



City of Boynton Beach
Downtown Vision & Master Plan

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Prepared for
Boynton Beach
Community Redevelopment Agency





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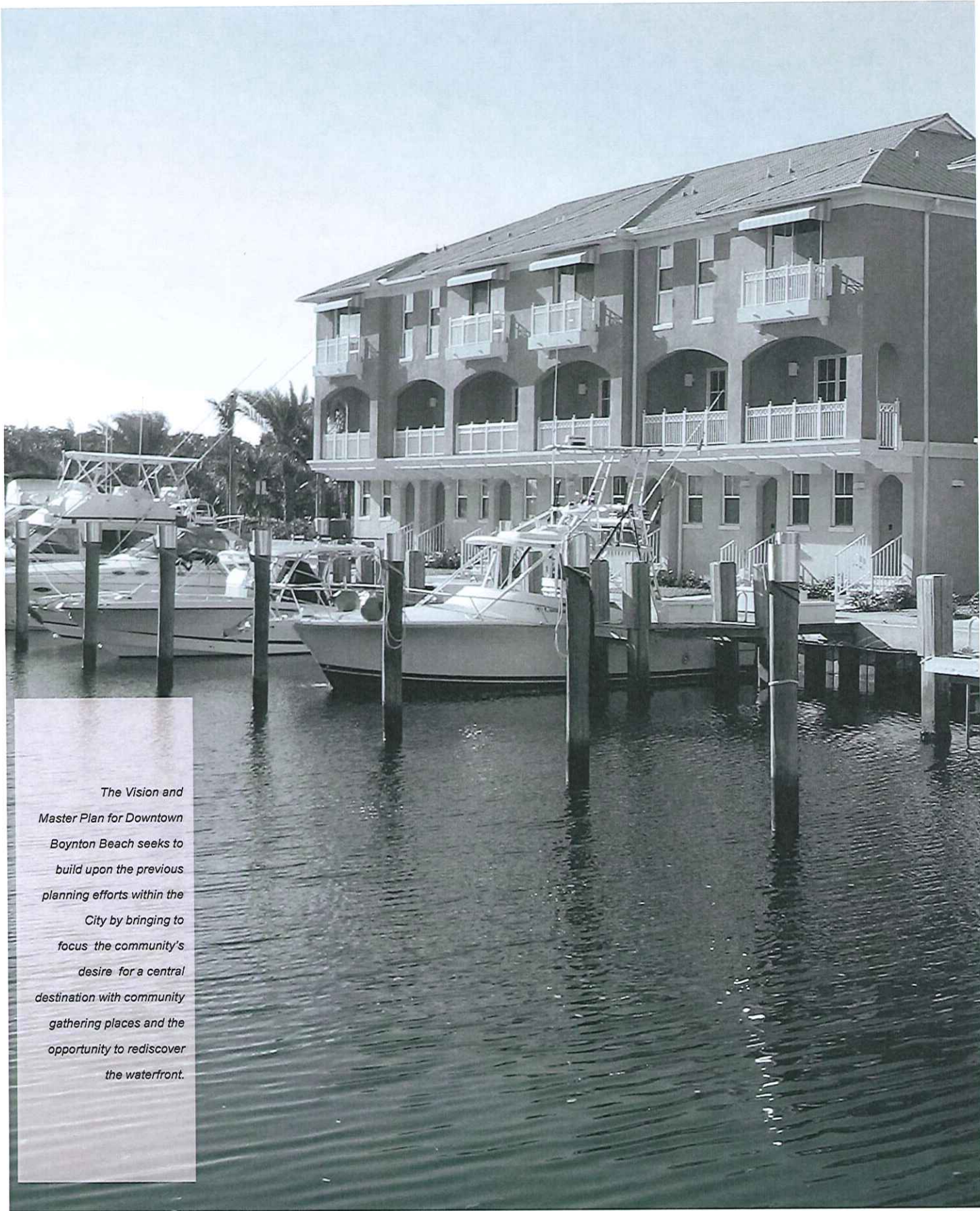
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*The Vision and
Master Plan for Downtown
Boynton Beach seeks to
build upon the previous
planning efforts within the
City by bringing to
focus the community's
desire for a central
destination with community
gathering places and the
opportunity to rediscover
the waterfront.*



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Downtown Boynton Beach is full of special places - the goal of the master plan is to link existing natural and cultural resources as well as create new ways to experience Downtown.

EXECUTIVE SUMMARY

Key Findings

The Boynton Beach CRA Downtown Master Plan provides a focused vision and action plan for the Boynton Beach Community Redevelopment Area (CRA). The Master Plan identifies goals and needs, and collects them into a strategic framework for implementing the community's aspirations. The implementation action plan is prioritized based on realistic feasibility.

The planning process for this effort was transparent and highly participatory, involving stakeholders and residents from throughout the Boynton Beach community. During the process, public concerns and comments were used to develop the Statement of Needs for the Community. The guiding principles for the final Master Plan address the following issues:

- A need for a clear vision and plan for redevelopment of the entire area
- Boynton Beach does not have an identifiable center
- There is little historic fabric remaining
- Public access to the Intracoastal Waterway is limited
- Underutilized corridors of commercial uses create a sense of disinvestment in the community
- Housing is not located close to jobs, and the employees of jobs that are located in the area cannot afford to live in the area
- Community services are needed closer to where people live
- Some long-standing local businesses have closed leaving a gap in services for the surrounding neighborhoods

Goals and Guiding Principles

- Create a family friendly mixed-use downtown core of concentrated activity
- Protect single-family neighborhoods adjacent to downtown
- Create a cultural center around existing cultural providers
- Preserve the existing historic fabric of the community
- Provide improved public access to the water
- Connect existing greenspace
- Address visual blight
- Provide a balance of housing and employment; include affordable housing near employment centers
- Provide community services near neighborhoods
- Support local business retention
- Phase the redevelopment to generate momentum for future developments
- Articulate a clear vision and provide feasible and realistic implementation steps

Big Moves

Big Moves are action steps to implement the Master Plan and provide momentum for future successes. The Big Moves for the Downtown Master Plan evolved from the community input sessions, interviews with elected officials, and were tested against the market for feasibility. It is recommended that these action items be given immediate priority and the sustained effort necessary to see large projects through.

1. TRANSIT ORIENTED DESIGN (TOD) DISTRICT AROUND A FUTURE TRANSIT STATION

This activity node is essential to creating a downtown core and building momentum for other redevelopment. Provisions must be made today to accomplish the long-term vision of a commuter rail transit station.



This district creates transit-supportive densities within walking distance of the Marina and the future transit station.

Projects within the Transit Oriented Development District add:

- redevelopment of the existing Bank of America and First Financial site
- residential development with ground floor retail
- additional public open space

2. CULTURAL AND CIVIC CAMPUSES

The Cultural and Civic campuses are envisioned as central gathering places for the community where City Hall, Police and other governmental services are adjacent to cultural resources. The Cultural campus includes the adaptive re-use of the core structure of the Boynton Beach High School, the library and civic center. These campuses would serve as a medical, office, and institutional uses. The creation of a highly visible and defining feature at the intersection of Federal Highway and Ocean Avenue could help to achieve these desired effects; accompanying directional signs may also be appropriate. A restaurant cluster could serve the local office community as well as visitors to the area. Greenways with a wayfinding system would serve to connect the corridor to institutional uses, tourist destinations, and nearby neighborhoods.

Significant projects include:

- creation of a Campus for a new City Hall and Police facilities
- rehabilitation and re-use of the main core of the Old High School
- development of public space for community gatherings

3. OCEAN AVENUE CULTURAL AVENUE

The Avenue of the Arts along Ocean Avenue connects the Cultural Campus to the Transit Oriented Development District. Mixed-Use buildings line the Avenue along with historic structures readapted to galleries and supportive retail.

- land assembly to promote cottage-style uses
- enhanced pedestrian realm to include consistent street furnishing and streetscape
- permanent public art displays

4. NEIGHBORHOOD CENTERS ALONG MARTIN LUTHER KING BOULEVARD

The master plan envisions neighborhood serving retail at the intersection of Martin Luther King Boulevard and Seacrest Boulevard. Mid-rise live work residential development is also proposed. The corner of Martin Luther King Boulevard and Federal Highway is identified as a potential location for neighborhood retail within a mixed-use project. Concentrating these uses at a prominent intersection will help ensure their sustainability by capturing travelers along Federal Highway in addition to drawing from the adjacent neighborhood.

5. FEDERAL HIGHWAY LINEAR PARK & GATEWAY

Potential green space opportunities exist between the rail corridor and Federal Highway where parcels can be assembled to develop a string of parks connecting the Canal to the downtown TOD District and future transit station.



PROJECT OVERVIEW

Introduction

The Boynton Beach CRA Downtown Master Plan provides a focused vision and action plan for the Boynton Beach Community Redevelopment Area (CRA). The Master Plan identifies goals and needs, and collects them into a strategic framework for implementing the community's aspirations. The implementation action plan is prioritized based on realistic feasibility.

The study area covers a 746-acre area that stretches along the eastern edge of the city, between I-95 and the Intracoastal Waterway, and along Federal Highway US 1, as outlined in red in Figure 1. In particular, the plan focused on the area bounded between Martin Luther King Boulevard and just south of Ocean Avenue along SE 3rd Avenue.

The planning process for this effort was highly participatory, involving stakeholders and residents from throughout the Boynton Beach community. The goal of the effort was to incorporate as much public input as possible to provide a plan that meets the community's aspirations.

Plan Process

The planning process included extensive public outreach and was organized into three phases: Understanding the Community, Vision and Scenario Development, and Action Plan. Public participation was a key element of each phase, with comments and input guiding the

final recommendations. Table 1 below outlines the plan process. This report represents the culmination of all three phases.

Phase 1, Understanding the Community, sets the groundwork for the Master Plan. It involved developing a meaningful baseline of information and an assessment of the current conditions of the study area by identifying key issues that are addressed in the Master Plan. Community outreach in phase 1 included stakeholder interviews, a Steering Committee meeting and a Visioning Charrette in June. The Community Profile document is the product of this phase, found in the appendices, and includes detailed data about the community.

Phase 2, Vision and Scenario Development, focused on developing a draft statement of needs and goals based on community concerns. Two alternatives were created to provide a strategic framework for the Master Plan, and the community provided feedback and insight on these in the Open House in late September.

The final phase, the Action Plan, includes the Master Plan and recommended implementation plan. This plan includes a feasibility and funding needs assessment as well as key project timing. The final public Open House was held in December.

Community Outreach

The public was engaged through a series of public meetings and charrettes throughout the process. The effort was guided by a Steering Committee comprised of local business

Table 1 - The Planning Process

Phase I Understanding the Community	Phase II Vision Development	Phase III: Action Plan for the Vision
Kick-off meeting Visioning Charrette Stakeholder Interviews Data Gathering & Analysis <i>Community Profile</i>	Vision refinement workshop Needs & Goals Market Economic Analysis <i>Action Plan</i>	Plan & Implementation Public Open House Draft Master Plan <i>Final Master Plan</i>

leaders, technical advisors and residents of the community. The following sections describe the public outreach milestones.

Stakeholder Interviews

Interviewees were asked to identify strengths and weakness of Boynton Beach, desired future outcomes, barriers to improving the downtown area, and other issues. Stakeholders were interviewed in late June.

Almost everyone interviewed identified Boynton Beach's proximity to West Palm Beach, as well as its easy access to both I-95 and the Intracoastal Waterway as an asset that should be maximized. In addition, the existing pedestrian arcades were also considered a strength of the community.

The overwhelming opinion of those interviewed was that the greatest weakness of Boynton Beach is its lack of a downtown, or core. They felt that this contributed to the lack of vibrancy and activity within the community. Too many design themes may also be contributing to the scattered impression that some stakeholders identified.

Another significant weakness is the lack of activities and destinations for young people and families. This too may be contributing to the void of nightlife activity that many stakeholders recognized.

All interviewees envisioned a denser downtown core. They clearly articulated the desire to enhance existing single-family neighborhoods. One method to achieve both desires is through a gradual stepping-down of intensity between the established neighborhoods and the new downtown core.

Interviewees discussed the desire to conglomerate activities such as restaurants near the downtown core to attract pedestrian activity

and an active nightlife. Most people interviewed recognized that the key to a successful retail market is the densification of the downtown core.

Although the interviewees identified a clear vision for Boynton Beach, the barriers to implementation varied. Some thought that the political environment made progress difficult, and others identified the difficult permitting process. Additional barriers identified were the lack of parking, the market downturn, and the multitude of somewhat confusing regulations.

Stakeholders articulated the confusion that the development community may feel due to the multiple goals and initiatives the CRA and the local governments have undertaken. Communicating a clear vision and marketing

Stakeholder Desired Outcomes:

- Create downtown core of activity and density
- Provide family-friendly nightlife activity downtown
- Protect single-family neighborhoods
- Articulate clear vision and implement it

that vision to the public is a desire of many stakeholders. Interviewees appealed to the political leadership to accept the community vision and implement it.

Kick-off Meeting and Visioning Session

The initial kick-off meeting and visioning session were held in late July at the Women's Club. Approximately 90 members of the community participated in the interactive session, and Mayor Jerry Taylor welcomed everyone to the event.

Visioning Charrette

The attendees of the kick-off meeting participated in an interactive visual character survey, in which they were shown images of different kinds of development and asked to vote for their preference. Images included alternatives for building and design elements for: residential developments, office, retail, streetscapes, parking, plantings, signs, public space and hardscape materials.

Overall, participants voted in favor of pedestrian-friendly environments planted with rich native landscaping. Below is a summary of preferences; the preferred image is outlined in green. The full visual character survey can be found in the appendices.

Attendees preferred mid-rise residential and commercial structures, between 2 and 3 stories, built in traditional materials and mimicking historic architecture. These types of developments scored higher than high rise and single story construction.

Votes also reflected the desire to minimize typically unattractive features such as parking by covering them from sight with landscaping or buildings. Respondents choose designs that focused on art and landscaping while emphasizing the maritime character of Boynton Beach.

Participants voted in favor of pedestrian-friendly environments planted with rich native landscaping.

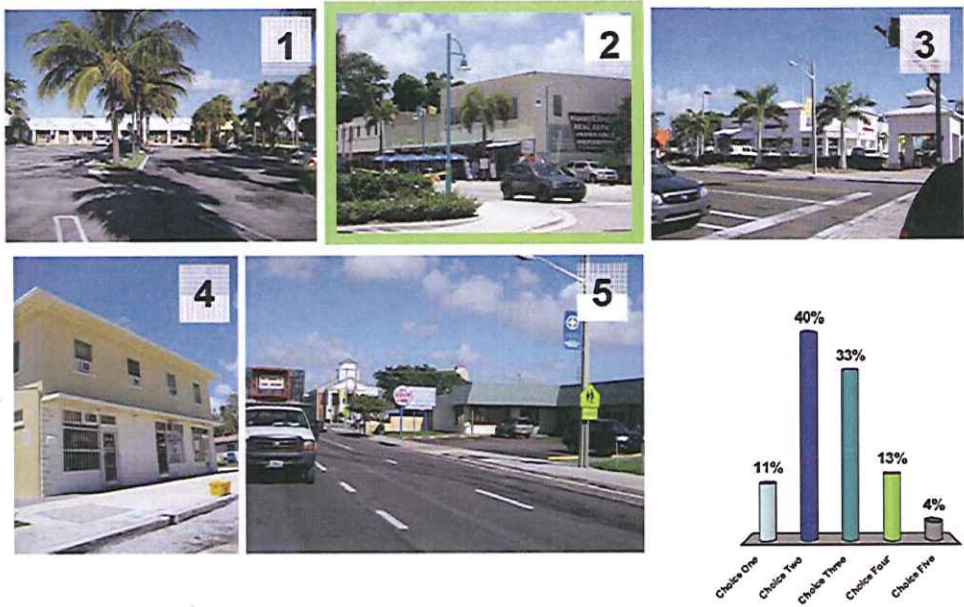


Figure 2 - Retail Preferences



Figure 3 - Residential Preferences



Figure 4 - Parking Preference

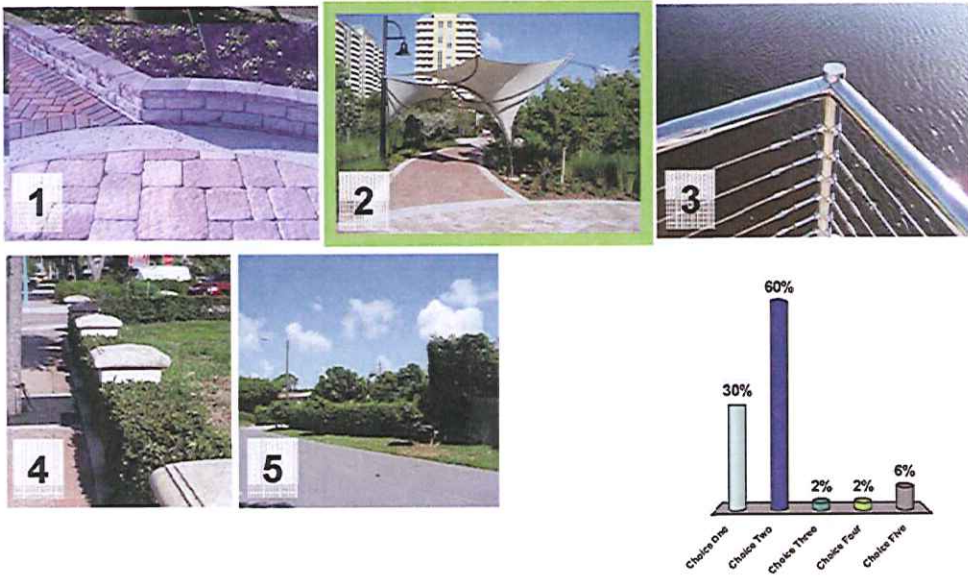


Figure 5 - Materials Preference



Figure 6 - Landscaping Preference

Vision Refinement

The meeting participants were divided into four smaller break-out groups and asked to perform three exercises: update previous planning themes, identify aspirations, and create headlines of the future.

Update Previous Planning Themes

First, group members were given a list of major themes and goals extracted from previous plans and studies. They were asked to show their preference for the goals by placing either a red dot (do not prefer) or a green dot (prefer) next to the goals of their choice. For the most part, the results were similar across the four groups, with a few notable exceptions. By and large, the groups showed the following goals to be most preferable:

- Family-oriented Coastal Community
- Pedestrian friendly, attractive streetscapes
- Downtown urban retail
- Development regulations/guidelines that protect residential character

Like the preferable goals and themes, the groups also generally agreed on the goals they found to be least preferable.

- “Floribbean” architectural styles
- Traffic-calming features in neighborhoods
- Contemporary design

Identify Aspirations

Next, the groups were asked to identify “hopes and avoids” for downtown Boynton Beach. Each group was given a map of the CRA and asked to come up with major opportunities and challenges for redevelopment and represent them on the map.

Some major aspirations that emerged from the exercise were:

- Live-work space
- Pedestrian-friendly corridors
- Downtown and neighborhood retail
- Downtown parking garage
- Cultural Center and downtown cultural activities

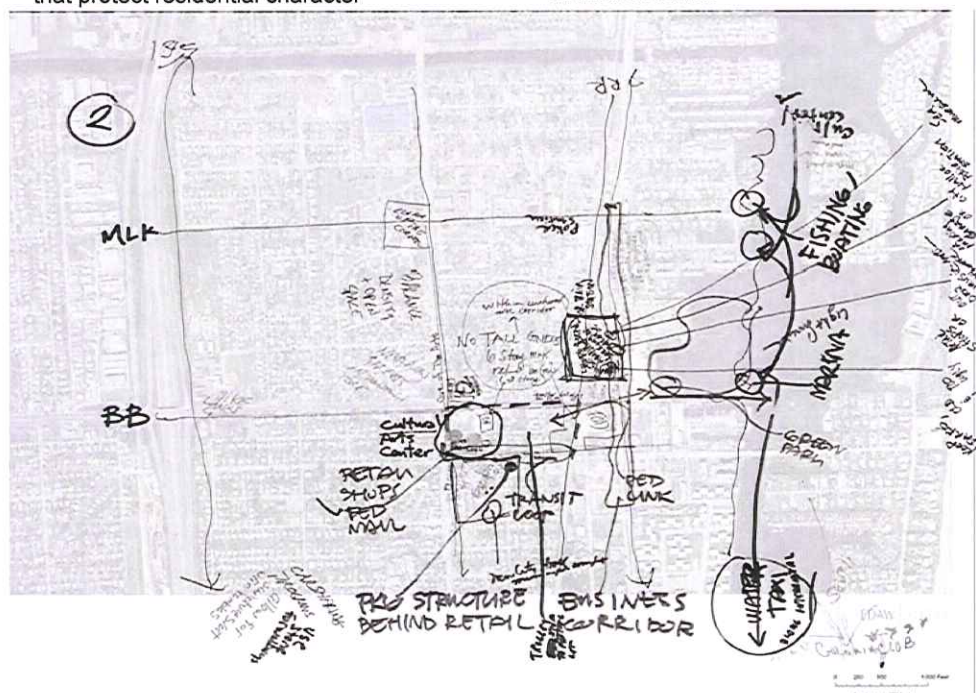
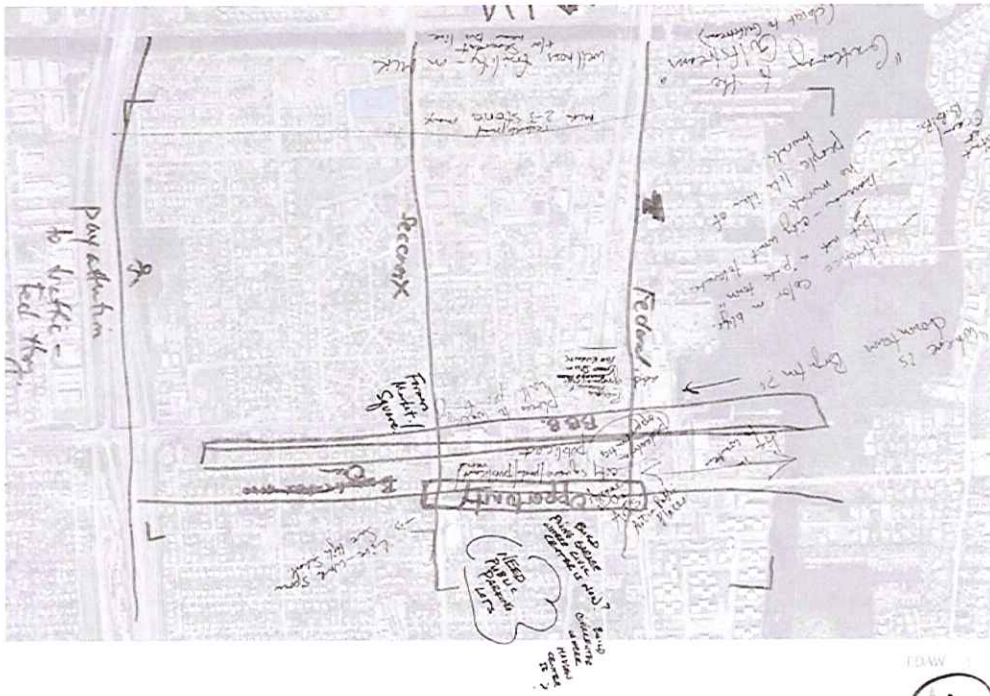


Figure 7 -Breakout Group Session



- Avenue of Arts – downtown public art
- Farmers’ Market Square
- Community services for neighborhood

Additional desires for public space, circulation, and walkable urban design emerged, too. One table called for an outdoor event space such as an amphitheater to be located near the water, and several tables identified the desire for a linear park along the railroad. Other groups put forth many creative transportation ideas such as introducing a car-sharing program in the downtown core, expanding trolley stops on Seacrest Avenue, providing bike lanes on Boynton Beach Boulevard and launching a water taxi service on the Intracoastal Waterway.

All four tables identified the desire to incorporate a transit stop in the downtown area and incorporated transit oriented design elements. Stakeholders rallied around the idea of providing multiple pedestrian links to activity centers like the transit stop and retail core and park spaces.

