WEST ATLANTIC REDEVELOPMENT PLAN UPDATE

2019

COMMUNITY REDEVELOPMENT AGENCY DELRAY BEACH CRA

CITY OF DELRAY BEACH

IBI

ACKNOWLEDGEMENTS

The West Atlantic Redevelopment Plan Update (2019) is the result of input from residents, business owners, elected officials, community stakeholders, CRA Board members, CRA and City staff and representatives from non-profits.

City Commission

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CRA Staff

Jeff Costello, Executive Director, CRA

Kristyn Cox, West Atlantic Redevelopment Director

Joan Goodrich, Economic Development Director

City Staff

Timothy Stillings, Director of Planning & Zoning

Non-Profit Partners

Charlene Farrington, Spady Museum

Achievement Center

Healthier Delray Beach

Evelyn Dobson, Executive Director, Delray Beach Community Land Trust

Community Greening

Delray Beach Library

CROS Ministries

IBI Group

Patricia Frexes Ramudo, PE

Vivian Brooks, AICP

Bankim Kalra, AICP

Kevin T. Greiner, MUP, JD

Astha Malhotra, Urban Planner

Chris Pence, GIS

Sandeep.V., Urban Designer

Kamran Naseem, Planner

Surabhi Kapoor, Architect

With Special Thanks To

Charles "Chuck" Ridley

Peter Perri

Alfred "Zack" Straghn

Michael A. Caruso

Sheppard Gross,

Dorothy Ellington

Ann Stacey-Wright

Patricia Wright

Rhonda Williams-Turner

Dr. Raiko Knight

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EXECUTIVE SUMMARY

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INTRODUCTION

The West Atlantic neighborhoods are ideally located in east-central Delray Beach, Florida - a three-time All-American City award recipient from the National Civic League to cities that advance civic engagement to create equitable, thriving communities. The West Atlantic neighborhoods are predominately a single family residential community with the City's historic main streets of Atlantic and Fifth Avenues traversing the east-west and north-south corridors of the western end of Downtown Delray Beach. The West Atlantic neighborhoods are accessible from I-95 and within walking distance of cultural venues, parks, schools, dining, shopping and two-mile municipal beaches. Within 30 minutes of The West Atlantic neighborhoods are two international airports – Ft. Lauderdale and Palm Beach.

The West Atlantic neighborhoods are 993 acres and makes up approximately 10% of the City area and 50% of the Community Redevelopment Agency's area. With a population of 12,000, The West Atlantic neighborhoods make up 19% of Delray Beach's population. Over 51% of residents are under 34 years of age – a young population compared to the City or Palm Beach County.

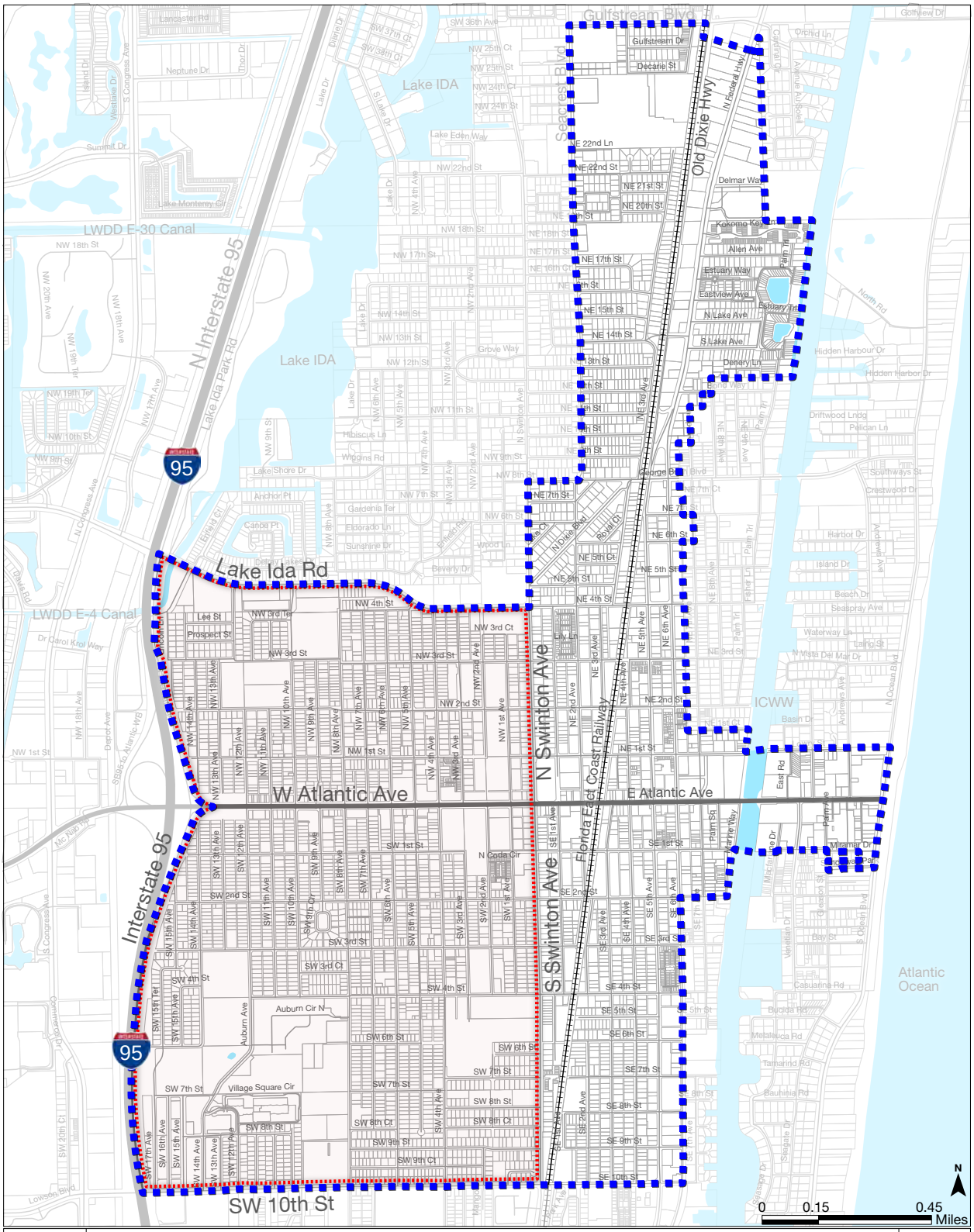
The opportunity to own land and businesses attracted freed African-Americans and Bahamian fishermen to The West Atlantic neighborhoods in the late 1800's. These early settlers had the determination to build a community from scratch, and created a self-sufficient neighborhood with schools, churches, stores and civic organizations. Historic Fifth Avenue – including West Settlers and Frog Alley was the hub of the community's bustling business district with Black-owned storefronts and residences built by these community builders. Early residents called the area as Frog Alley as due to rain there were frequent flooding which resulted in frogs hatching in puddles.

Like many cities in the south, Delray Beach was segregated by race. In the days of Jim Crow laws of segregation, Black citizens had to be west of 3rd Avenue before sunset. In 1956 the City attempted to deannex the "colored" portion of the City which was supported by the sitting Commission 4-1 with the lone dissent from the City's first female mayor – Catherine Strong (honoured by naming of SW Neighborhood Catherine Strong Splash Park). The State denied the City's request. In the 1960's activists from the West Atlantic neighborhoods made national news for peaceful demonstrations calling for the City to allow Blacks access to the City beach and other public areas. In response, the City reversed its segregation policies. Shortly after the City elected its first Black City Commissioner.

Residents of The West Atlantic Neighborhooods are a close-knit community with strong familial ties and ties to place.

Due to the efforts over the last thirty years of dedicated residents who love their community, The West Atlantic neighborhoods have experienced positive change to the overall appearance of the area. Over the last thirty plus years, neighborhood residents have worked in partnership with the City and CRA to develop plans - West Atlantic Avenue Redevelopment Plan, Downtown Master Plan, Southwest Area Neighborhood Redevelopment Plan and the West Atlantic Needs Assessment. From these plans, new multi-family and single-family housing, infrastructure improvements and public and private development were initiated – all with The Tribes input.

The West Atlantic Redevelopment Plan Update (2019) builds upon those prior efforts but with an ultimate goal of aligning The West Atlantic neighborhoods with the success of the rest of Delray Beach not just in terms of appearance but more importantly equitable access to economic opportunity, wealth creation and health. The Redevelopment Plan Update was a collaborative effort of the West Atlantic Redevelopment Coalition, the NW/SW Neighborhood Alliance, the City and CRA. The Tribe shares pride in The West Atlantic neighborhoods and as members of Florida's 1st, third time All-American City, USA Today & Rand McNally's Most Fun Small Town, and Florida's "Village by the Sea" that is Delray Beach, but there is a lot of work to do to bring equity to this community so that it can share in the bounty of its successful City.



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Boundary

- CRA Boundary
- The **Study Area** (993 Acres)

Transportation

- Interstate Highway
- Rail Road

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WEST ATLANTIC NEIGHBORHOODS CONTEXT MAP

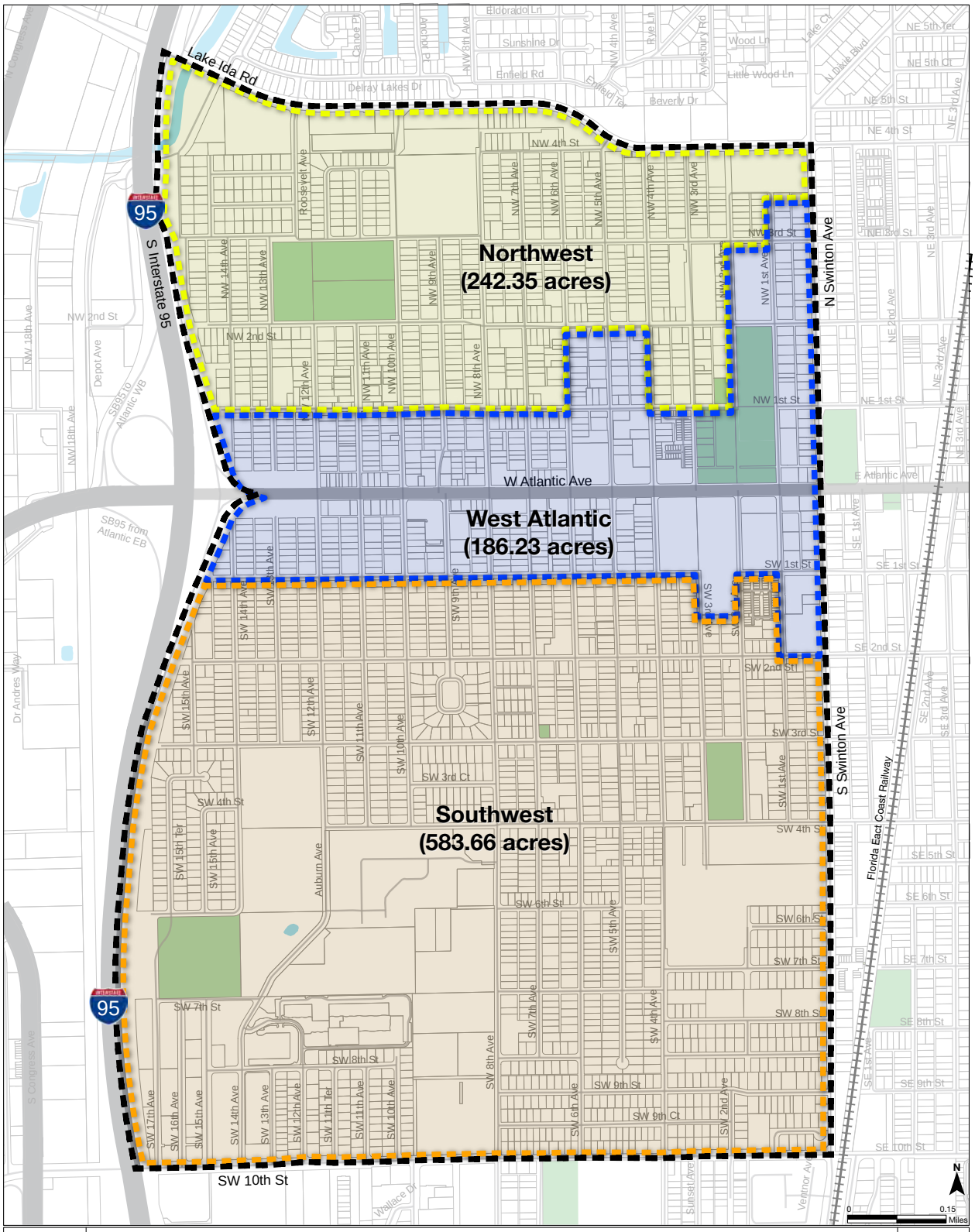
WEST ATLANTIC NEIGHBORHOODS TODAY

The West Atlantic neighborhoods are a 993-acre community located in eastern Delray Beach that extends from the west at I-95 east to Swinton Avenue, north Lake Ida Road and south to S.W. 10th Street. The West Atlantic neighborhoods make up approximately 50% of the 1,961 acre Delray Beach Community Redevelopment Area. Predominate land use is single-family. The Set is a major developing part of downtown Delray Beach.

FACTS: AREA + POPULATION

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

Source: US Census Tract, 2015



Legend

Boundary

- Study Area (993 Acres)
- Parcels

Transportation

- Interstate Highway
- Rail Road
- Road Network

Sub-Areas

- Northwest (Sub Area 4 - 186.23 acres)
- West Atlantic (Sub Area 3 - 186.23 acres)
- Southwest (Sub Area 8 - 583.66 acres)

THE NEIGHBORHOOD MAP

SOCIO-ECONOMIC BRIGHT SPOTS

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

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

DIVERSITY

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

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

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

SOCIO-ECONOMIC CHALLENGES

The rational for The West Atlantic Redevelopment Plan Update (2019) is revealed in the socio-economic challenges facing a large sector of the population. These challenges prevent residents from building wealth, accessing better jobs and living happy and healthy lives. The Healthier Delray Beach's Community Health Needs Assessment Report (Oct. 2015) and the City's Department of Children, Youth and Families White Paper (2016) noted that the City's vulnerable area of concentrated poverty and low education attainment was primarily located in The West Atlantic neighborhoods.

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

Vacant land parcels and blighted houses

PHYSICAL ASSETS IN THE WEST ATLANTIC NEIGHBORHOODS

Comparing the West Atlantic neighborhoods today to thirty years ago it is clear that there has been significant work and investment into the community. The majority of stakeholders felt these improvements had made a difference in their neighborhoods. The Transformation Plan recommends continuing to build on this work.

01 ENHANCEMENT OF THE WEST ATLANTIC NEIGHBORHOODS' CULTURAL IDENTITY

- Historic 5th Avenue streetscape
- Libby Wesley Amphitheatre
- Spady Museum
- West Settlers Historic District
- Dr. Martin Luther King, Jr. Drive streetscape

Frog Alley Streetscape Improvements

Spady Museum

02 PARKS

- Merritt Park Improvements
- Pompey Park and Catherine Strong Master Plans
- Three new neighborhood parks

Pompey Park | Source: Pompey Park Recreation Center facebook page

Catherine Strong Park | Source: Google Street View

03 SCHOOLS

- Spady Elementary
- Village Academy – Pre-K through 12th grade
- Pine Grove Elementary (just outside the area but serves the neighborhoods)

SD Spady Elementary School

Village Academy Middle/ High School

04 CITY & CRA INVESTMENTS

- Comprehensive alleyway network upgrade
- Strategic streetscape investment
- Comprehensive sidewalk network upgrade
- New single-family housing – infill and subdivisions
- Renovated multi-family rentals
- Public/Private partnership for Village Square affordable housing
- Public/Private partnership Atlantic Grove mixed-use project
- Streetscape improvements – W. Atlantic Avenue

Atlantic Grove Mixed-Use

W. Atlantic Avenue Streetscape Improvement

05 DEVELOPMENT OPPORTUNITIES/INCENTIVES

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

CRA owned parcels along W. Atlantic Avenue

THE WEST ATLANTIC NEIGHBORHOODS' CHALLENGES

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

» Severe lack of decent affordable housing options – 52% of families pay more than 30% of income for housing

» Low educational attainment

» Low median household income

» No local college or university to provide technical training

» Mismatch between area jobs and local workers skill sets

» 9.6 acres of small-scale scattered vacant lots

» Lack of multi-modal connectivity between north/south and east/west

» Lack of attractions and tourist destinations on West Atlantic Avenue

» Incomplete sidewalk network

COMMUNITY ENGAGEMENT

The CRA continues to create opportunities for residents to be involved in the community. Frequent events that celebrate the diversity and pride of the community keep the West Atlantic neighborhoods lively. The Spady Museum conducts regular events attended by residents and visitors.

The Downtown Marketing Cooperative holds an annual event as well. Additionally, The Police Department's National Night Out event and the Parks & Recreation Department has regular events at Pompey Park and the Holiday Parade that are within or traverse the West Atlantic Neighborhoods.

Community events organized by WARC & CRA

COMMUNITY GATHERING PLACES

Residents of the neighborhoods meet their neighbors on a formal and informal basis throughout the community. Pompey Park offers senior, children and teen programs. Most every family is or has been involved in Pompey Park. Many stakeholder suggested that Pompey Park be utilized as a site to distribute community information.

The library is a resource for the entire City. It's location in the West Atlantic neighborhoods also makes it gathering space for area residents. From teens doing homework to local businesses looking for guidance from the Small Business Development Center, the library is heavily utilized by the community.

Every community has that one place where you see everyone you know. Donnie's Place Restaurant is that place in the West Atlantic neighborhoods. If you are looking for Village Elders and good soul food this is where you will find them catching up on politics and community news.

Gathering on a front porch or under a shady tree is a favorite way to spend time with friends in the area. The Caribbean custom of informally gathering to pass time and catch-up is alive and well in the community, creating a friendly, laid back atmosphere. A smile and wave from residents is the norm.

The roots of the West Atlantic neighborhoods are in the soil. Most early settlers farmed for themselves or were migrant farmers. The area's four community gardens provide a chance for them to get back to their roots, grow food from their country and feed their families. The gardens also provide exercise and social interaction.

Frog Alley Community Garden

WEST ATLANTIC REDEVELOPMENT COALITION AND NW/SW NEIGHBORHOOD ALLIANCE

West Atlantic Redevelopment Coalition (WARC) and the NW/SW Neighborhood Alliance worked hand in hand to engage residents and advocate for the West Atlantic neighborhoods. WARC was a City Commission appointed organization created to advise the Delray Beach Community Redevelopment Agency (CRA) and The City of Delray Beach on redevelopment issues within the West Atlantic Avenue corridor. They were active until 2018.

The NW/SW Neighborhood Alliance employed block captains from the various neighborhoods creating an effective community engagement system getting citizens to meetings and to vote. Block captains distributed and gathered information from residents in their area.

Community engagement meetings during The Set Transformation Plan

CITIZEN FEEDBACK: REDEVELOPMENT PLAN UPDATE

Outreach to community stakeholders was done by WARC, NW/SW Neighborhood Alliance, the CRA and City and the IBI planning team through **one-on-one interviews**. In addition, **three community engagement** sessions were held to glean the desired vision and outcomes of the 2019 Redevelopment Plan Update.

The majority of participants said that they liked West Atlantic neighborhoods for their **community feel and history**. They felt that the City/CRA improvements have improved the community and that they **felt safe living** in the area. They supported the **continuation of physical improvement projects** particularly with regard to alleyways and sidewalks.

Many said they **desire to see W. Atlantic Avenue developed in a similar style as E. Atlantic Avenue** with neighborhood services such as a grocery, drug store and bank. Although redevelopment of W. Atlantic Avenue is still a priority for residents, they expressed a desire to enure that future development in in **harmony with the adjacent single-family neighborhoods**. It was reiterated by residents that the neighborhood should benefit from redevelopment either through **jobs or business opportunities that are aligned with capacities of area residents**.

The participants emphasized that future planning efforts should focus on **improving the economic condition of the residents**. Most said that **better paying jobs** was a priority. They stated that residents needed **technical training** to get the better jobs.

While a great deal of **affordable housing** has been built in the West Atlantic neighborhoods, this still remained a concern for most participants. They also expressed concern over the **number of sober homes and properties** not up to code within the neighborhoods. Overall, resident input was positive and constructive - the majority said they love living in Delray Beach.

THE WEST ATLANTIC REDEVELOPMENT PLAN UPDATE

During community engagement exercises residents and community stakeholders developed their vision for the neighborhood.

> **“The [West Atlantic Neighborhoods] shall become a place of opportunity, resiliency, inclusion and wellness through equitable policies and development, strategic partnerships, and the power of community leadership.”**

The vision reflects the desire of the residents to positively impact the direction of the socio-economic data for the area. The people of West Atlantic neighborhoods are emphasized in the vision statement as well as their desire to be the stewards of their community in partnership with the City, CRA and non-profits. The community tag line, “Where You Can” highlights the communities desire to be the arbiters of the redevelopment process.

The 2019 Redevelopment Plan Update builds upon the success achieved under the West Atlantic Avenue Redevelopment Plan, Southwest Area Neighborhood Redevelopment Plan and the Downtown Master Plan. Projects still relevant and not implemented from prior plans are included in the Plan Update. However, the priority of Plan Update is to change people’s lives so they may achieve equity with the rest of Delray Beach. The guiding principles of the Plan are:

GUIDING PRINCIPLES

1. COMMUNITY CAPACITY BUILDING
2. CIVIC STEWARDSHIP
3. COMMUNITY WEALTH BUILDING
4. HEALTHY COMMUNITY
5. PLACEMAKING
6. STRATEGIC INVESTMENTS

01 COMMUNITY CAPACITY BUILDING

Community capacity building is the continuous process required to foster the pride and appropriate local leadership that allows communities, through their members, to take responsibility for their own success. The genesis of planning for the West Atlantic area came from the community's desire to control their future and limit government actions that would adversely impact the community. The West Atlantic Avenue and the Southwest Area Redevelopment Plans recommended the utilization of community stakeholders to ensure successful implementation of the various plans. Key strategies for building capacity with local stakeholders include:

- **Perform an Equity Analysis** and adopt Equitable Principles and Goals for the City of Delray Beach.
- **Build capacity and knowledge base of CMT members** empowering them to take on implementation, management and review of projects and programs.

02 CIVIC STEWARDSHIP

Empowered residents will play a vital role in the ultimate success of the Transformation Plan. Members of The Set Community Management Team (CMT) will be the "keeper" of the Plan by advocating for its various strategies. The Tribe will serve as the feedback loop to evaluate the effectiveness of The Plan strategies. Major strategies to enhance Civic Stewardship are:

- **Place digital information kiosks in public gathering places** that provides information about The Set – history, meetings, events. Also provide the ability to receive public feedback to the CMT.
- **Convene regular block meetings** to develop civic involvement and pride.

03 COMMUNITY WEALTH BUILDING

The ultimate aim of community wealth building is to create a new system—a new normal of political-economic activity, where concern for broad prosperity is built into the core system. Community wealth building efforts should seek as the outcome equity for communities that have experienced wealth inequality due to institutional and structural bias - particularly in communities of color. Strategies designed to enhance employment, expand and grow small businesses, create new housing opportunities and boost educational attainment are proposed. The main strategies recommended to build community wealth are:

- Initiate **certification technical training programs** for area residents.
- Match **job training programs to local job skill sets**.
- **Designate the West Atlantic neighborhoods as an Impact Zone** with unique codes, uses and funding.
- Create a **Commercial Community Land Trust** to ensure local business retention.
- Establish a **Children's Savings Fund** to encourage college attendance.
- Adopt a **Living Wage Ordinance** in the City.
- Require **use of local contractors** for City, CRA and non-profit partners.
- **Release all CRA and City owned single-family lots** within the neighborhoods to develop new housing.

04 HEALTHY COMMUNITY

A healthy community is one that engages its residents in their own wellness – meeting them where they are - while also encouraging residents to connect and support the community as a whole. Urban design of the West Atlantic neighborhoods will be enhanced to encourage residents to walk or bike. Strategies for building a Healthy Community are:

- Partner with the Palm Beach County Dept. of Health and Florida Atlantic University to **develop a wellness facility at the proposed Village Center Community Hub** with a focus on mental health.
- Incorporate the goals and objectives of **Healthier Delray Beach Strategic Action Plan** into the City's Comprehensive Plan.
- Promote active living through investments in **walking, bicycling and recreational facities.**
- Implement family financial wellness programs.
- Support community campaigns that teach about healthy eating, exercise, mental health and wellness.

Village Center Community Campus

05 PLACEMAKING

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. The Plan recommends streetscape improvements, urban design and connections to the destinations within the West Atlantic neighborhoods.

Existing West Atlantic Avenue

Proposed reconfiguration at West Atlantic Avenue

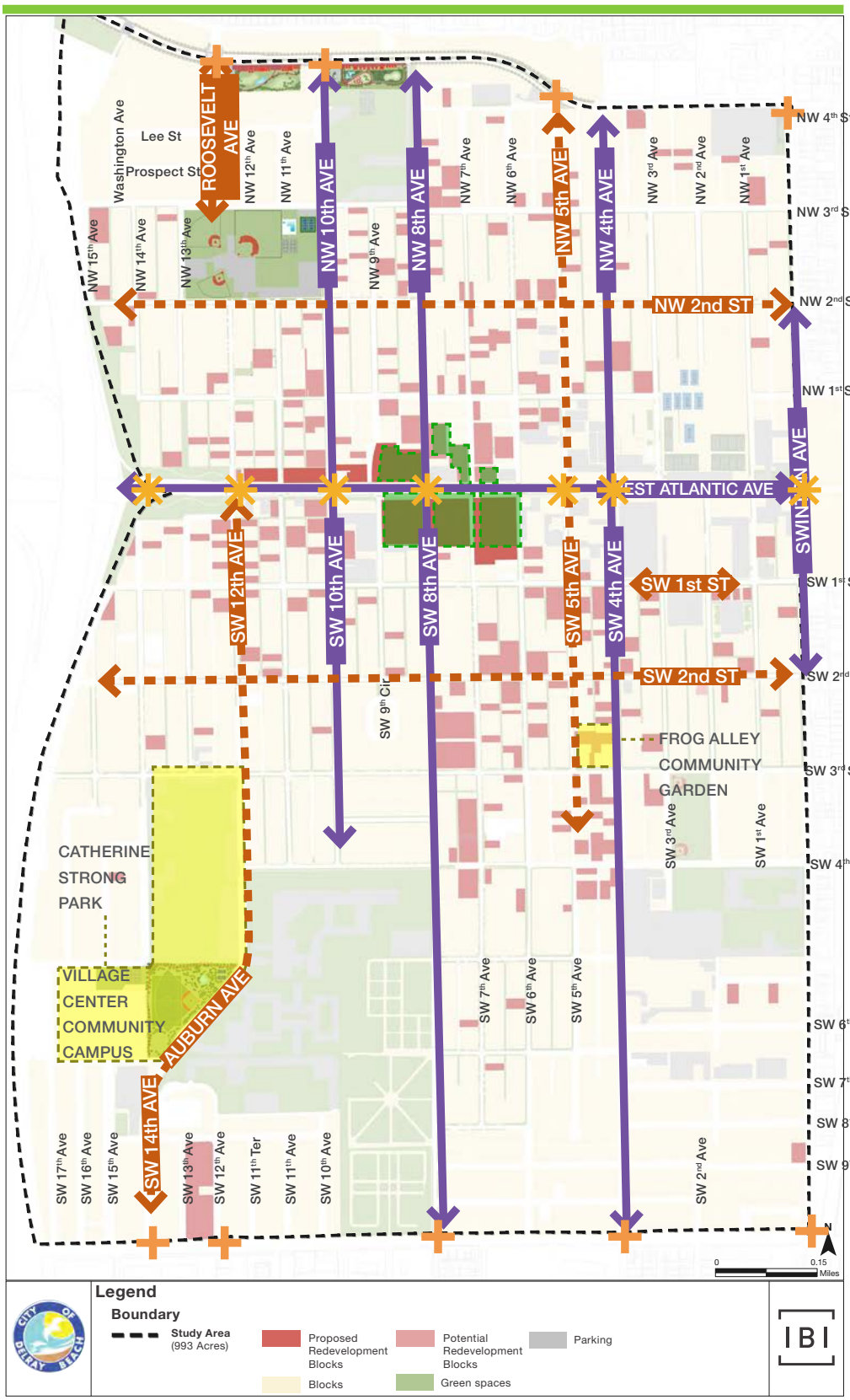
EXISTING RETAIL/ COMMERCIAL

PROPOSED RETAIL/ COMMERCIAL

06 STRATEGIC INVESTMENTS

The 2019 Redevelopment Plan Update recommends projects intended to have the greatest impact on residents. These include physical improvements that have multi-tiered benefits – access to affordable housing, neighborhood pride, increase homeownership rate, etc. Recommend investments are:

- Create master plan to develop the Village Center Community campus that meets the needs of residents – education, professional development, wellness and leisure for all ages.
- Release all CRA and City owned single-family lots within the neighborhoods to develop new housing.
- Redesign Atlantic Avenue to function as intended in the West Atlantic Avenue Redevelopment Plan.



THE WEST ATLANTIC REDEVELOPMENT CONCEPT

STREETSCAPE PROPOSALS

PRIORITY STREETSCAPE UPGRADES

- West Atlantic Avenue
- Swinton Avenue
- SW 4th Avenue
- NW/SW8th Avenue
- NW/SW 10th Avenue

SECONDARY STREETSCAPE IMPROVEMENTS

- NW/SW 5th Avenue
- SW 12th Avenue-Auburn Avenue-Sw 14th Avenue
- Martin Luther King Jr. Drive (NW/SW 2nd Street)
- SW 1st Street (Between SW 2nd and 3rd Avenues)
- Roosevelt Avenue

GATEWAY BEAUTIFICATION & INTERSECTION IMPROVEMENT

PRIMARY GATEWAYS & INTERSECTIONS

- I-95 and Atlantic Avenue
- Swinton and Atlantic Avenue
- 5th Avenueand Atlantic Avenue (Libby Wesley Plaza)
- Atlantic Avenues at 4th 8Th, 10th 12th Avenues

NEIGHBORHOOD GATEWAYS & INTERSECTIONS

- Lake Ida Road at Roosevelt, 10th, 5th and Swinton Avenues
- SW 10th Street at 14th, 12th, 8th 4th and Swinton Avenues
- Neighborhood Identification Signs

CATALYST PROJECTS

- Village Center Community Campus
- Catherine Strong Park

KEY REDEVELOPMENT SITES

- Neighborhood Grocery
- NW 600 Block
- SW 700 Block
- SW 800 Block
- NW 800 Block

REALIZING THE WEST ATLANTIC REDEVELOPMENT PLAN VISION

To achieve the communities desire to change residents lives will take a village – Coalition of non-profit partners, foundations, corporations, the City and CRA in partnership with the NWSWNA. Aligning each organization's strengths to a strategy of The Plan will ensure that resources are leveraged and implementation is achieved quickly. This will require communication and coordination on an on-going basis amongst all parties.

The Plan is designed to be implemented in phases. The first projects/programs will be those than can be built on existing systems and resources and can be achieved within three years. Long term projects are those that will require more resources, coordination and alternative funding sources – Village Center Community Campus is a long term project.

Recommendations are made to ensure that programs and projects are having the intended consequences; i.e. reduction in unemployment rate. Community driven implementation will provide feedback on the effectiveness of The Plan's recommendations. Goals, objectives and outcomes will be presented to stakeholders on a regular basis.

The Redevelopment Plan Update is ambitious in its goal to achieve financial and social equity for the West Atlantic neighborhoods . It is a multi-generational plan requiring long-term commitment from partners including funding. Physical improvements can be achieved through various government entities – City, CRA, Palm Beach County, School District. Socio-economic initiatives will require a quilt of funding from foundations, corporations, individuals and the Federal government. Capacity to go after funding and monitor funding must be built into the Coalition to ensure long term viability of The Plan.

CHAPTER-1

HISTORY OF THE WEST ATLANTIC AREA

1. HISTORY OF WEST ATLANTIC

Many residents and stakeholders cited the storied history of the neighborhood as a positive quality of the community. They are proud of their community's role in advancing civil rights for African Americans in Delray Beach. Many residents also stated that the area has families that go back generations in Delray Beach and remember the Jim Crow days. This shared history is important to the community and is celebrated at The Spady Cultural Heritage Museum located at 170 NW 5th Avenue on historic Frog Alley. The museum also celebrates the life of Solomon D. Spady, one of Delray Beach's most influential people.

1.1. Beginnings of West Atlantic: 19th century

Prior to 1845, when Florida became a state, Africans, Seminole Native Americans, and Black Seminoles were already living in South Florida and continued to do so after the arrival of white Europeans.

In 1868 William and Sara Gleason, Wisconsin natives, began purchasing thousands of acres of land in various locations in Florida including in what is now the City of Delray Beach. William Gleason was the Lieutenant Governor of Florida from 1868 to 1870. Two of their sons (W.H.H. and George) participated with them in handling real estate transactions using the business name of "Gleason Brothers, dealers in Real Estate." Many early settlers in the area bought property from the Gleason's'.

In 1876 The Orange Grove House of Refuge #3 was constructed by the U.S. Lifesaving Service and located just north of the ancient orange grove depicted on earlier military maps. This is just north of current day Atlantic Avenue. The House of Refuge was established to assist shipwrecked sailors and it served as a resting place for the barefoot mailmen who delivered mail along the East Coast of Florida between 1888 and 1892. The first refuge-keeper was Hannibal D. Pierce. The town of Delray grew around the Orange Grove House of Refuge.

By 1894 pioneers of African descent had settled in the West Atlantic area from north Florida, other nearby southern states and the Bahamas. Their population grew as they encouraged their relatives to relocate to the area.

St. Matthews Episcopal Church

Mt. Olive Missionary Baptist Church

In 1894 pioneers of European descent such as, William S. Linton arrived in the area from Michigan with David Swinton and Major Nathan Boynton. Linton bought tracts of land from Henry Flagler's Model Land Company, the Gleasons and others. The following year William Linton returned with a group of almost a dozen people, including civil engineer E. Burslem Thompson and named the town Linton. In 1898 the town was renamed Delray, derived from a town in Michigan called Del Ray.

Using local materials and their knowledge of construction, settlers began building schools, homes, stores and churches thus beginning the development of the West Atlantic community. The first African-American church, Greater Mt. Olive Baptist Church, was established in 1896. The church, in its current location at 40 NW 4th Avenue still serves a major role in the social and civic life of the West Atlantic neighborhoods.

The first school in Linton opened in 1895 and was called Colored Number 4. The school closed in 1907 due to lack of attendance which was normal during that time. Many of the pioneering families were migrant worker and children and families often left the area during harvest season.

Mr. George Green

Mr. Solomon D. Spady

1.2. The Transition Years: 1901- 1970

In the early days of Delray Beach, Black men were permitted to vote. The West Atlantic community put forth its own candidate for City Alderman in 1911 – Mr. George Green. He was a successful business man – shipping fruits and vegetables to the north. Mr. Green fell just short of receiving sufficient votes to be elected. Out of 57 votes cast for eleven candidates he received 16 votes.

In 1922 Solomon D. Spady moved to Delray to take over as principal of the renamed colored school, County Training School, Delray. At that time, the school had 100 students in grades one through eight.

During Mr. Spady's 28 years as principal the school grew to over 300 students up to grade twelve. By the time Mr. Spady retired in 1957, a new school building for high school grades had been built and the elementary school was renamed S.D. Spady Elementary School to honor Solomon Spady's great contribution to the City and community.

Schools, neighborhoods, public areas and businesses were racially segregated in Delray Beach. Segregation defined, and in many ways strengthened black neighborhoods. In 1935 the Delray Beach City Council and a joint committee made up of "certain of the colored people" agreed on Resolution 146, which defined property areas on racial grounds. The "Negro Settlement or Negro Area" was generally west of 3rd Avenue between N.W. 5th Street and S.W. 5th Street. Segregation meant that black residents had to rely on each other to provide for all of their wants and needs leading to the growth of black-owned businesses and a tight-knit family oriented community that residents still value today.

The West Atlantic community history of civic engagement came to a zenith in the late 1960's. Residents peacefully protested racial segregation at public places within the City. Blacks were not permitted on the City's beach or golf course. The "wade-ins" conducted at the City's public beach made national headlines. Due to the dedication of West Settlers the City conceded that all citizens of Delray Beach could use City facilities. A few years following this policy change, Delray Beach elected its first Black City Commissioner – Ozzie Franklin Youngblood, a community activist.

1.3. West Atlantic on the Decline: 1970-80's

In the late 1970's downtown Delray Beach started to experience a decline, similar to many downtowns in the United States. Atlantic Avenue was perceived as unsafe and was avoided at night. Drug activity and loitering along W. Atlantic Avenue spreading its impact into the neighborhoods and E. Atlantic Avenue.

To add to the situation the Department of Transportation had plans to widen Atlantic Avenue to six lanes and make it a highway to allow better evacuation in the event of a hurricane. City residents believed the widening project would have been the nail in the coffin for the City. A group of residents and business owners mounted an effort to prevent the project and succeeded, beginning the renaissance of Downtown Delray Beach.

In the early 1980's the Haitian diaspora grew in Delray Beach through immigration and migration out of Little Haiti in Miami. Haitian immigrants found affordable housing in southwest Delray and plentiful work in area resorts. The Haitian people, by purchasing and renovating homes, helped to stabilize the area. Delray Beach has one of the highest concentrations of Haitian diaspora in the state of Florida.

Atlantic Avenue west of the railroad tracks in 1900 | Source: Delray Beach Historical Society

Members of The Founders Board

1.4. Decade of Excellence – 1990's – early 2000's

The Delray Beach Community Redevelopment Agency was established in 1985 to revitalize the physical environment and stimulate the economy of its designated area. The decline of W. Atlantic Avenue and a CRA project that proposed to remove large portions of housing in the West Atlantic area led to a community-led planning effort. The West Atlantic Property Owners Association (WAPOA) was formed to advocate for redevelopment that was acceptable to area residents.

EPOCH

Expanding and Preserving Our Cultural Heritage, Inc. (EPOCH) was formed by Vera Rolle Farrington, Sam McGhee, Executive Director of the TED Center, David Randolph, City Commissioner, and Dorothy Patterson, Archivist of the Delray Beach Historical Society. EPOCH was formed to address the limited amount of information on file with the Delray Beach Historical Society about local African American citizens and their contribution to Delray Beach. EPOCH had a future goal of creating a museum to house the historical information. A Founder's Board was convened and the collection of black history began. On May 15, 1996, EPOCH was officially organized. Founding officers were: Vera Farrington-President, C. Spencer Pompey-1st Vice President, Clarence Vaughn-2nd Vice President, Rosa Bush-Secretary, Marguerite McKay-Treasurer

In September of 1996, EPOCH presented information to the City of Delray Beach for the first historic district West of Swinton Avenue, now known as the West Settler's Historic District. In 1997, the City of Delray Beach agreed to purchase the Spady House (now known as the Spady Museum) and the Munnings Cottage (now known as the Williams Cottage) to be used for the black history museum and cultural center. The CRA provided funding to renovate the building and also funds the ongoing operation of the museum.

First historic district West of Swinton Avenue - West Settler's Historic District

The engaged community of Delray Beach had effected a major change to the Atlantic Avenue corridor in a relatively short time period. The City was rewarded for its efforts in 1993 with its first All-American City award from National Civic League. The League looks at a cities civic infrastructure and uses a civic index to measure the elements of a community to determine the depth of citizen decision-making and public problem solving. Subsequently, Delray Beach has won the All-American City award in 2001 and 2017.

"There's no question this is a jewel of a community," said Roy Simon, a local native who served on various municipal boards in Delray Beach for more than 40 years. "One thing the city of Delray Beach has is community-minded citizens who are loyal and dedicated to the city and the betterment of its lifestyle."

Between 1987 and 1990, the City made a conscious decision to place municipal uses along West Atlantic Avenue with the idea that these investments would immediately improve the area and encourage private investment. The Police headquarters (1987), Fire headquarters (1993), the South Palm Beach County Courthouse (1990) and the Tennis Center (1993) were added to the east end of W. Atlantic Avenue joining the existing City Hall and Public Utilities sites. While adding investment to W. Atlantic Avenue these uses have the unintended consequence of creating pedestrian dead zones.

During the 1990's the City invested in developing new single-family housing units. The multi-family development Auburn Trace (now Village at Delray) project was constructed in 1990.

1.5. Redeveloping The West Atlantic Area: 2000 – Present

As East Atlantic Avenue reached it potential, West Atlantic Avenue still lagged behind. A City/CRA partnership to upgrade the infrastructure; drainage, streets, landscaping and alleys has resulted in many of the major neighborhood thoroughfares being upgraded with more in the pipeline. The alleyway system upgrade is ongoing with annual appropriations for this project.

Since 2000, key investments have been made into the West Atlantic neighborhoods. Atlantic Grove was the first mixed-use project constructed on W. Atlantic Avenue. The two-block development contains retail, office and residential uses and was a developed through a public-private partnership with the CRA. The Delray Beach Library was re-built on W. Atlantic Avenue in 2005.

The Delray Beach Housing Authority redeveloped an old multi-family site into the new Village Square project that includes family, senior and for-sale housing. In 2015 a Fairfield Inn was constructed at SW 10th Avenue on W. Atlantic Avenue. This too was developed through a public/private partnership with the CRA. The Delray Beach Community Land Trust in partnership with the CRA and City constructed over 60 new single-family homes within the West Atlantic area.

Coming together the community reaffirmed its vision from The West Atlantic Avenue Redevelopment Plan in the West Atlantic Needs Assessment. Agreement was reached that a full-service grocery store, financial institution, drug store and entertainment was desired. At the time of this Plan, the CRA was negotiating with a grocery chain to locate on W. Atlantic Avenue on CRA-owned land.

Building on its history of activism, the West Atlantic area has become a political force in Delray Beach elections. Through its network of block captains voter turnout rose from 5%-15% in 2013 to 10%-25% in 2017.

The mix of Maroons, Afro-Caribbean's from the Bahamas, Haiti and other islands and African-Seminoles creates the unique experience that is the West Atlantic area. During the community engagement process residents expressed the desire to celebrate the history and culture of the settlers to communicate community pride, strengthen sense of belonging to the neighborhood and create a unique sense of place.

CHAPTER-2

THE WEST ATLANTIC AREA TODAY

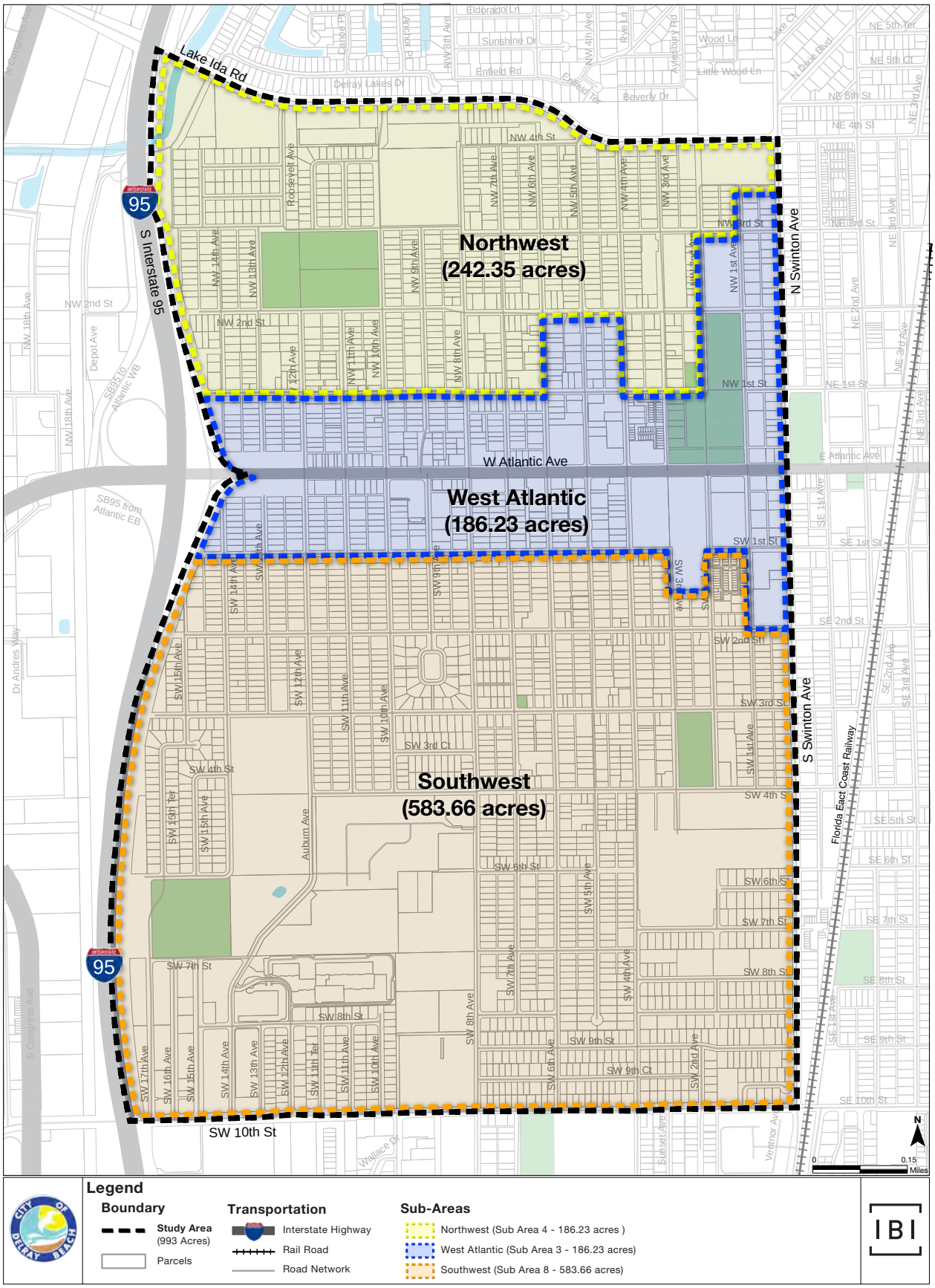
2. WEST ATLANTIC AREA TODAY

While there have been significant planning efforts over the last two decades, few have dealt with the community in a holistic manner where the health, wealth and long term prospects of the residents were taken into consideration. The West Atlantic Redevelopment Plan Update (2019) is a 10- to 20-year planning strategy to mitigate the factors that have resulted in the decline of the 993 acre area that, for much of Delray Beach's history, was represented by the resident's resourcefulness and sense of belonging to the community. Understanding what the successes and challenges were, evolution of the West Atlantic neighborhoods is critical in creating a blueprint for its future transformation.

This section documents and analyses the area's strengths and challenges as it relates to its demographic composition, existing physical conditions, available community resources and implemented projects. The data presented below was compiled using a combination of primary and secondary collection methods, including:

- Review of past and ongoing **planning studies and regulations** impacting the West Atlantic area;
- **Nielsen data** highlighting the socio-economic and market factors influencing future investment in the area;
- GIS based **community asset mapping** supported by on-ground verification through field visits; and
- Feedback solicited through extensive **stakeholder interviews** and during community workshops.

3-dimensional view of the West Atlantic area's existing urban form



MAP 1: THE WEST ATLANTIC NEIGHBORHOODS BOUNDARIES

2.1. Study Area Context

The West Atlantic area is a 993-acre seamless network of diverse neighborhoods, located in eastern Delray Beach, generally defined by I-95 to the west, Swinton Avenue to the east, Lake Ida Road to the north and SW 10th Street to the south. The area's prime location as a gateway into Downtown Delray Beach from the Interstate and surrounding cities is one of its most valuable, but untapped, assets. (Refer Map 1)

Covering nearly 50% of the 1,961 acre Delray Beach Community Redevelopment Area boundaries, the West Atlantic neighborhoods are home to nearly 20% of the City's population (12,033 residents). The primary neighborhoods that make up the area include the Northwest neighborhood, the Southwest neighborhood and the West Atlantic Avenue neighborhood.

- The Northwest neighborhood is a total of 250 acres. It is bound on the west by I-95, to the east by Swinton Avenue, the south generally by W. Atlantic Avenue and to the north by Lake Ida Road. The area was home to many of the original settlers of the West Atlantic area.
- The Southwest Neighborhood is the largest sub-area at 556 acres. This neighborhood is predominantly single-family with a traditional street grid.
- The West Atlantic Avenue neighborhood has 187 acres. The boundaries are I-95 to the west, Swinton Avenue to the east and generally to the north and south by NW 1st and SW 1st Streets. The predominant feature of this area is the W. Atlantic Avenue corridor, a five-lane commercial corridor dotted with vacant city and privately owned parcels that are slowly witnessing a transformation to active uses.

