

THE GREENACRES,
ATLANTIS,
AND
PALM BEACH COUNTY
CHARRETTE
REPORT

A CITIZENS' MASTER PLAN

prepared by:

TREASURE COAST REGIONAL PLANNING COUNCIL
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TABLE OF CONTENTS



PAGE i
Executive Summary



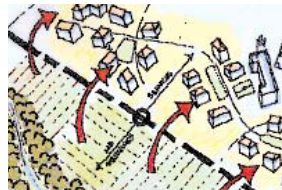
PAGE 17
Citizens' Masterplan



PAGE 46
Other Considerations
and Special Projects



PAGE 1
The Study Area



PAGE 19
Key Considerations:
*Zoning, Future Land
Use, and TDRs.*



PAGE 55
Strategies for
Predictability.



PAGE 4
The Public Process
and the Citizens'
Requests.



PAGE 22
The "Belmonts:"
*Belmont at Haverhill, and
Belmont at Green Acres.*



PAGE 58
Implementation



PAGE 10
General Principles



PAGE 28
Tour of the Plan:
*SW, SE, NE, and NW
quadrants.*



PAGE 64
The Design Team

EXECUTIVE SUMMARY

This "Citizens' Master Plan" and report are the products of an intense, week-long public planning process that included the residents of Greenacres, the City of Atlantis, and unincorporated Palm Beach County. Conducted during the week of June 12, 2004, this planning charrette engendered the participation of nearly two hundred residents, business owners, elected officials, and municipal staff who together authored the substantive recommendations of this report.

The essence of the community's concerns and public input can be summarized in a handful of simple questions:

1. How can we retain our equestrian/rural lifestyle and character?
2. How can we limit future development in the area and ensure that it is compatible and consistent with our rural/equestrian character?
3. How can we improve connectivity and reduce traffic congestion in the community?
4. How can we increase the number and quality of our neighborhood parks and open spaces?
5. What safeguards can be provided to ensure that these issues are addressed for the long term?



Preservation of the existing rural and equestrian nature of this area was a primary impetus for the Greenacres, Atlantis, and Palm Beach County Charrette

While the core questions asked by the community are simple, the answers to these questions are varied and complex. The nature of growth and development in recent years has resulted in the reduction of open spaces, the elimination of "rural" environments, and has generated areas with horrific traffic congestion; the pattern of convention suburban growth typically contradicts the desires and aspirations of the communities that absorb that growth.

Herein lies the unfortunate paradox that confronts many Florida communities. How can you accommodate growth and development, protect private property rights, mitigate traffic congestion issues, and preserve that which makes an area desirable to begin with?

This charrette report and the recommendations within address all of these issues in a detailed and realistic manner. Understanding that there WILL be change, and that development will occur, these recommendations and strategies highlight ways that growth can be more balanced and compatible with the existing community. To be successful, these recommendations will require cooperation and direction on three primary fronts:

- a. Neighborhood Solidarity (through a formalized resident association)
- b. Developer/Property Owner Awareness (clear instructions to the development community of what is acceptable growth)
- c. Public Policy (fine tuning and alterations to existing growth policies, land development regulations, and incentive programs in each jurisdiction)

The Greenacres, Atlantis, and Palm Beach County Charrette was not intended to produce a single "project", but create a number of tools that can be used to address the many, many projects illustrated in this document. Each and every new development or project must be scrutinized to ensure its consistency with the community's vision and the care with which it addresses its neighbors.

Protecting existing "lifestyles" and community character from the extreme pressure of new development is extraordinarily difficult; however it is achievable. To succeed in this endeavor, there must be community commitment and political will to make the tough decisions; there must be clear, concise, and detailed expectations of the development community to ensure acceptable growth; and most of all, the realization of these goals requires sound reason



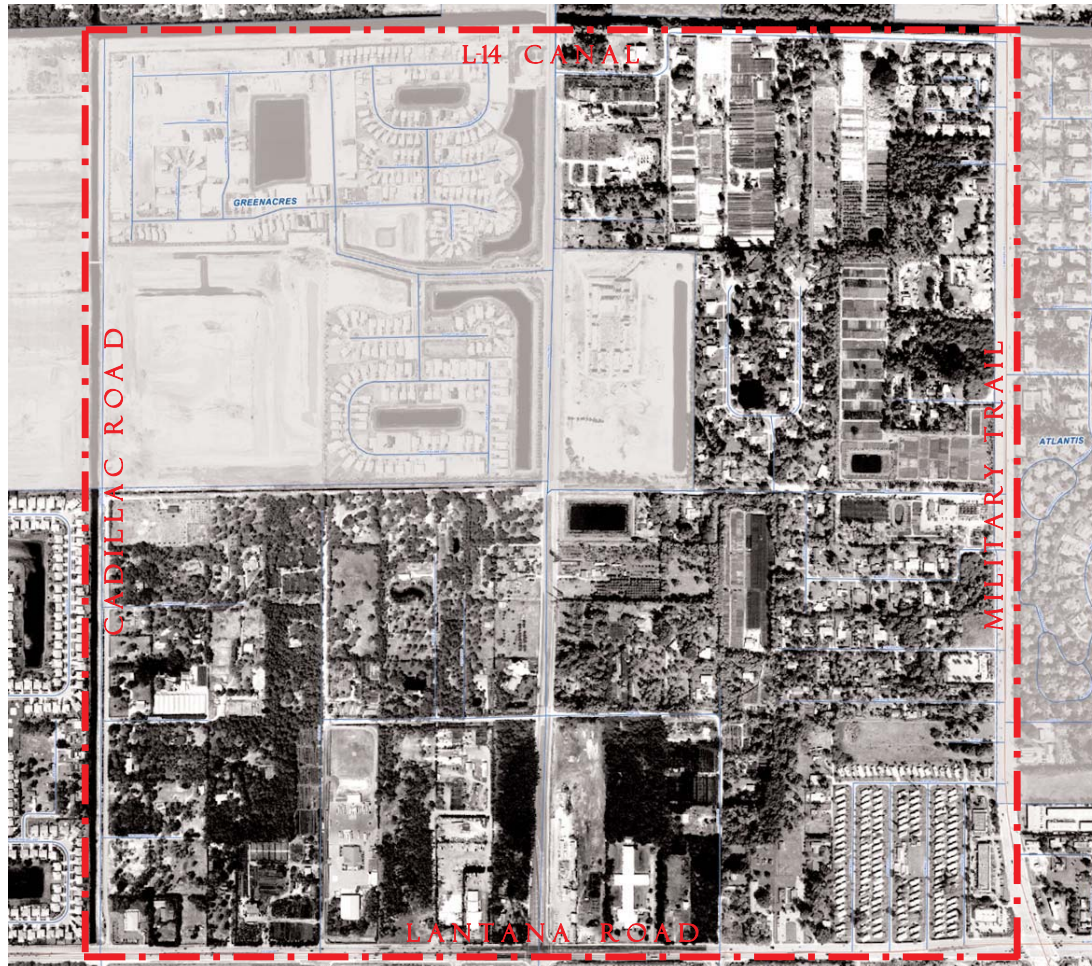
"Signs of the Times": A tour of the study area reveals indications that changes are certainly on their way. How to accommodate change without losing quality of life is a key concern.

While reading this document please keep in mind that all great master plans are continual works-in-progress. The professionals who facilitated the creation of this plan do not presume that there will be no modifications from what is presented here. In fact, it is very uncommon for even the most detailed master plans to be implemented exactly as proposed. Even as this report is being drafted the "existing conditions" are changing. Therefore, it is fully understood that implementation of this plan will result in changes and in some cases, compromise.

What is less negotiable however are the real concerns and desires of the community. This community has shown tremendous resolve and fortitude; they are committed to preserving their quality of life and should be taken seriously. The recommendations outlined in this master plan were authored by the community. While the details of implementing these recommendations are still to be determined, the recommendations themselves are sound, principled, and developed with the residents of this community.



THE STUDY AREA



Entrance to Nautica Isles



Existing commercial buildings on Military Trail

Greenacres, Atlantis, and Palm Beach County

The charrette study area had the following boundaries: The L-14 canal to the north, Lantana Road to the south, Military Trail to the east, and Cadillac Road to the west. This area is very diverse in its landscape, in its uses, and in its people. Large sections of the study area remain generally rural, while other sections have evolved into large housing developments or into public school grounds. There is pressure to both preserve the land, and to develop it. The challenge was to find an acceptable balance.

Left: Aerial photograph of study area



Diamond View Elementary School



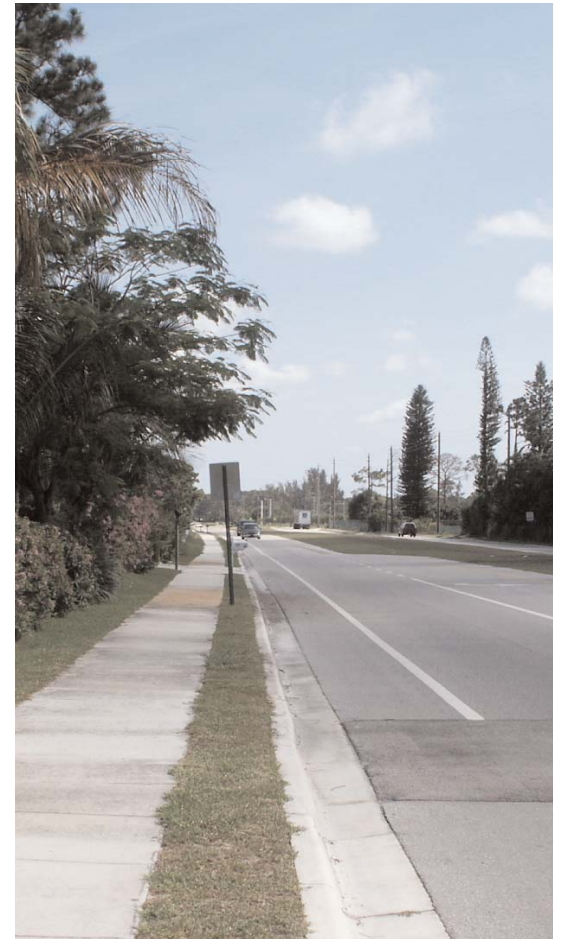
Tradewinds Middle School (Under Construction)



Rural road in charrette study area



Willowood Stables



Haverhill Road



THE PUBLIC PROCESS
AND THE
CITIZENS' REQUESTS



Citizens express their ideas graphically by drawing them on top of large aerial photos of the study area.

The Public Process

This Citizens' Master Plan was developed during a seven-day public planning Charrette from Saturday June 12, 2004 through Friday June 18, 2004. This unique multi-jurisdictional planning effort combined the efforts, talents, and concerns of the residents of Greenacres, the City of Atlantis, and Palm Beach County. Each of these communities brought forth ideas and insight into the desired direction of future development in these areas.

Palm Beach County, including the City of Atlantis and the City of Greenacres, has seen enormous growth in recent years. While much of this growth has been seen as positive, bringing new residents, jobs, and opportunities to the area, concerns remain over the extent of future changes. Recent elevations in traffic congestion, strains on existing infrastructure, and the removal of more and more rural land for housing subdivisions are issues constantly confronting elected officials as they strive to balance growth and quality of life.

Recent community concerns over proposed housing projects in rural areas led the Palm Beach County Board of County Commissioners to contact Treasure Coast Regional Planning Council to conduct a public planning charrette. The purpose of the charrette was to hear community concerns, provide a forum for community design input, and develop strategies for future redevelopment consistent with the wishes of the community.

The Saturday public workshop included approximately 75 citizen participants as well as representatives from each of the three jurisdictions who, together with Council staff, developed 7 different master plans for the study area. The study area included the L-14 canal to the north, Lantana Road to the south, Military Trail to the east, and Cadillac Road to the west. Resident representatives presented each Master Plan to the group so that areas of consensus could be identified. Throughout the following week the design team coalesced these resident plans and ideas into one comprehensive plan for the area, which included specific redevelopment recommendations and illustrations.



An opening presentation was given by TCRPC representative, Dana Little.



A nice sized crowd: Approximately 75 citizens attended Saturday's presentation.



After the presentation, citizens gathered in groups to discuss, to draw and to dream.

Saturday, June 12, 2004

The day began with an opening presentation by Treasure Coast Regional Planning Council representative, Dana Little. He gave an overview of the current conditions of the study area and brought all residents up to speed on the status of the latest developments, which, are in the process of being planned for. He proposed to the audience that the charrette was an opportunity to make positive change and then challenged them to be creative and open minded in their recommendations for the future of the study area. After the presentation was completed, the attending citizens gathered around tables along with a design facilitator and discussed, drew, and dreamed of new ideas, which, could one day become a reality in their neighborhood. Two principles were followed: The first was "No idea is a bad idea", and the second was the attitude of: "For today, let's not think about money." With these two underlying principles the teams all arrived at informative and creative plans. It was a pleasurable afternoon and one that left many residents feeling positive about the experience.

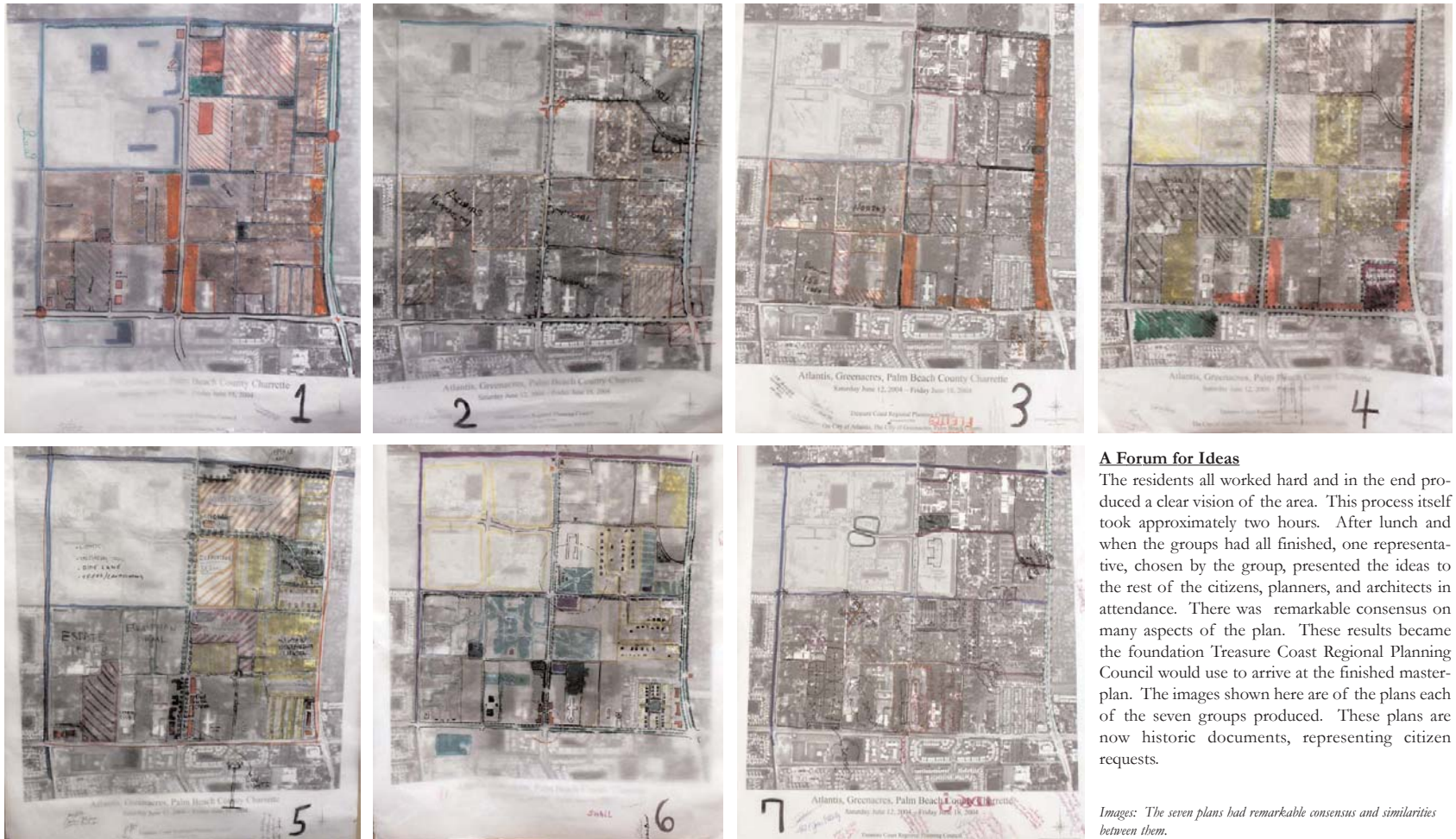


Left and Above: Residents designing a new look for their community.

Tables

The public workshop on Saturday June 12 was filled with excitement. Residents gathered around tables and drew their dreams of what the area could be onto large aerial photographs. After two hours, seven groups produced seven new plans for the study area. The individuals in the groups were all volunteers. The only recommendation to the residents was to sit with people they didn't know. This diversity ensured that more concerns of the neighborhood were addressed. It also gave them a chance to meet new people.





A Forum for Ideas

The residents all worked hard and in the end produced a clear vision of the area. This process itself took approximately two hours. After lunch and when the groups had all finished, one representative, chosen by the group, presented the ideas to the rest of the citizens, planners, and architects in attendance. There was remarkable consensus on many aspects of the plan. These results became the foundation Treasure Coast Regional Planning Council would use to arrive at the finished master-plan. The images shown here are of the plans each of the seven groups produced. These plans are now historic documents, representing citizen requests.

Images: The seven plans had remarkable consensus and similarities between them.



A List of Citizens' Requests and Concerns

1. Maintain the equestrian, rural character of the area
2. Intersection at the western entry to Atlantis should have a traffic signal.
3. Canal 14 road should be accessible to the public and to fire rescue.
4. There should be more neighborhood "pocket" parks.
5. Any new development must be in keeping with what is existing.
6. New development should at least have some single family housing.
7. There needs to be more east-west connections between Haverhill and Military
8. Strategies must be developed to mitigate Haverhill Road and school congestion.
9. Haverhill Bridge needs to be rebuilt (especially if Haverhill is to be widened)
10. Concerns about Greenacres fire rescue having direct access to Atlantis.
11. Great concerns about growing densities in the area
12. Concerns about the county Transfer of Development Rights (TDR) program.
13. Interest in having retail on Haverhill at Lantana as a destination shopping area.
14. Consider connecting East Nash to Military
15. Pursue the voluntary reduction of allowable densities in the area
16. Each new development should vary in density from center to edge.
17. Establish more defensible design/density criteria for future developments.



The images show each team's representative presenting its plan.