Headlines

Finally, group members were asked to imagine what a newspaper headline about Boynton Beach might say in the year 2027. Below are a few examples of headlines participants came up with:

- “Boynton Beach Steals All-American City Award from...”
- “Boynton Beach a Cozy Family-oriented Fishing Community”
- “Innovative “Green Mandated Community Meets the Test of Time!”
- “Boynton New Cultural Hub of Palm Beach County”
- “President to Visit Boynton Beach for 10th Annual Marina Village Fishing Tournament”
- “Commuter Rail Station Energizes Downtown Boynton”
- “Boynton Deemed the Safest Seaside Village in Florida”

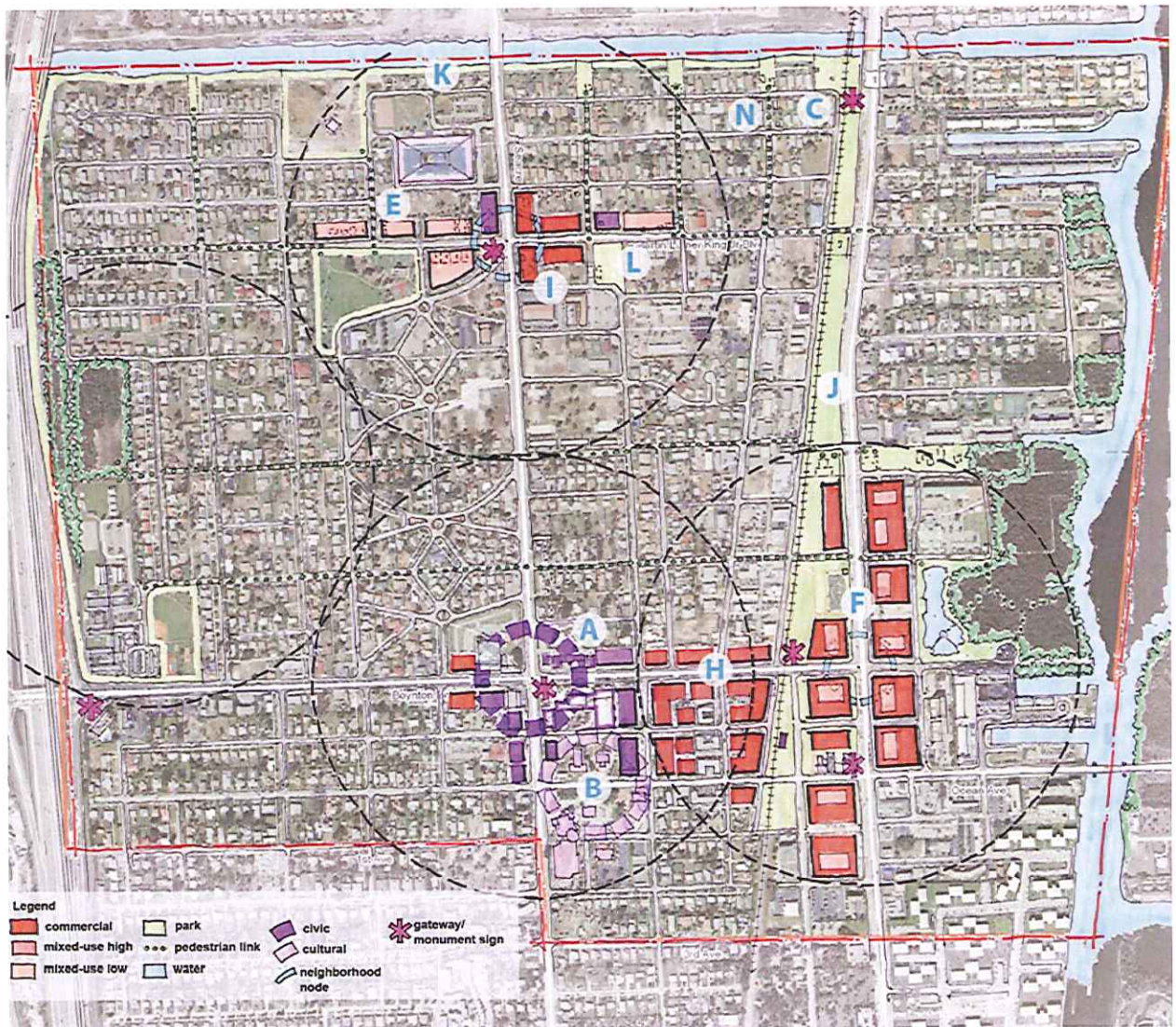


Figure 8 - Nodal Plan Alternative

Strategy Workshop

The Steering Committee convened for a Strategy Workshop in late September. The objective of the meeting was to present the development scenario options. After a re-cap of the previous meeting, the Steering Committee was introduced to the two development scenarios. Members responded to the alternatives and noted items that they felt best met the needs of the community.

Plan Alternatives

Two alternatives were developed representing the two ends of development patterns: linear

and nodal. The nodal development scenario concentrated the future development around the intersection of Federal Highway and Boynton Beach Boulevard into mixed-use high rise towers with retail and office on the bottom floors and a residential tower reaching between 10 and 15 stories. By focusing development into this "node", the remaining corridors and established single-family neighborhoods are protected from future development.

In the nodal plan, the intersection of Martin Luther King Jr. Boulevard and Seacrest Boulevard would redevelop with neighborhood commercial services. See Figure 8.

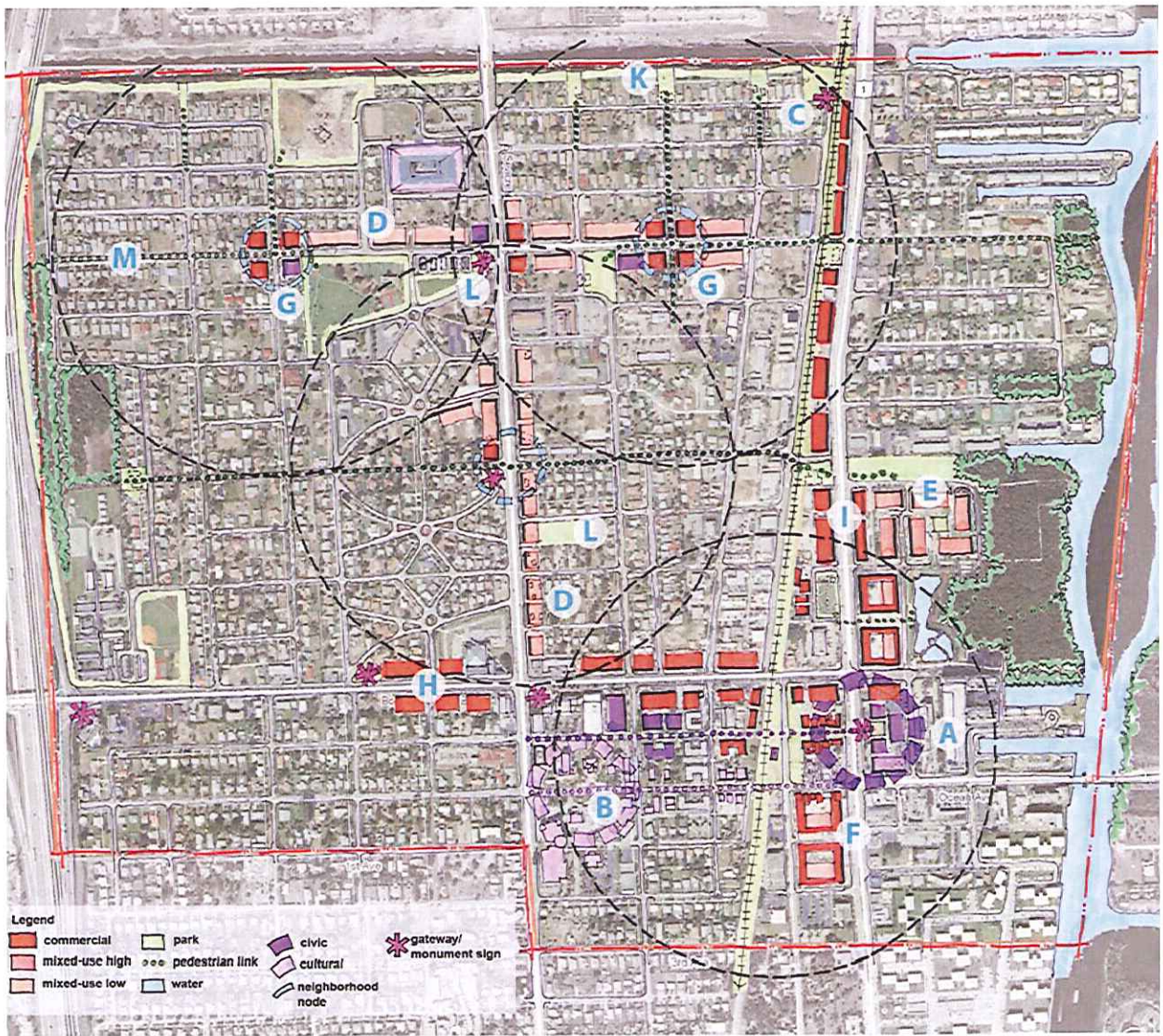


Figure 9- Linear Plan Alternative

The linear plan distributes future development evenly along the main corridors. Instead of high-rise towers located in one area, mid-rise developments would line these main corridors.

Mixed-Use developments would be located at major intersections like Federal Highway and Boynton Beach Boulevard, whereas mid-rise residential buildings would line the remainder of the corridors between these intersections. See Figure 9.

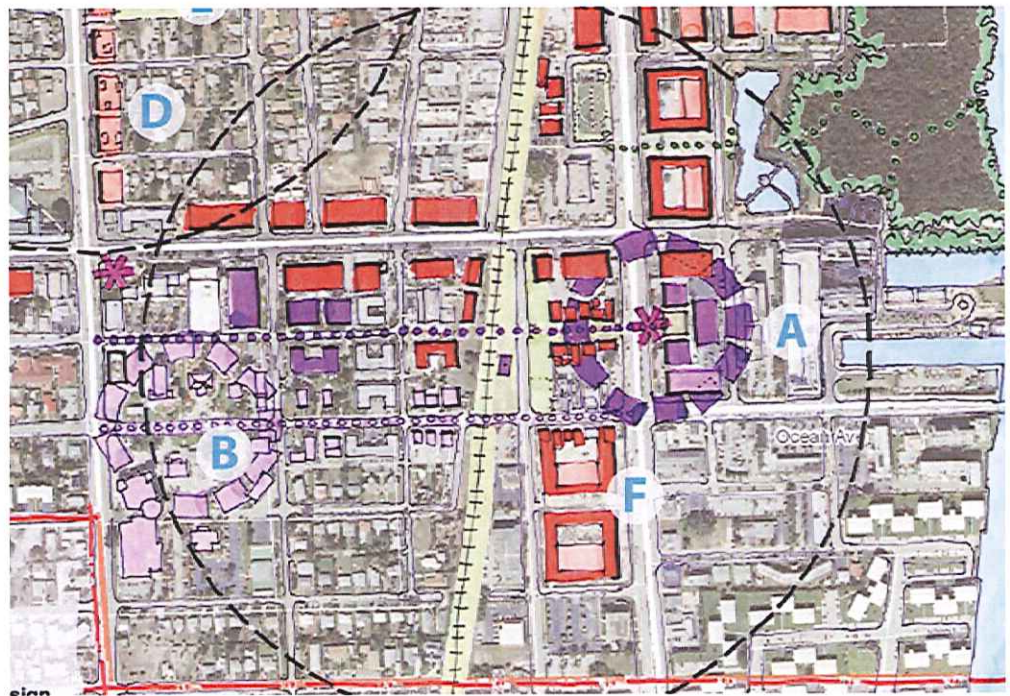


Figure 10 - Civic Campus, labeled 'A', relocated near Marina

The plans represented two concepts for the civic and cultural centers. One concept is to relocate City Hall to the end of Ocean Avenue across the street on Federal Highway.

The Civic Campus would frame a central park, creating a vista at the end of Ocean Avenue. The other concept is to focus civic uses at the intersection of Seacrest Avenue and Boynton Beach Boulevard.

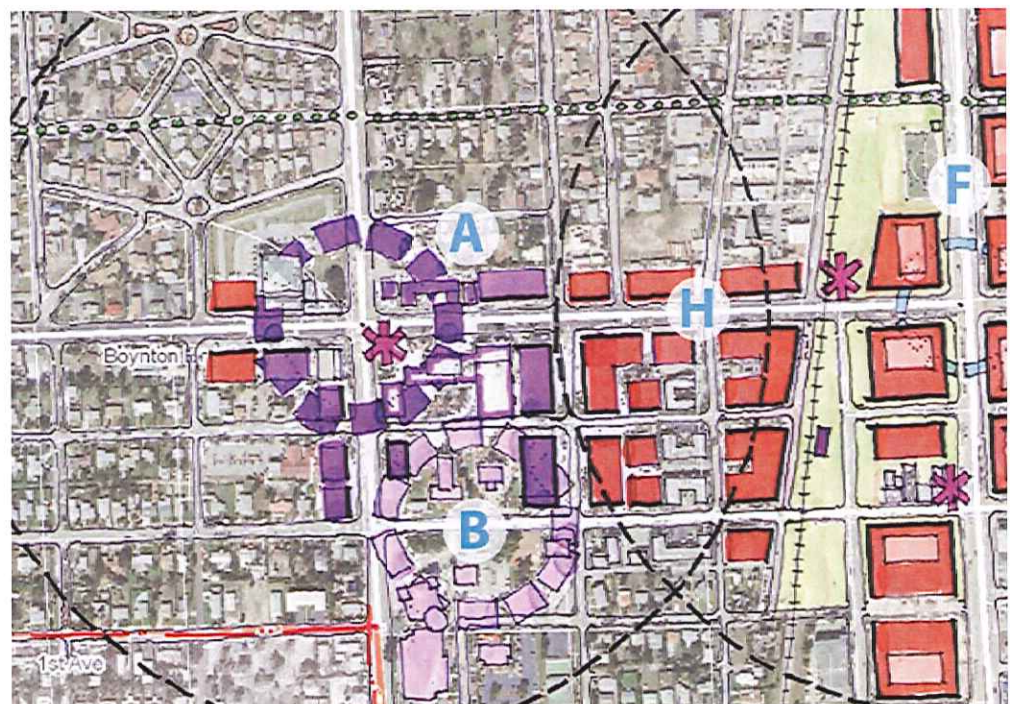


Figure 11- Civic Campus labeled 'A', Cultural Campus labeled 'B'

Both plans show the concentration of cultural uses around existing assets such as the Old High School and the new library. Cultural uses, such as galleries and live-work spaces, would line Ocean Avenue towards Federal Highway.

In both plans, greenspaces and linear parks are linked together by a series of pedestrian-friendly streetscapes. Both plans show a linear greenspace along side the railroad track, connecting Ocean Avenue north to the Canal.

The nodal development scenario allows for a wider linear park between the railroad corridor and Federal Highway; whereas the linear development scenario allows for only a trail-width strip along the railroad. This is due in part to the type of development patterns where density is concentrated and offset by open greenspaces.

Public Open House

After the Strategy Workshop, the community was invited to review and comment on the two plan alternatives to the community.

Steering Committee members were present to help field questions from the general public. Over 100 members of the public attended providing invaluable comments which were used to develop the final Master Plan.

The two alternatives were printed on large boards and accompanied by character images of the development types. For example, if a street was designated on the alternative plan to be low-rise residential, the character image board presented several types of low-rise residential development types. Figure 12 below shows the residential character images presented at the meeting.

During the session, members of the public circulated around the alternatives and character images, providing written comments on the images. Below is a summary of these comments which were used to create the Downtown Master Plan. A full summary of these meetings can be found in the workshop summary document.



Attendees of the Plan Review Session preferred rich native landscaping and pedestrian- friendly environments

D Low-rise residential

- Clear orientation to streets
- Entry spacing favors pedestrian scale
- Varied unit sizes and price points with similar exterior volumes
- Varied styles, similar scale

E Mid-rise residential

- Clear orientation to streets
- Entry spacing favors pedestrian scale
- Landscaping and architectural detail at building base
- Ground floor retail where viable

F High-rise residential

- Clear street oriented base
- Higher floors set back from street
- Structured parking away from street

Figure 12- Residential Character Images



Attendees of the Plan Review Session discuss and debate their preferred alternative plan. Participants stuck yellow notes to the plans with their comments.

Comments from the community included the following observations:

- Focus cultural events and providers around existing cultural centers such as the Children's Museum
- Preserve existing historic structures like the Old High School
- Re-use the structure as a cultural center, a police station, or live-work space for artists
- Expand existing greenspaces and provide a variety of park types for users of all ages
 - Expand Bicentennial Park to include an outdoor events
 - Provide additional parks for walking trails, skateboard parks and quiet spaces for contemplation
 - Provide enhanced public access to the coastal waterway
- Address visual blight such as old and out of date commercial spaces, overhead power lines, and underutilized parking lots
- The comments on density were varied. Some people preferred not to see any high-rise buildings while others felt that the concentration of density in the downtown is very appropriate
 - Most people understand that there must be a concentration of people to support a vital commercial core, and that the more people there are on the streets, the safer it is
 - Steering Committee members articulated the need to consistently communicate the need for density to support the redevelopment
- Provide affordable housing near employment centers such as schools, police stations, and government services
- Provide a police station, or community policing centers near Martin Luther King Boulevard
- Support local businesses, especially those providing employment to local residents
 - The CRA has successfully worked with the City to abate the Utility Capacity Tax
 - Consider streamlining permitting and simplifying codes
- Many condos sit empty or unsold, and the recent Supreme Court ruling requiring a voter referendum for all TIF- funded improvements calls to question the ability to implement any improvements. Further discussion about this subject continues in the Funding Strategies section of this report
- The plan should be phased so that projects can be implemented to generate momentum for future redevelopment
- The best strategy for this is to focus efforts on the intersection of Federal Highway and Boynton Beach Boulevard tying into the existing activity on the Marina



In addition to its mission to stimulate economic development in Downtown Boynton Beach, the CRA promotes projects that address the City's goal to create an identifiable center.

Key Planning Themes

A significant amount of planning has been undertaken in the CRA since its designation in 1983. Over ten plans have been produced as part of the effort to revitalize the area, yet none cover the entire CRA. While many of the plans have focused on a specific subject or area, key themes have emerged that unify the plans. These include:

- Establish a Downtown Center
- Create a Unique Identity
- Propose and Implement Urban Design Projects
- Encourage and Support Commercial Revitalization

Due to Boynton Beach's historically automobile-centric pattern of development after World War II, the city's urban fabric is somewhat fragmented, and a traditional downtown has never emerged. The public sector, along with much of the area's development community, identified the need to retroactively create a downtown center as a key strategy for anchoring the city as well as creating a unique community identity.

The Master Plan builds upon these four key themes and goals and creates a unified vision. Using up-to-date analysis, the plan focuses this vision into a prioritized and action-oriented implementation program.

Population and Household Analysis

According to the Palm Beach County MPO, Boynton Beach's population in 2000 was 69,800. Using a compound average annual growth rate (CAGR) of 1.6 percent per year provided by the MPO suggests that Boynton Beach's 2007 population is 77,800, reflecting an increase of almost 8,000 new residents over the past seven years. However, this growth rate may be slightly overstated, as the City reports a 2006 population estimate of 67,045; which is a decrease from the 2000 population of 69,800.

Interestingly, using the MPO municipal population forecasts, Boynton Beach's share of Palm Beach County's population is projected to remain constant at about 6.4 percent over the next 20 years.

Applying the MPO growth rates suggests that the City of Boynton Beach added almost 3,100 new households between 2000 and 2007, for a total of almost 34,000 households, reflecting a compounded annual growth rate of 1.4 percent. This reflects sustained annual growth of 440 households per year, a growth rate second only to the City of West Palm Beach.

Between 2007 and 2012, the rate of population and household growth in Boynton is expected to increase at slightly slower rates than the county as a whole, reflecting, in part, the recent economic downturn and housing slump.

Table 2- Population Estimates & Projections, 2000- 2020

Jurisdiction	Estimates		Projections			Change, '07-'20		
	2000	2007	2010	2012	2020	#	%	CAGR 1/
Palm Beach County	1,086,640	1,215,216	1,274,877	1,316,270	1,495,723	280,506	23.1%	1.6%
Boynton Beach	69,820	77,798	81,491	84,049	95,112	17,314	22.3%	1.6%
% of County	6.4%	6.4%	6.4%	6.4%	6.4%		6.2%	
Delray Beach	67,566	72,579	74,840	76,387	82,898	10,318	14.2%	1.0%
% of County	6.2%	6.0%	5.9%	5.8%	5.5%		3.7%	
Boca Raton	78,536	83,861	86,252	87,884	94,727	10,866	13.0%	0.9%
% of County	7.2%	6.9%	6.8%	6.7%	6.3%		3.9%	
Lake Worth	37,968	41,071	42,478	43,442	47,524	6,452	15.7%	1.1%
% of County	3.5%	3.4%	3.3%	3.3%	3.2%		2.3%	
West Palm Beach	94,429	107,314	113,362	117,581	136,090	28,776	26.8%	1.8%
% of County	8.7%	8.8%	8.9%	8.9%	9.1%		10.3%	

1/ Compound Annual Growth Rate

Source: Palm Beach County MPO; Economics Research Associates, March 2007

Between now and 2020, household growth is expected to be an annual rate of 450 to 500 households per year.

Between now and 2020, household growth is expected to be an annual rate of 450 to 500 households per year.

Boynton Beach households are not as affluent as some of its neighbors with current median household income in the City is \$47,500, which is below that of Palm Beach County (\$56,700).

By 2012, median household income in Boynton should be in the range of \$55,200 per year.

Table 4 below provides a summary of demographic characteristics and changes projected over the next five years. Included is an estimate of renter-occupied housing units, which area forecasted to increase at a faster rate than those of owner-occupied properties.

Table 3 - Household Trends & Projections, 2000- 2020

Jurisdiction	Estimates		Projections			Change, '07-20		
	2000	2007	2010	2012	2020	#	%	CAGR 1/
Palm Beach County	469,395	515,777	537,033	551,688	614,418	98,640	19.1%	1.4%
Boynton Beach	30,874	33,950	35,361	36,333	40,499	6,549	19.3%	1.4%
% of County	6.6%	6.6%	6.6%	6.6%	6.6%	6.6%		
Delray Beach	31,104	32,785	33,533	34,041	36,152	3,367	10.3%	0.8%
% of County	6.6%	6.4%	6.2%	6.2%	5.9%	3.4%		
Boca Raton	36,252	38,099	38,919	39,475	41,782	3,683	9.7%	0.7%
% of County	7.7%	7.4%	7.2%	7.2%	6.8%	3.7%		
Lake Worth	15,640	16,589	17,014	17,302	18,508	1,918	11.6%	0.8%
% of County	3.3%	3.2%	3.2%	3.1%	3.0%	1.9%		
West Palm Beach	43,200	48,324	50,702	52,352	59,507	11,183	23.1%	1.6%
% of County	9.2%	9.4%	9.4%	9.5%	9.7%	11.3%		

1/Compound Annual Growth Rate

Source: Palm Beach County MPO; Economics Research Associates, March 2007

Table 4 - Summary of Demographic Characteristics, 2000- 2012

	Boynton Beach			Palm Beach County		
	2007	2012	% Change	2007	2012	% Change
Population	77,798	84,049	8.0%	1,215,216	1,316,270	8.3%
Households	33,950	36,333	7.0%	515,777	551,688	7.0%
Avg. HH Size	2.29	2.31	0.9%	2.36	2.39	1.3%
Median Age	45.2	46.6	3.1%	44.5	46.2	3.8%
Race						
White	50,509	51,714	2.4%	915,283	956,829	4.5%
Black	20,907	24,346	16.5%	189,589	220,468	16.3%
American Indian, Eskimo	186	216	16.1%	2,951	3,402	15.3%
Asian, Pacific Islander	1,345	1,660	23.4%	24,710	31,277	26.6%
Other	4,851	6,114	26.0%	82,684	104,294	26.1%
Hispanic 1/	10,106	13,520	33.8%	207,774	274,629	32.2%
Median HH Income	\$47,542	\$55,194	16.1%	\$56,692	\$66,249	16.9%
Average HH Income	\$64,038	\$76,023	18.7%	\$87,578	\$107,986	23.3%
Owner-Occupied HUs	25,500	27,147	6.5%	396,470	427,176	7.7%
Renter-Occupied HUs	8,450	9,186	8.7%	119,308	124,512	4.4%

1/Hispanic origin is a subset of other race categories

Source: Palm Beach County MPO; ESRI Business Analyst; Economics Research Associates, March 2007

This is a function of the large number of condominium units that have been built over the past five years, many of which have been purchased by investors and added to the City's supply of rental units.

Economic Analysis

A market analysis is essential to understand the economy of Boynton Beach today. It tests market potentials for a range of uses including housing, workplace, supporting retail. Using the knowledge of today's economy, we identify drivers of demand that can support the desire of the Boynton Beach community to create new development in the Downtown core. This section contains key findings and data that support the Master Plan. A full report including additional supporting data is available in the appendices.

Employment

A critical barometer of demand for various commercial development such as office and retail space is employment growth. Palm Beach County has a total employment base of 550,000 jobs. Since 2000, economic expansion across the County resulted in the creation of more than 53,200 new jobs, reflecting a sustained annual growth of 7,600 new jobs per year. The County's largest employment sectors include Services (60 percent), Finance, Insurance and Real Estate (FIRE) (26 percent), and Construction.

According to the MPO, Boynton Beach currently contains almost 33,000 jobs, which comprises about six percent of the total number of jobs in Palm Beach County. The City's economy is heavily weighted toward retail uses, with a significant amount of retail space located in West Boynton. The MPO is forecasting that employment in Boynton Beach will increase into an additional 10,200 new jobs citywide by 2020. Table 5 summarizes these projections.

