

<p><b>Date</b> 7/24/18</p> <p><b>Team:</b> Livability-Placemaking</p> <p><b>Sponsor:</b> Joan K. Goodrich  <b>Team Lead:</b> Joan K. Goodrich</p> <p><b>Improvement Team</b>  Livability-Placemaking</p> <p><b>Resources Needed:</b>  EconDev Consultant - \$60,000-\$75,000</p> <hr/> <p><b>Stakeholders</b></p> <p><b>Customer:</b> City Commission, City Leadership Team</p> <p><b>Other Stakeholders:</b>  Business Community, Local-Regional-State Economic Development Partners</p> <p><b>Key Documents Leading-Impacting-Driving-Funding Economic Development:</b></p> <ul style="list-style-type: none"> <li>- Blount Hunter Cluster Analysis (2005, 2011)</li> <li>-Community Redevelopment Plan (2014)</li> <li>-Congress Avenue: Delray Beach's Next Great Street Report (2016)</li> <li>-Cultural Delray Beach: creative authentic intimate (2006)</li> <li>-Downtown Master Plan (2002)</li> </ul>	<p><b>Project:</b> <i>Cluster Industry Assessment and Prosperity Roadmap</i></p> <p><b>Problem Statement</b></p> <p>The City of Delray Beach is operating without a cohesive and collaborative road map for building and sustaining its long-term economic health and vitality. Understanding the City's competitive advantage and opportunities to grow "good jobs" and business ownership-entrepreneurship opportunities in Legacy Industries (healthcare-social assistance, accommodation-food service, wholesale-retail trade) and new emerging industries is a missing component to developing an economic development strategic plan. While we know about some of the underpinnings of today's economy through the 17 planning studies conducted (see below) since 2002 (see below, we do not yet have data and regional perspective we need to declare our industry clusters of tomorrow as we seek to elevate our standing as a top South Florida jobs and commerce center - "we don't know, what we don't know." This investment in the Cluster Industry Assessment and Roadmap will give us the understanding, data, market research and business intelligence we need to move our long-term "prosperity for all" economic vision and agenda forward.</p> <p>Specifically, the Cluster Industry Assessment and Prosperity Roadmap will:</p> <ul style="list-style-type: none"> <li>- Study Legacy Industries and assess our regional competitive advantage</li> <li>- Identify new Cluster Industries with a lens for regional competitive advantage and best chance for good jobs creation in Delray Beach <u>and</u> new business ownership and entrepreneurial opportunities</li> <li>- Explain and identify the factors and future investments needed to retain, sustain and grow the industry clusters</li> <li>- Benchmark our overall socio-economic data and define our competitive position and opportunities in the region</li> </ul> <p><b>Scope</b></p> <p>Issue a RFP to hire an Economic Development Consultant to develop a comprehensive Cluster Industry Assessment and Prosperity Roadmap city-wide for the City of Delray Beach; with a specific focus studying industry areas west of Swinton Ave.</p> <p><b>Targeted Outcomes</b></p> <ul style="list-style-type: none"> <li>• City-wide Cluster Industry Assessment and Prosperity Roadmap with validation of Legacy Industries and recommendations for new Cluster Industries.</li> <li>• Recommendations for equity-economic inclusion, good jobs creation, business ownership-entrepreneurial opportunities, economic placemaking, policy making, and catalytic strategic investments needed to support Legacy Industries and grow Emerging Industry Clusters</li> <li>• Comprehensive Dashboard of Key Intended Outcomes and Key Performance Indicators</li> </ul> <p><b>Boundaries / Constraints</b></p> <p>The Cluster Industry Assessment and Prosperity Roadmap needs to be integrated into many siloed planning efforts both internal to the City's municipal corporation and external with key economic development and non-profit partners to ensure short and long-term goals and objectives are achieved.</p>
---	--

- Economic Development Self-Assessment Tool – Northwestern University (2012)
- North Federal Highway Redevelopment Plan (2014)
- Osceola Park Redevelopment Plan (2004)
- Robert Gibbs Planning Group Retail Market Study (2017)
- Robert Gibbs Planning Group Delray Beach Shopability Analysis Study (2018)
- Southwest Neighborhood Plan (2003)
- State of Public Art in Delray Beach (2012)
- The Set Transformation Plan (2018)
- Visions 2020 (2013)
- Visions West Atlantic (2003)
- West Atlantic Branding Initiative (2016)
- West Atlantic Redevelopment Plan (2000)

### Status Update

During the FY2019 budget process, the City Manager suggested this item become an action item for FY 2018. Therefore, OED is currently identifying Florida-based firms and organizations to conduct the study while finalizing the scope of services with a deadline to approve a work assignment-contract before September 30, 2018.



### Timelines

Initiate

Investigate

Improvement


Implement

Jun 2018

Aug 2018

Sep 2018

Mar 2019

<p><b>Date – July 23, 2018</b></p> <p><b>Team: Livability and Placemaking</b></p> <p><b>Sponsor:</b> Susan Goebel-Canning/Caryn Gardner Young</p> <p><b>Team Lead:</b> Susan Goebel-Canning, Public Works Director</p> <p><b>Improvement Team</b> Livability &amp; Placemaking</p> <p><b>Project Lead:</b> Missie Barletto, Assistant Public Works Director</p> <p><b>Resources:</b> Stormwater</p>	<p><b>Project: <i>Seawall Vulnerability Plan</i></b></p> <p><b>Problem Statement</b></p> <p>Rising sea levels requires assessing seawall height throughout the City. An study is being done to determine what is a safe height for seawall elevation for the next 30 years. The study includes a general look at private seawalls (about 20 miles) and a more detailed look at public seawalls (about 1 mile). Assessment condition of pipe connections to the intercoastal and elevation of the rims. Propose an ordinance for the City either through responsibility being on each owner to raise seawall by a certain timeframe or as an assessment to address the issues as one public seawall.</p> <p><b>Scope</b></p> <p>The study looks at other cities and accepted knowledge of climate change. Survey work to assess existing public and private seawall elevations as well as pipe connections.</p> <p><b>Targeted Outcomes</b></p> <ul style="list-style-type: none"><li>• Prioritized list of seawall elevations that need to be raised.</li><li>• Recommended ordinance to address seawall height compliance.</li><li>• Prioritized list of pipe connections which need check valves installed to prevent backflow.</li></ul>			
<p><b>Stakeholders</b></p> <p><b>Customer:</b> City Commission, City Leadership Team</p> <p><b>Other Stakeholders:</b> USACE, FDEP</p>	<p><b>Boundaries / Constraints</b></p> <p>Along intercoastal and ocean.</p> <p><b>Status Update</b></p> <p>Report due October 2018.</p>			
	<p><b>Timelines</b></p> <p>Initiate</p> <p>Sept 2017</p>	<p>Investigate</p> <p>Nov 2017</p>	<p>Improvement</p> <p>March 2019</p>	<p>Implement</p> <p>January 2019</p>