GENERAL PRINCIPLES



Every place is different. Each city, town, and neighborhood have a unique set of circumstances and conditions. This charrette study area is no different. Nevertheless, there are general principles of good urban design that can be applied in one way or another to almost everywhere. These are time-tested fundamental principles that have shaped great cities for centuries. These are the underlying principles the Treasure Coast Regional Planning Council used during the Greenacres, Atlantis, and Palm Beach County charrette. The following pages categorize these aspects of urban design

Characteristics of the Best Towns and Cities

Traditionally, towns and cities are made up of neighborhoods, each neighborhood ranging in size between 40 and 175 acres. In larger towns, where there are multiple neighborhoods, these may be clustered around a central business district or main street shopping area. Within neighborhoods there are ideally a diversity of uses and housing affordabilities, and residential densities may average between 6 and 10 units per acre across the entire neighborhood, with some houses occurring on large lots and some units clustered in the form of multifamily apartments or townhouses. Cities may have much higher average densities. With higher densities a greater variety of services are possible within close proximity to homes. Towns and cities recognized by residents as great places to live share these and the following characteristics:

Well defined center and edge

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

A hierarchy of interconnected streets

Great towns have a diversity of street types, serving all of the different purposes the community requires, and providing strong interconnection between a diversity of land uses. Streets end at intersections with other streets, forming a fine network of alternative transportation routes. The best places to live never undermine the power and value of the grid by closing streets to public use or the gating-off of neighborhoods. The public street network is the circulatory system of the neighborhood and cannot be restricted.

Beautiful streets designed for both cars and pedestrians

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

A diversity of housing types and affordabilities

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

Places for work and shopping in proximity to housing

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

Appropriately located sites for civic buildings

Well designed communities have specially created and prominent locations for placement of their important civic buildings, such as

churches, libraries, schools, and community meeting halls.

Provision of a variety of parks and open spaces

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

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



Seaside: A new Florida town, which, exhibits important principles of urban design.

THE ULTIMATE TEST OF SUCCESS:
“THE EXTENT TO WHICH IT IS POSSIBLE TO ENJOY A HIGH QUALITY OF LIFE WITHIN A COMMUNITY WITHOUT HAVING ACCESS TO AN AUTOMOBILE.”

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



Regional Park

Open Space Defined

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

Large “Regional Parks” have acres of preserved land with room for active recreation. The land chosen for this type of open space should coincide with a natural feature in the area. The study area has several such locations. The most obvious of these are in the Southwest and Southeast quadrants of the Masterplan.

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



Multi-Use Playfields



Green

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

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

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



Square



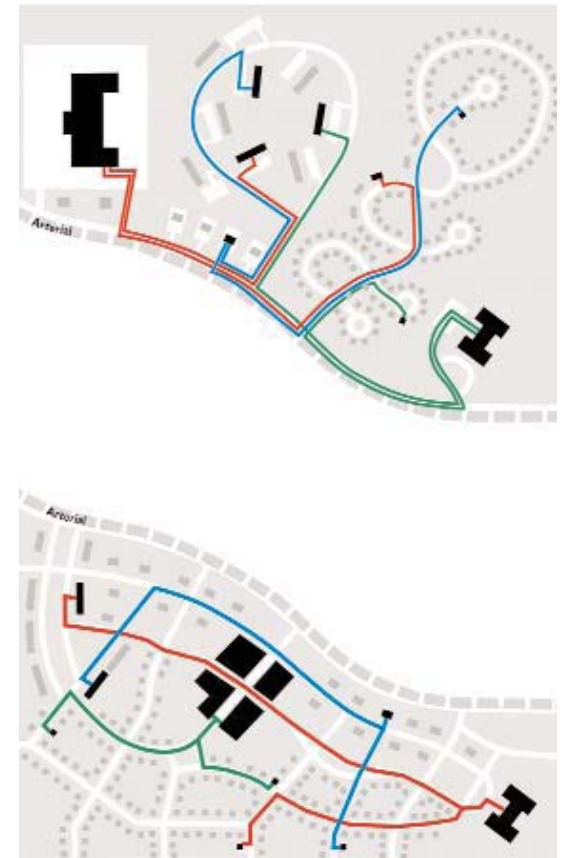
Top - Conventional pattern of development. Uses are strictly separated. Bottom - Traditional pattern of development. Uses coexist and form multi-income, multi-use neighborhoods.

Two Patterns of Development

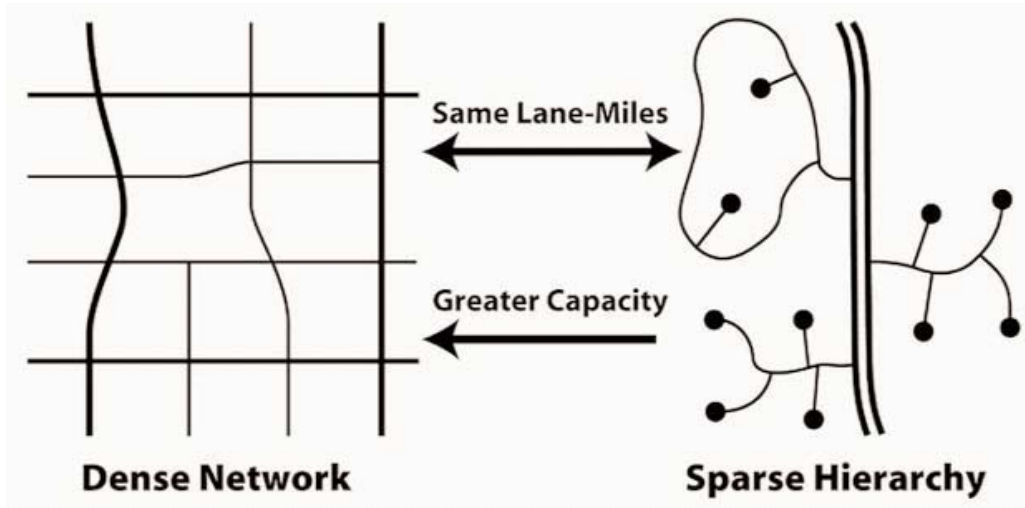
One of the unfortunate trends in conventional development patterns is the segregation of building uses. The upper-left hand diagram shows this very clearly. The mall is separated from the apartments, which, in turn, are separated from the houses and the school. Instead of being able to walk from work or school or shopping to home, the distances become too great and the car is needed for every task. In addition to this, a parking spot is needed for each trip at each location. So instead of parking in one place and walking to a few places and then getting back in the car, it becomes necessary to drive and park at each location. Therefore, a greater number of parking spaces are needed. In addition to this, typically all the businesses empty onto a collector road, or arterial highway. So, all of these extra trips share one road to get from point A to point B. The result is that the more development that happens, the worse the traffic gets. The most commonly used “solution” is to widen the arterial, which often makes the road more dangerous and unpleasant to be on. This happens all over the country. Military Trail, Lantana Road have already been widened in the past and the widening of Haverhill has already been proposed. With a growing population, is it unreasonable to assume that these three roads can carry nearly all the traffic. They may have the capacity to handle regional traffic passing through the area, but when all local trips require using one of these roads, then they are over capacity and dealing with traffic becomes a nightmare.

Traditional planning principles, as seen on the lower right, mixes the uses, and makes it possible to easily walk from one place to another. A logical street network is absolutely critical for this system to work. Neighborhood streets that link all the uses together reduce intensity on the arterial road. A person could easily travel from their apartment to the school and stop at the mall on the way, all without getting on to the arterial. The arterial then, is limited primarily to “through traffic” and “semi-local” trips.

A better street network and a mix of uses are two fundamental ingredients in the making of a successful neighborhood. It should be remembered that the design of the local streets can be influenced by the character of the place..



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



The Grid

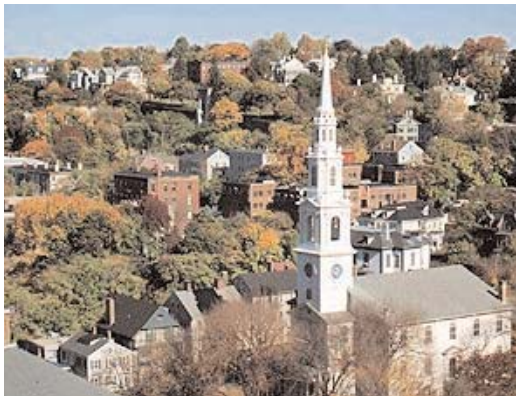
The grid is the most efficient system of street planning. A dense network of streets provides more options for drivers. Traffic jams and bottleneck patterns of circulation are avoided when every driver has an increased number of ways to get from point "A" to point "B". The image on the left has the same number of feet of road as the image on the right. The difference is that everyone who drives in the town on the right has to take the same road, regardless of where they want to go, even if they want to travel from east to west instead of north to south. The driver in the town on the left has multiple options. If there is an accident slowing down traffic on one road, he/she can simply take a left or right at the next intersection and avoid major delays. A grid should also be predictable. If roads do not connect or continue for great distances they become less efficient and people won't use them because they don't know where they will end up. A grid can have variances and irregularities in it, as the diagram on the left suggests, but it has to contain a certain amount of predictability.

Block Size

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

The length of blocks is also very important. 500 ft to 800 ft. is a good range to plan for. Anything less and the number of cross streets could interrupt the traffic flow and could place a burden on the cost of construction and maintenance of the place. If the block is designed to be too long it will diminish the efficiency of the grid and will make distances between blocks too great to consider walking.

Above: Both diagrams use the same amount of streets.



Providence, RI: Conventional Pattern of development



Anywhere USA: Streets don't connect often and arterial roads are needed.



Abacoa, Florida: Buildings define the neighborhood streets as public spaces.



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

Streets as Beautiful Public Spaces

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

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

Equally important to the walls formed by buildings pulled up to the street is the provision of a continuous system of wide sidewalks for pedestrians. Within residential areas, sidewalks should at least be wide enough for two people to walk comfortably side by side (5 to 6 feet), and within denser areas or commercial districts sidewalks should be very wide (15 to 20 feet) and sufficient to provide outdoor seating at tables in front of cafes and restaurants.

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

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

When traffic enters a space designed as a “place”, it invariably slows down. With cars moving at slower speeds and with buildings pulled closer to the street, it is easier for drivers to see what stores and businesses are located there, and the economic energy provided by the street and its traffic can be more efficiently utilized. The study area could have streets that are places comfortable to pedestrians rather than places to be avoided by pedestrians. As they currently exist, most roads in the study area are designed to encourage drivers to speed. It is an auto-oriented environment. Traffic travels fast, because there is nothing to draw interest and make a driver slow down and take note that they have arrived at a special place.

There are countless examples of great streets in America. Key West is a great regional example. Charleston, SC is another excellent model to follow. Both cities have grown, but the integrity of their cores still exist. New development in these cities must be characteristic of the existing environment.



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



Church in Town Green, New Haven, CT



Town Hall and Post Office, Rosemary Beach, FL



Water Tower, Coral Gables, FL

Civic Art

Public buildings, such as schools, churches, and temples are important to have in neighborhoods. They help to give identity and orientation to a place and can become a sense of pride for many who live nearby. The study area currently has few public buildings. The American German club is one. Diamond View Elementary and Tradewinds Middle schools are examples of contemporary schools, which, have hosted public events such as the charrette, but the planning and character of these buildings are not symbolically civic. The school programs are not being debated, but certainly this community can place a greater demand on the appearance of its public buildings. Public buildings should be special and contribute to the overall composition of a neighborhood, and should in fact, be the most special of all buildings. This mentality should be applied to not just schools, but all public facilities, including, post offices, town halls, churches, temples, and police and fire facilities. The images on this page represent a great variety of different examples of Civic Art.



Pilgrim Hall at Plymouth Rock, MA

Traffic Calming Strategies

Traffic calming measures include narrowing of streets and planting of street trees close to the pavement edge, provisions for on-street parking, placement of monuments and plantings at mid-intersection, use of pavers at crosswalks, provision of bulb-outs to narrow ingress and egress points where streets intersect, and many other methods.

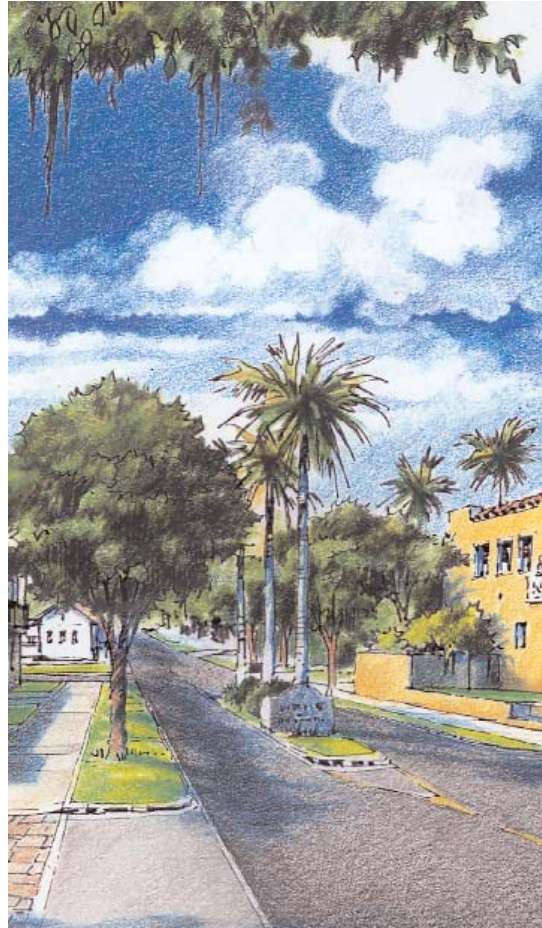
The objective of traffic calming is to slow traffic down, while still allowing it to travel through a neighborhood. Traffic calming is most often used on neighborhood residential streets where there is not a lot of traffic. When there are few cars on the road, speeding often occurs. Without traffic, drivers have no cause to slow down. Designed traffic calming interventions are seen as a remedy to this phenomenon.

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

Some traffic calming methods can also be used to beautify the neighborhoods, and call attention to them. At intersections small islands can be created like the one illustrated, that can include attractive tree plantings and markers or monuments.

The implementation of any traffic calming strategy should be done in close consultation with the adjacent neighborhoods and home owners. Small charrettes can be held within the neighborhoods to discuss various options and designs.

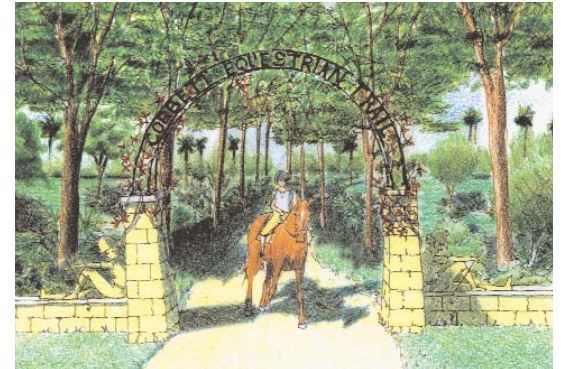
In budgeting for planted traffic calming islands or bulb-outs at intersections, it is important to include provisions for maintenance and watering of vegetation. In some cases this responsibility may be assumed by the neighborhood.



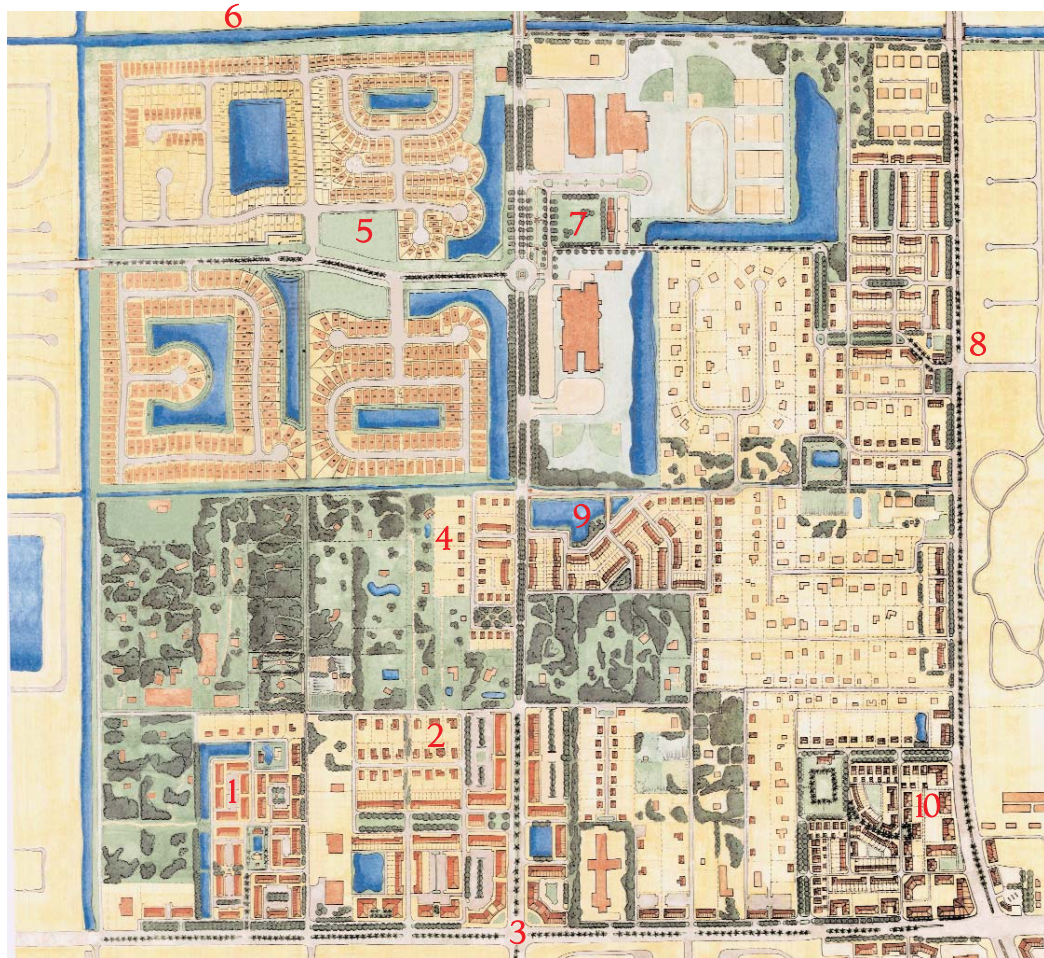
A landscaped median can slow down traffic and signify entry.



Traffic calming devices, like this traffic circle, slow down traffic and are aesthetically pleasing.



The Corbet Equestrian Trail: Traffic calming can be multi functional. This gate serves as the entrance to the regional horse trail system, and it slows down traffic by narrowing the road. Additionally, it is beautiful and adds a civic dimension to the neighborhood.



