The logo of the Delray Beach Community Redevelopment Agency is a circular emblem. It features a stylized house with a red roof and a green chimney on the left. The house is set against a background of green and blue wavy lines. The entire emblem is enclosed in a grey circular border.

Delray Beach Community Redevelopment Agency Regular Board Meeting

**Tuesday, March 22, 2022,
3:00 p.m. at the Arts Warehouse**



Item 4A.

A-G.U.I.D.E.: Achieving Goals Using Impact Driven Evaluation (A-G.U.I.D.E.)

**Application, Guidelines, and
Updates to Funding Agreement**

BACKGROUND & FRAMEWORK

- Since 1997, CRA has provided funding to Delray-based non-profit organizations to assist with achieving *Overall Needs* identified in the Community Redevelopment Plan
 - Removal of Slum and Blight
 - Land Use
 - Economic Development (A-GUIDE)
 - Affordable Housing (A-GUIDE)
 - Downtown Housing
 - Infrastructure
 - Recreation and Cultural Facilities (A-GUIDE)
- Funding was to targeted nonprofits located in City/CRA-owned facilities and/or providing essential services to the City of Delray Beach
- A-G.U.I.D.E. established in 2011 to better evaluate and measure activities of nonprofit organizations receiving CRA funds in accordance with the CRA Redevelopment Plan

A-G.U.I.D.E. NON-PROFIT PARTNERS

ORGANIZATION	NEED AREA	YEARS OF FUNDING
Arts Garage	Recreation & Cultural Facilities	2011 – present
Delray Beach Historical Society	Recreation & Cultural Facilities <i>(provides a City service)</i>	2006 – present
Delray Beach Community Land Trust	Affordable Housing	2007 – present
Delray Beach Public Library	Recreation & Cultural Facilities <i>(provides a City service)</i>	2002 – present
Spady Museum	Recreation & Cultural Facilities	1997 – present
Small Business Development Center Program - Greater Delray Beach Chamber of Commerce	Economic/Business Development	2019 – present
Old School Square Center for the Arts	Recreation & Cultural Facilities	1999 – 2020

ELIGIBILITY & FUNDING

- Mission consistent with the mission of the CRA
- Classified as tax-exempt under IRS 501(c)(3)
- In good standing with the State of Florida
- Housed in City- or CRA-owned facilities located in the CRA district
- Serves residents of the CRA district and/or visitors that come to the district to participate in funded programs, projects, and events
- Demonstrated commitment by Board of Directors of the purpose and accountability for CRA funds
- **CRA support for Non-profit Partners that received funding in prior years will not receive an increase in their funding. In fact, the amount of funding may be decreased according to availability of funds and the quality of their applications relative to these guidelines.**
- CRA support may not exceed 25% of an organization's total operating budget for the year in which the grant is requested.
- Nonprofit Partners that have received funding in prior years must submit applications for future funding; no assumption of future funding will be made based on past support.

KEY QUESTIONS, DISCUSSION & FEEDBACK

1) Modifications to Overall Need Areas for A-GUIDE?

Complete list of Overall Need Areas from CRA Redevelopment Plan:

- Removal of Slum and Blight
- Land Use
- Economic Development (A-GUIDE)
- Affordable Housing (A-GUIDE)
- Downtown Housing
- Infrastructure
- Recreation and Cultural Facilities (A-GUIDE)


KEY QUESTIONS, DISCUSSION & FEEDBACK

Delray Beach Community Redevelopment Agency (CRA) Funding Framework

	1. Affordable Housing	2. Recreation & Cultural Facilities	3. Economic/Business Development
<i>CRA funds these kinds of activities</i>	<ul style="list-style-type: none"> • Acquisition/operation of affordable rental properties • Subsidies for income-qualified home buyers • Land to nonprofits engaged in affordable housing activities • Partnerships to implement affordable housing programs 	<ul style="list-style-type: none"> • Arts incubator • Performing/visual arts programs/ events • Museum exhibits • Library programs • Education in arts, culture, heritage • Children's programs & events • Recreational program & events • Sporting events & programs 	<ul style="list-style-type: none"> • Business incubator facilities/programs that focus on the CRA's Preferred Targeted Industries, and have the potential to create 5 or more jobs, such as: <ul style="list-style-type: none"> – <i>Communication / Information Technology</i> – <i>Life Science</i> – <i>Business & Financial Services</i> – <i>Clean Energy</i> – <i>Emerging Technologies</i> – <i>Corporate Headquarters</i>
<i>To achieve these (shorter term) outcomes</i>	<ul style="list-style-type: none"> • Increased supply of affordable housing in the CRA District • More opportunities for home ownership • Development of infill housing • Upgraded housing conditions • Increased private investment in residential areas and commercial areas surrounding residential neighborhoods 	<ul style="list-style-type: none"> • More visitors to downtown Delray Beach and the CRA District • Increased economic activity downtown • More and higher quality cultural & educational opportunities • Events and activities that appeal to a broader diversity of patrons • Increased knowledge about local arts, cultural heritage 	<ul style="list-style-type: none"> • Establishment and/or expansion of technology-based businesses, creative industries, and similar preferred targeted industries • Creation of higher paying jobs located in Delray • Higher occupancy in office buildings • Increased economic activity downtown • Diversified local economy