Aerial view showing the boundaries of the West Atlantic neighborhoods

2.2. Socio-Economic Profile

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

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

POPULATION

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

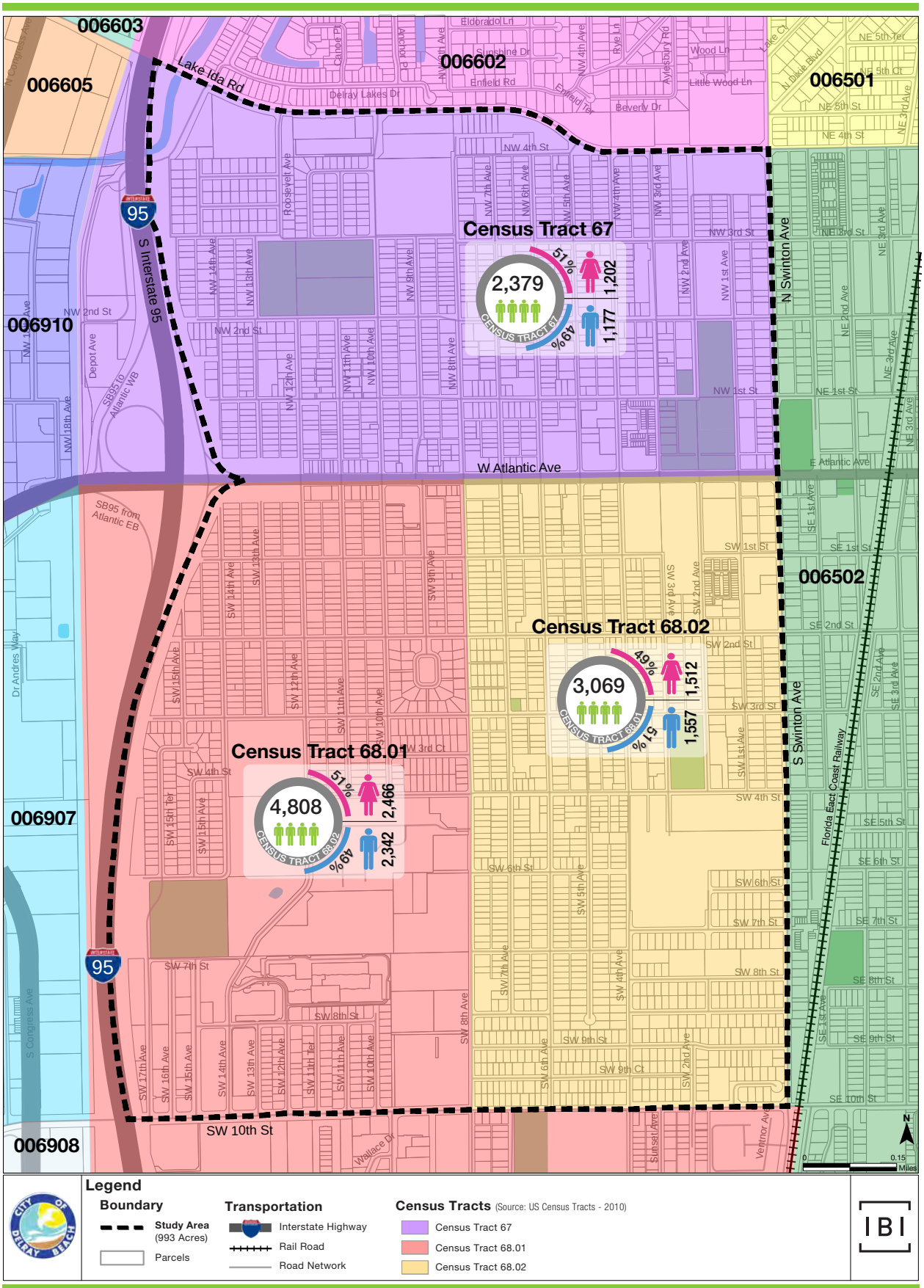
Seventy percent of the population in the area is made up of family households, far greater than the City or County. **Family households increased by 9.3% in the area** only 2.4% for the County, and shrank by 1.4% for the City. Comparatively, families are larger – 3.44 persons. Between 2010 and 2015 **population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

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

HOUSING

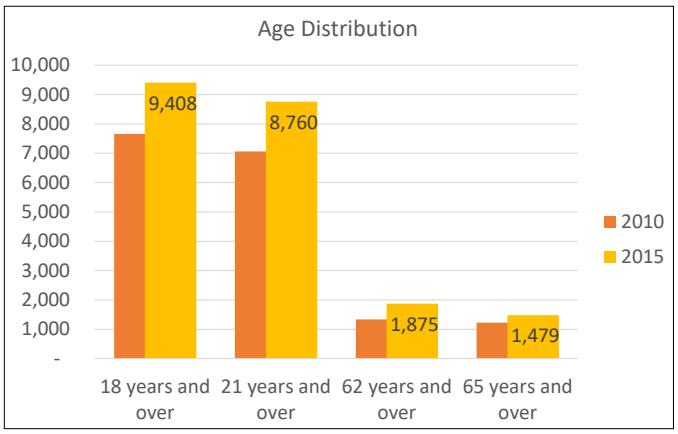
Development pressure exerted by the success of eastern Delray Beach has caused the median home prices in the West Atlantic area to rise significantly faster than the County and City from. Between 2000 – 2015 census tract 67 experienced **a 31% increase in housing prices.** However the overall median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

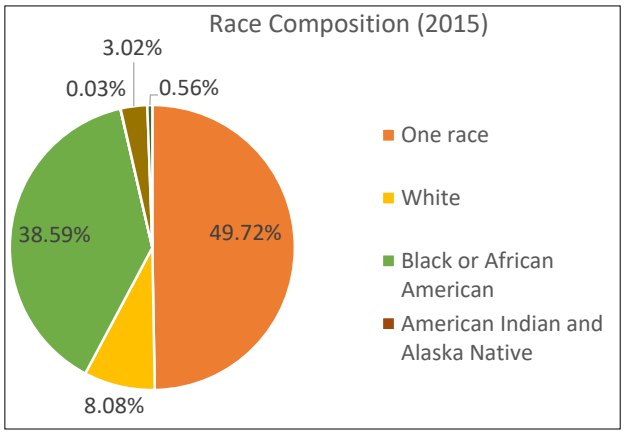
Housing costs across Palm Beach County continue to rise affecting moderate to low-income households to a greater degree. Households within the area are paying more than 30% of annual income for housing costs is significantly higher relative to the City and County – 10% - 12%. 68% of renters in the West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

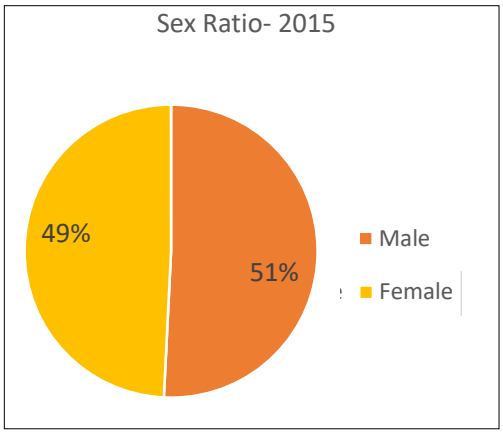


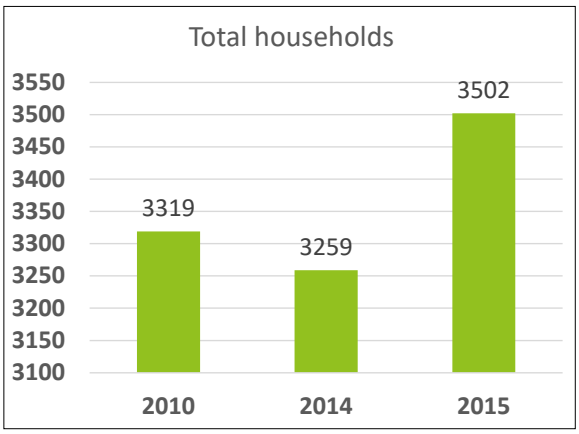
MAP 2: CENSUS TRACTS IN THE WEST ATLANTIC NEIGHBORHOODS

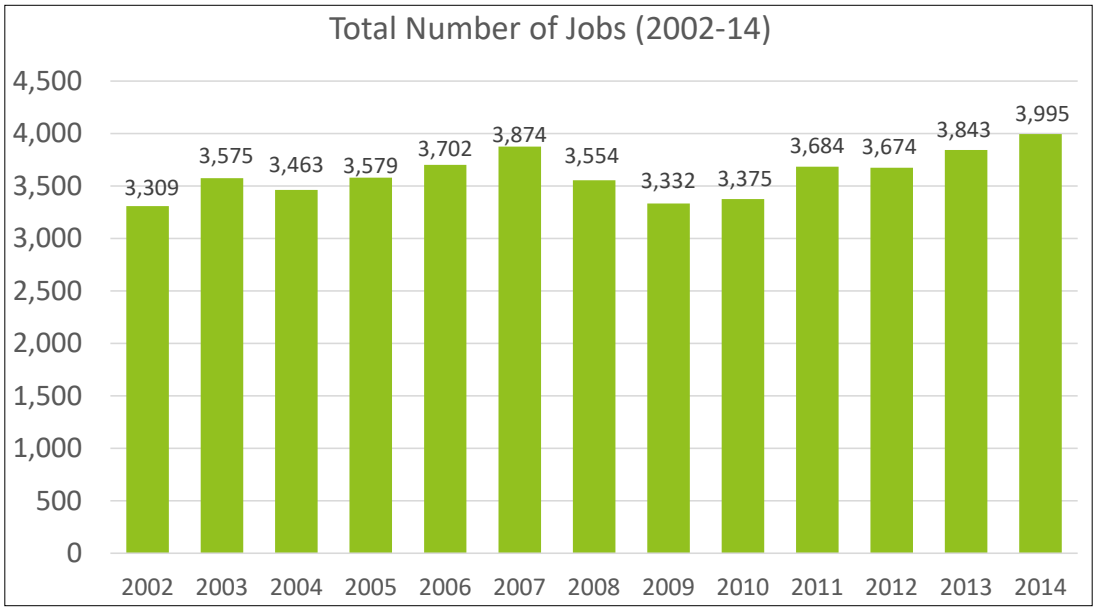
WEST ATLANTIC AREA SOCIO-ECONOMIC PROFILE











INCOME

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

EMPLOYMENT

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

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

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

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

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

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

EDUCATION

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

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

ANALYSIS

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

The cluster of specialty trade contractors presents an opportunity to build on this sector. Helping this sector grow by adopting new policies and funding programs will result in new job opportunities for local residents. By utilizing these contractors in municipal work and housing projects will return dollars to the local economy. **On average, three times the money spent with local vendors' returns to the local community. Improving the local economy directly benefits resident's wallets.**

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

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

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

2.3. Neighborhood Assets

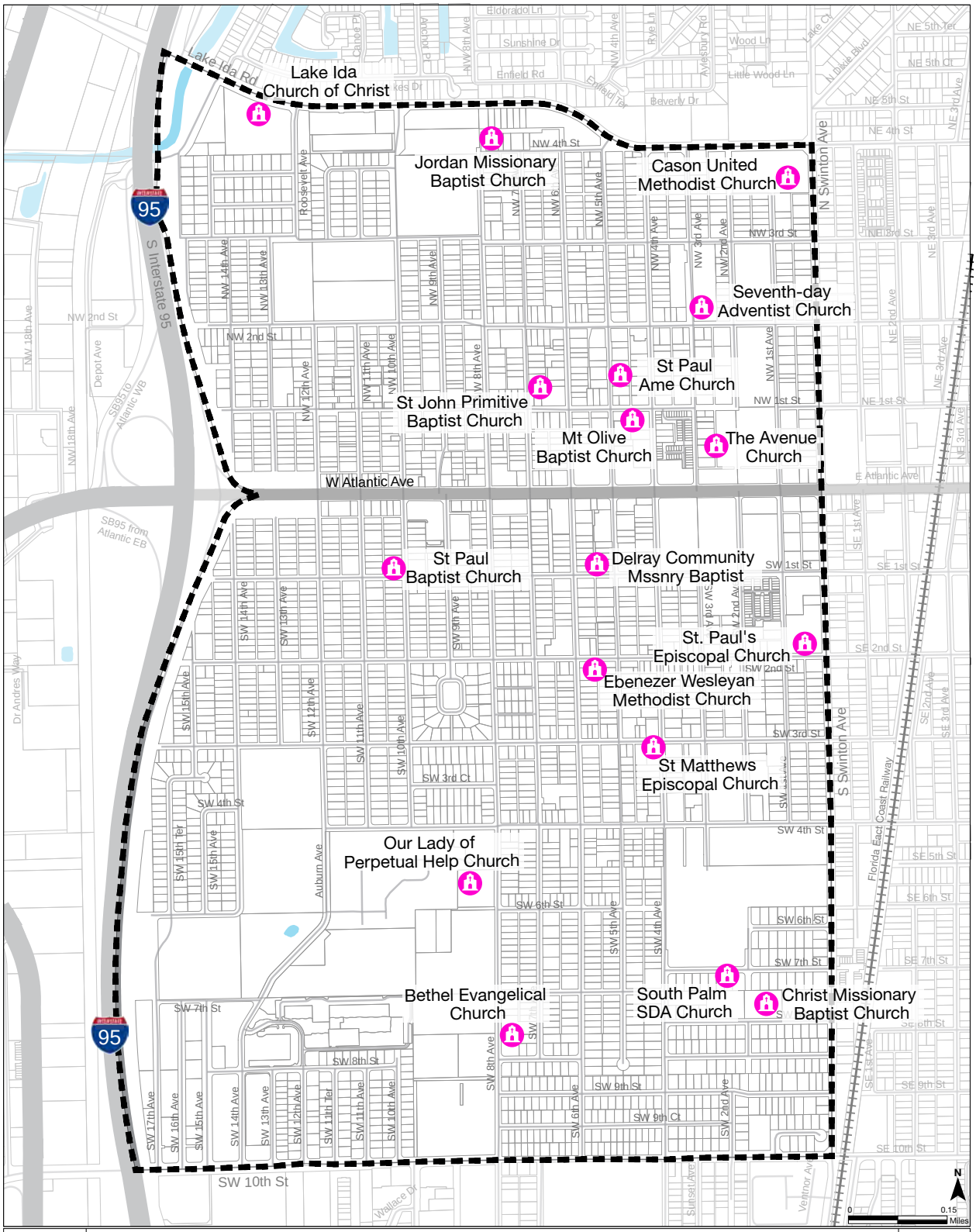
The planning team conducted research to understand the existing assets in the West Atlantic neighborhoods. Local assets can be the primary building block of sustainable community development. Asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future. Research into West Atlantic area revealed a network of assets. The West Atlantic Redevelopment Plan Update (2019) strategies will build upon existing community assets.

2.3.1. CHURCHES

Historically black churches helped sustain communities against the ravages of slavery, Jim Crow, poverty and racial violence that impacted African-Americans. Compared to American churches as a whole, Black churches tend to focus more on social issues such as poverty, gang violence, drug use, prison ministries and racism. A study found that Black Christians were more likely to have heard about health care reform from their pastors than were white Christians.

Mt. Olive Missionary Baptist Church | Source: Google Street View

At the time of this Plan, there were approximately 34 houses of worship located within the West Atlantic neighborhoods. The first African-American church in Delray Beach, Mt. Olive Missionary Baptist Church is still located and operating in the West Atlantic neighborhoods. The churches represent not only a source of spiritual life for residents but are also where many residents of the area get their regular social interactions and find out about neighborhood happenings.



MAP 3: CHURCHES IN THE WEST ATLANTIC NEIGHBORHOODS

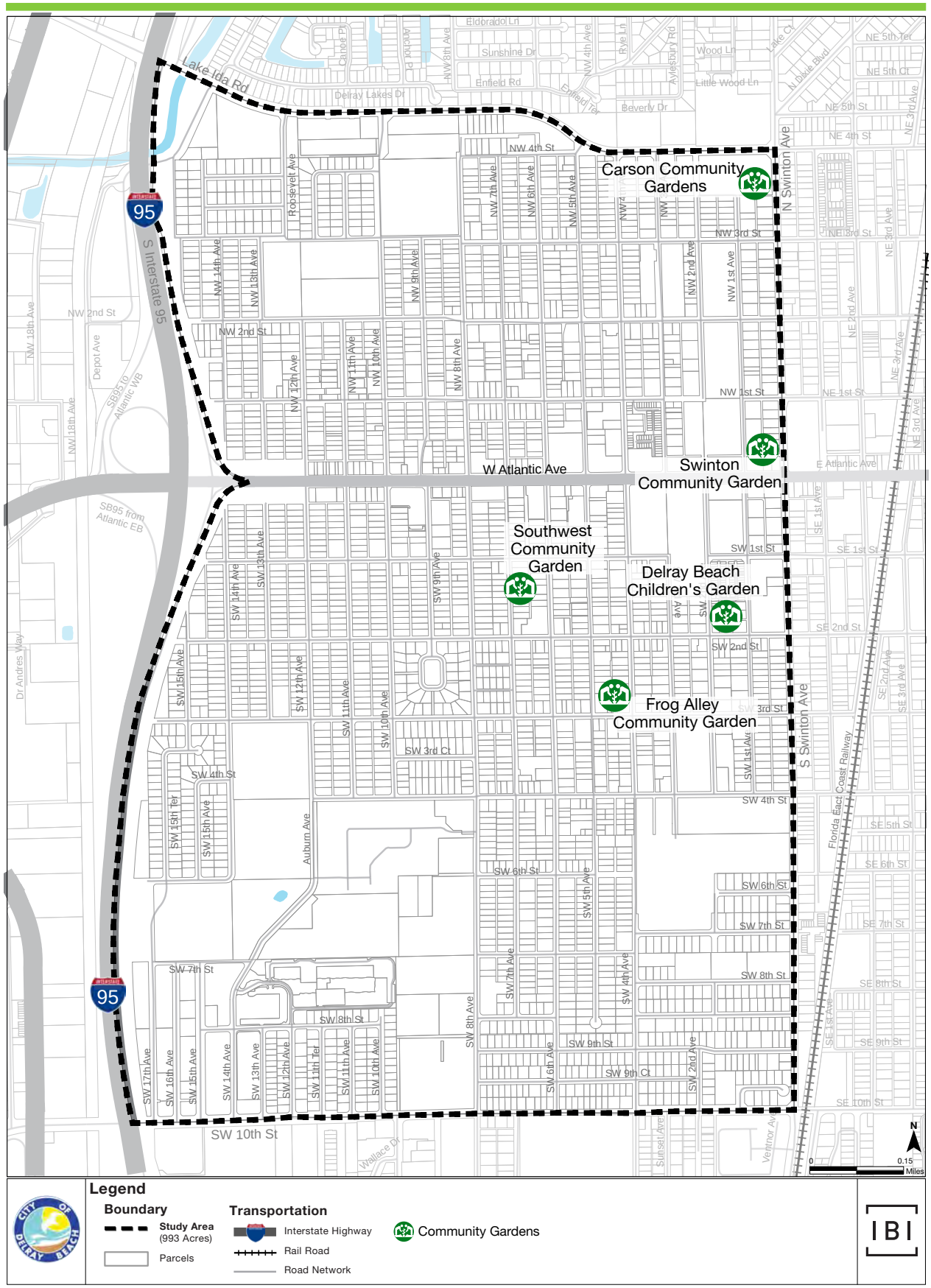
2.3.2. COMMUNITY GARDENS

Community gardens have multiple benefits for the communities in which they are located. Gardens provide open space for community gatherings and family events. They are destinations for residents and visitors to the City. Working in a garden provides exercise and social interaction. Produce from gardens can be used to supplement diets and encourages healthy eating habits. For communities lacking a full-service grocery store, community gardens provides access to fresh food.

All four of the City's community gardens are located within the West Atlantic neighborhoods:

- Carson Community Gardens - 324 N. Swinton (http://www.casonumc.org/community-garden/)
- Delray Beach Children's Garden - 137 SW 2nd Avenue (http://www.delraybeachchildrensgarden.org)
- Frog Alley Community Garden - 250 SW 4th Avenue (http://www.frogalleycommunitygarden.org)
- Swinton Community Garden - 28 N. Swinton Avenue (https://www.facebook.com/Swinton-Community-Garden-112685982177163/)

Frog Alley Community Garden



MAP 4: COMMUNITY GARDENS IN THE WEST ATLANTIC NEIGHBORH

2.3.3. NEIGHBORHOOD NON-PROFITS

Non-profits within the West Atlantic neighborhoods are providing a variety of social services geared toward residents of the area. Programs offered include affordable child care, family counselling, character building, mentoring and tutoring. The NW/SW Neighborhood Alliance and other organizations advocate in the interest of all residents.

NW/SW Neighborhood Alliance

The Northwest Southwest Neighborhood Alliance is a civic association of the subdivided blocks that make up the neighborhoods of downtown Delray Beach.

Achievement Center at the Family Resource Center

The Milagro Center

695 Auburn Avenue & 340 SW 6th Avenue

The Milagro Center uses the arts to to ensure the social and academic success of children through cultural arts, Living Values, mentoring and academic support. The Center provides afterschool, summer camp, and ARTreach programs, to disadvantaged and academically-at risk children and teens in grades K-12.

Achievement Center for Children & Families

555 NW 4th Street

The Achievement Center serves low-income children and families to ensure school readiness, provide skill building opportunities, promote academic achievement and support healthy lifestyles. The Center offers affordable aftercare programs, free meals, financial literacy and family strengthening training.

Boys and Girls Club

1451 S.W. 7th Street

The Boys and Girs Club is a youth development organization dedicated to promoting the educational, vocational, health leadership and character of boys and girls in a safe, nurturing environment. The Delray Beach Club serves 608 children of which 53% are boys and 47% are girls and 79% are African Americans, 8% are Caucasian, 5% are Hispanic. 55% live in single parent or non-traditional households. 41% of Club members qualify for free or reduced lunch at school.

Community Greening

3384 Lakeview Blvd.

Community Greening is a local group made up of local volunteers. They mobilize community groups to create thriving community spaces and neighborhood landscapes that are clean, healthy and beautiful. Community Greening plants trees, creates and maintains green spaces, cleans up litter and educates the public.

Healthier Delray Beach

555 NW 4th Street

Healthier Delray Beach is multi-year initiative funded by Palm Healthcare Foundation. The community opted to address behavorial issues facing residents of the West Atlantic neighborhoods. Through the stakeholder engagement process, three priorities were identified:

- Prevention of mental illness
- Awareness of mental illness and treatment options
- Education and outreach

Delray Full Service Center

301 SW 14th Avenue

The Full Service Center though technically not a non-profit, provides services for very low fees that enable residents to improve their life and job skills. Classes offered include GED preparation, ESOL, Adanced English and Citizenship.

2.3.4. COMMUNITY FACILITIES

Recreation

Recreation facilities provide fun, learning and socialization opportunities all necessary components for a healthy, happy and resilient community. The City of Delray Beach offers a slate of programs geared to all ages, through its Parks and Recreation Dept. The Dept. operates seven City parks in the West Atlantic neighborhoods, the largest being Pompey Park.

Pompey Park, located in the Northwest neighborhood has a pool, baseball, football and gymnasium. There is programing geared to all ages.

The recently added Libby Wesley Park and Amphitheater is in historic Frog Alley. The park has public art, shaded seating area and amphitheater for live performances.

The majority of the parks in the West Atlantic area are located in the Southwest neighborhood, home to a larger population. Catherine Strong Park has a splash zone, picnic area and walking trail. Merritt Park just had a renovation and serves as a multi-purpose athletic field. There are five neighborhood parks in the Southwest, Carver Square Park, Rosemont Park, Rev. J.H.W. Thomas, Jr. Park and Sunshine Park.

Learning

The West Atlantic neighborhoods are also home to the City's library that offers programs geared to all ages. There are classes to improve job skills and school performance. Palm Beach College operates a satellite office at the library for its Small Business Development Center, providing hands on assistance to entrepreneurs.

The Spady Museum is the only museum in Palm Beach County dedicated to preserving and celebrating the history of Blacks contributions to the area. Spady Museum conducts trolley tours teaching about Delray Beach's history and holds regular events celebrating the community's history and legacy residents.

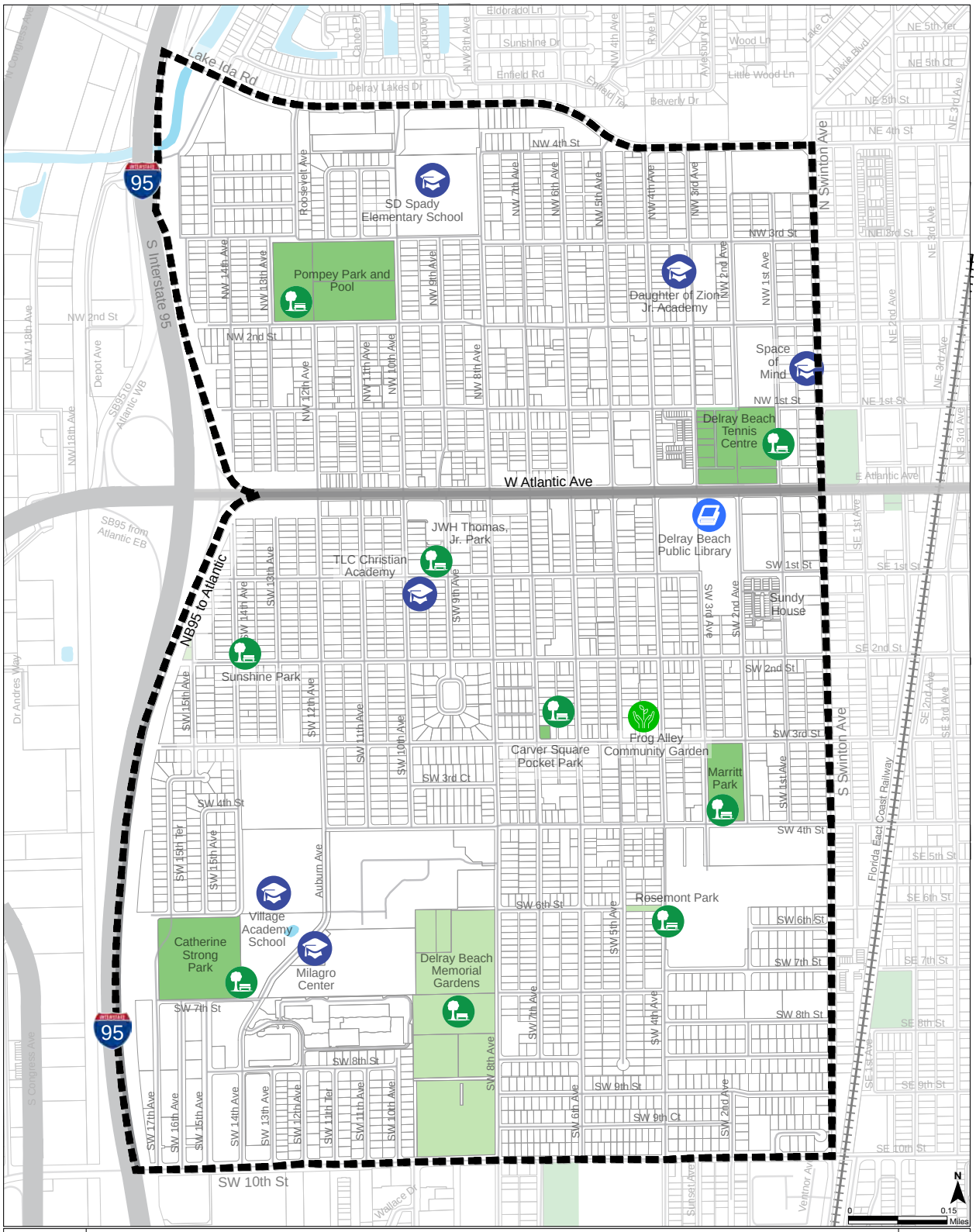
Schools

Five public schools serve students of the West Atlantic neighborhoods – three elementary schools, Spady, Pine Grove and Village Academy, one middle school – Carver and one high school – Atlantic High. Only two of the schools, Village Academy and Spady Elementary are located within the West Atlantic area boundaries. Three of the schools – Carver, Village Academy and Pine Grove were graded C by Florida Dept. of Education. Spady and Atlantic were graded B.

As noted in the Department of Children, Youth and Families White Paper, 49% of students attending these schools fell below the Federal poverty line.

Pompey Park

Delray Beach Children's Garden



MAP 5: COMMUNITY FACILITIES IN THE WEST ATLANTIC AREA

2.3.5. EVENTS

Community events create benefits far after the date of the event. Events strengthen community pride, encourage involvement, teach organizational skills and engage the community. The West Atlantic neighborhoods come together to celebrate its history, culture and community elders. Frequent events put on by the Spady Museum and the Delray Beach Marketing Cooperative keep the West Atlantic neighborhoods lively.

- **Sets in the West** – The Delray Marketing Cooperative, CRA and Spady Museum celebrate Florida's Emancipation Day with events, entertainment and history.
- **Spady Living Heritage Festival** – In celebration of Black History Month and to recognize and learn about the contributions of African-Americans to the development and prosperity of the United States.
- **Juneteenth Event** - The Spady Cultural Heritage Museum celebrates a special date in American and Florida history, the end of slavery. Enjoy music, story-telling, speakers and catered entrees inside the comfort of the Church.
- **Tribe Talks Series** - The Tribe Talks series brings successful business owners together to share lessons from their journey and get connected to the local start-up ecosystem.
- **Ride & Remember Trolley** – Spady Museum provides tours of historic areas of interest.
- **Annual Martin Luther King, Jr. Breakfast** – Spady Museum celebrates Dr. Kings legacy with speakers and local choirs.

Community Gathering Places

All communities' rich or poor have places where people gather. A gathering place is any place where people are able to congregate. Gathering places can be public; for example, city streets, town squares, and parks; or private; for example, churches, coffee shops, and theaters. In these spaces is where community spirit thrives.

Residents of the West Atlantic neighborhoods meet their neighbors on a formal and informal basis throughout the community. Pompey Park with its multi-generational programing is well loved and utilized by community residents. Many stakeholders suggested that **Pompey Park** become a distribution site for community information because so many residents are there on a regular basis.

- *Donnie's Place Restaurant*- If you are looking for community elders this is where you will find them. Long-time residents meet at this soul food restaurant to catch up on the news of the day. They will be happy to share stories of the good old days.
- *City Hall* – Nary a CRA or City Commission meeting is held without a cadre of West Atlantic area residents being in the audience prepared to speak for their community. The engaged residents of the area are the stewards of their community.
- *The front porch or under a shady tree* – The Caribbean custom of informally gathering to pass time and catch-up is alive and well in the West Atlantic neighborhoods, creating a friendly atmosphere.

Sets in the West Event

Spady Museum Juneteenth Event

Food, Friends and History at Donnie's Place

2.4. Character & Identity

The history, culture, places and especially the people in the West Atlantic neighborhoods conveys a character different from other neighborhoods in Delray Beach and the County. The deep roots of the people is displayed by the many multigenerational families who call the West Atlantic neighborhoods home. The pride of the locals is evident on every street and in every community meeting. For many members of the community there is no other place like the West Atlantic neighborhoods.

Elements making up the area's unique physical character have been catalogued by the planning team to gain an understanding of the framework that can be built upon for Plan strategy recommendations.

2.4.1. OPEN SPACE

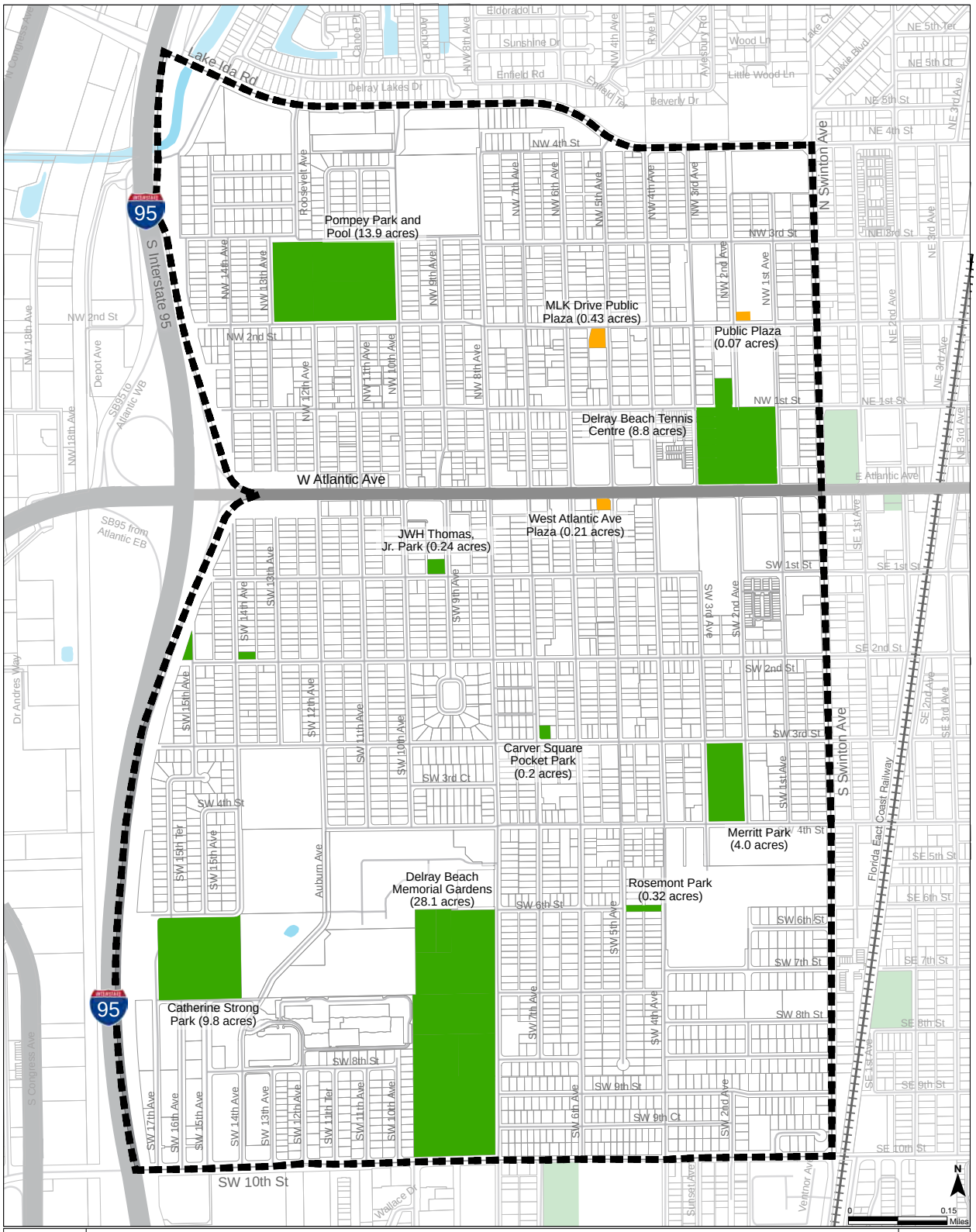
In an urban area likethe West Atlantic neighborhoods, open spaces are generally areas ranging from playing fields to plazas. Open space provides an opportunity to exercise, connect and relax. A healthy community has various forms of open space appealing to a wide range of ages and interests. There are 66 acres of open space available to residents. From pocket parks like Rev. J.W.H. Thomas, Jr. to major recreational parks like Pompey Park, The West Atlantic neighborhoods have a strong network of open space.

Rev. JWH Thomas Park

Rev. JWH Thomas Park

I-95 Gateway Features

Libby Jackson Wesley Plaza



Legend

Boundary
- Study Area (993 Acres)
- Parcels

Transportation
- Interstate Highway
- Rail Road
- Road Network

Parks and Plaza
- Parks (65.32 acres)
- Plaza (0.64 acres)

MAP 6: PARKS & PLAZAS

2.4.2. HOUSING

There are 3502, housing units within the West Atlantic neighborhoods. Approximately 46% of the residences are detached and 48% are attached units. The City's land use map indicates that the majority of land within the West Atlantic neighborhoods is designated as single-family. However, dotted throughout the single-family designated areas are duplexes and other small multi-family properties. These small multi-family properties provide much needed affordable housing for residents. Under the City's code these units are deemed non-conforming limiting the value of improvements that may be done in any year. As a result, many of the properties have not been well maintained. Preservation of this housing type would align with resident's feedback that more affordable housing is needed.

The newly constructed **Village Square multi-family development** provides affordable rental housing for families and seniors. The project has additional land that will be developed as for-sale housing to the south of the multi-family development. The project was developed as a public/private partnership with the Delray Beach Housing Authority and the CRA.

A partnership between the **Delray Beach Community Land Trust, the CRA and City** has yielded 63 new single-family for-sale homes throughout the West Atlantic Area, predominantly in the Southwest neighborhood. The CRA has issued a Request for Proposal to develop 21 single-family houses on its land in the Southwest neighborhood.

Funding for rehabilitation of seniors homes was a need identified by area stakeholders. Seniors said they wanted to stay in their homes but could not afford the repairs necessary. Both the City and CRA have funding programs to rehabilitate single-family, owner-occupied residences for people meeting income guidelines. The CRA's Curb Appeal Programs grants up to $10,000 for exterior repairs. The City's **Housing Rehabilitation Program** provides up to $45,000 for both interior and exterior repairs including retrofitting for handicap accessibility.

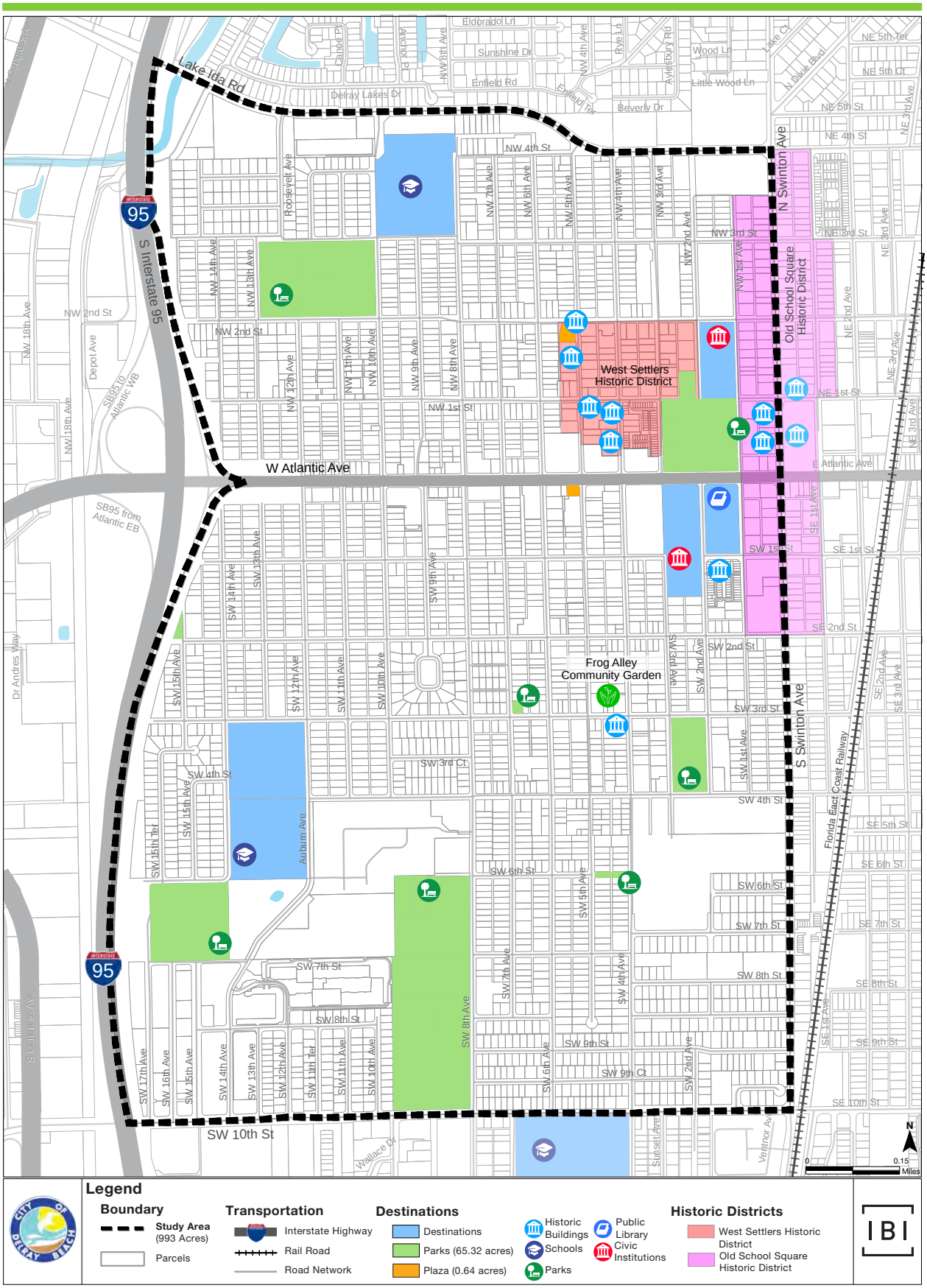
Only one project has been developed as mixed-use in the area – Atlantic Grove. The two block development includes retail, office and condominium townhomes.

2.4.3. DESTINATIONS

Implementing strategies from prior adopted plans, the CRA and City have invested heavily into public improvements to the West Atlantic neighborhoods. The Downtown Master Plan recommended adding neighborhood parks throughout the area. Three parks have been constructed within the Southwest neighborhoods since adoption of the plan in 2002. Key destinations in the area include:

- Pompey Park
- Merritt Park
- Sunshine Park
- Rev. J.W.H. Thomas, Jr. Park – neighborhood park
- Catherine Strong Splash Park
- Carver Square Park
- Fairfield Inn, public parking and pocket park (public/private partnership with CRA and private developer)
- Atlantic Grove mixed-use (public/private partnership with CRA and private developer)
- Spady Cultural Heritage Museum (CRA and EPOCH)
- Libby Welsey Park & Amphitheater
- Delray Beach City Hall
- Delray Beach Public Lbrary
- Area schools

Village Square Multi-Family



MAP 7: DESTINATIONS IN THE WEST ATLANTIC NEIGHBORHOODS

2.4.4. INFRASTRUCTURE

Infrastructure within the West Atlantic neighborhoods has been upgraded to provide drainage, potable water and sanitation that is on par with the City. Stakeholders did not report issues with these City services.

A wellfield protected area is the area (surface and subsurface) surrounding a water well or wellfield which supplies a public water supply system. In a wellfield protected area, there are prohibitions or limitations on chemical storage and land use activities. The West Atlantic neighborhoods have eight wellfield protected areas within or overlapping into community.

The City has several water retention areas in the West Atlantic neighborhoods – 6 acres at SW 12th Avenue and Auburn Drive and approximately 4 acres at Lake Idea Road and NW 10th Avenue. Water retention areas can be repurposed to serve multiple use, water retention, natural area and recreational uses. Currently, the 10 acres of retention area do not reinforce urban design principles or provide recreational use.

2.4.5. MARKET FACTORS

The success of The West Atlantic Redevelopment Plan Update (2019) will depend largely on private sector market forces. Any recommendations, including land use and zoning must take into account the potential impact on private sector investment. Existing and potential competitive markets must be understood as well as developing trends in demographics; i.e., the impact of millennial and their move towards urbanity.

The West Atlantic Avenue Development Recommendation study performed by H. Blount Hunter Retail & Research in 2011, stated that “Delray Beach will derive the highest level of benefits from extending the successful community-oriented mixed-use development that exists on the east of Swinton Avenue to the portion of Atlantic Avenue on the West side of Swinton Avenue.”

The ongoing shift of purchasing from brick-and-mortar stores to the internet means a change in demand for retail space. Many of the retail players, including the brands traditionally established on Main Street, are facing increasing online competition and are being forced to downsize their footprints. At the same time, many are strengthening their internet capability, changing location and making adjustments to their inventory.

The housing market in Delray Beach is robust as indicated in the City of Delray Beach Housing Assessment Study conducted by Metrostudy in 2016. Demand for housing outstrips supply. The West Atlantic neighborhoods are one area of the City that has land available for the development of multi-family, in-fill single-family and small scale housing projects.

2.5. Connectivity

Transportation is one of the basic building blocks to shape the City more than moving people, goods and services. It is essential infrastructure that shapes the urban form, impacts the economic well being and is a primary determinant of the city's environmental, financial and social sustainability.

Elements that help to contribute connectivity within a community are:

- Streets and pathways - a traditional grid pattern helps define space and directs movement, especially for pedestrians and cyclists. Proper landscaping of streets is important to encourage pedestrian usage. The proper street width to building height ratio creates an urban space that makes people feel comfortable.
- Transit – moving through the area and region easily makes an area more livable.
- Roadways are essential for establishing multi-modal connectivity.

2.5.1. ROADWAY NETWORK

The West Atlantic neighborhoods have excellent ingress and egress via its traditional street grid, except in areas where large blocks have interrupted the grid. This situation is more prevalent in the Southwest area. The area is physically defined by several roads, I-95 to the west, West Atlantic Avenue running through the community, Swinton Avenue to the east, Lake Ida Road to the north and SW 10th Street to the south.

Major Roadway Classifications in the area include:

Name	Classification	Jurisdiction	Right of Way
I-95	Primary Arterial	State	varies/10 lanes
W. Atlantic	Minor Arterial	State	110'
Swinton	Collector	City	60'
Lake Ida	Collector	County	110'

West Atlantic Avenue

Lake Ida Road

Swinton Avenue

West Atlantic Avenue is the major roadway within the West Atlantic neighborhoods and runs west to east through the center of the community from I-95 to Swinton Avenue. West Atlantic is five lanes wide with four through lanes and one turn lane. There is on-street parking on the north and south sides of the Avenue. The Avenue has been improved with a wide tree-lined median. The public area along the Avenue have also been improved with wider sidewalks, pavers, decorative streetlights and street trees. A major gateway feature at I-95 was added that includes public art and green space.

While the West Atlantic neighborhoods are considered part of the City's downtown, two or its major roadways narrow down at Swinton Avenue to a width that is more consistent with a downtown. **The right-of-way width of W. Atlantic Avenue is 110' from I-95 to Swinton Avenue. East of Swinton, E. Atlantic Avenue narrows to 60'-66' wide.** The impact of this difference is that speeds are greater along W. Atlantic, inhibiting the ability to create a walkable mixed-use corridor from the west to east. Also, W. Atlantic Avenue is under the jurisdiction of the State while E. Atlantic Avenue is under the jurisdiction of the City meaning that any proposed improvements to W. Atlantic Avenue must obtain approval of the Florida Dept. of Transportation.

Similarly, **Lake Ida Road's right-of-way width is 110' within the West Atlantic area. East of Swinton Avenue Lake Ida narrows to 80'.** Within the area, Lake Ida Road is under the purview of the County while east of Swinton Avenue, the road is under the jurisdiction of the City. Again, the greater width of Lake Ida Road within the West Atlantic neighborhoods encourages speeding and would require the approval of the County for any changes within the right-of-way.

The Palm Beach County Traffic Division estimates that **26,352 cars traverse along W. Atlantic Avenue on a daily basis** presenting a unique opportunity to capture this potential market for new or expanding businesses within the West Atlantic neighborhoods. The lack of activity nodes along W. Atlantic Avenue encourages traffic to pass through the area to E. Atlantic Avenue. A majority of stakeholders expressed the desire to see West Atlantic Avenue enjoy similar uses and appearance as East Atlantic Avenue – sidewalk dining entertainment, shopping.

The CRA and City, in accordance with the West Atlantic Avenue Redevelopment Plan and the Southwest Area Neighborhood Redevelopment Plan have implemented many of the recommended roadway and alleyway improvements as reflected below.

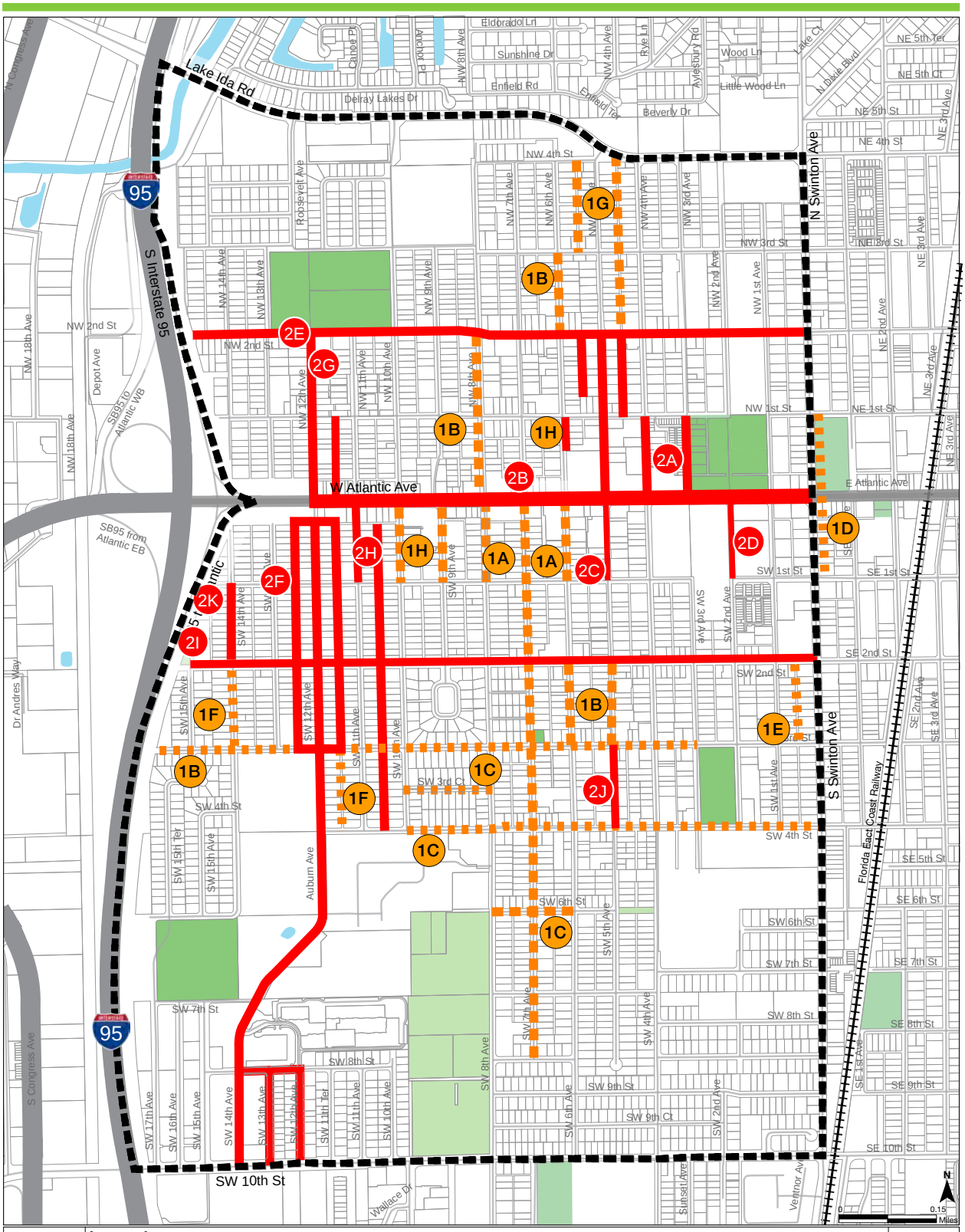
CRA/City Proposed Streetscape Projects

- 1A SW 6th, 7th, 8th & 9th Avenue improvements
- 1B Sidewalks - NW/SW Neighborhoods
- 1C SW 4th Street, SW 6th Street & 7th Avenue
- 1D Swinton & Atlantic Avenue intersection
- 1E Block 63 Alley (between SW 2nd & 3rd Streets and Swinton & SW 1st Avenue)
- 1F SW Neighborhood Alley (5 Alleys)
- 1G NW 5th Avenue Alleys (3 Alleys)
- 1H SW 9th Avenue project

CRA Completed Projects

- 2A Atlantic Grove - NW 3rd/4th Avenue Beautification
- 2B W. Atlantic Beautification
- 2C NW/SW 5th Avenue Streetscape Beautification
- 2D SW 2nd Avenue Streetscape Beautification
- 2E Cultural Loop/MLK Beautification
- 2F SW 12th Aveune Streetscape Beautification
- 2G NW 12th Avenue Streetscape Beautification
- 2H Blocks 8 and 20 Alleys
- 2I SW 2nd Street beautification (Phase II)
- 2J Block 32 Alleyway project
- 2K SW 14th Avenue (SW 1st -2nd Streets)

Index for Map 7



MAP 8: WEST ATLANTIC AREA STREETSCAPE IMPROVEMENT PROJECTS

2.5.2. ALLEYWAYS

At the start of redevelopment in the West Atlantic neighborhoods – 1980's, the emphasis was on more on upgrading infrastructure as residents in the early days reported flooding, houses settling and unkempt alleys. The City and CRA embarked on an ambitious plan to improve these conditions. The City and CRA partner to annually fund streetscape including underground utilities if necessary and alleyway improvements.

The alleyway system in the West Atlantic neighborhoods is indicative of the time that the area was platted - 1920's. Originally conceived as service access to buildings and streets for garbage collection, most of the alleys are now underutilised and not maintained by the City. However, the alleys are still important to the residents as they allow access through the block and to the rear of both commercial and residential areas.

Alleys, too, are vital players in a city's overall ecosystem. As they are important to maintaining the traditional street grid and act as pathways for pedestrians or cyclists, the Delray Beach Downtown Master Plan recommended that the alleys be preserved and improved to provide additional parking for residents, delivery access to commercial uses along W. Atlantic Avenue and prevention of dumping.

The City and CRA have improved a number of the alleyways and continue the alleyway improvement program by adding several blocks each year into their budget.

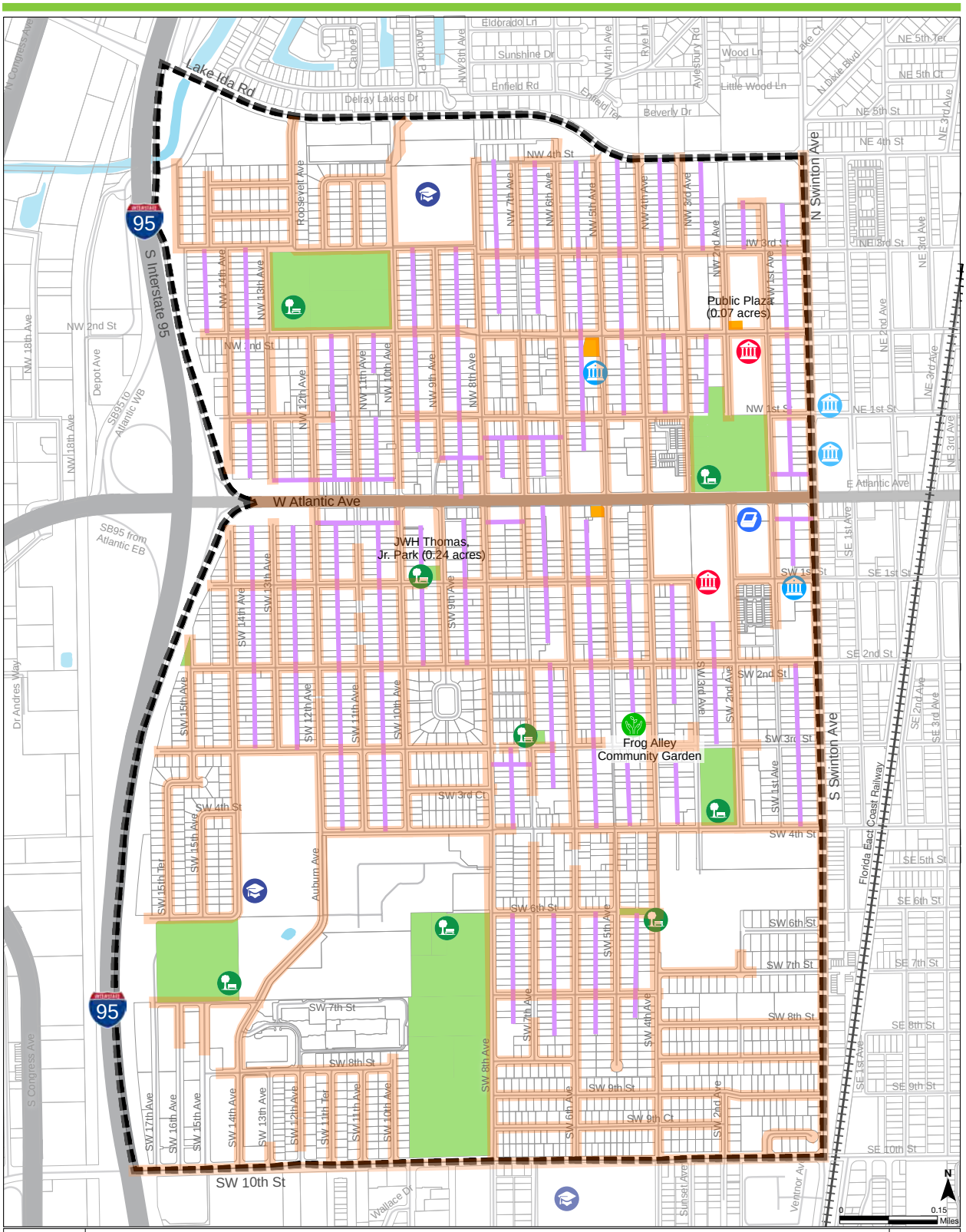
2.5.3. PEDESTRIAN PATHWAYS

The West Atlantic neighborhoods do not have a connected pedestrian network – some blocks have sidewalks while others do not. School children were seen walking in the road to and from school. Also, there is not a sufficient tree canopy along sidewalks to provide shade. Residents also reported that the streetlight network was not sufficient or not functional.