▣ CITIZENS' MASTER PLAN ▣

POINTS OF INTEREST

1. Proposed Revision to “Belmont at Greenacres.”
2. Proposed Low-Density Infill Development.
3. Haverhill and Lantana Commercial Node.
4. Proposed Low-Density Infill Development.
5. Nautica Isles.
6. L-14 Canal.
7. New Road and Park Connecting Haverhill and Military Trail.
8. New Road Connection to Atlantis’ Western Entry.
9. Proposed Revision to “Belmont at Haverhill.”
10. Long-Term Redevelopment Scenario for Kokomo.



KEY CONSIDERATIONS

(Zoning, Future Land Use and Transfer of Development Rights)

Your Rural Character

During the course of the design team's interviews, the numerous Charrette Steering Committee meetings, and the charrette itself, a common theme resonated with the majority of the community's residents: maintain our rural and equestrian character. The issue of community character has never been more urgent than since the recent approval of two new housing projects in the area. These projects, while they meet the letter of the law, are clearly a departure from the current character of the area.

The study area is home to a number of large nurseries, multi-acre residential lots, and equestrian areas. Surrounded by suburban sprawl, this area is truly unique to this portion of Palm Beach County. It is not difficult to imagine how this area too will develop in a sprawling disconnected fashion if no safeguards are established to prevent that from happening. It was the consensual concern of the community to establish a series of strategies to curb future development and/or make it more compatible with the community.

The maintenance of the community's rural character is not the only substantive planning issue in the area. As new development has begun to encroach, the community's "concessions" made to pacify neighbor concerns have actually made matters worse. The notion of creating berms, and walls, and closing roads to future traffic in an effort to mitigate the effects of growth have isolated the remaining neighbors, created intense pressure on the few remaining roadways, and have generally lowered the overall quality of life. What the charrette hoped to achieve was the development of a detailed master plan for future growth that illustrated how development could be accommodated but in a way that maintained some balance and civility between competing growth, and no-growth objectives.

Zoning and Future Land Use

The rural character of the area is presumed to have been protected over time through the rural zoning of the area. Zoning categories include AR (Agriculture Residential), RT (Residential

Transition), RS (Residential Single Family), and RE (Residential Estate) all of which are of relatively low intensities. The bulk of the land in the study area is zoned AR, Agriculture Residential, which has an allowable density of 1-3 dwelling units per acre. The study area currently has approximately 350 existing homes. The zoning is what will drive the allowable densities, intensities, setbacks, and uses of development. This is land development control at the local level.

The Future Land Use of the area, as prescribed by the County's Comprehensive Plan which is regulated at the State level, is predominantly MR 5 (Medium Residential with 5 dwelling units per acre). This is the density that has been determined to be appropriate for the area in the future. This adopted Land Use also paves the way for the local zoning to be changed allowing densities greater than the 3 dwelling units per acre. This Future Land Use designation of MR 5, and the recent study area re-zonings to higher densities, is what has created a degree of confusion in the community. Any degree of protection from development pressure offered by



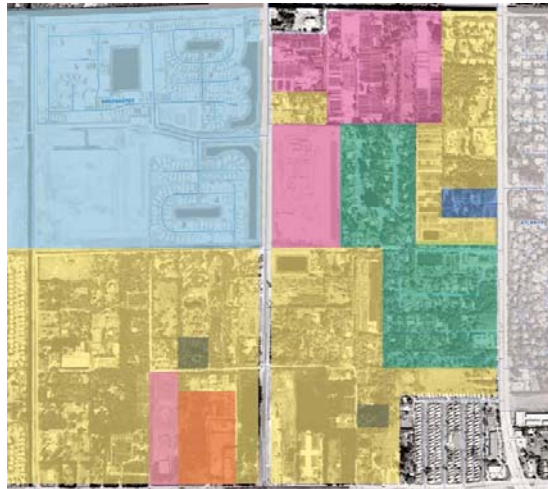
Equestrian activities are still an important characteristic of the area.



Much of the study area still maintains a rural character.



Dense landscaping and narrow streets create beautiful views.



Future Land Use, as prescribed in the county's comprehensive plan: MR-5 (Yellow), LR-3 (Green), LR-2 (Blue), LR-1 (Dark Green), Institutional (Purple), CL/5 Commercial (Red). Nautica Isle is shown in light blue.

the rural residential zoning of land, is seemingly undermined by the Future Land Use designation. Residents are now deeply concerned that the rural character of their neighborhoods has been "planned" away. The net result of MR 5 land being re-zoned to allow 5 dwelling units per acre is a potential increase from 349 existing units in the community, to over 1,700 units.

Transfer of Development Rights

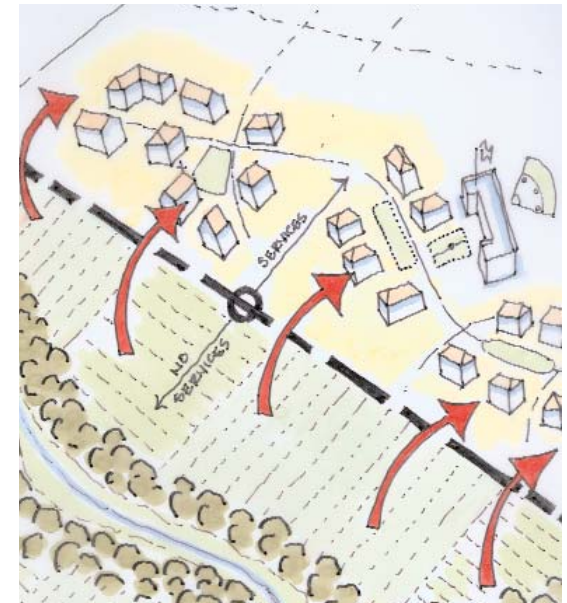
Another source of community concern has been the use of Transfer of Development Rights (TDRs) in the study area to further increase densities. The program establishes criteria for "sending" and "receiving" sites for transferring residential densities. Palm Beach County established its Transfer of Development Rights Program in 1980 and revised the program in 1992. Through this program the County preserved approximately 2,300 acres of land

and generated 6,400 TDR units for sale. The development rights on the purchased land were then banked for sale at a later date. The sale of these rights was intended to satisfy the public cost of land preservation and to encourage growth into areas within the County's Urban-Suburban Tier, away from rural and environmentally sensitive lands. The use of transfer development programs has grown nationwide and is typically seen as a healthy, "win-win" situation for communities concerned with land preservation and controlling growth.

Palm Beach County's Transfer of Development Rights Program has recently seen increased interest from the development community as the pressure to house more people on less land steadily grows. The charrette study area, while predominantly rural in nature and zoning classification, lies within the County's Urban/Suburban Tier which meets one of the basic criteria as a receiving site: a location within the Urban/Suburban Tier. Another criteria for a project receiving TDRs is demonstrating compatibility with the adjacent context. This point raised perhaps the most ire among the neighbors of the two new proposed housing projects in the area as the densities proposed were more than twice what the zoning allowed. In reviewing the projects however, the County made the determination that "compatibility" was demonstrated through consistency with the Future Land Use (MR-5) and that the Comprehensive Plan essentially trumped the existing zoning (AR-1).

The charrette team felt that the Palm Beach County Transfer of development Rights Program, and the intent of that program, is good. It has preserved land and the focus for new development to densify existing urban areas is sound. However, greater scrutiny needs to be given to the particulars of the receiving sites. Simply existing in the Urban/Suburban tier, and consistency with the Comprehensive Plan should not be enough to receive these units. Each proposed project should be evaluated individually to determine whether its physical contribution to the neighborhood makes it worthy of TDRs. Essentially, design criteria needs to be established for the program.

In the case of the Greenacres, Atlantis, Palm Beach County Charrette study area, the inclusion of TDRs for future projects has raised the potential build-out of the area from 1,700 dwelling units (with the MR-5 Future land Use designation), to over 2,500 units. To create predictability and healthy redevelopment in a neighborhood, it is critical to look beyond issues of density. Simply reducing the sheer number of units in an area is not the solution to the problems associated with growth. Establishing clear directives for balanced, inter-connected, and compatibly designed growth begins to resolve the pains associated with growth.



In Concept, a TDR program takes development rights from one place and gives them to another.

THE □BELMONTS□

(Belmont at Greenacres and Belmont at Haverhill)



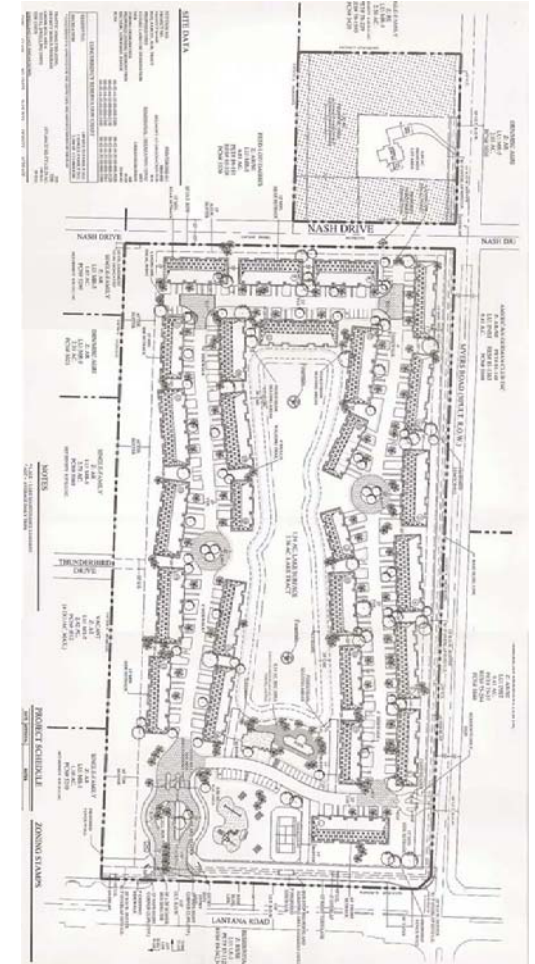
One catalyst for the planning of the charrette has been a concern over the recent development plans that have begun to take shape on land inside the study area. Initial plans have been drawn which propose the introduction of two new housing development projects: Belmont at Green Acres and Belmont at Haverhill. It was alarming to the residents of the area that developments of such scale and character could be proposed in a location which is currently under the zoning designation "Agricultural/Residential." This discovery left many residents questioning the legality of the situation and questioned the rights of the developer to build these projects. The charrette became a forum for these discussions. An explanation was needed. A further examination of the situation led to an understanding. It is true that the current zoning of much of the study area is in fact "Agricultural/Residential." However, the county's comprehensive plan proposes a change in density through its "Future Land Use." The land where the Belmont projects have been designed on, have a Future Land Use designation of "Medium Residential, 5 units/aces" or simply, "MR-5." In addition to this, the Belmont properties participated in Palm Beach County's "Transfer of Development Rights" program, which, allowed for even more units to be built. This understanding clearly explained the added density, but citizens still questioned the compatibility of the character between the new projects and the surroundings. For this reason, counter-proposals, matching the density, yet offering more sensitive design and compatibility, were made for both Belmont at Green Acres and Belmont at Haverhill. Whether or not these counter-proposals will be able to influence the Belmont projects remains to be seen, but it was important to offer an alternative solution. In fact, the proposed modifications to the "Belmonts" should become criteria for evaluating future development proposals.

Belmont at Green Acres

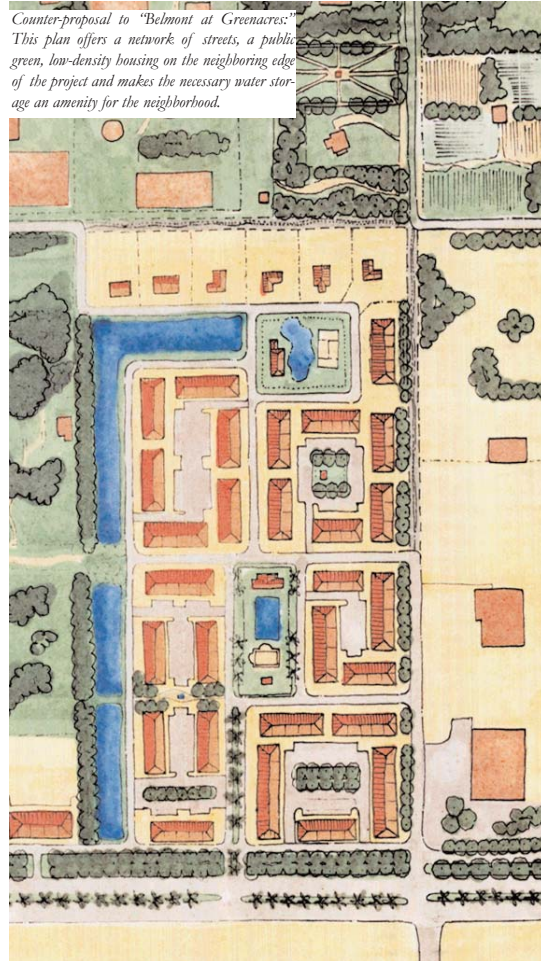
The current scheme for Belmont at Green Acres began with the rezoning of the land from Agricultural/Residential to a Planned Unit Development (P.U.D.) with a density of 5 units to the acre. In addition to this, 39 additional units were purchased from Palm Beach County's TDR program. In total, Belmont at Green Acres

is proposing 150 new units on the site. In addition to the housing, the project includes a tennis court, a pool, a recreation area, and a preserved area north of Nash Drive along Myers Road. While these are all nice amenities, unfortunately, Belmont at Greenacres is being proposed as a gated community, so those amenities will not be public. Only two entrances into the project are proposed, both of which are located at the southern end of the project near or along Lantana Road. Therefore, most of the traffic that the new development will produce will be forced to enter and exit onto an already heavily congested street. There is no network of streets, there are no blocks proposed, there is no variety of housing types, and there are no public spaces. This project is as segregated as possible and offers no benefit to the neighborhood at large. A counterproposal was needed to demonstrate the potential benefit a development of this scale could offer to its new residents and reinforce the civic responsibility a project like this should have.

As mentioned, the counter-proposal matched the number of units of the original. This scheme, however, takes a different approach to design. First of all, there is an established network of streets. The plan has been divided into blocks. This offers many ways in and out of the project. The public space here is truly public. A park is centrally located, and the waterfront, which in the previous scheme was privatized and generally hidden, here becomes a real amenity for everyone in the neighborhood. Biking and walking paths could be placed at the water's edge, and the water, which is generally thought of as simply water retention, now has the added value of becoming usable. It serves an additional purpose as well. It, along with the single family homes on half-acre lots at the edges of the projects serve as transitions into the less dense surrounding neighborhoods. The law allows density of this scale to be built, but the key is how the density is managed. Neighbors of this project will be neighbors of either a well-maintained waterfront, or of residential lots with similar densities.



Right: Proposed development: "Belmont at Greenacres."

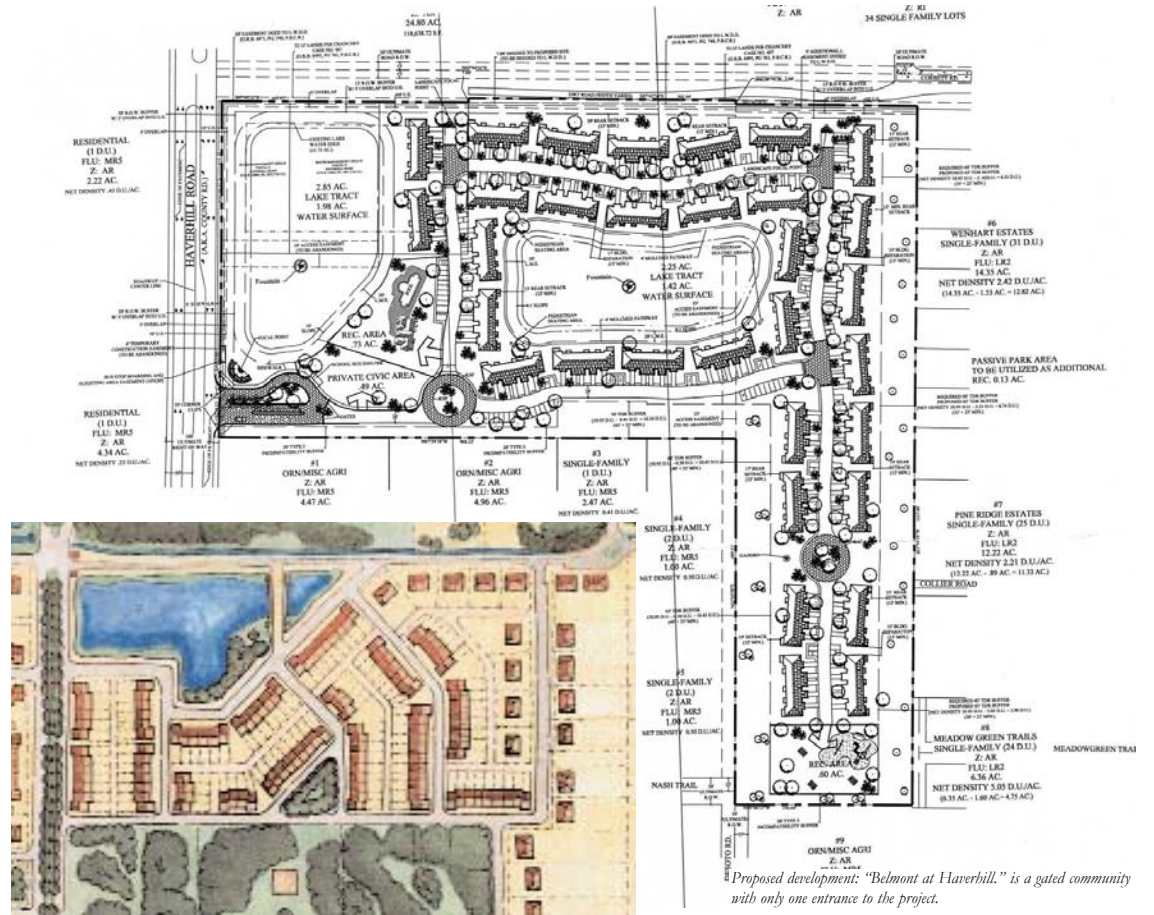


Aerial Perspective of counter-proposal for "Belmont at Green Acres." looking north from Lantana Road. Notice the frontage road that is created off of Lantana.

