DOWNTOWN DELRAY BEACH MASTER PLAN

City of Delray Beach, Florida

A CITIZENS' MASTER PLAN FOR THE GROWTH AND UNIFICATION OF DELRAY BEACH

Adopted by the City Commission on March 19, 2002

TREASURE COAST REGIONAL PLANNING COUNCIL

INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH

City Of Delray Beach
A Citizens' Master Plan

prepared by

Treasure Coast Regional Planning Council

With and for the Citizens of Delray Beach

Acknowledgements

Members of the Charrette Steering Committee: Kevin McCarty, Jean Beer, Dwayne Randolph, Alfred Straghn, George Maso, William Dames, William Wood, Simon Harvey, Henry Williams, Kevin Warner, Joseph Bernadel, Thaddeus Cohen, David Randolph, Daniella Henry, Gertrude Green, Eugene Herring, Janet Onnen, Barbara Brown, Ken Howard, William Morris, Chuck Ridley, Perry DonFrancisco, David Cook, Josh Smith Jr., Francisco Perez, Renee Radabaugh, Libby Wesley, Michael Weiner, Mayor David Schmidt, Vice-Mayor Alberta McCarthy, Commissioner Patricia Archer, Commissioner Jeff Perlman, Commissioner Jon Levinson, City Manager David Harden, City Attorney Susan Ruby, City Planning & Zoning Director Paul Dorling, Jeff Costello, Ron Hoggard, Environmental Services Director Richard Hasko, City Engineer Randal Krejcarek, District Secretary FDOT Rick Chesser, Rick Meninger FDOT, CRA Director Diane Dominguez, CRA Commissioner John Weaver, Kevin McCarty, Brenda Montague, Howard Ellingsworth, Marjorie Ferrer, John Bennett, Joe Gillie, Jimmy Weatherspoon, Ed Gallagher, Lou Waldmann, Clay Wideman, Tim Hernandez, Ingrid Kennemer, Carolyn Zimmerman, Charlotte Durante, Ann Koplas, Sandy Simon, Joanne Peart. Special thanks to the Citizens of Delray Beach and the McArthur Foundation.

Treasure Coast Regional Planning Council

A + S Architects, Planners P.A.

Seth Harry and Associates Inc.

Correa Valle Valle Town Planning, Architecture

Dana Little, Anthea Gianniotes, Jess Linn, Andrew Georgiadis, Sita Singh

Glatting, Jackson, Kercher, Anglin, Lopez, Rinehart

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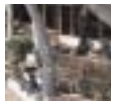
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master plan

The Downtown Delray Beach Master Plan is the citizens' vision for the growth and unification of Delray Beach. It represents the ultimate growth and form of their community and the creation of a recognizable and seamless center for their city.

The main ideas were developed during a design charrette held from April 27th through May 4th, 2001. The Charrette was held at Pompey Park and was well attended by over 200 residents representing a good cross section of the community. Work continued in the weeks that followed the initial public workshop.

The citizens, with the assistance of a professional team, studied the many challenges faced by the community and proposed specific solutions. A final presentation by Council Staff was held on August 17th, 2001. It was a time to take into account further citizen and professional input.

The overall Master Plan and specific project plans and sketches included in this Master Plan are conceptual in nature, provided to graphically illustrate one possible solution to an identified problem or opportunity. They are not meant to represent the only solution, but to provide a starting point for additional discussion and detailed design.

A Summary Of The Citizen's Requests:

- *Accomplish a general sense of unity:* This was the citizens' most important request. Walking or driving along the Avenue should reflect continuity. The character of the Avenue does not have to be the same throughout its entire length, but it all has to be physically seamless.

- *Promote local ownership:* Development along the Avenue (specially West of Swinton Avenue) should be such that the retail and businesses that it attracts serve the community. More service oriented retail, restaurants and shops geared to all the different ethnic groups in the city, at more affordable rents or purchase prices are needed.

- *Preserve the character of the City:* The City of Delray Beach is a good place to live, shop, work and relax. It possesses small town attributes, great physical structure and charm. It is important to preserve these qualities with the understanding that the City of Delray Beach has grown beyond being a Village. It is a City with several districts and neighborhoods.

- *Build a dignified entrance to the City*: Start West, continue East, and eventually development will meet somewhere in the middle.