The City and CRA have partnered to complete the sidewalk network – both include sidewalk repair and construction in their annual budgets. The Southwest Neighborhood Plan recommended creating pedestrian pathways through large blocks to encourage walking and biking. This recommendation still remains to be implemented.

Deteriorating conditions in alleys

Lack of sidewalk on neighborhood streets



Legend

Boundary
- Study Area (993 Acres)
- Parcels

Transportation
- Interstate Highway
- Rail Road
- Road Network
- Sidewalk Network (28.4 miles - 76%)
- Existing Alleys

Destinations
- Parks (65.32 acres)
- Plaza (0.64 acres)
- Historic Buildings
- Schools
- Parks
- Public Library
- Civic Institutions

MAP 9: PEDESTRIAN AND ALLEYWAYS NETWORK

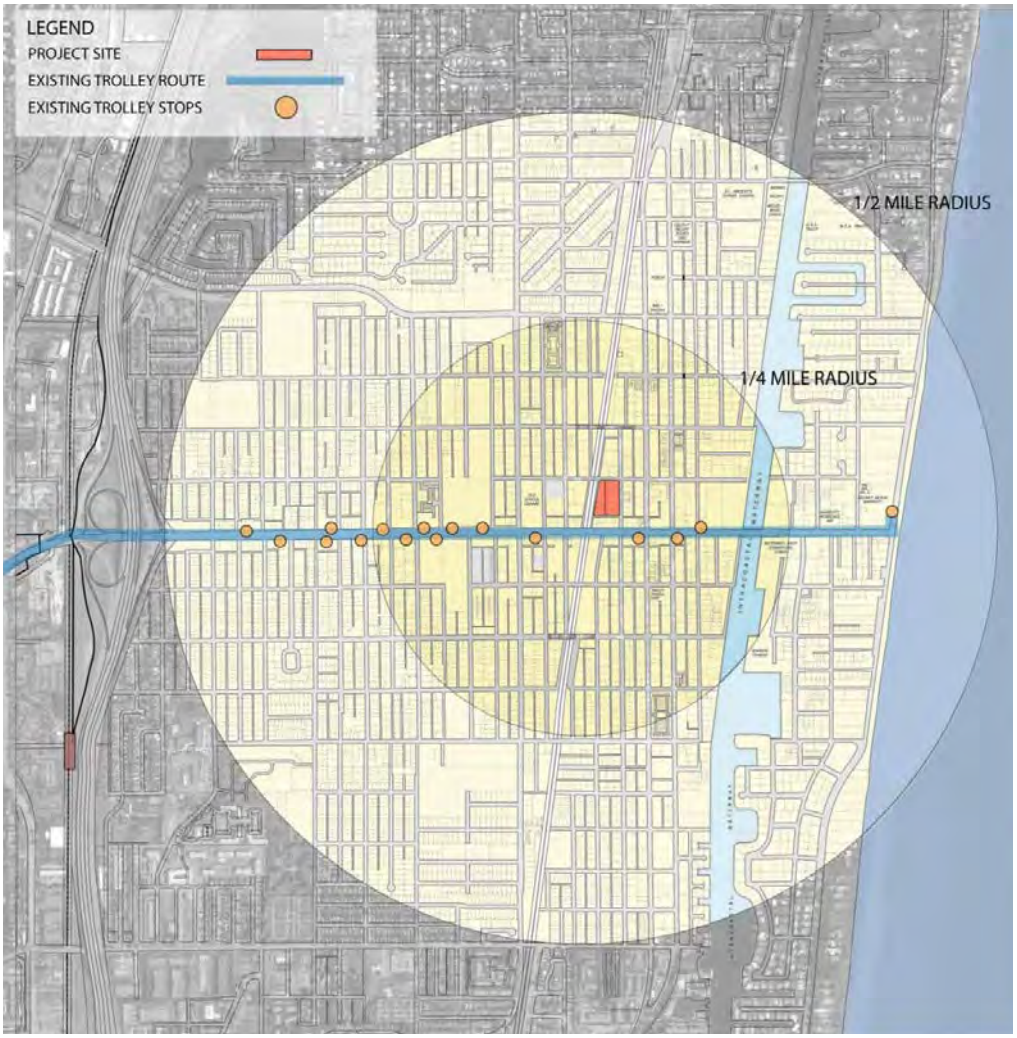
2.5.4. ACCESS TO TRANSIT

Residents of the West Atlantic neighborhoods are well served by several transit services. Palm Tran, the County's public bus service operates two routes that community residents can access. **Route 80 runs along SW 4th Avenue and Route 81 that runs along SW 10th Street, SW 12th Avenue and Atlantic Avenue.**

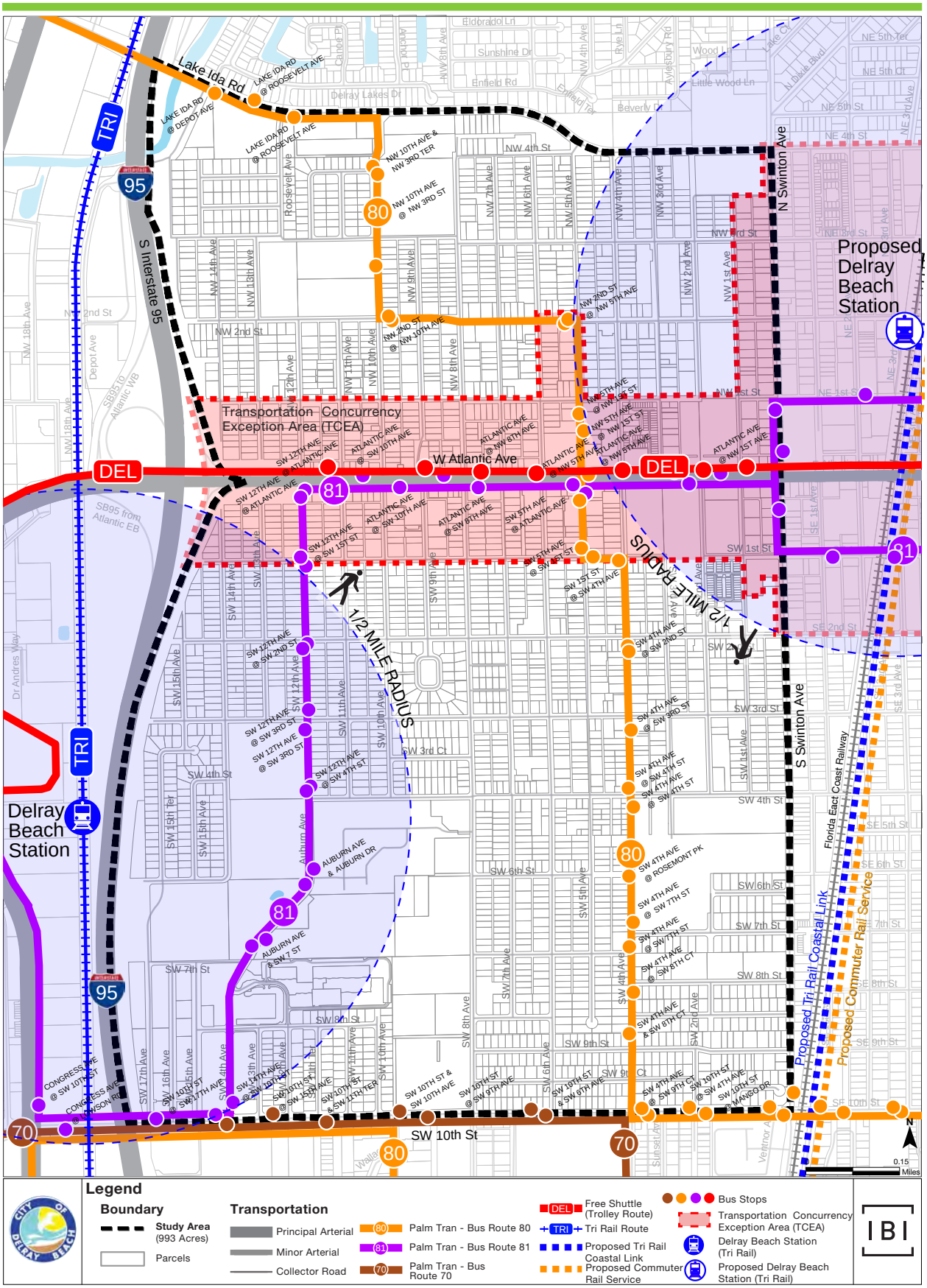
Tri-Rail is a regional rail service that serves the metropolitan region of South Florida. Tri-Rail serves the major employment centers of Boca Raton, West Palm Beach, Ft. Lauderdale and Miami. West Atlantic area residents can access the Delray Beach station located at 345 S. Congress Avenue via the City's free Downtown Roundabout Trolley. The trolley also serves the Atlantic Avenue corridor helping to alleviate parking and traffic congestion in this popular destination.

The proposed **Tri-Rail Coastal Link** commuter rail service will run along the Florida East Coast (FEC) rail line. The Delray Tri-Rail Coastal Link station is proposed on **NE 2nd Avenue just north of Atlantic Avenue**. Portion of **the West Atlantic neighborhoods falls within the half-mile radius of the proposed station.** The Coastal Link will provide public transit that will stop at all major downtowns in South Florida. The construction work preparing for this service is underway as the FEC adds a second rail line to allow both passenger and freight travel. The City has received a planning grant from the South Florida Regional Transit Authority (SFRTA) to create a plan for the future downtown Coastal Link station.

All Aboard Florida will be starting an express commuter rail service between Miami and West Palm Beach in the fall of 2017 also on the Florida East Coast railway. Both of these systems will allow residents of the West Atlantic neighborhoods access the major job centers of South Florida; Miami, Ft. Lauderdale and West Palm Beach.



1/2 mile walking radius from proposed Tri-Rail Coastal Link station includes a major portion of The West Atlantic neighborhoods. Source: Delray Beach SFTOD Charrette Presentation, August 2017



MAP 10: TRANSIT SERVICE IN THE WEST ATLANTIC REDEVELOPMENT AREA

2.6. Planning & Regulatory Context

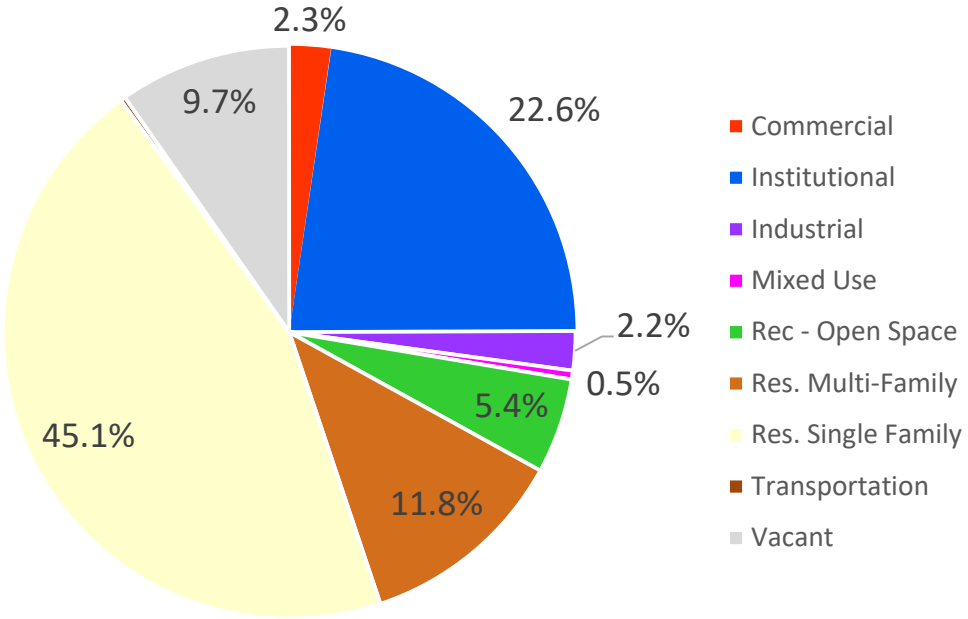
The following section presents the current planning and regulatory policies and documents that will impact the future development patterns within the West Atlantic neighborhoods.

2.6.1. LAND USE

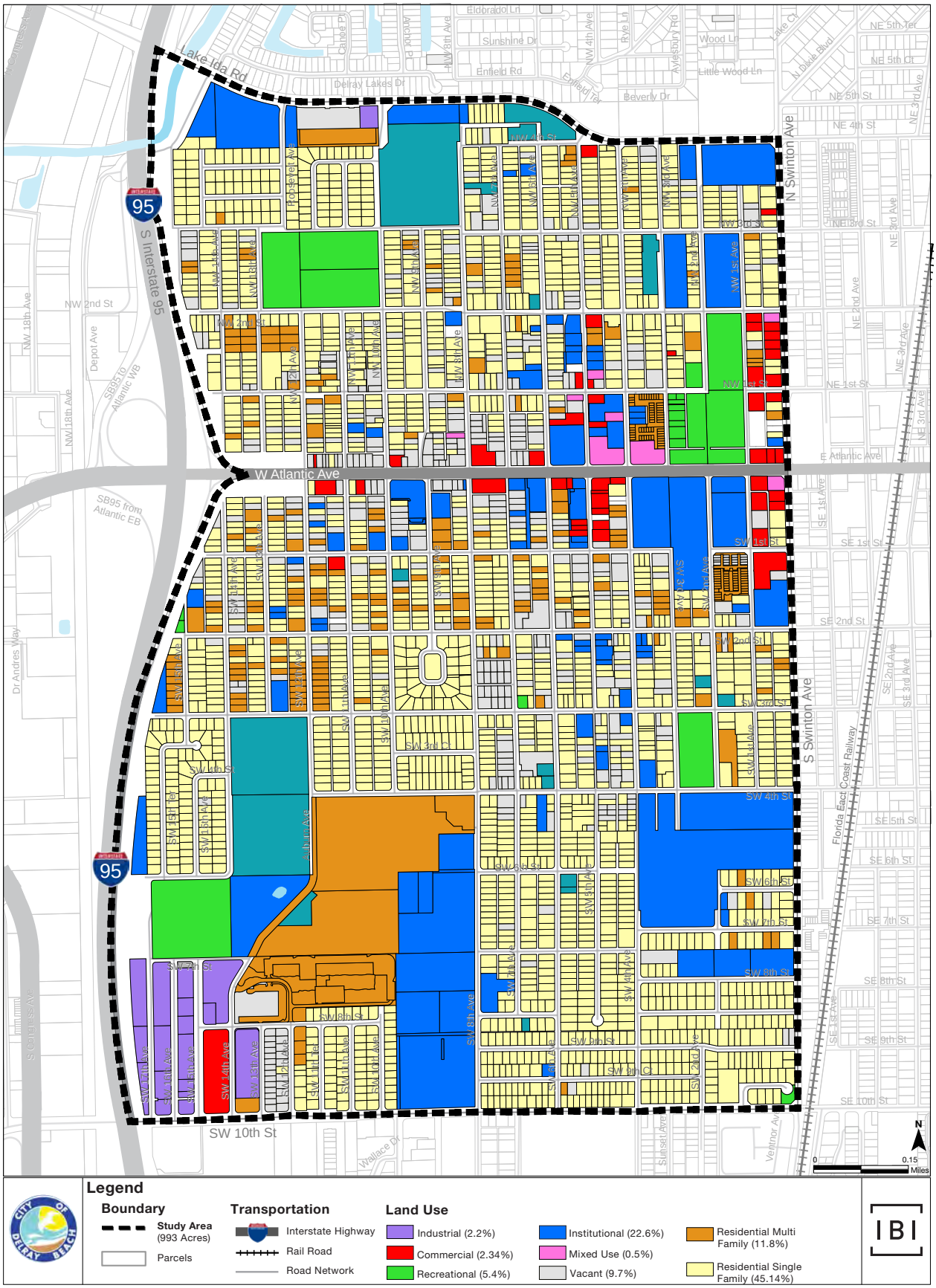
Most of West Atlantic neighborhoods were platted in the 1920's as small residential lots. As reflected in the Existing Land Use Map, the predominant land use within the area is low-density residential permitting 1 to 5 units to the acre -43%. Higher residential density is permitted within two areas of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

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

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



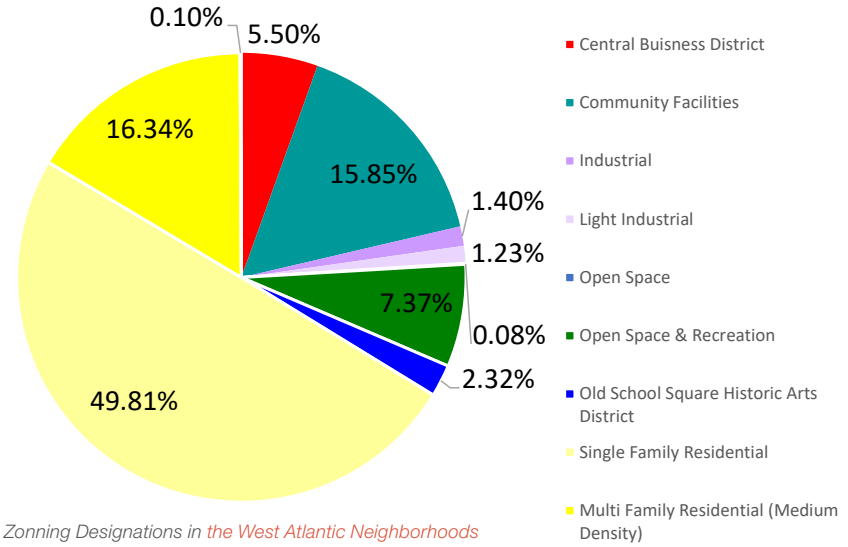
Land use distribution for the West Atlantic neighborhoods



MAP 11: EXISTING LAND USE

2.6.2. ZONING

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



Zonning Designations in the West Atlantic Neighborhoods

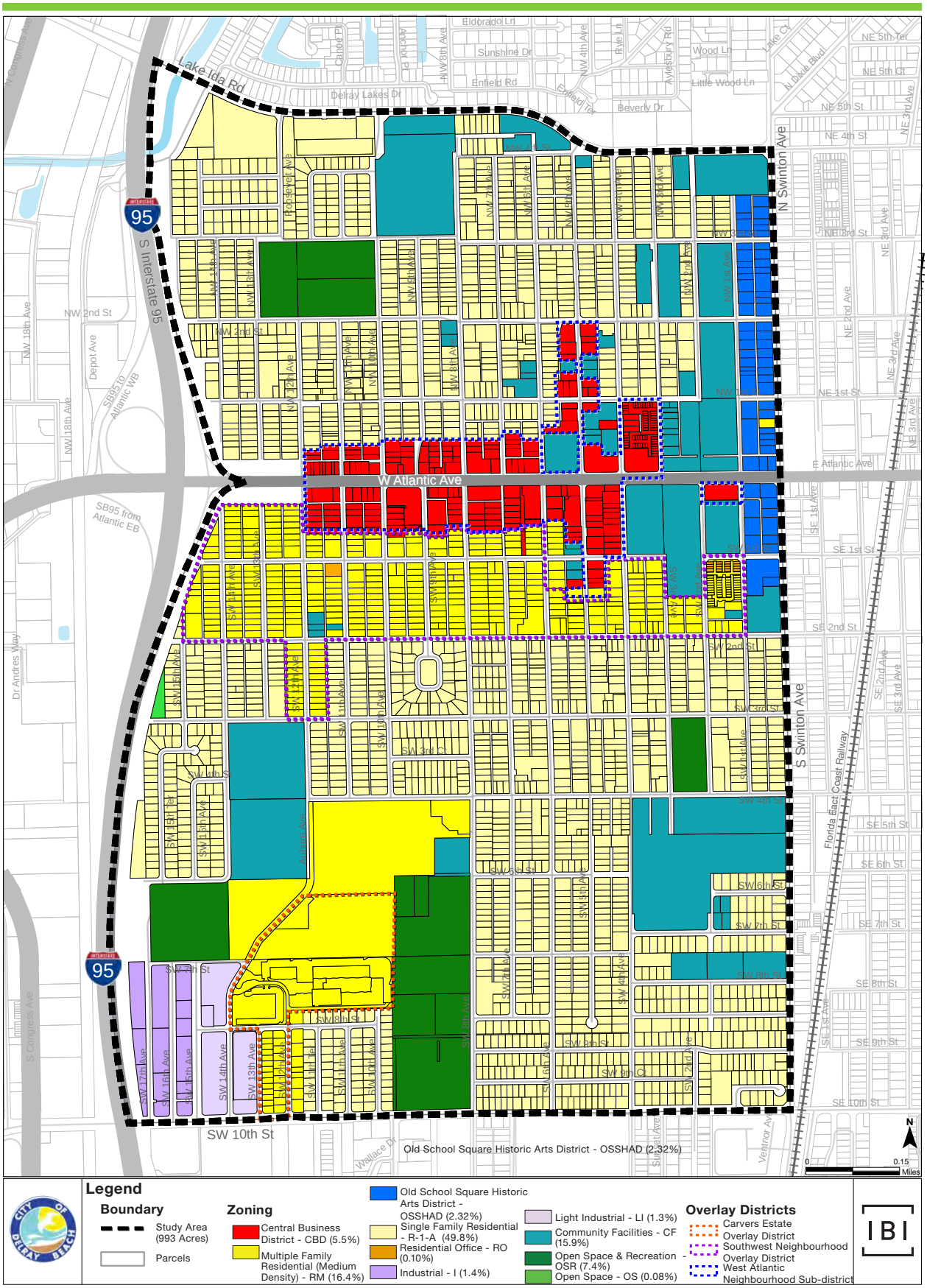
Zoning Overlay Districts

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

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

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

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



MAP 12: EXISTING ZONING DESIGNATIONS AND OVERLAY DISTRICTS

Transportation Concurrency Exception Area (TCEA)

To encourage mixed-use development along Atlantic Avenue, the City adopted a Transportation Concurrency Exception Area (See Map). The TCEA, shown in red covers the majority of Atlantic Avenue traversing through the study area. Within the TCEA, higher density development is permitted than under the Palm Beach County Traffic Concurrency rules.

The intent of a TCEA is to encourage infill and redevelopment in certain areas. TCEA's encourage alternative modes of transportation, mix of land uses, urban design and connectivity. The primary purpose of a TCEA is to allow development to occur in urbanized areas where infrastructure exists, thereby reducing urban sprawl. The TCEA concurrency exceptions apply to all land uses, development and types of facilities within the TCEA. The TCEA designation permits greater opportunities within the are than otherwise would be permitted if Palm Beach County traffic concurrency standards had to be met. The following are excerpts from the Comprehensive Plan that will have an impact on future transportation planning and development proposals within the West Atlantic neighborhoods.

Objective D-3

A Transportation Concurrency Exception Area (TCEA) is hereby established for the purpose of downtown revitalization. Within the TCEA, there shall be no traffic concurrency requirements. Transportation and mobility needs within the TCEA shall be met through the implementation of the following policies:

Policy D-3.1 In cooperation with the Florida Department of Transportation regional Commuter Assistance Program, the City shall perform and analyze transportation surveys to determine the issues and needs for employer based TDM activities, including but not limited to ride sharing, van pooling, and flexible work hours. These activities shall be completed in FY 2010/11. [Revised by Amendment 2010-1]

Policy D-3.2 An analysis shall be made by FY 09/10, based in part upon the above noted surveys, to determine the feasibility and potential efficiency, of the establishment of a Transportation Management Association (TMA). Until such time as a TMA is established, the feasibility shall be reassessed periodically, at least every two years.

Policy D-3.3 The City shall coordinate with Palm Tran and the MPO [through the Congestion Management System (CMS)] to increase the number of buses on the Palm Tran routes to reduce headways to 20 minutes in the peak hours, and 45 minutes in the off-peak hours by 2015.

Policy D-3.4 The City and CRA shall, on a continuing basis, assess the need to install additional bicycle facilities in the TCEA to accommodate and encourage the use of bicycles as transportation. These could include bike lanes bike racks, bike lockers and other bicycle parking facilities.

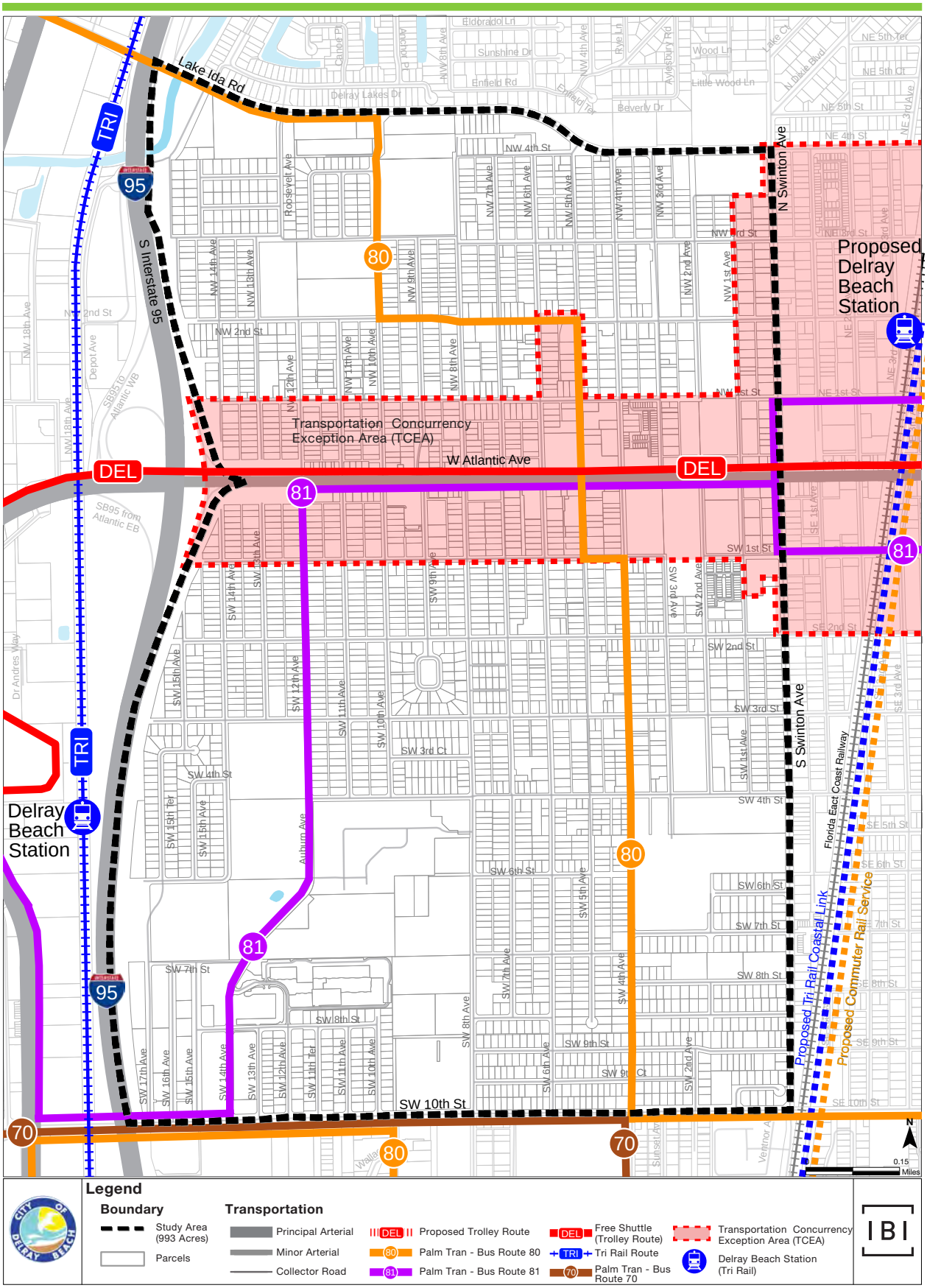
Policy D-3.5 The City and the CRA shall continue to monitor the feasibility of the existing in-town shuttle system providing service between Tri-Rail and the beach with headways of 20-30 minutes. In FY 2010/11, the City shall determine the operational feasibility and grant funding requirements necessary to provide shuttle service to meet and greet all trains at the station. [Revised by Amendment 2010-1]

Policy D-3.6 Implementation of the in-town shuttle system described in Policy D-3.5 shall be coordinated with the MPO through the Congestion Management System (CMS) by the year 2010.

Policy D-3.7 The City shall eliminate the missing links in the sidewalk network throughout the TCEA and within one-quarter mile of its boundaries by FY 09/10.

Policy D-3.8 Intermodal linkages shall be provided between different types of transportation. These could include sidewalks from parking areas to Atlantic Avenue, shuttle and bus stops, and a shuttle from bus stops to shopping areas or parking.

Policy D-3.9 The City and CRA shall implement a plan for enhancement of the US-1 corridor (NE/SE 5th Avenue and NE/SE 6th Avenue) between NE 8th Street and SE 10th Street through beautification and the provision of improved safety, parking, bike lanes, and pedestrian circulation. Improvements supported by the traffic circulation test conducted in 2008 shall be constructed in phases between FY 2009/10 and FY 2014/15. Adjacent new development and redevelopment shall be required to contribute toward the costs of these improvements.



MAP 13: TRANSPORTATION CONCURRENCY EXCEPTION AREA

2.6.3. CRA PLANNING AREAS

The Community Redevelopment Area of the City is divided into eight sub-districts based on each districts unique land use and character. The West Atlantic area is made up of three of the subareas.

Northwest Neighborhood Sub-Area

The Northwest neighborhood is 242 acres and is bounded to the north by Lake Ida Road, to the south generally by NW 1st Street, to the east by Swinton Avenue and to the west by I-95. Prior to The West Atlantic Redevelopment Plan Update (2019), this neighborhood had not been included in a formal planning process.

The predominant land use within the Northwest area is low-density residential. However, there are several large sites designated as Community Facilities; Pompey Park at 13.8 acres, S. D. Spady Elementary School at 12.4 acres and City Hall and City Attorney offices at 8.4 acres.

The Lake Ida Road area of the Northwest neighborhood contains large uses; Church of Christ at 5.0 acres, Cason United Methodist at 5.9 acres and the Community Child Care Center at 2.8 acres.

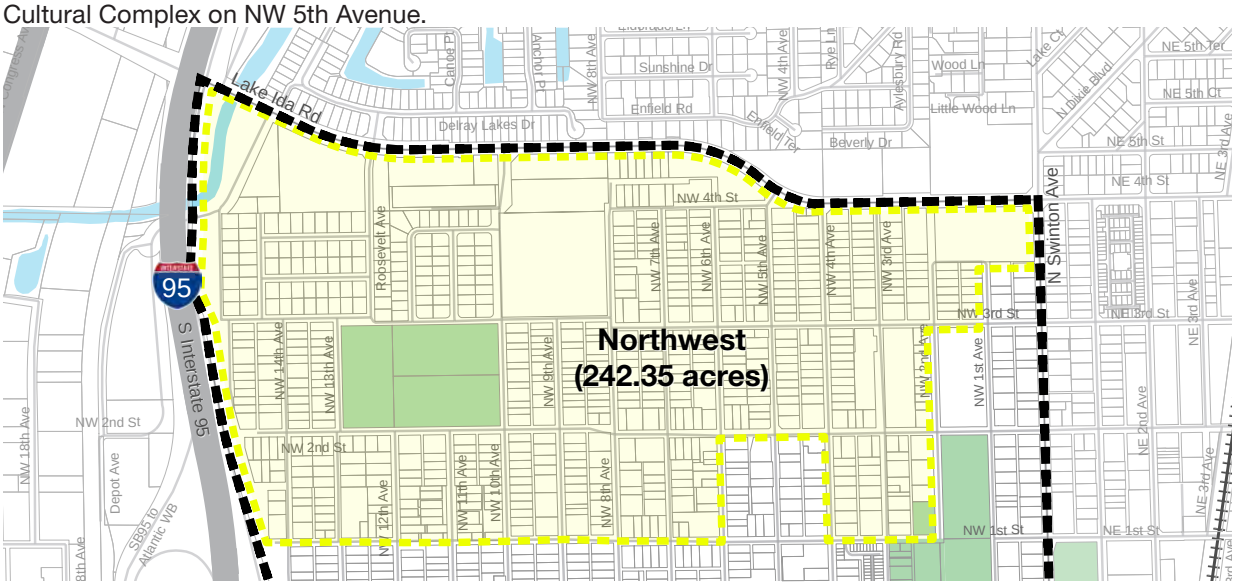
The Northwest neighborhood is home to one of the City's historic designated areas. The West Settlers area designated in 1997, is the site of the first African-American settlement in Delray Beach. Isaiah Bruin, one of the community's earliest builders, constructed many residences along NW 3rd and 4th Avenues, including the Susan Williams House, now located at the S.D. Spady Cultural Complex on NW 5th Avenue.

The La France Hotel (1949), located at 140 NW 4th Avenue, was once the only hotel in Delray Beach that welcomed African-Americans during segregation. Owned by Charles and Francenia Patrick, the hotel welcomed celebrated black musicians and civil rights figures.

Educators Row, although not historically designated, is located on NW 2nd Street or Martin Luther King, Jr. Drive. This is where many of the West Atlantic area teachers and professionals built homes.

CRA and City investment into the Northwest neighborhood include:

- Streetscape improvements on NW 2nd Street/Martin Luther King, Jr. Drive. (completed)
- Streetscape improvements on NW 12th Ave from W. Atlantic Ave to NW 2nd Street (this links to the SW 12th Ave improvements)
- NW 5th Ave Alleys (construction budgeted for in 2018 CRA budget)
- Sidewalk repairs/improvements on NW 6th and 8th Aves (construction budgeted for in 2018 CRA budget)
- Miscellaneous ally improvements (completed and proposed)



Northwest Neighborhood Sub-Area

Southwest Neighborhood Sub-Area

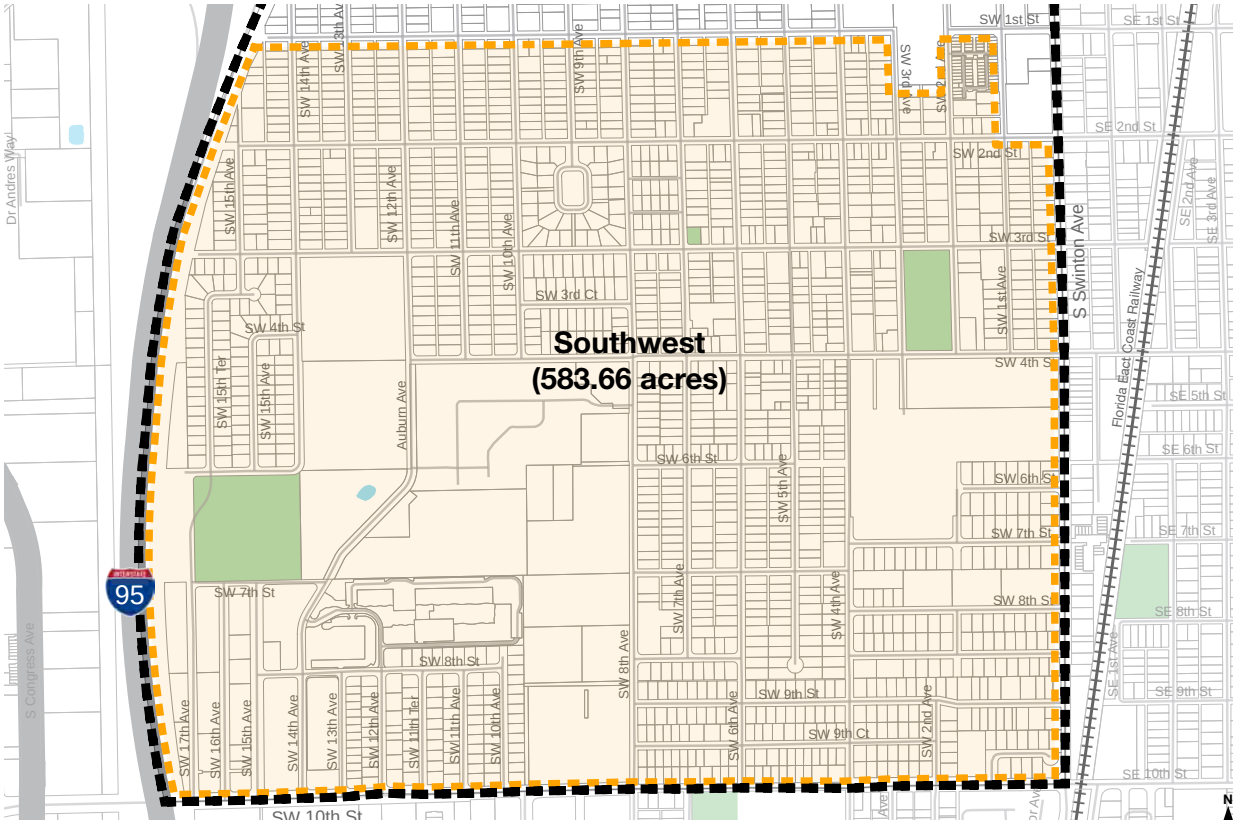
The Southwest neighborhood is covered by the Southwest Neighborhood Area Redevelopment Plan adopted in 2003. The plan included specific recommendations for the enhancement or redevelopment of each of the seventeen neighborhoods in this area.

During the planning process for The West Atlantic Redevelopment Plan Update (2019), residents expressed support for the goals and objectives of the Southwest Neighborhood Plan. Residents also expressed satisfaction with the projects completed as part of the Plan saying that these projects increased their quality of life.

The Southwest Neighborhood is the largest sub-area within the West Atlantic Plan area. Located within the Southwest area are large civic and public uses on multi-acre sites; the City cemetery, City Public Utilities, the Village Center campus and the multi-family developments of Auburn Trace and Village of Delray. These large sites disrupt the traditional street grid of the neighborhood. The Southwest Plan called for creating green spaces and pedestrian connections to and through these uses.

The Village Center campus that currently includes Village Academy and the Delray Full Service Center, is envisioned by residents as the centralized destination for job skill training, family, health and wellness services. The Palm Beach County School District is planning on demolishing and rebuilding the Delray Full Service Center building. This presents an opportunity to partner with health care providers, a local university and non-profits to create a program for the new building that aligns with the goals of the residents.

The CRA and City have embarked on an ambitious effort to install streetscape improvements throughout the area to calm traffic on the major roadways, increase parking and upgrade the areas appearance. Improvement of the alleyway system was a major recommendation of the Downtown Master Plan. The City and CRA have partnered to systematically improve the alleys over time. Improved alleys provide additional parking for the area, access for pedestrians and increases property values.



Southwest Neighborhood Sub-Area

The Southwest Plan called for increasing the provision of infill housing throughout the area. Partnerships between the CRA, the Delray Beach Housing Authority and the Delray Beach Community Land Trust have yielded major results with the addition of new multi-family and single-family housing units.

The Southwest sub-area is home to a majority of the City's Haitian and Caribbean population. These residents have had a stabilizing impact on the area by purchasing and rehabbing homes and starting businesses.

The sub-area has a small industrial area that is a continuation of the larger area south of SW 10th Street. The Southwest Plan recommended that the vacant parcel be redeveloped in order to create additional jobs.

The Plan also includes an economic development component providing recommendations for job creation, retention and entrepreneurial opportunities.

Based on feedback from stakeholders and residents during the planning process, the majority of the goals and objectives in the Southwest Plan remain relevant. Many of the proposed improvements have been completed or are in the planning or construction phase. Improvements and investments made in the Southwest neighborhood include:

- Northwest Quadrant Neighborhood Plan
- Frog Alley Master Plan
- Village Center Campus Master Plan
- Completion of alleyway improvements
- Completion of sidewalk network
- Continuation of in-fill housing effort
- Improvement to neighborhood streetlight grid

West Atlantic Avenue Sub-Area

The West Atlantic Avenue sub-area is 186 acres and extends from I-95 to Swinton Avenue, NW 1st Street to SW 1st Street. The sub-area is where much of the planning efforts of the City and CRA began. Adopted plans for West Atlantic Avenue include the West Atlantic Avenue Redevelopment Plan adopted in 1995 and updated in 1998 and 2000, the Delray Beach Downtown Master Plan and the 2014 Delray Beach Redevelopment Plan.

The CRA has assembled several redevelopment parcels along West Atlantic Avenue. The CRA entered into public/private partnerships to redevelop two of their sites along West Atlantic; Fairfield Inn and Atlantic Grove. The CRA is currently in negotiation with a major grocery store chain for a CRA-owned parcel on the southwest side of West Atlantic.

Included in the West Atlantic Avenue sub-area is Frog Alley or NW/SW 5th Avenues and between NW 2nd Street and SW 1st Street. The area is on target to be designated as an historic district by the City. Frog Alley was once a thriving commercial district in the West Atlantic area. The CRA invested funds to construct a streetscape that reflects the history of the area. Additionally, the CRA constructed the Libby Welsey Amphitheater the corner of SW 5th Avenue and West Atlantic Avenue. The Delray Beach Housing Authority completed their headquarters at 82 NW 5th Avenue in 2017. This mixed-use building includes apartments.

The Spady Cultural Heritage Museum is located on NW 5th Avenue. The Museum is the only site in Palm Beach County dedicated to preserve and celebrate black history. The CRA and EPOCH partnered to preserve Solomon D. Spady's home and create the Museum.

West Atlantic Avenue is the entryway to downtown Delray Beach. To announce the arrival into the downtown, the CRA constructed a major entryway feature on the east side of I-95 along the north and south sides of Atlantic Avenue. Starting in the 1990's there was an effort to locate public uses along West Atlantic Avenue in an attempt to stabilize the area; the South County Courthouse. The City's Fire and Police Dept. headquarters, the library and Tennis Center have been placed along the east end of West Atlantic Avenue. The unintended consequence of this effort was the creation of a pedestrian dead zone on the east end of West Atlantic Avenue.

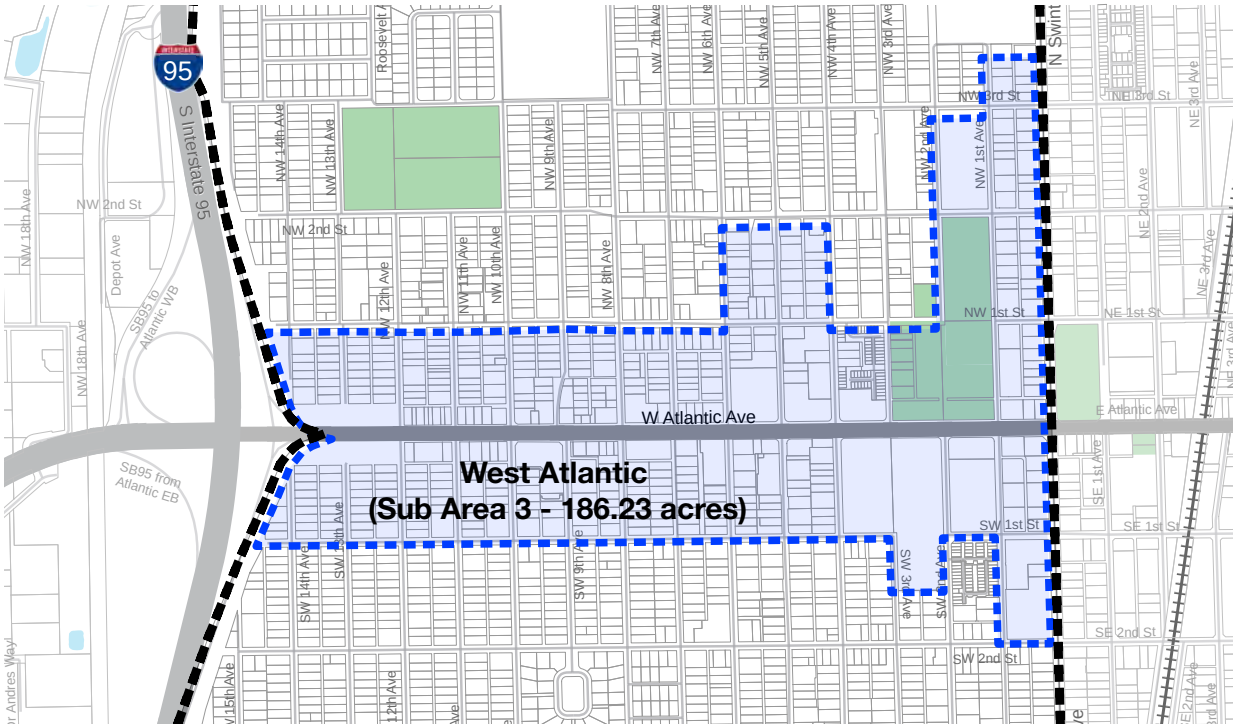
The CRA has invested in streetscape improvements along West Atlantic Avenue. Bulb-outs, a large landscaped median, street trees and decorative street lights were added. The street is still five lanes; four traffic and one turn lane. Excessive drive aisle widths and the lack of destinations makes W. Atlantic a pass through for people exiting off I-95.

Projects completed or in process undertaken by the CRA, City, non-profits and private developers include:

- CRA land assemblages
- Expansion of the DDA to include W. Atlantic Avenue
- Spady Museum

Projects/programs that remain to be implemented per the West Atlantic Redevelopment Plan, Downtown Master Plan and the West Atlantic Avenue Needs Assessment:

- Full-service grocery store (negotiations underway for CRA site)
- Liner mixed-use buildings in front of the Tennis Center
- Attraction of neighborhood serving businesses to Frog Alley and W. Atlantic Avenue (bank, drug store, medical)
- Creation of entertainment/hospitality district



West Atlantic Avenue Sub-Area

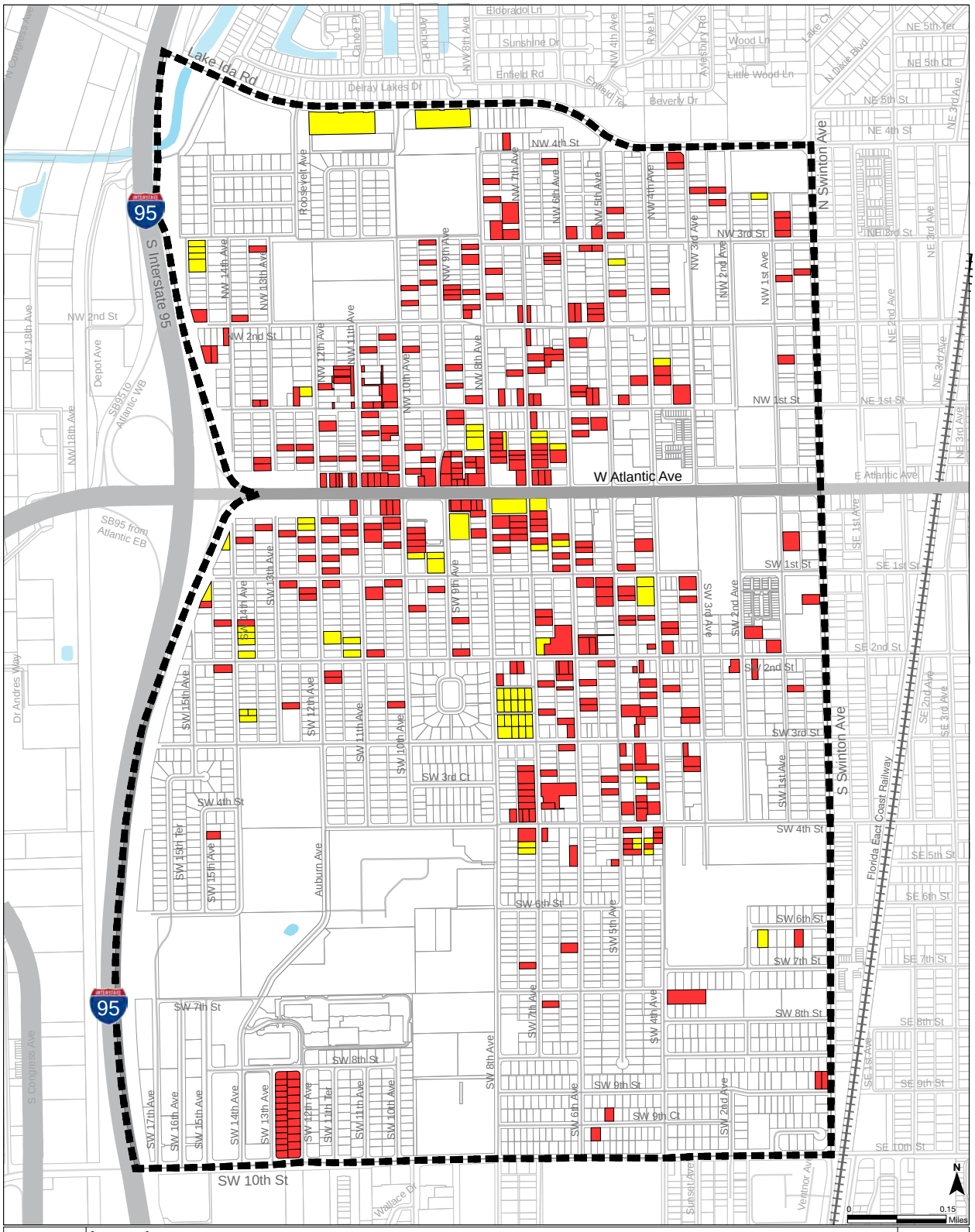
2.6.4. VACANT LANDS

The West Atlantic neighborhoods have an abundance of vacant lots. 9.7% of the area's 993 acres is vacant land. The majority of these vacant parcels are privately owned. The amount of vacant land presents challenges to the neighborhoods by creating instability on the blocks where the vacant lots are located. Illegal dumping and parking was observed on many of the vacant lots. Such large amounts of vacant land conveys a message of blight to residents and visitors.

The opportunity of this inventory of land is for it to be used to construct new infill, single-family homes that will add to the tax base and mend the neighborhood fabric. All vacant privately owned parcels that are buildable under the City's code should be targeted for land acquisition by the CRA.

The CRA is a major property owner within the West Atlantic neighborhoods plan area. The CRA has assembled significant acreage along West Atlantic Avenue, mostly on the south side, for redevelopment projects. The CRA is negotiating to construct a full-service grocery store on their land at SW 6th/7th Avenue. Additionally, the CRA is undertaking the renovation of a retail building at 700 W. Atlantic Avenue to lease to small businesses.

Government ownership of large parcels whether or not they are vacant, creates the opportunity to redefine these sites in the future as the needs of the City and neighborhood change.