KEY QUESTIONS, DISCUSSION & FEEDBACK – STAFF SUGGESTIONS

Delray Beach Community Redevelopment Agency (CRA) Funding Framework

	1. Affordable Housing	2. Recreation & Cultural Facilities	3. Economic/Business Development
<p> CRA funds these kinds of activities</p> <p><i>*Support to implement affordable housing programs</i></p>	<ul style="list-style-type: none"> • Acquisition/operation of affordable rental properties • Subsidies for income-qualified home buyers • Land to nonprofits engaged in affordable housing activities • Partnerships to implement affordable housing programs 	<ul style="list-style-type: none"> • Arts incubator • Performing/visual arts programs/ events • Museum exhibits • Library programs • Education in arts, culture, heritage • Children's programs & events • Recreational program & events • Sporting events & programs 	<ul style="list-style-type: none"> • Business incubator facilities/programs that focus on the CRA's Preferred Targeted Industries, and have the potential to create 5 or more jobs, such as: <ul style="list-style-type: none"> – Communication / Information Technology – Life Science – Business & Financial Services – Clean Energy – Emerging Technologies – Corporate Headquarters
<p>To achieve these (shorter term) outcomes</p>	<ul style="list-style-type: none"> • Increased supply of affordable housing in the CRA District • More opportunities for home ownership • Development of infill housing • Upgraded housing conditions • Increased private investment in residential areas and commercial areas surrounding residential neighborhoods 	<ul style="list-style-type: none"> • More visitors to downtown Delray Beach and the CRA District • Increased economic activity downtown • More and higher quality cultural & educational opportunities • Events and activities that appeal to a broader diversity of patrons • Increased knowledge about local arts, cultural heritage <p><i>*Programs that engage the residents of the CRA District</i></p>	<ul style="list-style-type: none"> • Establishment and/or expansion of technology-based businesses, creative industries, and similar preferred targeted industries • Creation of higher paying jobs located in Delray • Higher occupancy in office buildings • Increased economic activity downtown • Diversified local economy <p><i>*Encourage variety of businesses in the CRA District</i></p>

**Change to support for businesses with emphasis on small businesses.*

**Remove industries.*

KEY QUESTIONS, DISCUSSION & FEEDBACK

Delray Beach Community Redevelopment Agency (CRA) Funding Framework

	1. Affordable Housing	2. Recreation & Cultural Facilities	3. Economic/Business Development
<i>With these long-term impacts</i>	<ul style="list-style-type: none"> • Stabilization of neighborhoods • Improved quality of life • Higher tax base • Increased economic development • Improved safety; reduction of crime • Increased property values relative to other areas of the City 	<ul style="list-style-type: none"> • Delray Beach as a nationally recognized arts & culture destination • Civic and social connectivity, inclusion, sense of pride and community • Higher tax base • Increased economic development • More arts related businesses 	<ul style="list-style-type: none"> • Construction of new Class A office buildings downtown • National recognition of Delray Beach as a City where companies want to be • Higher tax base • Increased economic development
<i>Demonstrated by these kinds of measures of success</i>	<ul style="list-style-type: none"> • Number of affordable housing units (new and renovated) • Number of new homeowners • Decrease number of substandard units • Level of support from other funders and affordable housing providers • Dollars invested • Reduced crime rates • Increase in assessed value 	<ul style="list-style-type: none"> • Number and types of arts, leisure, and educational programs, events, and businesses • Revenue generated by tickets, food & drink, other purchases for partners and community • Numbers/demographics of attendees, members, volunteers • Level of private financial support • Knowledge gained on related topics • Level of customer satisfaction 	<ul style="list-style-type: none"> • Number and types of new technology/creative based business start-ups • Number of higher paying new jobs • Number of new Class A office buildings • Number of technology/creative based businesses relocating to or expanding in Delray Beach • Dollars invested/capital raised • Increases in assessed values • Occupancy rates

KEY QUESTIONS, DISCUSSION & FEEDBACK – STAFF SUGGESTIONS

Delray Beach Community Redevelopment Agency (CRA) Funding Framework

	1. Affordable Housing	2. Recreation & Cultural Facilities	3. Economic/Business Development
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<i>Demonstrated by these kinds of measures of success</i>	<ul style="list-style-type: none"> • Number of affordable housing units (new and renovated) • Number of new homeowners • Decrease number of substandard units • Level of support from other funders and affordable housing providers • Dollars invested • Reduced crime rates • Increase in assessed value 	<ul style="list-style-type: none"> • Number and types of arts, leisure, and educational programs, events, and businesses • Revenue generated by tickets, food & drink, other purchases for partners and community • Numbers/demographics of attendees, members, volunteers • Level of private financial support • Knowledge gained on related topics • Level of customer satisfaction 	<ul style="list-style-type: none"> • Number and types of new technology/creative based business start-ups • Number of higher paying new jobs • Number of new Class A office buildings • Number of technology/creative based businesses relocating to or expanding in Delray Beach • Dollars invested/capital raised • Increases in assessed values • Occupancy rates

