THE SET

WHERE YOU CAN.

THE SET TRANSFORMATION PLAN

Community Engagement Workshop No. 3

November 4, 2017

PARTNERS FOR PROGRESS

AND YOU, the Community Stakeholders!

INVESTMENTS
HOUSING
PEOPLE
WEALTH
SAFETY
= SELF SUSTAINED NEIGHBORHOOD
THE SET

RULES OF ENGAGEMENT

1. **Safe place:** Disagreement is fine, but harsh criticism can shut down conversation.
2. **Listen.**
3. **One microphone:** No side conversations.
4. **Everybody has a voice.**
5. **Step up, have your say, step aside.**
6. **Use technology respectfully:** Avoid cell phone use and take phone conversations out of the room.
7. **Clarify definitions:** Explain your terms.
8. **Common language:** Avoid jargon.
9. **Land the plane:** Be brief and don’t ramble.

POWER ANALYSIS

- **Structural Racism**
- **Civic Stewardship & Engagement**
- **Bureaucrats** an official in a government department, in particular one perceived as being concerned with procedural correctness at the expense of people's needs.
- **Equity (Not Equality…but that’s important too)**

Different Kinds of Racism:

- **Individual racism:**

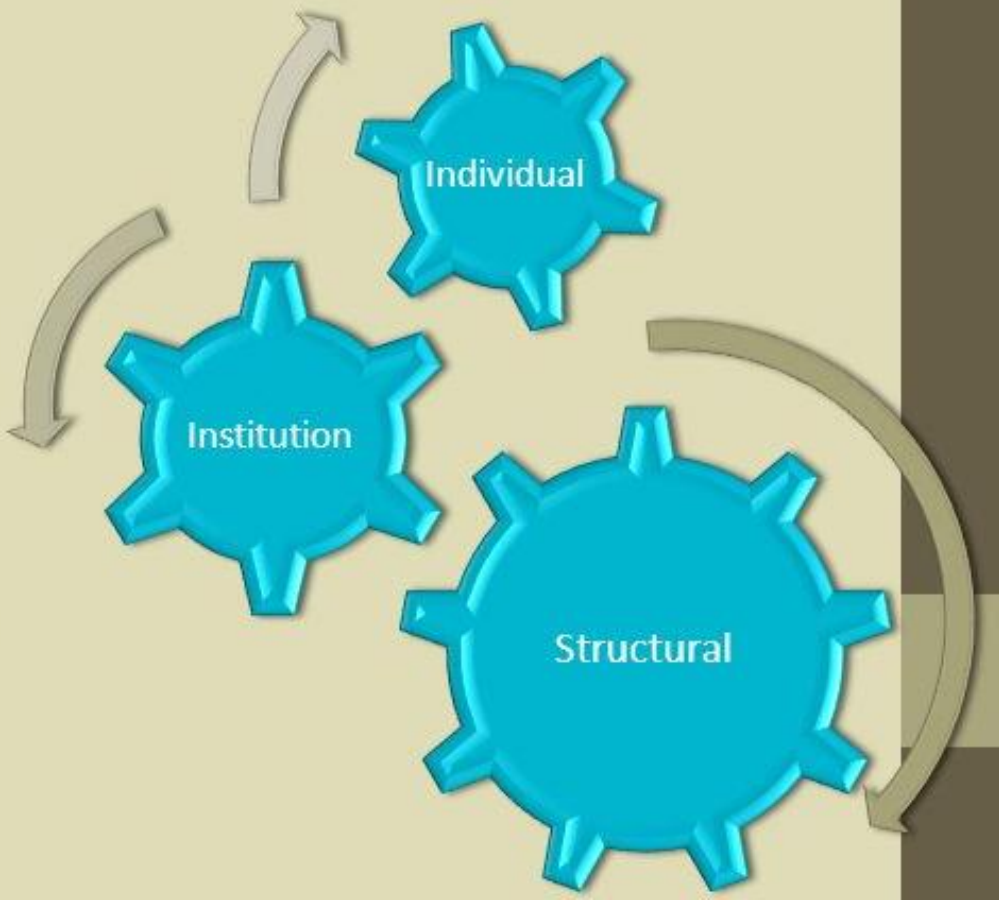
Pre-judgment, bias, or discrimination by an individual based on race.

- **Institutional racism:**

Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

- **Structural racism:**

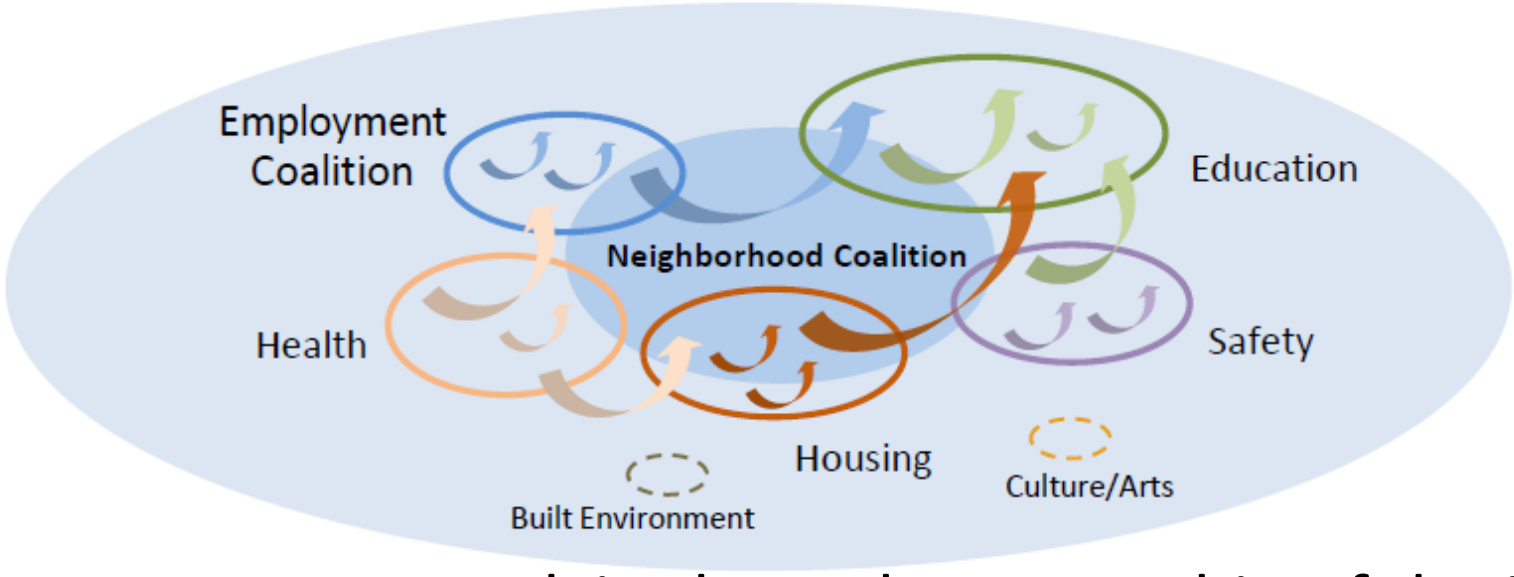
A history and current reality of institutional racism across all institutions. This combines to create a system that negatively impacts communities of color.



