

## Ordinance No. 19-19, Exhibit B.6



# ECONOMIC PROSPERITY

LIVE



## GOALS, OBJECTIVES, AND POLICIES

GOAL ECP 1 TALENT & HUMAN CAPITAL

GOAL ECP 2 INCLUSIVE ENTREPRENEURSHIP

WORK



GOAL ECP 3 INDUSTRY CLUSTERS

GOAL ECP 4 BUSINESS CLIMATE & COMPETITIVENESS

GOAL ECP 5 EQUITY AND ECONOMIC INCLUSION

PLAY



GOAL ECP 6 ECONOMIC PLACEMAKING

GOAL ECP 7 ECONOMIC LEADERSHIP & PARTNERSHIP

GOAL ECP 8 COMMUNITY LIFE

GROW





## ECONOMIC PROSPERITY ELEMENT

### WHAT IS THE ECONOMIC PROSPERITY ELEMENT?

The Economic Prosperity Element is new to the City's Comprehensive Plan and provides context for policy, resource allocation and guidance as to how the City will seek to promote prosperity as the Delray Beach's economy develops and evolves.

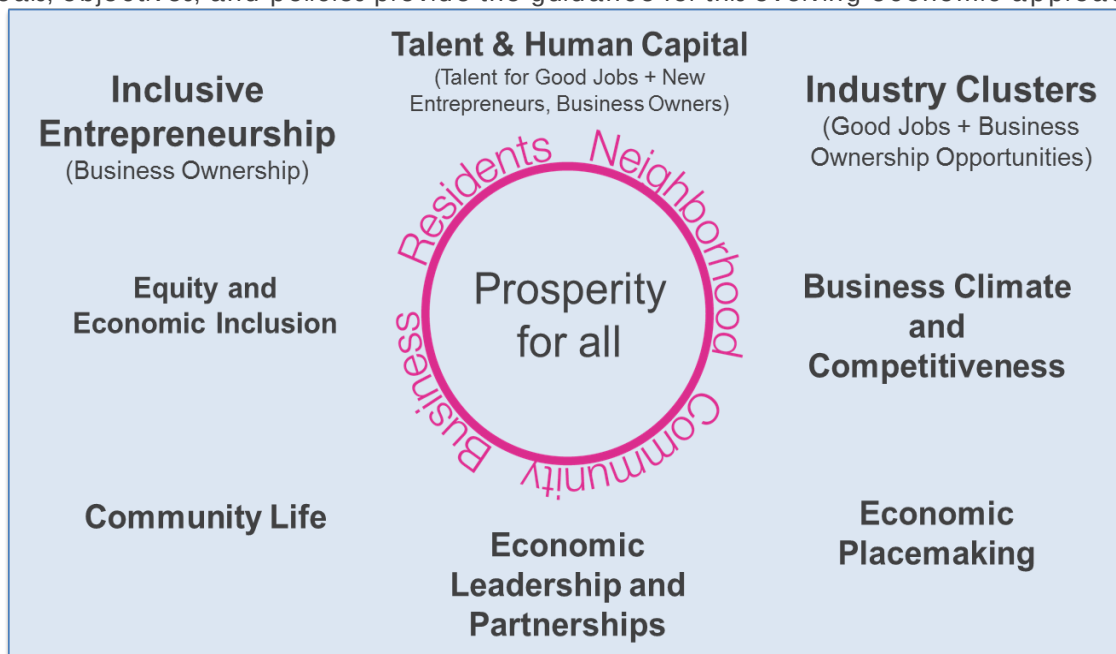
The International Economic Development Council defines economic development as "a process that influences growth and restructuring of an economy to enhance the economic well-being of a community." Community benefits from a success economic development approach and strategy including: 1) new business activity; 2) higher incomes; 3) wealth-building; and 4) tax revenues to fund public services and community life investments.

Effective economic development involves a coordinated cross-disciplinary approach to business attraction, business development, business retention, workforce capacity-building, tourism, and infrastructure investments, as drivers of economic growth.

The City has focused on growing local businesses, business retention and expansion, redevelopment and revitalization, downtown development, tourism and sports, arts and culture, special events, and community development as economic development strategies. While this approach has been effective, investments in people, place, and industry development are necessary to fill gaps in the City industries and economic outcomes.

Additionally, Delray Beach's prior economic success does not yet mean prosperity for all. The market forces that accompany an economic boom and population growth have exacerbated the issue of affordability for many residents and businesses in Delray Beach. Questions of equity - who and how many benefit from Delray Beach's prosperity - have resounded through the city and our community for years and must be addressed if there will be prosperity for all: residents, neighborhoods, businesses and the community overall.

These goals, objectives, and policies provide the guidance for this evolving economic approach.





