

The document created by the consultants used a program that is designed for making graphic layouts, not substantial edits. Within the document itself, changes to The Set name are made in red text. Any other more substantial changes are provided below in ~~strike through~~ and underline. “The Set” was changed to “the West Atlantic neighborhoods,” “the West Atlantic Area,” “West Atlantic Plan area,” “the area,” or “the community,” or other similar variations depending on the applicability of each term. The Set Transformation Plan” was changed to “The West Atlantic Redevelopment Plan Update (2019).”

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# EXECUTIVE SUMMARY

## 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. And in In the days of Jim Crow laws of segregation, Black citizens had to be west of 3<sup>rd</sup> 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 Set 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.

~~The name – The Set – chosen by the community-led branding initiative celebrates the determination of early settlers (the West Settlers) to build a community from scratch. The name is a reflection of a term used by student bodies of many Historic Black Colleges and Universities (HBCU’s) for the campus gathering area (Florida Agricultural & Mechanical University (FAMU) for example). It also resonates with the “sets” played at the Delray Beach Tennis Center. And in the days of Jim Crow laws of segregation, Black citizens had to be west of 3<sup>rd</sup> Avenue before sunset. Residents of The Set refer to themselves as members of the Tribe in reference to The Set’s close knit community, familial ties and strong ties to place.~~

Residents of The Set West Atlantic Neighborhoods refer to themselves as members of the Tribe in reference to The Set’s are a close-knit community, with strong familial ties and strong 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, ~~The Tribe~~ neighborhood residents ~~has~~ 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- ~~is was~~ a collaborative effort of the ~~defunct~~ 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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## WEST ATLANTIC REDEVELOPMENT COALITION AND NW/SW NEIGHBORHOOD ALLIANCE

West Atlantic Redevelopment Coalition (WARC) and the NW/SW Neighborhood Alliance work~~ed~~ hand in hand to engage residents and advocate for ~~The Set~~the West Atlantic Neighborhoods. WARC ~~is was~~ a ~~non-profit organization~~ 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 ~~by~~ employed block captains from the various neighborhoods ~~created~~ creating an effective community engagement system getting citizens to meetings and to vote. Block captains distributed~~d~~ and gathered~~ed~~ information from residents in their area. ~~WARC has earned a place in the decision-making arena through consistent messaging and advocacy work.~~

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## 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 Set~~the West Atlantic area came from the ~~communities~~ 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 recommend~~ed~~ that the ~~West Atlantic Redevelopment Coalition (WARC) and the Northwest/Southwest Neighborhood Alliance act as the~~ utilization of community stakeholders -Community Management Team (CMT), to ensure successful implementation of the various plans. ~~To be effective in this role capacity must be enhanced in these local community organizations, non-profits and local government through strategic networks, alliances and partnerships.~~ Key strategies for ~~Local Capacity Building~~ 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.

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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), ~~the precursor to the West Atlantic Redevelopment Coalition (WARC)~~ was formed to advocate for redevelopment that was acceptable to area residents.

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

### **WARC**

~~Established in 1996 advise the CRA and City on redevelopment issues in the West Atlantic area. The West Atlantic Redevelopment Plan identified the need for a community-based institution to represent the ongoing interest of the West Atlantic area. WARC helps promote the West Atlantic area for redevelopment, advocate for the economic and sustainable growth of the surrounding communities, and is a liaison and to advice to the City and CRA on improvements and developments in the West Atlantic area.~~

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### **WEST ATLANTIC NEEDS ASSESSMENT PLAN**

~~The West Atlantic Property Owners Association (WAPOA) was the seed organization for the West Atlantic Redevelopment Coalition (WARC), the catalyst organization behind The Set Transformation Plan.~~ In 2012, stakeholders WARC 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:

- ~~Restore the West Atlantic Redevelopment Coalition (WARC) as the primary liaison for redevelopment of the West Atlantic Avenue Corridor and adjacent neighborhoods.~~
- Re-establish the Community Management Team (CMT) comprised of ~~WARC and the NW/SW Neighborhood Alliance as the ad hoc committee to develop the area~~ 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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### **WARC STRATEGIC PLAN**

In 2013 WARC created its Strategic Plan designed to help the organization transform into a non-profit Community Development Corporation. ~~Major goals of the Strategic Plan are that WARC become financially self-sufficient and act as the major resource of redevelopment activity in The Set after the CRA sunsets in 2045.~~ The WARC Strategic Plan ~~is~~ was the guiding document for ~~the empowerment of WARC's previous role as an advisory board for as the steering body for future redevelopment in The Set projects in the area.~~ This Plan reaffirms the intent of ~~the Visions West Atlantic Charrette to have the local community drive the redevelopment of The Set.~~

2015 ~~WARC & Northwest/Southwest Neighborhood Alliance~~ Stakeholder Year-End Workshop

Paving the way for ~~The Set Transformation Plan~~ 2019 West Atlantic Redevelopment Plan Update, ~~WARC and the NW/SW Neighborhood Alliance organizations, working together as The Set Community Management Team~~ 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 Set~~ 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.

