

5.1. West Atlantic Master Plan Action Program

1 COMMUNITY CAPACITY BUILDING PROPOSED STRATEGIES				
Proposed Short-Term Action Items (0-3 years)				
CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source
City & Community partners	Equity, diversity & inclusion Training	City/CRA/Community Stakeholders	Create on-going equity, diversity & inclusion training for City employees, elected officials, business owners, etc.	CRA/City/Knight Foundation
City & Community partners	Non-Profit Certification Training Program	Community Stakeholders/ CRA/Non-profit management certification provider	Train members and staff of Community Stakeholders through nationally recognized certification program for non-profit management	CRA/City/Grants
See suggested responsible parties	Partnerships	Community Stakeholders/ Non-profits	Create formalized partnerships with service providers, educational institutions, etc., to achieve plan goals and objectives with service providers	N/A
CRA participates in community events to disseminate information about CRA	Community Branded Event	Community Stakeholders/ CRA/City	Community Stakeholders to work with the CRA to design, plan and implement an annual event reflecting character of the West Atlantic neighborhoods	City/CRA/Non-profits/Sponsors
Proposed Mid-Term Action Items (5-10 years)				
CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source
	Commercial Land Trust	Community Stakeholders/CRA	Creation of land trust advised by community stakeholders to acquire, manage and attract community services such as financial institutions	CRA/New Markets Tax Credits/ Permanent Loan
Proposed Long-Term Action Items (10-30 years)				
CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source

2 CIVIC STEWARDSHIP PROPOSED STRATEGIES

Proposed Short-Term Action Items (0-3 years)

CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source
City & CRA program in place for housing rehabilitation CRA Budget FY 23-24, Curb appeal program \$600,000	Community Elder Outreach Program	City/CRA/Community Stakeholders/Churches/Community Greening	In partnership with churches and block captains, develop list of elders who need assistance with property maintenance, repairs and transportation to doctors and grocery stores. Create matrix of needs and funding.	City/CRA/Palm Beach County Community Foundation
See suggested responsible parties	Develop Community Service Program	Community Stakeholders/Schools/Block Captains	Plan quarterly service activities; litter clean-up, tree planting in public areas, etc.	City/CRA/Non-profits
CRA participates in these events to disseminate information about CRA	Annual event celebrating the West Atlantic neighborhoods	Community Stakeholders/Block Captains/CRA/City/Non-profits	Enlist residents to volunteer for the annual event.	CRA/City/Marketing Cooperative/Sponsors/Knight Foundation
See suggested responsible parties CRA funded Litter prevention officers & Clean and Safe program	Reduce crime and code enforcement issue	Police/Neighborhood Block Captains/City Staff	Formalize partnership with City Police Dept. and neighborhood block captains to address crime and code enforcement issues	N/A
CRA attends events to disseminate information about CRA	Organize community engagement events	Neighborhood Block Captains/CRA	Annual community engagement events to introduce neighbors to each other, inform of issues/projects, etc.	CRA/City/Local Businesses Sponsorship
CRA Public engagement for projects is ongoing	Resident Participation in Public Projects	City/CRA/Community Stakeholders/Churches/Community Greening	Actively seek resident participation to complete public projects/landscape/murals/painting	N/A
City	Interactive kiosks	City/CRA/Community Stakeholders	Kiosks located at public gathering places inform about the West Atlantic area meetings, events and projects and collect feedback from residents.	City/CRA/Knight Foundation
See suggested responsible parties	My Community's Keeper award program	Community Stakeholders/Neighborhood Block Captains	Awards for making a difference in the community/litter pickup/senior assistance/youth/advocacy	City/CRA/Local Businesses

CRA Update

City

City & Community Stakeholders

CRA has printed materials about funding assistance programs

City

No industrial vacant parcels within CRA District

Industrial buildings are active

3 COMMUNITY WEALTH BUILDING PROPOSED STRATEGIES

Proposed Short-Term Action Items (0-3 years)