Legend

Boundary
- Study Area (993 Acres)
- Parcels

Transportation
- Interstate Highway
- Rail Road
- Road Network

Land Use
- Governmehnt owned Vacant Parcels 64 Parcels (2.2%)
- Private owned Vacant Parcels 379 Parcels (12.8%)

MAP 14: VACANT LAND IN THE WEST ATLANTIC NEIGHBORHOODS

2.6.5. LAND OWNERSHIP

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

2.6.6. LARGE BLOCKS

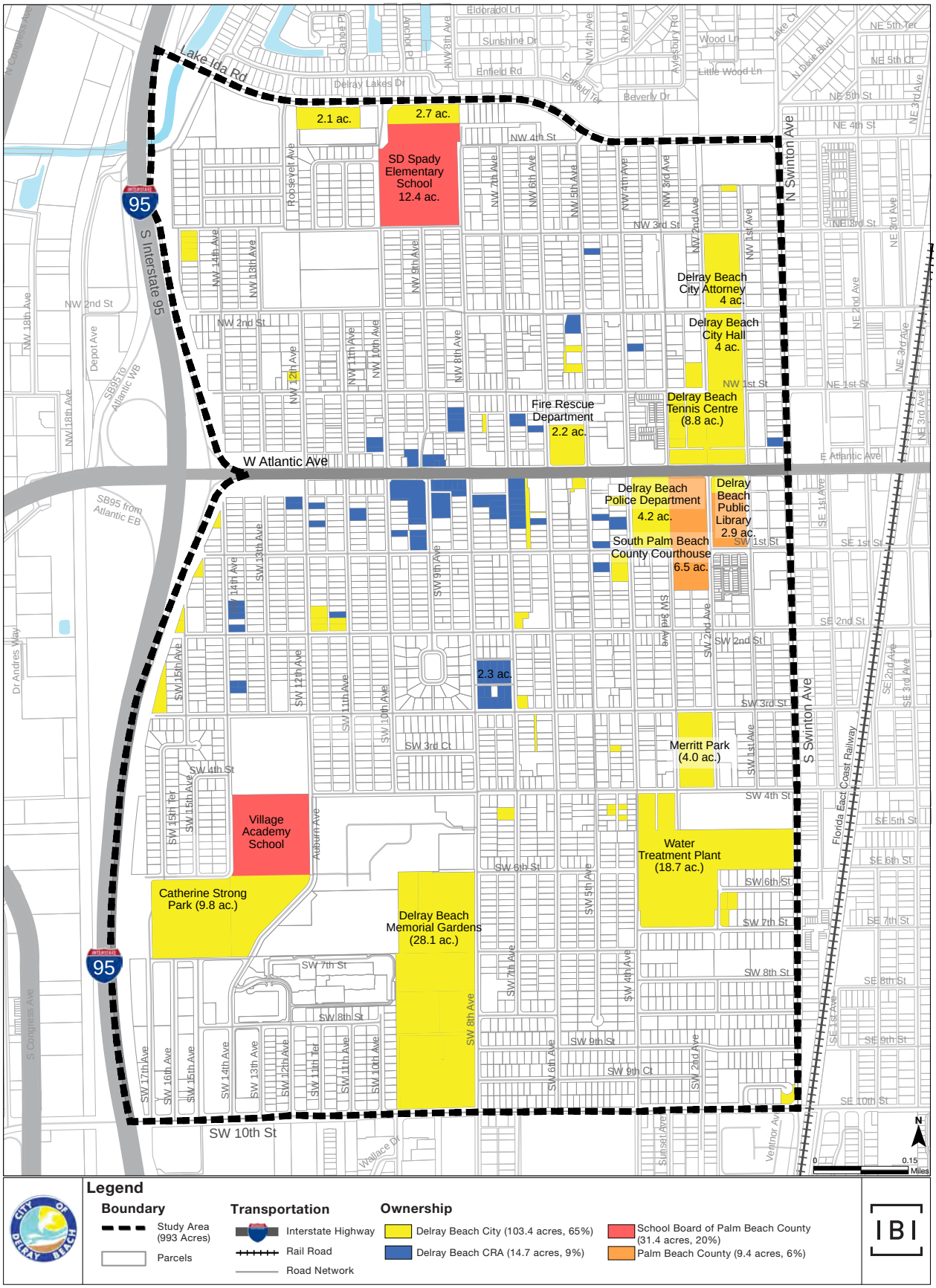
There are a number of large blocks within the West Atlantic area - predominately in the Southwest neighborhood. Large blocks interrupt the traditional street grid of a neighborhood. By aggregating blocks to develop a major private or institutional use, a community's traffic, walking and cycling patterns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

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

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

Key Findings

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



MAP 15: PUBLIC LAND OWNERSHIP IN THE WEST ATLANTIC NEIGHBORHOODS

2.6.7. PREVIOUS PLANNING EFFORTS

Early leaders of the West Atlantic neighborhoods advocated for creation of plans to improve the community to mitigate blight caused in large part to the effects of segregation, desegregation, the expansion of Atlantic Avenue, the extension of I-95 through Palm Beach County and the general disinvestment from downtown areas.

Beginning in 1981, efforts to improve the West Atlantic area have been comprised of numerous plans, programs and projects. all building upon one another. Since then, hundreds of millions of dollars have been invested by the City, CRA, non-profits, and the private sector resulting in alleyway improvements, streetscapes, new homes, rehabbed homes, new multi-family developments, mixed-use developments, public sector projects, parks and open space.

Today, the West Atlantic neighborhoods bear no resemblance to what it was in the 1970's – 1980's when people avoided Atlantic Avenue. While there is work yet to be done to improve the daily lives of residents, overall many of the negative physical elements and crime have been significantly improved.

At 993 acres, the West Atlantic neighborhoods represent 50% of the CRA's land area. Over the last thirty years, the CRA has expended 48% of its funding within the area. However, the majority of growth in taxable value has been experienced in the Central Core subarea or East Atlantic Avenue.

Delray Beach began to come together as a city in the early 1980's to address the issues facing the City, particularly along Atlantic Avenue. Crime, dilapidated structures, the threat of Florida Department of Transportation widening the Avenue to A1A galvanized the wealthy beach residents, the merchants and the black community to come together to address the issues. Delray Beach's use of community-based planning efforts and solutions have yielded tremendous success and have become the norm for the City.

NEIGHBORHOOD STRATEGY AREA

The first planning effort on behalf of the West Atlantic neighborhoods began in 1981 when the Palm Beach County Department of Housing and Community Development Department designated a portion of the West Atlantic area as the Delray Beach Neighborhood Strategy Area (NSA). A Neighborhood Strategic Area Plan was created that identified existing conditions and needs for the area. The three-year plan outlined ambitious goals for physical and housing improvements to the area utilizing Community Development Block Grant (CDBG) funding. A total of $2,385,250 of improvements were proposed in the first year alone. However, the CDBG funding that was actually received by the City was considerably less.

WEST ATLANTIC TASK FORCE

To address the deteriorating conditions along the West Atlantic Avenue corridor, the City initiated a task force to study the area and make recommendations for an overall redevelopment plan. The task force was primarily composed of business and property owners in the City. The task force reviewed a number of factors related to the development of the area including traffic conditions, appearance of structures and other improvements, parking, and zoning. The findings of the task force were outlined in the "Interim Report" presented to the City Commission on April 16, 1985.

GREENWAY PLAN

The Greenway Plan was created to address the unsightly appearance of West Atlantic Avenue caused by numerous vacant lots lining the Avenue. The City in partnership with local business owners created the Greenway Plan. The Plan's goal was to eliminate illegal parking on vacant lots and to improve the appearance of West Atlantic Avenue. Easements from property owners allowed the City to install landscape berms to prevent parking, add irrigation and sod. Until the property owners are ready to develop, the City/CRA maintain the lots.

VISIONS 2000

In 1988, through hearings with city residents, public officials, civic groups, neighborhood groups, and business leaders, the City of Delray Beach adopted a policy statement developed by the Visions 2000 Committee. The policy statement prioritized infrastructure improvements to revitalize the City, improve its image, and stimulate economic development. In 1989 the voters of the City approved the $21 million "Decade of Excellence" bond issuance, which financed a 10-year program to implement the improvements suggested by Visions 2000.

VISIONS WEST ATLANTIC

In response to an unpopular plan put forward by the newly created CRA, the West Atlantic Property Owners Association (WAPOA) was formed in 1988. The CRA's plan to redevelop the West Atlantic Avenue corridor involved assembling a full block deep on the north and south sides of West Atlantic Avenue encroaching into the single-family neighborhoods. Residents and businesses feared being displaced by this aggressive redevelopment approach and banded together to create an alternative vision for the area.

WAPOA issued, "A Conceptual Approach and Framework for the Redevelopment of the West Atlantic Community" in 1989. WAPOA's plan emphasized citizen participation in the planning process for the redevelopment of the West Atlantic Corridor. The plan outlined three basic principles that should be included in a redevelopment plan for the West Atlantic Corridor:

- Limited encroachment of commercial land uses into existing residential areas;
- Increased provision of affordable housing, particularly single-family residential units in the area; and,
- Establishment of a Minority Business Enterprise (MBE) program for the West Atlantic Avenue Business District.
- Limit commercial development to 150' to 300' deep.

The Visions West Atlantic Steering Committee built a consensus regarding solutions to the area problems. **On October 11, 1993 the Steering Committee finalized its Vision Statement for the area:**

The West Atlantic Avenue is a gateway to employment opportunities, a safe, clean, well landscaped pedestrian environment, a thriving historic and cultural area. West Atlantic Avenue is a beautifully landscaped strip with a combination of business and residential development. West Atlantic Avenue encourages pedestrian traffic, provides entertainment and parks for children, with business that supports both the immediate residents needs and the City of Delray Beach.

RELATIONSHIP TO COMPREHENSIVE PLAN

The City's Comprehensive Plan is a "blue print" for the future of the City. The community vision of the plan guides the

- Housing
- Historic Preservation
- Mobility
- Healthy Communities
- Capital Improvement
- Strategic Partnerships
- Economic Prosperity
- Coastal Management
- Conservation, Sustainability and Resilience
- Open Space and Recreation
- Neighborhoods, Districts, and Corridors (Future Land Use)
- Education
- Public Facilities

creation of land use, zoning and policy which implements the Comprehensive Plan. At the time of this plan, the City was undergoing the public process of updating of its comprehensive plan – "Always Delray". The public is being asked to weigh in on the elements of the Plan:

The Comprehensive Plan update is expected to be adopted in the spring of 2018. The West Atlantic Redevelopment Plan Update will be Included as part of the update.

WEST ATLANTIC AVENUE REDEVELOPMENT PLAN

To formalize the work of WAPOA and create an implementation plan, the West Atlantic Avenue Redevelopment Plan was created. The projects completed as a result of this plan have had the greatest impact of the physical condition of neighborhoods. The Plan was adopted in 1995 and was subsequently updated in 2002.

The Plan formalized the desired outcomes of the Visions Charrette, specifically to introduce a healthy mix of commercial and residential development, a respect for pedestrian traffic, and a distinct cultural and architectural identity.

The plan calls for gradual redevelopment based on traditional neighborhood planning values. West Atlantic Avenue and how it can support the neighborhood and the Delray Beach community is emphasized. Additionally, the plan encourages a combination of residential, commercial, and civic functions to ensure a vital neighborhood.

OUTCOMES FROM PRIOR PLANNING EFFORTS - WEST ATLANTIC REDEVELOPMENT PLAN 1995/2000

Actions	Outcomes	Work in Progress
FLU/Zoning/Code Changes	• Eliminated Redevelopment Area #1 and establish appropriate FLU designations • Creation of West Atlantic Overlay • Eliminated 60' height east of of 4th Ave • Reduction of in-lieu parking fee • Creation of Design Guidelines and WARC as Advisory Board	
Land Acquisition	• The CRA has been able to assemble major tracts on the south side of Atlantic.	• Land assemblage on the north side of Atlantic has been stymied by investors.
Expansion of Public Uses	• Major addition and renovation to SPBC Courthouse • New City library	
Private and Public/ Private Development	• Atlantic Grove Mixed-Use Project (NW 5th/3rd Aves) • CODA Condos (SW 1st Street@SW 1st Ave) • Rectory bldg. (Swinton/Atlantic) • Fairfield Inn (SW 9th/10th Aves) • The Village at Delray @ Auburn Drive (SW area) • Housing Authority Full Service Center on NW 5th Ave	• Full service grocery store • Drug store
Historic/Cultural Preservation	• Preservation of Spady & Williams homes (NW 5th Ave)	
Infrastructure/ Streetscape/Parking	• Streetscape on NW/SW 5th Ave (Frog Alley) • Streetscape improvements (ISTEA) Atlantic (1st/6th Aves) • CRA developed parking lot on the N. 000 Block	
Marketing	• Expanded the DDA boundaries to cover W. Atlantic	
Capacity Building	• Hired Project Coordinator for WA	

DOWNTOWN DELRAY BEACH MASTER PLAN

Adopted by the City Commission in March 2002 the Downtown Master Plan provided an urban design frame work block by block for the Atlantic Avenue corridor from I-95 to A1A and NW 4th Street and SW 4th Street.

The Plan divided the Avenue into three sections; the West Atlantic Neighborhood, the Central Core District and the Beach District each having its own distinct character. The recommendations for West Atlantic Avenue included changes to the roadway including narrowing travel lanes, adding bulb-outs and wider medians to make the street more pedestrian friendly. Decorative streetlights, shade trees and outdoor seating were also recommendations.

To help strengthen the urban fabric and walkability of West Atlantic Avenue, the Plan recommends lining the Atlantic Avenue frontage of the Tennis Center with two-story buildings. Recommendations were also made for the proposed library. The recommendations were taken into account when the library was ultimately constructed.

Within the neighborhoods, the Downtown Master Plan calls for establishing a network of neighborhood parks that people can walk and ride their bikes to safely. The plan also called for the preservation and improvement of the alleyway system.

THE SET - REDEVELOPMENT OUTCOMES FROM PRIOR PLANNING EFFORTS - DOWNTOWN DELRAY BEACH MASTER PLAN 2002

Actions	Outcomes	Work in Progress
Expansion of Public Uses	• Creation of network of interior neighborhood parks	
Infrastructure/ Streetscape/Parking	• Preservation and enhancement of alleys • Added bump-outs on W. Atlantic. • Added decorative streetlights at W. Atlantic • Enhanced pedestrian crosswalks added at major intersections • Additon of mixed-use buildings along W. Atlantic Ave. (Atlantic Grove)	• Narrow travel lanes on W. Atlantic to 11' • Widen median on W. Atlantic to 26' • Add café seating along W. Atlantic Ave. • Line the Tennis Center at W. Atlantic Ave with two-story bldgs.

SOUTHWEST AREA NEIGHBORHOOD REDEVELOPMENT PLAN

In 2003 the Southwest Area Neighborhood Redevelopment Plan was adopted to address the neighborhood comprising the bulk of the West Atlantic neighborhoods plan area. The Southwest neighborhood is 584 acres and is primarily single-family in nature. However, there are several large public uses in the neighborhood including the City's Public Works Department, Delray Beach Memorial Gardens and the School Districts property housing Village Academy and the Delray Full Service Center.

Many of the recommendations dealt with streetscapes, housing and economic development initiatives. The economic development initiatives continue to be relevant to residents of the West Atlantic neighborhoods.

The major goals of the Southwest Neighborhood Plan are the prevention of displacement of residents, creation of single-family infill housing, encouragement of additional light industrial land, redevelopment of Frog Alley, inclusion of green spaces and parks, creation of neighborhood serving retail in the NW quadrant and redevelopment of Village Center.

THE SET - REDEVELOPMENT OUTCOMES FROM PRIOR PLANNING EFFORTS - SOUTHWEST AREA NEIGHBORHOOD REDEVELOPMENT PLAN 2003

Actions	Outcomes	Work in Progress
FLU/Zoning/Code Changes		• In the NW quadrant, expand MX full block south. Allow multifamily to SW 2nd St • In the Frog Alley quadrant, expand MX full block south.
Expansion of Public Uses	• Redevelopment of Catherine Strong Park • Newly built Boys & Girls Club • Reconstruction of Merritt Park	• Land assemblage on the north side of Atlantic has been stymied by investors.
Private and Public/ Private Development		• Develop NW quadrant w/ neighborhood serving commercial center along with residential. • Redevelop Frog Alley corridor as a mixed-use and residential area.
Economic Development	• Infill and Rehab Housing -Ongoing • Mitigation of displacement	• Creation of microenterprise programs, Frog Alley, Atlantic, incentives, job training, etc.
Infrastructure/ Streetscape/Parking		• Improve pedestrian connectivity between The Village quandrant, Atlantic and Frog Alley.
Capacity Building	• Established WARC as the primary liaison for redevelopment activity within West Atlantic area. • Developed WARC strategic plan	• Designation as Safe Neighborhood per FSS • Develop methods to keep residents involved.

WEST ATLANTIC NEEDS ASSESSMENT PLAN

In 2012, stakeholders conducted the West Atlantic Avenue Needs Assessment community workshop. The community generally reconfirmed the goals stated in the West Atlantic Avenue Redevelopment Plan and the Southwest Neighborhood Plan. Other findings were:

- Re-establish the Community Management Team (CMT) comprised of community stakeholders to advise the CRA on the block-by-block development of the area, focusing on contiguous development.
- Prioritize basic community service development and recruitment.
- Develop a marketing strategy and incentives that will attract desired development.
- Preserve historical and cultural heritage of the area by encouraging community engaged development.
- Seek commitment and buy-in of stakeholders through transparency and a solid communication plan.
- Establish a national public relations campaign to attract entrepreneurs that provide for cultural diversity, empowerment and local job creation.
- The core goals from SW Neighborhood Plan are still relevant but the Plan needed to be updated and expanded to include the NW Neighborhood and West Atlantic Avenue Redevelopment Plan into one comprehensive plan.

THE SET - REDEVELOPMENT OUTCOMES FROM PRIOR PLANNING EFFORTS - WEST ATLANTIC AREA NEEDS ASSESSMENT COMMUNITY WORKSHOP SUMMARY 2012

Actions	Outcomes	Work in Progress
Private and Public/ Private Development	• Fairfield Inn	• Full Service Grocery Store • Health/Wellness Center/ Pharmacy • Bank • Entertainment Cluster
Economic Development	• Focus on attracting basic neighborhood services then on broader businesses to balance the local economy.	

WARC STRATEGIC PLAN

In 2013 WARC created its Strategic Plan designed to help the organization transform into a non-profit Community Development Corporation. The WARC Strategic Plan was the guiding document for WARC's previous role as an advisory board for projects in the area.

2015 STAKEHOLDER YEAR-END WORKSHOP

Paving the way for the 2019 West Atlantic Redevelopment Plan Update, community stakeholders held the 2015 Year-End Workshop. The Summary Report resulting from the workshop identified the following goals for the community:

- Provide and sustain high-quality, mixed-income housing that is well managed
- Improve educational outcomes and intergenerational upward mobility for youth and adults with services and support delivered directly to youth, their families
- Create conditions necessary for public and private reinvestment, as well as offer amenities and assets including safety, good schools, quality neighborhood-serving businesses and community activities
- The brand identity of the area is its promise that has to be real and experienced by the area's users when they choose to invest their money, time, skill and lives here.

WEST ATLANTIC NEIGHBORHOODS - REDEVELOPMENT OUTCOMES FROM PRIOR PLANNING EFFORTS - WARC STRATEGIC PLAN 2013

Actions	Outcomes	Work in Progress
Economic Development		• Promote economic development that is inclusive of local residents, property owners and businesses
Historic/Cultural Preservation	• Developed a plan to market the West Atlantic neighborhoods as a cultural and historic destination preserving the African Diaspora.	• Adopt National Main Street principals in marketing, development and public improvements.
Marketing	• Marketing of the West Atlantic neighborhoods has begun with new street banners and social media outreach.	
Capacity Building	• Full time staff and budget. • WARC shall be the voice for the West Atlantic Community.	• Continued Board development. • Development of effective community outreach programs.

WEST ATLANTIC NEIGHBORHOODS - REDEVELOPMENT OUTCOMES FROM PRIOR PLANNING EFFORTS - YEAR-END WORKSHOP DRAFT SUMMARY REPORT WARC & NWSWNA 2015

Actions	Outcomes	Work in Progress
FLU/Zoning/Code Changes	• Transition between Atlantic Avenue development height/ intensity to SF.	• Preservation of SF neighborhoods N/S of Atlantic through in-fill and rehab. • Change code to bring duplexes into conformance and encourage their rehab.

WEST ATLANTIC BRANDING INITIATIVE

In 2016, the West Atlantic Branding Initiative identified the potential market for the West Atlantic Avenue. From the Branding Initiative came recommendations, including the name for the area, a logo and the tagline "Where You Can." The CRA board is considering the recommendations of the Branding Initiative, with the exception of the naming recommendation and logos. Recommendations from the Branding Initiative include using the history and stories of the community elders of the West Atlantic neighborhoods through public art, urban design and events to create an experience that is unique and meaningful to a broad cross section of people. The target audience for the West Atlantic area was identified as Xennials between ages 35-44. (Refer Appendix D for excerpts)

REDEVELOPMENT OUTCOMES FROM PRIOR PLANNING EFFORTS - WEST ATLANTIC BRANDING INITIATIVE 2016

Actions	Outcomes	Work in Progress
FLU/Zoning/Code Changes		• City ordinances and codes should be different for this area to differentiate it from East Atlantic (allowing food trucks, etc.)
Expansion of Public Uses		• Allow pop-up public spaces.
Economic Development		• Create co-op spaces to incubate businesses.
Historic/Cultural Preservation		• Use local historic figures/ events to create spaces that are inviting and tell the story of the area.
Marketing	• Market the area primarily to its' core audience.	• Use the area's prime location to promote it.

CHAPTER-3

THE WEST ATLANTIC AREA ENGAGED

3. THE WEST ATLANTIC NEIGHBORHOODS ENGAGED

The seeds of The West Atlantic Redevelopment Plan Update evolved out of the West Atlantic Area Needs Assessment Workshop (2012) and The Community Management Team Year End Workshop (2015) in which the community expressed the desire to update the West Atlantic Avenue Redevelopment Plan, the Southwest Neighborhood Plan and to include the Northwest neighborhood into a single community-driven plan that addresses physical improvements and redevelopment projects but includes strategies to improve the socio-economic indicators for the residents.

The West Atlantic neighborhoods are an empowered, engaged and organized community. A network of neighborhood block captains distributes information about meetings, projects and programs to ensure the voice of the community is heard at the CRA and City. The people are the stewards of the vision for the community. The consultant used interactive public workshops and one-on-one interviews to gain an understanding of resident's views on the existing condition of the community and their vision for the future of the West Atlantic area.

Public workshop to consult the 2019 West Atlantic Redevelopment Plan Update

3.1. Strategic Planning Process

STAKEHOLDER ENGAGEMENT

Key stakeholders were identified by community leaders for one-on-one interviews using a standardized questionnaire crafted to elicit opinions about the current state of the West Atlantic neighborhoods and what needs to be achieved for the community to be on equal footing with the City.

During the community engagement process, questions such as, “What do you like about living in the West Atlantic neighborhoods ?” and “What do you think needs to be improved in he West Atlantic neighborhoods?” were asked of the stakeholders. Forty-six stakeholders were interviewed over the course of a month. To encourage frankness, interview participants were informed that their answers would not be linked to their name.

A separate questionnaire was created for developers and investors to get their opinion about developing in the West Atlantic neighborhoods. Several of the interviewees have experience developing in the area. Five developers were interviewed. (See Stakeholder Questionnaires in Appendix).

COMMUNITY OUTREACH

The CRA and community organizations conducted an extensive outreach effort to attract residents and stakeholders to **three public workshops.** Social media, door hangers and word of mouth were some of the methods used.

Two interactive public workshops were conducted; one on March 28, 2017 at 6:00 p.m. at the Delray Full Service Center and one on April 1, 2017 at 9:30 a.m. at the Delray Beach Library. 48 residents participated in the first workshop, 31 in the second and over 100 for the third workshop.

At the first two workshops, participants were assigned to one of three teams; Connectivity, Quality of Life and Social Equity. After reviewing facts about the West Atlantic neighborhoods; physical conditions, demographics, etc. The teams were asked to imagine a quick win project (one that could be achieved within one year) that would reflect the neighborhoods’ brand and achieve the goals of their team, i.e.; connectivity, quality of life, etc.

Each team also presented a slate of projects and/or programs that they felt would address issues facing the West Atlantic neighborhoods and its residents that would be undertaken on a longer term basis.

The third public workshop was held on November 9, 2017 to present a draft of West Atlantic Redevelopment Plan Update and solicit comments prior to finalizing the document. Attendees were shown the recommendations and asked if they had any changes.

Visual preferences shared with community for West Atlantic Avenue

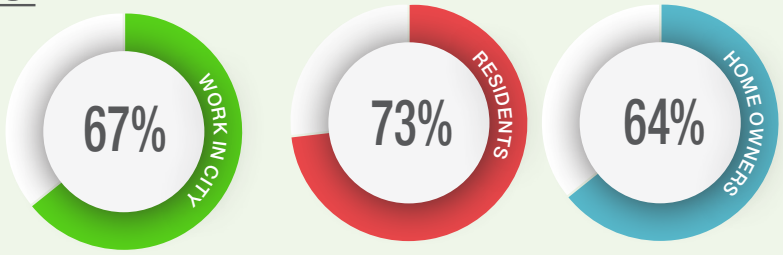
COMMUNITY ENGAGEMENT SUMMARY

KEY EXISTING STATS

42 STAKEHOLDERS

21 MALE 50%

21 FEMALE 50%

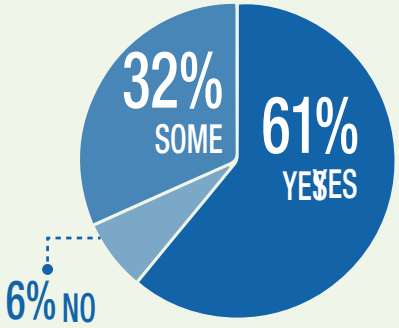


IMPROVEMENT PROJECTS

100% STAKEHOLDERS

are familiar with the completed CRA projects in the community. However,

61% feel that these projects have helped the neighborhood

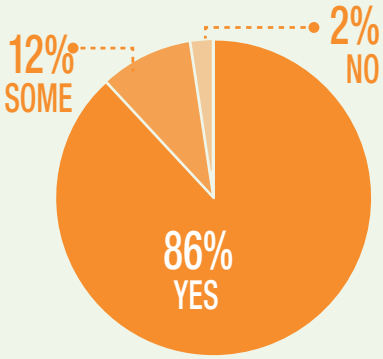


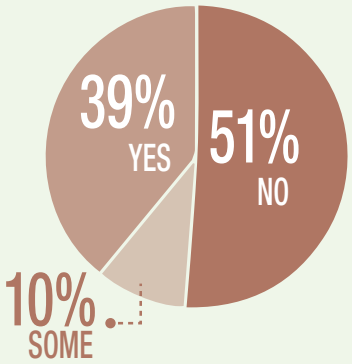
SAFETY

86% STAKEHOLDERS

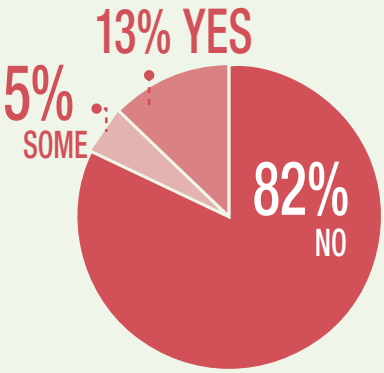
feel safe in the West Atlantic area.

14% feel some pockets still need improvement





SUFFICIENT
EDUCATION FACILITIES



SUFFICIENT
WELLNESS FACILITIES

ACCESSIBLE
TRANSIT FACILITIES

3.2. Community Feedback

The following section summarize the results from city residents collected as part of the stakeholder interviews and community public workshops. The feedback were read under the transformational principles that will be used to complement and enrich these finding as they relate to planning recommendations. Highlights of the workshops are listed below:

DEVELOPER'S INPUT

The inputs identified from the developer's perspective include:

- Preserve community feel, history and culture. Projects like Fairfield Inn, gateways, sidewalks, alleyways help in preserving the assets of The Set.
- Need for a neighborhood mix and projects to activate.
- Capture the sense of community - friendliness of people and care for each other.
- The other physical assets in the West Atlantic neighborhoods include: Pompey Park, family, beach, I-95, Spady Museum, tennis, library.
- The locational characterstics of the area and its weather are important to promote development.

SUGGESTED IMPROVEMENTS

The physical interventions suggested during the community engagement include:

- Create opportunity for jobs/business, teen programs, young adult, sober home regulation.
- Diversified employment and improve education by introducing more similar development in the neighborhood.
- Improve lighting in the neighborhood.
- Commercial development on W. Atlantic Avenue, smart development including community needs, grocery, bank, walkable services
- Develop the blighted pockets in the neighborhood.
- Introduce affordable housing to bridge the gap between east/west and the disconnect between community leaders.
- Improve the overall facilities in the West Atlantic neighborhoods to prevent crime issues, poverty, image problem, and perceived racial issues on both sides.
- Development on empty lots and enforcing residential & commercial code and min housing standards.
- Incorporate a different approach to rehabilitate older homes

INVOLVING MORE CITIZENS

Suggestions from community to ensure more participation include:

- Continue & expand door hanger program that was used for the West Atlantic Redevelopment Plan Update.
- Disseminate information through smart phone in various languages and various medium - social media, television, local promos, instagram
- Organize round tables with city, CRA, and other organizations
- Focus on Town Hall meetings, youth meetings at library & churches
- Use CRA resources to support evens and activities to engage residents
- Add mandatory language to RFP's that require/ mandate local participation in contracting for all service
- Tag on to other events where people are already attending

CHAPTER-4

THE WEST ATLANTIC REDEVELOPMENT PLAN UPDATE

4. REDEVELOPMENT PLAN UPDATE

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

For the most part, prior plans addressing West Atlantic neighborhoods dealt mainly with improvements to the physical elements in the community. The Southwest Neighborhood Plan made specific economic development recommendations. The West Atlantic Redevelopment Plan Update (2019) expands on this and incorporates the principle of social equity into Plan strategies.

While there have been significant planning efforts over the last two decades, few have dealt with the community in a holistic manner where the health, wealth and long term prospects of the residents were taken into consideration. Community stakeholders and the Northwest/Southwest Neighborhood Alliance feel that these factors are just as important as improvements to the physical elements.

Recommended projects are intended to have multiple outcomes; physical improvements, social equity, safety and strengthening neighborhood brand identity. Proposed infrastructure improvements for the West Atlantic neighborhoods are viewed from a larger context to maximize positive impact. Coordination at all levels – community stakeholders, NW/SW Neighborhood Alliance, City and CRA - will achieve projects that contribute to creating a healthy community. Healthy places are designed, built, and programmed to support the mental, and social well-being of the people who live, work, learn, and visit there. (Urban Land Institute [ULI] 2013).

The community desires to build on its history to move forward. Capitalizing on the unique history and culture of the West Atlantic neighborhoods can help make the community a destination for people and businesses that want to be part of an authentic experience.

The West Atlantic Redevelopment Plan Update is designed to move the community forward into the next generation by providing a roadmap that residents can follow and track its progress. The residents will be both the custodians and the beneficiaries of the Plan.

The Plan Principles

The West Atlantic Redevelopment Plan Update (2019) strategies are built around the following six principles. These principles are designed to reinforce each other - building upon success to increase positive outcomes. Strategies to implement projects and change the outcome of area are recommended. Within the implementation table proposed timeline, funding sources and partners are identified.

GUIDING PRINCIPLES

1. **COMMUNITY CAPACITY BUILDING** → Empowering the community to guide it's change
2. **CIVIC STEWARDSHIP** → Enlisting all residents to be advocates for the neighborhoods
3. **COMMUNITY WEALTH BUILDING** → Creating an environment where all can be successful
4. **HEALTHY COMMUNITY** → Build a community that is safe, beautiful and accessible to all
5. **PLACEMAKING** → Create places that instill pride, reflect the area's unique history and culture and encourage success
6. **STRATEGIC INVESTMENTS** → Projects that are transformative and encourage future investment

1. COMMUNITY CAPACITY BUILDING

Empowering people to be the change agents for their community creates sustainability of outcomes that cannot be achieved through the traditional top-down community development mode. Residents of the West Atlantic neighborhoods are and have been active participants in the redevelopment of their community but they desire to expand their role to drive the solutions, processes and outcomes they feel are appropriate for their community. Residents of the area want community-driven development in which residents are the responsible stewards for change.

The World Bank defines community-driven development (CDD) as one that operates on the principles of transparency, participation, demand-responsiveness, greater downward accountability, and enhanced local capacity. Evidence shows when there is access to information, appropriate capacity, and financial support, traditionally disadvantaged people will identify community priorities and address issues in partnership with government and other partners. The underlying assumption of community driven development is that the community is the best judge of how their lives and livelihoods can be improved. Provided with adequate resources and information residents can organize themselves to provide for their needs. In the community-driven process residents plan, implement and take responsibility for monitoring outcomes.

Both the W**est Atlantic Avenue Redevelopment and the Southwest Area Neighborhood Redevelopment Plan recommended that a community organization** take the lead for redevelopment of the West Atlantic neighborhoods. The NW/SW Neighborhood Alliance and other community organizations coming together as the **Community Management Team (CMT)**, have been performing the role of community advocate, organizer, educator, and convener over the last thirty years. Its system of neighborhood block captains has resulted in political clout of the West Atlantic neighborhoods. The Community Management Team is neighborhood's champion for change.

One of the aims of the Plan Update is to plan for the transition for the CRA sunset date of 2045 by preparing the CMT to take on the tasks and funding of neighborhood projects and programs. The CMT will be responsible for the day-to-day management of a Community Development Corporation, grant writing, implementation and project outcome assessment. Today, the CMT is a volunteer group with other jobs and professions. They donate their time in the interest of making the West Atlantic area and its residents equal to the rest of Delray Beach. Achieving their transition to an effective and successful Community Development Corporation requires that the City and CRA buy into community driven development by providing resources to make the transition successful.

ACTION STRATEGIES: COMMUNITY CAPACITY BUILDING

- In partnership with WARC, the NW/SW Neighborhood Alliance (functioning as the Community Management Team (CMT) and CRA create consistent training opportunities resulting in certification of key members of the Community Management Team and the West Atlantic Redevelopment Director.
- Budget for meetings between the Community Management Team, the community, non-profits and other stakeholders.
- Transfer management of the West Atlantic Redevelopment Director to the Community Management Team.
- CRA to budget annually for the operation of the Community Management Team's staff and operations
- The CMT to build support for creation of Neighborhood Improvement District under FSS 163.511 in the event that the State legislature curtails CRA powers and mission.
- CMT to design, plan and implement an annual event that showcases the Plan area.
- CRA to assist with the creation of a Commercial Community Land Trust managed by the CMT to own and operate commercial property to provide community needed services – financial, pharmacy, incubator, non-profit providers, etc.

ACTION STRATEGIES: NEIGHBORHOOD IMPROVEMENT DISTRICT

The CMT should be prepared for the possibility that some form of Florida House Bill 17 and/or Senate Bill 432 could bring sweeping changes to the powers of CRA's potentially limiting the Delray Beach CRA support of CMT empowerment strategies. The bills require more stringent reporting by CRAs as well as require CRA procurement to align with city and county procurement procedures. Of specific concern, House bill 17 outlines a process where CRAs can be phased out, unless reauthorized by a super majority vote of the body that created the CRA. The Senate bill contains language capping administrative spending at 18%. The bill also prohibits Tax Increment expenditures for festivals, street parties, grants to promote tourism, and grants to socially beneficial programs.

Currently, there is a Neighborhood Improvement District designation for the West Atlantic Avenue Overlay area. It was created in October 1988 by the City in order to apply for grant funding for planning purposes.

Currently, the District is not authorized to impose special assessments to create funding stream for projects and programs.

In the event that new legislature is passed that limits CRA spending, the CMT should be prepared to advocate for the expansion of the West Atlantic Avenue Neighborhood Improvement District and its ability to impose assessments on property. This will be done in coordination with the City.

Best Practice – Downtown South Neighborhood Improvement District

The Orlando Downtown South NID is planned to provide many of the benefits of a CRA district. Special assessments are used to fund infrastructure, transit and affordable housing.

Downtown South Neighborhood Improvement District

ACTION STRATEGIES: COMMERCIAL LAND TRUST

Non-profit Commercial land trusts are created to counter challenges faced by small and emerging businesses operating in areas where gentrification creates rising rents, pressure to relocate and rising prices of commercial real estate. Commercial land trusts purchase and lease to small locally owned businesses helping to maintain the local community character and building wealth in the community. They also provide affordable space for non-profit providers of services needed by residents. Land trusts have also been used to create revenue streams for community development corporations.

Best Practice – Crescent City Community Land Trust

www.ccclt.org

Mission - Increase opportunity and equity in New Orleans through community land trust-based commercial and residential development.

The CCCLT catalysis critical community services like food stores and health clinics, works to redevelop commercial corridors and incubates small locally owned businesses.

2. CIVIC STEWARDSHIP

For the West Atlantic neighborhoods to transform into the community envisioned by residents, each resident must buy into the idea of the community as theirs to care for – it's public spaces, children, elders, history and institutions. The health and welfare of the community is the responsibility of all residents. Residents' sense of community is the key to successfully implementing the Plan. Each resident must love and care for the community and pass the legacy on to their children. The West Atlantic neighborhoods must be recognized as unique and something to be protected.

Merriam-Webster defines stewardship as the conducting, supervising, or managing of something; especially the careful and responsible management of something entrusted to one's care.

In communities where residents are challenged by language barriers, working hours and family responsibility community involvement may not be a priority. However, the most successful community efforts are built upon resident engagement and action. The desired changes cannot be achieved without strong engagement of the resources and efforts of residents. Residents must join the effort as co-producers/co-creators of their own and their community's well-being.

To encourage an environment of community engagement and work, the City and CRA must make room in their processes for residents to perform in the areas where they have the desire and capacity. All residents have skills that can be harnessed to change the community.

COMMUNITY FEEDBACK

- Residents are involved
- Elders need help
- Numerous partners are in community

BEST PRACTICE - "Sabor Del Northside" Event/Avenue Community Development Corporation

The community development corporation, partners and residents came together to celebrate the great things in the Northside. What began as an idea of eight resident leaders became reality as more than 1,000 people flocked to Ketelsen Elementary for this vibrant community festival.

The planning committee considered the event a success, because the planning process truly brought the community together. More than 50 organizations and businesses signed up to have booths at the festival to showcase their work.

ACTION STRATEGIES: CIVIC STEWARDSHIP

- **Create Community Elder Outreach Program** – many seniors living in the West Atlantic neighborhoods say they want to stay in their homes but need help with interior and exterior repairs. They also need help getting to/from doctor's appointment, meals, etc. Working with the network of churches and neighborhood block captains, identify seniors that need assistance and type of assistance. Pair each senior with a nearby resident they can call for help. Provide technical assistance to apply for CRA/City funds for home improvement. Commit the MLK Day of Service to these Community Elders by performing landscaping, painting, etc.
- **Develop Community Service Program** – Encourage each block to select a project to complete in a day – street clean-up, park clean-up.
- Annual event celebrating the West Atlantic neighborhoods – encourage participation from a cross section of the City representing all the neighborhoods to create solid working relationships and alliances.
- Formalize **partnership with City Police Dept., MAD Dads and neighborhood block captains** to address crime and code enforcement issues to create an open communication channel between the community and Police.
- Organize neighborhood block parties – as a venue to create new leaders, communicate the community's progress and get feedback.
- Create opportunities for residents to **participate in public project construction, painting, landscaping, murals etc.**
- Locate **interactive information kiosks** at public gathering places- to inform about the West Atlantic neighborhoods, history, meetings, events, projects and collect feedback from residents.
- Develop a **My Community's Keeper** award program – instill community pride by creating award for residents or stakeholders having the most positive impact on the West Atlantic neighborhoods; i.e. teacher, volunteer, leader, etc.

3. COMMUNITY WEALTH BUILDING

44% of all Americans have less than three months' worth of income saved; 67% of blacks and 71% of Hispanics lack adequate savings, compared to 34.7% of whites. The ability to achieve the recommended three months of savings is hampered by lower incomes, higher rents and lower home ownership rates. All of these indicators are present inthe West Atlantic neighborhoods.

A lack of savings and access to credible financial institutions leads residents turn to payday loan services which can charge as much as 600% interest. Borrowing for short-term needs at high rates has the effect of keeping low-income families in a continual cycle of debt and thus poverty.

Homeownership is the largest creator of wealth in the United States. In 2015, the average net worth of a homeowner was $195,400, compared to just $5,400 for a renter, according to the Federal Reserve. The significance is even more staggering for people of color. Wealth from equity in a home constitutes 51% of total wealth of the average white household, but 71% for black households. However, lower homeownership rates in low-income Black areas means less ability to accumulate wealth.

Residents of the West Atlantic neighborhoods are generally poorer, have lower educational attainment rates, lower home ownership rates and less savings than residents of Delray Beach and Palm Beach County. It has been proven that attracting local financial institutions, increasing local capital, and refocusing public and private resources, generational poverty trends can be reversed. Achieving financial equity with the rest of the City requires long-term commitment on the part of residents, the community stakeholders, City, CRA and non-profit partners.

The ability to build wealth is constrained by low educational attainment. There is a disparity of college completion between the children of low-income families and moderate-to-high income families. College completion is a particularly important milestone because evidence suggests that a college degree, more than other aspects of the educational experience, carries the greatest potential for improved economic standing.

The West Atlantic Redevelopment Plan Update Community Wealth Building strategies will focus on the following areas:

- A **Existing Businesses -Drivers of Job Creation**
- B **Worker Skill Enhancement**
- C **Entrepreneurial Environment Enhancement**
- D **Educational Attainment**
- E **Public Policy**
- F **Financial Literacy**
- G **Housing**

A Existing Businesses -Drivers of Job Creation

There are more jobs within the West Atlantic neighborhoods than workers. However, 94% of these jobs are held by non-residents. 96% of workers in the West Atlantic neighborhoods leave the area to work. Workers in the area earn 33% less for the same jobs.

ACTION STRATEGIES: EXISTING BUSINESSES -DRIVERS OF JOB CREATION

- Create database of businesses in the West Atlantic neighborhoods with Standard Industrial Classification (SIC) Code codes, number of employees and skill requirements including education/certification.
- Promote existing employment incentive programs to local businesses - Portions of the West Atlantic neighborhoods and adjacent industrial areas are located within a HUBZone and an Urban Job Tax Credit Area. Another program available to local businesses is the Florida Work Opportunity Tax Credit (WOTC) Program.
- The **HUBZone** program encourages economic development in historically underutilized business areas by establishing preferences in federal contracts.
- The federal government has a goal of awarding 3% of all dollars for federal prime contracts to HUBZone certified small businesses. Benefits for HUBZone certified companies include competitive and sole source contracting and 10% price evaluation preference, as well as subcontracting opportunities.
- The Florida **Urban Job Tax Credit** provides tax credits against corporate income tax or Sales and Use Tax to businesses that are located in the designated area, hire a specific number of employees and are predominantly engaged in (or headquarters for) a specific list of activities classified by the Standard Industrial Classification (SIC) Code.
- The Federal **Work Opportunity Tax Credit** encourages businesses to hire disadvantaged persons. WOTC is a Federal tax credit for employers who hire veterans and individuals with significant barriers to employment. Employers claim about $1 billion in tax credits each year under the WOTC program. There is no limit on the number of individuals an employer can hire to qualify to claim the tax credit.
- Develop **Intern-to-Work Program** – Based on data collected from local businesses match workers to local jobs as interns. Develop incentivize package that will reimburse employer 50% of worker's wages during three month intern term.
- Encourage **development of vacant parcel** in industrial area by meeting with property owner, providing feasibility analysis and financial incentives.
- Encourage repurposing of heavy and passive industrial properties with financial incentives.

B Worker Skill Enhancement

According to the Brookings Institute, rapid technological changes and increasing global competition have continued to deliver great economic benefits to Americans, through lower prices for consumer goods or advances in health care that prolong our lives or improvements in the quality and capabilities of everyday products. But this recent wave of change has also left some workers behind, particularly less-skilled workers making it more difficult for them to find good job opportunities and by eroding their wages on the job.

For instance, recent research by The Hamilton Project shows that over the past four decades the annual earnings of the median man with only a high school diploma have **declined by 46 percent**. Not since maintained records were instituted has such a large group of Americans experienced a similar prolonged period of declining real earnings. At the same time, some **employers report difficulty finding employees with the right skills to meet their needs.**

Findings from recent experimental evaluations of programs operated by states and non-profit organizations, and studies of community colleges suggest that employment-focused programs developed in cooperation and collaboration with employer or industry partners, have been tremendously successful, producing returns for workers that far exceed the social cost of the programs. Creating a skill enhancement training program that aligns with existing jobs will expand job opportunities for residents.

Best Practice – Tulsa Community Work Advance

http://www.workadvance.org

"While I was in training, TCW arranged for me to have an internship at Melton Truck Lines. After my training was finished, I was hired. I've been working full-time with benefits and have gotten four raises!"

ACTION STRATEGIES: WORKER SKILL ENHANCEMENT

- Partner with Palm Beach State College to bring sector-specific occupational skills training aligned with employer needs that lead to certifications that are in demand in the labor market
- Ensure that sector-specific job development and placement services are based on strong relationships with local employers.
- Encourage area worker participation in the Intern-to-Work Program
- Create Work Readiness Program to improve soft skills necessary for successful employment and advancement
- Promote the job placement services available at the Career Cottage - 186 NW 5th Avenue to the community through churches, parks, etc.
- Form a partnership with Palm Beach State College to bring the Alternative Energy Engineering Technology. Certificate program to the West Atlantic area. Currently, this program is only offered at the Palm Beach Gardens campus.

C Entrepreneurial Environment Enhancement

Residents of the West Atlantic area expressed the need to increase opportunities for resident to open businesses and to assist those already in place to expand and succeed. National and local trends must be understood to provide the correct type of assistance to small businesses. In order for the West Atlantic neighborhoods to become an economic success there must be businesses and destinations that attract from a wider market than area and City residents. Businesses catering only to residents in the West Atlantic neighborhoods struggle because of the low density, population and income of the area.

Unfortunately, main street retail is no longer a tried and true method for redevelopment of blighted commercial areas. The retail industry continues to shift to an e-tail format from storefronts. Millennials are driving this trend and the rate is expected to increase over time as some of the bigger names in retail close their physical locations. Currently, the West Atlantic neighborhoods have limited space to locate small businesses. The City's land development code for the Central Business District requires that development along West Atlantic Avenue contain retail uses on 50% of the building frontage. At the present time the only mixed-use redevelopment project that has been completed is Atlantic Grove located between NW 3rd and NW 5th Avenues. At the time of this report the Atlantic Grove had one small bay for lease.

To ensure success of small businesses in the area, businesses must offer unique products and experiences reflecting the character, culture and history of the West Atlantic neighborhoods. **Retail uses should be concentrated in certain areas rather than spread along the entire length of W. Atlantic Avenue - between 10th Avenue and Swinton and along 5th Avenue.** West of 10th Avenue can provide office space and service uses that typically do not need foot traffic to be successful.

The West Atlantic area should capitalize on the roots and cuisine of its people. The population of the neighborhoods is 75% African-American and 24% foreign born (mostly Haitians). The creation of **authentic culture-related dining spots** will help to make the West Atlantic neighborhoods a destination in the region.

As reported by stakeholders during the planning process, more restaurants are desired. However, the lack of buildings equipped for restaurants is limited. The majority of the commercial buildings are older and would need extensive build-out to house restaurants. Most small business owners cannot afford the upfront costs associated with building a restaurant.

Nationwide the need for low-cost kitchen space for entrepreneurs that want to create specialty food products or hone their management skills has led to the development of shared kitchens, for-profit and non-profit, that can be rented for hourly or monthly rates. Entrepreneurs who want to get into the culinary business are often provided one-on-one training to successfully package, market, and sell their products.

The West Atlantic neighborhoods have a large percentage of self-employed Specialty Trade contractors. Utilizing this resource in the development of public/private partnerships ensures that dollars spent with local business returns to the local economy. Building on this resource is a low cost way to create wealth in the West Atlantic area.

Best Practice – Food Business Pathways

http://opportunitynycha.org/business-development/food-business-pathways/white-paper/

Food Business Pathways provides housing authority residents with access to the resources they identified as critical to their success—education, capital, and affordable space. Residents accepted into the program undertake a 10-week business course, at the end of which they obtain required licenses and permits at no cost, substantially reducing their start-up costs. All graduates also receive business coaching as they start to build their entrepreneurial dreams, and five graduates in each cohort receive free kitchen incubator space for five months to get their business off the ground.

This program is unique because all the resources needed by residents are delivered through a single program instead of relying on several referrals from different sources. The program partners—both public and private—coordinate the delivery of their services through this one offering.

ACTION STRATEGIES: ENTREPRENEURIAL ENVIRONMENT ENHANCEMENT

- Creation of an **Impact Zone designation** for West Atlantic and 5th Avenues where unique economic development incentives and City code are applied in particular to businesses that are in line with the West Atlantic Needs Assessment, specialty restaurants, live music venues, one of a kind retail, hospitality and tourism support businesses. Funding shall be tiered so that local owners of businesses and businesses utilizing local contractors qualify for additional funding. The grants must go beyond assisting with facade improvements and include interior build-out and rent subsidy to offset the transitional redevelopment period.
- Design and implement an "Impact Zone" regulatory relaxation pilot project to understand the barriers that current code and regulations have on entrepreneurs with the goal of encouraging small business and small-scale development.
- Designate an **Impact Zone coordinator** to provide one-on-one assistance to area businesses.
- Encourage the location of retail and restaurants on NW/SW 5th Avenue by assembling properties through purchase or long term leases.
- The City's Office of Economic Development shall develop a database of Specialty Trade Contractors. This list shall become a part of each Request for Proposals by the City and CRA. These contractors shall be provided notice when Requests for Proposals are issued.
- Conduct feasibility analysis for the creation of a food truck park on NW 5th Avenue. CRA shall fund the infrastructure and purchasing or leasing of vacant site. Replacing them with a food truck park will help to enliven this once thriving commercial area.
- Amend City Ordinance No. 04-16 to make food trucks a permitted use within the West Atlantic Neighborhood Sub-District with the approval of the CRA Board for location and hours of operation.
- Amend City Ordinance No. 04-16 to permit the rental of scooters, golf carts and Segways as a permitted use within the West Atlantic Neighborhood Sub-District.
- 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.
- In projects with a public/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.
- Hold regular training classes for residents or business owners at the new Career Cottage that provide information on the ins/outs of commercial leases, current market rental rates and terms, required permits and licenses and available grants/funding.
- Amend City Code 4.4.13. requiring 20 feet minimum depth of first floor retail to 50 feet minimum depth to create sustainable commercial space. 20 foot depth for commercial/retail use is not marketable.
- Amend City Code 4.4.13. requiring at least 50% of the building frontage of the sidewalk level story shall 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.

D Educational Attainment

Today education is more critical than ever. College has become the precondition for upward mobility. Men with only a high school diploma earn about a fifth less than they did 35 years ago. The gap between the earnings of students with a college degree and those without one is bigger than ever.

Only 8% of residents in the West Atlantic neighborhoods have attained a Bachelor's degree - a rate far lower than the City, County or nation. 65% of residents have attained a high school diploma or some post- graduation college work. Workers from the area earn less than workers in the same jobs within the City and Palm Beach County. The common thread running through this data is that lower education rates for residents of the West Atlantic neighborhoods is adversely impacting their household income.

However, in low-income communities like the West Atlantic area, the achievement gaps between more affluent and less privileged children is wider than ever, notes Sean Reardon of the Center for Education Policy Analysis at Stanford. Closing these proficiency gaps way before college would do more to increase the area's college graduation rate than offering universal community college, easier terms on student loans or more financial aid.

The income proficiency gap starts in kindergarten where children of **low-income families begin school one year behind higher income children** in reading and math comprehension. The proficiency gap continues to grow throughout their school career to one-third to one-half. While the causes for this proficiency gap are myriad and complex likely involving numerous social issues, there are success stories in moving low-income children into college and ultimately graduation.

In one of Chicago's toughest neighborhoods is a beacon of hope for children dreaming of a better life. The Urban Prep Charter Academy (http://www.urbanprep.org) has been able to achieve what other similarly situated schools have been unable to achieve – 100% college acceptance rate for its students for seven consecutive years – 2007-2016.

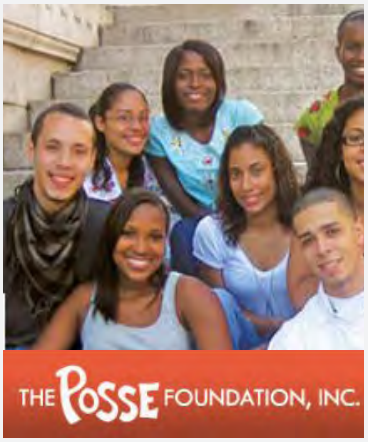
Empowering students from families in a community where many adults have not attended or graduated from college, with the idea that college is a real and attainable goal for them requires starting in kindergarten and continuing through the college years.

Moving the needle towards higher income levels within the West Atlantic neighborhoods will require fostering an environment where going to college and graduating is the norm for students who are academically qualified.

Best Practice - College Access and Leadership Development

The Posse Foundation –*https://www.possefoundation.org*

Posse identifies public high school students with extraordinary academic and leadership potential who may be overlooked by traditional college selection processes. Students are given the opportunity to pursue personal and academic excellence by placing them in supportive, multicultural teams—Posses—of 10 students. Posse partner colleges and universities award Posse Scholars four-year, full-tuition leadership scholarships.



ACTION STRATEGIES: EDUCATIONAL ATTAINMENT

- Use creative events that draw parents out to hear inspirational speakers discuss the importance of college. Showcase successes of low-income students who attended college and how they overcame barriers. Offer parents who attend free gift bags with household needs; laundry detergent, shampoo, etc.
- Ask schools serving the students from the West Atlantic neighborhoods to use creative methods of connecting with parents. Low-income parents want to be involved as much as moderate income parents but often lack time or knowledge of how to achieve this. Teachers should reach out to all parents at the beginning of each school year to introduce themselves and open the lines of communication rather than waiting until there is a discipline issue.
- Create a formalized program for the area's children to tour colleges starting in middle school. Getting young students comfortable with the idea of college and touring campuses has shown to improve college attendance and graduation rates.
- Work with the community organizations, the City's Education Board and School District to revamp the mission of Village Academy using a model similar to Urban Prep Academy. According to residents, the original mission of the Academy was to create an environment where the student was mentored from kindergarten through middle school to attend college. Some residents expressed that the school has not fulfilled this mission. The CRA shall 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.
- Apply for grant funding to supply all students in the Village Academy with personal laptops or tablets to help close the digital divide ***(http://one.laptop.org)***.