- *Calm traffic:* Human scale should prevail over the automobile. Traffic calming is one of the essential tools that should be used to accomplish this. Changes to the physical structure of the Avenue to promote slower speeds and a pedestrian friendly atmosphere were requested.

- *A Square at the intersection of Atlantic Avenue and SW 5th Avenue (Historic Main Street):* A square surrounded by mixed-use buildings announces a vibrant neighborhood center along 5th Avenue. This location was proposed as ideal for neighborhood services, grocery stores, ethnic restaurants as well as offices, residences, civic and public buildings. This village square is seen as a new center, half-way between Swinton Avenue and I-95.

- *Protect the integrity of the neighborhoods, improve all neighborhood streets (including alleys):* Establish a street and alley improvement and preservation program.

- *Build mixed-use buildings along the Avenue with parking in rear:* Commercial uses along the majority of West Atlantic Avenue should be limited to 300' North and South of Atlantic Avenue.

- *Erase the "dividing line"created by Swinton Avenue:* Swinton Avenue can be reconfigured to make pedestrian and vehicular crossings easier, eliminating the physical barrier between the East and the West.

- *Incorporate Public Art along the Avenue as well as in the neighborhoods:* Bus stop signs, plazas and pocket parks were all identified as potential locations for public art.

- *Encourage development without displacement at an appropriate scale:* Encourage development fronting along the Avenue, with three stories as ideal height and four stories being the maximum desired height.

- *Neighborhood pocket parks:* Small pocket parks are effective gestures that serve the needs of the neighborhood and at the same time contribute to one's sense of orientation within the City. Several neighborhood parks have been proposed throughout the City.

- *Secondary circulation system*: Create a secondary circulation system along the 2nd Streets. Improve and landscape these two corridors.

- *Convert the one-way pair (SE 1st Street & NE 1st Street) into two-way streets:* Both one-way "bypass" streets should be converted to two-way arteries with on-street parking on both sides of the road.

- *Calm traffic and narrow the two Federals:* Both Federal Highways (NE/SE 5th Avenue and NE/SE 6th Avenue) should be narrowed down to two-lanes of traffic with wider sidewalks and on-street parking on both sides of the road.

- *Widen sidewalks along A1A:* Widen the Western sidewalk along A1A between Atlantic Avenue and Miramar Street. Protect pedestrians from vehicular traffic.

- *Density:* The density proposed by the actual zoning code is generally accepted. The code should be complimented with Architectural Design Guidelines.

- *Parking:* Parking along the entire corridor needs to be addressed. Some locations need imminent solutions, other areas need to plan for future parking needs.

- *Infill housing:* The large amount of vacant land within the neighborhoods adjacent to the Avenue is a great opportunity to define their character. Infill housing should represent some of the best examples of architecture within the City.

- *Infill development in the beach area:* The beach area has a very unique atmosphere and the community put great emphasis on preserving it. The Plan proposes infill development in some areas in order to achieve a more pedestrian oriented scale and continuity.

Special Projects Reviewed During The Charrette

- *Atlantic Grove:* This project will have great impact on the Avenue and plays a major role in the definition of a center for the Atlantic Avenue/West Settlers Neighborhood.

- *Expansion of Old School Square:* This is a positive expansion for the City that should contemplate the impact to the urban environment and the grid: one of the City's most valuable assets to ensure healthy growth .

- *New library:* Improve the pedestrian access to the proposed library. Do not close-off SW 2nd Avenue.

- *Worthing Place:* The design team reviewed this project. General recommendations and design alternatives with a more human-oriented scale are proposed in this report.

- *Infill along the Tennis Center:* Improve the character of the street and create an uninterrupted pedestrian transition between the East and the West.

- *Other proposals:* Senior center, Youth center, Clean & Safe program, Welcome Center, Hotel (smaller, more affordable than the Marriott, closer to I-95), Grocery Stores, Public Pool, General Building Improvements.

Images of the community designing their city

Choose Your Future

During the process of creating this report, many local participants expressed the need for immediate action. They wanted to raise their community's ambition for the downtown to a higher level.

The Master Plan is the tool for an Historic turnaround, if City officials and citizens work together as a united group. Coherent ideas for enhancing the current situation have emerged from working together on this project. These are attainable visions, not just pretty pictures.

