DELRAY BEACH FL — CONGRESS AVENUE

PHASE 3 DELIVERABLE

DELRAY BEACH CONGRESS AVENUE STRATEGIES

PREPARED FOR DELRAY BEACH, FLORIDA
MAY 22, 2023

STREETSENSE CBRE

ACKNOWLEDGEMENTS

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Full Diagnostic

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DELRAY BEACH, FL ——— CONGRESS AVENUE

01
INTRODUCTION

INTRODUCTION

PURPOSE

Washington D.C.-based Streetsense and CBRE (the Consultants) were engaged in late 2022 to provide market-informed development and retail strategy recommendations for the Congress Avenue corridor, with the goal of balancing commercial and housing growth. Due to the highly speculative housing market, development pressure for full residential development along the corridor is increasing putting some commercial property at risk of conversion with impacts on the City's tax base. The strategies presented herein aim to balance adopted policy with market reality and the corridor's existing strengths. Strategies will also inform future resource allocation, policy and programming decisions, and critical next steps for the City to take toward achieving a balanced future for the corridor.

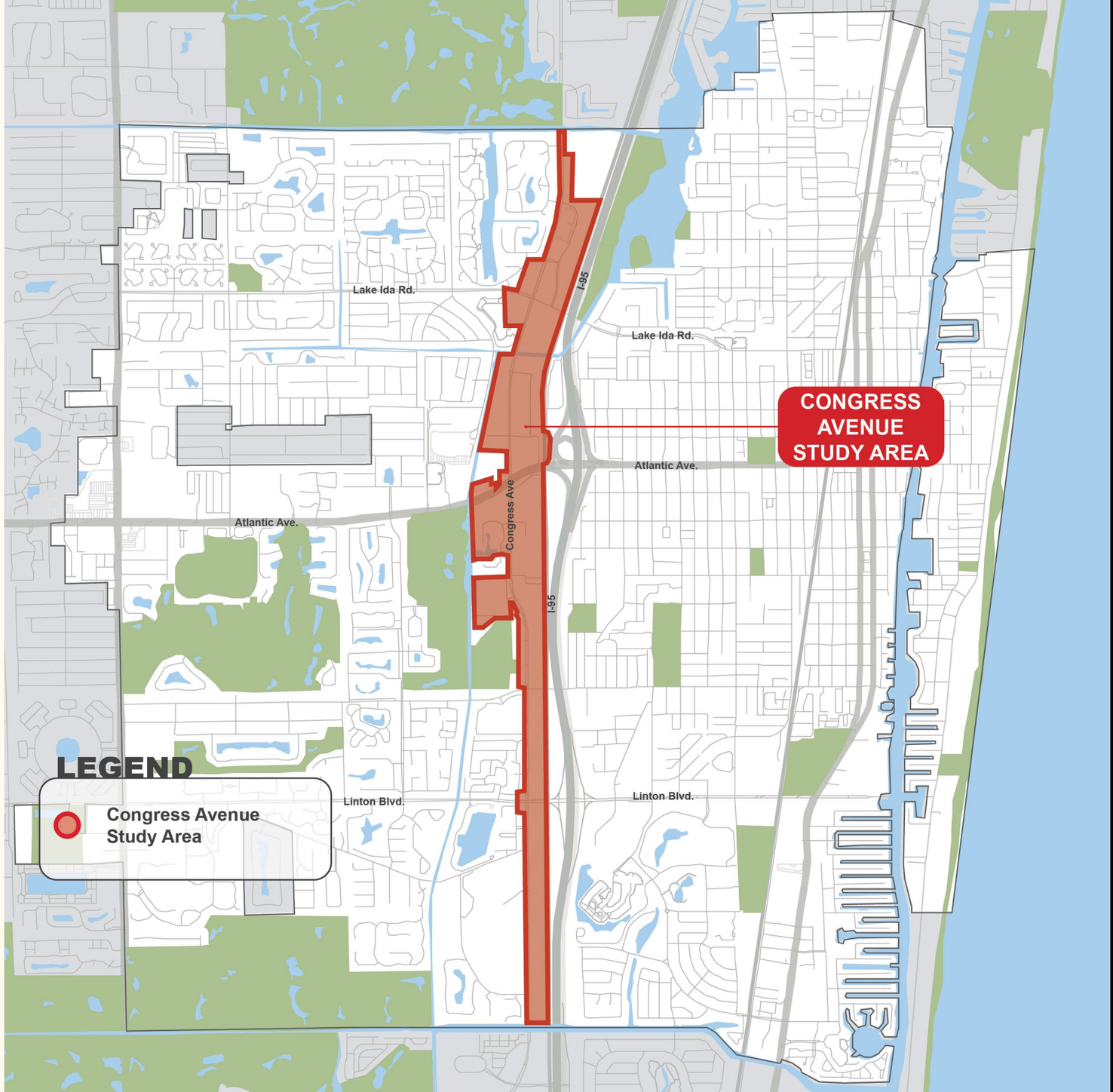
STUDY AREA

The study area focuses on the four-mile Co
ngress Avenue corridor located west of I-95 from the northern city border with Boynton Beach to the southern border with Boca Raton.

PROCESS

The Strategies were informed by a multi-phased process with robust stakeholder engagement, starting with a site visit and one-on-one interviews with City Commissioners, property and business owners, and City and County Staff. Within this initial phase, the Consultant performed background research and gained an understanding of the adopted vision and policies assigned to the corridor. This was followed by a diagnostic consisting of the following: 1) a retail market assessment of regional/local competition and supply/demand, 2) a regulatory assessment of existing policy and zoning requirements, and 3) a physical assessment of streets, streetscapes, multi-modal infrastructure, and surrounding properties.

The Consultant regularly met with City Staff, including those from the Office of Economic Development and the Development Services Department, throughout the seven-month process, and engaged the Planning Board as well as a 25-member Focus Group comprising of area property and business owners, representation from the Planning Board, the Delray Beach Chamber of Commerce, and the County and the Planning Board to ground truth findings and ultimately shape the final guiding principals and strategies.



"We need to preserve the commercial space and grow the traded sectors present along the corridor."

– Area Stakeholder

Source: Streetsense

02

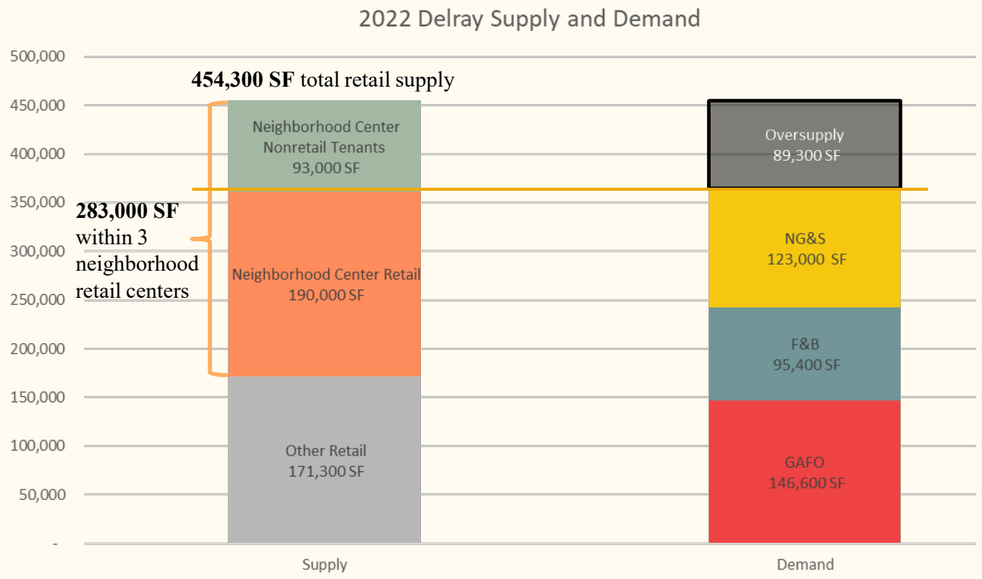
DIAGNOSTIC OVERVIEW

FINDING A BALANCE

The Congress Avenue strategies outlined herein represent a practical roadmap for public and private interventions that advance the previously adopted vision and guiding policies of the Delray Beach Comprehensive Plan, as amended and adopted by City Commission. A diagnostic consisting of an analysis of the commercial market, overall regulatory environment, and physical environment along the corridor was performed to ultimately inform guiding principles and intervention strategies. The following is a summary of the diagnostic conclusions as they relate to adopted policy. The full diagnostic can be found in the Appendix of this report.

BALANCING GUIDING POLICY OBJECTIVES

The Comprehensive Plan reflects the collective community vision and established guiding policy informing growth for Delray Beach. There are two distinct and, in some respects, conflicting sets of policies guiding the future of the Congress Avenue corridor. On the one hand, the Comprehensive Plan seeks to reinforce what exists by identifying, building-on and supporting existing and emerging industry clusters and small business (especially as it relates to creating livable wage jobs for local residents), and by limiting amendments that would convert industrial land. On the other hand, the Plan encourages a more walkable, denser, mixed-use future by allowing and incentivizing market and affordable housing for all ages, improving the entire street to be more accommodating of all transportation modes, and for areas south of Atlantic Avenue to become a “great street”. This broad policy guidance must be balanced along the length of the corridor first with respect to market conditions.

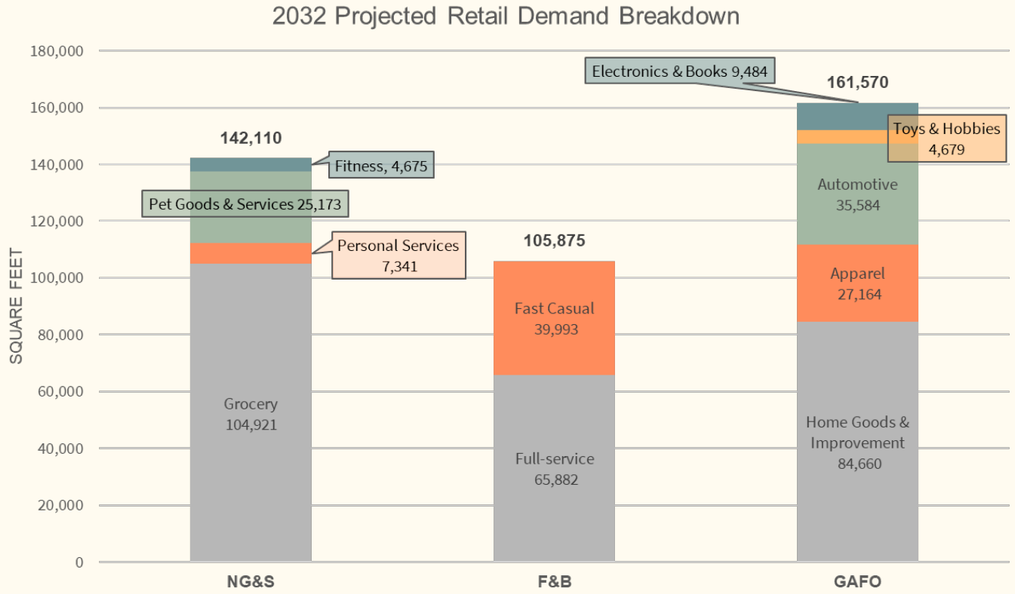


Sources: REIS, Loopnet, Streetsense Research

COMMERCIAL MARKET ASSESSMENT TAKEAWAYS

The market assessment suggests a retail oversupply of approximately 89,000 square feet along the corridor over the next 10 years (including retail entitlements approved for Parks at Delray). This oversupply correlates with the existing space in the market that is either vacant or leased to non-retail tenants. Within the corridor's three neighborhood centers, 33% of retail space is occupied by non-retail tenants (i.e. churches, real estate agents, urgent care, etc.). Additionally, 21% of the total retail space within the study area is occupied by home improvement-related businesses.

Oversupply does not mean lack of opportunity, however. By 2032 there will be high General Apparel, Furniture and Other (GAFO) demand, driven by the concentrations of home improvement retail in the corridor, amounting to roughly 171,000 square feet of projected demand. Further, some retail subcategories, like Food and Beverage, are undersupplied in the study area, with only 28,000 square feet existing within the three neighborhood centers. This suggests an opportunity to bring additional Food and Beverage, particularly full-service restaurants, to the area. Additionally, despite the oversupply and steep local competition for neighborhood goods and services, there is demand for a small (40,000 sf) grocer in the corridor.



Source: Sitewise

The assessment also considered industrial and office opportunities along the corridor. Currently, the corridor hosts 45 properties occupied by light industrial businesses, representing a strong industry cluster with regional and local demand and few vacancies (only 2% industrial vacancy, city-wide) but no new industrial properties under construction. Lastly, 70% of all existing office along the corridor was delivered before 1990 with vacancy currently above 7% and growing. There is demand for small, Class A office but in highly amenitized areas not currently found along the corridor.

FINDING A BALANCE

The following are diagnostic conclusions as they relate to guiding policy for the Congress Avenue corridor as provided by the Comprehensive Plan:

POLICY GUIDANCE: IDENTIFY, BUILD-ON, AND SUPPORT EXISTING & EMERGING INDUSTRY CLUSTERS AND SMALL BUSINESSES

Focusing on existing and emerging industries, like the home improvement and light industrial clusters, is advantageous considering the market for new office and retail in the study area is low and demand for industrial space is high. Currently, home improvement and light industrial businesses, including many small businesses, span and cluster along the length of the corridor presenting an opportunity for a unique and prosperous future, if growth can be supported. Existing clusters fall within several different zoning categories, some more enabling than others. In a highly speculative residential market where land costs do not justify industrial development, regulatory support, incentives, and effective branding and marketing will be necessary to build-on and support this existing and emerging industry.

Further, existing Class B/C office space along the corridor is attractive to tenants, like small start-ups, seeking less expensive rent. These spaces can enable emerging homegrown small businesses but may require flexibility and incentives to accommodate and retain them.

POLICY GUIDANCE: LIMIT AMENDMENTS THAT WOULD CONVERT INDUSTRIAL LAND

Industrial and light industrial uses occupy only a small portion of land across the City, with concentrations along the Congress Avenue corridor. Per guiding policy, the City aims to preserve industrial land as such, but few industrial areas with existing clusters along the corridor are zoned industrial. Areas shown in dark grey represent the MIC and I zones where such uses are welcomed and supported, leaving several areas vulnerable to conversion. Existing light-industrial clusters south of Atlantic Avenue are the most vulnerable for conversion as they are completely unsupported within the MROC zone and considered nonconforming, preventing property and business owners from expanding. Clusters north of Lake Ida Road are zoned PCC, which does not allow residential use but only allows permitted uses, including light industrial, through a Master Development Plan approval process. Although the lack of residential allowance somewhat aids in limiting (light) industrial conversion in this zone, property and business owners are still hindered by an overly burdensome regulatory environment. A more supportive regulatory environment for existing (light) industrial land encourages growth and further concentration where it currently exists, limits conversion, and frees up other property along the corridor for other uses.

Source: Streetsense

FINDING A BALANCE

POLICY GUIDANCE: ALLOW/ INCENTIVIZE AFFORDABLE HOUSING IN TARGETED AREAS AND CORRIDORS*

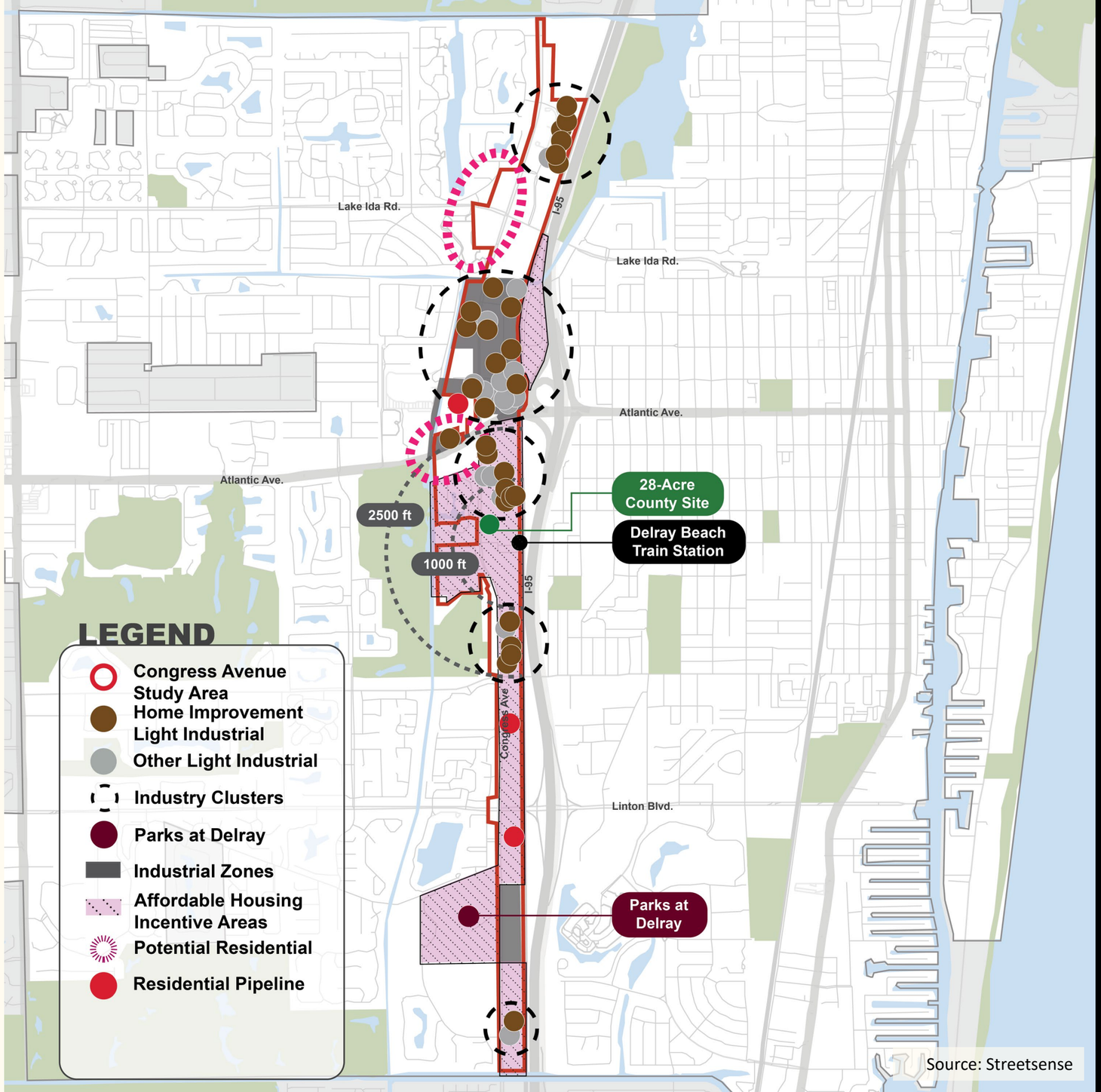
There are existing incentives along the corridor for affordable housing built into the existing zoning, which is an appropriate mechanism given the speculative residential market. There is additional potential in other areas not currently permissive of residential where affordable housing could be incentivized, particularly in the western corners of Lake Ida Road and Congress Avenue and in the southwest corner of Atlantic Avenue and Congress Avenue, where older, distressed commercial property sees retail vacancies and/or tenancy by non-retail tenants. Understanding highest value is achieved with multi-family development, commercial property improvement or redevelopment may be plausible with a multi-family component to help recoup higher construction and materials costs and increasing interest rates.

POLICY GUIDANCE: INCREASE DENSITY & TRANSFORM THE MIXED-USE SECTION OF CONGRESS AVENUE INTO A "GREAT STREET"

To enable increased density in a mixed-use fashion along Congress Avenue, the MROC zone was introduced along an approximately two-mile stretch of the corridor south of Atlantic Avenue. While this portion of the corridor is experiencing densification, it is through the addition of 100% multi-family developments, including the Parks at Delray that recently broke ground. Mixed-use development as prescribed by the MROC zone is challenged because of the retail oversupply and lack of new office demand. Further, what are considered by-right non-residential uses (i.e., office centers for financial institutions, medical, and other professional offices, traditional retail, restaurants, beauty shops, some neighborhood services, and galleries) will likely need to be broadened to mitigate risk of vacancy and to motivate/support growth of strong existing light-industrial clusters.

That said, there is current demand for Food and Beverage, both quick service and sit-down restaurants, which would be welcome additions to the corridor and impactful, particularly if concentrated in a mixed-use environment with other symbiotic uses near the TriRail Station. The half mile stretch from Atlantic Avenue is the most advantageous area to capitalize on higher density and mixed-use, especially considering the catalytic potential of the 28-acre County-owned site located adjacent to the Station.

* Recent State legislation may effectuate more permissive residential development.