Stewardship: the conducting, supervising, or managing of something; *especially* the careful and responsible management of something entrusted to one's care

Civic stewardship structures help neighbors care for their community

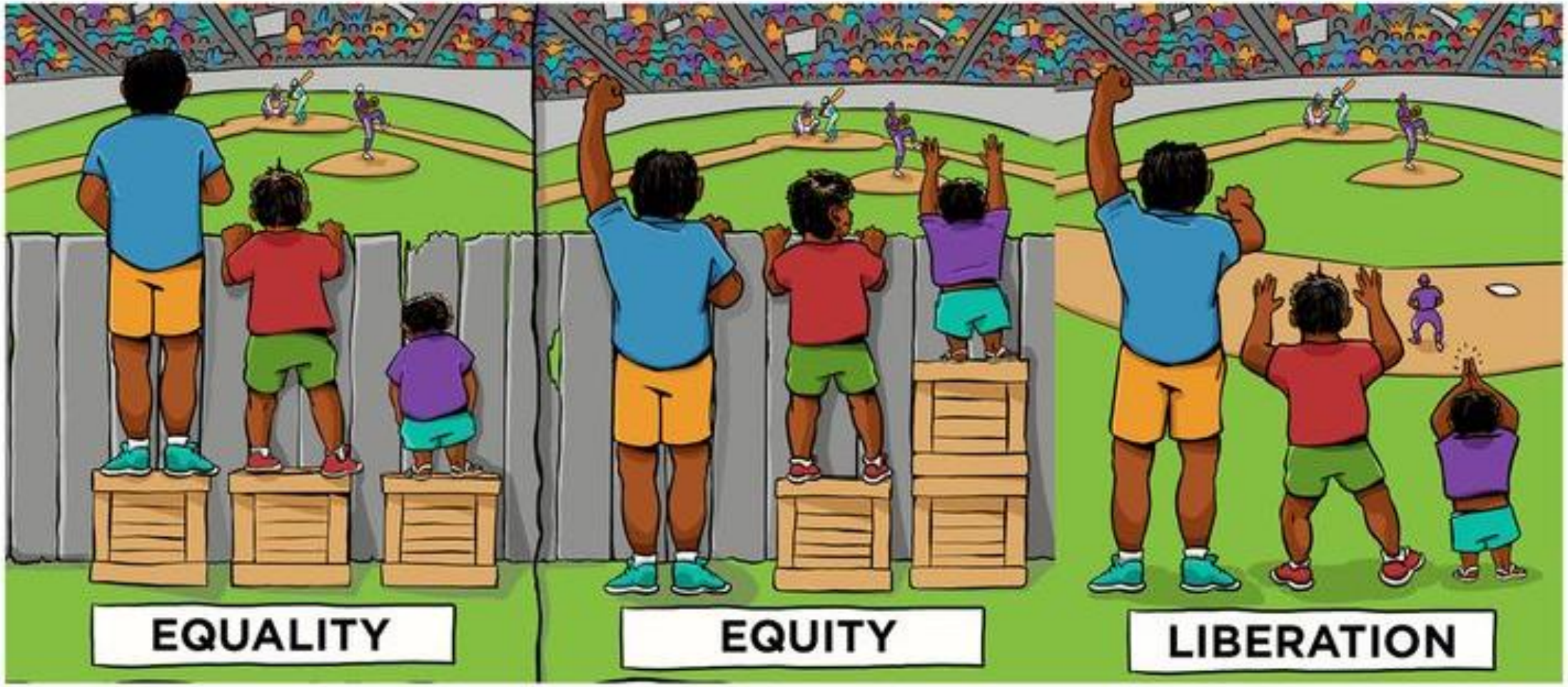
Issue-based coalitions steward community initiatives & institutional offerings for results



"**Community Engagement** work is about the ownership of the journey rather than 'being air-lifted to the solution'."

- Hope Community, in partnership with Twin Cities LISC (Local Initiatives Support Corporation)

Equity: existence of conditions where all people can reach their full potential



What is The Set

CHALLENGES TO THE SET

Many **seniors lack resources** to support themselves

Low-wage jobs to grow faster than higher-wage jobs over 10 years

Growth of technology in the workplace

High poverty rate – 63% at or below 200% FPL

Unemployment rate of **18% – 20% vs. City at 4.1%**

38% of residents have **no health insurance**

47% of residents receive **Medicaid benefits**

HOW DO WE MOVE THE NEEDLE?

OUTLINE

A HISTORY

B THE SET VISION & GUIDING PRINCIPLES

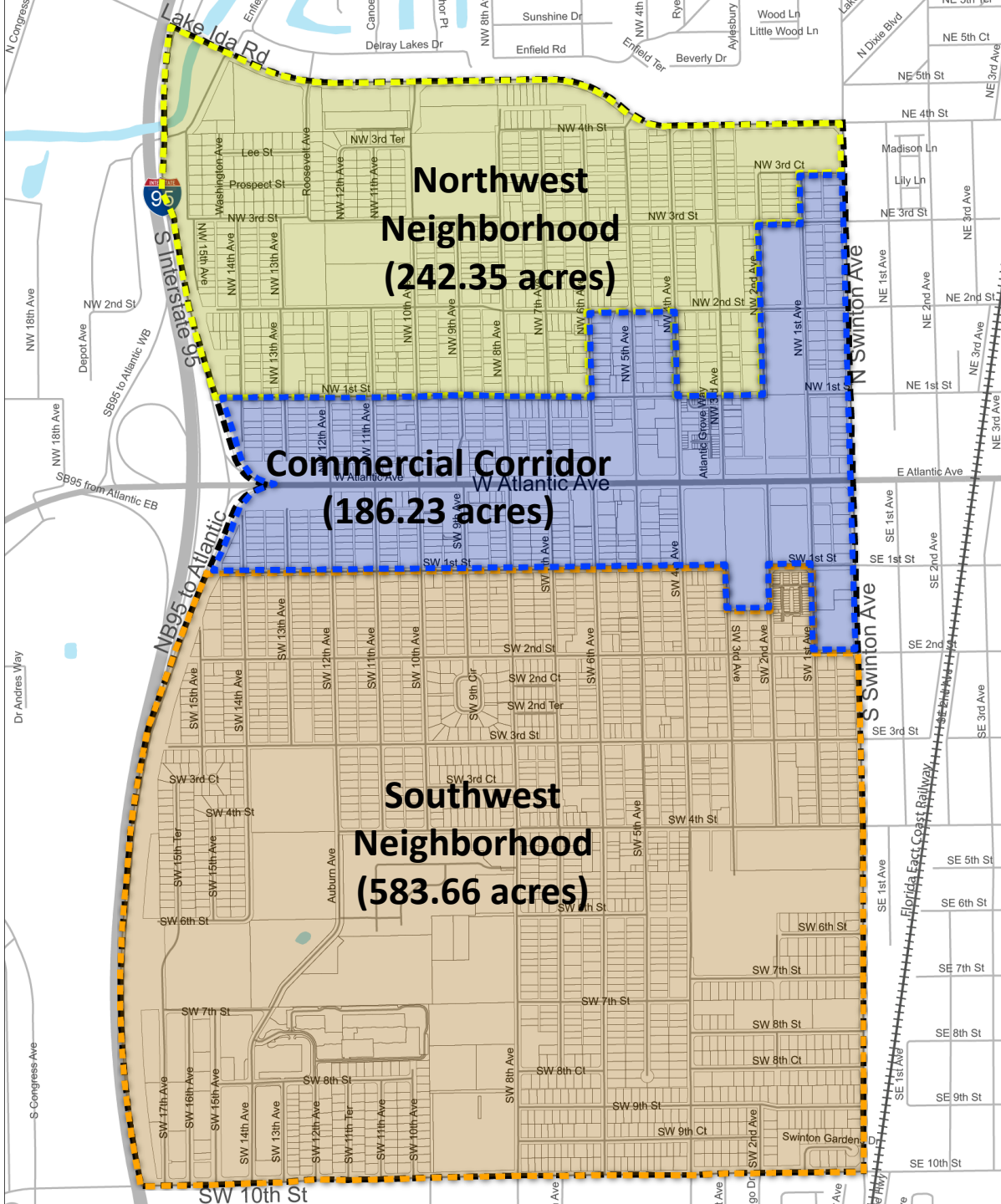
C PLANNING PROCESS

D NEXT STEPS

Compromised of Three Subareas

A Cohesive, Healthy and Strong Community

– THE SET



A HISTORY: WHY WE'RE HERE

1988

Resident criticizes meeting

By LARRY BARSZEWSKI
Staff Writer

DELRAY BEACH — Three city officials met with three members of the West Atlantic Avenue community for lunch on Thursday, seeking practical ways to involve residents in creating a redevelopment strategy for the neighborhood.

But a member of the newly formed West Atlantic Property Owners' Association declined to attend the meal at Sizzler on Federal Highway, saying city officials should not just meet with select representatives of the area.

"I am not meeting with anybody individually," said Deborah Wright, spokeswoman for the property owners' group. "They are going to meet with us as a committee."

Those at the lunch said they discussed the best ways to set up community meetings and that they did not meet to make decisions about redevelopment.

"The purpose essentially was to restate the positive approach that needs to be taken in developing a strategy and a plan for the community," City Manager Walter Barry said. "It's clear that there has been lots of misinformation and misinterpretation involved."

Barry, Community Redevelopment Agency Director Bill Finley and Community Improvement Director Lula Butler met with funeral home director

Finley

Barry

Alfred "Zach" Straghn, the Rev. Edward Hayes of St. John Primitive Baptist Church and the Rev. L.C. Johnson of Mount Olive Baptist Church.

