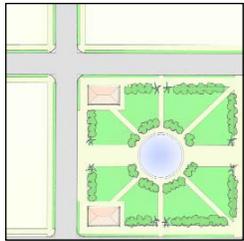
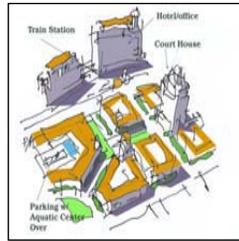


WEST PALM BEACH
TRANSIT-ORIENTED DEVELOPMENT
CHARRETTE REPORT

TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER • ST. LUCIE • MARTIN • PALM BEACH



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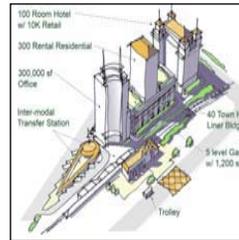
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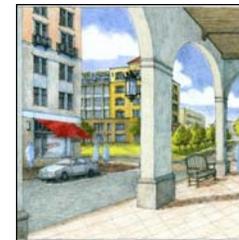
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-
- CRA - Community Redevelopment Area
 - CUES - Center for Urban & Environmental Solutions
 - DCF - Department of Children and Families
 - DEP - Department of Environmental Protection
 - DMP - Downtown Master Plan
 - DMS - Department of Management Services
 - DOH - Department of Health
 - FAU - Florida Atlantic University
 - FDOT - Florida Department of Transportation
 - FHA - First-Time Homebuyers' Assistance
 - FPODIA - Florida Public Officials Design Institute at Abacoa
 - GSA - General Services Administration
 - HUD - Housing and Urban Development
 - MOU - Memoranda of Understanding
 - MPO - Metropolitan Planning Organization
 - PBCC - Palm Beach Community College
 - SF - Square Feet
 - SFRRC - South Florida Regional Resource Center
 - SFRTA - South Florida Regional Transportation Authority
 - SHIP - State Housing Initiatives Partnership
 - TCRPC - Treasure Coast Regional Planning Council
 - TDR -Transfer of Development Rights
 - TIF - Tax Increment Financing
 - TOD - Transit Oriented Development

INTRODUCTION

The West Palm Beach Transit Village Charrette was conducted from Saturday, January 22 through Friday, January 28, 2005. The focus of the charrette was the approximately thirty-six-acre area located immediately adjacent to and abutting the historic Seaboard Train Station in downtown West Palm Beach. The boundaries of the Study Area included Banyan Boulevard to the north, Sapodilla Avenue to the east, Fern Street to the South, and Tamarind Avenue to the west as well as the triangular property abutting the station to the west (bound by Banyan Boulevard to the north, the CSX railroad to the east, and Clearlake Drive to the west).

The kickoff event and primary public input session occurred on Saturday, January 22 at the Raymond F. Kravis Center from 9:30 a.m. until 3:00 p.m. Approximately 150 members of the public participated in the event. Ten design tables were arranged to accommodate the large number of participants. The background of participants was varied and included residents; property owners; elected officials; neighborhood association representatives; developers; and agency staff representatives from the City of West Palm Beach, Palm Beach County, South Florida Regional Transportation Authority, Palm Beach County Metropolitan Planning Organization, Florida Department of Transportation, Florida Department of Health, Palm Beach Community College, Federal Government (General Services Administration), and the American Red Cross.

Prior to the charrette, approximately one hundred interviews were conducted with individuals and representatives of various organizations, including, but not limited to, those listed above as well as the following: Palm-Tran (Palm Beach County Public Transportation Division), Greyhound, Amtrak, Palm Beach County Convention Center, State of Florida (Department of Management Services and Department of Children and Families), CityPlace, West Palm Beach Downtown Development Authority, Clematis Merchants' Association, Florida Atlantic University, Raymond F. Kravis Center, West Palm Beach Chamber of Commerce of the Greater Palm Beaches, Workforce Development Board, Palm Beach Economic Council, Alexander Dreyfoos School of the Arts, WPTV Channel 5, and numerous neighborhood associations located throughout the City.

After the conclusion of the public input session, the charrette team assembled an urban design studio located in the D&D Design Centre (400 Block, Clematis Street, West Palm Beach). The charrette team worked for the following six days to create a preliminary conceptual master plan, development program, economic analysis, and individual block-by-block design plans.

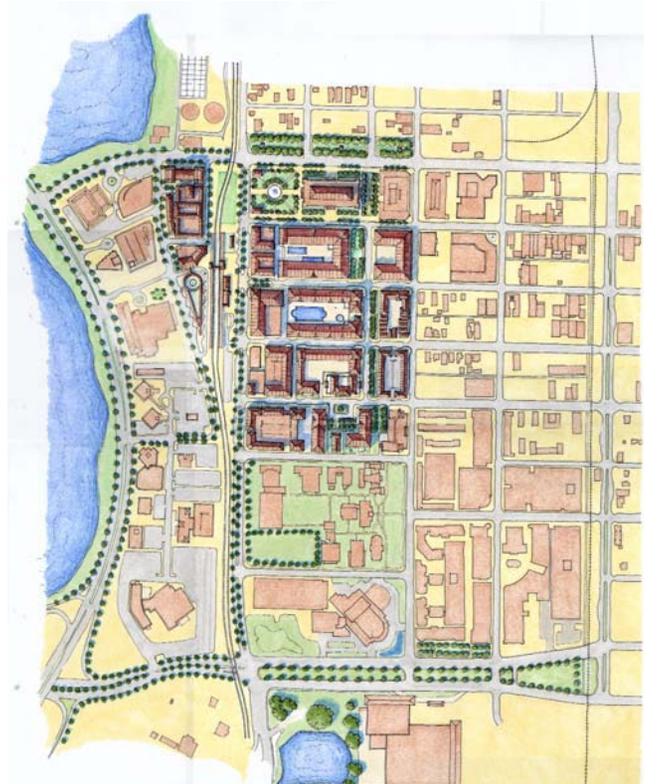


Figure 1. Citizens' Master Plan.

In the design studio, the charrette team received additional public input from approximately 150 members of the public, including elected officials, staff and representatives from various public and private agencies and organizations, residents, property owners, and interested parties. In addition to the afore-mentioned public organizations, the Palm Beach County School District also participated during the charrette week.

KEY PUBLIC RECOMMENDATIONS

Based on the pre-charrette interviews, the public input session, and public input gathered during the week, the key public recommendations were as follows:

- There is a need for a significant amount of new housing within the Project area, especially "workforce" housing
- The project should comply with the Downtown Master Plan, especially regarding building heights and the utilization of its incentives
- There should be a green connection between the new Federal courthouse and an educational sector south of Fern Street
- Tamarind Avenue should be humanized and made more attractive and safer for pedestrians to cross
- The 1,000-foot "superblocks" should be subdivided to make them more walkable
- Parking should be located mid-block and lined with buildings
- Create a true neighborhood village
- Higher educational uses (e.g. Florida Atlantic University, Palm Beach Community College) should be expanded
- An educational complex should be created, including the existing Palm Beach Community College building and the addition of a new small elementary school
- The new transit village should be connected to Clematis Street and CityPlace, but it should not compete with the retail in either of these two destinations
- A location should be identified for the Palm-Tran transfer facility
- The City's trolley system should be integrated with the Intermodal Facility
- A newly integrated Palm-Tran transfer station, designed for fifteen bus bays, must be provided within the Study Area
- An appropriate location and quantity of space should be identified for the new and expanded Department of Health buildings
- The new Federal Courthouse should be surrounded with plazas



Figure 2. Existing bus station on Tamarind Avenue.

Recommended Development Program

Based upon the blend of urban design and development economics, the recommended preliminary development program includes approximately 2,000 new residential units of which 587 are recommended to be rental while 1,369 are for-sale. Thirty percent of each category is recommended to be workforce housing. The program extensively utilizes the development incentives available through the City’s Downtown Master Plan, including both residential incentives via increased building heights as well as transfers of development rights from newly-created public open spaces and rights-of-way.

The non-residential program includes approximately 825,000 SF of public/institutional space and 310,000 SF of private space, including roughly 109,000 SF retail, 100,000 SF office, and 125,000 SF hotel. Nearly 5,000 parking spaces are recommended of which 4,800 would be structured. The detailed preliminary development program is described below.

At the time of the charrette, the current assessed value of all properties within the thirty-six-acre Study Area was approximately \$3 million according to the Palm Beach County Property Appraiser (2004 values). The entire Study Area is located within the West Palm Beach Community Redevelopment

RESIDENTIAL USES	
Rental Units (30% workforce; 70% market-rate)	587
For-Sale Units (30% workforce; 70% market-rate)	1,369
TOTAL UNITS	1,956
NON-RESIDENTIAL USES	
New Federal Courthouse	300,000
Federal Admin Office (restored Rogers Building)	85,000
State of Florida – Depts of Health, Children & Families, Others	220,000
County Office (reserve)	100,000
American Red Cross	120,000
SUB-TOTAL, PUBLIC/INSTITUTIONAL SF	825,000
Private Office	100,000
Retail	109,000
Hotel	125,000
SUB-TOTAL, PRIVATE SF	334,000
TOTAL, NON-RESIDENTIAL SF	1,159,000

Figure 3. Uses chart.



Figure 4. Image of new residential units in TOD.

PARKING SPACES	
Structured Spaces (new)	4,830
On-Street Spaces (new)	140
TOTAL, NET NEW PARKING SPACES	4,970

Figure 5. Parking Spaces chart.

Area, making it a candidate for tax increment financing investment. Accordingly, the recommended preliminary development program would add approximately \$400 million of assessed value for improvements at build out, generating potentially \$4 million in tax increment financing annually in addition to other public revenues.

The recommended development program presumes complete replacement of all streets and public utilities in the Study Area due to age and condition of these facilities. Transit station parking (located west of the current station) is assumed to be a public investment while all other structured parking is assumed to be funded by development interests. Parks and street improvements are also assumed to be public development costs. Potential funding sources for these public investments include tax increment financing, grants from various public sources (including Florida Department of Transportation and the Federal Transit Authority), and local participation (e.g., infrastructure investment by the City, County, or Metropolitan Planning Organization). The recommended program of public investments is summarized below.

In addition to these "traditional" public investments, the charrette identified the need to subsidize rental housing in the current market given current land and construction costs combined with current rents. To produce 587 rental units in the recommended development program (with 30% workforce and 70% market-rate), a subsidy of up to \$7.5 million is anticipated. This subsidy could be generated by reduced land costs (on either State or County lands), public housing subsidies from state or local sources, grants, or tax increment financing).

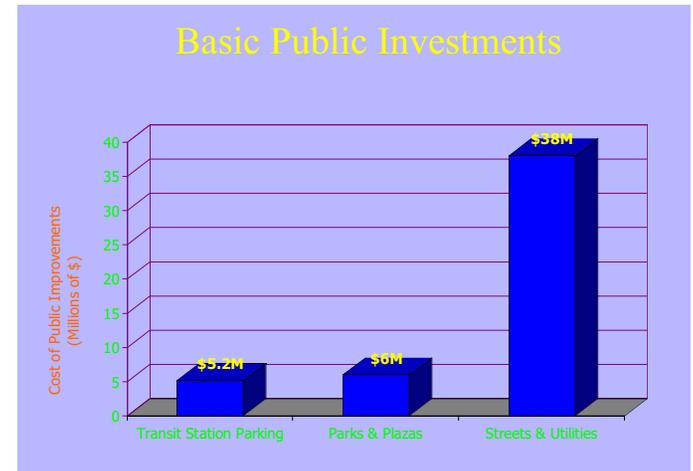
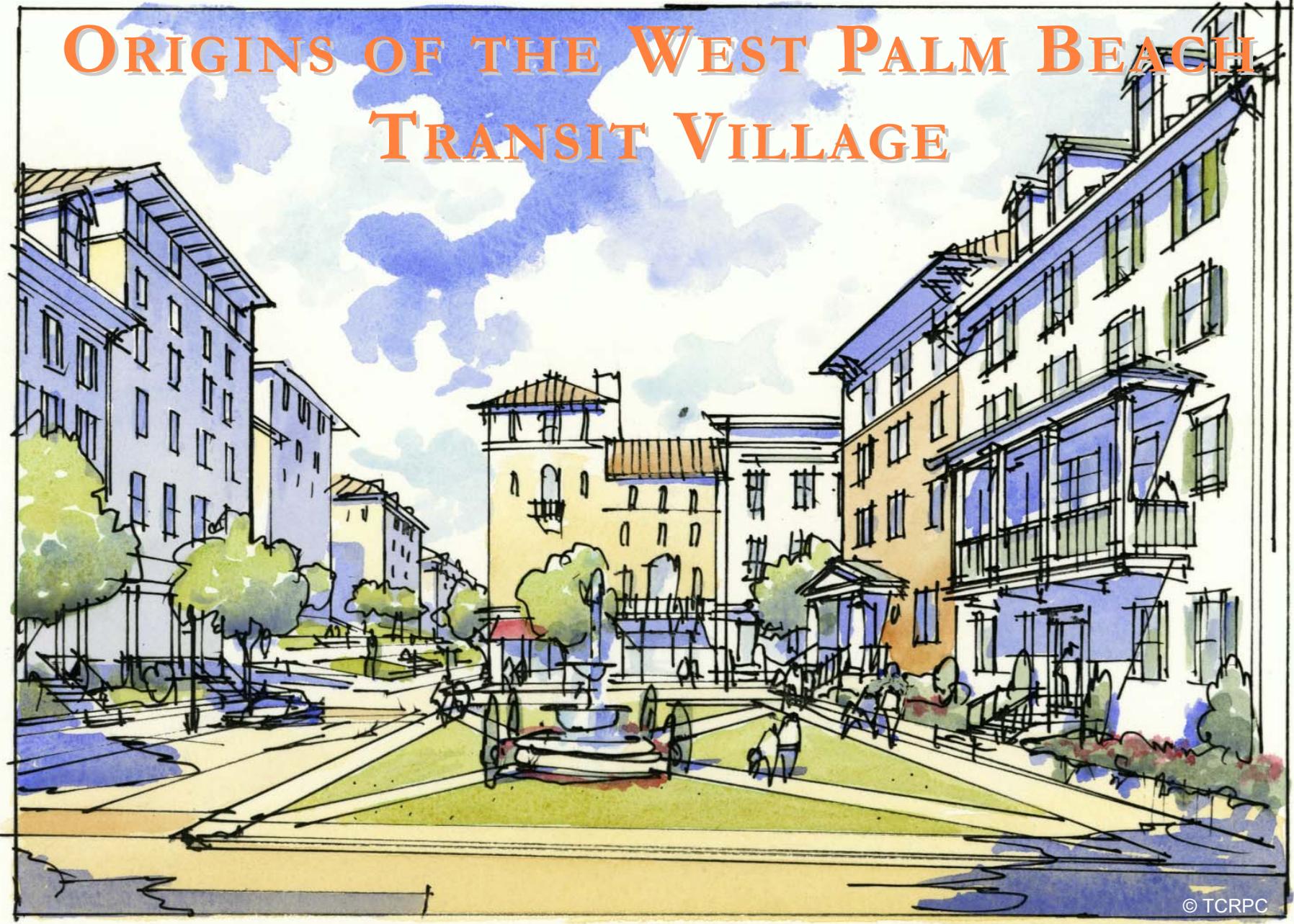


Figure 6. Basic Public Investments chart.

NEXT STEPS

The Project Steering Committee continues to review the charrette results, and a series of presentations to local governments, public and private organizations, and other interested parties was conducted in the Spring of 2005. In addition, the Treasure Coast Regional Planning Council will continue to assist the stakeholder organizations in the implementation of the Project, including the development and refinement of design and development drawings, facilitation of memoranda of understanding between public entities, and the development of Requests for Proposals. It is important to note that the financial recommendations outlined in this report, as well as the scale of proposed development desired by the public, are dependent upon the preservation and improvement of the existing street grid and the continued stability provided by the Downtown Master Plan (DMP).

ORIGINS OF THE WEST PALM BEACH TRANSIT VILLAGE



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WHAT IS TRANSIT ORIENTED DEVELOPMENT?

In the last decade, several significant development trends have emerged that will forever change the vitality and character of Florida's older coastal communities. The reinvestment of attention and public dollars into downtowns and urban cores, the market acceptance of "downtown" living, the rehabilitation of older urban neighborhoods, and the growing intolerance for traffic congestion and long commutes have all had a tremendous impact on how Florida cities are growing. Perhaps the most impressive trend is the realization that commuter and other forms of passenger rail need to be taken seriously as a viable mode of transportation. With the existing Florida East Coast Railroad and CSX lines already in place, the coastal communities of Florida are positioning themselves to take full advantage of the opportunities afforded with rail transit.

Transit Oriented Development (TOD) is a pedestrian-friendly, mixed-use form development designed to complement a transit station or transit corridor. Successful TOD development can both increase ridership of transit service as well as improve mobility throughout a region. Typically encompassing a quarter to half-mile ring around transit (10 to 15-minute walking distance), TOD's provide the perfect venue for regional destinations, multi-modal transit hubs, and both attainable and market-rate housing. TOD's are characterized by easy mobility for pedestrians and bicyclists and often complemented by collector transit systems such as trolleys, buses, or para-transit. Parking within TOD's is typically reduced and managed within the TOD district to further encourage transit ridership.

According to NewUrbanism.org, TOD offers the following benefits:

- Higher quality of life
- Better places to live, work, and play
- Greater mobility with ease of moving around
- Increased transit ridership
- Reduced traffic congestion and driving and reduced car accidents and injuries
- Reduced household spending on transportation, resulting in more attainable housing
- Healthier lifestyle with more walking and less stress
- Higher, more stable property values
- Increased foot traffic and customers for area businesses
- Greatly reduced pollution and environmental destruction
- Reduced incentive to sprawl, increased incentive for compact development
- Less expensive than building roads and sprawl
- Enhanced ability to maintain economic competitiveness



Figure 7. Early massing study for TOD district.

Today's TOD's acknowledge the different demands upon urban design that are presented by varying geographic features especially in a regional context. Instead of suggesting a "one-size-fits-all" solution, well-planned TOD's are instead carefully tailored to fit varying land development conditions and community needs. In the book *New Transit Town*, Dittmar and Poticha describe a "TOD Typology," which identifies six generalized categories of TOD's:

1. Urban Downtown
2. Urban Neighborhood
3. Suburban Center
4. Suburban Neighborhood
5. Neighborhood Transit Zone
6. Commuter Town Center

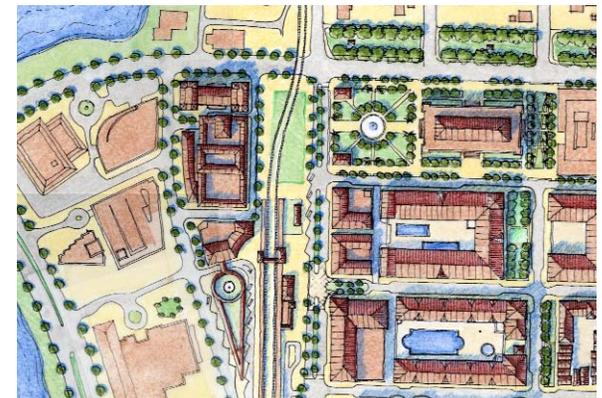


Figure 8. Northwestern section of the Citizens' Master Plan.

Each generalized category varies according to land use mix, minimum housing density, housing types, scale, regional connectivity, transit modes, and frequencies of transit service. Based on this typology, the West Palm Beach Transit Village substantially represents the Urban Neighborhood category with some Urban Downtown characteristics due to its proximity to the major entertainment, employment, and cultural destinations within the greater downtown.



Figure 9. View of proposed street section.

Finally, it is important to emphasize the difference between *transit-adjacent* development and *transit-oriented* development. Development that happens to occur in proximity of a transit station without focusing on the needs of transit often fails to capitalize on the transit improvement. It is common to find development within a quarter- to a half-mile of a transit station along the Tri-Rail corridor where the uses are physically separated from the station by a wall or fence, thereby preventing interconnectivity between Tri-Rail and its potential riders. Unfortunately, development that occurs near a station "by chance" is often designed according to suburban guidelines, primarily oriented to the automobile with large expanses of parking separating buildings from sidewalks, without connections to adjacent properties and with pedestrian circulation as an afterthought.

On the other hand, *transit-oriented* development maximizes development features that complement transit: (1) an urban design that creates pedestrian friendliness by careful placement of buildings, parking areas, and roadway features; (2) a mix of uses that ideally creates eighteen hours of activity; and (3) planned interconnectivity with adjacent properties and the transit station. The West Palm Beach Transit Village Master Plan has been specifically oriented towards transit and the necessary urban design characteristics to make it successful.

FPODIA ORIGINATION

The Florida Public Officials Design Institute at Abacoa (FPODIA) is an initiative of the Abacoa Project at FAU's Catanese Center for Environmental Solutions and a team of community professionals. The FPODIA is dedicated to improving Florida's towns and cities and offers elected officials options and design tools for addressing specific problem sites in their communities. In November 2003, the FPODIA convened a design session at the request of Palm Beach County Commissioner Jeff Koons and City of West Palm Beach Mayor Lois Frankel regarding the development of an intermodal transit facility and Transit Village in the heart of downtown West Palm Beach. The City and County shared three primary goals: continued economic development, furthering the use of mass transit, and the creation of workforce housing. After analyzing land use patterns and development potential in the Study Area, the FPODIA team recommended a steering committee be formed with representatives of relevant agencies.

CREATION OF STEERING COMMITTEE

In December 2003, immediately following the conclusion of the FPODIA session, an initial Steering Committee was formed, comprised of five key agencies: City of West Palm Beach, West Palm Beach Downtown Development Authority, Palm Beach County, South Florida Regional Transportation Authority, and Treasure Coast Regional Planning Council.

As the Steering Committee began to analyze the Study Area, it quickly recognized the need to expand its membership to include other agencies and institutions. These included other public/institutional property owners (e.g., Federal Government, State of Florida Government, American Red Cross) as well as other interested public agencies that became funders of the charrette process (e.g., Palm Beach County Metropolitan Planning Organization, Florida Department of Transportation, South Florida Regional Resource Center).



Figure 10. Existing Tri-Rail station in Study Area.



Figure 11. Citizens working at table.

The Steering Committee established a regular meeting schedule with monthly meetings in early 2004 that became bi-monthly meetings by the Summer of 2004. Each member agency of the Steering Committee is described in the following section.

A copy of the FPODIA Final Report is available online at www.floridadesigninstitute.org/reports. A link is also provide on the TCRPC website.

DESCRIPTION OF STAKEHOLDER AGENCIES AND INSTITUTIONS

The West Palm Beach Transit Village Project is a complex project due to the many different governmental and institutional stakeholders. The Steering Committee expressly included representatives from every identified organization including regulatory agencies (such as the City of West Palm Beach and Palm Beach County), property-owning agencies (such as Palm Beach County, State of Florida, Federal Government, and the American Red Cross), and others interested in the Project for a variety of reasons. For ease of reference, each agency and institution is briefly identified below.

- **City of West Palm Beach:** With a 2004 population of 91,000, the City of West Palm Beach is the largest municipality in Palm Beach County, encompassing approximately 55 square miles. The City is a full-service municipality and has received national acclaim for the redeveloped Clematis Street district and CityPlace development, both of which are within walking distance of the Transit Village Study Area. The City is the most urban of Palm Beach County's municipalities and contains a high concentration of medical, legal, social, cultural, and educational businesses and activities as well as the County's Administrative Center. While the City owns very little property within the Transit Village Study Area (approximately 1.25 acres), it is the primary regulatory body for the Project.

- **Palm Beach County:** Among the largest counties in Florida, Palm Beach County contains approximately 1.2 million residents among its 2,203 square miles.

MPO: As the federally-sanctioned transportation planning agency for Palm Beach County, the MPO provides a cooperative, comprehensive, and continuing forum for transportation planning and decision-making. Its board is composed of five Palm Beach County Commissioners, eleven elected officials and one appointed official from the nine cities in the MPO area as well as the Port of Palm Beach.

- **SFRTA:** Transformed in 2003 from the former Tri-County Commuter Rail Authority, the SFRTA was created to encourage greater mobility in South Florida, focusing specifically on Miami-Dade, Broward, and Palm Beach counties. The SFRTA's mission is to coordinate, develop, and implement a viable regional transportation system in South Florida that endeavors to meet the desires and needs for the movement of people, goods and services. It is overseen by a nine-member Board of Directors, including a mix of elected officials and gubernatorial appointees.

- **TCPRC:** One of Florida's eleven regional planning councils, TCRPC was established in 1976 through interlocal agreement between Indian River, St. Lucie, Martin, and Palm Beach Counties to provide planning and technical assistance services and to assist in carrying out Florida's growth management programs. Its membership includes all four counties as well as 49 municipalities in the Region. TCRPC is the only regional forum where elect-



Figure 12. Downtown Master Plan zoning diagram.

ed and appointed leaders regularly come together to discuss complex regional issues; develop strategic regional responses for resolving them; and build consensus for setting and accomplishing regional goals. The Council is governed by a twenty-eight member board, which includes a mix of elected officials and gubernatorial appointees.

