

**NEW JERSEY SMART CHOICES** Creating Great Streets & Great Community Spaces

# **Workshop #4**

***Making it Happen:  
How to implement NJFIT at the local level***

*Monday, December 5, 2005*

*Colts Neck, New Jersey*

**SUMMARY OF PROCEEDINGS**

## Welcome and Overview

*Caroline Armstrong, Special Projects Planner, Municipal Land Use Center at the College of New Jersey* welcomed workshop participants. She explained that New Jersey Smart Choices consists of four workshops hosted by the Municipal Land Use Center and the Project for Public Spaces with funding from the New Jersey Department of Transportation. New Jersey Smart Choices addresses the need to reconnect neighborhoods and important public places, to provide choices in how people travel – choices that include walking, bicycling and using transit facilities - and to create vibrant streets and public places. It stresses the importance of forging partnerships between the State and municipalities in the pursuit of integrating land use decision making with transportation investments. Through New Jersey Smart Choices workshops, attendees will hear about New Jersey Future in Transportation – or NJFIT. NJFIT, a new approach to transportation planning spearheaded by the New Jersey Department of Transportation, puts the principles articulated through New Jersey Smart Choices to practice. Attendees will also hear from a variety of public and private sector representatives that are advancing similar goals, many in partnership with NJDOT. All workshops provide participants the chance to interact with speakers and to share suggestions and ideas with NJDOT’s leadership.

*Andy Wiley-Schwartz, Vice President, Project for Public Spaces (PPS)* introduced the audience to the work of PPS. PPS is a nonprofit organization dedicated to creating and sustaining public places that build communities. Its staff conducts training programs, provides planning and design consulting services for communities, produces publications, conducts research, maintains an extensive resource center, and does advocacy work and outreach not only in United States but throughout the world. Its four focus areas include transportation and livable communities, public markets and local economies, public buildings and civic design, and parks, plazas and civic squares. In New Jersey, it has undertaken community-based projects involving transit stations, main streets and downtowns. Through these projects, PPS helps forge relationships between municipalities and state agencies and through this process, create and implement a successful community vision. This is the type of work being advanced by the New Jersey Department of Transportation through NJFIT.

*Martin A. Bierbaum, Director, Municipal Land Use Center at the College of New Jersey* acknowledged elected and public officials present at the workshop. He explained that the workshop format is intended to provide a “safe space” for dialogue and exchange of ideas among multiple levels of government, elected officials and private consultants. He asked that at the end of the day, attendees offer suggestions for changing or improving the format for the benefit of subsequent New Jersey Smart Choices workshops.

## Introducing NJFIT

*Jack Lettiere, Commissioner, New Jersey Department of Transportation (NJDOT)* stated that NJFIT represents a new era focused on communities. He described how this notion evolved. NJDOT spends hundreds of millions of dollars on congestion relief projects. Historically, the intent of these projects was to provide 10-20 years of congestion relief. But over the past few years, it became evident that capacity expansion projects were yielding diminishing returns, providing only two or three years of congestion relief at best. As the State’s population and economic base grew, it was accompanied by a constant demand for more highway capacity. Yet, the added lanes only

produced more congestion. The old paradigm of adding lanes was not working. Furthermore, if continued unchecked, it would compromise long term economic growth and prosperity.

In the past, local, county and state government all treated transportation problems as if they were disconnected to municipal planning. When municipalities assessed development opportunities, they considered water and sewer capacity. Transportation was an afterthought. The Department of Transportation was considered to be the clean up committee, responsible for remedying traffic congestion.

Congestion is not a natural occurrence. It is a result of land use planning. Therefore, to effectively address congestion, NJDOT must work in partnership with municipalities to forge a relationship between land use and transportation decision-making. The goal now is to make transportation an integral part of the land use planning process, rather than an afterthought. Through this approach, NJDOT believes it can help create vibrant communities, provide a better quality of life and ease congestion. Effective solutions should consider the benefits of strategies like roadway grid systems to accommodate traffic, commerce and pedestrians. Effective solutions should also consider NJDOT's transit village program, which links planning and development with different types of transportation infrastructure.

