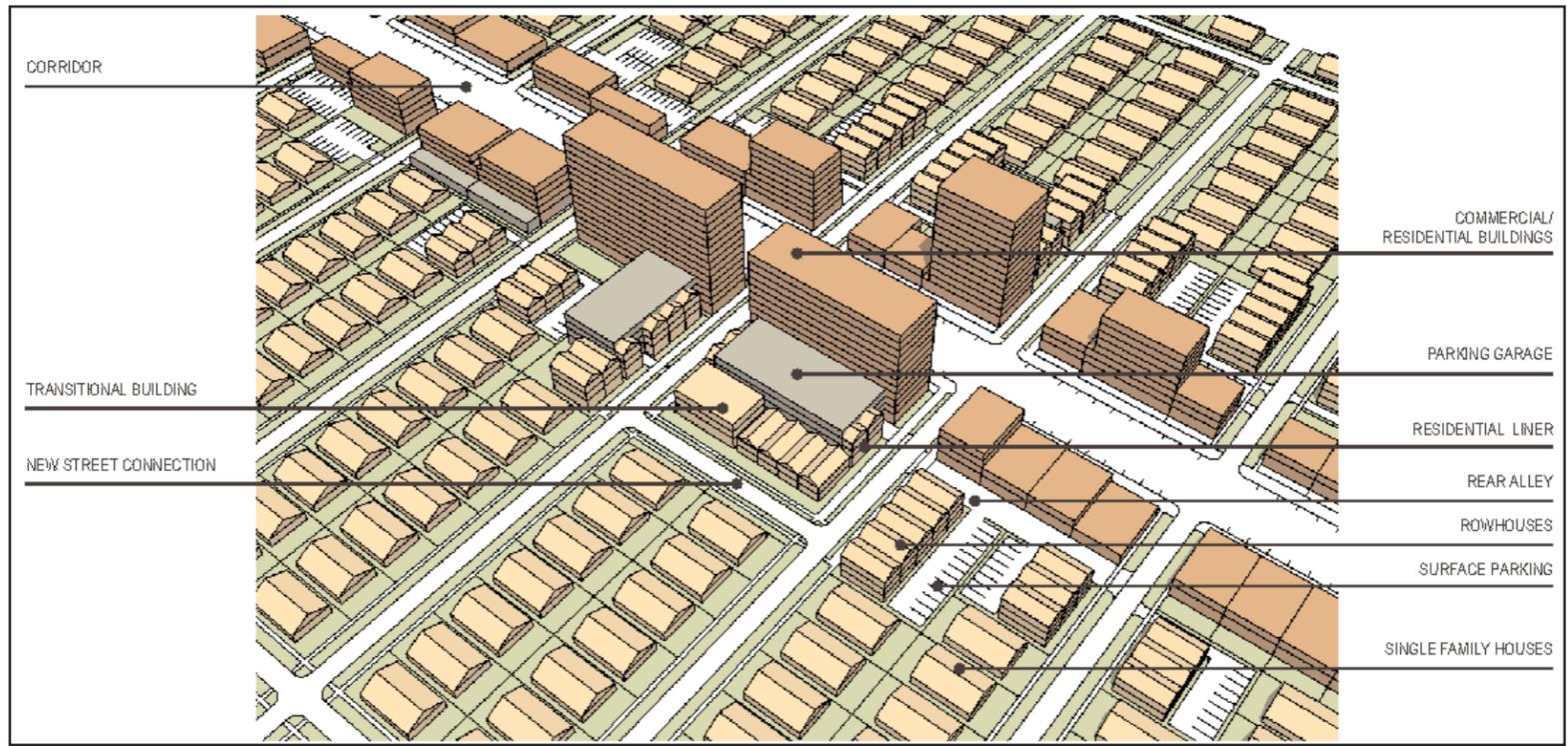


Illustration of transition of uses, scale, and massing from Transect Theory by Duany Plater-Zyberk & Company. Note the uses of roads and alleys as part of the transition.

Transitions between Uses and Scales

Generally, compatible and complimentary uses and buildings similar in height and massing should be located next to one another. Incompatible uses and buildings different in height and/or massing should not be adjacent to each other.

For example, adjacent incompatible uses would be a heavy industrial use next to a residence. A compatible use could be a neighborhood retail store next to a residence or office. However, an area with a single use is not desirable either. One of the main problems with sprawl is the idea of pods of single uses that create the need to travel distances for services. A careful balance in residential, employment, office, and workplace uses need to be considered in each neighborhood particularly in urban environments.

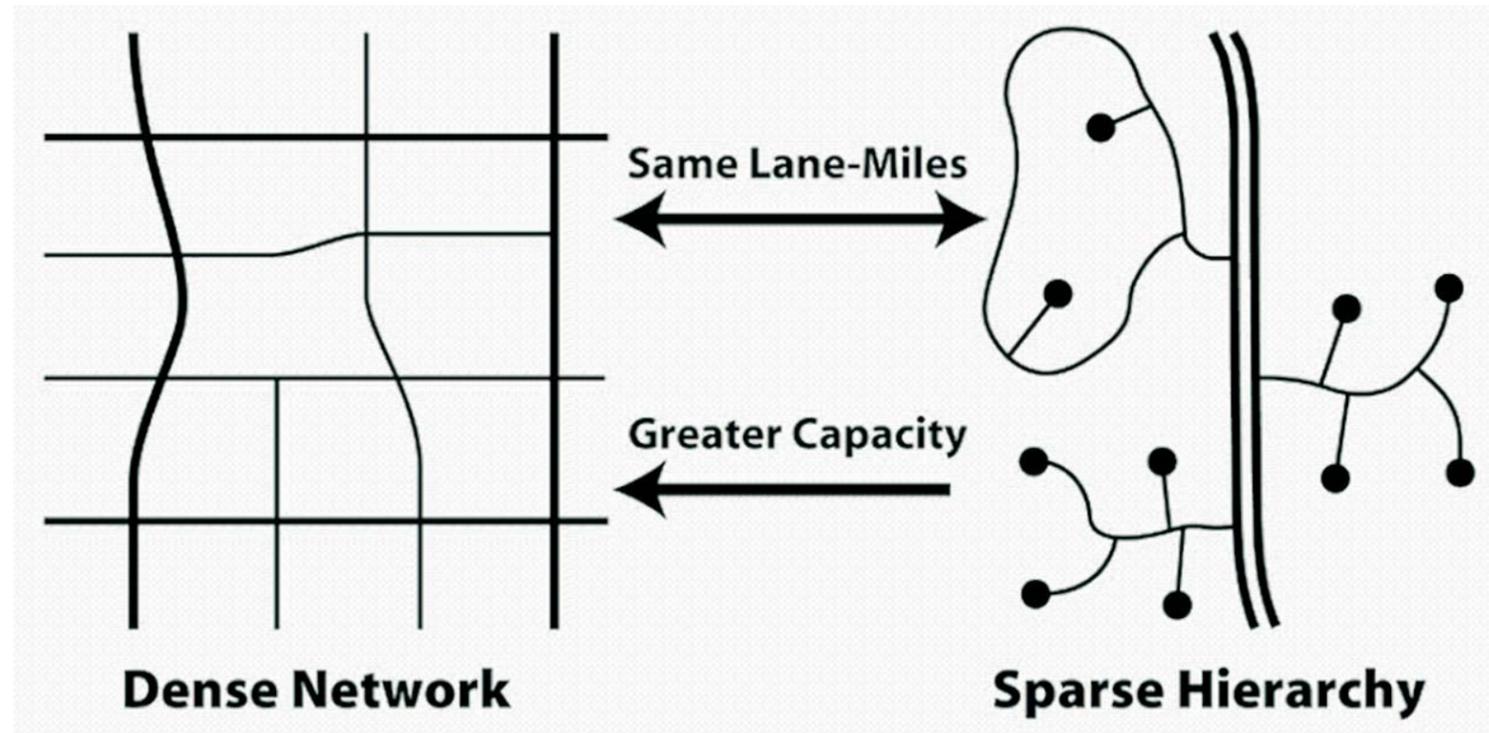
Buildings have fronts and backs and the massing, scale, and use of what is fronting a building is more important than what is behind it. This is why scale and off-use transitions are best handled in alleyways or rear property lines.

Furthermore, a ten story building next to, or across from a one story building is not only physically incompatible, but it also creates stress on real estate values and the general notion of physical predictability. This incompatibility is why many of the single-family homes on Singer Island find themselves in the shade until 10:00 am.

The diagram to the upper left is from the Transect Theory by Andres Duany and Elizabeth Plater-Zyberk. This drawing illustrates how bigger buildings along a commercial corridor (which is completely appropriate) can quickly transition down to one or two story single family homes within the space of 1/2 block. Again, this has been achieved successfully throughout traditional neighborhoods and cities in America by simply paying close attention to the fronts of buildings and what they face.



A local example of the transition problem in Riviera Beach is illustrated above in the two views of the Marina Grande condominium and boat storage facility. Note the single family residences immediately across the street from the project in the image to the left.



Both diagrams show the same amount of streets

The Grid

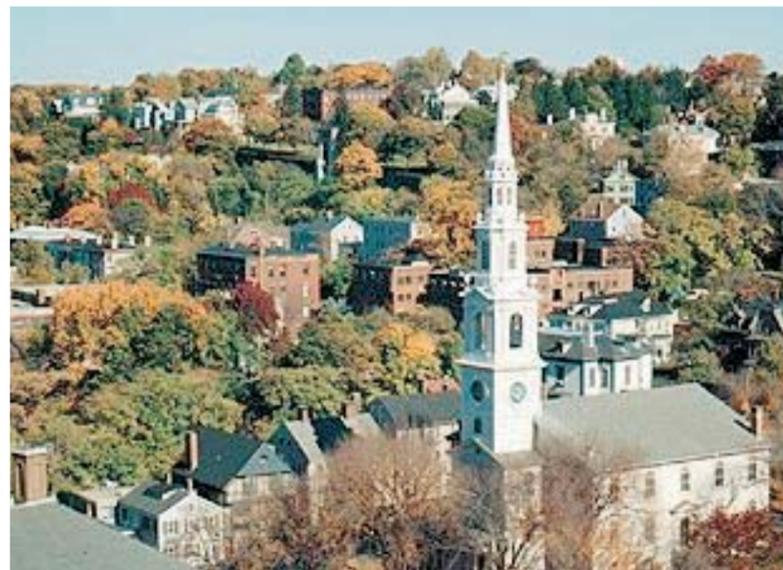
The grid is the most efficient system of street planning. A dense network of streets provides more options for drivers. Traffic jams and bottleneck patterns of circulation are avoided when every driver has an increased number of ways to get from point "A" to point "B".

The image on the left has the same amount of pavement as the image on the right. The difference is that everyone who drives in the town on the right must use the same road regardless of their destination even if they want to travel from east to west instead of north to south. The driver in the town on the left has multiple options. If an accident slows traffic on one road, the driver can turn left or right at the next intersection and avoid major delays. A grid should be predictable. If roads do not connect or do not continue for great distances, they become less efficient, and people will not use them because they do not know where the road will end. A grid can have variances and irregularities in it, as the diagram on the left suggests, but it must contain predictability.

Block Size

The size of a city block varies in dimension from place to place. The entirety of Manhattan north of downtown has blocks roughly 200 feet by 800 feet. Typically, the shorter side of the block has a dimension compatible with development patterns. The Manhattan block is shallow by most standards. Two-hundred feet is not large enough for back alleys or parking since blocks are divided in two to accommodate two parcels facing opposite streets. A good shallow dimension of a block is between 250 to 350 feet. Anything less will produce shallow lots without space for private parking. Anything more will produce excessively deep lots, and land will be wasted.

The length of blocks is also very important. Five-hundred to 800 feet is a good range. If the block is designed to be too long, it will diminish the efficiency of the grid and will make distances between blocks too great for walking.



Providence, Rhode Island: Conventional pattern of development



Sprawl: Streets do not often connect and arterial roads are dead

Streets and Highways as Beautiful Public Spaces

Essential to creating a beautiful city is an understanding that highways, streets and avenues should be viewed as an important part of the civic realm of public spaces that can and should be attractive regardless of the scale of street involved. Streets and avenues should be viewed as important public spaces that in order to be fully functional must be comfortable for pedestrians, bicyclists, and cars.

In order for a street to feel good and provide a sense of place, the space occupied by the street and associated sidewalks must be delineated and defined by a fairly continuous liner of buildings. The buildings that line the street must pull up to the street and be of appropriate scale. Wide streets should be lined with taller buildings; narrow streets lined with buildings of one or two stories. Where buildings are pulled up to the street to form a continuous frontage of appropriate height, the space occupied by the street is defined and begins to feel like an outdoor room or place.

Equally important to the walls formed by buildings pulled up to the street is the provision of a continuous system of wide sidewalks for pedestrians. Within residential areas, sidewalks should be at least wide enough for two people to walk comfortably side by side (six feet), and within denser areas or commercial districts, sidewalks should be very wide (fifteen to twenty feet minimum width) and sufficient to provide arcades or outdoor seating at tables in front of cafes and restaurants.

Street trees that provide further definition of space and shade for pedestrians are also critical. Within urban areas, the street trees should be planted with some formality along a line and with regular spacing along the edge of the street between pedestrians and traffic.

Attention should also be paid to how the outdoor room and public space of the street is furnished. Excessive signage should be avoided, and attention should be paid to the aesthetics and design of street lighting, benches, shelters and other objects that may occur within the public space.

When traffic enters a space designed as a "place," it instinctively slows. With cars moving at slower speeds and buildings pulled closer to the street, it is easier for drivers to see what stores and businesses are located there. Consequently, the economic energy provided by the street and its traffic can be more efficiently utilized. With buildings of the right scale pulled up to the street, proper street trees, wide sidewalks, and the right mix of uses, Broadway could become an area of pedestrian congregation rather than a place to be avoided by pedestrians. As it currently exists, Broadway divides and scars the study area rather than serving as a beautiful boulevard full of energy and activity. Traffic travels fast since nothing draws interest to make drivers take note that they have arrived to a unique place.

Many of the smaller residential and industrial streets within the study area are also in need of attention. Many lack street trees and sidewalks and proper detailing. Failure to provide for on-street parking leaves some of the older neighborhoods with small lots cluttered with parked cars.



Charleston, South Carolina: Houses with porches make the street more inviting.



Key West, Florida: A regional example of a city with great streets



Charleston, South Carolina: The street becomes a room framed by houses and landscaping



Church in Town Green, New Haven, Connecticut



The Pantheon, Rome, Italy



Water Tower, Coral Gables, Florida

Civic Buildings

Public buildings such as schools, churches and temples are important to have in neighborhoods. They help to give identity and orientation to a place and can create a sense of pride for many who live nearby. Currently, the study area has few public buildings. Public buildings should be special and contribute to the overall composition of a neighborhood. Furthermore, public buildings should be the most special of all buildings.

The city should make a commitment to its public infrastructure. Beautiful bus stops, walls, pylons and gates symbolize civic pride throughout the city. The city's commitment should be applied to all public buildings in the city including schools, post offices, town halls, churches, temples, and police and fire facilities. Public buildings are almost meant to be different from other buildings. Rules regarding height, setbacks and parking should be waived for public buildings. An excellent example of this special treatment of public buildings is Fort Lauderdale's water treatment plant below). It sits back from the street and presents a front yard to the city. The yard allows the entire building to be viewed without any obstructions just as the Pantheon in Rome is seen.



Ft. Lauderdale: Walter E. Peele Dixie Water Treatment Plant



An ideal commercial arterial

Commercial Streets

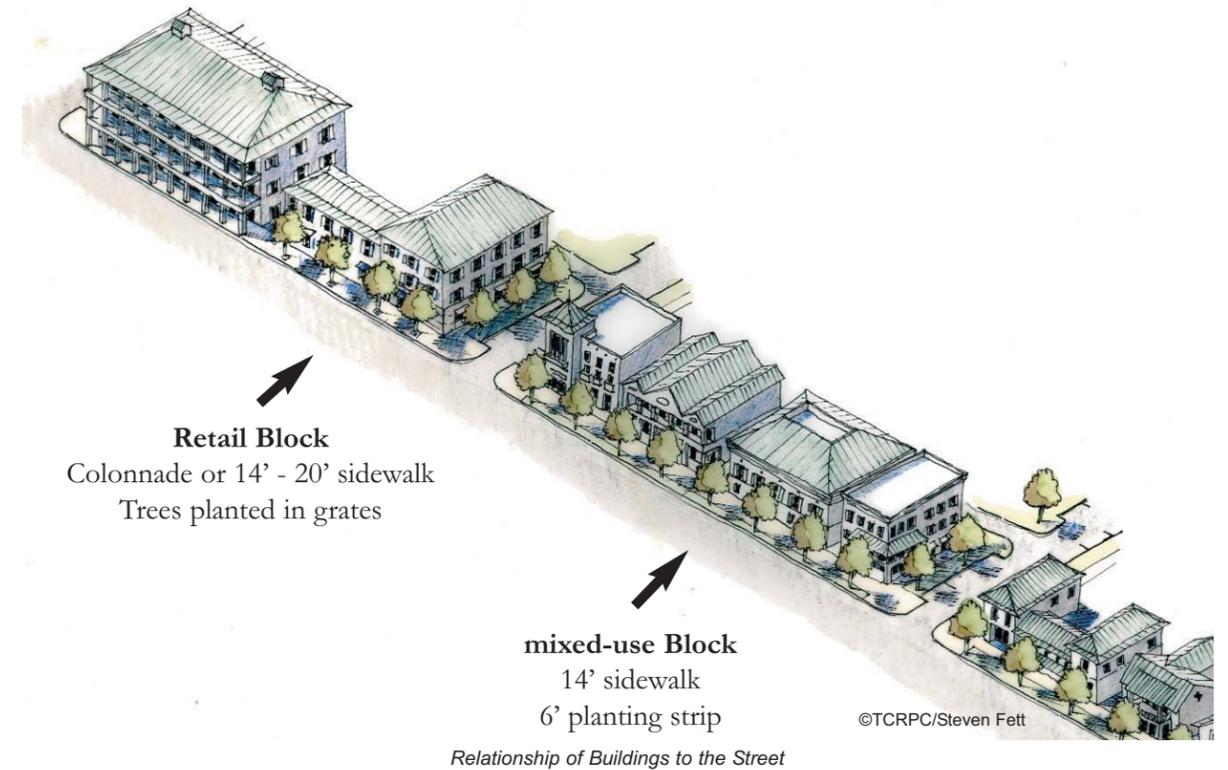
Thirty percent of all developed areas are dedicated to streets, and streets are always a community's front door. Street development should be undertaken with the same care that is given to creation of any other important public or civic space. Streets should be viewed as centers of human activity and designed to be inviting and comfortable places for people to be, whether they are in a car or walking.

The most critical issues in designing beautiful and active commercial streets include the height of buildings relative to the width of the street space, the placement and alignment of buildings along the street, sidewalk widths, street trees, landscaping, adequate parking, street furnishings, and lighting.

Height to width ratios. Adequate building height relative to the width of the street is important to provide a sense of enclosure and definition to the street space. Recommended heights will vary with the width of the street and sidewalks, but for four-lane boulevards like US Highway 1, building heights should range between 3 to 5 stories. Smaller commercial streets can feel good with smaller buildings.

Building placement and alignment. A fairly continuous façade of appropriately scaled buildings set close to the street is essential to transforming the appearance of US 1 from that of a highway that divides the community into a beautiful public space that serves as a unifying central "main street" and front door to the area. The consistent alignment of building façades forms the walls of the great outdoor room of the street.

Sidewalk widths. Sidewalks should be very wide on commercial streets. The minimum sidewalk width

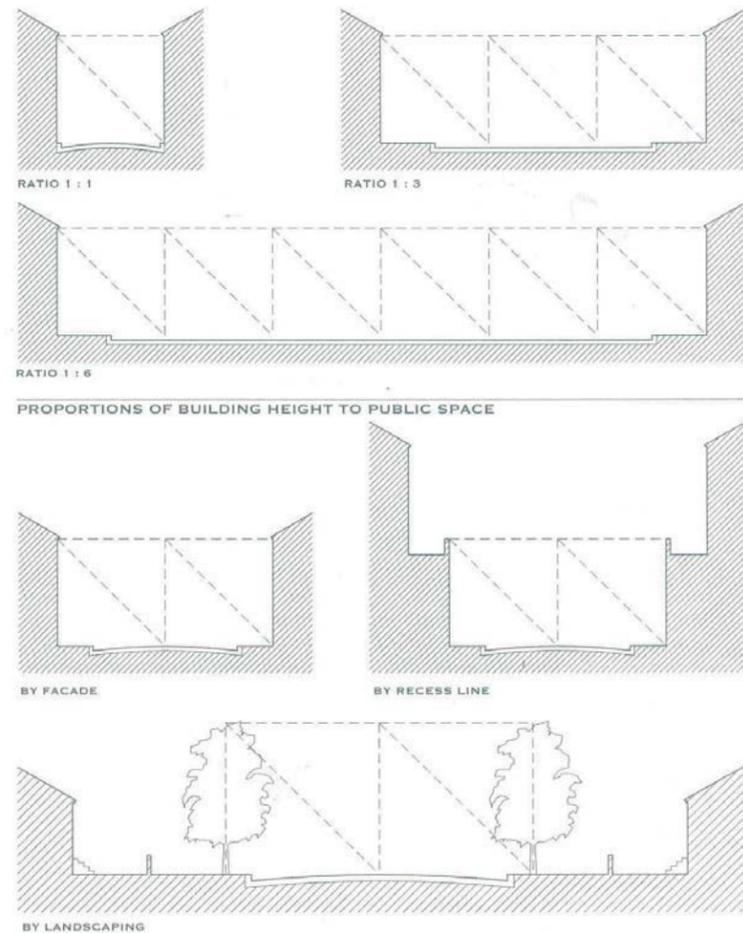


for a commercial street should be 14 feet min., but in important commercial areas that are anticipated to have a great deal of pedestrian traffic, sidewalks might be even up to 40 feet wide. Wide sidewalks provide space for pedestrians, bicycles, tables, chairs, street furnishings, lighting, and street trees.

Street trees and landscaping. The most beautiful streets include strong alignments of regularly placed street trees. Trunks should be clear to at least 12 feet so that retail is easily visible from the street. Palm trees can be used in combination with arcades, but where arcades are not provided it is much preferable to use shade trees such as oaks, or sycamores. In retail areas, palm trees are preferred to not block the view of signage and windows from the street. Street plantings at regular and small distances from each other is an effective traffic-calming device.

Parking. Whenever possible, on-street parking should be provided at store fronts. Parking lots and garages should be provided at the rear of buildings and hidden from street view. Parking lots should not front the street in a commercial retail district.

Street furnishings and lighting. Benches, shelters, fountains, and signage should be detailed and designed as furniture to be placed within the outdoor room of the city that constitutes the street. Lighting should be pedestrian in scale and full spectrum.

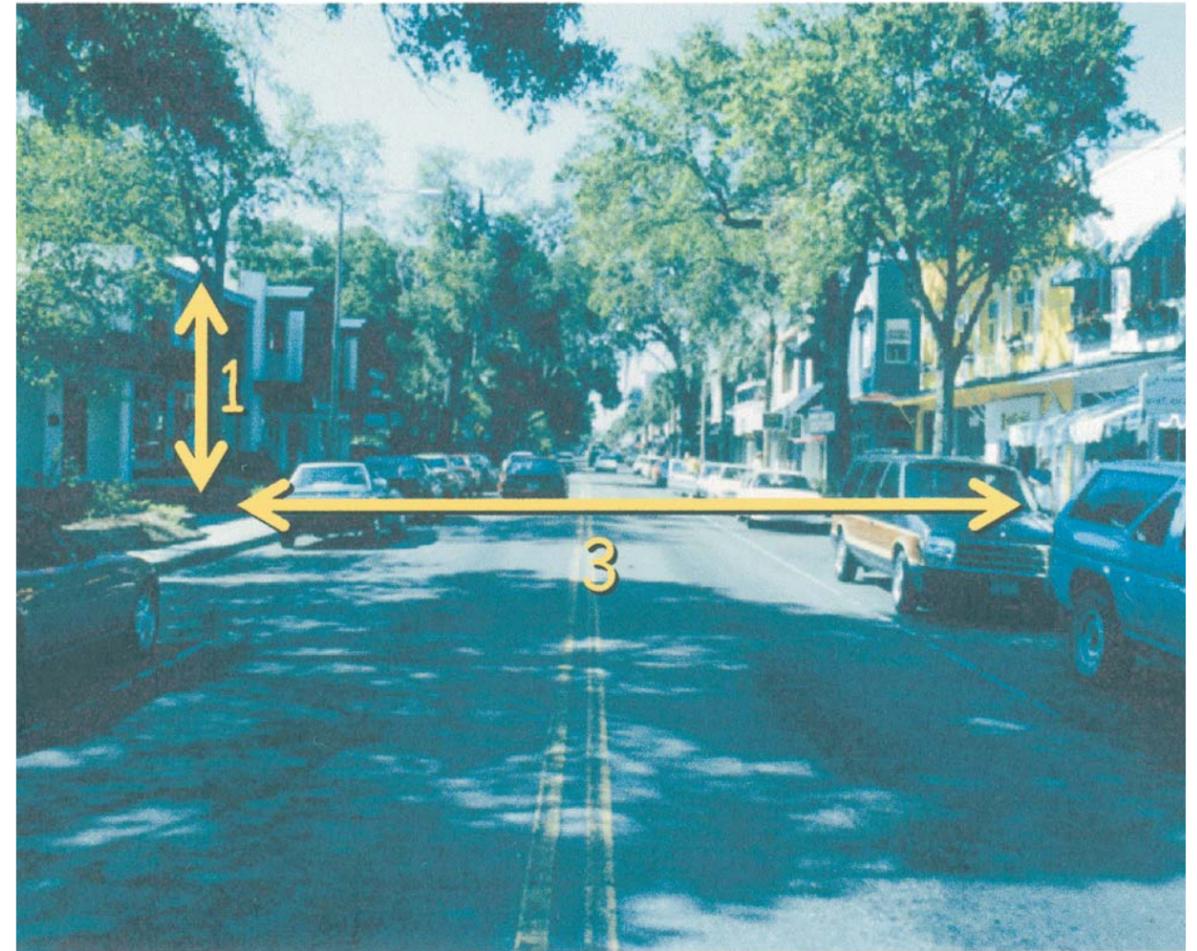


Examples of ideal street sections showing height to width ratios from Architectural Graphic Standards by The American Institute of Architects

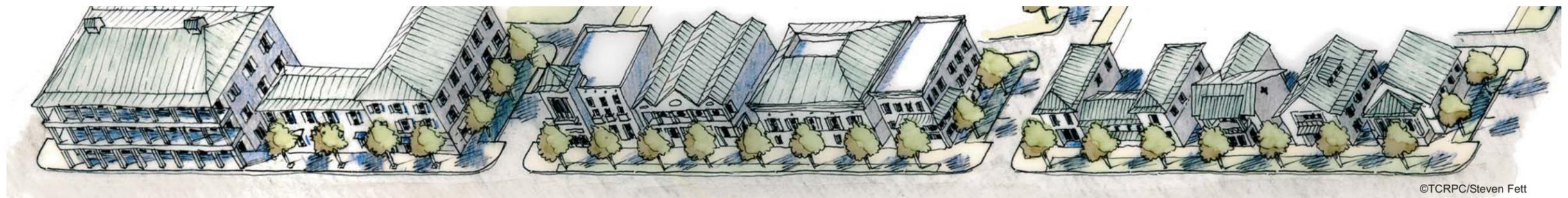
Ideal Height to Width Ratios

The height to width ratio of any space generates spatial enclosure, which is related to the physiology of the human eye. If the width of a public space is such that the cone of vision encompasses less street wall than sky opening, the degree of spatial enclosure is slight. The ratio of one increment of height to six of width (1:6) is the absolute minimum to create a sense of spatial enclosure. As a general rule, the smaller the ratio, the stronger the sense of place and oftentimes the higher the real estate value. Spatial enclosure is important on all streets, but is particularly important for shopping streets that must compete with shopping malls that provide very effective spatial definition.

In the absence of opportunities to provide spatial definition by building façades, disciplined tree planting is an alternative. Trees aligned for spatial enclosure are necessary on thoroughfares that have substantial front yards and setbacks.



A proper height to width ratio enhanced further by street trees



A continuous façade of buildings with minimum heights of 3 to 5 stories and street trees along the sidewalks will provide the enclosure needed to transform Broadway and Blue Heron into signature corridors.



Wide sidewalks provide space for pedestrians, children on bicycles, strollers, and a variety of street activities including dining and outdoor cafés. Sidewalks in commercial areas should never be narrower than fifteen feet, and in busy areas may be up to 40 feet.

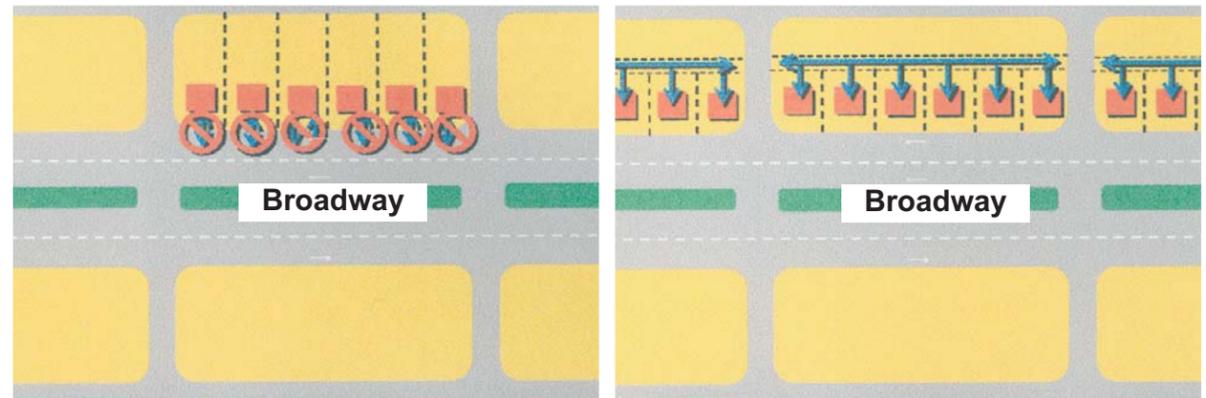


The greatest and most beautiful commercial streets include a combination of wide sidewalks and formal alignments of shade trees. Random plantings of different species have no place in formal urban commercial landscapes. Trees should be of a single species and size and planted in straight lines.

Curbscuts and Alleys

Every local government is required to have adopted levels of service for its roadways, and the roadways are assigned a level, much like a grade, of A-F. Best ways to maintain good levels of service on any commercial road and minimize future traffic congestion would be to minimize curbscuts, provide alley access to lots fronting the street, and require parking to be accessed from the rear. Excessive numbers of curb cuts reduce the level of service on roadways and contribute to congestion. Excessive curb cuts also create a cluttered look and undermine the formation of a beautiful street frontage.

