

# West Atlantic Master Plan (aka Set Transformation Plan)

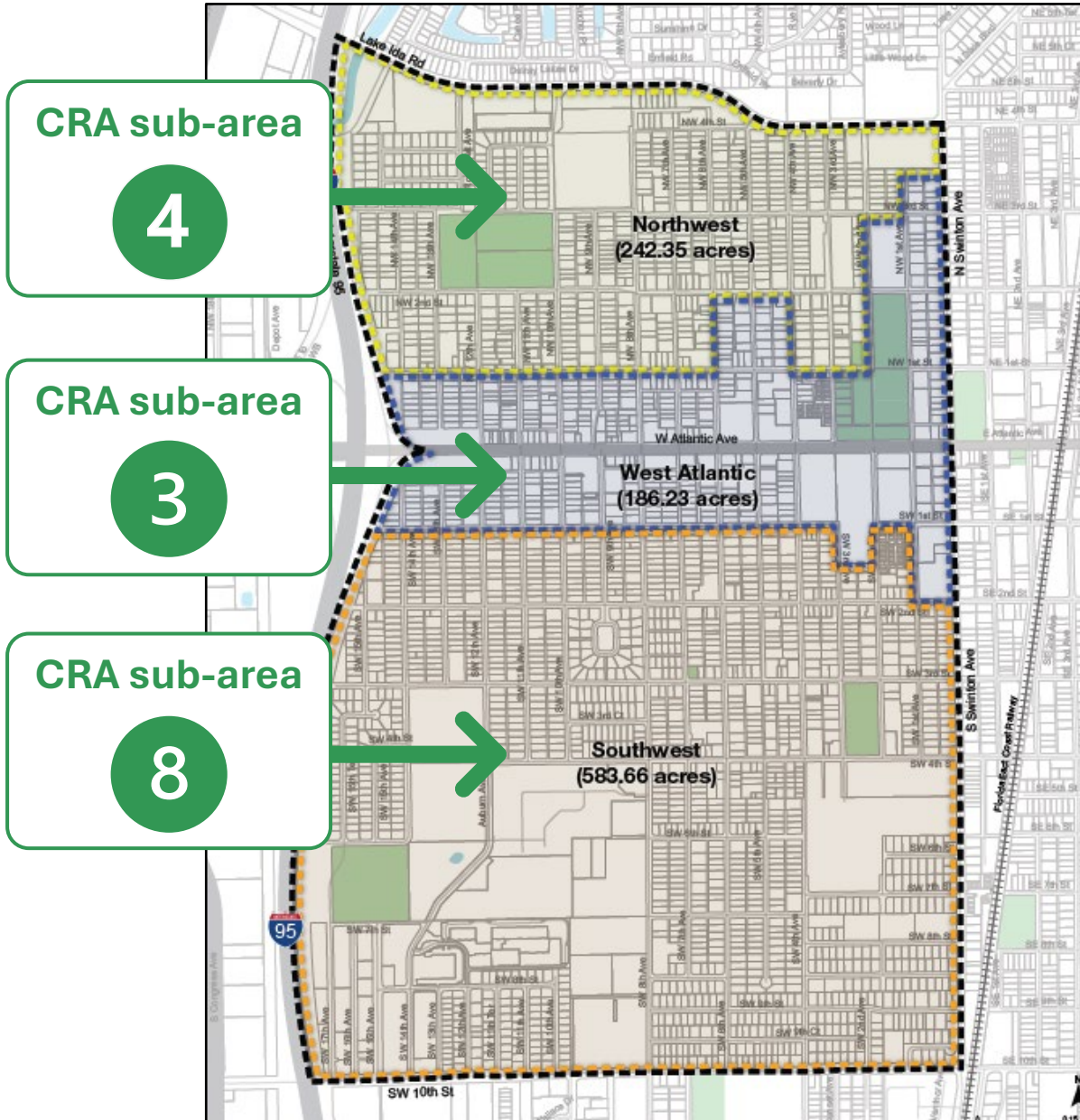
**Plan Update Meeting #1**  
**May 28, 2025**



# The West Atlantic Master Plan

The West Atlantic Master Plan (2020) is a detailed blueprint expressing the community's vision for what the community ultimately desires to become. The important aspect of the planning process is not to have a finished plan but to have and maintain a framework for paths to be followed to ensure the desired change is achieved. Specific milestones are recommended to measure the effectiveness of Plan projects and programs.

*View Current Plan*



# Timeline

2016

December

CRA hired IBI Group, Inc. to prepare to update the West Atlantic Avenue and SW Area Neighborhood Redevelopment Plans and include the NW Neighborhood – consolidating the Plans into one document.

2016-2018

Plan preparation and public outreach, including interviews and workshops.

2018



CRA Board recommended City Commission adopt the Set Transformation Plan (scan QR code for agenda item).

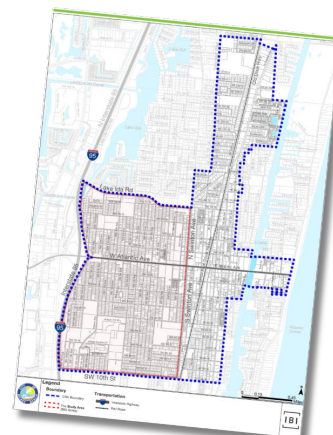
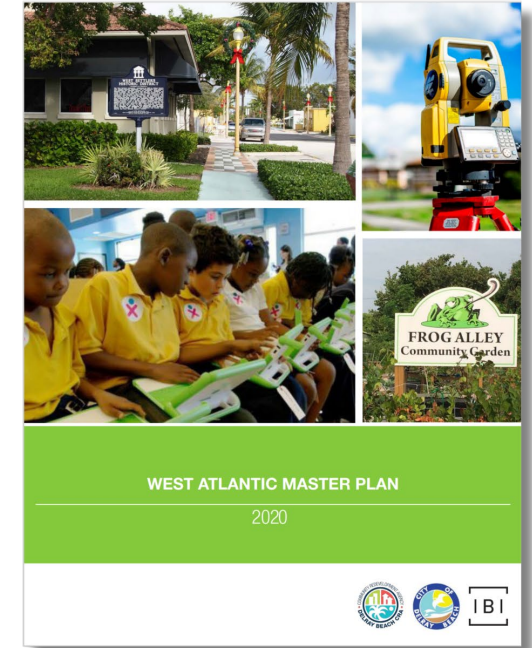
2019-2020

City revised the Draft Set Transformation Plan by removing WARC and “The Set” from the document and change the name to West Atlantic Master Plan.

2020



The City Commission adopted the current **West Atlantic Master Plan (Resolution No. 105-20)** (scan QR code for agenda item).





# Timeline

2023

July  
October  
November

CRA Board discussed in amending the “West Atlantic Master Plan” and change the name of the document to “Set Transformation Plan” (scan QR code for agenda item).





# Timeline

2024

March

CRA hired Business Flare, Inc. to update the demographic and economic data.

2024

May - October

CRA Board discussion about next steps with the plan update.