## ECONOMIC PROSPERITY ELEMENT

### ECONOMIC PROSPERITY GOALS

|                   |                                                                                                                                                                                                                                                                         |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GOAL ECP 1</b> | <b>TALENT &amp; HUMAN CAPITAL</b><br>ATTRACT NEW WORKERS AND CULTIVATE GRASSROOTS TALENT INCLUDING THE HARD TO EMPLOY, OUT OF WORK AND ENTREPRENEURS WHO WILL DRIVE A RESILIENT AND ROBUST ECONOMY FOCUSED ON LEGACY INDUSTRIES AND NEW INDUSTRY CLUSTERS.              |
| <b>GOAL ECP 2</b> | <b>INCLUSIVE ENTREPRENEURSHIP</b><br>IMPROVE DELRAY BEACH'S GROWING BUSINESS REPUTATION BY STRENGTHENING OUR SMALL BUSINESS ECOSYSTEM WHILE REDUCING RACIAL, GENDER, ETHNIC, AND DISABILITY RELATED DISPARITIES IN ENTREPRENEURIAL OPPORTUNITIES.                       |
| <b>GOAL ECP 3</b> | <b>INDUSTRY CLUSTERS</b><br>GROW A DIVERSE AND RESILIENT ECONOMY BY SUPPORTING LEGACY INDUSTRIES AND ESTABLISHING NEW INDUSTRY CLUSTERS THAT ESTABLISH DELRAY BEACH'S ROLE AS A REGIONAL CENTER FOR INDUSTRY AND COMMERCE.                                              |
| <b>GOAL ECP 4</b> | <b>BUSINESS CLIMATE &amp; COMPETITIVENESS</b><br>CULTIVATE A MORE BUSINESS-FRIENDLY ENVIRONMENT AND DYNAMIC ENTREPRENEURIAL ECOSYSTEM WHICH ALLOW LOCAL ESTABLISHMENTS TO GROW IN PLACE, ATTRACT NEW INDUSTRY CLUSTERS AND FIRMS AND PRODUCE NEW HOMEGROWN ENTERPRISES. |
| <b>GOAL ECP 5</b> | <b>EQUITY AND ECONOMIC INCLUSION</b><br>ADDRESS POVERTY AND EQUITY THROUGH ECONOMIC INCLUSIONARY POLICIES AND PROGRAMS THAT REDUCE DISPARITIES AND SET HIGHER STANDARDS FOR SUSTAINABLE AND EQUITABLE DEVELOPMENT.                                                      |
| <b>GOAL ECP 6</b> | <b>ECONOMIC PLACEMAKING</b><br>PROVIDE THE PROPER BUILT ENVIRONMENT, SPACE DEVELOPMENT AND STRATEGIC INVESTMENTS TO PROTECT AND GROW DELRAY BEACH'S ECONOMIC BASE.                                                                                                      |
| <b>GOAL ECP 7</b> | <b>ECONOMIC LEADERSHIP &amp; PARTNERSHIPS</b><br>FOSTER NEW COLLABORATIVE PUBLIC, PRIVATE, NON-PROFIT, CIVIC AND NEIGHBORHOOD PARTNERSHIPS AND GROW AND UNITE ECONOMIC LEADERSHIP TO ACHIEVE THESE GOALS.                                                               |
| <b>GOAL ECP 8</b> | <b>COMMUNITY LIFE</b><br>CREATE AND SUSTAIN A DIVERSE, AFFORDABLE, VIBRANT, AND SAFE COMMUNITY THAT SUPPORTS THE NEEDS OF CITIZENS AND BUSINESSES AND ATTRACTS A CREATIVE CLASS OF WORKERS, BUSINESSES, RESIDENTS, AND VISITORS.                                        |



## GOAL ECP 1 TALENT & HUMAN CAPITAL

**ATTRACT NEW WORKERS AND CULTIVATE GRASSROOTS TALENT INCLUDING THE HARD TO EMPLOY, OUT OF WORK AND ENTREPRENEURS WHO WILL DRIVE A RESILIENT AND ROBUST ECONOMY FOCUSED ON LEGACY INDUSTRIES AND NEW INDUSTRY CLUSTERS.**

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 1** shall be measured utilizing the following performance indicators:

- Improved educational attainment and outcomes;
- Increase in working age population (ages 16 – 64);
- Increase number of in-area workforce and industry training programs;
- Increase in per capita income;
- Reduction of unemployment rate of historically marginalized populations in Delray Beach;
- Reduction of poverty rate in Delray Beach;
- Percent reduction of income inequality; and,
- Decrease in percentage of residents leaving Delray Beach for work.

### **Objective ECP 1.1 Workforce Education**

Assist with the alignment of education and workforce development programs to develop and retain talented workers with the skills to meet current and future employment needs in Delray Beach.

**Policy EDU 3.4.7**

**Policy SPE 2.1.6, 2.1.7**

#### **Policy ECP 1.1.1**

Identify and maintain an inventory of vocational, training, certification, and degree programs that provide workforce aged citizens with the opportunity to improve skills. [Complete by 2025]

**Policy SPE 1.4.10**

#### **Policy ECP 1.1.2**

Establish a Workforce Roundtable led by the private sector to identify solutions to gaps in the workforce and implement a Hire Local initiative. [Complete by 2022]

**Policy EDU 3.4.5**

#### **Policy ECP 1.1.3**

Advocate for an integrated pre-K through post-secondary system, career education and small/micro business development to prepare the region's students for becoming successful workers or entrepreneurs.

**Objective EDU 2.1, 2.2, 2.3, 2.4, 2.5**

**Policy EDU 3.2.3, 2.4.4, 3.5.2**

#### **Policy ECP 1.1.4**

Coordinate with the School District of Palm Beach County, post-secondary education institutions, and CareerSource Palm Beach County to ensure the availability of adequate educational curriculum, career technical offerings, and workforce development programming to support existing and emerging industry clusters. [Complete by 2025]

**Objective EDU 2.4, 2.5**

**Policy EDU 3.4.4**

**Policy SPE 1.4.10**

### **Objective ECP 1.2 Good Job Education**

Help more Delray Beach youth and adults prepare for good-paying occupations with strong career pathways.