The first step in achieving this is to require that surface parking lots be in the rear of buildings and that



Properties fronting a major corridor should be accessed from a rear alley. Allowing curb-cuts would reduce levels of service and create congestion on the road.

The Citizens' Master Plan illustrates how properties along commercial roadways should be accessed from the rear by an alley. Rear alleys also create a secondary street network that removes traffic from the main road.

adjacent parking lots connect to one another. These two requirements accomplish two goals. The first is the maintenance of the beauty and integrity of the street since the wall of the public realm is not interrupted by surface parking. The second is that traffic congestion is reduced on the main road by creating a secondary road through connected parking lots and/or alleys. A resident who lives in a neighborhood behind the commercial road can access a store from the rear without ever driving on the main road.

This strategy can also be applied to mixed-use and residential areas. Wherever possible, this strategy should be used within the CRA.



Rear-loaded commercial buildings on an alley in Lakeland, Florida



Alleys are also great in residential communities. The main residence faces the street.



Parking

Wherever possible, on-street parallel parking should be provided at the front of retail shops and businesses. On-street parking provides short-term parking for shoppers and patrons, buffers the sidewalk from street noise and traffic, and helps to define the space of the sidewalk just as buildings define the space of the street. Furthermore, wherever it is provided, parking calms and slows traffic. When traffic slows as a result of on-street parking, it is easier and safer for motorists to see storefronts and for pedestrians to cross the street.

Parking lots and garages should always be placed at the rear of buildings. They should never front a commercial street. It is impossible to create a beautiful and comfortable street environment when parking lots are allowed to front the street. Gaps formed by surface parking lots undermine the critical objective of providing enclosure and continuity to the street space. Gaps in the continuous façade of retail storefronts and businesses also discourage pedestrian shoppers and as a result hurt the value of the retailing environment.



The main street should be viewed as the living room of the city. In great commercial spaces, as much care is taken in the furnishing and detailing of important commercial street spaces as would be taken in furnishing one's living room.

Residential Streets

The most critical issues in designing beautiful residential streets are similar to those for commercial streets and include the height of buildings relative to the width of the street space, the placement and alignment of buildings along the street, sidewalk widths, provision of street trees and landscaping, provision of adequate parking, and how the street is furnished and lighted.

Height to width ratios. In high density residential neighborhoods where buildings sit close to the street, adequate building height relative to the width of the street is important to provide a sense of enclosure and definition to the street space. Where streets are wide, as in the case of boulevards, the sense of enclosure can be enhanced by the use of tall, formally aligned street trees planted in medians. In lower density single family neighborhoods where homes may be set back from the street, the enclosure necessary to make the street feel like an outdoor room can be provided with a continuous alignment of street trees as illustrated in the image at the lower left of this page.



An example of an ideal residential street

Building placement and alignment. Regardless of the setback, it is beneficial to have buildings align to a build to a single line. In higher density areas, this might be at or close to the sidewalk, and for single family areas, it might include a generous setback to provide front yards.

Sidewalk widths. Ideally, sidewalk width, even in lower density residential areas, should be sufficient so that two people can comfortably walk beside one another.

Street trees and landscaping. The most beautiful streets include strong alignments of regularly placed street trees. Trunks should be clear to at least 12 feet so that vehicles can easily pass and pedestrians are clearly visible. On residential streets, tall shade trees such as oaks, or sycamores are recommended.

Parking. Wherever possible, on-street parking should be provided. Within urban residential neighborhoods, on-street parking calms and slows traffic. Parking lots and garages that support higher density multifamily buildings should be provided at the rear of buildings and hidden from street view. Parking lots should never front the street.

Street furnishings and lighting. Benches, shelters, and signage should be detailed and designed as furniture to be placed within the public street space. Lighting should be pedestrian-scale and full spectrum.

Within residential areas, street furnishings can include architectural features that differentiate neighborhoods or streets such as the street entry feature illustrated at the right, which includes a sitting place for children to wait for the school bus.



An entry feature and waiting place

Traffic Calming

The objective of traffic calming is to slow traffic down while still allowing it to travel in an uninterrupted manner through a neighborhood. Traffic calming measures include narrowing streets, planting street trees close to the pavement edge, on-street parking, placing monuments and plantings at mid-intersection, using of pavers at crosswalks, providing bulb-outs to narrow ingress and egress points where streets intersect, and many other methods.

The best traffic calming methods create psychological barriers to speed rather than physical barriers. By planting large shade trees close to the edge of the pavement and creating a canopy over the street, drivers feel they are in a tight space and slow down. In addition, the trees as well as parked cars along the sides of the street trigger “alertness”.

Some traffic calming methods can also be used to beautify the neighborhoods and help create a unique identity. At intersections small islands can be created like the one illustrated, that can include attractive tree plantings and markers or monuments.

As connections and street improvements are made to improve connectivity within the study area, consideration should be given to including traffic calming strategies into the design of the improved street sections. Incorporation of appropriate traffic calming measures will minimize the impact of traffic using the new connections on existing neighborhoods.

Consistent with the principle that streets should be viewed as part of the civic realm of public spaces and should be designed as beautiful places attractive to both people and vehicles, all proposed measures should be beautifully designed and built with high quality materials.

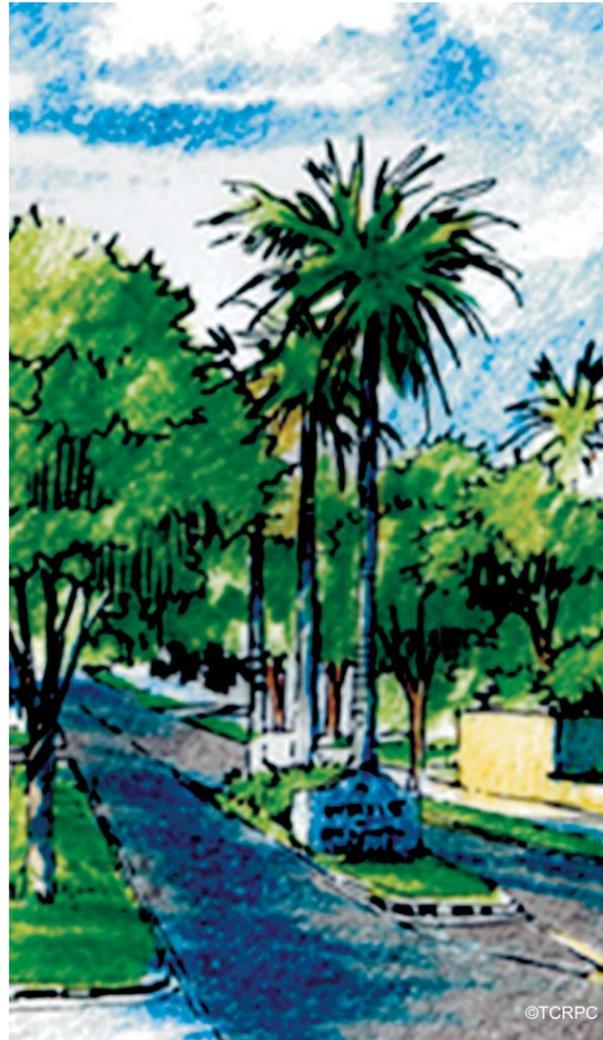
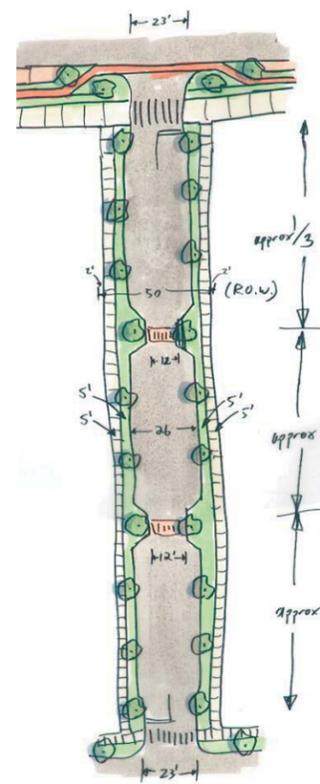


Illustration shows a residential neighborhood street calmed by use of median plantings and a stone monument



Periodically narrowing the street and installing slightly raised platforms of a rough surface texture slows traffic on neighborhood streets making them safer for pedestrians and children



Photo demonstrates the power of trees to enclose space and calm traffic



Example of a traffic circle at intersection of neighborhood streets



Great residential streets include the same components as beautiful commercial streets: building alignment, wide sidewalks, street trees, pedestrian-scaled lighting, and on-street parking. The best residential streets are narrow with on-street parking on both sides and large street trees planted close to the curbs. Both these elements combine to dramatically slow and constrain traffic flow. They differ from commercial streets in having greater (but still uniform) building setbacks, narrower sidewalks (5 to 6 feet), subdued lighting, and more landscaping.

CHAPTER IV

THE COMMUNITY REDEVELOPMENT AREA



T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

THE CRA - LOCATION

Location

The Community Redevelopment Area (CRA) lies within the City of Riviera Beach in northeastern Palm Beach County, Florida. The CRA boundaries run along the FEC/Old Dixie Highway corridor to the west including the Riviera Beach Heights neighborhood out to Australian Avenue. The northernmost part of the boundary terminates along the City of Lake Park's boundary at Silver Beach Road. The CRA was expanded in 1999 out to Singer Island to include the Ocean Mall property. The southern boundary runs parallel to the City of West Palm Beach's limits immediately south of the Port of Palm Beach.

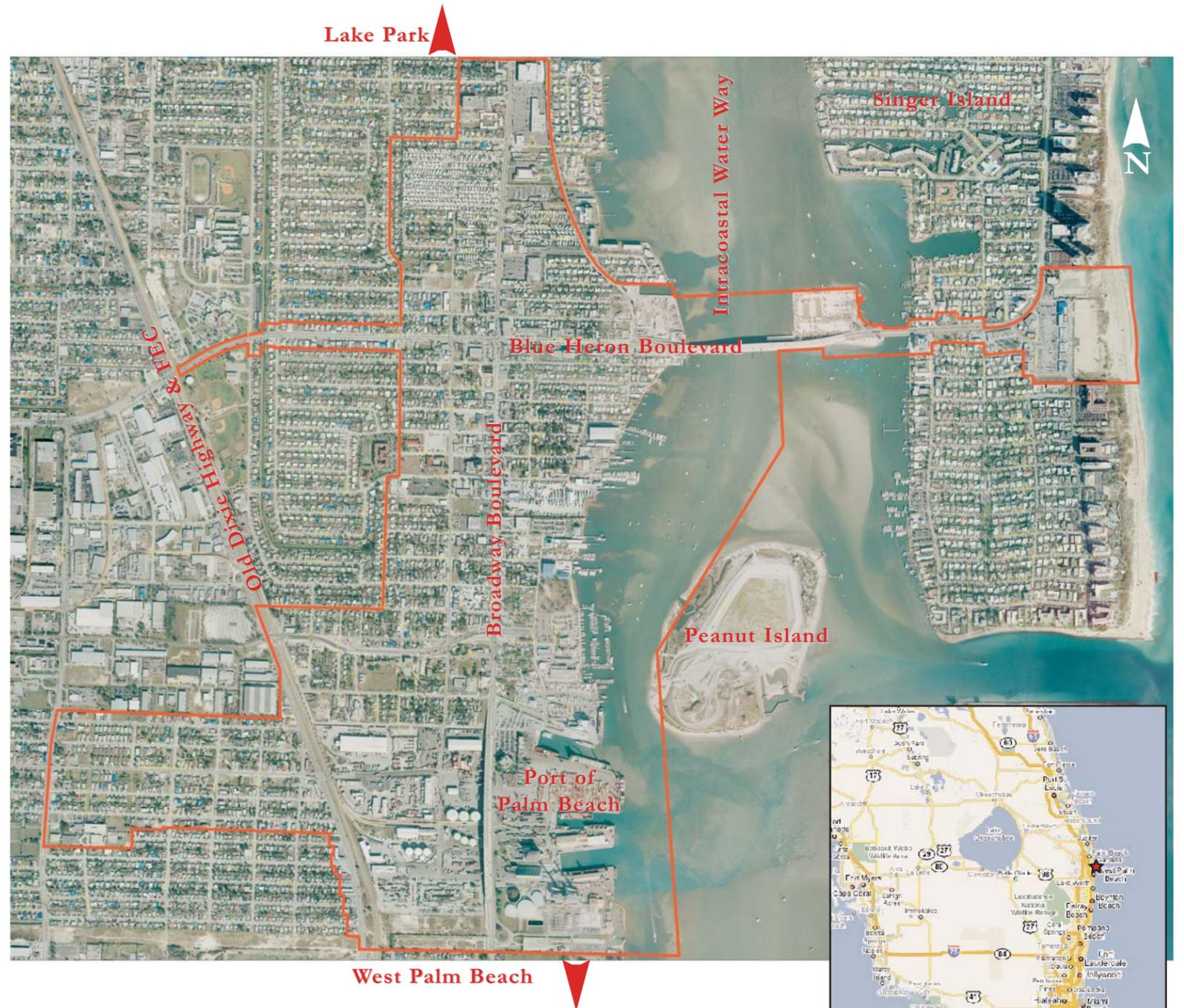
The two main roads through the CRA are Blue Heron Boulevard, which runs from I-95 east-west to Singer Island, and Broadway Boulevard (US Highway One), which runs north-south through the heart of the CRA.

The CRA is 858 acres (including the Ocean Mall and 188 acres of the Port) with a population exceeding 5,000 residents. The population for the City of Riviera Beach in its entirety is around 35,000 residents.

The Riviera Beach CRA was established in 1974 consistent with the Community Redevelopment Act (part of Chapter 163 Florida State Statutes). The fundamental purpose of the CRA is to facilitate redevelopment in an area that has been determined to be slum and blight.

As seen on the map to the right, the CRA is prime and enviable real estate. It possesses generous amounts of waterfront and a deep-water port with short access to the inlet. Consequently, the area has a thriving and expanding marine industry with both large and small businesses including Lockheed Martin, Rybovich, Viking Yachts, and others. The Port of Palm Beach is of regional and state interest, and imports and exports commodities including gasoline.

The CRA area is surrounded by regional destinations including the water sports and fishing activities which operate from the public marina; Peanut Island, a Palm Beach County Park, just off shore, a regional recreational destination that has recently undergone a complete renovation and attracts thousands of visitors every weekend.; downtown West Palm Beach only 4.5 miles to the south and PGA Boulevard and the Gardens Mall just 5 miles to the north, both easily accessed on I-95 to the west.



The City of Riviera Beach Community Redevelopment Area outlined in red

THE CRA - EXISTING CONDITIONS

Roads

The area is blessed with a dense network of streets and blocks which enable drivers multiple routes to get to and from their destinations. As the city moves forward in re-evaluating their CRA plan and ultimately reviewing new redevelopment proposals, it is essential that the road network remain intact. The notion of closing existing roads to accommodate “more efficient land use,” as stated in the existing Inlet Harbor Plan, will have the effect of suburbanizing the city.

The city’s system of streets and blocks are perfectly situated to accommodate reasonably scaled development. The systematic closing of streets will wall-off parts of the community from one another, it will negatively alter the dispersion of traffic throughout the downtown, and it can pose safety and rescue issues due to the limited circulation options.

This all being said, the existing roadways in the CRA are in need of serious care. This report will discuss some of the capital improvements needed on some key roads in the Master Plan chapter.



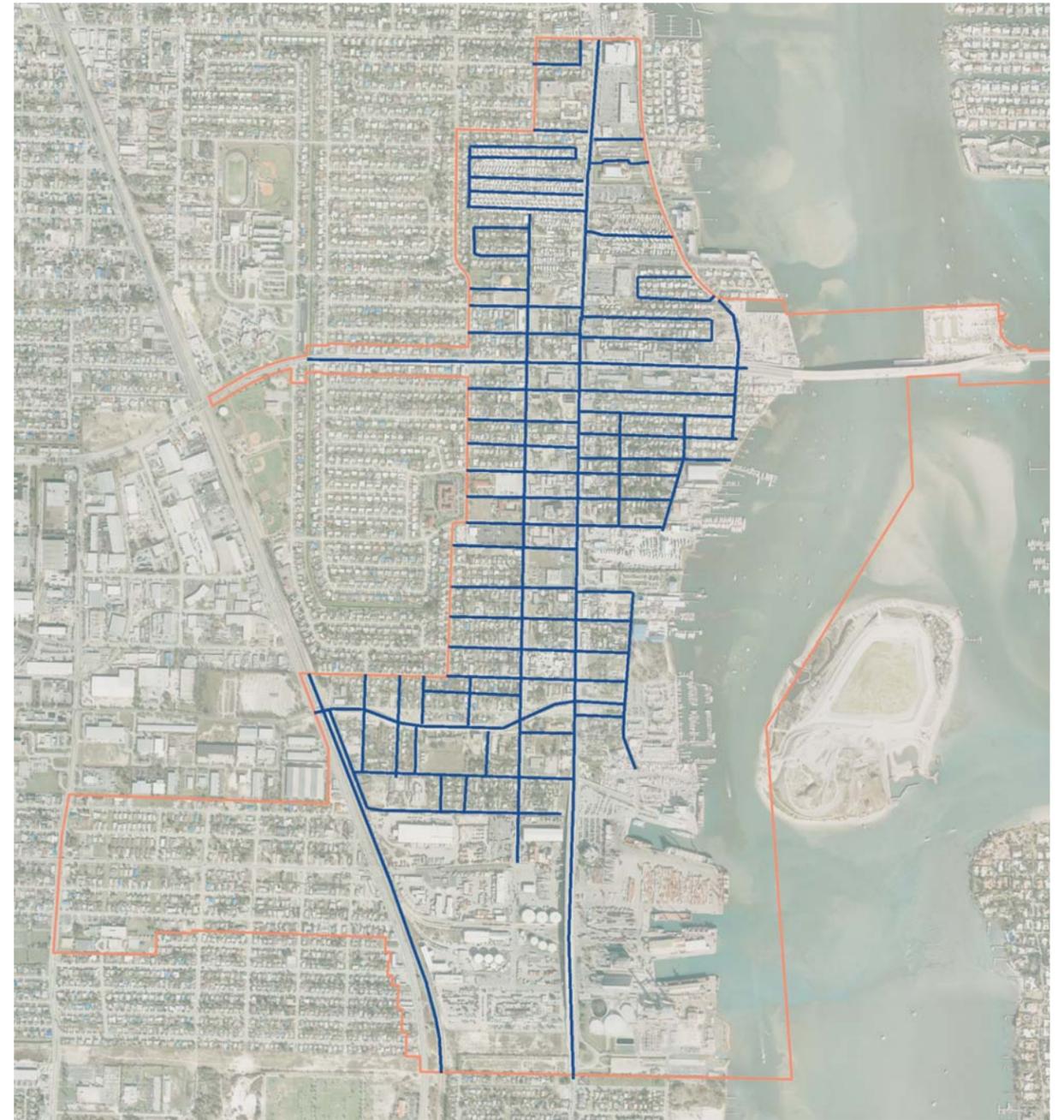
Some CRA funds have been reinvested in the area. However, the city will need to move beyond a “bricks and banners” approach to detailing the roadways.



The CRA houses many well-known marine industries



There are many opportunities to enhance the street terminations at the water’s edge. Previous CRA plans have gone into great detail illustrating some of the possibilities.



Existing roadways shown in blue. The City of Riviera Beach CRA has a great network of streets and blocks on which to redevelop.

THE CRA - EXISTING CONDITIONS

Parks

Bicentennial Park should be one of the CRA's premiere parks. It is located on the water with views to Singer Island and Peanut Island. Instead, its main gazebo is fenced to discourage use. Criminal activity thrives in the park. Consequently, the park is underutilized by the public since it does not feel welcome or safe. Furthermore, the park in its current condition needs basic maintenance such as mowing. It appears to be sending the message that the city does not care about its city or residents' quality of life. Revitalizing the park by facing it with active and positive uses is paramount to making Bicentennial Park a place for the citizen's of the city.

Institutions

The City of Riviera Beach's CRA is the oldest part of the city. It has the richest assortment and history of churches and community organizations. Noteworthy is the Boys and Girls Club and the Maritime Academy.

The Boys and Girls Club is a not-for-profit organization that provides after-care services to children whose parents may not be able to afford child care while working. The charity's clientele serves many children in the area, and many of them walk to and from the building.

The Maritime Academy is sponsored by Viking Yachts and offers high school vocational training for the marine industry. A great synergy could occur with the marine industry.

Both of these institutions will be discussed further in the *Tour of the Master Plan* section of this report, for they are both in need of new buildings and a permanent location.

The Riviera Beach CRA boasts remarkable real estate and enormous potential for revitalization. The CRA has also been planning its revitalization for 25 years without cohesive results. The Citizens' Master Plan makes many site-specific development recommendations for most of the CRA as have the previous planning studies. It is essential that redevelopment in the CRA is viewed as an incremental, block by block endeavor for it to be successful. The CRA plan is not a single "project," but many, many projects all working towards the same goal.



The main pavilion at Bicentennial Park is fenced



Photo taken standing in Bicentennial Park looking at the Public Marina



A great number of churches serve the community



The Maritime Academy offers marine industry education



Looking west at the intersection of Blue Heron Boulevard and Broadway Boulevard



Keeping connectivity is paramount in every community



The Riviera Beach waterfront viewed from the Blue Heron Bridge



Transporting cargo to and from the Port of Palm Beach



A thriving marine industry along the water front



A FEC railroad switching station south of Blue Heron Boulevard impacts vehicle waiting times at Blue Heron Boulevard and Old Dixie Highway



Newcomb Hall at the Public Marina is a popular community facility however it is in need of a new building



Vacant lots and buildings and no landscaping or street furniture making walking along Broadway Boulevard uncomfortable



Public Marina needs to be upgraded



The Ocean Mall has been damaged from recent hurricanes



Broadway Boulevard with its great location is underutilized



Businesses are surviving along Broadway Boulevard. Thriving businesses is achievable with greater predictability and a clear vision for the area

CHAPTER V CREATION OF THE CITIZENS' MASTER PLAN



T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

Overview of Process

The Riviera Beach Community Redevelopment Area (CRA) Citizens' Master Plan grew out of a public seven-day charrette held October 20 - 26, 2007. The Citizens' Master Plan represents the citizens' vision for the future of the CRA.

The charrette was held at the City of Riviera Beach's commission chambers and was well attended by over 200 persons representing a diverse cross-section of the community. Participants included residents, property owners, developers, elected officials, governmental agencies, and local business representatives. Key issues addressed include revitalization of the area, public access to publicly-owned recreational facilities, port traffic, and the future of marine industries in the area.

The Treasure Coast Regional Planning Council's Design Studio (Marlene Brunot, Michael Busha, Marcela Camblor, Anthea Gianniotis, Wynsum Hatton, and Dana Little) and a team of professionals consisting of ArX Solutions Inc. (Ramiro Contreras, Paula Lopez, and Lucila Rodriguez); Glatting Jackson Kercher Anglin Lopez Rinehart (Billy Hattaway); and urban designers (Dan Cary, Doug Devlin, Steven Fett, Seth Harry, Tom Lavash, Catherine Price, Shailendra Singh, and Jose Venegas) assisted the citizens in studying the many challenges faced by the community, and proposed specific solutions.

During the week of the charrette, the design team set up its studio at the City of Riviera Beach's Utility Department's conference room where the doors remained open to the public all week. Thirty to sixty residents a day visited the studio and made useful comments and suggestions regarding the work in progress.

A presentation of work in progress was held on Friday, October 26, 2007. Residents, property and business owners, and local government staff and elected officials were present.

Work continued following the initial public workshop. A final presentation of the draft plan will be held on January 30, 2008. This will be a time to collect further citizen and professional input before adoption of the Citizens' Master Plan by the City.



Above: views from the public participation workshop of the charrette

The Meaning of "Charrette"

Charrette means "cart" in French. Various architectural school legends hold that at the Ecole des Beaux Arts, in 19th Century Paris, work was so intense that students frequently continued to sketch even as carts carried their boards away to be juried.

Today charrette refers to a high speed, intense, and very focused creative session in which a team concentrates on specific design problems with citizens and presents solutions.

Creation of the Citizens' Master Plan



Councilman Shelby Lowe welcomed citizens to the Saturday session



Floyd Johnson, the CRA Director gave opening remarks



Michael Busha, Executive Director of the Treasure Coast Regional Planning Council, gave the opening presentation explaining the charrette process to residents

The Charrette Process

The charrette process is a seven-day event. During the first day, residents assemble to draw and give their input. During the following six days, a charrette team works in the community to refine and develop the participants' requests. The evening of the seventh day, the work-in-progress presentation shows the residents the refinement of their ideas and offers an opportunity for additional input.

The Riviera Beach Charrette CRA Steering Committee began meeting six weeks before the charrette. The mission of the steering committee was to provide logistical guidance for the charrette. The committee has a level of local expertise and would know the best locations for holding events and how to reach the residents of the area.

On October 20, 2007, approximately 220 participants gathered at tables to create the master plan. There was a broad range of participants: Singer Island residents, mainland residents, property and business owners, developers, and representatives from various organizations such as the Port of Palm Beach.

Thirteen tables (including a kids table) created and presented their plans. There were many points of consensus between the tables, and these became the basis for the Citizens' Master Plan. The plans become important historical documents demonstrating the community's input in the resulting consensus plan.

During the following week, the charrette team set up its studio in City of Riviera Beach Utility District Conference Room. Thirty to sixty people a day visited the studio to offer additional input and to observe the team's progress.

The work-in-progress presentation showed how the community's ideas can fit and operate within the CRA. Additional feedback was gathered at that time.



Dana Little with the Treasure Coast Regional Planning Council, served as the project manager



The Saturday session was well-attended by people from a wide variety of backgrounds and interests in the area

Drawing Ideas

Below are photographs of the public design session. Residents gathered around tables and drew their visions onto large aerial photographs. The diversity of the participants ensured that more concerns of the CRA were addressed. It also gave them a chance to meet new people and contemplate varying perspectives on different issues.

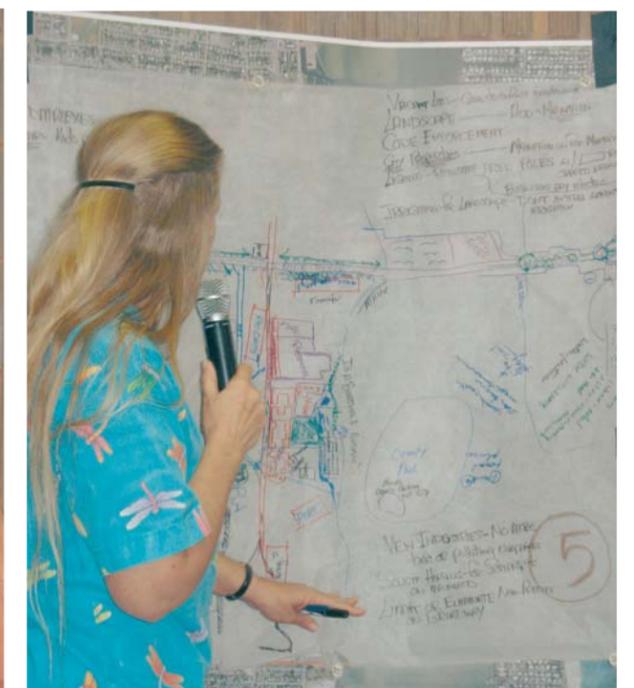
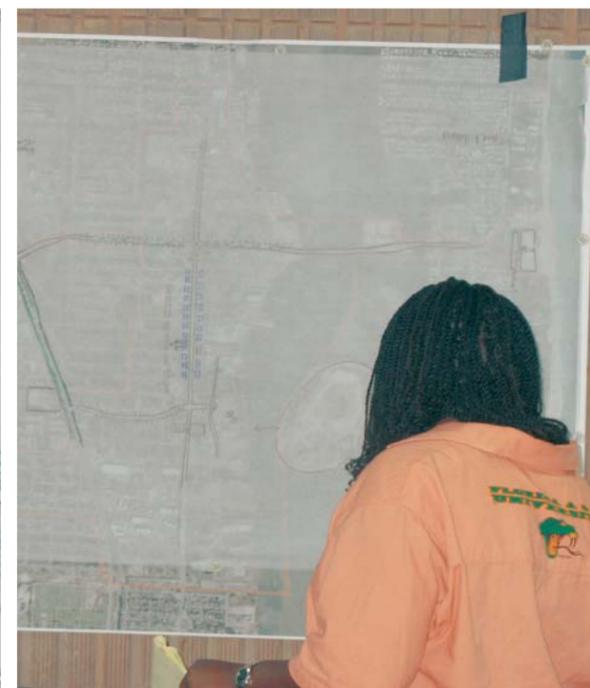
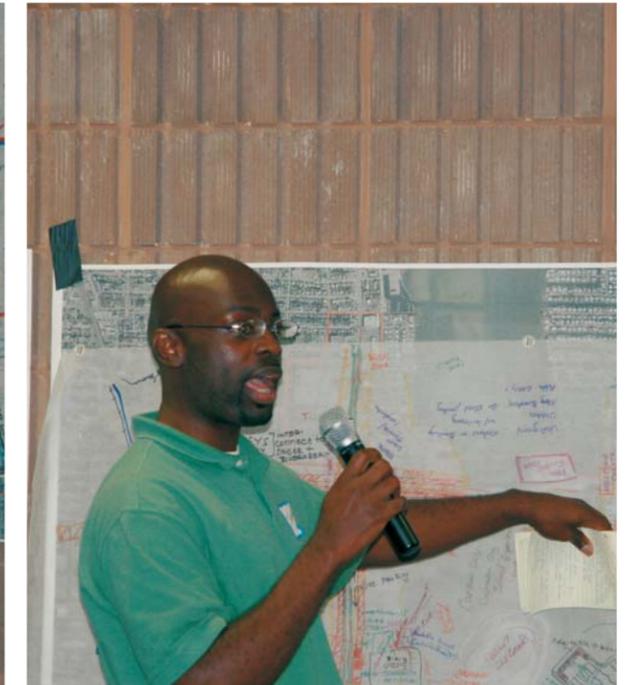




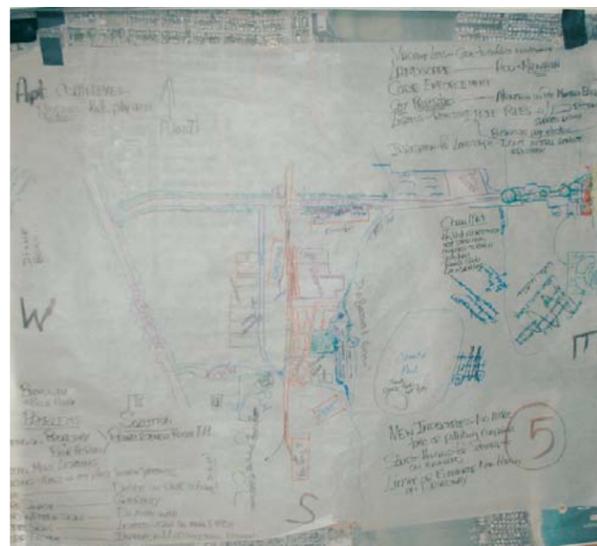
T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

A Forum for Ideas

After lunch, when the groups finished their plans, the tables taped their drawings on the wall to share with the other groups. One representative chosen by the group presented their table's ideas to the rest of the participants and charrette team. Participants listened and asked questions of the presenters.