NJDOT cannot preclude the need for roadway widening in the future. But widening can no longer be viewed as the only solution to ease congestion. The key is to work with communities to create the kind of development that will have long lasting benefits.

The idea of linking land use and transportation is gaining momentum across the country. States like Pennsylvania, Kansas, New Mexico, Florida, Indiana, and Wyoming are all experiencing the same problems as New Jersey because the old way of doing business continues to produce the same problems.

***“...working with towns and communities is so vitally important. We have to switch the way that we are thinking of transportation.”***  
*Jack Lettiere*

Participants of New Jersey Smart Choices must take the information gleaned from these workshops back to their municipality and communicate it to their local officials. NJFIT may not offer the perfect solutions, but they will likely be longer lasting solutions while simultaneously creating more economic growth and a higher quality of life.

## The Nuts and Bolts of NJFIT

*Gary Toth, Director, Division of Project Planning and Development, NJDOT* explained that NJFIT represents a major culture change within NJDOT. NJDOT had become so entrenched in its beliefs that it kept training new employees on an old way of doing business. This went unchallenged for years. The beliefs were that 1) we can build our way out of congestion with wider, faster and straighter roads; 2) community needs are secondary to the greater good; 3) non-automobile travel is not viable; 4) land use is not NJDOT's business; and 5) public involvement hinders the planning process.

During the interstate era of the 1950s and 1960s, these principles prevailed. NJDOT paved the state with more and more highways, insisting that land use was not its business and that its job was strictly to accommodate traffic. Roadway expansion was the primary weapon against congestion.

In recent years, however, these beliefs and principles have been challenged by a growing body of evidence. According to the Texas Transportation Institute (TTI), in spite of one of the biggest public works efforts in the world's history, congestion has increased exponentially over the past 20 years. The length of the peak hour period plagued with congestion grew from 32% in 1982 to 67% in 2003. The percentage of major roadways considered congested rose from 34% in 1982 to 59% in 2003. In the New York metropolitan area, population grew by 8.5% between 1996 and 2003. Yet, during the same period, vehicle miles traveled increased by 18%, hours of delay due to congestion rose by 58%, congestion costs grew by 62%, while transit ridership declined by 2.5%. Between 1982 and 2003, state agencies were able to build less than half of the roadway needed to maintain a constant level of congestion. The USDOT and Texas Transportation Institute have concluded that it is virtually impossible to keep congestion at current levels with road construction alone.

It is not just the health of the transportation system that is deteriorating. So, too, is public health. The Centers for Disease Control classifies obesity and diabetes as an epidemic. In 2000, the cost of obesity in the United States was over \$117 billion. Research suggests that the US could save some \$77 billion in direct health care spending if more Americans met the government's daily recommended physical activity, including a regular walking regimen.

Several factors contribute to congestion. First of all, the separation of land uses into distinct zones forces traffic onto state roads. Second, streets are designed without interconnections, again, forcing traffic onto state roads. Third, each time a new highway is built in the countryside, it opens up more land to development. Eventually, this creates congestion. Fourth, streets are designed strictly for the car, creating barriers to pedestrians and bicyclists. Fifth, the need for widening cannot keep up with congestion caused by induced growth and increasing number of trips deposited onto the state highways.

NJDOT realized that there were lessons to be learned from the health industry. The health sector figured out that the demand for their services was soaring because of poor personal behavior. In reality, it could not raise its insurance premium high enough to cover the cost. The challenge for state transportation departments across the country is to determine how to alter the behavior of their customers to prevent the onset of health problems and to reduce the cost of services to a manageable level.