"The CRA is going to have to be patient and explain all of its plans, whether by big groups or by small groups," Straghn said. "Regardless of what I think, I don't want to influence people to do one thing or another . . . It's their belongings. They labored hard for it."

"I'm sure Mr. Finley showed a lot of desire to establish some type of communication line," Hayes said.

The controversy began in December when Finley unveiled a proposal calling for the voluntary relocation of about 360 families to make way for redevelopment. Residents living within a block of West Atlantic between Interstate 95 and Swinton Avenue would be moved to new houses on vacant lots in existing neighborhoods north and south of them.

The property owners, fearful that their homes would be taken from them, responded angrily.

Given the recent bitterness, Straghn said the upcoming meetings will not be easy.

"The first impression is the lasting impression," Straghn said. "You have to build your credibility."

A HISTORY: WHY WE'RE HERE

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A HISTORY: WHY WE'RE HERE

THE 1995 WEST ATLANTIC REDEVELOPMENT PLAN

THE 2002 DOWNTOWN MASTER PLAN

THE 2003 SOUTHWEST NEIGHBORHOOD PLAN

THE 2012 WARC NEEDS ASSESMENT

THE 2017 SET TRANSFORMATION PLAN

A HISTORY: WHY WE'RE HERE

WHY DOES WARC EXIST?

- **To Protect This Neighborhood From The Negative Consequences Associated With Structural Racism:**
  - Unfair Housing Policies & Practices
  - Slum & Blight
  - Loss Of Black Owned Businesses
  - Unfair Lending Practices
  - Inadequate Schools
  - To Protect Our Community From The CRA And Its Authority.
  - Protect Our Community From Complete Gentrification.

B The Set Transformation Plan: VISION

The Set shall become a place of opportunity, resiliency, inclusion and wellness through equitable policies and development, strategic partnerships, and the power of community leadership.

THE SET

WHERE YOU CAN.

B The Set Transformation Plan: GUIDING PRINCIPLES

01 COMMUNITY WEALTH BUILDING

02 LOCAL CAPACITY BUIDLING

03 CIVIC STEWARDSHIP

04 JOB CREATION & ENTREPRENEURSHIP OPPORTUNITIES

05 NEIGHBORHOOD INVESTMENTS

06 HEALTHY COMMUNITY

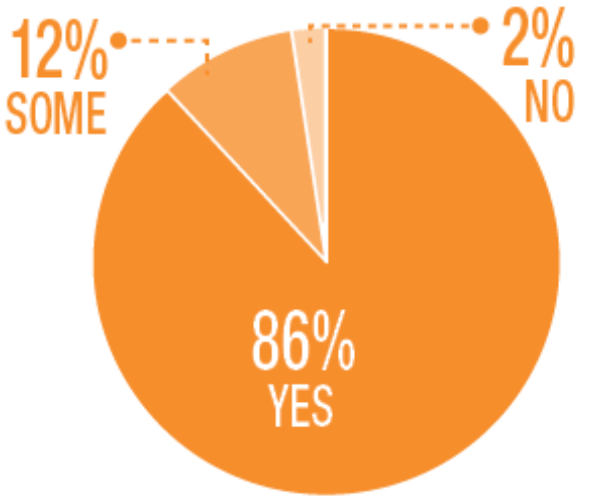
07 BELONGING TO THE TRIBE

08 PLACEMAKING

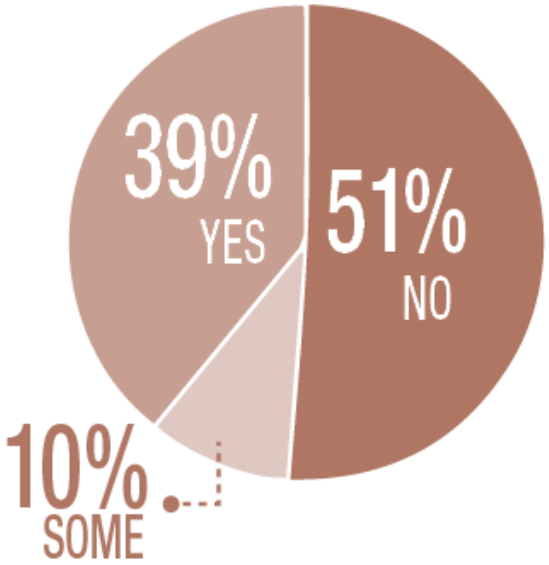
09 FINANCIAL VIABILITY

10 PHASED IMPLEMENTATION

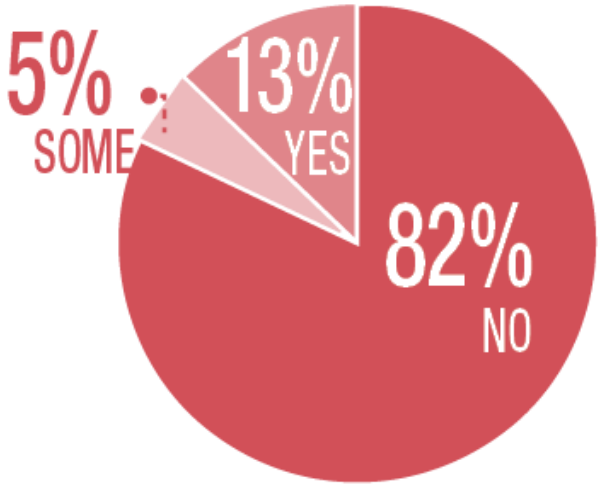
C PLANNING PROCESS: WHAT WE HEARD



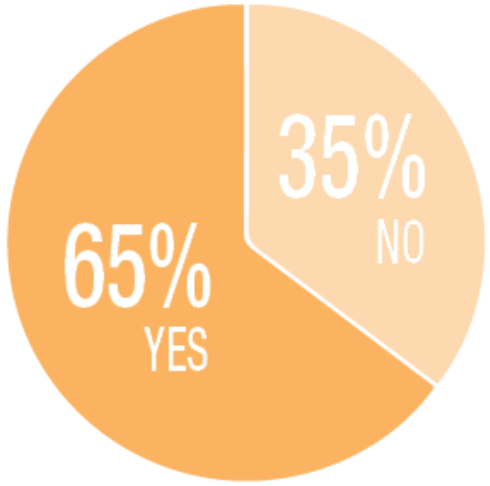
86% STAKEHOLDERS
feel safe in The Set.



SUFFICIENT
EDUCATION FACILITIES



SUFFICIENT
WELLNESS FACILITIES



ACCESSIBLE
TRANSIT FACILITIES

C PLANNING PROCESS: WHAT WE HEARD

COMMUNITY ASSETS

- Community feel, history, cultural, Fairfield Inn, gateway, sidewalks, alleyways
- Neighborhood mix, community activism
- Friendliness of people, care about each other
- Pompey Park, family, beach, I-95
- Sense of community, Spady Museum, tennis, library, cultural
- Neighborhood, location, peaceful

IMPROVEMENTS NEEDED

- Create opportunity for jobs/business, teen programs, young adult, sober home regulation.
- Development on empty lots, residential & commercial code enforcement, min. housing standards, need a different approach, rehab of older homes
- Diversified employment
- Commercial development on W. Atlantic Avenue, smart development including community needs, grocery, bank, walkable services

1. COMMUNITY WEALTH BUILDING

Existing Status

- Strong presence of Micro enterprises: ***52% of the total sales revenue***
- Low Educational Attainment Rates- ***16% with university degree***
- Proportion of cost burdened houses- ***10-12% greater than City***
- High poverty rate – ***63% at or below 200% FPL***
- **Earn 33% less** than the City residents
- Home ownership half of City- 35%

Community Feedback

Need for:

- technical job skill training
- livable wage jobs
- increased home ownership opportunities
- life skills training
- access to capital
- quality affordable housing

Building on Success

- **West Atlantic Avenue Redevelopment Plan**
  - Restore WARC as primary liaison
  - Re-establish the Community Management Team
- **SW Neighborhood Plan**
  - Strengthen home-based and micro-enterprise businesses
  - Incubator & apprenticeship program to train construction skills
  - Residential based economic development
  - Build contracting capacity
  - Carver Estates Housing project

1. COMMUNITY WEALTH BUILDING

The Set Transformation Strategies:

- **Invest Locally**
  - Create community loan fund
  - Require use of local businesses in procurement opportunities
  - Create Individual Development Accounts (matching funds)
  - Deliver small-dollar loans to reduce dependence on pay-day loans
  - Create Children's Savings Account Program
  - Release City and CRA-owned single family lots to non-profit developers
  - Living Wage Ordinance
  - Land Trust (CCLT)
  - Extraction of % of commercial in mixed-use projects to CCLT
  - Create Resident-owned CDFI