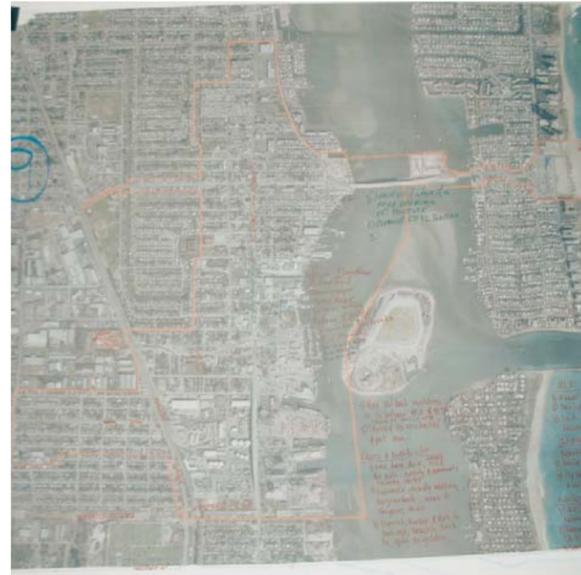
Participants' Drawings:

The Foundation for the Citizens' Master Plan

The images shown here are of the drawings each of the tables produced. These drawings are now historic documents representing the citizens' vision.

There was remarkable consensus on many aspects of the plan. These results became the foundation upon which the Citizens' Master Plan is built.

The citizens' plans were taped to the walls of the studio so that during the course of the charrette the designers could reference the community's desires.



Citizens' Requests

- Increase code enforcement throughout the CRA
- Ocean Mall must remain a public beach with public access with Caribbean architecture
- Maintain and enhance the working waterfront
- Avenue E should be a mixed-use neighborhood services street
- Broadway Boulevard and Blue Heron Boulevard redesigned as beautified mixed-use gateways
- Special places for children
- Connect existing neighborhoods to waterfront to ensure the public has easy and safe access
- Tri-Rail station at 13th Street and Old Dixie Highway
- Economically feasible and revenue-driven plan
- Relocate truck route from Dr. Martin Luther King Boulevard
- Multi-cultural facility in the immediate area
- Rebuild Newcomb Hall
- Balance of housing price ranges i.e. offer full range for all income levels not just high or low-end
- Improve Public Marina and Bicentennial Park, ensure public access for all, and include mixed-uses
- Improve streets and neighborhoods west of Broadway Boulevard
- Do not discard all ideas from the previous plans

CHAPTER VI A TOUR OF THE CITIZENS' MASTER PLAN



T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

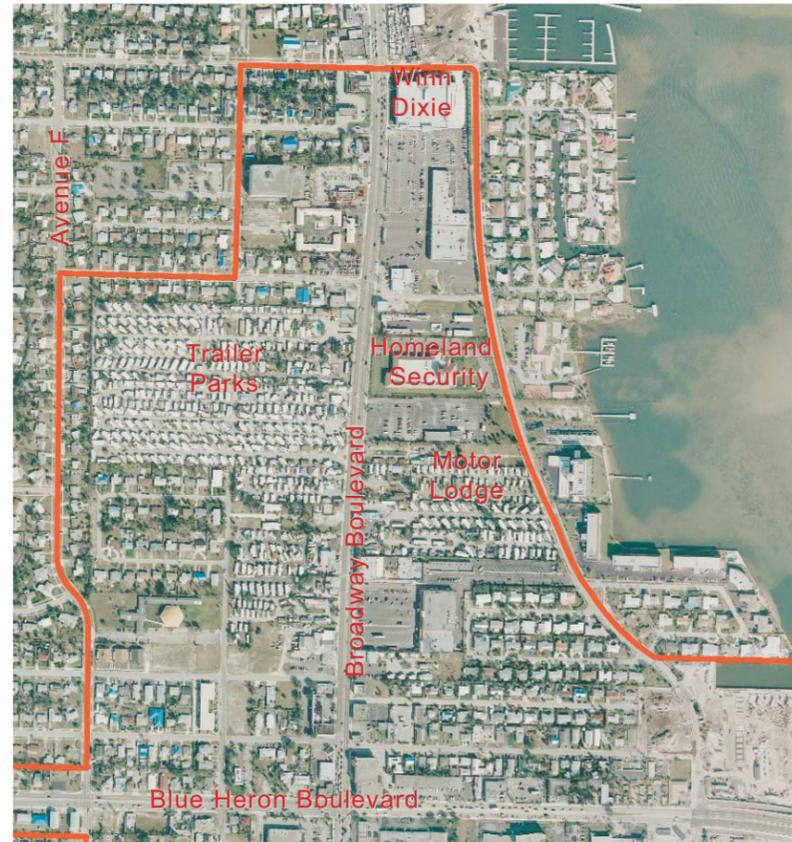
Blue Heron North

The Blue Heron North neighborhood (shown in image to the right) is dominated by two trailer parks and a travel motor lodge. Each of these three properties is under single ownership. A trailer park under single ownership is far more likely to redevelop than one with a fee-simple or condominium ownership structure. The design team felt strongly that the CRA should be equipped with development schemes that embody sound urban design principles in the event that these parcels would redevelop.

Single-family homes surround most of the trailer parks and motor lodge. The roadways internal to the trailer parks should connect to existing roadways and neighborhoods. The red lines in the master plan below show new roadways that connect to surrounding areas. The long-range redevelopment of this area should be of multi-use with consideration of “inclusionary zoning” policies to provide housing of multiple price-points.

Many parks have been planned. They can be pocket parks and neighborhood greens. As this area redevelops, a wide mix of housing affordabilities should be included in the area.

Some existing single-family residences in the Blue Heron North neighborhood face parking lots. Transitional buildings are shown in the master plan that buffer the larger commercial and institutional building from the smaller houses. Note the new mixed-use buildings south of Winn Dixie and the mixed-use buildings south of Homeland Security. Appropriate building types for these locations would be townhouses, office, commercial, and neighborhood commercial.



Aerial photo of the Blue Heron Boulevard North neighborhood. It is dominated by two trailer parks and a motor lodge.



The Citizens' Master Plan presents a vision for the redevelopment of the three large single-ownership parcels and a strategy on how to integrate more intense uses with less intense uses. New roadway connections are shown in red.

Care also needs to be taken in the way the buildings transition into the single-family neighborhoods. Medium densities should line Broadway Boulevard and quickly taper to lower densities as redevelopment heads toward the existing neighborhoods. Additionally, a strategy of using multifamily building types that look like single-family residences could be used.



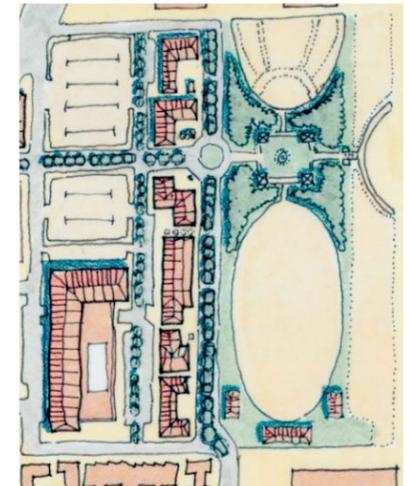
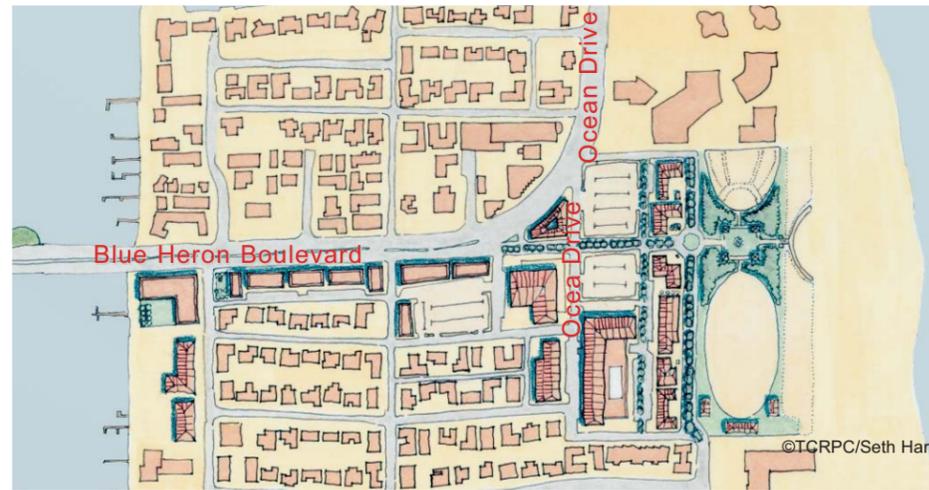
This detail illustrates the quick transition from medium-sized buildings along Broadway to townhouses, and then single family houses further west into the neighborhood.

TOUR OF THE CITIZENS' MASTER PLAN - OCEAN MALL

The Ocean Mall on Singer Island was built in 1952 as a beach-front amenity of shops and restaurants. The site of the Ocean Mall, at the terminus of Blue Heron Boulevard on the Atlantic coast, has been the public beach for Riviera Beach residents since the city's inception and remains a publicly owned amenity. The mall itself has grown old and entered a state of steady decline in appearance and function. The hurricanes of 2004 took a heavy toll on the mall and some of the structures have been demolished.

The City of Riviera Beach issued a Request for Proposals in early 2006 to have the built side (those areas that are not currently sand) of the Ocean Mall property redeveloped. In October 2006, OMRD (a partnership between Catalfumo Construction and Mr. Norton Herrick) was selected as the developer of the Ocean Mall parcel not including the area from the sand to the water. Their proposal was for 60,000 s.f. of restaurant and retail, and a 28-story tower. Not long after the agreement between the city and OMRD was approved, a petition committee was formed to limit the proposal's height and length of lease by matter of public referendum in the March 2007 election. Lawsuits ensued and the height limitation (5 stories), and the length of lease terms (50 years) were adopted into the city charter after voters approved the referendum in the March election.

During this period, and prior to the March 2007 election (in which 60% of the elected council members were replaced), a three-party lawsuit developed between OMRD, the city, and the petition group. Despite the voter referendum, this suit was not resolved until the current council approved a settlement agreement between the parties on October 11, 2007. The terms of the settlement agreement included OMRD's right to build 60,000 s.f. of retail/restaurant uses, and a Phase II five -story hotel. The settlement agreement also included the condition that the already submitted site plan, reflecting this program and particular building location, would move through the city process and be approved. At the same October 11, 2007 meeting, the city council sitting as the CRA board, also voted to have the TCRPC contract for the CRA plan re-evaluation amended to include a substantive review of the design of the Ocean Mall parcel. In response to the historical, emotional, and legal complexities surrounding the Ocean Mall parcel, the Citizens' Master Plan recommends relatively minor modifications to the approved OMRD plan. Those changes include: 1. Moving the primary public entrance to the beach +/- 120' north to align with Blue Heron Boulevard. This alignment would inform future redevelopment on the corridor to provide visual, vehicular, and pedestrian access from Blue Heron directly to the beach. 2. Designing the buildings in an architectural vocabulary that truly reflects the eclectic nature of the Caribbean (including buildings with pitched roofs particularly at the axial entrance to the beach). 3. Designing the "sands" area in a manner that has a relationship to the relocated entrance (in that the sands would be asymmetrically divided: more formal interventions to the north, with less-formal, more flexible areas to the larger south).



Elevation of Caribbean Village from the beach looking west. The various styles of architecture create interest and retail is visible and accessible. The height varies between one and two stories.



This image shows how future redevelopment along Blue Heron (facing east) could open a view and access corridor celebrating the entrance to the beach.



The Caribbean village architecture shown here is meant to project the eclectic architectural traditions of the Caribbean



This image gives an aerial view of the new boulevard with 2-story retail buildings to either side marking the beach access



Entrance to the beach. A pedestrian only plaza with a walkover to the dunes to protect the dunes



The current intersection of Blue Heron Boulevard and Ocean Drive is confusing and does nothing to celebrate this enormous public amenity. The design team felt that the current Ocean Mall proposal, if slightly modified, would present the perfect opportunity to explore the full potential of the mall and beach.



The small building in the middle could be public restrooms and shower or snack bar.

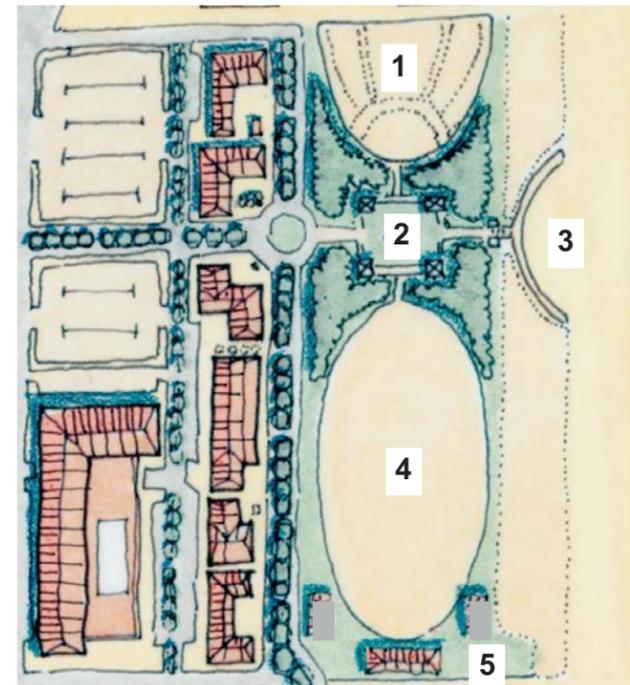


Volleyball sand courts



©TCRPC/Seth Harry & ArX Solutions

View from the beach looking back towards the pedestrian and vehicular entry to the mall



The proposed design of the “sands” area at Ocean Mall is organized around the offset entry, creating an asymmetrical arrangement of functions from the north to the south.

1. New “formal” gathering area with some hardscaping and a proposed kids play fountain.
2. The main entry square from the mall which has restrooms, showers, and beach concessions.
3. The elevated passage over the dune to the beach strand.
4. New informal gathering area of much greater size than the formal area to the north. This is envisioned as the place for concerts and large events.
5. The proposed permanent amphitheater and tennis center.

During the charrette the design team looked at redevelopment opportunities along the eastern-most section of Blue Heron Boulevard.



This image from the Citizens' Master Plan shows incremental redevelopment along the southside of Blue Heron Boulevard, east of the bridge, in the approach to the Ocean Mall and public beach.

1. There is currently a conceptual proposal for an “active adult resort community” at the foot of the bridge. The Citizens' Master Plan illustrates the approximate footprint of that proposal here and suggests that the senior living use could work very well with other residential and non-residential uses along the Boulevard.
2. Two-to-four story mixed-use buildings along Blue Heron.
3. These infill projects would have parking to the rear with the creation of a new alley separating them from exiting single-family homes facing south.
4. New building to accommodate the continuation of Blue Heron in the future.
5. This is the proposed location for a neighborhood-scaled grocery store. This proposal would be part of the re-alignment of Blue Heron Boulevard and the creation of the building described above. The plan does not suggest condemnation of any parcels to achieve this proposal. If this redevelopment scenario is desired, negotiations of allowable uses, building heights and densities needs to occur.

Marine District

The City of Riviera Beach has a location and industry that many would envy: on the Intracoastal Waterway, a deepwater port with extremely short access to the Atlantic Ocean, beaches, a barrier island adjacent to the Town of Palm Beach, and world-class shopping nearby.

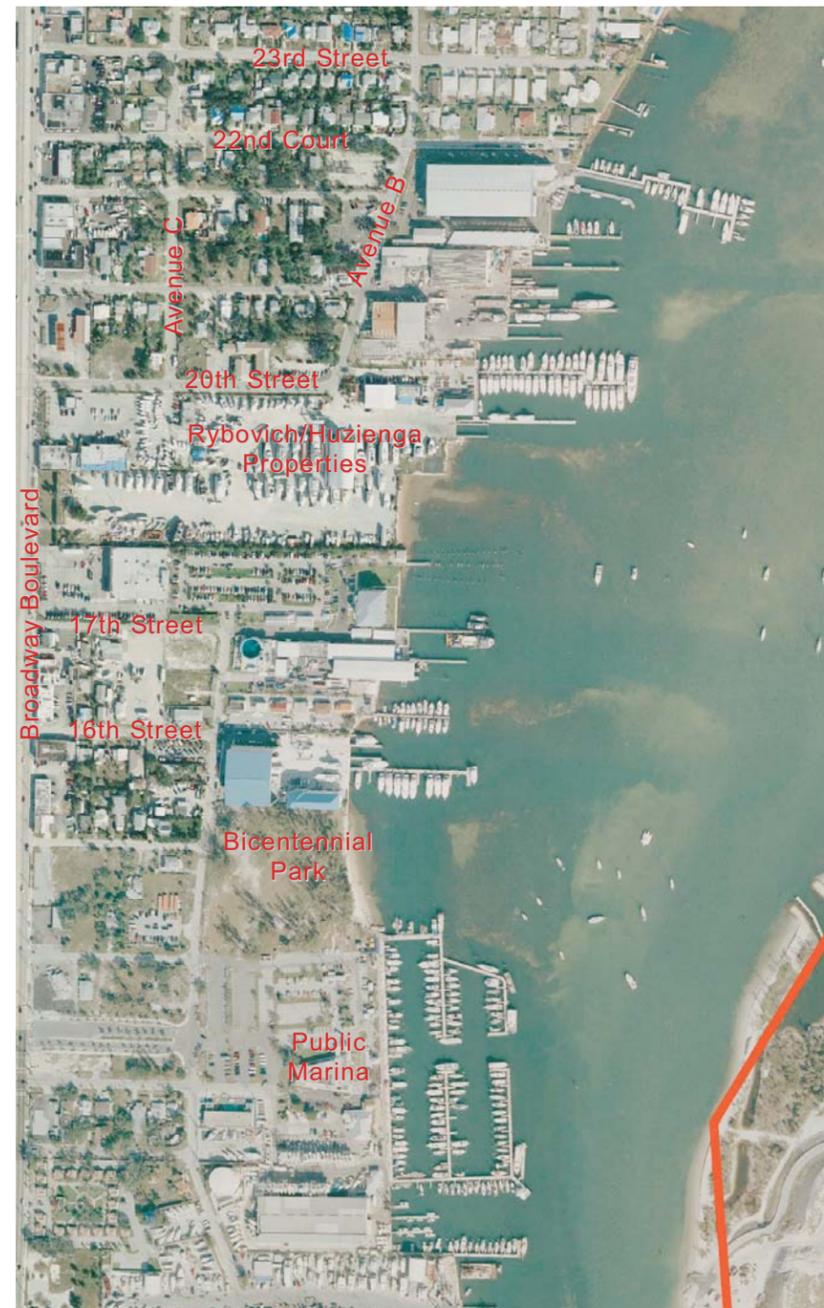
The Marine District is east of Broadway Boulevard between 25th Street and 15th Street. Some of the existing businesses are Rybovich Yachts and Lockheed Martin. Palm Beach County is constructing a public boat ramp between 17th and 20th streets.



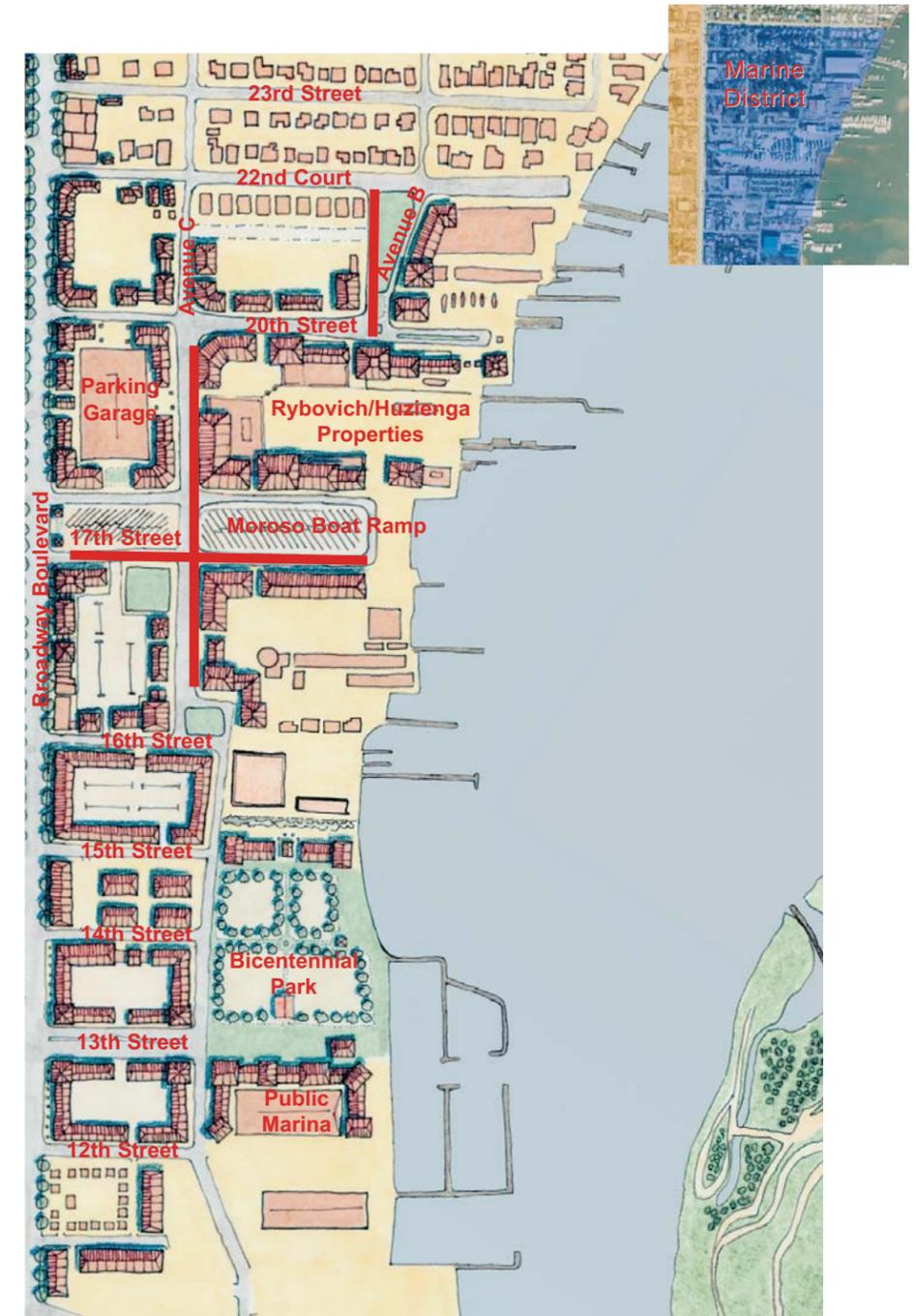
The Public Marina offers boaters full service



Port of Palm Beach offices



Aerial photograph of Marine District



Citizens' Master Plan of Marine District (with new streets in red)

Marine District North

The Citizens' Master Plan recommends continuing Avenue C through the district to alleviate traffic on Broadway Boulevard and to create better access throughout the district. A parking garage between Broadway Boulevard and Avenue C is lined by mixed-use buildings. The new parking garage will provide parking for the expansion of marine industries as well as future development that could include residential, retail, and perhaps lodging.

Avenue B is split to form a green. Traffic is proposed to go one way on each side. This encourages public access and offers an amenity to the surrounding neighborhood.

At the time of the writing of this report, Palm Beach County is in the process of constructing Moroso Park. This will be a public boat ramp. The county should ensure that Avenue C connects through the boat ramp facility to ensure connectivity to the rest of the Marine District.

The Rybovich/Huzienga properties dominate the northern portion of the Marine District. The Citizens' Master Plan calls for these properties to become a mixed-use marine industry area. Illustrations of how this area could develop are shown to the right. Numbers correspond to the images' locations in the Citizens' Master Plan.

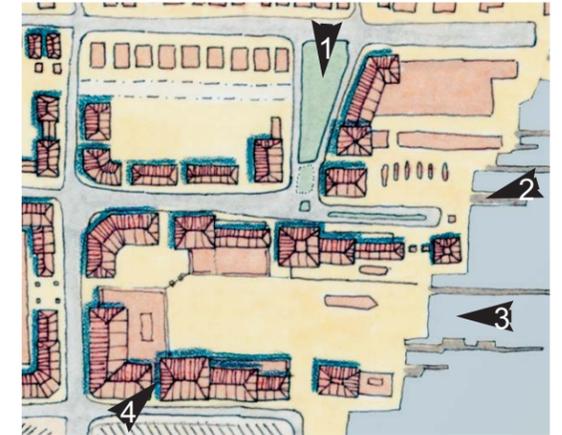
The first story of the buildings is proposed as marine industry. An office or retail use faces the street. The rear is the industrial/working area that shares a boat yard and working waterfront area. Office and retail facing the street encourages pedestrian activity and shopping. All the servicing for the buildings is in the rear shielded from the street. Rear bays in back can be one or two stories.

The upper stories are a mix of office and residential uses. Residential should face 20th Street to help the transition the single-family residential neighborhood to the north. To help the transition further, the buildings use stepped heights and broken up massing with residential on the upper floors.

The suggested building heights illustrated here are 4-6 stories with the possibility of 8-10 story tower elements.



The image at left is of large yachting operations in Malaga, Spain. Note the historic urban buildings facing the boatyard. It is quite common throughout Europe and the Mediterranean to find seemingly incompatible uses in very close proximity. These places, when designed properly, are of extraordinary interest and value.



Looking south over the public green toward the Rybovich property. The tower in the image corresponds to the square tower in the master plan. Note how the massing is broken in the buildings and how the buildings step down toward the existing neighborhoods to the north.



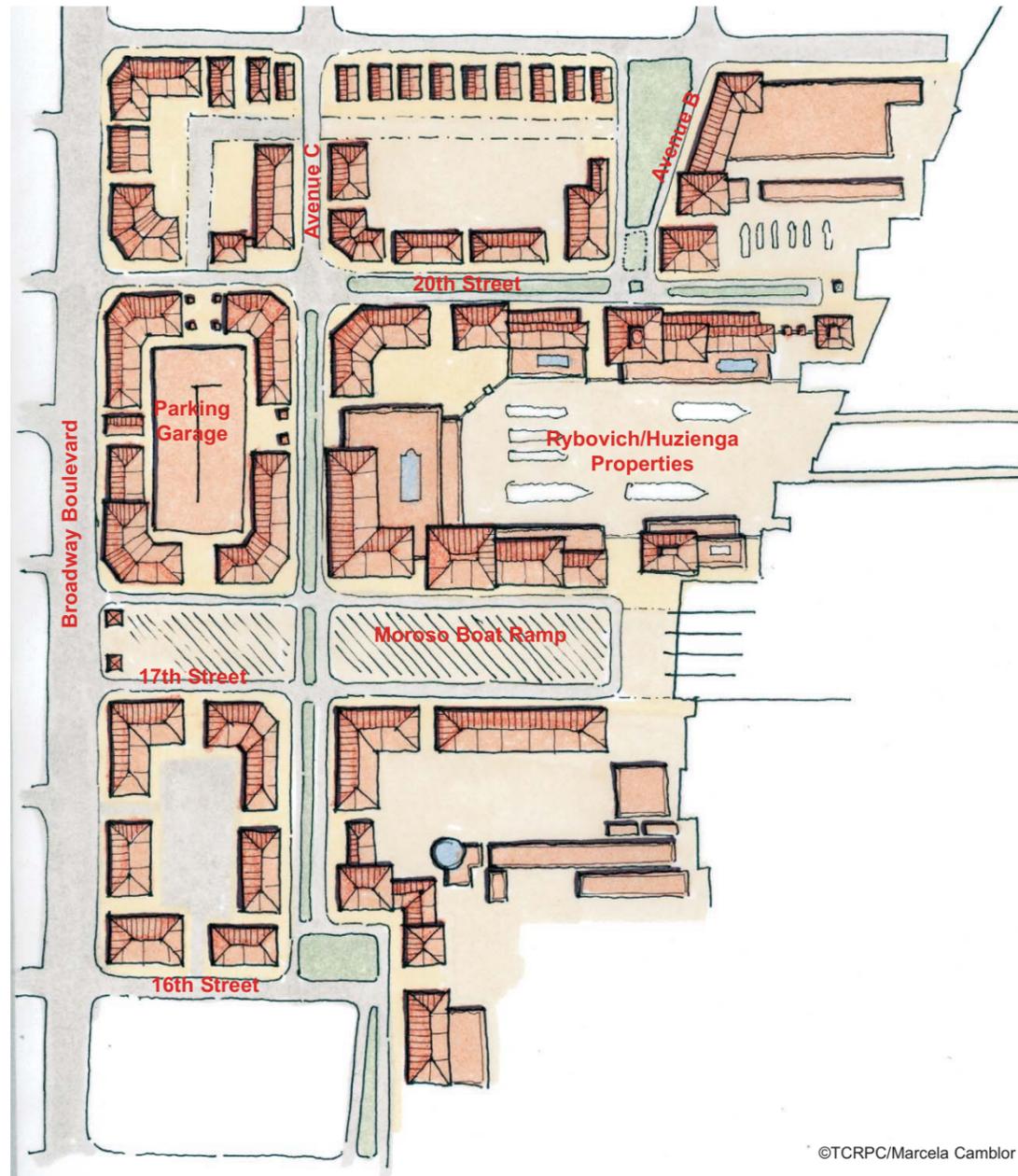
This view looking west shows the improved boulevard street to the water's edge, and the variation in building massing and height.