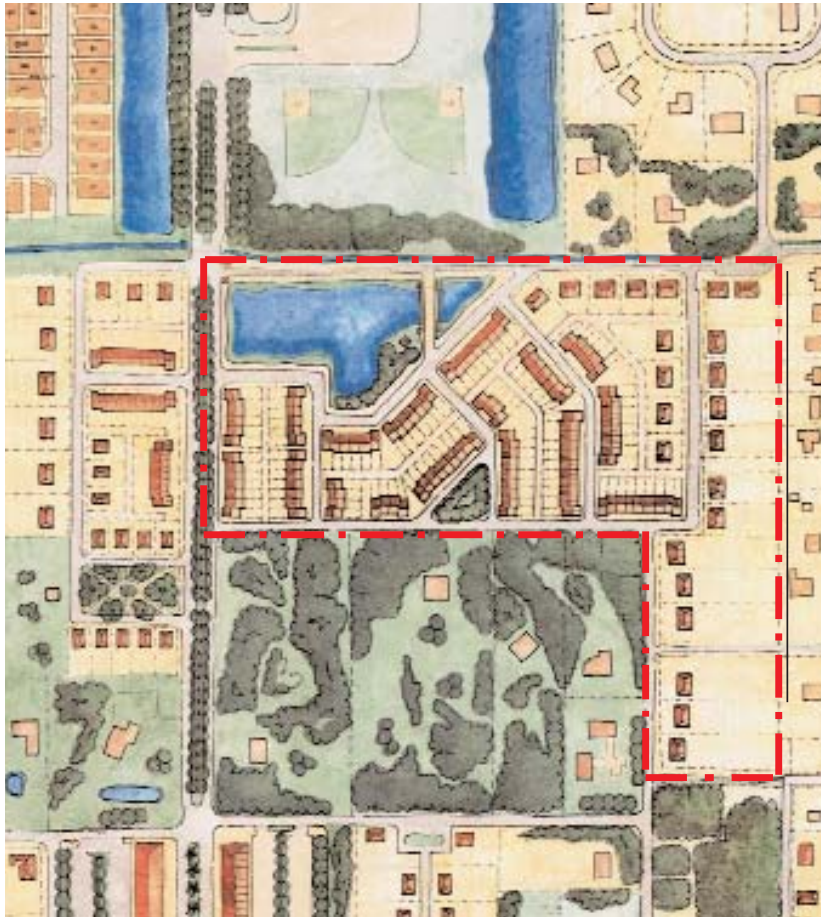
Belmont at Haverhill

A proposal has been made for 134 additional units to be built along Haverhill Road called, "Belmont at Haverhill." Once again this development is being proposed as a gated community. There is only one entrance to the project. It is along Haverhill Road. Considering the fact that two new schools and a large housing development, Nautica Isles, have been built on neighboring properties, which, as a means to enter and exit, exclusively use Haverhill, it would seem reasonable to assume that an alternative route would be desirable to mitigate added traffic stress. Thus, a counter-proposal, once again using the same number of units, was drawn that challenges the design principles of the original plan and sets out to create something better. It should be mentioned that the fact that these counter-proposals are based on more traditional, time-tested patterns of urban design, and that more thought has been given to the architecture of the place, it could present an added value to any developer who wishes to build in this way.

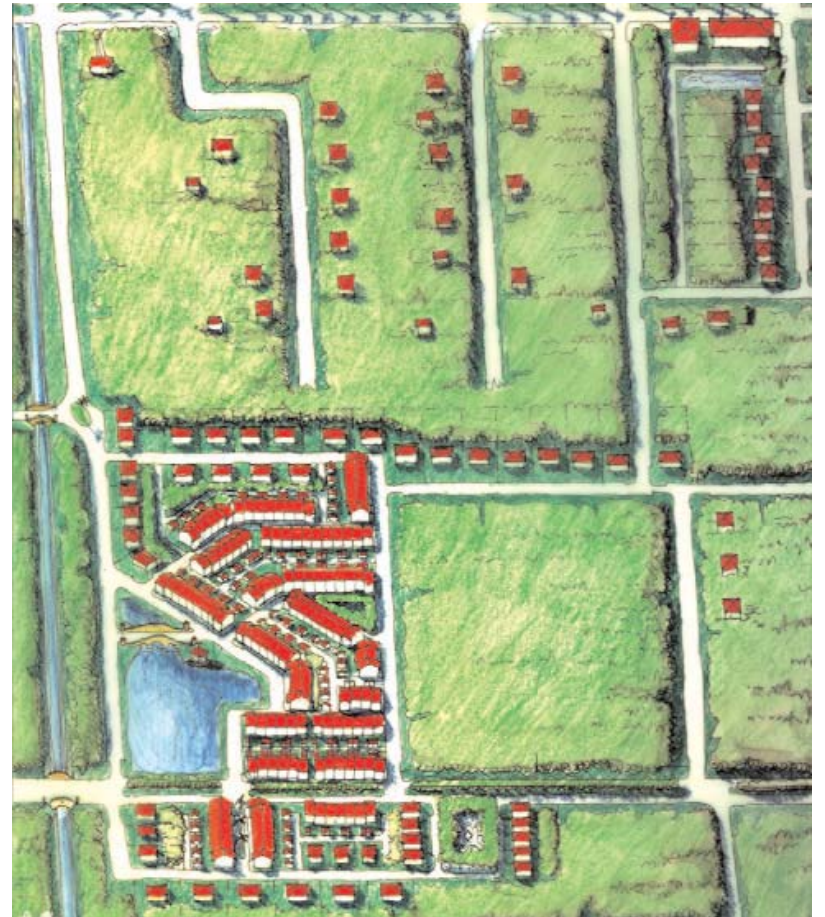
A major feature of the counter-proposal is how the water retention is addressed. The project uses the existing pond and expands it to meet the needs of the added runoff the new neighborhood will produce. The pond, now seen as a lake, is the centerpiece of the neighborhood. A bridge and linear park with a gazebo, compliment the lake, and suggest that it is a special place. A horse trail system has been proposed for much of the surrounding area. It is thought that the northern edge of the lake could be a turn-around spot for riders and an opportunity for the horses to cool off and replenish with some water. A small triangular-shaped green is planned for the southern edge. The neighborhood is based on a block system and is not gated. The edges of the property consist of single-family homes on lots that are similar in size to the existing neighborhoods. The 65-foot buffer that the code currently prescribes is meant to do the same, however it tends to segregate one neighborhood from the next, and makes it difficult to build consistent neighborhood blocks. In summary, the counter-proposal attempts to build a beautiful neighborhood with public amenities that is sympathetic to traffic concerns and most importantly, is a place where people would like to live.



Suggested Re-Design: Roads connect through and like-densities face one another



Plan of counter-proposal for "Belmont at Haverhill" The project uses large single-family lots on its edges as a transition to the more rural neighboring surroundings. A smaller project on the west side of Haverhill matches the design principles demonstrated in the counterproposal.




Aerial Perspective showing new neighborhoods in the study area. A series of new street connections make traveling inside the neighborhood easier. Two such connections link Haverhill Road and Military Trail. This will help keep local traffic off of Lantana Road to the south.



The new neighborhood includes a lake with public access as its centerpiece.

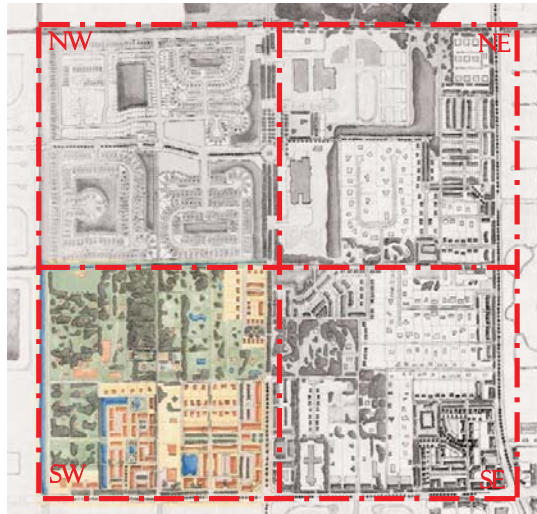


The necessary water retention can be designed and enhanced in a way that provides a valuable amenity to the neighborhood.



TOUR OF THE PLAN

(Southwest, Southeast, Northeast, and Northwest Quadrants)



The Citizens' Masterplan is divided into four quadrants.

Southwest Quadrant

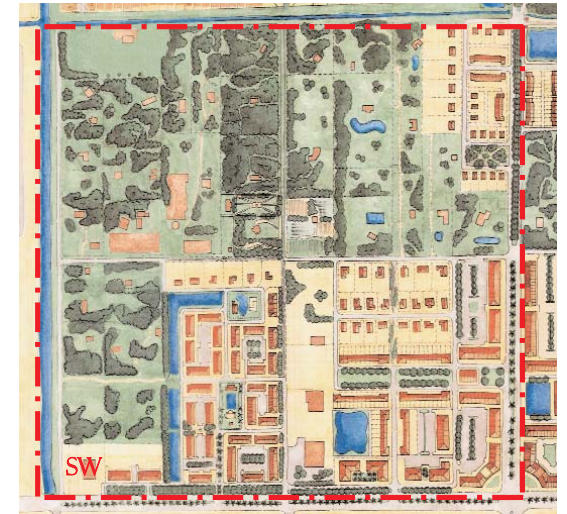
The tour of the plan will begin with the Southwest quadrant. This quadrant is of vital importance to the plan as it is the area that maintains the most untouched green space. Over fifty percent of this quadrant is intended to be protected and preserved in its current state. It currently is the area with the highest concentration of horse-ownership, and, generally speaking, has large plots of land. For these reasons it is obvious that this area is very important to the overall plan. By preserving it and making it as an important part of the community, it helps to preserve the rural character of the area which, so many citizens in the charrette process stressed was important to them. This quadrant then, is also a logical donor site for an internal T.D.R. (Transfer of Development Rights) program. If desired, this program lets land owners sell their development potential to another land owner inside the study area. For example, an owner of 5 acres of land currently used as a horse farm could sell his development potential of 25 units. (5 acres x

MR-5 future land use of 5 units/acre) to a developer along Lantana who could use the added density. This way the likelihood of selling the land under development pressure is lessened because the landowner can make some return by selling his rights rather than selling his land. It also guarantees that the land will stay with the density it has, because after the development rights are transferred, it has no legal right to develop. Land owners would no longer have to worry whether or not their neighbors are selling their land and whether or not they should sell to avoid being surrounded by growth and missing their window of opportunity.

Perhaps a more likely scenario is down-zoning portions of the study area. This strategy would need residents to organize themselves and have absolute consensus on the topic. It would require landowners to give up any future development rights greater than what is agreed upon by the residents themselves. Then, a petition must be made to the governing municipality to make the proposed down-zoning law. This strategy is another way to increase predictability of future growth and should satisfy the desire of residents who don't want to see the rural character of the study area disappear. Again, this strategy takes coordination and active involvement to succeed. A good way to get started is to establish a neighborhood association that is recognized by the county. It will become a forum for ideas and a place where residents can galvanize a plan for the future of their neighborhoods. A strong and well organized group of residents can be a loud voice that get things accomplished in government.

"Belmont at Greenacres" is one new development occurring within the Southwest quadrant. The masterplan calls for the redesigning of the current proposal into a more traditional neighborhood with added sensitivity to its surrounding. This is especially important considering the development is bordered by the preserved land on the northern and western edges. Large single-family lots to the north and a linear lake to the west help to ease this transition.

To the east of "Belmont at Greenacres" is the American-German club. The club currently offers one of the few formal cultural experiences available in the study area. Dances and festivals occur fre-



The Southwest Quadrant

quently here. The only recommendations for the club involved general improvements to the property and right-of-way. The service road has been converted into a two-lane north-south neighborhood street. This is part of a system of added street connectivity in the area. It is believed that a good system of streets and blocks with relieve some traffic pressure off of Haverhill Road and Lantana Road, but the character of the streets will be designed in a way to discourage "cut-through" traffic. Narrow two-lane roads which demand slow traffic speeds and traffic-calming devices such as medians, stop signs, and small turning-radii at intersections will help avoid future problems with traffic. The addition of public gates or monuments along the road also slow down drivers and reduce traffic counts. Street connectivity is important for everyone, but the way the streets are designed is what makes the largest difference in traffic patterns.



The image above shows the existing condition of Lantana Road with its large setback.



The highest concentration of growth in the Southwest quadrant is along Lantana Road. Understanding that Lantana Road is already a traffic nightmare, and knowing that more development along it will only add to this, a parallel service lane has been proposed between Cadillac Road and Military Trail. This keeps regional traffic on Lantana Road, and local traffic off of it. The lane is approximately twenty-feet wide. This includes one traffic lane, and one parallel parking lane. It should help businesses as well. Instead of dealing with highway-type speeds of cars flying by, a calm service road will allow the buildings to come up to the sidewalk and allow for more exposure from the street. It will also have the added benefit of being pedestrian friendly. Businesses will be no further away from Lantana Road itself. Before the added lane, they required large parking lots in front of the buildings for separation from Lantana, now that separation is handled by the service lane. The lost parking can either be placed behind the building, or in most cases, picked up through the parallel parking spots.

By making Lantana a beautiful street it also adds value to the properties around it. Lantana Road in Greenacres can be an address that businesses and residences will want to come to. With greater demand comes greater opportunity to leverage the private sector into building the vision of the community.

The addition of the frontage road can help with business access and identity. The frontage road also creates an environment that is a suitable location for residential uses. The counter proposal to "Belmont at Greenacres" proposes this. Townhouses and small apartment buildings could be economically successful along the frontage road if designed properly. The median and road are sufficient buffers that allow housing to be considered. The added frontage road creates a new street that is desirable for housing, and a new real-estate market that is currently emerging.

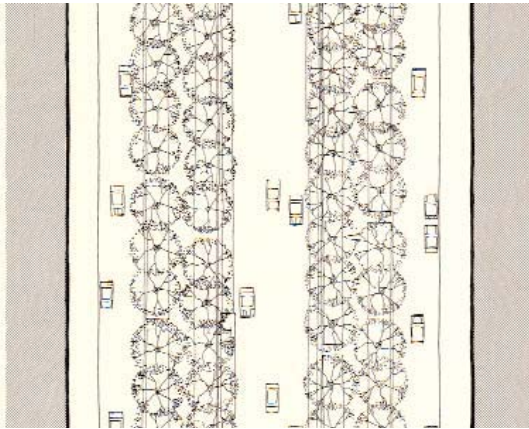
The image to the left shows the first-phase addition of a frontage street. The new road is intended for neighborhood traffic. It serves as a buffer to Lantana Road and allows businesses and residences to be placed closer to the sidewalk, and thus creating a more inviting and attractive urban environment.



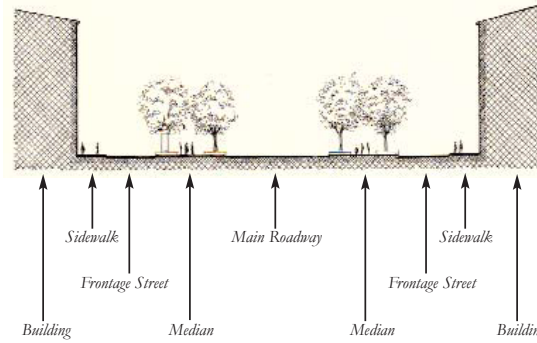
The proposed final buildout of Lantana Road. An address is created.



The Ringstrasse, Vienna: Moving right to left, the major road is separated from the buildings by a median and a frontage road. This example is much more urban than the study area, but the proposed section of Lantana Road is similar. The buffer is needed for the businesses and residences to survive.



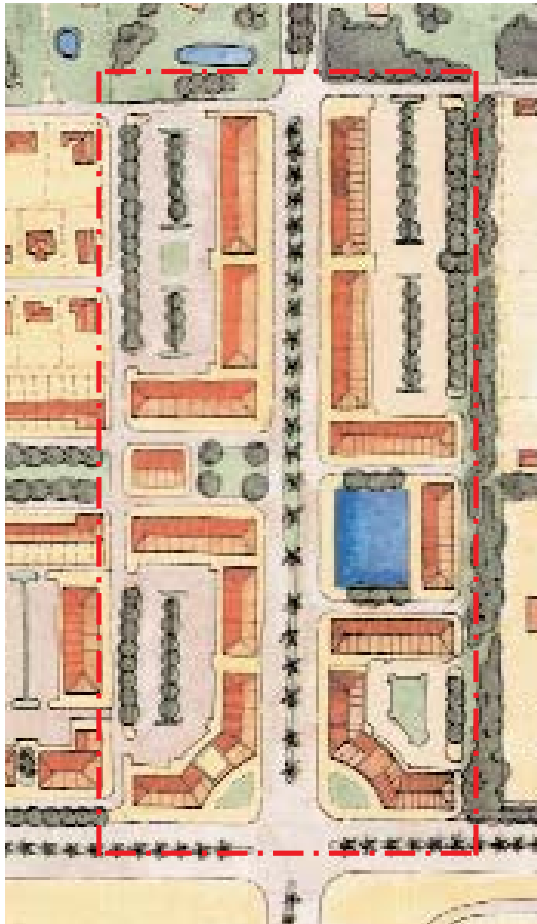
Ringstrasse Plan: Local traffic is separated from regional traffic through its frontage lanes.



Section of the Ringstrasse: The section of Lantana Road is informed by this great street.

The precedents for Lantana Road's sectional configuration are found throughout the U.S. and Europe. Some of the greatest streets in the world, including Commonwealth Avenue in Boston and the Ringstrasse in Vienna, use frontage roads to separate buildings from major thoroughfares. It is not anticipated that the study area will ever achieve such densities, but it already has comparable traffic volumes. That is why these models are so relevant.

Continuing along Lantana Road to the intersection of Lantana and Haverhill, the plan identifies this area as a potential commercial node. A strip-shopping center has been planned for the north-eastern side of the intersection. Here again, the participating citizens and the design team agree that another strip center isn't what the area needs. A counter-proposal was done using the same square footage, water retention and parking the strip mall proposed. Residential units were added above. The counter-proposal highlights and celebrates the intersection of Lantana Road and Haverhill, and proclaims it as an entrance into a special place. The corners are left as small greens and the curving walls of the building help to define the space. This could be a great location for some future restaurants on the ground floors. The parking to the rear has easy access through the colonnade centered on the mass of the building. This also helps to break down the scale of the project by essentially dividing the buildings in two. Continuing north on Haverhill, a series of mixed use buildings transition into townhouse units with parking to the rear. The west side of the project, one block north of Lantana, introduces a small neighborhood green and a public building, perhaps a church. To the west of this are two more blocks of townhouses centered on an ample median, large enough to use for casual sporting and relaxation. The amenity to the east side is the retention pond, now seen as a formal lake, which provides passive cooling to shoppers and residents of the new development.



"Commercial Node" at Lantana Road and Haverhill in the context of the masterplan.