<b>Date</b> <u>7/4/23/2018</u>	<b>Project:</b> <i>Marine Way Capital Project and Implementation</i>
<b>Team:</b> Livability-Placemaking	<b>Problem Statement</b> Marine Way is a short stretch of roadway located in the Marina Historic District that runs immediately adjacent to the Intracoastal Waterway just south of Atlantic Avenue. It is bordered on the north by Deck 84 and on the south by the City Marina. Platted prior to 1896, this roadway was originally named Canal Street and today is the site of five homes and an historic apartment building. Although it appears that there is no seawall that protects this roadway from the waters of the Intracoastal, there is a failed small seawall that was built by the US Army Corps of Engineers and a rip rap revetment that provides a water break for wake from large boats. Over a number of years, Marine Way has been regularly overtopped by extreme high tide events including King Tide, Neep Tide and Spring Tide events, becoming the "go-to" location for news media covering King Tide flooding. This continual overtopping of the roadway has created a serious undermining of the road base and asphalt layer, creating a public safety hazard for the residents of this street. During King Tide events, it is not uncommon for residents to be unable to access their homes across the flooded roadway.
<b>Sponsor:</b> Missie Barletto, Susan Goebel-Canning	
<b>Team Lead:</b> <del>Jean Goodrich</del> , Missie Barletto, Susan Goebel-Canning	
<b>Improvement Team</b> Livability-Placemaking	
<b>Resources Needed:</b> Capital Project Construction – TBD by consultant	
<b>Stakeholders</b> <b>Customer:</b> City Commission, City Leadership Team	
<b>Other Stakeholders:</b> Business Community, Local-Regional-State Economic Development Partners	Due to their historic nature, homes here were built prior to the implementation of modern building codes that require finished floor elevations to be higher than the adjacent roadway. Residents of the Marine Way south of deck 84, have widely varying opinions on public access, design features and accessibility to waterfront. Therefore, these homes are at risk for flooding, not just from tidally influenced water overtopping the failed seawall, but also from the associated water table rise that causes water to seep into the yards and lowest lying areas of the homes, ruining pool pumps and first floor furnishings.
	In addition to flooding issues along this area, the potential to expand the walkability of the downtown area by creating a pedestrian promenade from Veteran's Park north of Atlantic Avenue, underneath the Atlantic Avenue Bridge and extending to the City Marina. Additional potential exists to provide a small public parking lot at the City Marina to provide additional parking for the downtown core.
	<b>Scope</b> Engineering design of emergency seawall and roadway repairs to protect from continued damages will be completed this fiscal year. ITBC to be issued for construction of emergency seawall and roadway repairs to be issued in October 2018. Additional improvements including ownership of the roadway, creation of the pedestrian promenade, additional public parking and mitigation for potential damages to mangroves will be addressed during Commission goal setting and visioning.
	<b>Targeted Outcomes</b> <ul style="list-style-type: none"> <li>Resolution of public safety hazard</li> </ul>

**Formatted:** Font: (Default) Arial Narrow, 14 pt, Italic

**Formatted Table**

**Formatted:** Font: Arial Narrow, Not Bold

**Formatted:** Font: Arial Narrow

**Formatted:** Font: Arial Narrow

- Protection from flooding due to inadequate seawall and other protections
- Potential enhancement of the area to provide for public access to the waterfront and additional parking

#### Boundaries / Constraints

The roadway is owned in its entirety by the Florida Inland Navigation District (FIND)/US Army Corps of Engineers. Existing mangrove stand may be damaged because of the expanded project and could result in a need to perform mitigation on other pieces of property – a plan is in place should this contingency arise.

#### Status Update

As part of the Marine Way Project, the City's design consultant, WGI Engineers Inc, contracted easement and title searches along Marine Way to establish ownership of the roadway and seawall. These searches indicate that the Florida Inland Navigation District (FIND) / United States Army Corps of Engineers (USACE) own the property encompassing both the road and the seawall. The City has no legal standing to proceed with the repair and improvement project on Marine Way at this time. Since the City currently has no ownership or legal authority in the property, the City is currently pursuing a request of FIND and USACE to address their roadway and seawall deterioration issues.

**Formatted:** Font: Arial Narrow, 14 pt, Font color: Accent 1



#### Timelines

Initiate  
Implement

Investigate

Improvement

Apr 2018  
October 2018<sup>89</sup>

Aug 2018

Oct 2018<sup>89</sup>

**Formatted:** Left

<b>Date</b> <i>7/4/2304/18</i>	<b>Project:</b> <i>Complete Streets – Right of Way Standards Integration on “Complete Neighborhoods”</i>
<b>Team:</b> <i>Livability &amp; Placemaking</i> <b>Sponsor:</b> <del>Mark Lauzier</del> <i>Susan Goebel-Canning</i> / &–Caryn Gardner-Young  <b>Team Lead:</b> Susan Goebel-Canning  <b>Improvement Team</b> Livability & Placemaking Team  <b>Project Lead:</b> Program and Project Management (Missie Barletto and Patrick Figurella) <b>Resources:</b> Related process owners	<b>Problem Statement</b> The actual time and investment to deliver a “Complete Neighborhood”, which is a neighborhood with all of it’s infrastructure in place including utilities, drainage, and pedestrian and bicycle accommodation, is lengthy and costly and especially with the expectation of Complete Streets and Right-of-Way standards added as new expectations. How should the integration occur which delivers an equitable level of service and an appropriate return on investment? <ul style="list-style-type: none"> <li>Many of the City’s roadways are near, have reached, or have exceeded their life expectancy and are at risk of some level of “failure.” This reduces dependability and customer levels of service.</li> <li>Many of the City’s older roadways do not have accommodation for pedestrians and bicyclists in accordance with current roadway practice.</li> <li>Coherent City-Wide Systems to prioritize the scheduling of roadway and other neighborhood improvements such as utilities and street lighting are not in place.</li> </ul>
<b>Stakeholders</b> <b>Internal:</b> City Commission, City employees, organization  <b>External:</b> Citizens, community, visitors	<b>Scope</b> Develop sound planning, financial, and implementation strategies for creating Complete Streets: <ul style="list-style-type: none"> <li>Evaluate baseline conditions, criticality, and prioritization of existing roadway, drainage, utility and lighting assets</li> <li>Develop system for prioritizing Complete Street projects to expend funds in the most cost-beneficial manner using a technology-based Asset Management System to assist in prioritization and planning of projects.</li> <li>Compare baseline conditions to industry best practices and required or desired levels of service</li> <li>Develop plans to maintain, repair, and replace existing roadways and recommendations for expansion or additions to the roadway network which is not completely built out.</li> <li>Identify financial and resource implications, needs, and available tools for implementation including grant funding opportunities.</li> <li>Develop budget requirements both human and funding and supporting documentation</li> <li>Note: These initiatives may be phased as needed however the possibility of grant funding may change the priority list as the funding may not be available for all types of facilities.</li> </ul> <b>Targeted Outcomes</b>

**Formatted Table**

**Formatted:** Font: (Default) Arial Narrow, 14 pt, Italic

**Formatted:** Font: Arial Narrow

**Formatted:** Space After: 3 pt

	<ul style="list-style-type: none"><li>Repairing and reconstruction of deteriorating roadways based upon pavement condition, drainage and utility indices. Address critical infrastructure and prevent future deterioration through advanced pavement repair techniques</li></ul> <p>The creation of 5 year and 10-year strategic plans for the implementation of Complete Streets Projects allowing for the safe passage of pedestrians, cyclists and motorists.</p> <p><u>Constraints</u></p> <p>Develop plans based on industry best practices; ensure goal alignment with City Commission, City Manager's Office, and stakeholders.</p> <p><u>Status Update</u></p> <p><u>Seacrest Blvd Phase 0 and I have been completed. However, faulty construction of bike lane will need to be redone. Phase II to begin in August. Osceola Neighborhood for consideration in 2019 budget.</u></p>									
	<table><tr><th colspan="3"><u>Timelines</u></th></tr><tr><th>Initiate Implement</th><th>Investigate</th><th>Improvement</th></tr><tr><td>May 2018 Jun 2019</td><td>Jun 2018-Jun 2019</td><td>Jun 2019</td></tr></table>	<u>Timelines</u>			Initiate Implement	Investigate	Improvement	May 2018 Jun 2019	Jun 2018-Jun 2019	Jun 2019
<u>Timelines</u>										
Initiate Implement	Investigate	Improvement								
May 2018 Jun 2019	Jun 2018-Jun 2019	Jun 2019								