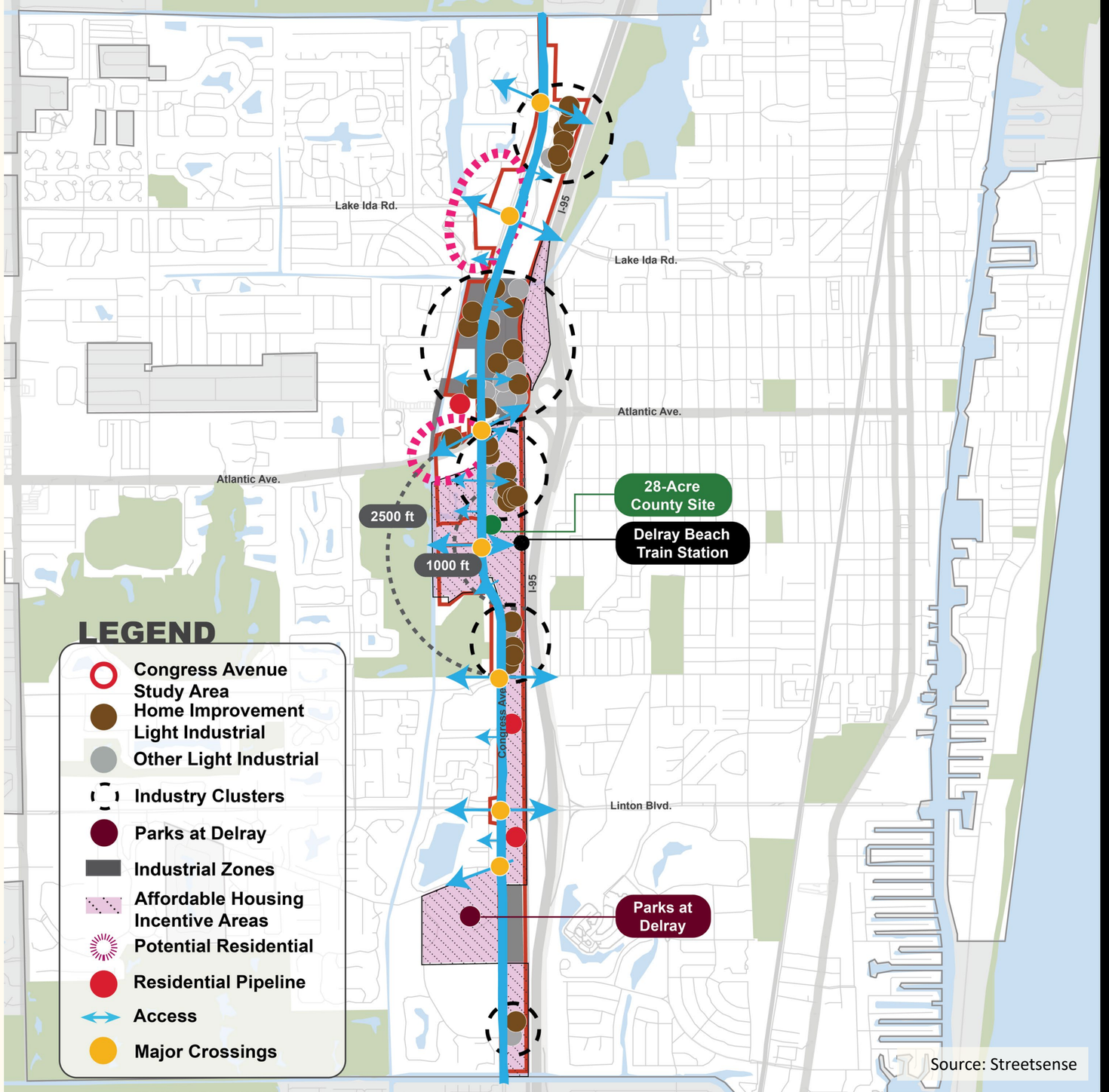


Source: Streetsense

FINDING A BALANCE

POLICY GUIDANCE: IMPROVE STREET DESIGNS FOR MULTI-MODALITY & WALKABILITY

The corridor aims to provide multi-modality and walkability to increase options for safe, equitable, and sustainable access along what is identified as a "High Injury Network Corridor" in the County's Vision Zero Action Plan. Addressing the corridor itself will aid in increased travel options and potentially new and different patrons to businesses along the corridor. Because the corridor is owned and maintained by the County, strategies herein will need to be in partnership with the County while balancing the needs of existing and future businesses. In all, an upgraded corridor that facilitates thoughtful design for multiple modes will address equity concerns, while improving the perception and actual overall look and feel of the corridor.



Source: Streetsense

SUB-AREAS & OPPORTUNITIES

The diagnostic revealed four sub-areas of focus. Below is an outline of a conceptual framework for guiding principles and recommendations within each sub-area, as follows:

SUB-AREA 1: *Support* Existing Light Industrial Cluster

This area is mostly zoned for light industrial use within the PCC zone. While there is an existing light-industrial cluster in this area, the PCC zone presents some limitations on how easily property improvements and business growth may occur. Regulatory reform will be a primary intervention method in this sub-area.

SUB-AREA 2: *Maintain* Existing Light Industrial Cluster

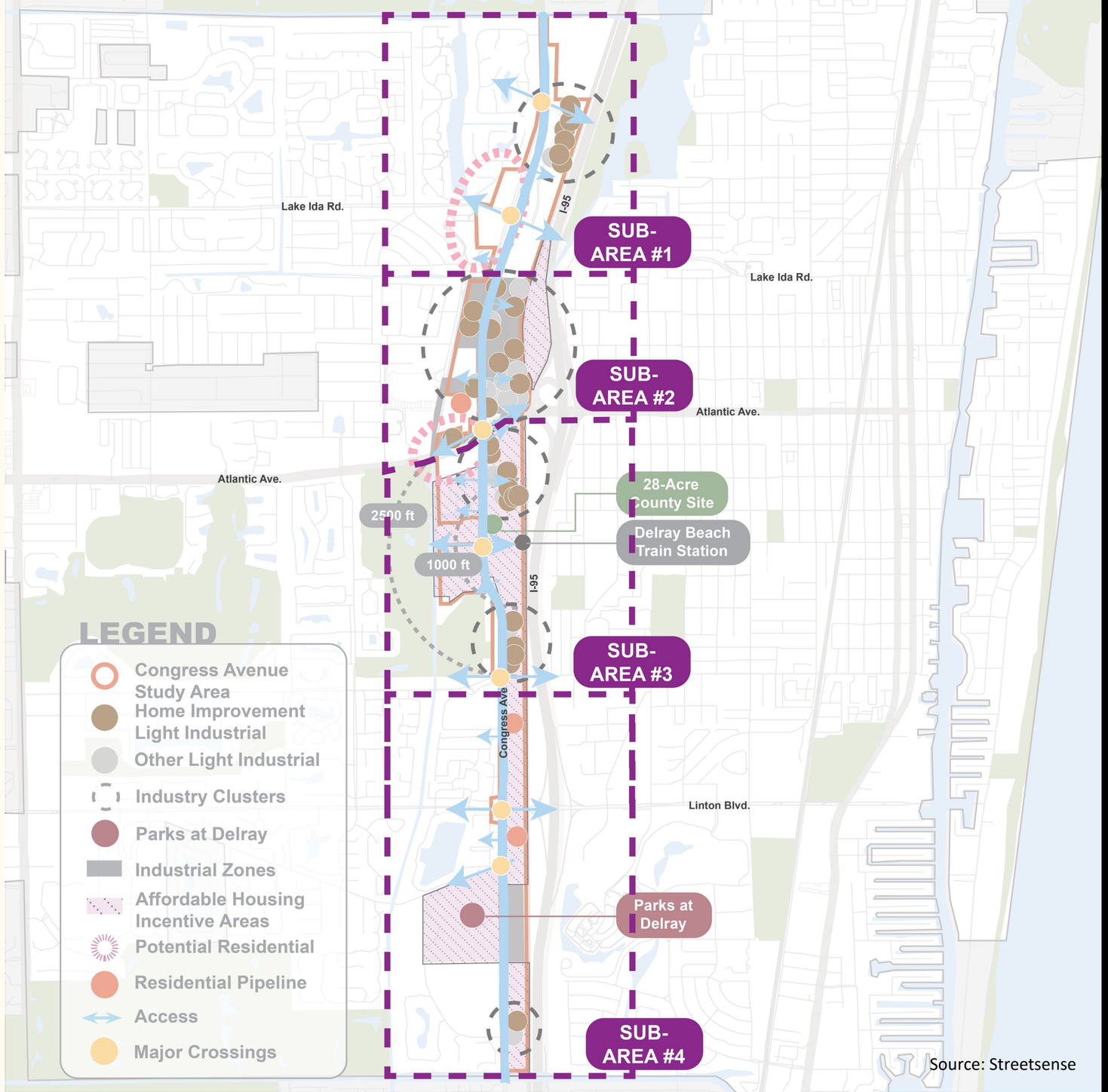
This area is also mostly zoned for light industrial within the MIC zone, which is fairly supportive of the large existing industry cluster. Here, interventions for business support will be focused less on regulatory reform and more on public and private investment incentives.

SUB-AREA 3: *Concentrate* Mixed-Use/TOD

Lively, mixed-use thrives when concentrated in walkable development patterns around transit connections and where diverse uses symbiotically co-exist. There is already a concentration of transportation options, a thriving industry cluster with culturally significant expression, and a large, single ownership site poised for redevelopment all within Sub-Area 3. Supporting more concentrated mixed-use with a broader use spectrum by way of regulatory reform to the MROC zone along with infrastructure investment will be catalytic to realizing the transit-supported mixed-use future envisioned for this area.

SUB-AREA 4: *Support* More Residential

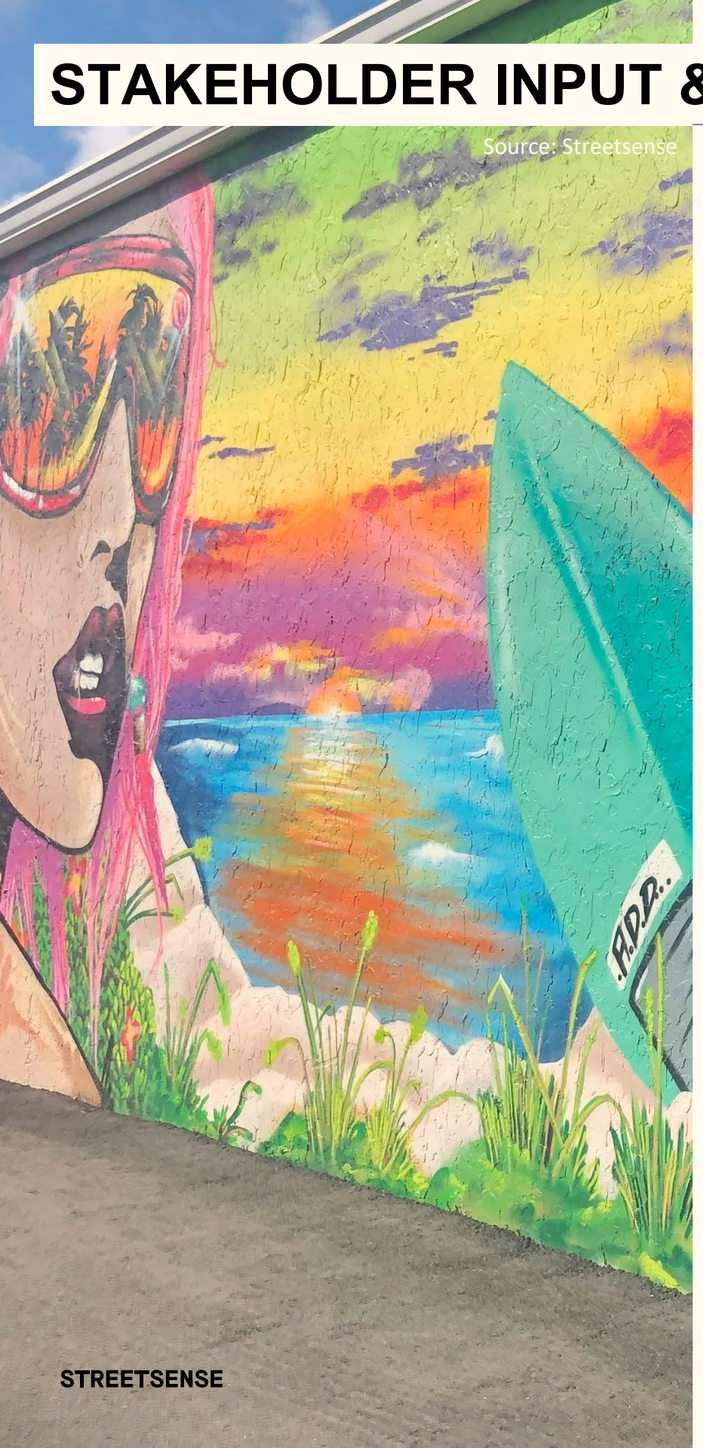
This area, although zoned MROC, is where new, full residential development currently gravitates. Because it is outside of a half-mile walking distance of the TriRail Station, it makes sense for this area to focus less on transit-oriented development and more on a balanced horizontal mix of uses, including 100% residential development.



Source: Streetsense

03
STRATEGIES

STAKEHOLDER INPUT & GUIDING PRINCIPLES


Source: Streetsense

STAKEHOLDER INPUT

Stakeholder input was garnered through a site visit with in-person stakeholder interviews, bi-weekly meetings with city staff, engagement with the Planning Board, and two virtual work sessions with a 25-member Focus Group of area stakeholders. The Consultant presented findings and facilitated informative discussions at critical points of the three-part process. Stakeholder feedback focused primarily on:

- A need to preserve non-residential property to prevent burdening residential property from a tax base perspective;
- Observations of traditional retail space being occupied by non-retail tenants, including light industrial uses, due to lack of available space;
- Recognition that the area is largely built out with few other places in the city or region for light-industrial businesses to relocate or grow;
- Easing regulatory barriers for existing property owners and tenants to more easily improve their property;
- Acknowledgement that many existing non-residential businesses, including light-industrial uses, could be compatible with residential uses;
- A need to identify areas appropriate for 100% residential development along the corridor;
- Improving the appearance of the corridor; and,
- Working closely with the County on potential infrastructure improvements and future transit-oriented development.

GUIDING PRINCIPLES

As a result of the stakeholder engagement process and the diagnostic, **five guiding principles** were identified. Moving forward, in partnership with other agencies, organizations, and private property and business owners, City staff should engage in critical regulatory reform and investment strategies to ensure Congress Avenue succeeds as envisioned by adopted policies.

Guiding principles include:

1. **Maintain the non-residential tax base by supporting existing home improvement/ light industrial clusters along the entire corridor and encourage commercial property improvement/ redevelopment through branding and marketing, incentives, and corrections to the regulatory framework.**
2. **Focus mixed-use transit-oriented development (TOD) around the TriRail Station through corrections to the regulatory framework and investment in the public realm.**
3. **Enable 100% residential developments in certain areas along the corridor where other uses show limited market demand through corrections to the regulatory framework.**
4. **Enhance multi-modal infrastructure and permeability at nodes in partnership with the County and private property owners to increase accessibility and connectivity for customers, employees, residents, and visitors.**
5. **Improve the look and feel of the corridor to create an identity, brand resonance, and general sense of place.**

The recommendations outlined in the following pages are further categorized as follows: **1) branding and marketing strategies, 2) regulatory reform policies, and recommendations for 3) private realm investments, and 4) public realm investment.** Each recommendation is accompanied by a summary of why the recommendations is critical to pursue, implementation actions, lead and support roles, and, for most, a best practice example. In the following At-A-Glance Recommendations, priority recommendations are highlighted indicating those that could be started and completed in the near term within a reasonable budget and provide impactful results toward achieving the guiding principles. While also important, other recommendations may require a more involved process with more resources over a longer time period.

AT-A-GLANCE RECOMMENDATIONS

PRIORITY RECOMMENDATION

BRANDING & MARKETING	01	**Enhance existing home improvement and light-industrial industry clusters by developing a brand identity and increasing marketing efforts to improve the customer base awareness of the clusters.**	Hire a branding and marketing consultant to create a Business to Consumer (B2C) brand and marketing strategic bland to inform physical and digital marketing products for the corridor in partnership with existing property and business owners.
	02	**Incorporate gateway features, district signage, pedestrian scale lighting, and other unifying features along the corridor to accentuate a sense of place and identity.**	Identify ideal locations for feature locations and incorporate local art and branding. Create and fund a mural program.
REGULATORY REFORM	03	**Enable owners within the PCC zone to more easily amend Master Development Plans required by the zone to support business retention and growth.**	Evaluate the PCC zone's intent and requirements in light of market realities to inform critical amendments.
	04	**Consider incentivizing commercial property improvement/ redevelopment in PC zones within the corridor through allowance of residential within mixed-use (horizontal or vertical) development.**	Evaluate a potential zoning amendment to allow a level of multi-family density.
	05	**Increase land use flexibility within the MROC zone to enable growth in the light-industrial cluster.**	Broaden by-right non-residential uses to include residentially compatible light industrial uses. Require minimum floor to ceiling heights on the ground floor within 1,000 feet of Station for flexibility and market responsiveness. Allow residential on the ground floor within 1,000 feet of the TriRail Station.
	06	**Encourage a (primarily vertical) mixed-use, amenity rich neighborhood within the roughly 15-20 acres surrounding the TriRail Station.**	Reconsider percentage allowances for residential in the MROC zone. Invest in public amenities nearest the Station.

AT-A-GLANCE RECOMMENDATIONS

PRIORITY RECOMMENDATION

REGULATORY REFORM CON'T.	07	**Streamline, simplify, and clarify allowable uses to reduce regulatory hurdles to market entry.**	Adopt a generic use approach. Provide consistent land use definitions in one place within the code. Incorporate a comprehensive table of allowable, conditional, and prohibited uses by zone or district.
	08	**Consider a uniform building setback and required street trees along the length of the corridor to define the street, reduce heat island affect, and improve pedestrian comfort.**	Incorporate a simple overlay or overriding zoning requirements to base zones pertaining only to property fronting Congress Avenue that inform setback minimums and/or maximums and street tree placement.
PRIVATE REALM	09	**Work with owners of underutilized Class B/C office space to understand tenanting needs and consider business incubation programs, lease incentives, and alternative commercial and light industrial uses for these spaces.**	Understand the corridor's Class B/C office space potential for adaptability and the barriers to adaptability, whether financial and/or regulatory. Evaluate realistic financial needs to inform potential public assistance.
	10	**Offer commercial property improvement grants and incentives.**	Develop and secure funding for a commercial property façade improvement grant program and tenant finish out program. Develop qualifying criteria and means for equitable distribution. Facilitate connections between existing property owners and regional funding sources.
PUBLIC REALM	11	**Consider incorporation of a shared path along the corridor to provide safe travel for pedestrians and cyclists.**	Engage in a study of the corridor, with public engagement, to inform location, design, cost, and implementation of the facility.
	12	**Provide greater walkability and block permeability through safer, equitable, and efficient pedestrian crossings and multi-modal navigation through intersections.**	Identify and prioritize locations for Complete Streets strategies like signalized, high visibility mid-block crossings, tighter turning radii at intersections, and reclaimed free right turn lanes.

RECOMMENDATIONS

01

Enhance existing home improvement and light-industrial industry clusters by developing a brand identity and increasing marketing efforts to improve customer awareness

GUIDING PRINCIPLES

- Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- Focus mixed-use transit-oriented development around the TriRail Station
- Enable 100% residential developments in certain areas
- Enhance multi-modal infrastructure and permeability
- Improve the look and feel of the corridor

SUB-AREAS

1 — 2 — 3 — 4

ESTIMATED TIME + COST

Short (<1 year) — Long (>5 years)

High (>$100k)

Low (<$50k)

WHY IS THIS CRITICAL?

A crucial part of supporting the continued success of the home improvement and light-industrial clusters along the corridor is building an regional identity that improves customer awareness. **If customers know they can go to a particular area for a number of similar options, they are more likely to make the trip, spend time, and spend money.** Furthermore, the vision of the corridor as a "great street" with a mix of uses, relies, to some degree, on acknowledgement, both physically and digitally, of the possibility for the intended condition. A strong branding and marketing campaign can communicate outwardly it is open for business and the envisioned future.

HOW IS IT DONE?