The proposed "Commercial Node" at the intersection of Lantana and Haverhill Roads. The buildings shown have mixed-use programs and might be a good location for a new restaurant.



Existing condition of intersection at Lantana Road and Haverhill.



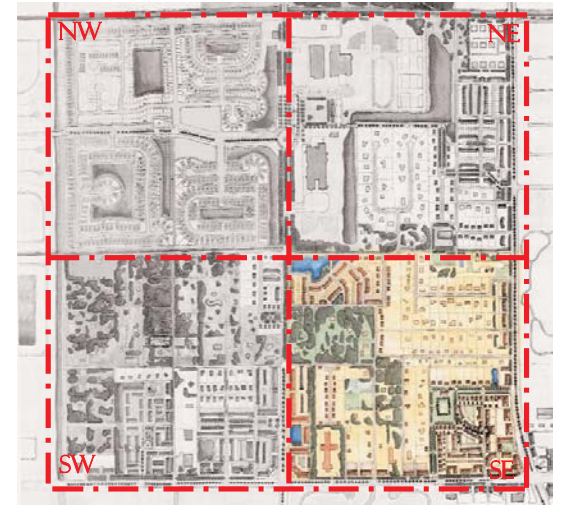
Athens, GA: Commercial street has wide sidewalks, decorative street lighting, and shade trees. The proposed commercial node at Haverhill and Lantana should too.



Proposed final buildout: An urban, mixed-use environment.



Detroit, MI: Retail centers such as this, are valuable to their neighborhoods. It is a great convenience to be able to walk or take a short drive to buy everyday goods and to take care of daily needs. This can be done in a beautiful way; as shown in the image above.



The Southeast Quadrant

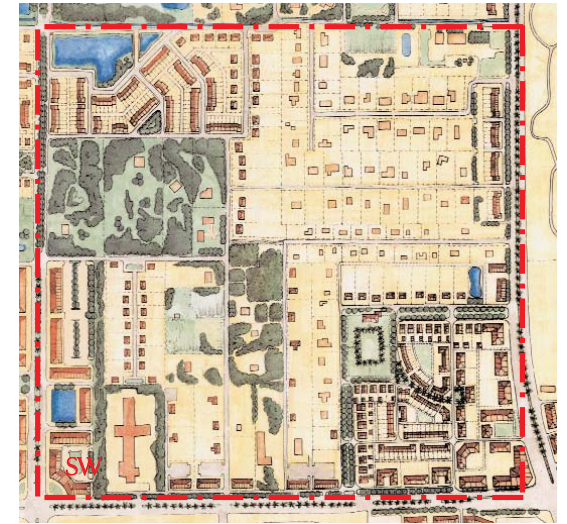
Southeast Quadrant

The Southeast quadrant is similar in character today as that of the Southwest, but it has been more developed. There is less open space, fewer horse owners, and more single-family homes. Still, the rural character is felt even on its neighborhood streets, and this character is important to maintain. The northwest corner of the quadrant is the site of "Belmont at Haverhill." This project, as discussed in the previous chapter, has been redesigned with more connectivity and more sensitivity to its surroundings. Directly south of this is the largest untouched piece of land in the quadrant. This green space separates the more dense projects of "Belmont at Haverhill" and the commercial node at Haverhill and Lantana. This interruption of building reminds travelers that the area is in fact rural, and again, if an internal T.D.R. program, or another means of preservation can be implemented, it could stay that way.

Left: Existing condition and Phase 1 of improvements to Military Trail. The lower image shows the addition of a paved turning lane.



The final buildout of Military Trail includes a new brick paved turn lane, hedges hiding the Atlantis Wall, new street streets, and beautiful townhouses on the western side of the road.



The Southeast Quadrant

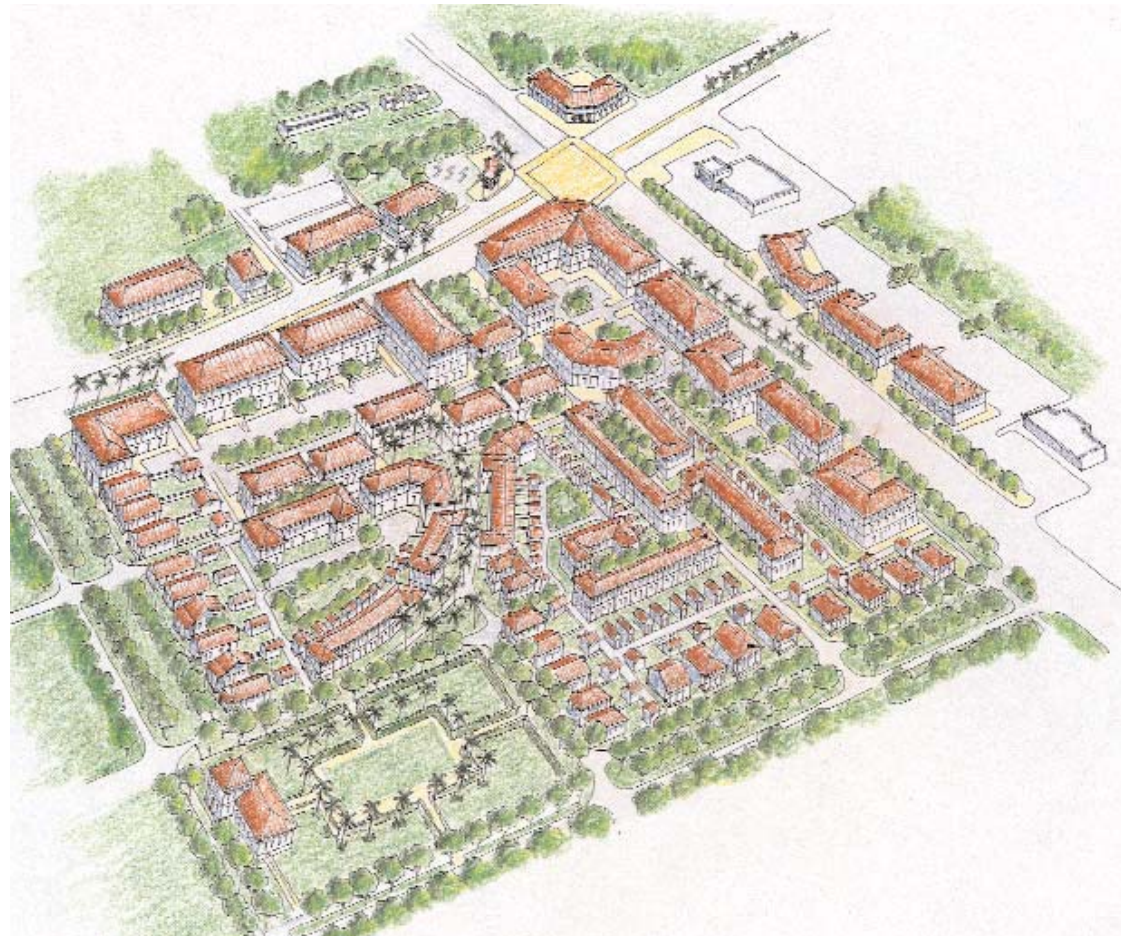
Moving east of the commercial node is the current assisted living facility. The property itself is quite deep and the northern half of the lot is currently underused. Single-family lots have been proposed on this location. Areas adjacent to this are maintained as more single-family homes.

Another intervention in the Southeast quadrant discussed during the charrette was the beautification of Military Trail. A hedge has been proposed for the east side of Military along the Atlantis wall. This will eventually grow and hide the wall and its barbed wire fencing. The median and turn lanes today leave much to be desired. A more sophisticated and maintained landscape is proposed for the median itself, while the turn-lanes are converted into a brick paving pattern, which, maintains the width of the median and reads as a more continuous median, yet allows all the current turning opportunities to continue.

The Southeastern corner of the quadrant is the Kokomo trailer park. This is the largest single-owned piece of land in the entire study region. The Kokomo Park gained worldwide reputation when a few residents formed a singing group known as the Kokomo Cuties, and made it all the way to the Tonight Show starring Johnny Carson. The park is generally in good shape and has a certain “Old Florida” charm. It is not the recommendation of the design team to encourage the redevelopment of the park. Residents of the park have expressed certainty that the current owner of the park is not interested in selling the land. Hopefully that is true, however with such a large piece of land under single ownership, the possibility of redevelopment is too great to ignore. Therefore, a redevelopment plan for the future was designed. It is not to say that this plan should be promoted as an immediate necessity, but rather it is a plan that has been established for when the time is right for redevelopment. The proposal includes a mix of uses and a mix of housing types. The highest density is found on the corner of Lantana Road and Military Trail. As the neighborhood approaches its surroundings, the density gradually decreases. A transect of office/apartment to townhouse to single-family homes clearly exists. The edges of the development which meet the existing housing in the study area thus are compatible. In fact, a large neighborhood park is located on the northwest corner of the property, providing even more open space adjacent to existing neighbors. The new neighborhood also calls for a clearly defined network of streets.

Northeast Quadrant

The proposed improvements to Military Trail should continue north through the extents of the Northeast quadrant. A traffic light is recommended at the intersection of Military Trail and the Western entrance to Atlantis. This would also be an opportunity to propose an East-West connection to Haverhill from Military Trail. A meandering tree-lined avenue is proposed connecting the two streets between the school properties in an eventual alignment with the Nautica Isles entrance. This East-West connection has the added importance of linking Atlantis to the Greenacres fire department station with whom Atlantis is currently under contract.



A future proposal for the Kokomo Trailer Park. This plan is not intended to be built any time soon, but a plan should be in place for when the time is right to redevelop.



Aerial photograph of Kokomo.



Kokomo as it appears today.



Proposed plan of new neighborhood on Kokomo property.



Existing condition: View of Military Trail from within western gate of Atlantis.



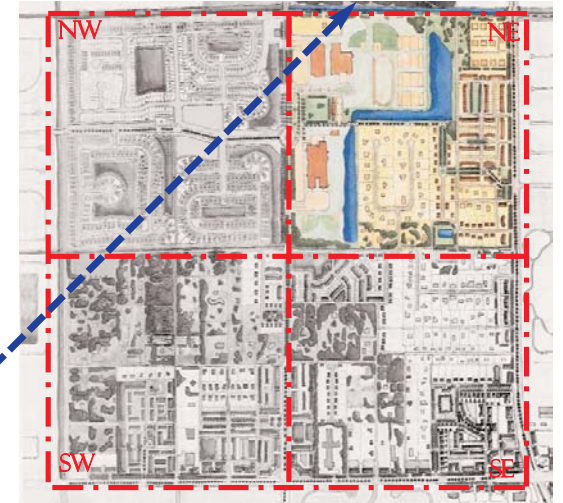
Phase One: Bury power lines and add traffic signal.



Final buildout: The new traffic signal will make left turns from Atlantis safer, provide for a future four-way intersection, and will also calm traffic on Military Trail.



Existing Condition: Looking east towards Military Trail, the L-14 canal today is adjacent to a gravel road.



The Northeast Quadrant

Aside from providing Atlantis with a much-sought after traffic light to make southbound turns, the signal would also help slow down traffic from Lantana Road. Atlantis police officers have indicated that they have repeatedly recorded speeds in excess of 100 miles per hour along this portion of Military Trail.

In addition to these improvements to Military, improvements should be made to increase connectivity between the school properties. The two neighboring schools, Diamond View Elementary and Tradewinds Middle together control approximately 50 percent of the land in the Northeast Quadrant yet they are not connected in any meaningful way. A neighborhood park with a community hall that can also be used for school sanctioned events is proposed on the single remaining parcel along Haverhill between the two

Left: Phase 1 of plan. Landscaping is added along the banks of the canal. The gravel road still exists, but is better maintained. It should be continuous between Haverhill Road and Military Trail.

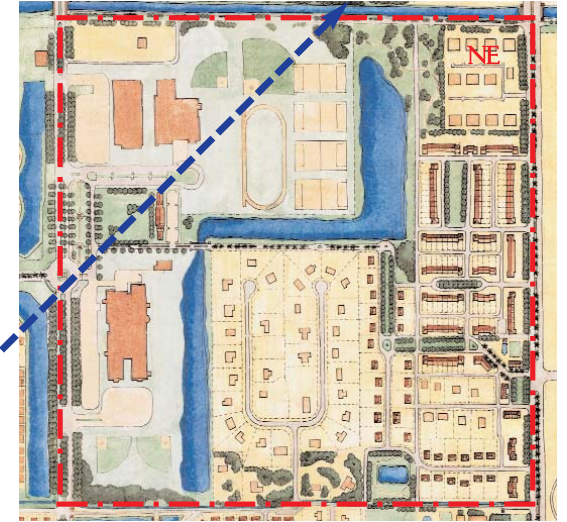


L-14 Canal Final Buildout: The gravel road is paved and a horse trail could be added along the banks of the canal east of Haverhill Road. As long as there is separation between car traffic and horse traffic, the two can easily coexist. In this case the separation is made with a wide planting strip and a row of shade trees. These improvements not only provide a desirable place to ride, they also act as general beautification strategies that can be applied to the entire study area.

schools. This will help with connectivity, beautification and preservation of open-space. Just south of the park on Haverhill at the entrance to Nautica Lakes, a roundabout has been proposed. The roundabout substitutes for a traffic signal and serves as an important civic marker in the neighborhood. It also acts as an effective means of traffic-calming which is vital considering its proximity to the neighboring schools. This is especially important during school hours, when children will be around.

The L-14 and L-15 canals define the northern and southern bor-

ders of school properties and the quadrant itself. Simple interventions can be taken to improve these areas as well. A two lane road has been proposed along the Southern bank of the L-14 canal between Haverhill Road and Military Trail. This satisfies a desperate need for a straight East-West connection and could serve as another fire-rescue route to neighboring Atlantis. Beautification to the banks of the canal and the addition of a horse path along it are also desirable and beneficial to the overall impression of the neighborhood. These improvements to the L-14 canal must be coordinated with the Lake Worth Drainage District. This organization



The Northeast Quadrant

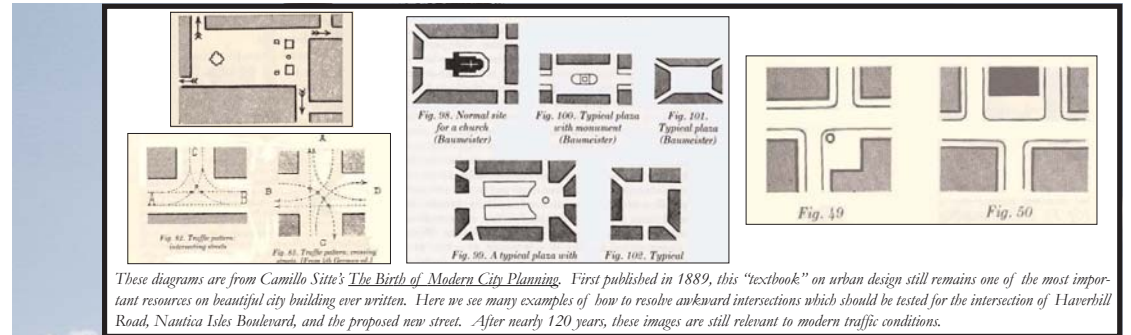
manages and regulates water storage and drainage to the region through its canals. They also own the land where the road would be proposed. They have dimensional standards which must be respected. This should not however, preclude the possibility of a road being built, but it will require advanced planning. A similar road is proposed on the south side of the L-15 canal inside the property limits of "Belmont at Haverhill."



Existing condition: Nautica Isles entrance on Haverhill looking east toward school.



Phase 1: When improvements are made to Haverhill, take advantage of the timing and bury the power lines. It can make a big difference.



These diagrams are from Camillo Sitte's *The Birth of Modern City Planning*. First published in 1889, this "textbook" on urban design still remains one of the most important resources on beautiful city building ever written. Here we see many examples of how to resolve awkward intersections which should be tested for the intersection of Haverhill Road, Nautica Isles Boulevard, and the proposed new street. After nearly 120 years, these images are still relevant to modern traffic conditions.



Final Phase: Eventually the traffic light should be removed and a round-about added in its place. The residents of Nautica Isles won't have to wait so long for a light to exit, and traffic will be forced to slow down on Haverhill in front of the schools. The Round-about should be designed as a civic monument and source of pride for the neighborhood.



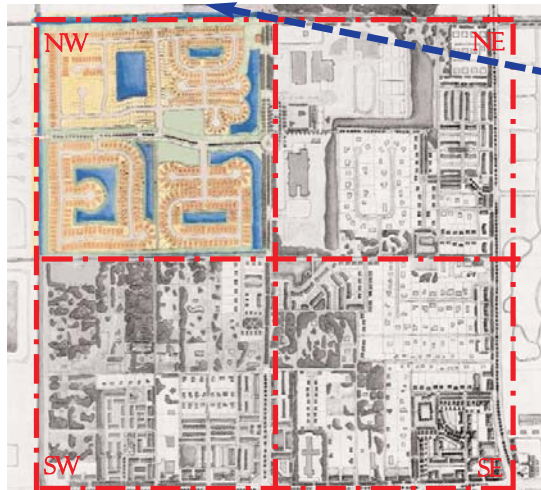
Existing condition: Looking west along the banks of the school retention pond.



Phase 1: Maintain water front and pave a new road between the school properties. A median could be left for future landscaping. This roadway to be designed for local, low-speed trips.



A new road parallel to the school water retention lakes enhances the waterfront and creates another east-west connection in the study area. Pedestrian and vehicular access is accommodated and a great boulevard is created. These improvements could occur through creative collaboration with the school district and be done in such a way as to avoid creating any hardships to existing neighbors.



Current conditions: The bank of the L-14 canal north of Nautica Isles is underutilized.

Northwest Quadrant

The Northwest Quadrant

The Nautica Isles development in Greenacres is the majority land holder in this quadrant. Therefore, the interventions to this area have been limited. Residents of the gated community have expressed a desire to have another entrance along Cadillac Road. Many feel that the added traffic of the schools and future developments will make Haverhill a traffic nightmare, and they would appreciate an alternative route. A Cadillac Road entrance would help to satisfy this concern however, there is currently no support for this idea with adjacent neighbors. The only other recommendation made to Nautica Isles was the beautification of the property adjacent to the L-14 canal. If properly maintained the L-14 canal could be a real amenity to the neighborhood. Currently the houses "Turn their backs" on the canal and do little to open up views or take advantage of the naturalistic landscape that clearly exists. Residents of Nautica Isles mentioned a desire to make the canal a legitimate park space with trails for horses and bikes. These trails could certainly be part of a greater network, thus providing miles of recreational paths enjoyed by all who live nearby.



Phase 1: The addition of shade trees along the canal is the first step in the making of a great space.