- **FDOT:** The Florida Department of Transportation is the state agency responsible for providing "a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity and preserves the quality of (Florida's) environment and communities." FDOT District IV is responsible for Southeast Florida, covering Broward, Indian River, Martin, Palm Beach, and St. Lucie counties.
- **DMS:** This State of Florida agency has a primary responsibility to "efficiently manage the 'business costs' associated with running Florida's government so that more resources can be focused on those areas where they are needed most."
- **DOH:** Florida's Department of Health is designed "to promote and protect the health and safety of all people in Florida through the delivery of quality public health services and the promotion of health care standards." At the individual county level, the Department addresses disease control, primary care and personal health services, vital statistics, among other issues.
- **DEP - Department of Environmental Protection, Division of State Lands:** Within the State's Department of Environmental Protection, the Division of State Lands acquires and disposes of lands as directed by the Board of Trustees of the Internal Improvement Trust Fund.
- **GSA:** A branch of the Federal Government, the General Services Administration "helps federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services, and management policies." The Study Area is included in the Southeast Region, which includes Florida and seven other southeastern states.
- **American Red Cross:** The Greater Palm Beach Area Chapter of the American Red Cross has been delivering live saving services to the residents of its service area for 84 years. Chartered in 1917 to initially serve Palm Beach County, the chapter service area has expanded over time to include Hendry, Glades, and Okeechobee counties as well.
- **SFRRRC:** South Florida Regional Resource Center, Comprised of four partner organizations, the SFRRRC is designed to assist neighborhood, city, county, and civic organizations with local needs and educates these organizations about the importance of collaboration to achieve regional objectives with local importance. The SFRRRC "partners" include the Collins Center for Public Policy, the Center for Urban & Environmental Solutions (CUES)



Figure 13. Image from proposed arcade along Datura Street.

at Florida Atlantic University, and the South Florida and Treasure Coast Regional Planning Councils.

DIRECTION TO CONDUCT CHARRETTE

From its onset, the Steering Committee focused upon a planning charrette as the appropriate means to assemble the disparate pieces of the Study Area into a comprehensive, cohesive Transit Village master plan. At the request of the Steering Committee, a market study was commissioned by the Treasure Coast Regional Planning Council in the Spring of 2004 to identify the potential mix and quantity of uses that could be supported in the 36-acre Study Area. This study (which is summarized in Section V below) indicated strong development potential in the Study Area and further highlighted its Transit Village potential. By August 2004, each representative agency on the Steering Committee had expressed support for a planning charrette to evaluate and recommend a Transit Village master plan. Accordingly, the charrette was planned for January 2005 in downtown West Palm Beach.

THE ESTABLISHED GOAL: MULTI-DISCIPLINARY BLEND OF DESIGN AND ECONOMICS

The Steering Committee identified the West Palm Beach Transit Village Project as a highly visible and perhaps the first Transit Village Project to be developed along the Tri-Rail corridor. As such, the Steering Committee strongly emphasized the need for the charrette process to produce a master plan that carefully balanced urban design and development economics. The charrette team was arranged accordingly and included a mix of architects, urban designers, and planners, and TOD developers, development economists, and economic experts. The result, as is described below, is the recommended Master Plan whereby the uses and estimated market absorption of planned uses and quantities has been tested for financial feasibility. The Master Plan has been designed with flexibility such that the locations for buildings, parking, and improvements have been determined in accordance with sound planning principles and the City's Downtown Master Plan; however, the specific mix of uses within the buildings (particularly the balance of rental and for-sale residential units) can change given the dynamics of market conditions and political priorities.

The proposed development program, as tested and analyzed by the charrette team, is buildable, financially feasible, and marketable as of January 2005. While the charrette results are a "snapshot" of the construction/development market at the time, the program and included pro-forma are vital benchmarks for future redevelopment decisions in this area.

REGIONAL TRANSIT SYSTEM



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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

In reviews of regional transit systems across the country, it is clear that the most successful systems include a series of TOD's along a transit corridor. While some transit systems connect existing developments, others develop TOD's via redevelopment as the transit service evolves over time. The Tri-Rail service in South Florida added transit service onto an existing freight line (the CSX corridor) in 1990. These areas, located primarily west of I-95, are generally characterized today as either suburban development or vacant land. Today, after more than a decade of operation, the areas surrounding Tri-Rail's stations remain underutilized, and none represent the characteristics of a TOD. Many of the stations remain in their basic form with merely a platform for boardings, restroom facilities, and parking lots.

The last several years of activity for Tri-Rail, however, have represented substantial change for the future of the system and its landscape in several ways. (In this report, Tri-Rail refers to the tangle transit system that parallels the FEC rail, and SFRTA is the agency that operates Tri-Rail and advocates for other mass transit solutions throughout the tri-county area of Miami-Dade, Broward, and Palm Beach counties.)

- **Creation of SFRTA:** In 2003, the former Tri-Rail Authority was reconstituted as the South Florida Regional Transportation Authority (SFRTA) with expanded powers and a broader mission than the former entity. The SFRTA's goals have expanded to expressly include TOD real estate development ventures complementary to transit that allow for "value capture" by the agency as areas around stations are developed or redeveloped.
- **Double-Tracking:** The SFRTA was successful in securing considerable federal and state funds (totaling nearly \$320 million) to double track the railway. The double-tracking project will allow Tri-Rail service to be expanded by up to 300%, reducing headways (the time between trains) from one hour or more to less than twenty minutes during peak-hours.
- **Regional Redevelopment Trends:** Florida's growing trend of redevelopment and reinvestment in cities, especially in the eastern portion of the tri-county area, has continued which is a reflection of similar trends seen nationwide. A part of that wave of capital investment and energy has involved TOD's in regions with transit facilities.
- **Projected Housing Demand near Transit:** Recent national studies indicate a growing demand for housing near transit, especially among communities like southeast Florida with growing populations of retiring baby-boomers and "empty nesters." In the tri-county area, a recent national study by the Center for Transit-Oriented Development indicates a demand for 260,000 or more new residential units within a half mile of transit stations between 2000 and 2025 (an increase of 311%) (*Hidden in Plain Sight*, Center for Transit-Oriented Development, September 2004).

These factors all lend themselves to the growing demand for TOD's at Tri-Rail's individual stations. The West Palm Beach Transit Village has been identified by many as representing perhaps the first TOD for the Tri-Rail system of approximately half-dozen near-term TOD projects along the line. As such, national TOD experts have noted that this development also represents the critical opportunity to set the standard for other TOD projects that will follow.

A successful West Palm Beach Transit Village Project will also help the SFRTA improve its competitiveness in seeking federal funding for the agency's other projects, including other TOD projects as well as the potential introduction of transit on the FEC rail corridor (west of the CSX corridor). As Tri-Rail's stations are redeveloped as TOD sites, each will generate increased ridership on the system by creating better origins and destinations. Tri-Rail's success can reduce demand on parallel roadway networks. In addition, other transit operators in the region are contemplating TOD projects along additional transit corridors, especially in Miami-Dade and Broward counties. The potential TOD projects in the foreseeable horizon include sizable residential, employment, educational, institutional, and entertainment opportunities that could change the urban landscape significantly. As more attractive connectors and destinations are developed, transit and appropriate TOD's have the potential to provide all the needs of daily life among its stations, increase mobility throughout the region, expand the economy, enhance sustainability, and improve quality of life for the region's citizens.

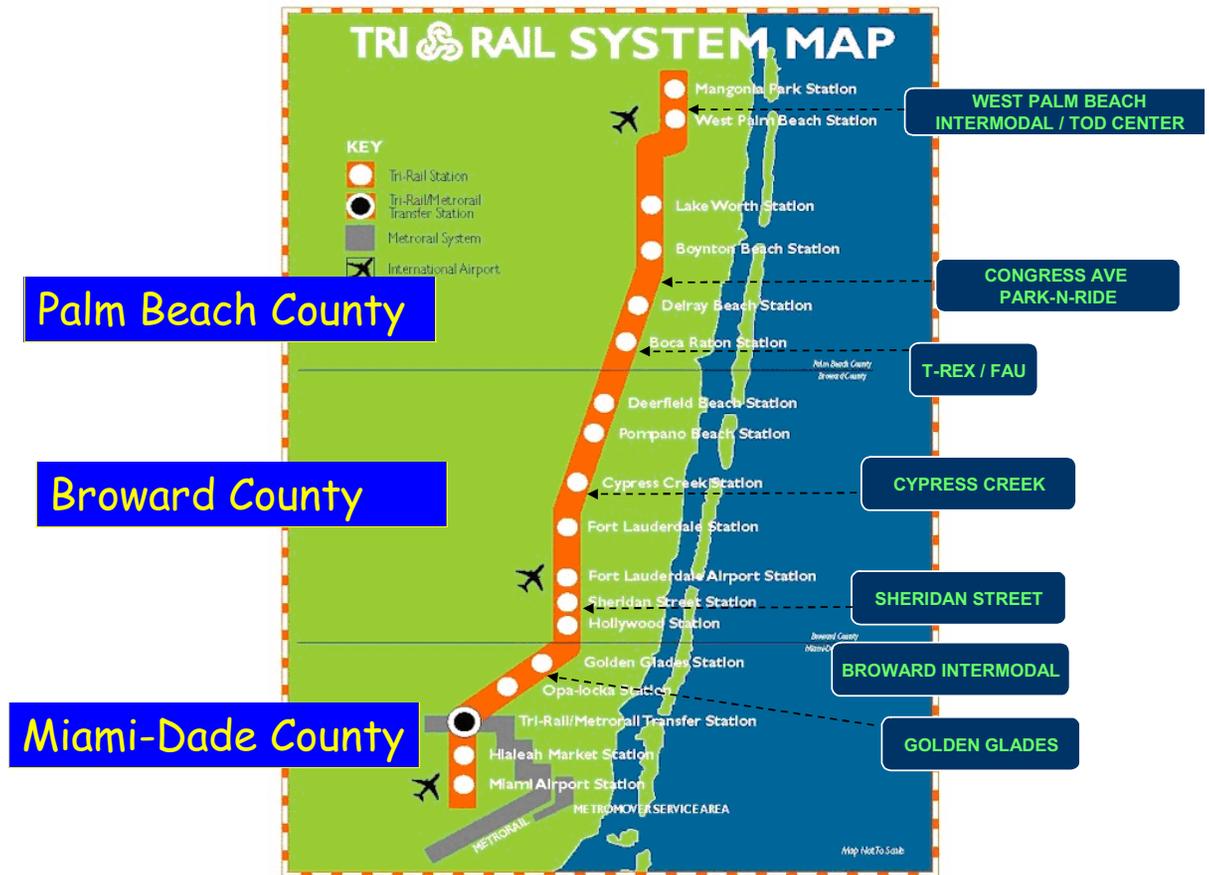


Figure 14. Tri-Rail System map.

Of all the Tri-Rail station locations in southeast Florida, the West Palm Beach station represents one of the most urban. It is the only station located east of I-95, a feature that allows the station itself to be physically connected to an existing downtown. Downtown West Palm Beach has experienced a renaissance in the past two decades that has transformed the area from one of decline into one of vibrancy and rapidly escalating property values. As the urban heart of Palm Beach County, downtown West Palm Beach is contained within a Community Redevelopment Area established by the City in _____. The detailed geography of the Transit Village Study Area is described below and followed by a general description of the downtown area as it relates to the Study Area. Subsequently, the governmental regulations applicable to the Study Area are described.



Figure 15. Aerial of property with landowners highlighted.

Transit Village Study Area. Generally bounded by Banyan Boulevard to the north, Sapodilla Avenue to the east, Tamarind Avenue to the west, and Fern Street to the south, as well as the triangular property located due west of the existing Tri-Rail station, the Transit Village Study Area includes approximately thirty-six acres. Each block is described below by acreage, ownership, and use and illustrated on the accompanying aerial photo.

- **Federal Block:** This seven-acre block (identified in blue in the aerial photo) is entirely owned by the Federal Government and contains the Paul Rogers Federal Courthouse and several additional governmental buildings.
- **State Block:** This block is also seven acres (identified in green), and its control is split under two agencies:
 - the eastern half is controlled by the Department of Management Services, which manages an approximately 80,000 SF existing office building
 - the western half is currently vacant and has been recently leased to the Department of Health for eventual construction of its buildings
- **County Block North:** County ownership (identified in yellow) includes the majority of this block, representing roughly five acres. The County's property is currently occupied by three older office buildings leased to the Department of Health.

- **County Block South:** The ownership of this block is split among Palm Beach County (identified in yellow), representing approximately two acres, and the American Red Cross (identified in pink), representing roughly 2.5 acres. The County's land in this block includes one building leased to the Department of Health while the American Red Cross' property includes buildings and improvements for this agency as well as some vacant land.
- **Wedge Block:** The western portion of this block, representing roughly 5.5 acres, is owned by Palm Beach County (identified in orange); however, it is currently being transferred to the SFRTA. It is currently vacant and being utilized for the staging of construction activity to support the double-tracking project. The eastern portion of this block, roughly one acre, is owned by the City of West Palm Beach (identified in purple) and includes the existing Seaboard Train Station. The station is utilized by Tri-Rail, Amtrak, and Greyhound.

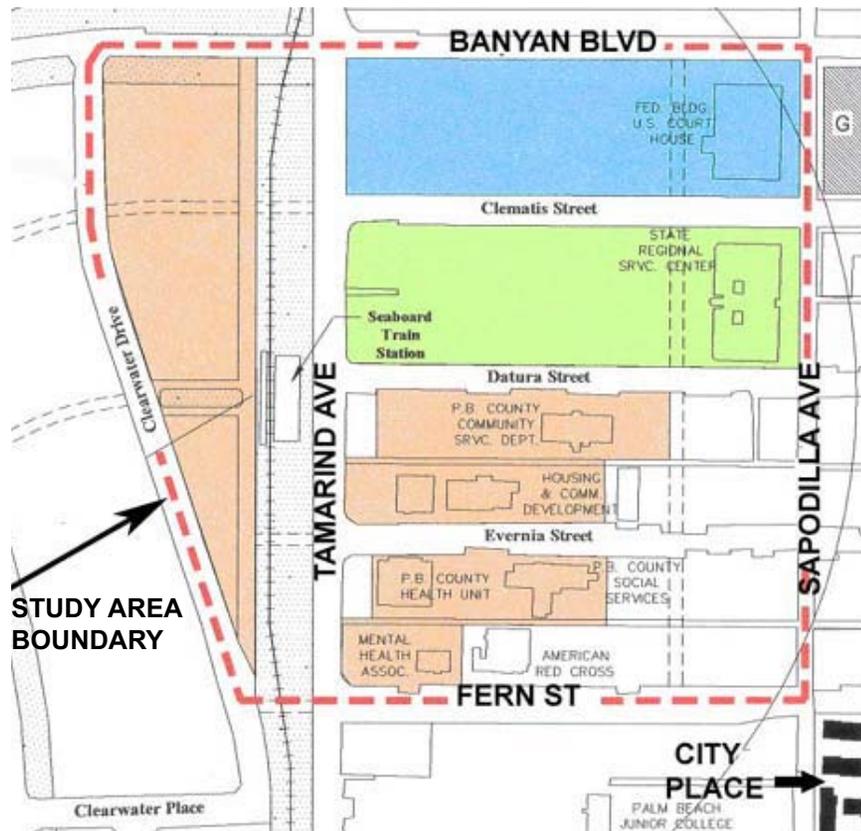


Figure 16. Study area map.

General Downtown Area. The Study Area itself lies within walking distance of some of the most active destinations in the region:

- CityPlace, a mixed-use redevelopment project that includes approximately 715,000 SF of retail and restaurant uses as well as the Harriet Gilman Theatre and a twenty-screen Muvico theatre
- Clematis Street, the City's historic mixed-use main street that includes roughly 400,000 SF of retail and restaurant uses
- Raymond F. Kravis Center for the Performing Arts
- Palm Beach County Convention Center and Visitors Bureau
- Alexander Dreyfoos School of the Arts, a magnet school identified by Fortune magazine as one of the top 200 schools in the nation

In addition to its entertainment and retail destinations, downtown West Palm Beach represents the County's major employment concentration, conservatively containing at least 10,000 jobs. In addition to the employers identified above, other major employers include Good Samaritan Hospital, Palm Beach County Governmental Center, Palm Beach County Courthouse, Federal courthouse, West Palm Beach City Hall, numerous State of Florida offices

(including the departments of Health, Children and Families, and Banking and Finance). The downtown includes Palm Beach Atlantic College with student enrollment exceeding 3,000 and the Norton Gallery and School of Art with 700 students. The presence of the hospital has helped the development of a medical office district with more than 150 offices within the downtown as well as numerous nursing homes. The downtown includes a legal office district with over 300 law offices currently in operation. The proximity of these uses are illustrated in Figure 18. Surrounding these uses are the City's active, well-organized neighborhoods, many of which are designated as historic districts. The City's neighborhoods provide thousands of housing units within walking or trolley distance to the core downtown area including the Transit Village Study Area.

Governmental Regulations. The entire Transit Village Study Area and a significant portion of the greater downtown area are included within the City's Community Redevelopment Area (CRA), a dependent unit of government geared to promote redevelopment and infill development within its boundaries. CRA's are eligible for tax increment financing, a capture of the taxes on the incremental increase in assessed property values, to finance improvements within the CRA district.

The downtown area is also governed by the City's Downtown Master Plan, a form-based code developed in 1995 by famed architects Andres Duany and Elizabeth Plater-Zyberk. This plan and urban code establishes the vision for the downtown area and continues to successfully guide its development. The DMP and urban code regulate the building envelope rather than utilizing conventional planning techniques such as floor area ratio. The code



Figure 17. Looking down Datura Street towards the transit station.

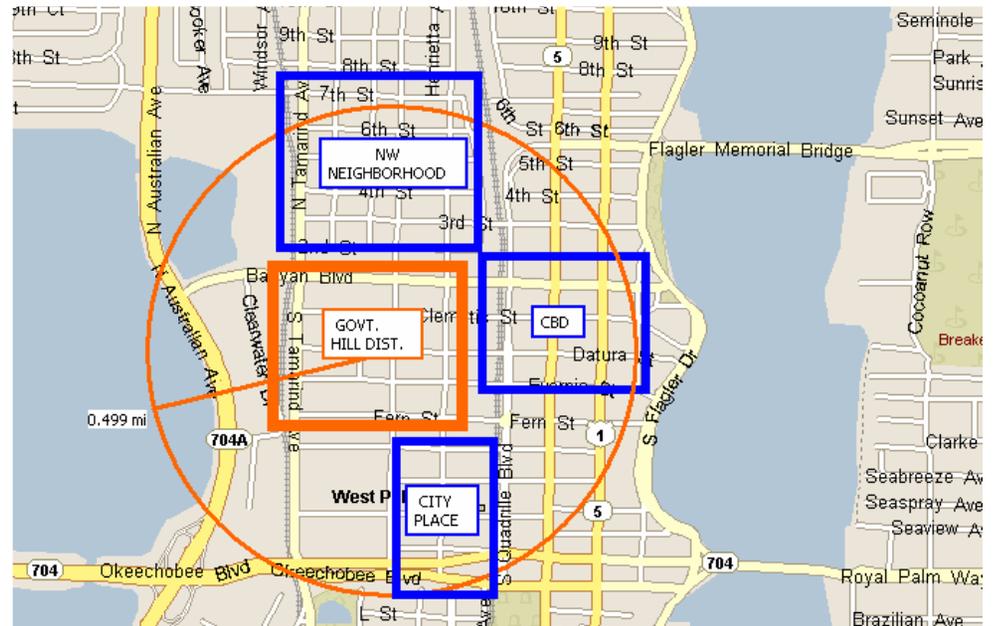


Figure 18. Diagram of downtown districts.



Figure 19. Downtown Master Plan zoning diagram.

defines different building types and regulates their uses, placement on the lot, parking, and height. The plan also allows mixed use to occur on any property located within the boundaries of its regulation. The City's Downtown Master Plan is also adopted into the City's Comprehensive Plan, and Figure 19 indicates the building types applicable to properties in the Study Area. The DMP continues to be a model plan for regulating predictable and sustainable urban redevelopment.

In addition to the urban code regulations, the City maintains two additional incentive programs that apply in the Study Area. The Residential Incentive Program, designed to compensate for market imbalance between residential and commercial development, provides additional height for residential projects and for the creation of public open space that encourages a pedestrian environment in the City's downtown master plan area. In addition, the Transfer of Development Rights (TDR) Program is a tool to preserve historic buildings and create public open spaces by allowing the transfer of unused development rights from properties occupied by historic buildings or public open spaces to designated receiving areas.

At the County level, the entire downtown area, including the Study Area, is designated within the County Comprehensive Plan as a Transportation Concurrency Exemption Area. This designation waives transportation concurrency requirements for a specified period of time with the goal of increasing residential development within the downtown area to promote "trip capture," thereby reducing traffic generation from the area. This designation requires the City demonstrate the overall downtown development pattern continually increase residential-to-non-residential ratios over time.

Development Climate. The impact of the City and County's progressive regulations to promote redevelopment within the downtown area has been tremendously successful. As part of the background research leading to the charrette, The Staubach Company completed a market study that indicates the local real estate market generally with West Palm Beach in particular, to

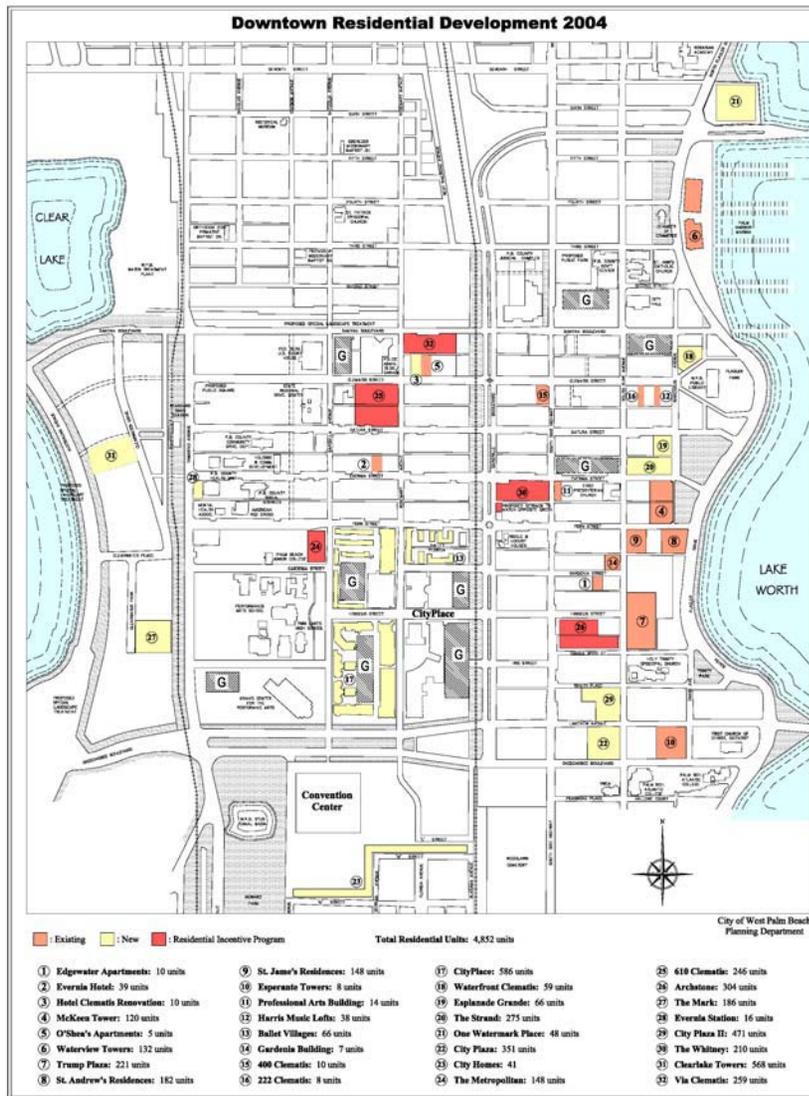


Figure 20. City map of downtown residential development.

be healthy with positive signs for continued growth. In the residential market, the market study notes the last several years to be "historically robust ... with sky-rocketing values" among for-sale housing units. The City recently inventoried its residential development in the downtown area finding just over 1,000 units existing in 2000; roughly 1,200 units built since 2001; just over 1,300 units under construction in 2005; and approximately 2,800 units in the planning process in 2005. However, the eagerness of the market towards for-sale housing has virtually eliminated opportunities for workforce housing. Several years of the lowest interest rates since the Kennedy administration have also impacted the rental housing market, and the City's only recent rental project is reputed to be converting to condominiums.