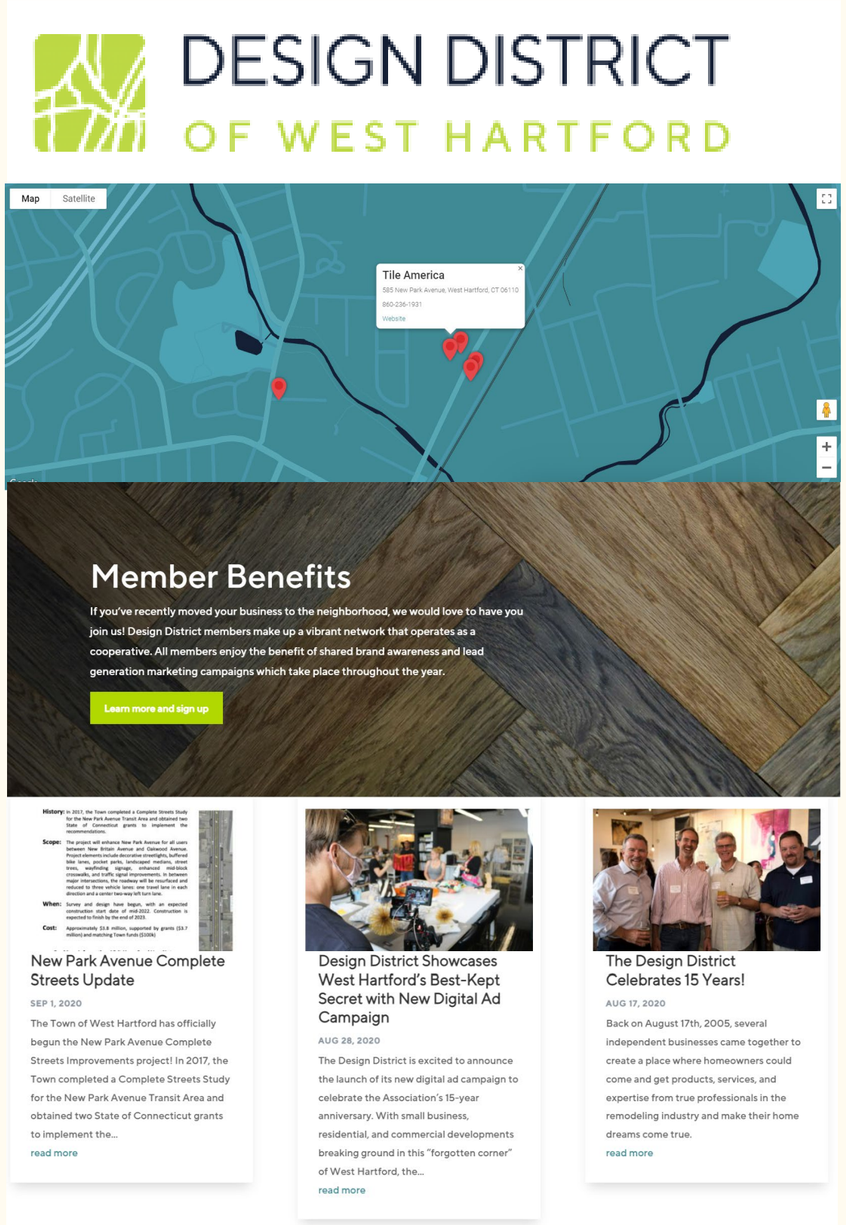
It is recommended that a **branding and marketing consultant be hired to create a unified brand for the corridor** that emphasizes the established light industrial clusters while also highlighting the corridors' unique mixed-use future. The consultant should work closely with existing stakeholders along the corridor to ensure total capture of the corridors' flavor and offerings. The consultant should develop a plan to apply the visual identity **to physical and digital marketing products like signage, wayfinding, and a robust online and social media presence**. This effort should be started in the near term upon securing funding to hire a consultant. Branding and marketing campaigns, including websites, can range from $15-60,000, depending on the need.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

The EDO, in partnership with the Chamber of Commerce, aid in organizing industry merchants and property owners, including those in the Andre Design District and the Delray Beach Property Owner's Association, and support a unified effort in hiring a branding and marketing consultant.

BEST PRACTICE: DESIGN DISTRICT OF WEST HARTFORD, CT

The Design District of West Hartford was formed by a group of independent home improvement business owners along New Park Avenue in West Hartford, CT. Once unified, they launched a digital branding and marketing campaign and a website with an interactive map and directory of offerings. The District is going strong after 16.



Source: Home - Design District of West Hartford (designdistrictct.com)

RECOMMENDATIONS

02

Incorporate gateway features, district signage, pedestrian scale lighting, and other unifying features along the corridor to accentuate a sense of place and identity.

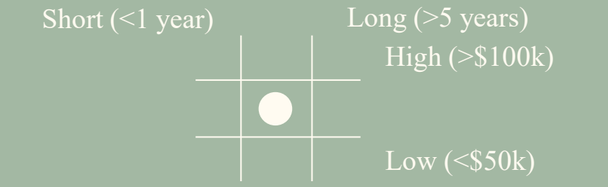
GUIDING PRINCIPLES

- [x] Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- [ ] Focus mixed-use transit-oriented development around the TriRail Station
- [ ] Enable 100% residential developments in certain areas
- [ ] Enhance multi-modal infrastructure and permeability
- [x] Improve the look and feel of the corridor

SUB-AREAS

1 — 2 — 3 — 4

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

People often linger in places that offer a balanced ecosystem of symbiotic businesses and uses with comfortable, interesting, and safe spaces. This balance is supported by a unified identity expressed in the physical realm through gateway features, signage, lighting, and art. Gateway features, including art, accentuate an entrance and exit, and consistently placed signage and lighting reinforces identity. Currently, the corridor lacks a sense of arrival, but it does have pockets of artful expression within areas of established businesses, including the organically derived Andre Design District. **The corridor is poised to build from the unique offerings and expression grown along the corridor to communicate there is a there, there.**

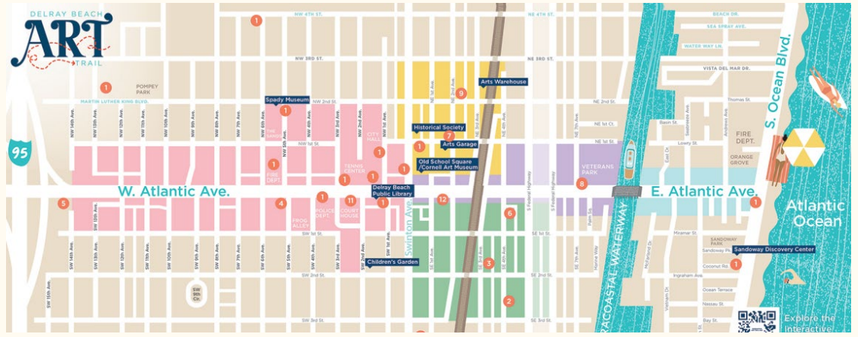
HOW IS IT DONE & WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

It is recommended that the EDO, in partnership with the Chamber of Commerce and area merchants and property owners, including the Andre Design District and the County, **identify ideal locations for urban design features.** Lighting, bus shelters, and right-of-way gateway installation locations should be considered in partnership with the County, and **incorporation of local art on those features** in the form of banners, signage, and other artful expression could be considered in coordination with the branding consultant (Rec. #1). The EDO and/or Chamber can **create and fund a mural program**, perhaps in coordination with local artist groups, where participating properties along the corridor could offer their exterior walls as canvas.

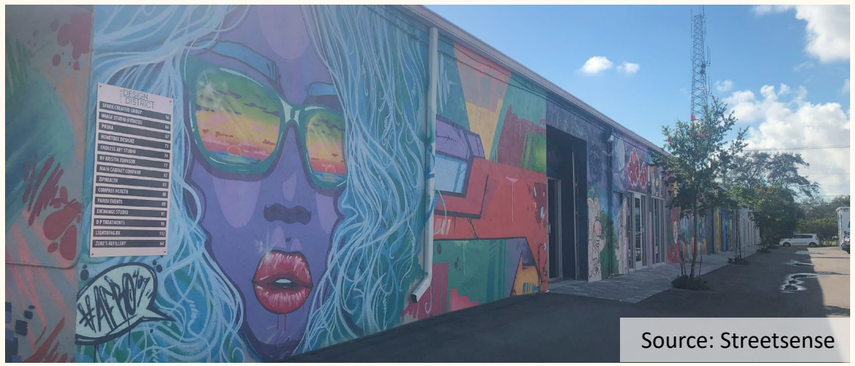
BEST PRACTICE: DELRAY BEACH ART TRAIL & ANDRE DESIGN DISTRICT

The Delray Beach Downtown Development Authority organizes the Art Trail that showcases local art in public spaces and right-of-way that contribute to a collective identity for areas of the city east of I-95. Some installations serving as gateway features reinforce a sense of arrival and departure where buildings are lacking. The trail comprises several locations of varying significance and serves as a successful means of announcing what is uniquely Delray Beach.

On a smaller scale is the Andre Design District, a collection of businesses along the Congress Avenue corridor that is somewhat tucked away from the street but pops with vibrancy through a collection of painted murals on otherwise modest flex buildings. The collection of buildings serve as a canvas and outdoor gallery for which a collective identity is expressed and capitalized through planned events, markets, and art walks.



Source: Delray Beach Art Trail – Delray Beach, Florida (delrayarttrail.com)



Source: Streetsense

Source: Map data ©2022 Google, Andre Design District

"What was an industrial park is attracting entrepreneurs and innovators with the vision to see the potential lurking in this 60,000 square-foot hub of mixed retail and office space" - The Andre Design District (designdelray.com)

Source: Map data ©2022 Google, Andre Design District

STREETSENSE

Source: Map data ©2022 Google, Andre Design District

RECOMMENDATIONS

03

Enable owners within the PCC zone to more easily amend Master Development Plans required by the zone to support business retention and growth.

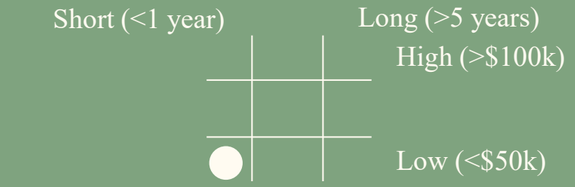
GUIDING PRINCIPLES

- Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- Focus mixed-use transit-oriented development around the TriRail Station
- Enable 100% residential developments in certain areas
- Enhance multi-modal infrastructure and permeability
- Improve the look and feel of the corridor

SUB-AREAS

1 2 3 4

ESTIMATED TIME + COST



STREETSENSE

WHY IS THIS CRITICAL?

Large portions along the corridor, north of Atlantic Avenue, are zoned PCC, where master planned light-industrial employment centers are envisioned. Through the requirement of a Master Development Plan (MDP), the property owner delineates the general form, landscape and open space standards, and specific amount and type of uses to be developed on the site. While MDPs are useful in ensuring coordinated development over a large area, modifications, including adding allowable uses and development intensity unforeseen at the time of the original MDP approval, may require an MDP amendment through an approval process, adding time and cost to the applicant.

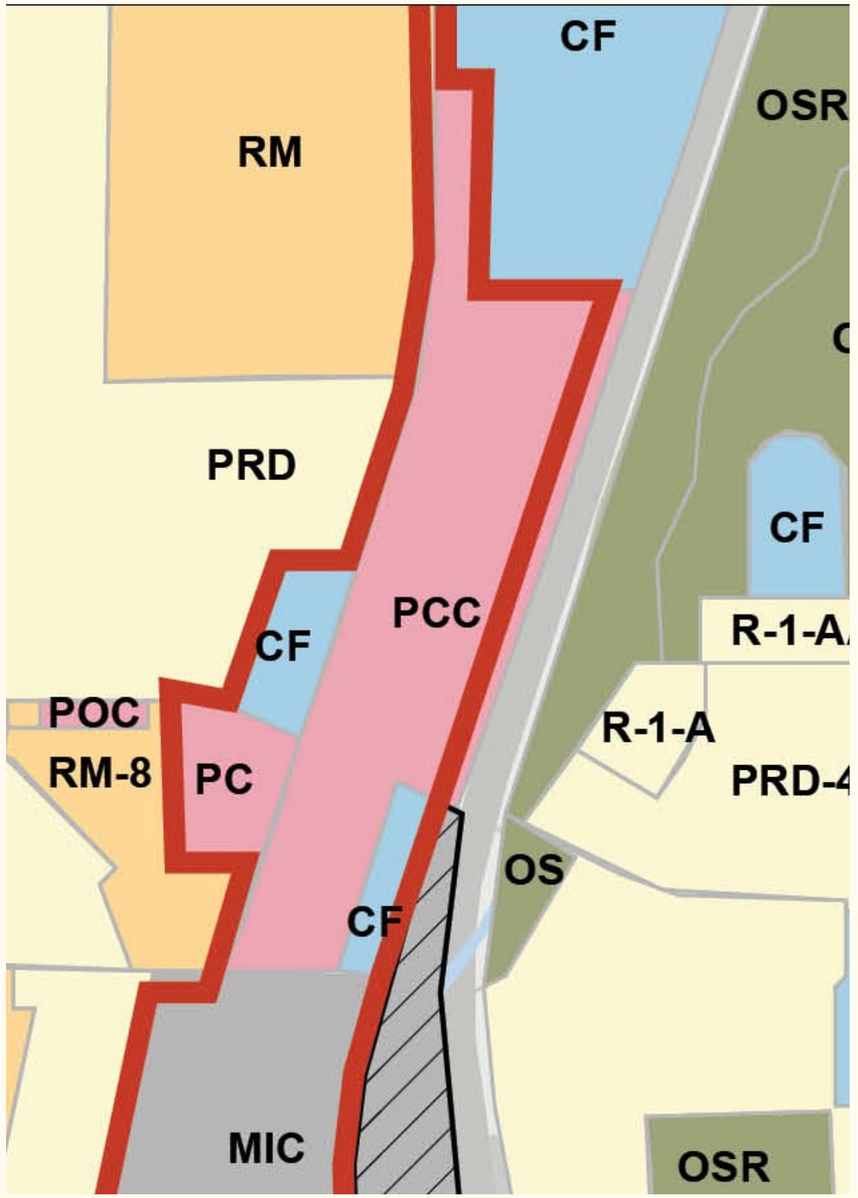
Because land values in this area continue to rise, redevelopment of PCC zoned land to new, typical one-story light-industrial buildings is unlikely. This means that existing structures, likely in need of improvements, will house existing and future light-industrial businesses moving forward. It is, therefore, essential to ease the path toward improvements to aid in retention and growth of existing and new businesses in the PCC zone.

HOW IS IT DONE?

An **evaluation of the PCC zone's intent and requirements in light of market realities** will inform critical amendments to the zone that may ease the path toward growth and retention of existing and future businesses. A brief study of the zone performed in house by planning staff in partnership with property owners and other relevant stakeholders is cost effective and time efficient considering the intimate familiarity with the zone and its application.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

The City's Development Services Department staff should lead this effort with support from Office of Economic Development and relevant stakeholders, including existing property owners and tenants, and the Chamber of Commerce. Not only will this process inform needed updates to the zone, but it will also inform the Office of Economic Development and the Chamber of tenant needs and means for other support services, like marketing and incentives.



Source: Delray Beach Zoning Map and Streetsense

RECOMMENDATIONS

04 **Consider incentivizing commercial property improvement/ redevelopment in PC zones within the corridor through allowance of residential within mixed-use (horizontal or vertical) development.**

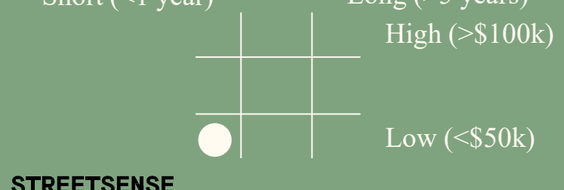
GUIDING PRINCIPLES

- ● Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- ○ Focus mixed-use transit-oriented development around the TriRail Station
- ○ Enable 100% residential developments in certain areas
- ○ Enhance multi-modal infrastructure and permeability
- ● Improve the look and feel of the corridor

SUB-AREAS

1 — 2 — 3 — 4

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

As mentioned, the highest and best value in this area is currently captured by multi-family residential development. In the PC zoned areas along the corridor, there are aging retail strip centers experiencing retail vacancies and/or occupancy by non-retail tenants. These properties are large and in prominent, highly visible locations, suggesting opportunities for redevelopment. Redevelopment may present opportunity to right-size retail offerings with higher quality offerings. They may also provide space for the growing home improvement and light-industrial clusters while also enhancing the identity of the corridor. Redevelopment would likely need to include residential uses, whether incorporated vertically or horizontally, to justify the cost of construction, materials, and rising interest rates.

HOW IS IT DONE?

The PC Zone does not currently allow residential use, so there would need to be consideration of a **zoning amendment to allow a level of multi-family with redevelopment.** It is recommended that any new multi-family include a commercial space component, whether vertically or horizontally integrated, in effort to preserve the existing non-residential square footage seen today.

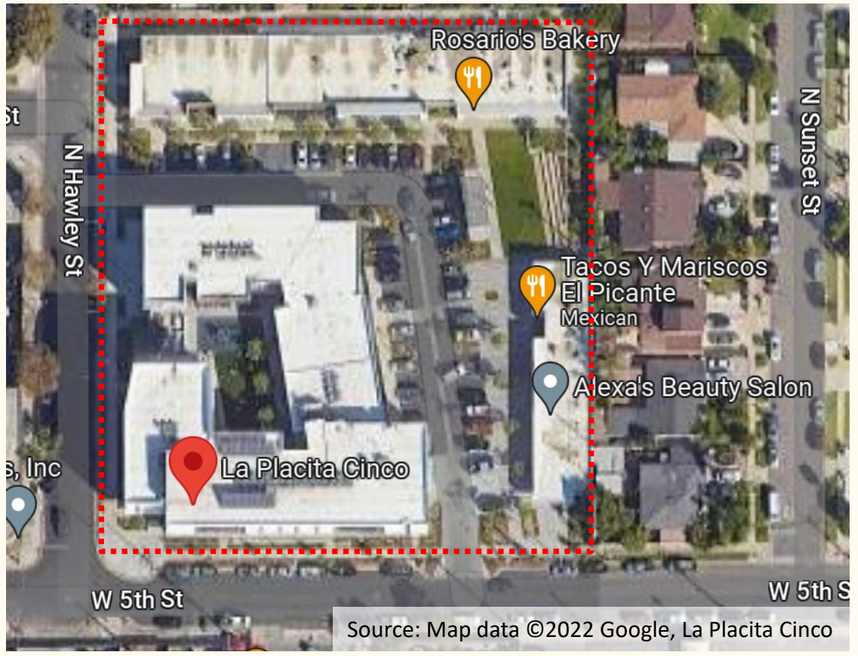
WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

A **brief study of the zone,** may be performed in-house by planning staff in partnership with property owners and other relevant stakeholders to determine necessary changes to, or the elimination of, the zone.

BEST PRACTICE: LA PLACITA CINCO, SANTA ANA, CA

By securing nine percent LIHTC equity and $6 million through the City of Santa Ana's Low-Moderate Income Housing Inclusionary Housing Fund, La Placita Cinco, a 51-affordable unit building with adjacent retail, was made possible where a traditional L-shaped retail strip and gas station previously stood. The developer was able to maneuver outdated zoning codes to incorporate horizontal mixed-use and maintain beloved retail and restaurant tenants in the redeveloped commercial space. The residential building is located in what was a standalone gas station and surface parking lot.

Source: Map data ©2022 Google, La Placita Cinco



Source: Map data ©2022 Google, La Placita Cinco

"If I had a magic wand, I'd say invest in and around the TriRail Station – there's so much potential."

– Area Stakeholder

Source: Streetsense

RECOMMENDATIONS

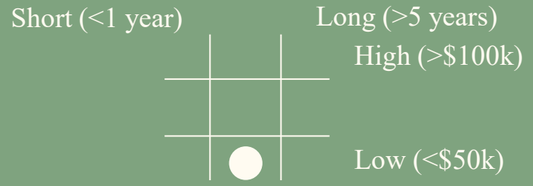
05 Increase land use flexibility within the MROC zone to enable growth in the light-industrial cluster.

GUIDING PRINCIPLES

- Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- Focus mixed-use transit-oriented development around the TriRail Station
- Enable 100% residential developments in certain areas
- Enhance multi-modal infrastructure and permeability
- Improve the look and feel of the corridor

SUB-AREAS

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

The MROC zone is home to existing light-industrial businesses that, due to the zoning, are no longer allowed by-right. Instead, they are considered nonconforming uses, which renders them incompatible with uses allowed by the zone and disallows property and businesses owners from improving their property for these uses through physical expansion. This substantially limits the existing light industrial clusters from thriving into the future when many uses may actually be residentially compatible. Uses like recreational establishments, theaters, light manufacturing, fabrication, and assembly, breweries and distilleries, on-site repair of electronics, and other similar uses are currently unacknowledged or prohibited by the zone. Broadening allowances around uses for which there is demand reduces risk of vacancy in existing and future development, especially considering the low demand for retail and office use.

HOW IS IT DONE?