<p><b>Date</b> 7/23/18</p> <p><b>Team:</b> <i>Livability &amp; Placemaking</i></p> <p><b>Sponsor:</b> Jeff Costello</p> <p><b>Team Lead:</b> Joan Goodrich</p> <p><b>Improvement Team</b> Livability &amp; Placemaking Team/Community Engagement Team</p> <p><b>Project Lead:</b> Kristyn Cox</p> <p><b>Resources:</b> Related process owners DDA, FDOT, SDPBC, Foundations, HCDPBC</p> <hr/> <p><b>Stakeholders</b></p> <p><b>Internal:</b> City Commission/ CRA Board of Commissioners, City and CRA Staff, Community Management Team (CMT) – WARC, NWSWNA and The Village Elders</p> <p><b>External:</b> Citizens, community/residents &amp; businesses, Housing Partners, Development Community, Non-profit Organizations, Governmental Entities, Service Providers, Educational Institutions</p>	<p><b>Project:</b> <i>The Set Transformation Plan</i></p> <p><b>Problem Statement</b></p> <p>On January 23, 2018, the CRA along with its consultant IBI Group presented a draft of The Set Transformation Plan (“TSTP”) to the City Commission. Adoption is anticipated in 2018. The Plan is an update to the West Atlantic Avenue (CRA Sub-Area 3) and Southwest Area Neighborhood (CRA Sub-Area 8) Redevelopment Plans, as well as inclusion of the Northwest Neighborhood (CRA Sub-Area 4) and consolidating the Plans into one comprehensive document. This initiative was led by the community through The West Atlantic Redevelopment Coalition, Inc. (WARC) and the Northwest Southwest Neighborhood Alliance (NWSWNA) – an alliance of the Presidents and Block Captains of the blocks/subdivisions that make up the residential neighborhoods in The Set. The Plan Development Committee consisted of representatives from the CRA, City, WARC, and NWSWNA, and the process has engaged the participation of many residents, property owners, business owners, and community partners.</p> <p>The following is the Plan’s Vision Statement: <b>The Set shall become a place of opportunity, resiliency, inclusion and wellness through equitable policies and development, strategic partnerships, and the power of community leadership.</b></p> <p>The TSTP focuses on concepts of community growth and redevelopment as it prioritizes the need for equitable development in The Set around the comprehensive disparities across socio-economics (i.e. incomes, housing, education, health, wealth, and social belonging), mostly due to the negative impacts of historic institutional and structural policies based on race. The data includes:</p> <ul style="list-style-type: none"> <li>• 63% of individuals are in households living 200% below the poverty level</li> <li>• 52% of families are housing cost-burdened – paying more than 30% of incomes toward housing costs;</li> <li>• Unemployment rate at 18-20% is double that of the City (9%) in the City;</li> <li>• High school graduation rate that is 24% lower than the City;</li> <li>• College degree attainment that is 77% lower than the City;</li> <li>• Median household incomes (MHI) at \$29,405, which is 41.2% of the City’s MHI at \$50,136;</li> <li>• Workers earning 67% of what other workers in the same occupational industries earn in the City;</li> <li>• 92% of jobs within The Set are held by workers from outside of The Set forcing the majority of The Set’s workforce (94%) to leave the area for work; and</li> <li>• 38% of residents with no healthcare coverage</li> </ul> <p>The Guiding Principles of the TSTP are as follows:</p> <ol style="list-style-type: none"> <li>1. Community Capacity Building: Investing in the community’s ability to guide its change</li> <li>2. Civic Stewardship: Enlisting all residents/property owners/business owners to be advocates for and accountable to The Set</li> <li>3. Community Wealth Building: Creating an environment where all have access to resources and opportunities to be successful</li> <li>4. Healthy Community: Build a community that is safe, beautiful and accessible to all</li> <li>5. Placemaking: Create places that instill pride, reflect The Set’s unique history and culture, and encourage success while improving property values</li> <li>6. Strategic Investments: Projects that are transformative and encourage diverse future investments</li> </ol>
---	--



## Scope

- Adoption of the TSTP in 2018.
- TSTP's Implementation Plan (Exhibit A) includes an action program consisting of Short Term (0-5 years), Mid-Term (5-10 years) and Long-Term (10-30 years) action items, based on the Guiding Principles referenced above. Items will need to be prioritized further.
- Potential programs and initiatives identified within the TSTP may require amendments to the Comprehensive Plan, Code of Ordinances, Land Development Regulations, Community Redevelopment Plan and potentially other policies.

## Targeted Outcomes

1. Prioritization of corridor redevelopment efforts on West Atlantic and Historic 5<sup>th</sup> Aves between Swinton Ave & I-95
2. Elimination of slum and blighted conditions, foster the redevelopment and revitalization of The Set, provide opportunities for economic growth and prosperity, a diversified attainable workforce and affordable housing stock for the citizenry, and excellent quality of life for all.
3. Sustainable models and strategic partnerships in place to support building community capacity for access and opportunity
4. Local focus on developing a successful economic ecosystem of pipelines (businesses, workforce, entrepreneurs, residents, etc.) and networks (industries, coalitions/collectives, businesses, consumers, etc.) to Grow our Own
5. Creative wealth building strategies for property owners, residents and small businesses.

The following are measurables for evaluating the socio-economic impacts every 3 to 5 years. Additionally, surveying the Community Management Team (CMT) and at large community for qualitative data based on their well-being, civic engagement, community pride and connectivity, etc. is imperative. Resources for an evaluation plan should be identified to be developed immediately.

- Reduce by \_\_\_% the individuals in households living 200% below the poverty level
- Reduce by \_\_\_% families that are housing cost-burdened – paying more than 30% of incomes toward housing costs;
- Decrease the unemployment rate by \_\_\_%;
- Increase the High school graduation rate by \_\_\_%;
- Increase college degree attainment by \_\_\_%;
- Increase median household incomes (MHI) by \_\_\_%;
- Increase business ownership by \_\_\_%;
- Increase jobs within The Set that are held by residents of The Set by \_\_\_%;
- Decrease residents with no healthcare coverage by \_\_\_%.

## Boundaries

Changes to priorities and goals on an annual basis as well as funding and participation of others through partnerships

## Status Update

As the Plan is an update of the two existing redevelopment plans in The Set, there are projects and efforts already underway amongst the various partners it would take to implement The Plan and gain ground toward the vision of The Set. Implementation is intended to be strategized through The Set's Committee structures which currently include: Branding, Sustainability, Housing and Economic Development. Since The Plan's draft completion, it has been considered that the committee structures in collaboration with the City

and CRA partners should evolve to properly align with the principle areas of implementation, utilizing the Action Program strategies of Planning & Policy, Development and Capital Projects, and Initiatives & Programs, with potential funding sources and partners identified. What is most important and different about this work is changing the institutionalized way of engaging and sharing leadership with community. Attached is the Implementation Plan from The Set Transformation Plan Draft with identified projects, initiatives and/or programs and potential partners underway.