Best Practice – One Laptop per Child
Rhonesha Byng, Depaw University Posse Alumna 2016
http://one.laptop.org/stories/miami
Using a Knight Foundation grant, One Laptop provided 500 children in Miami's Holmes Elementary with their own laptop.

E Public Policy

Local government can use its policy and laws to impact the local economy in both good and bad ways. Changing land development code, fee structures and creating policies designed to help traditionally disadvantaged businesses and people. However, simply having the policy is not effective unless they include firm definitions, well-defined goals, tracking and performance measures and buy-in across all departments.

The City of Detroit in partnership with foundations and planning groups has instituted "Pink Zones" in which changes to regulations that inhibit attracting and growing small locally owned business are being considered. Most cities have regulations and fees that have the unintended consequence of preventing change particularly in low-income minority communities.

ACTION STRATEGIES: PUBLIC POLICY

- Implement a local-preference procurement policy for the City, CRA and their non-profit partners; Community Land Trust, Housing Authority, etc. that requires a 5% set-aside for local business or workers. Create tracking and measurements to determine outcome.
- Using the business tax database of the City, develop a small business database delineated by areas of the City. Utilization of local disadvantaged businesses as described by the Small Business Administration - "a Small Disadvantaged Business (SDB) is a small business that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged" shall give bonus points when bidding with the CRA and City.
- Conduct an economic study to examine the cost of living and job types and median salaries to determine the gap between cost of living and wages. Based on this information, draft an ordinance to enact a living wage ordinance covering contracts and City workers.
- Change City codes to encourage sustainable retail on West Atlantic and 5th Avenues.
- Conduct a review of City regulations in partnership with the community stakeholders, local business owners and the Chamber of Commerce to research changes that would result in increased redevelopment and entrepreneurship.

F Financial Literacy

The U.S. Financial Literacy and Education Commission defines financial literacy as "the ability to make informed judgments and to take effective actions regarding the current and future use and management of money." Financial literacy should include the ability to understand financial choices, plan for the future, spend wisely and manage and be ready for life events such as job loss or saving for retirement.

Based on studies, **financial knowledge has a strong association with financial behavior**. People who completed a financial education program report greater increases in their understanding of basic banking services, budgeting, increased savings, and repair credit problems. Financial literacy education is related to improved financial behavior among a program's very low-income clients. The primary evidence of behavior change is the significant increase in savings account balances (an additional $362), as well as the modest decrease in the percentage of clients whose FICO scores were below 680.

Local efforts aimed at **reducing residents' dependency on pay day lending** by creating programs that reward saving and provide affordable loan options can change a family's ability to growth wealth.

ACTION STRATEGIES: FINANCIAL LITERACY

- Conduct a financial literacy training program on a regular basis that is culturally contextual to residents of the West Atlantic neighborhoods. Provide incentives to graduates of the training program such as a contribution to an IDA account.
- Create Individual Development Account, or IDA program for low-income residents. Most organizations limit applicants to individuals earning 200% or less of the Federal Poverty Income level. Applicant's savings are matched from a one-to-one ratio up to an eight-to-one ratio. IDA savings can be used to buy a house, pay for education or job training, or to start a small business. Foundation grants can be utilized to match residents portion of savings.
- **To reduce dependence** on pay day lending, Work with a Community Development Financial Institution (CDFIs) loan fund to deliver small-dollar loans (SDLs) as a responsible alternative to payday loans. Payday loans must be repaid in one lump sum over a short time period. Non-profit SDL lenders offer a product that can be repaid in installments over the course of at least six months. The reasonable monthly payments are more sustainable for low-income households and the loan is reported to credit bureaus helping borrowers build credit and greater financial stability.
- Create a Children's Savings Account (CSAs) Program in partnership with an area financial institution or non-profit. CSA's are intended to expand educational and economic opportunity for low-and moderate-income families. **Research indicates that low-and moderate-income children with college savings of just $500 or less are 3 times more likely to enroll in college and 4 times more likely to graduate from college.**
- Partner with the Delray Beach branch of IBMSECU credit union to offer their services to the West Atlantic neighborhoods' residents.
- The CRA/City shall Issue a request for proposal for all City and CRA-owned single-family lots to non-profit and for-profit housing developers to increase housing ownership opportunities. To diversify the West Atlantic area's median household income, specify that 50% of the homes be sold to families earning 140% of Palm Beach County median household income.

G Housing

Factors predicting housing wealth accumulation for families are strikingly different across income and racial groups. For high-income white families average annual housing wealth accumulation due to housing appreciation is $4,460 and $1,712 for low-income minority families. In lower income households, non-housing wealth accumulation is at best minor and, for minority families, often negative. Over a nine-year period of study, owned housing is an important means of wealth accumulation.

Controlling the amount a family pays towards housing and related expenses is key to wealth creation. Overall, residents of the West Atlantic neighborhoods are housing cost burdened particularly those that rent. Housings expenses over 30% of income restrict a family's ability to save for short and long term needs. Continuing to increase the inventory of affordable housing options will help change this indicator. Utilizing the 9.6 acres of vacant parcels in partnership with the City, CRA, Community Land Trust and Housing Authority to build an array of housing types can help reduce the number of families who are housing cost burdened.

Best Practice – Model Block, Boynton Beach, FL

The Model Block project is a partnership between the City, CRA and non-profits to redevelop an entire block on NW MLK Blvd. with 15 new houses, rehab of existing structures, streetscape and new underground infrastructure.

ACTION STRATEGIES: HOUSING

- The CRA shall endeavor to acquire potentially historic homes to rehabilitate and sell to low-to-moderate income families. This will help to preserve the fabric of the West Atlantic neighborhoods.
- As soon as feasible, issue a Request for Proposals for City and CRA-owned scattered-site single-family vacant lots with the condition of utilizing local residents and businesses.
- Conduct a roundtable discussion with developers to understand why the Southwest Family/ Workforce Housing Overlay has not resulted in new residential development. Create recommended changes to the City's code as needed.
- In partnership with the community stakeholders, City, Housing Authority and Community Land Trust, develop an **Affordable Housing Master Plan** for the City to ensure resources are leveraged and housing development has the greatest impact on a community.
- CRA, City and Community Land Trust to continue acquisition of vacant single-family lots to develop affordable housing and reduce the large amount of vacant lots.
- CRA, City and Community Land Trust to partner to develop a "Model Block" project where the three entities have the greatest ownership pattern. Improvements will include streetscape, lighting, landscape, new homes and rehabilitation of existing homes.
- City, CRA and Community Land Trust to acquire existing duplexes and small scale multi-family for rehabilitation and leasing at rates not to exceed 30% of median household income adjusted for family size.

4. HEALTHY COMMUNITY

Research shows that a healthy community is one that engages its residents in their own wellness – meeting them where they are - while also encouraging residents to connect and support the community as a whole. Community wellness then is not just about what we do as individuals but also the ways in which we affect each other, and the collective impact we have on the health of our community. Community wellness refers to the ability and willingness of people to act together – in health and tragedy, celebrating successes and working through challenges - in ways that benefit all.

COMMUNITY FEEDBACK

- Need a wellness center
- Reduce impact of sober homes on the West Atlantic area
- Upgrade streetlights on residential streets
- Complete sidewalk and alleyway network
- Add shade trees along neighborhood streets
- Code enforcement for non-owner occupied properties

Youth events organized by Healthier Delray Beach. Accessed online at https://healthierdelray.org/teen-life/

ACTION STRATEGIES: HEALTHY COMMUNITY

Education and awareness, access to resources, and community connectedness and capacity-building is necessary for a healthier community. The following strategies are recommended:

- Support initiatives running community campaigns that teach about healthy eating, exercise, mental health and wellness
- Partner with the School District and local organizations/initiatives to distribute information about nutrition and health and wellness in schools, recreation centers, churches, offices and businesses in the West Atlantic neighborhoods
- Support trauma-informed care and behavioral health trainings throughout the area
- Support a connected network of community healthcare for residents from prenatal and infancy to end of life that includes education, prevention and early intervention, treatment, and support. The care should be accessible, affordable, and high-quality and work in collaboration with local, county, state and national health programs.
- Partner and advocate for a physical site for a wellness center within the West Atlantic area that includes well-care and fitness, integrated healthcare – physical and mental health, social services, education and career support.
- Encourage neighborhoods to work together and with initiatives, local organizations, the faith-based community, CRA, and the City of Delray Beach to spread awareness and offer resources through programs such as Build Our Blocks (Healthier Delray Beach), the Walk Against Violence (Pompey Park) and resident block parties.
- Assist with coordinating efforts that support the youth voice in the West Atlantic area.
- Facilitate/support partnering initiatives to lead an annual dialogue platform for community conversation regarding community health and wellness, data and metrics, resources and resident needs.
- Partner with the City to 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 intent to influence future programming
- 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.
- Map resources already available in/to the West Atlantic neighborhoods and determine gaps in services
- Support initiative efforts in healthy life domains and help communicate these resources through the West Atlantic area's social media, website and the Tribeune
- Cultivate partnerships with initiatives such as Birth to 22: United for Brighter Futures and integrated healthcare companies and agencies
- Support faith-based organizations to partner with agencies/offer social services to residents of the West Atlantic area

5. PLACEMAKING

Transforming the West Atlantic neighborhoods into a seamless network of vibrant, aesthetically pleasing and stable neighborhoods will require high quality pedestrian-oriented streets and alleyways, bicycling paths, public spaces, parks and a mix of context-sensitive building types, specifically for the vacant redevelopment opportunity sites. WARC and the CRA, in collaboration with the community recently completed a West Atlantic Branding Initiative, which is reflected in the design solutions below, respecting the unique identity envisioned for the West Atlantic area. The placemaking strategies presented in this section also builds upon the recent projects completed by the CRA, planned projects such as the I-95 Wall Murals project, and the expressed preferences of the community members during the community workshops.

The intent of the placemaking principle is presented within a larger Urban Design framework for the West Atlantic neighborhoods. The framework provides a structure to the scale and type of interventions envisioned for the area, represented by the following elements:

01 **Priority Streetscape Improvements**

02 **Secondary Streetscape Improvements**

03 **Alleys**

04 **Gateways and Intersection Improvements**

05 **Recreation Areas**

06 **Branding Implementation Pilot Projects**

PLACEMAKING PRINCIPLES

The placemaking strategies and the associated urban design framework are envisioned to not only improve the physical conditions of the area, but also enhance the quality of life for area residents and in turn create a conducive environment for improving the area's investment image to further the goal of building community wealth. The following objectives were established to guide the urban design framework:

- Create a **compact mixed-use urban form** that encourages active street life.
- Provide **improved visual and physical connectivity** between the different land uses.
- Develop a **distinctive and attractiv**e visual character that is unique to West Atlantic neighborhoods, based on the branding initiative.
- Establish a **safe and efficient multi-modal circulation system** that discourages personal automobile trips between the West Atlantic Area's activity centers.
- Provide direction for developing more detailed **design standards** and capital projects, while allowing design flexibility in the development and redevelopment of properties.
- Promote **economic opportunity** for area residents, property owners, and businesses by promoting denser development, where appropriate within the the West Atlantic neighborhoods.

The quality of the West Atlantic area's civic life is largely defined by what happens in its public areas, in particular its streets, which are fundamental elements to creating a sense of community. The West Atlantic Redevelopment Plan Update (2019) recommends a series of public realm projects that will enhance the functional and aesthetic quality of the neighborhoods and provide the basis for leveraging private investment within the area. Placemaking projects as public realm interventions proposed within the West Atlantic neighborhoods include a street hierarchy based on priority streets and secondary neighborhood streets, alleyway improvements, gateways, continued extension of the pedestrian environment, along with the expansion of park and open space network will help to achieve the community's desired vision for the area's overall growth.

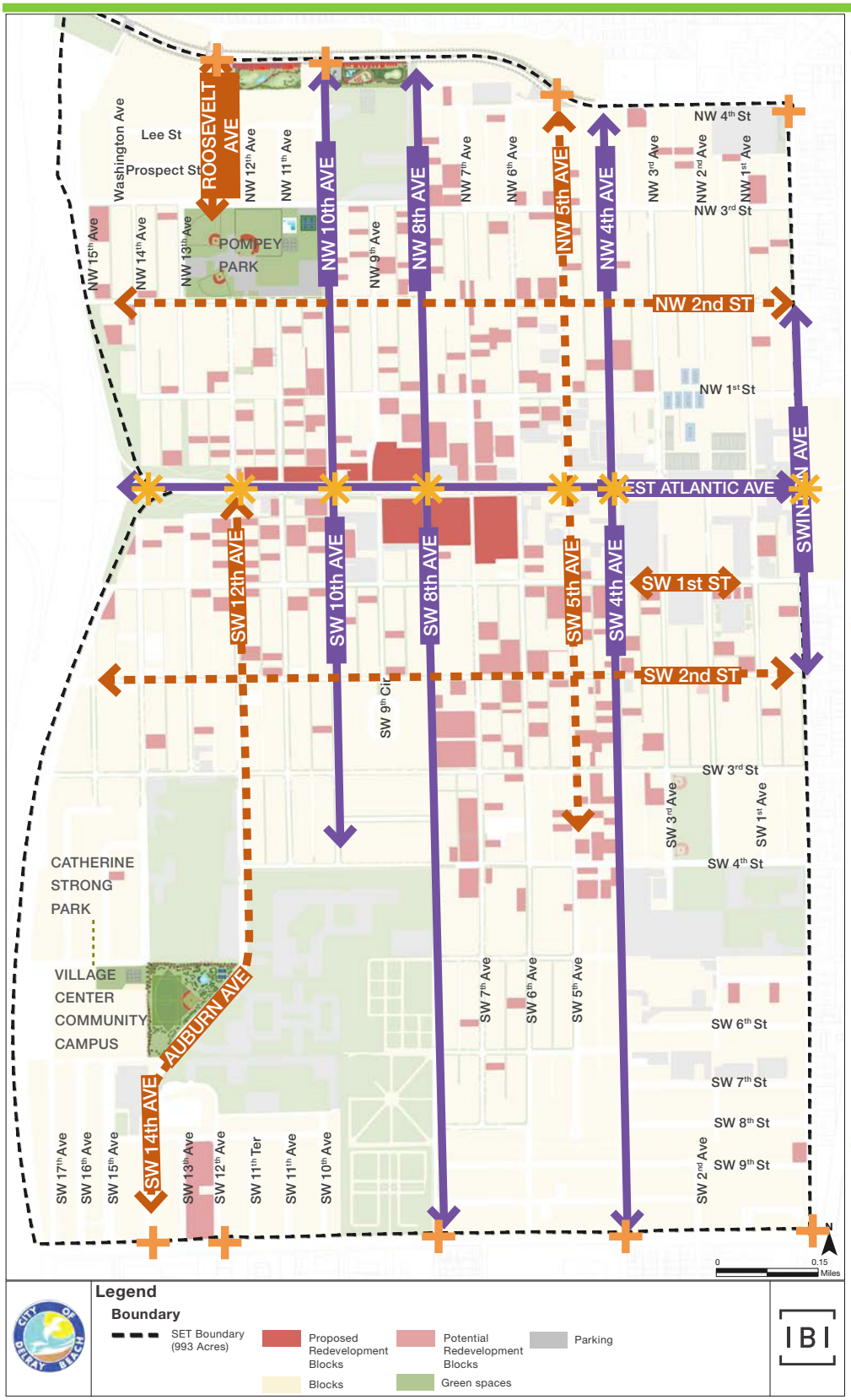
Public space at intersection | Source: fortlauderdale.gov

Creating place value at streets | Source: Economic Development.org

16th street Mall, Denver | Source: PPS.org

Mixed use promenade, Las Ramblas, Barcelona | Souce: PPS.org

The West Atlantic area's proposed urban form



STREETSCAPE PROPOSALS

PRIORITY STREETSCAPE UPGRADES

- West Atlantic Avenue
- Swinton Avenue
- SW 4th Avenue
- NW/SW8th Avenue
- NW/SW 10th Avenue

SECONDARY STREETSCAPE IMPROVEMENTS

- NW/SW 5th Avenue
- SW 12th Avenue-Auburn Avenue-Sw 14th Avenue
- Martin Luther King Jr. Drive (NW/SW 2nd Street)
- SW 1st Street (Between SW 2nd and 3rd Avenues)
- Roosevelt Avenue

GATEWAY BEAUTIFICATION & INTERSECTION IMPROVEMENT

PRIMARY GATEWAYS & INTERSECTIONS

- I-95 and Atlantic Avenue
- Swinton and Atlantic Avenue
- 5th Avenueand Atlantic Avenue (Libby Wesley Plaza)
- Atlantic Avenues at 4th 8Th, 10th 12th Avenues

NEIGHBORHOOD GATEWAYS & INTERSECTIONS

- Lake Ida Road at Roosevelt, 10th, 5th and Swinton Avenues
- SW 10th Street at 14th, 12th, 8th 4th and Swinton Avenues
- Neighborhood Identification Signs

RECREATION

REDEVELOPMENT OF PARKS

- Pompey Park
- Catherine Strong Splash Park
- Lake Ida Linear Park

MAP 16: WEST ATLANTIC AREA PLACEMAKING PROPOSALS

01 PRIORITY STREETSCAPE IMPROVEMENTS

Priority streetscape improvements are proposed for roadways with sidewalks that are most frequently used by pedestrians, and provide more amenities to the pedestrians, as well as used for multiple modes of transport.

The City and CRA have worked diligently in partnership to improve the streets, avenues and alleyways of the West Atlantic neighborhoods and continue to do so. Several of the streets throughout the area have had improvements constructed with the intent of slowing traffic, adding on-street parking and beautification. The projects have been well received by the community and have achieved the goals of slower traffic and beautification within the neighborhood. The Redevelopment Plan Update recommends that the area's primary mobility corridors be upgraded as "complete streets" designed to balance the needs of pedestrians, cyclists, transit and cars.

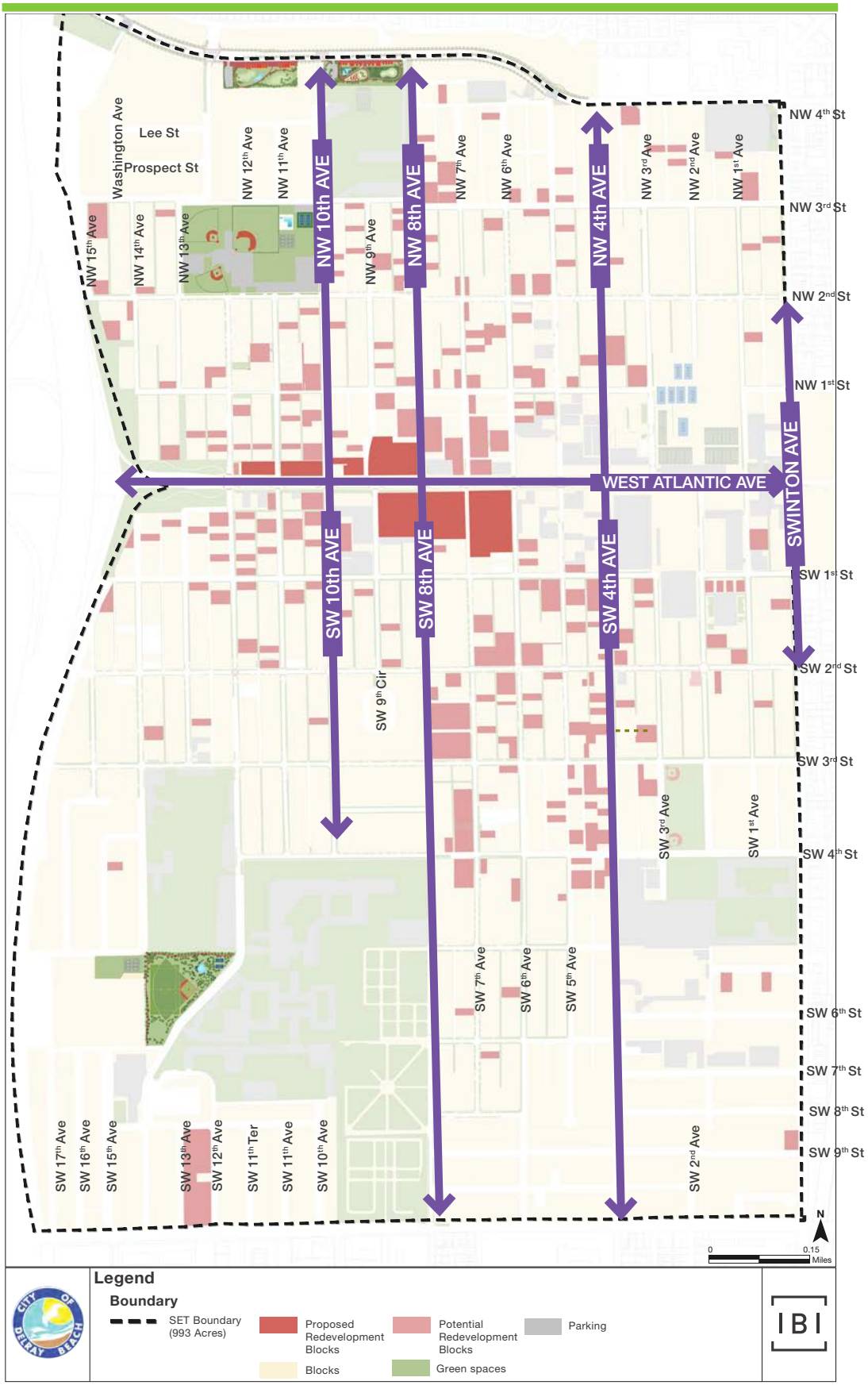
The West Atlantic neighborhoods are rich in cultural and recreation resources, which are currently underutilized and need better connectivity through appropriate physical improvements that reinforce the area brand identity. The priority streetscape network as part of the improvement strategies include:

1. **West Atlantic Avenue**: area's east-west spine providing access from I-95 into Delray Beach;
2. **Swinton Avenue**: North-south connector functioning as an alternative route for area residents and visitors to access Downtown Delray Beach;
3. **NW/SW 8th Avenue**: Major north-south street with a residential character linking neighborhoods with Lake Ida Road and SW 10th Street;
4. **NW/SW 10th Avenue**: Connects Pompey Park, SD Spady Elementary School, Lake IDA road in the north and Village Center, proposed mixed use development on the South; and **SW 4th Avenue** traverses the residential neighborhoods and connects to Village Center Campus, Catherine Strong Park and Village of Delray multi-family residential.

The design interventions include expansion of sidewalks and public spaces with active street edge, road space reallocation (road diets) to create walkable streets, plantings and landscape by retaining existing trees, street lighting, area branding, street furniture, intersection design, and signage.

Checklist for Priority Streetscape Improvements:

- Minimum 10 feet sidewalk width
- High quality paving and stone curbing
- Shade trees with 50-foot spacing
- Seating area at mid-block and intersection locations
- Protective bollards at crosswalks
- Pedestrian scale lighting with common theme
- Signal mast arms at intersections
- Area themed site furnishings: benches, trash cans, planters, etc.
- Area themed wayfinding and directional signage
- Area themed shaded bus shelters
- Information kiosks at strategic locations
- On-street parking where feasible
- Pedestrian 'bulb-outs' and 'neck-downs' at intersection and mid-block pedestrian crossing locations



MAP 17: PRIORITY STREETSCAPE IMPROVEMENTS

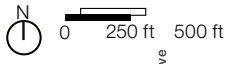
1. West Atlantic Avenue

"West Atlantic Avenue is a gateway to employment opportunities. A safe, clean, well-landscaped environment, has a thriving historic and cultural area. West Atlantic Avenue is a beautifully landscaped strip with a combination of business and residential development. West Atlantic Avenue encourages pedestrian traffic, provides entertainment and parks for children, with businesses that support immediate residents' needs and the City of Delray Beach."

– West Atlantic Avenue Vision Plan (2003).

Presently, West Atlantic Avenue is the major roadway within the Plan area and runs west to east through the center of the community from I-95 to Swinton Avenue. As a five-lane roadway with four through lanes and one turn lane, and on-street parking on the north and south side, the avenue functions more as an automobile-oriented through corridor. The Avenue has been improved with wide a tree-lined median. The sidewalks along the Avenue have also been improved with wider sidewalks, pavers and street trees. A major gateway feature at I-95 was added that includes public art and green space.

Existing W Atlantic Ave



Proposed W Atlantic Ave

Existing West Atlantic View towards I95 | Source: Google Street View

Existing West Atlantic View towards Swinton Avenue | Source: Google Street View

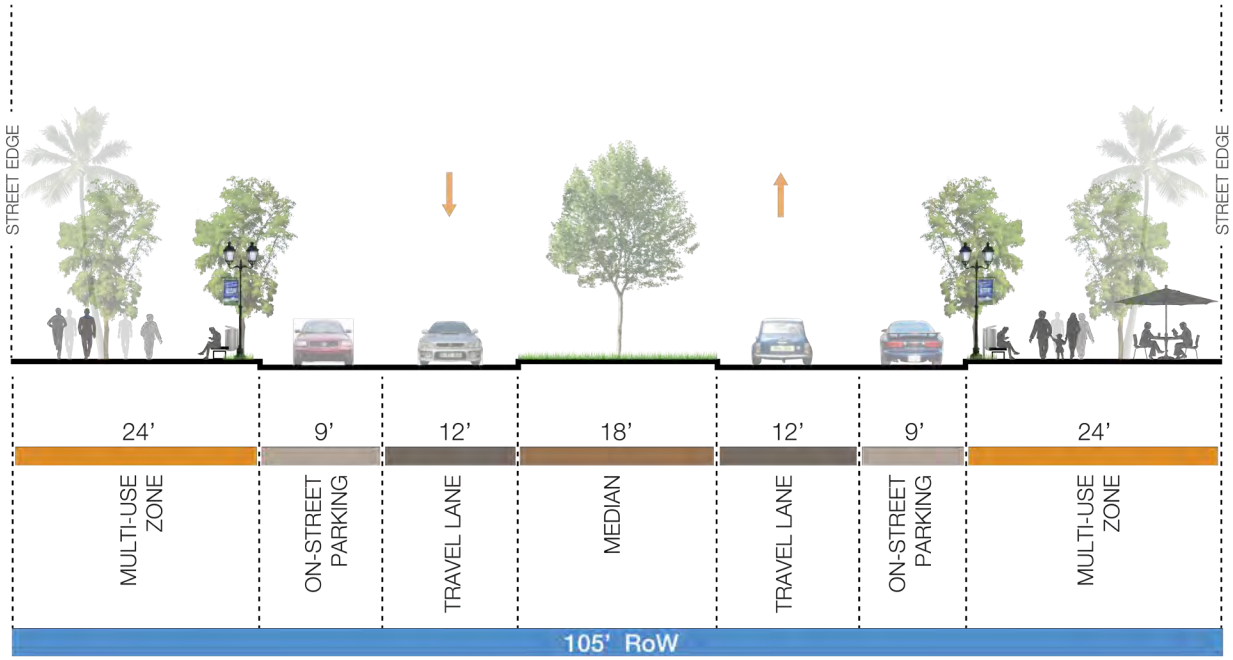
East Atlantic Avenue which begins east of Swinton Avenue, went through a major transformation and is a stark contrast to the West Atlantic Avenue segment within the Plan area, particularly as it relates to its walkability and pedestrian environment. As a two-lane thoroughfare with two on-street parking lanes, East Atlantic Avenue (between Swinton Avenue and provides generous sidewalks (25 feet), no medians and reduced traffic speeds. Another structural difference between East Atlantic Avenue and West Atlantic Avenue is the lack of active street edges and an abundance of parking lots that front the street. These conditions, along with the placement of institutional uses on the east end of West Atlantic, have created the unintended consequence of an uninviting environment that discourages pedestrians from visiting this area.

East Atlantic Avenue after changes | Source: Google Street View

West Atlantic Avenue lies within the **City's Transportation Concurrency Exception Area** (TCEA), which allows for a lower level of service. The intent of the TCEA is to discourage the proliferation of urban sprawl while encouraging and providing: a compact urban form, the redevelopment and renewal of blighted areas, infill development, and alternative transportation modes. Further, The West Atlantic Community Redevelopment Plan identified the widening of West Atlantic Avenue as a factor contributing to the negative changes affecting the Plan area. The recommendation from the Downtown Master Plan to line the Tennis Center with mixed-use buildings along Atlantic Avenue is still needed.

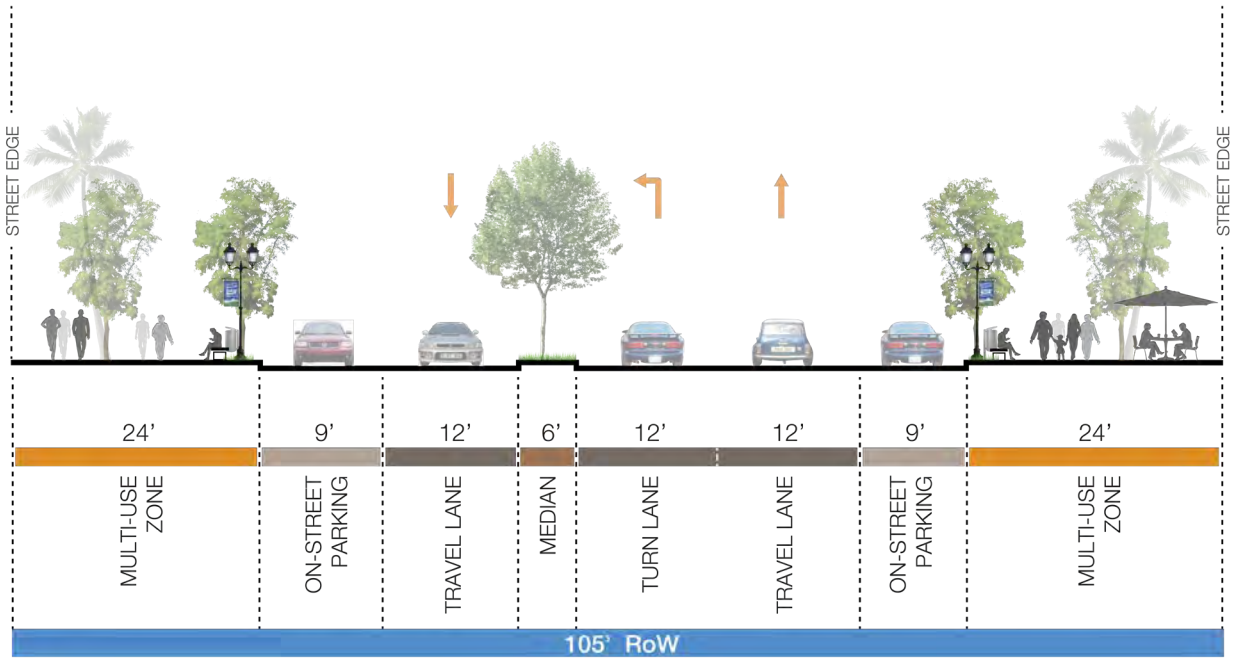
During the community workshops conducted as part of the West Atlantic Redevelopment Plan Update (2019), participants expressed the **desire for West Atlantic Avenue to align with East Atlantic Avenue in design and activity level.** In order to achieve this goal, the travel speed of vehicles must be slowed and road diets may need to be explored as an option. However, there are challenges that will need structural changes such as the lack of active street frontages along West Atlantic including institutional uses (the Courthouse, Fire Station and Police Station). **The Redevelopment Plan Update recommends the CRA consider embarking on a detailed traffic and streetscape design plan for West Atlantic Avenue (Swinton Avenue to 12th Avenue) and study alternatives for pedestrianizing this section of the roadway serving the West Atlantic neighborhoods.**

As the primary access spine through the West Atlantic area, West Atlantic Avenue is intended to be transformed into an urban landscaped pedestrian friendly boulevard with central landscaped medians, traffic calming through mid-block speed tables near activity centers, and wider sidewalks, where feasible. To achieve this, the following alternatives were analyzed conceptually.



Existing Street Section

West Atlantic Avenue



Existing Street Section

West Atlantic Avenue

Proposed Alternative A: 4- lane to 2-lane conversion

To implement the community's vision for West Atlantic Avenue to be aligned with East Atlantic Avenue's character, which includes walkability and active uses, the Plan proposes a conceptual alternative that converts the 4-lane roadway to a 2-lane roadway with the following features:

A. Reduced Traffic Lanes: The 4 lanes on the Avenue are restriped to 2 lanes of 11' each and one 11' turning lane with 9' on-street parking on both sides. A 6' pedestrian refuge median island is also recommended to be incorporated at all intersections.

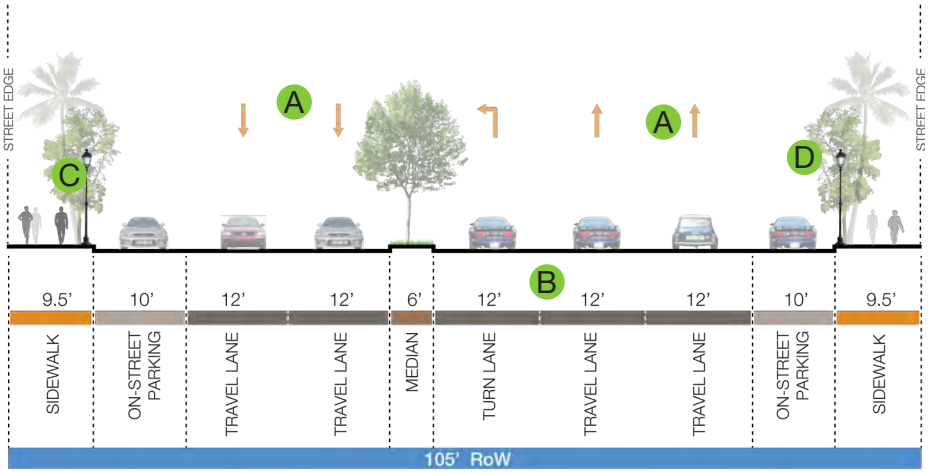
B. Lane Narrowing: The proposed design reduces the lane width from 12' to 11' to avoid unintended speeding and make it safer for traveling.

C. Widened Sidewalks with multi-utility zone: To develop a strong pedestrian orientation, the existing sidewalks and widened from 10' to 24' to accommodate clear walking space along with a range of street furnishings and fixtures to make street more comfortable and active.

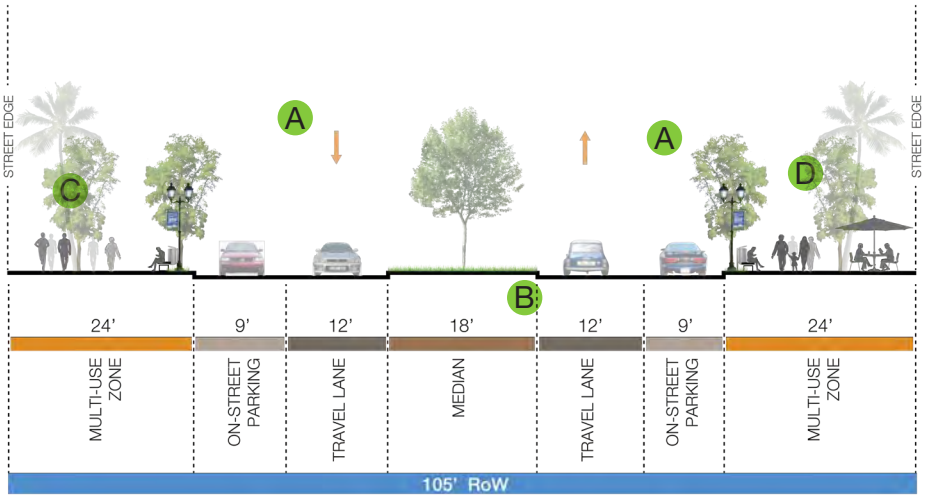
D. Pedestrian Amenities: The street furnishings on West Atlantic Avenue include public spaces with active street edge, seating (on benches or planter ledges), plantings and landscape by retaining existing trees, light fixtures, trash receptacles, and information kiosks; and banners and flags for area branding.

E. Curb Extensions with Pedestrian Refuge Islands: Pedestrian 'bulb-outs' and 'neck-downs' at intersection and mid-block pedestrian crossing locations

Proposed Street Section
West Atlantic Avenue



Proposed Street Section
West Atlantic Avenue



Existing W Atlantic Ave - Aerial View

Proposed W Atlantic Streetscape (Option A) - Aerial View

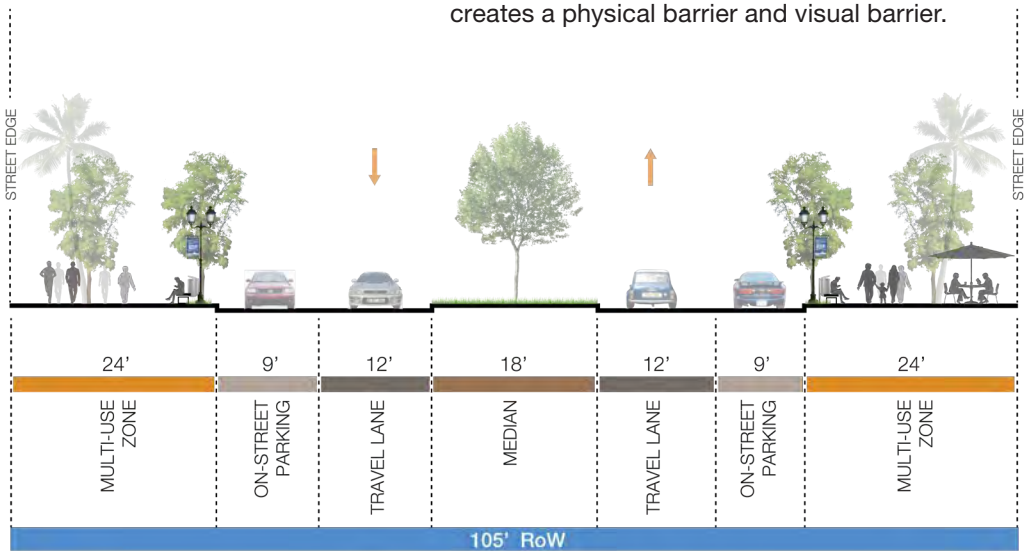
CONCLUSION

While this option will help achieve the desired character similar to East Atlantic Avenue, the function of this roadway as a primary access point from I-95 results in higher traffic volumes and reduces its operational feasibility. Additionally, the development character along West Atlantic, from 10th Avenue to Swinton Avenue, may result in more conflicts because of the high percentage of residential and institutional uses in the West Atlantic neighborhoods. Once the redevelopment program matures, the City/ CRA should revisit the alternative as a long-term strategy and study this as part of a feasibility determination study.

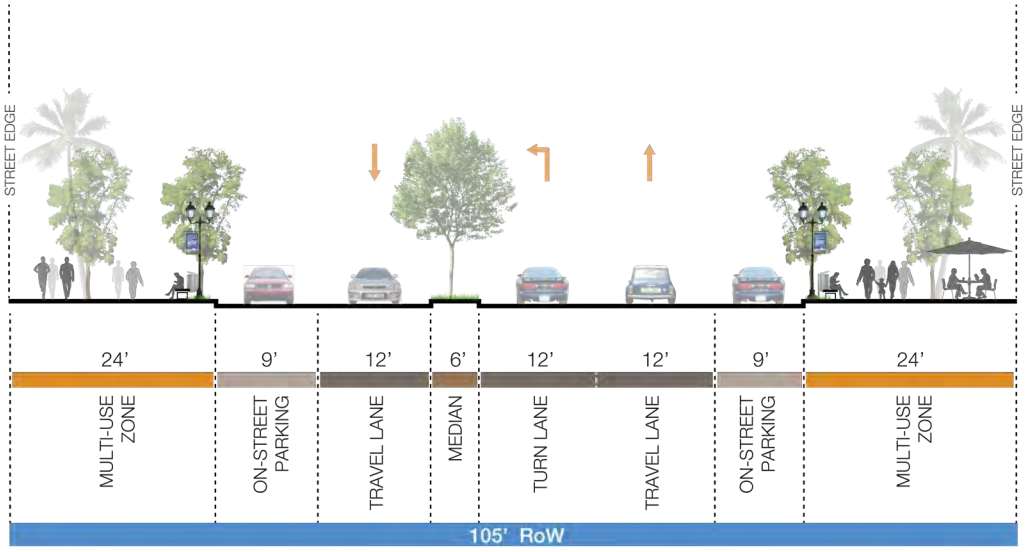
Proposed Alternative B: With Lane Diet

Reduced lane widths encourage slower vehicular speeds and can help make the street more conducive for pedestrians and bicyclists. The Plan recommends that the CRA should explore implementing opportunities for reallocating space to provide additional space for:

- **Narrow the travel lane widths to 11':** This will slow traffic and encourage more retail and active uses along the Avenue like outdoor dining.
  - Narrow the **on-street parking width to 9'**.
  - Installation of **speed tables** using textured material at all intersections to slow traffic
  - Create **pedestrian safety islands** at each intersection and mid-block if possible.
  - Use in-pavement **LED crosswalk lighting markers** at each intersection.
- Soften the transition between East and West Atlantic Avenue at Swinton Avenue to encourage east/west pedestrian movement. The current configuration creates a physical barrier and visual barrier.



Proposed Street Section
West Atlantic Avenue



Proposed Street Section
West Atlantic Avenue

Existing W Atlantic Ave - Aerial View

Proposed W Atlantic Streetscape (Option B) - Aerial View

CONCLUSION

This alternative will help minimize the impacts of the five-lane roadway that currently acts as a barrier between neighborhoods on the north and south of West Atlantic Avenue. The reduction of speed differential due to a Road Diet provides more consistent traffic flow and reallocates space from travel lanes to sidewalks and sometimes bike lanes.

This alternative will also require a detailed study to understand the operational impacts including speeds, level of service, pedestrian and bicycling volumes, **traffic volumes, costs, right-of-way availability, and coordination with FDOT, County and City.**

ACTION STRATEGIES: WEST ATLANTIC AVENUE

- Evaluate feasibility of **City taking over the maintenance** of West Atlantic Avenue from 12th Avenue to Swinton Avenue.
- 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.
- Undertake a **detailed streetscape design study and road diet feasibility study** for all priority streets, specifically West Atlantic Avenue.
- Encourage development of mixed-use buildings at the W. Atlantic frontage of the **Tennis Center, Courthouse, Police Station and other CRA-owned properties.**
- 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.

2. Swinton Avenue

Along with Federal Highway, Swinton Avenue is one of the major North/South roadways serving Downtown Delray Beach. In November of 2015, the CRA completed the Federal Highway Beautification Project between SE 10th and NW 10th Streets. This section of Federal Highway was redesigned and constructed with the intent of slowing traffic to encourage pedestrian movement through Downtown. Elements of the Federal Highway Beautification Project include:

- Reducing the roadways from three travel lanes to two in each direction
- Wider sidewalks and decorative street lights in the two blocks north and south of Atlantic Avenue
- New bicycle lanes and landscaping along the entire corridor
- Additional on-street parking along the corridor
- Upgraded traffic signals

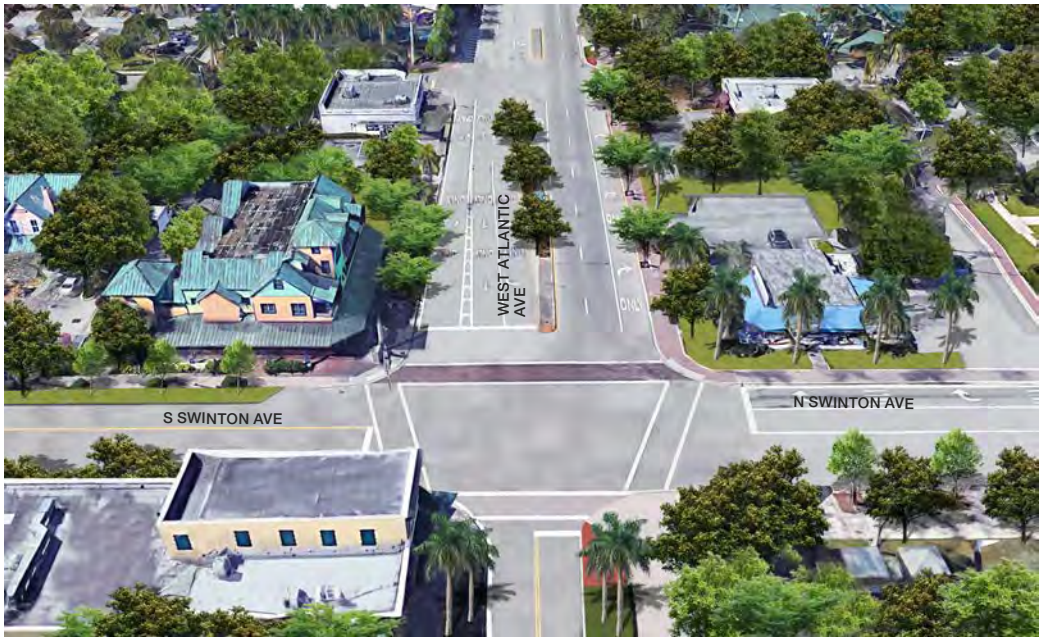
Swinton Avenue is the eastern boundary of the West Atlantic area. In the Southwest neighborhood, the west side of Swinton is primarily lined with single-family homes from SW 10th Street until SW 2nd Street. North of Atlantic Avenue is the Old School Square Historic Arts District Overlay (OSSHAD) stretching to NW 3rd Court created to maintain the historic structures within the N. Swinton Avenue corridor. Within the OSSHAD district in the Plan area, the majority of the structures are used as office or retail.

The roadway width in this stretch of Swinton is narrow – approximately 24' curb to curb. Between SW 2nd and NW 1st Streets, the roadway width increases to approximately 45' curb-to-curb. At Swinton's widest point, the west side of Atlantic Avenue - in the West Atlantic neighborhoods, the width balloons to 90' curb-to-curb. For reference, the east side of Swinton and Atlantic Avenue, the width is 30' curb-to-curb.

The Federal Highway Beautification Project narrowed Federal into and through eastern Downtown encouraging east/west pedestrian movement. Today, Swinton Avenue at Atlantic functions as a physical and psychological barrier to east/west pedestrian traffic.

Existing N Swinton Ave. Streetscape

Existing S Swinton Ave. Streetscape



Existing Swinton Ave. and Atlantic Ave, Intersection

Proposed Swinton Ave. and Atlantic Ave, Intersection

CONCLUSION

Narrowing Swinton Avenue into the Downtown area, along with street activation strategies on W. Atlantic Avenue, will have the intended outcome of increasing east/west pedestrian traffic along Atlantic Avenue.

3. NW/SW 4th and NW/SW 8th Avenues

Both 4th and 8th Avenues are classified by the City as Collector roads. A collector road is a low-to-moderate-capacity road which serves to move traffic from local streets to arterial roads. Collector roads are designed to provide access to residential areas. NW/SW 4th and NW/SW 8th Avenues can function to knit together the West Atlantic area connecting the Northwest and Southwest neighborhoods.

NW/SW 4th and NW/SW 8th Avenues are the only two north/south interior roads providing north/south through access from SW 10th Street to Lake Ida Road except that NW 4th Avenue dead ends NW 4th Street. The streets provide direct access to Spady and Pine Grove Elementary schools. However, the sidewalk network is not complete along sections of each Avenue. One side of the street may have a sidewalk while the other does not depending on the block.

The areas adjacent to NW/SW 4th and NW/SW 8th Avenues are primarily residential in nature and the 4th and 8th Avenues should be discouraged as a cut through to Atlantic Avenue for non-residents. Also, the number of students walking these two roads to access the schools must be considered from a safety perspective. Design of NW/SW 4th and NW/SW 8th Avenues should include bulb-outs, roundabouts, sidewalk network connectivity and bike paths to encourage walking and biking in the safest manner possible.

Design of the two streets should reinforce the branding for the West Atlantic neighborhoods – within the main intersections of Atlantic Avenue, Lake Idea Road, SW 10th Street. The use of area branded banners on street light poles will help to enhance sense of place.

NW 4th Ave.

NW 8th Ave.

SW 4th Ave.

SW 8th Ave.

Existing SW 8th Ave.

Proposed SW 8th Ave.

CONCLUSION

NW/SW 4th and NW/SW 8th Avenues should be designed to reflect the vision of West Atlantic neighborhoods – a safe, beautiful public space that encourages interaction, education and pride of place reminding residents of the City and area neighborhoods that streets are not just for cars.

A feasibility analysis should be conducted to gauge the potential to connect NW 8th Avenue with Lake Ida Road. Potentially the City can create the connection on their water retention parcel along Lake Ida Road.

4. NW/SW 10th Avenue

Like NW/SW 4th and NW/SW 8th Avenues, NW/SW 10th Avenue connects the Southwest neighborhood to the Northwest neighborhood and the heavily utilized Pompey Park. The importance of the Park to residents of the West Atlantic neighborhoods as a source of recreation and history cannot be underestimated.

The number of local and City residents traveling to/ from Pompey Park is significant. However, since the Park is accessed through a residential neighborhood, the street should be designed to slow traffic, encourage biking and walking as an alternative to driving while strengthening the community's brand.

SW 10th Ave.

CONCLUSION

Pompey Park's importance to residents of he West Atlantic neighborhoods should be memorialized by elevating the design of NW 10th Avenue and adding Set branded signage for the park at Lake Idea/ Roosevelt Road and NW 10th Avenue and W. Atlantic Avenue intersections.

SW/NW 10th Avenue should be designed incorporating complete street principles designing for pedestrians, bikers and automobiles.

ACTION STRATEGIES: NW/SW 4TH, 8TH AND 10TH AVENUES

- Develop a **Streetscape Master Plan** to integrate with existing land uses, proposed redevelopment opportunities and integration with streetscape improvements on West Atlantic Avenue.
- Explore feasibility of connecting NW 8th Avenue to Lake Ida across City water retention area.
- Add iconic signage for Pompey Park at Lake Ida Road and W. Atlantic Avenue using area brand elements.
- Partner with Community Greening to plant street trees
- Utilize area branding elements within intersections and street furniture

Role of Private Sector

Implementation of priority streetscape elements will require coordinated efforts from both public and private sectors. The majority of the streetscape elements will likely be constructed as part of any future public streetscape reconstruction project within the West Atlantic neighborhoods. Elements that could be included in either a public improvement project or as part of a large private redevelopment project include: parking lot, railings, landscape and other buffer treatments, sidewalk paving, benches, outdoor seating, sculpture, and other street furniture.