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## WEST ATLANTIC BRANDING INITIATIVE

In 2016, ~~WARC conducted~~ the West Atlantic Branding Initiative ~~which~~ identified the potential market for the West Atlantic Avenue. From the Branding Initiative came recommendations, including the name for the area ("The Set"); ~~The Set, the 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 Set~~ 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 Set~~ the West Atlantic area was identified as Xennials between ages 35-44. (Refer Appendix D for excerpts)

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During the community engagement process, ~~the recommended name for the West Atlantic neighborhoods—"The Set"—was used. Questions~~ questions such as, "What do you like about living in ~~The Set~~ the West Atlantic neighborhoods?" and "What do you think needs to be improved in ~~The Set~~ the 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.

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## INVOLVING MORE CITIZENS

Suggestions from community to ensure more participation include:

- Continue & expand door hanger program that was used for the ~~Set Transformation Plan~~ 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
- ~~Give WARC Use CRA~~ resources to ~~do support block parties events 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

### ACTION STRATEGIES: COMMUNITY CAPACITY BUILDING

- In partnership with the Community Management Team (CMT), the CRA to create consistent training opportunities resulting in certification of key members of the CMT and the West Atlantic Redevelopment Director.
- Budget for meetings between the CMT, the community, non-profits and other stakeholders.
- ~~Transfer management of the West Atlantic Redevelopment Director to the CMT.~~
- ~~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.

Staff Note: Please see edits to the companion table on pg. 165.

### ACTION STRATEGIES: ENTREPRENEURIAL ENVIRONMENT ENHANCEMENT

- 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 ~~and WARC~~ for location and hours of operation.

- Work with ~~the CMT~~ 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. ~~WARC~~ The CRA shall create 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.



## **THE SET WEST ATLANTIC AREA BRANDING PILOT INITIATIVES**

Through the West Atlantic Branding Initiative in 2016, ~~the~~ 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 ~~WARC~~ local organizations and the community to promote pop-up initiatives and tactical urbanism projects under the umbrella of a larger ~~SET~~ placemaking program for the West Atlantic neighborhoods. The Plan identifies the following pilot placemaking opportunities to reinforce ~~The Set~~ the area brand.

## **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 ~~Set Transformation Plan~~ West Atlantic Redevelopment Plan Update (2019) supports the community’s vision and recommends that the Palm Beach County School Board work with ~~WARC~~ 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~~ WARC taking the lead role from inception to day-to-day operations. ~~This would require WARC to strengthen existing and~~ The ideal organization for this role will have the capacity to strengthen existing partnerships and establish new ~~partnerships 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 ~~Set Transformation~~ 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 Set~~ 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. ~~WARC~~ 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 ~~The Set Transformation Plan~~’s vision for a healthy, strong and vibrant community.

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- 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, the developer, and the CRA ~~and WARC~~
- 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:
  - Supermarket/ Grocery Store
  - Health/Wellness/Pharmacy
  - Bank/Financial Institution
  - Entertainment/Hospitality Cluster - Restaurants, Music Clubs, Theater
- ~~Approval from CRA and WARC~~

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

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

Project	Responsible Party/s	Description	Funding Source
Commercial Land Trust	<b>Community Stakeholders</b> /CRA	Creation of land trust <b>advised by community stakeholders</b> to acquire, manage and attract community services such as financial institutions	CRA/New Markets Tax Credits/Permanent Loan
<del>Expand CMT Role in Redevelopment</del>	<del>CRA/City/<b>Community Stakeholders</b></del>	<del>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.</del>	<del>N/A</del>

#### Long-Term Action Items (10-30 years)

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

Staff Comment: Please see page 86 for corresponding changes.

Note: The community engagement 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 nomenclature for the Plan area.

Note: The Economic and Demographic profile was prepared prior to the transition from the use of the name "The Set" to refer to the Northwest, Southwest, and West Atlantic Commercial sub-areas. The charts have been updated, but the original document by IBI Group, Inc. retains the use of "The Set" as a descriptor for this area.