## Projects-In-Progress

### Community Capacity Building

- Racial Equity trainings and Reflections by Healthier Delray Beach
- The Set Committee structures for plan implementation
- CMT Engagement – NWSWNA Bi-Monthly Meetings, The Set Sustainability Committee, Village Elders Weekly Breakfast, newly formed Concerned Citizens and Interracial Committee group
- Healthier Delray Beach Behavioral Health Network formation and growth including Achievement Centers for Children & Families, Families First PBC, Village Academy, Pine Grove Elementary, EJS Project
- Community grant partners forming (EJS Project, Spady Museum, Community Greening, Village Elders)
- Re-launch of the Delray Beach Community Development Corporation (CDC)

### Civic Stewardship

- Increase in Individual Neighborhood Block Meetings
- Information sharing via social media, The TRIBEune, doorhangers, word-of-mouth
- Annual Frog Alley Caribbean Festival

### Community Wealth Building

- Go Build Delray (Real Estate & Construction Industry Focus) with Library, SBDC, City, CRA local construction industry partners
- City's Workforce Pipeline efforts and Career Cottage resource
- Discussions began with residents and consultant on Land Equity Investments & Development
- Nine (9) CRA infill lots contracted with Housing Partners (Habitat & DBCLT) for affordable housing development

### Healthy Community

- Village Center Wellness Facility, Center for Arts, and Athletic Complex planning at Delray Full Service Center site (also Strategic Investment)
- Community Greening tree plantings throughout The Set to increase tree canopy, improve the environment, and increase resident usability of green spaces including access to healthy food (also Placemaking)
- Healthier Delray Beach Strategic Action Plan entering FY 4 of 5
- Goals associated with Healthy Community element in City's Comp Plan

### Placemaking

- Development of CRA-owned Downtown properties including: SW 600 – 800 Blocks, SW 900 Block, NW 600 Block, NW 800 Block, NW 1000 Block, 98 SW 5<sup>th</sup> Avenue
- CRA District Wayfinding System

	<ul style="list-style-type: none"><li>- Retainage Area Improvements w/ Community Greening Tree Plantings</li><li>- Neighborhood Identification Signs (CRA)</li><li>- The Set Entrance Features at Neighborhood Gateways (CRA)</li><li>- Parks Master Plans and Improvements: Pompey Park Master Plan, Catherine Strong, Merritt Park Playground (also Healthy Community and Strategic Investment)</li></ul> <p><b>Strategic Investments</b></p> <ul style="list-style-type: none"><li>- Village Center Master Plan and/or Feasibility Study</li><li>- Carver Square &amp; Isle Housing Development</li><li>- Redesign Swinton &amp; Atlantic Avenue Intersection</li><li>- 98 NW 5<sup>th</sup> Avenue (CRA Renovation)</li></ul>						
	<p><b>Timelines: 0 – 30 years</b></p> <p>Certain projects and programs are in the various stages as referenced below. A more detailed list and status report will need to be included.</p> <table><tr><td>Initiate</td><td>Investigate</td><td>Implement</td></tr><tr><td>In process</td><td>In process</td><td>In process</td></tr></table>	Initiate	Investigate	Implement	In process	In process	In process
Initiate	Investigate	Implement					
In process	In process	In process					

## CHAPTER-5 - FINAL DRAFT (Pending Adoption)

---

# IMPLEMENTATION PLAN

To successfully transform The Set the recommended strategies should be implemented in a timely and effective manner. The strategies are broken into three sections; Planning & Policy, Development and Capital Projects, and Initiatives & Programs with potential funding sources and partners identified.

The Planning and Policy strategies cover recommended amendments to the City's Comprehensive Plan and Land Development Regulations, which reflects the residents, desire to encourage private investment and job creation.

The Development and Capital Projects section focuses on specific capital projects designed to enhance quality of life for residents and encourage private investment into The Set.

Partners and funding sources listed for each project and/or program in the Implementation Plan are suggestions. There may be additional partners or funding sources appropriate for individual projects/programs. The consultant's recommendations of partners and funding sources is not meant to limit or commit named partners.

## 5.1. The Set Transformation Plan Action Program

### 1 COMMUNITY CAPACITY BUILDING STRATEGIES

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

Project	Suggested Responsible Party/s	Description	Potential Funding Sources
Equity, diversity & inclusion Training	City/CRA/CMT	Create on-going equity, diversity & inclusion training for City employees, elected officials, business owners, etc.	CRA/City/Knight Foundation
Non-Profit Certification Training Program	CMT/CRA/Non-profit management certification provider	Train members and staff of CMT through nationally recognized certification program for non-profit management	CRA/City/Grants
Management of W. Atlantic Redevelopment Director/staff	Community Management Team/CRA	Transition management of staff to Community Management Team	CRA
Community Management Team Support	CRA/Community Management Team	Create line item in annual CRA budget for management & operations of Community Management Team with associated funding agreement as applicable	CRA/Knight Foundation
Partnerships	CMT/Non-profits	Create formalized partnerships with service providers, educational institutions, etc., to achieve plan goals and objectives with service providers	N/A
The Set Branded Event	CMT/CRA/City	CMT to design, plan and implement an annual event reflecting character of The Set	City/CRA/Non-profits/Sponsors

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

Commercial Land Trust	Community Management Team & CRA	Creation of land trust managed by the CMT to acquire, manage and attract community services such as financial institutions	CRA/New Markets Tax Credits/ Permanent Loan
Expand CMT Role in Redevelopment	CRA/City/CMT	Formalize CMT's role for projects/programs in The Set. CMT to vote on The Set related items and added to CRA and City agenda reports.	N/A

1 COMMUNITY CAPACITY BUILDING STRATEGIES

Long-Term Action Items (10-30 years)

Project	Responsible Party/s	Description	Funding Source
Transition from CRA to CMT	CRA/City/CMT	After sunset of CRA City to provide annual line item budget for on-going redevelopment/management by CMT	City/Foundations/ Fundraising

## 2 CIVIC STEWARDSHIP

Short-Term Action Items (0-3 years)			
Project	Suggested Responsible Party/s	Description	Potential Funding Source/s
Community Elder Outreach Program	City/CRA/CMT/Churches/ Community Greening/Healthier Delray Beach	In partnership with churches and block captains, develop list of elders who need assistance with property maintenance, repairs and transportation to doctors and grocery stores. Create matrix of needs and funding.	City/CRA/Palm Beach County Community Foundation
Develop Community Service Program	CMT/Schools/Block Captains	Plan quarterly service activities; litter clean-up, tree planting in public areas, etc.	City/CRA/Non-profits
Annual event celebrating The Set	CMT/Block Captains/CRA/ City/Non-profits	Enlist residents to volunteer for the annual Set event.	CRA/City/Delray Beach Marketing Cooperative/ Sponsors/Knight Foundation
Reduce crime and code enforcement issue	Police/Mad Dads/ Neighborhood Block Captains/ City Staff	Formalize partnership with City Police Dept., MAD Dads and neighborhood block captains to address crime and code enforcement issues	N/A
Organize block parties	Neighborhood Block Captains/ CRA	Annual block parties to introduce neighbors to each other, inform of issues/projects, etc.	CRA/City/Local Businesses Sponsorship
Resident Participation in Public Projects	City/CRA/CMT/Churches/ Community Greening	Actively seek resident participation to complete public projects/landscape/murals/painting	N/A
Interactive kiosks	City/CRA/CMT	Kiosks located at public gathering places inform about The Set meetings, events and projects and collect feedback from residents.	City/CRA/Knight Foundation
My Community's Keeper award program	CMT/Neighborhood Block Captains	Awards for making a difference in the community/litter pickup/senior assistance/youth/advocacy	City/CRA/Local Businesses

### 3 COMMUNITY WEALTH BUILDING

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

Project	Suggested Responsible Party/s	Description	Potential Funding Source/s
Utilize Existing Businesses for Job Creation	City/CRA/CMT		
Develop an understanding of the types of employment opportunities in The Set and the job skills required.	City/CRA/CMT	Meet with local business owners in preparation to create database of businesses, jobs, # of local workers and skillsets	City/CRA
Promote existing employment incentive programs to local businesses	City/CRA	Create brochure that defines Federal, State, City and CRA benefits/incentives for hiring residents.	City/CRA

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

Develop Intern-to-Work Program - matching local workers to local jobs. Incentivize local businesses to hire local workers.	City/CRA/CMT	Match trained/certification holders with local businesses. Provide financial incentive (50% of salary) during the 90-day employee review period to hire local workers.	City/CRA/Jim Moran Foundation
Encourage development of vacant parcel in industrial area with financial incentives.	City/CRA	Create development scenarios for property owner. Provide financial incentives for soft costs, permit fees and infrastructure with agreement that the development creates living wage jobs as redefined for the City.	City/CRA
Encourage repurpose of industrial properties into active uses with financial incentives.	City/CRA	Provide economic and market analysis for converting heavy industrial and low-employment buildings into small business tech incubators and maker space.	City/CRA