APPENDIX

B: ECONOMIC & DEMOGRAPHIC  
PROFILE



# Timeline

2025

January - February

CRA staff started preparation for public outreach meetings.



2025

May

CRA hired Inspire Placemaking Collective to draft update



2025

May 28th, 2025

Public Outreach Meeting #1



# Plan Amendment Process Overview

1

**Review updated demographic information and current Implementation Plan**

2

**Meeting #2**

**Guiding Principles:**

1. Community Capacity Building
2. Civic Stewardship
3. Community Wealth Building
4. Healthy Community

3

**Meeting #3**

**Guiding Principles:**

1. Community Capacity Building
5. Placemaking
6. Strategic Investments

4

**Work with Consultant to prepare the Draft to review with the community and present to the CRA Board**

## Things to keep in mind:

- Be involved – this is a community-driven plan.
- This will be the vision for the next 15-20 years.
- Your participation is important.

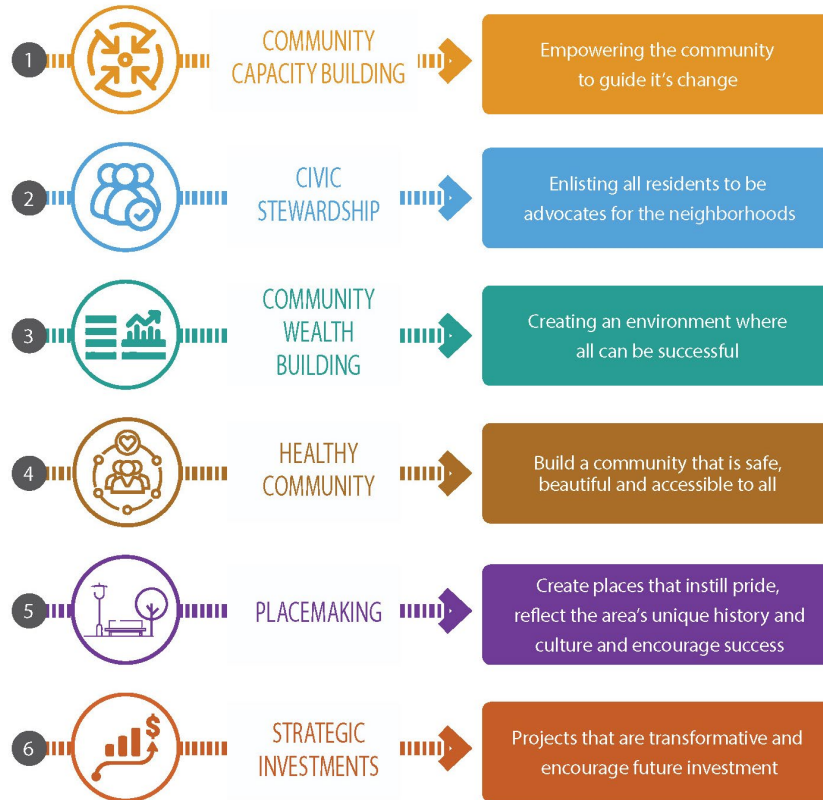
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# Plan Principles

## GUIDING PRINCIPLES



The West Atlantic Master Plan strategies are built around the following six principles. These principles are designed to reinforce each other - building upon success to increase positive outcomes. Strategies to implement projects and change the outcome of area are recommended.

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PLAN**



# Implementation Plan

To successfully transform the West Atlantic area neighborhoods, potential action strategies are suggested to realize the concepts in the plan and should be implemented in as timely and effective a manner as possible.

Potential projects are prioritized by a proposed timeframe of Short-term, Mid-term, and Long-term Action Items with possible funding sources and partners identified.

These strategies will be programmed, adjusted, and augmented over time based upon funding resources and opportunities.

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# Updates to the Data

## 2024 Update to the Set Transformation Plan

- Economic and demographic data throughout
- Appendix B – Full economic and demographic profile
- Changing the name from “West Atlantic Master Plan” back to “The Set Transformation Plan” and from “West Atlantic Neighborhoods” to “The Set”
- **Note:** The data remained the same from the 2018 Draft to the 2020 Adopted WAMP.

## Data and Appendix B – Full Economic and Demographic Profile

### Sources:

- **ESRI 2024** - GIS Software for Mapping and Spatial Analytics
- **Census 2020**
- **Placer AI** - Location intelligence and foot traffic insights
- **CoStar** - Commercial Real Estate Information, Analytics, and News

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WEST ATLANTIC NEIGHBORHOODS TODAY

The West Atlantic neighborhoods are a 993-acre community located in eastern Delray Beach that extends from the west at I-95 east to Swinton Avenue, north Lake Ida Road and south to S.W. 10th Street. The West Atlantic neighborhoods

make up approximately 50% of the 1,961 acre Delray Beach Community Redevelopment Area. Predominate land use is single-family. The West Atlantic Area is a major developing part of downtown Delray Beach.

FACTS: AREA + POPULATION

	12,000	Residents of the West Atlantic neighborhoods
	10,097 RESIDENTS	19% of City's population lives in the area 30% of residents of the area are foreign born
	BLACK MAJORITY	82% Black 13% White 10% Hispanic
	FAST GROWING	19.2% population growth vs. 4.7% for the City
	Workers	76% of workers in the West Atlantic neighborhoods work outside the City
	Workforce	11.6% of the workforce lives in the West Atlantic neighborhoods
	Non-residents	92% of the people working in the West Atlantic neighborhoods are not residents
	Workers	94% of the workers work outside the West Atlantic neighborhoods

Source: US Census Tract, 2015

AUGUST, 2020

2018/2020

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THE SET TODAY

The Set is a 993-acre community located in eastern Delray Beach that extends from the west at I-95 east to Swinton Avenue, north Lake Ida Road and south to S.W. 10th Street. The Set

makes up approximately 50% of the 1,961 acre Delray Beach Community Redevelopment Area. Predominate land use is single-family. The West Atlantic Area is a major developing part of downtown Delray Beach.

FACTS: AREA + POPULATION

	9,448	Residents of The Set
	DIVERSE	14% of City's population lives in the area 28% of residents of the area are foreign born
	BLACK MAJORITY	76% Black 13% White 10% Hispanic
	COST BURDEN	44.6% of households spend more than 30% of income on housing
	Workers	77% of workers in The Set work outside the City
	Workforce	13.8% of the workforce lives in The Set
	Non-residents	90% of the people working in The Set are not residents
	Business	8% of City Businesses are inside The Set

Source: US Census Tract, 2015

2024

Updated Demographics

## SOCIO-ECONOMIC BRIGHT SPOTS

The West Atlantic neighborhoods have an abundance of jobs paying above the median wage. The majority of the City's municipal departments are located within the West Atlantic neighborhoods. The Palm Beach South County's Courthouse is also in the area. There are three public schools within or adjacent to the area. Just south of the West Atlantic neighborhoods are major automobile dealerships and industrial uses. There is a small area of industrial land within the community. The good news is that the West Atlantic neighborhoods have more jobs than workers along with a young workforce.