- **Improve Access to Education and Training**
  - Implement Naviance (Community School Model) program in all grades
  - College Mentoring program
  - Revamp the mission of the Village Academy
  - Provide credit counseling
  - Teach financial literacy

2. LOCAL CAPACITY BUIDLING

Existing Status

- City Partnerships focused on:
  - Arts & Culture
  - Housing
  - Education
  - Sports
  - Marketing
- Lack of efficient resource utilization for capacity building and project management/ implementation

Community Feedback

Need for:

- Vocational & Adult education opportunities
- Minority business opportunities
- Community leadership and “champions”
- Better communication about grants

Building on Success

- **West Atlantic Avenue Redevelopment Plan**
  - Bolster WARC as project manager
  - Re-establish WARC & NWSWNA as The Community Management Team
- **SW Neighborhood Plan**
  - Need a single organization to “champion” implementation

2. LOCAL CAPACITY BUIDLING

The Set Transformation Strategies:

- **Invest in community development training for program implementation**
  - Identify training programs (e.g. NDC)
  - Organize leadership and change management training sessions in collaboration with regional universities
- **Strengthen network of non-profits and CDCs**
  - Create a website and resource directory of area non-profits
  - Conduct an annual workshop between WARC and non-profits
- **Develop database of Specialty Trade Contractors in the area**
- **Conduct business roundtable discussions**
- **Expand the Empowerment Zone at the Library**
- **Utilize WARC, NWSWNA, and Nonprofit Partners to Implement Sustainable & Equitable Development Model**

3. CIVIC STEWARDSHIP

The Set Transformation Strategies:

- Formalized Community Advocate & Convener - WARC
- Form partnerships to move agenda- NWSWNA, Non-profits, City, CRA, local businesses
- Build capacity - Training/Knowledge/Resources
- Timeline to Get to 100% Community-Driven Development

4. JOB CREATION AND ENTREPRENEURSHIP OPPORTUNITIES

In The SET:

682 establishments

5,997 jobs

5,098 employed residents

67% workforce participation

92% employ less than 20

9% self-employment rate

Significant Local Opportunity

Business Characteristics, 2017	The Set	
Total Establishments	682	
Total Employees	5,997	
Total Sales	$968.1M	
Establishments by Employment		
Less Than 20 Employees	628	92%
20-99 Employees	44	6%
100 or more	13	2%
Advanced Industries		
Employees	-	0%
Establishments	-	0%
Local and National Presence		
Single Location	641	94.0%
Branch	40	5.9%
Subsidiary Headquarters	-	0.0%
Headquarters	1	0.1%
Establishments by Sales Revenue		
<1M sales	522	76.5%
1-5M	121	17.7%
5-10M	18	2.6%
10-50M	20	2.9%
50-100M	1	0.1%
100-500M	-	0.0%
>500M	-	0.0%

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
		4,560
		76%

4. JOB CREATION AND ENTREPRENEURSHIP OPPORTUNITIES

92% of The Set jobs are held by non-residents

94% of employed The Set residents work outside The Set

Jobs – Resident Mismatch

Where Set Residents Work	Count	Share
Total All Jobs	5,098	100.0%
The Set	307	6%
Delray Beach city, FL	759	15%
Boca Raton city, FL	727	14%
Boynton Beach city, FL	349	7%
Deerfield Beach city, FL	163	3%
West Palm Beach city, FL	143	3%
Fort Lauderdale city, FL	141	3%
Palm Springs village, FL	141	3%
Miami city, FL	68	1%
Pompano Beach city, FL	62	1%
Sunrise city, FL	44	1%
All Other Locations	2,194	43%

4. JOB CREATION AND ENTREPRENEURSHIP OPPORTUNITIES

The Set Transformation Strategies:

Focused Training & Education

- Expand Job Training Programs
- Match Training with Industry Strengths
- Create Children‘s College Savings Account Program

Expand Entrepreneurial Opportunity

- Business Incubators & Accelerators
- Change code allowing innovative uses: Home Offices, pop-ups, food trucks, street events, etc.
- Develop Legacy Business Purchase program
- Develop Legacy Business Financing
- Expand Business Development Loan & Grant Programs

4. JOB CREATION AND ENTREPRENEURSHIP OPPORTUNITIES

The Set Transformation Strategies:

Grow Local Businesses Employment

- Local business database & networking
- Designate The Set as Impact Zone with enhanced incentives and unique uses
- Grow small business investment grant & loan programs
- Impact Zone Ambassador to provide assistance for start-ups & existing businesses
- Community Benefits Agreement Program – Aggressive Local hiring Requirements

Targeted Physical Investments

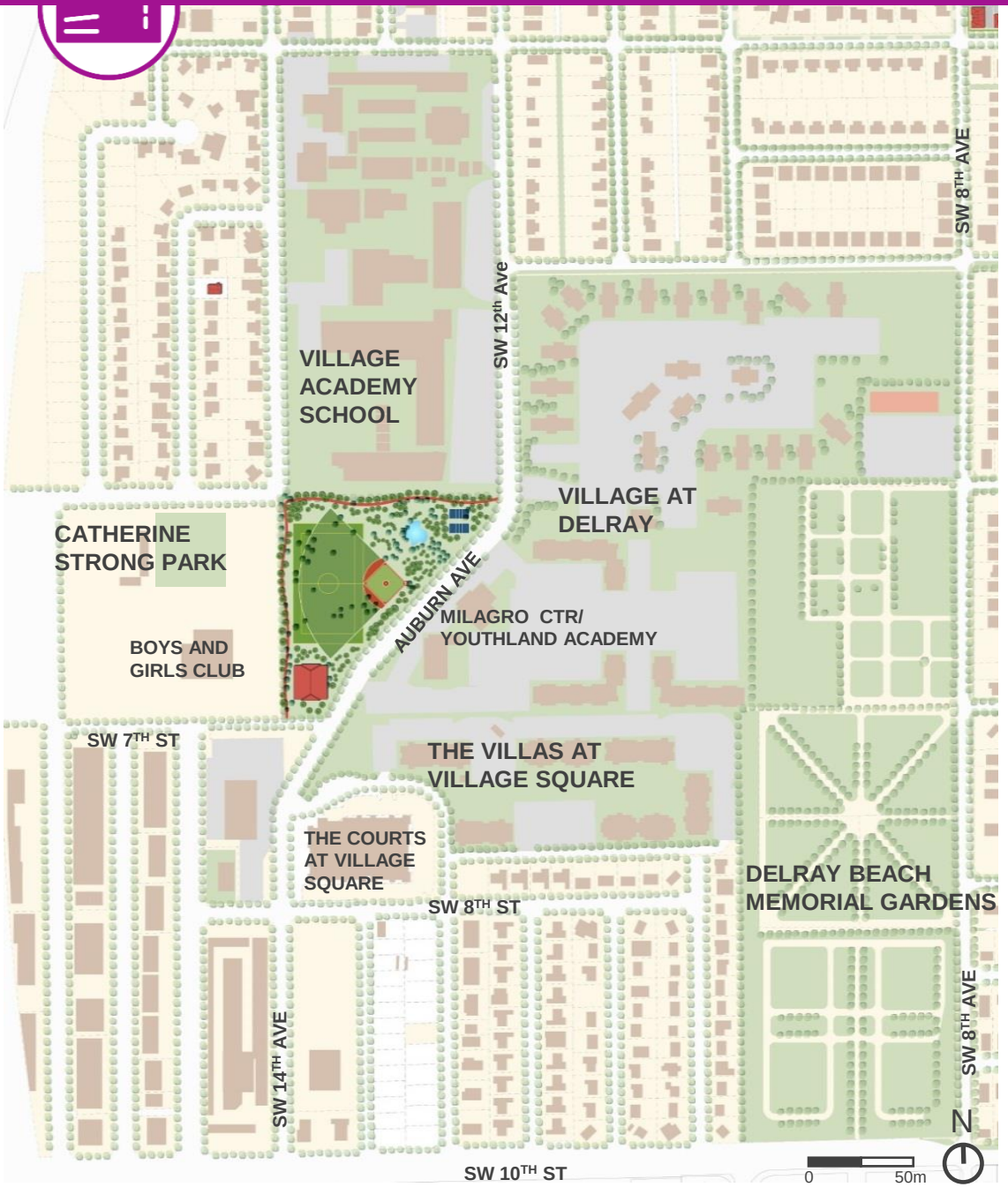
- Focus on Fifth Street-Purchase/lease
- Creation of Commercial Community Land Trust (CCLT)
- Extraction of % of commercial in mixed-use projects to CCLT
- Infrastructure & Incentives – SW Corner

