

## ADDITIONAL EDITS PROPOSED FOR FINAL DRAFT

### ACKNOWLEDGEMENTS PAGE

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.

**Thank you**

**City of Delray Beach City Commission  
Delray Beach Community Redevelopment Agency  
City of Delray Beach  
Spady Museum  
Achievement Center for Children and Families  
Healthier Delray  
Community Land Trust  
Community Greening  
Delray Beach Library  
CROS Ministries  
IBI Group**

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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 **Redevelopment Plan Update** was a collaborative effort of various community organization, ~~the West Atlantic Redevelopment Coalition, the NW/SW Neighborhood Alliance~~, the City and CRA. The ~~Tribe~~ **community** 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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~~WEST ATLANTIC REDEVELOPMENT COALITION AND NW/SW NEIGHBORHOOD ALLIANCE~~

#### **CITIZEN FEEDBACK: REDEVELOPMENT PLAN UPDATE [relocated title]**

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 b~~ Block captains from the various neighborhoods **created** an effective community engagement system getting citizens to meetings and to vote. Block captains distributed and gathered information from residents in their area.

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 **Redevelopment Plan 2019 Update**.

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- **Build capacity and knowledge base of CMT members community stakeholders** empowering them to ~~take on implementation, management and review of~~ **engage with the City and CRA staff on behalf of** projects and programs.

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Empowered **and engaged** residents will play a vital role in the ultimate success of the Transformation Plan. ~~Members of the Community Management Team (CMT) Community stakeholders will be the "keeper" of the Plan~~ by advocating for **the implementation of the** its various strategies **within the Plan**. **Implementation of the Plan will be led by the CRA in partnership with the City: The** ~~the Tribe~~ **community** 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 **West Atlantic and Northwest Southwest Neighborhoods** – history, meetings, events. Also ~~provide~~ **promote** the ability ~~to receive of the public to provide~~ feedback to ~~the CMT CRA Board~~.**
- **Convene regular block meetings to develop civic involvement and pride.**

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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 **general** 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.~~

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#### 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~~ **Engage 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.

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[Retained reference to an historic organization.]

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The seeds of The **West Atlantic Redevelopment Plan Update (2019)** 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.

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**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).



# 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 West Atlantic Avenue Redevelopment and the Southwest Area Neighborhood Redevelopment Plan recommended that a community organization support and participate in the implementation of the plans and the take-the-lead for redevelopment of the West Atlantic neighborhoods. The NW/SW Neighborhood Alliance and other Over the years, community organizations coming previously came together as the Community Management Team (CMT), have been performing and performed 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 raising the awareness of the needs of the West

Atlantic neighborhoods. The CMT was Community Management Team is the neighborhood's champions for change, The CMT is led by volunteer groups with other jobs and professions, They donating their time in the interest of making the West Atlantic area and its residents equal to the rest of Delray Beach.

One of the aims of the 2019 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 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 the successful redevelopment of the West Atlantic area and the implementation of the ideas in this plan requires continued community stewardship of the area, as well as both leadership and partnership between the CRA and the City. Community Development Corporation requires that the City and CRA buy into- Successful implementation will community-driven development by engage the community to help prioritize community investment, foster collaboration among diverse organizations, and cultivate partnerships with outside entities that provide both capacity building and access to state and federal funding (such as Community Development Corporations). providing resources to make the transition successful.

## ACTION STRATEGIES: COMMUNITY CAPACITY BUILDING

- The City and CRA will identify the department that will take the leadership role for the various community building strategies identified in the plan.
- In partnership with the Community Management Team (CMT), the CRA to Create partnerships that provide consistent training opportunities for youth to learn about community engagement and civic involvement. resulting in certification of key members of the CMT and the West Atlantic Redevelopment Director.
- Budget for meetings between the CMT, with the community, non-profits and other stakeholders.
- The CMT to build support for Support the 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 annual event that showcases the Plan area.~~
- ~~CRA to assist with~~ Consider expanding the role of

~~the the creation of a Commercial~~ Community Land Trust  
~~managed by the CMT to include own and operate~~  
 commercial property to provide community needed services  
 – financial, pharmacy, incubator, non-profit providers, etc.

## ACTION STRATEGIES: NEIGHBORHOOD IMPROVEMENT DISTRICT

The **CMT City** should be prepared for the possibility that some form of Florida ~~House Bill 17 and/or Senate Bill 432~~ legislation 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 At present~~, 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 City** 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](http://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.



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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 engagement events**.

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

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

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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.

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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*)

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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.

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### 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 <b>the West Atlantic neighborhoods</b>	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 <b>block-parties</b>	Neighborhood Block Captains/CRA	Annual <b>block-parties</b> 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 <b>West Atlantic area</b> 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

Organize **community engagement events**

Annual **community engagement events**