- » **Young population** – Average age is 34 vs. 44 for the City
- » 67% of residents are **active participants in the workforce**.
- » Majority of businesses in the area are **micro or small businesses** employing 20 employees or less.
- » **60% of jobs within the area pay more than the County median wage** – City, County and School District jobs account for a large percentage of the jobs.
- » The area has a **high number of self-employed workers** – particularly in the Specialty Contractor sector.
- » The West Atlantic neighborhoods have a **54.7% homeownership rate** – close to the City rate.

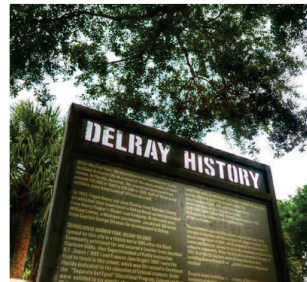
## DIVERSITY

The West Atlantic neighborhoods are the most diverse area of Delray Beach. Descendants of the African diaspora of original settlers still call the area home. There is a large Haitian community particularly in the Southwest neighborhood. Many neighborhood families have multi-generational roots in the community. The diversity of cultures and historic importance give the West Atlantic neighborhoods their own unique essence distinct from many other areas of Delray Beach.

- » The West Atlantic neighborhoods are an intergenerational **history of community activism**.
- » The area is a tight-knit community where **residents know their neighbors**.
- » The **West Atlantic Branding Initiative** recommended celebrating the area's culture and history to attract and retain residents and businesses.
- » **Spady Museum** is the **only Palm Beach County resource for Black history and culture**.



The Spady Cultural Heritage Museum: Celebrating African-American History of Palm Beach County



2018/2020

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highlighted

## SOCIO-ECONOMIC BRIGHT SPOTS

The Set has a large number of jobs paying above the median wage. The majority of the City's municipal departments are located within The Set. **Many of these jobs are in the Public Administration and Professional Services industries.** There are three public schools within or adjacent to the area, and there are major automobile dealerships and industrial uses within the community. The Set has more jobs than workers along with a young workforce, **but there is a need to improve the match between the jobs that are available and the skills of the area's workforce.**

- » **Young population** – Average age is 37.2 vs. 49.8 for the City
- » **55% of residents are active participants in the workforce.**
- » Majority of businesses (89%) in the area are **micro or small businesses** employing 20 employees or less.
- » **Many local jobs within the area pay more than the County median wage** – **Public Administration and Professional Services** account for a large percentage of the jobs.
- » The area has a **high number of self-employed workers** – particularly in the Specialty Contractor sector.
- » The Set has a 43% **homeownership rate** – lower than the City rate of 50%.

## DIVERSITY

The Set is the most diverse area of Delray Beach. Descendants of the African diaspora of original settlers still call the area home. There is a large Haitian community particularly in the Southwest neighborhood. Many neighborhood families have multi-generational roots in the community. The diversity of cultures and historic importance gives The Set their own unique essence distinct from many other areas of Delray Beach.

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The Spady Cultural Heritage Museum: Celebrating African-American History of Palm Beach County



2024

## SOCIO-ECONOMIC CHALLENGES

The rationale for The West Atlantic Master Plan (2020) is revealed in the socio-economic challenges facing a large sector of the population. These challenges prevent residents from building wealth, accessing better jobs and living happy and healthy lives. The Healthier Delray Beach's Community Health Needs Assessment Report (Oct. 2015) and the City's Department of Children, Youth and Families White Paper (2016) noted that the City's vulnerable area of concentrated poverty and low education attainment was primarily located in The West Atlantic neighborhoods.

- » **52% of families are housing cost-burdened** - paying more than 30% for housing costs.
- » **18% unemployment rate** vs. 9% in the City.
- » **High School graduation rate** is 24% lower than the City.
- » **College degree attainment rate** is 77% lower than the City.
- » **Median household income** is 41.2% compared to the City - \$29,405.
- » **Workers in the area earn 67% of workers** citywide for the same job.
- » **38% of residents have no health insurance** coverage.
- » **92% of jobs within The West Atlantic neighborhoods are held by workers from outside the area.**
- » **Majority of workers leave the West Atlantic neighborhoods to work.**



Vacant land parcels and blighted houses

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AUGUST, 2020

EXECUTIVE SUMMARY 7

2018/2020

Changes  
highlighted

## SOCIO-ECONOMIC CHALLENGES

The rationale for The Set Transformation Plan (2024) is revealed in the socio-economic challenges facing a large sector of the population. These challenges prevent residents from building wealth, accessing better jobs and living happy and healthy lives. The Healthier Delray Beach's Community Health Needs Assessment Report (Oct. 2015) and the City's Department of Children, Youth and Families White Paper (2016) noted that the City's vulnerable area of concentrated poverty and low education attainment was primarily located in The Set.

- » **44.3% of families are housing cost-burdened** - paying more than 30% for housing costs.
- » **6% unemployment rate** vs. 4% in the City.
- » **High School graduation rate** is 25% lower than the City.
- » **College degree attainment rate** is 60% lower than the City.
- » **Median household income** is 33.4% compared to the City - \$55,472 compared to \$74,010.
- » **Workers in the area earn 67% of workers** citywide for the same job.
- » **20.4% of residents have no health insurance** coverage.
- » **77% of jobs within The Set are held by workers from outside the area.**
- » **The majority of workers leave The Set to work.**

Source: U.S. Census Bureau  
Additional data in Appendix



Vacant land parcels and blighted houses



EXECUTIVE SUMMARY 7

2024



## 06 DEVELOPMENT OPPORTUNITIES/INCENTIVES

- CRA redevelopment parcels along W. Atlantic Avenue
- Large inventory of vacant single-family lots
- Additional density permitted
- within West Atlantic Avenue Overlay, Southwest Family/ Workforce Housing Overlay.
- Significant CRA financial incentives
- CRA public/private partnerships



CRA owned parcels along W. Atlantic Avenue

## THE WEST ATLANTIC NEIGHBORHOODS' CHALLENGES

For the most part, challenges facing the neighborhoods are unique to the area and are not nearly as prevalent in Delray Beach at large. These include:

- » Severe lack of decent affordable housing options – 52% of families pay more than 30% of income for housing
- » Low educational attainment
- » Low median household income
- » No local college or university to provide technical training
- » Mismatch between area jobs and local workers skill sets
- » 9.6 acres of small-scale scattered vacant lots
- » Lack of multi-modal connectivity between north/south and east/west
- » Lack of attractions and tourist destinations on West Atlantic Avenue
- » Incomplete sidewalk network

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## Changes highlighted

## 05 DEVELOPMENT OPPORTUNITIES/INCENTIVES

- CRA redevelopment parcels along W. Atlantic Avenue
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- Additional density permitted within West Atlantic Avenue Overlay, Southwest Family/ Workforce Housing Overlay.
- Significant CRA financial incentives
- CRA public/private partnerships



CRA owned parcels along W. Atlantic Avenue

## THE SET'S CHALLENGES

For the most part, challenges facing the neighborhoods are unique to the area and are not nearly as prevalent in Delray Beach at large. These include:

- » Severe lack of decent affordable housing options - **44.3% of families** pay more than 30% of income for housing.
- » Low educational attainment, **only 11.4% have a college degree** and **only 3.3% have an advanced degree**, compared to **28.2% and 16.1% for the City**.
- » Low median household income, \$55,471 compared to **\$74,010 citywide**.
- » No local college or university to provide technical training.
- » Mismatch between area jobs and local workers skill sets
- » **17.65 acres** of small-scale scattered vacant lots (less than 0.15 acres).
- » Lack of multi-modal connectivity between north/south and east/west.
- » Lack of attractions and tourist destinations on West Atlantic Avenue.
- » Incomplete sidewalk network.