With regards to non-residential uses, the market study finds limited demand for office space currently with modest demand anticipated in several years. Neighborhood-scale retail within the Study Area is seen as easily absorbed, and demand appeared to exist for a smaller (100-room) hotel within the TOD Project, especially given the low number of hotel rooms within the greater downtown area.



Figure 21. New residences on Clematis Street.

PROJECT GOALS



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From the start of discussions, the West Palm Beach Transit Village Project has presented opportunities to not only enhance regional transit but also achieve many other City, County, and regional objectives. General Project goals were established to incorporate community aspirations, integrate existing and proposed development projects, and to ensure that municipal operations were comprehensively addressed. The following general goals, which emanated from the Steering Committee and various stakeholder organizations, have helped steer the design and land use decisions throughout the course of the charrette.

INTER-MODAL CENTER

Tri-Rail, Amtrak train service, Greyhound bus service, taxis, motorists, and pedestrians currently use the existing Sea Board Train Station on Tamarind Avenue. As part of creating an "inter-modal" transportation hub, the City and County have worked for more than a decade on the expansion of site's activities to include a Palm-Tran transfer facility for the County's bus operation. Palm-Tran's current transfer activities occur along Quadrille Boulevard (several blocks east of the site). The addition of approximately fifteen Palm-Tran bus bays to this site would greatly enhance local and regional mobility and interconnectivity. Additionally, the inclusion of this site on the City's downtown trolley route with specified stops at the site would increase the ability of transit users to circulate in and around the greater downtown area.

WORKFORCE HOUSING

The current housing demand and appreciation of housing values in Palm Beach County has almost eliminated housing stock that is attainable for the workforce population. Nowhere is this situation truer than in downtown West Palm Beach. The development of thousands of market-rate units, coupled with the conversion of rental units to condominiums, has left few opportunities in the downtown to provide meaningful amounts of workforce housing units. The Transit Village Study Area is uniquely positioned from its geography and public ownership to deliver significant amounts of workforce housing. Both Mayor Lois Frankel and County Commissioner Jeff Koons have been consistently clear about their desire to develop workforce housing downtown. As a natural component to TOD, workforce housing has been a premier priority for the West Palm Beach Transit Village.

EDUCATIONAL USES

The provision of additional educational uses, primarily a new urban elementary school, is a very important programmatic element for the Transit Village Project. Currently the Alexander Dreyfoos School of the Arts magnet high school and Palm Beach Community College (PBCC) have a presence in downtown, located just south of the Study Area. The provision of thousands of downtown residential units generates the potential demand for a new elementary school and daycare. In addition as the downtown employment base continues to expand, demand for post-secondary and college-level classes will likely increase as well. These uses could all be oriented in a campus-like environment that could include the existing Alexander dreyfoos school of the arts school as well as PBCC. In addition, a university such as Florida Atlantic University could co-locate with these educational institutions in a campus.

RETAIL

Throughout the market study and pre-charrette interview process, much discussion occurred regarding the provision of new retail uses as part of the Transit Village and the potential detrimental impact upon the Clematis Street and CityPlace retail centers. While it is generally understood that an urban project as significant as the proposed Transit Village would require some neighborhood-oriented retail uses, the prevailing desire was for the quantity of retail be deliberately under-sized so as not to compete directly with CityPlace and Clematis Street.

A MARKET STUDY

Treasure Coast Regional Planning Council contracted with The Staubach Company to provide a market overview and initial development program based upon existing and future market conditions. The findings of this study provided the initial base program deemed supportable in downtown and served as the preliminary development goals of the design team. The market study's key findings are summarized below in Table 3.7.1, and the executive summary is included in the Appendix.

PLANNING AND ZONING CONSIDERATIONS

There are a number of governmental regulations that apply to development within the Study Area, including the City's Comprehensive Plan, Downtown Master Plan, Residential Incentive Program, and TDR Program along with the County's Comprehensive Plan (particularly the Transportation Concurrency Exemption Area requirements). The charrette process was geared to expressly comply with all applicable regulations and restrictions so that the success of the Transit Village would not be contingent upon revisions or amendments to adopted plans or land use designations. In fact, the successful implementation of some key programmatic elements of the West Palm Beach TOD (i.e. workforce housing) will depend upon the continued assurance of the Downtown Master Plan.

Table 3.7.1 - Density Summary and Parking			
Use	Amount	Parking Ratio	# Spaces
Federal	327,000 SF	2 / 1,000	654
Office	424,000 to 522,000 SF	2 / 1,000	848 to 1,044
Residential - Sale	850 units	1 / unit	850
Residential - Rent	850 units	1 / unit	850
Workforce Housing	300 units	1 / unit	300
Retail	50,000 to 57,000 SF	2 / 1,000	100 to 114
Education	50,000 to 75,000 SF	4 / 1,000	200 to 300
Hotel	50,000 SF (100 rooms)	1.7 / room ¹	170
Arts	5,000 to 10,000 SF	3.3 / 1,000	17 to 33
Aquatic & Community Center	80,000 to 100,000 SF	2 / 1,000	160 to 200
Current Tri-Rail Parking Deficit	-----	-----	421
TOTAL			4,570 to 4,936
SOURCE: THE STAUBACH COMPANY, OCTOBER 2004			

Figure 22. Density Summary and Parking chart.

REGIONAL MOBILITY

The primary impetus for the West Palm Beach Transit Village Project was rooted in regional transit. The double-tracking of the existing CSX tracks, a \$320 million project to be completed in late 2005, will increase the frequency of commuter trains by nearly 300%. Although the general assumption suggests that the greater the frequency, the greater the ridership, it is important to emphasize that the land uses and built environment surrounding transit stops is equally important to providing enjoyable, safe, and efficient transportation. The West Palm Beach Transit Village will potentially be the first station redeveloped as an urban, mixed-use district. To fully achieve the potential of Tri-Rail, all transit stations must provide elements of Transit Village to be mutually supportive.

FEDERAL TRANSIT AUTHORITY FUNDING

By developing a successful, multi-use urban Transit Village in West Palm Beach, the SFRTA positions itself to receive further Federal Transit Authority funding for future transit station developments. As proven in many cases around the country, creating transit supportive environments improves ridership that in turn makes federal funding for these projects a sound investment.

PRINCIPLES OF GOOD URBAN DESIGN

One clear objective in the West Palm Beach Transit Village effort was to utilize time-tested principles of good urban design in whatever proposals were made. The City is currently experiencing robust redevelopment in its urban core, and its codes have been tailored over time to continue the pattern of healthy, sustainable urban development.

PUBLIC PROCESS





Figure 23. Citizens draw their ideas.

THE CITIZENS' VISION

Citizens gathered at tables and drew their ideas and dreams for their City. At each table was a professional urban designer to facilitate the citizens' ideas. The rules were clear: no idea is a bad idea; for today, do not worry about money; and argue with your pencils.



Figure 23. (continued)



Figure 24. Table representatives present their groups' ideas and answer questions.

A member was elected from each table to explain their groups' visions. The presenting member could not be the urban designer or a municipal representative.



Figure 24. (continued).



Figure 25 . Citizens' drawings.

Citizens' plans illustrate some different ideas, but also many points of consensus. The charrette team began its work based upon these plans.



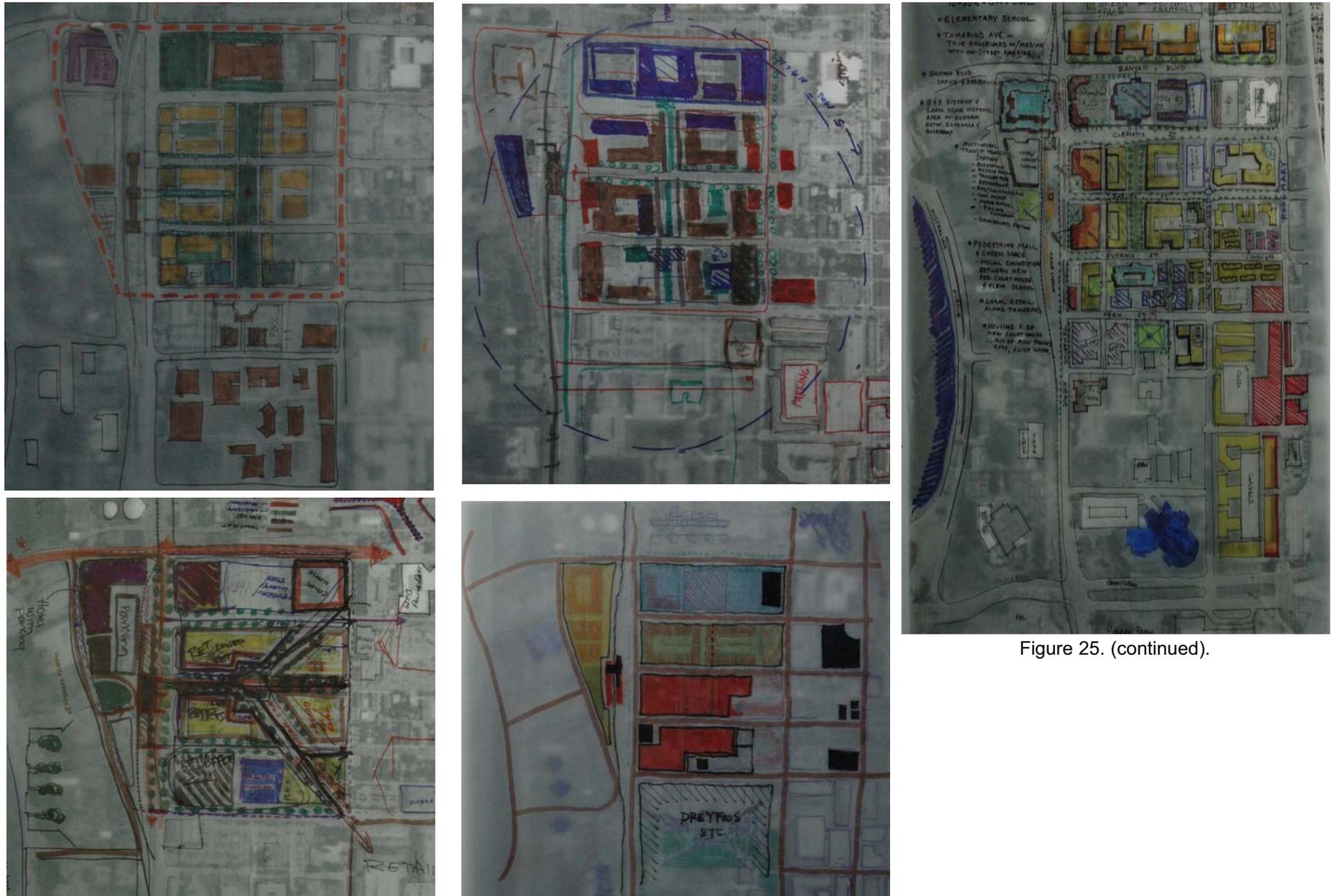


Figure 25. (continued).



CITIZENS' MASTER PLAN

TREASURE COAST REGIONAL PLANNING COUNCIL
INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH

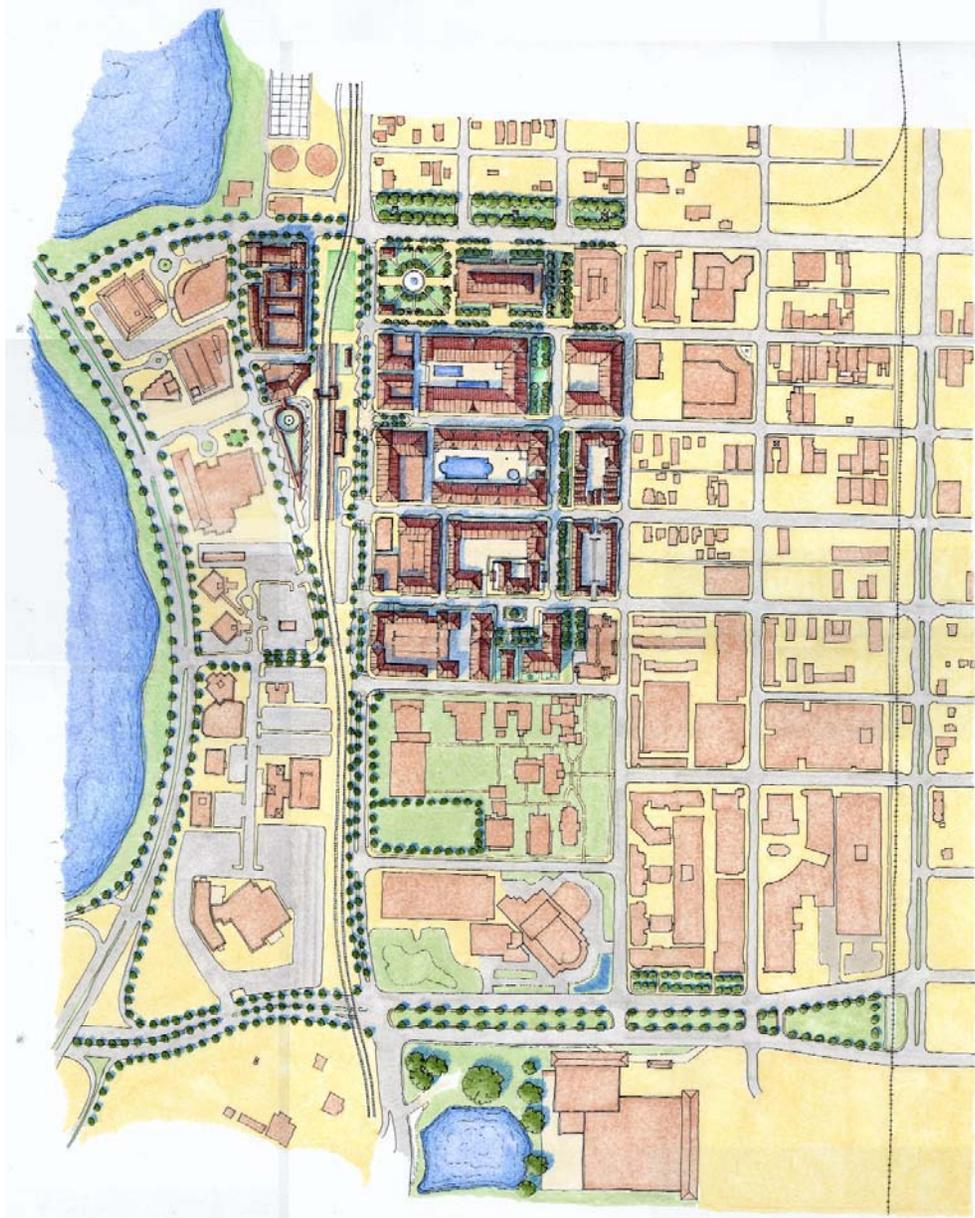


Figure 26. Citizens' Master Plan.

OVERVIEW - DOWNTOWN MASTER PLAN

The Citizens' Master Plan for the West Palm Beach Transit Village synthesizes the input and design efforts of the charrette week with the generalized redevelopment expectations of the primarily governmental and institutional entities that own and lease the property. For easy reference, each of the five original city blocks in the Study Area was given a short title: "Federal Block", "State Block", "County Block North", "County Block South", and "The Wedge Block." In addition, as the charrette process evolved, a sixth block was added - "Dreyfoos North" that represents the block south of Fern Street that abuts the Alexander Dreyfoos School of the Arts and includes the existing Palm Beach Community College building.

Below is a block-by-block tour of the Citizens' Master Plan highlighting the programmatic quantities and key urban design elements. It is important to note the Master Plan represents the implementation of the City's plans and regulation for the area. Parking requirements became a key factor in determining the development potential of individual blocks. For the recommended private uses (residential, retail, office, and hotel), the City's parking requirements were met space-by-space; however, the parking requirements were actually exceeded for public uses. While the City's requires two spaces per 1,000 SF of office use, the Master Plan provides four spaces per 1,000 SF of public office use.



Figure 27 . Examples of transit for sustainability.

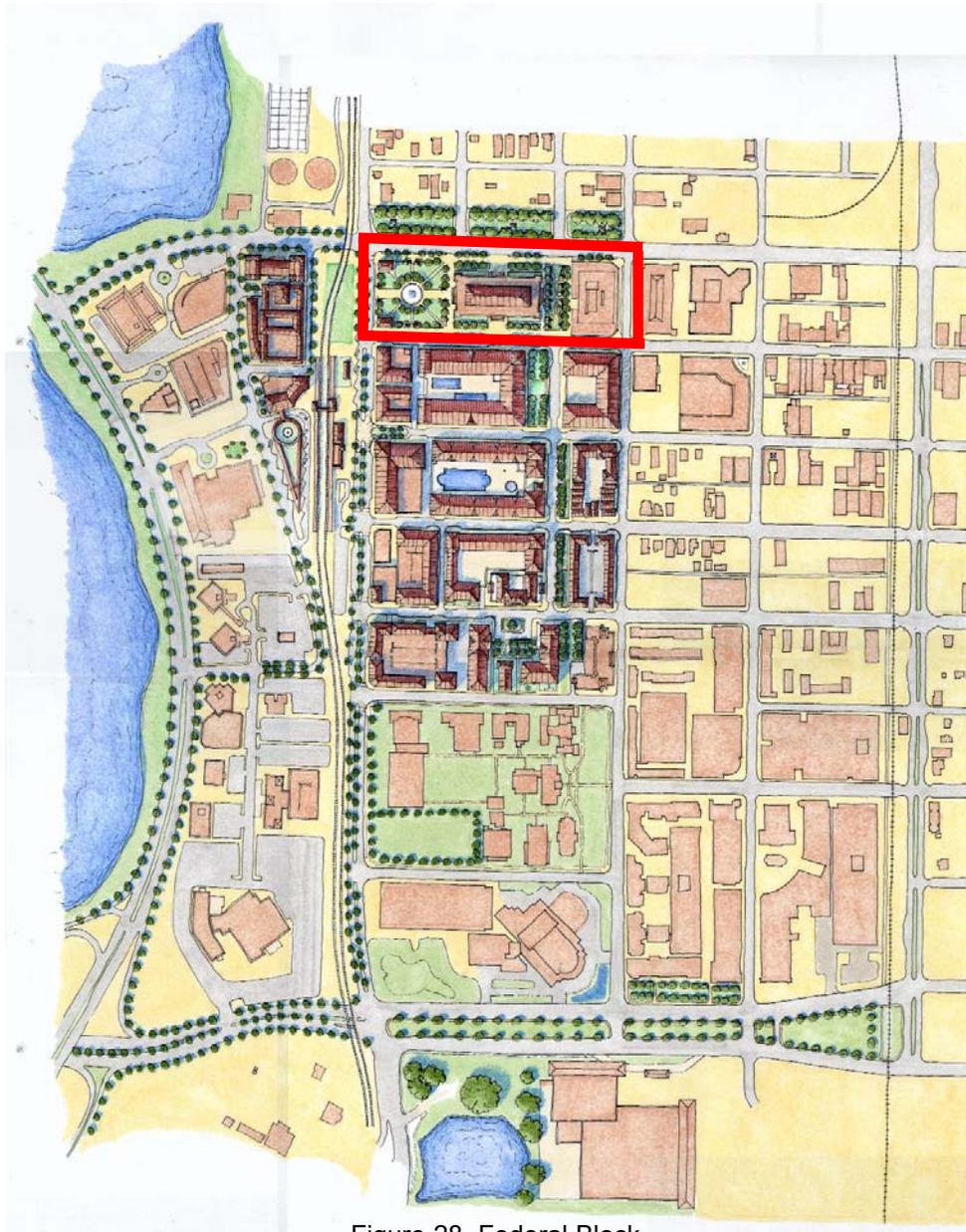


Figure 28. Federal Block.

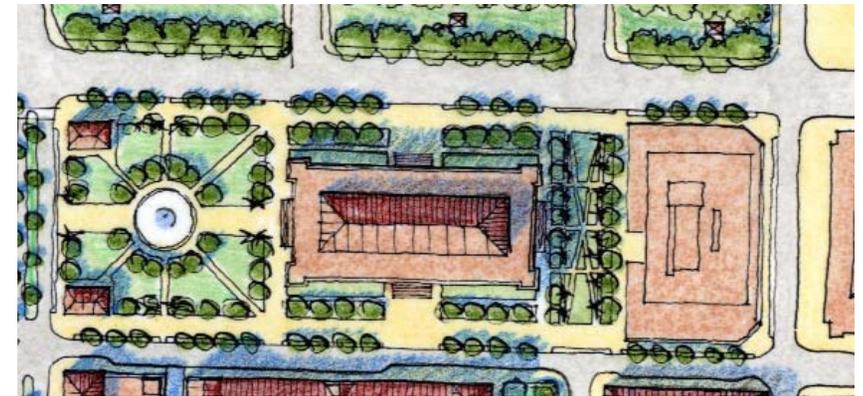


Figure 29. Close up of Federal Block.

FEDERAL BLOCK

Bounded by Banyan Boulevard to the north (one of two primary entrances entrance into downtown), Sapodilla Avenue to the east, Clematis Street to the south, and Tamarind Avenue to the west, the Federal Block represents the northern edge of the Study Area. This block contains the existing Paul Rogers Federal Courthouse to the west with other government buildings located mid-block.

The General Services Administration (GSA), which owns and controls the block, met with the charrette Steering Committee on numerous occasions to discuss its future plans and programmatic requirements. While always very cooperative, the GSA made it clear that due to federal design criteria and jurisdiction, it was not bound by local zoning requirements or the Downtown Master Plan. However, the agency was quite helpful in explaining where it could be flexible in design and how the Transit Village Master Plan could integrate its planned expansion.

During the preparation of the charrette, it was made public that the GSA was not planning to leave the West Palm Beach location as had

been speculated (the 2004 hurricane season created mold damage in the existing Paul Rogers Federal Courthouse significant enough to close the building). Instead, the agency related that it was considering the relocation of courtrooms from Broward County into West Palm Beach thereby expanding the federal presence on this site with a new 300,000 SF, fourteen-room courthouse. As indicated in pre-charrette interviews, the courthouse facility would need to maintain setbacks of at least fifty feet to comply with federal safety requirements. As to building dimensions, the GSA referenced the courthouse in Miami-Dade County that is currently under construction. For the Miami-Dade County site, the building setbacks were designed as urban plazas including landscaping, seating areas, and decorative elements. The potential timeframe for West Palm Beach facility was estimated to be within five to seven years, given funding availability.

The proposed design of the new federal courthouse illustrated in the Master Plan represents several key characteristics: (1) it is designed per the needed footprint size as provided by the GSA; (2) it meets the security setbacks and restricted vehicular access required in new construction of courthouse facilities; and (3) its remaining open space (created by the building setbacks) is designed as plazas including a gateway plaza at the southeast corner of Banyan Boulevard and Tamarind Avenue. Within this plaza are several small structures that could be operated by not-for-profit agencies as is the case with courthouse facilities in other communities. North of Banyan Boulevard, the existing surface parking lot for jurors has been designed as a linear park with extensions of Douglas and Division streets through to Banyan Boulevard, consistent with the City of West Palm Beach Stull and Lee Plan for the Northwest Neighborhood. Overall, the Federal Block includes the following:

- 300,000 SF new federal courthouse (with fourteen courtrooms)
- Restoration of the Paul Rogers Federal Building
- A significant new public plaza at Banyan Boulevard and Tamarind Avenue (one of the key city entrances)
- Two small structures within the new public plaza for use by not-for-profit entities
- Visual and pedestrian extensions of Division and Douglas Streets to the north through the site (to be converted to a new street south of the Federal Block)

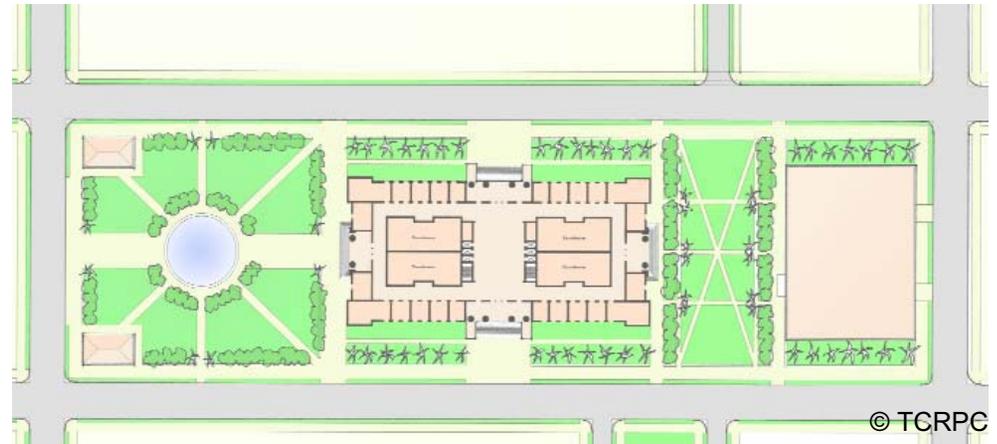


Figure 30. Plan of proposed federal courthouse.