NJFIT is premised on a set of principles that depart from past thinking. NJFIT calls for downsizing the state highway system to make it affordable; leveraging private sector investments; promoting network connectivity; working with communities on land use planning; and creating context sensitive street designs. Because funding is so limited, NJFIT seeks to invest in areas where sound land use planning will support the state's transportation investments. Since most

### **Smart Transportation Principles**

- **Downsize state highway to be affordable**
- **Leverage private sector investment**
- **Network connectivity**
- **Help communities with land use design**
- **Context sensitive street design**

municipalities cannot afford the high cost of planning, NJDOT offers help to those willing to work in partnership. The Office of Smart Growth is another critical partner that can lend planning assistance in this effort.

Through some dozen or more pilot projects currently underway, NJFIT demonstrates how these principles are being applied in real life case studies. One example of a project that demonstrates how NJDOT is **downsizing the state highway to be affordable** is the South Branch Parkway project in Flemington Borough and Raritan Township, Hunterdon County. Originally, NJDOT was going to construct a four-lane limited access bypass to help relieve mounting congestion along a stretch of existing Route 31. The original project was estimated to cost \$125 - \$150 million. The South Branch Parkway plan proposes an alternative to the bypass. The new proposal calls for a two-lane at grade roadway (South Branch Parkway) that will be connected to a street network with intersections at key locations. The parkway design eliminates the need for structures and grade separated overpasses. The new design will fit better within the existing contours, necessitating fewer cuts and fills.

**Leveraging private sector investments** is demonstrated by the South Branch Parkway proposal. The total project cost will amount to only \$90 million, compared to the original bypass, estimated to cost \$125-\$150 million. Of the total cost of the new proposal, \$20 million will likely be secured from developers who will help construct part of the local street network. Improvements will be phased in over 15-16 years, allowing funding to be spread out over a longer period of time. By contrast, the bypass would have been built and funded in two or three years.

An example of **network connectivity** is the new integrated street network proposed in Trenton. The network of streets will connect to Route 29, providing multiple points of entry and multiple parallel paths, reduce traffic on Route 29, and enabling people to walk. Route 17 in Bergen County is plagued with traffic congestion. NJDOT has identified a parallel access road, pieces of which have already been built through industrial complexes and campus developments. Since Route 17 could not be widened without tremendous expense and elimination of numerous viable businesses, NJDOT hopes that the parallel access road can be completed. This would remove some of the pressure from Route 17.

In Flemington and Raritan Township, a network of connected streets will decrease pressure on Route 31 by offering alternative routes for local traffic. Additionally, it will be designed to encourage walking and bicycling.

In Manalapan Township, Monmouth County, NJDOT is working with the Township and developers to redesign a series of four residential developments and a commercial development. The original layout provided virtually no connections between the residential developments and the commercial development. Thus, traffic would have been forced onto one of two county roads and then onto State Route 33, placing enormous pressure on a few key intersections. The redesign includes new roadway connections between the developments, thereby reducing pressure on the county and state roads.

NJDOT will assist communities like Flemington and Raritan Township and Manalapan Township, with **land use planning**. Since municipalities often lack adequate resources to undertake the necessary comprehensive planning, NJDOT is willing to lend support. In Manalapan Township, NJDOT is helping the Township to develop a mixed use center that can function as the Township's

downtown. The original plans for a commercial development now features residential units above retail. The center will provide multiple destinations that can be reached by foot, taking the pressure off of the highway while also creating a community asset.

A mixed use development is being designed in Trenton as well. This is being done in concert with the creation of an integrated street network and traffic calming along Route 29. NJDOT and the City are exploring opportunities to link this area to existing light rail as well.

At the same time, NJDOT is advancing **context sensitive street design** through the development of new design templates for state highways. Templates will reflect land use distinctions between various settings, such as urban, suburban, commercial and rural settings. This is a distinct departure from the traditional approach to roadway design, which focuses exclusively on how to move traffic from place to place. NJDOT, PennDOT and Delaware Valley Regional Planning Commission (DVRPC) are collaborating on this effort.