Sources: U. S. Census Bureau, BusinessFlare, Lightcast Additional data in Appendix

## 2.2. Socio-Economic Profile

To gain an understanding of where residents of the West Atlantic neighborhoods stand in terms of income, health, education and equity, the planning team utilized data from Healthier Delray Executive Summary (2015), Department of Children, Youth and Families White Paper (2016), City of Delray Beach Housing Assessment (2017), Neilson data generated for the area (2017) and American Community Survey 5-Year Estimates (2011-2015). Full reports are included in the Appendix of The Plan.

Overall the West Atlantic neighborhoods fall short of the City and County relative to most socio-economic indicators. During the public engagement process, most resident's comments related to socio-economic issues reinforcing the data collected by the planning team. At a fundamental level, residents know that they have not kept pace in terms of opportunities for better jobs or education. Central to The West Atlantic Master Plan is developing a community-driven process that provides the tools for residents to improve their lives.



### POPULATION

The West Atlantic neighborhoods are a major community within the City. With a population of 12,033 in 2015, **The West Atlantic area accounts for almost 19% of the total population of the City.** Population growth of the area has dramatically outstripped the City and County. **Total population of the West Atlantic neighborhoods has grown 19.2%** from 2010-2015, compared to 6.1% and only 4.7% for the County and City.

Seventy percent of the population in the area is made up of family households, far greater than the City or County. **Family households increased by 9.3% in the area** only 2.4% for the County, and shrank by 1.4% for the City. Comparatively, families are larger – 3.44 persons. Between 2010 and 2015 **population of children aged 5-9 years old increased 29%.** Overall population average age is 34 years old. Senior population - aged 65 – 85+ accounts for 11% of residents.

Racially the West Atlantic neighborhoods are 82% Black, 10% Hispanic and 13% White. The Haitian diaspora accounts for a large percentage of foreign born residents – 30%. A high percentage of residents is linguistically isolated – 13.48% do not speak English.



### HOUSING

**Development pressure** exerted by the success of eastern Delray Beach has caused the median home prices in the West Atlantic area to rise significantly faster than the County and City from. Between 2000 – 2015 census tract 67 experienced a **31% increase in housing prices.** However the overall median home price - \$156,599 is significantly lower compared to the City or County.

Housing costs across Palm Beach County continue to rise affecting moderate to low-income households to a greater degree. Households within the area are paying more than 30% of annual income for housing costs is significantly higher relative to the City and County – 10% - 12%. 68% of renters in the West Atlantic neighborhoods are housing cost burdened compared to 41% of homeowners.

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## Changes highlighted

## 2.2. Socio-Economic Profile

To gain an understanding of where residents of The Set stand in terms of income, health, education and equity, the planning team utilized data from **City of Delray Beach Housing Assessment (2017), ESRI data generated for the area (2023) and American Community Survey 5-Year Estimates (2017-2022).** Full data tables are included in the Appendix of The Plan.

Overall, The Set falls short of the City and County relative to most socio-economic indicators. During the public engagement process, most resident's comments related to socio-economic issues reinforcing the data collected by the planning team. At a fundamental level, residents know that they have not kept pace in terms of opportunities for better jobs or education. Central to The West Atlantic Master Plan is developing a community-driven process that provides the tools for residents to improve their lives.



### POPULATION

The Set is a major community within the City. With a **population of 9,448 in 2023, The West Atlantic area accounts for 14% of the total population of the City.** **The area has a higher number of family households compared to the entire City; 74% of the area's 2,947 households are family households, and comprise 25% of the entire city's family households, with just 14% of the City's population.**

Comparatively, families are larger - **3.55 persons.** Between **2010 and 2020 population of children aged 5-9 years old increased 19.5%.** Overall population median age is **37.2** years old. The Senior population - **aged 65 and over accounts for 24% of residents.**

Racially, The Set is **85% Black,** 10% Hispanic and 13% White. The Haitian diaspora accounts for a large percentage of foreign born residents - 30%. A **high percentage of residents is linguistically isolated - 11.8%** do not speak English.

Source: U. S. Census Bureau. Additional population data is available in the Appendix.

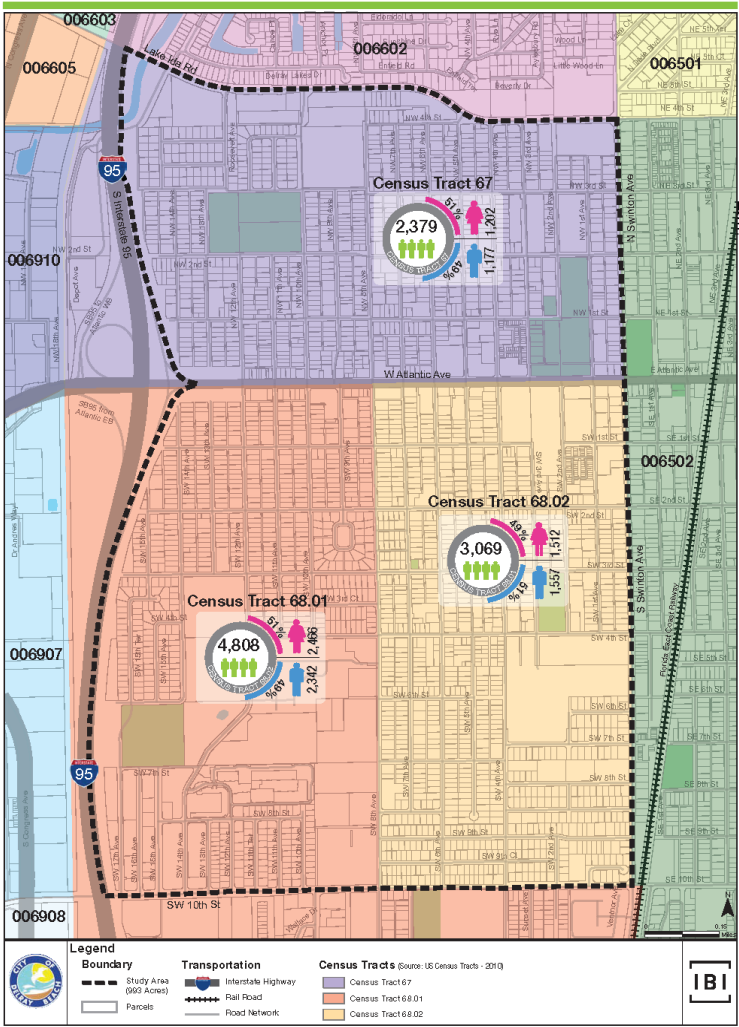


### HOUSING

**Development pressure** exerted by the success of eastern Delray Beach has caused the median home prices in the West Atlantic area to rise significantly faster than the County and City. Between 2019 and 2023, **The Set experienced a 115% increase in housing prices.** **While lower than the City' median home price, the West Atlantic area's current (2024) median home sale price - \$503,625 is unaffordable to the area's population today.**