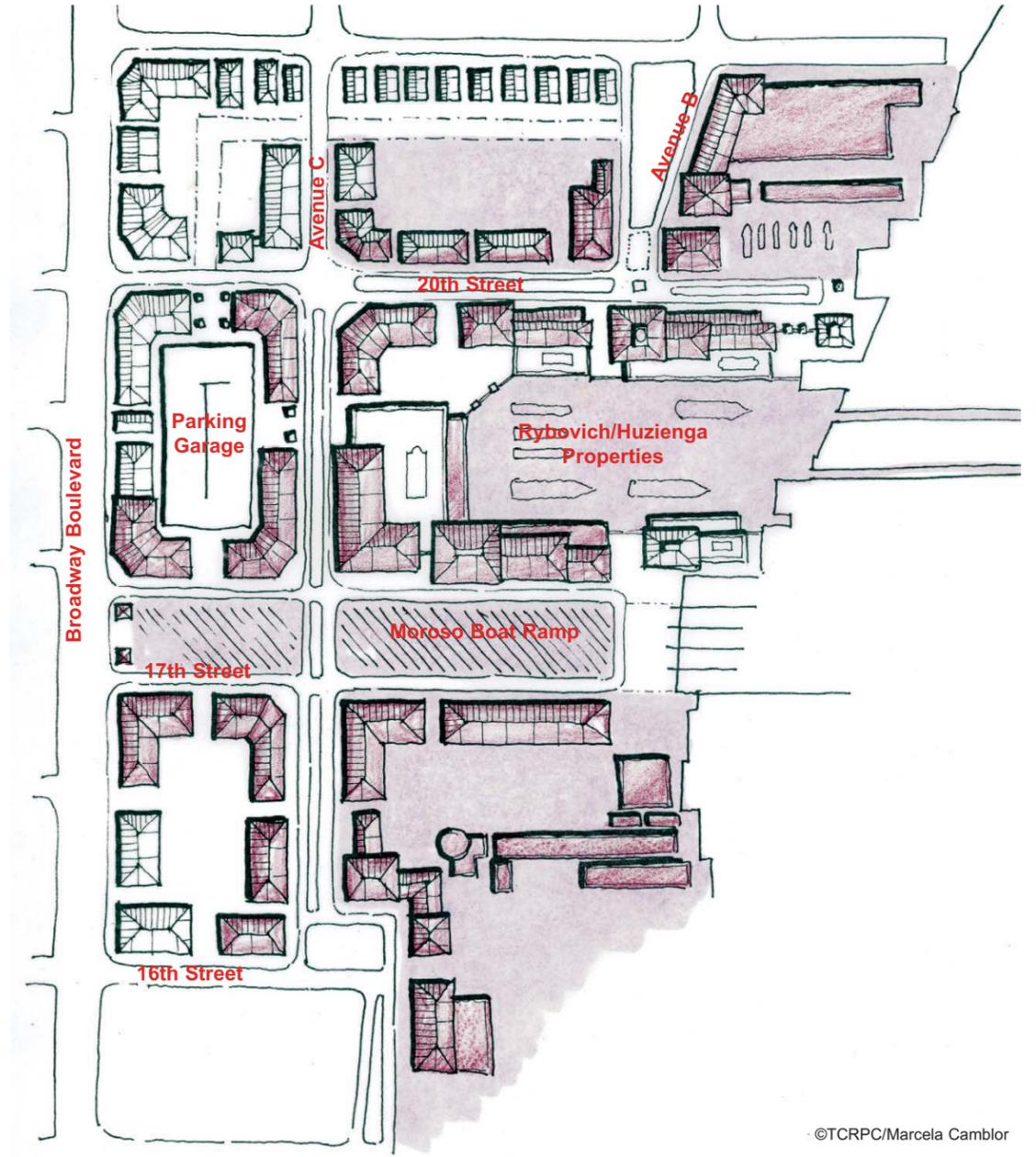
The interior of the block holds the boatyard and marine servicing areas and shields the less attractive elements from the street.



Looking down from one of the new buildings to the north of the boat yard.



Citizens' Master Plan for the Marine District North area.



The purple demonstrates the ground floor of buildings and open work areas for marine industry uses.

Marine District South

The southern portion of the marine district includes Viking Yachts, Bicentennial Park, the Riviera Beach Marina (including the Tiki restaurant), Newcomb Hall, Cracker Boy Boat Works, Spanish Courts, the Port of Palm Beach, and many smaller marine related activities. Additionally, there are many vacant or distressed parcels that have been purchased by Viking Yachts as "Master Developer" of the Inlet Harbor Plan. This area has been the focus of great attention over the years because of its amazing waterfront location, the industries already in place, the enormous redevelopment potential, and the number of public amenities. This area has also been the subject of passionate debate and controversy primarily due to the redevelopment methodology and the degree of public control over public amenities questioned in the Inlet Harbor Plan.

During the charrette, the design team sought to create a plan for the area that helped mitigate many of the issues voiced by the community. The key community concerns included:

- ~ Bicentennial Park must be improved and maintained for fair public access
- ~ The Riviera Beach Marina must remain accessible to the public
- ~ Newcomb Hall, while a popular community asset, needs to be rebuilt
- ~ If Newcomb Hall is rebuilt, it should be near its current location
- ~ The vacant parcels in the area need to be redeveloped but in a manner that is compatible with the community

Bicentennial Park

Bicentennial Park is exceptionally well located right at the water's edge facing Peanut Island. However, it is used primarily by vagrants, drug dealers, and prostitutes. When walking through and around the park, one immediately notices that there are no habitable buildings facing it, there are no "eyes on the park". One of the most important elements of urban design is the notion of natural surveillance, that passers by will help if someone is in need. If there are no passers by, or people looking out their office or apartment windows, then there is no natural surveillance. This condition is especially true for parks and open spaces. Parks and open spaces must have the natural surveillance of buildings and casual on-lookers otherwise they become magnets for illicit activity.

Newcomb Hall

Newcomb Hall is a community hall used for social events such as dances, weddings, funeral receptions, and occasionally a nightclub. Located just south of Bicentennial Park and adjacent to the Tiki restaurant, the use is in the right location although the building's condition and its precise location are problematic for the future. There was strong community interest during the charrette to rebuild Newcomb Hall in a waterfront location to maintain the synergy of uses around the marina but also to ensure that public activities remain welcome there.

The Riviera Beach Marina

The marina has been a focal point of the Inlet Harbor Plan both physically and emotionally. The

marina is publicly owned and operated by the City of Riviera Beach. The city has been criticized for the condition of the marina and dock facilities although it remains active and a popular local destination. One of the most divisive issues related to the marina and the Inlet Harbor Plan is whether or not the public marina should be leased. The Inlet Harbor Plan initially proposed a long-term lease between Viking Yachts and the city for both the submerged lands (docks and waterways) and the upland (Tiki, Newcomb, etc). The original Inlet Harbor Plan required a wholesale redevelopment of the area including the creation of a boat basin where Bicentennial Park and Broadway Boulevard are currently. In October 2007, Viking presented a greatly reduced redevelopment plan that kept the current Broadway alignment, removed the boat basin, and focused on 4-5 city blocks immediately adjacent to Bicentennial Park and the marina.

The charrette plan for the Viking parcels, marina, and Bicentennial Park is very similar to the October 2007 Viking plan. The primary differences between the two plans is the charrette plan does not vacate or remove any existing streets (so as not to limit public access to the park), it does not promote tower buildings on plinths (rather, a more appropriate and achievable height of six and eight story buildings), and Newcomb Hall is moved to the north of Bicentennial Park (to activate the north end of the park with legitimate public uses and to provide "eyes on the park" (where currently the Viking boat barn provides little surveillance on the north end).

Spanish Courts

Additionally, the charrette plan suggests trying another approach to preserving the Spanish Courts. If some of the already anticipated development program for the area, including office and residential uses, could be built around and adjacent to the courts, the existing courtyard could become the forecourt to the new buildings. There is a long history of trying to preserve Spanish Courts and make them a viable part of the community. To date, none of these efforts has been completely successful. Many in the community and the design team however still think that Spanish Courts are worth preserving if they can be integrated into a larger development program.



The view from Bicentennial Park looking towards Singer Island. The park is such a special community asset and is so underutilized that any redevelopment efforts must address the urban design issues outlined in this report.



Newcomb Hall, while still popular as a place for community and family gatherings, needs to be rebuilt. The charrette plan proposes its reconstruction on the north end of Bicentennial Park to provide positive activity and "eyes on the park".

A KEY TO THE PLAN

A. Newcomb Hall

Relocated to the north of Bicentennial Park the hall now adds legitimate public activity in the park and screens the Viking boat barn to the north.

B. Bicentennial Park

Redesigned with Newcomb Hall, two public gazebos, a waterfront promenade, and habitable uses of minimum 2 stories to the west and south, Bicentennial Park could become safe and active again.

C. The Marina Plaza

Located between the new marina structures and Bicentennial Park, this pedestrian plaza would provide ample space for boaters, shoppers, and diners. As a terminus to 13th Street it also anchors the new boulevard with views to the water.

D. The new Marina Buildings and Parking

Designed as 2-4 story buildings with a mix of standard and marine related retail, restaurants (to include the new Tiki), and offices above the new marina building will serve as the nucleus to a variety of activities.

E. Marina Parking Garage

This garage is entirely screened by buildings to the east, north, and west, and would provide parking for all of the surrounding uses. In addition, on-street parking would be provided on all public streets.

F. New Dry Storage

G. New Mixed-Use Buildings (4-6 stories)

H. New Mixed-Use Buildings (6-8 stories with internal structured parking)

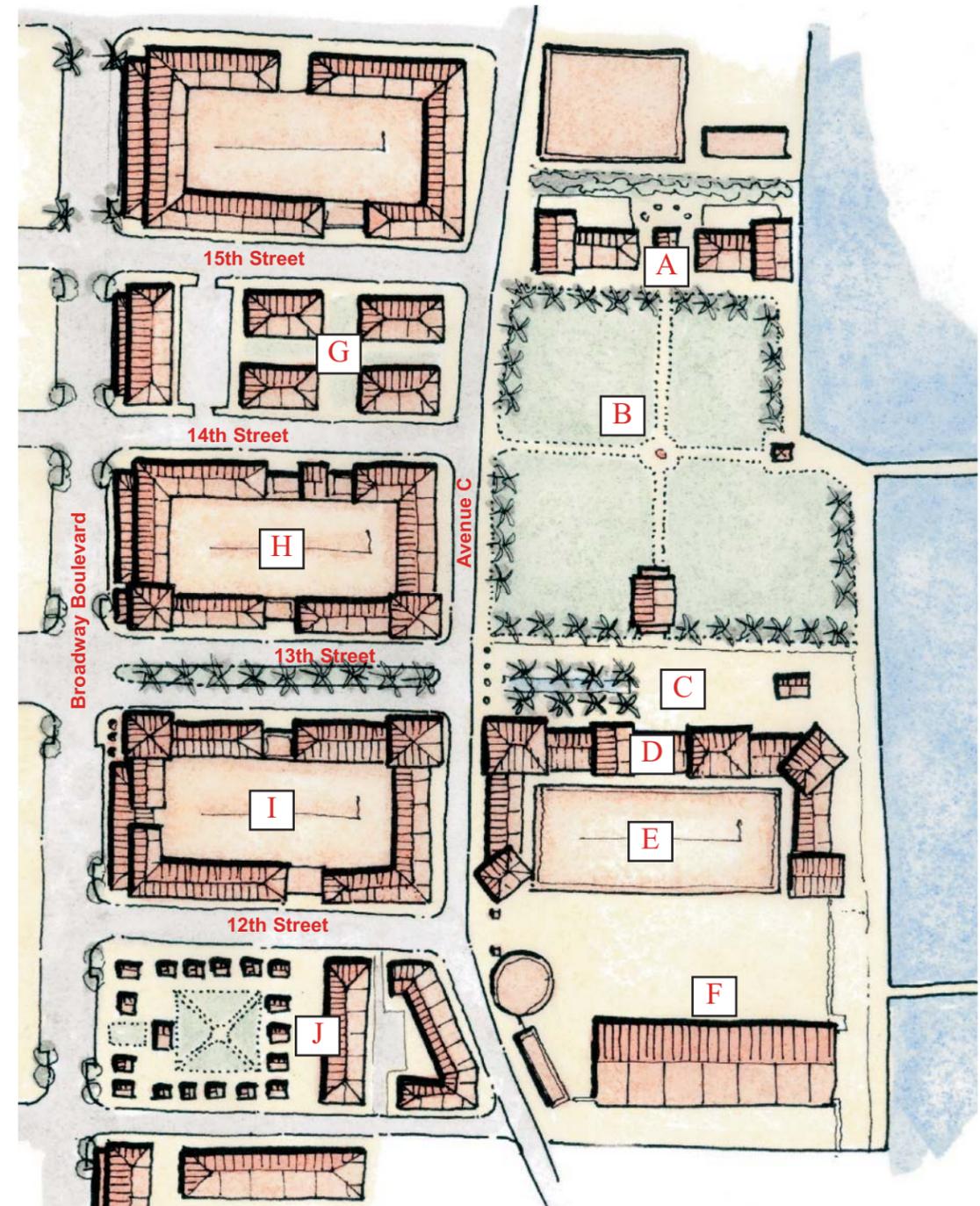
These buildings could also have taller tower elements.

I. New Mixed-Use Buildings (6-8 stories with internal structured parking)

These buildings could also have taller tower elements.

J. Spanish Courts

Spanish Courts is preserved in this plan with new mixed-use (office and or residential) structures surrounding the existing buildings. This idea would utilize the existing Spanish Courts courtyard as a central gathering space for the more intense use behind.

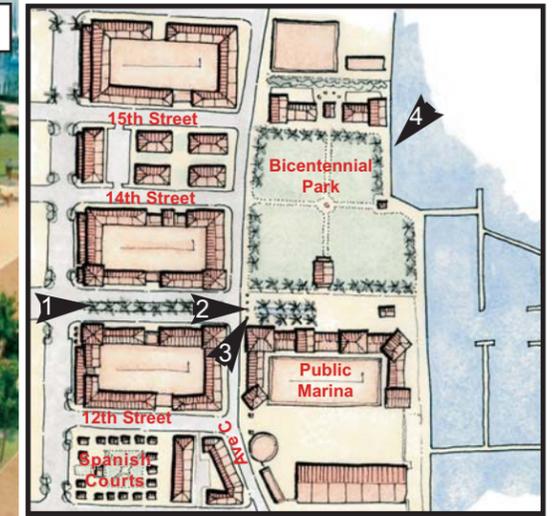




From Broadway Boulevard driving toward Bicentennial Park. The median is landscaped with palm trees. A shade tree could be used as well. There is an open view to the park.



An aerial perspective of Bicentennial Park. The park is arranged formally. The park is surrounded by retail and residences and is active creating "eyes on the park" for safety.



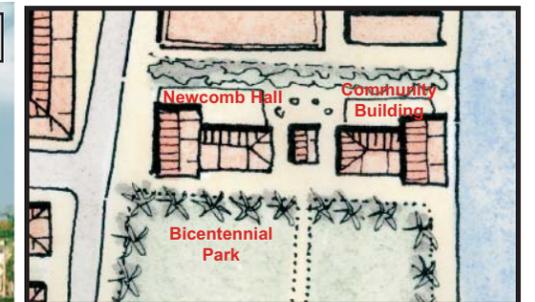
This plan is a key to the images at left for the marina and Bicentennial Park redevelopment.



Balustrades protect the hardscaped plaza from errant cars. Note the dining umbrellas and small retail building on the north (left) side of the plaza. The tower on the south (right) captures attention and entices people to walk to the water.



Perspective looking west toward the park. An esplanade creates a public invitation to the waterfront.



The Citizens' Master Plan recommends the rebuilding of Newcomb Hall at the north end of Bicentennial Park. The plan also accommodates a new building that could serve as a Community/Multi-Cultural facility and/or provide space for other community-oriented operations like the Shake-a-Leg Foundation that has interest in participating in the Riviera Beach Community.

SHAKE-A-LEG

"Few things in life compare with sailing for its therapeutic benefit of uplifting and rejuvenating the spirit. In 1986, Shake-A-Leg pioneered the Adaptive Sailing Program to bring the benefits of sailing to people with physical and developmental disabilities." from the Shake-a-Leg website.

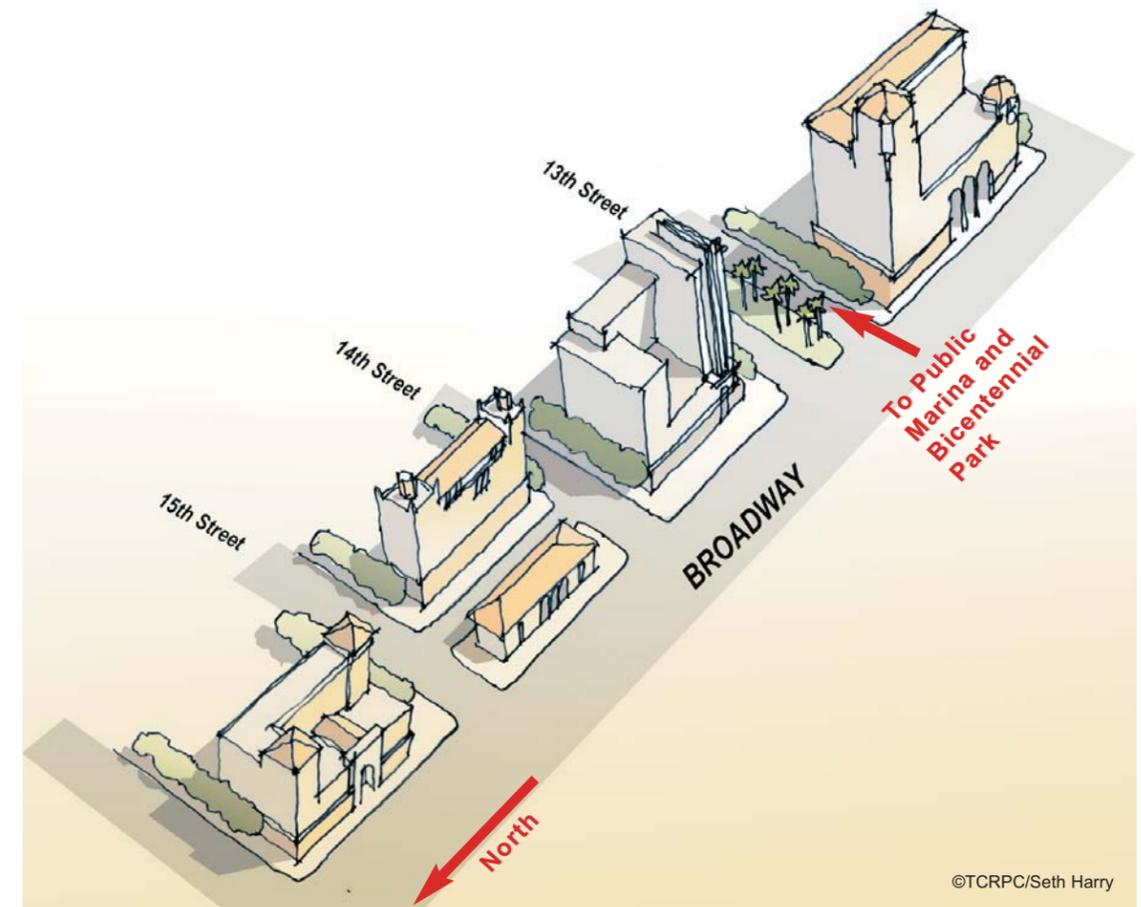
**The Riviera Beach Marina
"To Lease or Not to Lease..."**

The citizen's of Riviera Beach are extremely concerned about leasing the Riviera Beach Marina. According to many residents, leasing the marina would limit the public's access to the water, it would open the door for high-rise developments, it would allow for the accommodation of only mega-yachts and eliminate small-scale, publicly available slips, and it would remove any public control over a cherished public amenity. This report will not recommend that the city should, or should not lease its marina. However, this report strongly suggests that, just like any good contract or lease agreement, the terms must be clear, public, and acceptable. Also, the physical plan of the marina/park improvements will inform the degree to which public access can be limited (i.e. closing streets). The terms of any lease agreement should, at the minimum, include:

- ~ Percentages of public versus private boat slips
- ~ Percentages of small, medium, and large boat slips (public and private)
- ~ A clear and acceptable redevelopment plan for all desired parcels
- ~ A clear and defensible commitment to build the redevelopment plan in a given period of time
- ~ A clear understanding of relationship between the lessee and the surrounding public lands (i.e. Bicentennial Park)
- ~ Hours of operation and maintenance terms
- ~ Public parking quantities and location
- ~ Festival, tournament, and event procedures (terms of if and when public access might be limited)

The plan and illustrations provided here for the Riviera Beach Marina, Bicentennial Park, (including the Viking parcels) are meant to guide the City and Viking in creating a new plan for the area. It is the strong recommendation of the Citizens' Master Plan that this project is extremely important to the city and could be a catalyst for overall redevelopment.

The issue of building heights and density will quickly become a matter of strenuous debate as redevelopment projects within the CRA begin to emerge. The Inlet Harbor Plan identifies very specific heights, densities, and uses. However, those criteria are predicated upon the implementation of the Inlet Harbor Plan. The implementation of the Inlet Harbor Plan is predicated upon relocating Broadway Boulevard and dredging the boat basin; things that are simple not feasible. The question remains: what can someone build today? More analysis with the city and the CRA needs to occur to answer these questions. The design team, however, illustrated building heights and massing that are based upon on-site parking requirements and promoting a building scale that is reasonably compatible in the area. For the most part, buildings fronting Broadway should remain in the 4-6 story range with incentive opportunities to go higher (some of these strategies for "limited duration zoning increases" are described in the Implementation chapter). The image below shows that in some key locations, like the 13th Street entry to Bicentennial Park, it might be appropriate to have slightly taller buildings to celebrate a special place on the boulevard.

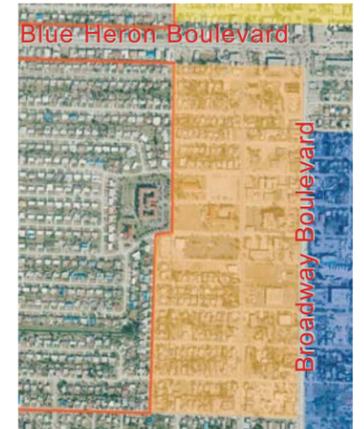


Broadway West

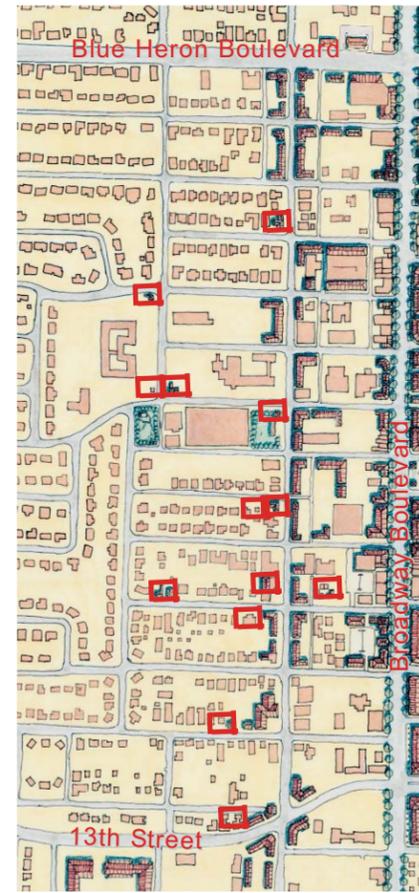
The Broadway West area, as defined during the charrette by the design team, basically refers to those neighborhoods west of Broadway Boulevard within the CRA boundaries. This area has a wide range of housing conditions with some homes in need of extensive repairs and attention, while others exhibit obvious pride and care by their owners. The area analyzed includes Avenue "E" and Avenue "F". Avenue "E" was slated for reconstruction to accommodate the relocated Broadway Boulevard in the Inlet Harbor Plan. Now that it appears that relocation will not occur, a good deal of infill and restoration needs to occur to bring the street back to a thriving neighborhood corridor.

The charrette team did a lot-by-lot analysis and documented lots and buildings that were obvious candidates for redevelopment. Avenue "E" in particular was illustrated with infill in mind.

The city should assist in the redevelopment and safety of the neighborhoods by making infrastructure improvements such as quality street lighting, curb, gutter, sidewalks, street trees, and street furnishings. All of these elements together help restore health and vitality to a neighborhood and sends the message that the neighborhoods are improving and are here to stay.



Aerial of the Broadway Boulevard West Neighborhood.



Proposal for Broadway West Neighborhoods. An in-depth analysis identified houses and lots that could be redeveloped.



A lot-by-lot analysis was conducted for redevelopment opportunities



The neighborhood has some good sidewalks buffered from the road by a planting strip. A tree-beautification program is an inexpensive way to make the street more comfortable.



The neighborhoods in Riviera Beach could look like this street in Coral Gables: street trees in the planting strip.



A simply designed quality bus stop lets residents know their city cares about them. This is in Plantation, Florida.



In the Broadway Boulevard West area, there is evidence of obvious pride in ownership.

Avenue E

Avenue E is west and parallel to Broadway Boulevard. The area holds an assortment of churches, restaurants, automobile repair, and other essential neighborhood services. The street is active with people walking despite having no sidewalks in some places. The Citizens' Master Plan recognizes the importance of this street to the neighborhood and recommends improving the street to enhance what is already occurring.

The Citizens' Master Plan recommends Avenue E remain a two-way, two-lane street. This street is more of a neighborhood street rather than a through-travel street. The street should have curb and gutter, and on-street parking should alternate from the west side to the east side of the street throughout its length.

As buildings are replaced and lots infilled, the buildings should be mixed-use offering an array of uses needed to help the neighborhood retail thrive. Types of uses should be single-family and multifamily residential, retail and office. A proper mix of uses can create a synergy in the area. Residential provides home for workers, commercial provides jobs, and the retail has customers. The area becomes sustainable and thrives.

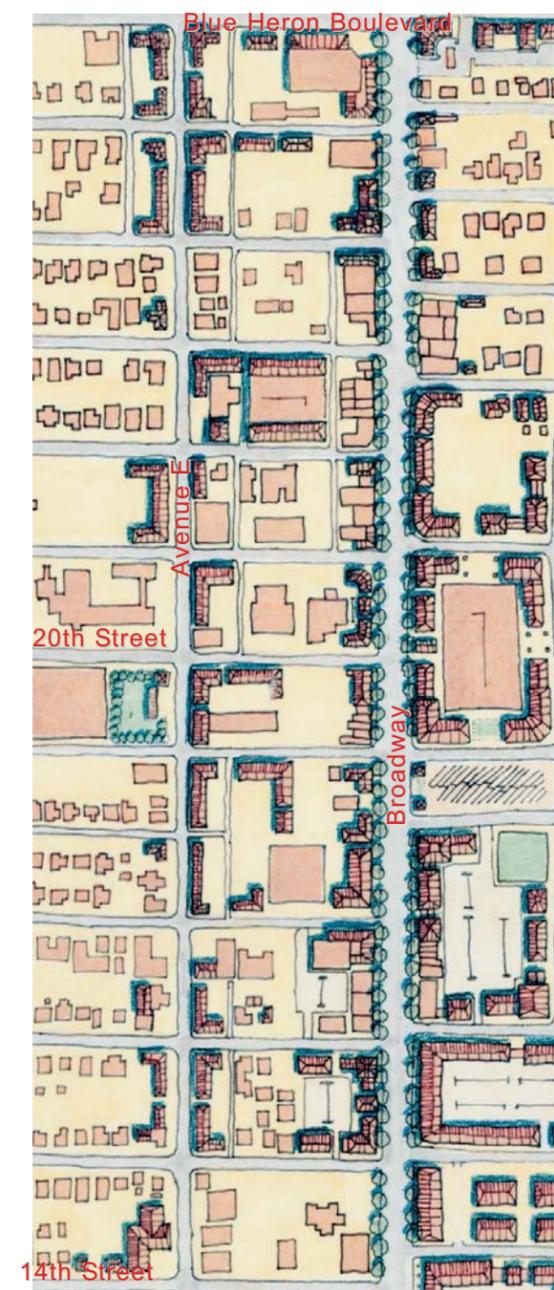
The principles previously discussed for safe and friendly pedestrian streets should also be followed: buildings pulled to the street, sidewalks, street trees, and ample street furnishings. The Citizens' Master Plan also recommends alleys whenever possible behind the buildings fronting Avenue E. In this way, traffic can more easily be dispersed, and the servicing of these buildings can be more efficiently handled without disrupting traffic on Avenue E.



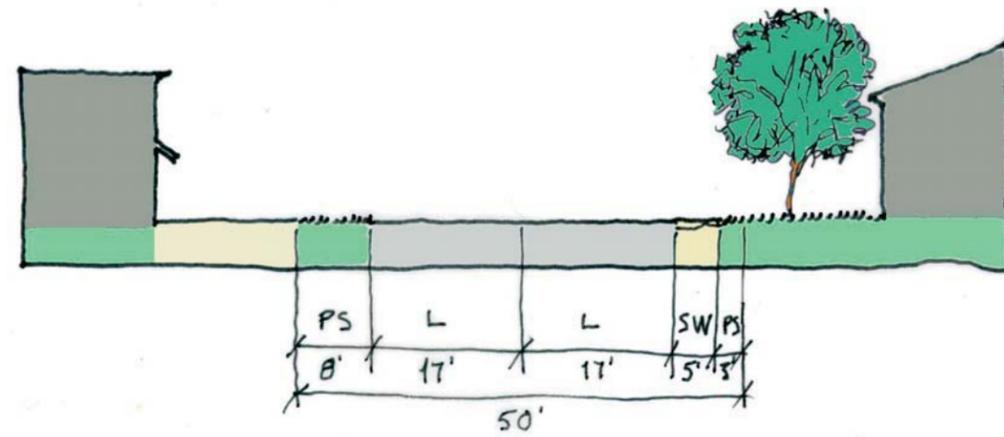
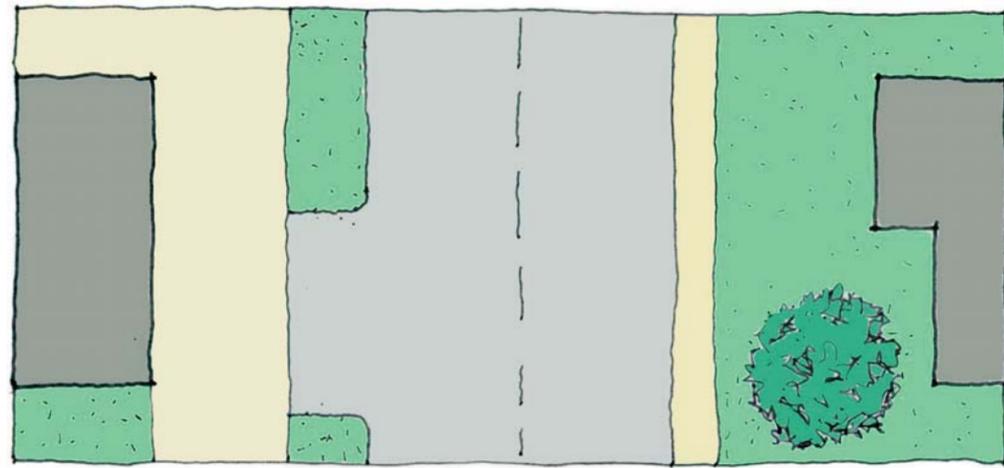
Essential neighborhood services, well used by residents, line Avenue E



Existing Condition: Avenue E is an active street with an assortment of neighborhood services



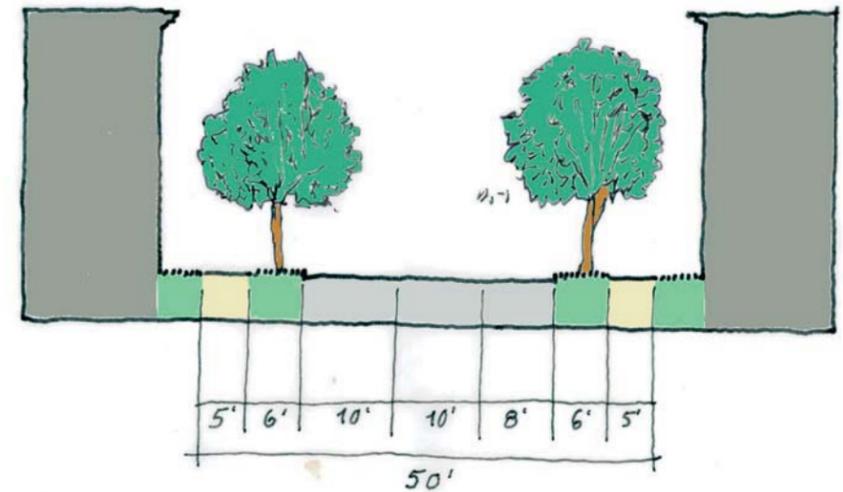
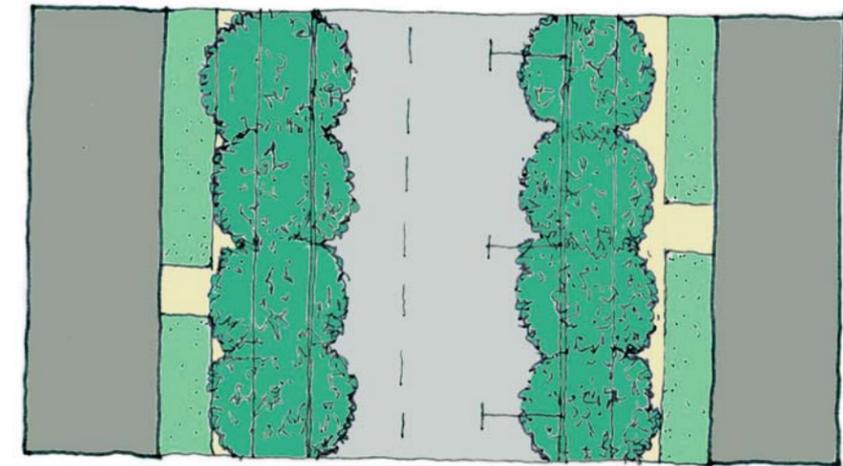
Proposed Condition: The Citizens' Master Plan builds upon the existing strength of Avenue E's businesses encouraging more activity by enhancing the street



Avenue "E"
~ existing

©TCRPC/Steven Fett and Marlene Brunot

Existing Condition: Avenue E is a two-lane roadway with no sidewalk, curb, or gutter



Avenue "E"
(proposed N/S)

©TCRPC/Steven Fett and Marlene Brunot

Proposed Condition: Avenue E as a two-lane roadway with curb, gutter, alternating parking, and shade trees



Existing Condition: Avenue E serves the community with an assortment of services



Phase 2: A formal alignment of street trees shades pedestrians and gives a sense of space. Phase 1 and Phase 2 are relatively inexpensive improvements that the CRA could fund.