#### **Policy ECP 1.2.1**

Promote the importance of employability skills such as communications, critical thinking, problem solving and technology agility.

#### **Policy ECP 1.2.2**

Coordinate with the School District of Palm Beach County, community colleges, universities and workforce development boards on educational curriculum, career technical offerings, and workforce development activities that provide upward career movement.

**Policy EDU 3.2.2**



## GOAL ECP 1

## TALENT & HUMAN CAPITAL

### Policy ECP 1.2.3

Support the School District of Palm Beach County, local community colleges, universities, workforce development boards and non-profit organizations by participating in forecasting regional workforce needs.

### Policy ECP 1.2.4

Create effective “bridges” to facilitate transitions between high school and postsecondary and/or the workforce.

**Objective EDU 3.3; Policy EDU 3.3.4**

### Policy ECP 1.2.5

Attract and locate new in-area training programs from select college, university, and industry associations.

### Policy ECP 1.2.6

Establish a program to serve Delray Beach’s disconnected youth to support employment or business ownership. [Complete by 2022]

**Policy EDU 2.4.4, 3.2.3, 3.5.2**

### Objective ECP 1.3 Local Employment

Support opportunities to fill vacant job positions and help more Delray Beach residents find local employment opportunities and improve their job readiness.

### Policy ECP 1.3.1

Continue to promote Career Cottage and the services of CareerSource Palm Beach County, Manpower and other local job placement entities.

### Policy ECP 1.3.2

Collaborate with local partners to conduct regular job-readiness sessions including resume writing, interviewing, dress for success and technology skills enhancement classes.

### Policy ECP 1.3.3

Work with the School District of Palm Beach County to develop Village Center serving the West Atlantic, Southwest, and Northwest neighborhoods.

### Policy ECP 1.3.4.

Increase local knowledge and the number of area apprenticeship programs and opportunities in Delray Beach to create a pipeline of talent.

**Policy EDU 3.3.4**

### Objective ECP 1.4 Local Entrepreneurship

Support opportunities to provide area youth and adults with local entrepreneurship training to provide greater opportunity for new, local job creation and business ownership opportunities.

### Policy ECP 1.4.1

Investigate and establish Junior Achievement or other national entrepreneurship programming in Delray Beach schools. [Create by 2025]

### Policy ECP 1.4.2

Expand the facilities, services and programs of Inc. Pad – Delray Beach’s business resource center – in conjunction with the Delray Beach Public Library and the Small Business Development Center at Florida Atlantic University. [Complete by 2025]

### Objective ECP 1.5 Good Job Employers

Encourage and pursue employers who offer good jobs in Delray Beach.

### Policy ECP 1.5.1

Recruit and expand good jobs from legacy and new industry clusters.

### Policy ECP 1.5.2

Continue economic investment in activities that incentivize business expansion and development that create livable wage jobs attainable by residents in low-income neighborhoods.

### Policy ECP 1.5.3

Advance hire local policies and programs from area anchor institutions and small businesses.



**IMPROVE DELRAY BEACH'S GROWING BUSINESS REPUTATION BY STRENGTHENING OUR SMALL BUSINESS ECOSYSTEM WHILE REDUCING RACIAL, GENDER, ETHNIC, AND DISABILITY RELATED DISPARITIES IN ENTREPRENEURIAL OPPORTUNITIES.**

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 2** shall be measured utilizing the following performance indicators:

- 🌟 Increase number of new business tax receipts;
- 🌟 Increase participation rate of women and entrepreneurs of color in Delray Beach's economy;
- 🌟 Rate of business owners – number of business owners for every 1,000 adults;
- 🌟 Labor market reallocation from Quarterly Workforce Indicators (Need to research source);
- 🌟 Number of local and South Palm Beach County area entrepreneurial programs;
- 🌟 Economic mobility rating – probability of moving up or down the economic ladder;
- 🌟 Increase philanthropic funding to “off-the-grid” entrepreneurs; and,
- 🌟 Number of businesses identified as adopting social responsibility policies.

#### **Objective ECP 2.1 Small Business Growth**

Support efforts to strengthen the small business-entrepreneurial ecosystem to provide for more in-area resources and services.

##### **Policy ECP 2.1.1**

Expand Inc. Pad, a small business resource center situated on the 2<sup>nd</sup> floor of the Library. [Complete by 2025]

##### **Policy ECP 2.1.2**

Collaborate with organizations to bring more entrepreneurial programming and services to Delray Beach particularly for youth entrepreneurs and entrepreneurs of color.

##### **Policy ECP 2.1.3**

Coordinate with organizations that provide microloans, small business loans and other financial resources to fund new businesses and business expansions and encourage entrepreneurs to explore innovative financing strategies.

#### **Objective ECP 2.2 Small Business Support**

Obtain regular feedback from area small businesses and entrepreneurial firms.

##### **Policy ECP 2.2.1**

Continue annual business walks in commercial

corridors and business neighborhoods to collect data and information.

##### **Policy ECP 2.2.2**

Conduct an annual small business survey to gauge business confidence and state of business competitiveness.