Housing costs across Palm Beach County continue to rise affecting moderate to low-income households to a greater degree. Households within the area are paying more than 30% of annual income for housing costs is significantly higher relative to the City and County. **72% of renters in the West Atlantic neighborhoods are housing cost burdened compared to 36% of homeowners.**

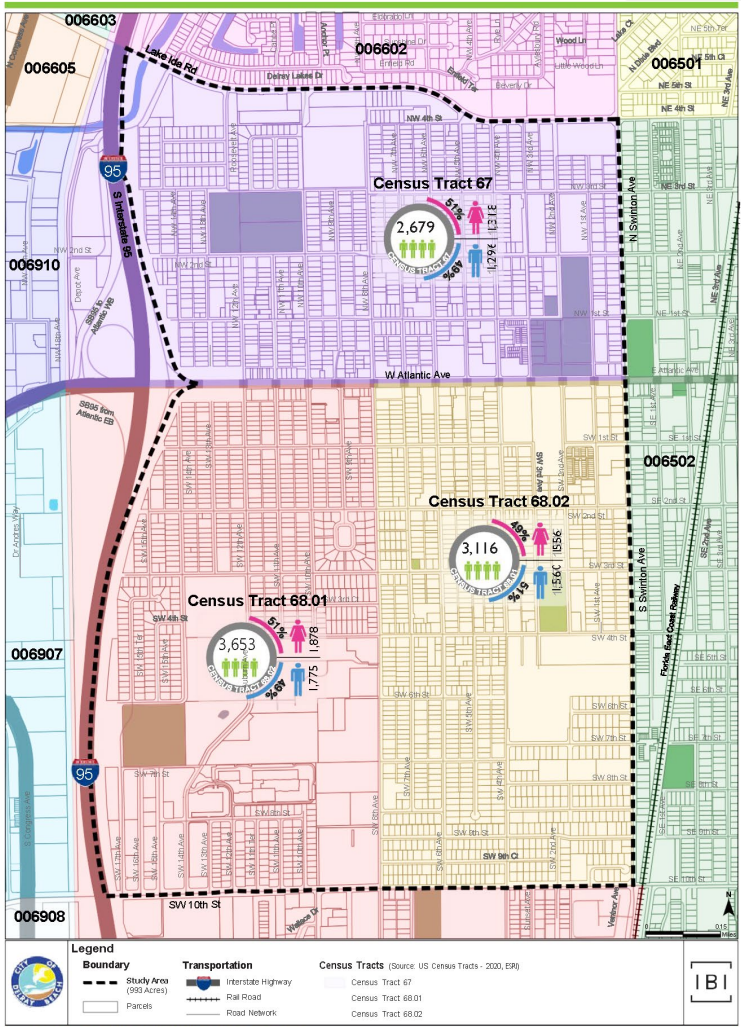
Source: Beaches Multiple Listing Service. Additional real estate data is available in the appendix.



MAP 2: CENSUS TRACTS IN THE WEST ATLANTIC NEIGHBORHOODS

2018/2020

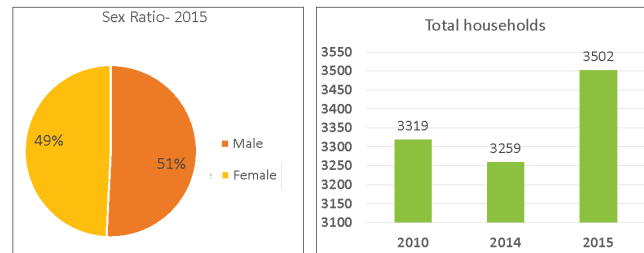
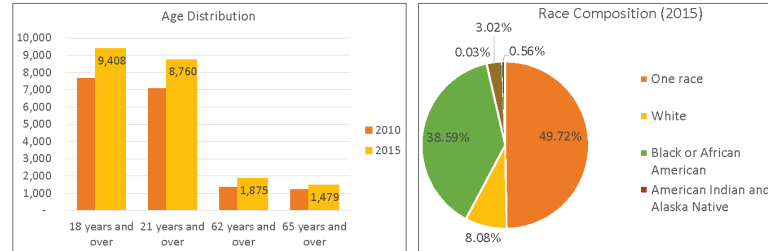
Updated map



MAP 2: CENSUS TRACTS IN THE SET

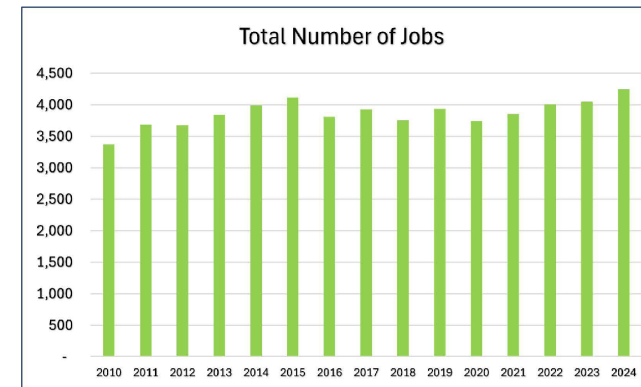
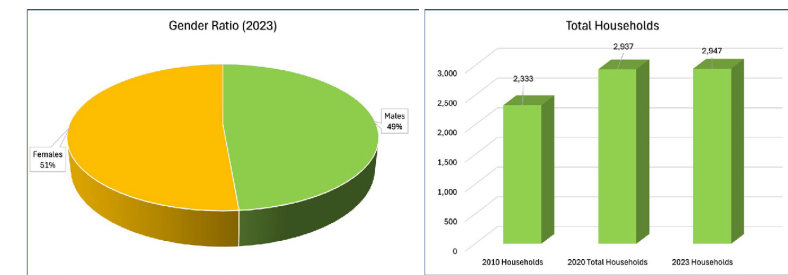
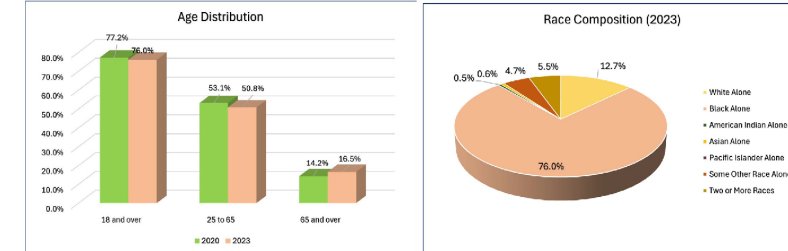
2024

# WEST ATLANTIC AREA SOCIO-ECONOMIC PROFILE



2018/2020

# WEST ATLANTIC AREA SOCIO-ECONOMIC PROFILE



2024

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## INCOME

Compared to the City and County, West Atlantic neighborhoods have a much higher poverty rate. **Sixty-three percent of residents' income falls at or below 200% of the Federal poverty line – \$24,600 for a family of four.** Almost 5% of households receive some form of public assistance – significantly more than the City or County. Almost half of the population of the West Atlantic neighborhoods qualifies for Medicaid – 47.7%. A large percentage of residents have no health insurance – 38%.