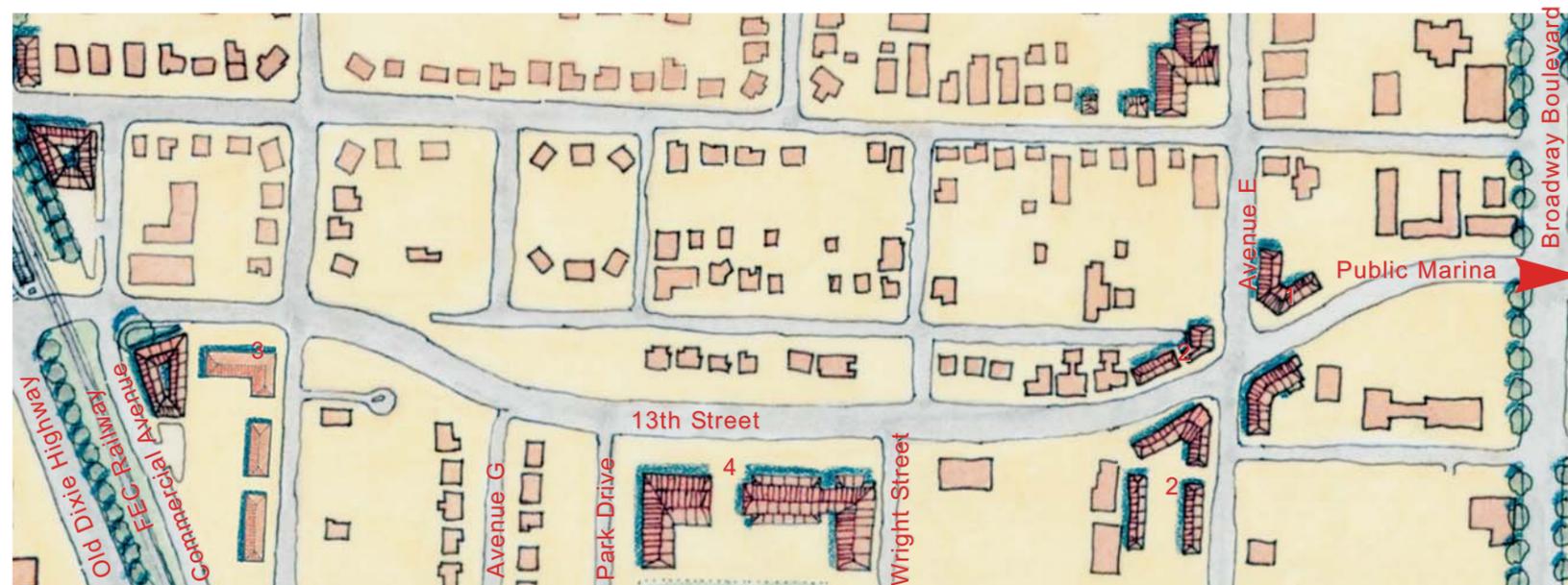
Phase 1: To enhance retail and calm traffic, on-street parking, curb, gutter, and sidewalks are added



Phase 3: Mixed-use buildings are constructed with facades facing the street. The residential, office, and neighborhood commercial uses complement each other providing places for people to live, work, and shop.



Existing Condition: The realignment of 13th Street exposes homes' rears to traffic



Proposed Condition: Buildings on residual land along 13th Street frame the street to enhance the streetscape

13th Street

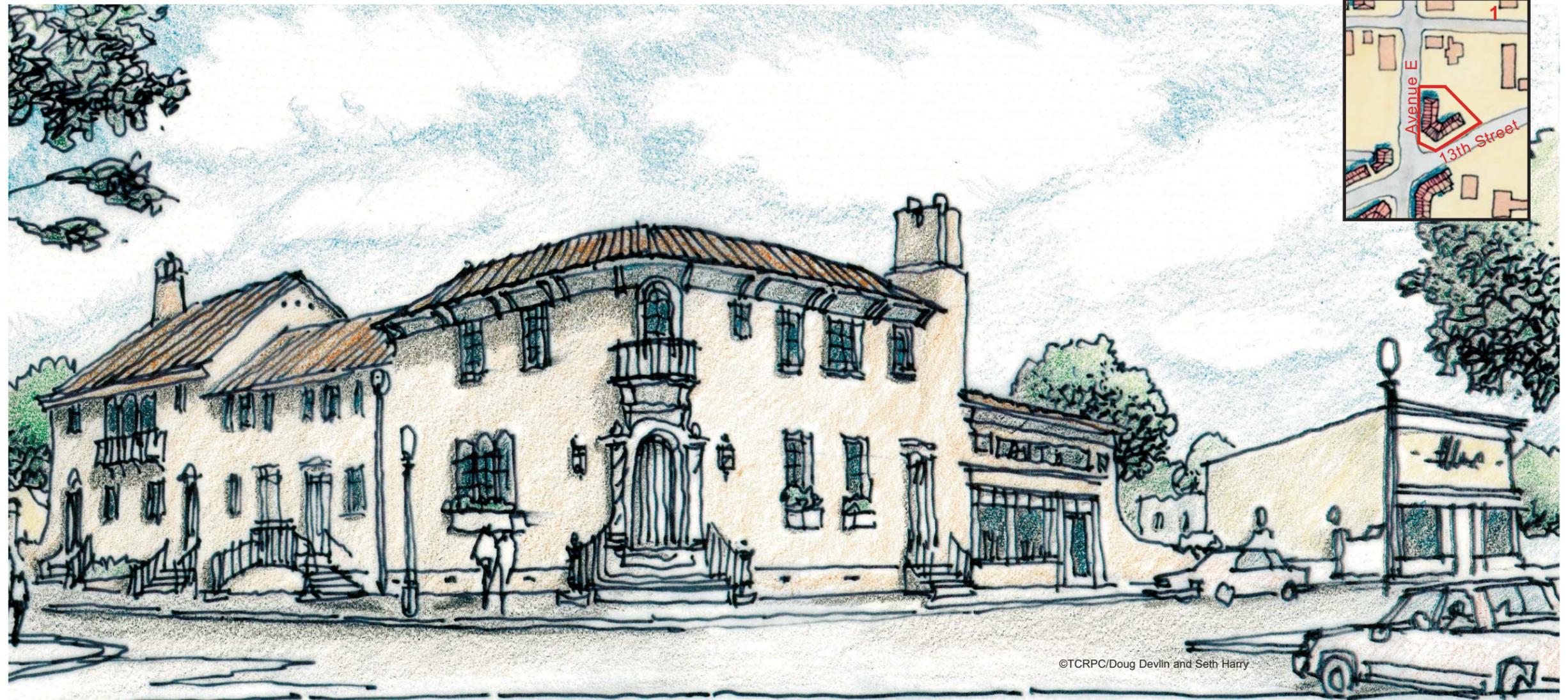
13th Street was realigned to create a more unique entrance into the Public Marina and to facilitate the Inlet Harbor Plan. The former alignment is shown in yellow in the aerial photograph. The unintended consequence of the new alignment is that the backs of homes are now exposed to the street. This situation creates three dilemmas. The first is that the service area and private space of the homes becomes exposed for all to see much like living in a fishbowl. It is not an appropriate appearance for a street that serves as the entrance into one of the city's premiere properties - Bicentennial Park and the Public Marina. The second dilemma is that activities that may occur in the rear no longer feel safe. For example, parents may feel uncomfortable letting their children play in the back yard with drivers speeding past. Thirdly, there are no eyes on the street to monitor activities, which creates the feeling of unsafe streets.

The Citizens' Master Plan remedies the problems created with the realignment. Infill housing types that fit on the new lot configurations are shown on the following pages. Additionally, the master plan creates an entrance building on the southeast corner of 13th Street and Commercial Avenue (adjacent to the FEC tracks) since 13th Street is the entrance to the city's Public Marina and Bicentennial Park.

Numbers on the buildings on the master plan correspond to drawings on the following pages.



The shed and garbage are visible from 13th Street. It is not the homeowners' fault, for it is obvious there is pride of ownership, rather this is the consequence of the realignment of 13th Street. The owner is attempting privacy by planting a hedge, which will further remove natural surveillance with "eyes on the street."

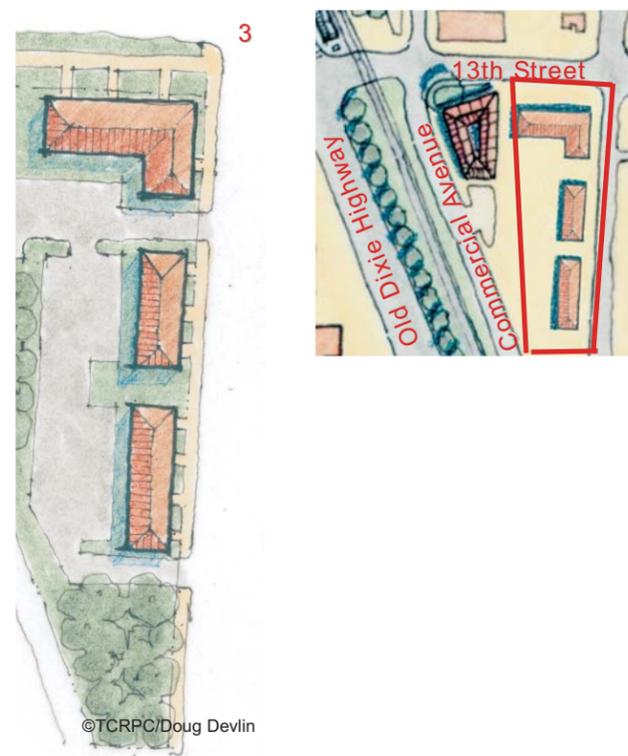


13th Street and Avenue E - Northeast Corner

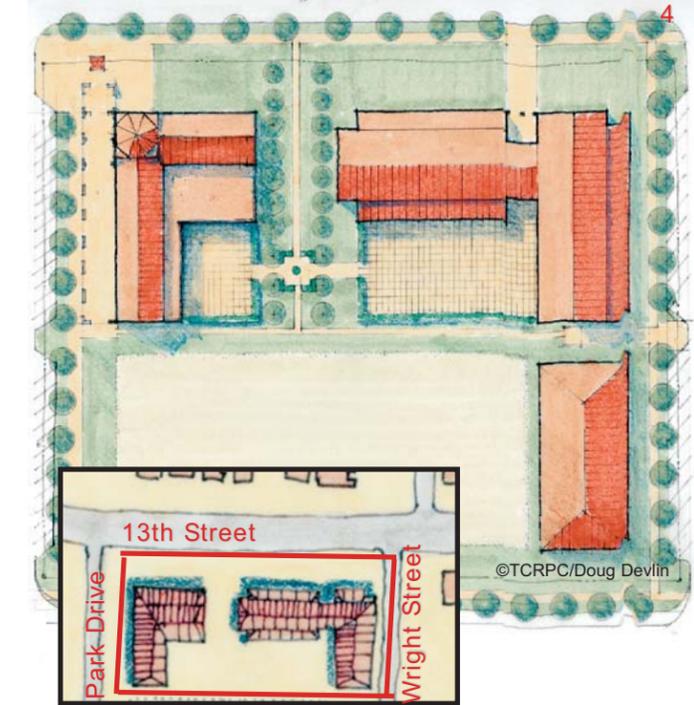
The corner of 13th Street and Avenue E is an important corner in the city. 13th Street is the entranceway into the Public Marina, and Avenue E is an important neighborhood services street. A building such as the one illustrated above would fit on the lot and gives the corner the character and prominence it deserves. It is a one to two story building of varying heights. The heights and the massing are broken up so the building would fit in with the character of the surrounding single-family neighborhood. Yet the architectural language lets newcomers and residents know that the intersection is special to the community. A corner treated in this manner would serve as a landmark. Appropriate uses would be residential and retail.



13th Street and Avenue E - West Side of Avenue E
 Buildings define the street on both sides. Parking is to the rear. On the north side, parking lots are connected. The buildings to the south enclose a small green in its interior. The uses could be single or multifamily residential or neighborhood commercial.



13th Street and Old Dixie Highway
 This part of 13th Street is more industrial, which is appropriate since it is next to the FEC tracks. Again, the buildings define the street with parking in the rear. Parking in the rear buffers the building from the trains. Appropriate uses would be industrial flex and industrial.



13th Street between Park Drive and Wright Street
 The section of 13th Street between Park Drive and Wright Street houses the Maritime Academy and the Boys and Girls Club. The Maritime Academy is a vocational high school that teaches skills in the marine industry. The Boys and Girls Club offers after-school care, education, and recreation to all school-age children including high school.

Both community organizations are in need of new buildings. The Citizens' Master Plan recommends rebuilding them in their current location following the time-tested principles of traditional urban design. The buildings address and enhance the street. The buildings deserve special treatment since they are civic buildings, and the organizations play important roles in the community.

The two could share recreational facilities. The close proximity will expose younger children to the Maritime Academy, and the older children can serve as mentors. Also, students at the academy can use the services of the Boys and Girls Club. The Boys and Girls Club should be rebuilt in its current location since most of the children they serve live in the same community and oftentimes walk to and from the building.





©TCRPC/Doug Devlin

Above illustrates a proposed building for the Boys and Girls Club. The architecture should communicate that the building is important to the community, and the community will take pride in it.

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Time was devoted to these two projects during the charrette because the team felt strongly that committing these two institutions to a permanent site, and designing beautiful civic buildings to house them, would send a very valuable message to the community.



©TCRPC/Doug Devlin

Proposed building for the Maritime Academy: a civic building with beautiful architecture states that it is a permanent facility and becomes a wonderful icon to the community.

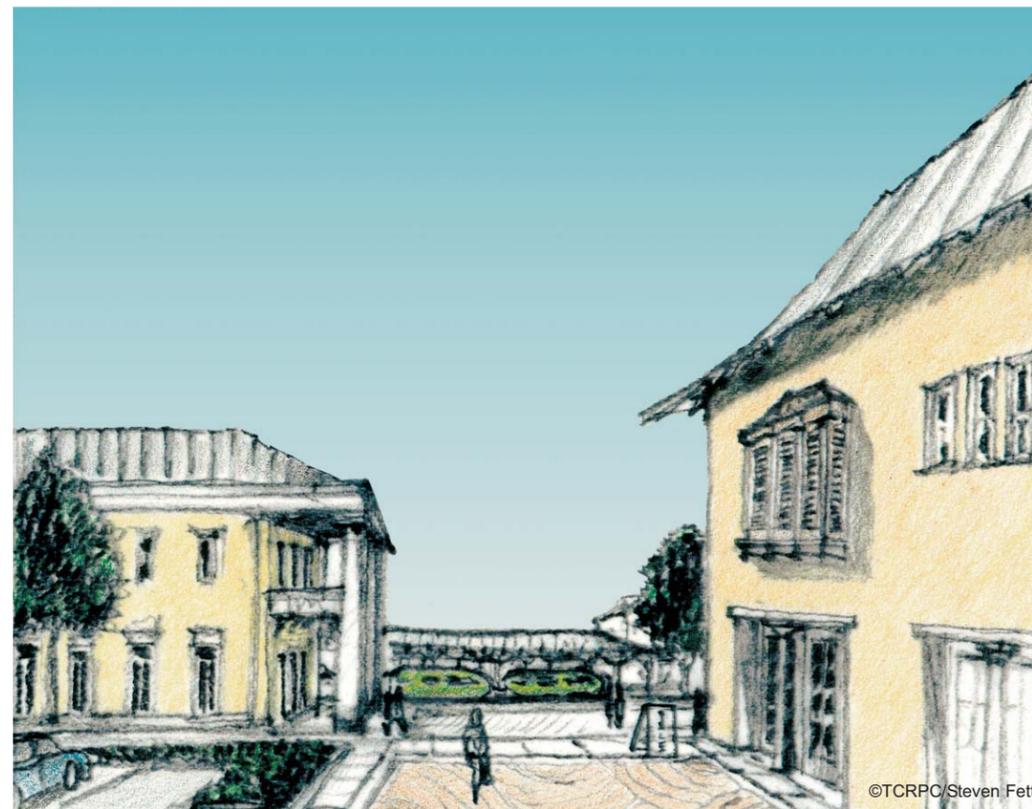
Tri-Rail Station

Tri-Rail operates on the FEC corridor and runs through Broward and Palm Beach counties terminating service at Mangonia Park. Mangonia Park is south of Riviera Beach. Tri-Rail plans to extend service north, and charrette participants requested a station and identified a location at an old drive-in theater location at the intersection of Old Dixie Highway and 13th Street. This location is centrally located within the City of Riviera Beach.

The Tri-Rail station plan calls for mixed-use around the station that would include residential, employment, and retail uses. A surface parking lot is provided behind the building fronting Old Dixie Highway. As demand increases, the parking lot could be upgraded to a parking garage.

Several small greens and a plaza on the southwest corner provide open space, and the corner plaza is important because it gives travelers a safe and pleasant waiting space. The plaza should offer ample shelter from the sun and rain. All components of the station should be well maintained.

Traffic-calming strategies need to be used especially for this section of Old Dixie Highway since people will have to cross the road from the west to access the platform.



Perspective of the Tri-Rail Station with the platform in the background



Existing Condition



Proposed development

Riviera Beach Heights Neighborhood and Dr. Martin Luther King Boulevard

During the pre-charrette interviews in mid-October 2007, TCRPC staff began to learn more about the FDOT project to widen Dr. Martin Luther King Boulevard (MLK) as a truck route connection to the western entry to the Port of Palm Beach at Old Dixie Highway. Over the course of many years, Riviera Beach representatives have made it clear to the Palm Beach County Metropolitan Planning Organization (MPO) that the "improvements" to MLK were one of the highest priorities of the city. Thus, the MPO prioritized the spending of FDOT dollars on this roadway project.

The scope of the MLK project is to widen the roadway from a two-lane section to a four-lane, divided section from Military Trail eastward to the Port entrance at Old Dixie Highway. This would occur in three phases:

- Phase I: Military Trail east to Congress Avenue
- Phase II: Congress Avenue east to Australian Avenue
- Phase III: Australian Avenue east to Old Dixie Highway (entrance to the port)

Presumably, the need for this project was to facilitate truck traffic to an ever-busier Port of Palm Beach. Dr. Martin Luther King Boulevard is also State Road 710 (SR 710) which going westward, is the primary connector to Okeechobee and locations further west on the north side of Lake Okeechobee. SR 710 is an important truck route between the east and west coast of Florida. In fact, the Port of Palm Beach will probably become an increasingly more essential component of the Palm Beach County economy when considering energy and food supply demands. However, the fundamental design question became: What are the details of these improvements, what are the costs, what impact will it have on the neighborhood, and how will the benefits of doing this project out-weigh the fiscal, cultural, and emotional costs of not doing it?

For the charrette, TCRPC contracted with Glatting Jackson of Orlando, Florida to have Billy Hattaway, P.E., one of their principal transportation engineers, participate during the full charrette week. Mr. Hattaway, who also spent 23 years at FDOT in Tallahassee as a senior project manager, was charged with investigating the MLK road widening project to determine the details of the scope, what the projected costs were, and the progress of each segment. What Mr. Hattaway discovered was that the eastern most segment of MLK, which runs through the Riviera Beach Heights neighborhood, is the segment that is the most costly (\$84 million) and, based upon information provided by DOT during the charrette, has no demand for widening. Even in the year 2030 projection, per the FDOT's own calculations, the traffic counts do not justify a 4 lane divided roadway.

This issue is of such great importance not only because the road itself will be widened to 4 lanes with a wide median divider, but the right of way will be expanded from 80 feet to 250 feet. All of the houses north and south of MLK would need to be removed. MLK has also been designated

an S.I.S. (Strategic Intermodal System) facility by the state which carries certain design criteria with the designation (i.e. minimum travel speeds +/- 40 mph, limited crossings, etc.). In addition, by widening the road to this extent, there will be the need to supply areas for storm water retention which would require the acquisition of more homes in the neighborhood to build ponds.

Essentially, the completion of the MLK project as planned would over time destroy the Riviera Beach Heights neighborhood. This of course was not the intention of the city, MPO, or FDOT however, projects of this magnitude that have been in the works for so many years have a tendency to maintain their momentum despite slipping out of the public consciousness. The objective of the design team is not to remove trucks from MLK because it is an important connector to the Port, but using the traffic demand data determine an alternative so as not to overbuild MLK.

During the charrette the team met with Port Chairman Wayne Richards, Lori Baer, Executive Director, Thomas Lundeen, Senior Director of Engineering and Maintenance, Port of Palm Beach, and were told that the Port is a 24 hour a day operation with approximately 1200 trucks a day. The proposed south gate was completed in June and approximately 55-60% of the trucks use that gate. Additional information is included in the February 2006 Port of Palm Beach Master Plan. Their traffic study shows future traffic on MLK at between 12,000 and 17,000 ADT in 2015 depending on the location along the corridor. These numbers would not warrant a four lane divided highway. Their own report shows that a three lane 45th Street can handle 15,400 ADT with a Level of Service D.

The Port is especially interested in getting across the FEC by either a bridge or depressed roadway. The FDOT has plans to study that option at the southern end of the Port property. FEC will not allow another at grade crossing to the south of the Port hence the need for the separated crossing. The Cities of West Palm Beach and Riviera Beach are opposed to an above ground crossing of the railroad. The estimated cost of a depressed roadway is approximately \$150 million.

There is opportunity to improve on how the switching operation related to the Port can be implemented. They said the cost is about \$12 million and it would help to eliminate some events of the trains blocking intersections while the switching operations are underway. S.I.S. funding is available to help address that issue.

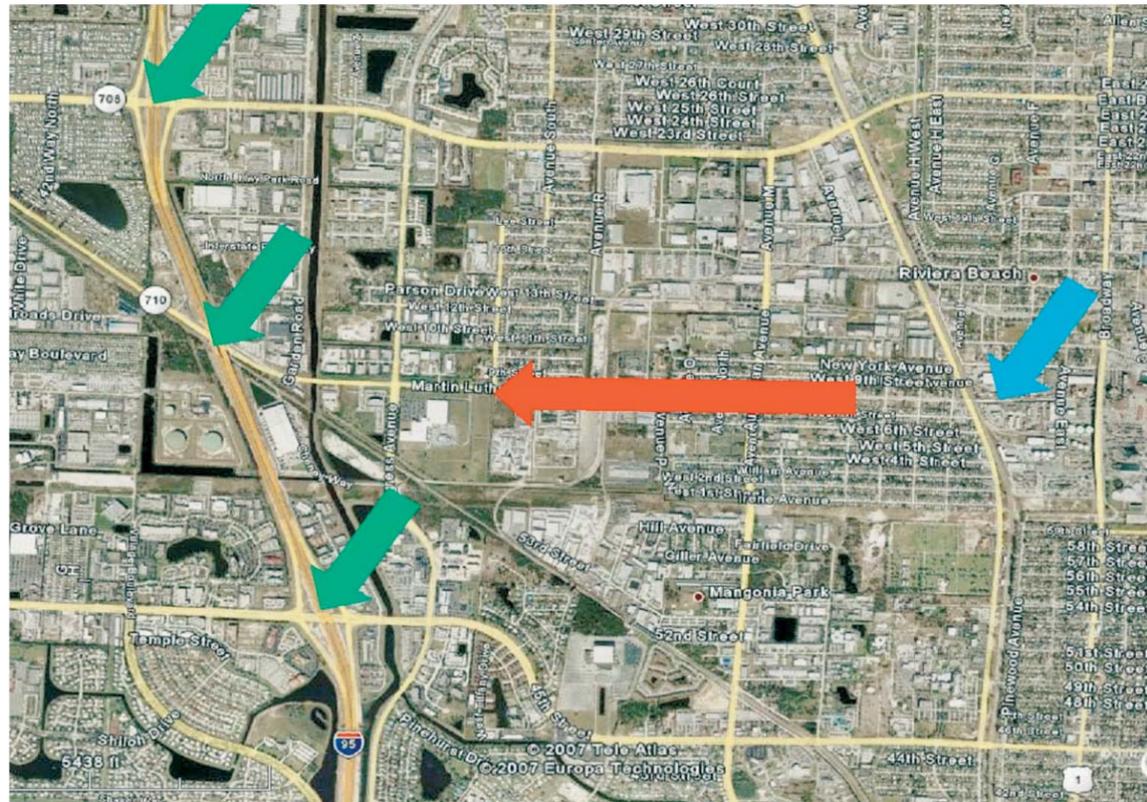
Two trains service the Port daily, the other 22 or so trains are passing through the area.

Charrette Goals for MLK and the Port Access

- ~ Restore Dr. Martin Luther King Boulevard to a neighborhood street.
- ~ Find an alternative route for trucks accessing the port.
- ~ FPL R/W - can it accommodate a two lane route instead of a four lane as proposed by FDOT?

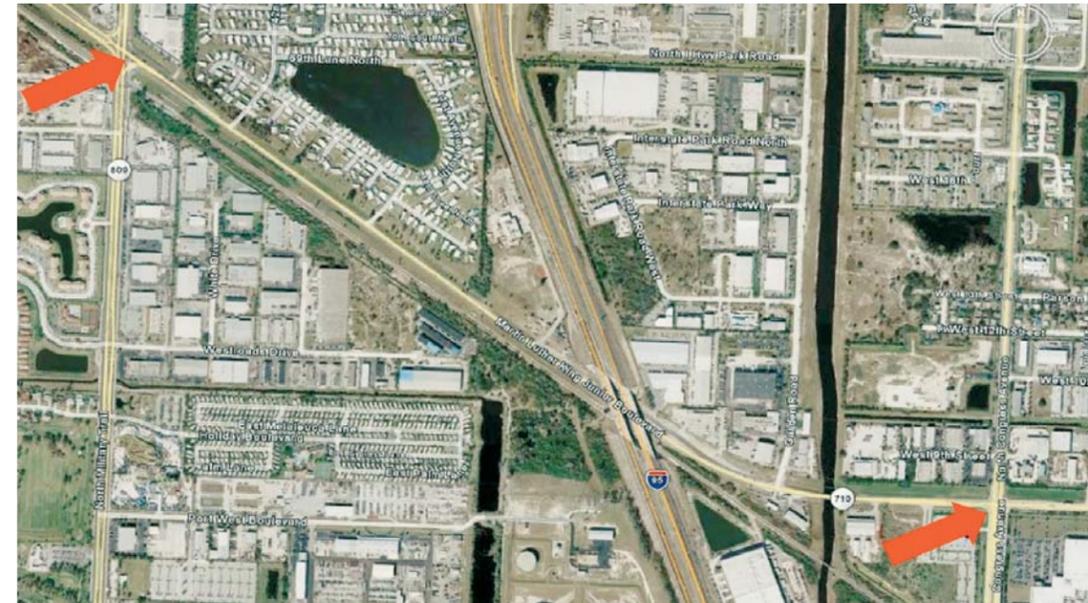
FDOT Work Program Review Results for the Area:

The information used for the team's analysis of the MLK project was pulled from the FDOT Work Program web site for FY 2002-2012. It is important to understand that this is what is programmed for the various phases of the projects. What is actually spent can vary from what is programmed, and could be more or less. That information would only be available for project phases that are underway or "on-going". Projections of future traffic counts were obtained from the FDOT's 2006 Port Corridor Study.



This image shows the general study area of the MLK project: the blue arrow is the western entry to the Port, the red arrow is MLK heading west, the three green arrows are I-95 and Blue Heron interchange, the MLK underpass at I-95, and the I-95 and 45th Street interchange, respectively.

Western Segment



The two arrows represent the limits of this first segment of reconstruction from Military Trail to the west and Congress Avenue to the east. This area is predominantly industrial and commercial or is buffered from residences so there is no recommendation for changing the scheduled work plan. This segment is currently under construction. Below are the programmed costs for this segment.

Dr. Martin Luther King Blvd.