Table 6 below depicts employment trends and projections. The strongest growth sectors are expected to be in Services (57 percent of all new jobs), Retail Trade (12 percent), and FIRE (11 percent). Service jobs include medical, education, hospitality, and business and professional services. Consistent with national trends, employment in manufacturing is projected to decline.

Housing Profile

Understanding building permit activity is important to realize the pace of new housing development, by specific product (i.e., single-family detached, townhouses, condominiums, etc.), and location, and to ascertain whether the proposed unit mix in the downtown section of the CRA is competitive with local and regional residential development trends.

Table 5 - Employment Trends & Forecasts, 2000- 2020

Jurisdiction	Estimates		Projections			Change, '07-'20		
	2000	2007	2010	2012	2020	#	%	CAGR 1/
Palm Beach County	498,842	552,086	576,610	593,562	666,502	114,416	20.7%	1.5%
Boynton Beach	28,384	32,850	34,974	36,465	43,093	10,243	31.2%	2.1%
% of County	5.7%	6.0%	6.1%	6.1%	6.5%	9.0%		
Delray Beach	36,536	39,105	40,261	41,050	44,365	5,260	13.5%	1.0%
% of County	7.3%	7.1%	7.0%	6.9%	6.7%	4.6%		
Boca Raton	84,979	90,397	92,823	94,477	101,392	10,995	12.2%	0.9%
% of County	17.0%	16.4%	16.1%	15.9%	15.2%	9.6%		
Lake Worth	13,437	14,386	14,813	15,105	16,331	1,944	13.5%	1.0%
% of County	2.7%	2.6%	2.6%	2.5%	2.5%	1.7%		
West Palm Beach	82,106	91,049	95,174	98,027	110,322	19,273	21.2%	1.5%
% of County	16.5%	16.5%	16.5%	16.5%	16.6%	16.8%		

1/ Compound Annual Growth Rate

Source: Palm Beach County MPO; Economics Research Associates, March 2007

The City issues an average 675 permits per year split evenly between multi-family units and single family units. The majority of residential development is focused in western sections of the City, although over the past five years, redevelopment along Federal Highway in the CRA has generated an increasing amount of new residential development in projects such as Marina Village. A table of permitting activity is available in the appendices.

A residential development survey revealed that market activity has slowed substantially in the past 18 months producing significant excess inventory, site plan extensions and project cancellations. A telling sign of this market slowdown is the conversion of for-sale units to rental units. Combined with the tight credit industry and a delayed market recovery, a further increase in inventory is likely.

However, between 2000 and 2005, Boynton Beach had felt an upward pressure on market demands resulting in a loss of rental units to conversions. Due to declining multi-family vacancies and the lack of developable land, the Federal Highway corridor had seen an increase in new residential construction. As a result, roughly 2,300 new townhouse or condominium units have been planned or are currently under construction on Federal Highway. Between 2003 and 2005, reported absorption was estimated in the range of 150 to 170 units per month.

Since 2005, the unit absorption of these projects has slowed substantially over the past 18 months. This slowdown is producing significant excess inventory, site plan extensions, and project cancellations. Anecdotally, the planning team has heard reports of some developments having an average monthly absorption of less than 1 unit. The full residential development survey can be found in the appendices.

Office Profile

Office demand for professional and business services is driven by 'rooftop', or residential unit growth. The current inventory in Boynton Beach includes 1.8 million square feet in 84 buildings. The office inventory is divided among the types of space: Class A, Class B, and Class C or below. 17 percent is Class A, 50 percent is Class B, and 33 percent is Class C or below.

In Boynton Beach, 42,000 square feet of office space has been absorbed annually over the last five years for a total of 253,000 square feet. Between 2001 and 2006, Class A absorption totaled 94,000 sq. ft. This is significantly higher than annual net absorption for Class C space. On the other hand, Class A vacancy rates are significantly higher, spiking from 6.4 percent in 2001 to 22.9 percent in 2002, with rates remaining high through 2006.

Beyond leasing activity, the strength of the City's office market is also reflected in declining

Table 6 - Employment Trends & Forecasts for County, 2000- 2020

Industry Sector	2000	2007	2012	2020	Change		
					'07-'12	'12-'20	'07-'20
Mining & Construction	32,924	37,417	40,946	47,022	3,529	6,076	9,605
Manufacturing	25,769	20,464	19,990	19,629	-474	-361	-835
TCPU 1/	17,005	19,536	20,778	22,999	1,242	2,221	3,462
Wholesale & Retail Trade	108,502	111,140	116,000	125,248	4,860	9,248	14,108
FIRE 2/	55,960	69,813	74,266	82,265	4,453	8,000	12,452
Services	210,602	242,269	266,428	307,677	24,160	41,248	65,408
Government	48,081	51,446	55,153	61,661	3,707	6,508	10,215
Total Employment	498,842	552,086	593,562	666,502	41,476	72,940	114,416

Source: Palm Beach County MPO; Woods and Poole Economics; Economics Research Associates, March 2007

vacancy rates, which dropped from ten percent to five percent between 2005 and 2006; in effect, Boynton's office market has achieved stabilization. In fact, the City's low vacancy rate is lower than neighboring jurisdictions as well as the County as a whole (10 percent). Currently, the highest vacancy rates are in Boca Raton (12 percent). This indicates that the Boynton Beach inventory is very price-sensitive, with the lowest vacancies among 'Class C' stock. The additional 10,000 new jobs forecasted for the City bodes well for office space demand.

A full summary of current office market conditions in selected jurisdictions in Palm Beach County, including: Boynton Beach, Delray Beach, Boca Raton, Lake Worth, Palm Beach, and West Palm Beach can be found in the appendices.

Retail Profile

Retail space is categorized as either free-standing or shopping center. Examples of freestanding retail, also known as "pad" or "strip" retail, in Boynton Beach are along Congress Avenue where Starbucks or FedEx/Kinko's are located. Shopping center retail, also sometimes called community retail centers, include the Boynton Beach Mall.

Boynton Beach has sixty-six free-standing retail centers with over one million square feet of retail, representing six percent of the entire County's retail space. Current vacancies in Boynton Beach are less than one percent, reflecting the fact that these retail properties are at stabilization.

Boynton Beach also has a healthy supply of shopping center style retail, with over 4.7 million square feet of shopping center space in 46 properties, accounting for 11 percent of the total shopping center space in Palm Beach County. Rents for shopping centers have averaged at \$17.23 per square foot over the last six years.

This rent rate is lower than rents countywide and are illustrative of the number of aging properties such as those located along Federal Highway. Average rents of only \$17 per square foot are below the threshold of feasibility for new construction.

At 74 square feet of retail per County resident, far above the national average of 26 square feet per resident, this suggests the City's role as a dominant retail destination within the County. This is a strength and is vital to the tax base.

Absorption in Boynton Beach's shopping centers totaled almost 535,000 square feet over the past six years, reflecting a much stronger leasing activity than in neighboring jurisdictions. Vacancy rates for these centers are quite low and consistent with those in neighboring jurisdictions, averaging 2.3 percent per year over the past six years. A summary of retail profiles for Boynton Beach and surrounding cities and counties is detailed in the supporting analysis document, Demographic Profile & Real Estate Market Conditions.

Urban Design Elements and Physical Analysis

Urban design is the collection of built and open spaces that together make a place unique. Typical urban design focuses on the placement of buildings and public spaces that frame a person's understanding of their environment. But when urban design begins to account for the natural setting and cultural elements, then true "place-making" begins. The Boynton Beach Master Plan builds on all of these elements of urban design.

Natural environment and resources

Located in the City is a natural mangrove preserve. Mangroves are native Florida plants that thrive in salty environments by secreting



Different types of retail contribute to a healthy local economy and community vibrancy.



The natural environment in Boynton Beach is rich with native flora like the mangrove hammock.

excess salt through the leaves. The term is often used to describe not just a plant, but an entire habitat of this species, thus the terms mangrove hammock or mangrove forest.

Mangroves are most abundant in Southern Florida, although despite this abundance mangroves are still an exciting rarity. It is then not surprising that one of Boynton Beach's most popular and breathtaking attractions is the Mangrove Park of Boynton Beach.

Boynton Beach's Mangrove Park has free admission so families have the opportunity to explore the rare North American ecosystem via a board walk. The mangrove preserve is home to a vast array of animals such as wading birds. Situated at the end of Northeast 4th Street, Boynton Beach Mangrove Park's boardwalk leads to a spectacular view of the Intracoastal Waterway.

The City adopted policies in its last comprehensive plan to continue developing and supporting educational programs, enhancements, and maintenance of the Mangrove Nature Trail and Nature Center.

Cultural Resources

Boynton Beach is home to a wealth of cultural resources providing entertainment and enrichment to residents of all ages and interests. The Oceanfront Beach Park is the epicenter for multiple cultural festivals including the Oceanfront Concert Series and the Marina Festival, hosting family-friendly art tours and fishing tournaments.

West on Ocean Avenue from the Marina and Oceanfront Beach is the Schoolhouse Children's Museum. Geared for children ages 2-12, the museum encourages children to learn through imaginary play about the cultural history of Boynton Beach and the Palm Beach region.

The public library has expanded and recently opened. The addition features over 62,000 square feet with a modern cyber café and expanded collections. The library offers free computer classes, live homework help services, and access to state-wide literature and reference services.

Land Use in the Community

The study area is predominately residential, which comprises 56% of the total land uses. The second greatest percentage of land in the study area is dedicated to commercial use, especially along the major corridors, Boynton Beach Boulevard and Federal Highway. Many of the residential lots within the study area are vacant, either un-built or uninhabited. A map of the land use within the study area is presented in Figure 13, and a summary table of land uses within the study area and all of Boynton Beach can be found in Table 7.

Design Examples in the Community

There are a number of historic and contemporary examples of architecture within the study area. Although the area does not have a 'signature' look or style, the creation of a City's identity has more to do with establishing urban design guidelines that will promote vernacular architecture than codes that dictate adherence to a strict architecture style.

Some key architectural structures that can be used as a basis of future urban design guidelines include the Woman's Club and the Old School House.

Public Realm Analysis

The study area public realm consists of three distinct character types: neighborhoods, corridors and sites - each with their individual characteristics.

There are a variety of neighborhoods or character districts within the study area that may be distinguished from one another by their use or other planning, architecture or urban design characteristics. Some of the neighborhoods are clearly identifiable while others do not display any unique characteristics.

Individual corridors have had an array of improvement over the years. While several of the major roads leading into and within the study area fall under the jurisdiction of the State of Florida or Palm Beach County and have been significantly modified to include new lanes, medians, sidewalks, lighting, plant material, etc., few of the local City streets have had more than basic milling and resurfacing and lack adequate sidewalks and landscape treatment.

There are a number of City parks and facilities within the study area including the Veteran's Park. These spaces and facilities serve the community in their own ways yet, there is not one site or facility that generates sufficient activity to be considered or identified as the 'center' of town.

Circulation features

The major vehicular corridors that serve the study area are: Boynton Beach Boulevard with access across and onto Highway I-95; US

Highway 1/ Federal Highway serving the eastern portion of the area; and Seacrest Boulevard serving the central portion of the area.

In general, roadways are a continuous network of streets usually in an orthogonal grid pattern with a few exemptions of a non-gridded network in the Boynton Hills Neighborhood and cul-de-sacs at the Intracoastal Waterway and I-95.

There are two trolley routes that serve the study area. The Cross-Town Trolley (route follows US-1, MLK Jr. Blvd., N. Seacrest Blvd., Boynton Beach Blvd. and Ocean & SE 2nd Ave.) and the Southern Route which serves the Bethesda Medical area. These two systems effectively link users to the western-most large-scale retail center, Boynton Beach Mall.

Regulation and Incentives Analysis

Development Codes

The City of Boynton Beach has consistently modified its regulatory framework to reflect the redevelopment planning efforts undertaken in the CRA. The Comprehensive Plan, including the Future Land Use Element and Map, and the city's zoning ordinance and development regulations have been updated so as to align the city's regulatory tools to the redevelopment goals identified by CRA. These tools are



The Women's Club and the Children's Museum are local design examples in the community with historic significance.

Table 7 - Study Area Land Use and Boynton Beach Land Use

Downtown Boynton Beach Land Use	Acres	%
Conservation Overlay	58	10%
High Density Residential	31	5%
Medium Density Residential	104	18%
Low Density Residential	157	27%
General Commercial	22	4%
Local Retail Commercial	36	6%
Mixed Use Core	39	7%
Mixed Use	70	12%
Office Commercial	1	0%
Governmental/ Institutional	47	8%
Recreational	16	3%
Industrial	7	1%
TOTAL	587	100%

CRA Land Use	Acres	%
Conservation Overlay	69	6%
Special High-Density Residential	99	8%
High Density Residential	247	21%
Medium Density Residential	120	10%
Low Density Residential	197	17%
General Commercial	26	2%
Local Retail Commercial	136	11%
Mixed Use Core	39	3%
Mixed Use	100	8%
Office Commercial	5	0%
Governmental/ Institutional	47	4%
Recreational	44	4%
Industrial	61	5%
TOTAL	1,189	100%

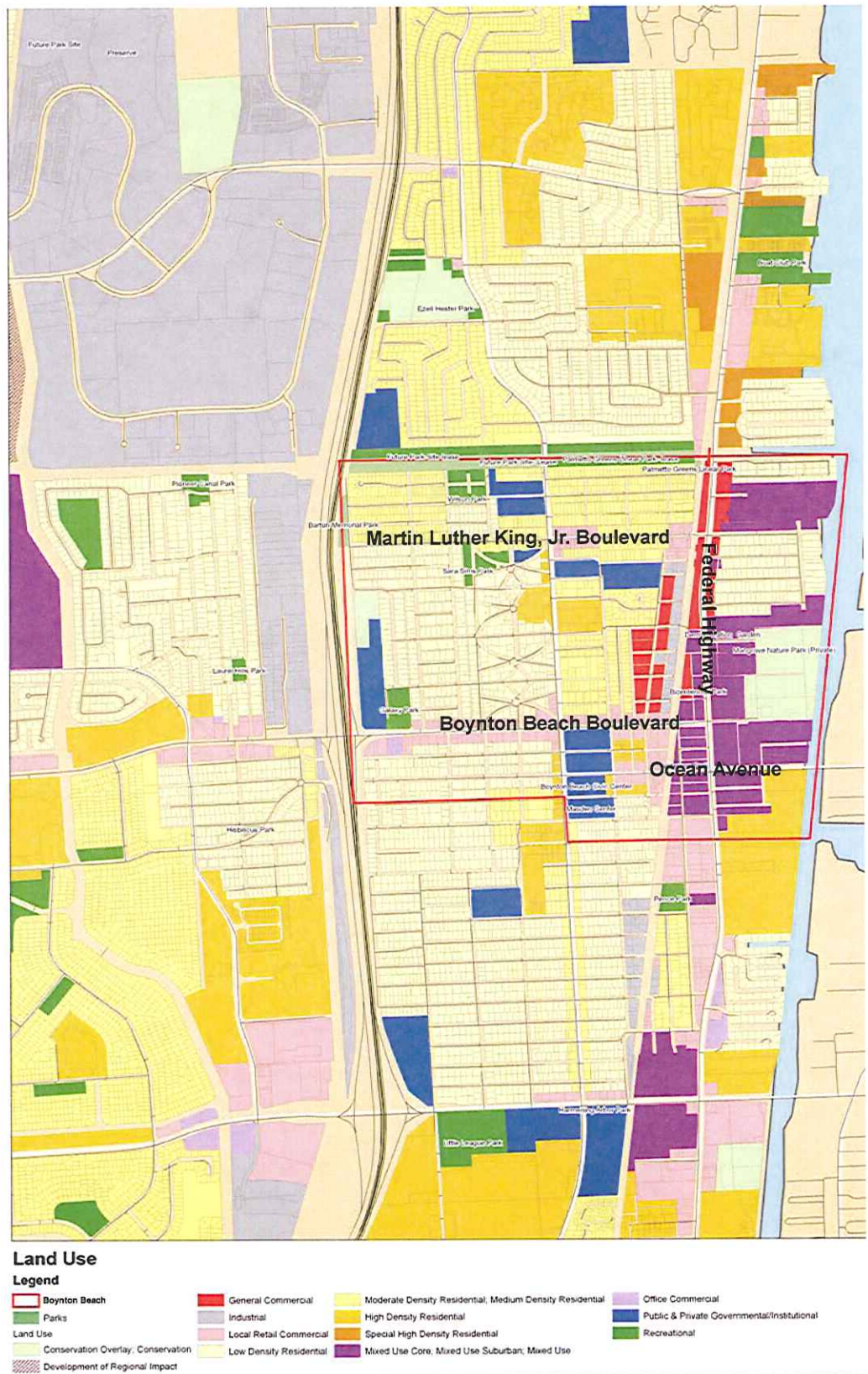


Figure 13 - Land Use in the Study Area

complimented by a set of Urban Design Guidelines developed for the CRA, as well as development review procedures mandated in the city's code of ordinances.

Many of the previous plans have identified the need for mixed-use developments in implementing the CRA's redevelopment objectives. The Boynton Beach Community Redevelopment Plan of 1983 first introduced the concept of creating a special mixed-use Central Business District (CBD) zoning designation in order to encourage the emergence of a downtown center. CBD designation also increases the threshold for Development of Regional Impact (DRI), which encourages larger-scale development. The Federal Highway Corridor Community Redevelopment Plan of 2001 and amended in 2006 recommended the creation of a set of high density and low density mixed-use designations to be applied throughout the CRA, with densities adjusted depending upon context.

In turn, the zoning ordinance and zoning map were amended to designate an 83-acre area, generally bounded by the Intracoastal Waterway to the west, the FEC railroad to the east, NE 6th Avenue to the north, and SE 2nd Avenue to the south, as CBD. Responding to the recommendations of the Federal Highway Corridor plan, the city created two Mixed Use Future Land Use designations—Mixed Use Core (MXC) for high density in the CBD and Mixed Use (MX) for medium to low density in the gateway communities. The city has enacted Mixed Use Low throughout much of the Federal Highway Corridor; however, the zoning designations remain unchanged until site plan approval. Four companion mixed use zoning districts have been developed, and are differentiated by the level of density each allows. They are Mixed Use Low (MU-L) 1, 2, and 3, and Mixed Use High (MU-H).

Also in response to the Federal Highway Corridor plan, the city has adopted an innovative Infill Planned Urban Development (IPUD) zoning designation, designed to encourage redevelopment of small sites. Whereas the more traditional PUD designation requires a minimum of 5 acres, IPUD can be applied to sites of 1 to 5 acres. IPUD developments can have a maximum density of 20 dwelling units per acre.

The City of Boynton Beach has 25 zoning designations, 16 of which currently apply in the CRA. Aside from mixed use, much of the CRA's current land use is characterized by suburban-style residential and commercial uses, especially west of the Federal Highway Corridor. A high proportion of the North and South Federal Highway Corridor sub-areas are currently zoned residential as well, but with a greater number of multi-family structures. The two major corridors traversing the CRA, Boynton Beach Boulevard and Federal Highway, are lined by small scale commercial uses. Figure 14 is a map of the current zoning in the study area.

Current Development

Within the regulatory framework that has emerged as a result of CRA planning, a number of private sector and public/private partnership-driven development projects have been pursued in the CRA district. The CRA utilizes a number of strategies to encourage development, including land acquisition, public financing, and partnerships with developers.

In March 2006, the CRA purchased the Boynton Harbor Marina located on the Intracoastal Waterway and accessible by Ocean Blvd and Boynton Beach Boulevard. The Marina is a key anchor linking downtown to the water, and provides a node of activity essential to the district's redevelopment. The CRA has invested in restorations and has acquired additional land

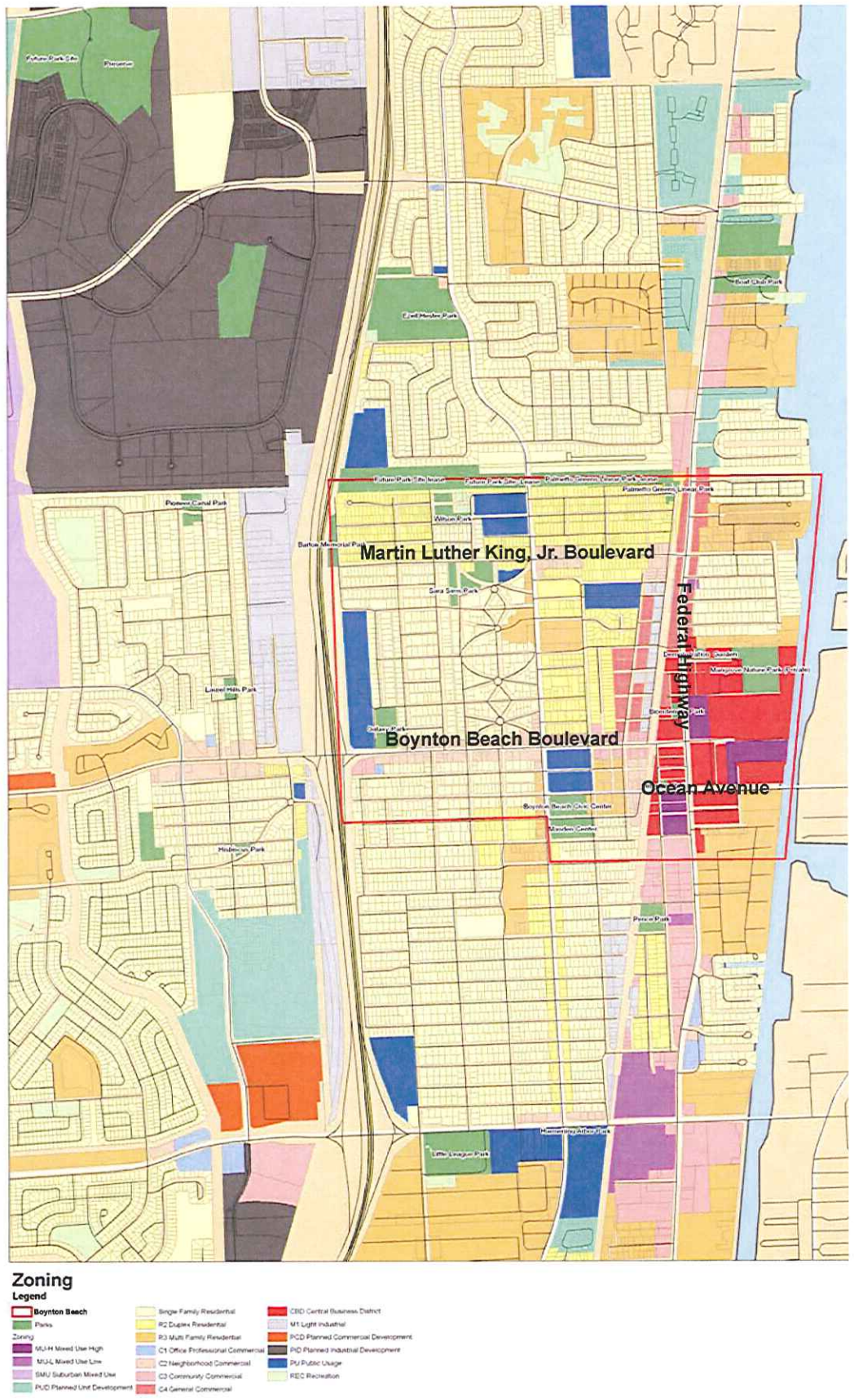


Figure 14 - Current Zoning in the Study Area

along the waterfront to improve public access and expand parking opportunities.

The CRA has worked to catalyze private development in the downtown area through strategic investment. Aside from the Marina investment, the CRA has invested heavily in streetscape improvements along Boynton Beach Boulevard and a walking promenade which expands the boulevard by 1.4 acres linking it to the Intracoastal Waterway.

Two major private developments have been implemented on Boynton Beach Boulevard, The Marina Village and the Promenade, currently under construction. The CRA is currently pursuing development outside of downtown as well. The Preserve is a 180 unit townhouse and condominium project that is being developed jointly by the CRA and a private developer located in the Heart of Boynton neighborhood.

Eleven other private developments have either been built or are in the design and construction phases throughout the CRA. Developers are taking advantage of the city's new zoning designations with six mixed use site plans approved to date. Figure 15 shows the location of many of these projects.

Economic Incentives

The CRA actively participates in acquiring land for development, assisting ongoing developments, and funding seed projects to revitalize Boynton Beach. The agency also manages a broad spectrum of economic incentives that promote the community's goals of revitalizing Boynton Beach's commercial district while promoting a unique identity and preserving historic character wherever possible. Other incentive packages encourage workforce housing, an objective that promotes a sustainable economic environment for Boynton Beach.