<b>A. Worker Skill Enhancement</b>			
<b>Short-Term Action Items (0-3 years)</b>			
<b>Project</b>	<b>Suggested Responsible Party/s</b>	<b>Description</b>	<b>Potential Funding Source/s</b>
Create database of workers in The Set	CRA/City/CMT	Conduct analysis of local workers - type of work, pay, skills to understand the skill gap	City/CRA
Create work readiness program	City/CRA/Career Source	Improve workers soft skills necessary for successful employment and advancement	City/CRA/Community Foundation
<b>B. Higher Education Attainment</b>			
<b>Mid-Term Action Items (5-10 years)</b>			
<b>Project</b>	<b>Suggested Responsible Party/s</b>	<b>Description</b>	<b>Potential Funding Source/s</b>
Develop environment where educational attainment is valued	CMT/Boys & Girls Club/Achievement Center	Create We Can Program. Target parents and care givers for training about the benefits of education. Partner with area non-profits to distribute collateral to parents. Mentor children who need homework assistance. Mentor high school students through the SAT, application and funding process for college. Conduct college/university tours	CRA/Non-profit partners/William T. Grant Foundation/Bill & Melinda Gates Foundation
Bridge the digital divide	CMT/Schools serving The Set's youth	Supply notebooks or laptops to students so they may successfully compete in school.	IGT After School Advantage/City/corporations

<b>C. Public Policy</b>			
<b>Short-Term Action Items (0-3 years)</b>			
<b>Project</b>	<b>Suggested Responsible Party/s</b>	<b>Description</b>	<b>Funding Source</b>
Adopt living wage ordinance	City	Conduct economic analysis of cost of living vs. income for the City. Develop living wage ordinance applying to City/CRA employees and City/CRA contracts valued over \$100,000.	City/CRA
Adopt policy requiring use of local workers and vendors	City/CRA/Housing Authority/ Land Trust	Draft language to be included in Request for Proposals/Qualifications that assigns points for employing local workers or contractors.	City/CRA
<b>D. Financial literacy</b>			
<b>Short-Term Action Items (0-3 years)</b>			
<b>Project</b>	<b>Suggested Responsible Party/s</b>	<b>Description</b>	<b>Potential Funding Source/s</b>
Conduct financial literacy workshops on a quarterly basis	CMT/Achievement Center	Interactive workshops to help students, families and seniors better manage their finances.	National Endowment for Financial Education offers free materials
Children's Savings Account (CSAs) Program	IBMSECU/CMT/Achievement Center/Locally serving schools	CSA's are a proven tool that results in higher college attendance and completion. Children's savings are matched by a city, non-profit or grant.	IBMSECU Delray Branch/City/ Foundations
Create Individual Development Account Program	IBMSECU/CMT/Achievement Center	Limit applicants to individuals earning 200% or less of the Federal Poverty Income level. Applicants savings are matched. Savings can be used to buy a house, pay for education or job training, or to start a small business.	IBMSECU Delray Branch/City/ Foundations
<b>Mid-Term Action Items (5-10 years)</b>			
Create Small Dollar Loan Program	CDFI/CMT/Achievement Center	Small-dollar loans (SDLs) as an alternative to payday loans.	IBMSECU Delray Branch/City/Foundations

E. Housing			
Short-Term Action Items (0-3 years)			
Project	Suggested Responsible Party/s	Description	Potential Funding Source/s
City/CRA to Issue RFP for scattered site single-family vacant lots	City/CRA	The CRA shall issue a Request for Proposals for their inventory of single-family zoned, scattered site vacant lots	Federal Home Loan Bank of Atlanta - Affordable Housing Program
Single-Family Vacant Lot Acquisition	CRA/CMT	Continue to acquire vacant lots for development of single-family homes	CRA
Model Block Program	CRA/CMT/City/Land Trust	Where the CRA and City have a cluster of vacant lots within the single-family zoning districts build new homes, rehab existing and add streetscape/landscape improvements to affect greater impact on property values and salability.	CRA/City/Non-profits
Develop an Affordable Housing Master Plan	CRA/City/CMT/Land Trust/Housing Authority/Habitat for Humanity	The City's major housing organizations to create a working committee to create a 10-year plan for the housing needs of the City utilizing the Delray Beach Housing Assessment (2017) with the goal of leveraging resources and creating more housing units.	N/A
Analysis of Family/Workforce Housing Ordinance	Developers/CMT/City/CRA/Housing Partners	To gain an understanding of market feasibility of the Family/Workforce Housing Ordinance convene roundtable discussions with developers to understand why the overlay is not producing the desired effect and how the ordinance can be amended satisfactorily to residents and the private sector.	N/A
Mid-Term Action Items (5-10 years)			
Acquisition, Renovation & Management of Small Multi-family properties	CRA/City/CMT/Land Trust	To preserve affordable housing rentals and improve the neighborhoods.	CRA/City/Land Trust/Housing Authority
Acquisition of historic & architecturally significant properties	CRA/City/CMT/Land Trust	Goal to preserve fabric of The Set, improve the community and provide home ownership opportunity through acquisition, rehab and resale to low/moderate income homeowners.	CRA/City/CMT/Land Trust

## 4 HEALTHY COMMUNITY

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

Project	Suggested Responsible Party/s	Description	Potential Funding Source/s
Implement Healthy Living campaign to teach about healthy eating, exercise, mental health and wellness	Healthier Delray Beach/CMT/School District	Program to teach about healthy eating, exercise, mental health and wellness for residents, City employees and area school children through events like Build Our Blocks and Walk Against Violence.	City/Healthy Communities Fund/Palm Healthcare Foundation
Annual Resident Health Check-up	Healthier Delray Beach	Develop annual platform for community conversation regarding health and wellness, data and metrics, resources and resident needs.	Palm Healthcare Foundation
Resident Engagement Effort	City/City/CMT/Non-Profits	Support opportunities for residents to hold leadership positions on local non-profits, organizations, businesses, CRA, WARC, and City boards and committees	N/A
Equitable Policies	City/CMT/CRA/Non-profits	Partner with residents and organizations to implement equitable practices, policies and procedures and community wellness approaches that improve population health.	N/A

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

Create coordinated health care delivery system from prenatal to seniors in one central location	Healthier Delray Beach/Palm Beach County Health Dept./Delray Medical Center	Develop a centralized health/wellness center that provides, medical, mental health, dental, nutrition and gym where all ages can be accommodated	New Markets Tax Credits/ School District/Kresge Foundation/ Aetna Foundation/W.K. Kellogg Foundation
Planning and development of Wellness Center in The Set	CMT/School District/CRA/City	Partner and advocate for a physical site for a wellness center within The Set that includes well-care and fitness, integrated healthcare – physical and mental health, social services, education and career support.	CRA/New Markets Tax Credits/ School District/Kresge Foundation/ Aetna Foundation/W.K. Kellogg Foundation

## 5 PLACEMAKING


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

Project	Suggested Responsible Party/s	Description	Potential Funding Source/s
Priority Street Upgrades	City/CRA/CMT	Complete street design and construction of SW 4th, Avenue, NW/SW 8th Aves and NW/SW 10th Avenue to strengthen multi-modal connectivity within The Set	CRA/City/Palm Beach County MPO
Priority Gateways	City/CRA/CMT	Iconic branding elements representing The Set at I-95 & Atlantic Avenue, Swinton & Atlantic Avenue, 5th Avenue & Atlantic Avenue, Atlantic Avenue at 4th, 8th, 10th & 12th Avenues	CRA/City/FDOT/MPO
Neighborhood Gateways	CRA/CMT/City	Design and installation of The Set signage at Lake Ida Road at Roosevelt, 10th, 5th and Swinton Avenues, SW 10th Street at 14th, 12th, 8th 4th and Swinton Avenues	CRA/City