5. NEIGHBORHOOD INVESTMENT

Catalyst Projects

- Infill Housing
- Village Center Campus
- Publix Grocery Store
- SW 700 & 800 Block Future Development
- Carver Square – 20 New Single Family Homes on 2 Blocks

VILLAGE CENTER COMMUNITY CAMPUS



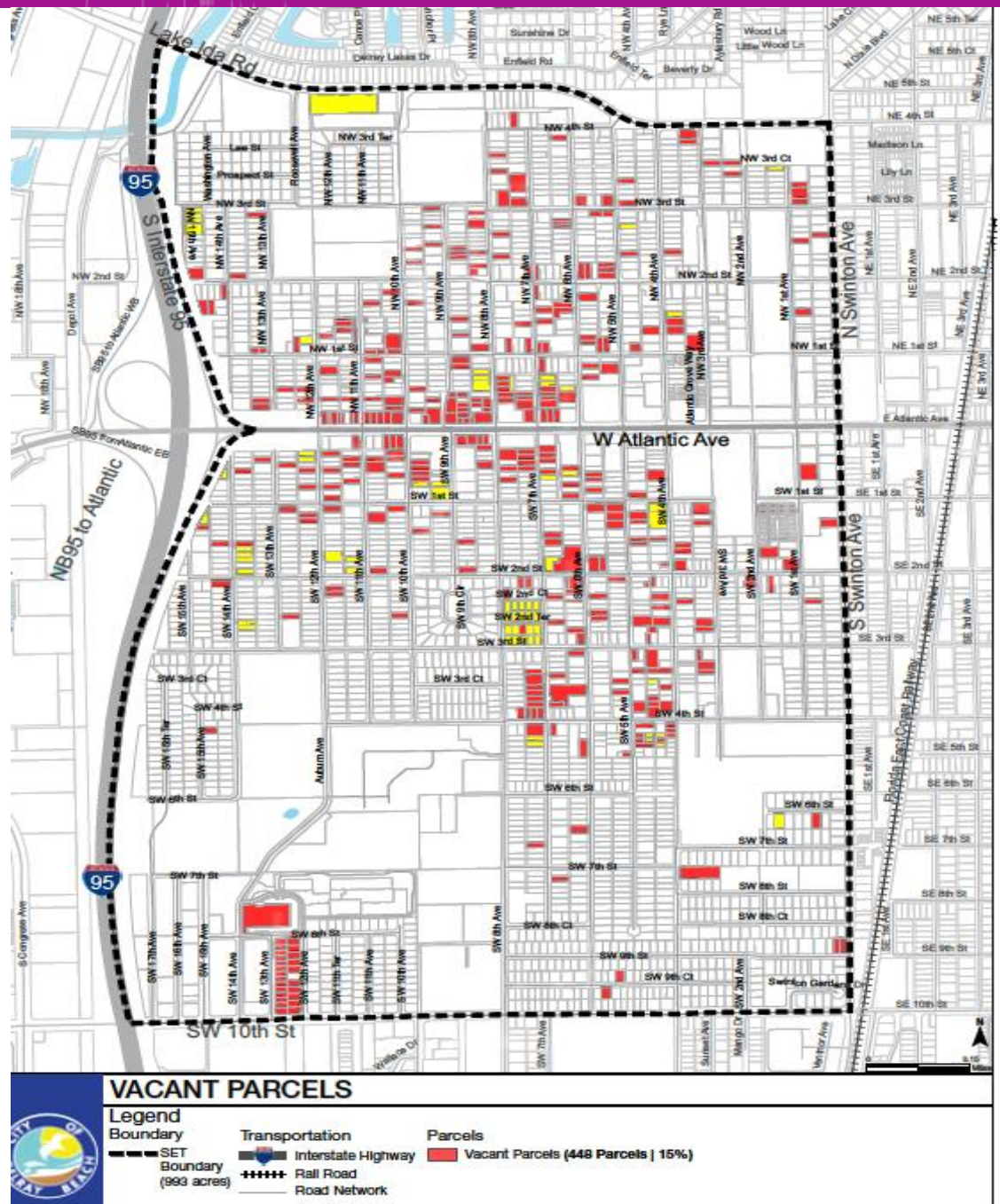
- Continuing Adult Education/Workforce Development
- Athletic Practice Field
- Streetscape on SW 12th/14th Ave (from SW 3rd to SW 10TH Streets)
- Neighborhood Resource Center
- Wellness and Medical Facilities
- Indoor Theater
- Skate Park

CATHERINE STRONG PARK

- Swimming Pool
- Teen Center Relocation

The Set Transformation Strategies:

- Vacant Lot Acquisition Program – 448 parcels/9.6% of land
- Model Block Program – Create synergy
- Utilize local contractors
- Non-profit partners



6. HEALTHY COMMUNITY

38% No Health Insurance
47% on Medicaid
Incomplete pathway network

The Set Transformation Strategies:

- Continue to complete sidewalk network
- Continue with alleyway improvements
- Create pathways through large blocks
- Work with Community Greening to add street trees
- Add bike share locations and pathways for bikes
- Promote community gardens
- Senior Outreach Program - food, rides, home rehab

7. BELONGING TO THE TRIBE

The Set Transformation Strategies:

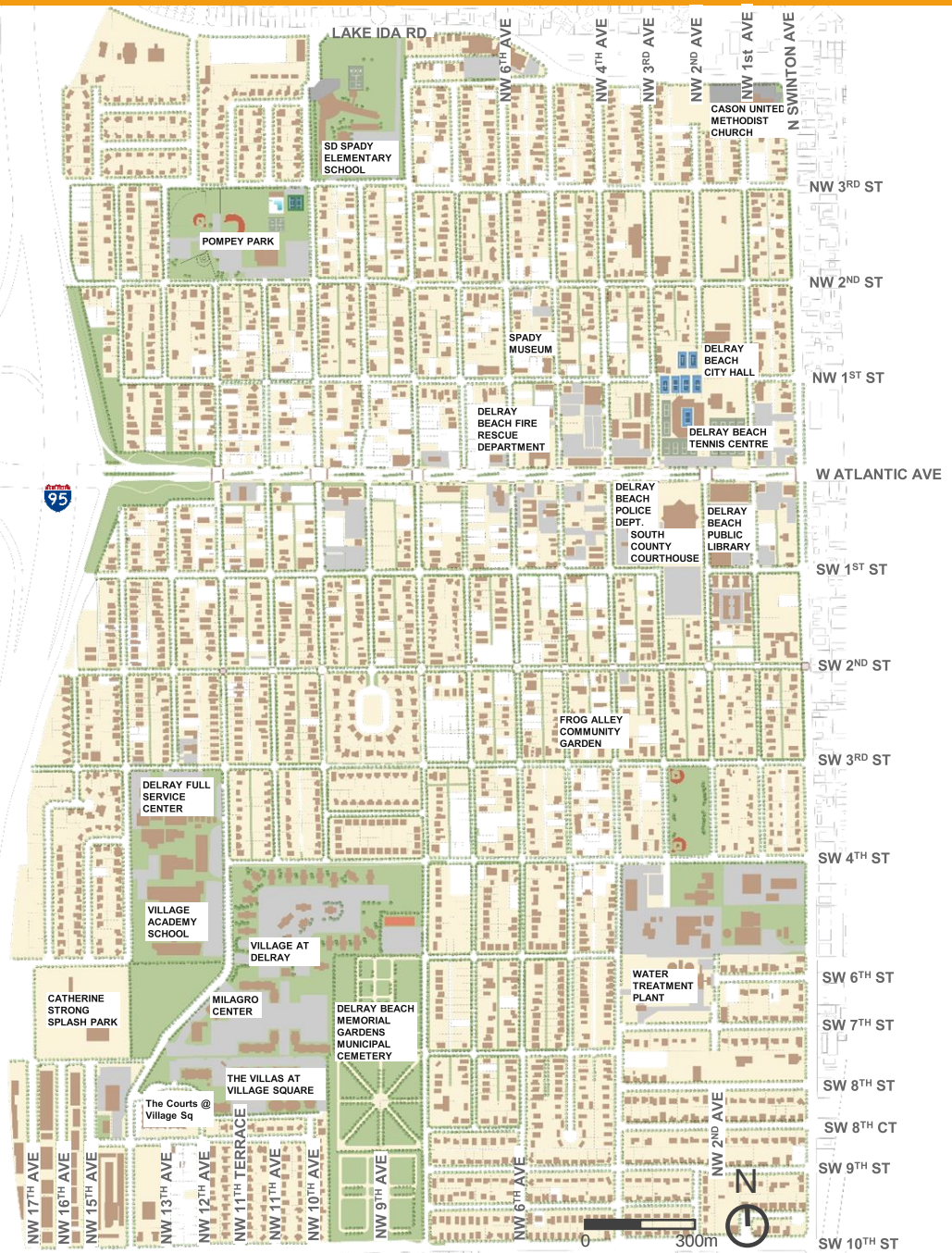
- Annual event celebrating history and culture of The Set
- Neighborhood street parties
- Celebrate history and culture - public art, historic markers, historic preservation, thematic elements.
- Communication Program - churches, non-profits, schools, newsletter
- Install digital information kiosks in public areas