The physical place that could grow during the next generation would be a national model of inspiration, practicality and wonder.

The Mission Statement
Downtown Delray Design Charrette

The mission of the Downtown Delray Design Charrette is to engage the entire community in creating a unified vision for the residential and commercial renaissance of Downtown. The vision aims for Delray to recognize and embrace the merging trends that will shape the Downtown, to remain competitive in the marketplace, and to prepare the area to receive future growth gracefully and creatively.

With community involvement, the Charrette will identify infrastructure needs and resources necessary to achieve this vision by promoting employment opportunities and economic growth with emphasis on a greater degree of parity and equity as well as a clean, safe, attractive environment for residents, business, and tourists.

This vision will be the guiding force for all actions taken to redevelop Downtown Delray.

Prepared by the Downtown Delray Charrette Subcommittee December 12, 2000

Delray's structure is that of a real City formed by districts and neighborhoods. Each neighborhood and district is different in character, but integrates all the daily functions of urban life (dwelling, working, leisure). Each neighborhood and district has streets and special features that present a familiar character. The dimensions and proportions of the streets, blocks, buildings and urban spaces in Delray Beach are comparable to some of the best and most beautiful cities in America. The city is articulated into public and domestic spaces, monuments and urban fabric, classical architecture and vernacular buildings, squares and streets.

But like many other American cities, while some areas are thriving, others have lost their quality to urban blight and segregation. Atlantic Avenue, the City's major East-West corridor, is a clear depiction of this condition. For a few blocks, it houses some of the most valuable real estate in the region. The rest of the corridor is today the kind of road that most visitors, investors and even residents prefer to avoid.

Atlantic Avenue, east of I-95, needs to become a corridor that attracts businesses and people throughout its entire length. The public space along the Avenue and the buildings that surround it should be designed to promote a sense of unity and better ties, and to prevent urban isolation that is so detrimental for the life of the community.

The residents of Delray Beach clearly expressed importance of achieving an overall *Sense of Unity*. It is with their input and direct participation that this Master Plan was created. This Citizen's Master Plan for the Growth and Unification of the City incorporates the proposals of the recently adopted West Atlantic Avenue Redevelopment Plan, as well as the results of the City's 2010 Vision. This Master Plan will serve as a guide for the future development of Delray Beach. It addresses the *goals and objectives* necessary to achieve growth on the citizens' terms.

Project Goal and Objectives:

The goal of the Downtown Delray Beach Master Plan is to create a framework that will facilitate development and investment in private land as well as in public infrastructure, preserve the city's heritage, enhance its livability and sense of unity and maintain its design quality, both architectural and urban, in a manner that achieves the following objectives:

- To implement a plan that promotes unity and a sense of continuity throughout the downtown area and the entire City.
- To encourage local ownership of properties, businesses and development.
- To create building forms of a character and scale that reinforce the Citizens' vision of a "City of urban amenities with a small town feeling".
- To facilitate economic development and ensure that Atlantic Avenue and its immediate surroundings remain the economic, cultural and governmental center of the City.
- To improve and include vehicular circulation, city-wide parking and mass transit in a manner that is functional, economically feasible, and supportive of a pedestrian environment.
- To create attractive public plazas, neighborhood pocket-parks and pedestrian friendly streets complemented by adjacent building forms and enhanced by public art that act as a strong links between the different neighborhoods.
- To increase the range and affordability of housing types.
- To promote diversity and areas of special character and preserve heritage in the development process.
- To improve street furniture and signage wherever necessary and to identify these as opportunities to express the City's history through public art whenever possible.