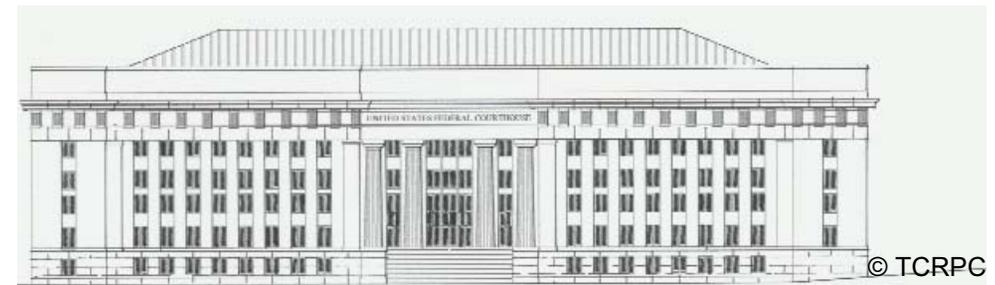


Figure 31. Elevation of proposed federal courthouse.

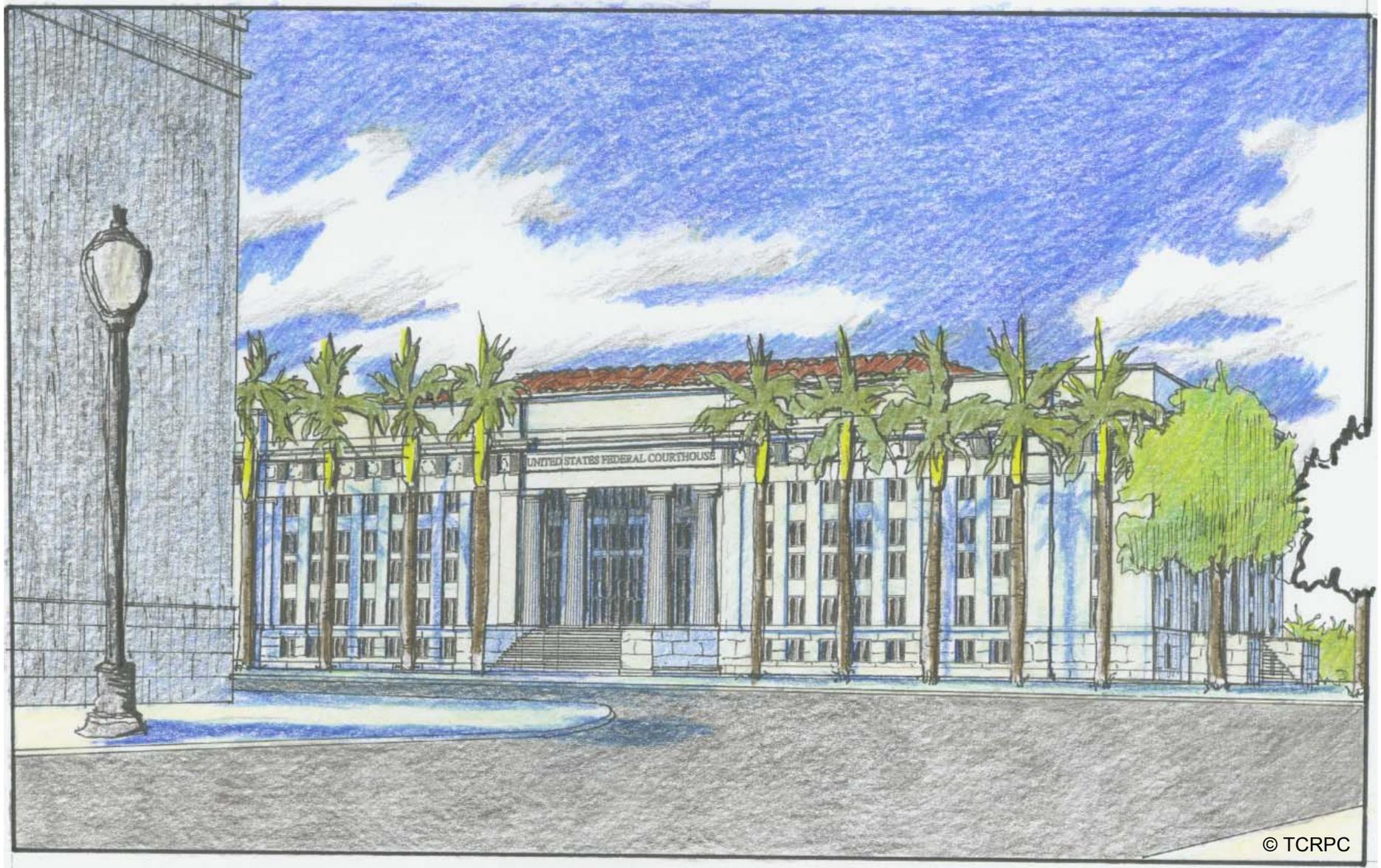
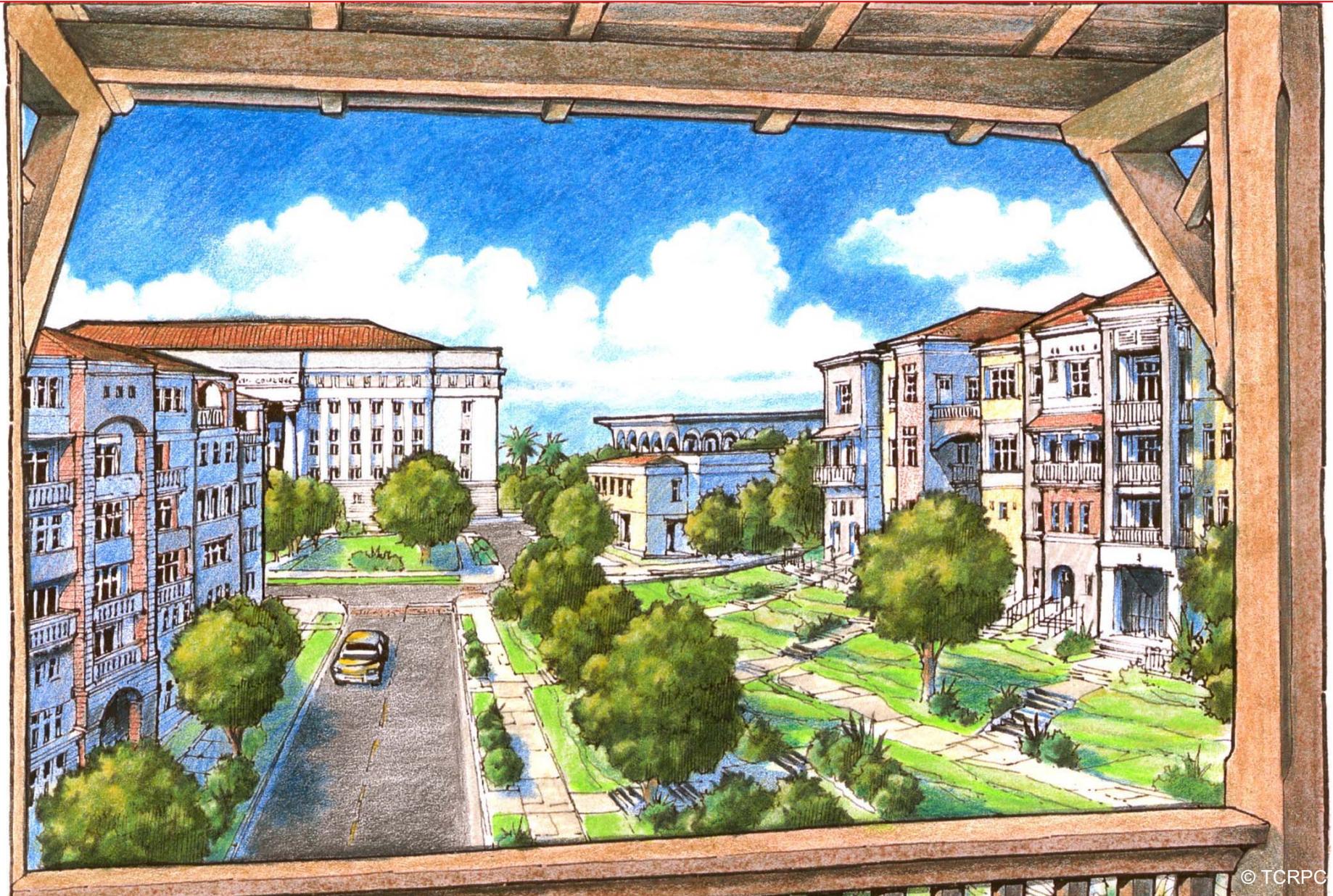


Figure 32. Rendering of proposed federal courthouse.



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Figure 33. Looking north along the village green at the new federal courthouse. The courthouse could become a distinct location in the plan.



Figure 34. Proposed federal courthouse looking north from the proposed green on the new north-south street.

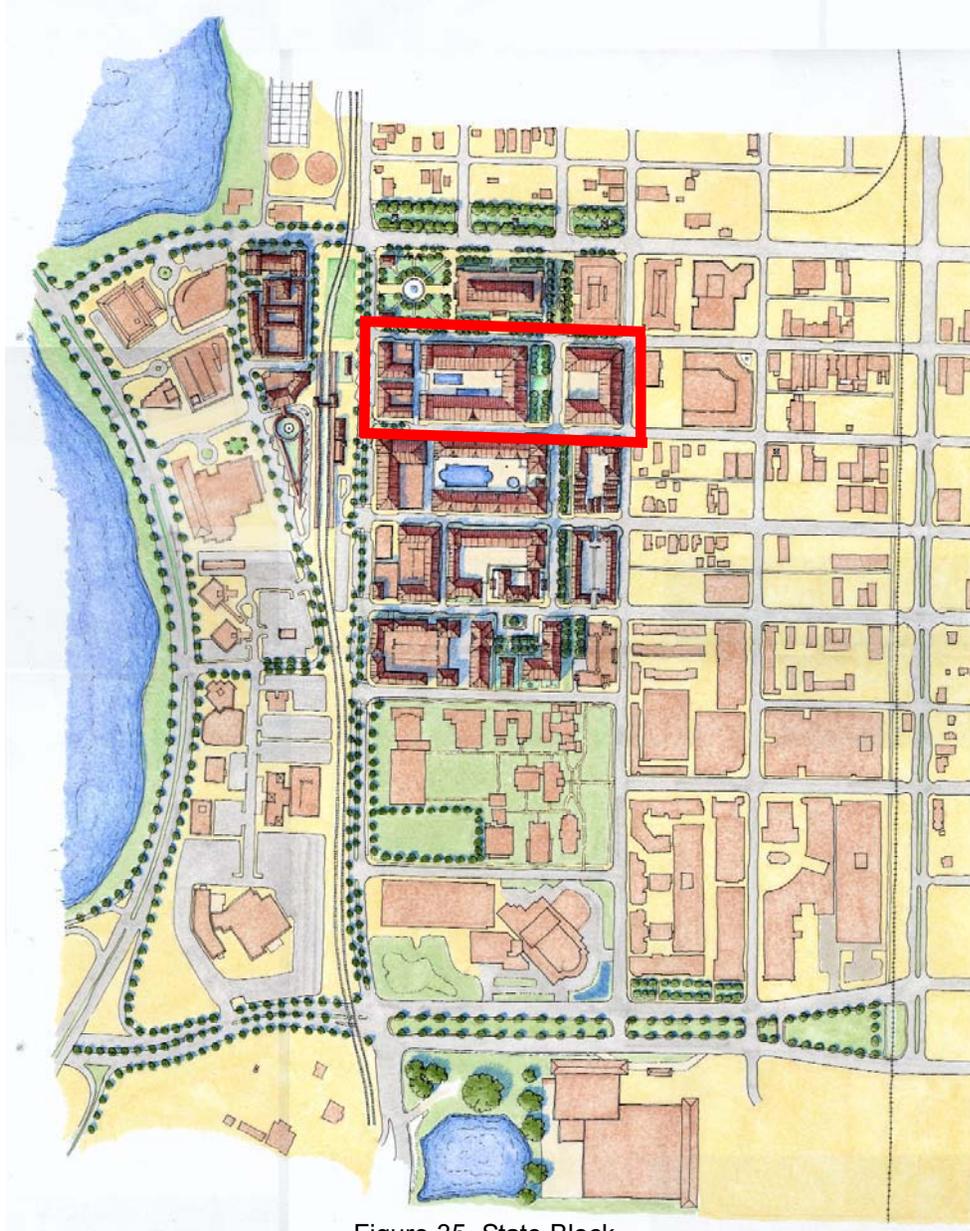


Figure 35. State Block.

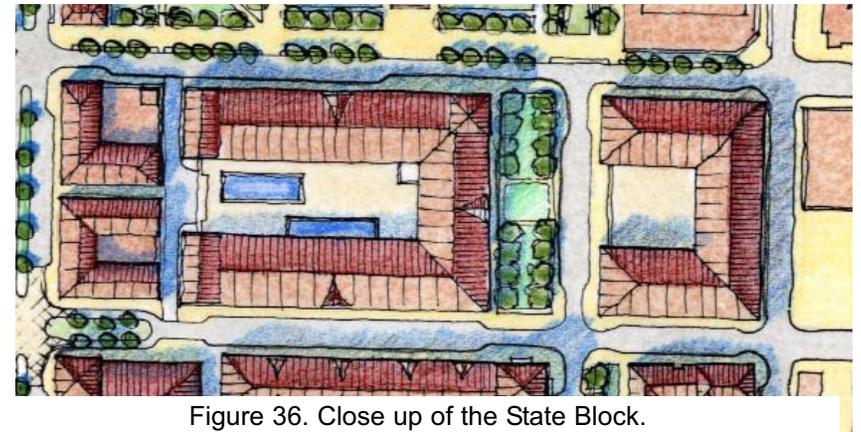


Figure 36. Close up of the State Block.

THE STATE BLOCK

Bounded by Clematis Street to the north, Sapodilla Avenue to the east, Tamarind Avenue to the west, and Datura Street to the south, the "State Block" earned its title as it is owned entirely by the State of Florida. The block was evaluated in two pieces: the eastern half (fronting Sapodilla Avenue), which is controlled by the Department of Management Services (DMS) and the western half (fronting Tamarind Avenue), which has recently been leased to the Department of Health.

The eastern half of the State Block is developed and contains an approximately 80,000 SF office building. The building is occupied primarily by the Department of Children and Families (DCF) but includes other state and not-for-profit agencies as well. DMS has previously developed plans for the redevelopment of the site; however, the agency has no current plans for modifying its buildings.

Although the western half of the State Block is currently vacant, the Department of Health is actively planning for its development. The Department of Health currently leases approximately 70,000 SF of office space in four buildings on the two County-owned blocks locat-

ed due south of the State Block (described below). However, the agency has received a legislative appropriation to design and construct up to 90,000 SF of new office space to consolidate the Health Department and related offices on the recently leased western portion of the State Block. At the time of the charrette, the Health Department had recently selected an architect for its proposed new building(s). During earlier Steering Committee meetings and pre-charrette interviews, concerns were raised that the potential Health Department program would underutilize this key parcel in the Transit Village Study Area as the first buildings visible to exiting transit riders. Utilizing the City's TDR Program, the design of the State Block includes new park and open space and public rights-of-way, thereby generating nearly 270,000 SF of transferable development rights. The recommended development program has incorporated roughly 60,000 SF of these rights, leaving a remainder of nearly 210,000 SF of development rights available for purchase by other developers within the downtown area. Using recent sales of development rights that have averaged \$14 per SF, this could translate into potentially \$3 million in revenue for these rights in addition to other revenues generated by the development of the State Block.

The use of the entire State Block as exclusively governmental office presented a range of concerns to be addressed in the charrette. First, as discussed previously in the report, a truly functional Transit Village requires eighteen hours of daily activity, typically accomplished by a mix of uses that includes residential and non-residential uses (e.g., retail, office, education). With a Federal Block to the north that would be dedicated to exclusively to governmental use, it was imperative to design the State Block in a manner that could expand the range of activity in the northern half of the Study Area. By adding residential and retail opportunities on the State Block, the classic urban design goal of providing "eyes on the street" could be added, ameliorating safety concerns that could be created by two solid blocks of governmental offices open only during weekday business hours.

The key location for retail activity was identified as the Tamarind Avenue frontage of the block, the area located directly across from the transit station. Appropriate retail uses in this location included neighborhood retailers such as coffee shops, newsstands, small convenience stores, and similar uses. Retail activity in this location would expand the activity of the station, improve safety for users, and create a "landing point" across Tamarind Avenue for transit users. In addition, retail activity at the ground floor of governmental office buildings would improve the

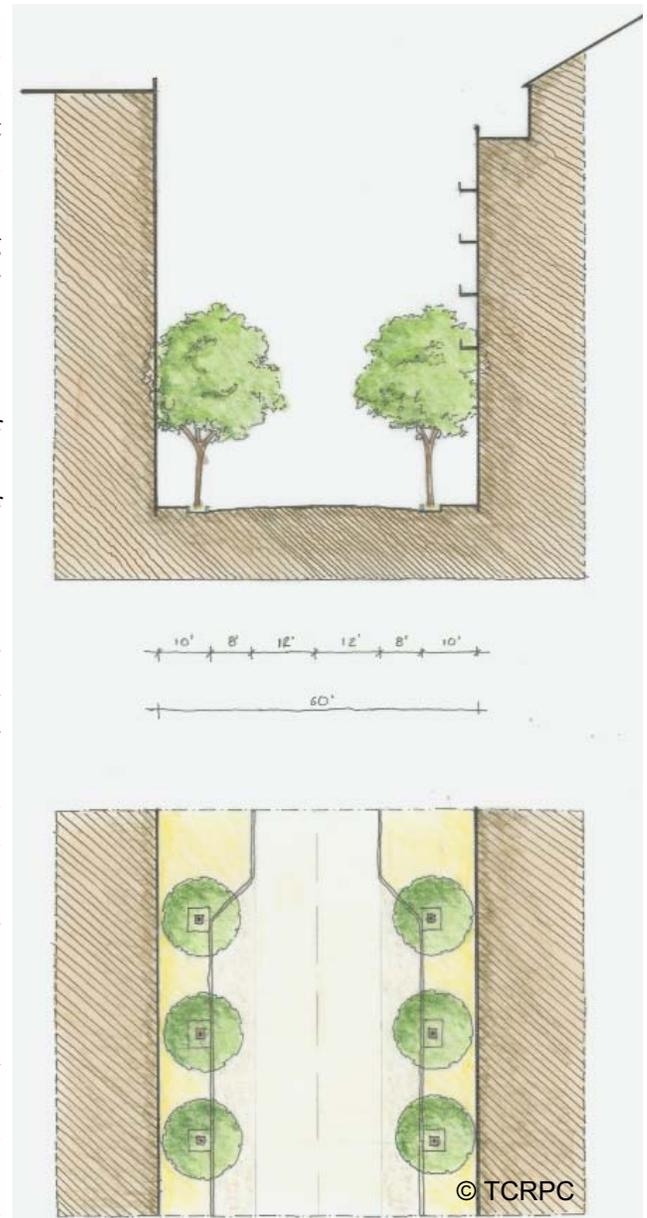


Figure 37. Datura Street: Proposed street section.



Figure 38. State office building: combining retail, office, and residential uses.

vitality of the office buildings themselves.

A second concern created by exclusive governmental use of the State Block is traffic generation. The City's Downtown Master Plan and County's Comprehensive Plan Traffic Concurrency Exemption Area strongly recommends the need for additional residential uses in the downtown area for several reasons. Residential uses add the eyes on the street as noted above to create natural surveillance, especially in urban settings. In addition, downtown West Palm Beach represents the major job destination for thousands of commuters. The development of residential uses in the downtown area, especially units geared to the commuting workforce, can reduce traffic congestion in the downtown area. In particular for the State Block, development conditions could ultimately require a portion of residential units for downtown state employees be set aside to improve the work environment and reduce demand on downtown roadways. The City's regulations promote the mixing of residential and non-residential uses by allowing increased building heights and shared parking by right.

Potential underutilization of the State Block is the third concern related to exclusive governmental use. While the City's regulations provide increased

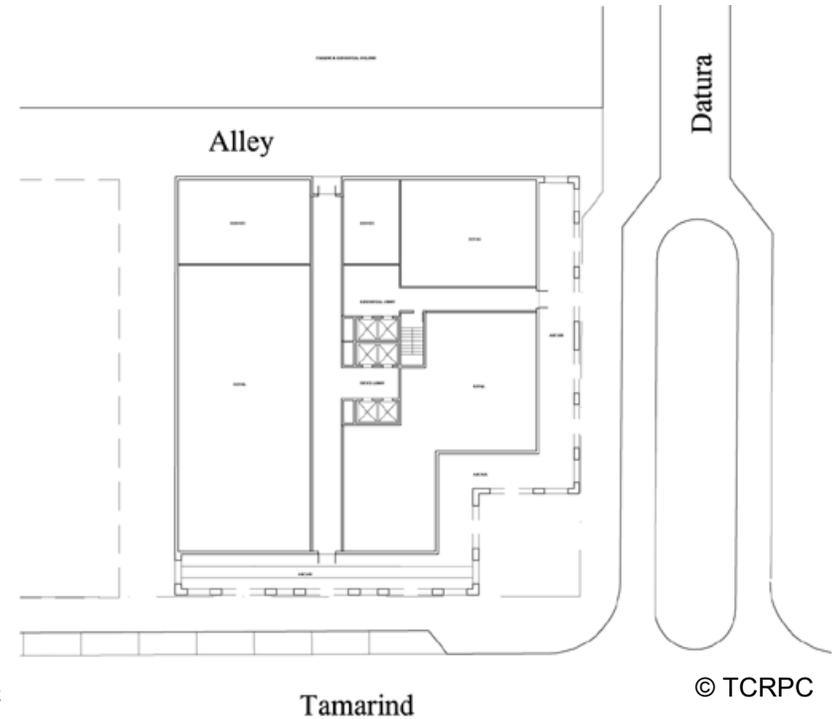


Figure 39. Plan of State office building.

development potential for mixed-use, the development of the block would be limited for stand-alone office use. As is discussed in Section VIII (Financial Analysis), the State would lose revenue potential with an office-only design, and the Downtown Master Plan would be compromised by the loss of much-needed residential and retail uses in this key location.

After many meetings before, during, and after the charrette, the State had begun to consider not only developing its buildings in a more urban, mixed-use fashion but both agencies (DMS and the Department of Health) also began to consider the possibility of leasing the unused remainder of their block to private interests to build housing, retail, and structured parking.

The Transit Village Master Plan also illustrates a new north-south street through the eastern end of the block that connects to the Northwest Neighborhood to the north through the new federal courthouse pedestrian walks. This new street is located at the foot of a steep incline in elevation leading up to Sapodilla Avenue. This proposal requires the relocation of the DCF facilities to the new State structures on Tamarind Avenue, which would present a more formal and urban face. The remaining parcel to the east of the new street would be developed entirely as residential uses to complement the existing and new residences proposed along Sapodilla Avenue.

The proposed development of the western portion of the State Block includes the following:

- 220,000 SF of State office space
- 30,000 SF of retail space (located primarily along the Tamarind Avenue frontage)
- 450 residential units
- 1,391 structured parking spaces

The proposed development on the eastern portion of the State Block includes the following:

- 250 residential units
- 251 structured spaces

The proposed building heights of eight and ten stories along the Tamarind frontage of the State Block were specifically chosen to maximize uses at this important location. These heights maintain an appropriate scale relationship between the building heights and the roadway width of Tamarind.



Figure 40. View of proposed Transit Village looking east from the intersection of Tamarind Avenue and Datura Street.



Figure 41. Looking north from the courthouse along the north-south green connection.