The Northwest Quadrant

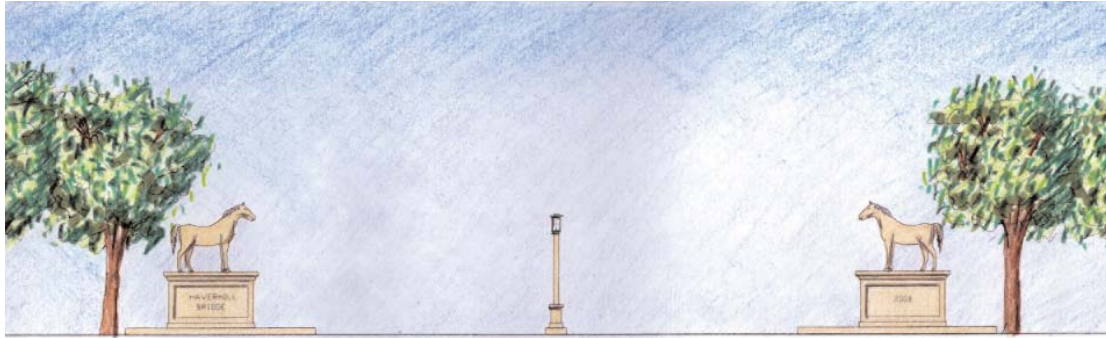


Final Proposed Improvements: A linear walking path and horse trail takes advantage of the natural beauty of the canal. It will be a real benefit to the residents of Nautica Isles, due to the canal's close proximity. It also gives the residents throughout the study area a beautiful area, free of cars, to spend an afternoon or an evening jog. The horse trail is part of a continuous loop that runs throughout the charrette study area.

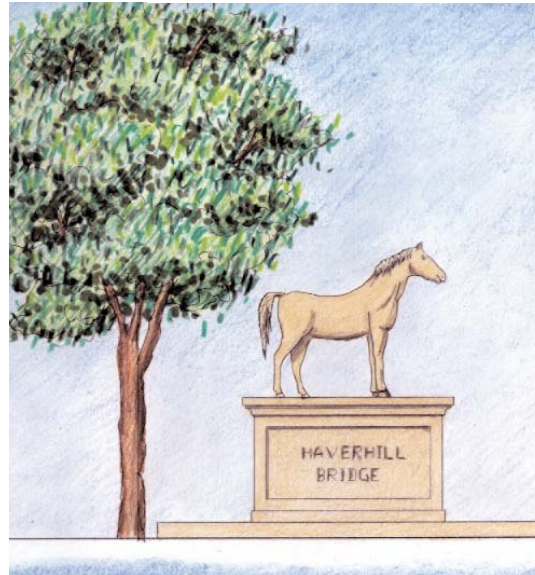
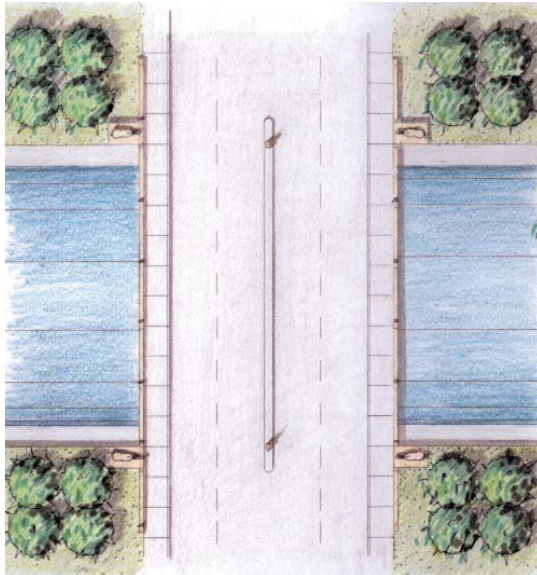
A wide-angle photograph of a city street intersection. The scene is dominated by palm trees and a large, multi-story yellow building with white accents on the right. The street is paved with white and yellow lane markings. Several vehicles, including a white SUV, a white truck, and a dark car, are visible on the road. Two people are walking on the sidewalk on the right. The sky is a clear, pale blue with a few wispy clouds. The overall atmosphere is bright and sunny.

OTHER CONSIDERATIONS AND SPECIAL PROJECTS

(Haverhill Bridge, Military Trail Bridge, Corbett Equestrian Trail, Community Hall, and Haverhill School Monument)



Entry elevation to proposed Haverhill Bridge



Announcing the arrival or departure from the study area is something that many residents recommended during the charrette. Considering that the study area to the north is defined by the L-14 canal, the design of a series of bridges seemed like a very appropriate way to mark this event. The bridges serve as civic monuments and celebrate the community that resides nearby. Currently most design standards for bridges are so low that they can be missed, or mistaken for continuous roadway. Opportunities for civic markers are often lost. Bridges are a necessary means of crossing the canal. With a good architect and some additional funds, ordinary bridges can become extraordinary. The two bridges proposed in the study area over the L-14 canal on Haverhill Road and Military Trail are good opportunities to do this.

Haverhill Bridge

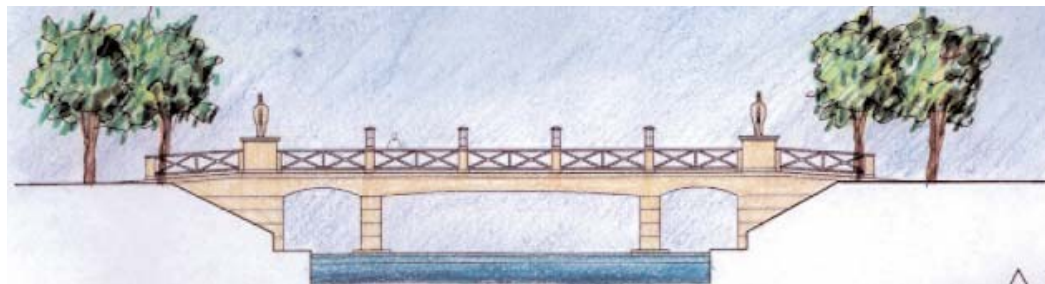
The Department of Transportation has declared that Haverhill Road will be widened. As a result of this, an opportunity arises to transform Haverhill Road into a great street. If the road needs to be redesigned, then a plan should be put in place before the work on it begins. Another great opportunity exists in the future redesign of the Haverhill bridge. Due to the expansion of Haverhill road, the bridge will also need to be widened. It is critical that the appearance of it also be enhanced. A proposal for this was made during the charrette.

The four corners of the proposed bridge are marked by equestrian statues, posing in a stately four-legged stance. They rest on pedestals with the inscription, "Haverhill Bridge" clearly marked in the die of the pedestal. The bridge is well lit by two large lanterns in the median and by smaller lanterns placed systematically within the side rails of the structure. The banks of the canals are also clearly delineated through the addition of four rationally grouped tree plantings. The Haverhill Bridge acknowledges the history and continued dedication to equestrian uses in the area through its design.

Left: Plan; Right: Detail of Equestrian motif. The new bridge at Haverhill Road is a new civic monument and a dignified entrance to the neighborhood. The statues recall the rural character of the place and make reference to the equestrian history still present in the area.



Right: Elevation of the Haverhill Road Bridge. The new bridge is a great addition to the study area. Lanterns and horses atop pedestals decorate the civic structure.



Above: The new Haverhill Road Bridge. The horse trails that run throughout the area also continue underneath the bridge and create an easy connection between both sides of the road which, otherwise would be hard to cross.



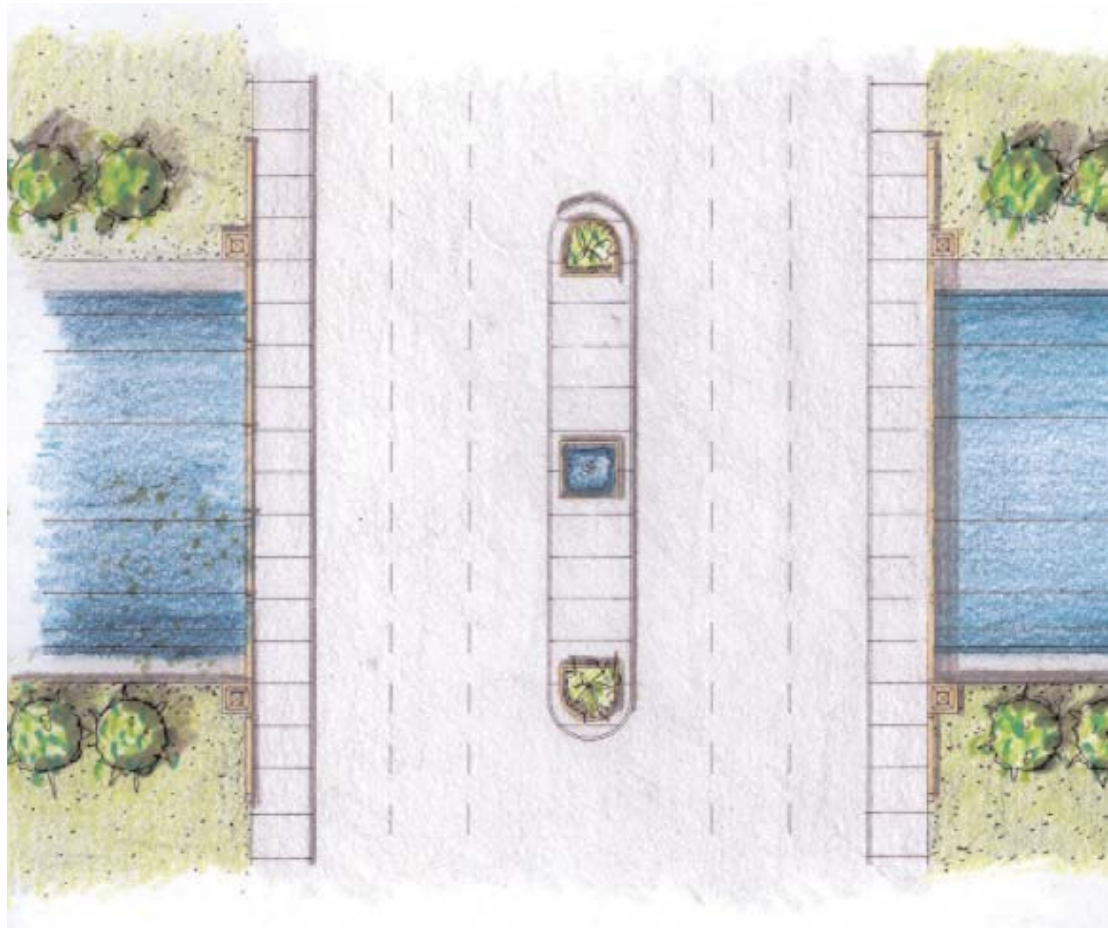
Haverhill Road as it appears today.



Phase 1: If Haverhill is widened to 4 lanes, street improvements can be made to beautify it.



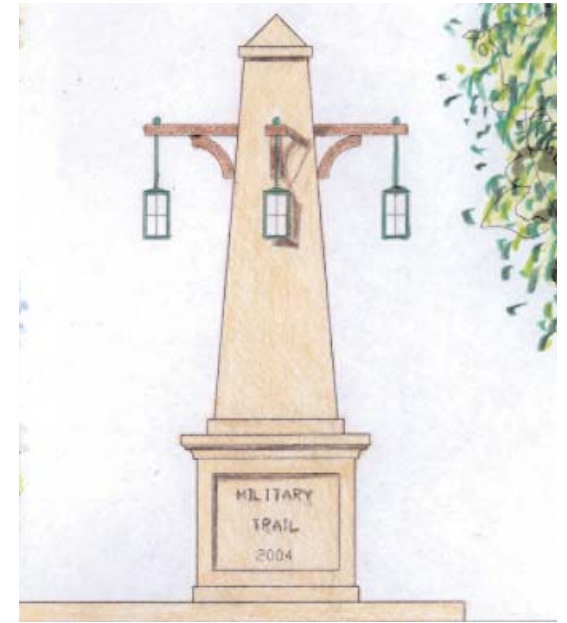
Final Buildout: Haverhill Road becomes a great street when a landscaped median, street trees, wide sidewalks, and buildings, which, are sited facing the street, along the sidewalk are added.



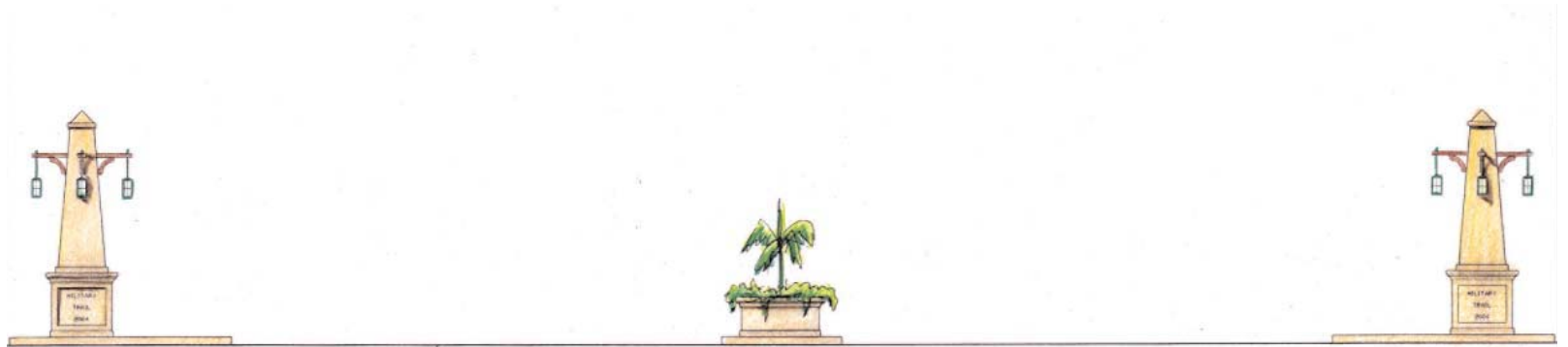
Plan of Military Trail Bridge: The bridge has six travel lanes, sidewalks, and a median with planters and a fountain.

Military Trail Bridge

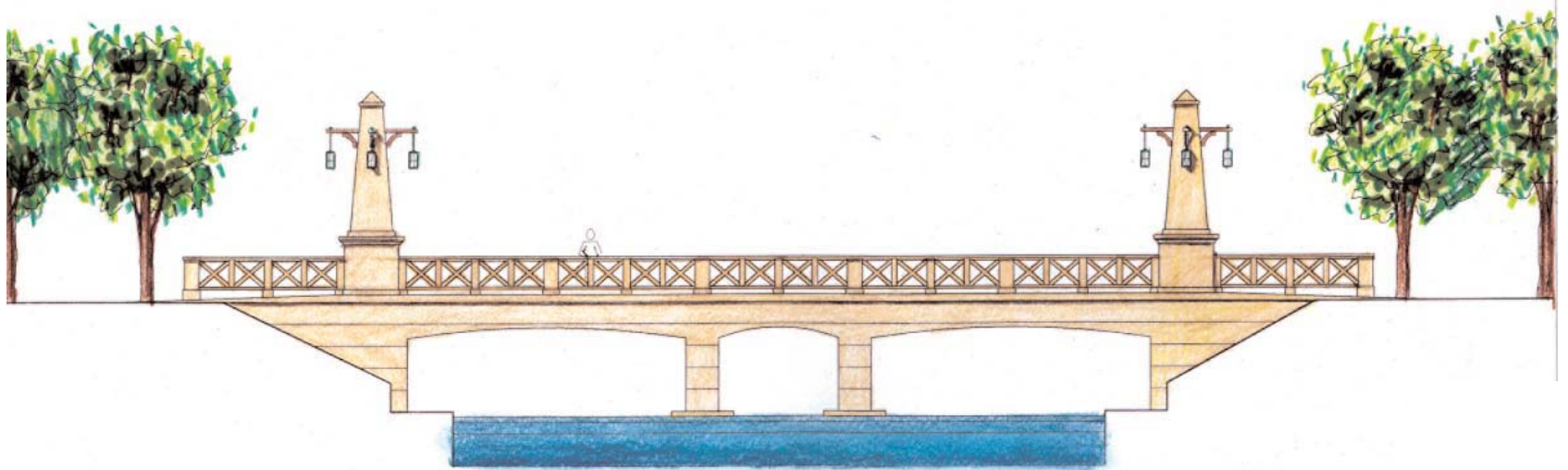
Military Trail is a larger road than Haverhill Road and the monumentality of the proposed bridge suggests that. The four corners of the bridge are defined by large obelisks resting firmly atop engraved pedestals reading "Military Trail 2004." Lanterns are hung from wooden brackets on all four sides of each obelisk and will no doubt announce the presence of the bridge at all hours of the night. They illuminate the bridge and proclaim the pride and dedication of its residents. The bridge is enhanced with a concrete median holding planters and a small fountain. An ample sidewalk has been proposed along each decorated guard rail to accommodate pedestrian use.



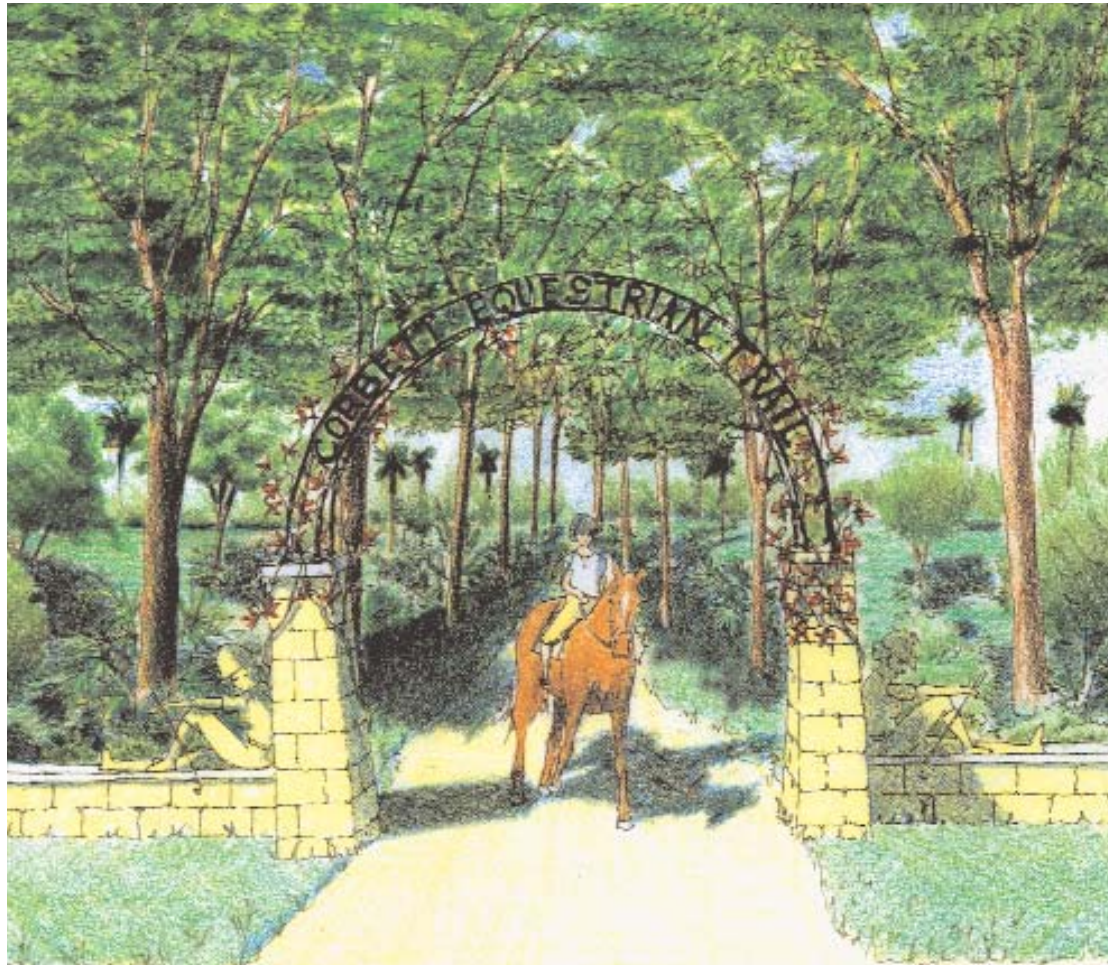
Detail of Obelisk.