Beginning

Middle

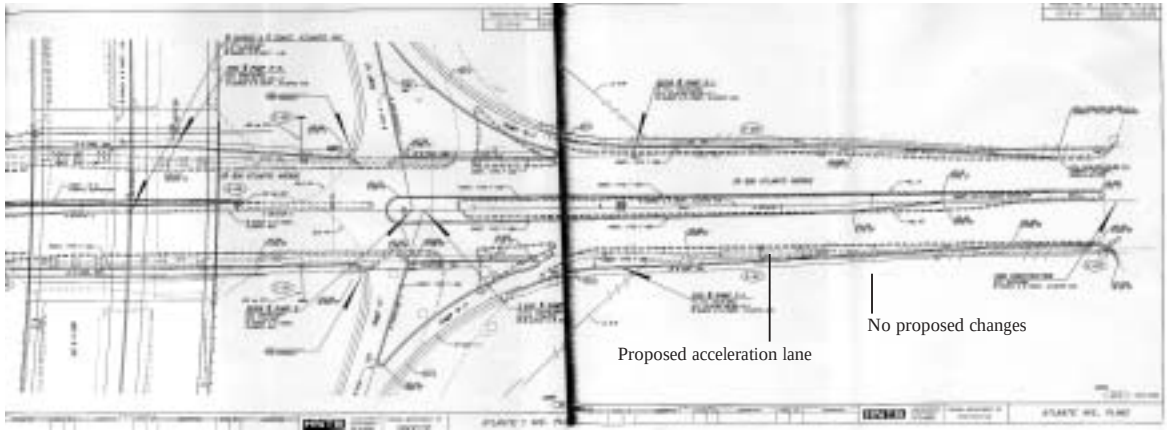
End

The Study Area is the urban fabric between SW 4th Street to the South, NW 4th Street to the North, I-95 to the West and the Atlantic Ocean to the East.

Above: Historic map of Delray Beach. The area contained within the dashed line is the object of the Downtown Delray Beach Master Plan Study.

Right: Different views of the Avenue and its various elements.

Above: Aerial photograph of existing condition
Below: FDOT's current proposal

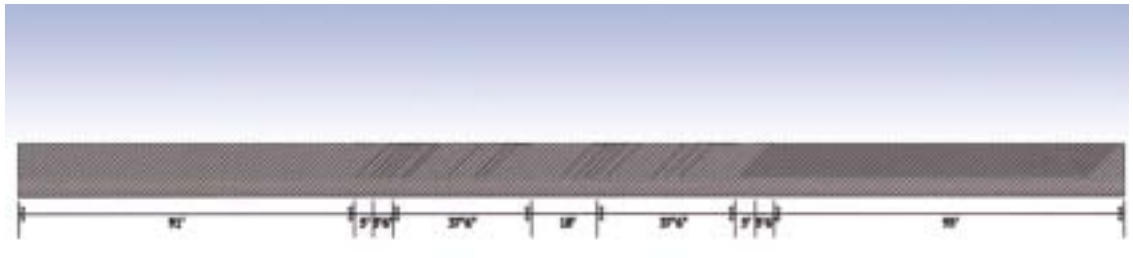


Delray Beach has a great history in its neighborhoods and housing stock, but it has neglected to give enough attention to the entrances to the City, particularly along Atlantic Avenue.

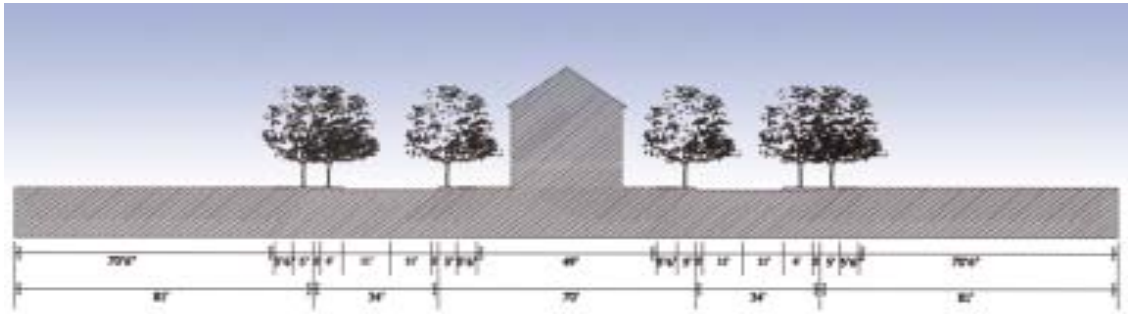
Downtown Delray's western edge begins at the intersection of Atlantic Avenue and I-95. Nothing here signals the importance of the City that lies ahead. A recent plan by the Florida Department of Transportation adds an "acceleration" lane to the existing four lanes of traffic to facilitate quick access for traffic getting off the interstate heading east. Existing trees have been raised in order to allow for this street widening. Vacant land with no landscaping or improvements (belonging to the Department of Transportation) flanks the intersection.