##### **Policy ECP 2.2.3.**

Continue the GEAR (Grow, Expand, Atttract and Retain) Team and program with economic development partners to monitor and save “at-risk” businesses, attract new firms and share business intelligence.

#### **Objective ECP 2.3 Minorities and Small Businesses**

Improve access to contracting, projects or the procurement of goods and services for minority-owned, woman-owned and emerging small businesses.

##### **Policy ECP 2.3.1**

Develop a Keep It Local program and initiative with Delray Beach anchor institutions including the City of Delray Beach. [Complete by 2025]

##### **Policy ECP 2.3.2**

Work with Palm Beach County Government and the School Board of Palm Beach County to



## GOAL ECP 2

## INCLUSIVE ENTREPRENEURSHIP

encourage more small business participation and certification from Delray Beach businesses and firms. [Complete by 2025]

### Policy EDU 2.4.2

#### Policy ECP 2.3.3.

Leverage the partnership with the Small Business Development Center to promote and grow federal contracting opportunities for area firms and businesses.

### Objective ECP 2.4 Startup Growth

Expand networks, capital and places for start-ups and growing entrepreneurial firms.

#### Policy ECP 2.4.1

Support organizations and entities creating new or expanding spaces and places in Delray Beach for diverse entrepreneurs.

#### Policy ECP 2.4.2

Leverage resources to help underwrite new entrepreneurship events and programs.

#### Policy ECP 2.4.3

Develop an Entrepreneur in Residence program and provide a cohort of local, diverse entrepreneurs access to entrepreneurial mentoring, relationships, business tools and access to capital. [Create by 2025-2040]

### Policy SPE 2.1.3

#### Policy ECP 2.4.4

Promote Delray Beach to area venture capital firms and high-worth individuals and create a partnership event to showcase Delray Beach entrepreneurs seeking capital and opportunities.

#### Policy ECP 2.4.5

Continue promotion of and feature stories of diverse entrepreneurs who are dreaming, building and scaling successful businesses in Delray Beach.

### Objective ECP 2.5 Social Entrepreneurship

Implement policies to promote and foster social entrepreneurship within the community.

#### Policy ECP 2.5.1

Support organizations and entities to promote social responsibility within their business.

#### Policy ECP 2.5.2

Support the City's Economic Development office, the Delray Beach Chamber of Commerce and local colleges and universities to develop training programs for businesses to develop and implement social responsibility policies within their businesses.

#### Policy ECP 2.5.3

Encourage and develop programs to support startup businesses to establish themselves as B corporations, such as Social Purpose Corporations and Benefit Corporations. [Complete by 2025-2040]

#### Policy ECP 2.5.4

Develop and support a program for the Delray Beach Chamber of Commerce's Non-Profit Council to identify and implement partnerships between local non-profit organizations and businesses as a means of supporting local non-profit organizations. [Establish by 2025]

### Policy SPE 2.1.7



## GOAL ECP 3 INDUSTRY CLUSTERS

**GROW A DIVERSE, RESILIENT AND SOCIALLY RESPONSIBLE ECONOMY BY SUPPORTING LEGACY INDUSTRIES AND ESTABLISHING NEW INDUSTRY CLUSTERS THAT ESTABLISH DELRAY BEACH'S ROLE AS A SOUTH FLORIDA CENTER FOR INDUSTRY AND COMMERCE.**

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 3** shall be measured utilizing the following performance indicators:

- Level of employment growth in legacy and new industry economic clusters;
- Number of business assistance programs for new and existing businesses in industry clusters;
- Number of businesses started, relocated and expanded within industry clusters; and,
- Improve data collection on economic indicators in the City's industry clusters.

### **Objective ECP 3.1 Economic Competitiveness**

Build Delray Beach's economic competitiveness through a robust cluster industry strategy focused on diversification.

#### **Policy ECP 3.1.1**

Improve understanding of Delray Beach's legacy industries (retail, hospitality and healthcare) and identify new and emerging industry clusters through data analysis and benchmarking every 3 – 5 years.

#### **Policy ECP 3.1.2**

Identify and validate a cluster's competitive strengths through ongoing dialogue with its associated firms and other economic influencers in the cluster.

#### **Policy ECP 3.1.3**

Develop different growth strategies for different industry clusters.

#### **Policy ECP 3.1.4**

Foster an environment that helps new clusters emerge rather than creating a specific cluster from scratch.

#### **Policy ECP 3.1.5**

Evaluate the Land Development Regulations and commercial real estate and product to support the continued growth of diverse industry clusters. [Complete by 2025]

#### **Policy HCE 1.3.4**

#### **Policy ECP 3.1.6**

Promote both good job creation and business

ownership opportunities when encouraging the development and diversification of industry clusters.

#### **Policy ECP 3.1.7**

Pursue capital improvement opportunities to maintain and grow Delray Beach's competitive advantage in the south Florida region.

#### **Policy ECP 3.1.8**

Participate in regional and statewide initiatives to improvement the city's industry clusters and export growth.

#### **Policy ECP 3.1.9**

Provide opportunities for industry clusters to contract with the City for procurement of goods and services.

### **Objective ECP 3.2 Cluster Marketing**

Market and brand Delray Beach focused on the synergies of its industry clusters.