Examples of some of the economic incentive programs include:

- Direct Incentive Program for Public Amenities provides gap funding for private developments located within the CRA that include public amenities such as public art, and public parking;
- Direct Incentive Program for Workforce Housing offers monetary incentives to projects providing workforce housing; and
- Commercial Façade Grant provides up to \$15,000 of expenses associated with upgrading a commercial historic façade;



Figure 15 - Development Activity

Summary of Needs & Key Findings

Market Analysis Key Findings

- Excess inventory and slow absorption rates have delayed redevelopment
- The retail stock is aging and needs updating to stay competitive
- Bolster retail and office markets by increasing residential density and redeveloping underutilized land
- An annual average of 450 to 500 new households are expected to make Boynton Beach home. The median household income is about \$55,000
- Focus on business recruitment and the provision of appropriate office space to ensure that a good portion of the forecasted job growth will reside within the CRA

Urban Design Key Findings

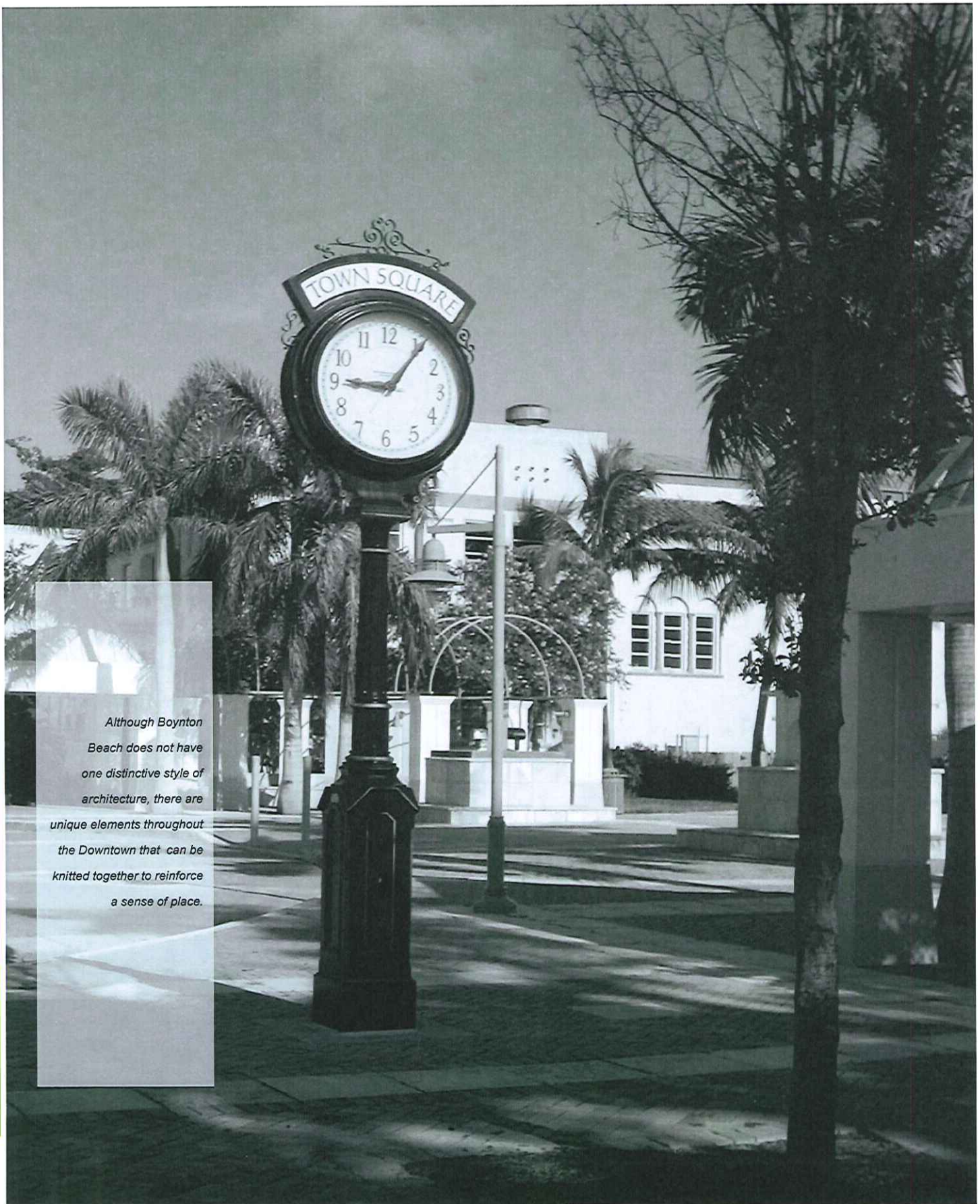
- Weaknesses include low density residential uses, underutilized corridors, poor pedestrian realm, the lack of a town center, shortage of convenient parking and a lack of an identifiable City image
- Strategies for redevelopment should be to encourage appropriately scaled mixed-use development, identify and create a community image and a community town center, upgrade the existing public realm to a safer, more aesthetically pleasing pedestrian environment

Regulatory and Policy Needs Assessment

- Focus should be given to create “gateways” to downtown, along Boynton Beach Boulevard, the Federal Highway Corridor, and in the Heart of Boynton residential area
- Land uses and densities should ensure a logical and clear transition linking the downtown core to surrounding areas
- Encourage limited neighborhood retail on Martin Luther King, Jr. Boulevard.

Economic Development Needs Assessment

- Provide economic development services such as a database of available parcels or redevelopment sites and small area market analyses to encourage businesses to locate into Boynton Beach
- Additional funding recommendations and sources for specific program needs resulting from the Master Plan will be included in the Implementation section of this report



Although Boynton Beach does not have one distinctive style of architecture, there are unique elements throughout the Downtown that can be knitted together to reinforce a sense of place.

Vision and Goals

The Downtown Boynton Beach Master Plan responds to the needs of the community and provides a framework for redevelopment through 2020. Downtown Boynton Beach will be a center of activity including a vibrant mix of retail, office and residential, where residents of all ages can gather and interact. A network of connected streets and pedestrian paths will provide mobility and access to activity nodes around the community; and a system of active and passive greenspaces will provide needed places for physical activity and quiet contemplation. Downtown Boynton Beach will be a unique place that the community will be proud to call their city-center.

Objectives

The Master Plan provides over-arching objectives garnered from public input, previous planning efforts and adopted state and community goals. These objectives provide counsel to the guiding principles for the Master Plan, and helped identify specific projects and incentives recommended in the Master Plan. Articulating these broad-based objectives also establish a policy foundation for future projects that may not be specifically enumerated in the Master Plan.

Historic Preservation

Every effort should be made to incorporate historic structures within the project area. Renovating and re-purposing these buildings preserves the little remaining historic fabric in Boynton Beach for future generations. The re-purposed buildings also add charm and distinction to Boynton Beach, establishing a unique identity from other locations. The Cultural Campus and Ocean Avenue are ideal locations for the preservation of existing historic structures or possibly the relocation of historic

structures from elsewhere, adapted for active uses in the district

Public Art

Public Art should be encompassed in public and private developments. Art nourishes the community soul and communicates a sense of pride. Often sited as adding economic value to property, the value of public art to the community psyche is incalculable. Ocean Avenue, as a cultural corridor, is a key location for public art as is greenway along the railroad corridor.

Public Events & Programmed Activities

Spaces designed to accommodate programmed activities and public events shall continue to be emphasized. The CRA is currently highly regarded for programming public events. Concerts, fairs, markets, and festivals all provide opportunities for the community to gather and share a positive experience. Large events also serve as potential revenue sources for communities, and can attract outside consumers who may not normally visit Boynton Beach. The Civic Campus includes a plaza space that can accommodate large special events, and is also designed to be usable every day.

Marketing and Promotions

Marketing efforts shall be planned and encouraged to promote Downtown Boynton Beach. The CRA maintains a continuous marketing presence for Boynton Beach redevelopment efforts that help build a sense of identity and involvement for stakeholders and residents. By letting stakeholders know about all of the small positive changes that are occurring in Downtown, the CRA encourages them to invest their time, energy, and money in the corridor. Also, marketing efforts can help promote existing businesses and shopping opportunities, therefore supporting local entrepreneurs. The Master Plan emphasizes initial projects designed to be successful and



The Master Plan provides over-arching objectives used to identify specific projects and incentive recommendations.

promote further redevelopment, allowing for certain marketing success.

Gateways

Gateways shall be planned and designed to provide acknowledgement of a unique area and jurisdiction. Gateways are visible landmarks that create a sense of entry and orientation. They can be quite varied in design, from a high-quality sign to a water fountain or a sculpture. The Master Plan identifies gateways at key intersections in the study area. Eventually, gateways could also be incorporated outside the CRA along major corridors entering the City of Boynton Beach.

Redeveloping the Marina

Demonstrate a commitment to redeveloping the marina for the public. Protecting the marine industry is a cornerstone policy for the Master Plan. A vibrant and accessible marina encourages economic activity for Boynton Beach. The strengthening of activity along Ocean Avenue will connect the economic operations in the Civic and Cultural campuses to the marina, thereby invigorating the marina and promoting redevelopment. A plan to redevelop the Marina is currently under study.

Green Building

Whereas redevelopment and the location of new development in Downtown Boynton Beach utilizes existing infrastructure and reduces environmental impacts, green building techniques and environmentally sustainable practices will be incorporated in development activities within the study area. Green building technologies and practices reduce the impact on the environment when compared to standard construction practices. Green building contributes to a healthier community, stronger economy, and reduces the long-term fiscal burden on the tax base. Green building incentives, such as priority permitting and tax incentives, are reviewed and encouraged in the Master Plan.

Public Parking

Introduce convenient parking within the Downtown Boynton Beach near activity centers. Providing convenient parking is important to retail and other commercial activities, without which redevelopment efforts could be unsuccessful and futile. Public parking decks are proposed within the Civic Campus and the Marina. Active uses envelop the decks on street level to ensure an active pedestrian environment.

Affordable Housing

Workforce housing shall provided wherever possible within Boynton Beach, and especially near employment centers. Many hard-working families struggle to find housing within their budgets, forcing them to commute long distances or live in sub-standard accommodations. This results in increased congestion and other service costs that are borne by every individual. Workforce housing is specified for the Transit Oriented Development District, near existing and future transit options, and near Martin Luther King, Jr. Boulevard within the Heart of Boynton.

Economic development and Job creation

Every effort shall be made to encourage economic development and job creation. Economic development improves financial well-being of residents and overall quality of life for a community. When redevelopment proposed in the Master Plan is built out, an additional 500 new jobs will be added into the study area.

Community Policing Innovation Program

The CRA's Community Policing Innovation Program shall endeavor to reduce crime by reducing opportunities for, and increasing the perceived risk of engaging, in criminal activity through visible presence of police in the community, including, but not limited to, community mobilization, neighborhood block watch, citizen contact patrol, foot patrol, field interrogation, or intensified motorized patrol.

Police officers of the Program shall collect and analyze data on crimes within the CRA and provide the Agency with reports showing year-to-date crime figures. Officers shall undertake actions that will be designed to reduce the numbers and types of crime occurring in the CRA district.

Officers in the Program shall interact with business owners, property owners and residents of the CRA to determine their public safety concerns. Officers shall have a presence at CRA events and shall attend community meetings to inform residents of the Program. Officers shall monitor the CRA's trolley for any issues. Officers shall wear the CRA Program uniform when on duty.

Particular attention shall be paid to quality of life crimes that directly affect the desirability of living or doing business within the CRA district. The CRA shall fund the Program with TIF funds to the extent that is currently acceptable practice according to the Florida Auditor General and the recommendation of the CRA's independent auditor.

Framework

The Boynton Beach Downtown Master Plan is a 20 year vision, synthesizing the many existing plans and regulations into a focused, cohesive plan. The Master Plan is built upon a framework of guiding principles in land use, circulation and urban design.

Land Use

The guiding land use principles for the Master Plan are:

- Create a mixed-use downtown core of activity that is family-friendly
- Create a cultural center around existing cultural providers
- Repurpose underutilized commercial land
- Protect single-family neighborhoods

- Provide improved public access to the water
- Improve connections to existing greenspace
- Provide community services near neighborhoods

A central element of the Downtown Master Plan is protecting established single-family neighborhoods while providing areas of concentrated residential and commercial activity.

The primary area of concentration is the Transit Oriented Development (TOD) District located along Federal Highway between Boynton Beach Boulevard and Ocean Avenue. The long-term vision for this area is to be a vital mixed-use district centered on a transit station. The plan builds on the existing activity at the Marina, and extends it west towards Ocean Avenue and the Cultural Campus.

Another concentration of activity is the Cultural and Civic Campuses. The Master Plan builds on the existing uses and redevelopment potential inherent in these areas by organizing cultural providers around the Children's Museum and civil providers around the new library.

The Master Plan provides a system of linear parks creating connections between existing parks, the Intracoastal Waterway, neighborhoods and activity centers. The properties to the east of the railroad corridor currently under-utilized commercial and vacant properties, are transformed into a linear park. The park connects the Canal to the new TOD District and transit station, establishing an iconic gateway into downtown Boynton Beach.

The final principle, providing services near neighborhoods, is accomplished with the creation of two smaller neighborhood commercial nodes, each at the intersections of Martin Luther King Boulevard with Seacrest Avenue and Federal Highway.



Transit Oriented Development (TOD) districts provide transit-supportive densities and pedestrian-friendly amenities.

Circulation

The Downtown Master Plan addresses the following circulation goals:

- Improve connections between bicycles, transit, and pedestrians
- Improve circulation by introducing new streets and maintaining the existing street network
- Improve desirability of pedestrian travel with safer more aesthetically pleasing environment
- Provide conveniently located parking options

The Downtown Master Plan enhances the existing network of streets, pedestrian paths and transit routes by providing improved connections between the different modes of travel. It is critical that the existing street network be retained with future redevelopments to ensure easy travel for both vehicles and pedestrians. New streets are needed between 6th Avenue and Martin Luther King Drive to break up large blocks. These new streets also provide more convenient routes for pedestrians to transit stops along Seacrest Avenue and Boynton Beach Boulevard.

The Boynton Beach trolley is a well established service with high ridership numbers. The recent Transit Circulator Study concluded that the need for an additional downtown trolley circulator is not warranted at this time due to, in part, a lag in planned development to generate ridership. The Downtown Master Plan addresses these concerns by concentrating mixed-use activity at locations where transit is currently or is planned for in the future. The TOD District is centered on a future transit station and is well-served by the revised trolley route as proposed in the Transit Circulator Study. Figure 16 shows the preferred proposed re-routed trolley route from the Circulator Study.

The community desires safer and more attractive pedestrian circulation options in the Downtown area. The Master Plan calls for providing aesthetically pleasing pedestrian streetscape projects along Martin Luther King Boulevard between the activity nodes and along Seacrest Avenue between Martin Luther King Boulevard and the Civic and Cultural Campuses.



Figure 16 - Proposed Trolley Route

On-street parking is also a part of the main streetscape projects in the Master Plan. Providing conveniently located parking is essential to maintaining the viability of a downtown core. The Master Plan balances the needs of automobile drivers and pedestrians by locating a parking deck at the downtown core near the Marina and TOD district. This way, drivers can park once and visit multiple locations without having to drive between destinations. On-street parking should be incorporated on some side streets within the Cultural and Civic Campus to provide easy access to these destinations.

Urban Design Elements

Successful place-making requires maximizing existing community assets, such as its natural environment and cultural resources, while improving the visual appearance and organization of uses. The Downtown Master Plan addresses these goals identified by the community:

- Identify and create a community image
- Provide pedestrian friendly and attractive streetscapes
- Address visual blight
- Provide human-scaled architecture appropriate to surrounding uses
- Provide gateways at entrances into the downtown
- Preserve existing historic fabric of the community and enhance cultural resources.

Boynton Beach has existing design guidelines, and the Master Plan reinforces these guidelines and other techniques in order to establish a unique identity for the City.

Way-finding

Way-finding is a method of helping people locate specific destinations and understand their surroundings without a typical map. It is recommended that similar themed way-finding signage be incorporated into redevelopments in the downtown core.

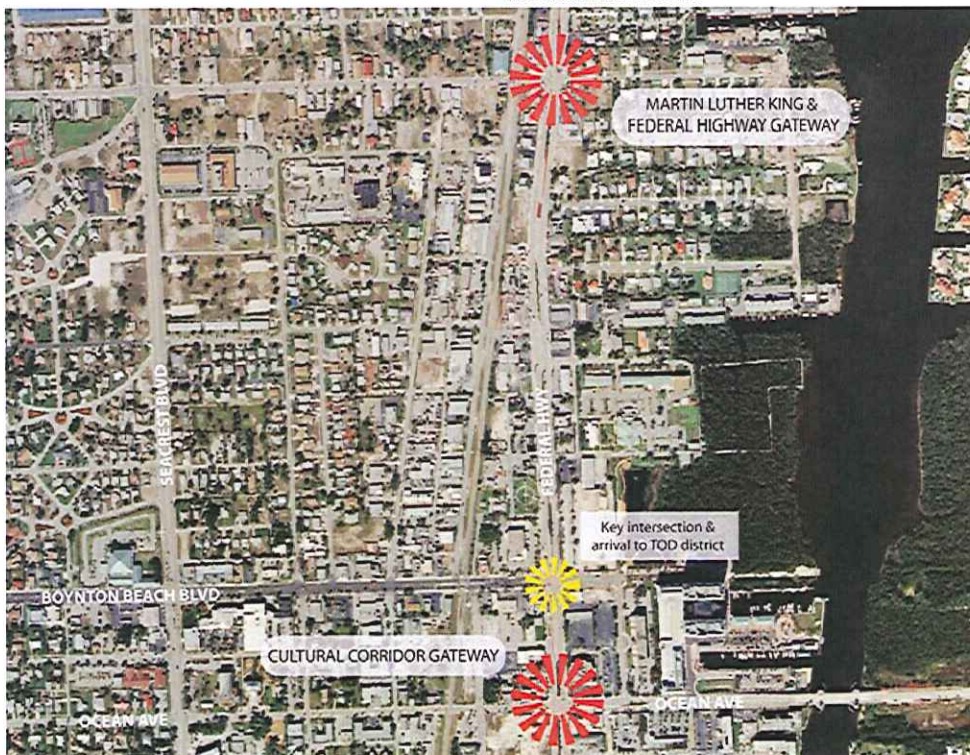


Figure 17 - Proposed Gateways



*Signage, gateways
and other urban
design techniques
help people find
their way.*

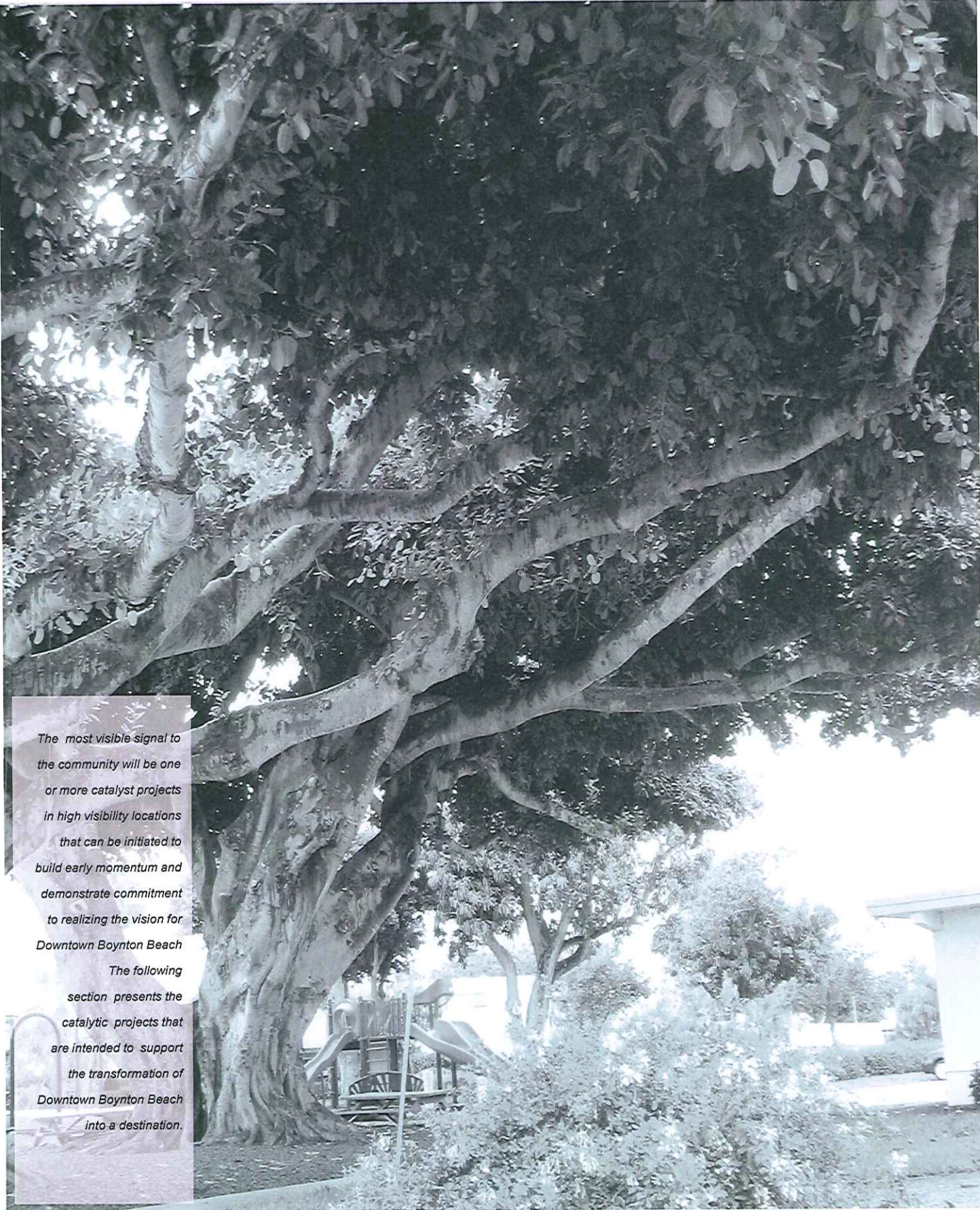
Another method of helping people understand their environment is to create a unique identity for a place. Preserving existing historic structures like the Old High School and the Children's Museum helps establish an identity for the Cultural Campus. Relocating historic structures into the campus and readapting them for artist galleries and live-work spaces is also recommended in the Master Plan.

Gateways

Gateways signify an entrance into a district while establishing an identity for that place. Indicated by the asterisks in Figure 17, gateways are along Federal Highway at the intersection of Martin Luther King Boulevard and Ocean Avenue. The linear park is another gateway element that defines the downtown core.

Addressing visual blight and creating human-scaled architecture is essential to providing pedestrian friendly environments. Burying overhead wires as part of a redevelopment project and re-purposing underutilized commercial properties into open space and mixed-use projects are central principles of the Downtown Master Plan.





The most visible signal to the community will be one or more catalyst projects in high visibility locations that can be initiated to build early momentum and demonstrate commitment to realizing the vision for Downtown Boynton Beach

The following section presents the catalytic projects that are intended to support the transformation of Downtown Boynton Beach into a destination.

BIG MOVES

The Boynton Beach Downtown Plan is intended to guide the creation of a downtown through five “Big Moves”. Evolving from the community input; these Big Moves are actions and strategies designed to implement the vision of a vibrant downtown core. The Big Moves for the Downtown Master Plan evolved from the community input sessions, interviews with elected officials, and were tested against the market for feasibility. It is recommended that these action items be given immediate priority and the sustained effort necessary to see large projects through. The proposed phasing, estimated cost, and other detail for each project is provided in the Action Plan matrix at the end of the document.

1. TOD District for a Future Transit Station

A transit oriented development (TOD) district is proposed for portion of Federal Highway between Boynton Beach Boulevard and Ocean Avenue and includes several potential redevelopment parcels. This activity node is essential to creating an identifiable and marketable downtown core. In addition, the district will serve as a catalyst to build momentum for other redevelopment along Federal Highway and Ocean Avenue. The TOD district supports the City’s vision for future transit service by creating transit-supportive densities of retail and residential uses within walking distance of the Marina and transit station.

2. Cultural and Civic Campuses

The Cultural and Civic Campuses both build on the existing uses in the area and organize them into coherent and aesthetically pleasing campuses. Both Campuses are pedestrian friendly and seamlessly integrate existing historic buildings with new structures.

3. Ocean Avenue Cultural Corridor

The Cultural Corridor along Ocean Avenue connects the Civic Campus to the TOD District and Marina. Live-work space lines the Avenue in historic structures and new mixed-use buildings.

4. Federal Highway Linear Park

Identify potential green space areas between the FEC rail corridor and Federal Highway to form a linear park connecting the C-16 Canal to the downtown TOD District and future transit station.