This general appearance of the entrance was not acceptable to the residents of Delray Beach. They wanted to embrace the tradition of erecting special gateways to announce the entrance to the City by creating an entrance that would commemorate important events and reflect the City's identity and history. Parks embracing the entrance and traffic calming features were included in all of the citizen's designs. The wide existing right-of way and the presence of the vacant land north and south of this intersection provides the perfect stage for a unique entrance to the heart of the City that combines all of the citizens' requests.

In order to create the stage for this unique entrance, the Master Plan proposes the construction of a 70' median between NW 12th and NW 14th Avenues. It also proposes the construction of a two-story building or other substantial feature in this median. This building becomes a civic monument. Traffic is slowed by the change of direction in the travel lanes and by the fact that the driver's attention is caught by the presence of the building. The marking of these crossroads is controlled by this special architectural feature. The aesthetic urge proposed by the citizens is complemented by ornamental additions to the street space and the plaza fronting the building.



Atlantic Avenue, and I-95 Existing Condition



Atlantic Avenue and I-95 Proposed Changes

Post Charrette Update: During the weeks that followed the Charrette, TCRPC and City staff met with engineers from the FDOT to present and evaluate the citizens' proposal.

From those meetings it was concluded that the additional "acceleration" lane should be eliminated and that the proposal of a wide median and flanking parks was feasible. FDOT still needs to determine whether a building or other substantial feature proposed in the median conflicts with what is known as the "sight triangle", an area in which no construction or encroachment is allowed.

TCRPC's consultants maintain that the proposed site (moving the building further east, closer to NW 12th Avenue) is feasible and does not impact the sight triangle. In the event that the FDOT did not allow construction in the median, the building could be replaced by two major structures (including buildings) on both sides of the road.

START WEST, MOVE EAST, AND MEET SOMEWHERE IN BETWEEN

A wide median housing a civic building and flanked by two parks announces the City that lies ahead: The construction of this entrance and the building in the median will trigger development on the western edge of the downtown area.

Belonging to a city like Delray Beach is a privilege. Preserving its urban quality is everybody's responsibility.

The City has lasting urban qualities. Its ability to grow while preserving narrow, pedestrian oriented streets is based upon the existing system of streets and alleys. The lack of clear regulations regarding conservation in urban plans often causes great difficulties in day-to-day work. An indiscriminate closure of public streets and alleys will lead to irreparable damage. One has to be very clear in what needs to be preserved, while maintaining a clear grid capable of incorporating new buildings. Urban planning and urban conservation should be viewed as symbiotic. When this outlook is adopted, new buildings will not only infuse the area with life, but also maintain the existing urban structure.

Church

Church Parking Lot

Church with Alley

The Importance of Alleys

Alleys are public spaces, service streets. As such, they service buildings, both residential and commercial. They must be wide enough to accommodate trucks, dumpsters and utilities. Alleys need to be easily accessible both for vehicles and pedestrians, but they have no sidewalks, setbacks or landscaping. The service and separation provided by alleys improves the overall aspect of the general streets, enhances the privacy of rear yards and the back of buildings.

All zoning district boundaries should be along the alleys. A perfect example of alleys as the place to change uses is represented on the three images above right. A beautiful church on the Beach District appears to be set in a peaceful neighborhood, across the street from a park, almost a countryside setting. The park in this setting is an elegantly designed parking lot. In the rear, an alley separates this church from an auto repair shop. Two opposite uses that share the same block without interfering with each other due to the presence of the alley.

Unpaved Alley

When building projects use up an entire city block, alleys and their uses should be preserved and incorporated into the design. In these cases, as well as throughout the entire grid, the city should explore the possibility of using revocable permits instead of abandoning rights-of-way. This allows for the current needs of developers and residents, without permanently losing the easements.

Paved Alley

Nobody knows what the future will bring as far as development. What is certain is that the presence of alleys will always encourage the right type of development. The city needs to make sure that it doesn't permanently give up on land that will make development for future generations very hard or even impossible.

The City is in the process of abandoning unimproved alleys which are unneeded to service adjacent uses. Those alleys which are not slated for abandonment should be maintained and improved.