Allowable by-right non-residential uses will need to be broadened in the MROC zone to include residentially compatible light-industrial uses. This will remove nonconforming use restrictions for existing properties allowing for expansion and also ensure tenancy in new development. Additionally, it's recommended that **within roughly 1,000 feet of the TriRail Station all ground floors of new development provide a minimum floor to ceiling heights** that ensure easy adaptation from residential to non-residential use. Lastly, it's recommended that **residential use be an allowed by-right use within the ground floor along Congress Avenue outside of 1,000 ft of the Station** until such time it may become non-residential, per market demand.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

City Planning Staff should lead MROC zoning amendments with support of a public engagement process.

BEST PRACTICE: HARBOR TOWN SQUARE, MEMPHIS, TN

New construction within Harbor Town Square in Memphis, Tennessee incorporates ground floor use flexibility. The ground floor, regardless of residential or commercial use, is designed to engage the street. Commercial signage provides subtle yet effective acknowledgement of businesses.

Source: Map data ©2022 Google, Harbor Town Square, Memphis, TN

RECOMMENDATIONS

06 Encourage a (primarily vertical) mixed-use, amenity rich neighborhood within the roughly 15-20 acres surrounding the TriRail Station.

GUIDING PRINCIPLES

- ● Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- ● Focus mixed-use transit-oriented development around the TriRail Station
- ● Enable 100% residential developments in certain areas
- ○ Enhance multi-modal infrastructure and permeability
- ○ Improve the look and feel of the corridor

SUB-AREAS

1 2 3 4

ESTIMATED TIME + COST

Short (<1 year) Long (>5 years)

High (>$100k)

Low (<$50k)

WHY IS THIS CRITICAL?

The MROC zone, intended to encourage transit-supported, walkable mixed-use development, spans nearly two and a half miles of the Congress Avenue corridor south of Atlantic Avenue. Although the corridor is rich with bus service, two and a half miles is an unusually long expanse for mixed-use development, especially given nearly one and a half miles of the area zoned MROC is outside of a half-mile walking distance of the TriRail Station. The zone currently prescribes mixed-use development according to proximity to the TriRail Station with up to 100% residential development within 1,000 feet of the Station and up to 75% beyond 2,500 feet of the Station. This policy is unusual in that it encourages *less* mixed-use nearest the Station, where a walkable, mixed-use use community would make the most sense. Successful transit-oriented development is typically concentrated around transportation hubs with ground floor activation within a ¼ walking distance or less. Therefore, mixed-use, as envisioned, should be encouraged within 1,000 feet of the Station where there is additional opportunity given the future redevelopment of the 28-acre County-owned property.

HOW IS IT DONE?

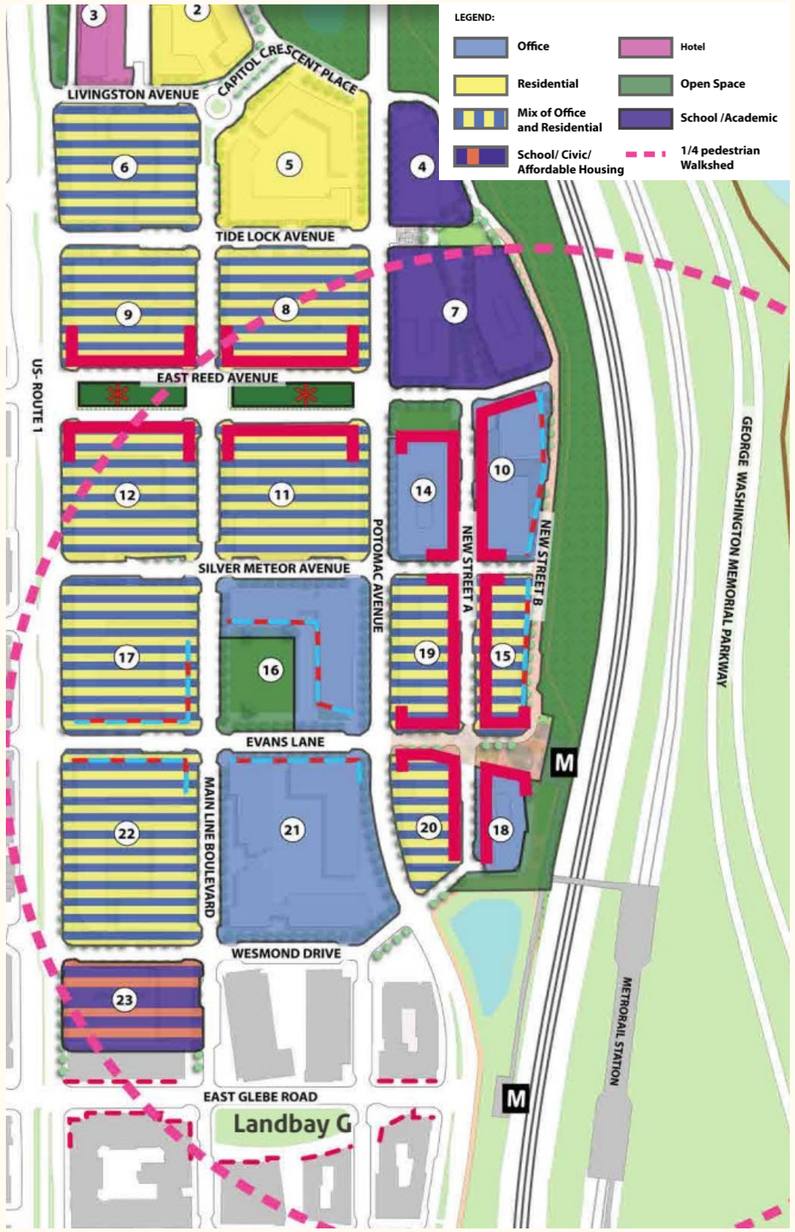
The **percentage allowances for residential in the MROC zone should be reconsidered**, encouraging a greater concentration of mixed-use *nearest* the station and allowing 100% residential developments *outside* of the roughly 1,000 feet radii of the Station. The City, in partnership with the County and other property owners, should also **invest in public amenities nearest the Station.** Connected parks and plazas, for example, are essential components encouraging walkability of transit-oriented destinations and neighborhoods that could be planned in partnership.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

City Planning Staff should lead this effort with support of a public engagement process.

BEST PRACTICE: NORTH POTOMAC YARD, ALEXANDRIA, VA

Within ¼ mile walking distance of the Potomac Yard Metro Station is the master planned mixed-use neighborhood of North Potomac Yard. This area is transitioning from single use commercial to a mixed-use neighborhood starting with the new Virginia Tech Campus. Prior to recent construction, mixed-use residential, including affordable and senior housing, with ground floor commercial developed around the ¼ mile mark, and 100% residential blocks extending for more than a mile south of the ¼ mile mark developed years prior. The Small Area Plan guides future public amenities and redevelopment, including full residential blocks north of the ¼ mile walking distance.



Source: North Potomac Yard Small Area Plan 2017 (alexandriava.gov)

Beyond 1,000 feet of the future Potomac Yard Metro Station and what will be the mixed-use epicenter of the area, are 100% residential buildings of several varieties, densities, and price points. Although largely residential, the area is transit-rich and highly walkable with a grid of tree-lined streets, trails, and parks. This area serves as a transition from the future higher density, mixed-use area closest to the Metro in the north to the lower density neighborhoods to the south and west.

STREETSENSE

Source: Map data ©2022 Google, Potomac Ave., Alexandria, VA

RECOMMENDATIONS

07 **Streamline, simplify, and clarify allowable uses to reduce regulatory hurdles to market entry.**

GUIDING PRINCIPLES

- Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- Focus mixed-use transit-oriented development around the TriRail Station
- Enable 100% residential developments in certain areas
- Enhance multi-modal infrastructure and permeability
- Improve the look and feel of the corridor

SUB-AREAS

1 2 3 4

ESTIMATED TIME + COST

Short (<1 year) Long (>5 years)

High (>$100k)

Low (<$50k)

WHY IS THIS CRITICAL?

Delray Beach's current zoning code attempts to comprehensively list all allowable, conditional, and prohibited uses in each individual zoning category but lacks consistent terminology across zones as well as a comprehensive list of use definitions. A use in one zone may be similar to a use in another zone but may go by a different name. This makes it difficult for property owners, tenants, and even City Staff and decision makers to easily understand what is or is not allowable. While the code allows the Director to make a determination, this adds discretion, potentially inconsistent interpretations, time, cost, and uncertainty to the process. **If Congress Avenue is to blossom, property and business owners must have a level of surety in the process before they can feel confident investing**, and the City can play a role in mitigating risk and uncertainty while building trust through streamlining and clarifying use regulations.

HOW IS IT DONE?

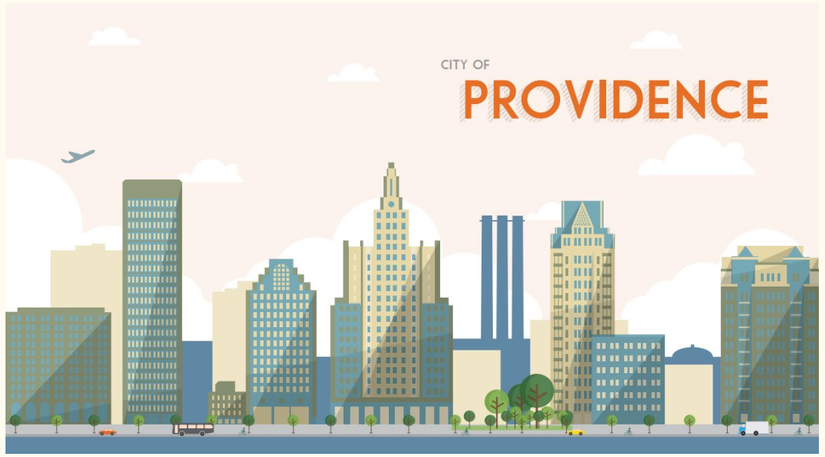
The City should **adopt a generic use approach** where very specific uses are folded into more general land use categories. This will eliminate the need to list all possible uses, which is inevitably impossible: what was, may not be today or in the future, and what will be, cannot be known or named today. Providing more general land use categories provides more flexibility and agility to respond to shifting market demands. **All uses should be defined in one place within the code**, not under each zoning category, and there should be one place in the code to find a **comprehensive table of allowable, conditional, and prohibited uses by zone or district.**

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

City Planning Staff should lead this effort with support of a public engagement process.

BEST PRACTICE: CITY OF PROVIDENCE, RI

The City of Providence, Rhode Island provides a clean, clear, and simple land use table where land uses are identified in one place as allowable, conditional, or prohibited by district. They also provide an easy-to-read manual for the code to aid in interpretation, limiting ambiguity.



PROVIDENCE ZONING ORDINANCE USE MATRIX (EXCERPT)

Key: P = Permitted // S = Special Use // Blank = Prohibited

Use	R-1A	R-1	R-2	R-3	R-4	RP	C-1	C-2	C-3	D-1	W-2	W-3	M-1	M-2	M-MU	I-1	I-2	PS	OS	CD	Use Standard
Industrial - Artisan								S	P	P	S	P	P	P	P						
Industrial - General												P	P	P	P						
Industrial - Light									P			P	P	P	P						
Industrial Design							P	P	P	P	P	P	P	P	P						
Live Entertainment - Ancillary Use									S	S	S		P		P		P				Sec. 1202.Q
Live Performance Venue									S	S			S		S						Sec. 1202.Q
Lodge/Meeting Hall	S	S	S	S	S	P	P	P	P	P	P		P		P						Sec. 1202.R
Marina - Commercial											P	P	P	P				P	P		
Marina - Recreational											P		P		P			P	P		
Materials Processing												P	P	P							Sec. 1304 & 1202.S

The Use Matrix is organized to clearly communicate where the uses defined within Article 12 are permitted, special, or not permitted. Use standards, if applicable, are also listed within the matrix, providing cross references to direct users to the appropriate ordinance section.

The "S" in this cell indicates that Lodges/ Meeting Halls require a special use permit in the R-4 District.

This blank cell indicates that Light Industrial uses are prohibited in the I-2 District.

The "P" in this cell indicates that Industrial Design is permitted in the W-2 District.

This reference indicates that Live Performance Venues are subject to additional use standards, which can be found in section 1202.Q.

Source: Zoning-Ordinance-User-Manual.pdf (providenceri.gov)

RECOMMENDATIONS

08 **Consider a uniform building setback and required street trees along the length of the corridor to define the street, reduce heat island affect, and improve pedestrian comfort.**

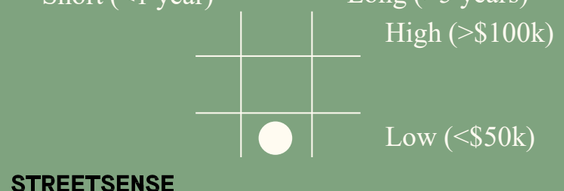
GUIDING PRINCIPLES

- [x] Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- [ ] Focus mixed-use transit-oriented development around the TriRail Station
- [ ] Enable 100% residential developments in certain areas
- [ ] Enhance multi-modal infrastructure and permeability
- [x] Improve the look and feel of the corridor

SUB-AREAS

1 — 2 — 3 — 4

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

Currently the corridor lacks a sense of place, due in part to inconsistent development patterns. Overtime, the corridor was built with various uses with corresponding building form facilitated by the zoning ordinance. Moving forward, the corridor has the potential to be a singular place, regardless of use, through an **injection of simple urban design characteristics, including a consistent building streetwall and street trees** to offer improved aesthetic appeal and air quality, as well as critical shading and cooling for walking and biking. More consistent street definition perpetuates vibrancy as traffic is naturally calmed where there are vertical visual impediments, making it even more comfortable for more and different people to be out along the street.

HOW IS IT DONE?

Because redevelopment along the corridor will occur incrementally, a level of coordination should be guided by a **simple overlay or overriding requirements pertaining only to property fronting Congress Avenue**. The corridor is currently lined with several different zoning categories with differing setback requirements per zone. A more consistent, uniform streetwall could be achieved through a minimum and/or maximum setback of an established distance from the center line of the street, rather than individual property lines, as well as a requirement for consistently placed street trees fronting the corridor within the associated front yards.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

City Planning Staff should lead this effort with support of a public engagement process. Recent development approvals and construction along the corridor could serve as precedent examples for acceptable minimum and maximum distances and street tree placement.

Source: Map data ©2022 Google, Congress Ave.

Source: Map data ©2022 Google, Congress Ave.

RECOMMENDATIONS

09 **Work with owners of underutilized Class B/C office space to understand tenanting needs and consider business incubation programs, lease incentives, and alternative commercial and light industrial uses for these spaces.**

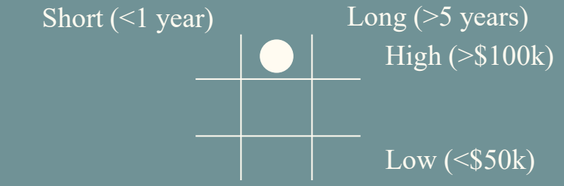
GUIDING PRINCIPLES

- Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- Focus mixed-use transit-oriented development around the TriRail Station
- Enable 100% residential developments in certain areas
- Enhance multi-modal infrastructure and permeability
- Improve the look and feel of the corridor

SUB-AREAS

1 2 3 4

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

The Palm Beach sub-market is not immune to post-pandemic office market trends negatively impacted by hybrid work (according to Kastle Systems, the average office occupancy as of December 2022 across the top 10 U.S. cities remains under 50% of pre-pandemic occupancy). Delray Beach is currently experiencing a 7% vacancy rate that will only increase over the next few years. That said, within the Palm Beach sub-market there is current demand for new small-scale, Class A office space in highly amenitized retail environments, which is not the kind of environment currently found along Congress Avenue. Congress Avenue currently offers Class B/C office space within a car-oriented context of deconcentrated lower price point retail. Existing Class B/C office space along the corridor might be well suited for non-traditional office uses, like business incubation, light-industrial uses (testing laboratories, materials and product assembly and/or processing, 3-D printing and laser cutting, etc.), institutional uses (schools and colleges), and even agricultural uses (hydro and aquaponics). With some additional investment, these spaces could not only aid in growing homegrown businesses, but, with time, the businesses may feel encouraged to remain along the corridor as they and the corridor matures.

HOW IS IT DONE?

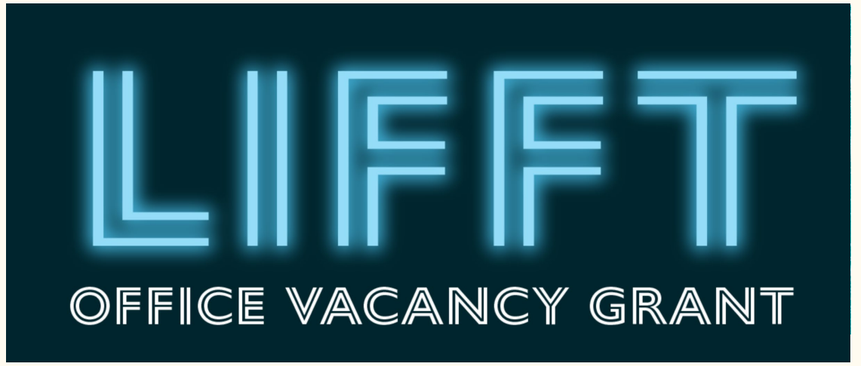
A clear **understanding of the corridor's Class B/C office space potential for adaptability and the barriers to adaptability** is a necessary first step. The physical structure and systems of office space will inform the most plausible use adaptations and costs and/or any regulatory reforms necessary to enable conversion. Additionally, honest **conversations around financing conversions should take place to inform potential financial assistance**, such as business incubation programs, lease incentives, and tax abatement.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

The Office of Economic Development should lead this effort with support of the Development Services Department. Current Class B/C office space owners should be engaged to inform conversion potential and physical, regulatory, and financial challenges to overcome.

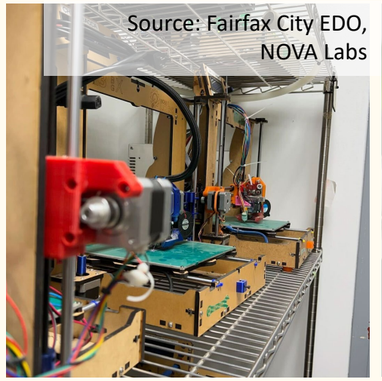
BEST PRACTICE: FAIRFAX CITY, VA LIFFT PROGRAM

Fairfax City, Virginia's Economic Development Authority offers the Lease Incentives for Fairfax Tenants (LIFFT) office incentive program, which leverages $300,000 to attract businesses to the City in buildings with available vacancies through specialized marketing to prospective tenants.



Source: Lease Incentives for Fairfax Tenants [LIFFT] – Business Connected (fairfaxcityconnected.com)

Source: Shutterfly.com



Source: Fairfax City EDO, NOVA Labs

Source: Shutterfly.com

RECOMMENDATIONS

10 Offer commercial property improvement grants and incentives.

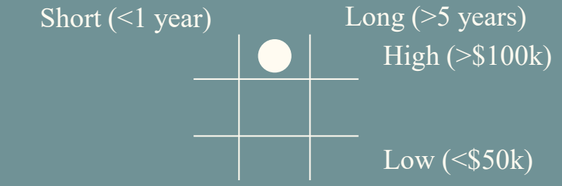
GUIDING PRINCIPLES

- [x] Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- [ ] Focus mixed-use transit-oriented development around the TriRail Station
- [ ] Enable 100% residential developments in certain areas
- [ ] Enhance multi-modal infrastructure and permeability
- [x] Improve the look and feel of the corridor

SUB-AREAS

1 — 2 — 3 — 4

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

Because Delray Beach and the surrounding area is experiencing a highly speculative residential market, there is pressure to redevelop existing non-residential property to residential. However, commercial property preservation is key to maintaining a balanced tax base. Along some sections of the corridor, commercial property cannot be redeveloped to residential by-right. Additionally, commercial redevelopment at a large scale is also unlikely due to lack of office demand and low returns on investment for industrial development. Therefore, it is important to preserve and maintain existing commercial properties to ensure they do not fall into disrepair. This will enhance the look, feel and value along the corridor and aid in maintaining space for tenants in growing sectors.

HOW IS IT DONE?

The City should **develop and secure funding for a commercial property façade improvement grant program and tenant finish out programs** for qualifying commercial properties that are currently unripe for straight commercial redevelopment. The City will need to **develop qualifying criteria and means for equitable distribution** of funds. Additionally, the City can **facilitate connections between existing property owners and regional funding sources like those offered through the Palm Beach County Economic Development grant programs**. Any available property improvement programs should be readily accessible and easy to apply for from the Office of Economic Development website.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

The Office of Economic Development should lead this effort with support from Development Services Department Staff and the Chamber of Commerce, who can offer connections with existing owners and tenants as well as an understanding of property improvement needs.