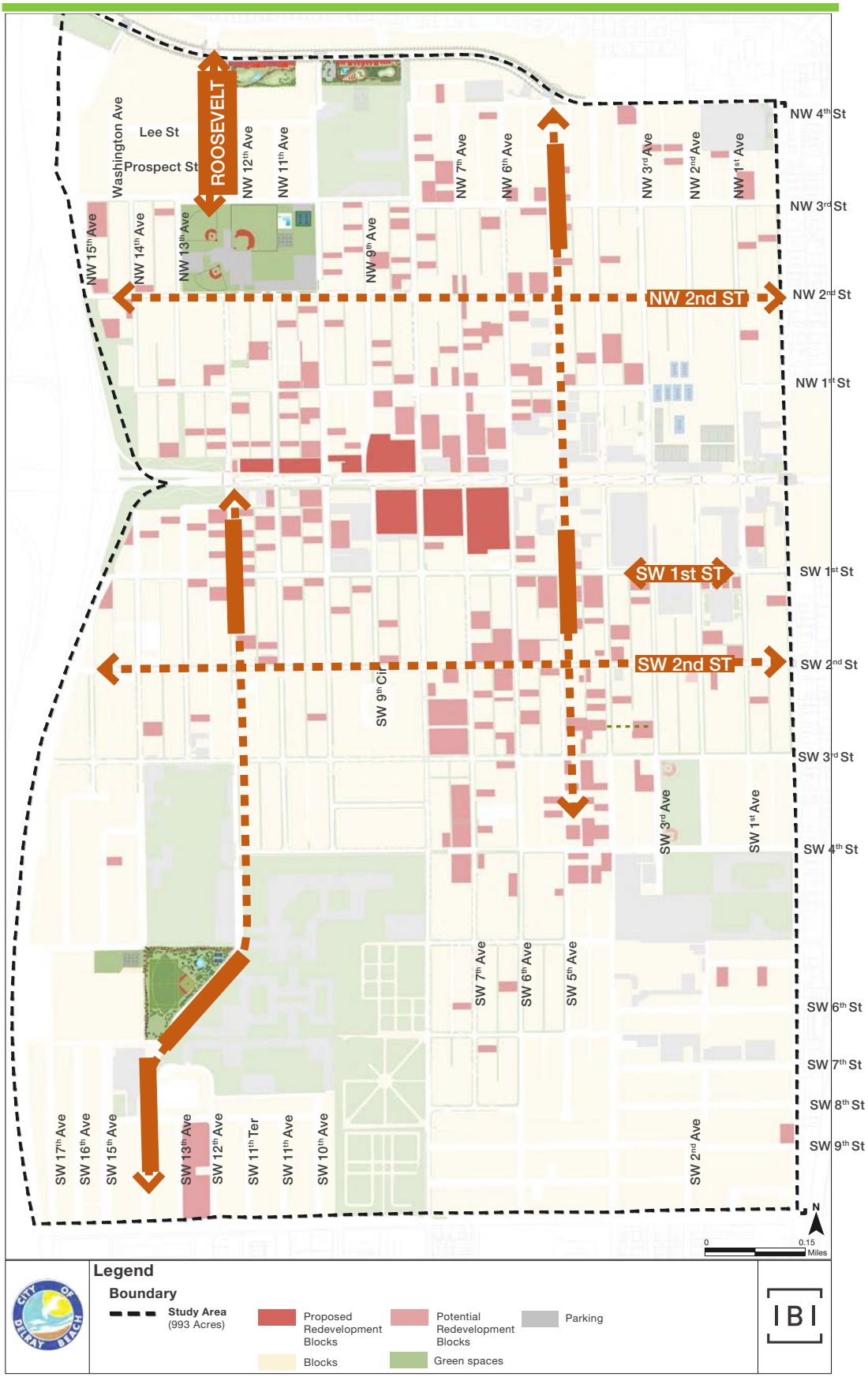
02 SECONDARY STREETSCAPE IMPROVEMENTS

The roadway sections that are designated in the secondary streetscape system are internal streets of the grid system that have lower pedestrian and traffic counts than those in the priority streetscape system, but are still of considerable importance in linking neighborhood destinations, especially for children, youth and other users of non-motorized transportation modes- walk and bicycle. The secondary improvements help create network of alternative low speed and safer routes while also supporting the City's Healthy Delray Initiative by promoting healthy, safe and active lifestyles for all residents.

For the secondary streetscape system, the West Atlantic Redevelopment Plan Update (2019) recommends expanding on past CRA street upgrade investments. These projects should be undertaken systematically as funding becomes available. These streets will incorporate the same palette of elements designed for the priority streets, but will be applied in a less intense manner. The Plan identifies the following secondary streetscape improvements within the West Atlantic neighborhoods covered on the following pages in detail.

Checklist for Secondary Streetscape Improvements:

- Minimum 6 feet sidewalks on both sides, where feasible.
- High quality brick paving and stone curbing.
- Speed tables at crosswalks
- Pedestrian scale lighting
- Shade trees
- Redesigned fencing
- Area themed site furnishings: benches, trash cans, planters, etc.



MAP 18: SECONDARY STREETSCAPE IMPROVEMENTS

1. NW/SW 5th Avenue

Improvements from Martin Luther King, Jr. Dr. to SW 1st Street were completed in 2006. The Plan proposes to extend the streetscape improvements to Lake Ida Road and SW 4th Street, as well as improving the intersection with Atlantic Avenue. Installing shade structures at the public plaza at the NW corner of 5th/Atlantic (Fire Department) is recommended to encourage usage of this area.

NW 5th Ave

SW 5th Ave

2. SW 12th Avenue-Auburn Avenue-SW 14th Avenue

Upgrades to NW/SW 12th Avenue were completed in 2017 between NW 2nd Street to Auburn Avenue. The Plan recommends additional streetscape enhancements to be considered for traffic calming, sidewalk enhancements, shade trees, redesign fencing around the proposed Village Center Community campus. More features may be included as part of the future master plan redevelopment strategy for the Village Center Community campus and as future development/ redevelopment opportunities arise.

3. Martin Luther King Jr. Drive (NW/SW 2nd Street

Improvements completed in 2011 & 2015, respectively. The Plan recommends further enhancements (lighting, sidewalks, wayfinding, markers, area theme banners) to redirect some downtown traffic to and from the Downtown Core into Frog Alley and historic 5th Avenue.

SW 12th Ave

SW 14thAve

4. SW 1st Street between SW 2nd and 3rd Avenues

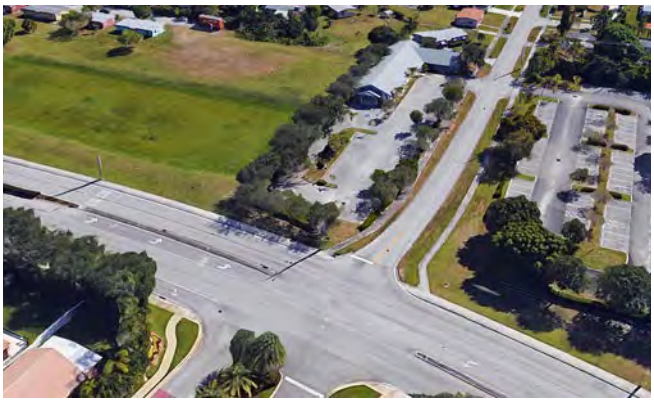
Reopen section SW 1st Avenue between SW 2nd and SW 3rd Avenue (between Courthouse and parking lot).

Existing SW 1st Street

Proposed SW 1st Street

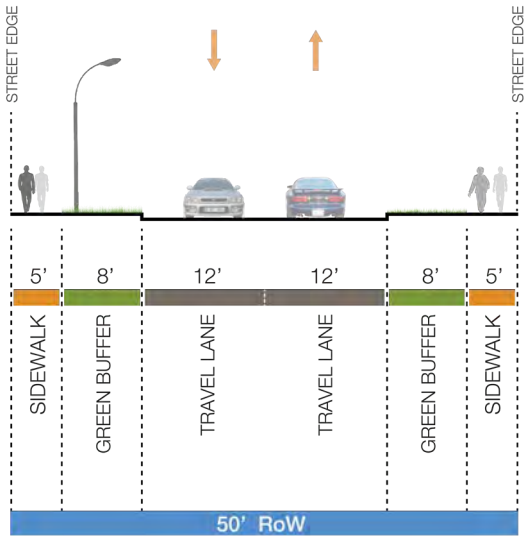
5. Roosevelt Avenue

Roosevelt Avenue leading into Pompey Park and connecting Lake Ida Road developed as an eco-art trail with bike/walking path included. Add iconic signage for Pompey Park at Lake Ida/Roosevelt Avenue intersection.

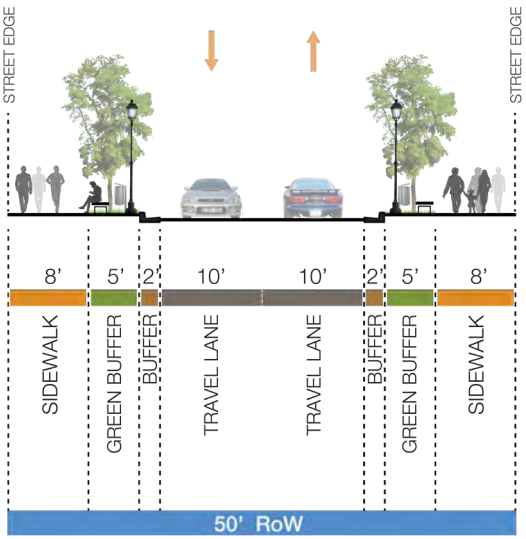


Existing Roosevelt Ave

Proposed Roosevelt Ave



Existing Street Section Roosevelt Avenue



Proposed Street Section Roosevelt Avenue

ACTION STRATEGIES: SECONDARY STREETSCAPE

- 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 West Atlantic Avenue.
- Implement a **'Do-it-Yourself' streetscape project for SW 12th** Avenue in collaboration with community organizations, NW/SW Neighborhood Alliance, Public Art Advisory Board, School District and area residents, to improve the visual character of the street and celebrating the Village Center Community campus using public art, landscaping, branding elements, redesigned fencing for school owned properties, low-cost pocket parks on vacant lands, and traffic calming.
- Redesign the City's 6+/- acre storm water retention site at Auburn Avenue as a multipurpose athletic field and retention area.

03 ALLEYS

The Downtown Master Plan recommended maintaining the traditional alleyway grid throughout the West Atlantic neighborhoods. Alleys have traditionally provided a functional purpose, such as access for service vehicles collecting trash, or utility corridors. However, they also provide an opportunity to serve as alternate routes for pedestrians and cyclists, if well maintained and designed. The Plan area has an existing network of alleys that could through minimal interventions be transformed into public spaces for pedestrians and cyclists to experience the neighborhoods.

The Plan recommends that, when possible, alleys should be utilized to provide access to pedestrian and cyclists, as well as parking and service areas in commercial areas. Alleys in appropriate locations can be redesigned as pedestrian linkages supported by retail uses, where feasible. In residential areas, alleys should be used to provide vehicular access to garages and service areas, as well as frontage access to residential areas, where appropriate. These spaces may also be repurposed as public art canvasses reflecting the character and identity of the neighborhood.

Artists Alley, Delray Beach

Pirates Alley, New Orleans

ACTION STRATEGIES: ALLEYS

- Identify and **classify alleys** according to their function and character within the Plan area – residential, commercial, service access, etc.
- Explore **multi-modal connection** opportunities for pedestrians and cyclists.
- Create **incentive provisions in zoning regulations** to attract private-sector driven alley improvement measures.
- Establish a **funding mechanism** to ensure alley enhancement projects.
- Encourage **street art, outdoor cafes, community gardens or pop-up markets** at strategic locations.

04 GATEWAYS & INTERSECTION IMPROVEMENTS

Gateways serve not only to mark an event, the arrival or departure from an area, but may also be used to create a node around which public spaces in the West Atlantic neighborhoods may be organized. They may be comprised of a grand formal structure or consist of a series of smaller elements that may include artwork or sculpture, lighting and landscaping, and signage. Whether used to distinguish differences between neighborhoods within the Plan area or identify historic markers, gateways will be an important element in establishing a visual identity for the West Atlantic neighborhoods.

It is through implementation of these coordinated set of visual improvements - pavers, signage, markers, logos, public art- identified in the West Atlantic Brand Initiatives, will be witnessed in tangible forms throughout the Plan area. The Plan identifies the following strategic locations that reinforce an arrival into the West Atlantic neighborhoods. Gateway and intersection treatments are categorized into two types: Primary Gateways and Neighborhood Gateways, based on the function and character of the roadways.

IMPROVEMENTS

Primary Gateways:

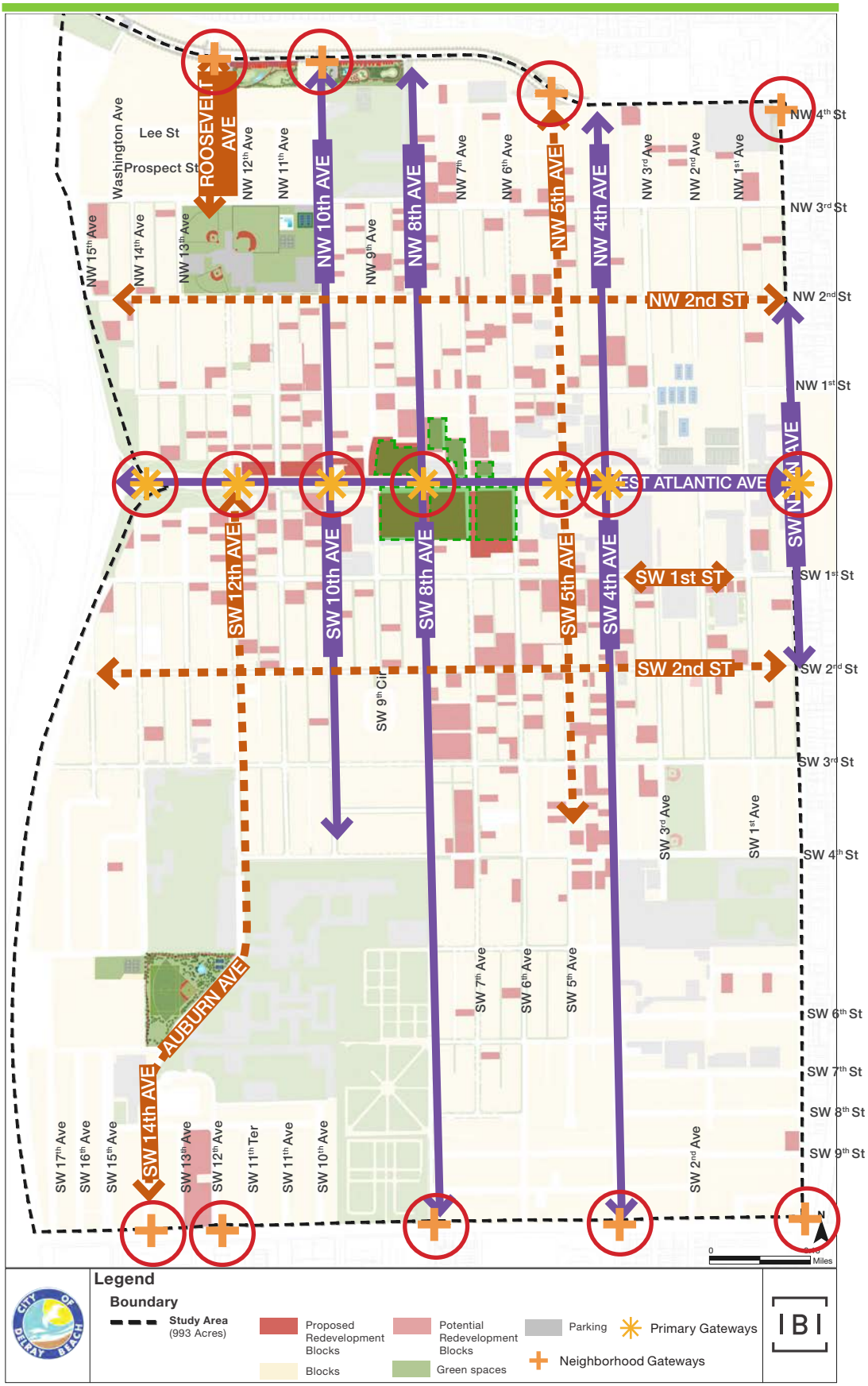
- I-95 & Atlantic Avenue
- Swinton & Atlantic Avenue
- 5th Avenue & Atlantic Avenue (Libby Wesley Plaza)
- Atlantic Avenue at 4th 8th, 10th 12th Avenues

Neighborhood Gateways

- Lake Ida Road at Roosevelt, 10th Avenue, 5th and Swinton Avenues
- SW 10th Street at 14th, 12th, 8th 4th and Swinton Avenues
- Neighborhood Identification signs

Existing 8th Avenue Gateway

Proposed 8th Avenue Gateway



MAP 19: GATEWAY & INTERSECTION IMPROVEMENTS

SWINTON AVENUE AND ATLANTIC AVENUE

Existing Swinton Avenue and Atlantic Avenue Intersection

Proposed Swinton Avenue and Atlantic Avenue Intersection

5TH AVENUE AND ATLANTIC AVENUE

5th Avenue Intersection (Option 1)

5th Avenue Intersection (Option 2)

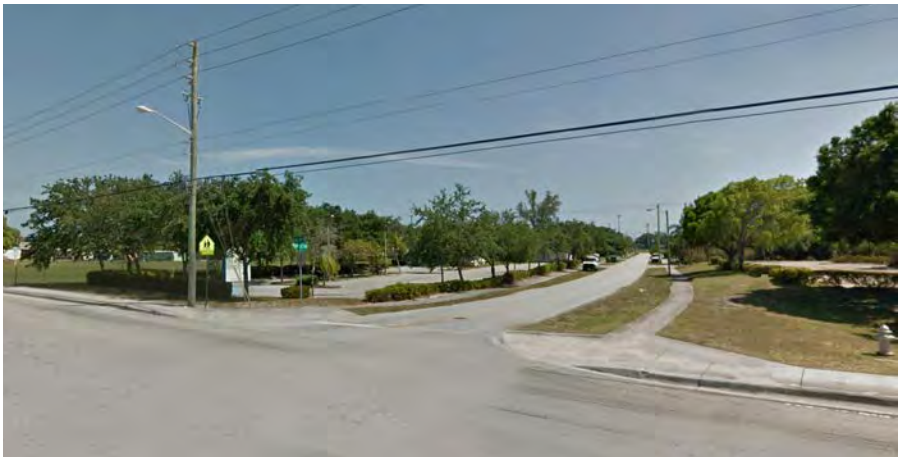
05 RECREATION AREAS

The West Atlantic neighborhoods are home to a number of facilities that encourage leisure activity and social interactions between the community members. The City has established a high quality system of parks, open space and trails in the West Atlantic neighborhoods - Pompey Park, Carver Square Park, Catherine Strong Splash Park, Libby Wesley Plaza, Merritt Park, Rev. J.W.H Thomas Park, Rosemont Park, Sunshine Park, and the Naoma Donnelley Haggin Boys & Girls Club. The Delray Beach Tennis Center and Public Library are also within the Plan area boundaries. The Redevelopment Plan Update supports the continued strengthening of these facilities, while focusing on improving the access to these recreational facilities.

1. Pompey Park

A 17.5-acre multi-use facility, located in the heart of Plan area functions as a destination and gathering space for the community. While there are other smaller recreational facilities located within the area, Pompey Park is used most widely and is outgrowing its current capacity. The City in its ongoing Parks Master Plan has identified **expansion of the existing building** as well as investing in replacing the swimming pool in this facility.

Improved access to the facility- physically and visually- is a high priority identified by community residents during the workshops. The Redevelopment Plan Update proposes pursuing priority streetscape improvements to NW 2nd Street and NW 10th Avenue, including directional signage from Atlantic Avenue to direct traffic towards the facility.



EXISTING POMPEY PARK GATEWAY

PROPOSED POMPEY PARK GATEWAY

PROPOSED POMPEY PARK GATEWAY

2. Catherine Strong Splash Park

It is another facility that the City has recently invested in that serves the Southwest Neighborhoods. While the park's main feature is the splash park, it also includes active recreational facilities and a fitness trail. Similar to the Pompey Park, the Plan recommends improving the visual and physical access to the park facility through streetscape improvements, signage and redesigning the perimeter fencing. Further, because of the proximity of the park to the **proposed Village Center Community Hub** catalyst project in this plan, integrating the park as an integral component of the larger redevelopment project will help increase the park's usage.

Catherine Strong Splash Park

Currently the City owns **10 acres of water retention areas** in the West Atlantic neighborhoods; four acres along the south side of **Lake Ida Road** and six acres at **Auburn Avenue and SW 7th Street.** Repurposing these properties into recreational facilities present an opportunity to not only provide water retention but to beautify and add activate areas within neighborhoods. The community expressed the need to identify a strategic location for **developing athletic practice fields for area youth**. Reusing retention areas for recreational purposes is a practice followed by cities in Florida and nationally. The Boca Raton Community Church is one such case study that repurposed its vacant area to accommodate a combined retention and multi-purpose recreational area. The site is graded to retain the volume for which it is designed to hold (retention) or hold with post-storm release (detention). During storm events and the associated recovery period, the active functions are postponed. The design must take into account the specific materials used, with respect to percolation, water tolerance and the heavy foot traffic of sports and recreational activities. The Plan proposes to redevelop the water retention area east of Catherine Strong Park and south of Village Academy School as an athletic practice field, working in partnership with the School Board.

Another opportunity to add walking and bike paths to the West Atlantic neighborhoods is the 29-acre **Delray Beach Memorial Gardens.** Many cities have transformed cemeteries into passive recreational areas. The Delray Beach cemetery is a tree-shaded area that can provide respite and interaction for visitors and residents.

3. Lake Ida Linear Park

The city owned properties fronting Lake Ida Road on the south, between Roosevelt Avenue and NW 8th Avenue, offers another opportunity to create a neighborhood destination at the northern end of the West Atlantic area. If designed properly, the area could be designed as a linear park as a location for a **neighborhood green market, a community garden, fitness trails and outdoor art installation spaces**, while functioning as a gateway into the West Atlantic neighborhoods from Lake Ida Road. The Plan recommends that the City undertake a parks programming and design study for the two city owned properties, including the extension of NW 8th Avenue to Lake Ida Road in partnership with the School Board.

Existing Lake IDA linear Park

Proposed Lake IDA linear Park

Proposed Lake IDA linear Park

Proposed Artists' Street

Proposed Green Market

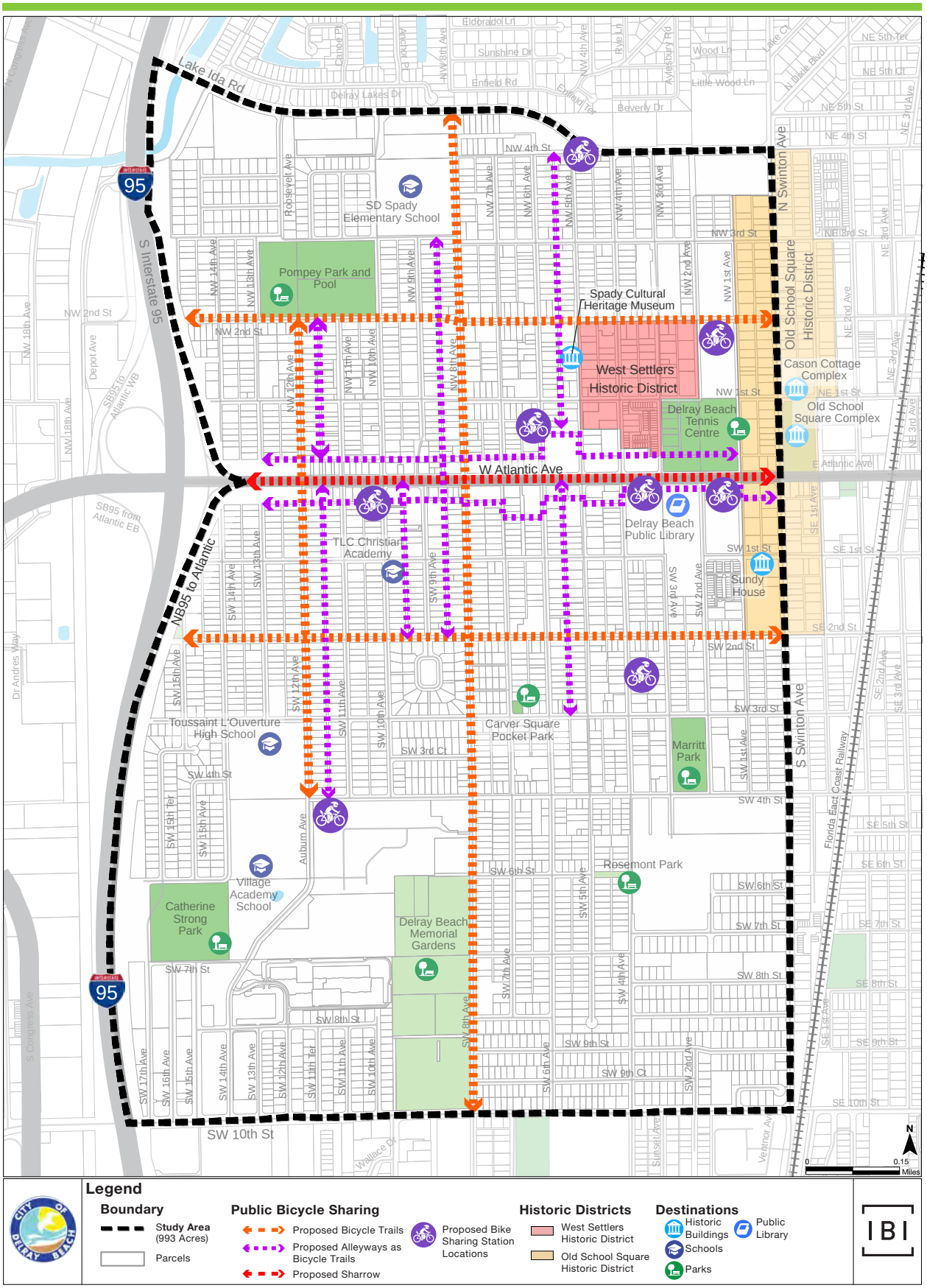
4. Trails: Ped-Bike & Heritage

With its street grid system, alleys and mature tree canopies, the study area lends itself to an ideal neighborhood for a neighborhood bicycle trail network. While the City does not currently have an adopted citywide bicycle master plan, the West Atlantic Redevelopment Plan Update identifies opportunities to better connect destinations within the area and its surrounding neighborhoods. The Plan identifies NW/SW 8th Avenue, NW/ SW 12th Avenue, NE 2nd Street and SE 2nd Street as designated ped-bicycle routes marked with appropriate signage and directional signage to area destinations. The alley, while currently functioning informally as alternate pedestrian and bicycle routes should also be integrated into the network through appropriate signage. The West Atlantic area's unique heritage through its neighborhoods, buildings and stories should be examined further to evaluate the potential of developing a heritage bicycle trail through the West Settlers District and the adjacent Old School Square Historic Arts District.

The City is also currently preparing a citywide Bike Sharing program as part of its sustainable development initiatives. Bike sharing programs are growing rapidly in South Florida with Miami, Fort Lauderdale, West Palm Beach operating successful programs as public-private ventures. Bike sharing is a public service in which bicycles are made available to multiple users on a sharing basis for short duration trips, offering an option of returning them at different locations throughout the city and/or neighborhood. With several city-level destinations located in the West Atlantic neighborhoods, this plan identifies potential locations for bike sharing stations at key destinations including the Tennis Center, Library, Pompey Park, Village Academy, Catherine Strong Park, and city-owned parking lots.

ACTION STRATEGIES: TRAILS

- Create a Request for Proposals/Qualifications to design both the Lake Ida parcels and the Auburn Avenue retention sites into assets for West Atlantic neighborhoods and City by recreating natural areas that provide education, public art and areas to gather.
- Implement the project from the Southwest Neighborhood Plan that provides a connection through Memorial Gardens on SW 7th Street connecting to Auburn Avenue.



Legend

Boundary
- Study Area (993 Acres)
- Parcels

Public Bicycle Sharing
- Proposed Bicycle Trails
- Proposed Alleyways as Bicycle Trails
- Proposed Sharrow
- Proposed Bike Sharing Station Locations

Historic Districts
- West Settlers Historic District
- Old School Square Historic District

Destinations
- Historic Buildings
- Schools
- Parks
- Public Library

MAP 20: PED-BIKE & HERITAGE TRAILS

5. Community Gathering Spaces

The West Atlantic area's brand is defined by the characteristics that define a "The Tribe" with its values of AUTHENTICITY, ENGAGEMENT, EMPOWERMENT AND FEARLESSNESS *(West Atlantic Branding Initiative, CaliBranding Consulting, 2017).* As described in the branding strategy, congregating cooperatively to create interactive moments are the foundation of the community's identity. Gathering spaces for the community go beyond the traditional plazas and include the streets, front porches and community gardens currently found in the West Atlantic neighborhoods. The Redevelopment Plan Update acknowledges this unique aspect of the community and recommends focusing more on creating more opportunities for community interaction through better programming of existing spaces and facilities. These existing facilities include:

Libby Wesley Plaza

Located at the intersection of SW 5th Avenue and Atlantic Avenue, the "Libby" Jackson Wesley Plaza is designed as a community gathering space with an amphitheater, benches, trellis, and public art installation. From a design perspective, the space acts as a venue for community events and performances. However, the plaza needs to be more activated and could serve as an ideal setting for constructing a **visitor information center** with **food trucks or pop-up stores** to attract more pedestrian traffic in the area.

Libby Wesley Amphitheatre

Community Gardens

Delray Beach has witnessed a growth in community gardens in the recent years. The West Atlantic neighborhoods are home to two of these gardens- The Frog Alley Community Garden and the Swinton Community Garden. With a high percentage of vacant lands, the area has the potential of turning **City-owned lots** appropriate for urban agriculture into community gardens. These can be operated by individuals for supplemental incomes and could also be a part of the proposed **Lake Ida Linear Park project** in this plan and combined with a **"Green Market"** and a community-driven initiative.

Spady Cultural Museum

The Spady Cultural Heritage Museum is dedicated to discovering, collecting and sharing the African-American history and heritage of Palm Beach County. Located in the former home of the late Solomon D. Spady, the most prominent African American educator and community leader in Delray Beach from 1922 to 1957, the museum opened in July 2001 and is the only Black History Museum & Cultural Center of its kind in Palm Beach County. The museum, located on NW 5th Avenue, could be activated further by turning the street into a **pedestrian zone** during weekends and more cultural events related to the West Atlantic area's history to reinvigorate the street life.

Frog Alley Community Garden

Spady Cultural Museum

Frog Alley

Frog Alley, or SW 5th Avenue, has a special place in the history of the West Atlantic area and Delray Beach. The City has invested in improving the streetscape and the area is witnessing a gradual change in its development character. The area is dominated mostly by single-family homes, however, there are several surface parking lots scattered along the street. Transforming these parking lots into more active and vibrant spaces by permitting food trucks/ street vendors and/or pop-up stores or 'parklets' may help turn the alley into an additional community gathering space, as the redevelopment program matures.

ACTION STRATEGIES: GATHERING SPACES

- Identify vacant properties and encourage residents to transform selected properties into community gardens.
- Create a Community Garden website with a map of the locations and other information about each garden. The website should be linked to the DDA, the Chamber of Commerce, CRA and City to encourage use of the gardens as a destination for visitors and City residents outside of the West Atlantic neighborhoods.
- Develop a food truck/ street vending policy and food truck map to attract more visitors into the area, as well as providing area residents with entrepreneurial opportunities.
- Promote events at the area destinations and community gardens through the City's and DDA's event calendar.

06 WEST ATLANTIC AREA BRANDING PILOT INITIATIVES

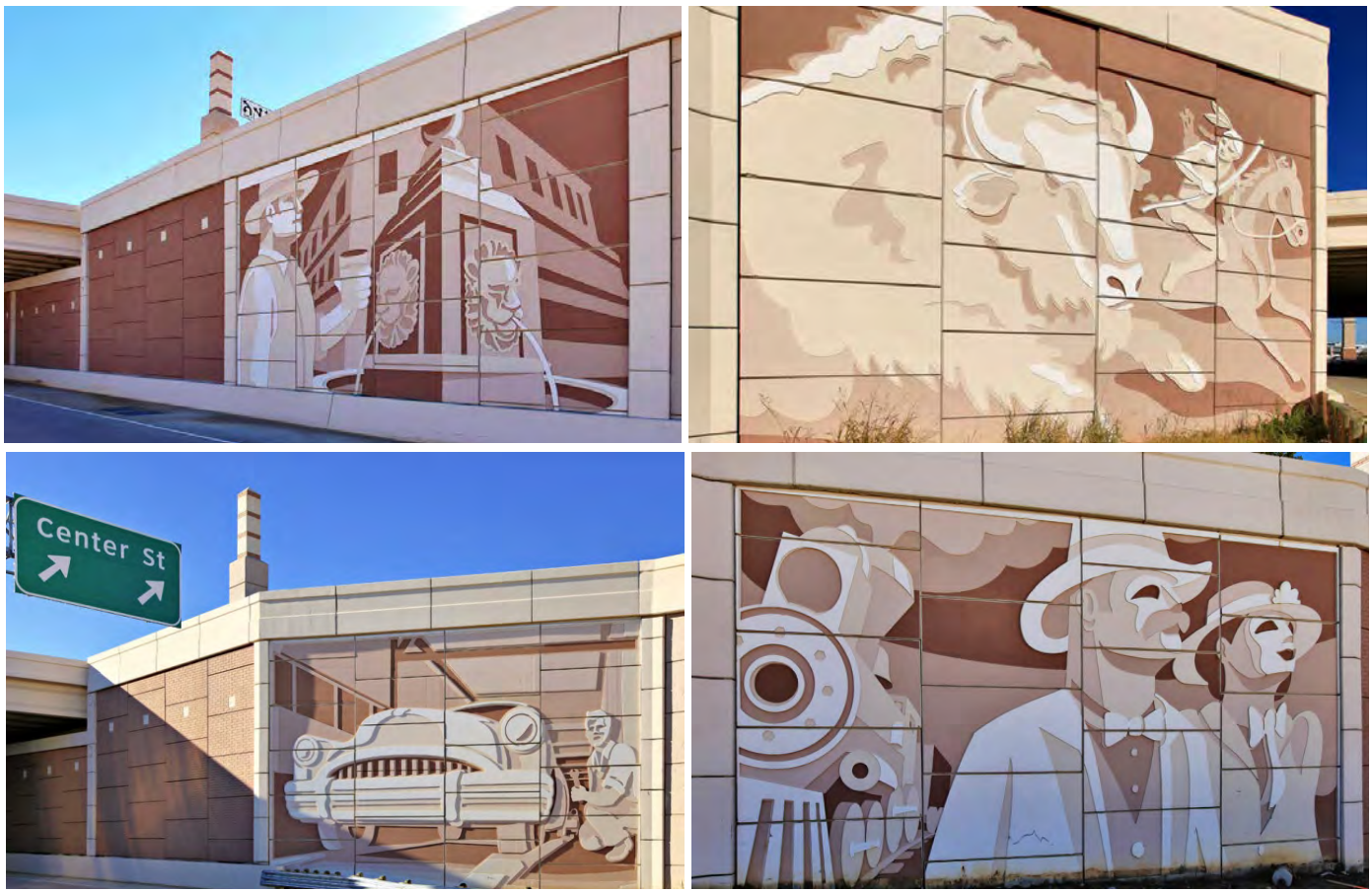
Through the West Atlantic Branding Initiative in 2016, WARC and CRA have been able to develop a strong brand that goes beyond logos and icons and created a "strategic platform for West Atlantic that recognizes and honors the community's rich history". (West Atlantic Branding Initiative, CaliBranding Consulting, 2016). The Plan translates the opportunities identified in the branding initiative into a series of pilot initiatives that the CRA could either pursue as part of infrastructure projects or collaborate with local organizations and the community to promote pop-up initiatives and tactical urbanism projects under the umbrella of a larger placemaking program for the West Atlantic neighborhoods. The Plan identifies the following pilot placemaking opportunities to reinforce area brand.

1. I-95 Wall Murals and Public Art

The I-95 Wall Murals project, currently in the design phase, is the perfect opportunity to introduce more public art and the history of the West Atlantic neighborhoods into community spaces. Envisioned as a collaborative project with local artists, the design theme should reflect the stories from the West Atlantic area community. These murals will enhance the community's sense of pride and place.

The sections for the I-95 Wall Murals Project include:

- **Southwest:** The Grove – SW 6th Street; SW 3rd Street Tree Park; Sunshine Park – SW 2nd Street; SW 14th Ave Alley thru SW 14th Ave (United House of Prayer)
- **Northwest:** NW 14th Ave Vacant Area - Gateway; Dr. MLK Jr. Drive Terminal; NW 15th Avenue – Carver Memorial Park; NW 3rd Street; Lincoln Lane – Jefferson Manors



Interstate murals, Arlington, Texas. Accessed from: http://www.coroflot.com/mattkaser/interstate-murals

2. West Atlantic Plan Area 'Pop-Ups'/ Tactical Urbanism Projects

Cities around the world are increasingly undertaking temporary short-term projects as a way to engage citizens in community building, as well as use these small scale interventions as demonstration projects to gauge acceptance of a potential permanent project before making financial commitments. These projects are typically installed for a short period to expose residents to a new concept.

Examples of projects that could be explored in the West Atlantic neighborhoods as tactical urbanism interventions that tie to the area's community values include but are not limited to:

- **Activation of frontage dead zones** in the neighborhoods (Tennis Center, Courthouse, Police Department, Libby Wesley Plaza, and other city owned vacant lands) through **pop-up food truck events, special events, street vendors**. Innovative approaches such as using **shipping containers for pop-up shops** as venues for temporary retail shop to activate dead frontages.
- **Road Diets:** To determine the community's acceptance of the propose road/ lane diet alternatives on West Atlantic, a block could be used as a demonstration to test the acceptance of the alternatives.
- **Curb Extensions/ Bulb-outs:** Curb extensions (sometimes called bulb-outs) expand sidewalk space into the parking lane to narrow the street and provide additional space for pedestrians.
- **Protected/ Segregated Bike Lanes:** A protected bike lane features a physical barrier separating cyclists from car traffic.
- **Parklets:** A parklet is a sidewalk extension that provides more public space and amenities for people using the street. These are often placed in on-street parking spaces.
- **Community Gardens:** Community gardens are a great project in which to involve residents and civic organizations. The Frog Alley Community Garden is an existing example of this type of intervention used in the area.
- **Play Areas and Outdoor Seating:** Add temporary areas for leisure opportunity to gauge what is more popular with residents.

Portland, OR - City Repair (The Planner's Guide to Tactical Urbanism

Kansas City Better Block Project | Source: The Planner's Guide to Tactical Urbanism

ACTION STRATEGIES: WEST ATLANTIC AREA BRANDING PILOT

- Work with City to provide longer range permits pop-up stores and food trucks within the West Atlantic area's Impact Zone.
- Consider creating a Pilot Project Ordinance to implement temporary streetscape, traffic and parking projects.
- Develop a Branding Implementation Guide to be applied in all public and private projects
- Initiate community-led demonstration pilot projects to enhance community capacity for project management and instill a sense of community.
- Ensure that all new infrastructure projects and private redevelopment projects adhere to the area Branding Guidelines.

Project in Seattle | Source: ULI Northwest

Park(ing) Day | | Source: Entrepreneurial Urbanism & Design

Before I Die by Candy Chang, started in New Orleans but spread worldwide | Source: Entrepreneurial Urbanism & Design

The Umbrella Sky Project in Agueda, Portugal | Source: Entrepreneurial Urbanism & Design

1. Wayfinding and Signage

The aesthetic quality of any streetscape design is often affected by the visual harmony of the signs and their relationship to the overall character of neighborhoods such as the West Atlantic Plan area. Examples of wayfinding and signage could include directional signage, destination maps and interpretive heritage signage.

2. Street Furniture

Street furniture is an important functional component of streetscape design. Street furnishings could include a combination of **seating, trash receptacles, tree grates, bike racks, bus shelters/ stops utility enclosures and newspaper stands.**

Decatur Wayfinding Signage. Accessed online at https://www.mccommgroup.com/project/decatur-wayfinding-signage/

Bus stop branding, W. Atlantic Avenue

6. STRATEGIC INVESTMENTS

The West Atlantic Redevelopment Plan Update (2019) seeks to encourage investment in the West Atlantic neighborhoods and identifies strategic opportunities that will stimulate development aligned with the principles of community wealth building, increased housing opportunities, local capacity enhancement, healthy communities, and placemaking projects that capitalize on the Plan area's unique branding initiative. As we look to the future transformation of the West Atlantic neighborhoods, the need to support a more compact urban form, while preserving the essence of the neighborhood's tangible and intangible heritage surfaces as a high priority for area residents.

The Redevelopment Plan Update accommodates the continuing provision of single family housing but supports development of a wide range of mixed-use types to accommodate the changing needs of the neighborhood in the context of its role within the larger Downtown Delray boundaries. The City's recent Transit-Oriented Development study identifies a portion of the West Atlantic neighborhoods as a capture area for the Tri-Rail transit station planned on East Atlantic Avenue and FEC Railroad.

Opportunities to redevelop vacant City owned properties, adaptive reuse opportunities for industrial uses, activating underutilized frontages of institutional buildings, and the construction of the Village Center Community Center are some of the strategic redevelopment catalyst projects proposed in this Plan. Connecting the West Atlantic neighborhoods through expansion of the existing transit system and introducing sustainable non-motorized modes including bike sharing and a connected pedestrian network will ensure that the area's transformation creates a complete community with proximity and access to daily needs and diverse destinations. Through the extensive public engagement process, the community and consultant team arrived at the following strategic priorities to guide future development.

01 VILLAGE CENTER COMMUNITY HUB

The Village Center Community campus, bounded by SW 3rd Street on the north, SW 10th Street on the south, I-95 on the west and SW 8th Avenue on the east, was identified by community members as one of the key transformative projects that will bring needed services to the community. As proposed in the Plan, the campus includes the Village Academy, Delray Full Service Center, Catherine Strong Park and the City-owned water retention area.

At the time of this Plan, the Palm Beach County School District was evaluating alternatives to demolish and rebuild the Delray Full Service Center building that once functioned as the site for the Carver High School. The community members, represented by the WARC, Northwest and Southwest Neighborhood Alliance, were involved in the planning process and expressed the need for reorienting the site as a community hub with a multi-purpose athletic practice field as the anchor surrounded by a range of supporting community uses- neighborhood resource center, workforce development, family health and wellness center- serving the growing needs of the surrounding residential areas.

The West Atlantic Redevelopment Plan Update (2019) supports the community's vision and recommends that the Palm Beach County School Board work with community organizations, private sector partners and area non-profits to create a shared vision for the proposed Village Center Community campus. The design of the Village Center Community center should include space for the following functions, subject to detailed design and space programming study that the City/CRA should undertake:

- Village Academy and Delray Full Service Center
- Athletic practice fields for Village Academy including repurposing the city-owned water retention property for recreational uses and green infrastructure.
- Repurpose Neighborhood Resource Center and relocate existing facility from 12th Avenue.
- Relocate Teen Center S. Federal Highway
- Wellness and Medical Center
- Upgrade and link Catherine Strong Park
- Co-working Rental Space
- Business Incubator and workforce training center

The implementation, operations and management of the Village Center Community center should be a joint public-private venture with the CRA advocating for its development, and a non-profit organization taking the lead role from inception to day-to-day operations. The ideal organization for this role will have the capacity to strengthen existing partnerships and establish new ones with health care providers, local colleges, universities and non-profits to create a program for the new campus that aligns with the goals of the West Atlantic Redevelopment Plan Update.

While attracting private sector investment in community facilities is often a challenge, introducing innovative uses such as co-working spaces rented out in partnership with local investors could be a potential avenue for exploration for financing the project. Co-working spaces offer a professional work environment in a communal setting. Businesses purchase memberships which can range in levels from a "hot desk" (a desk not specifically assigned) to assigned desk space to walled office spaces. Other financing sources for the project may include grants from foundations, corporate donations, naming rights, and other federal programs such as Promise Zone designation (HUD) and AmeriCorps.

Accommodation for the range of programming envisioned for the Village Center Community center will require a larger footprint than the 19 acres owned by the Palm Beach County School District. Adding the 6-acre City's water retention area and the 9.8 acres of Catherine Strong Park can create a true campus within the West Atlantic neighborhoods that inspires with its programs, design and importance. Aggregating the four parcels under one master plan complements and enhances each use. Community organizations, the City and CRA should work with Palm Beach County School District to develop a new feasibility study and master plan for the 35-acre campus including all four public-owned properties. The vision for Village Center Community campus is reflective of the West Atlantic Redevelopment Plan Update's vision for a healthy, strong and vibrant community.

ACTION STRATEGIES: VILLAGE CENTER

- Work with Palm Beach School District, CRA and the City to explore alternatives to construction of the athletic practice field on the footprint of the Delray Full Service Center.
- Develop a Village Center Community campus Feasibility Study and Campus Design Master Plan for the 35-acres public owned properties
- Formulate a funding strategy for planning, design and implementation of the Village Center Community campus project.
- Initiate dialogue with Florida Atlantic University, Lynn University and other national, state and local for-profit and non-profit agencies to gauge their interest in supporting the Village Center Community project components such as the co-working rental spaces, wellness center and job skill enhancement.

Existing Village Academy

Village Center Community Campus

Proposed Village Center Community Hub

02 REDEVELOPMENT OF CITY-OWNED LARGE BLOCKS FRONTING WEST ATLANTIC AVENUE

The City and CRA have made commendable efforts in acquiring vacant lands for redevelopment projects. The CRA has had success partnering with the private sector for development of Fairfield Inn and Atlantic Grove projects. The CRA is also actively involved in attracting a full service grocery store to The Set to meet the needs of area residents. CRA owned properties in the NW 600 block, SW 700 block, SW 800 block and NW 800 block for a total of 14.69 acres presents an excellent opportunity to introduce new compact, mixed-use development consistent to the West Atlantic Avenue Community Redevelopment Plan and the Downtown Master Plan.

Higher density is permitted within two areas of the Southwest neighborhood under the medium-density land use category; the Southwest Neighborhood District Overlay and the Carver Estates Overlay. These overlay districts were created under the

The future land use designation along the Atlantic Avenue corridor is Commercial Core with zoning of Central Business District. Additionally, West Atlantic Avenue has an overlay district applied to it; the West Atlantic Neighborhood Sub-District that extends north and south of the Avenue. The density permitted within the West Atlantic Neighborhood Sub-District is 12 units to the acre unless the development includes Family/Workforce housing units - increasing to 18 24 units per acre.

The goal for the West Atlantic Neighborhood Sub-district is to develop consistent with the adopted West Atlantic Avenue Redevelopment Plan and the Downtown Delray Beach Master Plan. Emphasis is on the preservation and enhancement of existing neighborhoods, while promoting a pedestrian friendly neighborhood serving commercial area along West Atlantic Avenue that contains a mix of residential, commercial and civic functions. Businesses that are oriented toward serving the local neighborhood, as opposed to a regional area, are encouraged.

Strategies of West Atlantic Redevelopment Plan Update support the community's expressed preference for the built form and encourages the City to use the redevelopment of the public owned parcels to create context sensitive designs that will set a precedent for future redevelopment proposals in the area. However, to ensure that private investors are able to see a financial return on their investment, the Plan suggests revising the development regulations to allow for greater flexibility and incentives to encourage mid-rise (2-3 stories) in the West Atlantic neighborhoods.

COMMUNITY FEEDBACK

- Attract neighborhood serving businesses
- There should be no physical difference between east and west Atlantic Avenue
- Create opportunity for outdoor dining
- Develop W. Atlantic to be pedestrian friendly
- Development along W. Atlantic Avenue should be complimentary to existing residential neighborhoods.

Proposed Plan of Redevelopment Projects along W Atlantic Av.

Proposed Plan of Redevelopment Projects along W Atlantic Av.

EXISTING CRA REDEVELOPMENT SITES ON WEST ATLANTIC AVENUE

PROPOSED REDEVELOPMENT OF CRA OWNED PROPERTIES ALONG WEST ATLANTIC AVENUE

EXISTING CARVER SQUARE

PROPOSED REDEVELOPMENT: CARVER SQUARE

03 ACTIVATING STREET FRONTAGES ON INSTITUTIONAL USES

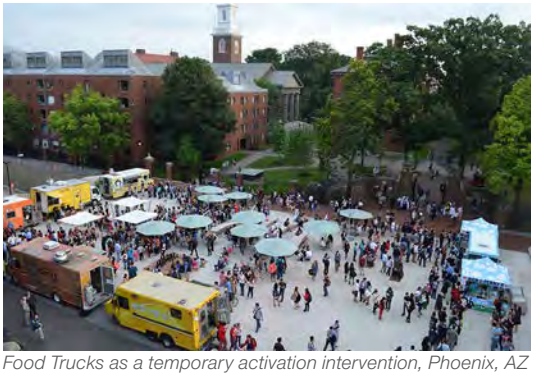
The West Atlantic neighborhoods are home to most of the City's municipal uses such as the Tennis Center, City Hall, Police Headquarters, Fire Headquarters, City Utilities, and surface parking lots. Palm Beach County has a large site along W. Atlantic for the South County Courthouse. While these facilities are vital to the functioning of the City, their built form results in dead frontages, especially along priority pedestrian routes.

The Plan recommends activating these frontages by developing liner retail storefronts, allowing for pop-up stores, street vendors or landscaped public plazas along these routes to provide visual interest. This is consistent with the recommendation of the Downtown Master Plan.

Existing inactive frontages along institutional uses

Nike World Basketball Container Store, Paris, France

Pp-up coffee stores, Adelaide, Australia



Food Trucks as a temporary activation intervention, Phoenix, AZ

ACTION STRATEGIES: CITY-OWNED REDEVELOPMENT SITES

Amend Land Development Regulations in the area to include the following:

- Reduce the height on WestAtlantic 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.
- 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:
  - » Site and building design that exceeds code as defined between the City Land Development Regulations, the developer, and the CRA
  - » 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.
  - » Entering into a Community Benefits Agreement
  - » Provision of a use identified in the West Atlantic Needs Assessment:
    - o Supermarket/ Grocery Store
    - o Health/Wellness/Pharmacy
    - o Bank/Financial Institution
    - o Entertainment/Hospitality Cluster - Restaurants, Music Clubs, Theater
  - » Approval from CRA
- Change the zoning on the DBHA's 3.2-acre property adjacent to Village Square from **R-1-A to Medium Density** allowing more for-sale units. This is consistent with the Carver Estates Overlay District.
- 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.

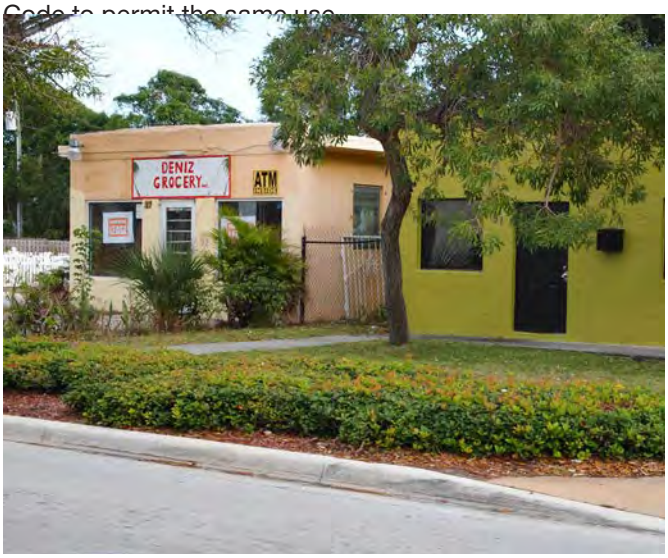
ACTION STRATEGIES: ACTIVE STREET FRONTAGES

- Work with the City and County to add language to the City Code allowing for street vendors to operate at the street frontage of all governmental buildings on a continual basis.
- Incentivize the development of a mixed-use building at the street frontage of the Tennis Center
- Create shade and seating at frontages of institutional uses to compliment outdoor dining at food trucks and pop-up restaurants.

04 NEIGHBORHOOD PRESERVATION

Historic NW 5th Avenue/Frog Alley/West Settlers Area

Historic West Settlers and Frog Alley - soon to be designated as a historic district by the City - have great importance to residents of the West Atlantic neighborhoods. Preserving these areas is a priority for the community along with creating opportunity for local residents and business owners. The West Atlantic Redevelopment Plan Update recommends a preservation strategy encouraging adaptive use of residential properties within these districts by amending the City code to allow Residential Office zoning similar to the Old School Square Historic Arts District. Numerous historic homes have been renovated as offices on Swinton Avenue including the CRA office. To support preservation of the West Settlers Historic District, change the City Code to permit the same use.



SW 1st & NW 1st Streets - Buffer Zone

The community, through many planning processes, has communicated that they desire to maintain the single-family nature of the West Atlantic area neighborhoods. Residents also desire that W. Atlantic Avenue be redeveloped consistent with E. Atlantic Avenue – outdoor cafes, pedestrian-friendly and stores. E. Atlantic Avenue had consistent retail frontage along the Avenue between Swinton Avenue and Federal Highway with the majority of the buildings being two stories. This traditional main street became revitalized by narrowing the roadway and expanding the public realm space to accommodate pedestrians and outdoor dining. To accomplish the same development pattern west of Swinton Avenue to 10th Avenue will require attracting the private sector to build new mixed-use developments in an urban form.

The communities desire to see development along W. Atlantic Avenue capped at three stories – as reflected in the community workshops – limits the financial feasibility of mixed-use development that would create the neighborhood serving retail the community also desires. Density within the West Atlantic Avenue Sub-District is limited to 12 units/acre unless creating low-income housing units within the development where it may increase to 18-24 units/acre. Low density, height reduction and retail frontage requirements make development financially difficult. Add to these factors the necessity to assemble numerous small parcels from many property owners and potential development is stymied.

Allowing mixed-use development that includes uses identified in the West Atlantic Needs Assessment to extend the full block of Atlantic Avenue to SW and NW 1st Streets and go to four stories from Atlantic Avenue to mid-block will allow flexibility for development. Any development extending the full block must line 1st Street with residential units fronting the street not to exceed three stories. This is consistent with the vision of preserving the single-family neighborhoods. These recommendations are for the blocks from NW/SW 10th Avenue to Swinton Avenue.