## EMPLOYMENT

The majority of residents work – 67%. However, workers of **the West Atlantic neighborhoods earn 33% less than City** and County workers for the same jobs. **Earnings for residents** at all levels of educational attainment **are lower than workers in the rest of the City and County.** Working residents make up 11.6% of the City's workforce but unemployment in the area is significantly higher than for the City or County – 18-20% across all census tracts.

There are 682 businesses in the West Atlantic neighborhoods vs. the City at 7,213. Sales in the City total \$9.6B vs. \$968M in the West Atlantic area. Businesses in the area account for 10% of the City's sales. Small and microbusinesses, employing less than 20 people, make up 92% of the businesses in the West Atlantic neighborhoods.

Ninety-four percent of workers work outside of the area. Ninety-two percent of workers, working inside the West Atlantic neighborhoods come from outside the area. **Only 6% of workers work within the area.**

Almost 60% of jobs in the following sectors located in the West Atlantic neighborhoods pay above the County's median annual wage:

- Executive, Legislative, and Other General Government Support
- Justice, Public Order, and Safety Activities
- Educational Services
- Professional, Scientific, and Technical Services
- Nursing and Residential Care Facilities
- Real Estate
- Administration of Environmental Quality Programs
- Ambulatory Health Care Services
- Merchant Wholesalers, Durable Goods

The West Atlantic neighborhoods numbers of home-based businesses – 2.3% less than the City at 7.3%. Delray Beach has a high number of home based employment compared to the national rate of 4.6%. However, there is a cluster of specialty contractors in the area employing 534 people.

2018/2020

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## INCOME

Compared to the City and County, The Set has a much higher poverty rate. **Fifteen percent of residents' income falls at or below 200% of the Federal poverty line – \$30,000 for a family of four.** Almost 5% of households receive some form of public assistance - significantly more than the City or County. Almost half of the population in The Set qualifies for Medicaid - 42.4%. A significant percentage of residents have no health insurance - 20%.



## EMPLOYMENT

The majority of residents are in the workforce - **54.8%**. However, workers of **The Set earn less than City** and County workers for similar jobs. **Earnings for residents** at most levels of educational attainment **are lower than workers in the rest of the City and County.** Working residents make up **13.8%** of the City's workforce but unemployment in the area is higher than for the City or County - **6% compared to 4%** citywide.

There are **482 businesses** in The Set vs. the City at **5,951**. **Purchasing power in the West Atlantic area is a small share of citywide purchasing power, only \$137 million compared to \$2 billion citywide.** Businesses in the area account for approximately 10% of the City's sales. Small and microbusinesses, employing less than 20 people, make up **89% of the businesses** in The Set.

**Seventy-seven percent of workers** work outside of the area. **The majority of the workers** that work inside The Set come from outside the area.

**Many of the local jobs** in the following sectors located in The Set pay above the County's median annual wage:

- Finance and Insurance
- Wholesale Trade
- Information
- Professional Services
- Manufacturing
- Public Administration
- Real Estate
- Construction
- Health Care

2024

Changes highlighted



## EDUCATION

Earnings for residents at all levels of educational attainment are lower than workers in the rest of the City and County. **Only 8% of residents in the West Atlantic neighborhoods have attained a four-year college degree** compared to 34.6% for the City and 33.6% for Palm Beach County. Sixty-five percent of residents have graduated high school or have some higher education vs. the City at 86%.

Public schools serving students from the West Atlantic neighborhoods are Spady Elementary, Village Academy (Pre-K -12th), Pine Grove Elementary, Carver Middle School and Atlantic High School. Atlantic High and Spady Elementary received a B grading in 2017. Village Academy, Pine Grove and Carver all received a C grade in 2017.

## ANALYSIS

Analysis of the socio-economic data reveals that there are more jobs in the West Atlantic area than workers. The majority of the jobs pay better than average wages. The Inflow/Outflow data shows that non-residents are filling the jobs within the West Atlantic neighborhoods while most workers from the area leave the neighborhood to work. This may be attributed to a skill gap between jobs in the West Atlantic neighborhoods and workers skill sets.

The cluster of specialty trade contractors presents an opportunity to build on this sector. Helping this sector grow by adopting new policies and funding programs will result in new job opportunities for local residents. By utilizing these contractors in municipal work and housing projects will return dollars to the local economy.

**On average, three times the money spent with local vendors' returns to the local community. Improving the local economy directly benefits resident's wallets.**

To build on the existing jobs and industry clusters requires understanding local businesses job skill needs and determining local workers skill gaps. Data collected will drive the type of training programs fitting business and resident's needs.

Preparing area students and workers for the digitized work world is a real need in the West Atlantic neighborhoods. Whether students decide to go to college or into a trade, a working knowledge of technology is a must. The basics of word processing, spreadsheets, and presentations are all necessary in most work places.

The low level of educational attainment within the area, along with areas schools low performance grades and adding high poverty rates points to an environment where educational success may not be perceived as feasible or important. Research from the Brookings Institute notes that traditionally underserved students – including students in poverty, English learners, Hispanics, and African-American students – are less likely to hold a growth mindset. A growth mindset means students feel that they are capable of learning complex concepts. Improving the growth mindset is a multi-generational task involving parents, grandparents, teachers and community residents of the West Atlantic neighborhoods reinforcing that their children live in a place Where They Can.

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## Changes highlighted



## EDUCATION

Earnings for residents at all levels of educational attainment are lower than workers in the rest of the City and County. **Only 14.7% of residents in The Set have attained a four-year college degree** compared to 44.3% for the City and 41.3% for Palm Beach County. **Forty-eight percent of residents have graduated high school or have some higher education vs. the City at 65%.**

Public schools serving students in The Set are Spady Elementary, Village Academy (Pre-K -12th), Pine Grove Elementary, Carver Middle School and Atlantic High School. **Village Academy and Carver both received a C grade in 2022, while Atlantic High School, Spady, and Pine Grove improved to a B in 2022 from a C in 2019.**

## ANALYSIS

Analysis of the socio-economic data reveals that there are more jobs in the West Atlantic area than workers. The majority of the jobs pay better than average wages. The Inflow/Outflow data shows that non-residents are filling the jobs within The Set while most workers from the area leave the neighborhood to work. This may be attributed to a skill gap between jobs in The Set and workers skill sets.