5. Neighborhood Centers along Martin Luther King Boulevard

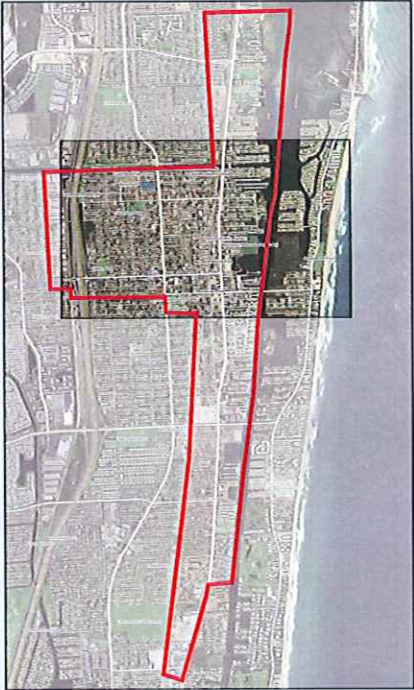
The Seacrest Avenue node includes health services, supporting retail, and a potential mini police precinct while the Federal Highway node includes neighborhood retail.

The Martin Luther King and Seacrest Avenue activity node, includes community services. The Federal Highway and MLK node includes neighborhood retail services and acts as a gateway.



MASTER PLAN CONTEXT

The following section identifies key redevelopment opportunities within the greater CRA study area. The primary focus area extends to the northern canal including the Martin Luther King Boulevard area and continues south to include Ocean Avenue. Ocean Avenue will serve as an important link to the marina and a future civic campus. Most importantly, a true center for the City of Boynton Beach is planned for the area of Ocean Avenue between Federal Highway and Seacrest Avenue.





Example: Future transit



Example: Future park



Example: Planned civic & cultural center

BIG MOVES

The key focus areas for redevelopment are along Ocean Avenue, Federal Highway, Seacrest Boulevard, Boynton Beach Boulevard, and Martin Luther King Boulevard.

The plan will encourage an attitude of historic preservation, seeking to preserve and maintain historic structures within the redevelopment area. Job creation is also envisioned, with new civic and commercial activities envisioned in each focus area.

A public art and culture corridor is envisioned along Ocean Avenue, with a civic campus anchoring the west side at Seacrest Boulevard and the Marina anchoring the east side at the waterfront. Redeveloping these two key areas will require provision of better public access including parking and future transit.

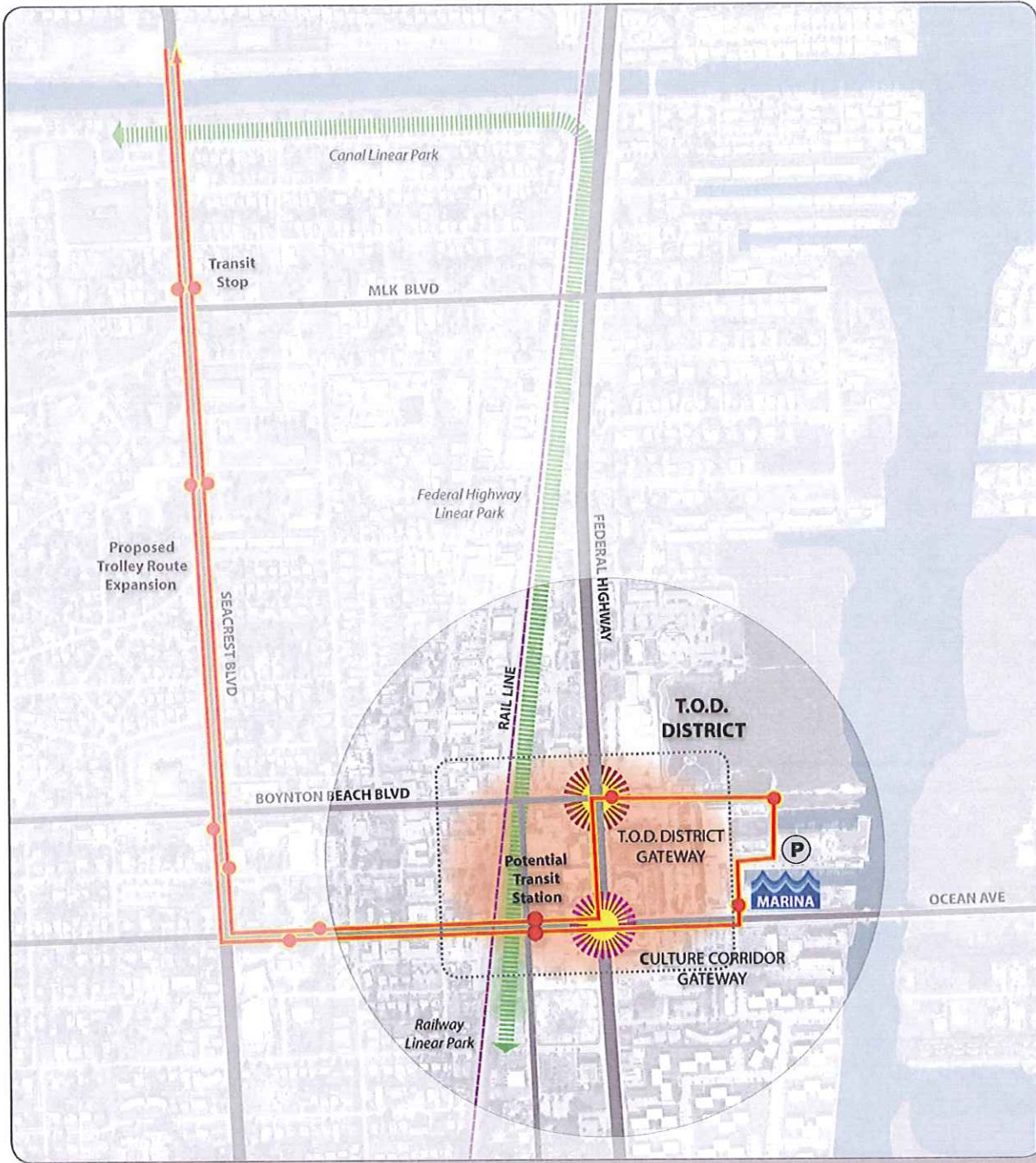
Around the key intersection of Boynton Beach Boulevard and Federal Highway, a Transit Oriented Development (TOD) district is envisioned, supported by future light rail.

Along Martin Luther King, Jr. Boulevard, the plan envisions neighborhood centers emerging, with small scale neighborhood retail and services, new affordable housing options, and improved community policing.

A new linear park is envisioned connecting the Martin Luther King Boulevard corridor to the TOD district and the Cultural Corridor (Ocean Avenue).

KEY POINTS

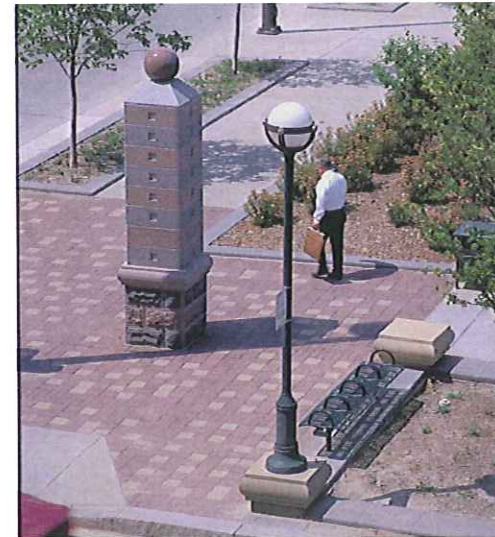
- Job creation in TOD district, civic campus, and small neighborhood commercial nodes
- Future linear park & gateways
- Greater public access to amenities through future transit and expanded parking
- Preservation and reuse of existing civic landmarks



Example long term vision: District connectivity enhanced by future transit



Example: Activated public realm



Example: Public space is a feature at "gateway" intersections

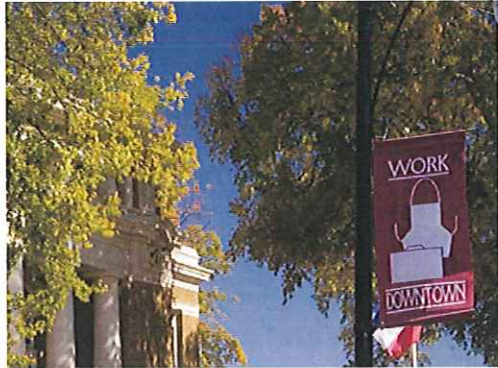
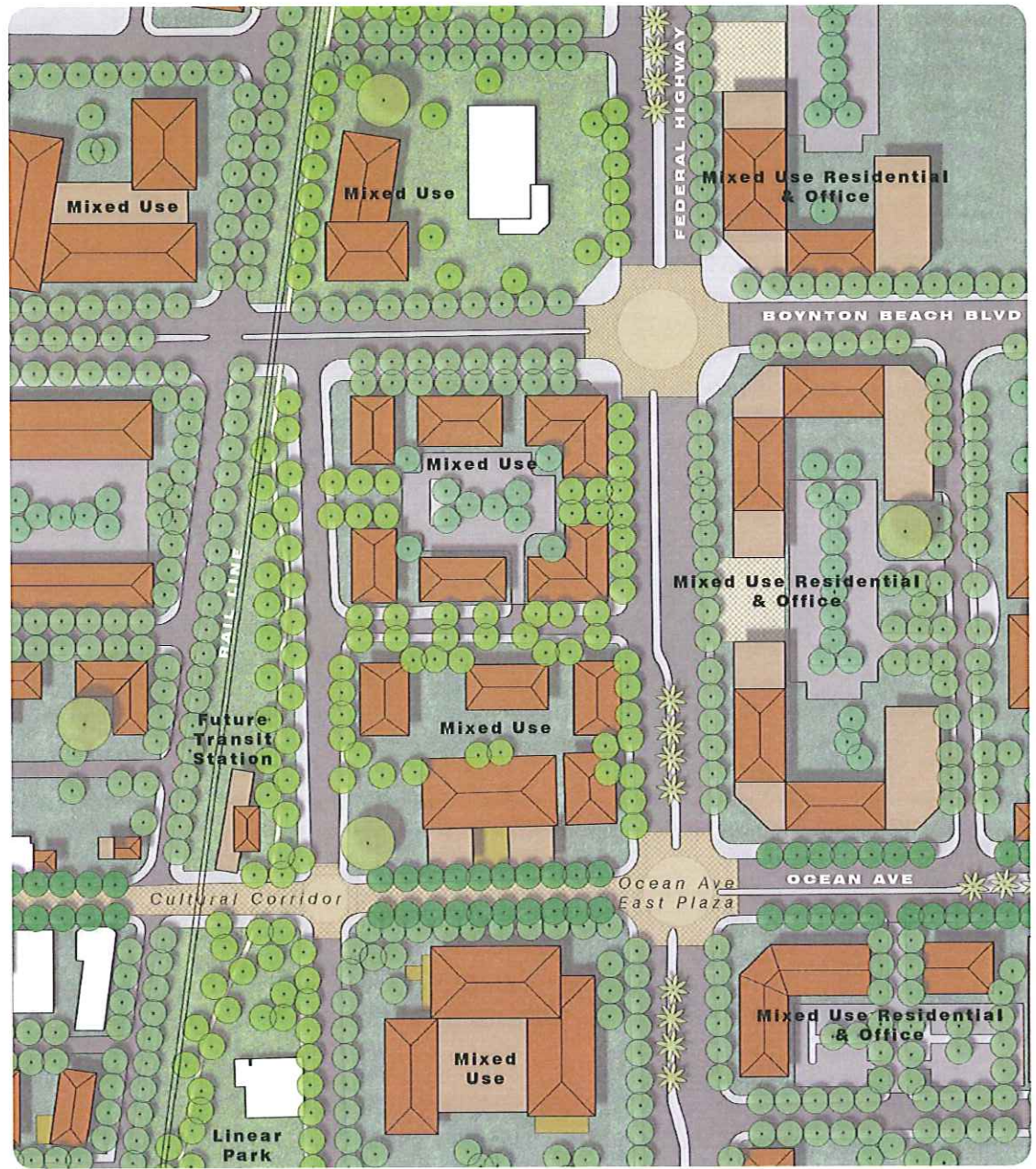
1

TRANSIT ORIENTED DEVELOPMENT (TOD) DISTRICT

This activity node is essential to creating a downtown core and building momentum for other redevelopment. This district creates transit-supportive densities within walking distance of the Marina and the City's proposed Cultural Corridor on Ocean Avenue.

KEY POINTS

- Includes priority redevelopment in the northwest corner with up to 25,000 sf of retail at the ground level.
- Parking deck.
- Approximately 900 - 1,000 residential units over several phases. Phasing affords multiple objectives—including mitigating developer risk, flexibility in responding to current and near-term market conditions, and reducing the required capture of the City's overall annual household growth.
- Between 90,000 - 100,000 sf of retail that would require a primary anchor and a secondary anchor such as a destination dining district.
- Approximately 100,000 sf of office space.
- Provisions must be made today to accomplish the long-term vision of potential transit.



Example: Banners and streetscaping can provide the district with a recognizable character.



Example: The TOD District would provide a mix of uses .



Example: Walkable linkages would support integrated pedestrian activity within the district.

①
 TRANSIT ORIENTED
 DEVELOPMENT (TOD)
 DISTRICT

1

THE TOD DISTRICT AND PRIORITY DEVELOPMENT SITES: DETAILS

This Big Move is essential to creating an identifiable, marketable downtown core. The plan identifies approximately 100,000 sq. ft. of office space; between 90,000 - 100,000 sq. ft. of street-level retail space; and approximately 900 - 1,000 units of residential space in a combination of rental, multifamily for sale and townhouses. While FDOT (District 4) is currently studying the overall viability of providing commuter rail along the FEC line, it is considered a long-term venture. However, ongoing planning for this significant, future public investment at the local level (i.e., by the City of Boynton Beach) is critical.

A critical barometer in evaluating demand for various commercial uses such as office and retail space is employment growth. According to the MPO, **Boynton Beach currently contains almost 33,000 jobs**, which comprises six percent of the total number of jobs in Palm Beach County. While the MPO does not categorize municipal employment by job type, the City's economy is heavily weighted toward retail uses, with a significant amount of retail space located in West Boynton. Moreover, the MPO is forecasting an **additional 10,200 new jobs citywide by 2020**.

Should forecasted job growth materialize over the next 13 years, ERA estimates that these new jobs will translate into **demand for two to three million square feet of 'workplace'- related real estate** in Boynton Beach by 2020. This could include office, retail and industrial space; however, the amount of new space demanded will be determined by the types of new jobs created, as employee space requirements vary by job category.

Further, Boynton Beach is considered a price-sensitive, *tertiary* office submarket. That said, average annual *net* absorption (i.e., leasing activity) in Boynton Beach has been positive, with **absorption totaling 253,000 sq. ft. over the past five years**, or 42,000 sq. ft. per year. Beyond leasing activity, the strength of the City's office market is also reflected in *declining* vacancy rates—which dropped from 10 percent to five percent between 2005 and 2006; in effect, Boynton's office market has achieved stabilization.

These positive market indicators suggest that market conditions warrant some increment of new construction of price-sensitive, Class B "garden" office buildings in Boynton Beach oriented to professional services tenancies.

Thus, key economic considerations are as follows.

KEY ECONOMIC CONSIDERATIONS

- Location will play a critical role in the overall marketability of new office development in the City today. The most marketable sites for new office development include high visibility parcels providing immediate access to I-95. As a result, highly visible public initiatives in the plan (such as a new commuter rail station and parking garage) should be designed to enhance the overall marketability of this location for multiple uses—including creation of a high-density employment node characteristic of a central business district location—and considered key to creating the market necessary to support additional retail space.
- As a result, commercial office development in this core location on a speculative basis will be tied directly to completion of these major public initiatives and, as such, will be a longer-term market opportunity. To secure an early-on "hit",



- public participation to attract an anchor office tenant will be necessary. This may require, for example, land assembly (or write-down), construction of the infrastructure critical to a TOD project (e.g., structured parking, public realm improvements, urban plaza, etc.), and/or other initiatives, including development subsidies.
- The public sector may also be a lead tenant in a new office building in this location as a means of inducing the market for office space. This could include, for example, a County or City agency that anchors a new office building. Moreover, the ability of a developer to secure financing will be tied directly to pre-leasing efforts, which typically range from 30 percent to 50 percent before financing is secured. As a result, this would translate into a 60,000 to 100,000 sq. ft. anchor tenant critical to ensure development of 200,000 sq. ft. of office space as identified in the plan.

In terms of residential development opportunities, historic population trends in the City of Boynton Beach suggest that the City added about **3,100 new households between 2000 and 2007**. This reflects sustained annual growth of 440 households per year, a growth rate second only to the City of West Palm Beach, and reflects new residential development in various locations across the city—ranging from Renaissance Commons on Congress Avenue on the west side to a number of new developments on the Federal Highway corridor such as Marina Village. Notably, between now and 2020, household growth is expected to pick up—to a sustained annual rate of **more than 500 households per year**.

Further, Boynton Beach issues an average

of **675 residential permits annually**. Of the 6,800 total permits issued in Boynton Beach over the past 10 years, activity was distributed evenly between single-family and multi-family product. The majority of residential development is focused in western sections of the City, although over the past five years, redevelopment along Federal Highway in the CRA has generated an increasing amount of new residential development in projects such as Marina Village.

The boom economy of South Florida during the early 2000s, fueled by population and household growth in combination with the relatively ease/availability of financing for real estate development from the capital markets, created significant development pressure in jurisdictions throughout South Florida (and in many markets nationwide).

These upward pressures on market dynamics—including the loss of multi-family rental units to conversions (as evidenced by Bermuda Cay), declining multi-family vacancies, the lack of developable land in more desirable locations in Palm Beach County, significant increases in assessed values, and price escalations of new residential construction resulted in significant new residential construction on the Federal Highway corridor.

Further, the success of previous and ongoing redevelopment efforts in both Delray Beach and West Palm Beach moved to Boynton. As a result, roughly **2,300 new townhouse or condominium units have been planned or are currently under construction on Federal Highway**. Between 2003 and 2005, reported absorption was estimated in the range of 150 to 170 units per month.

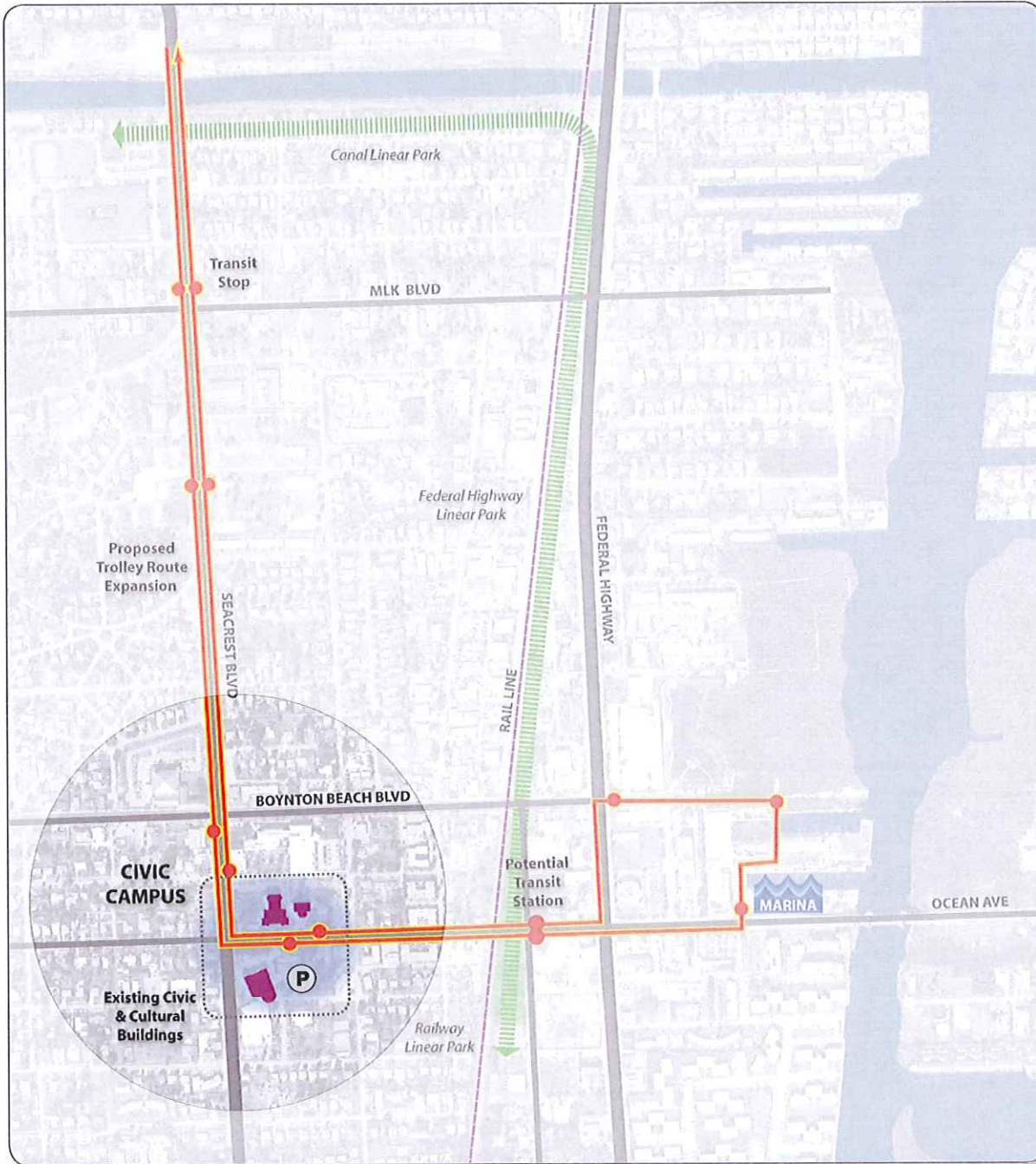
Since 2005, however, the **performance (i.e., unit absorption) of these competitive or**

comparable projects has *slowed substantially* over the past 18 months. This slowdown is producing significant excess inventory, conversions to rental, site plan extensions, and project cancellations, and any delay in market recovery could be expected to further increase inventory.

Thus, key market considerations for future residential development in the TOD district/ downtown core are as follows.

KEY MARKET CONSIDERATIONS

- While market conditions are likely to improve (a natural evolution of the real estate cycle), the timing of such improvements is uncertain. Residential development in the range of 900 to 1,000 units as illustrated in the master plan will require a significant capture of the City's overall growth in households. This would include the recently proposed 360 unit high rise project on the corner of Ocean Avenue and Federal Highway.
- As a result, market opportunities for residential development are likely to be delivered in two to three phases, in the form of 75 to 100 units per phase. Phasing affords multiple objectives— including mitigating developer risk, flexibility in responding to current and near-term market conditions, and reducing the required capture of the City's overall annual household growth.



Example: A campus environment with public green space will provide a bucolic setting for cultural institutions.



Example: Pedestrian accessibility will be an important feature.



Example: Institutions of civic importance will be sited in and around the civic campus, creating an activity node that anchors the west end of the culture corridor.

2

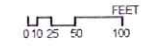
CIVIC & CULTURAL CAMPUSES

The Cultural and Civic Campuses both build on the existing uses in the area and organize them into coherent and aesthetically pleasing collection of uses - including the relocation of City Hall to accommodate current and future growth. The area is pedestrian friendly and seamlessly integrates existing historic buildings with new structures.

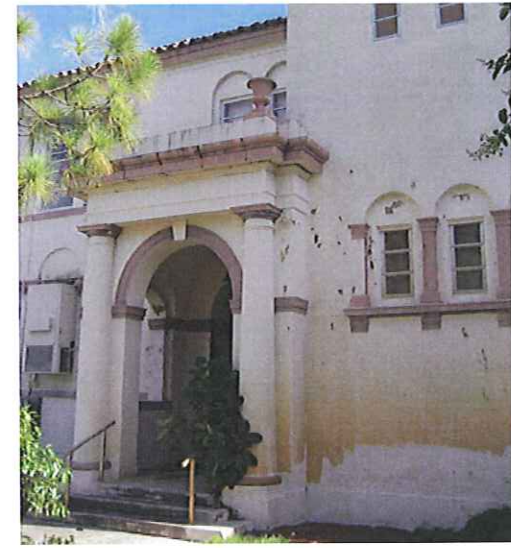
The relocation of City Hall could provide the opportunity to preserve the Old High School core structure. Possible use includes cultural offices, services or an art studio incubator or providing need in the community for artists' studio space and galleries. Historic homes throughout the community are relocated here and refurbished into galleries and live-work spaces.

KEY POINTS

- Historic preservation and adaptive reuse, for instance a Civic Center and/ or Arts Center in the Old High School.
- Campus environment with usable public space.
- New City Hall at Civic Center site, creating a nexus of public activities and services.
- Approximately 22,000 sf office space for professional service, art/cultural related tenants.
- Jobs created in the district.



Example: Opportunities for public gathering will enhance civic and district identity, and improve quality of life.



The old High School is envisioned as an anchor within the cultural campus.



The Children's Museum is located here.