NJFIT also promotes communication. Thus, NJDOT invites communities to work with the Department during the conceptual phases of the design process. The key is to involve the public in real decision making rather than providing mere lip service.

The transportation system helps shape communities. In turn, the shape and physical form of communities influence walkability and public health. NJFIT is important not just for the sake of relieving congestion, providing access to goods and offsetting rising fuel prices. It is also good for public health. The average 11 year old weighs 11 pounds more today than 15 years ago. There is overwhelming evidence suggesting a strong link between the transportation system and development patterns and public health.

## Questions and Answers for Jack Lettiere

### **Question: How is NJDOT accommodating off-street bicycle paths?**

Answer: NJDOT believes that roads should be designed for all users. This includes bicyclists and pedestrians. Where there is adequate right-of-way, we will design separated bicycle paths.

### **Question: Is the NJDOT also focused on transit?**

Answer: NJDOT tries to identify and capitalize on transit opportunities whenever possible. This is happening within the context of NJFIT project areas. For instance, NJDOT is working with NJ Transit on the possibility of introducing bus rapid transit along Route 17 in Bergen County. In Trenton, there may be opportunities to link redevelopment efforts near the Justice Complex to light rail. NJDOT is also trying to facilitate bus service on Route 9 in Ocean County.

### **Question: How does NJDOT respond to public concerns that introducing roadway grid systems in lieu of expanding state highways will be as effective in combating congestion?**

Answer: People must be reminded that NJDOT cannot afford to continue widening highways. So far, every community with whom NJDOT has had this dialogue has ultimately accepted this reality and been receptive to considering new solutions.

## Smart Land Use and Transportation Efforts in Eatontown

*Gerald Tarantolo, Mayor, Eatontown Borough* provided an overview of the Borough as background. Following this, he described some of the projects underway that integrate land use and transportation planning.

Eatontown Borough, located in Monmouth County, is 5.7 square miles in size and almost fully developed. It has a year-round population of 14,800 and a daytime population of over 50,000. Its ratable base is well in excess of \$1 billion. Eatontown is bisected by three state highways and a county road. Given the number of major roads, coupled with a large daytime population, the borough faces significant transportation challenges.

Several transportation projects are underway in Eatontown. One of these is situated along Route 35 in the Borough's downtown, where it declared 21 acres as an area in need of redevelopment. Last May, the Borough invited the public to participate in a design workshop to help create a vision for the downtown area. Borough consultants used public input to create two proposed vision plans currently under consideration. Since the development of the vision plans, however, Fort Monmouth closed. Closure of this major facility and potential for redevelopment of that site will be factored into the overall redevelopment of downtown Eatontown.

Buildings along Route 35 in the center of Eatontown are vacant and/or in disrepair. To stimulate downtown redevelopment, Borough Council decided to create a beautiful environment in its newly acquired park. The Borough is presently in the third phase of its park development which to create a walkway around the park's lake. NJDOT has been an active partner with the Borough in facilitating changes to Route 35 consistent with redevelopment plans.

Along another section of Route 35, a developer has proposed to situate housing adjacent to an industrial park. The Borough expects that residents will be employees of the industrial park. It is hopeful that living in such close proximity, residents will be able to walk or bike to work, reducing traffic pressures on the roadways in this area. Many of the current employees commute to work by bus. The Borough constructed sidewalks along the entire length of the industrial park, enabling those using mass transit to walk from the bus stop to work.

Some of Eatontown's neighborhoods were encountering regional commuter traffic using back roads as a short cut. When a site plan application was submitted by Lowes, Eatontown negotiated traffic calming measures to discourage both the regional traffic as well as new traffic that would be generated by Lowes from speeding through the aforementioned neighborhoods. A total of \$1.2 million in traffic calming devices were provided, primarily speed humps.