The cluster of specialty trade contractors presents an opportunity to build on this sector. Helping this sector grow by adopting new policies and funding programs will result in new job opportunities for local residents. By utilizing these contractors in municipal work and housing projects will return dollars to the local economy.

**On average, three times the money spent with local vendors' returns to the local community. Improving the local economy directly benefits resident's wallets.**

To build on the existing jobs and industry clusters requires understanding local businesses job skill needs and determining local workers skill gaps. Data collected will drive the type of training programs fitting business and resident's needs.

Preparing area students and workers for the digitized work world is a real need in The Set. Whether students decide to go to college or into a trade, a working knowledge of technology is a must. The basics of word processing, spreadsheets, and presentations are all necessary in most work places.

The low level of educational attainment within the area, along with areas schools low performance grades and adding high poverty rates points to an environment where educational success may not be perceived as feasible or important. Research from the Brookings Institute notes that traditionally underserved students - including students in poverty, English learners, Hispanics, and African-American students - are less likely to hold a growth mindset. A growth mindset means students feel that they are capable of learning complex concepts. Improving the growth mindset is a multi-generational task involving parents, grandparents, teachers and community residents of The Set reinforcing that their children live in a place Where They Can.

2.6. Planning & Regulatory Context

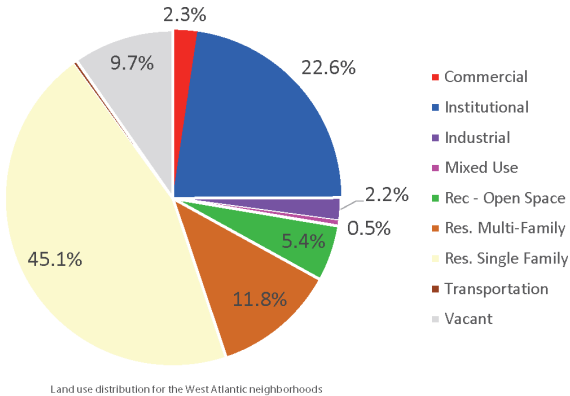
The following section presents the current planning and regulatory policies and documents that will impact the future development patterns within the West Atlantic neighborhoods.

2.6.1. LAND USE

Most of West Atlantic neighborhoods were platted in the 1920's as small residential lots. As reflected in the Existing Land Use Map, the predominant land use within the area is low-density residential permitting 1 to 5 units to the acre -43%. Higher residential density is permitted within two areas of the Southwest neighborhood under the medium-density land use category; the Southwest Neighborhood District Overlay and the Carver Estates Overlay. These overlay districts were created under the City's Code of Ordinances, Article 4.7 Family/Workforce Housing that permits density of up to 18-24 units with the inclusion of affordable housing units.

Of the 993 acres of the West Atlantic neighborhoods, Commercial land use makes up only 2.3% and Industrial land use 2.2% of land. The bulk of resident feedback during the planning process was that the area needed more and better paying jobs. The limited amount of traditional job creating land uses limits the ability to create additional employment opportunity.

The majority of the City's municipal uses are located within the West Atlantic area, reflecting that 6.9% of the land use is designated Government and 10.5% is Institutional. These areas include schools, City fire, police and utility departments.



Land use distribution for the West Atlantic neighborhoods

VIEW CURRENT PLAN



2018/2020

Changes highlighted

2.6. Planning & Regulatory Context

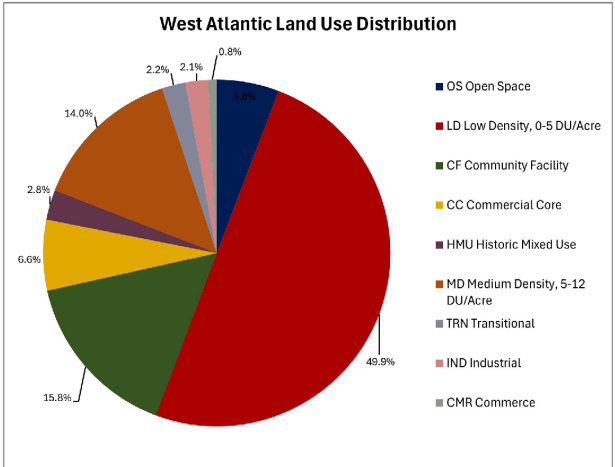
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Of the 993 acres of The Set, Commercial land use makes up only 6.6% and Industrial land use 2.1% of land. The bulk of resident feedback during the planning process was that the area needed more and better paying jobs. The limited amount of traditional job creating land uses limits the ability to create additional employment opportunity.

The majority of the City's municipal uses are located within the West Atlantic area, reflecting that 15.8% is designated community facility. These areas include schools, City fire, police and utility departments.

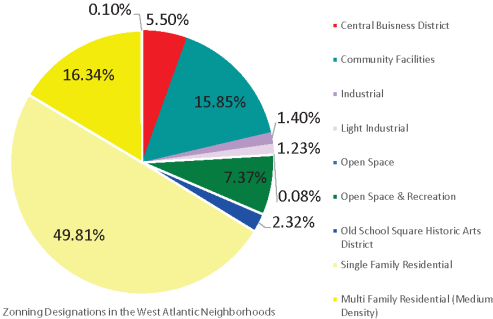


Source: City of Delray Beach Comprehensive Plan

2024

2.6.2. ZONING

Reflecting the Existing Land Use Map, the majority of the West Atlantic neighborhoods are zoned R-1-A – Single Family Residential. The Zoning Map follows the Land Use map showing the numerous parks designated as Open Space or Open Space Recreation. Also, shown on the map are the numerous municipal uses designated as Community Facilities.



Zoning Overlay Districts

The West Atlantic Avenue corridor is designated Central Business District with an overlay district applied to it - **West Atlantic Neighborhood Sub-District** - which extends north and south of Atlantic Avenue generally to NW and SW 1st Streets. The intent of this sub-district is to provide for development that is consistent with the adopted West Atlantic Avenue Redevelopment Plan and the Downtown Delray Beach Master Plan. Emphasis is on the preservation and enhancement of existing neighborhoods, while promoting a pedestrian friendly neighborhood serving commercial area along West Atlantic Avenue that contains a mix of residential, commercial and civic functions. Businesses oriented toward serving the local neighborhood, as opposed to a regional area, are encouraged.