Street Closures: Interrupting The Natural Flow

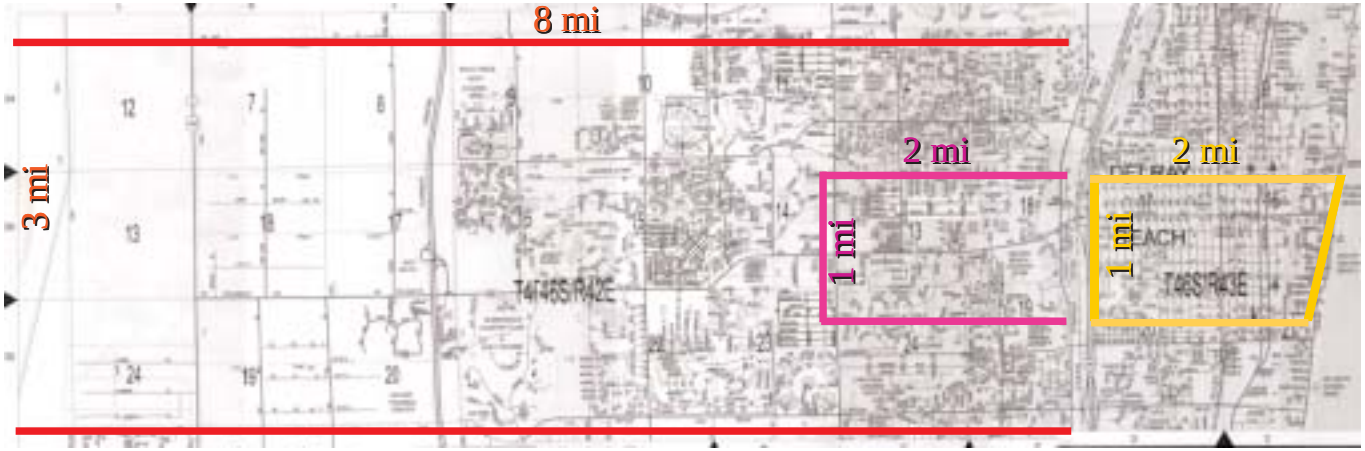
Streets have been closed to allow for the tennis center to occupy two City blocks, to provide privacy to the police station, to link the court house parking lot with the court house building. Other street closures have been approved or are in the process of being approved in order to expand and allow for private use of Old School Square, and to further expand the Court House parking lot.

Closing off streets is comparable to blocking arteries in the human body. Each one of these streets has been or will be closed to fulfill an individual need. None of these closures is benefiting the community as a whole. These poorly formulated plans are destroying the existing urban fabric, without conceiving a new one.

- Re-connect SW 1st Street between SW 3rd Avenue and SW 2nd Avenue
- Re-connect NW 3rd Avenue between Atlantic Avenue and SW 1st Street
- Consider reopening NE 1st Avenue, between Atlantic Avenue and NE 1st Street, if future phases for expansion of Old School Square do not go forward. If reopened, the street's redesign should allow it to be closed off during special public events.
- If the tennis center ever gets replaced by more urban and community oriented uses, reopen NW 1st Street and NW 2nd Avenue.

Above: Aerial of Tennis Center
Below: Aerial of Old School Square
Left: Aerial of Courthouse

A Healthy Network Of Streets: Why Traffic In East Delray Works



The City of Delray is a perfect example of the importance of having a good network of streets and alleys. A recent Transportation Concurrency Exception Area (TCEA) study has determined, among other things, that development within the City is possible without the need of widening streets or major arteries. As a matter of fact, as much as 3,000,000 additional square feet could be built without any modifications to the existing streets. This is an incredible condition, and it is the result of the good grid.

The image above graphically demonstrates the importance of this grid, and why this TCEA allows for additional development within the downtown and its surroundings.

44 North/South Lanes + 22 East/West = 66 Total Lanes (2 square miles)
12 North/South Lanes + 6 East/West = 18 Total Lanes (2 square miles)
40 North/South Lanes + 12 East/West = 15 Total Lanes (24 square miles)

The area contained within the yellow rectangle, east of I-95, is 2 square miles. In it, there are 44 North/South lanes and 22 East/West lanes, totaling 66 lanes of traffic. As a general rule, the number of lanes is one of the main variables used to calculate the capacity of that area. This means that even though there might be congestion on certain streets at peak hours, there is always a way around it.