#### **Policy ECP 3.2.1**

Promote the advantages of relocating and expanding businesses in the city in cooperation with economic development partners.

#### **Policy ECP 3.2.2**

Provide for funding assistance programs and incentives that align and advance the City's industry clusters, when appropriate.

#### **Policy ECP 3.2.3**

Develop and fund marketing strategies and plans designed to grow Delray Beach's industry clusters



## GOAL ECP 3 INDUSTRY CLUSTERS

that result in economic development.

### **Policy ECP 3.2.4**

Create and/or support public-private partnerships to organize and target economic development efforts.

### **Policy ECP 3.2.5**

Organize and promote events and festivals that help residents, businesses and visitors develop positive associations with the community.

### **Policy ECP 3.2.6**

Promote Delray Beach as a diverse city highlighting cultural attractions, traditions and communities in neighborhoods and business districts as well as downtown.

### **Objective ECP 3.3 Employment Centers**

Create robust, thriving employment centers and strengthen and protect Delray Beach's role as a South Florida center for its industry clusters and general commerce.

### **Policy ECP 3.3.1**

Provide for the growth, economic equity and vitality of the city's commercial districts and ensure that employment centers are well-positioned to sustain and grow Delray Beach's industry clusters.

### **Policy ECP 3.3.2**

Identify opportunities for potential zones, cultural districts or innovation district to grow the clusters and encourage economic development in mixed-use centers and neighborhoods.

### **Policy ECP 3.3.3**

Encourage concentrations of commercial services, amenities and employment centers and creation connections between the Delray Beach's vibrant hubs of activity.

### **Policy ECP 3.3.4**

Continue to support efforts of commercial districts, streets and neighborhoods to improve their physical attributes by encouraging infill, adaptive reuse, redevelopment and other strategies.

### **Policy ECP 3.3.5**

Identify sustainable, transportation demand management for community areas currently

disconnected from employment centers and general commerce areas. [Complete by 2025-2040]

### **Policy ECP 3.3.6**

Promote development or redevelopment of vacant, underutilized or surplus properties, particularly those with the potential to serve as a catalyst for economic development.

### **Policy ECP 3.3.7**

Strictly limit activities and comprehensive plan amendments which convert industrial land that would diminish Delray Beach's economic competitiveness.

### **Policy NDC 1.4.5**

### **Policy ECP 3.3.8**

Promote and support a sister cities program that encourages international partnerships and exchanges focused on education, culture, trade, entrepreneurship, foreign direct investment and business attraction.

### **Policy ECP 3.3.9**

Encourage business and commercial growth to better distribute the tax burden from the residential community.



## GOAL ECP 4

## BUSINESS CLIMATE & COMPETITIVENESS

**CULTIVATE A MORE INNOVATIVE BUSINESS-FRIENDLY ENVIRONMENT AND DYNAMIC ENTREPRENEURIAL ECOSYSTEM WHICH ALLOW LOCAL ESTABLISHMENTS TO GROW IN PLACE, ATTRACT NEW INDUSTRY CLUSTERS AND FIRMS AND PRODUCE NEW HOMEGROWN ENTERPRISES.**

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 4** shall be measured utilizing the following performance indicators:

- Number of new businesses opened annually, compared to the County and adjacent municipalities;
- Number of new business investment attracted to the City; and,
- Percent of businesses that use business assistance services.

### **Objective ECP 4.1 Strategic Economic Plan**

Adopt a Strategic Economic Plan which outlines strategies to attract new industry clusters and new homegrown enterprises.

#### **Policy ECP 4.1.1**

Support organizations and business partners which assist in growing the local economic capacity.

#### **Policy SPE 2.1.3**

#### **Policy ECP 4.1.2**

Create a database of available land and buildings available within Delray Beach that are appropriate for industry clusters. [Complete by 2025-2040]

### **Objective ECP 4.2 Business Support Services**

Ensure the availability of business support services in Delray Beach city limits.

#### **Policy ECP 4.2.1**

Maintain a forum for businesses to provide feedback to the City about local business needs.

#### **Policy ECP 4.2.2**

Create a unified marketing message about business assistance services available to businesses and industries with easy to navigate linkages across programs and agencies. [Complete by 2022]

#### **Policy ECP 4.2.3**

Expand City programs to support businesses at risk of relocating outside of Delray Beach due to rising rent costs. [Complete by 2025]

#### **Policy ECP 4.2.4**

Maintain a website that provides information on all business and industry assistance in one central location.

#### **Policy ECP 4.2.5**

Increase awareness of the City's Virtual Hotline.

#### **Policy ECP 4.2.6**

Cultivate or improve partnerships with existing non-profit organizations who provide high quality business assistance services.

#### **Policy ECP 4.2.7**

Identify gaps in access to capital, and explore partnerships that expand opportunities for access to capital for businesses throughout their life cycle.

#### **Policy ECP 4.2.8**

Evaluate economic development programs to assess their success in supporting businesses and industry.

### **Objective ECP 4.3 Business Regulations**

Streamline and reform permitting, development review, and other regulatory processes, to provide a predictable legal and regulatory environment for businesses.