Focus on 5th Initiative

Historic 5th Avenue along NW/SW 5th Avenue was once a vital business area of black-owned businesses. The official launching of the "Where You Can" brand in September 2016 validated the community's interests to activate 5th Avenue "where the authenticity of a historical community meets the potential of small business development ... where untapped opportunities to mix entrepreneurism, culture, recreation and education into a hub for next-generation and current residents" would be possible.

The CRA launched the "Focus on 5th Initiative" Phase I in November 2016 with the intent of activating CRA-owned properties with in-area career services and industry learning centers, filling vacant and underutilized properties along the corridor with activities and local enterprises designed to increase vibrancy and foot traffic, building patronage of local area businesses, inspiring an active business community of innovation featuring new co-ops, co-working spaces, incubators and live-work units, cultivate an 'incubating and high-growth environment' to help local entrepreneurs to start-up, innovate and scale and encourage private capital investment and quality job creation.

ACTION STRATEGIES: NEIGHBORHOOD PRESERVATION

- Change City development code to permit Residential Office zoning within the West Settlers Historic District
- 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.
- Change City development code 4.4.13. to permit four story development along W. Atlantic Avenue to a depth of 150' in the area between 10th Avenue and Swinton Avenue if the development is a full block deep. Height of development past 150' feet from W. Atlantic Avenue shall be limited to three stories.

ACTION STRATEGIES: FOCUS ON 5TH INITIATIVE

- 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.
- Conduct feasibility analysis of developing a food truck park on vacant parcels.
- CRA to partner with music club operator to develop an R & B music venue.

Best Practice – Al Fresco Food Truck Park, Pensacola, Florida

http://eatalfresco.com

The City of Pensacola, working with the private sector, changed its code to permit the construction of a food truck park in an area with little activity. The project has had the effect of encouraging foot traffic and new development.

Best Practice – Terra Fermata, Stuart, Florida

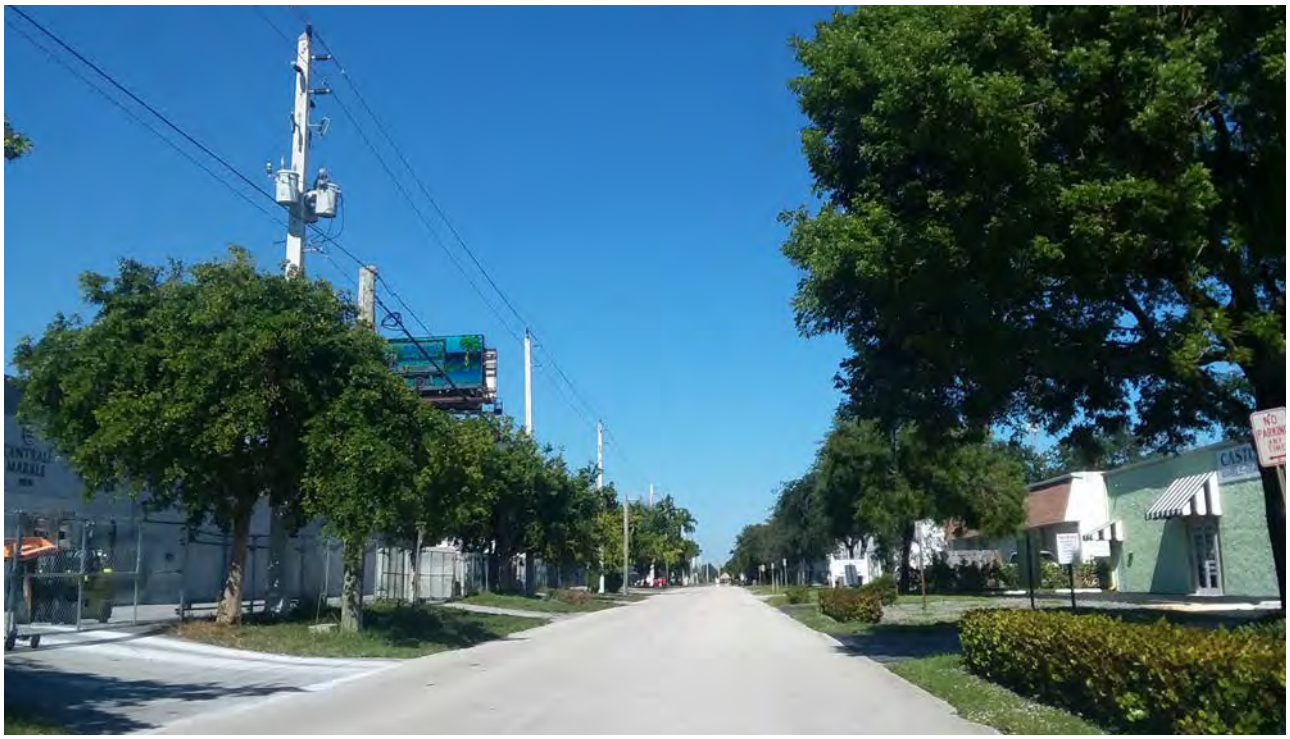
http://www.terrafermata.com/

A former gas station and landscaping business were repurposed to create an open-air music venue near downtown Stuart. Terra Fermata draws hundreds of patrons to a formerly inactive area on the weekends.

05 INDUSTRIAL AREA REVITALIZATION

The West Atlantic area has a small industrial area located on SW 13th – SW 17th Avenues between SW 7th and SW 10th Streets. The area is built out except for a 1.5-acre parcel. The blocks between SW 15th – SW 17th Avenue are zoned Industrial. The remaining blocks are zoned Light Industrial. There is a mix of heavy industrial, light industrial and a 3.3 acres parcel of self-storage use.

Repurposing of older industrial areas to create spaces for artists, craftsman and shared maker space is happening all over the United States turning formerly large buildings with few employees to active and engaging spaces attracting visitors. Wynwood in Miami is one such area. The former industrial area has for the most part, been converted to art galleries, breweries and restaurants.



Industrial uses along SW 17th Avenue

ACTION STRATEGIES: INDUSTRIAL AREA REVITALIZATION

- 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).
- Encourage development of vacant parcel into co-working space through incentives.
- Incentivize conversion from low-activity, low-employment properties into active maker, artist spaces, breweries, etc.

Best Practice –Wynwood, Miami, Florida

https://wynwoodmiami.com

Wynwood is an eclectic district in the urban core of Miami. It is home to art galleries, retail stores, antique shops, eclectic bars, artisanal eateries and one of the largest open-air street-art installations in the world.

Throughout the mid-to-late 1900s, Wynwood was an enclave for Caribbean immigrants and home to Miami's Garment District. Forward thinking developers and property owners rehabilitated neglected warehouses, shuttered factories, and other unused buildings, transforming them into the innovative businesses that are visible today.

Today, Wynwood is recognized globally as a premier destination for art, fashion, innovation and creative enterprise. It is one of the largest and most prominent creative communities in the United States, and where a new generation of creative and entrepreneurs want to live, work, eat, play and learn.

Brewery District, Charleston, SC

Distillery District, Toronto, Canada

06 MOBILITY

The City's Comprehensive Plan states "…the City has made a conscious effort to direct growth to the east, through significant public investment in infrastructure, and through planning strategies such as the establishment of the Transportation Concurrency Exception Area (TCEA) and redevelopment plans. Such strategies as the TCEA emphasize compact, mixed use development which internalizes trips. Many trips between uses become pedestrian rather than vehicular trips. High availability of alternate transportation modes reduce automobile dependency. In the east, land uses are planned to maximize the existing roadway facilities and utilize alternate transportation modes."

To further the City's goal of multi-modal transportation options, redevelopment form within The Set should be such that auto transportation is only one option and encourages walking and biking. One strategy used by many municipalities in transit oriented districts is r**eductions in minimum parking requirements to reduce automobile usage** among residents and commuters due to close proximity to transit services. Typically, these reduced parking minimums are applied to land use types that are better correlated with transit usage, such as multi-family residential, commercial office, and small-scale retail. Typical approaches to reductions to minimum parking requirements include applying an overall percentage reduction to citywide parking requirements or establishing new minimum parking ratios that apply with the boundaries of the plan or transit station area. Additionally, **the advent of Uber, Lyft and self-driving cars will lead to a reduction in the area needed for parking.**

Residents of the Plan area are well served by several transit services. Palm Tran, the County's public bus service operates two routes that community residents can access. Route 80 that runs along SW 4th Avenue and Route 81 that runs along SW 10th Street, SW 12th Avenue and Atlantic Avenue.

Tri-Rail is a regional rail service that serves the metropolitan region of South Florida. Tri-Rail serves major employment centers located in Boca Raton, West Palm Beach, Ft. Lauderdale and Miami. Residents of the West Atlantic neighborhoods can access the Delray Beach station located at 345 S. Congress Avenue via the City's free Downtown Roundabout Trolley. The trolley also serves the Atlantic Avenue corridor helping to alleviate parking and traffic congestion on this popular destination.

The eastern end of W. Atlantic Avenue is within ½ mile of the proposed station for the Tri-Rail Coastal Link commuter rail service that will cover South Florida. Encouraging mixed-use development within the West Atlantic neighborhoods will support the commuter rail service. Reduction to parking requirements will help to stimulate denser development patterns and create a vibrant retail area.

Shared Mobility

Shared-use mobility is a term used to describe transportation services that are shared among users, including public transit; taxis and limos; bikesharing; carsharing (round-trip, one-way, and personal vehicle sharing); ridesharing (carpooling, vanpooling); ridesourcing/ride-splitting; scooter sharing; shuttle services. Shared mobility business models could also serve as entrepreneurship opportunities for residents of the West Atlantic neighborhoods.

Delray Beach Trolley | Source: Delray CRA.org

Modo car-sharing in vancouver is a local cooperative model | Source: theglobeandmail.com

ACTION STRATEGIES: MOBILITY

- 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.
- Consider adopting a Transit Mobility Fee within the future Transit Oriented Development area to support construction, operations and management of the Coastal Link commuter rail station.
- Change land development regulations to allow on-street parking spaces to count towards a developments parking requirements.
- Encourage local entrepreneurship investment in shared mobility models.

SHARED MOBILITY TERMS AND DEFINITIONS

Following is an overview of common shared-use mobility terminology:

Bikesharing

IT-enabled, public bikesharing provides real-time information and uses technology to assist in rebalancing demand for bikes at docking stations throughout a community. Bikesharing comes in a variety of forms, including dock-based and dockless systems, tech-light solutions that do not place technology in the bike or dock, and peer-to-peer bikesharing.

Carsharing

Carsharing is a service that provides members with access to an automobile for short-term—usually hourly—use. Types of carsharing include traditional or round-trip carsharing, which requires customers to borrow and return vehicles at the same location; one-way carsharing, which allows customers to pick up a vehicle at one location and drop it off at another; and peer-to-peer carsharing, which allows car owners to monetize the excess capacity of their vehicles by enrolling them in carsharing programs.

Ridesourcing

Ridesourcing providers, such as Uber and Lyft, use online platforms to connect passengers with drivers who use personal, non-commercial vehicles. These services were codified first in California state law and subsequently in many other jurisdictions as Transportation Network Companies (TNCs). Ridesourcing has become one of the most recognized and ubiquitous forms of shared mobility.

Ride-splitting

TNCs have begun providing services in select cities such as San Francisco, New York and Los Angeles that combine fares to reduce vehicle trips and generate cost savings. Uber Pool and Lyft Line allow drivers to add additional passengers to a trip in real time. These services are known as "ride-splitting"—since the passengers split the cost of the trip—and continue to evolve as companies experiment with various models.

Ridesharing/Carpooling

At its core, ridesharing involves adding additional passengers to a trip that will already take place. Such an arrangement provides additional transportation options for riders while allowing drivers to fill otherwise empty seats in their vehicles. Types of ridesharing include carpooling, vanpooling, and real-time or dynamic ridesharing services such as Tripda and Blablacar.

Public Transit

Transit – publicly owned fleets of buses, trains, and ferries that generally operate on fixed routes and schedules – provides the foundation for most other forms of shared-use mobility.

Microtransit

Technology-enabled private shuttle services, such as Bridj and Chariot, serve passengers using dynamically generated routes, usually between designated stop locations rather than door-to-door. Because they provide transit-like service but on a smaller, more flexible scale, these new services have been referred to as "microtransit." In general, they draw customers who are willing to pay somewhat more for greater comfort and service.

Shuttles

Traditional shuttle services include corporate, regional, and local shuttles that make limited stops and only serve riders from specific employers, buildings, or residential developments. One example is the "Google Bus," which transports the technology company's San Francisco-based employees to and from Silicon Valley each day.

Mobility Hubs

Mobility hubs are strategically located transfer points that feature facilities for multiple transportation modes (such as bikesharing, carsharing, and transit) combined in one location.

http://sharedusemobilitycenter.org/wp-content/uploads/2016/07/SUMC-Toolkit-Final-Report.pdf

CHAPTER-5

IMPLEMENTATION PLAN

5. IMPLEMENTATION PLAN

To successfully transform the West Atlantic area neighborhoods, 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 West Atlantic area neighborhoods.

5.1. West Atlantic Redevelopment Plan Update Action Program

1 COMMUNITY CAPACITY BUILDING STRATEGIES

Short-Term Action Items (0-3 years)

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

Mid-Term Action Items (5-10 years)

Project	Responsible Party/s	Description	Funding Source
Commercial Land Trust	Community Stakeholders/CRA	Creation of land trust advised by community stakeholders to acquire, manage and attract community services such as financial institutions	CRA/New Markets Tax Credits/ Permanent Loan
~~Expand CMT Role in Redevelopment~~	~~CRA/City/Community Stakeholders~~	~~Formalize CMT's role for projects/programs in The Set. CMT to vote on Set related items and added to CRA and City agenda reports.~~	~~N/A~~

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	**Responsible Party/s**	**Description**	**Funding Source**
Community Elder Outreach Program	City/CRA/Community Stakeholders/Churches/ Community Greening	In partnership with churches and block captains, develop list of elders who need assistance with property maintenance, repairs and transportation to doctors and grocery stores. Create matrix of needs and funding.	City/CRA/Palm Beach County Community Foundation
Develop Community Service Program	Community Stakeholders/ Schools/Block Captains	Plan quarterly service activities; litter clean-up, tree planting in public areas, etc.	City/CRA/Non-profits
Annual event celebrating the West Atlantic neighborhoods	Community Stakeholders/ Block Captains/CRA/City/ Non-profits	Enlist residents to volunteer for the annual event.	CRA/City/Marketing Cooperative/ Sponsors/Knight Foundation
Reduce crime and code enforcement issue	Police/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/Community Stakeholders/Churches/ Community Greening	Actively seek resident participation to complete public projects/landscape/murals/painting	N/A
Interactive kiosks	City/CRA/Community Stakeholders	Kiosks located at public gathering places inform about the West Atlantic area meetings, events and projects and collect feedback from residents.	City/CRA/Knight Foundation

My Community's Keeper award program	Community Stakeholders/ Neighborhood Block Captains	Awards for making a difference in the community/litter pickup/senior assistance/youth/advocacy	City/CRA/Local Businesses
3 COMMUNITY WEALTH BUILDING			
Short-Term Action Items (0-3 years)			
Project	**Responsible Party/s**	**Description**	**Funding Source**
Utilize Existing Businesses for Job Creation			
Develop an understanding of the types of employment opportunities in The Set and the job skills required.	City/CRA/Community Stakeholders	Meet with local business owners in preparation to create database of businesses, jobs, # of local workers and skills sets	City/CRA
Promote existing employment incentive programs to local businesses	City/CRA	Create brochure that defines Federal, State, City and CRA benfits/incentives for hiring local residents.	City/CRA
Mid-Term Action Items (5-10 years)			
Develop Intern-to-Work Program - matching local workers to local jobs. Incentivize local businesses to hire local workers.	City/CRA/Community Stakeholders	Match trained/certification holders with local businesses. Provide financial incentive (50% of salary) during the 90 day employee review period to hire local workers.	City/CRA/Jim Moran Foundation
Encourage development of vacant parcel in industrial area with financial incentives.	City/CRA	Create development scenerios for property owner. Provide financial incentives for soft costs, permit fees and infrastructure with agreement that the development creates living wage jobs as redefined for the City.	City/CRA
Encourage repurpose of industrial properties into active uses with financial incentives.	City/CRA	Provide economic and market analysis for converting heavy industrial and low-employment buildings into small business tech incubators and maker space.	City/CRA
A Worker Skill Enhancement			
Short-Term Action Items (0-3 years)			
Create database of workers in the West Atlantic neighborhoods	CRA/City/Community Stakeholders	Conduct analysis of local workers - type of work, pay, skills to understand the skill gap	City/CRA

Create work readiness program	City/CRA/Career Source	Improve workers soft skills necessary for successful employment and advancement	City/CRA/Community Foundation
B Higher Education Attainment			
Mid-Term Action Items (5-10 years)			
Project	**Responsible Party/s**	**Description**	**Funding Source**
Develop environment where educational attainment is valued	Community Stakeholders/ Boy's & Girls Club/ Achievement Center	Create We Can Program. Target parents and care givers for training about the benefits of education. Partner with area non-profits to distribute collateral to parents. Mentor children who need homework assistance. Mentor high school students through the SAT, application and funding process for college. Conduct college/university tours	CRA/Non-profit partners/William T. Grant Foundation/Bill & Melinda Gates Foundation
Bridge the digital divide	Community Stakeholders/ Schools serving youth in the West Atlantic neighborhoods	Supply notebooks or laptops to students so they may successfully compete in school.	IGT After School Advantage/City/ corporations
C Public Policy			
Short-Term Action Items (0-3 years)			
Project	**Responsible Party/s**	**Description**	**Funding Source**
Adopt living wage ordinance	City	Conduct economic analysis of cost of living vs. income for the City. Develop living wage ordinance applying to City/CRA employeees 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 incuded in Request for Proposals/Qualifications that assigns points for employing local workers or contractors.	City/CRA
D Financial literacy			
Short-Term Action Items (0-3 years)			
Project	**Responsible Party/s**	**Description**	**Funding Source**
Conduct financial literacy workshops on a quarterly basis	Community Stakeholders/ Achievement Center	Interactive workshops to help students, families and seniors better manage their finances.	National Endowment for Financial Education offers free materials
Children's Savings Account (CSAs) Program	IBMSECU/Community Stakeholders/Achievement Center/Locally serving schools	CSA's are a proven tool that results in higher college attendance and completion. Children's savings are matched by a city, non-profit or grant.	IBMSECU Delray Branch/City/ Foundations
Create Individual Development Account Program	IBMSECU/Community Stakeholders/Achievement Center	Limit applicants to individuals earning 200% or less of the Federal Poverty Income level. Applicants savings are matched. Savings can be used to buy a house, pay for education or job training, or to start a small business.	IBMSECU Delray Branch/City/ Foundations

Mid-Term Action Items (5-10 years)			
Create Small Dollar Loan Program	CDFI/Community Stakeholders/Achievement Center	Small-dollar loans (SDLs) as an alternative to payday loans.	IBMSECU Delray Branch/City/ Foundations
E Housing			
Short-Term Action Items (0-3 years)			
Project	**Responsible Party/s**	**Description**	**Funding Source**
City/CRA to Issue RFP for scattered site single-family vacant lots	City/CRA	The CRA shall issue a Request for Proposals for their inventory of single-family zoned, scattered site vacant lots	Federal Home Loan Bank of Atlanta - Affordable Housing Program
Single-Family Vacant Lot Acquisiltion	CRA/Community Stakeholders	Continue to acquire vacant lots for development of single-family homes	CRA
Model Block Program	CRA/Community Stakeholders/City/Land Trust	Where the CRA and City have a cluster of vacant lots within the single-family zoning districts builld new homes, rehab existing and add streetscape/landscape improvements to affect greater impact on property values and saleability.	CRA/City/Non-profits
Develop an Affordable Housing Master Plan	CRA/City/Community Stakeholders/Land Trust/ Housing Authority	The City's major housing organizations to create a working committee to create a 10 year plan for the housing needs of the City utilizing the Delray Beach Housing Assessment (2017) with the goal of leveraging resources and creating more housing units.	N/A
Analysis of Family/Workforce Housing Ordinance	Developers/Community Stakeholders/City/CRA	To gain an understanding of market feasibility of the Family/Workforce Housing Ordinance convene roundtable discussions with developers to understand why the overlay is not producing the desired effect and how the ordinance can be amended satisfactorily to residents and the private sector.	N/A
Mid-Term Action Items (5-10 years)			
Acquisition, Renovation & Management of Small Multi-family properties	CRA/City/Community Stakeholders/Land Trust	To preserve affordable housing rentals and improve the neighborhoods.	CRA/City/Land Trust/Housing Authority

Acquisition of historic & architecturally significant properties	CRA/City/Community Stakeholders/Land Trust	Goal to preserve fabric of the West Atlantic neighborhoods, improve the community and provide home ownership opportunity through acquisition, rehab and resale to low/moderate income	CRA/City/Community Stakeholders/Land Trust

4 HEALTHY COMMUNITY

Short-Term Action Items (0-3 years)

Project	Responsible Party/s	Description	Funding Source
Implement Healthy Living campaign to teach about healthy eating, exercise, mental health and wellness	Healthier Delray Beach/ Community Stakeholders/ School District	Program to teach about healthy eating, exercise, mental health and wellness for residents, City employees and area school children through events like Build Our Blocks and Walk Against Violence.	City/Healthy Communities Fund/ Palm Healthcare Foundation
Annual Resident Health Check-up	Healthier Delray Beach	Develop annual platform for community conversation regarding health and wellness, data and metrics, resources and resident needs.	Palm Healthcare Foundation
Resident Engagement Effort	City/City/Community Stakeholders/Non-Profits	Support opportunities for residents to hold leadership positions on local non-profits, organizations, businesses, CRA, Community Stakeholders, and City boards and committees	N/A
Equitable Policies	City/Community Stakeholders/ CRA/Non-profits	Partner with residents and organizations to implement equitable practices, policies and procedures and community wellness approaches that improve population health.	N/A
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 centeralized health/wellness center that provides, medical, mental health, dental, nutrition and gym where all ages can be accommadated	CRA/New Markets Tax Credits/ School District/Kresge Foundation/ Aetna Foundation/W.K. Kellogg Foundation

Planning and development of Wellness Center in the West Atlantic neighborhoods	Community Stakeholders/ School District/CRA/City	Partner and advocate for a physical site for a wellness center within the West Atlantic neighborhoods that includes well-care and fitness, integrated healthcare – physical and mental health, social services, education and career support.	CRA/New Markets Tax Credits/ School District/Kresge Foundation/ Aetna Foundation/W.K. Kellogg Foundation

5 PLACEMAKING

Short-Term Action Items (0-3 years)

Project	Responsible Party/s	Description	Funding Source
Priority Street Upgrades	City/CRA/Community Stakeholders	Complete street design and construction of SW 4th, Avenue, NW/SW 8th Aves and NW/SW 10th Avenue to strengthen multi-modal connectivity within the Plan area	CRA/City/Palm Beach County MPO
Priority Gateways	City/CRA/Community Stakeholders	Iconic branding elements representing the Plan area at I-95 & Atlantic Avenue, Swinton & Atlantic Avenue, 5th Avenue & Atlantic Avenue, Atlantic Avenue at 4th, 8th, 10th & 12th Avenues	CRA/City
Neighborhood Gateways	CRA/Community Stakeholders/City	Design and installation of the West Atlantic neighborhoods signage at Lake Ida Road at Roosevelt, 10th, 5th and Swinton Avenues, SW 10th Street at 14th, 12th, 8th 4th and Swinton Avenues	CRA/City
Mid-Term Action Items (5-10 years)			
Priority Street Upgrades	CRA/City/Community Stakeholders	Conduct pilot project to determine public acceptance of calming West Atlantic and Swinton Avenue, adding bike lanes and pedestrian safety zones	CRA/City/Palm Beach County MPO
Secondary Street Improvements	CRA/City/Community Stakeholders	NW/SW 5th Avenue/SW 12th Ave/SW 14th Ave/NW/ SW 2nd Street/SW 1st Street (between SW 2nd & 3rd Avenue/Roosevelt Avenue	CRA/City
Village Center Community Campus	CRA/City/Community Stakeholders/School District	Conduct feasability 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

APPENDIX

A: COMMUNITY ENGAGEMENT SURVEYS

Note: The community engagment surveys were conducted prior to the CRA electing to retain the branding concepts, while eliminating the use of the name “The Set” to refer to the Northwest, Southwest, and West Atlantic Commercial sub-areas. The methodology and survey results are still considered valid, despite the use of different naming criteria for the area.

DEVELOPER QUESTIONNAIRE

THE SET

DEVELOPER/INVESTOR QUESTIONNAIRE

The Delray Beach Community Redevelopment Agency is in the process of creating a consolidated and updated plan for the area known at The Set. The Set is located between I-95 and Swinton Avenue, Lake Ida Road and S.W. 10th Street. There are numerous development and investment opportunities within the community ranging from large mixed-use sites fronting Atlantic Avenue to single-family infill lots. Your input will help the CRA craft incentive programs that will spur development within The Set. Thank you for participating.

1. Name:_____
2. Title: _____
3. Company Name: _____
4. Major Focus of Development: _____
5. Have you developed or invested in Delray Beach now or in the past? Y___ N ___
6. If yes, what was the name of the project? _____
7. Are you familiar with the area of Delray Beach known as The Set? Y ___ N ___
8. If so, have you considered developing/investing within The Set? Y ___ N ___
9. If yes, would you be interested in learning about the various development opportunities within The Set? Y ___ N ___
10. If you are familiar with The Set, do you think there are impediments to development that cannot be overcome by the development community alone? Y ___ N ___
11. If yes, what are some of the impediments to development and what are some of the ways to remove these impediments?

    _____

    _____

12. Are you familiar with community benefits agreements? Y ___ N ___
13. If you were to develop in The Set would you be amenable to entering into a community benefits agreement? Y ___ N ___ Possibly ___
14. May the CRA add you to its list for Request for Proposals for its properties? Y ___ N ___

STAKEHOLDER QUESTIONNAIRES

STAKEHOLDER QUESTIONNAIRE – THE SET

The purpose of this questionnaire is to help the CRA and WARC update and consolidate the West Atlantic Avenue and the Southwest Area Neighborhood Area Redevelopment plans and to add the Northwest neighborhood to the planning efforts to create a unified plan for the community west of Swinton Avenue to I-95. Stakeholders and residents will drive the outcome of the plan recommendations so your input is invaluable to the process.

Date: _____

First, please tell us about yourself!

Name: _____(Your name will not be used in any documents.)

Address: _____

E-Mail: _____

Phone: _____

How would you like to be contacted? E-mail ____ Phone ____ Mail ____

Age: _____

Sex: M___ F ___

Resident: Y___ N___

Own Home: Y___ N___

How long have you lived in Delray Beach? _____ Years _____Months

Are you a business owner in the area: Y___ N___

Page Two
The Set –Stakeholder Questionnaire

If yes, what is the name of your business? _____

Do you have school age children? Y___ N___

Do they attend local schools? Y___ N___

If you have children, do they utilize the City's recreation programs or neighborhood parks? Y___ N___

Now, please tell us your thoughts about the community.

1. Are you familiar with any of the completed CRA projects in your community such as the single-family housing, streetscape projects, development like the Fairfield Inn and branding efforts, etc.? Y___ N ___

2. If yes, do you feel that these projects have helped your neighborhood? Y___ N ___ Some ___

3. If you could move out of the neighborhood, would you? Y ___ N ___

4. Why? _____

5. Do you feel safe in the neighborhood? Y ___ N ___

6. If no, why not? _____

7. What are the things you like about living in your neighborhood?

   _____

   _____

8. What are the things that you would like to see improved or added to the neighborhood?

   _____

   _____

9. Did you know there are 4,000 businesses in Delray Beach employing 27,000 people? Do you think this positively impacts your community? Y___ N ___

10. If no, why not? _____

Page Three
The Set –Stakeholder Questionnaire

11. Do you feel that there are adequate and conveniently located wellness services such as mental health counseling, access to medical and dental care, healthy food and access to exercise programs for all ages within the community? Y ___ N___

12. Do you feel that there is adequate and conveniently located educational resources to prepare the youth and adults of the community with the skills necessary to succeed in today's workplace? Y ___ N ___

13. If not, what goods, services or business types do you think are needed in the community?

    _____

14. Do you feel that there is ample opportunity to open or expand a business in the community? Y ___ N___

15. If no, what do you think can be done to change that?

    _____

16. Would you, friends or family members be interested in opening a business in the area? Y___ N ___

17. If yes, what kind of assistance do you think would be needed to help make a businesses succeed in the neighborhood?

    _____

18. Do you feel that there are sufficient job opportunities for neighborhood residents? Y___ N___

19. If not, why? _____

20. Do you think there is sufficient access to transit to get to jobs, medical facilities, etc.? Y___ N___

21. Do you feel you are able to be as involved as you would like in determining the future of your community? Y ___ N ___

    If not, why? _____

22. What do you feel the City, CRA or WARC could do to ensure the greatest possible input from residents?

    _____

Page Four
The Set –Stakeholder Questionnaire

23. Are you aware of the effort to brand the West Atlantic community under the name The Set and its tagline "Where you Can…? Recently banners were placed on Atlantic Avenue using the new branding logo. Y ___ N ___

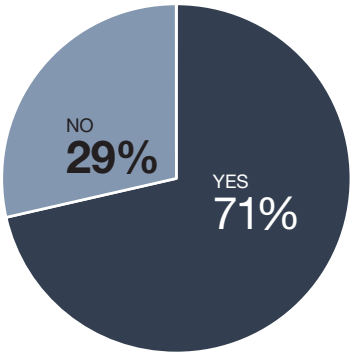
24. Do you think the branding effort will help the community attract new residents and businesses?
Y ___ N ___ Not Sure ___

24. Is there anything else you would like to add that you feel would help improve the community?

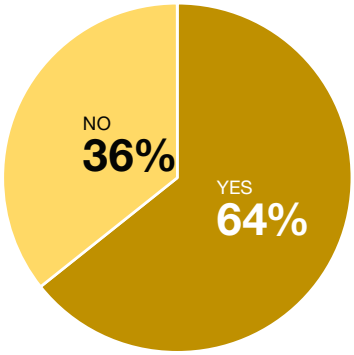
We appreciate your time and hope you will continue to be involved in the process and the community!

STAKEHOLDER ANSWERS

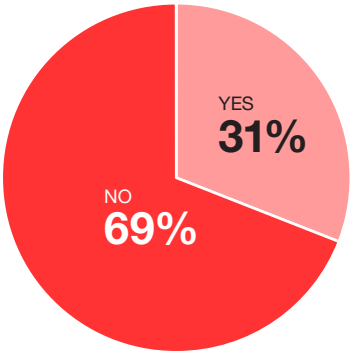
Resident



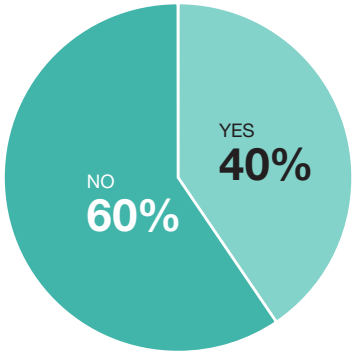
Home Owners



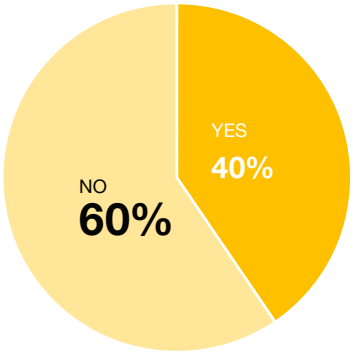
Business Owners



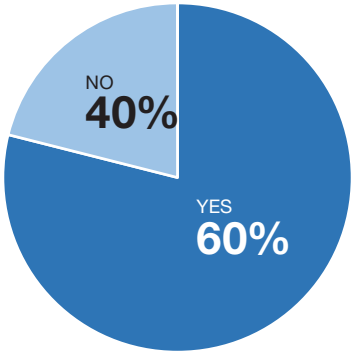
How many of the residents have school age children?



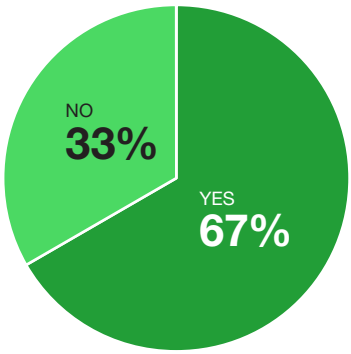
How many children attend local schools?



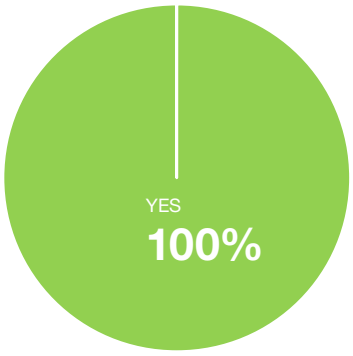
How many children utilize city's Recreation Programs and Parks?



Stakeholder who work in The Set?



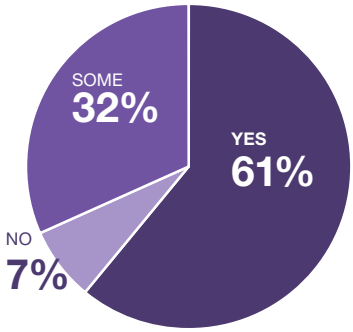
How many of the residents are familiar with completed projects in The Set?



THE SET REDEVELOPMENT - STAKEHOLDER ANSWERS

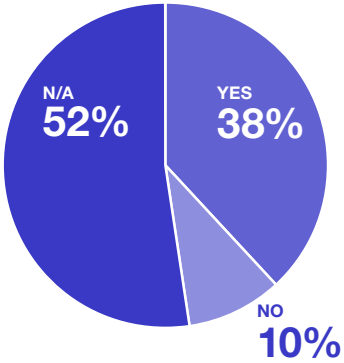
QUESTION 1

Have these projects helped your neighborhood?



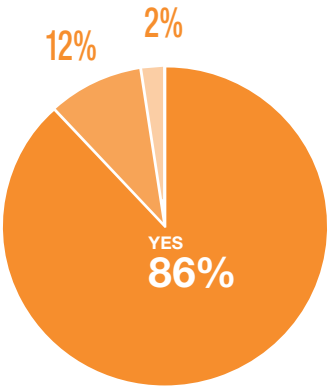
QUESTION 2

Would you like to move out of The Set ?



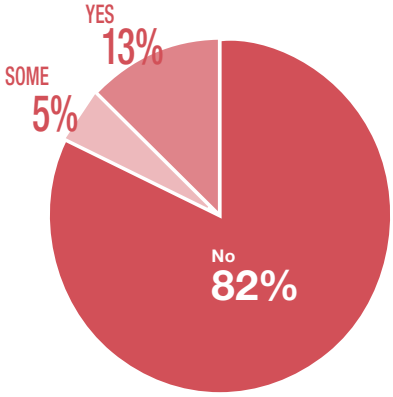
QUESTION 4

Do you feel safe in The Set?



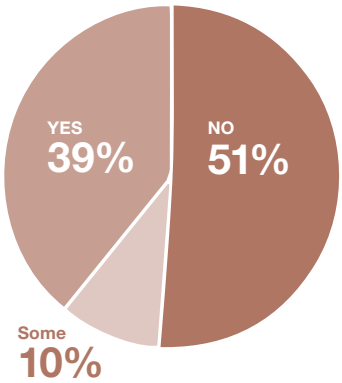
QUESTION 10

Are there convenient wellness services available?



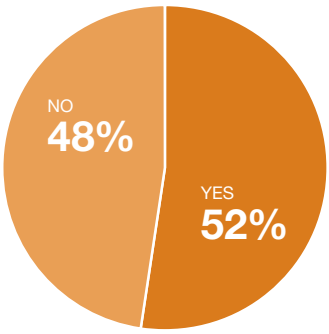
QUESTION 11

Are there adequate education resources?



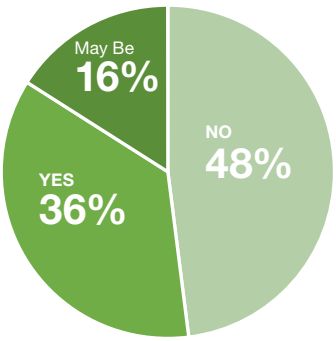
QUESTION 13

Is there ample opportunity to open/ expand a business in The Set?



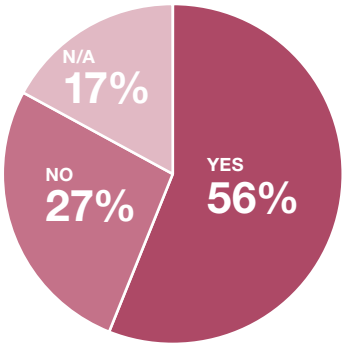
QUESTION 8

Do you think 4000 jobs in delray beach have created positive impact on your community?



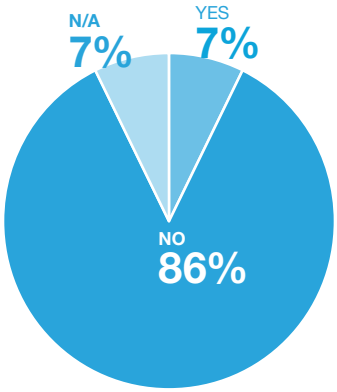
QUESTION 15

Are you Interested in opening a business in The Set?



QUESTION 17

Are there sufficient job opportunities for neighborhood residents?

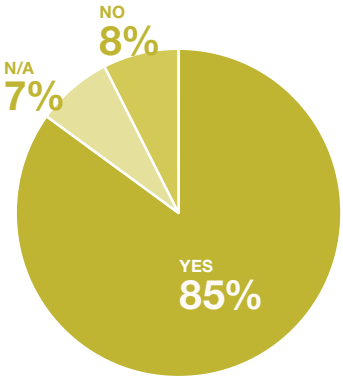


QUESTION 19

Is there sufficient access to transit?

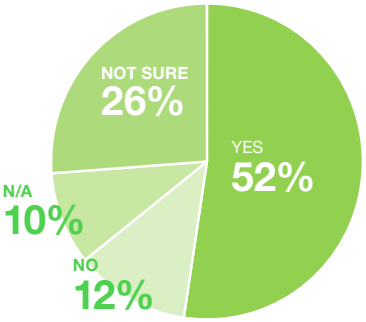
QUESTION 20

Do you feel that you are involved in deterr the future of The Set?



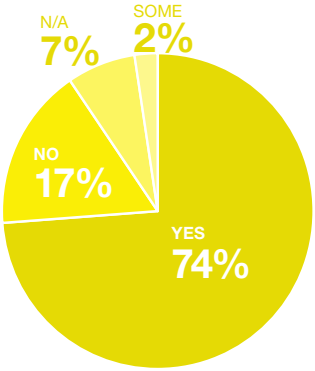
QUESTION 24

Do you feel the branding effort will help the community?



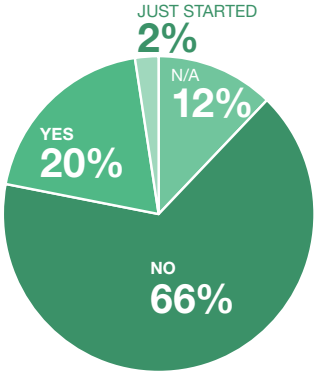
QUESTION 25

Are you aware of assistance available for housing rehab, purchase, leasing?



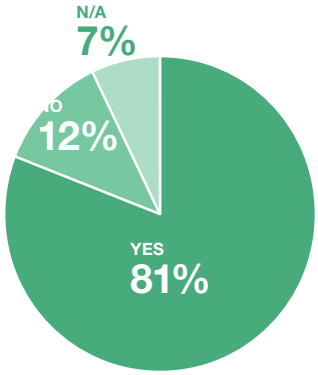
QUESTION 26

Have you utilized any of the housing programs?



QUESTION 23

Are you aware of the branding effort for The Set?



APPENDIX

B: ECONOMIC & DEMOGRAPHIC PROFILE

IBI Group Florida, Inc.
2200 Park Central Boulevard North Suite100
Pompano Beach FL 33064 USA

tel 954 974 2200
fax 954 973 2686

|

Date: March 2, 2017

Key Findings: Economic and Demographic Data

The summarized findings below represent the key findings from the economic analysis of the Set. This summary is provided to stimulate discussion of data-driven policy programs for redevelopment of the Set. They may also be useful for public presentation as part of the community engagement process. The findings will be finalized in a full write-up for the final plan document.

Demographics

- ***The Set is a major community within the City:*** The Set now accounts for almost 19% of the total population of the City of Delray Beach.
- ***The population growth of the Set has dramatically outstripped the City and County:*** Total population of the Set has grown **19.2%** from 2010-2015, compared to 6.1% and only 4.7% for the County and City.
- ***The Set is a Community of Families***: The total number of households increased from 2010 to 2015 by 5.5%, compared to a 2.2% and .9% increase for the County and City. The share of family households, at almost 70%, dwarfs the County at 62%, and the City at only 51%. Family households increased by 9.3% in the Set, only 2.4% for the County, and ***shrank by 1.4% for the City***.
- Households in the Set are large: average household size is 3.44 persons, while only 2.3 and 2.5 for the City and County.

Educational Attainment

- Educational attainment in the Set Lags far behind the Nation, County and City. The percent of the population 18 years and older with University degrees is dramatically low.
- Median earnings reflect educational attainment.
- Earnings for residents at all levels of educational attainment are lower than workers in the rest of the City and County.

Housing Cost

- ***Median Home prices in the Set have risen significantly faster than the County and City from 2000.*** 31% alone in Census tract 67.
- The numbers of cost burdened households (those paying 30% or more of annual income on housing costs, have risen across the County, City, and the Set.
- However, the proportion of cost burdened households in the Set are 10 to 12 percent higher than the County and City.
- Renter households are cost burdened at a much higher rate than homeowners in the Set.

IBI Group, Inc. is a division of IBI Group

- Homeownership rate in Census Tracts 67 and 68.02 are comparable to the City and County. The homeownership rate in tract 68.01, at 35%, is half the rate of the City and County.

Labor Force, Earnings and Income

- High labor force participation rate: 67%
- Set unemployment rate double city and county — 18%-20%
- High poverty rate in the Set: 29%-40%
- Median HH income in the Set is less than the County and City — County: $53,363, City: $50,136, Set: $29,725 - $40,000.
- ***Incomes across Delray have not recovered from the recession: adjusted for inflation, Median Household income is less than in 2009***. Median Household income change 2009-2015:
  - County: -9.8%
  - City: -7.4%
  - The Set: -11% - 20%. Census tract 68.02 ***increased 13%***
- Aggregate income across the county, adjusted for inflation, is less in 2015 than in 2009:
  - County: -21%
  - City: -30%
  - The Set: -28%
- Workers living in the Set earn considerably less than workers in the same occupations in the County and City. Median earnings in the Set are only 67% of the City median.
- ***Bright spots:*** occupations in the Set earning more than those in the rest of the City include:
  - Computer, engineering, and science occupations,
  - Education, training, and library occupations
  - Healthcare practitioners and technical occupations
  - Installation, maintenance, and repair occupations
  - Material moving occupations
- Although workers in the Set are paid less than workers in the same industries and occupations across the City and County, close to 60% of jobs in the Set are in industries with median wages above the County median annual wage, including:
  - Executive, Legislative, and Other General Government Support
  - Justice, Public Order, and Safety Activities
  - Educational Services
  - Professional, Scientific, and Technical Services
  - Nursing and Residential Care Facilities
  - Real Estate
  - Administration of Environmental Quality Programs
  - Ambulatory Health Care Services
  - Merchant Wholesalers, Durable Goods

Business Dynamics and Structure

- The City's economy is comprised of 7,213 establishments with $9.6 Billion in annual sales revenue, employing 51,787 workers.
- The economy of the Set is comprised of 682 establishments with $968 Million in sales, employing 5,997 workers.
- The Set is an important component of the City's economy:
    - 19% of the population
    - 10% of the City's economy by sales
    - 11.6% of the City's labor force
- ***Small and micro-businesses are the most crucial part of the City and the Set's economies***: 94% and 92% of all businesses in the City and the Set employ less than 20 employees.
    - 78% and 76.5% of business establishments in the City and the Set earn less than $1 Million per year.
    - Businesses employing less than 20 employees in the City account for almost 53% of total sales revenue in the City ($5.1 Billion in annual sales).
    - Businesses employing less than 20 employees in the Set account for 52% of total sales revenue in the Set ($507 Million in annual sales).
- ***Self-employment rates in the Set are low for South Florida***: 9% in the Set versus 12% and 13% in the City and County.
- ***Home-based businesses play a major role in Delray's and the Set's economies***: An exceptionally high number of workers work in residences – 32% across Delray Beach, and ***37% in the Set, double the rate of the rest of the County***.

Employment Geography

Workers overwhelmingly commute out of the Set Each Day for work

- The Set has low jobs density – it has more employed residents than there are jobs in the Set:
- ***4,791 Set Residents commute out of the Set for work each day***
- Only 6% of all employed workers who live in the Set, work in the Set.
- 15% of all employed workers who live in the Set work outside the Set, but in Delray Beach.
- ***79% of all employed workers who live in the Set work outside Delray Beach.***
- ***92% of all jobs in the Set are held by non-residents of the Set***

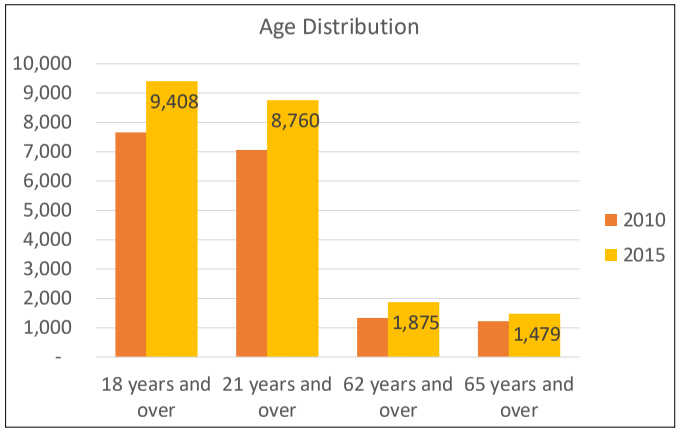
Population 2010-2015

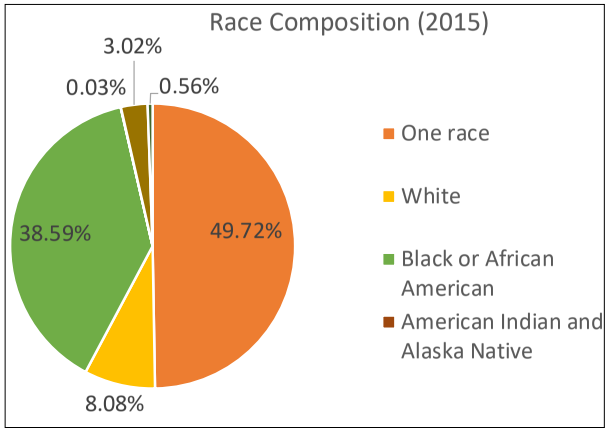
	Palm Beach County, Florida					Delray Beach city, Florida					The Set				
	2010		2015			2010		2015			2010		2015		
	Count	%	Count	%	% Change	Count	%	Count	%	% Change	Count	%	Count	%	% Change
SEX AND AGE															
Total population	1,299,356		1,378,806		6.1%	61,088		63,939		4.7%	10,097		12,033		19.2%
Male	629,214	48.4%	666,577	48.3%	5.9%	29,950	49.0%	30,921	48.4%	3.2%	5,213	43.3%	6,111	50.8%	17.2%
Female	670,142	51.6%	712,229	51.7%	6.3%	31,138	51.0%	33,018	51.6%	6.0%	4,884	40.6%	5,922	49.2%	21.3%
Under 5 years	70,811	5.4%	71,307	5.2%	0.7%	2,826	4.6%	2,842	4.4%	0.6%	513	4.3%	541	4.5%	5.5%
5 to 9 years	74,262	5.7%	75,651	5.5%	1.9%	2,572	4.2%	2,611	4.1%	1.5%	563	4.7%	726	6.0%	29.0%
10 to 14 years	73,943	5.7%	77,267	5.6%	4.5%	2,695	4.4%	2,481	3.9%	-7.9%	781	6.5%	694	5.8%	-11.1%
15 to 19 years	79,576	6.1%	79,329	5.8%	-0.3%	3,314	5.4%	2,918	4.6%	-11.9%	939	7.8%	1,107	9.2%	17.9%
20 to 24 years	71,170	5.5%	79,030	5.7%	11.0%	3,488	5.7%	3,777	5.9%	8.3%	965	8.0%	1,017	8.5%	5.4%
25 to 34 years	142,575	11.0%	158,559	11.5%	11.2%	7,382	12.1%	8,761	13.7%	18.7%	1,333	11.1%	1,726	14.3%	29.5%
35 to 44 years	172,359	13.3%	163,745	11.9%	-5.0%	8,017	13.1%	7,218	11.3%	-10.0%	1,486	12.3%	1,543	12.8%	3.8%
45 to 54 years	182,671	14.1%	191,422	13.9%	4.8%	9,135	15.0%	8,469	13.2%	-7.3%	1,396	11.6%	1,833	15.2%	31.3%
55 to 59 years	80,237	6.2%	90,945	6.6%	13.3%	4,394	7.2%	4,576	7.2%	4.1%	507	4.2%	759	6.3%	49.7%
60 to 64 years	73,193	5.6%	82,780	6.0%	13.1%	3,918	6.4%	4,467	7.0%	14.0%	391	3.2%	608	5.1%	55.5%
65 to 74 years	124,313	9.6%	146,931	10.7%	18.2%	5,729	9.4%	7,244	11.3%	26.4%	807	6.7%	823	6.8%	2.0%
75 to 84 years	108,091	8.3%	106,032	7.7%	-1.9%	4,958	8.1%	5,192	8.1%	4.7%	317	2.6%	506	4.2%	59.6%
85 years and over	46,155	3.6%	55,808	4.0%	20.9%	2,660	4.4%	3,383	5.3%	27.2%	99	0.8%	150	1.2%	51.5%
Median age (years)	43.1	(X)	44.1	(X)	2.3%	45	(X)	46.6	(X)	2.9%	109	*	*	*	*
18 years and over	1,031,474	79.4%	1,105,785	80.2%	7.2%	50,781	83.1%	54,208	84.8%	6.7%	7,658	63.6%	9,408	78.2%	22.9%
21 years and over	984,852	75.8%	1,058,600	76.8%	7.5%	48,806	79.9%	52,502	82.1%	7.6%	7,061	58.7%	8,760	72.8%	24.1%
62 years and over	321,199	24.7%	357,923	26.0%	11.4%	15,457	25.3%	18,452	28.9%	19.4%	1,336	11.1%	1,875	15.6%	40.3%
65 years and over	278,559	21.4%	308,771	22.4%	10.8%	13,347	21.8%	15,819	24.7%	18.5%	1,223	10.2%	1,479	12.3%	20.9%
RACE															
One race	1,280,519	98.6%	1,349,559	97.9%	5.4%	60,251	98.6%	62,818	98.2%	4.3%	9,884	82.1%	11,898	98.9%	20.4%
White	971,148	74.7%	1,033,939	75.0%	6.5%	39,659	64.9%	40,715	63.7%	2.7%	1,399	11.6%	1,934	16.1%	38.2%
Black or African American	218,649	16.8%	247,805	18.0%	13.3%	16,178	26.5%	18,949	29.6%	17.1%	7,399	61.5%	9,234	76.7%	24.8%

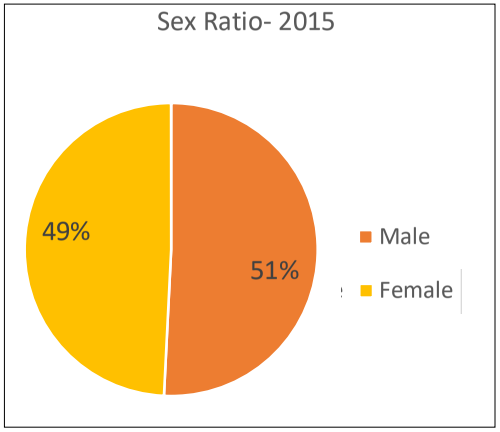
Population 2010-2015

	Palm Beach County, Florida					Delray Beach city, Florida					The Set				
	2010		2015			2010		2015			2010		2015		
	Count	%	Count	%	% Change	Count	%	Count	%	% Change	Count	%	Count	%	% Change
American Indian and Alaska Native	2,772	0.2%	2,686	0.2%	-3.1%	127	0.2%	67	0.1%	-47.2%	17	0.1%	7	0.1%	-58.8%
Asian	29,536	2.3%	34,524	2.5%	16.9%	1,129	1.8%	1,274	2.0%	12.8%	30	0.2%	-	0.0%	
Native Hawaiian and Other Pacific Islander	674	0.1%	534	0.0%	-20.8%	100	0.2%	47	0.1%	-53.0%	91	0.8%	-	0.0%	
Some other race	57,740	4.4%	30,071	2.2%	-47.9%	3,058	5.0%	1,766	2.8%	-42.2%	948	7.9%	723	6.0%	-23.7%
Two or more races	18,837	1.4%	29,247	2.1%	55.3%	837	1.4%	1,121	1.8%	33.9%	213	1.8%	135	1.1%	-36.6%