The area within the purple rectangle compares an identical surface, but West of I-95 is a section of the City where the grid is not as rich. Within this area, there are 12 North/South lanes and 6 East/West lanes, totaling 18 lanes of traffic. This leaves few alternatives, and when congestion exceeds recommended levels, streets get widened and the environment consistently becomes car oriented.

Finally, the red rectangle looks at the entire City and beyond, West of I-95, a 24 square mile area. In this large area, there are still less travel lanes than within the two square miles along Atlantic Avenue, East of I-95. Traffic here is hard to distribute, with the normal condition being four to six-lane roads and the only way to get around is by car.

Barriers: Visible and Invisible

Atlantic Avenue changes character every 10 to 12 blocks. Certain streets and natural features act as physical barriers making existing separation and segregation of the different sections along the Avenue even more apparent.

The landscape of urban divisions in Delray Beach is both physical and social. Although in order to cross from one neighborhood to another there are no walls to breach, a sense of separation is reflected in the physical appearance of the public space and the buildings that delineate it.

On the level ground, the segregative power of transportation lines, like the FEC railroad tracks, is acknowledged in every city. Nevertheless, Delray Beach has managed to overcome this physical barrier like no other city through good urban design, and a smart code. But just a few blocks away, Swinton Avenue effectively creates a physical barrier within the community by separating east from west Atlantic Avenue.

Cultural Separation

Religious and ethnic isolation is based on the fundamental invariables of roots and beliefs. Segregation in these cases is social and can only be eliminated when a community decides to work together. Divisions based on economic disparity are in some ways the newest but also the easiest to resolve.

It was clear during the Charrette that the citizens of Delray Beach have evolved past a separatist mentality. They are willing to work together to achieve an overall sense of unity—Nothing quite as powerful bonds urban populations today. In a society driven by discrepancies in wealth, race and privilege, this will not be an easy task. It is, however, prerequisite to any hope for a lasting resolution of our differences. In the case of cities, to divide is not to conquer.

The Character of The Avenue

The Avenue extends through residential neighborhoods, a bustling downtown and the heart of the City's Beach, while serving as the spine of a very special system of streets. Delray Beach is shaped by streets that are straight, run parallel to one another, and intersect cross streets at right angles. The view down any East-West street extends the length of the City and generally ends against the water. Given the extension of the Avenue, and the physical disparity throughout its length, the citizens proposed to re-structure and organize this corridor by creating three distinct neighborhoods along it.