BEST PRACTICE: BOYNTON BEACH

Neighboring jurisdiction, Boynton Beach, offers a Commercial Property Improvement Grant Program that includes a **three-tiered 50% matching, reimbursable grant** intended to reduce the initial costs associated with the design, repair and rehabilitation of buildings, systems, infrastructure, landscaping, and even design fees associated with trade plans.

Healing Hearts Veterinary, Boynton Beach, FL - Before

Healing Hearts Veterinary, Boynton Beach, FL - After

Source: COMMERCIAL PROPERTY IMPROVEMENT GRANT PROGRAM | Boynton Beach CRA - FL

RECOMMENDATIONS

11 Consider incorporation of a shared path along the corridor to provide safe travel for pedestrians and cyclists.

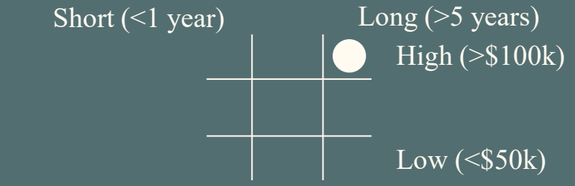
GUIDING PRINCIPLES

- ● Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- ○ Focus mixed-use transit-oriented development around the TriRail Station
- ○ Enable 100% residential developments in certain areas
- ● Enhance multi-modal infrastructure and permeability
- ○ Improve the look and feel of the corridor

SUB-AREAS

1 — 2 — 3 — 4

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

Congress Avenue currently provides standard sidewalks (4-6 feet in width) along both sides of the street and narrow on-street bike lanes north of Atlantic Avenue. Cyclists are often seen on sidewalks, due in part to the lack of dedicated and safe bike lanes. Shared use paths have also been shown to accure benefits to businesses. According to a 2019 study of four shared use paths in Massachusetts, the paths generated $378,000-$9.2 million per path for businesses near the trails over a four-month period (Benefits of Shared Use Paths | Mass.gov).

It is recommended that an off-street shared use path – which would effectively be a sidewalk widening in most locations, be considered along the existing sidewalk right-of-way. A shared path would fulfill a number of policy goals, including equity considerations for lower-income residents and employees who may be reliant on the public transportation system.

HOW IS IT DONE?

A **study of the corridor, with public engagement, should occur first to inform location, design, and cost of the facility**. Once complete, means for implementation and funding will need to be decided and secured.

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

Because the Congress Avenue right-of-way is owned and maintained by the County, the County should ultimately lead this effort. It is recommended that the facility occur within the Congress Avenue right-of-way, to the greatest extent, to enable quicker implementation. It is imperative the County work closely with the City and property owners along the corridor.

BEST PRACTICE: CHRISTOPHER COLUMBUS BOULEVARD, PHILADELPHIA, PA

The off-street shared use path along Christopher Columbus Boulevard in Philadelphia is approximately 10 feet wide and buffered from travel lanes by a roughly five-to-six-foot landscape strip with evenly spaced canopy trees. The Boulevard maintains six travel lanes and a vegetated median, similar to Congress Avenue.

Source: Map data ©2022 Google, Christopher Columbus Blvd., Philadelphia, PA

RECOMMENDATIONS

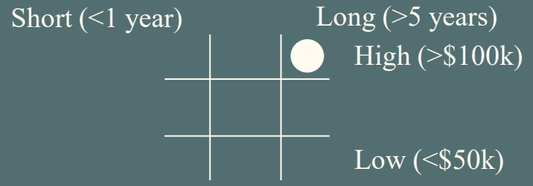
12 Provide greater walkability and block permeability through safer, equitable, and efficient pedestrian crossings and multi-modal navigation through intersections.

GUIDING PRINCIPLES

- ● Support existing home improvement/ light industrial clusters and encourage commercial property improvement/ redevelopment
- ○ Focus mixed-use transit-oriented development around the TriRail Station
- ○ Enable 100% residential developments in certain areas
- ● Enhance multi-modal infrastructure and permeability
- ● Improve the look and feel of the corridor

SUB-AREAS

ESTIMATED TIME + COST



WHY IS THIS CRITICAL?

Congress Avenue is a wide arterial (approximately 100 feet curb to curb) with infrequently signalized pedestrian crossings located between 0.5 to 1-mile distance from one another. These distances significantly impede safe crossings and discourage shorter walking routes. Coupled with a 45-mph speed limit, pedestrians and cyclists must navigate even the safest of options with caution. The corridor classification as a "High Injury Network Corridor" in the County's Vision Zero Action Plan reflects these challenges. Pedestrians and cyclists typically aim to shorten their travel distance as much as possible, especially in extremely hot, humid or rainy weather. To support a more walkable, mixed-use future in areas along the corridor, as directed by guiding policy, it is recommended that safe pedestrian mobility and access be increased through redesign of key intersections and through the introduction of signalized, high visibility pedestrian mid-block crossings along the corridor between existing intersections. **These Complete Streets interventions will increase walkability along and across the corridor by shortening the distance and time *between* safe crossings and *at* crossings and ultimately result in more options for more and different people to access goods, services, and public transportation offered along Congress Avenue.** In addition to increased equity and pedestrian/bicycle safety, improved streets and intersections have proven to have positive economic impacts on surrounding businesses. According to a 2021 Center for Business and Economic Research white paper, 85% of studied communities with Complete Streets experienced an increase in businesses and retail sales.

HOW IS IT DONE?

Potential **locations for signalized, high visibility crossings should be identified and prioritized** based on pedestrian and bicycle crash locations, where the distance between crossings exceeds ½ mile, areas of commercial activity and where higher density and mixed-use is planned, and locations that align with existing pedestrian and cycling crossing behavior (desire paths). **Major intersections with pedestrian/bicycle injuries and fatalities should be prioritized** for improvements, like tighter turning radii and removal of free right turns.

All locations should be guided by the Palm Beach County Complete Streets Policy and Vision Zero Action Plan and align with Palm Beach County Access Management Standards to the extent necessary. Best practices for traffic calming strategies can also be found at the National Association of Transportation Officials (NACTO.org).

WHO CAN HELP LEAD/SUPPORT THIS EFFORT?

Considering the County owns and maintains the Congress Avenue right-of-way, the County should ultimately lead this effort, with support of the Development Services Department and Transportation Staff.

BEST PRACTICE: MID-BLOCK RAPID FLASH BEACONS & RECLAIMED PEDESTRIAN SPACE AT INTERSECTIONS

Several jurisdictions across the country have restored mobility and safety by implementing traffic calming measures in high crash areas. **On-demand, signalized, high visibility pedestrian crossings** were provided between major intersections on San Vincente Blvd. in West Hollywood, CA, 148th Ave. and many others in Bellevue, WA, and Potomac Avenue in Alexandria, VA. Shorter walking distances at intersections were achieved in Memphis, TN with **tighter turn radii**, and a **reclaimed free right turn** in San Diego, CA reduced the pedestrian crossing distance by 65%.

Source: pedbikeimages.org, Memphis, TN

Source: pedbikeimages.org, 148th Street, Bellevue, WA

Source: Google Streetview, 2023, Potomac Avenue, Alexandria, VA

Source: Map data ©2022 Google, St. Vincente Blvd., West Hollywood, CA

"Compared with other communities in Washington, Bellevue has had a lower rate of fatal and serious injury collisions (per 100,000 population)." – Bellevue Vision Zero

Pedestrian injuries have experienced a downward trend of 35% since Vision Zero implementation – Alexandria Vision Zero

"In 2019, there was a modest decrease in the City of San Diego for combined serious injuries and fatalities compared to 2018. 2020 showed a further decline in the City of San Diego, compared to 2019." - San Diego Vision Zero

Source: Map data ©2022 Google,Skyline Dr. and Cardiff St., San Diego, CA

04
APPENDIX

→ **FULL DIAGNOSTIC**

STREETSENSE

Source: Streetsense

01
MARKET ASSESSMENT

- → BUSINESS ENVIRONMENT - RETAIL COMPETITION
- → RETAIL MARKET ASSESSMENT
- → MARKET ASSESSMENT - ALTERNATIVE USES

BUSINESS ENVIRONMENT – RETAIL COMPETITION

Business environment:

STUDY AREA RETAIL

454,300 SF of retail space within the study area

- **283,000 SF** is located within three neighborhood centers (Lake Ida Plaza, Congress Square and Linton Square).
- **171,300 SF** scattered throughout small strip centers and free-standing buildings
    - **95,000 SF** almost entirely occupied by home improvement-related businesses

TAKEAWAYS

- **33% space within the three neighborhood centers are occupied by non-retail tenants** (i.e. churches, real estate agents, urgent care, etc.). This **indicates an oversupply of retail space** that is being filled by other uses to minimize vacancy but is not conducive to a healthy retail market.
- **The Parks at Delray has the potential to nearly double the retail inventory**, further diluting customer spending across an already competitive environment.

Sources: REIS, Loopnet, GoogleEarth

DELRAY BEACH, FL — CONGRESS AVENUE

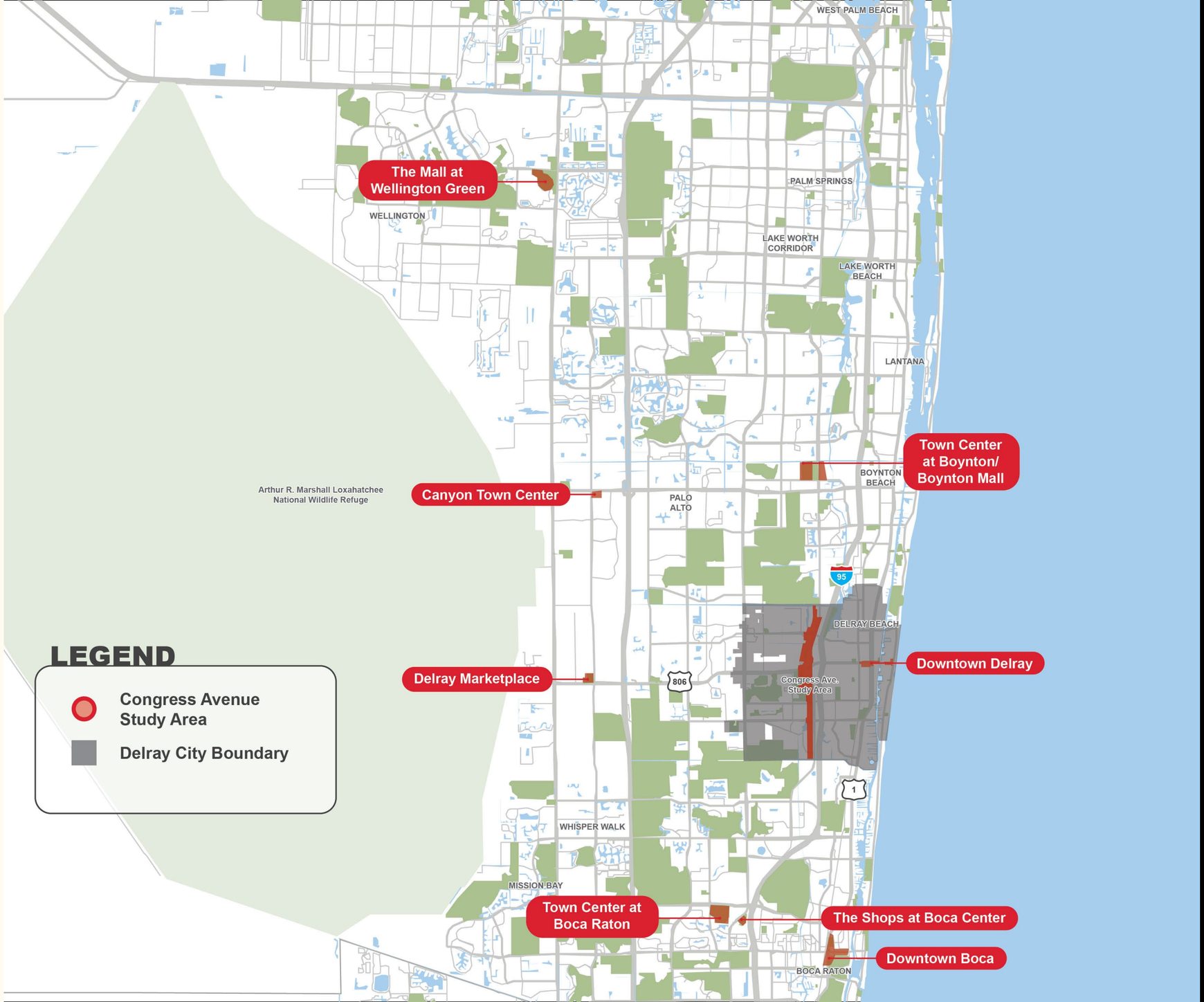
Business environment:

REGIONAL RETAIL COMPETITION

Regionally-serving, experience-based retail centers are characterized by a dominant mix of good-based retail, including malls, power centers, and walkable downtowns and lifestyle centers. These retail centers attract customers from a larger regional trade area and feature a cluster of full-service restaurants and entertainment.

TAKEAWAYS

- Regional competition within the area is strong, with walkable downtowns, traditional malls, and newly developed lifestyle centers.
- Downtown Delray in particular provides an F&B-oriented walkable environment that will directly compete with retail within the study area.
- Delray is bordered by two major retail markets, Boca Raton immediately to the south and Palm Beach to the north, limiting the study area's ability to capture regional customers.
- Boca Raton has an established retail market, including a downtown environment and the largest traditional mall in Palm Beach County.
- The Boynton Mall is low performing and suffers from high vacancy and may be fully redeveloped with a much lower retail footprint.



DELRAY BEACH, FL —— CONGRESS AVENUE

STREETSENSE

Sources: REIS, Loopnet

Business environment:

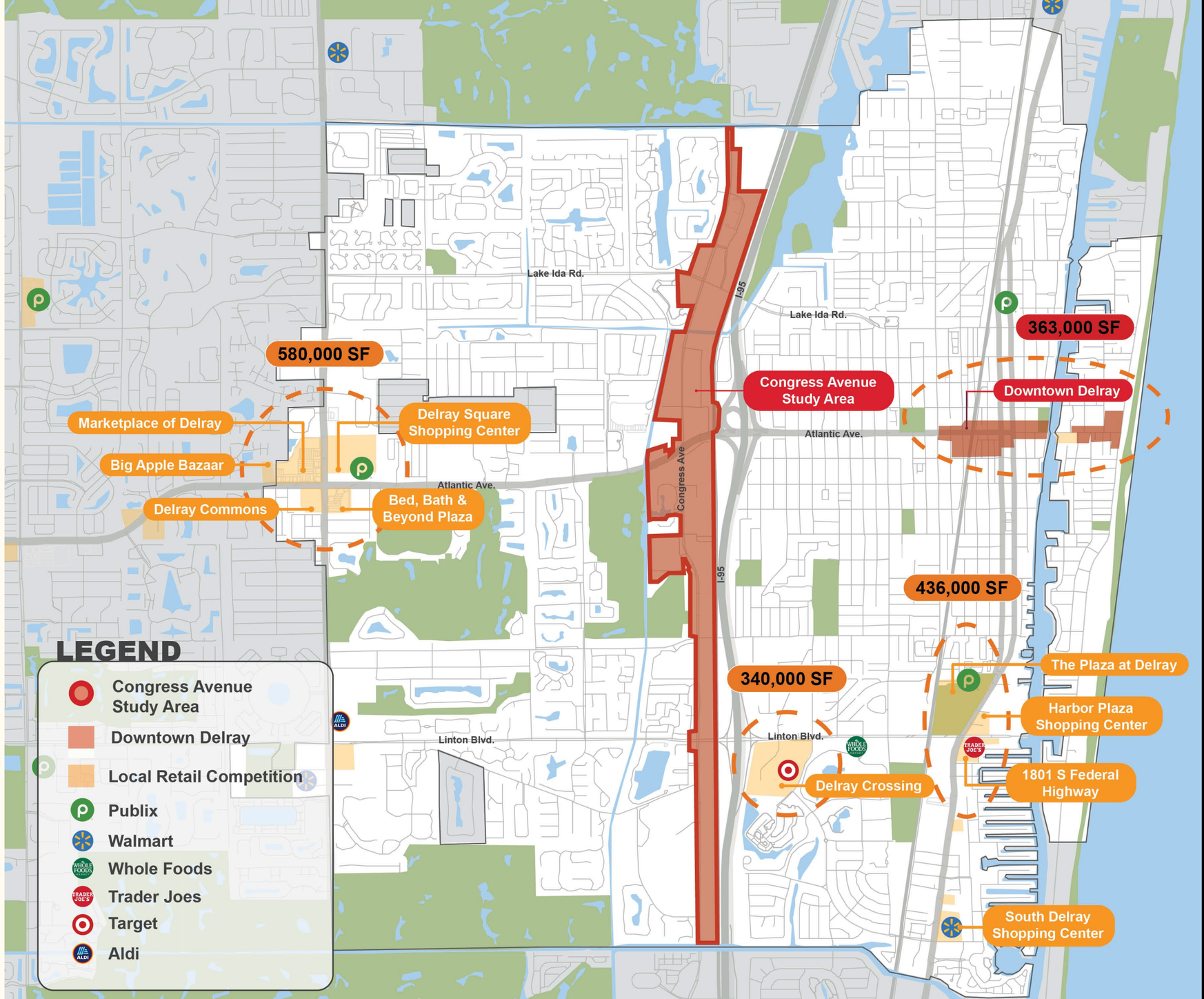
LOCALLY-SERVING RETAIL COMPETITION

Neighborhood serving retail centers are characterized by a dominant mix of Neighborhood Goods & Services tenants, often grocery-anchored. These retail centers primarily meet the need for convenience-based shopping trips, competing on a geographically smaller scale.

TAKEAWAYS

- Study area is surrounded by clusters of neighborhood-serving centers and large power centers located at major intersections, collectively accounting for more than **1.35 million SF of locally-serving retail competition among those concentrations alone**.

Sources: REIS, Loopnet, GoogleEarth



Business environment:

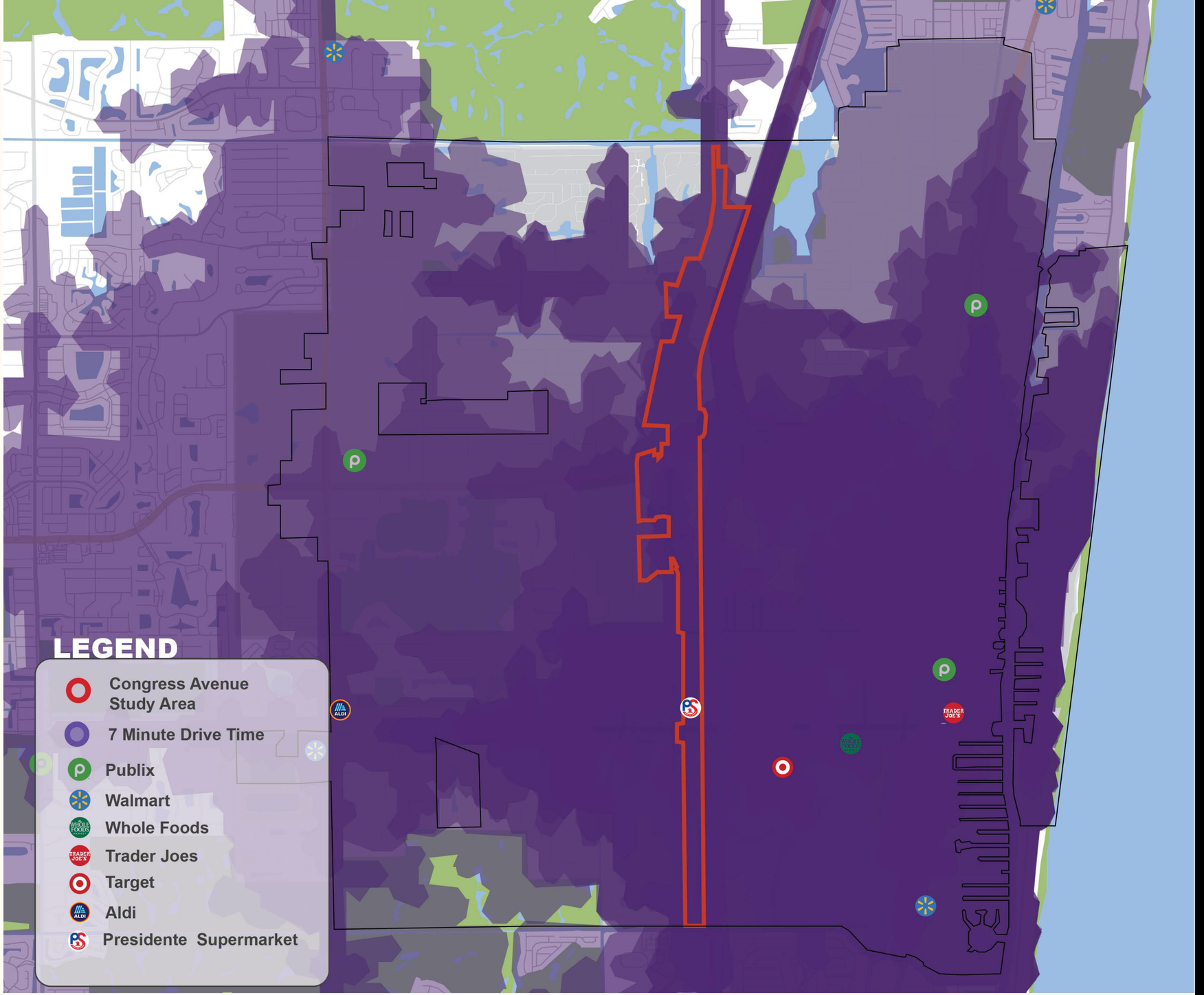
GROCERY COMPETITION

- Conventional grocery stores trade on a 7-minute drive time in most suburban markets.
- Some grocery brands, like Whole Foods and Trader Joes, have a stronger regional draw as do big box retailers like Target, Walmart, and Costco.