Project	Suggested Responsible Party/s	Description	Funding Source
Utilize Existing Businesses for Job Creation			
Develop an understanding of the types of employment opportunities in the West Atlantic area and the job skills required.	City/CRA/Community Stakeholders	Meet with local business owners in preparation to create database of businesses, jobs, # of local workers and skills sets	City/CRA
Promote existing employment incentive programs to local businesses	City/CRA	Create brochure that defines Federal, State, City and CRA benefits/incentives for hiring local residents.	City/CRA
Mid-Term Action Items (5-10 years)			
Develop Intern-to-Work Program - matching local workers to local jobs. Incentivize local businesses to hire local workers.	City/CRA/Community Stakeholders	Match trained/certification holders with local businesses. Provide financial incentive (50% of salary) during the 90 day employee review period to hire local workers.	City/CRA/Jim Moran Foundation
Encourage development of vacant parcel in industrial area with financial incentives.	City/CRA	Create development scenerios for property owner. Provide financial incentives for soft costs, permit fees and infrastructure with agreement that the development creates living wage jobs as redefined for the City.	City/CRA
Encourage repurpose of industrial properties into active uses with financial incentives.	City/CRA	Provide economic and market analysis for converting heavy industrial and low-employment buildings into small business tech incubators and maker space.	City/CRA

A Worker Skill Enhancement

Proposed Short-Term Action Items (0-3 years)

City

City

Create database of workers in the West Atlantic neighborhoods	CRA/City/Community Stakeholders	Conduct analysis of local workers - type of work, pay, skills to understand the skill gap	City/CRA
Create work readiness program	City/CRA/Career Source	Improve workers soft skills necessary for successful employment and advancement	City/CRA/Community Foundation

B Higher Education Attainment				
Proposed Mid-Term Action Items (5-10 years)				
CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source
See suggested responsible parties	Develop environment where educational attainment is valued	Community Stakeholders/ Boy's & Girls Club/ Achievement Center	Create We Can Program. Target parents and care givers for training about the benefits of education. Partner with area non-profits to distribute collateral to parents. Mentor children who need homework assistance. Mentor high school students through the SAT, application and funding process for college. Conduct college/university tours	CRA/Non-profit partners/William T. Grant Foundation/Bill & Melinda Gates Foundation
See suggested responsible parties	Bridge the digital divide	Community Stakeholders/ Schools serving youth in the West Atlantic neighborhoods	Supply notebooks or laptops to students so they may successfully compete in school.	IGT After School Advantage/City/corporations
C Public Policy				
Proposed Short-Term Action Items (0-3 years)				
	Project	Suggested Responsible Party/s	Description	Funding Source
See suggested responsible parties	Adopt living wage ordinance	City	Conduct economic analysis of cost of living vs. income for the City. Develop living wage ordinance applying to City/CRA employees and City/CRA contracts valued over \$100,000.	City/CRA
City Procurement process adopted by CRA based on F.L. Statute requirements Ongoing Disparity Study	Adopt policy requiring use of local workers and vendors	City/CRA/Housing Authority/ Land Trust	Draft language to be included in Request for Proposals/Qualifications that assigns points for employing local workers or contractors.	City/CRA

D Financial literacy				
Proposed Short-Term Action Items (0-3 years)				
CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source
See suggested responsible parties	Conduct financial literacy workshops on a quarterly basis	Community Stakeholders/Achievement Center	Interactive workshops to help students, families and seniors better manage their finances.	National Endowment for Financial Education offers free materials
See suggested responsible parties	Children's Savings Account (CSAs) Program	IBMSECU/Community Stakeholders/Achievement Center/Locally serving schools	CSA's are a proven tool that results in higher college attendance and completion. Children's savings are matched by a city, non-profit or grant.	IBMSECU Delray Branch/City/Foundations
See suggested responsible parties	Create Individual Development Account Program	IBMSECU/Community Stakeholders/Achievement Center	Limit applicants to individuals earning 200% or less of the Federal Poverty Income level. Applicants savings are matched. Savings can be used to buy a house, pay for education or job training, or to start a small business.	IBMSECU Delray Branch/City/Foundations
Proposed Mid-Term Action Items (5-10 years)				
See suggested responsible parties	Create Small Dollar Loan Program	CDFI/Community Stakeholders/Achievement Center	Small-dollar loans (SDLs) as an alternative to payday loans.	IBMSECU Delray Branch/City/Foundations