Graphical representation for The Set



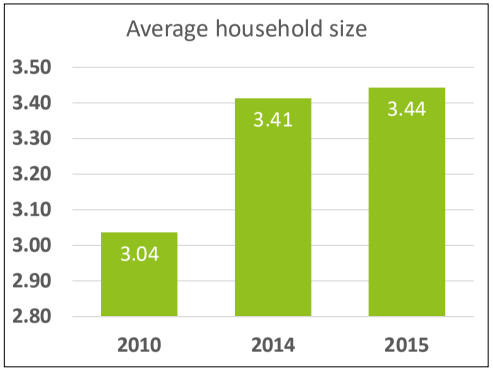


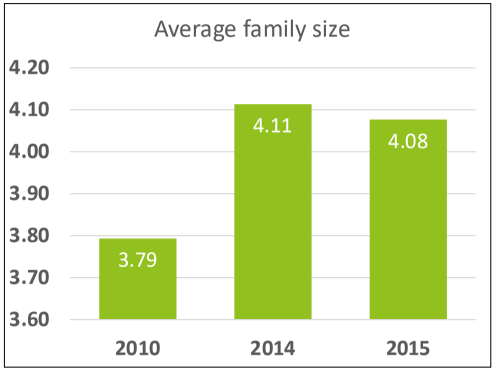


Household & Family Formation

	Palm Beach County, Florida				City of Delray Beach				The Set			
	2010	2014	2015		2010	2014	2015		2010	2014	2015	
	Count	Count	Count	% Change	Count	Count	Count	% Change	Count	Count	Count	% Change
Total households	523,150	529,729	534,605	2.2%	27,116	26,554	27,361	0.9%	3,319	3,259	3,502	5.5%
Average household size	2.45	2.53	2.54	3.7%	2.24	2.33	2.30	2.7%	3.04	3.41	3.44	13.4%
FAMILIES												
Total families	324,849	327,716	332,725	2.4%	14,211	13,605	14,007	-1.4%	2,177	2,222	2,379	9.3%
Average family size	3.07	3.19	3.20	4.2%	3.00	3.17	3.11	3.7%	3.79	4.11	4.08	7.5%
Percent Families	62.1%	61.9%	62.2%	0.2%	52.4%	51.2%	51.2%	-2.3%	65.6%	68.2%	67.9%	3.6%

Graphical representation for The Set



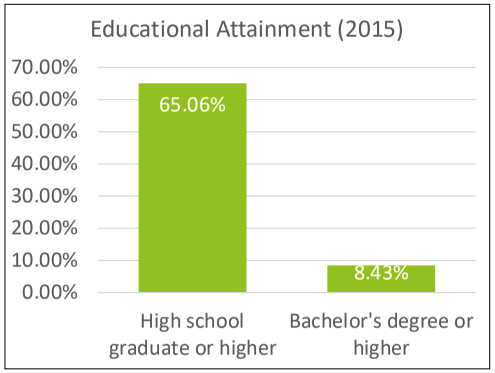


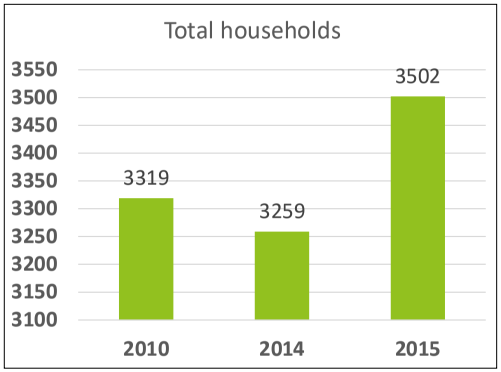
Cost Burdened Households					The Set					
2000	Palm Beach County		Delray Beach City		Census Tract 67		Census Tract 68.01		Census Tract 68.02	
	Count	%	Count	%	Count	%	Count	%	Count	%
Cost burdened HH										
Owner	63,588	26.1%	3,054	27.0%	116	27.1%	229	39.2%	161	28.9%
Renter	50,413	42.0%	3,553	43.6%	165	52.9%	589	48.6%	106	36.3%
Total	114,001	24.0%	6,607	24.7%	281	36.0%	818	43.7%	267	29.3%
Median Home Value, CPI Adjusted in 2015 Dollars	186,084		175,762		89,876		99,924		100,337	
2015										
Total housing units	671,317	671,317	35,319	35,319	979		1,922		1,016	
Occupied housing units	534,605	79.6%	27,361	77.5%	865	88.4%	1,725	89.8%	912	89.8%
Vacant housing units	136,712	20.4%	7,958	22.5%	114	11.6%	197	10.2%	104	10.2%
Cost burdened HH										
Owner	127,683	34.6%	6,283	36.7%	215	35.8%	239	35.5%	296	51.0%
Renter	93,008	56.3%	5,725	55.9%	218	82.3%	688	65.5%	185	55.7%
Total	220,691	41.3%	12,008	43.9%	433	50.1%	927	53.7%	481	52.7%
Median Value	204,700		183,700		118,200		127,000		116,400	
% Change 2000-2015										
Cost Burdened HH	106,690	17.2%	5,401	19.2%	152	14.0%	109	10.0%	214	23.4%
MEdian Home Value	10.0%		4.5%		31.5%		27.1%		16.0%	

Educational Attainment, 2015

	Percent high school graduate or higher	Percent bachelor's degree or higher
US	86.7%	29.8%
Palm Beach County	87.8%	33.6%
Delray Beach	85.5%	34.6%
The Set	65.1%	8%

Graphical representation for The Set





MEDIAN EARNINGS IN THE PAST 12 MONTHS (IN 2015 INFLATION-ADJUSTED DOLLARS)	Palm Beach County	Delray Beach city	Census Tract 67, Palm Beach County	Census Tract 68.01, Palm Beach County	Census Tract 68.02, Palm Beach County
Population 25 years and over with earnings	33,209	31,469	23,032	21,137	x
Less than high school graduate	17,881	16,012	10,760	15,199	x
High school graduate (includes equivalency)	26,305	25,109	29,214	26,541	x
Some college or associate's degree	32,163	28,226	17,481	21,768	x
Bachelor's degree	46,331	46,137	30,455	26,771	x
Graduate or professional degree	60,910	60,276	106,786	33,042	x

B24011: Occupation by Median Earnings in 2011-2015 American Community Survey 5-Year

	Palm Beach County, Florida	Census Tract 67, Palm Beach County, Florida	Census Tract 68.01, Palm Beach County, Florida	Census Tract 68.02, Palm Beach County, Florida
Total:	31,790	19,662	21,007	21,408
Management, business, science, and arts occupations:	51,571	43,571	34,861	30,588
Management, business, and financial occupations:	60,752	47,875	65,132	53,477
Management occupations	63,542	31,477	-	33,750
Business and financial operations occupations	52,911	78,750	36,103	-
Computer, engineering, and science occupations:	66,061	95,625	177,621	-
Computer and mathematical occupations	68,981	-	-	-
Architecture and engineering occupations	69,892	-	-	-
Life, physical, and social science occupations	47,478	-	-	-
Education, legal, community service, arts, and media occupations:	40,669	42,250	20,536	16,719
Community and social service occupations	38,061	24,837	-	-
Legal occupations	69,620	-	-	-
Education, training, and library occupations	38,799	45,208	16,792	15,859
Arts, design, entertainment, sports, and media occupations	34,739	-	-	-
Healthcare practitioners and technical occupations:	51,316	25,125	83,906	25,385
Health diagnosing and treating practitioners and other technical occupations	63,958	-	-	-
Health technologists and technicians	33,502	-	36,250	24,904

	Palm Beach County, Florida	Census Tract 67, Palm Beach County, Florida	Census Tract 68.01, Palm Beach County, Florida	Census Tract 68.02, Palm Beach County, Florida
Service occupations:	19,715	14,081	14,022	18,085
Healthcare support occupations	22,967	16,161	20,185	20,729
Protective service occupations:	40,596	18,906	12,176	9,438
Fire fighting and prevention, and other protective service workers including supervisors	26,368	18,125	12,176	9,000
Law enforcement workers including supervisors	70,112	-	-	-
Food preparation and serving related occupations	16,365	11,681	11,743	18,667
Building and grounds cleaning and maintenance occupations	17,956	9,216	14,500	19,145
Personal care and service occupations	18,183	16,544	18,413	8,879
Sales and office occupations:	28,920	25,801	20,734	21,547
Sales and related occupations	28,709	17,308	11,466	20,245
Office and administrative support occupations	29,010	28,047	23,309	23,984
Natural resources, construction, and maintenance occupations:	29,353	36,161	21,934	22,335
Farming, fishing, and forestry occupations	19,198	-	-	-
Construction and extraction occupations	27,168	12,083	20,660	22,450
Installation, maintenance, and repair occupations	35,127	80,391	42,946	22,232
Production, transportation, and material moving occupations:	26,053	29,306	24,217	28,018
Production occupations	27,352	-	26,765	21,806
Transportation occupations	30,024	19,375	-	29,205
Material moving occupations	16,834	35,795	24,196	22,955

Business Characteristics, 2017

	City of Delray Beach		The Set	
Total Establishments	7,212		682	
Total Employees	51,840,197		5,997	
Total Sales	$9.698B		$968.1M	
Establishments by Employment				
Less Than 20 Employees	6,767	94%	628	92%
20-99 Employees	374	5%	44	6%
100 or more	73	1%	13	2%
Advanced Industries				
Employees		0%	-	0%
Establishments		0%	-	0%
Local and National Presence				
Single Location	6,569	91.1%	641	94.0%
Branch	611	8.5%	40	5.9%
Subsidiary Headquarters	14	0.2%	-	0.0%
Headquarters	18	0.2%	1	0.1%
Establishments by Sales Revenue				
<1M sales	5,637	78.2%	522	76.5%
1-5M	1,270	17.6%	121	17.7%
5-10M	177	2.5%	18	2.6%
10-50M	110	1.5%	20	2.9%
50-100M	14	0.2%	1	0.1%
100-500M	4	0.1%	-	0.0%
>500M	-	0.0%	-	0.0%

CITY OF DELRAY BEACH

Largest Industries by Employment

Industry		Employees
621	Ambulatory Health Care Services	6,048
722	Food Services and Drinking Places	4,342
541	Professional, Scientific, and Technical Services	3,469
561	Administrative and Support Services	2,378
531	Real Estate	2,245
441	Motor Vehicle and Parts Dealers	2,103
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	2,008
238	Specialty Trade Contractors	1,962
611	Educational Services	1,798
622	Hospitals	1,620
623	Nursing and Residential Care Facilities	1,569
713	Amusement, Gambling, and Recreation Industries	1,557
445	Food and Beverage Stores	1,545
812	Personal and Laundry Services	1,465
721	Accommodation	1,456
624	Social Assistance	1,354
444	Building Material and Garden Equipment and Supplies Dealers	892
452	General Merchandise Stores	888
921	Executive, Legislative, and Other General Government Support	818
423	Merchant Wholesalers, Durable Goods	805
Subtotal		**40,322**
Total Employment		**51,787**
% of Total		**78%**

THE SET

Largest Industries by Employment

Industry		Employees
238	Specialty Trade Contractors	534
921	Executive, Legislative, and Other General Government Support	421
922	Justice, Public Order, and Safety Activities	415
611	Educational Services	363
541	Professional, Scientific, and Technical Services	344
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	319
441	Motor Vehicle and Parts Dealers	274
713	Amusement, Gambling, and Recreation Industries	258
722	Food Services and Drinking Places	241
623	Nursing and Residential Care Facilities	228
531	Real Estate	208
624	Social Assistance	194
236	Construction of Buildings	163
811	Repair and Maintenance	157
561	Administrative and Support Services	155
924	Administration of Environmental Quality Programs	147
621	Ambulatory Health Care Services	139
Subtotal		**4,905**
Total Employment		**5,997**
% of Total		**82%**

Work Area Profile Report - City of Delray Beach

Total All Jobs													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Total All Jobs	31,012	31,298	29,260	32,091	32,968	32,387	30,141	23,801	24,470	26,491	27,891	29,420	30,598
Jobs by Worker Age													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Age 29 or younger	6,798	6,841	6,659	7,499	8,184	7,686	6,881	4,913	5,369	6,076	5,898	6,522	6,950
Age 30 to 54	19,105	19,015	17,478	18,812	18,751	18,528	17,298	13,824	13,822	14,624	15,588	16,060	16,437
Age 55 or older	5,109	5,442	5,123	5,780	6,033	6,173	5,962	5,064	5,279	5,791	6,405	6,838	7,211
Jobs by Earnings													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
$1,250 per month or less	8,538	8,792	7,991	9,131	8,963	8,734	7,457	5,911	6,202	7,118	7,095	7,368	7,724
$1,251 to $3,333 per month	14,197	14,131	12,888	13,793	13,762	13,007	12,173	10,077	10,209	10,926	11,793	12,305	12,450
More than $3,333 per month	8,277	8,375	8,381	9,167	10,243	10,646	10,511	7,813	8,059	8,447	9,003	9,747	10,424
Jobs by NAICS Industry Sector													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Agriculture, Forestry, Fishing and Hunting	51	70	61	43	23	286	44	7	11	8	16	20	15
Mining, Quarrying, and Oil and Gas Extraction	0	2	0	1	2	3	7	5	11	3	2	0	1
Utilities	57	57	57	48	50	43	42	26	22	16	32	30	38
Construction	2,353	2,336	2,354	2,542	4,296	3,381	2,817	2,033	1,708	1,658	1,749	1,557	2,046
Manufacturing	806	698	643	765	752	664	654	475	510	520	721	682	766
Wholesale Trade	880	1,091	1,003	1,183	898	1,142	1,009	963	938	1,011	1,048	1,154	933
Retail Trade	4,495	5,009	4,719	4,638	4,655	4,323	3,933	3,572	3,857	4,556	4,622	4,706	4,879
Transportation and Warehousing	247	204	205	234	204	185	339	120	142	239	273	299	358
Information	541	484	381	375	453	437	532	503	549	672	597	704	730
Finance and Insurance	833	769	941	890	950	971	940	808	803	911	972	984	969
Real Estate and Rental and Leasing	527	538	527	764	707	920	895	819	497	531	571	568	643

Total All Jobs													
Professional, Scientific, and Technical Services	1,541	1,628	1,772	2,002	1,499	1,691	1,795	1,392	1,566	1,752	1,820	2,289	2,335
Management of Companies and Enterprises	3,640	3,466	3,363	3,542	3,554	3,358	3,062	151	233	56	217	236	295
Administration & Support, Waste Management and Remediationa	2,082	2,047	1,970	2,054	1,976	1,822	1,504	1,007	1,132	1,605	1,334	1,430	1,702
Educational Services	118	130	159	131	122	95	82	121	210	220	220	256	320
Health Care and Social Assistance	6,616	6,465	4,762	6,413	6,273	6,476	6,341	5,730	5,478	5,679	6,153	6,513	6,353
Arts, Entertainment, and Recreation	595	709	623	563	731	740	711	789	683	514	544	664	609
Accommodation and Food Services	2,982	3,049	3,099	3,331	3,425	3,301	2,910	2,989	3,767	4,333	4,825	5,058	5,331
Other Services (excluding Public Administration)	1,151	1,093	1,122	1,117	999	1,079	1,120	960	1,045	1,155	1,129	1,225	1,252
Public Administration	1,497	1,453	1,499	1,455	1,399	1,470	1,404	1,331	1,308	1,052	1,046	1,045	1,023
Jobs by Worker Race													
	2002	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**
	Count	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**
White Alone	-	-	-	-	-	-	-	17,535	18,078	19,904	20,720	21,846	22,802
Black or African American Alone	-	-	-	-	-	-	-	5,028	5,161	5,357	5,886	6,203	6,439
American Indian or Alaska Native Alone	-	-	-	-	-	-	-	92	91	98	88	107	111
Asian Alone	-	-	-	-	-	-	-	833	825	821	901	929	906
Native Hawaiian or Other Pacific Islander Alone	-	-	-	-	-	-	-	32	37	36	24	23	43
Two or More Race Groups	-	-	-	-	-	-	-	281	278	275	272	312	297
Jobs by Worker Ethnicity													
	2002	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**
	Count	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**	**Count**
Not Hispanic or Latino	-	-	-	-	-	-	-	19,595	20,209	21,904	23,251	24,545	25,591
Hispanic or Latino	-	-	-	-	-	-	-	4,206	4,261	4,587	4,640	4,875	5,007

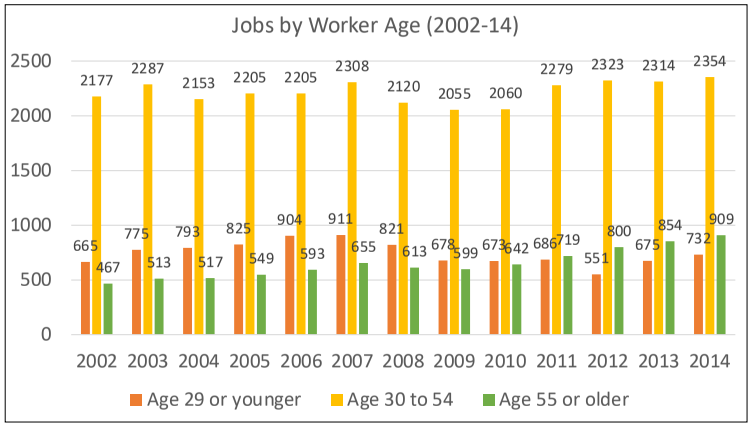
Total All Jobs													
Jobs by Worker Educational Attainment													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Less than high school	-	-	-	-	-	-	-	2,843	2,968	3,129	3,450	3,734	3,748
High school or equivalent, no college	-	-	-	-	-	-	-	4,672	4,723	5,118	5,540	5,729	5,963
Some college or Associate degree	-	-	-	-	-	-	-	6,028	6,074	6,423	6,836	7,096	7,389
Bachelor's degree or advanced degree	-	-	-	-	-	-	-	5,345	5,336	5,745	6,167	6,339	6,548
Educational attainment not available (workers aged 29 or younger)	-	-	-	-	-	-	-	4,913	5,369	6,076	5,898	6,522	6,950
Jobs by Worker Sex													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Male	-	-	-	-	-	-	-	11,950	12,338	13,486	14,079	14,966	15,763
Female	-	-	-	-	-	-	-	11,851	12,132	13,005	13,812	14,454	14,835

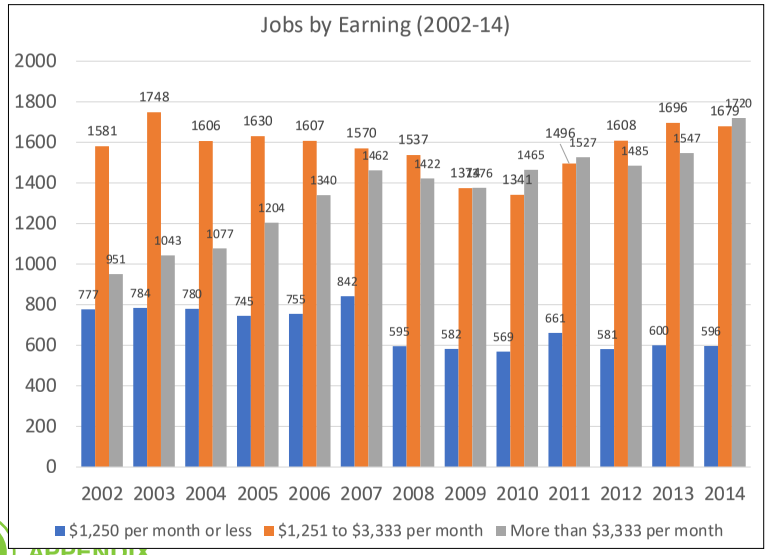
Work Area Profile Report - The Set

Total All Jobs													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Total All Jobs	3,309	3,575	3,463	3,579	3,702	3,874	3,554	3,332	3,375	3,684	3,674	3,843	3,995
Jobs by Worker Age													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Age 29 or younger	665	775	793	825	904	911	821	678	673	686	551	675	732
Age 30 to 54	2,177	2,287	2,153	2,205	2,205	2,308	2,120	2,055	2,060	2,279	2,323	2,314	2,354
Age 55 or older	467	513	517	549	593	655	613	599	642	719	800	854	909
Jobs by Earnings													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
$1,250 per month or less	777	784	780	745	755	842	595	582	569	661	581	600	596
$1,251 to $3,333 per month	1,581	1,748	1,606	1,630	1,607	1,570	1,537	1,374	1,341	1,496	1,608	1,696	1,679
More than $3,333 per month	951	1,043	1,077	1,204	1,340	1,462	1,422	1,376	1,465	1,527	1,485	1,547	1,720
Jobs by NAICS Industry Sector													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Agriculture, Forestry, Fishing and Hunting	0	0	0	2	0	2	0	0	1	2	2	2	1
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction	227	281	246	385	516	673	545	412	303	522	622	535	604
Manufacturing	260	281	253	309	364	297	270	153	177	180	173	143	137
Wholesale Trade	138	160	191	165	104	154	171	182	175	111	95	149	156
Retail Trade	358	351	405	382	390	386	308	385	465	325	292	307	329
Transportation and Warehousing	25	21	29	18	10	35	37	32	36	17	37	51	53
Information	54	30	17	55	53	105	128	128	151	235	250	234	220
Finance and Insurance	12	14	26	38	22	39	117	72	79	57	13	11	16
Real Estate and Rental and Leasing	44	56	43	143	77	75	78	56	72	46	73	89	81
Professional, Scientific, and Technical Services	63	50	67	89	135	134	144	149	219	205	240	251	259
Management of Companies and Enterprises	3	2	2	5	5	8	5	0	0	0	0	5	0
Administration & Support, Waste Management and Remediation	531	566	374	289	337	303	195	183	127	232	157	192	232

Total All Jobs													
Educational Services	1	1	4	7	3	0	2	13	11	11	13	6	16
Health Care and Social Assistance	170	299	273	322	251	250	244	236	237	466	481	547	580
Arts, Entertainment, and Recreation	98	41	60	49	35	46	49	36	49	46	52	47	47
Accommodation and Food Services	205	286	306	205	285	251	171	218	190	175	130	225	205
Other Services (excluding Public Administration)	109	158	149	101	114	75	92	98	130	121	126	125	136
Public Administration	1,011	978	1,018	1,015	1,001	1,041	998	979	953	933	918	924	923

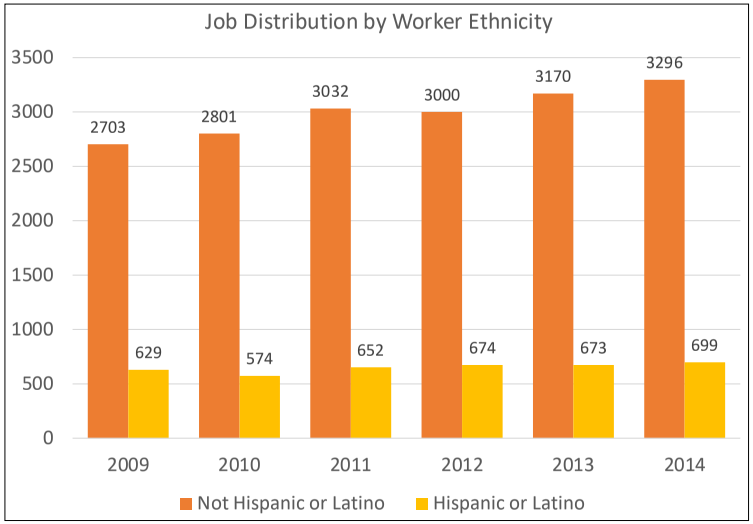
Graphical representation for The Set





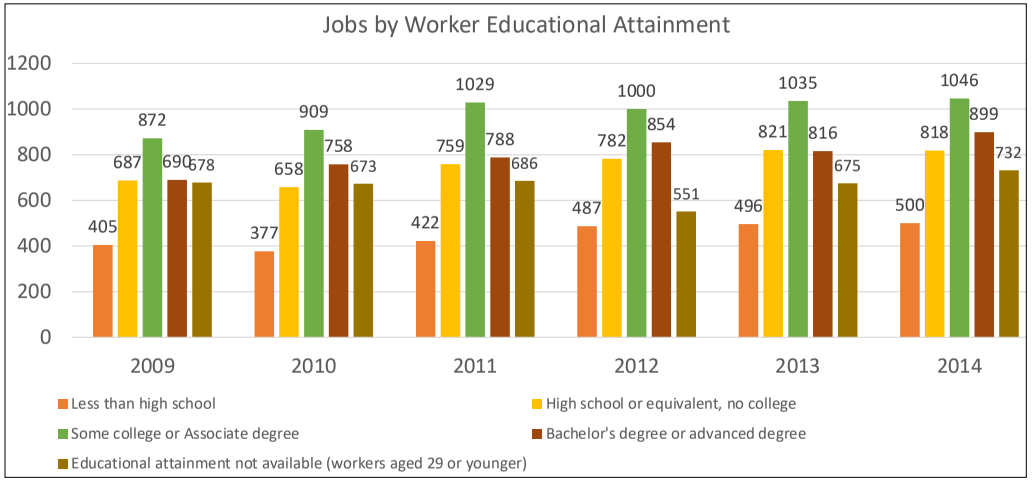
Total All Jobs													
Jobs by Worker Race													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
White Alone	-	-	-	-	-	-	-	2,387	2,424	2,623	2,615	2,700	2,864
Black or African American Alone	-	-	-	-	-	-	-	816	822	943	919	989	977
American Indian or Alaska Native Alone	-	-	-	-	-	-	-	19	13	13	16	11	22
Asian Alone	-	-	-	-	-	-	-	73	74	70	86	94	88
Native Hawaiian or Other Pacific Islander Alone	-	-	-	-	-	-	-	5	5	2	2	4	3
Two or More Race Groups	-	-	-	-	-	-	-	32	37	33	36	45	41
Jobs by Worker Ethnicity													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Not Hispanic or Latino	-	-	-	-	-	-	-	2,703	2,801	3,032	3,000	3,170	3,296
Hispanic or Latino	-	-	-	-	-	-	-	629	574	652	674	673	699

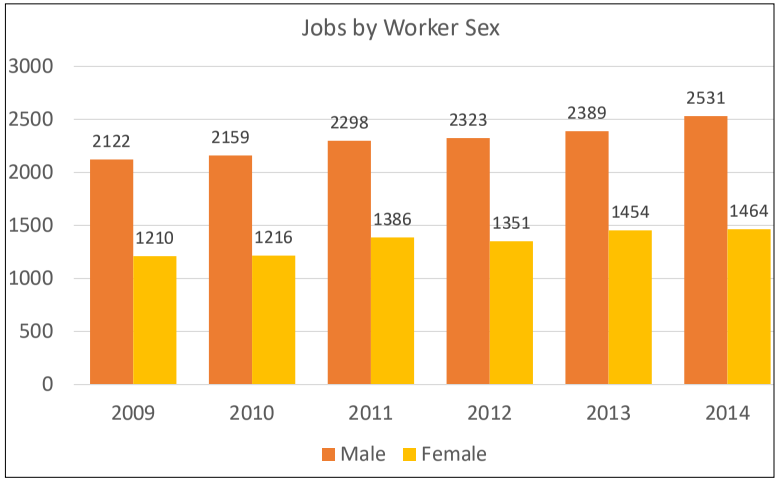
Graphical representation for The Set



Total All Jobs													
Jobs by Worker Educational Attainment													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Less than high school	-	-	-	-	-	-	-	405	377	422	487	496	500
High school or equivalent, no college	-	-	-	-	-	-	-	687	658	759	782	821	818
Some college or Associate degree	-	-	-	-	-	-	-	872	909	1,029	1,000	1,035	1,046
Bachelor's degree or advanced degree	-	-	-	-	-	-	-	690	758	788	854	816	899
Educational attainment not available (workers aged 29 or younger)	-	-	-	-	-	-	-	678	673	686	551	675	732
Jobs by Worker Sex													
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Male	-	-	-	-	-	-	-	2,122	2,159	2,298	2,323	2,389	2,531
Female	-	-	-	-	-	-	-	1,210	1,216	1,386	1,351	1,454	1,464

Graphical representation for The Set

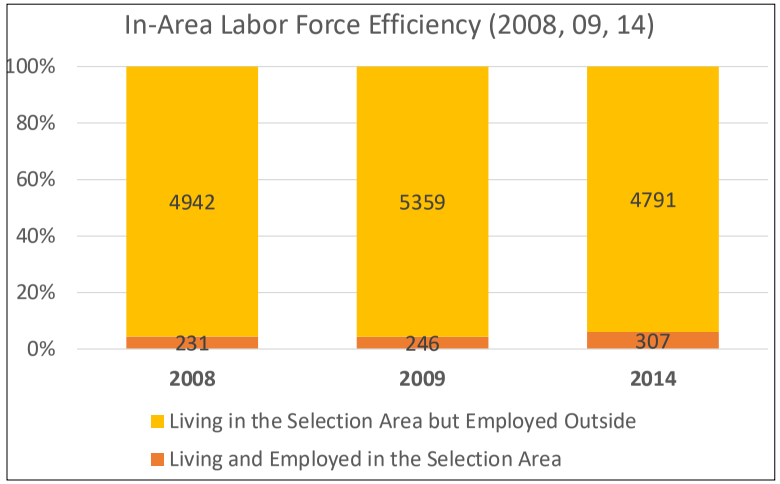


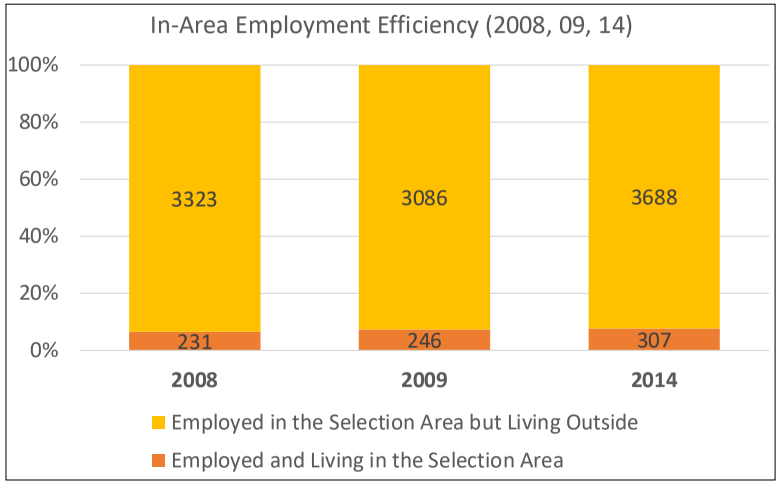


Inflow/Outflow Report - The Set

Selection Area Labor Market Size (All Jobs)						
	2014		2009		2008	
	Count	Share	Count	Share	Count	Share
Employed in the Selection Area	3,995	100.0%	3,332	100.0%	3,554	100.0%
Living in the Selection Area	5,098	127.6%	5,605	168.2%	5,173	145.6%
Net Job Inflow (+) or Outflow (-)	-1,103	-	-2,273	-	-1,619	-
In-Area Labor Force Efficiency (All Jobs)						
	2014		2009		2008	
	Count	Share	Count	Share	Count	Share
Living in the Selection Area	5,098	100.0%	5,605	100.0%	5,173	100.0%
Living and Employed in the Selection Area	307	6.0%	246	4.4%	231	4.5%
Living in the Selection Area but Employed Outside	4,791	94.0%	5,359	95.6%	4,942	95.5%
In-Area Employment Efficiency (All Jobs)						
	2014		2009		2008	
	Count	Share	Count	Share	Count	Share
Employed in the Selection Area	3,995	100.0%	3,332	100.0%	3,554	100.0%
Employed and Living in the Selection Area	307	7.7%	246	7.4%	231	6.5%
Employed in the Selection Area but Living Outside	3,688	92.3%	3,086	92.6%	3,323	93.5%

Graphical representation for The Set

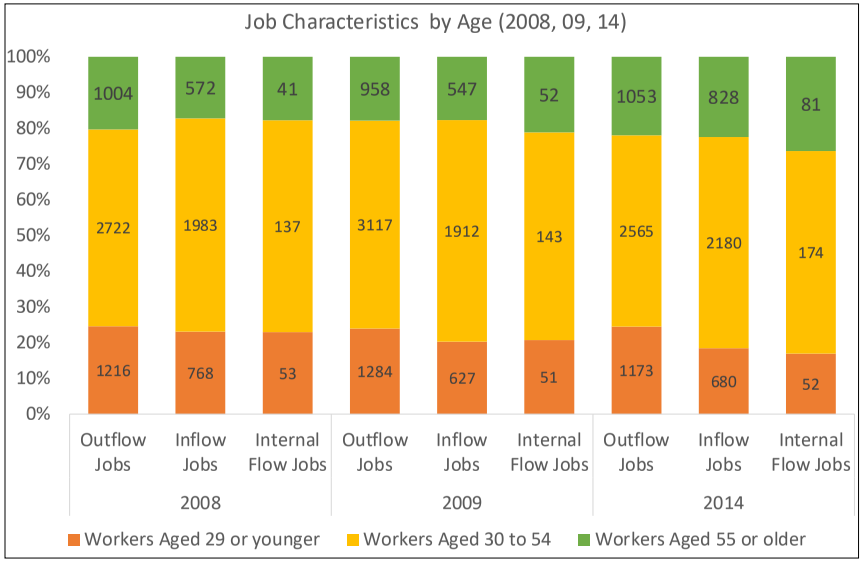


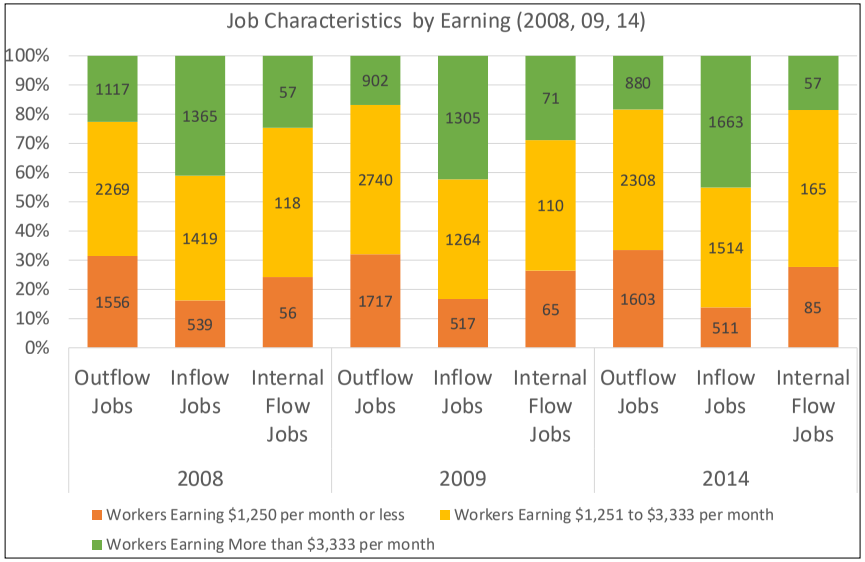


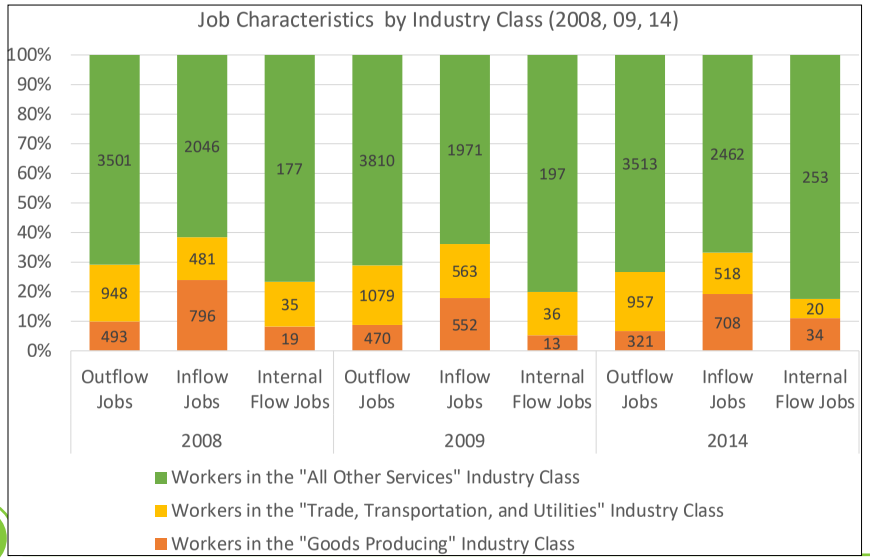
Selection Area Labor Market Size (All Jobs)						
Outflow Job Characteristics (All Jobs)						
	2014		2009		2008	
	Count	Share	Count	Share	Count	Share
External Jobs Filled by Residents	4,791	100.0%	5,359	100.0%	4,942	100.0%
Workers Aged 29 or younger	1,173	24.5%	1,284	24.0%	1,216	24.6%
Workers Aged 30 to 54	2,565	53.5%	3,117	58.2%	2,722	55.1%
Workers Aged 55 or older	1,053	22.0%	958	17.9%	1,004	20.3%
Workers Earning $1,250 per month or less	1,603	33.5%	1,717	32.0%	1,556	31.5%
Workers Earning $1,251 to $3,333 per month	2,308	48.2%	2,740	51.1%	2,269	45.9%
Workers Earning More than $3,333 per month	880	18.4%	902	16.8%	1,117	22.6%
Workers in the “Goods Producing” Industry Class	321	6.7%	470	8.8%	493	10.0%
Workers in the “Trade, Transportation, and Utilities” Industry Class	957	20.0%	1,079	20.1%	948	19.2%
Workers in the “All Other Services” Industry Class	3,513	73.3%	3,810	71.1%	3,501	70.8%
Inflow Job Characteristics (All Jobs)						
	2014		2009		2008	
	Count	Share	Count	Share	Count	Share
Internal Jobs Filled by Outside Workers	3,688	100.0%	3,086	100.0%	3,323	100.0%
Workers Aged 29 or younger	680	18.4%	627	20.3%	768	23.1%
Workers Aged 30 to 54	2,180	59.1%	1,912	62.0%	1,983	59.7%
Workers Aged 55 or older	828	22.5%	547	17.7%	572	17.2%
Workers Earning $1,250 per month or less	511	13.9%	517	16.8%	539	16.2%
Workers Earning $1,251 to $3,333 per month	1,514	41.1%	1,264	41.0%	1,419	42.7%
Workers Earning More than $3,333 per month	1,663	45.1%	1,305	42.3%	1,365	41.1%
Workers in the “Goods Producing” Industry Class	708	19.2%	552	17.9%	796	24.0%
Workers in the “Trade, Transportation, and Utilities” Industry Class	518	14.0%	563	18.2%	481	14.5%
Workers in the “All Other Services” Industry Class	2,462	66.8%	1,971	63.9%	2,046	61.6%
Interior Flow Job Characteristics (All Jobs)						
	2014		2009		2008	
	Count	Share	Count	Share	Count	Share
Internal Jobs Filled by Residents	307	100.0%	246	100.0%	231	100.0%
Workers Aged 29 or younger	52	16.9%	51	20.7%	53	22.9%
Workers Aged 30 to 54	174	56.7%	143	58.1%	137	59.3%
Workers Aged 55 or older	81	26.4%	52	21.1%	41	17.7%
Workers Earning $1,250 per month or less	85	27.7%	65	26.4%	56	24.2%

Selection Area Labor Market Size (All Jobs)						
Workers Earning $1,251 to $3,333 per month	165	53.7%	110	44.7%	118	51.1%
Workers Earning More than $3,333 per month	57	18.6%	71	28.9%	57	24.7%
Workers in the “Goods Producing” Industry Class	34	11.1%	13	5.3%	19	8.2%
Workers in the “Trade, Transportation, and Utilities” Industry Class	20	6.5%	36	14.6%	35	15.2%
Workers in the “All Other Services” Industry Class	253	82.4%	197	80.1%	177	76.6%

Graphical representation for The Set



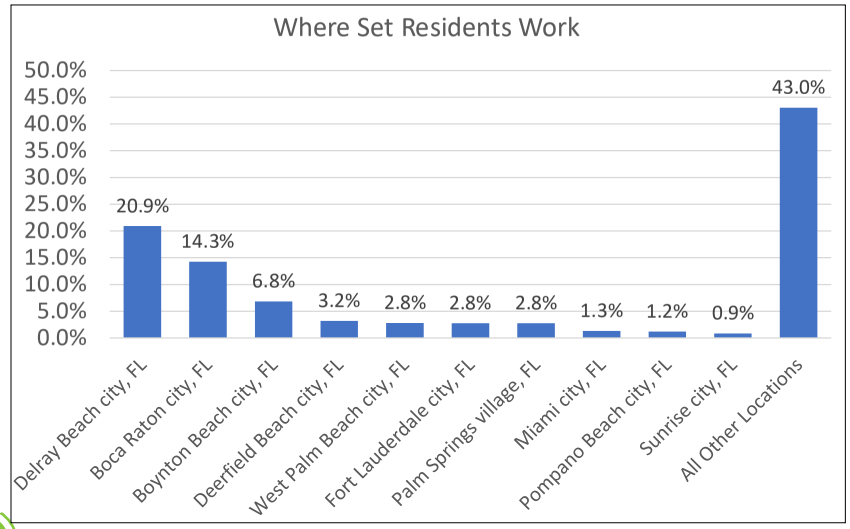




Work Destination Report | Where Set Residents Work

Total All Jobs		
	2014	
	Count	Share
Total All Jobs	5,098	100.0%
Where Set Residents Work		
	2014	
	Count	Share
Delray Beach city, FL	1,066	20.9%
Boca Raton city, FL	727	14.3%
Boynton Beach city, FL	349	6.8%
Deerfield Beach city, FL	163	3.2%
West Palm Beach city, FL	143	2.8%
Fort Lauderdale city, FL	141	2.8%
Palm Springs village, FL	141	2.8%
Miami city, FL	68	1.3%
Pompano Beach city, FL	62	1.2%
Sunrise city, FL	44	0.9%
All Other Locations	2,194	43.0%

Graphical representation for The Set



APPENDIX

C: CRA PROJECTS

THE SET TRANSFORMATION PLAN

SPADY CULTURAL HERITAGE MUSEUM

Project Location

NW and SW corners of 5th Avenue and Atlantic Avenue

Project Details

Opened on -

July 2001

A dedicated museum to discovering, collecting and sharing the **African-American history and heritage of Palm Beach County.** Located in the former home of the late Solomon D. Spady, the most prominent African American educator and community leader in Delray Beach from 1922 to 1957.

Project Features

Spady Cultural Heritage Museum is the only **Black History Museum & Cultural Center of its kind in Palm Beach County**. It has become **a destination for people of all cultures** seeking information about Florida's early black communities and culture. The museum has exhibited a series of shows, highlighting the talents and influences of African-Americans, Caribbean-Americans and Haitian-Americans. Shows ranging from **photographic galleries** of founding families to contemporary shows on minorities in medicine and the arts have adorned its walls.

THE SET TRANSFORMATION PLAN

FAIRFIELD INN

Project Location

South side of W. Atlantic Avenue, between SW 9th and 10th Avenues

Project Details

Start Date:
December 2010

Completion Date:
December 2014

Site Area:
1.77 acre

Site Ownership:
CRA-owned property

Developer:
Prime Delray Hotel, LLC (Prime Investors & Developers)

Project Features

4-story 95-room hotel | Limited food service café fronting on Atlantic Avenue | Outdoor dining/seating area | Swimming pool | Fitness center | Meeting rooms | Landscaping | Site lighting | Parking

Streetscape improvements to the SW 9th and 10th Avenues: On-street parallel parking space | Sidewalk | Landscape nodes

Economic development incentives received:

- Long term (40 years) land lease with the CRA
- Development Infrastructure Assistance Grant
- $1.5 million construction loan

THE SET TRANSFORMATION PLAN

CARVER SQUARE POCKET PARK

Project Location

Northeast corner of SW 7th Avenue and SW 3rd Street

Project Details

Start Date:

Late 2009

Completion Date:

2010

Project Features

The project creates orientation points for older neighborhoods while giving residents a greater sense of ownership and civic pride.

The park includes: Recreational equipment for children | Lighting | Benches | Bike rack | Sidewalks | Fencing | Landscaping.

The CRA **invested more than $115,000 in the park's design and construction**. It eventually complemented the redevelopment the 20 adjacent vacant lots in the Carver Square subdivision

THE SET TRANSFORMATION PLAN

SW/NW (FROG ALLEY) STREETSCAPE

Project Location

5th Avenue between Martin Luther King, Jr. Boulevard (NW 2nd Street) and SW 1st Street

Project Details

Completed - **2013**

Deisgned By -

CH2M Hill and Miami artist Gary Moore

Project Features

Installation of new streetscape to include a combination t**errazzo/colored concrete sidewalks** | Coordinated street lights | **Bronze inserts** | Landscaped nodes | On street parking | Transit stops | Benches | Waste receptacles

Installation of **paved alley**, including parking spaces where feasible, between NW 4th and 5th Avenues, between NW 1st and MLK Jr. Blvd | Development and/or improvement of off-street parking facilities

THE SET TRANSFORMATION PLAN

PLAZA/AMPHITHEATER

Project Location

NW and **SW** corners of **5th Avenue and Atlantic Avenue**

Project Details

Completed on -

SW corner - June, 2010

NW corner - January, 2016

The **2002 Downtown Master Plan**, calls for the creation of **twin public plazas** at the **NW and SW corners of Atlantic and West 5th Avenue** to emphasize the prominence of the 5th Avenue corridor, as well as to provide **public space for community interaction**

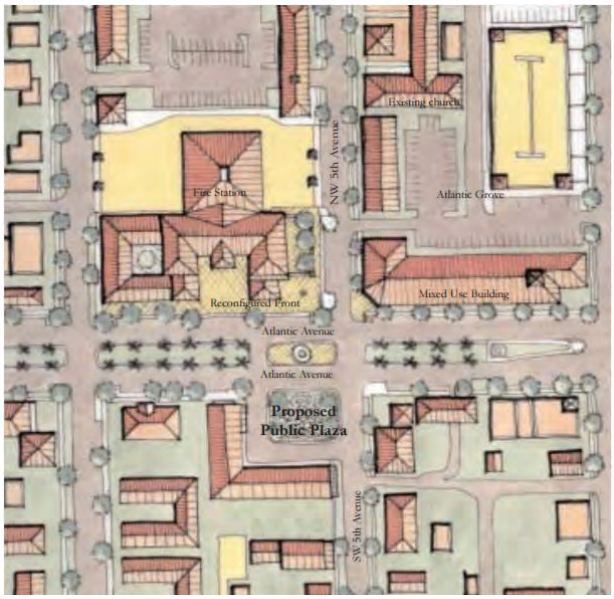
Project Features

The project includes **landscaping features and pedestrian amenities**, as well as colorful terrazzo and keystone pavers. **Four bronze emblems** with **fire rescue motifs** are featured, while green building elements such as previous pavers and native vegetation were also incorporated into the project.

The design allows for **seamless integration** into the Atlantic Avenue corridor and honors the unique civic identity of the Fire Rescue Headquarters.

THE SET TRANSFORMATION PLAN

ATLANTIC GROVE



Project Location

The Atlantic Grove project is located at the Northeastern corner project.

Project Details

Completed on -

4.6 acres including 55 townhomes, 20 lofts, and 48,000 sf of retail, restaurant and office space.

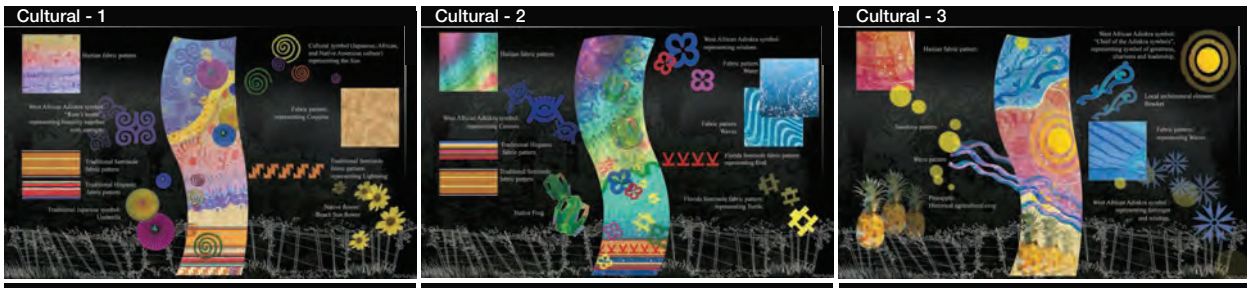
Atlantic Grove was a seminal mixed use development in Delray Beach, the first major development project west of Swinton Avenue in at least three decades.

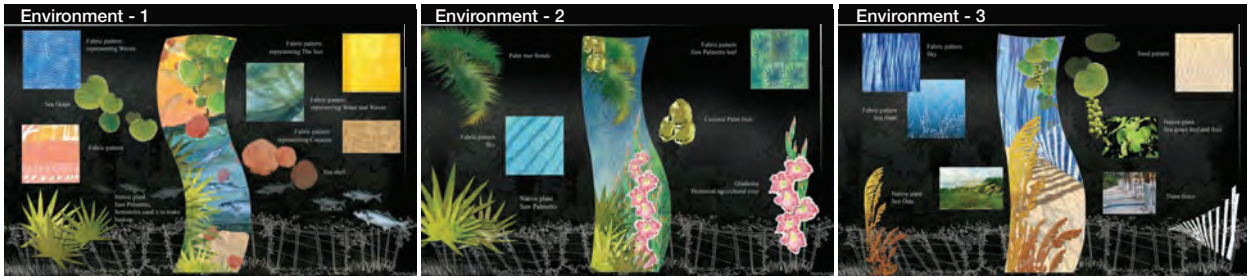
Project Features

This project is a landmark placed at both Atlantic Avenue and NW 5th Avenue. This project presents an incredible opportunity that will define the transition of **retail and office from Atlantic Avenue into Historic 5th Avenue**. It is therefore of utter importance that retail extends along the entire perimeter of this property. Parking lots, especially along NW 5th Avenue, should be shielded by **two to three-story mixed use buildings or live-work units.** The project, located in the Delray Beach CRA, was a joint venture between New Urban and two local not-for-profit organizations, The TED Center and the Delray Beach Community Development Corporation.

THE SET TRANSFORMATION PLAN

GATEWAY FEATURE





Project Location

Public right-of-way along West Atlantic Avenue, between NW/SW 12th Avenue and Interstate 95

Project Details

Completed on -

March, 2013

Gateway Feature is a result of the city's 2002 Downtown Master Plan, which incorporated community input gathered during a series of public workshops

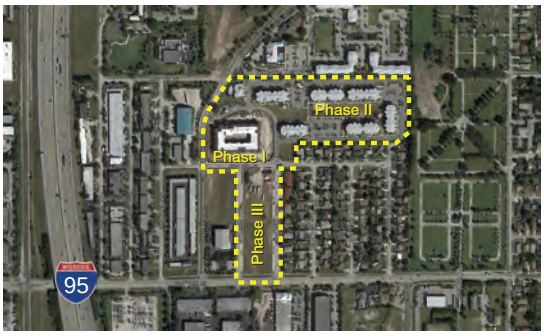
Project Features

A grand entrance to Downtown Delray Beach Six, 30-foot concrete columns decorated with unique designs paying homage to the rich culture and history of Delray Beach.

The cost of the project is $1.18 Million project. Partnership with the City of Delray Beach, was primarily funded by the CRA

THE SET TRANSFORMATION PLAN

VILLAGE SQUARE



Project Location

SW 7th Street to the north, SW 10th Street to the south, Delray Beach Cemetery to the east and NW 13th Avenue/Auburn Avenue to the west.

Project Details

Opened on - **February, 2015**
Phase 1 Elderly : 84 Units
Phase 2 Family : 144 Units
Phase 3 Single Family : 31 Units

The **Delray Village Square Project** encompasses a total **site area of approximately 18 acres** of **vacant land** in proximity to a stable residential neighborhood and some commercial development within the southwest corridor of Delray Beach

Project Features

Village Square is the **beautiful fusion of new housing and low-impact development** with abundant amenities and diversity.

Village Square was constructed in three phases. A total of **259** new residential units was constructed on the redevelopment site and 9 units was rehabilitated off-site.

Financing strategies consisted of **4%** Low Income Housing Tax Credit with tax exempt bonds for the elderly phase, **9% LIHTC** for the family phase and conventional construction financing for the single family phase.