8. PLACEMAKING

The Set Transformation Strategies:

- Master Plan Proposal
- Streetscape Proposals
- Village Center Campus
- Connecting People to Schools, destinations, green space
- Branding The Set - wayfinding, thematic elements, Lake Ida Eco Art project

EXISTING PLAN



A PLANNING PROCESS

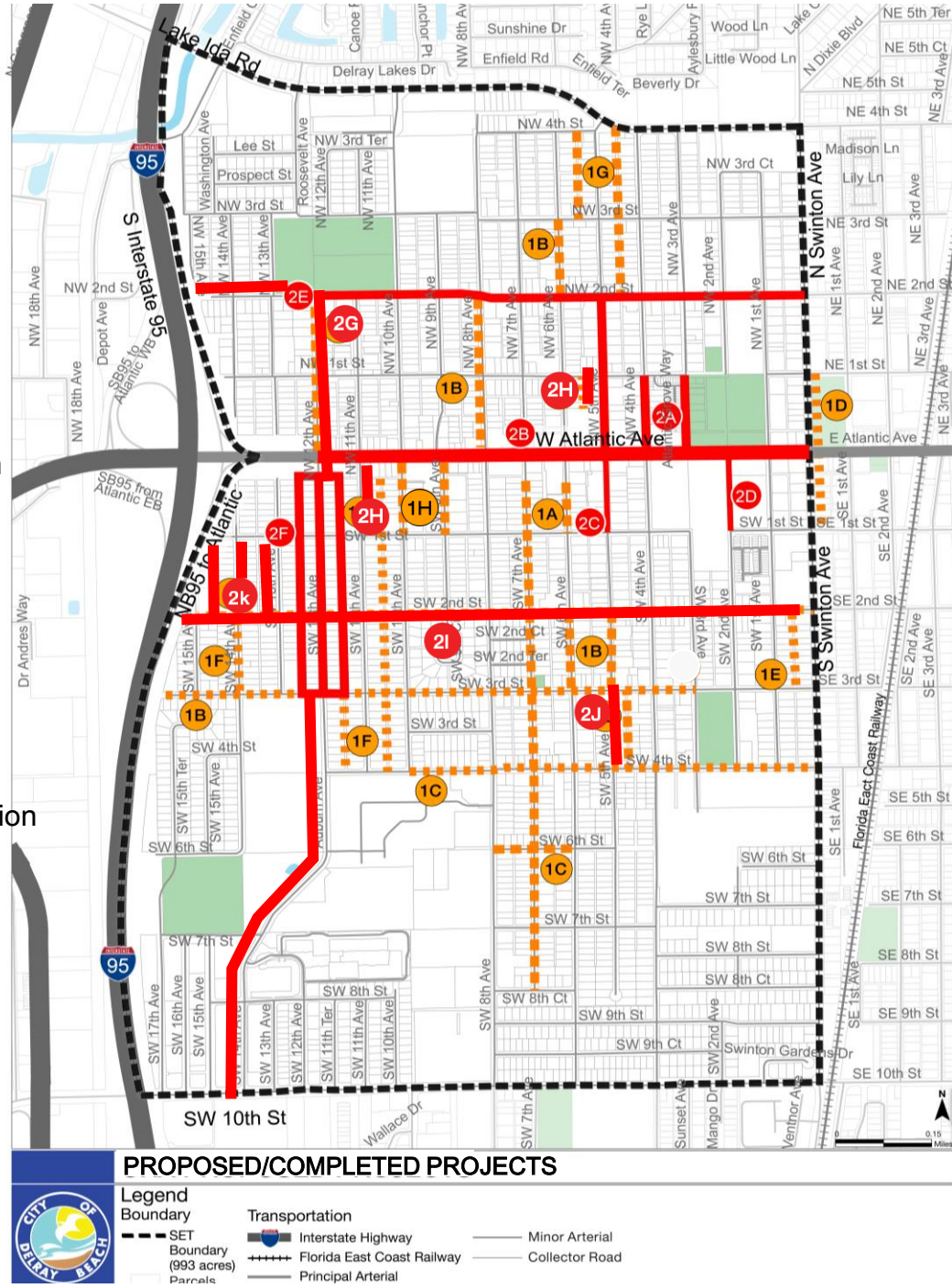
PROPOSED/COMPLETED STREETSCAPE IMPROVEMENTS

CRA/City Proposed Projects

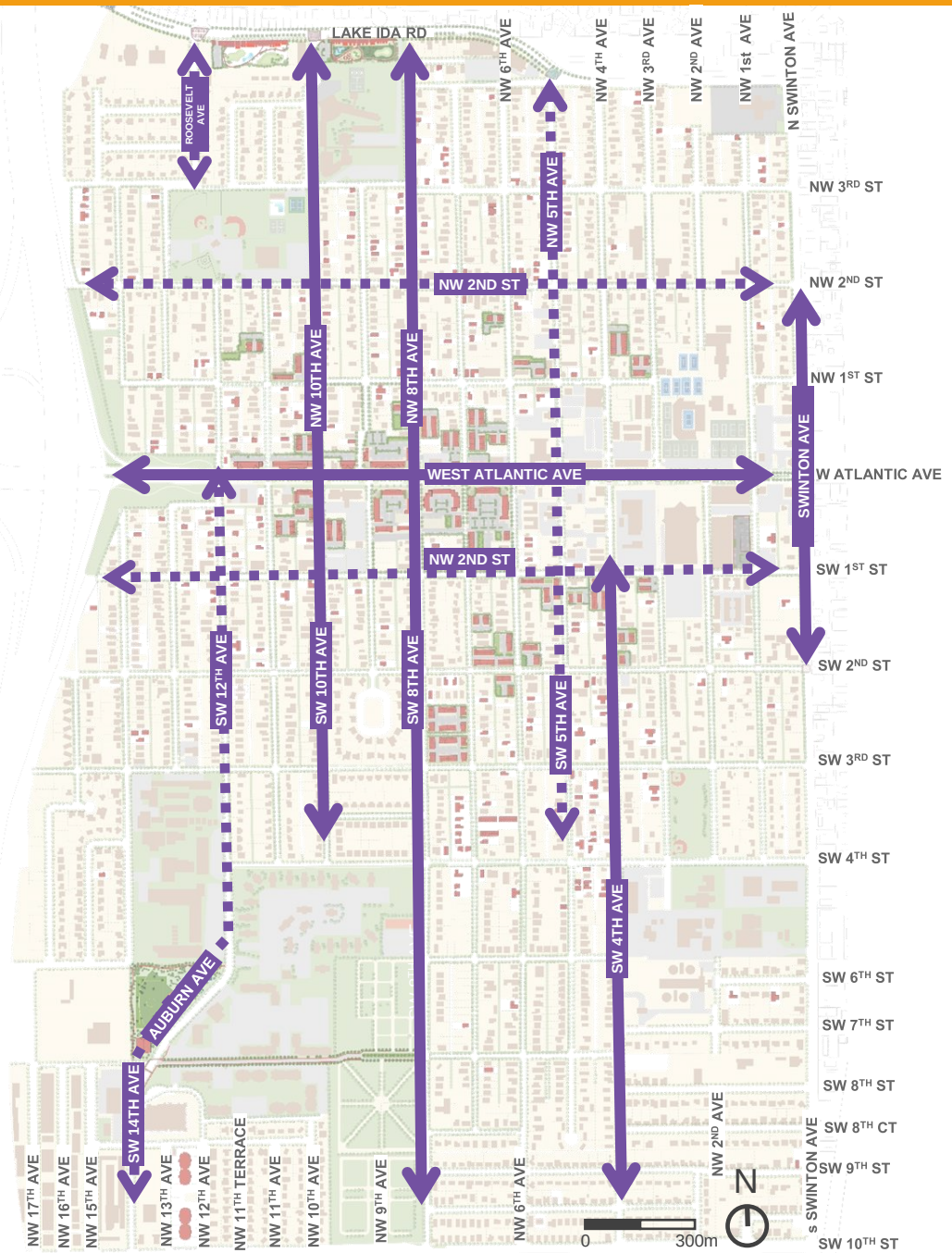
- 1A SW 6th, 7th, 8th & 9th Avenue Improvements
- 1B Sidewalks – NW/SW Neighborhoods
- 1C SW4th Street, SW 6th Street and 7th Avenue Reconstruction
- 1D Swinton & Atlantic Avenue Intersection
- 1E Block 63 Alley (between SW 2nd & 3rd Streets and Swinton & SW 1st avenue
- 1F SW Neighborhood Alley (5 Alleys)
- 1G NW 5th Avenue Alleys (3 Alleys)
- 1H SW 9th Avenue project