North and South elevations of proposed Military Trail Bridge



East and West elevations of proposed Military Trail Bridge



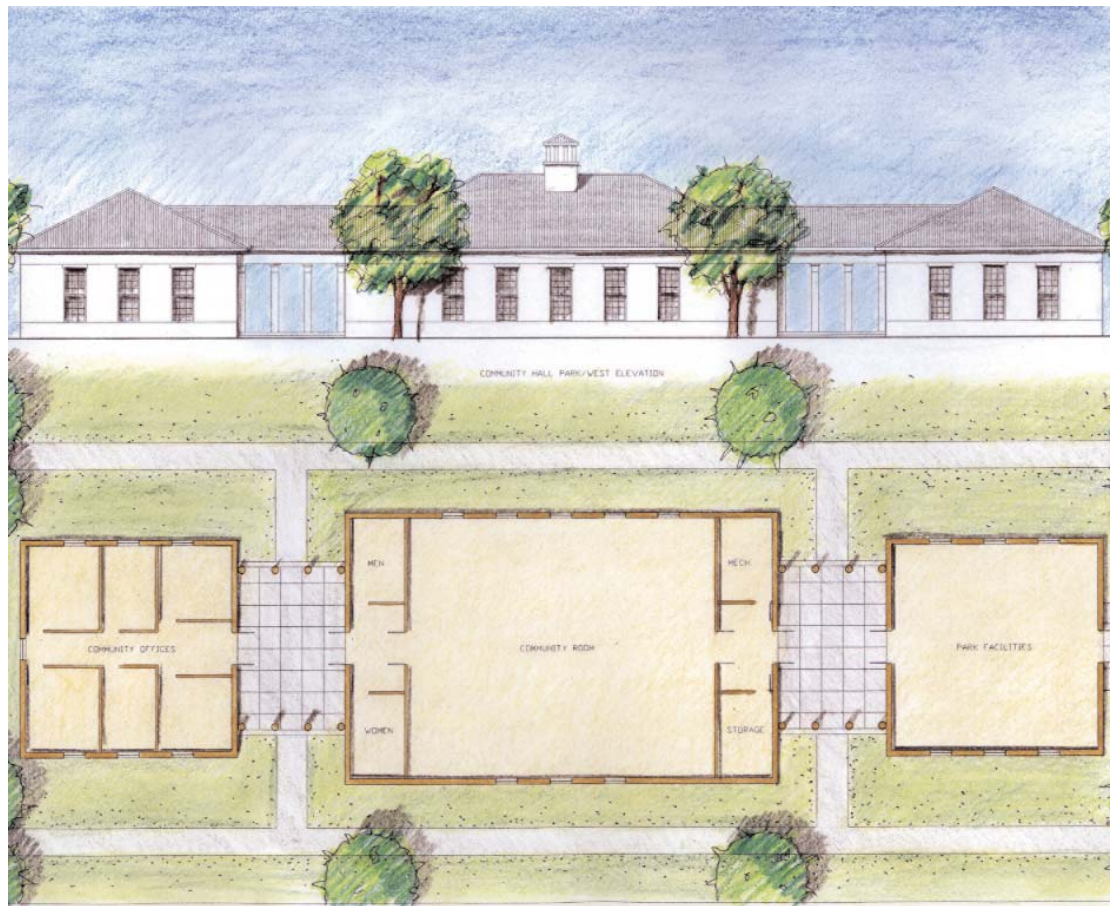
Above: Equestrian activities still occur in the study area.

Corbett Equestrian Trail

A delicate gateway has been designed to be placed along the proposed equestrian trail. Bronze reclining riders sit atop an oolitic limestone wall and buttress the gates' columns. An iron half-circle arch spans the distance between the columns and is inscribed with the text: "Corbett Equestrian Trail." This represents the kind of smaller-scale interventions that can be done throughout the neighborhoods to improve the overall character of the place. These gates can be placed systematically throughout the study area and are not limited to this design. A variety could be built. This is just one clever idea which serves as a point of departure for many more to come.

Gates such as this could be placed along neighborhood streets as well. They serve as traffic calming devices as well as civic art. When gates are used in this way it psychologically deters drivers from entering. It appears to be a private road and a horse trail. The fact is, a road like this could lead to a few homes beyond the gate and is wide enough to accommodate vehicular traffic. This may be desirable to some residents who do not wish to have any traffic in front of their homes.

Left: Corbett Equestrian Trail Gate: This represents the kind of smaller-scale interventions that can be done throughout the neighborhoods to improve the overall character of the place.



Proposed Community Hall is located in a new public park between Diamond View Elementary and Tradewinds Middle School.



Perspective view showing the community center in a park setting

Community Hall

A place where the multiple communities can gather does not currently exist in the area. The American German club is one possibility, but its availability is limited and lacks the civic presence deserved of such a place. Therefore a new community hall has been proposed within the limits of a new public park inside the study area. The hall, more specifically, is located in the park between Diamond View Elementary and Tradewinds Middle School. The building contains a community hall for meetings and gatherings, office space for community matters and ample space for park facilitators to meet, work and store park equipment. The building is conceived in the spirit of the great park structures of the past, such as those found in Central Park in New York City.

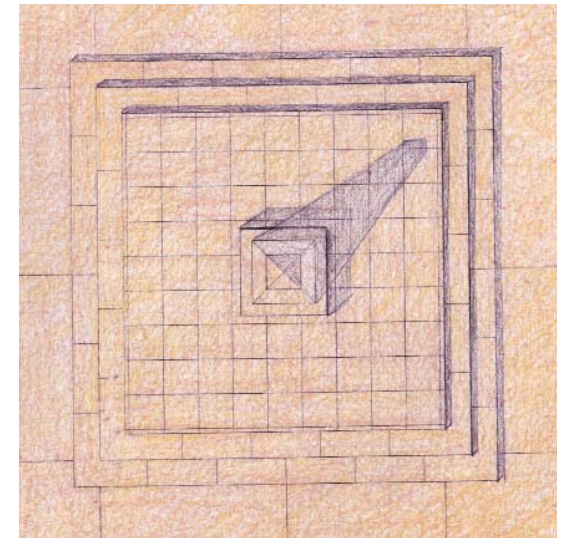


Park Pavilion in Central Park: Built in the great tradition of beautiful park structures



Haverhill School Monument

Civic Art in the form of monuments, bridges, gateways and community buildings all add to the overall betterment of the neighborhoods. Opportunities exist throughout the study area to proclaim or memorialize different situations or events. The intensity of schools in the Northeast quadrant is one such opportunity. This monument has been dedicated to the schools along Haverhill Road. The classically stylized obelisk sits atop a pedestal and three-stepped stylobate and could be located in a number of places along Haverhill road. The roundabout, the public park, and the school properties seem most appropriate.



An Obelisk located somewhere in the study area could proclaim or memorialize different situations or events. This one is meant to honor education and could be located near or on the school properties.

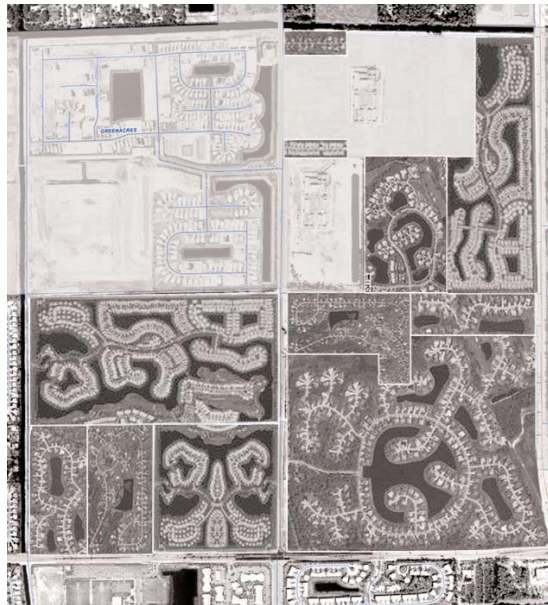


STRATEGIES
FOR
PREDICTABILITY

The charrette team strived to create realistic, and meaningful methods for the neighborhoods to address and deal with their future growth concerns. Understanding that change is virtually inevitable is almost always the most difficult first step in defining a neighborhood's vision.

Option # 1: W.P.H. (Wait, Pray, and Hope)

The first option of action for the community is to do absolutely nothing. This "Wait, Pray, and Hope" scenario requires some divine intervention to secure the fate of the rural, equestrian character of the community against the pressures of private develop-



If nothing is done to manage growth, more sprawl is likely, and the area could one day look like this. Each development is isolated, and the rural character of the region is lost.

ment. There is very little evidence though that this approach has worked anywhere for any extended period of time. The nature of development, and the cyclical shifts often witnessed in any local government's attitudes toward development, suggest that what might be sacrosanct today could be expendable tomorrow. Without defining a clear and equitable vision, and cementing that vision through local law, it is only a matter of time before the rural and equestrian character of the study area is significantly depleted. In this scenario there is no way to predict or control future growth.

Option # 2: "Down-Zone" Yourself

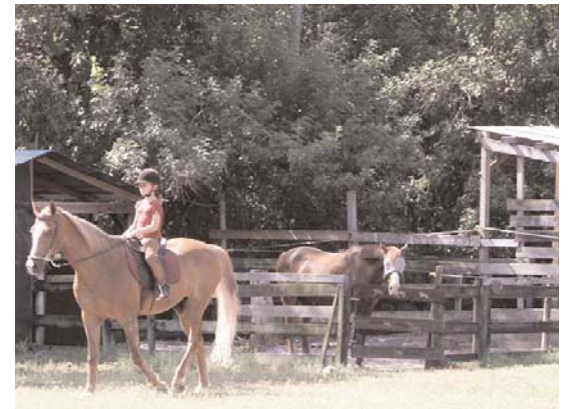
If firm consensus was established in the community, a majority consensus, to remove development rights from the land, there is the legal mechanism to do so. If the neighborhood chose to "down-zone" itself, the private development pressure for more and more building in this area would be lessened.

To be truly effective, this option would not require a rezoning but a change in future land use. Most of the land is already zoned agricultural residential today and the problem lies in the medium density residential (MR-5) future land use designation, which allows up to five units to the acre. A future land use change could reduce that allowable density to perhaps one unit to the acre. This would result in a much-reduced profit margin for potential developers thereby releasing a great deal of pressure on property owners to sell and move.

This scenario will make it immediately clear who in the community is committed to preservation of the existing character. It is one thing to discuss and rally around the idea of neighborhood preservation. It is entirely different to sign away your right to build at higher densities on your land. This decision to pursue this approach must come from within the community and consensus must be reached. The details of making this approach binding and legal needs to be explored with the County Planning Department however, community coordination and organization is essential to pursuing this option.

Option # 3: Develop Internal "TDR" Program

One possible scenario is to work with the County to create a specialized Transfer of Development Rights District whereby density could be transferred from one point in the study area to another. This option would not necessarily reduce the overall, gross development of the study area however it might help in distributing the higher densities away from the more rural and equestrian areas. Like most TDR programs this one, would be purely elective, meaning that the local government would not mandate the transfer of rights. This option is perhaps the most complex and potentially problematic of the group. It would require extensive work



A TDR program could help protect land by transferring its development rights.

on behalf of the residents and County staff to craft a program that is specifically for this area. In addition, there are no assurances that the development community would respond positively to such a program without incentives. Usually these incentives take the form of increased density thereby increasing the overall gross build-out of the area even further. If this option were to be pursued, the designated sending and receiving areas must be very carefully studied and tested to ensure developer interest and avoid over-densification.

Option # 4: "Conditional" Annexation

The potential annexation of the unincorporated portions of the study area into the City of Greenacres was a frequent topic during the course of the charrette. The majority of County residents were not interested in becoming part of Greenacres. Concerns over increased taxes, diminished services, and general uncertainty of the implications of annexation led most County residents to believe that annexation was not in their best interest. Considering the overwhelming desire to retard and manage growth in the area, the design team suggested that annexation could be used as a tool to benefit the community.

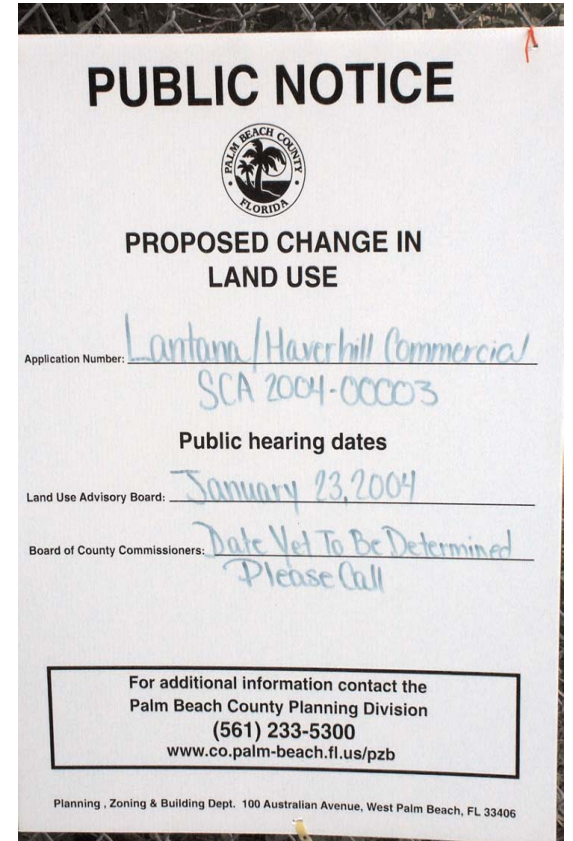
Agreements could be made between the residents of the study area and Greenacres to ensure that future development is managed in a way that is desirable and agreeable to the majority of people. Conditions of annexation could include the preservation of selected land and a more stringent policy on the approval of future development. Annexation could be used as a means to an end. In this case, "the end" is development on the terms of the residents.



New Development: Nautica Isles



Annexation of portions of the study area into the City of Greenacres is a possibility.



The Signs are All Around: Pressure to develop land in the study area is growing at an accelerated pace. A strategy for predictability is vital for the preservation of the character of the region. A strong plan needs to be put in place and followed through. If not, growth will be unmanaged and quite possibly very undesirable. The time is now to act on this and choose a strategy that will both please and benefit the residents of the study area.



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

The Citizens' Master Plan for Greenacres, Atlantis, and Palm Beach County provides many recommendations for achieving the community's goals for future redevelopment. These recommendations vary in their degree of complexity, public investment, required level of coordination with different agencies, and the urgency with which they need to occur. This chapter on implementation will outline, in order of importance and priority, the steps that should be taken to realize the charrette effort.

Immediate Concerns (0-6 months)

Creation of a "Citizens' Organization"

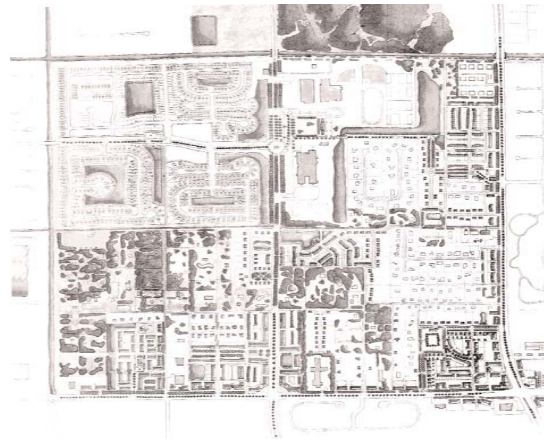
Implementation of the Citizens' Master Plan will require the coordinated attention and advocacy of the existing residents in the study area. While many residents have been fully engaged in monitoring and critiquing the current surge of growth, they have been doing so without the leverage of a formally organized group. There was no resident interest in over-regulating the community and becoming rigid through the creation of a Home Owner's Association whereby fees are collected and rules are strictly enforced. This is fine however, there is a distinct difference between a Neighborhood or Citizens' Association and a Home Owner's Association (HOA).

The typical HOA is a mandatory requirement for residents of a deed-restricted community where certain obligations and restrictions are imbedded in the sale agreement of a home or lot. The fees collected through the HOA are essential to the common area maintenance and operations of the development. The "horror" stories that one hears about a resident board levying fines against their neighbors for painting their house a non-approved color are a by-product of the HOA.

A Neighborhood or Citizens' Association typically forms in an existing neighborhood or historic district. In this type of organization membership is voluntary and the purpose of the board is to provide unified representation to the elected officials so that neighborhood improvements and concerns are addressed. These boards

are truly recognized by elected officials and can be very effective because they are legitimate non-profit corporations with by-laws that ensure their openness and fairness. By electing a board in a Neighborhood Association the neighborhood is garnishing a commitment from residents to continue fighting for the improvement of the neighborhood.

Over time additional responsibilities and tasks for the board will reveal themselves. As an example, the neighborhood board could also serve as a neighborhood design review committee to check-off on certain County or City commitments prior to their approval (i.e. new residential and commercial developments). It is far easier for the County to solicit design input from the community when there is a single point of contact: the neighborhood board. Often times solicitation of community input appears neglectful when a formal association does not exist since it is hard to know where to start reaching out. Most importantly, neglecting to inform or engage a community that is formally organized is politically risky and officials are loath to do so.