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

Priority Street Upgrades	CRA/City/CMT	Conduct pilot project to determine public acceptance of calming West Atlantic and Swinton Avenue, adding bike lanes and pedestrian safety zones	CRA/City/Palm Beach County MPO/FDOT
Secondary Street Improvements	CRA/City/CMT	NW/SW 5th Avenue/SW 12th Ave/SW 14th Ave/NW/ SW 2nd Street/SW 1st Street (between SW 2nd & 3 <sup>rd</sup> Avenue/Roosevelt Avenue	CRA/City
Village Center Community Campus	CRA/City/CMT/School District	Conduct feasibility analysis and space study to create a campus that includes Village Academy, Delray Full Service Center, City's water retention site and Catherine Strong Park.	CRA/City/School District
Key W. Atlantic Avenue Redevelopment Sites	CRA/CMT/City	Through public/private partnerships activate the CRA Owed property on W. Atlantic Ave at NW 600 Block, SW 700 Block, SW 800 Block, NW 800 Block for uses identified in the W. Atlantic Avenue Needs Assessment	CRA/City/Private Sector



<b>Date</b> 7/30/18	<b>Project:</b> <i>City Center</i>			
<b>Team:</b> <i>Livability &amp; Placemaking</i> <b>Team Lead:</b> Joan Goodrich <b>Improvement Team:</b> Livability & Placemaking <b>Project Lead:</b> Tim Stillings, PZB Director <b>Resources:</b> ULI TAP - \$15,000-\$20,000 Facility Needs Assessments (Police, City Hall) Capital funds needed for site development <b>Next Level Team Members:</b> Public Works CRA	<b>Problem Statement</b>  <b>Scope</b>  <b>Targeted Outcomes</b> Urban Land Institute (ULI) Technical Advisory Panel (TAP) report and recommendations City Center conceptual plan; City Center master development plan; City Center development (funded potentially by bond)  <b>Constraints</b> <ul style="list-style-type: none"><li>• Competing funding needs throughout city</li><li>• Restrictive covenants on certain city properties, i.e., tennis center, community center, police</li><li>• Sustaining operations and levels of service during facility development, renovation, or expansion</li></ul>			
<b>Stakeholders</b> <b>Internal:</b> City Commission; City Leadership Team  <b>External:</b> Residents, businesses, community, visitors; The SET				
	<b>Timelines</b> <i>Initiate</i>	<i>Investigate</i>	<i>Improvement</i>	<i>Implement</i>
FY2018	Oct/Nov 2018 to Oct 2019	Oct 2019	Oct 2019	

<p><b>Date</b> 7/30/2018</p>	<p><b>Project:</b> <i>Shop Ability &amp; Market Study- Strategic Implementation of the market-based plan for the downtown commercial district to improve its Shop Ability</i></p>
<p><b>Team:</b> Livability-Placemaking</p> <p><b>Sponsor:</b> Laura Simon, (DDA)</p> <p><b>Team Lead:</b> Joan K. Goodrich</p> <p><b>Improvement Team</b> Livability-Placemaking</p> <p><b>Resources Needed:</b> Funding for amenities and wayfinding Design and implementation</p>	<p><b>Problem Statement</b></p> <p>Downtown Delray Beach has evolved over the past 20 years into a leading downtown with vibrant dining, entertainment, shopping and increasing supply of opportunities to live and work in the district. It has not been without growing pains and the city and supporting organizations are constantly refining the design and regulations necessary to maintain the downtown's desirability to residents and visitors. Due to shifts of a decline in sales activity among the Downtown retail and a business community and the rapid increase in rents, the Downtown Development Authority engaged Gibbs Planning Group to study the Downtown and provide a plan that will include short-medium- and long-term strategies and recommendations for building infill, lighting, open space, parking, storefronts, streetscape, tenant mix, vehicular circulation and walkability that can be made to achieve maximum shopper appeal and increase potential sales.</p> <p>Over 50 short, medium and long term strong recommendations have been provided and coordinating and prioritizing implementation and assigning duties to the responsible parties will be essential for any recommendations to successfully impact downtown commerce. Educating and soliciting cooperation from the business owners and workers and the development community can ensure the public and private sectors are in stride and invested in the collective success of Delray Beach.</p>
<p><b>Stakeholders</b></p> <p><b>Customer:</b> City Commission, City Leadership Team; Downtown Development Authority Constituents, Community Redevelopment Agency</p> <p><b>Other Stakeholders:</b> Property Owners, Business <u>Community</u>, <u>Customers</u>, Visitors and Residents, City, CRA and DDA</p>	<p>As such, several short and medium-term recommendations are to be prioritized:</p> <ul style="list-style-type: none"> <li>- Create the sociable sidewalks with properly developed and enforced sidewalk café ordinances, improving the buckling pavers, create a maintenance plan to enhance the customer experience</li> <li>- The signage and wayfinding throughout the downtown is extremely dated and disjointed and not providing the customer or the business with the optimal result; signage ordinance within the Downtown to be redone to protect the integrity of the community and improve the economic impact and shop ability for the entire downtown not just Atlantic Avenue</li> <li>- Recommend the alignment of resources for greatest and quickest impact and results</li> <li>- Develop an ordinance to outline guidelines to limit the number of national chain stores as per the Gibbs recommendation</li> </ul> <p><b>Scope</b></p> <ol style="list-style-type: none"> <li>1) Collect and review downtown development &amp; CRA strategic plans/market studies</li> <li>2) Team Delray linkages and collaboration through Team Delray to minimize duplication of efforts and development multi-agency economic development strategy</li> <li>3) Identify current programmatic gaps within Team Delray agencies, targeted industries and market clusters</li> </ol> <p><b>Targeted Outcomes</b></p> <ul style="list-style-type: none"> <li>• Implementation of short –term, midterm and long-term recommendations and strategies to achieve sustainable downtown commerce and vibrant community life</li> <li>• Develop and implement specifically the sidewalk and downtown maintenance plan</li> <li>• Create and implement new signage and wayfinding that is customer facing within the Downtown</li> <li>• Comprehensive plan for implantation of the 40 recommendations of the Shop Ability study with the team leads to be assigned</li> </ul>



## Boundaries / Constraints

Funding and changing priorities

## Status Update

### Wayfinding:

- Draft RFP in development for the Wayfinding design;
- Steering committee to be formed to outline the signage needs: Directional, Gateway, Pedestrian, Destination
- Reviewing the Lanier agreement and Wayfinding capabilities to assist with parking garage directional signage
- Funding identified in the CRA Fy19 budget

### Paid Parking Program:

- Paid parking program launched on June 25
- In a 90 day review period
- Resident permit reviewed and to be implemented
- Metrics of the program effectiveness to be outlined as recommended by R. Gibbs
- Communication, Messaging and signage ongoing
- Parking Garage maintenance plan has been implemented and being monitored by C&S and DDA

### Sidewalk – Pavers and Walkability:

- Public Works and Clean and Safe teams are working to address buckling pavers throughout Atlantic Ave
- Street amenities are being addressed and placement of garbage cans

### Potted Plant program/Beautification of Downtown:

- DDA and City Landscape Architect are developing a potted plant program to provide to the Downtown Merchants as a resource or guide to enhance the front of their stores;
- Reviewing the opportunity to enhance the landscape nodes and public areas for the season
- Sodding and Landscaping plan in the works with P&R and Public Works/C&S