2

CIVIC CAMPUS

The Civic Campus introduces new office space and supporting retail around the existing government center. A new Civic Center is provided near the intersection of Ocean Avenue and Seacrest Boulevard, while the old Civic Center is converted into a central and formal greenspace.

KEY POINTS

- Readapted High School
- 10,000 sf of cultural uses that maybe housed in relocated cottages along Ocean Avenue.
- Converting old civic center into new public use.



0 10 25 50 100 FEET



Mid-rise mixed use



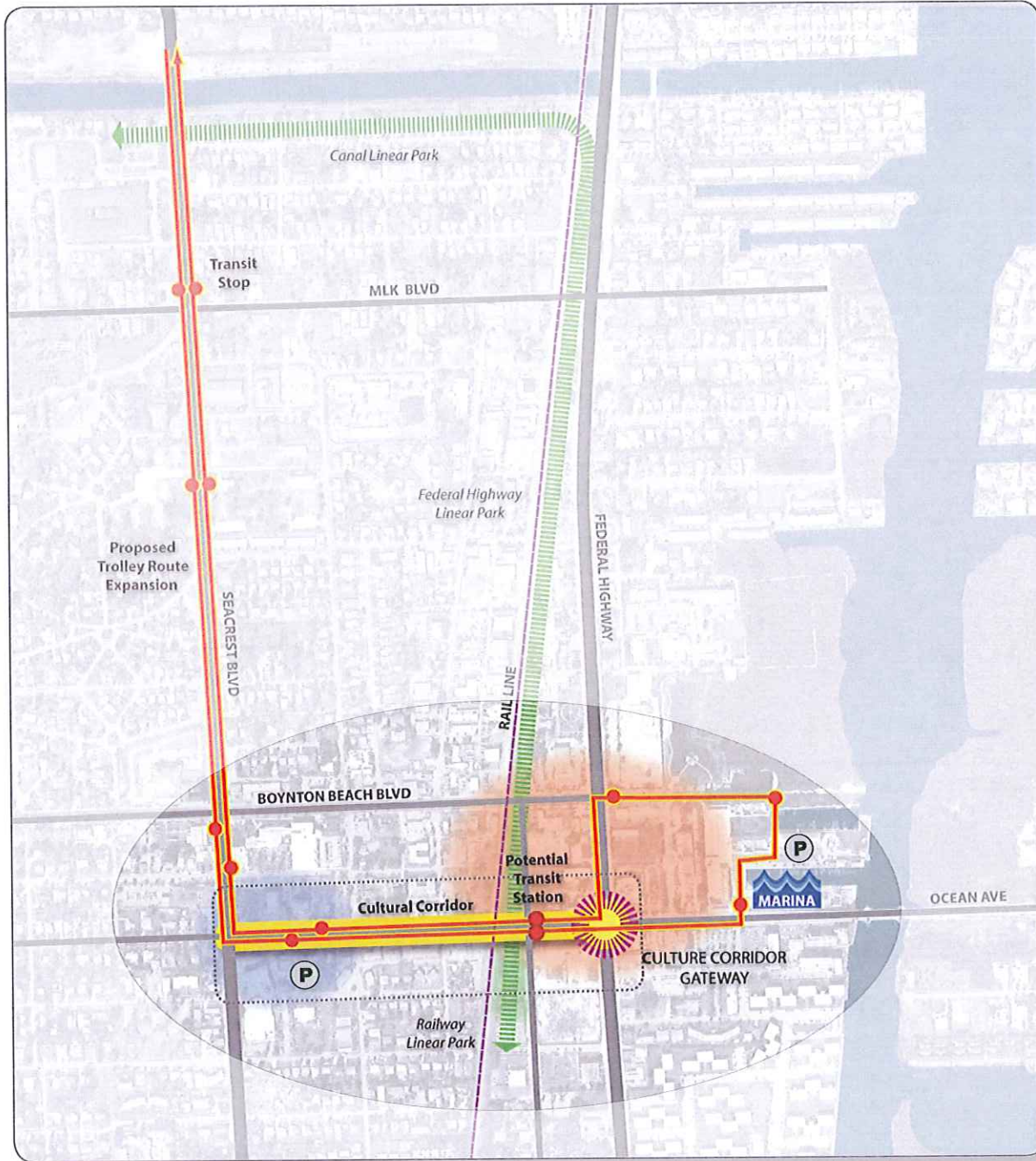
Mid-rise mixed use



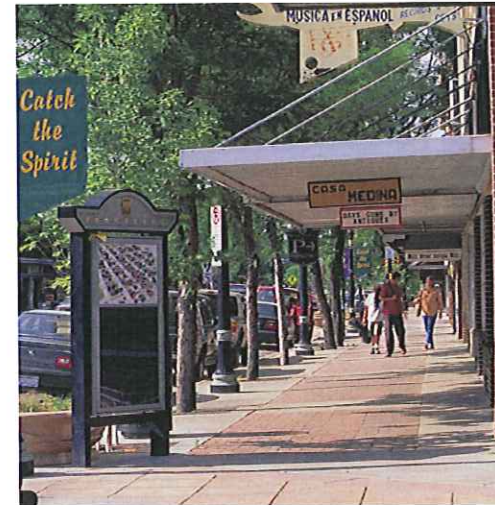
Example: A campus environment offers a framework for institutional collaboration.

2

CULTURAL CAMPUS & BOYNTON BEACH BLVD



Example: Pedestrian realm enhanced through streetscaping



Example: Wayfinding & signage encourages district identity



Example: Street furniture provides public respite and leisure.

3

OCEAN AVENUE:
CULTURAL CORRIDOR

The Cultural Corridor along Ocean Avenue connects the Cultural/Civic Campus to the TOD District. Live-work space lines the Avenue in mixed-use buildings. New multifamily development is envisioned opposite the architecturally unique offices and galleries.

KEY POINTS

- 120,000 sf of residential
- 20,000 sf of gallery/ retail/ professional offices

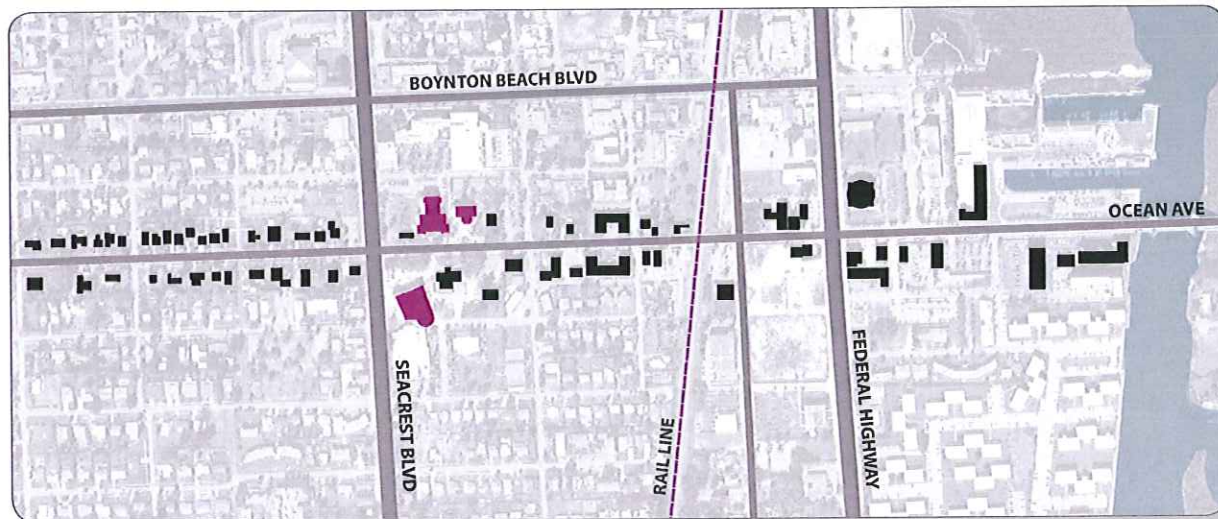


Figure Ground: Ocean Avenue

After crossing Seacrest Boulevard, the dense residential fabric of Ocean Avenue gives way to a loose corridor of "missing teeth", with little sense of identity or street life. The important civic and historical buildings at Seacrest and Ocean make individual attempts at creating a meaningful sense of place, but without an overall district and streetscape vision, they can only achieve so much.



Ocean Avenue: Cultural Corridor

A new identity for Ocean Avenue is proposed from Seacrest Boulevard to the marina. The cluster of civic buildings around Seacrest and Ocean are envisioned as part of a new civic campus anchoring the west end of the new cultural corridor. The east end is anchored by a new pedestrian and retail hub which acts as the gateway to the planned TOD district. Mixed use redevelopment will fill in the missing teeth along Ocean Avenue, and a new identity will be shaped through streetscaping. Eventually, the Federal Highway Linear Park will provide a respite in the center of the corridor, offering views, leisure, and recreational opportunities. The entire corridor is envisioned as transit- and pedestrian-friendly. The proposed trolley extension will provide a strong link between this thriving new cultural district and the marina.

3

OCEAN AVENUE: CULTURAL CORRIDOR

3

OCEAN AVENUE:
CULTURAL CORRIDOR



FEET
0 50 100

Example:
Reusing existing
structures for
shops & galleries
enriches district
character.



Example: A pedestrian-friendly corridor.



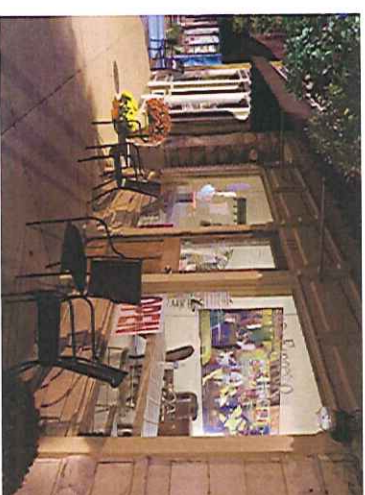
Example: Street trees provide a shaded pedestrian realm.



Example: Retail relates strongly to the street, maintaining an attractive "Main Street" pedestrian environment.



Example: Townhomes will create a transition between existing single family areas and new multifamily live-work buildings.



Example: Although the scale of neighborhood commercial nodes are small, they will provide important public gathering space and a sense of place for residents.

4 NEIGHBORHOOD CENTERS ALONG MARTIN LUTHER KING BOULEVARD

Seacrest & Martin Luther King Blvd.

The Martin Luther King and Seacrest Avenue activity node includes a mix of uses and community services including limited retail, office, mini-police precinct, and potential public health-related services.

In addition, multifamily live/work units are envisioned on and around Martin Luther King, Jr. Boulevard with townhomes serving as a transition between multifamily and single family residential.

KEY POINTS

- 5,000 sf office
- 5,000 - 10,000 sf retail
- 400-500 residential units

Federal Highway & Martin Luther King Boulevard

The Federal Highway node includes space for a potential neighborhood market and ancillary retail. In addition, a formal gateway to the Linear Park occurs at this intersection.

KEY POINTS

- Up to 15,000 sq. ft. of unanchored retail space or 50,000 sq. ft. supportable only if an urban format anchor (such as Sweet Bay) can be secured.
- Potential site for Class B office space for neighborhood serving businesses.



Example: A multifamily live/work neighborhood can offer a high quality of life with access to a variety of district amenities.



Example: Neighborhood serving retail .



Example: Retail presence at Martin Luther King Boulevard and Seacrest Avenue.

4

NEIGHBORHOOD CENTERS
ALONG MARTIN LUTHER KING
BOULEVARD



Example: Small-scale neighborhood retail, offices and services are an amenity for residents.



Example: Gateways at Seacrest Avenue and Federal Highway may provide space for markets.



Example: Neighborhood retail will fulfill everyday shopping needs of district residents.

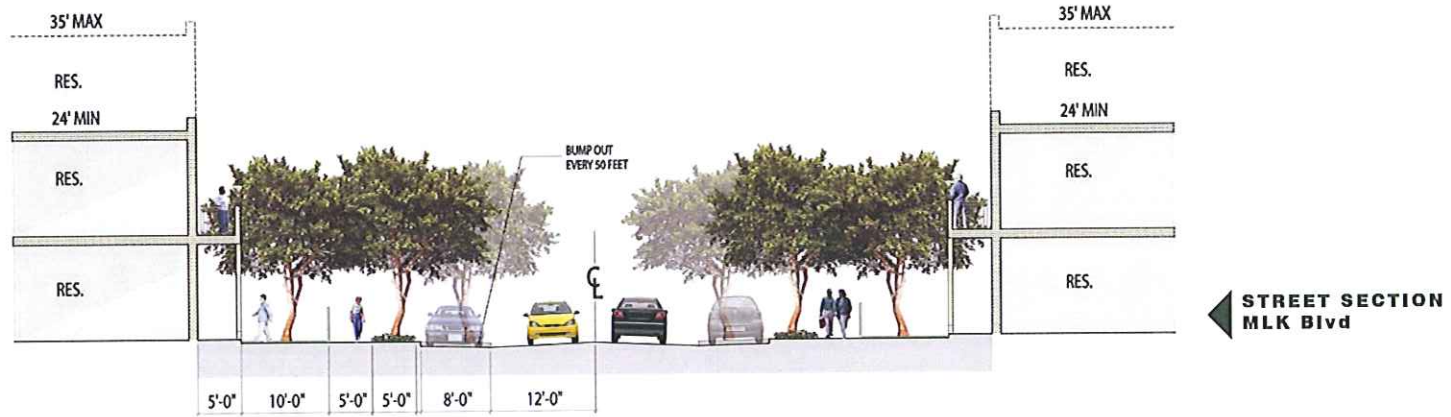
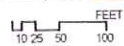
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NEIGHBORHOOD CENTERS ALONG MARTIN LUTHER KING BOULEVARD

The Federal Highway node includes space for a potential neighborhood grocery and ancillary retail. In addition, a formal gateway to the Linear Park occurs at this intersection, with space for a neighborhood market.

KEY POINTS

- Potentially 15,000 sf retail space



Example: Multifamily & townhomes.



Example: Multifamily & townhomes.

4

MARTIN LUTHER KING BLVD REDEVELOPMENT SITE

Potential redevelopment of the public works site to consist of townhomes, multifamily units and a community amenity.

4

THE MARTIN LUTHER KING, JR. BOULEVARD & SEACREST AVENUE DEVELOPMENT: DETAILS

Recommendations in the master plan for this part of the CRA are intended to ensure that long-planned redevelopment efforts along the Martin Luther King Boulevard corridor are successful after multiple, failed attempts. The latest effort, which was submitted to the CRA by Intown Partners LLC and known as Seacrest Village, proposed a mixed-use project on 26.3 acres of underutilized land along Martin Luther King Boulevard, between Seacrest Boulevard and Federal Highway. The applicant also sought a significant amount of public funding (\$94 million) for infrastructure and site improvements.

According to the project application submitted to the CRA in August 2006, Intown Partners LLC proposed 1,052 units of for-sale and multi-family residential at varying densities and 145,000 sq. ft. of commercial space that included street-level retail space anchored by a grocery store, a health club, community center, and office space. The applicant proposed an average unit density of 40 dwelling units per acre and building heights ranging from 45 ft. to 150 ft., significantly higher than the 10.8 units per acre and building heights of 45 ft. that were supported by the community and contained in the land use recommendations in the Heart of Boynton Plan, a neighborhood master plan prepared in 2001. (Over the course of two years, negotiations between the CRA and the applicant ultimately failed).

The significant slowdown in South Florida's housing market is likely to reduce residential demand potentials in this particular location (and, in fact, throughout the CRA). If the

downturn is prolonged, it is likely that residential development potentials along Martin Luther King Boulevard will be more limited than that proposed as part of the Seacrest Village concept. The market and financial feasibility analysis of that project (prepared by ERA) identified more limited market potentials in the range of **400 to 500 units**.

If market conditions improve, and the inventory of unsold, under construction, and planned units in the Federal Highway corridor is absorbed more rapidly, it is likely that market potentials may improve.

For commercial development, the Martin Luther King Boulevard corridor is a tertiary location that will limit its ability to capture demand for any significant commercial uses. While "rooftop" (i.e., household) densities are critical in enhancing market potentials for commercial uses such as office and retail space, this corridor has significant physical impediments that are likely to limit its overall marketability for commercial development. Primarily, these include a lack of frontage (i.e., limited width) on Federal Highway, which restricts visibility considered critical to many retailers, and the barrier created by the FEC rail line, which poses both physical as well as liability constraints to commercial office and retail tenants as well as customers.

While the public sector can sometimes *induce* demand for uses like anchor office tenants (such as municipal agencies), it is unlikely that the City (or Palm Beach County) is in a position to locate a full-service agency in this location at this time. As a result, market potentials for professional office space at Martin Luther King Boulevard and Seacrest are limited—in the range of **5,000 sq. ft.** Potential tenants include a division of a public agency such as a health department.



Along Railroad Avenue as illustrated in the plan (parallel to the FEC rail line), opportunities for small-scale office uses—in the range of **15,000 to 35,000 sq. ft.**—will be tied to residential densities, visibility and frontage, as well as adequate parking. Marketing should be oriented to professional and business services tenancies that generate much of their business from nearby households.

For retail potentials, while there appears to be a *theoretical* opportunity to stem ongoing leakage of retail spending among households in the surrounding neighborhoods, the constraints outlined above far outweigh the ability of the Martin Luther King Boulevard corridor to capture any significant amount of retail market potential. Further, while a grocery store anchor is critical to drawing other in-line convenience and service retail tenants, in ERA's view the corridor's ability to secure a grocery store will be contingent on the amount of subsidies/incentives provided (such as turnkey buildout, rent write-downs, etc.).

Thus, retail market potentials are contingent on

the type and degree of subsidies for a grocery store anchor. If subsidies are made available, 50,000 to 60,000 sq. ft. of retail development appears market-supportable, including a small, second-tier grocery store such as Sweet Bay Market (Tampa) and in a location that provides as much visibility as possible. Without a subsidized anchor, however, market potentials will be very limited—likely in the range of **5,000 to 15,000 sq. ft.** if placed in strategic corner locations along Martin Luther King Boulevard (such as at Seacrest Boulevard)—and oriented to neighborhood-serving retailers such as a drug store.

SUMMARY OF MARKET POTENTIAL

- 400 to 500 Housing Units
- Potential site for price sensitive / Class B office space (focused at the Federal Highway and Seacrest Avenue intersection) that could take advantage of the visibility from Federal Highway and lower land value.
- Up to 15,000 sq. ft. of unanchored retail space or 50,000 sq. ft. with a subsidized anchor would be supportable if a secondary urban-format grocery anchor (such as Sweet Market) can be secured. Otherwise, the amount of general retail in this area will be limited.



Example: A linear park provides adjacent open space for the daily enjoyment of residents - as well as a link to downtown.



A sense of community is enhanced with walkability between activity nodes.



Example: Scenic views are created for the community.

5

FEDERAL HIGHWAY LINEAR PARK

Live/work spaces are introduced along the rail corridor and Federal Highway. The units would take advantage of the adjacent of a linear park that connects the are to the core downtown and future transit station.

KEY POINTS

- Up to 100-125 live/work housing units.
- Limited retail in the range of 45,000 sf.
- To the degree possible existing viable businesses should remain.
- Screen existing industrial buildings with Facade Grant incentives.

5

THE FEDERAL HIGHWAY GREENWAY: DETAILS

The master plan identifies roughly 35,000 - 45,000 sq. ft. of general retail space located at street-level of mixed-use buildings providing a combination of new housing and livework space in approximately 120,000 sq. ft. of building area.

Key economic considerations for redevelopment potentials are as follows.

KEY ECONOMIC CONSIDERATIONS

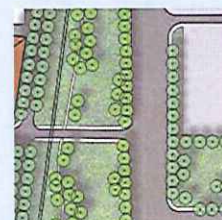
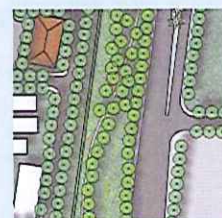
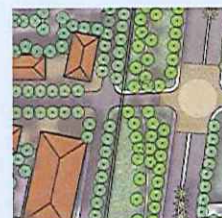
- The role of the CRA (and/or relevant agencies such as FDOT) and their ability to acquire parcels along the FEC rail line is paramount. In light of the limitations imposed by the Florida Supreme Court on the use of tax increment revenues to fund redevelopment initiatives, this may be a longer-term play (i.e., beyond five years).
- While market conditions will determine the depth of potential support for moderate-density residential (and commercial) in this location, the overall marketability of this location for new development is strongest toward the southern end (i.e., closest to Boynton Beach Boulevard) and weakest at its northern end (i.e., closest to Martin Luther King Boulevard). As a result, densities should be highest at the southern end. Marketability for new development in this location is also affected by the degree of visibility to Federal Highway as well as ease of access across the rail line.
- The concept plan illustrates roughly 120,000 sq. ft. of combined residential and office use. Assuming an average unit size of 1,200 sq. ft. and generally moderate densities that provide a multi-family "flat" arrangement suggests 75 to 100

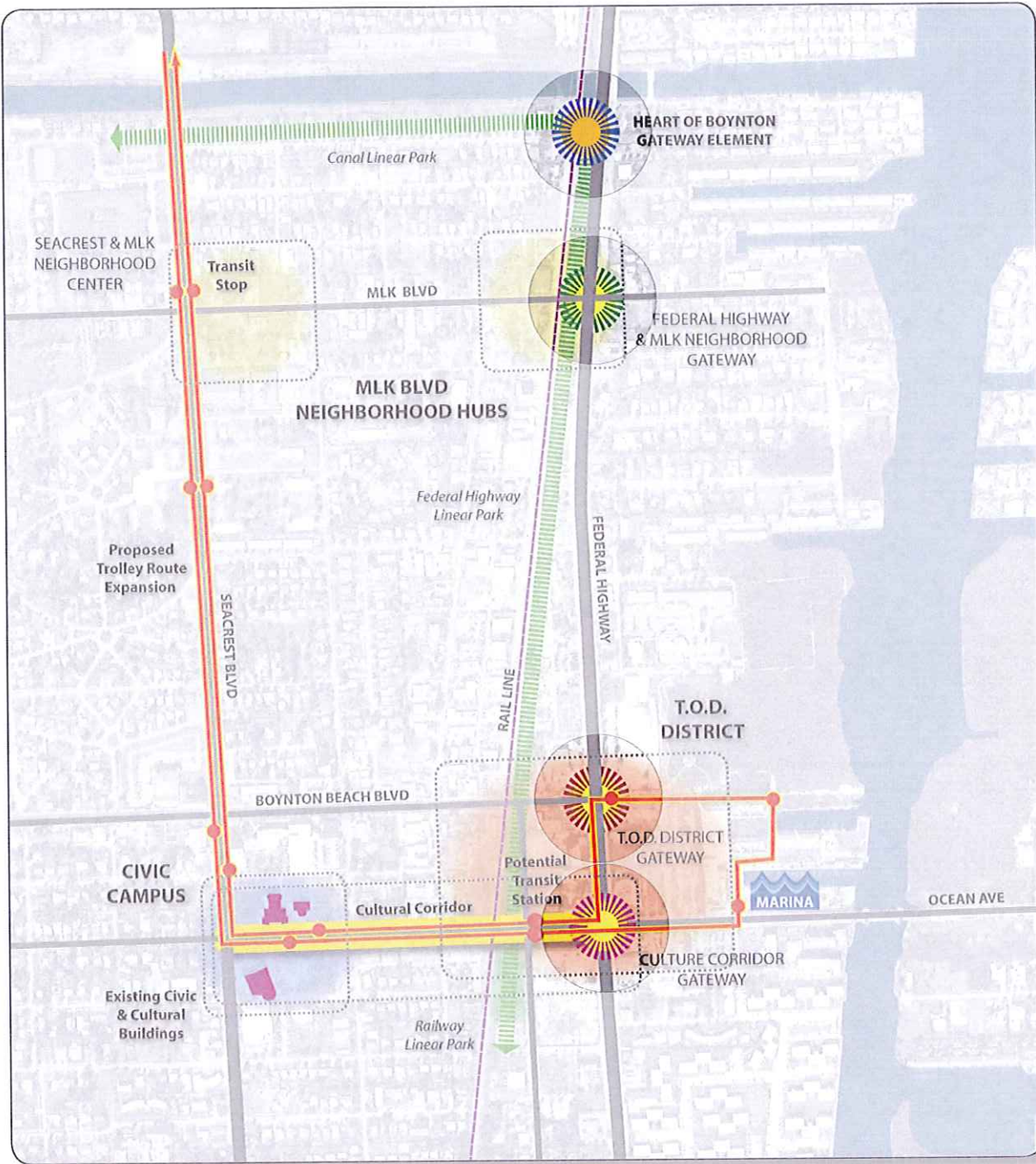
housing units in this location. This would be considered a small project that could likely be undertaken in one or two phases by a qualified developer. Market timing will thus be determined by right-of-way acquisition, construction of a new frontage road, and provision of developable pads in this location).