Military Trail to West of Congress Ave:

- FPID 229897-1
- Add lanes & reconstruct – 1.363 miles
 - Preliminary Engineering - \$ 3,214,329 (on-going)
 - R/W Acquisition - \$3,789,193 (on-going)
 - Railroad & Utilities - \$2,240,760 (on-going)
 - Construction Support - \$2,924,743 (on-going)
 - Construction - \$17,940,158 (on-going)

Total Programmed - \$30,109,183

Central Segment



These two arrows represent the limits of the second phase of the MLK widening from Congress Avenue east to Australian Avenue. In this location there are beginning to be more residential uses which is cause for concern. The programmed costs for this segment are listed below.

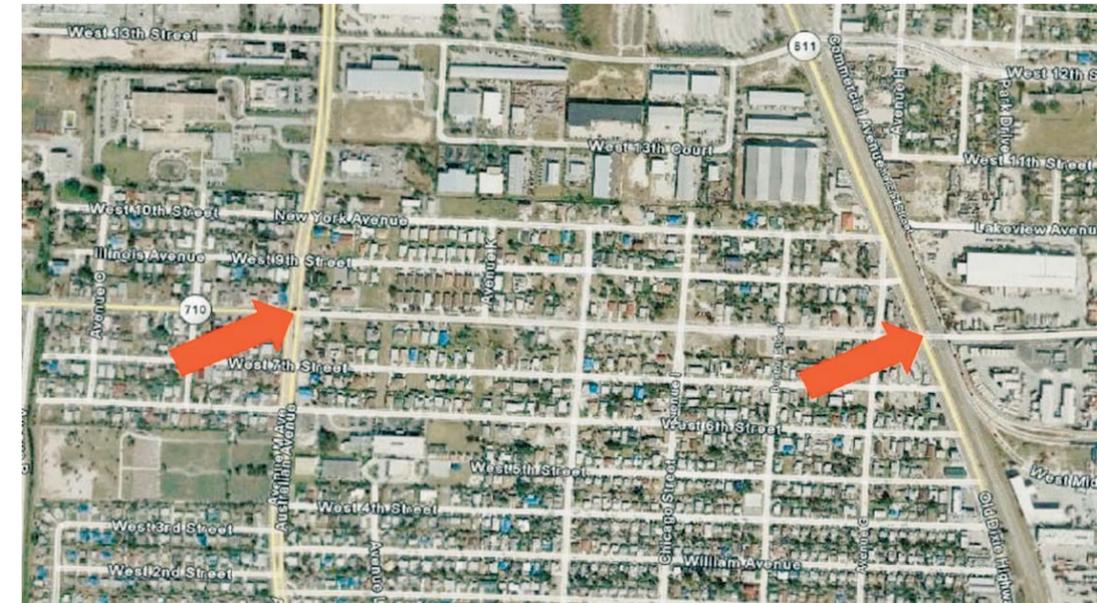
Dr. Martin Luther King Blvd.

West of Congress Ave to West of Australian Ave:

- FPID 229897-2
- Add lanes & reconstruct - .844 miles
 - Preliminary Engineering - \$ 2,677,769 (on-going)
 - R/W Acquisition - \$ 32,989,927 (on-going)
 - Railroad & Utilities - \$ 200,000
 - Construction Support - \$ 3,145,759
 - Construction - \$ 20,256,211

Total Programmed - \$59,269,666

Eastern Segment



This is the easternmost segment of the MLK project from Australian Avenue to the west to Old Dixie Highway to the east. This is the segment that causes the greatest amount of concern as it runs through the middle of the Riviera Beach Heights neighborhood. This is the most expensive segment, it has the lowest traffic demand, and it causes the greatest amount of harm.

Dr. Martin Luther King Blvd.

West of Australian Ave to Old Dixie Hwy:

- FPID 229896-1
- Add lanes & reconstruct - .833 miles
 - Preliminary Engineering - \$ 4,763,909 (on-going)
 - R/W Acquisition - \$ 46,443,907 (on-going)
 - Railroad & Utilities - \$ 200,000
 - Construction Support - \$ 3,206,415
 - Construction - \$ 29,783,577

Total Programmed - \$84,397,808

Riviera Beach Heights Neighborhood and Dr. Martin Luther King Boulevard

The FDOT's proposal for the expansion of Dr. Martin Luther King Boulevard would destroy the Riviera Beach Heights neighborhood. The neighborhood is already experiencing encroachment from the industrial area directly to the north. The two blocks north of Dr. Martin Luther King Boulevard would be "sandwiched" between the rebuilt roadway and the industrial area to the north. Pedestrians would find it difficult to cross such a wide road, residents leaving their home would find the amount of cars and semi-trucks impeding their ability to pull out, and the streets would become dangerous for pedestrians and children. The northern two blocks of residences would find it dangerous to cross the expanded roadway. Eventually, these two blocks would decay, and the industrial area to the north would further threaten the neighborhood. The images below illustrate how a three-lane section, as proposed by the charrette could be built for MLK.



A textured center lane allows for turning but discourages speeding and continual use as a driving lane.



Add wide sidewalks on both sides of the street, bike lanes and a landscaped median. By Steve Price, Urban Advantage.



Example of how a roadway can be transformed. An existing two-lane truck route in Sacramento, California.



Formal rows of street trees in the median and sidewalks complete the transformation for a comfortable place for all. By Steve Price, Urban Advantage.

The in-depth analysis conducted by Glatting Jackson shows that the expanded Dr. Martin Luther King Boulevard would have virtually no effect on the traffic concurrency level of service in the areas of great concern.

The primary transportation focus during the charrette was dealing with the recommendations on Dr. Martin Luther King Boulevard and looking at an alternative to the FDOT's recommendations. Based on their information, a three lane section with a continuous turn lane should provide for the needs in the Dr. Martin Luther King Boulevard corridor for the design year. Based on the information we have thus far, our recommendation is to three lane Dr. Martin Luther King Boulevard. This will allow the current 80' ROW to remain in place and greatly reduce the impacts to the community. The MPO and FDOT will have significant funds to use on another project that would better benefit the transportation network and at the same time allow the neighborhood to operate with less disruption. Recommendations and cross sections for all of the streets reviewed during the project are provided graphically in the report.

The Citizens' Master Plan recommends the City of Riviera Beach, the Palm Beach Metropolitan Planning Organization, the Port of Palm Beach, and other organizations work to find an alternative truck route (ideally located within the Florida Power and Light easement immediately south of the Riviera Beach city limits) that is not detrimental to residential and commercial areas for moving cargo in and out of the port.

The charrette team and Treasure Coast Regional Planning Council will continue to work with the City of Riviera Beach, Palm Beach Metropolitan Planning Organization, and the FDOT to modify the FDOT's plan for Dr. Martin Luther King Boulevard and/or find an alternative route.

TABLE 4 - 1
GENERALIZED ANNUAL AVERAGE DAILY VOLUMES FOR FLORIDA'S URBANIZED AREAS*

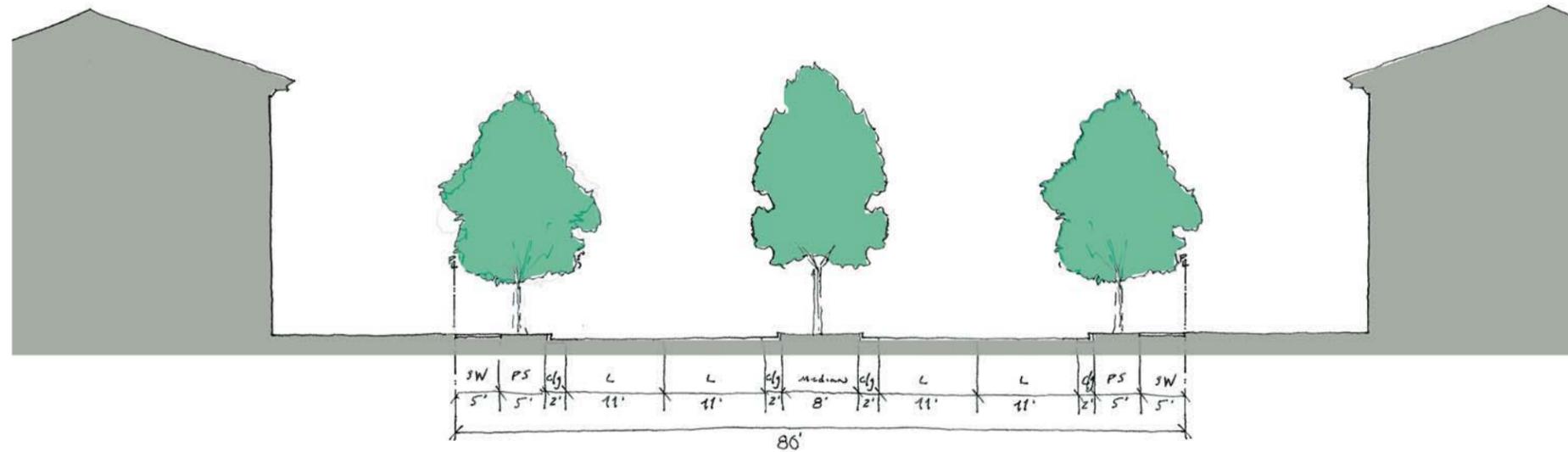
UNINTERRUPTED FLOW HIGHWAYS						FREEWAYS						
		Level of Service						Level of Service				
Lanes Divided		A	B	C	D	E	Lanes	A	B	C	D	E
2	Undivided	2,000	7,000	13,800	19,600	27,000	4	23,800	39,600	55,200	67,100	74,600
4	Divided	20,400	33,000	47,800	61,800	70,200	6	36,900	61,100	85,300	103,600	115,300
6	Divided	30,500	49,500	71,600	92,700	105,400	8	49,900	82,700	115,300	140,200	156,000
STATE TWO-WAY ARTERIALS						Interchange spacing < 2 mi. apart						
Class I (>0.00 to 1.99 signalized intersections per mile)						Class I (>0.00 to 1.99 signalized intersections per mile)						
		Level of Service						Level of Service				
Lanes Divided		A	B	C	D	E	Lanes	A	B	C	D	E
2	Undivided	**	4,200	13,800	16,400	16,900	4	22,000	36,000	52,000	67,200	76,500
4	Divided	4,800	29,300	34,700	35,700	***	6	34,800	56,500	81,700	105,800	120,200
6	Divided	7,300	44,700	52,100	53,500	***	8	47,500	77,000	111,400	144,300	163,900
8	Divided	9,400	58,000	66,100	67,800	***	10	60,200	97,500	141,200	182,600	207,600
Class II (2.00 to 4.50 signalized intersections per mile)						Class II (2.00 to 4.50 signalized intersections per mile)						
		Level of Service						Level of Service				
Lanes Divided		A	B	C	D	E	Lanes	A	B	C	D	E
2	Undivided	**	1,900	11,200	15,400	16,300	12	72,900	118,100	170,900	221,100	251,200

This chart illustrates the capacity (daily volume of car trips) of different types of roadways for different levels of service. Note that the row outlined in red is for a two-lane, undivided roadway with a LOS E has a volume capacity of 16,400 trips per day. The charrette report is recommending a three-lane section which would accommodate at least that number of trips.

Table 3-4 PROJECTED PM DAILY AND PEAK HOUR VOLUMES								
LOCATION	PEAK HOURLY VOLUMES			DAILY VOLUMES			EST. D FACTOR	EST. K FACTOR
	2010	2020	2030	2010	2020	2030		
Blue Heron Boulevard @ I 95 East	4,671	5,156	5,686	38,990	43,038	47,462	60/40	11.98
Blue Heron Blvd. W/O Congress Ave.	3,324	3,669	4,046	27,746	30,626	33,773	60/40	11.98
Blue Heron Boulevard W/O Australian Avenue	2,876	3,200	3,571	24,007	26,711	29,808	60/40	11.98
Blue Heron Boulevard W/O Old Dixie Highway	2,849	3,210	3,660	23,781	26,795	30,551	60/40	11.98
Blue Heron Boulevard W/O US 1	1,521	1,713	1,929	12,696	14,299	16,102	60/40	11.98
13th Street W/O Congress Avenue	155	171	187	1,294	1,427	1,561	60/40	11.98
13th Street W/O Australian Avenue	151	164	181	1,260	1,369	1,511	60/40	11.98
SR 710 (MLK) W/O Congress Avenue	1,521	1,685	1,857	12,696	14,065	15,501	60/40	11.98
SR 710 (MLK) W/O Australian Avenue	1,324	1,481	1,667	11,052	12,362	13,915	60/40	11.98
SR 710 (MLK) W/O Old Dixie Highway	816	879	1,113	6,811	7,337	9,290	60/40	11.98
45th Street E/O I 95	4,337	4,788	5,275	36,202	39,967	44,032	60/40	11.98
45th Street W/O Congress Avenue	3,638	5,111					60/40	11.98
45th Street W/O Australian Avenue	3,741	4,121					60/40	11.98
45th Street W/O Old Dixie Highway	2,121	2,381	2,689	17,705	19,875	22,446	60/40	11.98
45th Street W/O US 1	1,460	1,668	1,936	12,187	13,923	16,160	60/40	11.98
Congress Avenue S/O Blue Heron Boulevard	2,512	2,772	3,057	20,968	23,139	25,518	60/40	11.98
Congress Avenue N/O 45th Street	3,471	3,832	4,224	28,973	31,987	35,259	60/40	11.98
Australian Avenue S/O Blue Heron Boulevard	1,730	1,915	2,123	14,441	15,985	17,721	60/40	11.98
Australian Avenue N/O 45th Street	2,777	3,065	3,380	23,180	25,584	28,214	60/40	11.98
Old Dixie Highway S/O Blue Heron Boulevard	1,689	1,903	2,138	14,098	15,885	17,846	60/40	11.98
Old Dixie Highway N/O 45th Street	1,459	1,619	1,799	12,179	13,514	15,017	60/40	11.98
US 1 S/O Blue Heron Boulevard	2,649	3,005	3,338	22,112	25,083	27,863	60/40	10.80
US 1 N/O 45th St.	2,523	2,879	3,739	21,060	24,032	31,210	60/40	10.80

TWO LANE ROAD !

This chart shows the projected peak daily and hourly traffic volumes for 2010, 2020, and 2030. Note that even in the year 2030, when daily volumes are at their highest, the daily volumes along MLK (highlighted in pink) do not exceed the capacity of a two-lane road (+/- 16,500 trips per day)



The street-section to the left illustrates how a four-lane roadway could be accommodated within the existing 80' ROW on Dr. Martin Luther King Boulevard.

New, more resilient building types (such as 3-story townhouses and mixed-use structures) should be planned for considering the change in the roadway section. Also, these new buildings need to accommodate rear-loaded parking and an alley system in order to eliminate the need for curbcuts along the rebuilt MLK.



- - - - Port of Palm Beach
- Dr. Martin Luther King Boulevard / SR710
- - - - Suggested Alternate Truck Route (along FPL easement)

During the charrette the design team agreed to explore a new alternate truck route to relieve some of the truck traffic on Dr. Martin Luther King Boulevard. One obvious alternative is the Florida Power and Light (FPL) easement immediately south of the City of Riviera Beach and north of the City of West Palm Beach. This alternative has been discussed in the past and has been met with resistance from FPL. The easement is actually a high-voltage corridor filled with transmission lines which makes the utilization of the easement for any other purposes very difficult. Recent meetings with FPL, the Port, and the City however suggest that FPL will look at any possible incorporation of truck traffic within the easement during the Project Development and Environment (PD&E) study for the southern Port connector.

Blue Heron Boulevard

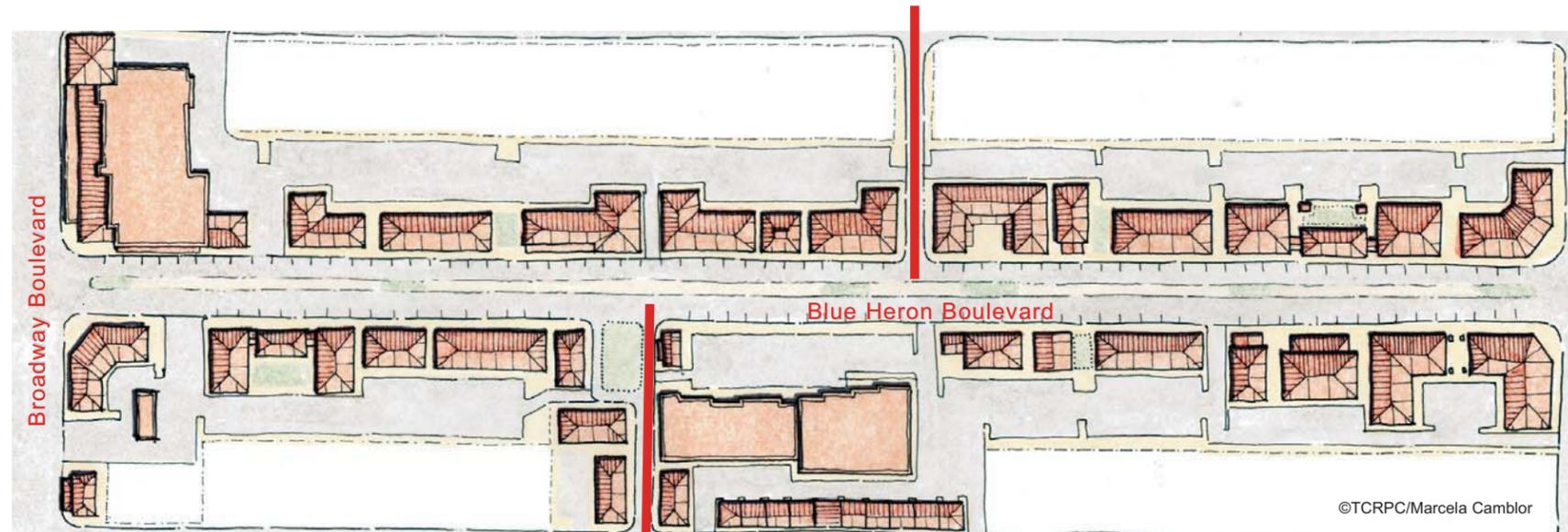
Blue Heron Boulevard is the city's main entrance into the city since it has an I-95 ramp west of the CRA and the road leads directly to Singer Island. It houses an assortment of uses such as multifamily, single family, commercial, and retail. Charrette participants realized the importance of Blue Heron Boulevard as one of the city's main streets. The Citizens' Master Plan recommends a transformation that is deserving of the road's status.



Existing Condition Blue Heron East of Broadway: Currently, retail flourishes in this section of Blue Heron Boulevard because of its location, yet the street is not at its full potential

Blue Heron Boulevard East

Left is an aerial of Blue Heron Boulevard east of Broadway just before the Blue Heron Bridge. The Citizens' Master Plan recommends a four-lane road with a center median and street trees. On-street parking is on both sides with buildings pulled up and framing the street space. The on-street parking serves three purposes. It slows traffic, protects pedestrians from vehicles, and allows retailers to take advantage of drivers wanting to quickly stop on the way to the beach or their home on Singer Island. Surface parking lots are in the rear and connect to each other. Small greens within the corridor encourage visitors to linger. These greens could offer outdoor dining, a place for a transit stop, or simply a bench and fountain. The greens should always offer shade from the Florida sun.



Proposed Condition: A landscaped median, on-street parking, buildings up to the street, and connected surface parking behind the buildings create a place people want to visit. Additionally, the plan calls for new north-south connections to the neighborhoods (shown in red and implemented over time).



Currently, Blue Heron Boulevard is a mixture of development that does not properly communicate that this roadway is the entrance to the city

Blue Heron Boulevard and Broadway Intersection

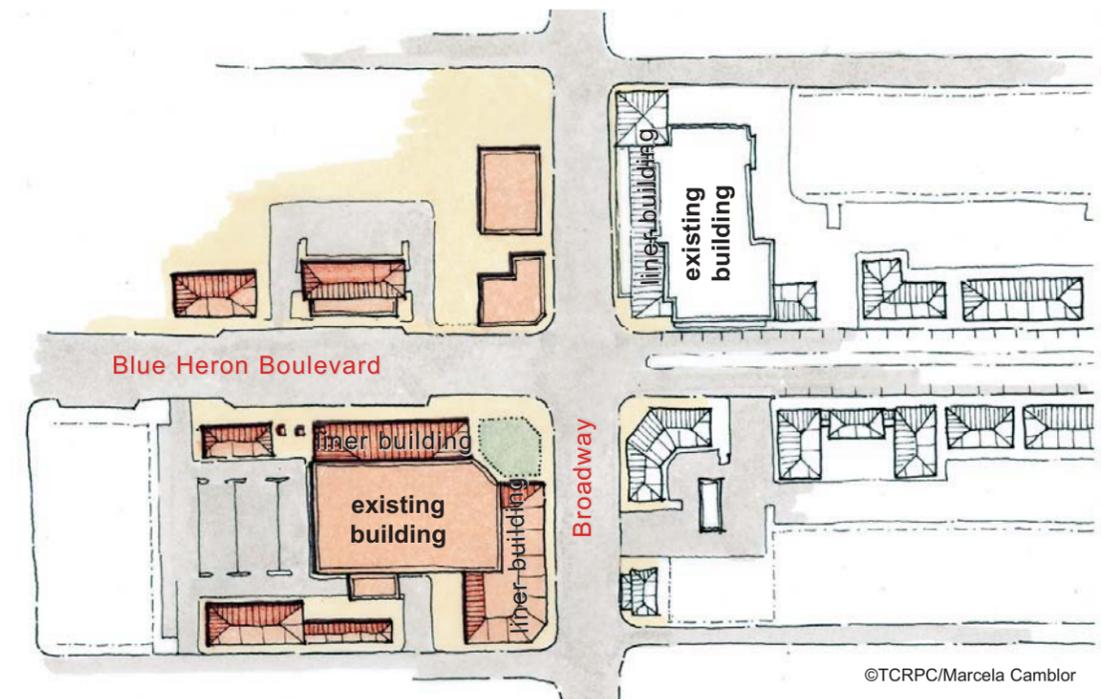
Charrette participants identified the intersection of Blue Heron Boulevard and Broadway as their "main and main" intersection. They realized that these four corners should be the most identifiable and important place in the city. In the proposed plan, buildings are pulled to the street. Some of the existing buildings are proposed to be lined with additional development to properly define the street. In other cases, new buildings are proposed in existing parking lots. Parking lots should always be behind buildings.

Participants suggested a plaza or green as an important gathering place. Many suggested an interactive fountain and places to sit.

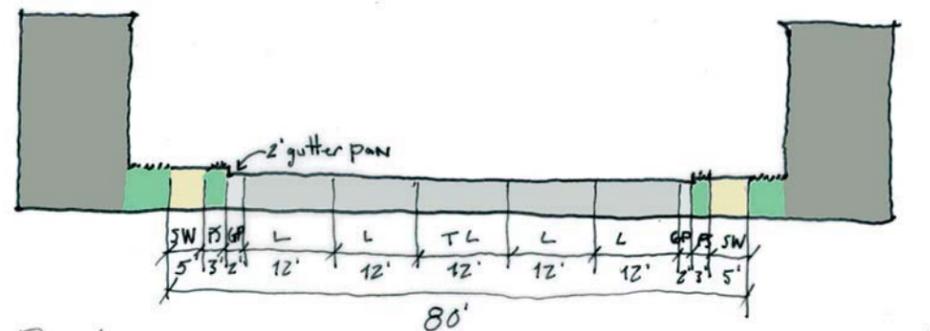
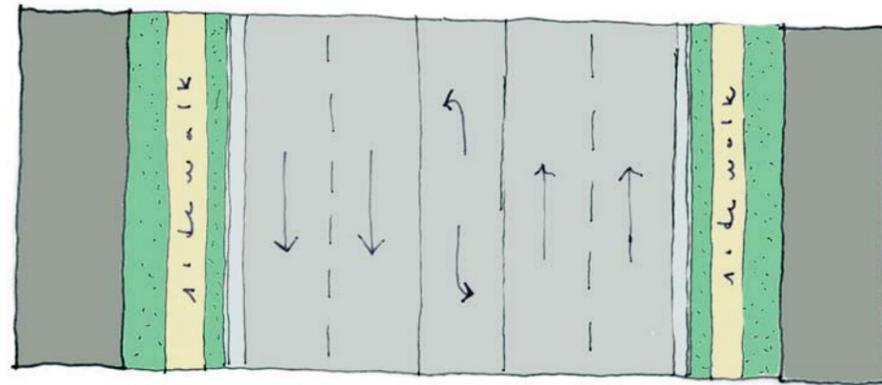
The proposal offers many small projects a single landowner could build or a developer could assemble lots and build a larger project.



Existing Condition: Large surface parking erodes the streetscape. Several building on the northwest corner follow the proper form.



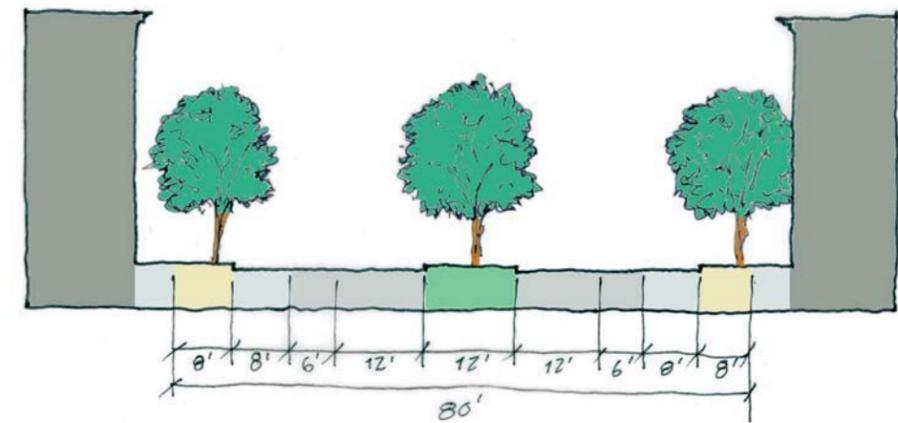
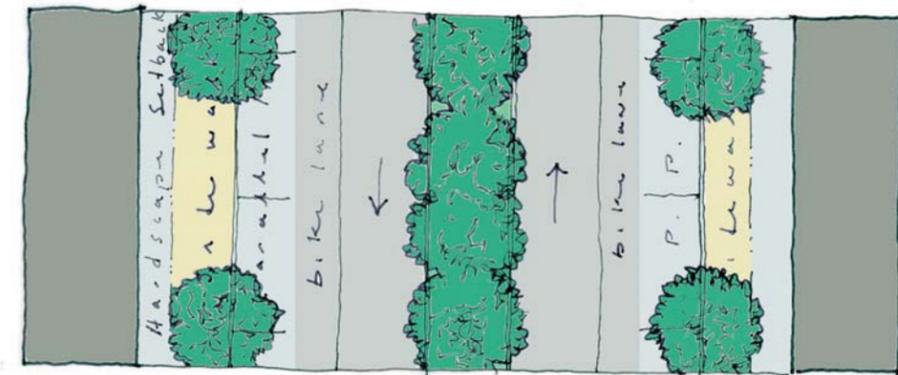
Proposed Condition: Buildings that define the street give the prominence this intersection deserves. This drawing illustrates the variety of infill and liner buildings that can be used to stitch together a healthy public realm.



Blue Heron Boulevard
 (West of Broadway)
 ~ Existing

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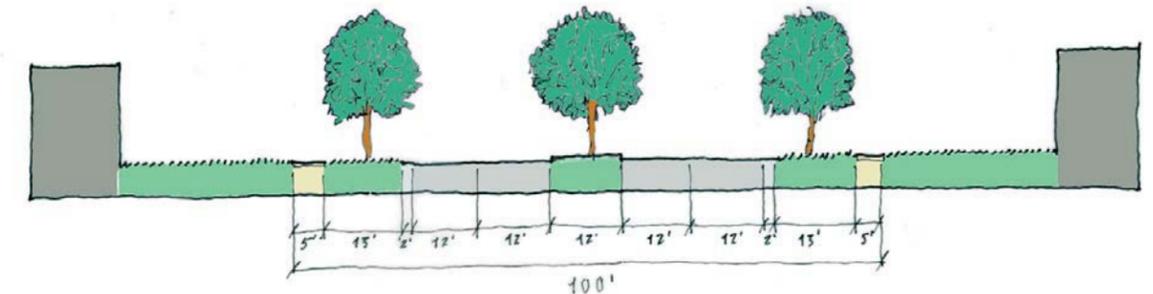
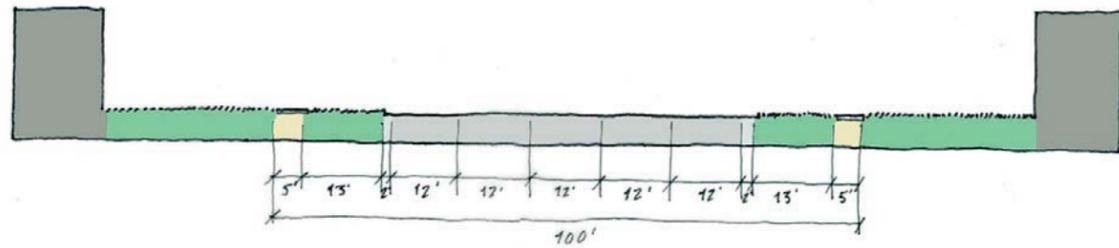
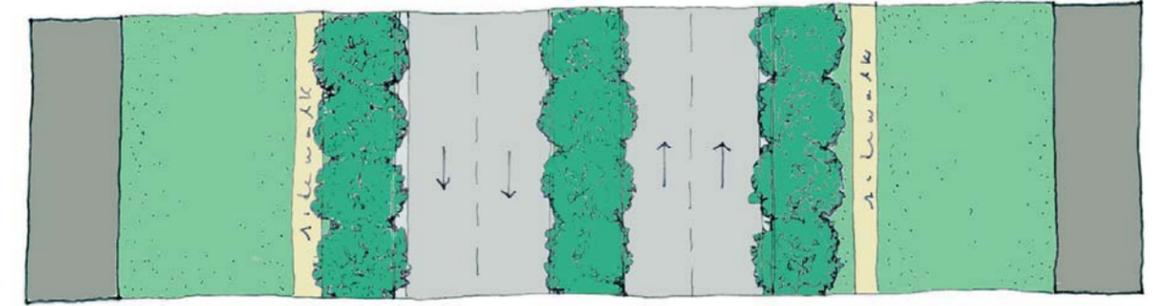
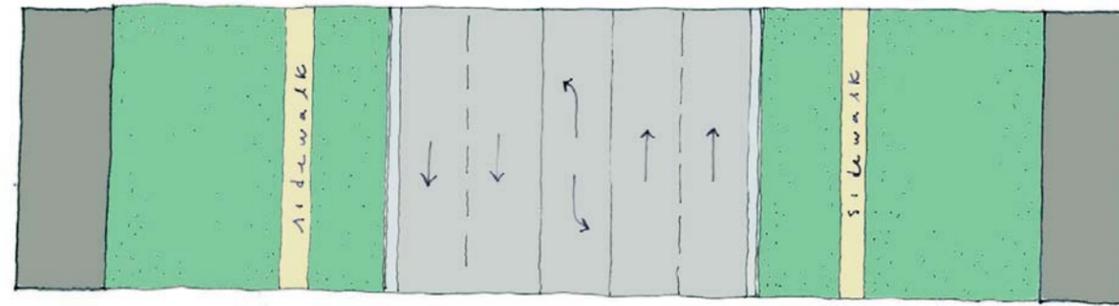
Existing Condition: A four-lane roadway with a center turn lane immediately west of the Broadway and Blue Heron intersection.