## Timelines

Initiate

Investigate

Improvement


Implement

Feb 2018

Jun 2018

Dec 2018

Sep 2019

<p><b>Date</b> July 23, 2018</p>	<p><b>Project:</b> <i>Swinton and Atlantic Intersection</i></p>											
<p><b>Team:</b> Livability and Placemaking</p> <p><b>Sponsor:</b> Livability &amp; Placemaking</p> <p><b>Team Lead:</b> Susan Goebel-Canning, Public Works Director</p> <p><b>Improvement Team</b> Livability &amp; Placemaking</p> <p><b>Project Lead:</b> Missie Barletto, Assistant Public Works Director</p> <p><b>Resources:</b> Capital Project Construction – TBD by consultant</p>	<p><b>Problem Statement</b></p> <p>The Swinton Ave and Atlantic Ave intersection is problematic for vehicle, pedestrian and bicycle traffic. Several concepts have been proposed with no firm direction ever being pursued. Exploring an option to direct traffic west of reaching Swinton Avenue would alleviate downtown congestion related to traffic flow and parking.</p> <p><b>Scope</b></p> <p>The project requires revisiting concepts explored several years ago and updating them to meet the needs of the community, presenting the concepts to stakeholders and obtaining clear direction to proceed with one design option. Meet with FDOT to discuss options for road improvements on Atlantic west of Swinton.</p> <p><b>Targeted Outcomes</b></p> <ul style="list-style-type: none"><li>• Improve the Swinton and Atlantic Intersection in relation to vehicle, pedestrian and bicycle safety.</li><li>• Include an option to incorporate a welcome feature.</li><li>• Divert bypass traffic before reaching downtown.</li><li>• Encourage better use of the parking garage behind the library.</li><li>•</li></ul> <p><b>Boundaries / Constraints</b></p> <p>The Swinton and Atlantic intersection has limited right of way. Atlantic Ave west of Swinton is owned by FDOT.</p> <p><b>Status Update</b></p> <p>Pending FY 2018/2019 funding to begin updating design options.</p>											
<p><b>Stakeholders</b></p> <p><b>Customer:</b> City Commission, City Leadership Team</p> <p><b>Other Stakeholders:</b> Palm Beach County, FDOT</p>	<div>CONTINUOUS IMPROVEMENT</div> <p><b>Timelines</b></p> <table><tr><th>Initiate</th><th>Investigate</th><th>Improvement</th><th>Implement</th></tr><tr><td>Oct 2018</td><td>Feb 2019</td><td>March 2019</td><td>January 2019</td></tr></table>				Initiate	Investigate	Improvement	Implement	Oct 2018	Feb 2019	March 2019	January 2019
Initiate	Investigate	Improvement	Implement									
Oct 2018	Feb 2019	March 2019	January 2019									

<p><i>Date</i> 7/30/18</p>	<p><i>Project: Tri-Coastal Link Station Master Plan &amp; Development</i></p>
<p><i>Team: Livability &amp; Placemaking</i></p> <p><b>Team Lead:</b> Joan Goodrich</p> <p><b>Improvement Team:</b> Livability &amp; Placemaking</p> <p><b>Project Lead:</b> Tim Stillings, PZB Director</p> <p>Anthea Gianniotis</p> <p><b>Resources:</b></p> <p>Treasure Coast Regional Planning Commission (TCRPC); Federal Transit Administration Pilot Grant</p> <p><b>Next Level Team Members:</b></p> <p>Public Works</p> <p>CRA</p> <p>DDA</p>	<p><i>Problem Statement</i></p> <p>As a part of the approval of Brightline train service, commitments were made to provide a more local rail service referred to as the Tri-Coastal Link (TCL). The TCL is expected to connect downtowns from northern Palm Beach County to Miami. Delray Beach is one of the stops with a recommended station location on the east side of the tracks north of E. Atlantic Avenue and south of NE 1<sup>st</sup> Street. The master plan for the station is designed to improve mobility, quality of life, and economic vitality around the planned station.</p> <p>The planning effort is designed to advance the implementation of “Complete Streets,” which is a local, regional, and national priority to improve transportation facilities using multimodal designs to provide the best and safest accommodations for all users – motorists, cyclists, pedestrians, and transit users. The key elements of the Delray Beach Station Area TOD Charrette and Master Plan are:</p> <ul style="list-style-type: none"> <li>• The creation of a physical master plan for the anticipated Delray Beach Tri-Rail Coastal Link Station Area, which considers roadway reconfigurations and desirable infill and redevelopment opportunities that support transit-oriented development, advance Complete Streets initiatives, and reflect the community’s vision for the future of the City;</li> <li>• The development of at least three design strategies (site plan, architectural illustrations, and financial analyses) for the block adjacent to the proposed station (bounded by E Atlantic Avenue to the south, NE 3rd Avenue to the west, NE 4th Avenue to the east, and NE 2nd Street to the north;</li> <li>• A review of the land use and development regulations to recommend improvements to encourage desired redevelopment and business creation;</li> <li>• The development of a Market Overview, which reviews existing market conditions and demographics, and analyzes key market trends within the study area, the City of Delray Beach, and relevant areas within the region;</li> <li>• A detailed assessment of the current and future vehicular volumes, pedestrian volumes, bicycle volumes, and other non-motorized vehicle volumes on the surrounding roadway and sidewalk network and;</li> <li>• Coordination with all relevant agencies, including but not limited to the City, SFRTA, Florida Department of Transportation (FDOT), Palm Beach Transportation Planning Agency (PB TPA), Palm Beach County, Palm-Tran, Delray Beach Community Redevelopment Agency (CRA), Delray Beach Downtown Development Authority (DDA), and adjacent municipalities.</li> </ul>
<p><i>Stakeholders</i></p> <p><b>Internal:</b> City Commission; Public Works Dept; PZB Dept; City Leadership Team</p> <p><b>External:</b> Residents, businesses, community, visitors; PBC Transportation Planning Agency (PBCTPA); Florida Dept of Transportation (FDOT); South Florida Regional Transportation Authority (SFRTA)</p>	<p><i>Scope</i></p> <p>Plan for and develop a station for the Tri-Coastal Link</p> <p>Initiate transit-oriented development within ¼ to ½ mile of station, including the station site</p> <p><i>Targeted Outcomes</i></p> <p>Adopted Tri-Coastal Link Station Area Master</p> <p>Tri-Coastal Link Station development</p> <p>Transit-oriented development policy and LDR initiatives</p> <p><i>Constraints</i></p>

- Capital funds for station have not been estimated or programmed
- No clear timeline for train service (as of July 2018)
- Competing priorities for property (parking, train station, other uses)