## **Smart Land Use and Transportation Efforts in Ocean Township**

*Daniel Van Pelt, Mayor, Ocean Township* explained that Ocean Township is primarily residential. Only four percent of its tax base is commercial. Among the greatest challenges facing the Township is the need to become more competitive and provide tax relief to its 7,500+ residents.

In 1998, the entire Township was designated as an area in need of redevelopment and rehabilitation. This provided a tool to create a new town center that would accommodate the desired commercial base. But without an adequate roadway network, people would be unable to

access the town center. Thus, Ocean Township realized that NJDOT needed to be a partner in this effort. Through collaborations between the Township, NJDOT and other relevant state agencies (NJ Department of Environmental Protection and NJ Office of Smart Growth), designs were developed for a new integrated roadway network. One of the advantages of partnering with state officials is that they offer a different perspective that may prove of value locally. The new roadway network will allow people to move through the community and may well eliminate the need to widen Route 9.

Route 9 is the main street of Ocean Township. It functions both as a commuter roadway and as a main street. Route 9 faces a great deal of traffic congestion in the 30-mile stretch of the highway situated in Ocean County. Ocean Township wanted to transform it into a more attractive roadway corridor. One of the design solutions proposed was the introduction of roundabouts on Route 9. It was only through a partnership with NJDOT that the Township leaders and residents learned about the benefits of roundabouts and the distinction between roundabouts and circles.

With a vision in place for a town center, associated street network and proposed changes to Route 9, the Township is confident that it will be able to secure technical and financial assistance from the Office of Smart Growth. For instance, Ocean Township is optimistic about obtaining TEA-21 transportation funding. This will come about only because the Township is pursuing Plan Endorsement (official recognition by the State Planning Commission that the local master plan is consistent with the New Jersey State Development and Redevelopment Plan) and because of its partnership with NJDOT.

Another important goal is to make Ocean Township accessible by foot and bicycle. The Township wants to create a sense of community and one important step is to take people out of their cars. NJDOT and Ocean Township have agreed to work together to incorporate pedestrian and bicycle accommodation into the proposed town center street network.

From the Township's perspective, it is critical to draw developers into the planning process from the very beginning. In Ocean Township, the developers interested in the redevelopment area have been brought into not only land use discussions but also transportation discussions. This is the best way to ensure that all parties achieve their respective goals. Similarly, inviting NJDOT to the table early on brings great value. State agency professionals can offer the regional traffic impact information that is so critical in the land use and transportation planning process. They provide invaluable expertise on impacts of land use decisions on traffic and on different transportation options.

## Questions and Answers with Mayors and Panelists

**Question: From NJDOT's standpoint, is Plan Endorsement key to activating state agency involvement in local transportation planning issues?**

Answer: Yes. In response to a governor's Executive Order, cabinet members are prioritizing their investments in communities that have received Plan Endorsement.

**Question: How does NJDOT overcome the hurdles of obtaining NJDEP permits for bridge and roadway projects in environmentally sensitive areas?**

Answer: The key is collaboration between agencies. NJDOT brings NJDEP into the planning process early on in its corridor planning efforts. In this way, everyone is viewing integrated land use and transportation projects holistically, so that environmental benefits can be evaluated on a regional basis rather than strictly from a site-specific perspective. NJDEP may be willing to entertain more flexibility in its requirements and solutions.

**Question: Is NJDOT suggesting that transportation solutions will no longer be designed with the intent of moving traffic quickly?**

Answer: This is true, with the exception of interstate highways and one or two select state highways. Traffic calming is used in places like Eatontown not necessarily to eliminate commuters from taking short cuts, but to ensure that they drive slower through residential neighborhoods. In Trenton, traffic calming on Route 29 will slow traffic down, thereby reducing the number of fatalities. Eliminating excessive speeds will not only improve a community's quality of life but also make the roadway safer.