Blue Heron Boulevard
 (East of Broadway)
 ~ Proposed

©TCRPC/Steven Fett and Marlene Brunot

Proposed Condition: A four-lane roadway with a landscaped median and street trees along the sidewalk in the commercial corridor immediately east of the Broadway and Blue Heron intersection.



Blue Heron Boulevard
(west of Broadway; East of Ave "H" east)
Existing

©TCRPC/Steven Fett and Marlene Brunot

Existing Condition: A four-lane roadway with a center turn lane

Blue Heron Boulevard
(west of Broadway; East of Ave "H" east)
Proposed

©TCRPC/Steven Fett and Marlene Brunot

Proposed Condition: A four-lane roadway with a landscaped median and street trees along the sidewalk



This is an aerial view of Blue Heron Boulevard from Old Dixie Highway to Broadway

Blue Heron Boulevard west of Broadway to Old Dixie Highway is currently a four-lane roadway with a continuous center turn lane. The corridor lacks any consistent street tree plantings and much of the “front-yards” of the buildings have been converted to front-loaded parking. The combination of these two conditions makes Blue Heron Boulevard west of Broadway a barren, auto-dominated environment hostile to pedestrians. The buildings fronting Blue Heron along this stretch are predominantly multi-family residential, single family residential, and small office spaces. Any wholesale redevelopment of this corridor will be particularly challenging because the lots facing Blue Heron are typically only 100'-120' deep. Immediately behind these lots (to the north and south of Blue Heron) are stable single family neighborhoods. Intrusion into these neighborhoods is not recommended. The Citizens' Master Plan recommends a 12' landscaped median with consistently spaced shade trees, shade trees placed at the property lines of the parcels facing Blue Heron, and that future redevelopment seek to provide side and rear loaded parking behind any new buildings.

Broadway

Many residents do not feel safe along Broadway. There are many vacant lots and buildings, and the area has a reputation of being unsafe and undesirable. Despite this reputation, there are several legitimate open businesses along Broadway. Many charrette participants wished they could shop on Broadway Boulevard instead of driving further distances.

Broadway was part of the *Seven Cities Charrette* in 2000 that made recommendations on improving US Highway One. Riviera Beach is one of the seven cities that participated in the charrette. (US Highway One is Broadway Boulevard through the City of Riviera Beach.) Charrette participants at the most recent charrette echoed many of the recommendations of the earlier report: create a sustainable pedestrian-friendly main street on Broadway. Consequently, the Citizens' Master Plan makes similar recommendations with the same goal.

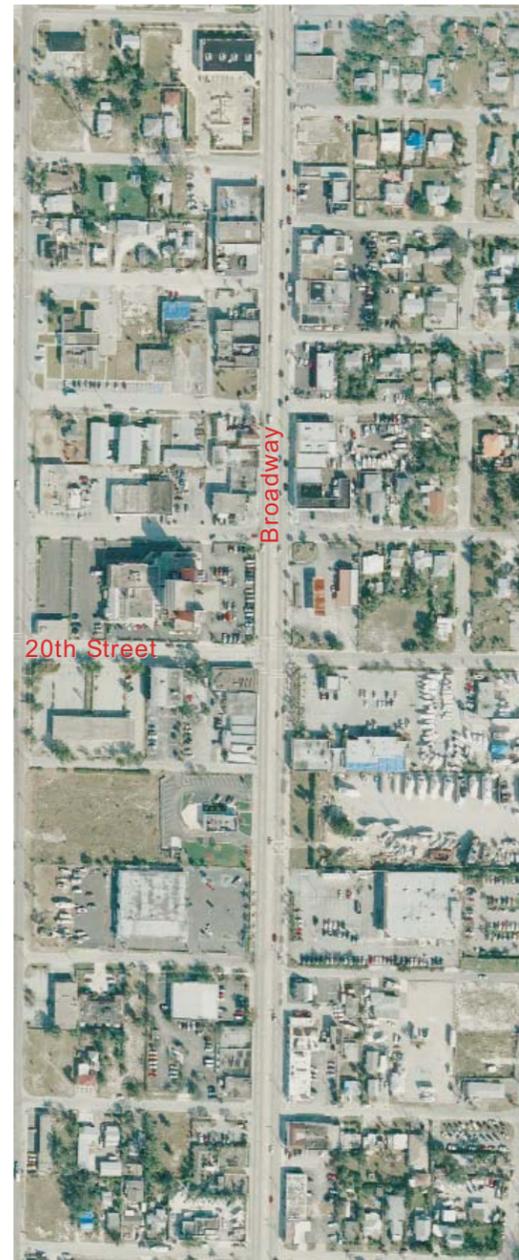
In accordance with urban design principles discussed earlier in this report, buildings should pull up and front the street. Parking lots should be interconnected and located to the rear of the buildings. Ample sidewalks are essential for a safe pedestrian environment as well as street furnishings and regularly spaced shade trees.

The roadway is proposed as four lanes with on-street parking on both sides of the street. The turn lane would be removed except for instances where Broadway meets a main intersection and cars must turn. On-street parking stimulates retail and has a measurable impact on annual retail sales.

Images on the following page demonstrate how Broadway can incrementally change into a beautiful and active main street.



In its current condition Broadway is uncomfortable for pedestrians

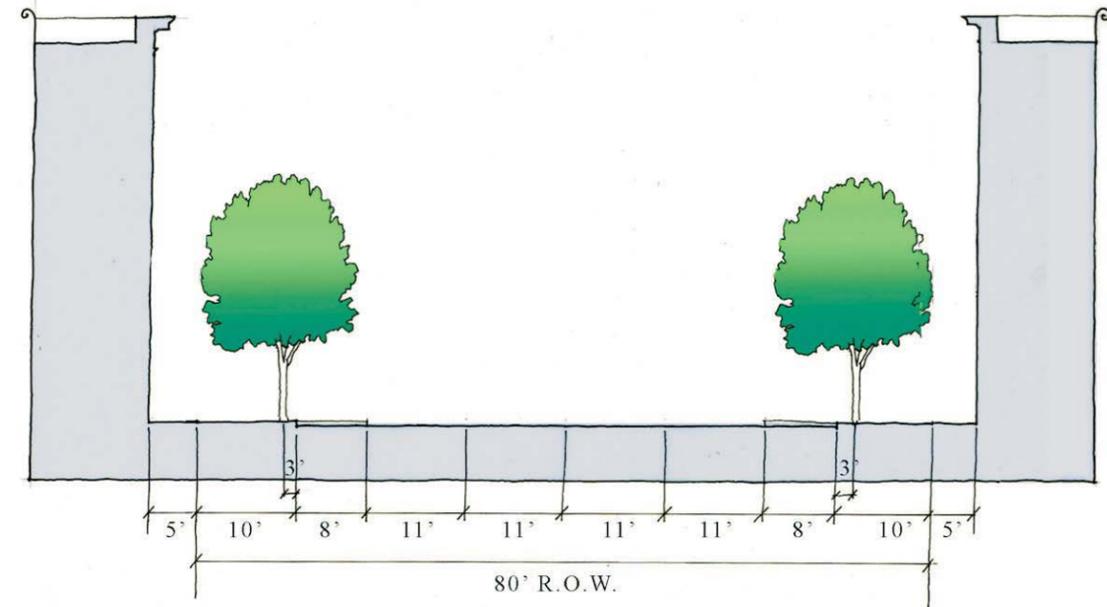
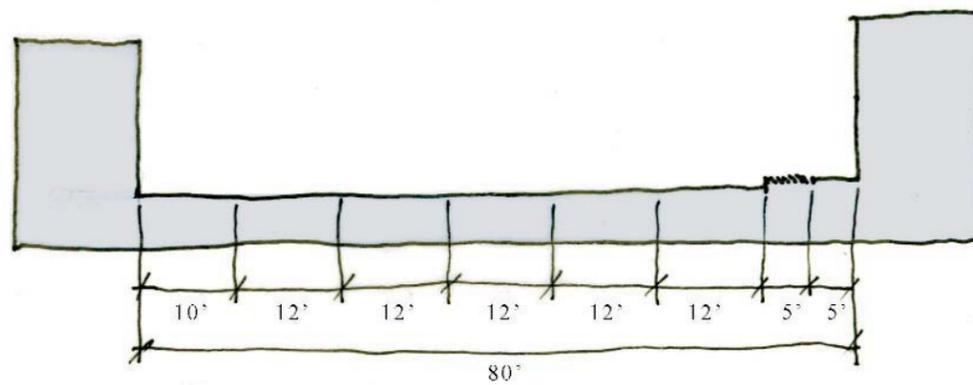
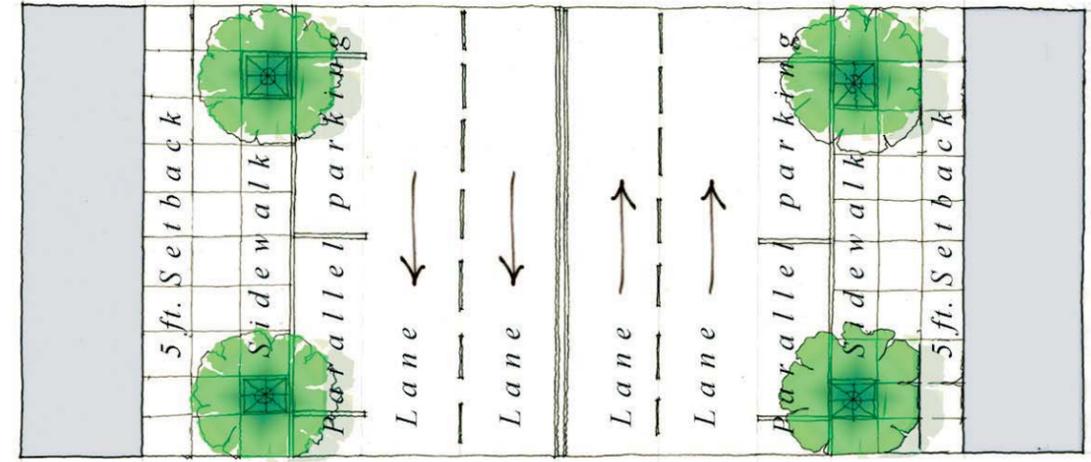
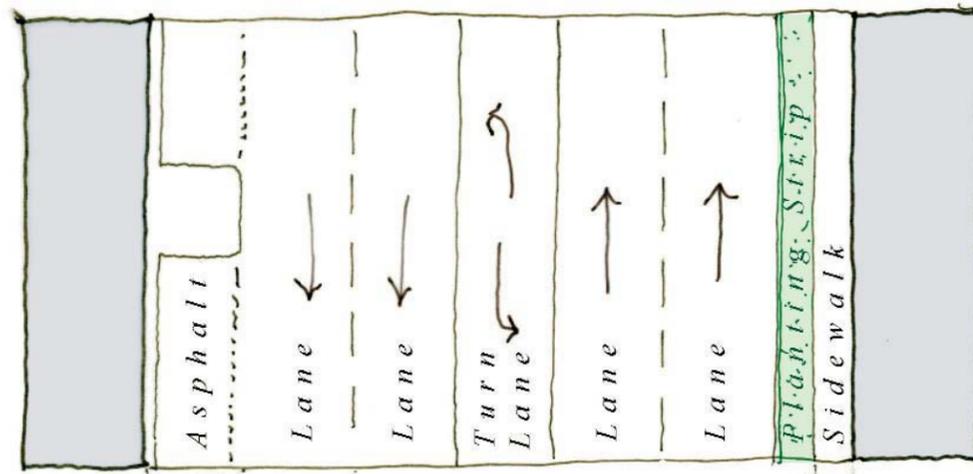


Existing Condition: Drivers speed through Broadway because there is nothing to hold their attention and they do not feel safe.



©TCRPC/Marcela Cambior

Proposed Condition: Buildings that define the street create a safer street



BROADWAY (US - 1)
Existing

BROADWAY (US - 1)
Proposed



Existing Condition: Broadway seems barren with little to capture drivers' interest



Phase 2: A formal alignment of shade trees give a sense of enclosure helping cars slow and shading the pedestrians on the street



Phase 1: The center turn lane is removed, and on-street parking is added to help retail along the street



Phase 3: As the CRA redevelops, new buildings will be built. The taller building on the left is a proposed gateway building into the Public Marina at the end of 13th Street.

Port of Palm Beach Transition

The Port of Palm Beach is located in the southern portion of the CRA and takes advantage of the deep-water port and short access to the inlet to the Atlantic Ocean. It is an international trading hub and a regional and state asset. It is also vital to the economy.

The port has an interlocal agreement with the City of Riviera Beach that it will not expand north of 10th Street. Between 10th Street and 11th Street are some industrial uses and some single family homes. North of 11th Street is residential (discussed in the 13th Street Section of this report).

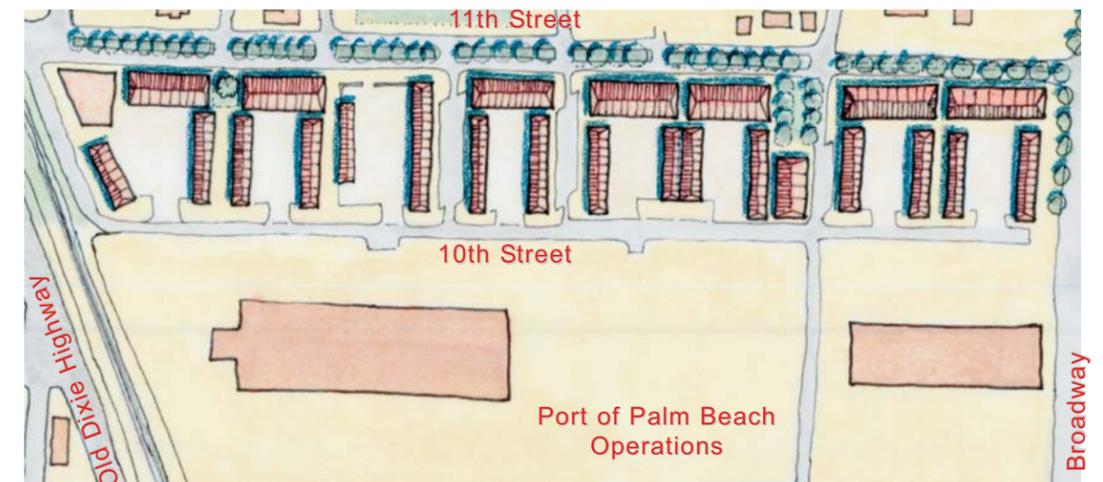
The Citizens' Master Plan recommends that the port remain within its current agreed boundaries and the blocks between 10th Street and 11th Street transition between the residences to the north and the port on the south. The transition buildings could be mixed-use light industrial flex space.

Light industrial flex buildings have office or retail space fronting the street. The rear holds industrial and manufacturing operations. The less attractive activities face the port and the more attractive uses face the residential neighborhood to the north.

The buildings recommended for this part of the master plan would be two stories. The second floor could be offices or residences. This type of light industrial flex building is good for incubating new businesses, for it offers a proprietor one place to work and live. Below and on the follow page are illustrations on how this type of building might look.



Example of flex industrial building





Flex buildings would create a transition and buffer from the Port of Palm Beach



Example of flex industrial buildings with with a variety of ground floor uses. These areas, if given due design attention, can become great assets to a neighborhood.

CHAPTER VII MARKET OVERVIEW



MARKET OVERVIEW

Riviera Beach CRA Redevelopment Plan

Riviera Beach, FL

ERA-Real Estate & Economic Advisors
Washington, D.C.

Why a Market Overview & Financial Feasibility Analysis?

- ~ Understand current market conditions and impacts on near-term redevelopment opportunities
- ~ Identify "drivers" of demand critical to short-term redevelopment opportunities
- ~ Test market support for a range of uses-for-sale and rental housing, workplace (professional office), destination (visitor-related), and supporting services (retail, lodging)
- ~ Measure *preliminary* **financial feasibility** and potential TIF revenues generated by specific "prototype" redevelopment projects
- ~ Estimate potential **economic benefits** such as new jobs & property tax revenues accruing to the City

Demographic Characteristics (Tables 1-4)

- ~ During the 1990s, the City's population increased by *only* 2,200-to 30,000
- ~ Growth is *accelerating*: between 2000-2007, the population increased by 5,200-to **35,000 residents in 13,300 households**; today, the City comprises less than 3% of the entire County (this is known as "fair share")
- ~ If MPO forecasts prove true, Riviera Beach will add almost 18,000 new residents in **6,500 new households (units)** between now and 2030-suggesting annual *demand* for more than 275 new housing units every year
- ~ Median household incomes are expected to increase over the next 5 years-to \$48,000 by 2012-which bodes well for retail potentials

Economic Profile (Tables 5-8)

- ~ Today, Riviera Beach households spend roughly **\$14,200 per year** on various retail categories-slightly *below* the County's overall average of \$17,200
- ~ Riviera Beach contains **25,500 at-place jobs**-comprising about 5% of the County's total workforce of 552,000-this is the City's fair share
- ~ The City's employment base is smaller than Boca and West Palm-the County's major job centers-and on par with Delray and Boynton
- ~ According to the *Marine Industries Association of Palm Beach County*, there are 1,000 marine-related businesses across the County, providing **18,000 jobs** and generating \$1.35 billion in annual economic impacts
- ~ Palm Beach County added 53,000 new jobs between 2000 and 2007; forecasts suggest that the County will add **42,000 new jobs over the next five years** and 114,000 new jobs between 2012-2020
- ~ MPO forecasts suggest that the City will add more than **4,600 new jobs** by 2020-this will translate into some increment of demand for 'workplace' real estate (office, industrial, retail) across the City

5-YEAR OUTLOOK

Housing
 ~ Demand for 275 dwelling units/year citywide
 ~ CRA area demand = 400 to 500 units by 2012

Retail
 ~ Apparent demand for 100,000 s.f. city-wide

Office/Industrial
 ~ 40,000 to 50,000 s.f. new and redeveloped space

MARKET OVERVIEW

Housing Market (Tables 9-11)

- ~ The housing boom across South Florida between 2000-2005 fueled new residential development in Riviera Beach-with new projects such as *Turtle Cay, Indian Trace, Marina Grand, 2700 Ocean, Sonoma Bay, Thousand Oaks, Via Delfino*
- ~ *Reported* building permit data suggests the City issues an average of **175 multi-family and 300 single-family permits** annually-about 4% of the County's total
- ~ Current multi-family rents range from **\$0.70 to \$1.15 per sq. ft.**-below financial feasibility thresholds for new construction
- ~ Awaiting information on sales activity (unit absorption) in new projects to understand the magnitude of Florida's housing slowdown in Riviera Beach since 2005
- ~ *Asking* sales prices for new high-rise condominium units on Singer Island generally range from \$500 to \$800 per sq. ft. and \$225 to \$500 per sq. ft. for re-sale units
- ~ *Asking* sales prices for re-sale, single-family units in the remainder of the City generally range from **\$85 to \$150 per sq. ft.** and **\$140 to \$150 per sq. ft.** for newer townhouses in projects such as *Seminole Gardens*

Office & Industrial Markets (Tables 12-15)

- ~ The County's office market is dominated by Boca and West Palm-which contain 60% of the County's total office inventory of 44.3 million sq. ft.
- ~ Leasing activity ("net absorption")-a true barometer of the overall health of an office market-has been strong countywide: **605,000 sq. ft. per year**; West Palm Beach is the most active leasing market
- ~ Office rents across the County have jumped by almost 20% since 2001; current full-service rents average almost \$27 per sq. ft.
- ~ Market characteristics suggest that Riviera Beach is a *tertiary* office submarket of Palm Beach County: limited inventory & absorption, below-market rents, moderate- to high-vacancies
- ~ The City contains **380,000 sq. ft.** of office space-comprising *only* 1% of the County's total-with current full-service rents of \$21 per sq. ft.
- ~ Absorption is *very* limited-averaging *less* than **6,000 sq. ft.** per year over the past six years
- ~ On the other hand, the City contains the lion's share of the County's industrial space-roughly **8.0 million sq. ft.** in more than 250 buildings
- ~ The City's industrial market is at stabilization-low vacancies (5% to 7%), which serve to limit leasing activity because of a lack of available space-in the range of 13,000 sq. ft. per year
- ~ However, aging, obsolete product has produced 145,000 sq. ft. of tenant departures in the past two years (i.e., negative absorption)
- ~ Industrial rents in Riviera Beach have jumped by more than 50% since 2002-to \$8.67 per sq. ft. on a triple net basis

Retail Market (Tables 16-20)

- ~ According to CoStar, Riviera Beach contains a *very* limited amount of retail space-about **415,000 sq. ft.** in 26 properties comprising a mix of small strips and neighborhood/community retail centers
- ~ Consistent with the City's commercial office sector, market performance among the City's retail centers is uneven-with limited leasing activity and below-market rents (ranging from \$8 to \$13.25 per sq. ft.-NNN)
- ~ According to City GIS data, the *reported* building inventory of street-level commercial uses located in the City's CG (Commercial General) zoning category is estimated at 1.5 million sq. ft. This includes both commercial office and retail space
- ~ Household spending suggests demand for about 1.1 million sq. ft. of retail space *irrespective of location*, while *reported* (2006) retail sales among the City's retail businesses translates into roughly 980,000 sq. ft. of retail space, suggesting *apparent* support for 100,000+ sq. ft. of additional retail space to achieve equilibrium

Preliminary Market Potentials (Tables 21-25)

Market-rate Housing

Opportunities to develop market-rate housing on key opportunity sites in the CRA over the next five years will be largely determined by several macro-economic issues such as timing/recovery of South Florida's housing market; resolution of the regional (and national) credit crunch/sub-prime mortgage lending crises; sales pace/absorption of existing vacant units in newly-delivered projects in Riviera Beach; ongoing/continued public investment in the CRA in infrastructure and other improvements to the public realm; and continued growth in both population and households as well as employment growth in Palm Beach County as well as Riviera Beach.

MARKET OVERVIEW

- ~ Near-term (5-year) growth forecasts in Riviera Beach suggest 5,000 new residents in 1,800 households; this translates into annual demand for up to **360 housing units citywide**
- ~ Importantly, over the next one to two years, demand may *not* necessarily translate into construction of new housing units as the capital markets will likely require absorption of vacant, recently delivered units
- ~ Between 2007 & 2030, if MPO forecasts prove true, Riviera Beach will add almost 18,000 new residents in 6,500 new households (units)-suggesting average annual *demand* for **275 new housing units** citywide

Presuming housing market recovery in 12-18 months & 25% capture of potential new citywide household (unit) growth translates into CRA development opportunities of **400 to 500** units between 2007 & 2012

General Retail

Several critical issues must be addressed in order to understand retail market potentials in the CRA. These include:

- ~ A determination of the actual amount of retail space-by merchandise category-along the primary arterials (Broadway, Blue Heron, etc.) beyond estimates identified above
- ~ Accurate estimates of sales volumes of existing retailers/businesses to understand the degree to which existing retailers meet industry standards of sales performance. (ERA submits that the majority of retail-particularly along commercial corridors in Riviera Beach consists of undercapitalized, "mom & pop" businesses that do *not* meet investment-grade industry performance standards)
- ~ *Eliminating underperforming retail tenants/excess commercial space* should be considered a viable component of overall CRA redevelopment. ERA estimates that the City's commercial corridors (such as Broadway) are currently over-supplied by approximately 175,000 to 200,000 sq. ft.

Opportunities for new/better-quality (i.e., investment-grade) retail development will be tied to key assumptions as well as specific revitalization strategies that include:

- ~ Redevelopment of aging/obsolete strip commercial uses (as noted above) with replacement uses (such as moderate-density housing)
- ~ Clustering retail uses in specific locations (e.g., surrounding anchor tenants or locations with superior amenity value such as the waterfront)
- ~ Immediate and ongoing attention to quality-of-life improvements (streetscape, crime, building facades, landscaping, etc.)
- ~ Continued population and household growth
- ~ The attraction of higher-income households with greater disposable incomes
- ~ Significant improvements to the City's visitor-related services/tourism industry such as the City Marina
- ~ Business retention/recruitment strategies aimed at attracting better-quality and investment-grade retailers, resulting in incremental improvements in overall sales performance and higher achieved rents for property owners
- ~ Continued growth in the City's employment base (estimated at 4,600 new jobs by 2020)

Apparent retail market opportunities are focused in three key merchandise categories, including:

- ~ **Groceries**-Market support for 30,000 to 40,000 sq. ft. for a new grocery store adjacent to the Ocean Mall site on Singer Island
- ~ **Food & Beverage/Restaurant**-Market support for creation of a 25,000 to 35,000 sq. ft. "dining district" as part of redevelopment of the City Marina/Viking project and approximately 30,000 sq. ft. of food service uses at Ocean Mall
- ~ **Leisure & Entertainment**-Market support for 20,000 to 30,000 sq. ft. in this merchandise category as a supporting use to the restaurant cluster at the City Marina are appropriate

MARKET OVERVIEW

~ **Convenience & Service**-Market support for convenience and service retailers (such as a drug store) in the range of 15,000 to 25,000 sq. ft. in specific locations providing high visibility/traffic/adjacency to anchor tenants (e.g., North CRA district)

Workplace (Office & Industrial)

- ~ Palm Beach County added 53,000 new jobs between 2000 and 2007; forecasts suggest that the County will add 42,000 new jobs over the next five years and 114,000 new jobs between 2012-2020
- ~ The MPO forecasts that 4,700 new jobs will be created in Riviera Beach by 2020
- ~ If the City's share of the County's office market (currently 1%) increases to 1.5%, job growth could be expected to produce demand for **40,000 to 50,000 sq. ft. of office space**
- ~ ERA notes that this may not necessarily be new construction, as office-using employment growth can be accommodated in existing (viable) vacant space in the City (currently estimated at 62,000 sq. ft.)
- ~ A key element of the City's overall economic development strategy should be to identify specific categories of office tenants (such as price-sensitive professional services tenants considering movement out of higher-priced submarkets in Palm Beach County or marine-related industries such as yacht brokers) that could be attracted to Riviera Beach by offering lower rents or proximity/adjacency to marine industries

CHAPTER VIII IMPLEMENTATION



T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

Steps in Implementation

The success of any Master Plan, whether for the CRA or the entire City, relies heavily on the Plan's ability to be implemented economically and socially within a designated time frame. The implementation of the Citizens' Charrette Master Plan will require a reorganization of land uses and zoning, efficient inter-department and inter-agency cooperation, and responsive political leadership. To that end, the general recommendations throughout this report have been developed as independent but interrelated projects. In this chapter, the first five critical steps towards that successful implementation have been outlined.

STEP ONE: Adopt the Conceptual Citizens' Master Plan

The Citizens' Master Plan is a conceptual document that sets forth the direction, and advertises the City's intentions for its future. As it is a conceptual document in nature, it does not have regulatory power, but it is the most effective tool towards establishing predictability in the area. The adoption of this conceptual document - with or without conditions of approval - should be the first order of action. Once adopted, it becomes an efficient tool that allows residents, staff, and elected officials to easily communicate their intentions to investors and developers.

STEP TWO: Establish a Stop-Gap Ordinance or a Zoning-in-Progress

One approach a local government can take to temporarily preserve the character of the community, or to avoid having to make decisions that could compromise the implementation of a master plan that still has no regulatory effect - as is the case of a recently adopted conceptual charrette master plan - is to adopt an interim zoning ordinance.

An interim zoning ordinance, often referred to as a stop-gap, is an ordinance that allows existing land uses and zoning to continue or expand, and uses consistent with current regulations (i.e. not requesting zoning or land use variances) to be approved, but it maintains the community's status quo by not allowing different uses to be established while a more detailed, permanent zoning ordinance or land use are being developed.

A stop-gap ordinance differs from regular zoning in that it can be quickly adopted, does not change the current zoning or land use, therefore not affecting people's property rights, and is intended only to temporarily preserve current zoning and land uses. It is essentially a tool that allows development consistent with the current regulations that is not requesting any zoning or land use changes to proceed seeking development approvals, while it provides a tool that enables the City to hold back those that, in requiring changes, could potentially affect the implementation or outcome of the Citizen's Master Plan. A Stop Gap ordinance essentially protects property rights, while providing ample leverage towards ensuring the implementation of the community's plan.

STEP THREE: Update the City's Comprehensive Plan

Comprehensive Plans are not static documents. They are documents that provide a broad framework to guide growth in a community. They evolve and change just as the community changes over time.

The Comprehensive Plan is divided into five distinct, yet interrelated elements. In addition to the text that describes the community's future, the Comprehensive Plan also includes a Future Land Use Map. This map designates land use and transportation routes, and in conjunction with applicable policies, provides guidance on how the City will grow and develop over the next 15 to 20 years. The Plan is used to guide the decisions of numerous groups. Elected officials refer to the Comprehensive Plan when making decisions that impact growth and development in the community. Many boards and commissions such as the CRA board, and Planning and Zoning Boards, use the Plan's direction when making recommendations. The development community uses the Plan to determine appropriate locations for new development. This guidance is provided by the Plan's land use policies and the Future Land Use Map. The Plan is also used when planning for capital improvements throughout the City. The Plan shows where growth is anticipated and therefore indicates where infrastructure will be needed. Since the community's vision for their future growth has substantially changed for the CRA area, the Comprehensive Plan needs to be amended to reflect the outcome of this planning process.

Steps in Implementation

STEP FOUR: Update the CRA Plan

The adopted Citizens' Charrette Master Plan should replace the previous CRA plan. The adopted plan addresses recommendations that are to be carried out by the Community Redevelopment Agency and the City as part of their Capital Improvements Program. The purpose of this plan is to provide a general guide for implementing capital projects as outlined in the Citizen's Master Plan. The CRA should contain details of each capital project proposed in the Citizen's Master Plan, including cost and priorities, and should be included as part of the CRA's Capital Improvements Program budgeting process. This annual budgeting process should include the reevaluation of strategies and priorities to fit changing circumstances. The CRA's annual capital improvement program budgeting process should include projections of potential revenues from various funding sources to implement projects. The availability of funds from various funding sources, will have a direct impact in the speed and effectiveness of implementation. Not all projects may be funded within each planning period. The City and CRA should implement as many projects as possible, starting with the higher priority projects. Initial cost estimates for this plan should be based on the conceptual drawings and project descriptions included in the Citizens' Charrette Master Plan. Detailed cost estimates should be defined for each project as they are selected for implementation.