CRA/City 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 MLK Jr. Dr. Beautification
- 2F SW 12th/SW 14th Avenue 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)



URBAN DESIGN PLAN



STREETSCAPE PROPOSALS

PRIORITY STREETSCAPE UPGRADES

- W. ATLANTIC AVENUE
- SWINTON AVENUE
- SW 4TH AVENUE
- NW/SW 8TH AVENUE
- NW/SW 10TH AVENUE

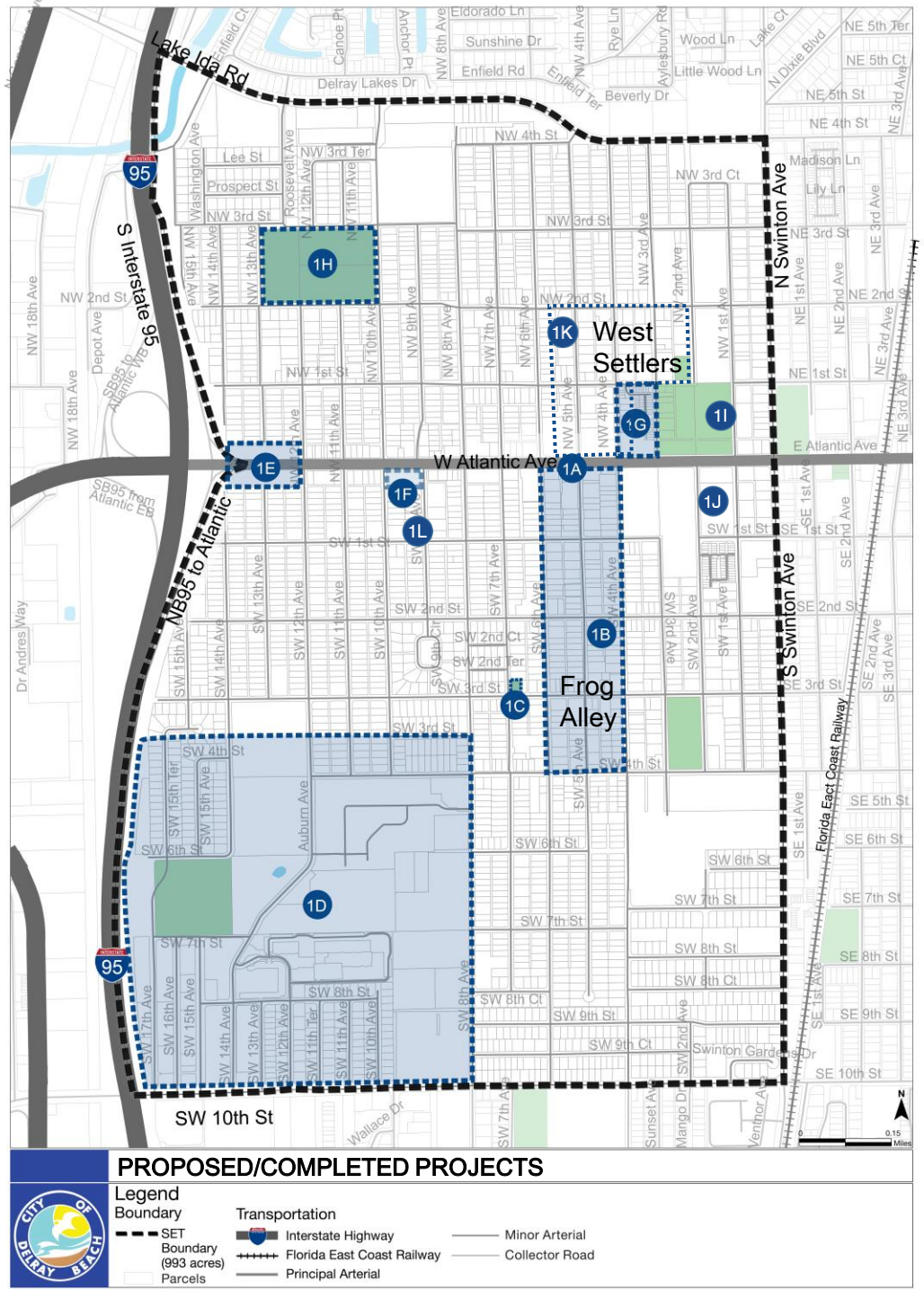
SECONDARY STREETSCAPE IMPROVEMENTS

- NW/SW 5TH AVENUE
- SW 12TH AVENUE THRU to SW 10th ST
- NW 2ND STREET
- SW 1ST STREET
- ROOSEVELT AVENUE

A PLANNING PROCESS

PROPOSED/COMPLETED NEIGHBORHOOD PROJECTS

- 1A Libbey Wesley Plaza
- 1B Frog Alley Neighborhood
- 1C Carver Square Pocket Park
- 1D Village Center
- 1E Gateway Feature
- 1F Fairfield Inn
- 1G Atlantic Grove
- 1H Pompey Park
- 1I Tennis Center
- 1J Library/Courthouse Garage
- 1K Spady Cultural Heritage Museum
- 1L Reverend Thomas Park