#### **Policy ECP 4.3.1**

Develop a business-friendly tax system and incentive program by finding the balance between taxation and provision of public services to enhance the competitiveness of Delray Beach in attracting new businesses, and support the growth of existing businesses. [Complete by 2025-2040]



## GOAL ECP 4

## BUSINESS CLIMATE & COMPETITIVENESS

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### **Policy ECP 4.3.2**

Work with the Greater Delray Beach Chamber of Commerce to educate the business community on the development review process and identify ways to provide a predictable path.

### **Policy ECP 4.3.3**

Analyze the ability to provide an expedited permit program for targeted companies expanding their operations or moving into the City to bring in new high quality employment opportunities at a faster pace. [Complete by 2025-2040]

**ADDRESS POVERTY AND EQUITY THROUGH ECONOMIC INCLUSIONARY POLICIES AND PROGRAMS THAT REDUCE DISPARITIES AND SET HIGHER STANDARDS FOR SUSTAINABLE AND EQUITABLE DEVELOPMENT**

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 5** shall be measured utilizing the following performance indicators:

- Increased employment opportunities resulting from less employment and entrepreneurship obstacles;
- Successful civic and neighborhood partnerships supporting business opportunities;
- Successful implementation of new local programs and initiatives for job and business creation;
- New small-scale development supporting low-income neighborhoods; and,
- Identification of sustainable economies supporting low-income neighborhoods.

**Objective ECP 5.1 Inclusive Economy**

Identify the barriers to an inclusive economy and develop a plan to address obstacles to increase employment opportunities and support entrepreneurship.

**Policy ECP 5.1.1**

Partner with the CRA and Strategic Partners to analyze local job opportunities and identify any skills gaps in local workforce. [Complete by 2022]

**Policy ECP 5.1.2**

Connect venture capital and angel capital networks in the Region with local entrepreneurs.

**Policy ECP 5.1.3**

Educate the public about entrepreneurship and its benefits to the local Delray Beach economy.

**Policy ECP 5.1.4**

Create a "growth track" for businesses and the Office of Economic Development to follow to ensure collaboration and continued partnership is provided throughout each stage of business expansion. [Complete by 2025-2040]

**Objective ECP 5.2 Community Partners**

Engage Strategic Partners and anchor institutions to create new programs and initiatives to spend, invest, employ and contract locally.

**Policy ECP 5.2.1**

Collaborate with local organizations to provide

community events which focus on opportunities for new and small start-up businesses to become a permanent business in Delray Beach.

**Policy ECP 5.2.2**

Create a program to support local mobile businesses to operate within Delray Beach, with the business-types and limitations defined. [Complete by 2025-2040]

**Policy ECP 5.2.3**

Increase opportunities for local businesses to contract with the City for procurement of goods and services. [Complete by 2025]

**Objective ECP 5.3 Civic Partners**

Partner with area civic and neighborhood groups to enhance business intelligence and grow business ownership.

**Policy 5.3.1:**

Partner with the Community Redevelopment Agency to create a work readiness program serving the West Atlantic, Southwest, and Northwest neighborhoods to improve skills necessary for successful employment and advancement. [Complete by 2025]

**Policy 5.3.2**

Partner with the Community Redevelopment Agency to create an Intern-to-Work Program matching local workers to local jobs. [Complete by 2025]



## GOAL ECP 5

## EQUITY AND ECONOMIC INCLUSION

### **Objective ECP 5.4 Neighborhood Business Support**

Support small scale economic development within or adjacent to lower-income neighborhoods.

#### **Policy ECP 5.4.1**

Incorporate neighborhood business development strategies into the City's planning process.

#### **Policy ECP 5.4.2**

Support development of neighborhood business centers that serve adjacent residential areas and neighborhoods within redevelopment areas.

#### **Policy ECP 5.4.3**

Enhance financial and technical assistance programs that support small business and neighborhood revitalization.

### **Objective ECP 5.5 Sustainable Economies**

Support the development of sustainable economies in commercial areas adjacent to or within lower income neighborhoods.

#### **Policy ECP 5.5.1**

Identify neighborhoods that need additional assistance in strengthening the economies of their communities. [Complete by 2025]

#### **Policy ECP 5.5.2**

Increase essential retail and consumer services and neighborhood based employment opportunities for residents. [

#### **Policy ECP 5.5.3**

Assess, evaluate and coordinate funding sources available to assist in the stabilization and revitalization of neighborhoods where commercial opportunities are available.

#### **Policy ECP 5.5.4**

Use economic development incentives to stimulate business development and job creation opportunities that support residents of lower income neighborhoods.

#### **Policy ECP 5.5.5**

Expand partnerships with organizations that provide small business assistance in a location

convenient to individuals who are transportation constrained.

#### **Policy ECP 5.5.6**

Use tools available through federal, state and regional agencies to create resources to revitalize lower income neighborhoods, such as the State Department of Economic Opportunity small business programs.

#### **Policy ECP 5.5.7**

Increase availability of financing to local entrepreneurs and small and minority-owned businesses.

#### **Policy ECP 5.5.8**

Create incentives for businesses that sell fresh food in areas that are identified as food deserts. [Complete by 2025]

#### **Policy ECP 5.5.9**

Strengthen small business and retail opportunities beyond Atlantic Avenue and the downtown corridor by expanding support for businesses to relocate off of Atlantic Avenue, and marketing retail opportunities available in other commercial districts. [Complete by 2025-2040]



## PROVIDE THE PROPER BUILT ENVIRONMENT, SPACE DEVELOPMENT AND STRATEGIC INVESTMENTS TO PROTECT AND GROW DELRAY BEACH'S ECONOMIC BASE

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 6** shall be measured utilizing the following performance indicators:

- Completion of public infrastructure investments adjacent to or in commercial districts; and,
- Completion of multi-modal improvements connecting neighborhoods with commercial districts.