Over time, cities have accommodated higher speed traffic by widening roads. Development has responded with large format retail spaces, spread out patterns, and separation of land uses. By slowing down traffic through street design, walking, bicycling and transit will become more viable. Land uses mixes will become richer again. Slowing down the speed is absolutely necessary to create sustainable cities.

**Question: Will NJDOT help fund local pedestrian access plans?**

Answer: NJDOT's bicycle/pedestrian unit offers a local technical assistance program, providing consultants to communities undertaking bicycle and pedestrian facility planning.

**Question: What is NJDOT doing to make its highway cross-sections more context sensitive?**

Answer: Cross-sections must reflect the appropriate design speeds for the given context. NJDOT is therefore revisiting Desired Typical Sections of its highways, incorporating not just engineering considerations but also land use considerations to determine appropriate widths and speeds. NJDOT launched a process with PennDOT and DVRPC to develop design templates for state highways. Templates will reflect five or six distinctly different land use contexts. The end result will be a design manual articulating cross-sections appropriate for these distinct areas.

**Question: Will NJDOT lend assistance to communities to help them develop master plan circulation elements?**

Answer: NJDOT is developing a guidance document for communities to prepare circulation elements. Most communities adopt circulation elements. However, they are generally focused exclusively on the roadway system and moving cars. As part of the Plan Endorsement process, NJDOT is encouraging municipalities to take a more holistic approach, addressing how bicycling, walking, and transit, aviation, and water-based travel are all being accommodated as appropriate.

**Question: In what ways has NJFIT facilitated intermunicipal corridor planning?**

Answer: One very successful example is the Route 9 corridor coalition agreement, a voluntary agreement involving 12 municipalities, along with other key governmental and nongovernmental entities. The agreement establishes a set of guiding principles concerning land use and transportation that each partner would commit to implement. This process will provide the necessary regional perspective and understanding of the corridor planning issues and allow

communities to communicate with each other. NJDOT has taken a leadership role ensuring that all entities understand the issues. Counties are also in a position to play a leadership role in facilitating intermunicipal planning. They can do this by reinforcing the importance of the master planning process and directing municipalities to resources that will help them implement a regional vision.

## Lunch Keynote Address: “The West Palm Beach Story”

*Ian Lockwood, Professional Engineer and Principal, Gladding Jackson*, described the successes in redevelopment and transportation achieved in West Palm Beach, Florida. West Palm Beach had once been the historic center of Palm Beach County. Over time, however, the city suffered economic decline as the surrounding suburbs began to flourish. Historic buildings were demolished and replaced with parking lots. Roads were widened. Businesses were vacant. No one wanted to develop in the city.

In an effort to reinvent itself, the City adopted a master plan in 1995. The master plan articulated a vision for the City, using renderings and drawings, and minimizing text. A “form-based” zoning code was then adopted to implement the master plan vision. Form-based codes [provide link to form based code website? or to west palm beach zoning code website?] emphasize building form over use. A clear master plan vision, coupled with an emphasis on form combined to introduce market predictability. Once a successful building was constructed, it gave developers and investors confidence in the outcome of the next building. Likewise, the fact that the City was acting according to a predictable plan was an attraction to the private sector. The code was very simple. It contained four different building types. For any given property, one had to meet the requirements of only three pages of code. It contained rules for fronting on streets, signs, and building facades. The City streamlined the development approval process to entice developers, making West Palm Beach more competitive than the surrounding suburbs.

One important task was to redesign the City’s streets to achieve the master plan goals of slowing traffic, creating a walkable environment and making transit more viable. For instance, “pinch points” reduced two lane roads to one lane. Mini-circles helped slow down traffic. Raised cross-walks were installed. All of this created more pedestrian friendly streets. Roundabouts replaced ugly intersections. At the time that sewer lines were being replaced along one street, the City took the opportunity to narrow the travel lane, widen the sidewalk, and install street trees. Lateral shifts in the road, introduction of on street parking and decorative street lights all improved the streetscape.