STEP FIVE: Update the City's Zoning Code

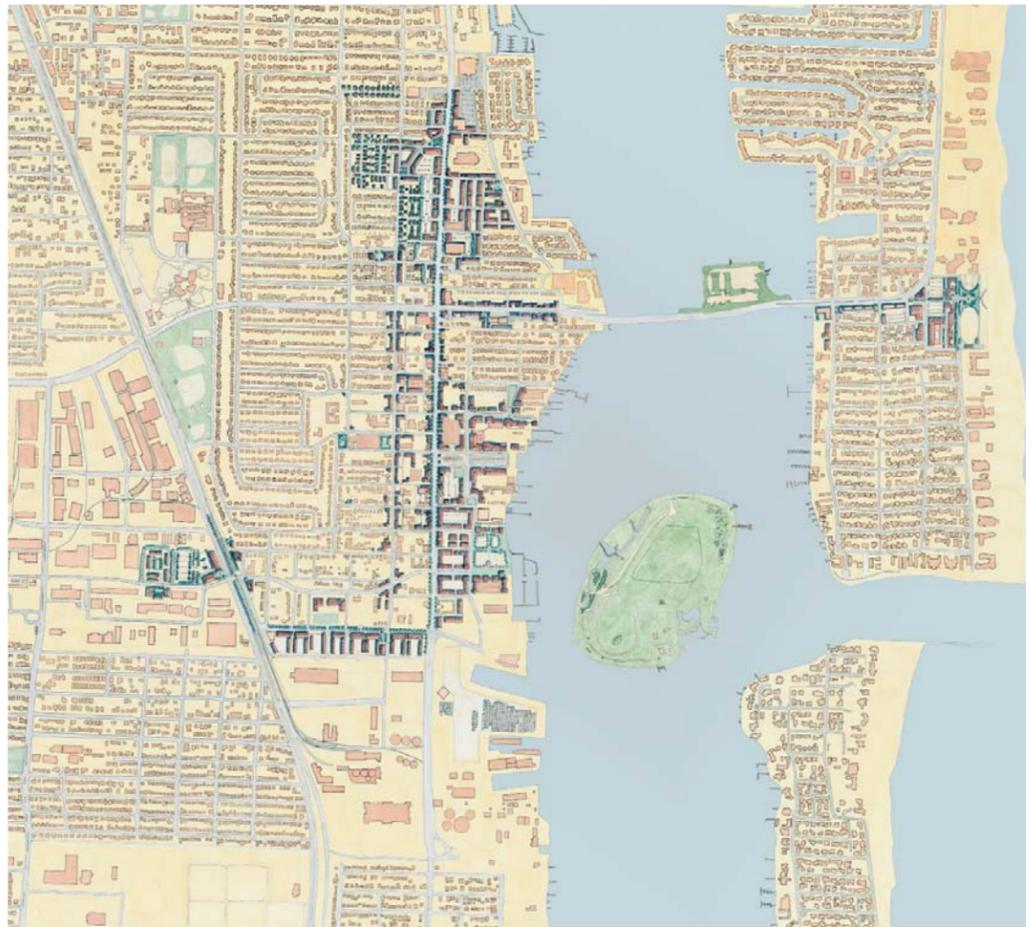
The adopted Citizen's Master Plan expresses the community's detailed vision. It provides the outline and initial strategy to begin growth and change in the community's terms. Zoning constitutes the legal means to implement adopted plans.

A zoning code update will be necessary to bridge the gap that exists between the current zoning and the one necessary to implement the Citizens' Charrette Master Plan once it becomes adopted.

Conventional zoning codes are complex and make it difficult for property owners to easily identify what is allowed to be built on a given property. That complexity can make doing quality development more difficult, extend approval periods, and therefore raise the cost of doing business. Because of this, it is recommended that the City adopt new form-based zoning for the CRA area.

Form based codes are a method of regulating development to achieve a specific urban form. Conventional zoning codes regulate a building's size and density through Floor Area Ratios (FAR) and dwelling units per acre. Because this method of building control is mathematic by nature, it is very difficult to predict the form and scale of future development.

Form-based codes regulate the "envelope" of a building. Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented in both diagrams and words, therefore creating a easy to understand, predictable public realm.



Importance of the Master Plan

The Riviera Beach CRA includes significant redevelopment opportunities. There is no doubt that this area will redevelop, but in order to assure that redevelopment improves the quality of life within the community and enhances property values in surrounding neighborhoods, it is important that the redevelopment conform to a master plan for the area adopted by the city.

Keys to Success

There are two important keys to the successful redevelopment and revitalization of the Riviera Beach CRA. The first is recognition that the general principles outlined in Chapter III of this report represent a fundamental paradigm for city building that should form the basis for most, if not all, planning decisions. The Citizens' Master Plan was developed based on these general principles and the charrette

participants's requests, and individual development approvals should be judged based on consistency with them.

The second key is to assure that projects proposed within the city are designed to interact and support one another and the area as a whole. The best way to assure this is by requiring a high degree of consistency with the adopted master plan.

Priorities and Project Management

The Citizens' Master Plan represents a vision intended to guide governmental actions and investment toward a well-defined objective. The plan is comprehensive and includes a large number of proposed improvements and redevelopment opportunities. Not all of these opportunities should be pursued immediately. Attention and resources should instead be focused on those opportunities that are strategically most important to achieving the long-term objectives of the plan.

18-Month CRA Implementation Work Program

- ~ Resolve Dr. Martin Luther King/SR 710 issue
- ~ Reopen Negotiations related to the City Marina and Viking Properties
- ~ Adopt a "Zoning-in-Progress" for the CRA area
- ~ Finalize the design of Riviera's public beach consistent with Citizens' Master Plan
- ~ Begin the process of amending the city's comprehensive plan, the CRA plan and the land development regulations consistent with the Citizens' Master Plan
- ~ Complete the necessary land use and zoning code changes between 10th and 11th streets consistent with the Citizens' Master Plan
- ~ Begin the reconstruction of Broadway with FDOT consistent with the Citizens' Master Plan
- ~ Finalize the design for the reconstruction of Avenue "E"

IMPLEMENTATION

Items Requiring Immediate Attention

The City of Riviera Beach should assign an experienced senior level redevelopment team with responsibility for shepherding all existing and proposed development within the study area to consistency with the Citizens’ Master Plan. The established team should work together and regularly communicate. It will take months to develop and adopt into law all the zoning code and comprehensive plan changes needed to assure that redevelopment proceeds in the manner proposed in the Citizens’ Master Plan. Any changes made to the plan in one jurisdiction must be coordinated with adjoining jurisdictions to assure successful implementation.

Until this process is complete, the responsible jurisdictions can not rely on the normal development review and approval process alone to be successful. During this interim period while plans and implementing ordinances are being developed and adopted, the jurisdictions must be creative and persuasive to accomplish their objectives. It is vital that the team work aggressively and in partnership with one another and developers to encourage and facilitate full implementation of the plan. The key to success will be to demonstrate to developers that being consistent with the plan will be more profitable, quicker and easier than not being consistent.

High Priority Items

The City of Riviera Beach should adopt the Citizens’ Master Plan by resolution as the vision of these jurisdictions for the ultimate build-out of the CRA. This is a critical first step toward moving forward with the revitalization of the corridor.

The City of Riviera Beach should assign an individual or team with responsibility to shepherd the Citizens’ Master Plan and all required implementing ordinances through the review, approval, and adoption process. It is important that someone in each jurisdiction be designated as the person responsible for assuring that the Citizens' Master Plan for the Riviera Beach CRA is expeditiously adopted and that all comprehensive plan, zoning, and land use changes necessary to assure implementation of the plan are processed. The study area is already experiencing development pressure, and achieving the objectives of the plan requires that land use and zoning policies be put in place to assure that new development proceeds as envisioned. It is recommended that a team representing planning, design, and law be assigned the responsibility.

The most difficult task may be to convert the existing Floor Area Ratio (FAR) approach to zoning to a model based on building form. It is necessary to assure that no Burt Harris taking claims result from the conversion, which is accomplished by assuring that landowners have as much or more development potential after the conversion as they did before. Ideally, the revised code should provide incentives for

redevelopment of lands, but this must be done in a way that the value of the property is not increased without desired redevelopment occurring. If land value is increased without requirements for construction of the desired product, it may have the effect of slowing the redevelopment process, since landowners ask too much for property.

This problem has generally been best addressed by providing limited duration zoning incentives. A significant increase in development potential, consistent with the goals of the plan, is provided for a limited and defined period of time and becomes effective only if the required building type is actually built within the specified time frame. This is a "use it or lose it" incentive. Nothing prevents the landowner from proceeding with development of the base amount allowed in the plan after the incentive period runs out, but the bonus of density (or other specified incentive) is only granted if development actually occurs within typically a four or five-year period. This allows the local government to provide incentives that do not permanently increase the value of land, which is very important to maintaining growth.

The City of Riviera Beach should begin negotiations with Florida Department of Transportation regarding proposed design changes to the Dr. Martin Luther King Boulevard and Broadway. It is important that as soon as possible, the City of Riviera Beach share with Florida Department of Transportation their design objectives for Dr. Martin Luther King Boulevard and Broadway and begin working with the Florida Department of Transportation to develop funding and implementation strategies. Attention should be focused on assuring that any improvements to this roadway are designed in conformance to the proposed vision included within the plan. There is a long lead time required to coordinate and implement significant changes, and it is critical that the Florida Department of Transportation be made aware of the proposed design changes as quickly as possible so that opportunities are not lost. Priorities for Dr. Martin Luther King Boulevard, within the study area include:

- 1) three-lane roadway with textured center lane
- 2) street planted with continuous row of canopy shade trees or tall, elegant, closely-spaced palms, per the plans provided
- 3) six foot foot sidewalks on both sides of the street as described in the plan with a continuous row of canopy shade
- 4) bricked pedestrian crossings with appropriate signalization at indicated intersections
- 5) decorative pedestrian level street lights

Priorities for Broadway include:

- 1) four-lane section with on-street parking (north and south-bound)
- 2) continuous shade trees planted at no greater than 50’ on center

- 3) upgraded storm-water infrastructure
- 4) revised land development regulations that accommodate a minimum 12'-0" sidewalk

It should be noted that the city may need to participate in the funding of some items outside of normal Florida Department of Transportation practice. The purposes of early negotiations with Florida Department of Transportation is to share with them design objectives, gain an understanding regarding the costs that the local governments would be responsible for, and schedule for improvements so that the local governments can properly budget and require from all new development. What is most important is that no action is allowed that would preclude the ultimate implementation of the street sections proposed.

Begin negotiations with Viking Yachts to replan and develop their parcels and begin Bicentennial Park improvements to coordinate with Viking. During this period of re-designing their plans and negotiating their development arrangement with the CRA, the issue of the Riviera Beach Marina must be resolved. The improvements/redevelopment of the marins, the park, Newcomb Hall, and all adjacent parcels is imperative as a catalyst for downtown redevelopment in Riviera Beach.

Moderate Priority Items

The Community Redevelopment Area, should develop a series of “project tear sheets” that describe in detail each of the projects proposed within the CRA and should use these during the budget process to prioritize projects for funding. Illustrated below are examples of project tear sheets. Sheets may be simple and short. For complex projects, such as the provision of street infrastructure to a large project, tear sheets may be several pages long. The tear sheet summarizes all essential information regarding the project including goals, objectives, estimates of cost, management responsibility, and funding sources. These concise documents are extremely helpful in prioritizing projects for funding and for promoting projects with other agencies. The development of tear sheets takes the implementation of the plan a step forward beyond the conceptual level in the direction of construction.

The City of Riviera Beach CRA establish an expedited review process. A process should be established that makes it easy for developers to get approvals for projects that are consistent with the adopted master regulating plan, and zoning code. Expedited reviews are provided as incentives to projects that are found to conform to the adopted master plan and implementing ordinances.

Potential Funding Sources

Tax Increment Revenues: Tax Increment Revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.

Redevelopment Revenue Bonds: Section 163.385 of the *Florida Statutes* empowers the city to issue Revenue Bonds to finance redevelopment projects with the security of the bonds based on the anticipated assessed valuations of the completed community redevelopment. In this way, "tax increment" is used to finance the long-term bond debt.

Interest on Redevelopment Trust Fund: Any interest that may be earned from deposit of Trust Fund monies may become a part of the funds used for redevelopment activities.

Industrial Revenue Bonds: Chapter 159, *Florida Statutes*, cites the Florida Industrial Development Act, which authorizes the use of Industrial Development Revenue Bonds to finance certain types of capital projects for private development.

General Obligation Bonds: Some jurisdictions have also issued General Obligation Bonds for projects within the Community Redevelopment Area. These bonds are secured by debt service millage on the real property within the City and typically must receive voter approval. For example, sports stadiums are often partially funded by such bonds.

Special Assessment Districts This is a tax system whereby property owners within the district agree to pay an additional fee or an ad valorem tax to raise funds for specific projects, which will benefit them. This approach could be used to fund improvements within the SR 7 corridor that are over and above what Florida Department of Transportation and the respective jurisdictions are willing to contribute.

Land Sales and Leases: Cities may acquire and sell land or property.

Contributions and Donations: Voluntary contributions by private companies, service organizations, individuals or foundations are a potential source of income for special or popular projects, particularly those of a high civic nature, such as building parks, or perhaps a beautiful bridge or public building.

Foundations: Several communities have researched the purpose and intent of foundations and designed portions of their Plan to attract grants from a particular foundation. Foundation money is often a good source for training and education programs.

Public/Private Ventures and Partnerships: Some redevelopment projects have been designed to stimulate additional private investment and were accomplished through public/private ventures or part-

IMPLEMENTATION

nerships. The City can give assistance to a developer in the assembly of land for a private development. In return, the developer may be obligated for building renovations, street, landscaping, sidewalk and other redevelopment improvements. The private contribution may also be through direct contributions, or payment to assessment districts.

Community Contribution Tax Incentive Program: This program was created by the Florida legislature to encourage corporate involvement in community revitalization. This program allows businesses a fifty-percent tax credit on Florida corporate income tax or insurance premium tax for donations to local community development projects. Donations must be made through an eligible non-profit corporation conducting a City approved community development project such as affordable housing.

Direct Borrowing: The City is empowered to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular projects, the City may utilize both short and long-term borrowing.

Enterprise Zone Investment: This program is designed to encourage increased business in distressed

areas. The State provides property tax credits, jobs tax credits, partial building sales tax refunds and partial sales tax refundson business equipment purchased.

Utility Enterprise Funds: Several communities in Florida have used "enterprise funds" to fund infrastructure improvements in their redevelopment areas.

Private Business Development Program with Banks: Banks may incorporate a subsidiary to provide loan assistance not normally permitted for commercial banks. The loans are used to help start or expand business operations, as long as the purpose is related to community development and not to just simply a conventional commercial loan.

Bank Reinvestment Pools: Many cities have developed a cooperative approach with local lending institutions to supplement the funding for their community redevelopment program. The Community Reinvestment Act of 1977 requires banks to define a service area, assess local credit needs and make efforts to meet the community's needs. The Citizens' Master Plan may serve as the basis for goal establishment and planning by local lending institutions.

Property Improvement Grant Programs: Several communities have established grant programs that are used for façade improvements and building renovation. These programs are usually directed towards improvements that have a high potential for stimulating additional private development in the area. Several communities have used State Programs and private investments to initiate a revolving grant program. For example, Chapter 80-249 of the Laws of Florida offers a 50% credit against state corporate income taxes for contributions of up to \$200,000, for community development with the contributions used as a direct grant or to start a revolving loan fund.

County, State and Federal Grant Programs: Funding may be available from several Federal and State agencies, such as the Department of Community Affairs and the Florida Department of Transportation.

Economic Development Administration Grants: This federal agency provides grant to fund public works projects. This grant/loan program assists distressed communities to attract industries, encourages business expansions and primarily focuses on generating long-term, private sector employment opportunities.

Small Business Administration (SBA): The Small Business Administration is a federal agency that provides low-interest loans to business people who cannot qualify for standard commercial loans. This

LAUDERHILL STATE ROAD 7 IMPROVEMENT PROJECT

LAMP & LAMPOST
 MANUFACTURER: HOLONIAN CORPORATION
 214 OAKWOOD AVENUE
 NEWARK, OHIO 43055
 1.740.345.9631

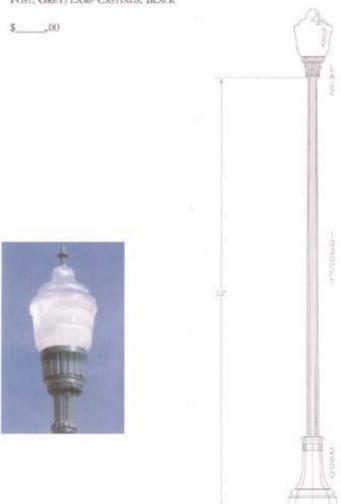
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 COLOR: POST: GREY/LAMP CASTINGS: BLACK
 QUANTITY REQ'D:
 UNIT COST: \$ _____,00

SPECIFICATIONS:

PROJECT: LAUDERHILL

Preliminary Construction Cost
 Worksheet
 (as of March 2004)

Item Description	Unit	Quantity	Unit Cost	Total Cost
Allowance Armoire	LS			
Mobilization	LS			
Indemnification	LS			
Performance Bond	LS			
Maintenance of Traffic (MOT)	LS			
Demolition	LS			
Grading/Subgrade Base	SY			
Adjust Manholes/Valves	EA			
Concrete Curb and Gutter	LS			
Concrete Curb	LS			
Concrete Casing	LS			
Concrete Sidewalk	SY			
Asphalt Concrete Paving	SY			
Catch Basins/Piping	EA			
Soil/Soil	SY			
Irrigation	LS			
Shade Trees	EA			
Palm Trees	EA			
Tree Grasses	EA			
Tree Guards	EA			
Street Lights	EA			
Trash Cans	EA			
Benches	EA			
Banners	EA			
Banner Brackets	EA			
Equipment	LS			
Street Signage	LS			
Thermoplastic Marking	LF			
Parking Markers	EA			
General Conditions	LF			
Water	LS			
Sewer	LS			
Storm Water	LS			
Electric	LS			
Fill/Excavation	LS			
Building Construction	SP			
AS&T Fees	LS			
Contingency	LS			
SUBTOTAL				
Other				
TOTAL				



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Example of "Project Tear Sheets"

IMPLEMENTATION

loan program has been used to encourage economic development by assisting small business start up and expansion within the Community Redevelopment Area districts.

Ongoing Assistance

The Regional Planning Council has developed a team of experts that can provide cities with temporary supplemental assistance and experience, should time constraints make such assistance necessary. The Council can direct City, and CRA staff to model ordinances, RFPs, models for design competitions, and development regulations and codes that can simplify the task of developing these documents. Assistance in actually preparing such documents is available on a contractual basis from the RPC as well as from many experienced town planning firms.

Glossary of Terms

arcade: covered archway or passageway that is fronted by a row of buildings, usually shops.

build-out: within a defined plan and/or area, the point that all allowable and potential development has been completed.

bulb-outs: a traffic-calming device that is along the sides of a street whereby a portion of the sidewalk juts into the street to narrow the roadway and give the feeling of a smaller street space and to provide a row of on-street parking. Oftentimes the bulb-out is landscaped with a bench.

bond: A certificate of debt that is issued by a government or corporation in order to raise money with a promise to pay a specified sum of money at a fixed time in the future and carrying interest at a fixed rate. Generally, a bond is a promise to repay the principal along with interest on a specified date of maturity.

Burt Harris Act taking claims

civic anchor: a place that serves to attract people to a particular neighborhood or area i.e. church, theatre, shopping district.

civic realm: public place in a community where people can gather usually associated with a civic or public use building such as a post office or courthouse

colonnade: series of columns set at regular intervals, usually supporting a roof or series of arches.

connectivity: the ability to travel from one destination to another with many choices of routes and/or modes of travel i.e. bicycle, foot, bus, train, automobile.

CRA: Community Redevelopment Agency - Florida statutes permit local governments to create a CRA for eliminating and preventing the development of slum and blighted areas or for the provision of affordable housing in areas in need of redevelopment

curb cut: any opening or disturbance of the stone or concrete gutter that surrounds a street, most often refers to driveways and accesses to parking lots.

density: number of units per given parcel size, most often given in number of units per acre.

Enterprise Zone: An area in which businesses are exempt from certain taxes and are given other incentives as an inducement to locate there and employ residents.

façade: part of a building that faces the street

Floor Area Ratio Zoning: planning an area or parcel based upon the ratio between the floor area of a building and the lot size. Is contrasted in this document with planning based upon traditional community-building con-

cepts.

General Obligation Bond: A municipal bond secured by the taxing and borrowing power of the municipality issuing it, used to raise capital for local government day-to-day activities and for specific projects (usually pertaining to development of local infrastructure such as roads, sewerage, hospitals etc.)

green: public open space such as a park

Industrial Revenue Bonds: Bond used to finance the construction of manufacturing or commercial facilities for a private user.

infill: building or utilizing a vacant or under-used parcel or parcels, usually in redevelopment areas

median: 1. term used in statistics to describe the middle number in a series of numbers. 2. strip of land that divides opposing lanes of traffic.

mixed use: more than one use in a area or building, ideally, the uses compliment each other i.e. grocery store next to residential uses.

parcel: a piece of land.

passive cooling: in pedestrian and public areas, ways to protect pedestrians from the sun and heat without air conditioning i.e. trees, colonnades, transit shelters.

plaza: an open public area, usually paved and arranged in a formal way.

primary arterial roads: highway designed for through traffic, usually on a continuous route.

promenade: public walking space, usually arranged in formal way.

public realm: outdoor areas accessible to the public.

public spaces: place where anyone has a right to occupy without paying a fee.

redevelopment area: an area designated by a local government, usually an older developed area, in which the local government wants to eliminate blight to achieve desired development, reconstruction, and rehabilitation including residential, commercial, industrial and retail

Redevelopment Revenue Bonds: Private bonds issued to finance certain acquisition, clearance, rehabilitation, and relocation activities for redevelopment purposes by a governmental entity in designated blighted areas.

RFP: Request for Proposals - formal procedure whereby an organization asks for proposals for a specific task or project.

ROW: Right-of-Way - land for public use or benefit such as a road or electrical transmission

Special Assessment District: source of funding for certain capital improvement projects that will benefit a specific designated area.

synergy: combined effort of two or more entities that produce a benefit

Tax Increment Revenue: the State of Florida distributes sales tax collections to municipalities that have tax increment financing districts for either state sales tax, state utility tax, or both that produced an incremental growth in retail sales, or gas and electricity consumption.

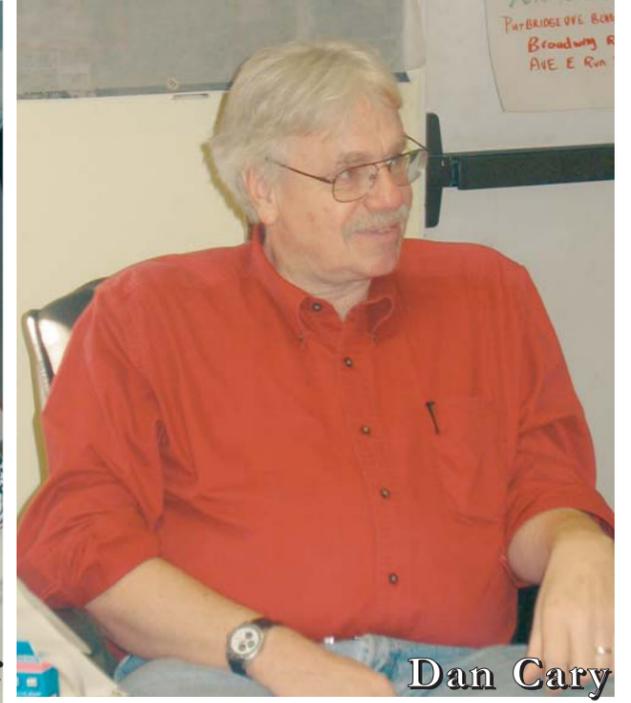
traffic calming: the use of certain devices or techniques, such as narrow lanes, trees lining the street, and bulb-outs to slow or restrict traffic, especially in residential areas

CHARRETTE TEAM



T R E A S U R E C O A S T R E G I O N A L P L A N N I N G C O U N C I L
I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

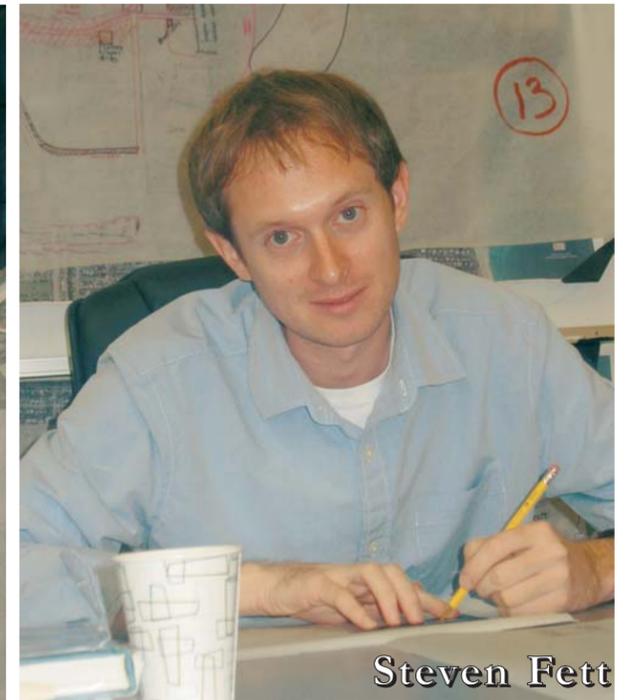
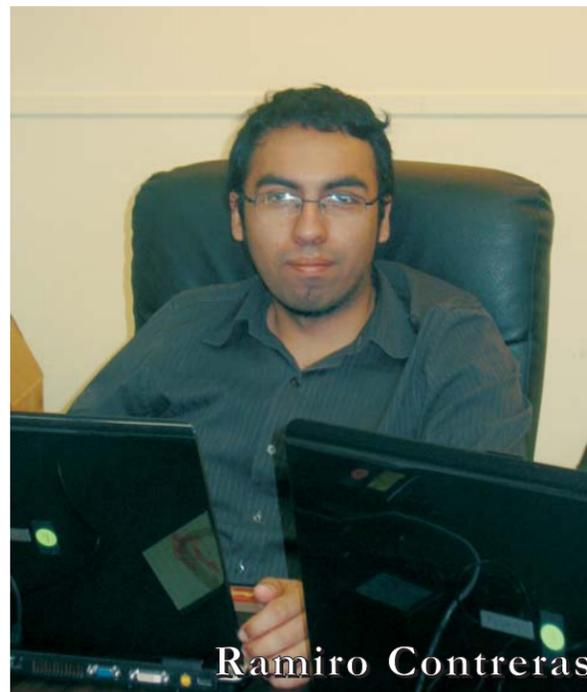
DESIGN TEAM



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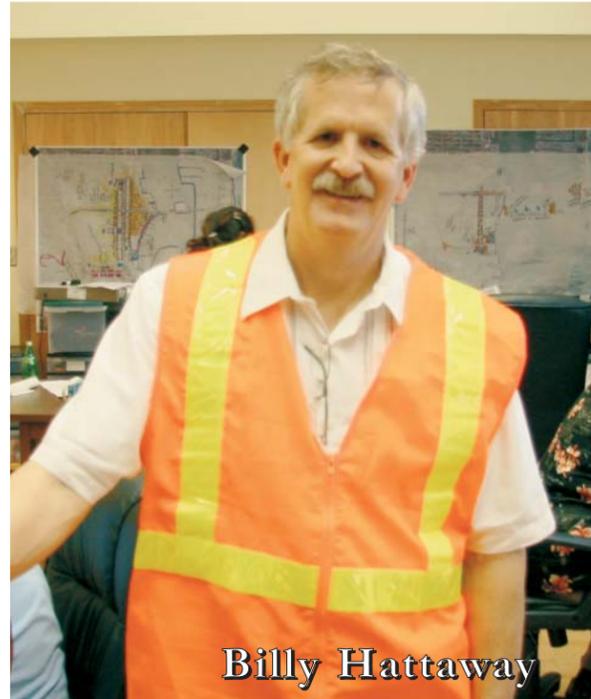
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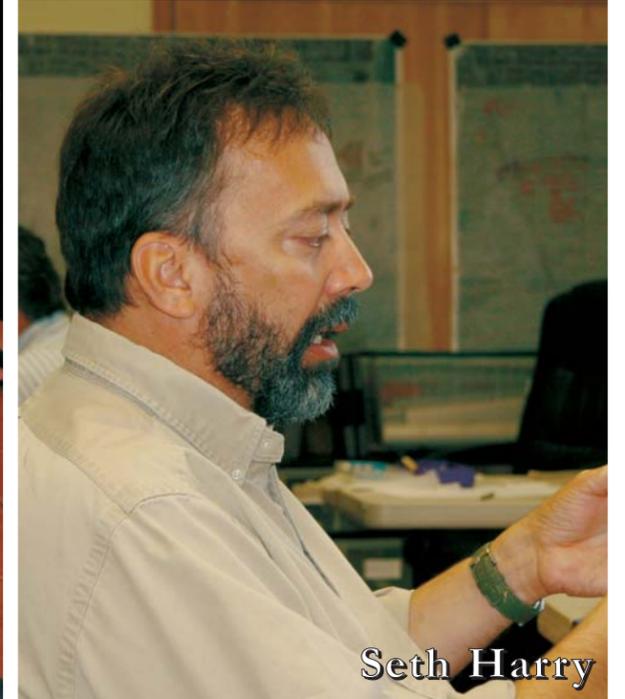
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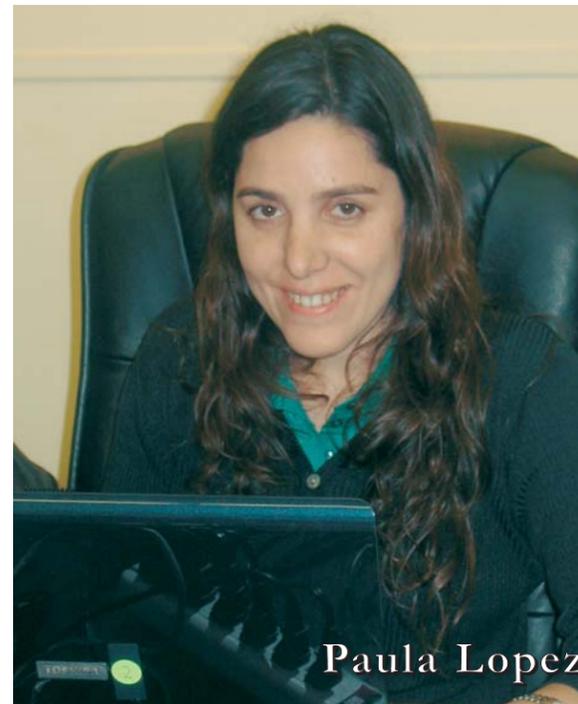
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Tom Lavash



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Catherine Price



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I N D I A N R I V E R - S T . L U C I E - M A R T I N - P A L M B E A C H

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Shailendra Singh



Jose Venegas



Images from the October 2007 Riviera Beach CRA Charrette

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