### Objective ECP 6.1 Public Infrastructure

Foster a positive business environment by proactively investing in public infrastructure to support established and emerging industry clusters.

#### Policy ECP 6.1.1

Provide necessary infrastructure to encourage sustainable business growth and a diverse economy.

#### Policy ECP 6.1.2

Prioritize infrastructure improvements in targeted areas to create an attractive environment for new businesses.

#### Policy CIE 5.1.1

#### Policy ECP 6.1.3

Engage local businesses to understand any specialized infrastructure, building design and transportation needs.

#### Policy ECP 6.1.4

Work to upgrade the internet technology infrastructure and use high speed connections to attract new technology firms to Delray Beach.

#### Policy ECP 6.1.5

Coordinate with local and regional utility providers to determine the need for advanced infrastructure facilities and identify potential funding sources.

#### Policy PFE 1.3.1

#### Policy ECP 6.1.6

Continue the award-winning Coastal Management program to protect and enhance the tourism and hospitality industry.

#### Objective CME 2.1

#### Policy CME 2.2.7

### Policy ECP 6.1.7

Work with the business community to identify physical infrastructure improvements necessary to support the needs of established and emerging industries.

### Objective ECP 6.2 Workplace Access

Foster a multi-modal environment to facilitate access to workplaces for residents, employees and customers.

#### Policy ECP 6.2.1

Seek funding opportunities through grants and private-public partnerships, to help build the Tri-Rail Coastal Link station to provide high-quality transit access to the downtown for employees, customers, and tourists.

#### Policy MBL 2.3.3

#### Policy CSR 1.3.3

#### Policy NDC 2.4.5

#### Policy ECP 6.2.2

Implement Complete Streets improvements in business districts and targeted areas to link adjoining neighborhoods and transit stops.

#### Policy MBL 1.2.2

#### Policy CIE 2.2.1

#### Policy CSR 1.4.8

#### Policy PFE 6.1.2

#### Policy ECP 6.2.3

Use a wide range of mobility solutions, such as providing a trolley circulator, partnering with on-demand transportation services, and implementing a bike-share program, to facilitate access to businesses.

#### Policy MBL 1.3.2, 2.4.4

#### Policy ECP 6.2.4

Continue to require Transportation Demand



Management strategies in the Land Development Regulations, and encourage employers to provide incentives to employees who commute using transit, cycling, or walking alternatives to driving.

[Policy HCE 1.9.14](#)

[Policy MBL 3.2.1](#)

#### **Policy ECP 6.2.5**

Support Transit Oriented Development around both the existing Tri-Rail and planned Tri-Rail Coastal Link stations to maximize both the return on public infrastructure investment and the viability of a superior transit system.

[Policy MBL 2.4.5](#)

[Policy CSR 1.3.2](#)

[Policy NDC 2.4.2](#)

#### **Policy ECP 6.2.6**

Implement a comprehensive, coordinated parking strategy in the downtown area to improve access for customers and employees, including wayfinding signage, diverse payment methods, and superior maintenance of public parking garages. [Complete by 2025]

[Policy MBL 3.4.3](#)

#### **Objective ECP 6.3 Business-ready Environment**

Create a business-ready environment for existing and emerging industry clusters.

#### **Policy ECP 6.3.1**

Review and improve the Land Development Regulations to ensure permitted uses and building requirements align with desirable industry clusters in targeted areas and with the vision of adopted neighborhood revitalization plans.

#### **Policy ECP 6.3.2**

Encourage predictability and consistency in the City's Land Development Regulations, while also allowing for flexibility and creativity in the site development process.

#### **Policy ECP 6.3.3**

Promote a culture throughout the City organization that continuously improves the predictability and reduces the cost of the development review process.

#### **Policy ECP 6.3.4**

Discourage the reduction of Commerce land use designations, which involve a mix of light industrial, commercial uses, and research and development, and Industrial land use designations, which are needed to grow Delray Beach's job base.

[Reworded Existing FLU Policy A-1.3](#)

[Policy NDC 1.4.8](#)

#### **Policy ECP 6.3.5**

Continue to support the medical cluster and Medical Arts District by appropriately providing locations for medical uses.

[Policy NDC 2.3.8](#)

#### **Policy ECP 6.3.6**

Continue to provide specific and appropriate locations for the automotive dealership cluster.

[Policy NDC 2.5.1](#)

#### **Objective ECP 6.4 Business Development Strategies**

Implement the business development strategies of adopted revitalization, neighborhood, and master plans.

#### **Policy ECP 6.4.1**

Implement the vision in the Delray Beach Next Great Street report by protecting commercial and industrial uses to maintain and enhance the jobs base; ensuring diverse housing options for varying income levels; attracting higher education institutes; encouraging sustainable redevelopment; and, establishing a balance of appropriate uses along the corridor.

[Policy NDC 2.3.7](#)

#### **Policy ECP 6.4.2**

Provide public outreach opportunities when changing business development strategies of adopted plans.