TAKEAWAYS

- There is significant overlapping grocery coverage throughout the immediate area. **This will limit study area's ability to support additional grocery tenants.**
- Although competition is strong, **there is enough demand to support an additional grocery store within the study area.**
- The diversity of competition, particularly along Linton Boulevard, **will make it difficult to attract second locations for certain brands, however Publix may be seeking additional market coverage.**

Sources: REIS, Loopnet



RETAIL MARKET ASSESSMENT

Retail market assessment:

METHODOLOGY

For the purposes of this assessment, the following tasks were undertaken to evaluate the retail opportunities within the Congress Avenue study area:

COMPETITION ANALYSIS

Assess existing **retail competition on both a local and regional** level and determine their level of impact on the study area's ability to capture customers and retail demand.

TRADE AREA ANALYSIS

Determine boundaries for primary (PTA), secondary (STA), and tertiary (TTA) trade areas – influenced by competition, drive times, travel patterns and accessibility, and physical and psychological barriers.

Analyze customer demographics and population growth projections for each trade area.

RETAIL SPENDING

Evaluate total retail spending of each demand generating population, including trade area residents, employees, and visitors.

Assess distribution and spending patterns based on industry standard retail categories to determine total gross demand.

CAPTURE RATES

Apply capture rates to total gross retail spending for each population, to determine how much of total expenditures our site will able to attract.

Capture rates are set by evaluating the amount, accessibility, and quality of existing competition and proposed retail development on the study area's ability to draw customer expenditures within the context of the larger market.

PROJECTED RETAIL DEMAND

Translate capturable expenditures into retail square feet using average sales per square foot by retail category and tenant type, resulting in the projected estimated retail demand for our site.

Compare projected demand with existing supply to identify areas of unmet demand and potential oversupply.

Retail market assessment:

INDUSTRY TERMINOLOGY

Traditional Retail Uses

Neighborhood goods & services (NG&S)

- Grocery store
- Neighborhood market
- Pharmacy/drug store
- Dry cleaner/laundromat
- Tailor/seamstress
- Nail/hair salon
- Barber shop
- Spa
- Fitness
- Gyms

Food & beverage (F&B)

- Sit-down restaurant
- Full-service restaurant
- Fast-casual restaurant
- Fast food restaurant
- Carry-out restaurant
- Ice cream shop
- Coffee shop
- Café

General merchandise, apparel, furniture, and other (GAFO)

- Apparel store
- Clothing store
- Electronics store
- Furniture store
- Pet store
- Sports store
- Book store
- Music store

Non Retail Uses

Given their extraordinary nuance, ancillary tenants (e.g. financial, educational, religious, governmental institutions, etc.) and entertainment establishments (e.g. arcades, movie theaters, bowling alleys, escape rooms, etc.) are considered to be non-retail uses and are not factored into the retail demand model

Retail-oriented businesses may operate out of non-retail space, such as light industrial buildings. **These light industrial properties occupied by retail businesses are not considered retail in this analysis because they primarily focus on light manufacturing or distribution, with limited to no in-store direct-to-consumer sales.**

Retail market assessment:

TRADE AREAS

Trade areas represent your most consistent customers contributing to demand on the site. Based on the competitive landscape, natural and psychological boundaries, travel patterns, and population trends, Streetsense defined the following trade areas:

PRIMARY TRADE AREA

Users: Residents, employees, students, overnight guests, and daytime visitors
Frequency: High - at least once or twice per week
Purpose: Convenience-based shopping and dining

SECONDARY TRADE AREAS

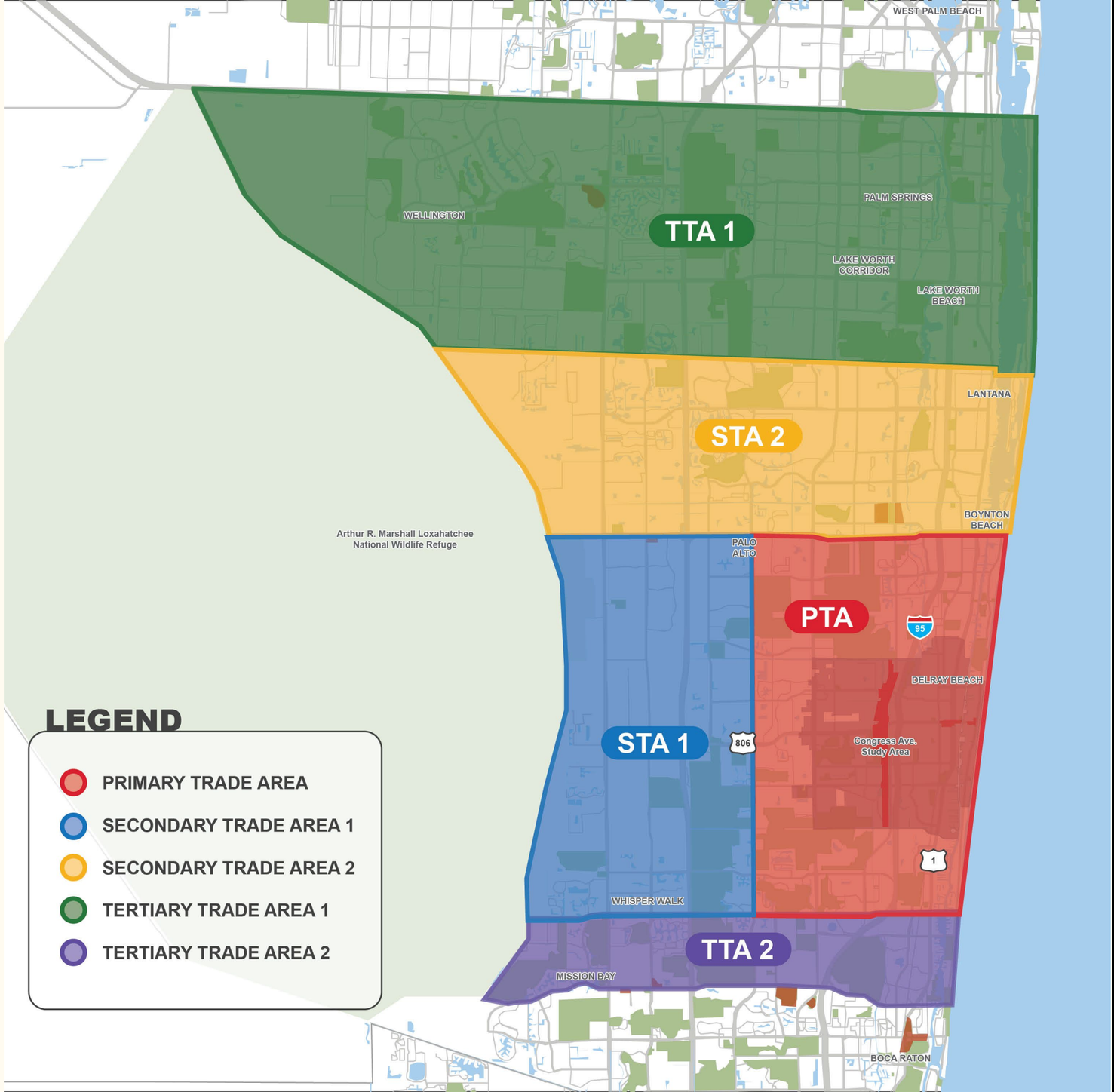
Users: Nearby residents
Frequency: Modest - once or twice every two weeks
Purpose: Change up from options closer to home, work, or school

TERTIARY TRADE AREAS

Users: Regional residents
Frequency: Low - once or twice every month
Purpose: Experience-based shopping and dining

TAKEAWAYS

- Large retiree and senior population, **almost half of the population is not in the labor force. Growing number of young families and professionals working remotely.**
- Sizable seasonal population, attracting **over 4,000 visitors each day contributing to retail potential.**



Sources: Sitewise, Delray Beach DDA

Retail market assessment:

CUSTOMER PROFILES

Trade area customers are diverse. There is a large retiree and senior population, with almost half of the population not in the labor force. The area is relatively affluent, maintaining moderate income levels given the high retiree population. There is a sizable seasonal population, attracting visitors that contribute to the diverse makeup of the area. There is also a growing number of young families and professionals working remotely.

TRADE AREA	PTA	STA 1	STA 2	TTA 1	TTA 2
Households	89,000	36,000	65,000	123,000	22,000
Family Households	53%	68%	68%	67%	60%
Households with Children	25%	29%	40%	47%	34%
Median Age	57	60	45	40	50
College Educated+	41%	51%	35%	28%	52%
Median Home Value	$339,200	$455,600	$344,500	$304,900	$458,600
Median Household Income	$71,500	$93,600	$79,900	$67,400	$89,000

Average Household Expenditures

Source – Sitewise.

Retail market assessment:

RETAIL DEMAND PROJECTIONS

Based on resident, employee, visitor spending, local and regional competition, and projected population growth, the site can support the following:

365,200 SF
Total Retail Demand in 2022

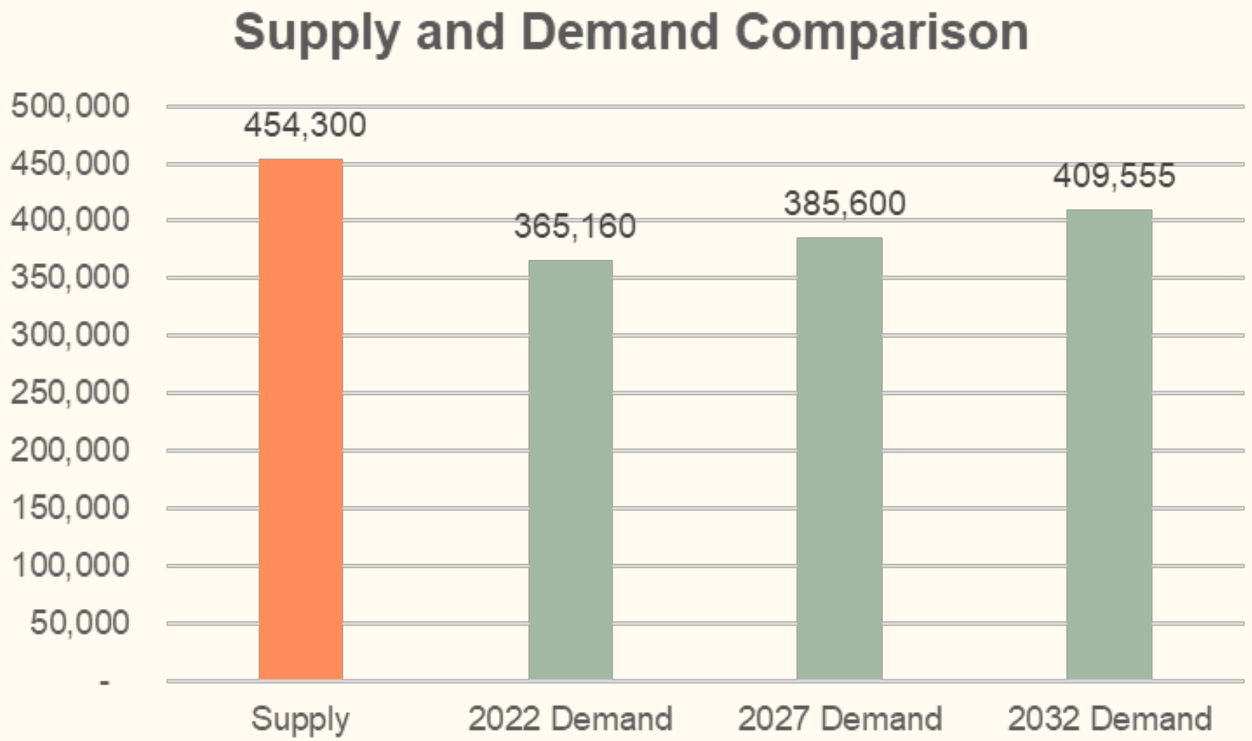
385,600 SF
Total retail demand in 2027

409,500 SF
Total retail demand in 2032

Retail demand will steadily increase as the number of residents in the trade areas and the employees working in the trade areas grow.

As of 2022, retail within the study area is **oversupplied by 89,000 SF. This is not including the up to 330,000 SF of retail space that could be added to the Parks at Delray project.**

Even with resident and employee growth, the study area will remain oversupplied with retail over the next ten years.



Sources: Sitewise

Retail market assessment:

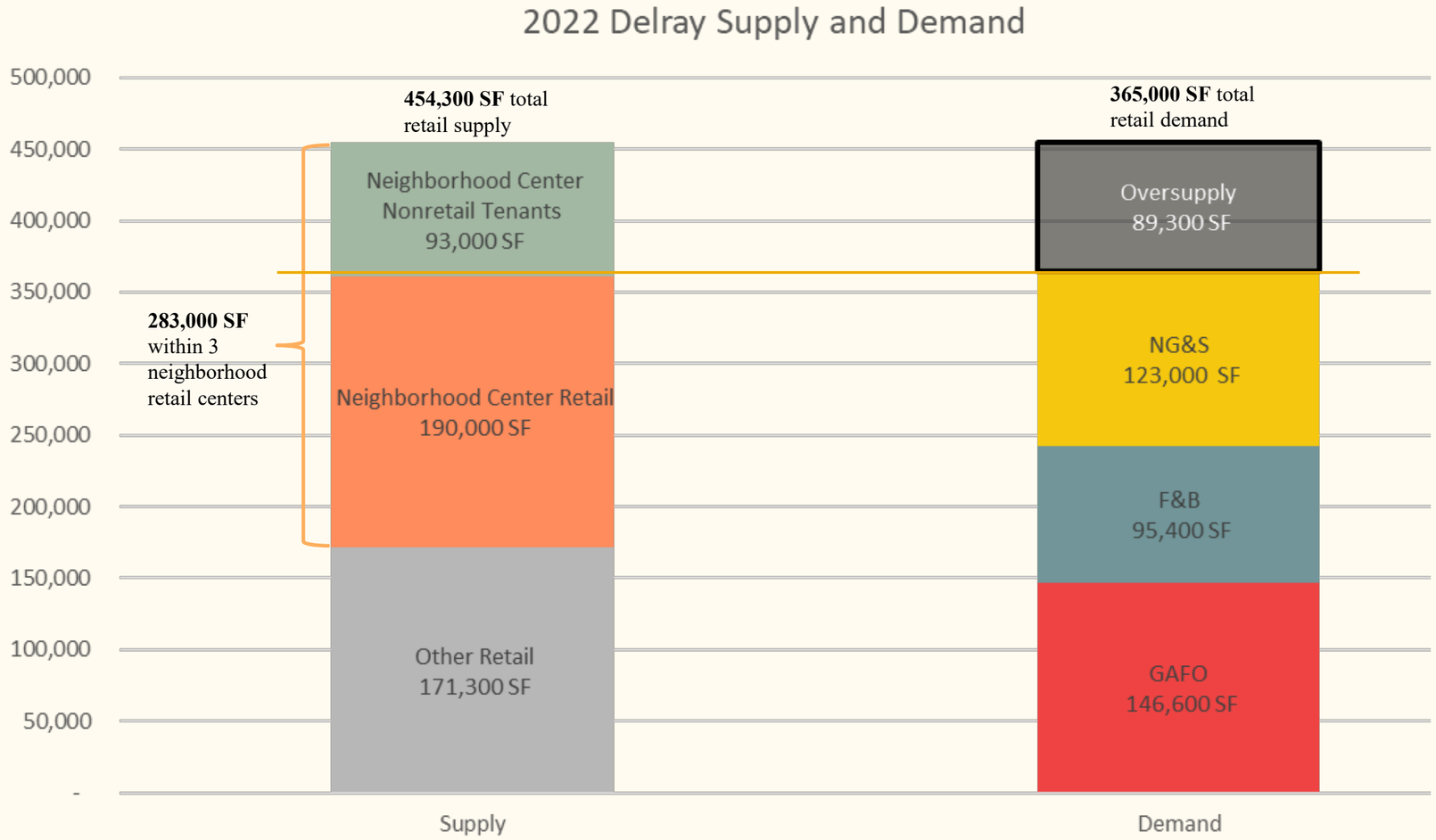
CURRENT SUPPLY & DEMAND

The study area can currently support a total of 365,000 SF of retail, indicating an **oversupply of 89,300 SF.**

Oversupply roughly equates to the 33% of the retail space within the three neighborhood centers is either vacant or occupied by non-retail uses, amounting to roughly 93,000 SF. Nonretail uses within shopping centers are common and can mesh well with retail tenants. However, this magnitude of space indicates that the existing retail environment is oversupplied and space is being filled with nonretail uses to avoid vacancy regardless of quality or community need.

TAKEAWAYS

- **Current oversupply very closely correlates with the existing space in the market that is either vacant or leased to non-retail tenants.**
- **Oversupply does not mean lack of opportunity**, there is an abundance of poor quality retail spaces, and certain retail subcategories are undersupplied.



Sources: REIS, Loopnet, Streetsense Research

* Other retail represents retail sits that do not fall within the three neighborhood centers in the study area

Retail market assessment:

FUTURE SUPPLY & DEMAND

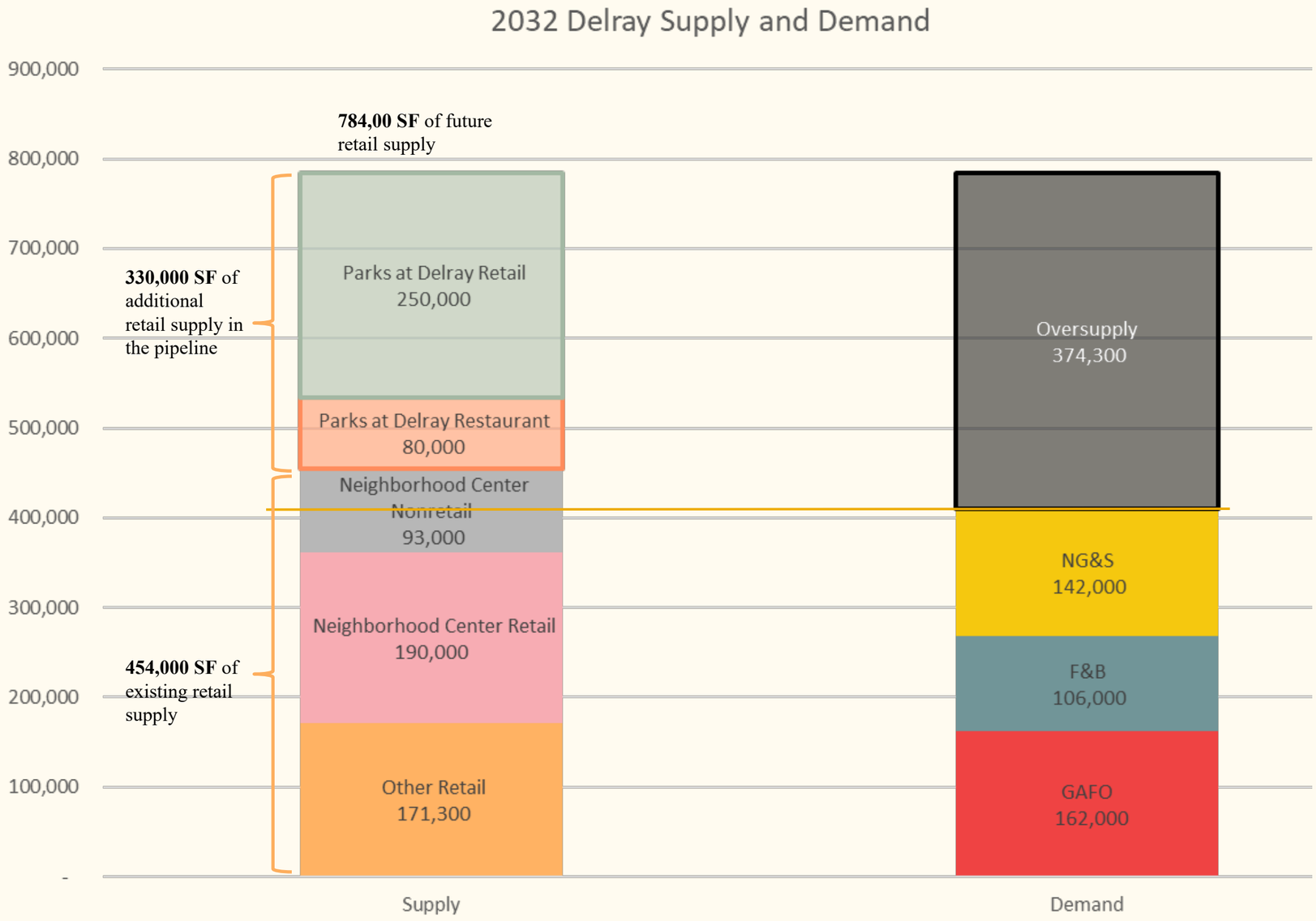
By 2032, retail demand will grow to a total of **410,000 SF, shrinking existing oversupply marginally**.

