

Draft Implementation Strategy - Working Document

1. COMMUNITY CAPACITY BUILDING PROPOSED STRATEGIES

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

Project/Action Item	Description
City, CRA, and community stakeholders will identify people who will take the lead for the various community building strategies identified in The Plan.	Organize the Coordinating Table's purpose and structure and create formalized partnerships with service providers, educational institutions, etc., to achieve plan goals and objectives with service providers
Expand Partnerships	Expand on existing partnerships that provide opportunities for youth to learn about community engagement and civic involvement.
Assess utilization opportunities for the West Atlantic Avenue Neighborhood Improvement District (NID) created pursuant to FS 163.511.	The NID was created in 1988 for the purpose of applying for planning grant funding. At present, the NID is not authorized to impose special assessments or a tax in the designated area.

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

Project/Action Item	Description
Commercial Land Trust	Create a non-profit commercial land trust, guided by community stakeholders, which can offer a powerful tool to address the challenges faced by businesses considering rising rents and high land costs. By purchasing property and leasing it to businesses, commercial land trusts help support the business community and preserve neighborhood character.

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2. CIVIC STEWARDSHIP PROPOSED STRATEGIES
To be determined based on needs

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3. COMMUNITY WEALTH BUILDING PROPOSED STRATEGIES

Financial Literacy

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

Project/Action Item	Description
Financial Literacy Training Programs	Collaborating with community partners, conduct a financial literacy training program that is culturally contextual to residents of The Set to help small businesses scale up and gain knowledge and provide incentives to graduates of the training program.

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

Create Small Dollar Loan Program	Create Individual Development Account (IDA) program, or small dollar loan programs for low-income residents. Create a Children's Savings Account (CSAs) Program Partner with a credit union to offer their services to The Set residents.
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Higher Education Attainment

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

Project/Action Item	Description
Educational Events	Use creative events to teach parents about the importance of college
Connect with Parents	Assist schools serving students from The Set to connect with parents
College Tour Program	Create a program for the area's children to tour colleges
Village Academy Mission	Revamp the mission of Village Academy to provide students mentorship starting in kindergarten
College Mentor Program	Support and advocate for a college mentoring program where local college graduates work with high school students to prepare for the SAT test, assist with the college application process, apply for grant and financial aid and mentor them through their first year at college.

Worker Skill Enhancement

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

Worker Readiness Program	Create Worker Readiness Program which provides sector-specific occupational skills training that leads to certifications which are in demand in the labor market and provide job placement services after occupational skills training is complete
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Drivers of Job Creation

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

Project/Action Item	Description
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Standard Industrial Classification (SIC) Codes	Expand and widely share database of businesses in The Set with Standard Industrial Classification (SIC) codes, along with number of employees and education and skillset requirements including certifications.
Business Incentive Programs	Promote existing employment incentive programs to local businesses
Industrial Property Incentives	Encourage repurpose of industrial properties into active uses with financial incentives
Intern-to-Work Program	Create partnerships between community organizations, non-profits, and the City to develop an Intern-to-Work Program in which local businesses participate and provide incentives to employers to hire interns
Entrepreneurial Environment Enhancement	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description
Impact Zone Designation	Create an Impact Zone designation for West Atlantic Avenue and 5th Avenue. Grants would include facade improvements, interior build-outs and rent subsidies with a tiered structure providing additional funding to local owners and businesses utilizing local contractors
Specialty Trade Contractors Database	Develop a database of residents from The Set who are Specialty Trade Contractors and share it as part of every Request for Proposal by the City and CRA. Residents have identified the City's Office of Economic Development as the entity which could take the lead on this strategy. Give priority to Specialty Trade Contractors who are residents of The Set when projects are in The Set.
Scalable Small Businesses Opportunities	Consider creating designated areas for food trucks to encourage scalable small businesses within The Set. Amend City Ordinance No. 04-16 to make food trucks, vendor cart, kiosks, or other small points of sale a permitted use within The Set.
Green Energy	Create an economic development program that will incentivize green energy businesses to locate to the City and CRA with the condition of training and employing local residents.

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Suggested Policy Changes	<p>Amend City Ordinance No. 04-16 to permit the rental of scooters, golf carts and Segways as a permitted use within The Set.</p> <p>Amend the City Code 4.4.13. requiring 20 feet minimum depth of first floor retail to 50 feet minimum depth to create sustainable commercial space.</p> <p>In projects with a public/private partnership component, require that a percentage of retail/commercial space be leased at a 25% discount to encourage local residents or business to locate in the project.</p> <p>Amend City Code 4.4.13. requiring at least 50% of the building frontage of the sidewalk level story to be for the following uses (as described in Table 4.4.13(A)), a. General retail uses and/or facilities, except that sales of automotive parts, lawn care equipment, firearms, or second-hand material (other than verifiable antiques) are not permitted. b. Services and facilities and c. Hotels, motels, or residential-type inns as a Conditional Use to require 75% of primary street frontage shall be for retail uses from 10th Avenue to Swinton Avenue.</p>
Housing	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description
ADU's and Alternative Housing Options	Adopt the ADU and alternative housing options study for the Set and amend LDRs as needed to implement the suggested changes in the study.
City/CRA to Issue RFP for scattered site single-family vacant lots	The CRA shall continue to a Request for Proposals for their inventory of single-family zoned, scattered site vacant lots.
Single-Family Vacant Lot Acquisition	The CRA shall continue acquiring properties to rehabilitate or construct homes that can be sold to families based on the current workforce housing programs offered by the City of Delray Beach and Palm Beach County.
Develop an Affordable Housing Master Plan	In partnership with the community stakeholders, City, Housing Authority, Community Land Trust, and CDC develop an Affordable Housing Master Plan for the City to ensure resources are leveraged, and housing development has the greatest impact on a community.