- The amount of supportable retail space (at street-level) in this location will be tied directly to delivery of new residential development. While some natural market support may exist as a result of traffic on Federal Highway, it is currently limited and access considerations to a new roadway parallel to the FEC line will further limit overall market potentials. As a result, this suggests that implementation strategies include appropriate incentives and other mechanisms that are designed to reduce the overall degree of risk for retail development in this location. (In subsequent tasks, specific implementation mechanisms will be identified).

SUMMARY OF MARKET POTENTIAL

- 75 to 100 Housing Units
- Limited market potentials for professional office space—in range of 10,000 to 20,000 sq. ft.
- Limited market potentials for unanchored retail space—in range of 45,000 sq. ft. oriented to neighborhood serving tenants.





Example: Gateway to the Park at Federal Highway and Martin Luther King Blvd



Example: TOD District Gateway

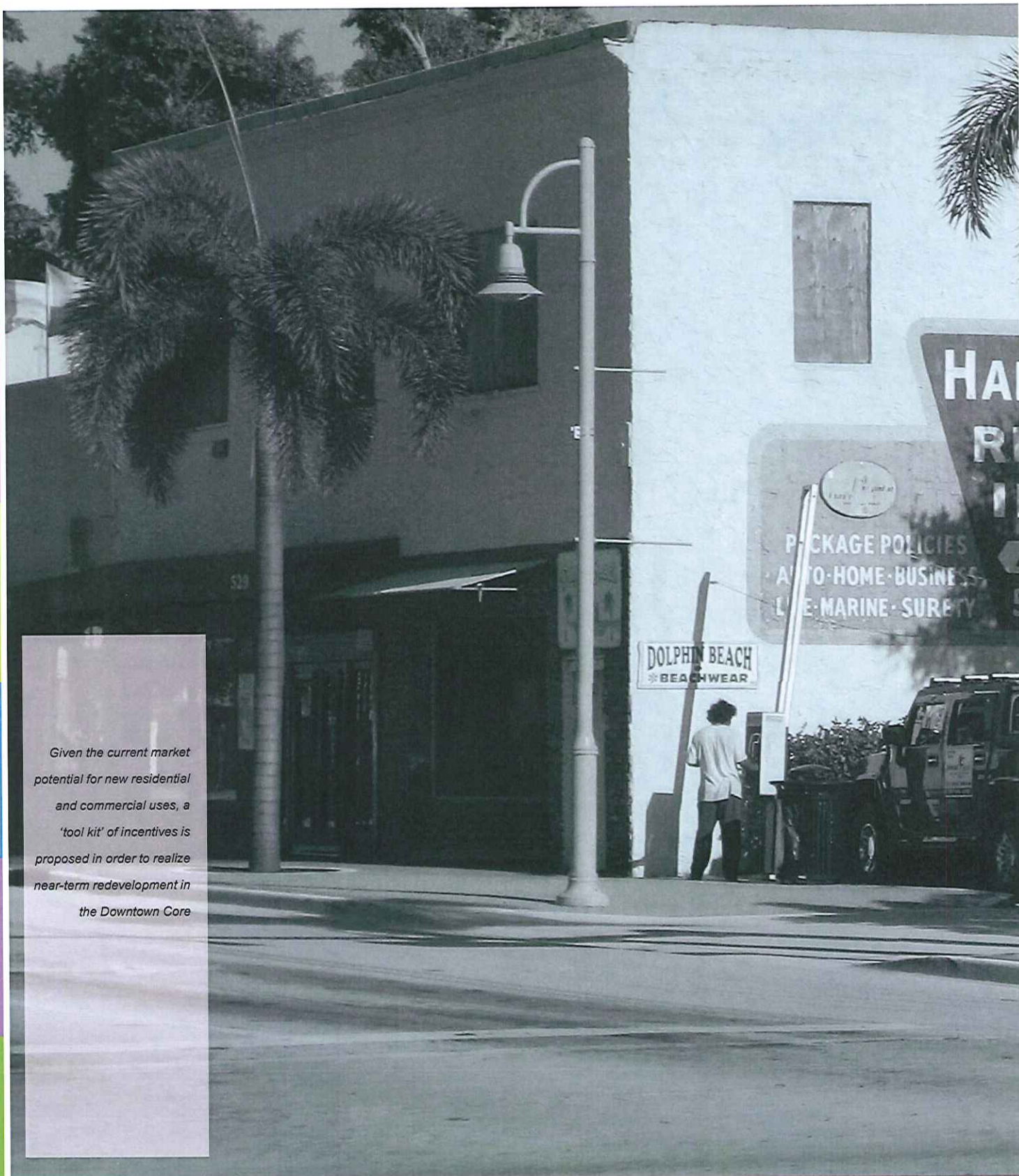


Example: Cultural Corridor Gateway

GATEWAYS

- Gateways & kiosks will serve an important elements within the project area. These elements will help define the new downtown core and the Martin Luther King Boulevard area by providing a sense of arrival to those who enter these areas. Future gateways for the north, south, and western limits of the City will also help define Boynton Beach in the larger context of its surrounding cities.

Given the current market potential for new residential and commercial uses, a 'tool kit' of incentives is proposed in order to realize near-term redevelopment in the Downtown Core



ECONOMIC BENEFITS & TIF ANALYSIS

Introduction

The following summarizes the expected key economic benefits accruing to the City of Boynton Beach from implementation of specific public and private redevelopment initiatives throughout the downtown. Importantly, the public sector cannot implement the plan alone; the plan must also attract and sustain ongoing interest and investment from the private sector. This section of the master plan is intended to guide critical public policy decisions necessary to attract potential private investors.

This section also examines the tax increment revenues that could potentially accrue to the CRA as a result of new private-sector investment and development. The analysis includes gross estimates of the potential bonding capacity available to the CRA to finance public realm improvements that could leverage additional private investment. This is particularly critical in light of the current uncertainties surrounding the use of Tax Increment Financing (TIF) funds throughout Florida as a result of the *Strand v. Escambia County* decision in September 2007 in which the Court held that the proposed issuance of certain tax increment bonds that are secured by a pledge of ad valorem tax revenues by Escambia County without a public referendum would violate Florida's constitution.

As a result of the *Strand* decision, significant uncertainty exists across the state related to the future use of TIF funds to undertake redevelopment initiatives in CRA districts (i.e., the Court clarified that bonds and certificates of participation that had been validated prior to the Court's decision are not affected). Therefore, Section VII of the master plan explores various state, Federal and other possible funding mechanisms that exist today to fund public

realm improvements, including infrastructure enhancements, beautification projects such as streetscape, transportation services and other initiatives identified in the plan intended to support private redevelopment in Downtown Boynton Beach.

Summary of Development Potentials

In previous tasks, the planning team prepared a demographic and economic profile and reviewed market trends and characteristics across various types of real estate in Boynton Beach. These tasks, and preparation of a preliminary market analysis, served to measure redevelopment opportunities, identified as "Big Moves" in the plan. The planning team identified priority candidate sites that could potentially accommodate new development, focusing on a series of activity centers and Big Moves that combine both public and private investment in specific initiatives. These initiatives have been discussed in greater detail elsewhere in the plan. The table on the next page summarizes a possible 15-year development program for these selected candidate sites. Key elements include:

- **New Housing**—a critical mass of new housing—**upwards of 2,200 units** over time—should be a fundamental goal of the master plan, as future initiatives will build upon recent, successful projects that have delivered new housing in the Federal Highway corridor such as *Marina Village*, the *Promenade*, and others. Moreover, **new housing will be instrumental in attracting better-quality and destination retail tenants** to downtown Boynton Beach. Notably, new, moderate- to high-density downtown housing on selected priority sites such as the TOD District, the City Hall site, and the MLK corridor (among others) will

require a capture of roughly 30 percent of future citywide growth over the next 15 years—a reasonably attainable goal—for a downtown location. (For purposes of this analysis, the economic analysis assumes an equal split between multi-family rental and multi-family for-sale [e.g., condominium flats]; future market conditions will dictate the distribution of new housing).

- **New 'Workplace'/Speculative Office Space**—a fundamental role of any successful downtown includes a core employment base, typically office-using jobs in professional and business services. A key economic development strategy in Boynton Beach—which is currently defined as a tertiary office market in the County—will include recruitment initiatives that enhance downtown's role as a destination employment center in this part of Palm Beach County. In light of significant competition from communities such as Delray Beach, West Palm and Boca Raton, this will likely require the use of a variety of economic development incentives. For purposes of the TIF analysis, a minimal planning target of roughly **120,000 sq. ft.**

of speculative/multi-tenant office space was examined for the TOD District, which comprises a number of 'core' parcels proximate to Federal Highway and Ocean. **Opportunities for additional office space in the downtown will also hinge on recruiting an end user/anchor office tenant.**

- **New General & Destination Retail**—expanding downtown's offerings of general and destination retail will be driven by three key factors: **1) a critical mass of new downtown housing/residents, employees and visitors; 2) a carefully crafted vision and 'brand' identity for the downtown; and 3) a subsequent tenanting/retail recruitment strategy.** Obvious downtown retail success stories in West Palm (CityPlace) and Delray Beach (Atlantic Avenue) have required significant efforts over many years combined with the use of substantial public investment and incentives. Further, a key objective of the plan includes activating streets throughout the downtown. Presuming that these objectives are met, a planning target of up to **250,000 sq. ft.** of street-level retail space—in multiple phases as market

15-Year Development Opportunities
Boynton Beach Downtown Master Plan

Use	Key Assumptions	No. of Units	Estimated Bldg. Area (In Sq. Ft.)	Average Unit Size (In Sq. Ft.)
Residential				
M F Rental	50% of total units	1,004	972,400	969
M F For-sale	50% of total units	1,134	1,342,000	1,183
Townhouses		96	191,500	2,000
Total:		2,234	2,505,900	1,122
Required Capture of Future Citywide Growth:		31.0%		
Commercial/Workplace				
General Retail			257,990	
Speculative Office			118,500	
Other			5,000	
Total:			381,490	

Source: EDAW, Inc.; Economics Research Associates, February 2008.

conditions warrant—has been identified in the concept plans for the candidate priority sites and Big Moves in the plan. The majority of this retail space should be clustered in the core, i.e., in the TOD district. Potential branding strategies include creation of a dining district/ restaurant cluster, and key anchor retailers include an urban-format grocery store (this will require a sizable increase in nearby households).

Summary of Economic Benefits

Current property tax revenues generated by existing uses on the candidate sites could not be tabulated. Therefore, future tax revenues and potential bonding capacity are estimated on a gross basis.

Key findings and assumptions are summarized below:

- As illustrated in the accompanying table, redevelopment of the City Hall site could generate up to \$27.8 million in gross tax revenues at buildout in 2007 dollars; this produces potential bonding capacity (i.e., infrastructure support) ranging from **\$5.9 million from the City of Boynton Beach**

and \$3.8 million from Palm Beach County.

- For the Big Moves and priority sites in the remainder of the downtown, redevelopment could generate roughly \$105 million in incremental property tax revenues through 2030, enabling potential bonding capacity in the range of **\$20.5 million from the city and \$13 million from the county.**
- In total, **full redevelopment (buildout) over the tax increment period could generate potential bonding capacity of more than \$43 million** (\$26.4 million from Boynton Beach and \$16.8 million from Palm Beach County).

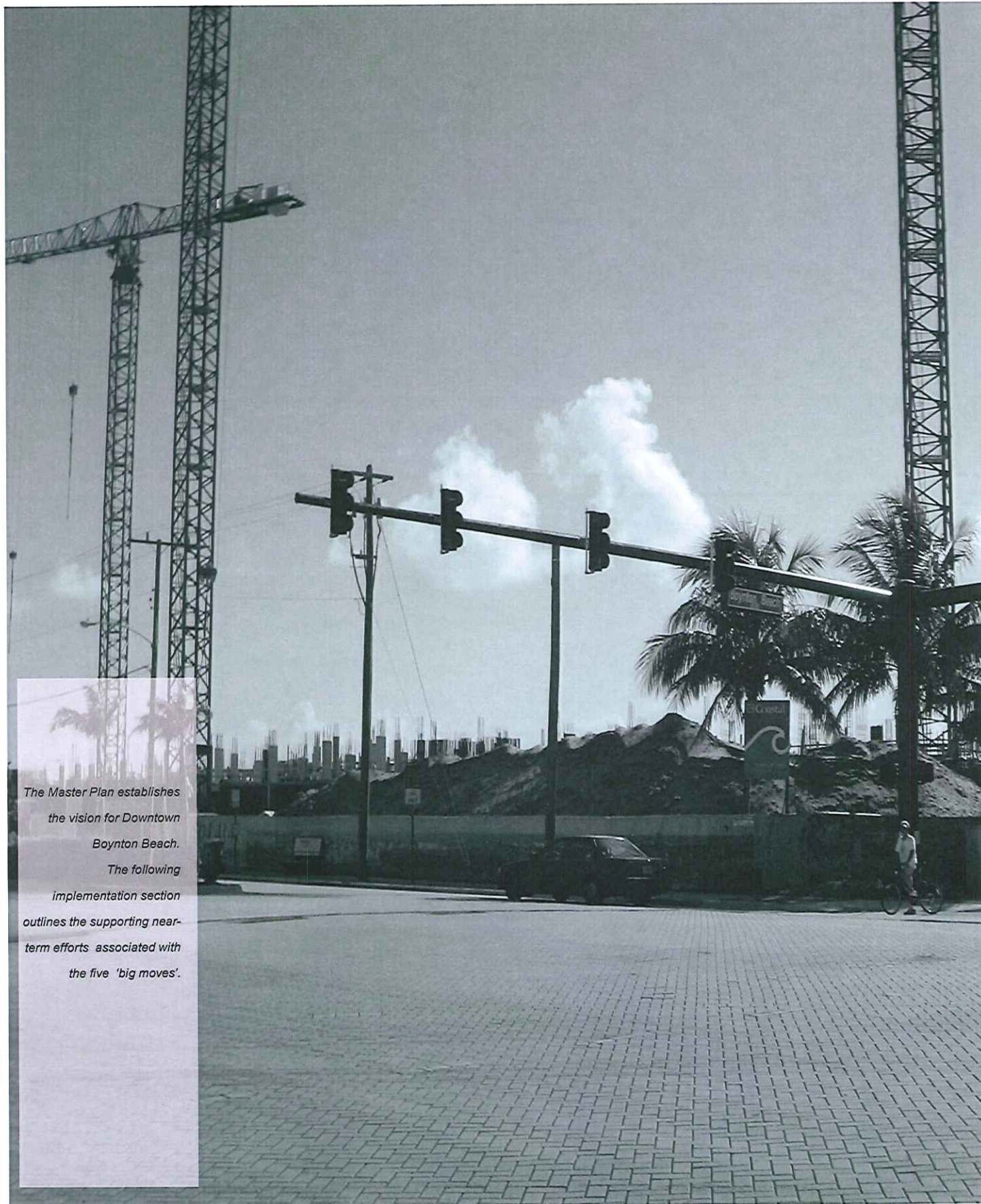
Another key task in the economic analysis included identifying a range of possible alternative funding mechanisms that might be appropriate for the City of Boynton Beach to pursue in light of the significant uncertainties created as a result of the Strand v. Escambia County case. ERA has identified alternative funding mechanisms using those sources and programs that are currently allowed under Chapter 163 of the Florida State Statutes. These programs provide funding for specific infrastructure initiatives, open space preservation, recreational development, and economic development and neighborhood revitalization. This will be included in the final report.

Boynton Beach	City Hall Site	CRA Reminder	CRA Total
Cumulative 30-year Increment	\$16,995,243	\$64,213,919	\$81,209,162
Net Present Value of 30-year Increment	\$7,398,100	\$25,613,178	\$33,011,277
Debt Coverage Ratio Adjustment	\$6,165,083	\$21,344,315	\$27,509,398
Bonding Capacity: Less Issuance Fees	\$5,918,480	\$20,490,542	\$26,409,022
Palm Beach County			
Cumulative 30-year Increment	\$10,779,828	\$40,729,926	\$51,509,754
Net Present Value of 30-year Increment	\$4,692,504	\$16,246,055	\$20,938,558
Debt Coverage Ratio Adjustment	\$3,910,420	\$13,538,379	\$17,448,799
Bonding Capacity: Less Issuance Fees	\$3,754,003	\$12,996,844	\$16,750,847
Combined City & County Bonding Capacity	\$9,672,483	\$33,487,386	\$43,159,869

Order-of-Magnitude Cost Estimates-General Public Realm Enhancements
 Boynton Beach Downtown Master Plan

	Project	Description	Preliminary Cost Estimate
1	Street scape Easement Acquisition Program	Incrementally construct proposed streetscape/pedestrian realm as easements or property are acquired along the right-of-way, including addition of proposed median where planned. Focus within the TOD District and Ocean Avenue	\$ 10,000,000
2	Federal Highway Gateways & Parks	Construct gateways at intersections of Federal Highway & Ocean Avenue, and Federal Highway & MLK, Jr. Boulevard	\$ 4,000,000
3	Expanded Wayfinding Signage	Expand existing wayfinding signage into the TOD District and the Civic & Cultural Campuses	\$ 100,000
4	Expanded Wayfinding Signage	Expand wayfinding signage along Federal Highway	\$ 75,000
5	Expanded Streetscapes along Ocean Avenue	Expand streetscapes along Ocean Avenue near Federal Highway to improve visual links between the Marina and the Civic & Cultural Campuses. This could also include enhanced intersection design to improve linkages. Schematic design should include preferred materials such as hardscape materials, street crossings, benches, street lighting, pedestrian lighting, garbage cans, bus stops	\$ 3,000,000
6	Civic parking deck		
7	Public parking deck - TOD		
8	Civic Plaza		\$10 to \$15 Million
9	MLK Park		\$ 600,000
10	New City Hall Construction		N/A
11	Restoration of High School		\$ 2 to \$3 Million
12	Public Art installation-Ocean Ave		\$ 500,000
ESTIMATED MINIMUM COST (Order-of-Magnitude):			\$30,300,000 to \$36,300,000

Source: EDAW, Inc., February 2008.



The Master Plan establishes the vision for Downtown Boynton Beach. The following implementation section outlines the supporting near-term efforts associated with the five 'big moves'.

IMPLEMENTATION

Introduction

Taken as a whole, these projects identified in the action plan provide an array of options for spurring new investment and development within Downtown Boynton Beach. These economic development projects include catalyst developments and public investment to support private redevelopment. Incentives can be geared towards target developers to help build activity centers identified such as the TOD district and the Civic and Cultural Campuses. Both physical development and business development projects are emphasized, as these goals are mutually supportive. Success and growth of existing businesses in the downtown will lead to investment and redevelopment; and creating destination points and improving the City's image will assist with business retention.

Provide Land Assembly Assistance

Though recent changes in Florida law limit the ability of the Redevelopment Agency to acquire land, the Redevelopment Agency can still play a major role in land assembly by serving as an intermediary in negotiations in areas in Downtown where multiple/fragmented ownership exacerbates the ability of developers to assemble sites. This will be particularly helpful with the proposed Federal Highway Greenway. The Redevelopment Agency can acquire underutilized or parcels that are not considered marketable with a long-term eye towards creating parcels of sufficient size and become substantially more marketable for redevelopment. Independent appraisals of candidate properties will establish fair market value. While some opportunities may not materialize because of a lack of willing sellers, the Community Redevelopment Agency should consider this strategy a long-term perspective to consider acquisition of key parcels as

momentum builds for redevelopment in specific locations such as Martin Luther King Boulevard and the constrained lots between Federal Highway and the FEC railroad.

Easement Acquisition Program

Significant new easements are required to fully realize the goal of the Transit Oriented Development (TOD) District, the Community Redevelopment Agency should seek to acquire these easements as the opportunity occurs. In most cases, this opportunity will come when the property is being redeveloped. In some cases, current property owners may be willing to sell areas of their property currently dedicated to parking. Easement acquisition terms will need to be worked out on a case-by-case basis, but incentives for donating streetscape easement can include construction of the new streetscape by the Boynton Beach Community Redevelopment Agency. The new streetscape design should help improve the image of the subject property and should promote pedestrian access to the property.

Green Building Incentives

Green building technologies and practices reduce the impact on the environment when compared to standard construction practices. Green building contributes to a healthier community, stronger economy, and reduces the long-term fiscal burden on the tax base. Green building incentives offered elsewhere in the country have been reviewed for feasibility in Boynton Beach. The following recommendations could be further explored for implementation within the study area as well as the entire city.

Priority Permitting

Priority permitting is the most common incentive offered by local governments for applicants using green building techniques. Each jurisdiction defines green building slightly

differently, although many rely on the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Certification program to define green building. Priority permitting is sometimes defined as a percentage reduction in review time (7% reduction), a specific timeline (15 days), or as 'front of the line' where green permits are always placed at the beginning of the review queue.

When jurisdictions offer priority permitting, it is recommended as a best practice that inspectors and plan reviewers are trained in green building technologies and installation. Trained staff understands these new technologies, and therefore reduces inspection time. Otherwise, time gained during the review process will be lost during inspection due to questions and uncertainties about the new techniques.

Reduced Fees

A reduction in permitting fees is often used to incent green building. Gainesville and Sarasota County in Florida currently have reduced fees for green building permits.

Where reduced permit fees is the 'carrot' approach, Arlington, Virginia, is using the 'stick' methodology. Arlington charges applicants who are not utilizing green building techniques a fee of \$0.03 per square foot. The revenue from this fee is used to off-set the application fees of those who are construction buildings seeking LEED Certification. The remainder of the fund is used to educate the local development community about the advantages of green building.

Density Bonus

Another popular green building incentive is a density bonus. Applicants meeting the local jurisdiction's criteria for green building, such as LEED Certification or construction of a green roof, are granted an increase in density or floor area ratios (FAR).

Free Services or Materials

Another incentive that does not require up-front costs from the government is the provision of free services. Some jurisdictions offer technical assistance to applicants seeking a green building permit. Other places will offer a specified number of hours of free xeric (low water) landscape design services. King County Waste Management Department in Washington State also provides free construction waste pick-up and recycling service to builders who sort their construction debris.

Free advertising of qualified green builders is another incentive used by some jurisdictions. They provide free ad space on the city's website or in the water bills. Other jurisdictions will provide a list of qualified builders and service providers to citizens.

Grants, Cash, and Rebates

Many municipalities are now utilizing direct cash rebates and grants to off-set the up-front costs that is sometimes associated with green building. Large competitive grants, between \$15,000 and \$25,000, are allocated to developers seeking LEED Certification in some western states. New York State also offers up to \$10,000 per energy efficient home permit. Smaller grants may be suitable to incent specific objectives, like green roofs or rain gardens.

Several local governments, and in some cases local utilities providers, rebate a portion of the cost to install energy efficient technologies like weather stripping, high efficiency lighting, new insulation, or solar water heaters. Florida also rebates the cost of installing a solar panel system, at \$4 per watt generated with maximums much higher than western states. The maximum for single-family residential units is \$20,000; and for multi-family, non-profit and public institutions, the rebate can be up to \$100,000.

Loans

Many states have established a revolving loan for small businesses or low-income housing developers who include green building and energy efficient technologies. The loans vary in architecture, but all provide a reduced interest rate. In Tennessee and Kansas, for example, developments in Main Street Communities qualify for a 0% interest loan and development in other localities qualify for a 3% interest loan.

Although Florida does not have a revolving loan fund for green building, a similar loan could be adopted within a municipality or possibly a community redevelopment authority. Florida does have several tax incentive programs such as:

- Renewable Energy Production Tax Credit
- Renewable Energy Technologies Investment Tax Credit
- Renewable Energy Equipment Sales Tax Exemption

Public Parking Deck

A parking deck with a first-floor retail restaurant could help to activate the corners of Federal Highway and Ocean Boulevard within the TOD district. Parking decks are especially effective when they can be used for multiple purposes. In this case, a single parking deck could potentially be used to accommodate parking for nearby galleries, offices, and boutiques envisioned on Ocean Avenue as well as users of the marina and hammock park. Incorporating a first-floor restaurant would help to create a visible destination along Federal Highway and prevent the space from becoming unused during off-peak hours.

Federal Highway Gateways

Gateways are visible landmarks that create a sense of entry and orientation. They can be quite varied in design, from a high-quality sign to a water fountain to a sculpture. The intersection of Federal Highway and Ocean Avenue is a key location on the corridor, and serves as the key linkage to the waterfront, proposed TOD district, and the Civic and Cultural Campuses. This gateway should create a sense of entrance/destination from multiple directions and reinforce Ocean Avenue as the cultural corridor of Boynton Beach.

Martin Luther King Boulevard and Federal Highway represents another important gateway where the proposed greenway and community servicing retail serve as a significant visual anchor along Federal Highway and would help to create a sense of destination. The creation of a gateway feature would be a signal that a traveler is now entering an urban district.

Open Space

Throughout the planning process, there was strong community interest in additional parks and greenways. There are several ways that parks can be incorporated into Downtown.