However, **The Parks at Delray has preliminary approval for an additional 330,000 SF of retail** space within a relatively small area in the south of the study area.

Although there will be a need for retail serving the new residential populations as the area densifies in the south, **each new residential unit can support 6.2 SF of demand**. Based on the current residential development pipeline, that equates to a **total 11,275 SF of demand generated by those new populations at full build-out.**

TAKEAWAYS

- The Parks at Delray at full build-out will result in an **oversupply of 374,300 SF,** which is 100,000 SF greater than all three existing neighborhood centers combined.
- This level of oversupply will result in lower quality tenants and decreased sales volumes, ultimately leading to increased vacancies.



Sources: REIS, Loopnet, Streetsense Research

* Other retail represents retail sits that do not fall within the three neighborhood centers in the study area

Retail market assessment:

FUTURE DEMAND BREAKDOWN

By 2032, total retail demand can be broken out into the three major retail use categories as follows.

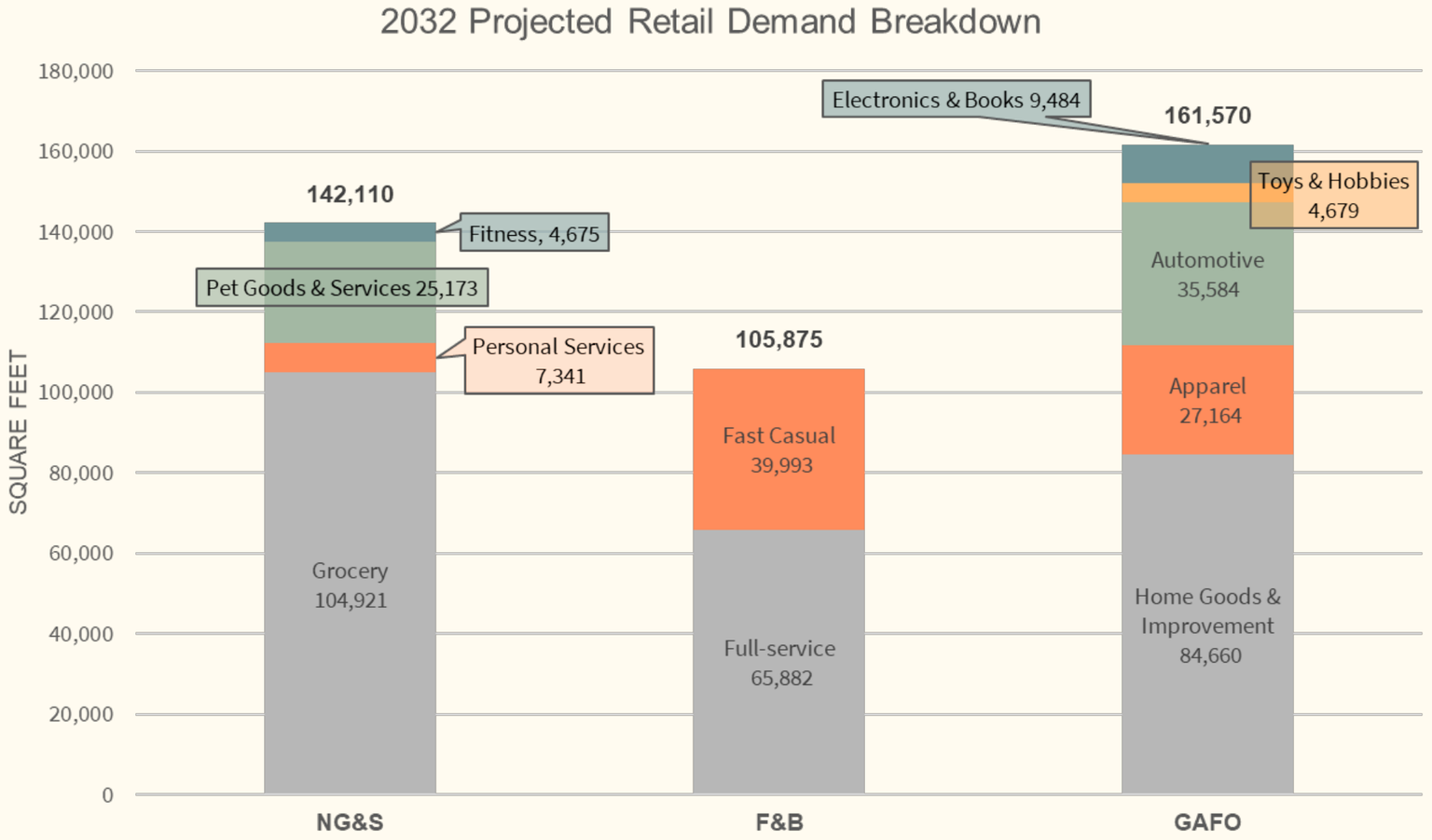
General apparel, furniture and other (GAFO) uses make up the majority of demand, driven by the concentration of home improvement retail in the corridor, amounting to roughly 171,000 SF, meeting projected demand.

Demand for neighborhood-serving retail (NG&S) is constrained by strong competition throughout the trade areas. However, there is only ~60,000 SF of grocery within the study area, resulting in an additional **40,000 SF of unmet grocery demand in 2032.**

Restaurant competition in the region is particularly strong. However, there is a dearth of F&B in the study area, with only **28,000 SF of existing F&B** within the three neighborhood centers.

TAKEAWAYS

- Density and high spending result in demand to support an additional grocery store in the study area.
- **F&B is particularly undersupplied in the study area**, there is opportunity to bring additional F&B to serve the community, especially full-service restaurants.



Sources: Sitewise

MARKET ASSESSMENT – ALTERNATIVE USES

→ INDUSTRIAL
→ OFFICE

Retail market assessment:

INDUSTRIAL OPPORTUNITY

- **29 light industrial properties occupied by home improvement businesses**, ranging from tile, window and furniture suppliers, home appliance and roofing companies
- **16 light industrial properties occupied by automotive-related** businesses, food suppliers, and soft-goods distributors.

2.9 million SF total industrial inventory in Delray Beach, making it the second-smallest industrial submarket regionally after Jupiter It also has the second highest average rent in the region, after Boca Raton.

2.0% vacancy in Delray Beach, with no industrial properties currently under construction. There may be an opportunity to capture additional industrial demand within the study area, as there is currently very little available, quality space to place new businesses.

TAKEAWAYS

- There is demand regionally and locally, but land costs may be prohibitive to industrial developers
- It is not the highest and best use to build a single story light industrial building compared to vertically-dense multifamily buildings

Sources: REIS, CBRE

Retail market assessment:

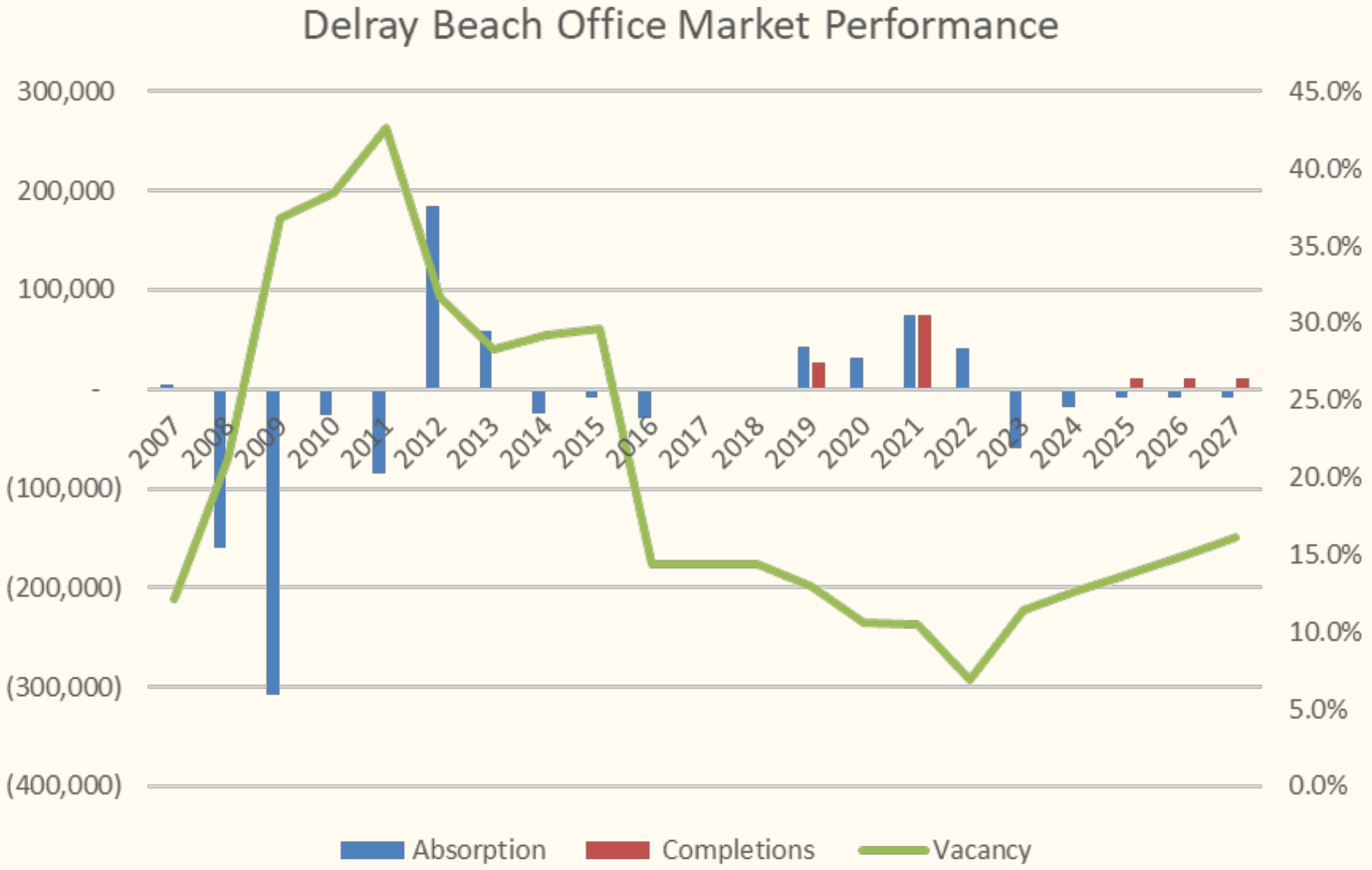
OFFICE OPPORTUNITY

70% of all office inventory is old, delivered before 1990

Vacancy was a healthy 7.4% end of 2022. However, activity within the submarket has been low historically. Only 100,000 SF has delivered since 2007 and move-ins have been small.

Office space in the market tends to be very **small, averaging 6,500 SF**. The biggest concentration of office inventory is in downtown Delray at the intersection of Atlantic Ave and Highway 1.

A larger 70,000 SF office delivered in downtown Delray in 2021, that leased up quickly with multiple smaller tenants.



TAKEAWAYS

- There is demand for new Class A office space in highly amenitized retail environments, not currently found along Congress Ave
- High demand from financial-services and law firms looking for high-end small-scale spaces (5,000-10,000 SF)

STREETSENSE *Sources: REIS*

02
ADMINISTRATIVE CAPACITY

→ REGULATORY ASSESSMENT
→ ORGANIZATIONAL CAPACITY

REGULATORY ASSESSMENT

Administrative Capacity:

COMPREHENSIVE PLAN GUIDANCE

COMPREHENSIVE PLAN'S ROLE

Delray Beach's ultimate guide for future growth and redevelopment

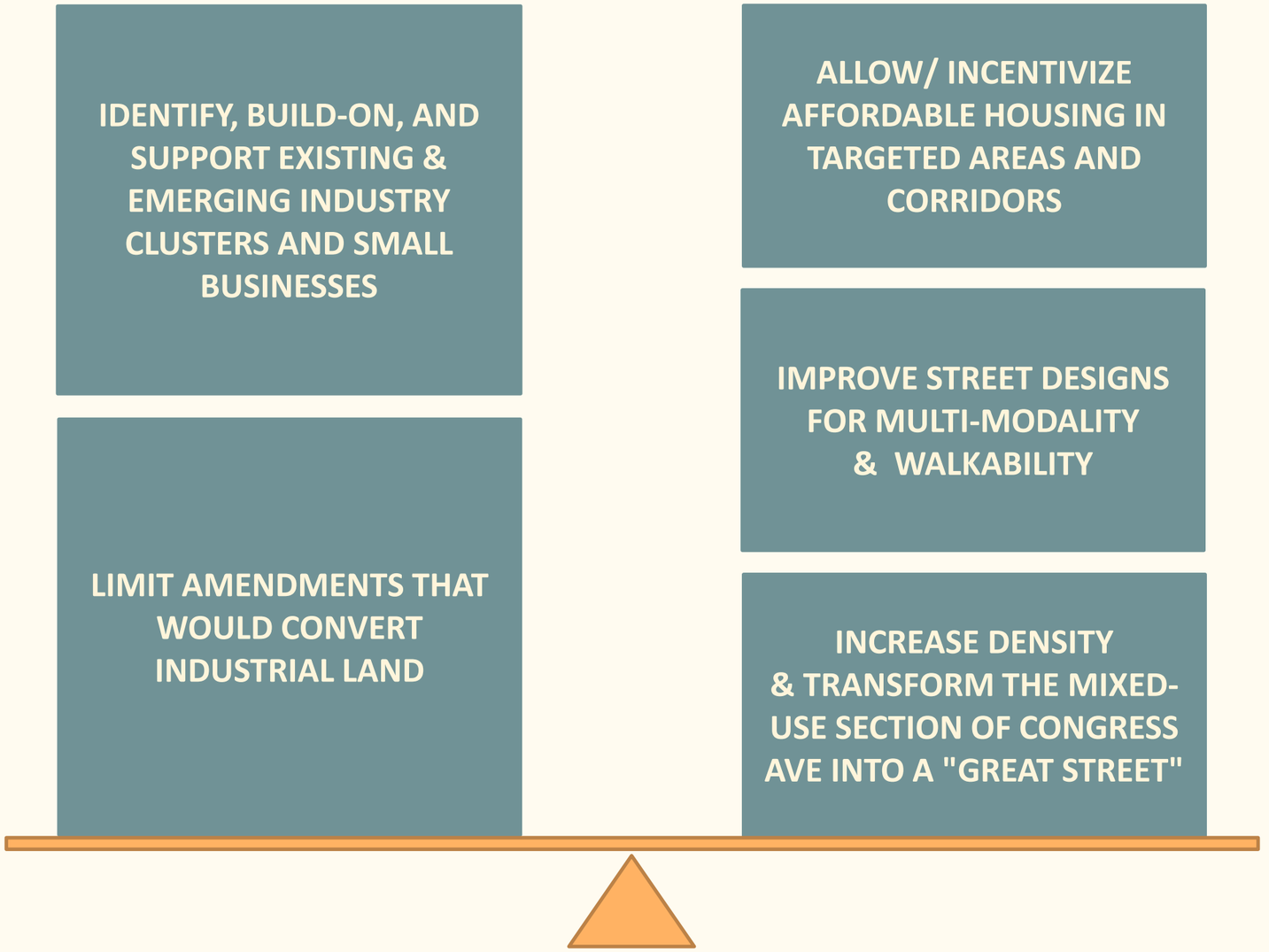
CITY VISION

"…Our goal is to provide a high quality of life that is **healthy and welcoming** for residents, visitors, and business owners."

GUIDING POLICIES

- Comprehensive
- Existing zoning regulations do not always support policies
- Some policies challenged by jurisdiction/control

CAN DELRAY BEACH BALANCE THE POLICY REQUESTS OF CONGRESS AVENUE?



Administrative Capacity:

ZONING BASICS

Municipal codes are often an accumulation of general controls that were used to solve specific problems in specific places at specific times

- Conflicts between residents and certain uses
- Rules that restrict uses with a low-income or transient customer base, like laundromats
- Concerns over “bad actors”

General Issues with Zoning

BLUNT	As a policy power, zoning is often used for protectionism, not market responsiveness
INFLEXIBLE	Being democratically mandated, zoning is often difficult to change and difficult to change quickly
MESSY	As an actively used set of regulations, zoning is often built upon rather than comprehensively revised/updated

General Code Issues in Delray Beach

- Attempts to comprehensively list all allowable/ conditional/ prohibited uses in every zoning category, instead of having one centralized list using the same nomenclature and definitions – **Example:**

ZONE	USE CATEGORY
MROC	Office Center (inc. Financial institutions, medical office, professional office, business support)
GC	Business, Professional, and Medical Uses Contractor's Offices
MIC	Business and Professional Office

- Contradicting or missing definitions in Appendix A (**Ex.** No definition for office) - Potential for inconsistent interpretation/application of regulations and more time for the applicant's approval process
- Nonconforming uses are strongly discouraged with few other local options for relocation, if any
- Required Master Plan Developments add a layer of approval, are unique unto themselves, and require property owner initiation – *But, they do allow for design and infrastructure coordination if guided by a common plan, guidelines, and goals*
- Standard development regulations support physical separation of uses (i.e. setbacks with physical barriers/walls/fences), contradicting sentiments of mixed-use environments

Administrative Capacity:

CORRIDOR SUB-AREAS

SUB-AREA 1: Master Planned Light Industrial & Office with Supporting Retail

- Envisioned as master planned employment center
- PCC zone generally supportive of *existing* light industrial cluster
- Residential mostly discouraged
- **Considerations:**
  - **Modifications to existing Master Development Plan (MDP) require approval for alterations & potentially new uses – could be challenged by level of specificity in MDP**
  - **New developments require MDP in an already value burdened area – if redeveloped, likely not with typical, one-story industrial space due to rising land values**
  - **30 ft minimum required setback/landscape buffer along Congress Ave promotes suburban form and feel**

SUB-AREA 2: Commercial, Light Industrial & Office with Supporting Retail

- Envisioned as employment center
- MIC supportive of *existing* light industrial cluster & expansion in *existing* structures
- Residential somewhat encouraged: Affordable housing conditional use in MIC east of study area; must be in vertical mixed-use building in GC zone near Atlantic Ave. intersection
- **Considerations:**
  - **Between 10 and 30 ft landscape buffer along Congress Ave - consistent application along entire frontage unlikely**

Administrative Capacity:

CORRIDOR SUB-AREAS

SUB-AREA 3: TOD/Mixed Residential, Commercial, and Office

- Envisioned as transit-supportive, pedestrian-friendly mixed-use area and Affordable Housing Incentive Zone applies
- Existing light industrial cluster unsupported by MROC zone
- **Considerations:**
  - **Limited nonresidential uses allowed – allowable uses in 20% "retail" space could be broadened**
  - **Incentive Zone likely unused due to existing residential allowances (75-100% in proximity to train station)**
  - **MDP required for parcels greater than 3 acres**
  - **Likely to see horizontal, not vertical, mixed-use on larger sites**

SUB-AREA 4: TOD/Mixed Residential, Commercial, and Office

- Envisioned as transit-supportive, pedestrian-friendly mixed-use area requiring 25% min. of total SF to be non-residential and Affordable Housing Incentive Zone applies
- Existing light industrial cluster unsupported by MROC zone
- Potential market impacts from Parks at Delray & 28-acre County site
- **Considerations:**
  - **Beyond walkable distance to transit station**
  - **100% residential projects not allowed in areas where demand exists; not all affordable housing types encouraged**
  - **MDP required for parcels greater than 3 acres**
  - **Likely to see horizontal, not vertical, mixed-use on larger sites**
  - **MROC zone interrupted by I zone where existing large industrial property exists; on southern side is existing light industrial cluster zoned as MROC and unsupported**

Administrative Capacity:

MROC ZONE

PURPOSE & INTENT

- The MROC District regulations provide for a **transit-supportive, pedestrian-friendly mix of residential, office, and commercial uses** in a master-planned environment.