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Homeownership Opportunities	Prioritize homeownership opportunities for families associated with current workforce housing programs offered by the City of Delray Beach and Palm Beach County.
Public Policy	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description
Local-Preference Procurement Policy	Create & Implement a local-preference procurement policy for the City, CRA and their non-profit partners such as the Community Land Trust and the Housing Authority, requiring hiring of local businesses and workers. Create tracking and measurements to determine policy outcomes.
Living Wage Ordinance	Enact a living wage ordinance covering contracts in The Set and City workers.
Sustainable Retail	Change City codes to encourage sustainable retail in The Set.
Small Business Grants	Assist businesses with obtaining grants that would best serve the community and offer grant programs to small business entrepreneurs.

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4. HEALTHY COMMUNITY PROPOSED STRATEGIES

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

Project/Action Item	Description
Disseminate Information and Spread Awareness	Distribute information about nutrition and health and wellness in schools, recreation centers, churches, offices and businesses in the West Atlantic neighborhoods. Map resources already available to The Set or within The Set and help communicate these resources through The Set's social media, website, radio, and other news sources. Encourage neighborhoods to work together on initiatives with local organizations, the faith-based community, the CRA, and the City of Delray Beach to spread awareness and offer resources through programs such as the Walk Against Violence (Pompey Park) and resident engagement events.
Support Healthcare Initiatives for residents from infancy to end of life	Support initiatives that teach healthy eating, exercise, mental health and wellness, trauma-informed care and behavioral health training. Support a connected network of accessible, affordable, and high-quality community healthcare for residents from prenatal and infancy to end of life, that includes education, prevention, early intervention, treatment, and support. Assist with coordinating efforts that support the voices of youth within The Set.
Wellness Assessment	Create a community health and wellness assessment to be completed every 3 years by residents - available in multiple languages and provided through various outlets (door-to-door, web-based); and analyze assessment data with the intent to influence future programming.
Local Leadership	Offer/Support opportunities for residents to hold leadership positions on local initiatives, organizations, businesses, CRA, Delray Beach Police Department, and the City of Delray Beach boards and committees. Partner with residents and organizations to implement equitable practices, policies and procedures and community wellness approaches that improve population health.
Partnerships	Cultivate partnerships with initiatives such as Birth to 22: United for Brighter Futures, and integrated healthcare companies and agencies.

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

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Village Center	Partner and advocate for a physical site potentially located at Village Center or 95 SW 5th Avenue, for a wellness center within The Set that includes wellness services, fitness, integrated healthcare for both physical and mental health, social services, education, and career support.
Full-Service Supermarket	Improve access to fresh food options, such as establishing a full-service supermarket, cooperative market, farmer's market or similar; This will be a critical step towards improving public health and fostering a more sustainable community. It would also serve as a cornerstone for food access, community well-being, and neighborhood revitalization.

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5. PLACEMAKING PROPOSED STRATEGIES	
West Atlantic Avenue	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description
Tactical Urbanism	Explore viability of initiating a pilot tactical urbanism project to test the effectiveness of the proposed road diet and community acceptance prior to detail designing.
Streetscape Design Study	Undertake a detailed streetscape design study and road diet feasibility study for all priority streets, specifically West Atlantic Avenue.
Mid-Term Action Items (5-10 years)	
Mixed-Use Buildings	Encourage development of mixed-use buildings at the W. Atlantic frontage of the Tennis Center, Courthouse, Police Station and other CRA-owned properties.
Update regulations and codes for pop-up vendors	Work with Palm Beach County and City to update regulations/codes that will allow pop-up vendors on government owned properties along W. Atlantic to activate these pedestrian dead zones.
Complete Streets	The area's primary mobility corridors be upgraded as "complete streets" designed to balance the needs of pedestrians, cyclists, transit and cars.
Primary Streets	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description
Streetscape Master Plan	Develop a Streetscape Master Plan to integrate with existing land uses, proposed redevelopment opportunities and integration with streetscape improvements including a multi-level parking lot, railings, landscape and other buffer treatments, sidewalk paving, seating, trash receptacles, tree grates, bike racks, bus shelters/ stops utility enclosures and newspaper stands. outdoor seating, sculpture, and other street furniture.
Branding	Add iconic signage using area brand elements.
Trees	Partner with Community Greening to plant street trees
Mid-Term Action Items (5-10 years)	
Street Furniture	Utilize area branding elements within intersections and street furniture
Secondary Streetscapes	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description