First of all, the addition of new, well-placed parks can create new gathering places for the community. Open space is envisioned as part of the TOD district along with significant open within the Cultural and Civic Campuses. In addition, as redevelopment occurs small plazas incorporated into private development can serve an important community function if they are well located at the crossroads of various activities and benefit from surrounding amenities. Secondly, the proposed linear park along Federal Highway will provide strong green connection to existing parks and between parks and neighborhoods help to enhance the benefit from existing parks. This interconnected park system presents greater benefit in terms of accessibility and recreational opportunity.

Wayfinding System -expanded

As Downtown Boynton Beach begins to emerge with an identifiable activity core, it will be important to reinforce the sense of place and destination through a consistent and distinctive wayfinding system. The City currently has wayfinding signage for key destinations. An expanded system would initially focus on connecting the Civic and Cultural Campuses and the TOD district. This same system can be eventually be extended along the Federal Highway to key locations to help orient visitors in the downtown.

Critical Street Crossings

One of the major goals of the plan is to reconnect the community to the waterfront using Boynton Beach Boulevard and Ocean Avenue as primary connections for pedestrians to traverse Federal Highway. As part of making Downtown Boynton a destination, Federal Highway must be safely crossable by a variety of pedestrians, young and old alike.

Creating safe and convenient crossings at these locations is the first step in reconnecting the city to the waterfront. In addition, these street crossings are integral to the development of the TOD district and its connection to the Civic and Cultural Campuses.

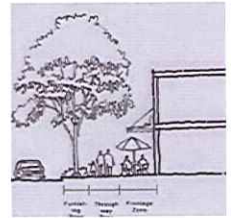
Visual Linkages

During the initial physical analysis of Downtown it became apparent that the Ocean Avenue and Federal Highway nexus could serve as an important driver of activity for the Downtown, particularly if a stronger connection between the marina area and Ocean Avenue were established. There is limited right-of-way to develop a wider pedestrian connection along the marina side of Ocean Avenue. However, expanded streetscapes along Ocean Avenue and more prominent intersection design would help establish a strong visual connection where these two roads intersect. Over the long term Ocean Avenue is envisioned as the cultural corridor that would anchor the marina to the east and the Civic and Cultural Campuses to the west.

Limited Themed Areas

Over the course of many years, the City of Boynton Beach has adopted numerous themes in an effort to distinguish the City from its neighbors. The recommendation of the master plan is to limit theming within the City as theming multiple areas can actually distract from a community's sense of place.

The most appropriate area to reinforce the history of 'Old Boynton Beach' is the marina area where the concept and theme of fishing village can be focused. Many comments from the community indicated that they would like expanded opportunities to fish along the intercoastal. A fishing village theme would promote additional activity along the Ocean Avenue corridor.



A successful implementation strategy results in built projects and improving the quality of life for a community.

Funding sources

The following summarizes research on potential funding mechanisms and other incentives that may be available for specific elements of the Boynton Beach Vision and Master Plan. This section of the plan focuses on redevelopment funding mechanisms across a range of Federal and state programs that are typically related to pre-development financing options.

Florida Enterprise Zone Programs

Enterprise Zones are areas targeted for economic revitalization. The Florida Enterprise Zone program offers financial incentives to businesses located in designated areas found in urban and rural communities. Seven incentive programs, described on the following page, are offered in urban areas to encourage private investment in the zones as well as employment opportunities for the area's residents.

These programs are available to any municipality that creates an enterprise zone development agency and produces a strategic plan meeting the requirements of Florida Statute 29.0057. Palm Beach County Economic Development Office is an established enterprise zone development agency that also serves portions of Riviera Beach, West Palm Beach, Belle Glade, South Bay, and Pahokee.

Each enterprise zone for large urban communities may be no bigger than 20 square miles and should be either contiguous or consist of no more than three non-contiguous areas. Also, each community may have only one enterprise zone (although some exceptions are made for Dade County). Because Palm Beach County's enterprise zone maximizes this size limit, Boynton Beach may be more successful creating its own enterprise area development agency than requesting to amend the existing Palm Beach County zone boundaries.

To establish a new enterprise zone in Boynton Beach, a boundary must be drawn that meets the State requirements. The boundaries of a new

enterprise zone for smaller urban communities like Boynton Beach may be no larger than 10 square miles and should attempt to coincide with census block boundaries. The area should demonstrate pervasive poverty, economic disinvestment and general distress, which are quantified by The Florida Enterprise Zone Act as areas having:

- a poverty rate greater than 20% for the overall enterprise zone area,
- a poverty rate greater than 30% for at least half of the enterprise area,
- an unemployment rate greater than or equal to the state rate of unemployment,
- and other quantifiable evidence such as high crime rates, abandoned structures, a significant population decline or deteriorated infrastructure, for examples.

Should Boynton Beach pursue this option, a Legislation request must be made to allow Boynton Beach to apply to the State for an enterprise zone. According to a representative at the Governor's Office of Tourism, Trade and Economic Development, there is one current legislative request for new enterprise zone.

Once approved, and an enterprise zone agency has developed a strategic plan, several tax incentives and credits would be available to businesses locating in the enterprise zone or employee residents. Traditionally, smaller businesses have not take full advantage of these credits. Broadway Reinvestment Coalition is working with enterprise zones to increase participation rates of these smaller local business. These incentives are described below.

Jobs Sales Tax Credit

This program allows a business located within an urban enterprise zone to take a sales and use tax credit for 20 or 30 percent of wages paid to new employees who reside within an enterprise zone. If 20% or more of the permanent, full-time employees are residents of

a Florida enterprise zone, the credit is 30%. To be eligible, a business must create at least one new job. Clarification is necessary to determine whether parts of the Cleveland Avenue corridor qualify for Enterprise Zone designation. The Sales Tax Credit cannot be used in conjunction with the Corporate Tax Jobs Credit.

Jobs Corporate Income Tax Credit

Allows a business located within an Urban Enterprise Zone to take a corporate income tax credit for 15 or 20 percent of wages paid to new employees who reside within an enterprise zone.

Sales Tax Refund for Business Equipment and Building Materials

A refund is available for sales taxes paid on the purchase of certain business property, which is used exclusively in an Enterprise Zone for at least 3 years. Another refund is available for sales taxes paid on the purchase of building materials used to rehabilitate real property located in an Enterprise Zone.

Corporate Income Tax Credit for Property Tax Paid

New or expanded businesses located within an enterprise zone are allowed a credit against Florida corporate income tax equal to 96% of ad valorem taxes paid on the new or improved property.

Sales Tax Exemption for Electrical Energy

A 50% sales tax exemption is available to qualified businesses located within an enterprise zone on the purchase of electrical energy, if the municipality has reduced the municipal utility tax by at least 50%.

Corporate Income Tax Credit for Community Contribution

Allows businesses a 50% credit on Florida corporate income tax, insurance premium tax, or sales tax refund for donations made to local

community development projects. Businesses are not required to be located in an enterprise zone to be eligible for this credit.

Brownfields and Contaminated Site Programs

Although there are many definitions, a brownfield is essentially an abandoned, idled, or under used industrial or commercial property where expansion, reuse, or redevelopment may be complicated by real or perceived environmental conditions. Brownfields do not necessarily have to be contaminated.

Currently there are no State Brownfields, EPA CERCLIS sites or Super Fund sites identified in the City of Boynton Beach. However, there are six state-funded petroleum sites, five other petroleum sites, and one DEP dry cleaning site within the study area.

The Treasure Coast Regional Planning Council and Palm Beach County each manage the allocation of brownfield funds. In order to qualify and receive these funds, it may be easiest for Boynton Beach to designate a Brownfield Area. A designated Brownfields Area may encompass one or many Brownfields Sites and is done so through the passing of a resolution by the local government. The Brownfield Area designation process includes community notification along with the local municipality approval process. Within a designated Area, any individual site has the ability to access certain Brownfields incentives (e.g., the job creation bonus program) without the cumbersome separate qualification process.

However, the local government also has the option to designate each Brownfield site separately if they choose. To access the full suite of Brownfields incentives (including the Voluntary Cleanup Tax Credit or VCTC), a site owner must designate the individual Brownfields site. The Brownfields site designation process typically involves meeting limited qualifications and may include the execution of a Brownfield Site Rehabilitation Agreement.

Once these properties have been designated as a Brownfield Area, a qualified organization, such as the local government, a non-profit, or even an individual property owner not responsible for the contamination, can request from the Treasure Coast Regional Planning Council (TCRPC) a free Phase I or Phase II environmental assessment. To qualify for Brownfields Site Assessment Assistance, the identified site should be abandoned, idle, or under used industrial or commercial property, and have the following:

- real or perceived petroleum or hazardous substances contamination
- a high degree of redevelopment or reuse potential
- no responsible party able to conduct the environmental investigation
- the support of the local government and the community

The Florida Department of Environmental Protection (FDEP) also awards site specific funds up to \$75,000 for an environmental assessment. In addition, multiple FDEP identified petroleum storage sites in this area are eligible for assistance through the Petroleum Cleanup Program. There are six of these sites within the study area.

Once a site has been designated a brownfield, the site may qualify for the following programs, described below.

Voluntary Cleanup Tax Credit (VCTC)

The DEP dry cleaning site may be eligible for the VCTC, created in 1998 to encourage voluntary cleanup of certain dry-cleaning solvent contaminated sites and designated Brownfield areas. Each site may deduct up to 50% of the cost of cleanup with a maximum of \$500,000. These tax credits can be applied toward Corporate Income Tax or Intangible Personal Property Tax in Florida. Florida is granted a maximum of \$2 Million in VCTC, so an applicant must apply for the credit. However, as

of 2007, the State has not reached its maximum allotment

Loan Guarantees for Contaminated Sites

Cleanup activities can also be funded by the TCRPC Brownfields Cleanup Revolving Fund. The Cleanup Loan Fund is capitalized by a grant from the U. S. Environmental Protection Agency's Brownfields Program. Cleanup loans have flexible terms, offer below market interest rates, and will subordinate to other lenders.

Brownfields Redevelopment Bonus

The Brownfield Redevelopment Bonus is available to encourage redevelopment and job creation within designated Brownfield areas. A pre-approved applicant may receive a tax refund equal to 20 percent of the average annual wage of the new jobs created in a designated Brownfield area up to a maximum of \$2,500 per new job created. Refunds are based upon taxes paid by the business, including corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes. No more than 25 percent of the total refund approved may be paid in any single fiscal year. The Brownfield Development Bonus may be awarded in addition to the Qualified Target Industry (QTI) Tax Refund provided under s. 288.106, Florida Statutes. (Please refer to the QTI Tax Refund information sheet for additional information.)

To qualify, an applicant must locate within a Brownfield area and:

- Be certified as QTI business as defined in Section 288.106, F.S.
- Be a business that can demonstrate a fixed capital investment of at least \$2 million in mixed-use business activities in a Brownfield area, including multiunit housing, commercial, retail, and industrial.
- Create at least 10 new permanent Florida full-time jobs with benefits (including health insurance at a minimum), excluding construction and site remediation jobs.

- Show that the project will diversify and strengthen the economy of the area surrounding the site.
- Show that the project will promote capital investment in the area beyond that contemplated for the rehabilitation of the site.
- Provide a resolution from the city or county commission recommending the applicant for the incentive and, at the option of the city or county, committing the community to provide a local match equaling 20 percent of the tax refund. If a community elects to be exempt from the local match requirement, the applicant is only eligible for 80 percent of the refund for which they would otherwise qualify. The local match exemption must be requested in a resolution of the local governing authority.
- Submit the Brownfield Redevelopment Bonus application or adopt the Brownfield.
- Redevelopment Bonus local support resolution before the commencement of operations of the project business.
- Either execute a Brownfield Site Rehabilitation Agreement (BSRA) with the Department of Environmental Protection or demonstrate as many of the following elements as possible:
 - Significant remediation or redevelopment of a site outside the formal BSRA framework and certification (via separate letter) that knowledge of the state brownfields program and benefits played a significant role in the decision to proceed with that remediation or redevelopment.
 - Documented discussion of the availability of the Brownfield Redevelopment Bonus incentive among project contacts and state and local economic development officials prior to proceeding with the project.
 - Submission of a Brownfield Redevelopment Bonus application prior to making a relocation or expansion decision.

Coastal Partnership Initiative (CPI)

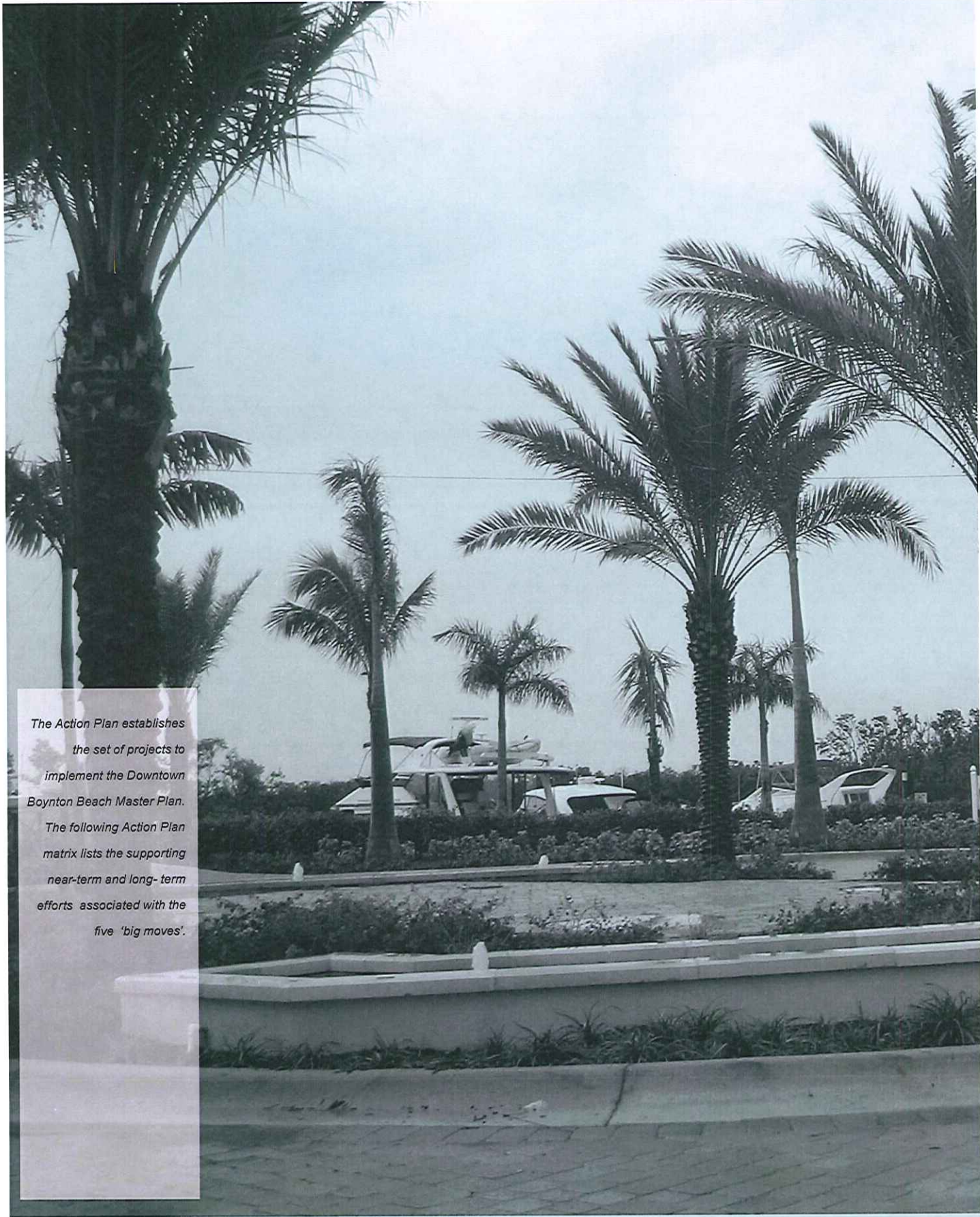
The Florida Department of Environmental Protection (FDEP) administers the Coastal Partnership Initiative (CPI) a conservation project funded by the National Oceanic and

Atmospheric Administration (NOAA) Coastal Zone Management Program. The Coastal Partnership Initiative intends to inspire community action and promote the protection and effective management of Florida's coastal resources .

Coastal Partnership Initiative program combines land acquisition with innovative approaches to conservation and resource management, including:

- Acquisition of important conservation and recreation land to protect large ecosystems, greenways, wildlife habitat, outdoor recreation space, wetlands, forests, coastal areas and significant historical sites;
- Award of matching grants to local governments for the acquisition of lands for parks, trails, and green spaces within urban areas;
- Capital improvements on public lands, such as the initial removal of invasive plants, construction of fire lanes, access roads and trails, and the construction, improvement, enlargement or extension of facility signs;
- Restoration of land and water areas;
- Water resource development to safeguard Florida's groundwater and surface waters so that sufficient water is available for Florida's natural systems and to support its economy;
- Conservation easements to protect land from development while maintaining local tax revenues and allowing the owner to continue its management it and realize an economic return.

CPI grants can be awarded to local governments, but partnerships between local governments and regional planning agencies or non-profit groups are encouraged. Financial awards are limited to no more than \$50,000 and no less than \$15,000. Grant recipients are required to provide 1 to 1 matching non-federal funding, which may include cash or in-kind.



The Action Plan establishes the set of projects to implement the Downtown Boynton Beach Master Plan. The following Action Plan matrix lists the supporting near-term and long-term efforts associated with the five 'big moves'.

**BOYNTON BEACH DOWNTOWN MASTER PLAN
5 YEAR ACTION PLAN ***

PHASE 1: 1- 2YRS
PHASE 2: 2-4 YRS
PHASE 3: YEAR 5

PROJECT ID	PHASE	PROJECT NAME	PROJECT TYPE	PROJECT DESCRIPTION	TOTAL PROJECT COSTS	RESPONSIBLE PARTY	RECOMMENDED FUNDING SOURCES	ROW REQUIRED?	CONCEPT PLAN REQUIRED?
Economic Development									
ED-1	Ongoing	Land Assembly Assistance	Economic Development	Facilitate land assembly between relevant partners/property owners for specific projects where public-private partnership is the most appropriate implementation strategy.	10 Staff Hours Monthly	Boynton Beach CRA	CRA Operating Funds	No	No
ED-2	1	Civic Campus Development Program	Economic Development	Develop a redevelopment program for the relocation on City Hall to the Civic Campus, the development of a civic plaza, and the repurposing of significant structures including the old High School which will contribute to the Civic Campus.	1/2 time project manager	Boynton Beach CRA		Yes	Yes
ED-3	1	TOD District Assembly	Economic Development	Bank of America and First Financial Center Priority redevelopment sites with packaged incentives.	1/2 time project manager	Boynton Beach CRA		Yes	Yes
ED-4	2	Explore feasibility of establishing an Enterprise Zone	Economic Development	Undergo an Enterprise Zone feasibility study to determine if Boynton Beach meets the state requirements for Enterprise Zones.	80 staff hours	Boynton Beach CRA	CRA Operating Funds	No	No
ED-5	2	Establish Brownfield Area/ Site designation program	Economic Development	The program allows the City of Boynton Beach to access a range of funding sources to help remediate/clean up sites within the project area.	160 staff hour	Boynton Beach CRA	CRA Operating Funds for staff time	No	No
Policy									
P-1	1	Density Bonuses	Redevelopment	Provide market-based density bonuses to encourage the construction of mixed-income, affordable housing and the dedication of frontage easements. Program may need to be reviewed and refined regularly to evaluate its suitability.	200 staff hours	Boynton Beach CRA	CRA Operating Funds	No	No
P-2	1	Green Building Incentives	Green Building Policy	Determine appropriate package of green building incentives and fund. Target priority redevelopment sites.	80 staff hours	Boynton Beach CRA	CRA Operating Funds	No	No
P-3	1	Community Policing	Public Safety	Design a community policing strategy with patrols dedicated to the MLK & Seacrest node and Ocean Avenue link from the Marina to the Civic Campus with a focus on commercial properties within the study area. CRA dollars can be used to fund enhanced police efforts. The designated part of the police force should have regular monthly meetings with area businesses and residents.	250,000 annually	City/ CRA	CRA Operating Funds	No	No
P-4	1	Historic Structure Inventory	Redevelopment	To the extent possible identify significant structures within the project area that are candidates for redevelopment/repurposing and programming.	20 hours	Boynton Beach CRA	CRA Operating Funds	No	No
Urban Design									
UD-1	1	Cultural Corridor Designation	Urban Design	Reinforce the local art & fishing village theme from the Marina along Ocean Avenue to the Civic Plaza.					
UD-2	Ongoing	Streetscape Easement Acquisition Program	Urban Design	Incrementally construct proposed streetscape/pedestrian realm as easements or property are acquired along the right-of-way, including addition of proposed median where planned. Particularly within the TOD District and Ocean Avenue.	\$10,000,000	Boynton Beach CRA		Yes	Yes
UD-3	1	Federal Highway Gateways & Parks	Urban Design	Construct gateways at the intersections of Federal Highway and Ocean Avenue and Federal Highway and Martin Luther King, Jr. Boulevard.	40,000	Boynton Beach CRA		Possibly	Yes
UD-4	2	Expanded Wayfinding Signage	Urban Design	Expand existing wayfinding signage into the TOD District and the Civic and Cultural Campuses.	100,000	Boynton Beach CRA	CRA Operating Funds	No	No
UD-5	3	Expanded Wayfinding Signage	Urban Design	Expand wayfinding signage along Federal Highway.	\$75,000	Boynton Beach CRA	CRA Operating Funds	No	No
UD-6	3	Expanded Streetscapes along Ocean Avenue	Urban Design	Expand streetscapes along Ocean Avenue near Federal Highway to improve visual linkage between the Marina and the Civic and Cultural Campuses. This project could also include enhanced intersection design to improve the linkage. Schematic design should include preferred materials such as hardscape materials, street crossings, benches, street lighting, pedestrian lighting, garbage cans, bus stops.	\$3,000,000	Boynton Beach CRA		Possibly	Yes

PROJECT ID	PHASE	PROJECT NAME	PROJECT TYPE	PROJECT DESCRIPTION	TOTAL PROJECT COSTS	RESPONSIBLE PARTY	RECOMMENDED FUNDING SOURCES	ROW REQUIRED?	CONCEPT PLAN REQUIRED?
Transportation and Infrastructure									
T-1	1	Infrastructure Upgrades	Infrastructure	Undertake infrastructure upgrades as necessary to accommodate higher density development as proposed by the Federal Highway Corridor Plan and the Downtown Master Plan. Infrastructure shall include water and sewer lines, drainage, electrical and data systems, roadways, transit stops, and sidewalks.	500,000 +	Boynton Beach CRA	CRA Operating Funds	Yes	Yes
T-1	1	Critical Street Crossings	Pedestrian	Improvement key street crossings to include ADA accessibility, crosswalks, striping, improved pedestrian crossing signals, and pedestrian refuge islands. Ocean Avenue and Federal Highway are designated as priority areas for recommended improvements.	\$320,000	Boynton Beach CRA	CRA Operating Funds	No	Yes
T2	1	Pedestrian Connectivity Plan	Pedestrian	Develop a pedestrian connectivity plan for the Marina area through the TOD district connecting the Cultural and Civic Campuses, including existing pedestrian connections and proposed future pedestrian connections.	\$25,000	Boynton Beach CRA	CRA Operating Funds	No	Yes
T-3	3	Downtown Trolley Route - Alternative B	Transportation	Expanded route as recommended in the Transit Circulator Study. Future development within the proposed TOD district and Cultural and Civic Campuses will provide necessary ridership to support the route.	\$450,000 per year	Boynton Beach CRA	CRA Operating Funds	No	Yes
T-4	2	Downtown Parking Deck	Parking	Construct a parking deck near the intersection of Federal Highway and Boynton Beach Boulevard to provide convenient parking for nearby redevelopment activity.	\$5,000,000	Boynton Beach CRA	Parking Revenues, Rental Fees, CRA	No	Yes
Open Space									
OS-1	1	Federal Highway Greenway/Open Space	Open Space	Create a pedestrian greenway from Martin Luther King Drive to the proposed TOD district. Work with property owners to identify potential sites for pocket parks or plazas that could serve as gathering places along the Federal Highway corridor.	\$4,350,000	Boynton Beach CRA	CRA, TEA	Yes	Yes
OS-2	2	Civic Campus Plaza	Open Space	Incorporate a public plaza in the Civic Campus redevelopment.		Boynton Beach CRA		No	Yes
Marketing									
M-1	Ongoing	Programmed Events	Marketing	Continue programming events with attention given to Ocean Avenue and the newly designed civic plaza and marina.		Boynton Beach CRA	CRA Operating Funds	No	No
M-2	1	Downtown Promotions	Marketing	Continue the newsletter & website information to inform the public of downtown master plan initiatives in addition to regular CRA activities.	50,000 annually	Boynton Beach CRA	CRA Operating Funds	No	No