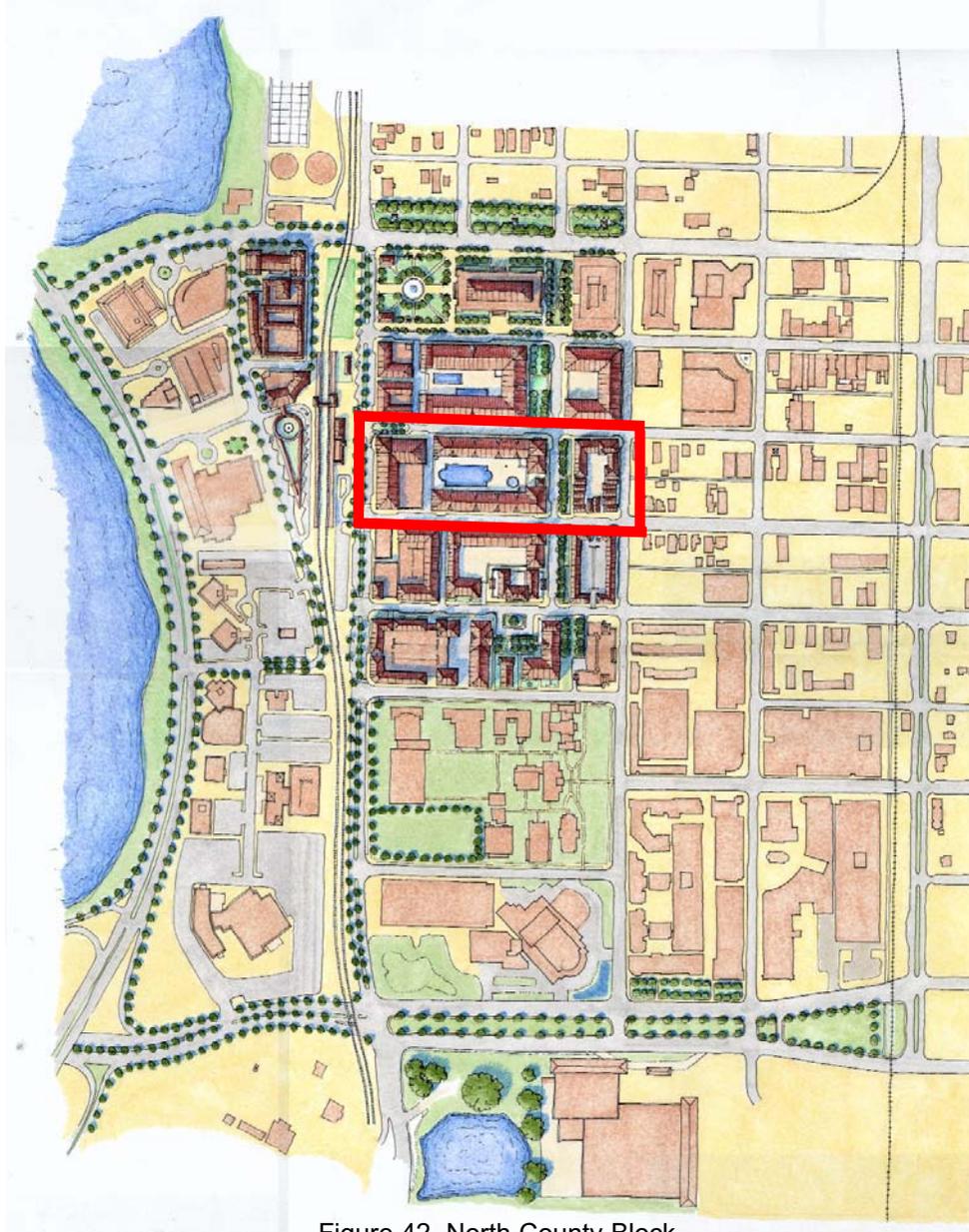


Figure 42. North County Block.

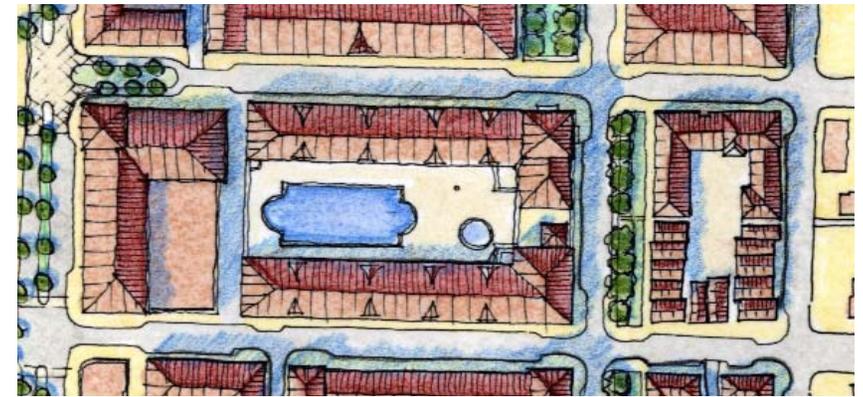


Figure 43. Close up of the North County Block.

NORTH COUNTY BLOCK

This block is bounded by Datura Street to the north, Sapodilla Avenue to the east, Evernia Street to the south, and Tamarind Avenue to the west. Palm Beach County owns approximately seventy-five percent of the block, which is currently occupied by the Department of Health in three separate buildings. The Steering Committee and Treasure Coast Regional Planning Council staff have met with County officials on many occasions to discuss the future of these parcels once the Health Department facilities are relocated into new proposed buildings on the State Block immediately north of Datura Street. While there are no specific plans for the reuse of the County-owned land at this time, County officials were highly interested to see what development potential and designs came out of the charrette process. As part of these discussions, the County has also expressed a great interest in providing workforce housing on its property, especially geared to its downtown employees..

As Datura Street terminates at the historic Seaboard Train Station, it is the key access link into the Transit Village district heading east towards Sapodilla Avenue. The intersection of Datura Street and

Tamarind Avenue will be the first impression for transit riders as they leave the station. This presents an important opportunity to provide the mix of uses, public spaces, and urban activity crucial to the success of Transit Village. The design of Datura Street includes a small boulevard section at the intersection of Tamarind Avenue to provide visual interest and urban tree plantings to emphasize the importance of this entrance into the district.

The plan illustrates a location for a retail anchor, probably a neighborhood specialty market, with Tamarind Avenue frontage. The retail experts on the design team felt that this use would be very successful at this location as it would provide home-bound shopping opportunities for transit riders; however, they did not feel it would compete directly with the Publix supermarket at CityPlace. The large number of proposed housing units in the district would also support this use in this location.

The County Block North is split along the eastern third to accommodate the new north-south road at the foot of the ridge leading to Sapodilla Avenue. A linear park along the roadway has been included to provide needed open space, to emphasize the importance of the new road (opening to the new courthouse into the north, terminating at the new elementary school in the south, and providing a new connection), and to create a residential address along the hill looking west. The remaining block to the east would be residential uses up to Sapodilla Avenue. The residential illustrated in this area is consistent with the private sector residential project already proposed for this site.

The proposed program for the State Block includes:

- 34,000 SF retail anchor (neighborhood market)
- 30,000 SF additional retail (neighborhood services)
- 100,000 SF office space
- 500 residential units
- 850 structured parking spaces

The proposed development on the eastern portion of the block includes:

- 100 residential units
- 100 surface parking spaces

Here again, proposed building heights maintain good scale relationships and are consistent with the DMP. The design of this County Block also maximizes the benefits of the City's TDR Program by generating approximately 190,000 SF of transferable development rights. The plan assigns 44,000 SF of these rights to buildings on the block, leaving a remainder of roughly 150,000 SF of development rights available for purchase. Recent sales of TDR's in downtown West Palm Beach would indicate a potential value of \$2 million in revenue from these rights in addition to other revenues generated by the recommended development of this block.



Figure 44. Aerial view of Study Area from the northwest. It is important to note the consistent building heights along the eastern edge of Tamarind Avenue.



Figure 45. Workforce housing building.

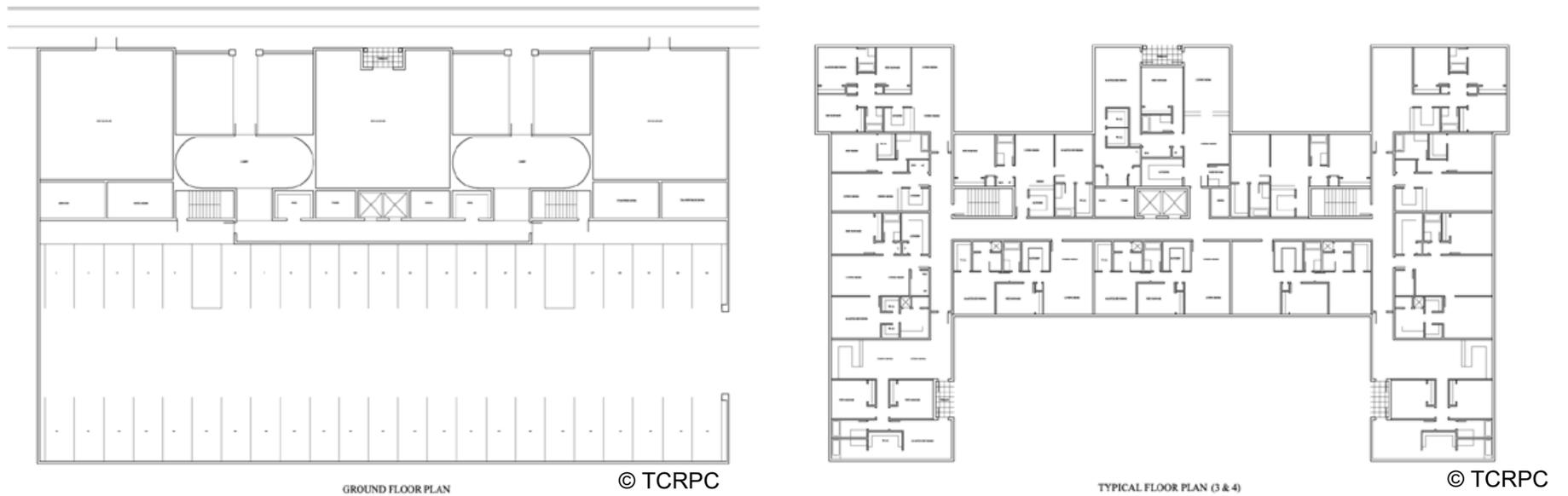


Figure 46. Workforce housing detailed plans.



Figure 47. Rendering looking north along redeveloped Tamarind Avenue.

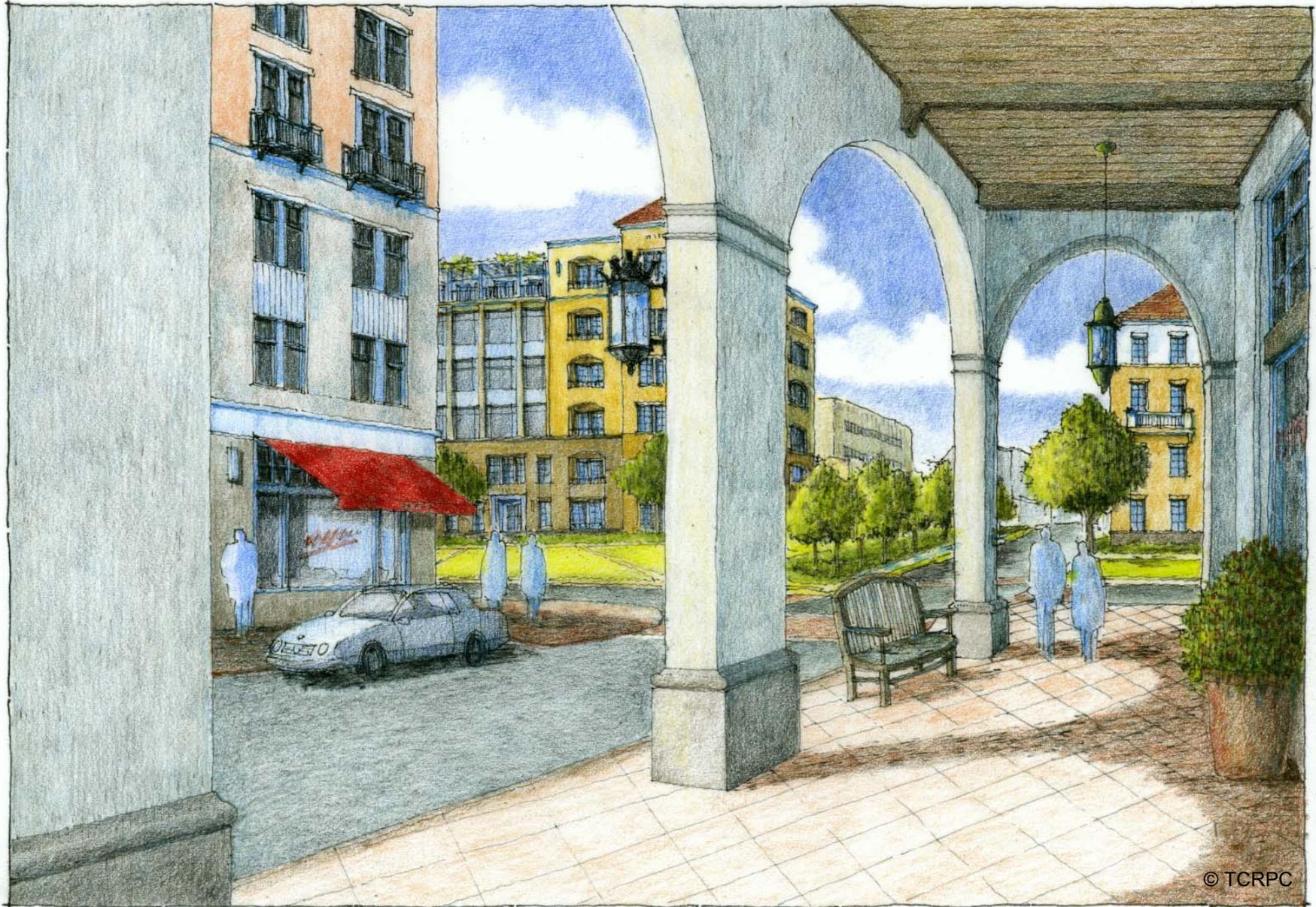


Figure 48. Rendering of Datura Street looking east at the new green at the foot of the hill. A mix of building types and a mix of uses are proposed.

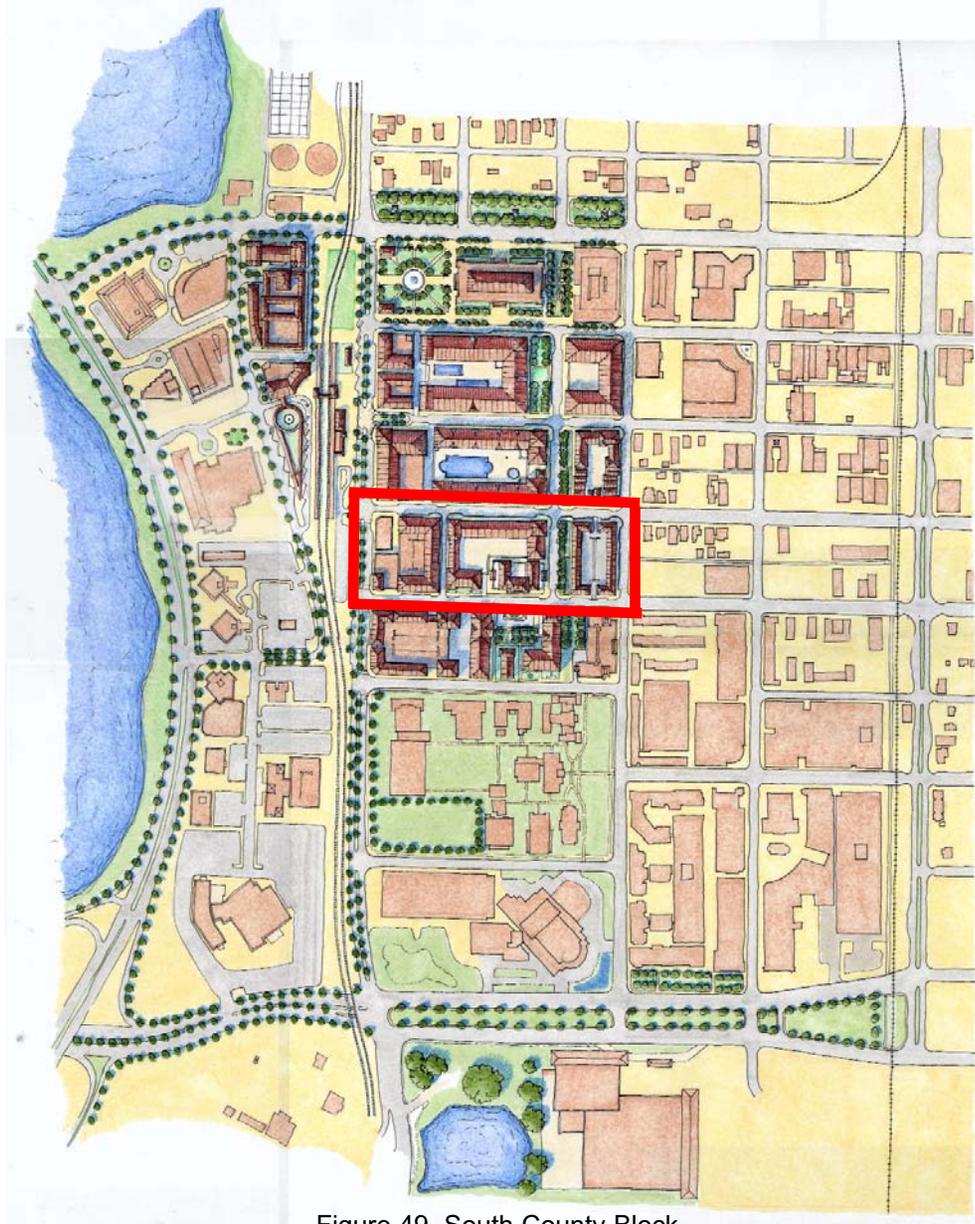


Figure 49. South County Block.



Figure 50. Close up of the South County Block.

SOUTH COUNTY BLOCK

This block is bounded by Evernia Street to the north, Sapodilla Avenue to the east, Fern Street to the south, and Tamarind Avenue to the west. While Palm Beach County owns and controls nearly half of the block, other private and not-for-profit agencies own land and conduct business here. There is a nearly completed three-story, mixed-use retail and rental apartment building that fronts Tamarind Avenue (and is incorporated into the plan). The Mental Health Association owns and operates its facility along Fern Street. In addition, the American Red Cross owns approximately 2.3 acres along both Evernia and Fern streets and is planning a major expansion.

There was frequent representation from the American Red Cross during the pre-charrette Steering Committee meetings as well as during the charrette. The American Red Cross is currently undergoing a donor contribution campaign to acquire funds for its proposed 100,000 SF expansion and aquatics facility. The American Red Cross' proposed plans are also incorporated into the Transit Village Master Plan.

The design team also met with representatives from the Mental Health Association. This organization recently renovated its one-story structure; however, organization representatives indicated interest in future redevelopment of their site, especially in conjunction with the American Red Cross. The inclusion of rental housing for workers and clients is a desirable component of future redevelopment for the Mental Health Association.

The proposed Master Plan suggests a consolidation of the American Red Cross and Mental Health Association uses in two separate buildings with structured parking. The provision of structured parking is essential to accommodate additional residential uses on the site, which in turn help provide both the critical mass necessary for the district as well as rev-



Figure 51. Tamarind Avenue existing condition.

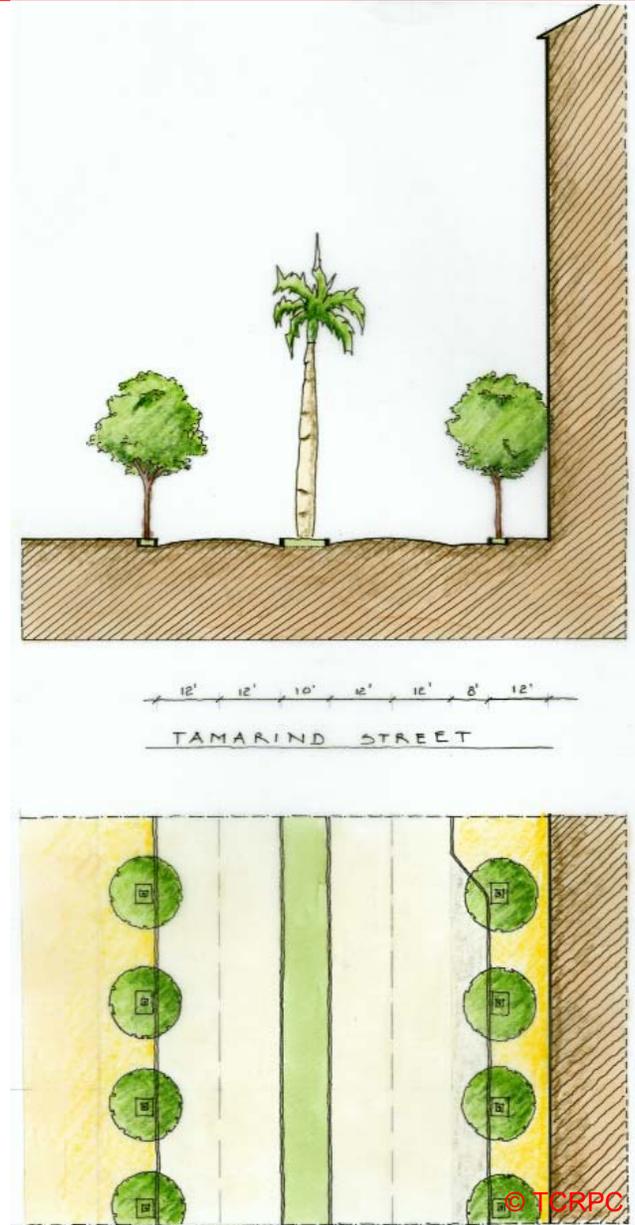


Figure 52. Proposed street section of Tamarind Avenue.



venue for the construction of the parking.

Like the blocks to the north, the County Block South is also split along the eastern third to accommodate the new north-south street and its linear park. The remaining eastern portion of the block is proposed as residential compatible with the other newly formed eastern blocks to the north

The proposed program for the County Block South includes:

- 120,000 SF American Red Cross and Mental Health Association
- 400 residential units
- 728 structured parking spaces



The proposed development on the eastern portion of the block includes:

- 76 residential units
- 76 surface parking spaces

The successful development of this block, with its varied public and private ownership patterns, will in large part be due to the predictability instilled in the Downtown Master Plan. The DMP regulates a building's massing and form, it curtails rampant speculation and imbalances in the market. As was the case with other blocks in the study area, the South County Block was also designed in a manner to maximize the benefits of the City's TDR Program. Proposed public right-of-way and park area within this block would generate 112,000 SF of TDR's. With 1,500 SF assigned to buildings on the block, the recommended development program would generate 111,000 SF of saleable rights at a value of roughly \$1.5 million, in addition to other revenues generated by the development of the block.

Figure 53. Detailed architectural plans were developed to ensure that what was being proposed would fit on the available land.



Figure 54. Educational Block.



Figure 55. Close up of the Educational Block.

EDUCATIONAL BLOCK

While not officially part of the charrette Study Area, the block that contains the Alexander Dreyfoos School of the Arts and Palm Beach Community College offers both opportunities and constraints to reaching complete fruition with the West Palm Beach Transit Village.

Bounded by Fern Street to the north, Sapodilla Avenue to the east, the Kravis Center to the south, and Tamarind Avenue to the west, the Alexander Dreyfoos School of the Arts campus is an enormous asset to the downtown area. As a magnet school for the arts with national recognition, the historic Alexander Dreyfoos School of the Arts draws student from all over the region, many of whom ride Tri-Rail to school. The Palm Beach Community College building is also a beautifully restored historic building; however, it is currently underutilized.

Both City and County officials have expressed a keen desire towards incorporating an urban elementary school in the Transit Village Study Area. Discussions with Palm Beach County School District

officials during the charrette indicated the school district supports the idea provided there is ample space for the school and its grounds. An initial concept of clustering the new elementary school with the existing Alexander Dreyfoos School of the Arts campus to avoid duplication of play fields and functional services was considered plausible by the school district.

The Master Plan illustrates the new elementary school terminating the southern end of the new north/south street at Fern Street. Like civic and monumental structures in cities throughout the world, terminating the street with the new school dignifies the structure as a building of great importance. The school also fronts a new small green located directly in front of the Palm Beach Community College building.

Currently the PBCC structure is set back from Fern Street and is surrounded by surface parking lots, which significantly diminish its presence and stature from the street. By organizing the new green and new elementary school as illustrated, a beautiful public space is created. Existing parking is relocated to a structure along Tamarind Avenue that would be financed by the construction of mixed-use buildings along Tamarind Avenue and Fern Street.

The proposed development of this block includes:

- 50,000 SF new elementary school
- additional educational offices
- mixed-use buildings with structured parking (to include relocated school parking)



Figure 56. Proposed elementary school on the existing Dreyfoos campus.