**Number of businesses served and their location.*

KEY QUESTIONS, DISCUSSION & FEEDBACK – TYPES OF SUPPORT

Administrative support / overhead expense	Day-to-day operating costs or expenses to further the general purpose or work of an organization, not linked specifically to a project or program; maximum allowed is 15% of project/program budget
Building/renovation	Construction, renovation, remodeling, or rehabilitating property
Capital campaigns	Campaigns, usually extending over a period of years, to raise substantial contributions for a variety of enduring purposes, such as building construction or acquisition, endowments, or land acquisition
Conferences/seminars	Expenses to hold or sponsor a conference, seminar, workshop, other training event
Consulting services	Professional staff support to assist with a project of mutual interest or to evaluate services provided by an organization
Equipment	Purchase of equipment, furnishings, or other materials
Film/video/radio	Film, video, or radio production
In-kind gifts	Non-monetary donations, including equipment, land, or products; might also donate facility space or staff time
Income development	Fundraising, marketing, or expanding an organization's audience base; <i>events for exclusive purpose of fundraising are not included</i>

KEY QUESTIONS, DISCUSSION & FEEDBACK – STAFF SUGGESTIONS

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KEY QUESTIONS, DISCUSSION & FEEDBACK – TYPES OF SUPPORT

Land acquisition	Purchase of real estate
Loaned talent	Volunteer services provided to organizations by professionals or executives to help in an area involving their particular skills
Management development/ capacity building	Fees, salaries, staff support, staff training, other costs relative to strategic or long-range planning, capacity building, budgeting, or accounting
Matching funds	Contributions provided by another donor or grants awarded that will be paid only if the donor organization raises additional funds from another source
Program evaluation	Evaluation of a specific project or program; may include support for direct evaluation costs or for technical assistance or outside evaluation
Program/project support	Direct costs to develop and/or implement specific projects or programs

KEY QUESTIONS, DISCUSSION & FEEDBACK – STAFF SUGGESTIONS

- ★ Land acquisition Purchase of real estate
- ~~★ Loaned talent Volunteer services provided to organizations by professionals or executives to help in an area involving their particular skills~~
- ~~★ Management development/capacity building Fees, salaries, staff support, staff training, other costs relative to strategic or long-range planning, capacity building, budgeting, or accounting~~
- ★ Matching funds Contributions provided by another donor or grants awarded that will be paid only if the donor organization raises additional funds from another source
- ★ Program evaluation Evaluation of a specific project or program; may include support for direct evaluation costs or for technical assistance or outside evaluation
- ★ Program/project support Direct costs to develop and/or implement specific projects or programs
**Any direct costs related to operation of the program, including but not limited to staffing, equipment, promotions, supplies, and materials.*

KEY QUESTIONS, DISCUSSION & FEEDBACK – TYPES OF SUPPORT

Program-related investments/loans

Investments or loans for a project related to the CRA's stated purpose and interests

Public relations services

Printing and duplicating, audio-visual and graphic arts production, assistance in planning special events, public service announcements, and other activities to increase public awareness and promote the organization to the community and other stakeholders

Seed money

Support to start, establish, or initiate new projects or organizations; may include salaries and other operating expenses

Technical assistance

Operational or management assistance which may include financial or program planning, legal advice, marketing, information systems, and other aids to management or program staff; assistance might be offered directly by a staff member or in the form of funding to pay for the services of an outside consultant

Use of facilities

Rent-free or reduced office space for temporary periods

KEY QUESTIONS, DISCUSSION & FEEDBACK – STAFF SUGGESTIONS

~~Program-related investments/loans~~ — ~~Investments or loans for a project related to the CRA's stated purpose and interests~~



Public relations services

Printing and duplicating, audio-visual and graphic arts production, assistance in planning special events, public service announcements, and other activities to increase public awareness and promote the organization to the community and other stakeholders **Related to a specific program.*

~~Seed money~~ — ~~Support to start, establish, or initiate new projects or organizations; may include salaries and other operating expenses~~



Technical assistance

Operational or management assistance which may include financial or program planning, legal advice, marketing, information systems, and other aids to management or program staff; assistance might be offered ~~directly by a staff member or~~ in the form of funding to pay for the services of an outside consultant **Related to a specific program.*

~~Use of facilities~~ — ~~Rent-free or reduced office space for temporary periods~~

MODIFICATIONS OF FUNDING AGREEMENT – *WORKING DRAFT*

- Require additional supporting documentation with quarterly reports to justify expense of CRA funds for the quarter such as receipts, cancelled checks, paid invoices, etc.
- Must have a long-term lease agreement, management agreement, or other type of agreement with the City of Delray Beach or CRA.
- Make A.-G.U.I.D.E. Guidelines an exhibit to the Funding Agreement.
- Funding availability based on annually approved budget.
- Duty to supplement information provided to the CRA if there are changes from the application.
- Add attorney's fee provision.
- Add termination for convenience clause.
- Lower percentage of budget for CRA support? – Currently 25%

*thank
you!*



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 www.delraycra.org

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 www.delraycra.org/green-market