#### **Objective ECP 6.5 Small Business Growth**

Support the growth and development of small businesses that enhance the vitality and quality of life in Delray Beach neighborhoods.

#### **Policy ECP 6.5.1**

Complete a study to identify the appropriateness of rezoning properties along arterial or collector



streets from residential zoning districts to Neighborhood Commercial or Residential Office zoning districts to provide small scale economic opportunities adjacent to residential neighborhoods. [Complete by 2025]

**Policy ECP 6.5.2**

Provide incentives for business that sell fresh food in areas that will serve food deserts.

**Objective ECP 6.6 Community Branding**

Create a brand that supports economic growth and leverages existing historic, cultural, community and economic assets.

**Policy ECP 6.6.1**

Celebrate and support preservation of Delray Beach's historic and cultural resources in recognition that they have a vital role supporting tourism and the local economic base.

**Objective HPE 3.2****Policy HPE 3.2.1****Policy ECP 6.6.2**

Continue to work with local arts and cultural organizations to promote the growing arts community in recognition of Delray Beach as an arts destination.

**Policy ECP 6.6.3**

Support the adaptive re-use of historic structures in commercial and mixed use districts in recognition of the economic benefits of historic preservation.

**Policy HPE 3.2.3**



## GOAL ECP 7

## ECONOMIC LEADERSHIP & PARTNERSHIPS

### FOSTER NEW COLLABORATIVE PUBLIC, PRIVATE, NON-PROFIT, CIVIC AND NEIGHBORHOOD PARTNERSHIPS AND GROW AND UNITE ECONOMIC LEADERSHIP TO ACHIEVE THESE GOALS

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 7** shall be measured utilizing the following performance indicators:

- Percent of businesses that indicate use of the regional labor market and industry research disseminated to the business community.

#### Objective ECP 7.1 Community Goals

Improve coordination and collaboration among government entities, City departments and the private sector to help realize economic development goals.

Delray Beach for business expansion and recruitment.

#### Policy ECP 7.2.2

Create a program to obtain public input in City economic development goal-setting

#### Policy ECP 7.1.1

Work with Strategic Partners on projects that are aligned with the City's vision.

#### Policy SPE 1.1.2

#### Policy ECP 7.1.2

Utilize public-private partnerships to implement economic goals.

#### Policy ECP 7.1.3

Make strategic investments in programs that are aligned with regional priorities.

#### Policy ECP 7.1.4

Use high-quality research and information from the Treasure Coast Regional Planning Council about regional economic trends, to assist the City and local industries make the best-informed decisions possible.

#### Objective ECP 7.2 Community Outreach & Participation

Create an outreach mechanism to effectively communicate and disseminate the City's economic vision to local businesses and the Region while encouraging civic participation in economic development goal-setting initiatives.

#### Policy ECP 7.2.1

Work with the City and Regional economic development organizations to develop a coordinated communications and marketing campaign that effectively promotes the City of



## GOAL ECP 8

## COMMUNITY LIFE

**CREATE AND SUSTAIN A DIVERSE, AFFORDABLE, VIBRANT AND SAFE COMMUNITY THAT SUPPORTS THE NEEDS OF CITIZENS AND ATTRACTS A CREATIVE CLASS OF WORKERS, BUSINESSES, RESIDENTS, AND VISITORS**

**Performance Measures:** Success in addressing Objectives and Policies of **GOAL ECP 8** shall be measured utilizing the following performance indicators:

 Implementation of programs to provide workforce housing close to work centers.

### **Objective ECP 8.1 Arts & Culture Amenities**

Maintain and enhance the unique arts and cultural amenities of the City.

#### **Policy ECP 8.1.1**

Collaborate with businesses, business organizations, and the community to sponsor and promote events and festivals that help residents and visitors develop positive associations with the community.

#### **Policy ECP 8.1.2**

Encourage preservation and adaptive reuse of the City's historic building inventory and leverage such efforts in branding and marketing efforts.

[Policy HPE 2.2.3, 3.2.3](#)

[Policy NDC 2.2.3, 3.5.5](#)

#### **Policy ECP 8.1.3**

Promote the cultural and historical importance of the West Atlantic, Southwest, and Northwest neighborhoods, such as the Spady Cultural Heritage Museum, West 5th Avenue, and the West Settlers Historic District.

### **Objective ECP 8.2 Housing**

Maintain and implement programs specifically designed to improve the community's appearance to further encourage the provision of housing options in close proximity to local workplaces.

#### **Policy ECP 8.2.1**

Support the development of intergenerational communities that attract a creative class of workers, businesses, residents and visitors, with a range of housing choices and opportunities for all residents; efficient public transportation systems; safe pedestrian networks; and access to quality

health care and educational facilities; and other quality of life amenities.

[Policy HCE 1.3.4, 1.4.7](#)

#### **Policy ECP 8.2.2**

Encourage the development of additional workforce housing units utilizing the incentives outlined in the workforce housing ordinance.

[Policy HOU 6.2.5](#)

#### **Policy ECP 8.2.3**

Support the creation of a model block program within the West Atlantic, Southwest, and Northwest neighborhoods.

[Policy HOU 3.2.6](#)

#### **Policy ECP 8.2.4**

Diversify affordable housing options by amending the Land Development Regulations to permit the construction of non-conventional single-family residences on non-conforming lots of record located east of Interstate 95. [Complete by 2025]