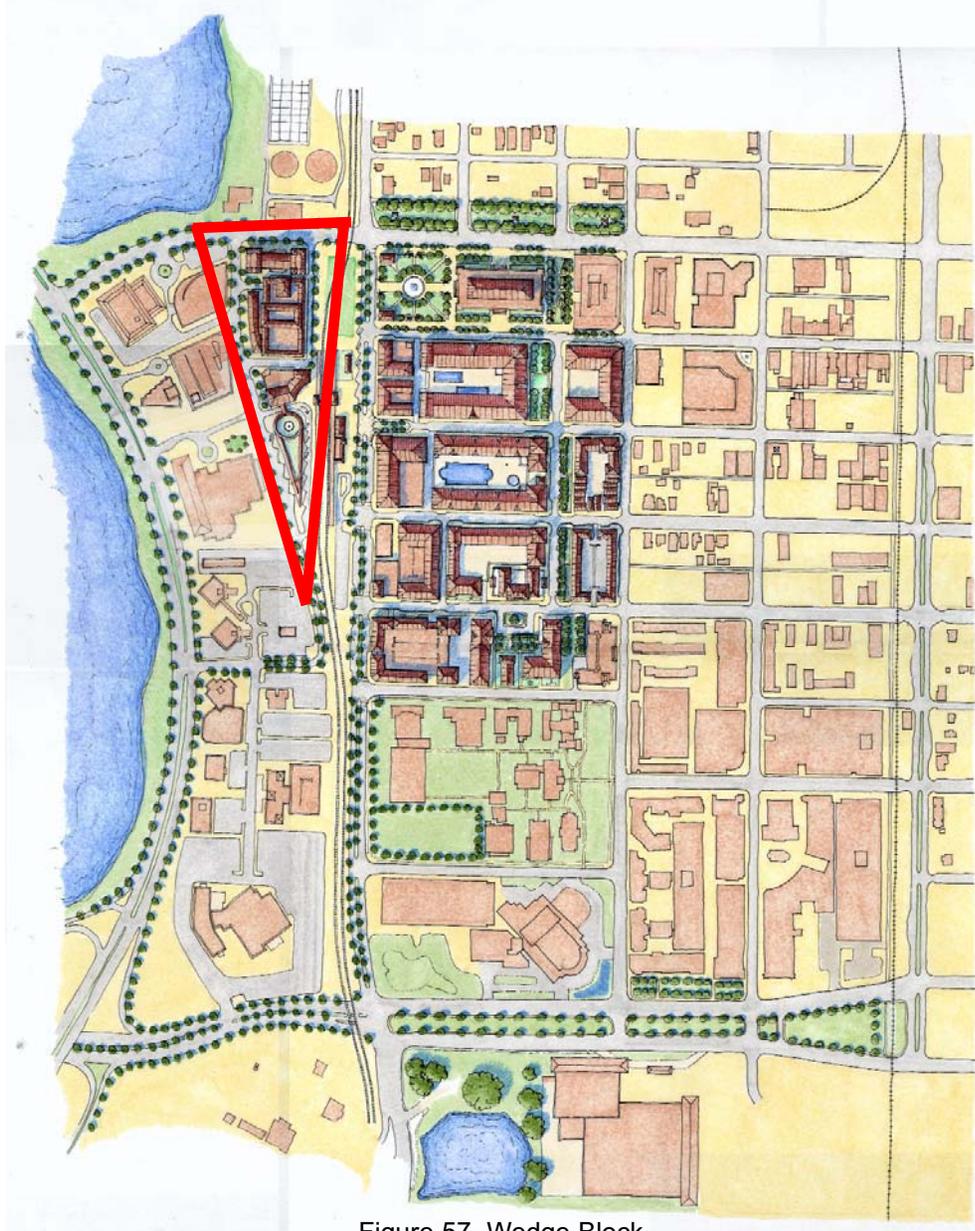


Figure 57. Wedge Block



Figure 58. Close up of Wedge Block.

WEDGE BLOCK

Called the "Wedge" because of its triangular shape, this block is bounded by Banyan Boulevard to the north, the CSX tracks to the east, and Clearwater Drive to the south and west. Owned by Palm Beach County, this block is currently in the process of being conveyed to the SFRTA and was the impetus for the Transit Village

concept. Nearly five and one-half acres, this site has the tallest height limit of all Study Area parcels and is surrounded by tall office and residential buildings.

Many of the table presentations at the Saturday public participation session indicated a desire for a roughly 100-room hotel, a use consistent with the market overview provided by The Staubach Company. The northern portion of the Wedge Block along Banyan Boulevard was a preferred site for its visibility, prominence, and direct access to Banyan Boulevard. The Transit Village Master Plan illustrates the 100-room hotel at this location with ground floor retail uses.



Figure 59. Hotel and office space across the street from the railroad tracks.

although a specific use has not been defined. To secure space for potential future County use, the Transit Village Master Plan includes significant build-

The Wedge site was considered ideal for a taller residential building that could be a blend of rental and condominium units. The fifteen to twenty-story height limit affords water view to the east (Lake Worth Lagoon) and to the west (Clear Lake) for many of the units. Proximity to successful commuter rail, according to the TOD experts on the design team, can deliver a 15-25% premium in rents and sale prices over those further from transit.



Figure 60. Wedge Block.

As part of the exploration of Palm Beach County's potential needs for its land on the blocks east of Tamarind Avenue, it was indicated that the County might need the ability to have some operations in the Study Area, although a specific use has not been defined. To secure space for potential future County use, the Transit Village Master Plan includes significant build-

able square footage in an approximately ten-story building (roughly 100,000 SF) located immediately north of the new Palm-Tran transfer station.

Initial conceptual design schemes for the Palm-Tran bus operations indicated the agency's bus bay requirements would not physically fit on the City-owned parcel east of the CSX tracks. Relocating the Palm-Tran transfer operations to the west freed more land for Greyhound and taxis operations along Tamarind Avenue and provided a legitimate use for the narrow tip of the Wedge Block that is difficult to develop. Additionally this location provides direct access to County employees or visitors traveling by Palm-Tran.



Figure 61. Existing train station.

On the eastern portion of the Wedge Block lies the existing historic Seaboard Train Station that currently is utilized for Tri-Rail, Amtrak, and Greyhound. The Master Plan identifies the potential for the addition of approximately 5,000 SF of retail space along Tamarind Avenue immediately adjacent to the existing station. In addition, the site is configured to allow for the City's pending trolley service expansion to utilize the Tamarind Avenue frontage as a nexus for trolley interconnectivity with the other four modes of transit currently at the site.

The proposed development for this site includes the following:

- Western portion
 - 10,000 SF retail (in the hotel)
 - 100-room hotel (125,000 SF)
 - 180 residential units
 - 100,000 SF future County office allocation
 - 1,200 structured parking spaces (300 dedicated to Tri-Rail)
 - Palm-Tran transfer facility
- Eastern portion
 - 5,000 SF retail
 - Trolley circulation loop
 - Continued Greyhound, Amtrak, Tri-Rail, and taxi operations



Figure 62. Clear Lake Drive looking south across Banyan Boulevard to proposed hotel at Banyan Boulevard and Tamarind Avenue.



© TCRPC

Figure 63 . View of Wedge Block looking south from Tamarind Avenue.

RESIDENTIAL OVERVIEW

As expressed many times in this report, residential uses are vital to the long-term success and health of transit-oriented developments. Due to the significant amount of land in public hands, the West Palm Beach Transit Village presents an especially unique opportunity to provide not only housing, but housing targeted to specific users. Both City and County elected officials have expressed a strong desire to provide workforce housing in downtown; a sector of the market that is not currently being delivered.

Workforce housing, or housing targeted to those earning between 80% - 120% of the median family income of Palm Beach County (\$60,800 as of December 2003), is a disappearing commodity in downtown West Palm Beach. According Mayor Frankel's Attainable Housing Task Force final report, dated December 2003, "There is substantial new and high priced "for sale" and "rental" housing being developed and built within the downtown. However, there are individuals and families who comprise a strong, high quality and consistent workforce who desire to live in downtown and whose income does not permit them to occupy such units".

The prospective buyers and renters of workforce housing in the downtown include, but are not limited to government employees, teachers, police, firefighters, nurses, food and hospitality, etc. These individuals comprise the majority of the downtown workforce and are finding it impossible to live downtown. Since the completion of the Attainable Housing Task Force report, nearly all of the rental units in downtown have converted to market rate condominiums, which has only exacerbated the problem of attainable housing.



Figure 64. Wedge Block Development viewed from Tamarind Avenue.

It is estimated that there are at least 10,000 workers in downtown West Palm Beach every workday. As the County seat, the home of the County and federal courts, and city hall for West Palm Beach, many of these employees are government workers. There are currently 4,856 residential units that exist, are under construction, or in the planning process in downtown. Nearly all of these units are market rate with the majority selling in the \$400,000 to \$600,000 range. All analysis suggests that the potential market for workforce housing in downtown West Palm Beach is huge.

The City of West Palm Beach Planning Department has compiled data on what the West Palm Beach worker earns and what they can afford. "The market rate units are not attainable for the workforce population" says the City of West Palm Beach Planning Department.

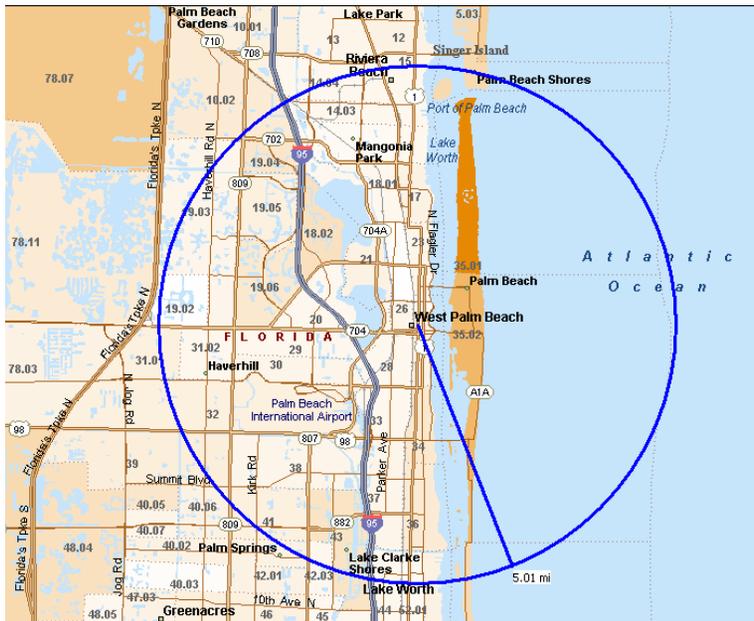


Figure 65. Primary trade area and local context of TOD

According to the *Attainable Housing Task Force Final Report*,

The Mayor and the City Commissioners have determined that it is in the best interests of the economic vitality of the City that such workforce residents be provided with new, safe and attainable housing. To achieve that goal, the City will work in conjunction with the private sector to insure that such housing exists by providing incentives to facilitate the construction of such housing and insuring its long term availability by controlling rental rates and sales prices".

Considering the large workforce in downtown West Palm Beach, the majority of which must commute into downtown everyday, providing housing targeted to the downtown workforce is a fundamental goal of the West Palm Beach Transit Village Project. It is incumbent upon the local and state agencies that control the land however, to champion this cause and become willing partners in the implementation of the TOD Master Plan.

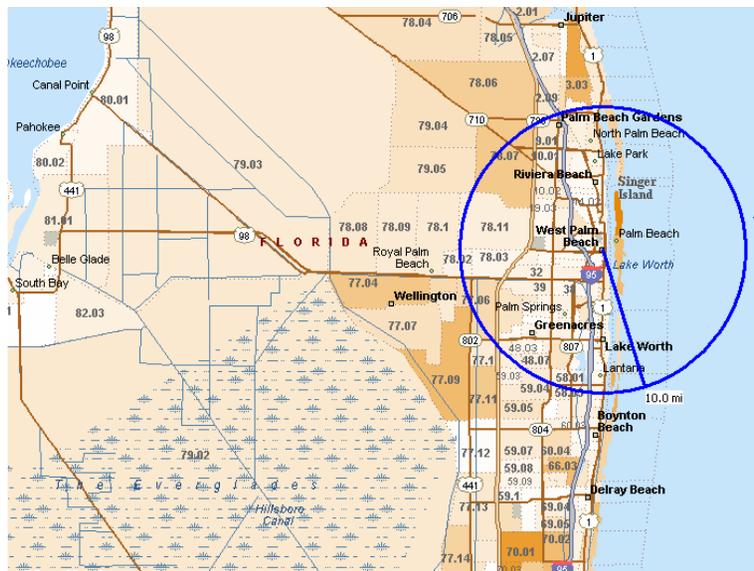


Figure 66. Regional context of TOD site.

What They Earn		What They Can Afford	
Librarian	\$30,101	Salary	Unit Price
Firefighter	\$36,000	\$35,150 (1 person)	\$110,000
Teacher	\$37,022	\$40,200 (2 people)	\$135,000
Nurse	\$41,080	\$60,240 (2 people)	\$180,000
Police Officer	\$44,907	\$60,800 (4 people)	\$190,000

Source: *Attainable Housing Task Force Final Report*
 Mortgage Afforded for 80% - 120% of the Average Median Income
 Based on HUD guideline

Figure 67. Workforce Housing Earning Affordabilities chart.

 TRANSPORTATION MOBILITY

Transportation and mobility issues are at the root of the entire Transit Village Master Plan effort. From the double tracking of Tri-Rail and the relocation of Palm-Tran to the Seaboard Train Station site as a multi-modal center to the notion of a "park-once" environment through a carefully selected blend of uses, every aspect of the West Palm Beach Transit Village proposal concerns transportation and the ability of people to move from place to place with efficiency and ease. As experience in city after city has indicated, however, simply building sidewalks is not enough to induce one to walk just as widening roadways does not reduce traffic congestion.

There are fundamental components of the built environment that are crucial if reasonable pedestrian activity is to be expected: amply wide sidewalks, streets faced with buildings filled with people and uses, on-street parking for protection from moving cars, street trees or arcades for beauty and protection, blocks that are not so big that one's journey seems endless and lacking direction, and most of all, a series of destinations or places to go (the store, work, a park, etc.). All of these elements make up the "DNA" of the street and are essential to pedestrian mobility.

Pedestrians are very similar to motorists. Both prefer the path of least resistance; both want to travel safely; and they always need a place to go. However, the needs of pedestrians are seldom met by modern planning strategies. Desired uses are often separated by multi-lane, fast-moving micro-highways (generated by a limited network of streets compounded by large non-walkable blocks). There are usually only a few ways to get from place to another. In addition, every other motorist has the same limited options, and even the shortest trips can be extremely stressful. The continual widening of roadways is simply the response to having not correctly required a more intricate network of streets and closer proximity daily uses.

The design of the West Palm Beach Transit Village considers these real-world transportation issues in every aspect of the proposed plan and its uses. Some detailed items worth highlighting are listed below.

The New Street. Each of the blocks in the Study Area except the Wedge Block is approximately 900' long. The majority of downtown West Palm Beach, which is quite walkable, has block lengths of 400' - 500', approximately half the block size of blocks between Banyan Boulevard and Fern Street. Almost every table presentation on Saturday's public charrette recommended reducing the block lengths. This is why the new north-south street is provided in the plan.

The new street is located at the foot of the coastal ridge which runs through downtown West Palm Beach and has a change in elevation of more than twenty feet. The north-south trajectory will connect the historic Northwest Neighborhood directly to the new Transit Village district. Pedestrians will have less distance to travel between their destinations, and there will be more on-street parking. The new street will also create an important, symbolic axial relationship between two civic buildings (the courthouse and the new elementary school). Finally, more valuable street frontage will be created when the new street is developed.

The Park-Once Environment. West Palm Beach is currently experiencing an astounding boom in downtown residential construction. After years of ailing as a strictly commercial, nine-to-five downtown, West Palm Beach is establishing a significant residential base that is vital to the City's success and long-term health. The addition of residential units in the downtown creates a "match" for the non-residential uses that help transform the business "nine to five" district into a vibrant around-the-clock park-once environment.

The term "park-once" environment refers to the ability of individuals to park their car once and walk or ride to multiple destinations. This is the essence of downtowns and traditional small towns. What is currently lacking in the Transit Village Study Area is a park-once opportunity. There is no place to walk to, the streets are not interesting and do not feel safe, and there is no internal transit or trolley system that services this area. The absence of these elements forces workers to drive to nearby destinations, generating the need for excessive amounts of parking.

When the proposed Transit Village Master Plan is implemented, all core ingredients of the park-once environment will be in place. This includes walkable streets; destinations to walk to in the form of retail, office, school, and daycare uses; an interconnected trolley/transit system with the Seaboard Train Station serving as the hub; and regional commuter rail in Tri-Rail. The entire Transit Village Study Area exists within the five-minute, 1,350 linear-foot walking area found in most sustainable cities and towns.

Palm-Tran. The Master Plan relocates the Palm-Tran downtown transfer operation from Quadrille Boulevard to the west side of the CSX tracks. The layout utilizes the southern tip of the Wedge Block and can provide more than a dozen bus bays exclusively for Palm-Tran use. Additional on-street bus bays are provided on Tamarind Avenue for short stops or transfer routes that may be more appropriately located east of the tracks. Connections from these bays to the western facility, like Tri-Rail riders, is accommodated by the newly constructed pedestrian bridge.



Figure 68. Existing on-street parking along Fern Street.

In the early months of due diligence, the Steering Committee and agency stakeholders recognized the potential for a significant educational presence as a key component of the West Palm Beach Transit Village. The Study Area is benefited by the presence of two existing uses: the Alexander Dreyfoos School of the Arts and Palm Beach Community College. Both of these uses occupy attractive, restored historic buildings, and each has the potential to expand its operations. In addition, new educational uses, such as daycare, elementary education, and Florida Atlantic University, were requested in scores of pre-charrette interviews by a wide range of stakeholders.

High School Presence. The Alexander Dreyfoos School of the Arts is a nationally renowned magnet school geared towards the study of visual and performing arts. The school occupies two full blocks to the south of the Study Area, and several hundred of its roughly 1,300 students utilize Tri-Rail to access the facility. Many pre-charrette interviewees observed the mass exodus of hundreds of students from the school to the Tri-Rail station, noting the need to improve pedestrian access and activity along Tamarind Avenue between the station and the school.

Collegiate Presence and Potential. Palm Beach Community College also operates a small program in a building that is reputed to be the oldest community college building in America. While the college itself does not currently offer any courses in the building, other educational and training courses are provided in the facility. In pre-charrette interviews with the presidents of Palm Beach Community College and Florida Atlantic University (FAU), which is the closest public university to the downtown area, both recognized the potential for an increased presence in downtown West Palm Beach, especially as the redevelopment trend continues and the promise of improved transit service becomes a reality. Discussions with college and university representatives noted the significant employment base in the downtown area, which includes a concentration of governmental, institutional, legal, medical, and office employees. Accordingly, the institutions of higher learning acknowledged that demand for bachelor's and master's-level programs along with other "life-long learning" curricula could grow as the area builds out. Downtown Fort Lauderdale's University Tower, which includes both Broward Community College and FAU, was discussed with collegiate representatives as good example of what the future might hold for downtown West Palm Beach.

Elementary School and Daycare Potential. At the other end of the learning spectrum is the significant population of families with young children that will likely be generated by the nearly 2,000 new proposed residential units along with the rapidly redeveloping residential neighborhoods that sur-



Figure 69. Alexander Dreyfoos School of the Arts in downtown West Palm Beach.

round the Transit Village Study Area. To accommodate the needs of these new potential students, the Transit Village Master Plan includes a new urban two-story elementary school of approximately 50,000 SF and daycare facility. Both of these facilities could be accommodated in the Dreyfoos North Block. During the charrette, meetings were held with representatives of the Palm Beach County School District who indicated support for an elementary school within the Study Area. They noted the ability to share athletic fields with the Alexander Dreyfoos School of the Arts and suggested the recent 50,000 SF two-story Pleasant City Elementary school as a salient example. In addition, this block contains approximately 5,000 SF for a daycare facility that would benefit both downtown residents and downtown employees who could bring their children via transit.



Figure 70. Proposed elementary school on the existing Dreyfoos campus.

RETAIL COMPONENT

From the onset, it was clear that two considerations be given to a retail component in the Transit Village. For the Transit Village to be successful, it must contain at least a small quantity of neighborhood retail; and (2) the retail in the Transit Village should not compete with CityPlace or Clematis Street, both of which represent significant regional retail destinations within downtown West Palm Beach. Accordingly, the Transit Village Master Plan is designed to provide the type and quantity of retail to help make the entire downtown area more sustainable (e.g., the Transit Village Project would help "feed" the existing retail uses in the downtown area that need more customers).

Most of the approximately 75,000 SF of retail envisioned in the West Palm Beach Transit Village is small-scale, including uses geared to transit riders moving to and from the station to their destinations. This category of retail includes newsstands, dry cleaners, drugstores, and small restaurants such as coffee shops or delis.

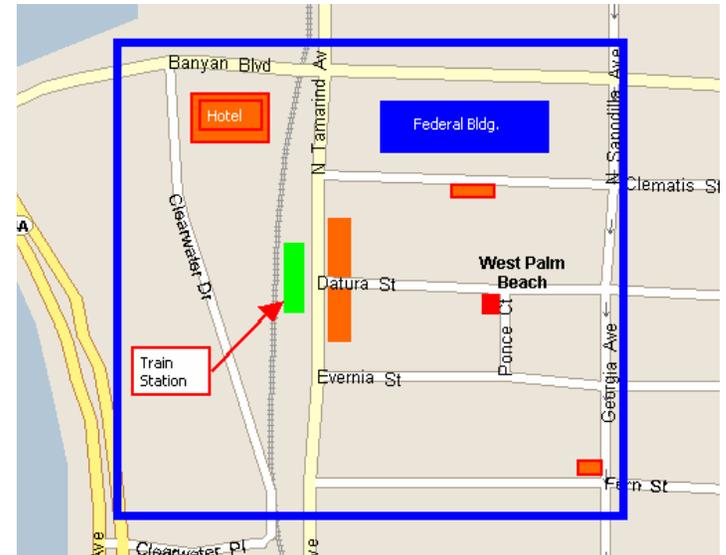


Figure 72. Proposed commercial locations.

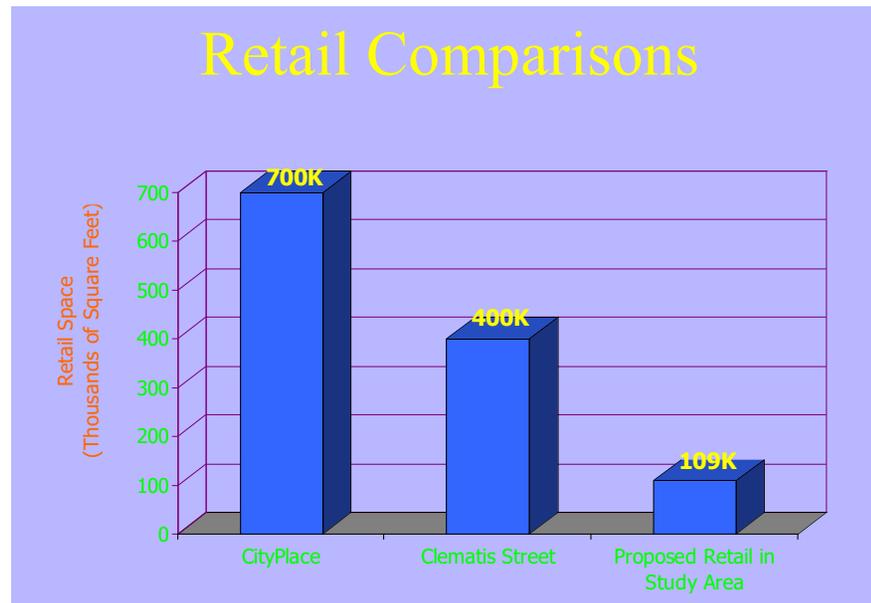


Figure 71. Retail Comparisons chart.

In addition, the national retail experts on the charrette team noted the strong market demand for a "neighborhood specialty market" (approximately 34,000 SF) within the Study Area. This small market use would partially service the new residences in the Project while not competing with the existing Publix supermarket (located between Rosemary and Sapodilla avenues). Additionally, it is important to emphasize the relationship between the retail proposed in the Master Plan and the other retail destinations in the downtown area. Given the range and quantity of uses proposed in the Master Plan, the charrette team's retail experts estimate that the Project could support up to 300,000 SF of retail within the Study Area if the development program was purely market-driven. However, that quantity of retail in the Transit Village Project would threaten the viability of the retail in CityPlace and along Clematis Street. Therefore, the total quantity of retail in the Master Plan (109,000 SF) is artificially suppressed such that the build-out of the Project as proposed will actually provide additional customers for the other existing retail destinations.

Streets, and their rights-of-way, typically make up about 30% of all land area in cities and neighborhoods. The first impression of a place is usually determined by the quality and level of care given to its streets. This is significant considering that most streets are treated as asphalt corridors or simply a way to move around. By misunderstanding the complexity of streets, the need to carry both cars and pedestrians on streets, and the visual and emotional impact streets have on a society, many cities miss an enormous opportunity to improve themselves. Pedestrian friendliness and treatment are identified by TOD experts as the cornerstone feature of successful TOD projects around the country. Hostile pedestrian environments will reduce transit ridership while those with well-planned pedestrian integration yield the greatest ridership.