E Housing				
Proposed Short-Term Action Items (0-3 years)				
	Project	Suggested Responsible Party/s	Description	Funding Source
CRA Update A RFP for developing Aff. Housing on CRA owned infill property is tentatively scheduled to be issued early 2024	City/CRA to Issue RFP for scattered site single-family vacant lots	City/CRA	The CRA shall issue a Request for Proposals for their inventory of single-family zoned, scattered site vacant lots	Federal Home Loan Bank of Atlanta - Affordable Housing Program
CRA property acquisition is ongoing	Single-Family Vacant Lot Acquisition	CRA/Community Stakeholders	Continue to acquire vacant lots for development of single-family homes	CRA
CRA & City Infrastructure projects: improvements on the Set: -NW Neighborhood -Corey Jones Isle -Carver Square -Alleys in the SW Area	Model Block Program	CRA/Community Stakeholders/City/Land Trust	Where the CRA and City have a cluster of vacant lots within the single-family zoning districts build new homes, rehab existing and add streetscape/landscape improvements to affect greater impact on property values and saleability.	CRA/City/Non-profits
City	Develop an Affordable Housing Master Plan	CRA/City/Community Stakeholders/Land Trust/Housing Authority	The City's major housing organizations to create a working committee to create a 10 year plan for the housing needs of the City utilizing the Delray Beach Housing Assessment (2017) with the goal of leveraging resources and creating more housing units.	N/A
Ongoing	Analysis of Family/Workforce Housing Ordinance	Developers/Community Stakeholders/City/CRA	To gain an understanding of market feasibility of the Family/Workforce Housing Ordinance convene roundtable discussions with developers to understand why the overlay is not producing the desired effect and how the ordinance can be amended satisfactorily to residents and the private sector.	N/A
Proposed Mid-Term Action Items (5-10 years)				
Acquisition is ongoing Multifamily housing owned by CRA: SW 12th Ave., SW 10th Ave., SW 9th Ave., NW 4th Ave and NW 5th Ave	Acquisition, Renovation & Management of Small Multi-family properties	CRA/City/Community Stakeholders/Land Trust	To preserve affordable housing rentals and improve the neighborhoods.	CRA/City/Land Trust/Housing Authority
Acquisition is ongoing	Acquisition of historic & architecturally significant properties	CRA/City/Community Stakeholders/Land Trust	Goal to preserve fabric of the West Atlantic neighborhoods, improve the community and provide home ownership opportunity through acquisition, rehab and resale to low/moderate income	CRA/City/Community Stakeholders/Land Trust

4 HEALTHY COMMUNITY PROPOSED STRATEGIES

Proposed Short-Term Action Items (0-3 years)

CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source
See suggested responsible parties	Implement Healthy Living campaign to teach about healthy eating, exercise, mental health and wellness	Healthier Delray Beach/ Community Stakeholders/ School District	Program to teach about healthy eating, exercise, mental health and wellness for residents, City employees and area school children through events like Build Our Blocks and Walk Against Violence.	City/Healthy Communities Fund/ Palm Healthcare Foundation
See suggested responsible parties	Annual Resident Health Check-up	Healthier Delray Beach	Develop annual platform for community conversation regarding health and wellness, data and metrics, resources and resident needs.	Palm Healthcare Foundation
See suggested responsible parties	Resident Engagement Effort	City/City/Community Stakeholders/Non-Profits	Support opportunities for residents to hold leadership positions on local non-profits, organizations, businesses, CRA, Community Stakeholders, and City boards and committees	N/A
Ongoing	Equitable Policies	City/Community Stakeholders/ CRA/Non-profits	Partner with residents and organizations to implement equitable practices, policies and procedures and community wellness approaches that improve population health.	N/A
Proposed Mid-Term Action Items (5-10 years)				
See suggested responsible parties	Create coordinated health care delivery system from prenatal to seniors in one central location	Healthier Delray Beach/Palm Beach County Health Dept./ Delray Medical Center	Develop a centralized health/wellness center that provides, medical, mental health, dental, nutrition and gym where all ages can be accommodated	CRA/New Markets Tax Credits/ School District/Kresge Foundation/ Aetna Foundation/W.K. Kellogg Foundation
Considered in development strategies	Planning and development of Wellness Center in the West Atlantic neighborhoods	Community Stakeholders/ School District/CRA/City	Partner and advocate for a physical site for a wellness center within the West Atlantic neighborhoods that includes well-care and fitness, integrated healthcare – physical and mental health, social services, education and career support.	CRA/New Markets Tax Credits/ School District/Kresge Foundation/ Aetna Foundation/W.K. Kellogg Foundation

5 PLACEMAKING PROPOSED STRATEGIES

Proposed Short-Term Action Items (0-3 years)

CRA Update	Project	Suggested Responsible Party/s	Description	Funding Source
Ongoing -NW Neighbor project in design -Future SW Neighbor project	Priority Street Upgrades	City/CRA/Community Stakeholders	Complete street design and construction of SW 4th, Avenue, NW/SW 8th Aves and NW/SW 10th Avenue to strengthen multi-modal connectivity within the Plan area	CRA/City/Palm Beach County MPO
Ongoing -NW Neighbor project in design -Future SW Neighbor project	Priority Gateways	City/CRA/Community Stakeholders	Iconic branding elements representing the Plan area at I-95 & Atlantic Avenue, Swinton & Atlantic Avenue, 5th Avenue & Atlantic Avenue, Atlantic Avenue at 4th, 8th, 10th & 12th Avenues	CRA/City
Ongoing -NW Neighbor project in design -Future SW Neighbor project	Neighborhood Gateways	CRA/Community Stakeholders/City	Design and installation of the West Atlantic neighborhoods signage at Lake Ida Road at Roosevelt, 10th, 5th and Swinton Avenues, SW 10th Street at 14th, 12th, 8th 4th and Swinton Avenues	CRA/City
Mid-Term Action Items (5-10 years)				
Ongoing -NW Neighbor project in design -Future SW Neighbor project	Priority Street Upgrades	CRA/City/Community Stakeholders	Conduct pilot project to determine public acceptance of calming West Atlantic and Swinton Avenue, adding bike lanes and pedestrian safety zones	CRA/City/Palm Beach County MPO
Ongoing -NW Neighbor project in design -Future SW Neighbor project	Secondary Street Improvements	CRA/City/Community Stakeholders	NW/SW 5th Avenue/SW 12th Ave/SW 14th Ave/NW/SW 2nd Street/SW 1st Street (between SW 2nd & 3rd Avenue/Roosevelt Avenue	CRA/City
Ongoing	Village Center Community Campus	CRA/City/Community Stakeholders/School District	Conduct feasibility analysis and space study to create a campus that includes Village Academy, Delray Full Service Center, City's water retention site and Catherine Strong Park.	CRA/City/School District
Ongoing	Key W. Atlantic Avenue Redevelopment Sites	CRA/CMT/City	Through public/private partnerships activate the CRA Owed property on W. Atlantic Ave at NW 600 Block SW 700 Block SW 800 Block NW 800 Block for uses identified in the W. Atlantic Avenue Needs Assessment	CRA/City/Private Sector