Once traffic calming measures were installed, they added life to the streets. People began to walk, bike and create vitality on the streets. People with choice moved back into the neighborhoods. Barrier walls built to buffer residential areas from hostile commuter roads – were removed, as people began to reengage on the streets. Property values rose, while surveillance and safety increased.

The main shopping street was revitalized once the city restored one way to two-way traffic, installed street trees, retrofitted buildings, retrofitted a plaza, eliminated signals, added places to sit and socialize. These improvements helped to create public gathering places and resulted in private sector reinvestment.

Buildings are as important to streets as lane widths and other street design elements. Recognizing this, the City provided grants to property owners for façade improvements.

The City reduced travel lanes on a state highway, accommodating wider sidewalks and street trees. It reinvented other streets, including state roads, to be closed off for special events. These streets were designed without curbs, providing accessibility for all users, including people with physical disabilities.

The City intensified and mixed its land uses, creating a walkable environment. From a land use perspective, good density, good block structure and a good mix of uses create a sense of place.

In sum, the way transportation and land use are viewed must change. In West Palm Beach, the county engineers feared that narrowing the streets and intensifying land uses would create crippling congestion. Despite the fact that West Palm Beach has congestion, it operates just fine. Perhaps, then, congestion needs to be considered in a positive light. In most cities, congestion enables more sustainable land use and transportation choices to be made. By contrast, battling congestion undoes urbanism and instead spreads out development.

***“Congestion is the very thing that creates efficient transportation systems. Without congestion, public transport wouldn’t work.”***

*Ian Lockwood*

Healthy communities require slower speeds on city streets and arterials. By applying this philosophy in West Palm Beach, great things began to happen. That it takes the commuter longer to get from place to place does not matter. The City believed that creating a sense of place always trumps the goal of speed or higher levels of service.

A number of lessons were learned from the West Palm Beach experience. A connected street network and small blocks are very important to a successful city. Buildings need to front streets. They should not be placed behind parking lots. The speed of a street should be a function of its location, not its functional classification. Lower speeds should apply to a freeway within a city to respect the neighborhoods through which it passes. Place is more important than motor vehicle level of service. Thus, the pedestrian takes priority over the car. One way streets should be converted to two-way streets to improve pedestrian accessibility and support retail uses. Finally, wide sidewalks, street trees and on-street parking are necessary ingredients for a successful downtown.

## Questions and Answers for Ian Lockwood

### **Question: How were the improvements funded in West Palm Beach?**

Answer: The City adopted a code requiring traffic calming to be installed in conjunction with roadway work. Much of this was done during utility projects. It also obtained a federal earmark through TEA-21 to narrow state highways. State money paid for utility replacements, curbs, landscaping, while the federal grants paid for better materials, raised intersections, etc.

### **Question: Did growth occurring outside of West Palm Beach create demand within the City?**

Answer: Regional growth drew people away from the City. In order for West Palm Beach to attract people, it needed great leadership and a clear vision. Private investment follows governmental action.

**Question: Are people returning to West Palm Beach as a result of its planning strategies?**

Answer: Yes, the City's goal is to bring people back, situate housing near the region's jobs and services, and create a walkable environment for these residents. A combination of strong political leadership, a cohesive vision and a good plan restored the City. Government had to establish the rules, regulations and expectations before West Palm Beach could experience a transformation. Revitalization could not have happened through private market actions alone.

## Wrap-up

*Martin Bierbaum* asked the audience to think about programs that MLUC and PPS could hold next year to build on the information gleaned from the workshops. He pointed out that those who often attend workshops like this face enormous challenges and resistance to the concepts locally. Perhaps it would be appropriate to focus next year's activities on providing resources to local leaders that want to build local support for the new ideas presented in the workshops. Participants were encouraged to note any suggestions on their evaluation forms.