West Palm Beach has a tradition and reputation for understanding the complexity of streets and investing in their enhancements. Despite the aggravation and frustration associated with the current downtown roadway construction, the value added by those street improvements once completed will greatly enrich the downtown. Streets once considered too fast and hostile will soon be premier residential addresses because of the street redesign and sidewalk widening.

Tamarind Avenue and its cross section has been the source of great debate in the last few years. Earlier proposals to relocate the Palm-Tran transfer operations to the east of the CSX tracks on Tamarind Avenue recommended reducing the number of travel lanes from five (four plus a turn lane) to three (two plus a turn lane). While this redesign would have made pedestrian crossing on Tamarind Avenue far less dangerous, it had no political support and was quickly extinguished.

Understanding the fate of those earlier proposals, the design team looked very carefully at Tamarind Avenue and what could be done to improve it. The objectives were clear: Tamarind Avenue had to be made more safe pedestrians if Transit Village is to work; Tamarind Avenue must be beautified for the health of the district and the image of the City; Tamarind Avenue must have on-street parking for retailers to survive; and finally, Tamarind Avenue must be maintained as a five-lane section for its improvements to have any political support.

The proposed changes to Tamarind Avenue include creating a well-landscaped median with shade trees, providing brick paver crosswalks at intersections to accommodate pedestrians, providing continuous street trees along both sides of Tamarind Avenue, increasing the sidewalk depth on both sides of Tamarind Avenue to a minimum of ten feet; providing on-street parking on the east side of Tamarind Avenue outside of the public right-of-way (new buildings built along Tamarind Avenue would accommodate on-street parallel parking on their own property thereby not encroaching into the travel lanes).

The reconstruction of all existing streets in the Study Area and the construction of new streets are designed per the following specifications:

- All travel lanes to be 11' wide
- All vehicular speeds to be maintained at or below 35 miles per hour
- Landscaped bulb-outs should be provided at intersections to visually reduce the roadway width, to increase the amount of landscaping in the corridors, and to provide additional safety to pedestrians
- Street trees, with tree grates, along the curb line should be provided on all streets
- Sidewalks should be a minimum of ten feet of clear walkable space (signage, meters, etc. to be outside of ten foot clear zone)

All trips begin and end with walking. The pedestrian becomes the ultimate design vehicle for the Transit Village district. The detailing of all streets in the district must consider pedestrian circulation, street crossings, and access to all modes of transportation for the Transit Village Project to be truly successful.



Figure 73. Looking north on the new north-south street towards proposed courthouse.

Public open space in the form of parks, plazas, and neighborhood greens are vital to the livability of cities and towns. This is especially true where the majority of residential units are in multi-story, multi-family buildings without individual yards and gardens. True urban neighborhoods satisfy this need by providing multiple public open spaces which vary in size and form.

The West Palm Beach Transit Village Master Plan proposes many public open spaces, which are strategically located throughout the Study Area. The design of each of these parks, plazas, and medians has been tailored for its particular location. Every possible location illustrated in the Master Plan is within 750' (a two and one-half minute walk) from meaningful public open space.

Banyan Boulevard is one of the two main entrances into the downtown from the west. Today, the intersection of Banyan Boulevard and Tamarind Avenue is completely underwhelming

as an entrance to the City. One of the community's goals presented during the charrette was to enhance this important entry in a memorable and beautiful way.



Figure 74. A linear green not unlike the one proposed along the new north-south street.



Figure 75. Parks and plazas are vital to the neighborhood,

One of the community's goals presented during the charrette was to enhance this important entry in a memorable and beautiful way.

The Master Plan illustrates the new federal courthouse intentionally pulled back from Tamarind Avenue to create a large public plaza. This plaza would be landscaped with palm and shade trees and include informational and/or retail kiosks that could be operated by not-for-profit entities. The area across Banyan Boulevard to the north where the current juror parking lot is located would become a passive linear park softening the edge of Banyan Boulevard to the historic Northwest Neighborhood. The park would be heavily planted with shade trees. The park would provide for the continuation of Division and Douglas streets through to Banyan Boulevard, and it could include on-street parking.

Tamarind Avenue is bleak in its current condition, and while there was very little support for reduc-



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Figure 76. Proposed linear green.

ing Tamarind Avenue's four-lane width in any way, the charrette revealed great interest in beautifying Tamarind Avenue. Tamarind Avenue would receive an approximately eight-to-ten-foot-wide landscaped median. One example given was that Tamarind Avenue with two-lanes in each direction and a center turn lane is essentially the same street section as Royal Palm Way on Palm Beach. The difference between the two, however, is striking. Royal Palm Way has two lanes in each direction, a beautifully landscaped median, on-street angled parking adjacent to the median, and parallel parking along the edges.

The new street proposed at the foot of the coastal ridge just west of Sapodilla Avenue will have a continuous green attached to it. Leaving the courthouse heading south on the new street, there is a large attached green to the west with shade trees and residential units fronting directly onto the space.

On the next block to the south, the linear park jumps to the east side of the new street attaching to a green at the foot of the coastal ridge. This green is approximately 50-60 feet wide and stretches the full length of the block. Locating the linear green at the foot of the ridge will emphasize the dramatic change in elevation and create a desirable address for the new residential units proposed there.

Where the new north-south street terminates into the new elementary school on Fern Street, an additional pocket park and plaza are proposed. The pocket park lies between the new elementary and the partially constructed residential condominium to the east. This little park would serve as open space for the community as well as an enclosed yard for the new daycare proposed with the school. The plaza is located in front of the existing Palm Beach Community College building and helps to organize the new construction in an artful and urban way.

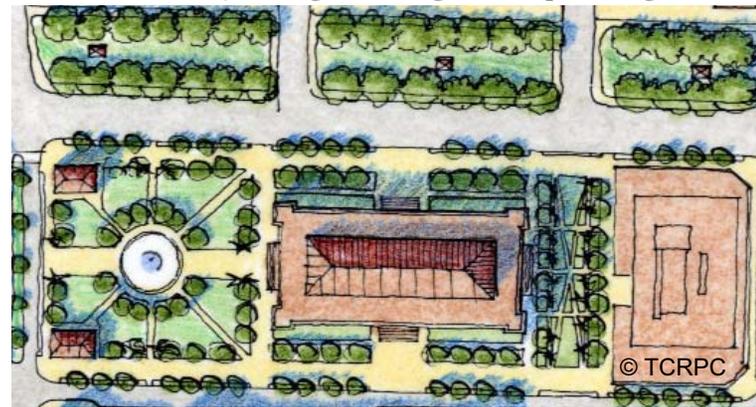
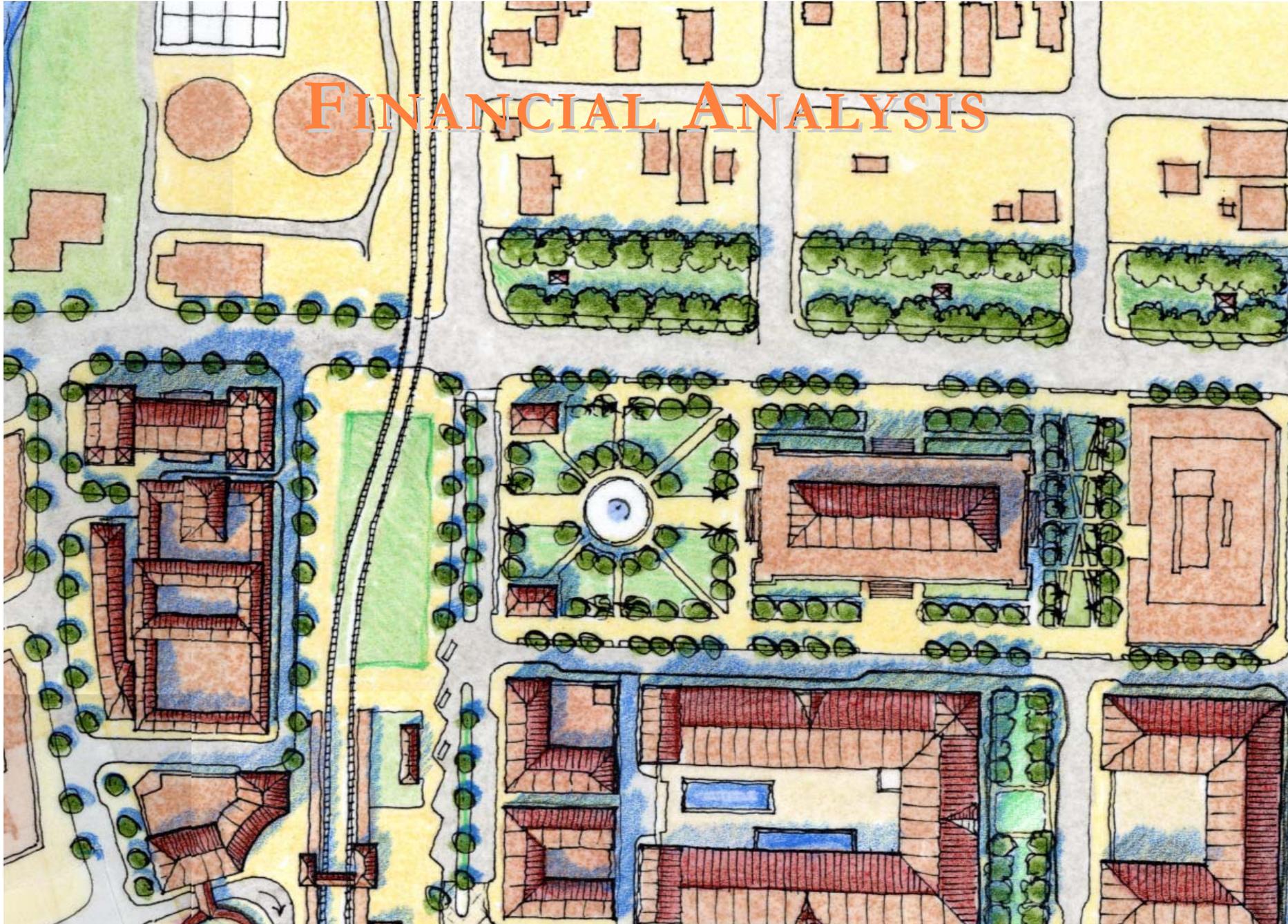


Figure 77. Detailed view of new courthouse and plaza.



Figure 78. View from courthouse looking south.



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 Steering Committee and each governmental stakeholder entity placed a high priority on the need for the charrette development program to be tested for financial feasibility. Each public property owner anticipated financial return in exchange for their participation in the Transit Village Project. On the other hand, the City acknowledged its potential revenues from the Project in the form of tax revenues on the increased assessed values (captured by the CRA's tax increment financing mechanism) as well as the fee, tax, license revenues, and econometric spin from the implementation of the development.

Financial Assumptions

To begin to address these financial anticipations, the charrette team included a number of members experienced in development economics including economic analysts, market analysts, retail economists, and Transit Village developers. The economically-focused component of the charrette team worked in tandem with the urban design component sharing iterations of plans and development programs throughout the week-long process. Several dozen various development programs, each representing a different combination of use types and quantities, were evaluated during the charrette. During the process, the need for additional information was identified, and consequently, several added development program scenarios were evaluated after the initial charrette process.

It is important to note the TOD represents a "transit village," with a variety of use types and quantities intended to work symbiotically to create a sustainable and successful Project. The adage of "the whole is greater than the sum of the parts" is applicable especially with regards to finances. Based on a series of assumptions and market conditions, the overall development program as recommended appears to be financially feasible. However, when each use is evaluated individually, some uses clearly are more profitable than others. The development program recognizes the public policy objectives inherent in creating a Transit Village Project in a manner that complements the existing downtown uses (but does not compete with them), generates ridership for the transit system, and radically improves the use of the western edge of downtown West Palm Beach. Rental housing in particular is recognized as a necessary component of the overall Transit Village Project, and the financial analysis anticipates that a potential private developer would require a land subsidy to make this use feasible. To this end, the recommended development program anticipates that the developer(s) would "cross-subsidize" the rental housing component with more financially feasible uses, which in turn would lower the overall land payment to the public sector property owners.

There are eight recommended private uses in the Transit Village Project, four non-residential uses (general retail, food service, office, and hotel), and four residential uses (rental and for-sale housing, with workforce and market-rate categories of each). Insufficient data prevented the analysis of the hotel use; however, each of the other seven use categories was analyzed extensively for its financial implications. Four of these uses (general retail, food service, office, and market-rate for-sale housing) were projected to generate competitive financial returns resulting in potential land payments to public sector property owners; while three of these uses (workforce for-sale housing and all rental housing) were not. As a package, the mix of uses is successful. However, the Project will require strong commitment to public policy objectives and leadership to prevent the Project from being broken apart and developed according to straight financial return rather than as a holistic Transit Village Project.

The Transit Village Master Plan indicates an arrangement of buildings and improvements that accommodates the entire recommended development program. Each block has been carefully analyzed to indicate the number of units of residential use, square feet of non-residential use, and each individual parking space. For purposes of the financial analysis, rental and for-sale units were assigned to blocks; however, the location of these units is interchangeable. Any block can contain a mix of rental and for-sale units.

In the end, the financial analysis presented below represents a snapshot in time of the potential financial implications of the recommended development program. Assumptions have been made regarding current market conditions and the likely absorption of different uses over time. At each decision point, the financial analysis has been geared towards the most conservative assumptions regarding land values, assessed values, and rates of absorption. It acknowledged that the each governmental entity will need to conduct its own financial evaluations and determine individual agency needs before the Project is implemented. It is also important to note that no specific public financing sources aside from tax-increment revenues have been incorporated into the financial analysis. With the development program as proposed, including nearly 600 workforce housing residential units along with extensive public infrastructure improvements geared to the transit station, additional public financing sources are likely.

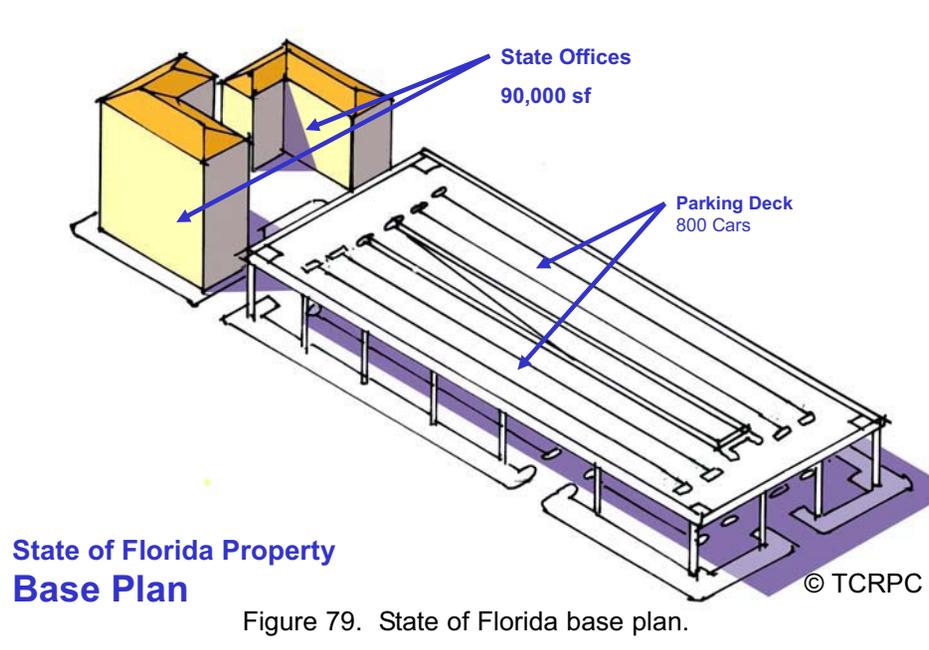


Figure 79. State of Florida base plan.

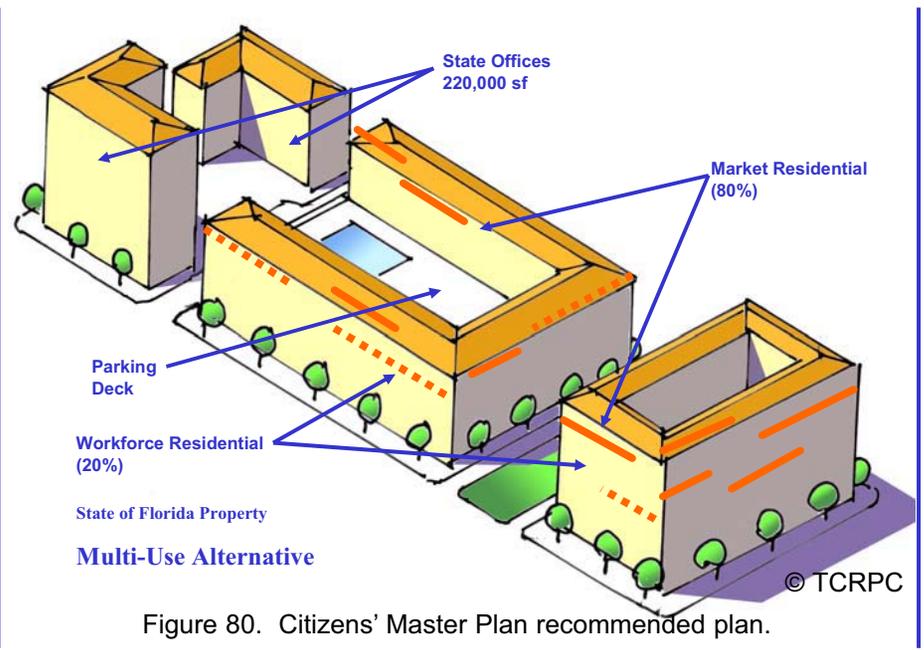


Figure 80. Citizens' Master Plan recommended plan.

TOTAL RECOMMENDED DEVELOPMENT PROGRAM

The recommended development program represents more than 3.1 million square feet of occupiable space in the overall Transit Village Project (excluding the proposed educational uses that lie outside the Study Area boundary). The following table indicates the breakdown of use by quantity. Subsequently, the use categories are discussed in more detail.

RESIDENTIAL USES	
Rental Units (30% workforce; 70% market-rate)	587
For-Sale Units (30% workforce; 70% market-rate)	1,369
TOTAL UNITS	1,956
NON-RESIDENTIAL USES	
New Federal Courthouse	300,000
Federal Admin Office (restored Rogers Building)	85,000
State of Florida – Depts of Health, Children & Families, Others	220,000
County Office (reserve)	100,000
American Red Cross	120,000
SUB-TOTAL, PUBLIC/INSTITUTIONAL SF	825,000
Private Office	100,000
Retail	109,000
Hotel	125,000
SUB-TOTAL, PRIVATE SF	334,000
TOTAL, NON-RESIDENTIAL SF	1,159,000
PARKING SPACES	
Structured Spaces (new)	4,830
On-Street Spaces (new)	140
TOTAL, NET NEW PARKING SPACES	4,970

Figure 81. Summary of Uses.



Figure 82. Projected Program Public and Institutional Buildings chart.

Shift from Public to Private Use. A key consideration in the charrette was the opportunity to increase the utilization and ad valorem tax yield of the properties in the Study Area. Eighty-seven percent of the total Study Area property is in public ownership. Accordingly, 2004 property records indicated only \$3 million in total assessed value. The recommended development program, however, drastically shifts the use of lands from mostly vacant public to private. At build out, the Transit Village Master Plan recommends 73% of all space be occupied by private, tax-paying uses. This dramatic shift in use is illustrated in figures 83 and 84 below

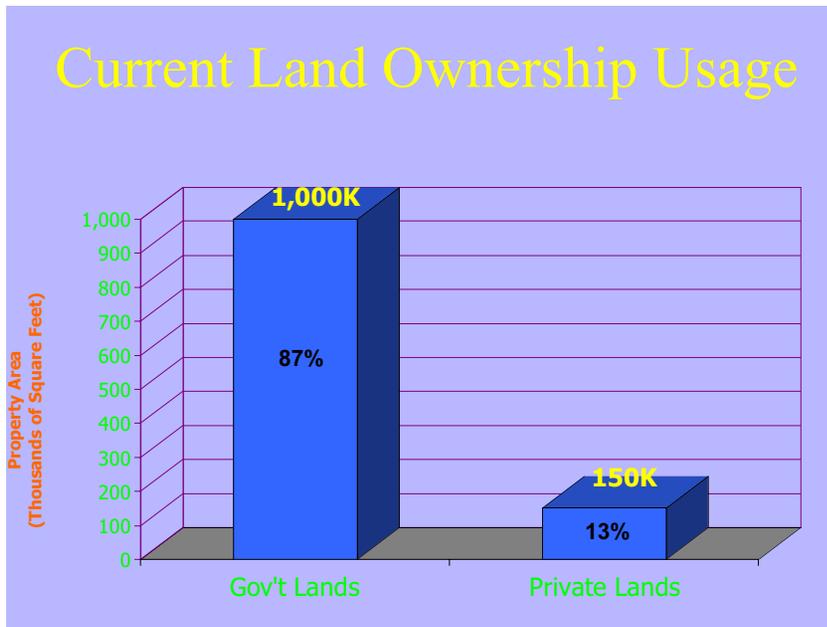


Figure 83. Current Land Ownership Analysis chart.



Figure 84. Proposed Development Program chart.

On a use-by-use basis, the Master Plan allocates the majority of space to residential uses (1,956 units representing roughly 2 million SF), followed by nearly One million SF of total office use (including mostly public office with only 100,000 SF of private office use). Hotel use represents 125,000 SF, followed by retail uses at 109,000 SF. These use allocations are illustrated in Figure 85.

The financial analysis recognizes that it is this shift from public to private use that enables the entire development program. As is discussed later in this section, the shift from non-taxable to taxable use in the Transit Village Project will generate the tax revenues needed to finance the public infrastructure required for the development of the Project.

RESIDENTIAL USES

The need for workforce housing in the Transit Village Project was consistently highlighted as the key priority to be addressed in the charrette. The lack of workforce housing was identified throughout the pre-charrette interviews and by participants in the charrette process. With the strong emphasis on this use, an initial goal was established within the charrette team of 2,500 residential units, of which 30% would be workforce. However, as the development program and master plan were evaluated, it became clear that the site could not physically fit 2,500 units and maintain good urban design principles with the respective parking demand. Further, the financial analysis quickly determined that market-rate for-sale residential units would drive the economics of the Transit Village. As a result, the master plan was designed to physically maximize the number of residential units at 1,956 total units.

There was also a recognition that the current market in downtown West Palm Beach, due to rapid increases in property values and construction costs, would bear only for-sale residential units due to the achievable rents in the downtown area. Given projected carrying costs versus targeted rents, the monthly shortfall for market-rate rental was projected to be \$918 while the workforce rental shortfall was projected at \$900.

This confirmed the financial finding regarding land values. However, this presented a challenge between urban design and economics. This detailed analysis of rental housing further confirmed the need for a subsidy to provide this use across the country. The most successful urban neighborhoods contain 15-20% rental units among their residential inventory. In downtown West Palm Beach at the time of the charrette, no new rental projects were proposed among the more than 4,000 new units either under construction or in the planning stages. Furthermore, the most recent rental project was undergoing conversion to condominiums, further depleting the already low supply of rental units in the greater downtown area. The success of the Transit Village Project is inextricably linked to the success and sustainability of the greater downtown.

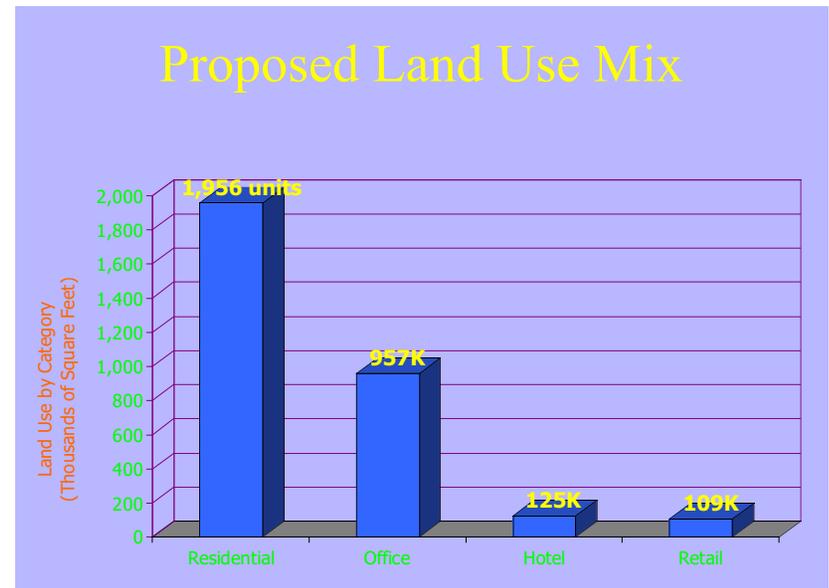


Figure 85. Proposed Land Use Mix chart.