WEST ATLANTIC AVENUE EXISTING

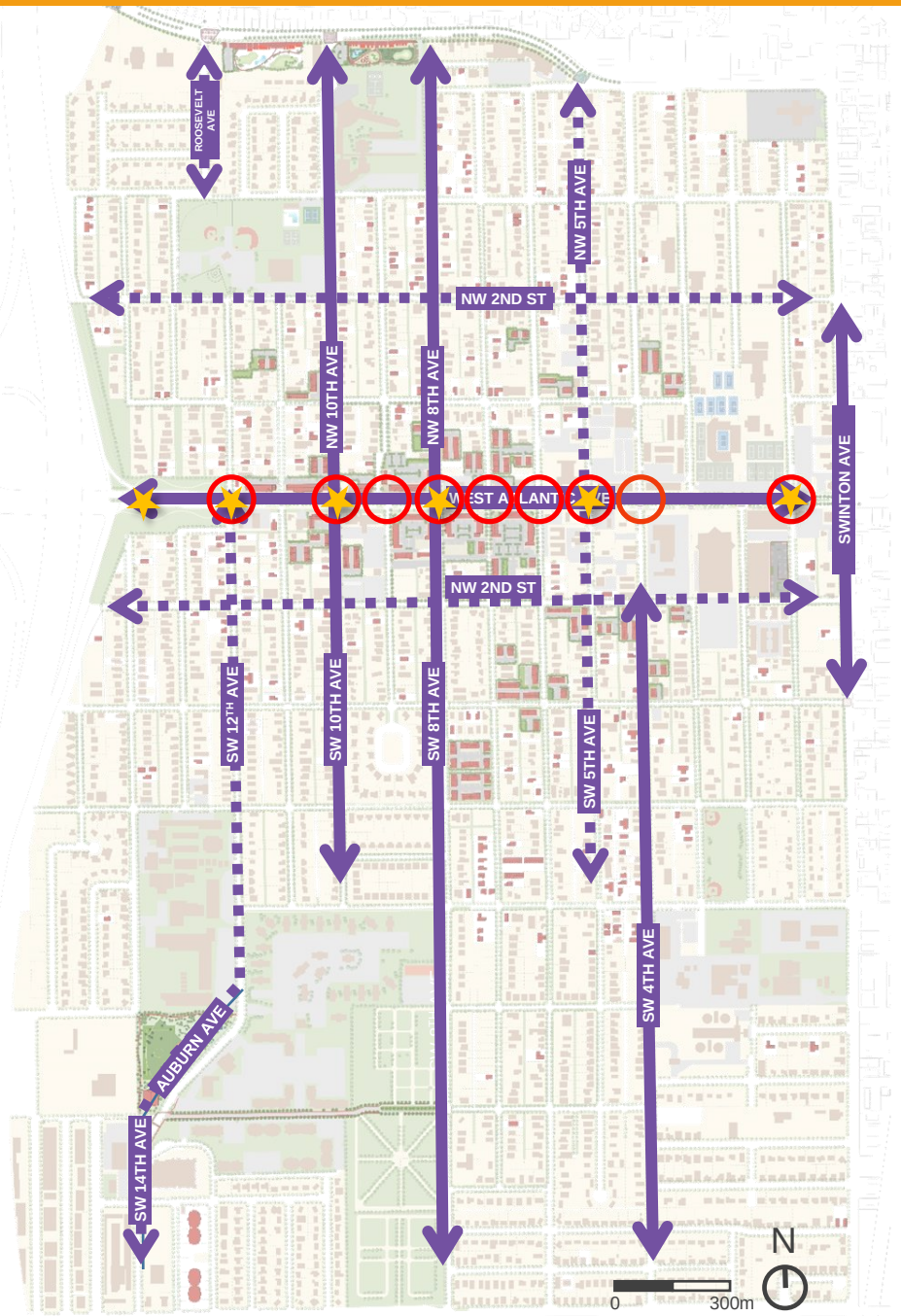
PRIORITY STREETSCAPE UPGRADES

WEST ATLANTIC AVENUE PROPOSED

SW 8TH AVENUE EXISTING

SW 8TH AVENUE PROPOSED

URBAN DESIGN PLAN



KEY PROJECTS:

INTERSECTION IMPROVEMENTS

- INTERSECTIONS ALONG W. ATLANTIC AVE. 12TH , 10TH , 9TH , 8TH , 7TH , 6TH , 5TH , 4TH, 1ST AVENUES

GATEWAY BEAUTIFICATION PROJECTS

- I-95 & W. ATLANTIC AVE
- W. ATLANTIC AVE & 8TH AVE
- W. ATLANTIC AVE & 10TH AVE
- W. ATLANTIC AVE & NW 12TH AVE INTO POMPEY

INTERSECTION IMPROVEMENTS

SWINTON AVE & W ATLANTIC AVE EXISTING

INTERSECTION IMPROVEMENTS

SWINTON AVE & W. ATLANTIC AVE PROPOSED

THE SET PLAZA

NW/SW 5TH AVE INTERSECTION IMPROVEMENT OPTION 1

THE SET PLAZA

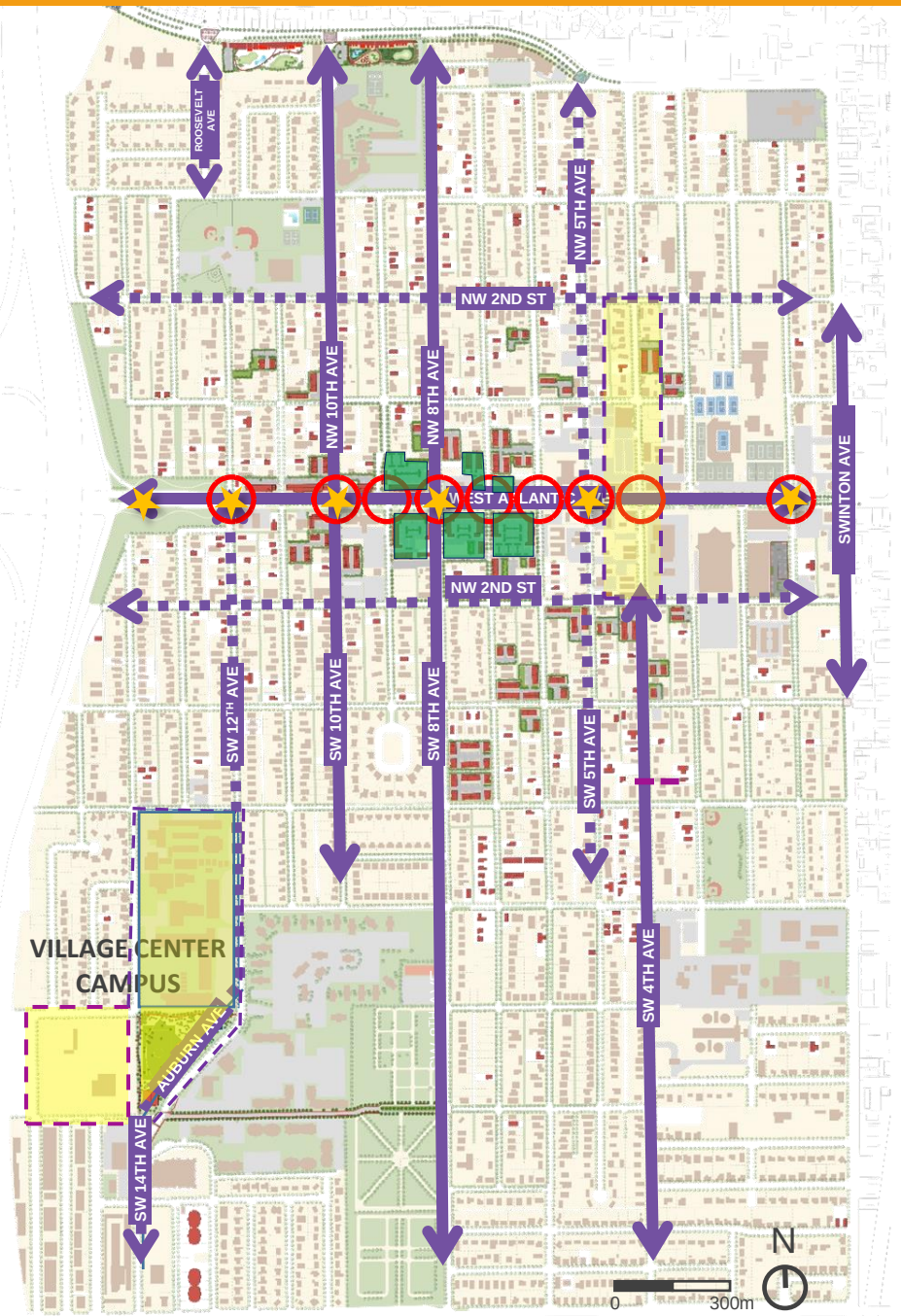
NW/SW 5TH INTERSECTION OPTION 2

SW 8TH AVENUE & W. ATLANTIC AVE EXISTING

GATEWAY BEAUTIFICATION PROPOSAL

SW 8TH AVENUE & W. ATLANTIC AVE PROPOSED

URBAN DESIGN PLAN



CATALYST PROJECTS

- VILLAGE CENTER CAMPUS
- CATHERINE STRONG PARK
- FOCUS ON 5TH INITIATIVE

KEY REDEVELOPMENT SITES

- NEIGHBORHOOD GROCERY
- NW 600 BLOCK
- SW 700 BLOCK
- SW 800 BLOCK
- NW 800 BLOCK

9. FINANCIAL VIABILITY

The Set Transformation Strategies:

- Diversified Funding Sources
  - Grant Stacking Strategy
  - Philanthropic support from Foundations & Corporates
  - Public - Private Partnerships (P-3's)
  - CRA funds
  - City funds

10. PHASED IMPLEMENTATION

The Set Transformation Strategies:

- Break Programs and Projects into Two Categories
  - Short Term Projects – Achieved in 1 – 3 Years
  - Long Term Projects – Achieved in 3-10 Years
- Define Funding Sources
- Define Roles and Partnerships
- Define Project/Program Objective, i.e.; increase in median household income
- Define Outcome Measures to determine progress

10. PERIODIC PLAN EVALUATION

The Set Transformation Strategies:

- Create Objective Work Plan
- Develop a Project Evaluation Plan
- Revisit the Plan with the community and stakeholders every three years
- Survey residents every three years
- Evaluation of goals and objectives
- Project monitoring and adjustment

Next Steps

CRA Presentation of Plan	November 9th
WARC Presentation & Plan Adoption	December 7th
CRA Plan Adoption	December 14th
City Presentation & Adoption	January/February 2018

COMMENTS, SUGGESTIONS, QUESTIONS?