#### Timelines

Initiate

Investigate

Improvement

Implement


FY2018

Oct/Nov 2018 to Oct 2019

Nov 2019

Nov/Dec 2019

<p><b>Date - April 5, 2018</b></p> <p><b>Team: Livability and Placemaking</b></p> <p><b>Sponsor:</b> Livability &amp; Placemaking</p> <p><b>Team Lead:</b> Susan Goebel-Canning, Public Works Director</p> <p><b>Improvement Team</b> Livability &amp; Placemaking</p> <p><b>Project Lead:</b> Missie Barletto, Assistant Public Works Director</p> <p><b>Resources:</b> Capital Project Construction – TBD by consultant. Grant potential for restoration of historic property.</p>	<p><b>Project: <i>Historic Seaboard Air Line Railroad Station</i></b></p> <p><b>Problem Statement</b></p> <p>The Historic Railway Station, originally known as Seaboard Air Line Railroad Station, was built in 1927 and designed by renowned architect Gustav A. Maass. Maas worked primarily in the Mediterranean Revival style designing public buildings and private homes in and around Palm Beach, Florida from the 1920s until his death in 1964. The Station served the transportation needs of local farmers, residents, and businessmen of the Atlantic Coast Community. During the 1970's and 1980's the Station was leased to Amtrak and remained active for several years. The Station was ultimately closed for railway and passenger business and sold to private owners. The City acquired the property in 2005 and has utilized it for storage needs and by the City Fire Department for on-site training.</p> <p>The planned rehabilitation efforts will provide for the adaptive reuse of the original 1927 portion of the front portion of the Station for proposed office space along with the rear portion of the Station utilized as a future business incubator. The balance of the on-site and off-site, will also be renovated. The overall plan is to improve the on/off-site to accommodate multi-modal access for pedestrians, bicyclists, and vehicle traffic, while utilizing sustainability principles.</p> <p><b>Scope</b></p> <p>Architectural design, engineering, and construction for the rehabilitation of Delray Beach Railroad Station with associated site improvements..</p> <p><b>Targeted Outcomes</b></p> <ul style="list-style-type: none"><li>• Meet The Secretary of the Interior's Standards for Historic Preservation.</li><li>• Comply with the 2016 Building Code or latest edition</li><li>• Ensure neighborhood compatibility and conformance with adopted redevelopment plans, regulations or master plans affecting the subject property and surrounding areas.</li><li>•</li></ul> <p><b>Boundaries / Constraints</b></p> <p>This project is located near Lake Ida Road on Depot Avenue. Limited upkeep has is causing the station to deteriorate. Action must be taken soon to preserve the structure before it fails.</p> <p><b>Status Update</b></p> <p>Project is out for advertisement to obtain a qualified consultant to perform design.</p>											
<p><b>Stakeholders</b></p> <p><b>Customer:</b> City Commission, City Leadership Team</p> <p><b>Other Stakeholders:</b> Surrounding community</p>	<p><b>Timelines</b></p> <table><tr><td>Initiate</td><td>Investigate</td><td>Improvement</td><td>Implement</td></tr><tr><td>May 2018</td><td>Oct 2018</td><td>Oct 2019</td><td>October 2019</td></tr></table>				Initiate	Investigate	Improvement	Implement	May 2018	Oct 2018	Oct 2019	October 2019
Initiate	Investigate	Improvement	Implement									
May 2018	Oct 2018	Oct 2019	October 2019									



**CONTINUOUS  
IMPROVEMENT**

<b>Date</b> 7/30/2018	<b>Project:</b> <i>Sustainable and Resilient Delray</i>
<p><b>Team:</b> Livability-Placemaking</p> <p><b>Sponsor:</b> Dr. Ana Puszkini-Chevin  <b>Team Lead:</b> Dr. Ana Puszkini-Chevin</p> <p><b>Improvement Team</b>  Livability-Placemaking</p> <p><b>Resources Needed:</b>  Climate Action Plan including Greenhouse Gas Inventory - \$200,000    Community Vulnerability Assessment - \$200,000    Adaptation Action Area Designation -- \$75,000</p>	<p><b>Problem Statement</b></p> <p>The City of Delray Beach is a coastal community that is susceptible to a number of issues related to climate change, particularly rising sea levels, variable precipitation patterns and more intense coastal storms, but also issues such as heatwaves and air quality, habitat and species migration, saltwater intrusion of our water supply, and population migration. Individually and collectively, climate change impacts are likely to degrade public health, and quality of life and diminish economic prosperity. Making our City resilient to diverse climate impacts involves adopting sustainable practices and policies that mitigate Green House Gas (GHG) emission, as well as implementing adaptation measures that prevent damage or loss of life and property.</p> <p>The City committed itself to reducing our community's carbon footprint as early as 2009, when it adopted the recommendations of the Green Task Force. In 2017, the City signed on to both the Climate Mayor's pledge to uphold the tenets of the Paris Climate Agreement, and the Sierra Club Ready for 100 Campaign. Achieving an 80 percent reduction in emission by mid-century tasks the City with promoting a broad range of sustainable practices that reduce energy and natural resources consumption, and transition the community to clean fuels. These sustainability practices include increasing bike/ped mobility, adding solar capacity, increasing tree canopy, improving recycling, encouraging local food production, restoring natural habitats, as well as reducing single-use plastic usage, fertilizer use, and air and water pollution, to name a few. These actions, along with investment in education and economic diversity not only mitigate GHG, they create resilience, as ecologically synergistic development is less prone to disruptive forces, and redundant and flexible systems are able to recover quickly.</p> <p>Despite global GHG mitigation efforts, the impact of global warming will be felt in the coming decades; requiring the City to proactively assess and plan adaptation to various types of flooding, intense coastal storms, as well as drought events. Over recent years, Intracoastal Waterfront homes have experienced tidal flooding during Autumnal King Tide and Spring Tide events. Tidal waters overtop seawalls, water bubbles up through stormwater outfall pipes and street drain grates, flooding roads and property. As the mean sea level rises, or heavy rains saturate ground soils, the associated water table also rises and low-lying areas of the City experience shallow flooding, as water seeps up through the ground.</p> <p>Currently, the City's predominantly passive, gravity-based stormwater management system allows storm water to flow off the landscape into a system of connected swales, inlets and pipes. The barrier island is an exception. There, stormwater pumps largely prevent localized flooding, although it is anticipated that additional stormwater pumps may be needed in the coming years. In light of the hydrological challenges created by climate change, the City is preparing to upgrade and enhance stormwater management systems. We will also have to consider changes to the Land Development Regulations that create more resilient structures and provide for enhanced drainage and water storage. Finally, the City of Delray Beach's must monitor and guard against saltwater intrusion in the water supply. While the aquifer the City relies on is not immediately threatened, as in some communities, City staff is monitoring this situation and planning in order to ensure that the Utilities remain resilient. To address the challenges and create a resilient Delray Beach, the City must invest in a comprehensive vulnerability assessment and a companion analysis that will guide the path forward.</p> <p><b>Scope</b></p> <p>Obtain an baseline GHG Inventory to quantify emissions per sector, set reduction goals and inform a future Climate Action Plan. Advance green building development, which creates a more sustainable and resilient built environment. Obtain a Tree Canopy</p>
<p><b>Stakeholders</b></p> <p><b>Customer:</b> City Commission, City Leadership Team</p> <p><b>Other Stakeholders:</b>  Business Community, Local-Regional-State Economic Development Partners</p>	



Assessment to guide investment in planting and quantify ecosystem benefits. Address consumption of single-use plastics and encourage recycling or resource conservation. Continue public education efforts on climate and sustainability topics. In 2018/19 Issue an RFQ for a Community Vulnerability Assessment and establish Adaptation Action Areas within the City of Delray Beach, and follow this study with a formal Climate Action Plan in late 2019/2020.


### Targeted Outcomes

- Quantification of greenhouse gas emissions within the City and community,
- Identification and prioritization of projects and programs that reduce the city's carbon footprint to meet stated goals.
- Determine a feasible tree canopy goal and work with organizations to replant targeted neighborhoods
- Advance Ordinance changes and policies that result in more "green certified" construction
- Advance an ordinance that reduces use of plastic straws
- Organize 3 or more educational events or initiatives for the public on climate, environment, sustainability or resiliency
- By 2019, identify the city's vulnerable areas and key assets, address both physical and social vulnerability.

### Boundaries / Constraints

Although the City of Delray Beach is a relatively small component of the global climate change challenge, the City wishes to be a leader in demonstrating how small communities can effect change and demonstrate excellence in implementing of best practice.

In terms of ordinances, there may be push back from the building industry on requirements to implement green building certification and community push back on restrictions on of single use plastics. There is a steep education curve on these issues. Public education and outreach programs can address these issues, but funding, interdepartmental support and non-profit collaboration is necessary to execute. There are also legal constraints, such as state pre-emptions on municipal policies.



CONTINUOUS  
IMPROVEMENT

Timelines			
Initiate	Investigate	Improvement	Implement
April 2018	Oct 2018	March 2019	Oct 2019