The financial analysis confirmed that any rental housing, be it workforce or market-rate, would present financial drain on the overall Project, and all rental residential land values were determined to be negative. This finding was indicative of the economics of other redevelopment projects across the nation, and examples were identified where developers were given land with subsidies to create rental housing as part of an overall mixed-use project.

For the West Palm Beach Transit Village, the charrette team concluded that a significant amount of rental housing would be necessary for the sustainability of the Transit Village Project and greater downtown. In addition, it was recognized that rental housing in the Transit Village would specifically assist in reducing commuter loads on downtown roadways and likely generate good ridership for the transit service.



Figure 86. Market Rental Shortfall chart.

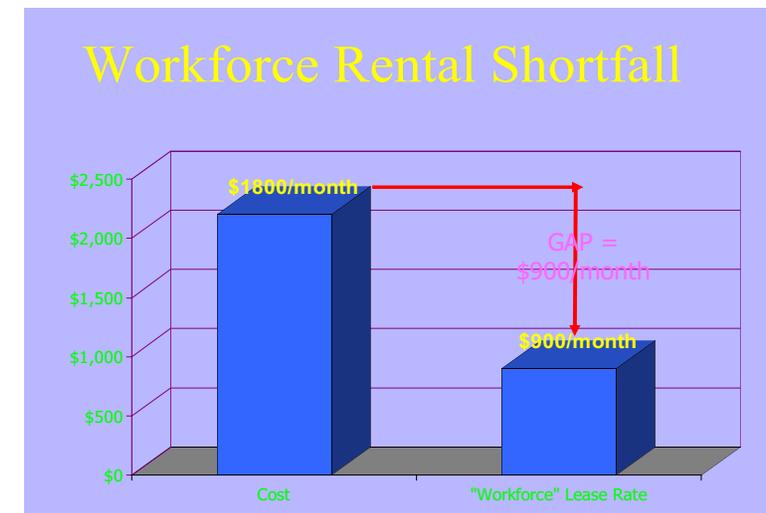


Figure 87. Workforce Rental Shortfall chart.

Thus, it became clear that cross-subsidization across uses would be necessary to include much-needed rental housing in the Transit Village Project. Due to its negative value, several different scenarios

	Workforce (30%)	Market-Rate (70%)
Rental Units (30%)	174	411
For-Sale Units (70%)	413	958
TOTAL	587	1,369

Figure 88. Workforce and Market Rate Units table.

were modeled to determine an appropriate percentage of rental housing, illustrated below in Figure 89. Ultimately, after a number of financial iterations, the charrette team recommended a 30%-to-70% split between rental and for-sale housing. While this quantity of roughly 600 units represented only a slight oversupply in the Transit Village Project itself, it nonetheless represented the most significant introduction of rental units in the greater downtown area and units that could help improve the balance of rental to for-sale units. To create 30% rental housing, the financial analysis projected a required subsidy of approximately \$7.2 million that could be absorbed by the mix of other uses in the total development program. The following table summarizes the recommended splits in rental-to-for-sale and workforce-to-market units.

NON-RESIDENTIAL USES

In earlier sections, this report acknowledges that the Transit Village Project has been carefully designed to complement the existing major retail destinations in the downtown area (CityPlace and Clematis Street). These two conglomerations of "destination retail" collectively represent approximately 1.1 million SF of retail use. While the recommended development program for the Transit Village could theoretically support upwards of 300,000 SF of retail, the retail element has instead been artificially suppressed so as to not compete with existing downtown retail. Consequently, the recommended development program will supply new customers to these existing retail destinations.

The office component in the Transit Village Project is recommended to be somewhat smaller than suggested in the earlier market study; however, in the recommended quantity of 100,000 SF, it has been projected to be a financially feasible use.

A hotel use was strongly emphasized in both pre-charrette interviews and the charrette process itself. While the use was not specifically analyzed for financial implications, the charrette team concluded it was an appropriate complement to the Transit Village Project. The general lack of hotel use in the greater downtown area further supports this use in the Project.

PUBLIC INFRASTRUCTURE

The charrette identified the need for extensive public infrastructure improvements throughout the Study Area to both improve the form and function of the district. Interviews with City staff suggested the utility lines in the Study Area were believed to date back to the 1960's and would likely be unable to support the quantity of uses recommended in the development program. The current street sections are dilapidated and in need of reconstruction with improved urban treatment (e.g., wider sidewalks, tree plantings, boulevard medians, on-street parking). The Master Plan also calls for the creation of the new north-south street and several highly visible public plazas for the neighborhood and its future residents. The total estimated cost for streets and utilities is \$38.3 million and \$5.8 million for parks and plazas. Finally, a portion of the parking structure on the Wedge Block is considered public infrastructure as it contains 300 spaces exclusively for Tri-Rail patrons (an estimated cost of \$5.2 million). The public infrastructure costs are illustrated in Figure 90. The subsidy for rental housing (approximately \$7.2 million) is included as one of these costs.



Figure 89. Projected Program: Total Residential Units chart.

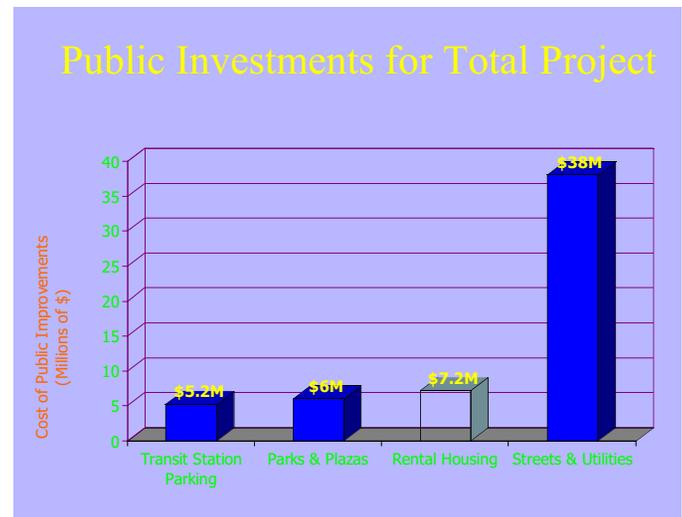


Figure 90. Public Investments for Total Project chart.

PARKING

Noted in earlier sections of this report, parking became a critical factor in the design of the Transit Village Project. The Transit Village Master Plan represents a total of nearly 5,000 parking spaces. Of these, 4,830 would be located in parking garages. Three-hundred of these structured spaces are identified as public infrastructure, reserved spaces exclusively for Tri-Rail patrons. The remainder of these spaces is assumed to be funded as a cost of new development and redevelopment by all users in the Transit Village Project.

GENERALIZED LAND VALUES

In sum, given the assumptions above and noting the need for cross-subsidization in particular, the financial analysis indicates the recommended development program represents a financially feasible project. Each recommended use was analyzed for its projected land value (or subsidy) given the specific quantities indicated in the Master Plan. The projected values of the recommended program are identified in the following table. These values are also illustrated in Figure 91 below.



Figure 91. Generalized Land Values chart.

GENERALIZED PROJECTED LAND VALUE (OR SUBSIDY) PER SQUARE FOOT OF USE	
General Retail	\$ 32.24
Food Service	\$ 54.72
Office	\$ 33.48
Market-rate Rental Housing	\$ (10.81)
Market-rate For-Sale Housing	\$ 107.60
Workforce Rental Housing	\$ (16.87)
Workforce For-Sale Housing	\$ 1.85

Figure 92. Generalized Land Values Per SF chart.

The financial analysis was designed to solve for land values, and accordingly a number of different land use and quantity combinations were analyzed. The recommended development program represents a balance of apparent financial feasibility with the accomplishment of significant public policy objectives. A reduction in the amount of rental housing would create the largest shift in financial return; however, it would also impact other program objectives. Likewise, a reduction in the amount of workforce housing would benefit the Project financially but negatively impact its larger goals.

Based on these values and assuming the costs of the parking spaces (both structured and surface) will be funded as part of the development costs for the public and private uses in the Transit Village Project (except for Tri-Rail's 300 spaces), it is projected that approximately \$30 million will remain as a potential land payment to the public entities that own the land in the Study Area (including Palm Beach County, State of Florida, SFRTA, and American Red Cross).

Projected Tax Revenue. By shifting the majority of uses in the Study Area from non-taxable governmental and institutional uses to for-profit and taxable ones, the projected increase in assessed values is estimated to increase from approximately \$3 million in 2004 to more than \$400 million in build-out (estimated within ten to eleven years). The projected increase in assessed values is illustrated in Figure 93 below.

Given current millage rates, this value could yield nearly **\$4 million in annual TIF revenues**, a sum that could be bonded to finance the public infrastructure costs of the Project. It is important to emphasize the potential assessed values were projected in current dollars, and further, the figures represent only the projected value of improvements. No land values are included in the projections due to the propensity of public ownership. If landownership were to convert from public to the prop private, TIF revenues would be projected to increase significantly.

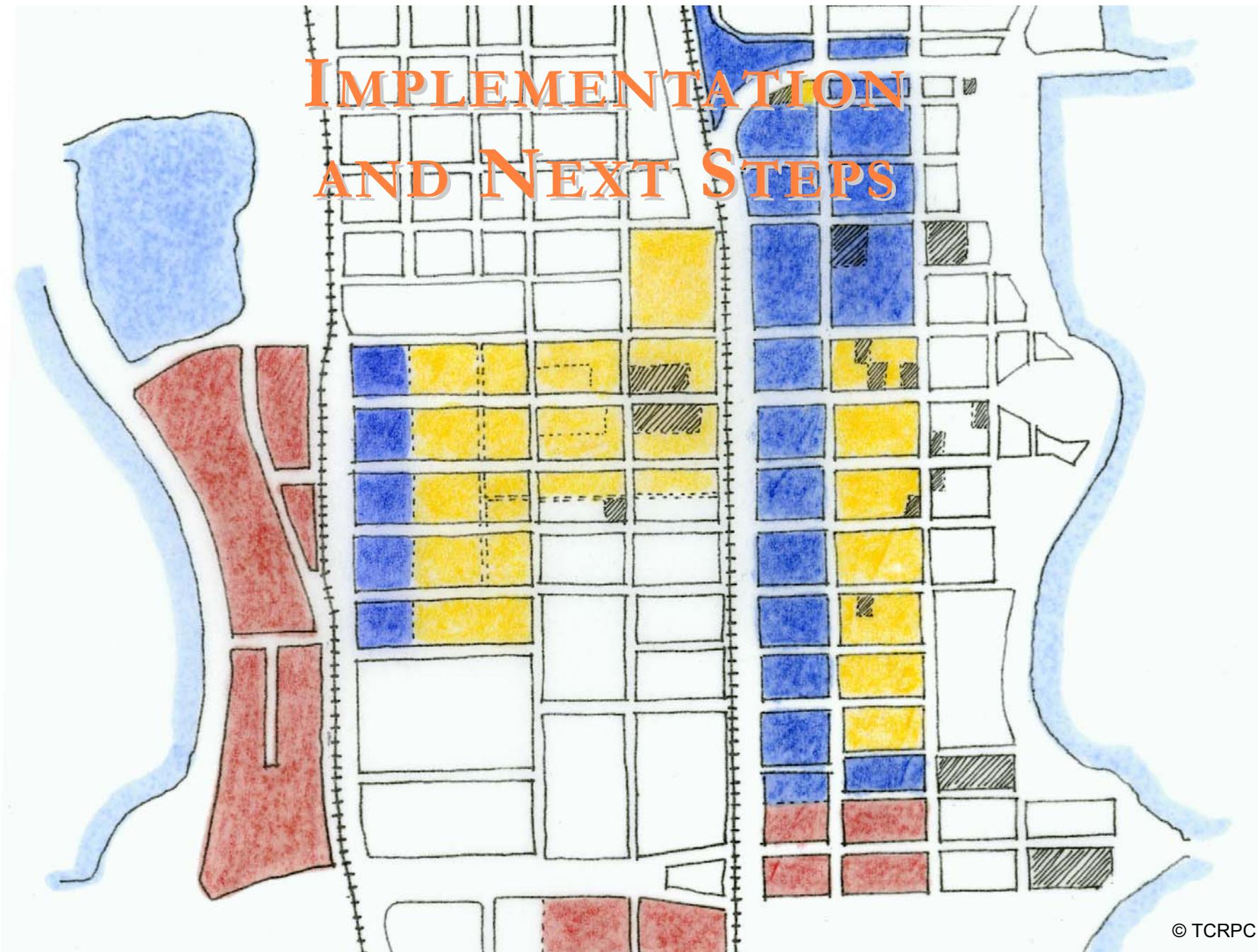
Potential TDR Revenue. A highly valuable aspect of the City’s Downtown Master Plan is the value conferred upon property by virtue of the incentive-laden regulatory framework. In particular, the City’s commitment to “holding the line” on building heights creates transferable value when properties are developed in accordance with the ideals of the Downtown Master Plan. In the TOD Charrette Plans, three blocks are developed with a focus on TDR benefits: the State Block, the North County Block, and the South County Block. Given current market values of TDR’s in Downtown West Palm Beach (averaging \$14 per SF), the development programs creation of public open space and public rights-of-way creates roughly \$6.5 million of credits that could be sold to other users in downtown West Palm Beach. This value will only exist if the City of West Palm Beach maintains its highly effective development approach, which has significantly raised property values and market demand for these rights. This **\$6.5 million in potential revenue**, which could fund a meaningful portion of the project’s public infrastructure, will simply disappear if the City were to regress in its development approach and return to giving away this value. Furthermore, the monetary value of TDR’s could be eroded if the City’s regulations allow an over supply of these rights beyond that which the market can absorb.

Additional data regarding the financial analysis are in the Appendix.



Figure 93. Potential Assess Value of Improvements chart.

IMPLEMENTATION AND NEXT STEPS



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The West Palm Beach Transit Village Project represents a high degree of complexity from many angles including fragmented land ownership, multiple layers of financial responsibility and return, public policy priorities, and an extensive mix of uses. The Project Steering Committee was arranged with representation from every affected public agency and municipality. However, the Steering Committee acknowledged that leadership by committee seldom results in projects that achieve their objectives. In light of this and the Project's many challenges, Treasure Coast Regional Planning Council was selected to lead the charrette effort and identified as an appropriate lead agency to begin the implementation process. Treasure Coast Regional Planning Council represents the experience necessary for the analysis of the charrette master plan, facilitation of agreements between municipalities and agencies, and evaluation of proposed projects within the Study Area.

There are many components to the implementation of the Transit Village. Some components are multi-party while others are clearly the responsibility of individual entities. A brief description of several key steps is detailed below.

DEVELOP MEMORANDA OF UNDERSTANDING (MOU)

As has been described earlier in this report, the land ownership within the Transit Village Study Area is fragmented between the federal government, State of Florida, Palm Beach County, City of West Palm Beach, American Red Cross, and, potentially, SFRTA. It is anticipated that several MOU's between some or all of these parties may be necessary to detail development details, assign financial responsibilities and returns, and address other regulatory issues.

DEVELOPMENT OF PROJECT OVERSIGHT COMMITTEE

Successful implementation of the West Palm Beach Transit Village requires detailed coordination and collaboration between the County, the City of West Palm Beach, the SFRTA, Palm Tran, and the downtown stakeholders. It is essential that a Project Oversight Committee, comprised of senior staff and appropriate department heads from these agencies, be established to make the decisions necessary for implementation and provide recommendations to the elected bodies. Monthly or bi-monthly meetings of this committee will be necessary to assign and oversee the completion of specific work tasks.

WORKFORCE HOUSING COMMITMENT

Throughout the charrette process, the provision of workforce housing has remained a point of unanimous consensus among all parties. However, the financial analysis has indicated that the provision of workforce housing (either rental or owner-occupied) will require some type of subsidy versus the market value of the land. Accordingly, a determination will be necessary by the public landowners (particularly Palm Beach County and the State of Florida) as to the value of workforce housing units versus the market value of their land. If these entities require full market value be paid for their land, fewer workforce housing units will be provided. Conversely, these entities may consider partial payment for their land in the form of workforce

housing units. Further research is necessary regarding the ability to restrict a portion of the workforce housing units for certain groups of employees (e.g., employees within a two-mile radius, employees of the County or State).

A second group of issues regarding workforce housing involves the conditions to maintain the affordability of the units and the appropriate entities to oversee their disposition/acquisition. While maintaining affordability for rental housing can be addressed by deed restrictions and project approval conditions, it is more difficult to maintain affordability among for-sale units. There are several conditions of affordability that will need to be addressed:

- What are the appropriate price-points for initial sales?
- How long should the pricing of units be maintained as affordable or workforce (e.g., twenty, thirty, forty years)?
- Should there be a "rate-of-return" maximum for owners to earn equity in affordable/workforce units (e.g., allow future sale prices to rise at given annual percentage such as 3% or 6%)?
- Should there be a procedure developed to address the difference between market sale prices and the fixed rate of equity return (e.g., roll profits back into the units to bring the cost down for the next buyers)?
- What are the appropriate entities to oversee these issues (e.g., housing authority, housing trust, other non-profit)?

DISPOSITION OF PUBLICLY-OWNED LANDS

The Transit Village Master Plan anticipates a series of public/private development ventures to accomplish the various components within the Study Area. Accordingly, it is anticipated that a process will need to be developed for publicly-owned lands to become available for public/private development via Requests for Proposals, sale, or lease of lands. The requirements of each public entity will need to be evaluated and determinations made as to acceptable terms of disposition.

REGULATORY COMPLIANCE WITH CITY AND COUNTY REQUIREMENTS

The Transit Village Master Plan was developed after extensive research and analysis of existing regulations including the City of West Palm Beach Downtown Master Plan and Comprehensive Plan and the Palm Beach County Comprehensive Plan. In addition, there are specific aspects of local regulation that were evaluated such as the City's transfer of development rights and residential incentive programs and the transportation concurrency exemption area (which requires City and County approval). As individual development proposals are presented, each will need to be reviewed vis-à-vis these regulations for compliance as well as any new or revised regulations adopted since the charrette. However, it is very important that the physical predictability and height restrictions regulated by the Downtown Master Plan remain in-tact. Relaxing the current height restrictions will significantly compromise the City's ability leverage workforce housing, public open space, and other elements vital to healthy city life.

EVALUATION OF INDIVIDUAL DEVELOPMENT PROPOSALS

The Transit Village charrette process was developed with a team of nationally-recognized professionals in the fields of urban design, town planning, architecture, and engineering that resulted in a balanced Master Plan. As suggested by the adage, "the whole is greater than the sum of the parts," each individual development proposal will need to be evaluated to ensure consistency with the overall concepts and objectives of the Master Plan. In particular, several key issues to be addressed include building heights, the maintenance and expansion of the public roadway grid network, public parks and plazas, parking access, and the scale and architectural relationship between buildings.

CONTINUED COORDINATION WITH THE AMERICAN RED CROSS

If developed according to the Transit Village Master Plan, the American Red Cross facility could be a highly beneficial use to the Transit Village District. The expansion of the American Red Cross programming (e.g., CPR, safety training, babysitting) and the addition of an aquatic facility could be tremendous complements to the development of a highly sustainable and healthy community. However, the development program for this site is a critical consideration to the ability for this use to improve its integration with the District. Instead of a stand-alone American Red Cross facility that could potentially divide the development pattern, the Transit Village Master Plan suggests a mixed-use, highly integrated facility that would be a tremendous complement to the neighborhood fabric. The Transit Village Master Plan also acknowledges the American Red Cross' need for capital fundraising - a portion of which could be accomplished by partnering with a private developer for a mixed-use development. Continued communication and coordination with the American Red Cross will be necessary to assist with the design and development of the site.

It is also important that the American Red Cross collaborate with the Palm Beach Mental Health Association and its long-range interests. The blending of these facilities, as illustrated in the charrette plan, will present much greater opportunities and relieve some physical site constraints than if each redeveloped on their own.

DETERMINATION OF FINANCIAL PARTICIPATION

The financial analysis of the Transit Village Master Plan presumed extensive use of tax increment financing via the West Palm Beach CRA to fund the Project's public infrastructure and improvements (e.g., roadways, water/sewer, parks/plazas, and rental housing subsidy). Continued dialogue will be necessary with the various public entities to confirm the long-term commitment of TIF to fund the Project.

DEVELOPMENT OF EDUCATIONAL COMPONENT

The participants in the charrette strongly emphasized the desire for an extensive and growing educational component of the Transit Village Project. The Master Plan proposes an educational complex be located south of Fern Street in conjunction with the existing educational uses (e.g., Palm Beach Community College, Alexander Dreyfoos School of the Arts). In addition to these uses, newly proposed uses include a preschool/pre-kindergarten program, a new elementary school, expanded programming by Palm Beach Community College, and the introduction of programming by Florida Atlantic University. Considerable coordination will be required between the various educational entities and City of West Palm Beach to enable the educational elements to be developed.

IDENTIFICATION OF ADDITIONAL FUNDING SOURCES

The West Palm Beach Transit Village Project represents perhaps the first Transit Village opportunity for Palm Beach County. It has been conceptualized with the participation of many different organizations with future funding potential including the Palm Beach County Metropolitan Planning Organization (access to enhancement and capital funding), South Florida Regional Transportation Authority (access to federal transit funding), and the Florida Department of Transportation (access to design, enhancement, and capital funding). In addition, the significant workforce housing component of the Transit Village creates the opportunity for associated funding as well (e.g., SHIP, FHA). Future research should be conducted to explore these and identify other potential funding sources to create the maximum leverage for private investment as the Transit Village Project is developed.



ACKNOWLEDGEMENTS

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
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 Commissioner Jeff Koons, MPO Chairperson, Palm Beach County
 Commissioner George Mastics, Port of Palm Beach
 Councilmember Liz Wade, City of Riviera Beach
 Commissioner Jim Exline, City of West Palm Beach
 Commissioner William Moss, City of West Palm Beach
 Mayor Thomas Wenham, Village of Wellington
 Mayor Samuel J. Ferreri, City of Greenacres

City of West Palm Beach

Lois J. Frankel, Mayor
 James Exline, Commissioner
 Ray Liberti, Commissioner
 Kimberly Mitchell, Commissioner
 William Moss, Commissioner
 Isaac Robinson, Commissioner

South Florida Regional Transportation Authority Board

Allen C. Harper, Chair	Jeff Koons, Vice Chair
Dr. Barbara Carey-Shuler	James A. Cummings
Marie Horenburger	John Martinez
Michael D. Masanoff	James Scott
Bill T. Smith	

Palm Beach Metropolitan Planning Organization

Mayor Steven B. Wilson, City of Belle Glade
 Councilperson Peter Baronoff, City of Boca Raton
 Councilperson Susan Haynie, City of Boca Raton, MPO Vice-
 Chairperson Mayor Jerry Taylor, City of Boynton Beach
 Commissioner Patricia Archer, City of Delray Beach

Charrette Steering Committee

Florida Department of Transportation - Jeff Weidner, District Mobility Manager

General Services Administration - Michael Roper, Director of Development

Palm Beach County - Patrick Rutter, Chief Planner

South Florida Regional Transportation Authority - Michael Masanoff, Chair

South Florida Regional Transportation Authority - Jack Stephens, Deputy Director

Staubach - Jonathan Pertchik, Managing Principal

Treasure Coast Regional Planning Council - Kim DeLaney, Growth Management Coordinator

City of West Palm Beach - Joan Goldberg, Cultural Affairs Advisor

City of West Palm Beach - Claudia M. McKenna, City Attorney

City of West Palm Beach - Roxanne Manning, Assistant City Administrator

Charrette Team

Treasure Coast Regional Planning Council

Marcela Cambler - Urban Design Studio Coordinator

Kim DeLaney - Project Manager

Dana Little - Urban Designer

Steven Fett - Urban Designer

Wynsum Hatton - Graphics Technician

Designers

A+S Architects Derrick Smith

Anna Maria Aponte

ArX Solutions, Inc. - Patricio Navarro, Lucio Sanjuan, Alejo Trejos

Jess Linn

Barry Mahaffey

Seth Harry - Seth Harry and Associates

Shailendra Singh

Sita Singh

Retail/Town Planning

Gibbs Planning - Robert Gibbs

Transportation/Traffic

Glattig Jackson - Walter Kulash, Wade Walker

Kimley Horn - Tim Stillings

TOD Specialists

Citiventure - Marilee Utter

Parsons Brinkerhoff - G. B. Arrington

Reconnecting America - Shelly Poticha

Housing Specialists

Economic Research Associates - Tom Lavash

Development Economics

Staubach Associates - Jay Koster, John Pertchik

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