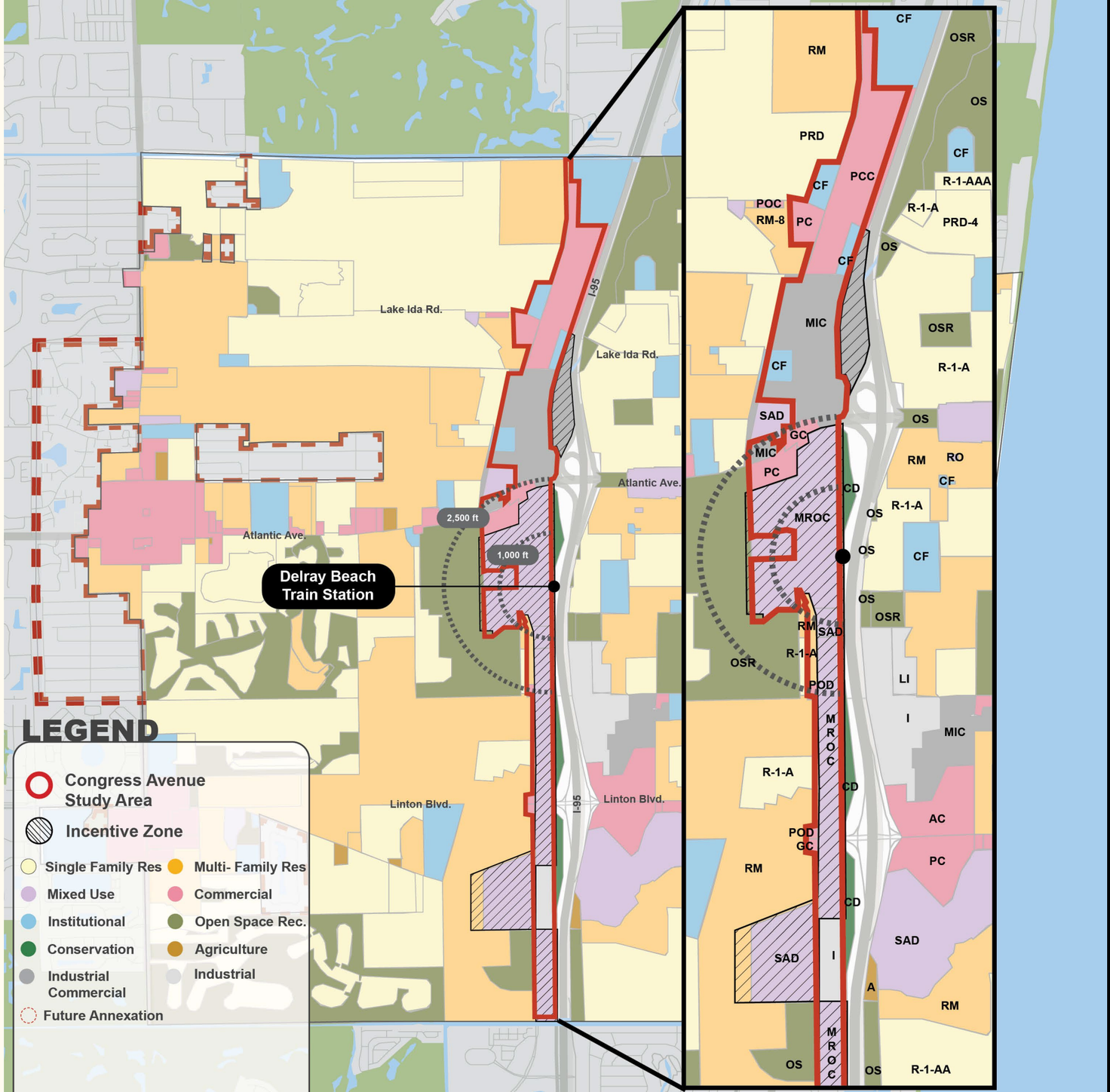
LAND USE ISSUES

- **Limited by-right non-residential uses that could be compatible with residential and other commercial uses:**

CONDITIONAL	Health spas, fitness centers, gymnasiums, exercise facilities, pet services, veterinary clinics, day care centers, educational and vocational facilities, live/work units, etc.
UNACKNOWLEDGED AND/OR NOT PERMITTED	Pet hotels, recreational establishments, tattoo establishments, theaters and concert venues, interior design and furnishings, some manufacturing, fabrication/assembly, and wholesale/distribution uses (I.e. breweries, distilleries, ceramics, materials supply, on-site repair, etc.), some automotive uses, etc.

- **Allowed "retail" uses may only occupy 20% of total development SF**

- Although within Affordable Housing Incentive Area, **100% by-right Multi-family is a disincentive to provide affordable housing and not all affordable housing types are acknowledged/permitted** (i.e. senior housing)



DELRAY BEACH, FL — CONGRESS AVENUE

Administrative Capacity:

MROC ZONE

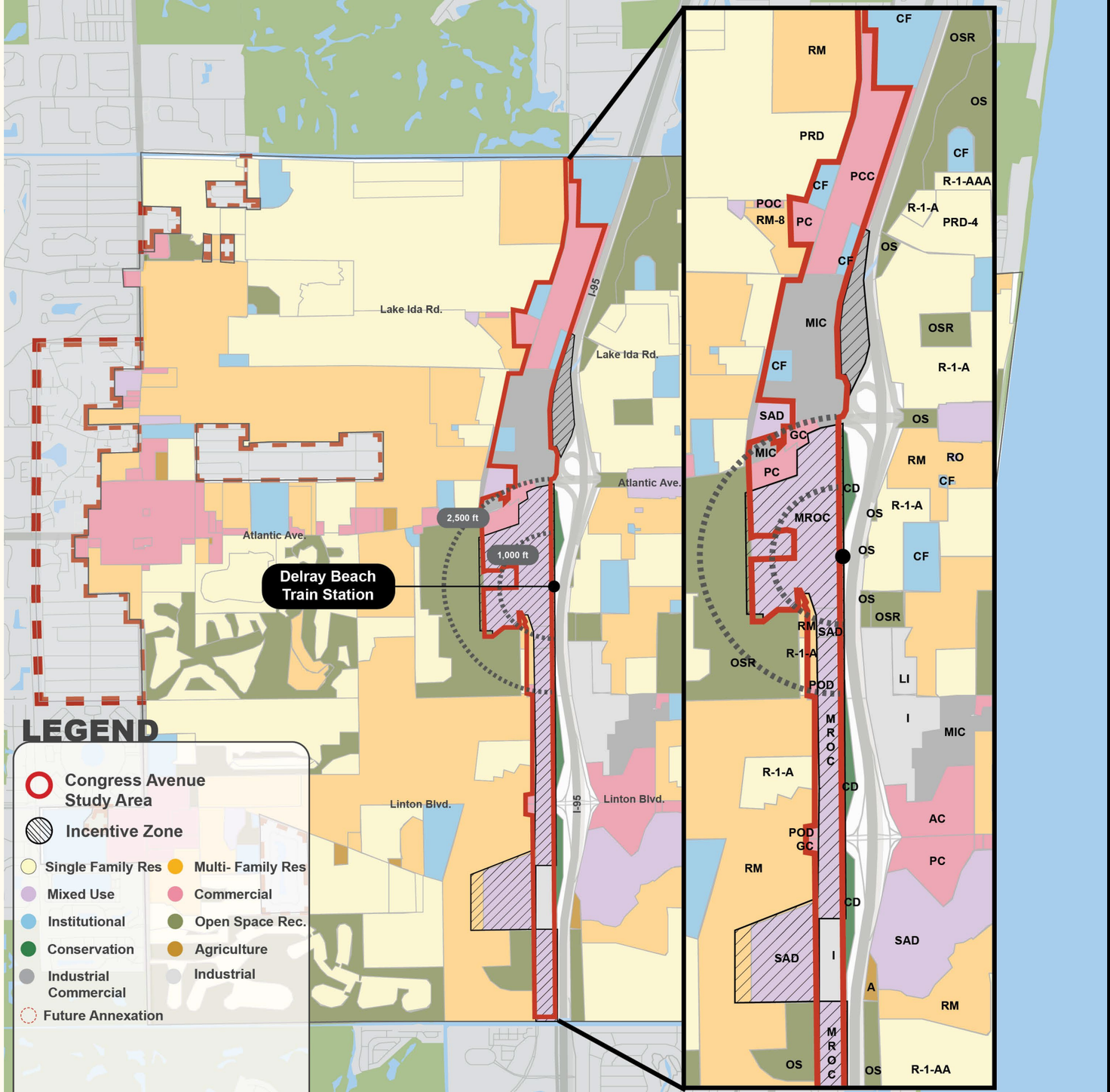
PURPOSE & INTENT

- The MROC District regulations provide for a **transit-supportive, pedestrian-friendly mix of residential, office, and commercial uses** in a master-planned environment.

FORM CONSIDERATIONS

- **Redevelopment may result in horizontal mixed-use rather than vertical mixed use – Consider:**
  - Relationship of lot size, property value, and potential rents/ROI
  - Percent of *development* vs percent of building, i.e.:
    - Multi-family between 75-100% of *development* depending on proximity to TriRail Station;
    - Retail is max. 20% of total SF of *development*;
    - Hotels, motels, all suites for maximum of 20% of total SF of *development*;
    - Self-storage for maximum of 50% of *development*

- **Flexible physical character requirements along corridor side with limited application consistency,** i.e.:
  - no build-to lines
  - no commercial property street tree guidelines
  - Requirement to make a "boulevard"



DELRAY BEACH, FL — CONGRESS AVENUE

Administrative Capacity:

REGULATIONS AROUND FORM

DISTINCT PLACES HAVE DISTINCT AND CONSISTENT FORM & FEATURES

- Congress Ave, north and south of Atlantic Ave, have different visions
- North = commercial/ light industrial – wider, more open to accommodate space needs of allowable/encouraged uses
- South = mixed-use, more walkable – tighter with more human scale forms and features

JURISDICTION/CONTROL MATTERS

- **Congress Ave ROW** = County owned, designed and maintained – limited City guidance – requires County partnership
- **Adjacent property** = mostly privately owned – guided by City plans with vision implementation on case-by-case basis over time

WHERE TO POTENTIALLY HOLD FIRM and/or REQUIRE

- Consistently placed trees and lighting along the corridor
- Consistent streetwall
- Enhanced multi-modal connectivity
- Permeable blocks

Design Requirements in Delray Beach

- Regulates setbacks rather than build-to lines – less opportunity for consistent streetwall
- Varying landscape buffer widths along corridor
- No firm regulations around regular tree placement along corridor
- While buffers may include trails per the code, there is no planned enhance ped/bike trail envisioned for the corridor in Comprehensive Plan – limits city's ability to require it of new development in the approval process, request it of the County within county-owned ROW, or apply for funding/grants.
- Master Plan Developments offer opportunity to increase permeability at the block level

ORGANIZATIONAL CAPACITY

Administrative Capacity:

ORGANIZATIONAL CAPACITY

COMPREHENSIVE PLAN POLICIES EMPHASIZE STRATEGIC PARTNERSHIPS

- Emphasis on working with public and non-profit entities, including the Chamber of Commerce, to support businesses
- Emphasis on Palm Beach County Intergovernmental Coordination Program
- Each agency and perhaps others will play an important role in the future success of Congress Avenue

WHERE CAN AGENCIES POTENTIALLY PLAY A PART?

AGENCY	Business & Development Support	Infrastructure Support
CITY OF DELRAY BEACH OFFICE OF ECONOMIC DEVELOPMENT	✓	
CITY OF DELRAY BEACH DEVELOPMENT SERVICES	✓	✓
DELRAY BEACH CHAMBER OF COMMERCE	✓	
PALM BEACH COUNTY GOVERNMENTS/AGENCIES	✓	✓
PROPERTY OWNERS ASSOCIATION	✓	

03
PHYSICAL ASSESSMENT

- → GENERAL OBSERVATIONS
- → CONNECTIVITY & ACCESS
- → WHAT'S WORKING
- → WHAT'S NOT WORKING

Physical environment:

GENERAL OBSERVATIONS

Vehicle-oriented/designed corridor

- Wide arterial roughly 100 ft wide (back of curb to back of curb) with 45 mph speed limit
- Varying sidewalks widths and buffers
- Some bicycle infrastructure
- Portions with tree planted medians

Mixed response of building forms

- Existing residential mostly with "backs" to the corridor with physical separations/ barriers
- Existing non-residential uses/buildings and parking bays front the corridor

Limited permeability for access to the corridor

- Safe pedestrian & bike crossings generally 0.5 - 1 miles apart
- Vehicular permeability prioritized but lacking median breaks for cross access

Ample/ redundant bus service with access to transit station and beyond

Physical environment:

CONNECTIVITY & ACCESSIBILITY

WHAT'S WORKING

- Sidewalks along entire length of corridor
- People do walk and bike along the corridor
- Existing mature vegetation in several places along the corridor, including portions of the median
- New development has created/has opportunity to engage more with the street, create more comfortable streetscape environments, and permeability/access to the corridor

WHAT'S NOT WORKING

- Minimal/inconsistent tree coverage along sidewalks creates inhospitable environment in inclement and hot weather conditions
- Minimal/inconsistent planted buffer between road and sidewalk creates unpleasant pedestrian experience
- Walled off residential developments and narrow sidewalks are less hospitable to pedestrians and cyclists and limited direct connection to corridor
- Undefined, inconsistent, and/or unengaging streetwall
- No pedestrian scale features like lighting and signage

Physical environment:

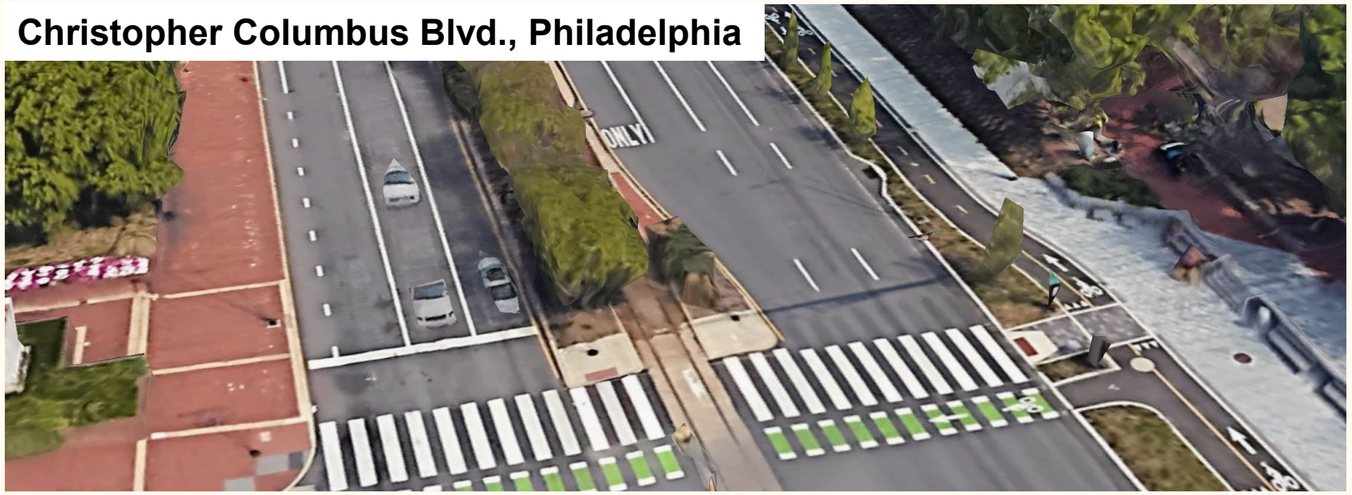
CONNECTIVITY & ACCESSIBILITY

Congress Ave.

OPPORTUNITY

- Wide, multi-use path with tree-lined vegetated buffer from roadway
- Human scale features, like lighting with banners for place identification/celebration
- Emphasis at key locations/ nodes

Christopher Columbus Blvd., Philadelphia



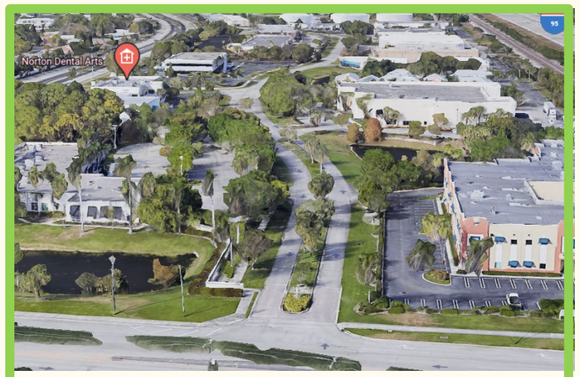
Physical environment:

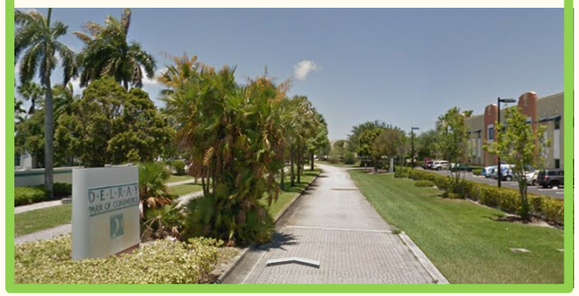
CONNECTIVITY & ACCESSIBILITY

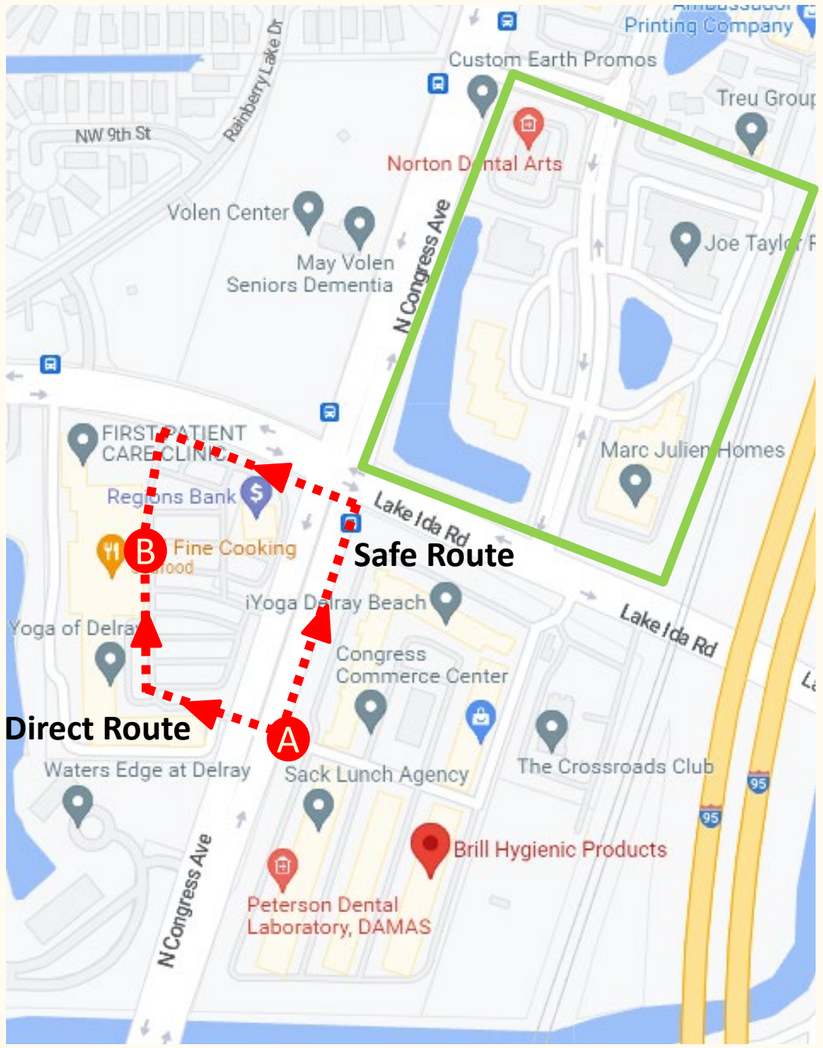
WHAT'S WORKING

- For a large swath of Congress Ave, the depth between Congress Ave and train tracks is roughly 700 ft, which allows for smaller blocks with increased permeability/ accessibility through new roads and other infrastructure

- Existing example: Delray Park of Commerce







WHAT'S NOT WORKING

- Safe pedestrian connectivity from one side of Congress Ave to the other is long and inconvenient due to scale and location of safe crossings

- Existing example: The safest route walking from Congress Commerce Center to a restaurant in Lake Ida Plaza is ¼ **mile** and the shortest, less safe desire path is still **1/8 mile (nearly 700 ft.)**

STREETSENSE