Ratify the Citizens' Master Plan

Once this plan has been reviewed and revised by staff and the Charrette Steering Committee, it is crucial that the Board of County Commissioners, and the Atlantis and Greenacres City Commissions approve it. The approval or adoption of the plan will send a message that the elected officials are serious about addressing these issues; it will clear the way for staff time to be allocated to work with the community in project review and policy revisions; it will also serve as an important public record, which will validate community expectations from the development community. It is far more difficult to redirect or alter development proposals when there is no approved plan to reflect community and elected official consensus. The hearings to approve the plan should also be the first strong public showing of the newly formed (or currently being formed) citizens' association.

Establish "Staff Teams" for Implementation

Members of staff from each jurisdiction should be identified and assigned to the Greenacres, Atlantis, and Palm Beach County Charrette project. It is absolutely critical that staff commitment be made to this endeavor if there is to be any meaningful degree of follow through and implementation. Municipal and County staff members will become the bridge between the development community, the varying local agencies, and the residents. They will need to have the flexibility and authority to arrange meetings and make certain decisions. There must be a trusted, "go-to" group or individual in each jurisdiction that has information and a command of the process of implementation and approval. Additionally, as this process moves towards policy revision there will need to be input from other public disciplines including the law, engineering, finance, and community development departments. This phase will be most effective when individuals and a structure are already in place.

Engage Developers NOW

There are already projects in play within the study area that will have a significant impact on the evolving character of the community. The two Belmont projects were discussed at length in this

report however, they must continue to be tracked. If these properties change hands or there are market reasons for design changes, the community must be on top of them. Using desired components of the charrette alternate plans, resident representatives can work with County staff to initiate more desirable, less contentious revisions. Use the efforts of the charrette as a tool, a chip for bargaining; remember this was a wholly public and open process that has engendered a great amount of public participation and consensus. The process and this report alone can empower this community to expect more predictability in their future.

Intermediate Concerns (6-14 months)

Begin Policy Revisions

Consensus of which direction to take, be it down-zoning or other options proposed, should be reached. Begin working with staff to formulate the details of the preferred policy changes. If annexation to Greenacres is considered optimal for the community, define what conditions are appropriate and begin collaboration with Greenacres. If down-zoning is the consensus, a full understanding and commitment of implications and responsibilities must be defined with Palm Beach County. The "Internal T.D.R." program, as explained earlier, is probably the most complex alternative and if it is desired, serious communication and collaboration with the County should be in place. Consistent meetings with staff representatives and neighborhood leaders are essential to ensure the success of these or any other options.

Public policy revisions are at the root of any realistic re-direction of current development trends in the community. As timely, difficult, and frustrating as these change can be, changing land development law in the area is the only way to assure realistic predictability in future redevelopment.

Palm Beach County Transfer Development Rights (TDR) Program

Much has already been said regarding the purpose, intent, and

current application of the County's TDR program within the study area. This report recommends that serious consideration be given to fine-tuning the program to be more critical in its application. The current criteria for TDR eligibility relate only to parcel size, the Urban Tier Plan, and a site's Future Land Use designation. Very little emphasis is given to urban design issues; is a project consistent with its context in massing, height, density etc? This report recommends the following:

1. Applications for TDR units must be tied to a site plan deemed acceptable by the community and that mitigates impacts through design and sound planning principles.
2. Staff must evaluate each site plan submittal for its sensitivity to immediate and local context. Single family buildings should face single family buildings, etc.
3. The removal of needed roadways and the creation of berms are not acceptable techniques for mitigating the impacts of new project. The aggregate result of this approach will be the disintegration of the community.
4. The County must be willing to say NO to a TDR request when these more detailed criteria are not met.

Engage Other Agencies

Fully addressing most resident concerns and report recommendations will require the involvement and cooperation of other public agencies. Providing public access (vehicular and pedestrian) along the Lake Worth Drainage District corridors are vital to the long-term health of this area. Pinched circulation along these canal easements is exacerbating the already volatile traffic congestion problems on Military Trail and Haverhill Road. As pointed out during the charrette, many residents must make dangerous turning movements onto these two roadways and travel a mile or two simply to reach an adjacent destination.

The Lake Worth Drainage District has not created these traffic problems nor are they in the business of mitigating them. However, this agency is uniquely situated to make a historic differ-

ence in improving the heavily burdened circulation conditions in the community. Serious and consistent discussions must continue with the District to figure out how to meet somewhere in "the middle" of these roadway issues and proposed improvements.

The Palm Beach County School District must also become an active stakeholder in the improvement of the community. The proposed connector road between Haverhill and Military will require school district cooperation and assistance. Additionally, the public plaza and community building at the head of this road on Haverhill, across from the entrance to Nautica Isles, is essential to connecting the two schools in a meaningful way. With this improvement, children can circulate between the two schools; they could even be picked-up and dropped-off at school without ever using Haverhill Road.

The Palm Beach County School District is expert at providing exceptionally high quality learning environments for children in their schools. However, they have had little direction in providing exceptionally high experiential environments for their students once they leave the classroom. Sincere and consistent cooperation with the community in exploring the charrette recommendations could drastically improve the schools' functioning and contribution to the community for the long term.

Exhibit Success

Finalize arrangements at creating a legally recognized resident organization: then hold a public party! Bring to reality the fact that the neighborhoods are united, that the community is fully coordinated and in a mode of cooperation. Certainly not every resident will be contributive but strong alliances always start small. There are simple ways to show solidarity that are easy and cheap. Here are some time-tested examples:

- a. Hold a neighborhood "Happy Hour"
- b. Organize neighborhood clean-ups (to remove pesky debris and improve problem spots)

- c. Arrange community garage sales (organization is key here!)
- d. Develop creative ways to generate funds for community improvements (nothing impresses an elected official more than a community who brings its own resources to the table)
- e. Utilize local talents (most neighborhoods have residents who possess talents and abilities that can help improve the community ~ electricians, planners, landscapers and landscape architects, architects and builders, all can provide in-kind assistance to make a difference. Find them and use them!)

Every neighborhood and community shows improvement and forward movement in its own way. All of them that are successful in the long run celebrate every achievement. With each community initiative, bombard your elected officials with self-appreciation and congratulations. Let them know how successful you have been in getting things done (this is where the Association is crucial). Your zeal for success and achievement will rub off in ways that will make the more substantial, difficult battles easier and fought among friends of the elected body. Community revitalization and stabilization is hard work however, it does not have to be thankless and boring. Get out there, meet your neighbors, fight the good fight, have a party, and start over. Along the way, you will be able to point to your achievements.

Longer-Range Considerations (14-? months)

Roadway Reconstruction

Coordination between the community, the County Engineering Department, Public Works, Lake Worth Drainage District, and the Department of Transportation needs to begin in order to plan the improvements to Haverhill Road, Lantana Road, Military Trail, and the Military and Haverhill bridges.

Lantana Road: Creation of Service Road

- 1. Analyze existing right-of way conditions.
- 2. Assess what private property intrusions might occur with creation of service road.
- 3. Work with property owners fronting Lantana on design

- and acceptable terms for locating service road (this could include density or zoning incentives for cooperation in this effort).
- 4. Begin detailed design and cost estimating.

Haverhill Road

- 1. Coordinate Haverhill Road improvements with charrette plan.
- 2. Coordinate with D.O.T. to do detailed designs including curbed median with shade trees and irrigation, 8'-12' side walks on either side of road, pedestrian-scaled street lights, and provisions for buildings to be built fronting Haverhill.
- 3. Coordinate with D.O.T. and the School District in doing detailed design for roundabout and plaza at the entrance to Nautica Isles.
- 4. Begin zoning analysis of what revisions need to be made and what incentives could be provided to induce new construction to front Haverhill as illustrated in the charrette report.

Military Trail

- 1. Provide fully signalized traffic light (with left-turn signal) at the western entrance to Atlantis on Military Trail.
- 2. Redesign medians to eliminate curbed turning islands to be replaced with pavers as illustrated in the charrette report.
- 3. Provide shade tree plantings in the medians.
- 4. Analyze what zoning modifications need to be made to support new construction to front Military Trail (such as town houses illustrated in charrette report).

Military and Haverhill Bridges

- 1. Coordinate the redesign of the Haverhill Bridge relative to the proposed improvements to Haverhill Road. Timing is essential if particular design elements are to be included in the bridge designs.
- 2. Issue a public Request for Proposals or hold a design competition to select designs for the bridges. This public process could engender great community support and

- inspire donors to contribute towards the additional cost of the monumental bridge.
- 3. Have designs for Military as well. These should also be coordinated with designs for community markers and monuments.
- 4. The charrette report illustrates possible design options and components of the bridges however, there are almost limitless ways to adorn the bridges and create great moments of civic art.

Community Monuments and Markers

Conveying community identity was one consistent theme during the charrette. Many examples of marker and monument designs are provided in the charrette report each with a particular purpose and place. Defining specific designs and locations for these elements is a perfect project for the citizens' association.

- 1. Define a preferred theme or design(s).
- 2. Prioritize preferred locations.
- 3. Develop detailed designs and cost estimates (try to utilize neighborhood talent i.e. architects, engineers, artists, surveyors, builders, etc).
- 4. Work with staff representative to coordinated right-of-way and utility issues.
- 5. Work with staff to apply for construction grant funds or municipal/county grants for construction.
- 6. Utilize neighborhood trades people for construction.

The construction of neighborhood monuments and markers may seem frivolous compared to some of the other more significant issues at hand. This is why as a priority it is lower on the list. However, as a way of generating great excitement and collaboration in the community, as well as beautifully adorning the public realm, the value of these elements is enormous.

Comprehensive Plan/Land Development Regulation Revisions

From the moment the charrette plan is adopted, the community and staff should be thinking about what changes need to be made to the codes to allow for, and in some cases create incentives for, desired redevelopment to occur. Changing the Comprehensive Plan and Land Development Regulations can take a good deal of time. These changes are a high priority and the goal is that between 14-20 months after the adoption of the charrette report these modifications are completed.

The anticipated changes that will need to occur include:

Comprehensive Plans

1. Land use amendments to allow for additional uses and different densities
2. Land Use Map amendments
3. Incentive programs allowing increased densities or reallocations
4. New or amended Transfer of Development Rights program

Land Development Regulations

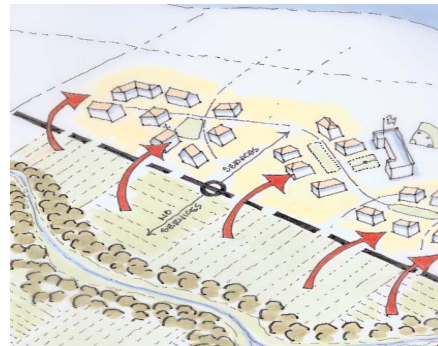
1. Updated zoning map
2. Creation of overlay or new zoning categories (if necessary to allow for vertically mixed-uses)
3. Analysis of parking requirements in "park-once" environments
4. Building setback, height restriction, and parking location reassessment

In any redevelopment effort, methods and strategies for the implementation of a plan are paramount to the fruition of those efforts. While the most common question regarding implementation is, "how will we pay for it", funding of particular projects is only part of the implementation of the plan. First and foremost perhaps is the adoption of the plan as a commitment of political will and community support for the future direction of the area. Once the

commitment to a direction has been forged, particular projects and initiatives must be prioritized and further developed so that their real costs and benefits can be weighed and given the appropriate attention from staff and elected officials.

It is recommended that once the Citizens' Master Plan is adopted, a team of high-level City staff, representing the Planning, Engineering, Community Development, Law, and Finance Departments be assembled to have on-going review and assessment of the Plan. Together this team would be responsible for any policy revisions, the procurement of outside funding opportunities, and the development of project briefs and Requests for Proposals. In addition, this City staffed team would be responsible for the review and critique of any solicited proposals.

It is important to remember that the Citizens' Master Plan is not a single project, but many, many projects. As such, there exist almost limitless sources and strategies for the funding of these initiatives. The vision outlined in this report is expected in large part to be implemented, and funded, by the private sector through creative public/private partnerships. This vision is not expected to be funded with purely public funds.



Funding Sources

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

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

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

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

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

Special Assessment Districts: This is a tax system whereby property owners within the district agree to pay an additional fee or an ad valorem tax to raise funds for specific projects, which will benefit them. This approach could be used to fund improvements within the Military, Haverhill, and Lantana corridors that are over and above what FDOT and the County are willing to contribute.

Land Sales and Leases: The County may acquire and sell land or property, and this simple approach might be used to partially fund the Haverhill Plaza and park.

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

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

Public/Private Ventures and Partnerships: Some redevelopment projects have been designed to stimulate additional private investment and were accomplished through public/private ventures or partnerships. The County and/or City can give assistance to a developer in the assembly of land for a private development. In return, the developer may be obligated for building renovations, street, landscaping, sidewalk and other redevelopment improvements. The private contribution may also be through direct contributions, or payment to assessment districts.

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

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

Enterprise Zone Investment: This program is designed to encourage increased business in distressed areas. The State provides property tax credits, jobs tax credits, partial building sales tax

refunds and partial sales tax refund on business equipment purchased.

Utility Enterprise Funds: Several communities in Florida have used "enterprise funds" to fund infrastructure improvements in their redevelopment areas. For example, Dunedin designated funds from their Utility Fund Renewal and Replacement Account and the Construction Trust Fund for appropriate public facility projects.

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

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

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

County, State and Federal Grant Programs: Funding may be

available from several Federal and State agencies, such as the Department of Community Affairs and the Florida Department of Transportation.

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

Small Business Administration (SBA): The Small Business Administration is a federal agency that provides low-interest loans to business people who cannot qualify for standard commercial loans. This loan program has been used to encourage economic development by assisting small business start up and expansion within the CRA districts.



THE DESIGN TEAM





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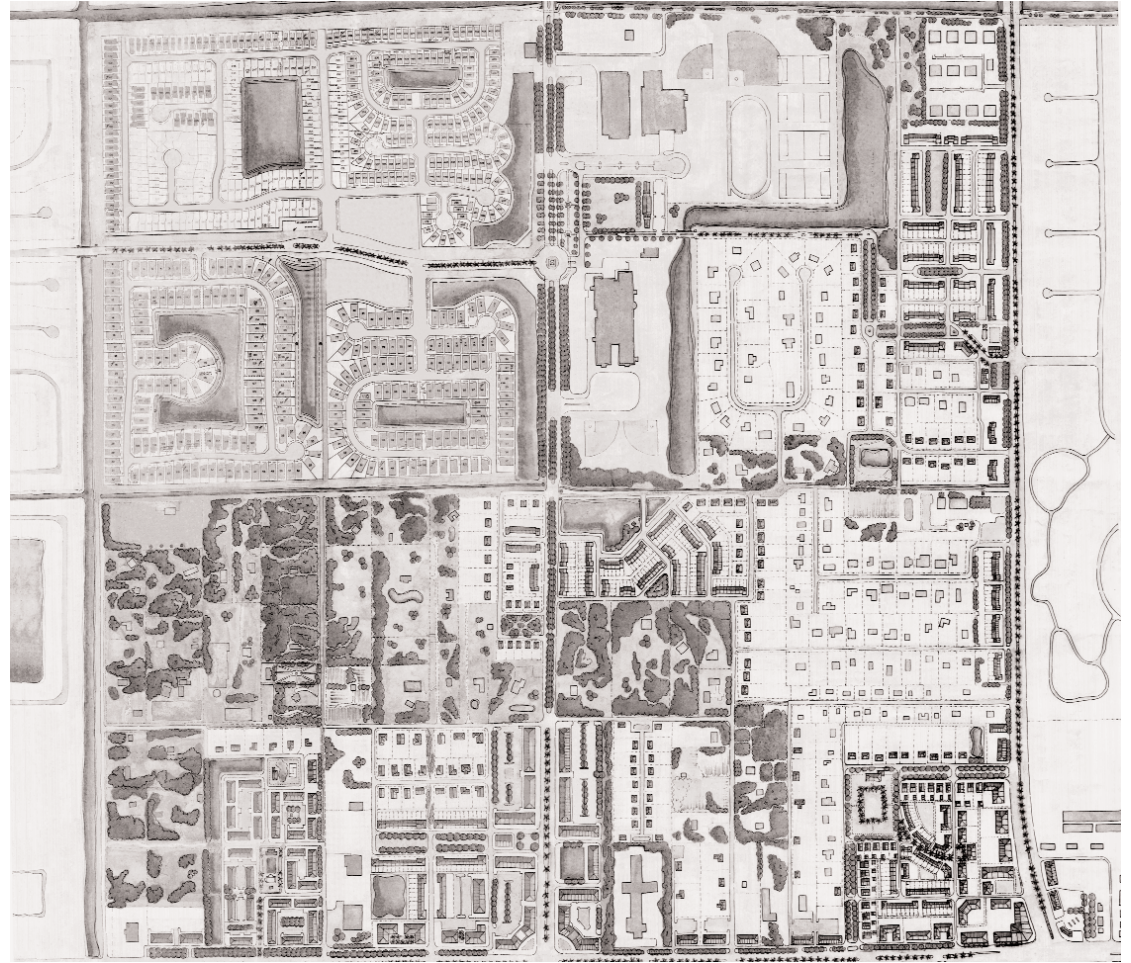
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T R E A S U R E C O A S T R E G I O N A L

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

Palm Beach County

Honorable Karen Marcus, County Commissioner
Honorable Jeff Koons, County Commissioner
Honorable Warren Newell, County Commissioner
Honorable Mary McCarty, County Commissioner
Honorable Burt Aaronson, County Commissioner
Honorable Tony Masilotti, County Commissioner
Honorable Addie L. Greene, County Commissioner

Robert Weisman, County Administrator
Barbara Alterman, Director of Planning, Zoning, and Building
Lorenzo Aghemo, Planning Director
Patrick Rutter, Chief Planner

City of Atlantis

Honorable Fred Furtado, Mayor, City of Atlantis
Honorable Manny Fernandez, Vice Mayor
Honorable Lester Fields, Mayor Pro-Tem
Honorable Michael C. Dahlgren, Councilmember
Honorable Dave Cantley, Councilmember

Mo Thornton, City Manager
Robert G. Mangold, Police Chief
Trela J. White, City Attorney

City of Greenacres

Honorable Sam Ferreri, Mayor, City of Greenacres
Honorable Richard C. Radcliffe, Councilmember
Honorable Peter A. Noble, Councilmember
Honorable Charles E. Shaw, Councilmember
Honorable Theresa L. Whalen, Councilmember
Honorable Michael V. Mortimer, Deputy Mayor

Wadie Atallah, City Manager
Thomas Lanahan, Planning Director

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with
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