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Streetscape Master Plan	Develop a Streetscape Master Plan for the identified secondary streets to better integrate with existing land uses, proposed development redevelopment opportunities and integration with improvements to the primary street
Mid-Term Action Items (5-10 years)	
Storm Water Retention Sites	Redesign the City's storm water retention sites as multipurpose athletic fields and retention areas.
Alleys	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description
Classify Alleys	Identify and classify alleys according to their function and character within the Plan area - residential, commercial, service access, etc.
Street Art	Encourage street art, outdoor cafes, and pop-up markets at strategic locations.
Mid-Term Action Items (5-10 years)	
Multi-Modal Connection Opportunities	Explore multi-modal connection opportunities for pedestrians and cyclists.
Attract Private Alley Improvements	Create incentive provisions in zoning regulations to attract private-sector driven alley improvement measures.
Funding for Alley Enhancement Projects	Establish a funding mechanism for alley enhancement projects.
Branding Opportunities	
Proposed Short-Term Action Items (0-3 years)	
Project/Action Item	Description
Longer Range Permits for Pop-ups and Food Trucks	Obtain/provide longer range permits pop-up stores and food trucks within The Set's Impact Zone to encourage more residents of The Set to explore and utilize outdoor spaces in the community.
The Set Branding	Implement The Set's branding in all public and private projects
Mid-Term Action Items (5-10 years)	
Infrastructure Improvements	Implement streetscape, traffic and parking projects
Banding Guidelines	Ensure that all new infrastructure projects and private development projects adhere to the area Branding Guidelines

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6. STRATEGIC INVESTMENTS	
Village Center	
Village Center	Plan, design and implement a Community center which offers a variety of services to The Set residents.
City-Owned Redevelopment Sites	
Amend Land Development Regulations	Reduce the height on West Atlantic Avenue from 54' or 4 stories to three stories. Amend City Land Development Regulation code Section 4.4.13 Table 4.4.12 (C) to decrease the allowable height from four stories or 54' to three stories and 44' along the West Atlantic Corridor.
Suggested Policy Changes	<p>Allow commercial buildings on West Atlantic Avenue to exceed the current 150' -300' depth without conditional approval within selected blocks subject to the following requirements:</p> <p>Site and building design that exceeds code as defined between the City Land Development Regulations, the developer, and the CRA</p> <p>If the project extends to SW 1st Street, create a transition between the existing neighborhood and the new project by lining the north side of SW 1st with housing.</p> <p>Entering into a Community Benefits Agreement</p>
West Atlantic Needs Assessment	Provision of a use identified in the West Atlantic Needs Assessment: Supermarket/ Grocery Store, Health/Wellness/Pharmacy, Bank/Financial Institution, Entertainment/Hospitality Cluster - Restaurants, Music Clubs, Theater
Eliminate or Reduce Parking Requirements	Consider eliminating or reducing minimum parking requirements as an incentive for developers to provide the appropriate number of parking spaces for a development given the City's future goal to make the area more walkable and transit friendly.
Activate Street Frontages	
Street Vendors	Allow for street vendors to operate at the street frontage of all governmental buildings on a continual basis.
Street Frontage Activation	Incentivize the development of a mixed-use building at the street frontage of the Tennis Center.

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Shade and Seating	Create shade and seating at frontages of institutional uses to compliment outdoor dining.
Neighborhood Preservation	
Residential Zoning	Change City development code to permit Residential Office zoning within the West Settlers Historic District
Mixed-Use Development	Change City development code 4.4.13. to permit mixed-use development to extend the full block north and south of W. Atlantic Avenue from 10th Avenue to Swinton Avenue with the condition that the frontage of 1st Street be lined with residential limited to three stories.
Workspace on 5th	Promote opportunities for remote workers and entrepreneurs to utilize the CRA Workspace on 5th Avenue.
Height Restrictions	Height of development past 150' feet from W. Atlantic Avenue shall be limited to three stories.
Food Truck Map	Develop food truck map and allow The Set's residents to have priority to open food trucks within The Set.
Affordable Retail Space on NW 5th	CRA to continue to purchase or lease on a long- term basis, properties along 5th Avenue for use as affordable retail space and business incubator with The Set's residents having priority for rentals, rental and build-out assistance.
Focus on 5th	Seek businesses to operate on NW 5th avenue to generate private investment and increased economic amenities for nearby residents.
Industrial Area Revitalization	
Increase Allowable Retail Space	Amend the City's land development regulations to increase allowable retail space from 10% to 50% within the Industrial and Light Industrial zoning categories within the Impact Zone (The West Atlantic Area).
Incentivize Co-Working Spaces	Encourage development of vacant parcel into co-working space through incentives.
Industrial Conversion	Incentivize conversion from low-activity industrial use to higher activity uses such as retail or commercial
Mobility	
Reduce Parking Requirements	Amend the City's land development regulations to reduce the parking requirement by 10% for development within the TCEA District. To create consistency with this policy, delete language from the CBD parking requirement relating to distance from Tri-Rail Coastal Link station or public parking garage.
Shared Mobility	Encourage local entrepreneurship investment in shared mobility models.