Within this overlay district, at least 50% of the building frontage of the sidewalk level story is required to be utilized for general retail with a minimum depth of 20 feet. At the time of this plan, the **only development built pursuant to the West Atlantic Neighborhood Sub-District is the Atlantic Grove mixed-use project.**

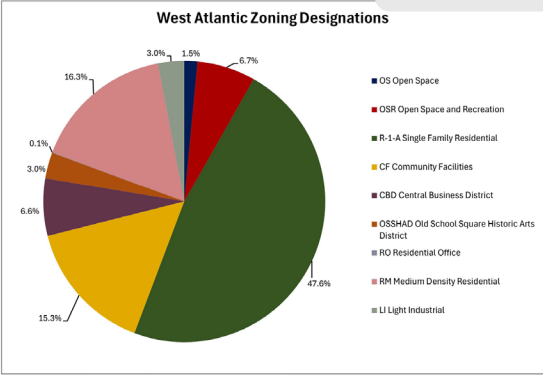
Commercial structures are allowed on W. Atlantic, NW 5th and SW 5th Avenues, and may extend up to 150 feet deep from the property line. Accessory uses such as parking areas, landscaping, and drainage retention areas may extend beyond the 150 foot limit. Full service grocery stores may extend beyond the 150 foot limit with approval of the City's Site Plan Review and Appearance Board of a site plan that ensures a compatible transition between the project and residential areas. Proposed projects that extend deeper than the 150 foot limit are subject to conditional use review.

Two additional overlay districts have been applied to the area both developed to **encourage the development of workforce housing – Carver Estates and Southwest Neighborhood Overlay Districts.** The overlay districts allow for increase in density for the provision of workforce housing units. Density increase is dependent upon the type of housing created –reflected in the table below. The multi-family rental developments of Village at Delray and Village Square are located in the Carver Overlay District. The Southwest Neighborhood Overlay District has not resulted in new housing units.

2018/2020

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2024

Updated Chart

VIEW CURRENT PLAN





2.6.5. LAND OWNERSHIP

As reflected in the Land Ownership map, the CRA is the largest land owner within the West Atlantic neighborhoods – 50.2% followed by the City – 45.3%. The goal of the CRA is to utilize their land assemblages for redevelopment projects consistent with adopted CRA plans. The amount of publicly held property offers opportunity as some of these uses may be relocated or occupy a smaller footprint due to technological changes.

2.6.6. LARGE BLOCKS

There are a number of large blocks within the West Atlantic area - predominately in the Southwest neighborhood. Large blocks interrupt the traditional street grid of a neighborhood. By aggregating blocks to develop a major private or institutional use, a community's traffic, walking and cycling patterns are interrupted. The area's traditional street grid has been changed to accommodate these large scale sites. Most of the large blocks contain public uses as demonstrated below:

Use	Acres	Streets/Avenues Disconnected
Cemetery	28	SW 7th Street
Public Utilities	18.7	SW 6th Street
Drug Abuse PBC	6.6	SW 2nd Avenue
Courthouse	6.5	SW 1st Street
Village Academy/ Full Service Center	28	SW 4th/6th Streets
Tennis Center	8.5	NW 2nd Avenue
Spady Elem.	12.3	NW 4th Street
Village at Delray	19.2	SW 12th Avenue & SW 6th Street
Village Square	11.4	SW 11th Avenue & SW 12th Avenue

The Southwest Neighborhood Plan recommended the creation of a series of pathways and greenways through and around the largest blocks within the neighborhood - Village Center Community Campus, Catherine Strong/ Boys and Girls Club and the Delray Beach Memorial Gardens. These pathways still remain to be implemented.

Key Findings

- The City and CRA are the major property owners within the West Atlantic neighborhoods.
- The majority of the City's municipal functions are located in the West Atlantic area.
- Other municipal uses located in the area – South Palm Beach County Courthouse and the South County Drug Abuse Foundation
- These large public use sites have disrupted the traditional street grid of the community.
- The unintended consequence of clustering municipal functions along W. Atlantic Avenue is the creation of a pedestrian "dead zone" particularly in the evening.
- The large amount of vacant land presents a major opportunity to provide new housing opportunities.
- The retail minimum depth of 20' requirement in the West Atlantic Neighborhood Overlay could have the unintended consequence of developers building retail that is not financially viable just to get plan approvals.
- The 150' building depth limit of the West Atlantic Neighborhood Overlay – without going through the conditional Approval process - may not be financially feasible for mixed-use development.
- Work remains to implement projects recommended in the Southwest Area Neighborhood Plan.



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## Chapter 5

# IMPLEMENTATION PLAN

**Review of  
Implementation Plan  
(Pg. 163-172)**

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# Community Capacity Building

WEST ATLANTIC MASTER PLAN (2020)

## 5.1. West Atlantic Master Plan Action Program

### 1 COMMUNITY CAPACITY BUILDING PROPOSED STRATEGIES

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

Project	Suggested Responsible Party/s	Description	Funding Source
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
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
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
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)

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)

Project	Suggested Responsible Party/s	Description	Funding Source

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# Civic Stewardship

WEST ATLANTIC MASTER PLAN (2020)

2 CIVIC STEWARDSHIP PROPOSED STRATEGIES			
Proposed Short-Term Action Items (0-3 years)			
Project	Suggested Responsible Party/s	Description	Funding Source
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
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
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
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
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
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
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
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





# Community Wealth Building

WEST ATLANTIC MASTER PLAN (2020)

## 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 scenarios 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)

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

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PLAN



# Community Wealth Building

WEST ATLANTIC MASTER PLAN (2020)

## B Higher Education Attainment

### Proposed Mid-Term Action Items (5-10 years)

Project	Suggested Responsible Party/s	Description	Funding Source
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
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
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
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

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PLAN



# Community Wealth Building

WEST ATLANTIC MASTER PLAN (2020)

D Financial literacy			
Proposed Short-Term Action Items (0-3 years)			
Project	Suggested Responsible Party/s	Description	Funding Source
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
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
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)			
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

VIEW CURRENT  
PLAN



# Community Wealth Building

WEST ATLANTIC MASTER PLAN (2020)

E Housing			
Proposed Short-Term Action Items (0-3 years)			
Project	Suggested Responsible Party/s	Description	Funding Source
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
Single-Family Vacant Lot Acquisition	CRA/Community Stakeholders	Continue to acquire vacant lots for development of single-family homes	CRA
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
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
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, 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 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

VIEW CURRENT  
PLAN





# Healthy Community

WEST ATLANTIC MASTER PLAN (2020)

## 4 HEALTHY COMMUNITY PROPOSED STRATEGIES

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

Project	Suggested Responsible Party/s	Description	Funding Source
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
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
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
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)

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
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

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PLAN



# Placemaking

WEST ATLANTIC MASTER PLAN (2020)

## 5 PLACEMAKING PROPOSED STRATEGIES

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

Project	Suggested Responsible Party/s	Description	Funding Source
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
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
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)

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
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
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
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

VIEW CURRENT PLAN



# Conclusion



**Initial  
thoughts?**



**What are your  
main concerns?**



**Stay involved!**

# Next Steps

## Meeting #2:

### Guiding Principles:

1. Community Capacity Building
2. Civic Stewardship
3. Community Wealth Building
4. Healthy Community

## Notebook:

Please make notes in your Notebook and bring it back to future meetings to share your thoughts with the group.

## Meeting #3:

### Guiding Principles:

1. Community Capacity Building
5. Placemaking
6. Strategic Investments

## CRA Socials:

### June 5th, 5-7pm:

Arts Warehouse  
313 NE 3<sup>rd</sup> Street  
Parking at 362 NE 3<sup>rd</sup> Avenue

*Thank  
you!*