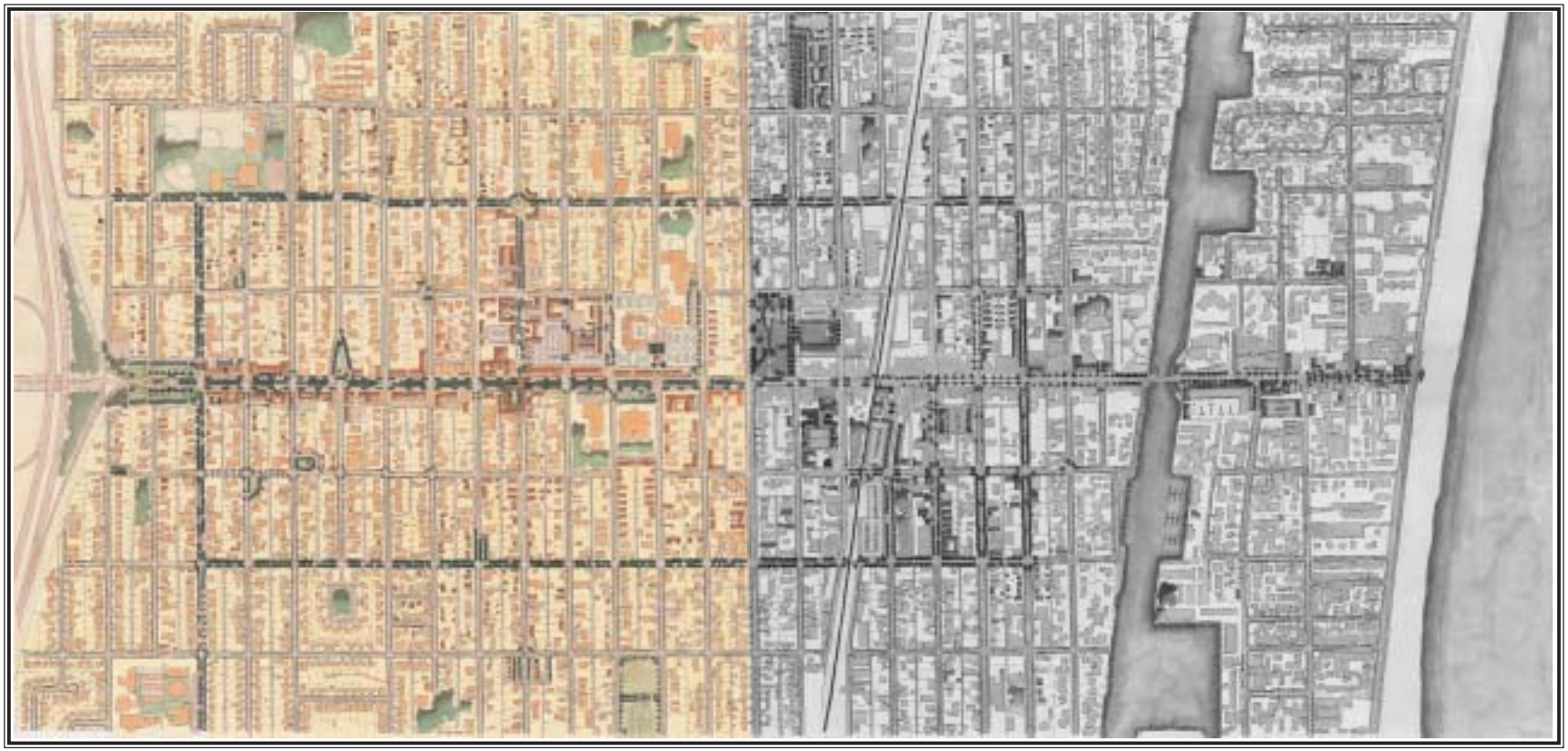
By emphasizing on the creation of these neighborhoods - each with a center of integrated retail, office, and residential uses; within the fabric, a wide mix of housing types, public spaces, and schools, churches, parks and corner stores - the edges, created by existing streets like Swinton Avenue, will evolve from physical barriers to natural transitions between districts and neighborhoods. This emphasis to unite the three areas is the basis for a healthy community. It is a focus on urban revitalization by reinstating a balance along the entire corridor.

Cities have traditionally set aside districts of specialized use, distinguished spatially and architecturally from their surroundings. The purpose of these districts is not to segregate but rather to preserve balance and vitality throughout the entire City.

Three neighborhoods and districts have been identified along the Avenue:

- The West Atlantic Neighborhood: between NW/SW 12th Avenue and Swinton Avenue
- The Central Core District: between Swinton Avenue and the Intracoastal Waterway
- The Beach District: between the Intracoastal Waterway and the Atlantic Ocean

THE WEST ATLANTIC NEIGHBORHOOD



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General Structure

Located on the Western end the downtown area, it is twelve city blocks in length and, it includes the fire station, police station, county courthouse, a tennis stadium and the future site for the city's public library, some commercial uses, very few offices, and no residential component (along the Avenue). Within the fabric are several churches, additional commercial uses, many historic structures, single and multi-family parcels, public amenities, schools and many vacant lots.

In 1995, the West Atlantic Avenue Redevelopment Plan was adopted. The plan applies to the section of the West Atlantic corridor bounded by I-95 on the West, Swinton Avenue on the east, and by SW 1st Street and NW 1st Street on the south and north, respectively. It also included the commercially zoned block north of NW 1st Street along NW 5th Avenue. The plan was adopted pursuant to a public input process known as Visions West Atlantic, which culminated in a charrette attended by various stakeholders, civic leaders, City staff, and design professionals.

The plan calls for gradual redevelopment, with an emphasis on the preservation and enhancement of existing neighborhoods, while promoting a pedestrian friendly corridor that has a mix of residential, commercial, and civic functions. Development of the commercial area would take place with a minimum of displacement of residents. The plan provides block-by-block illustrations of the type of redevelopment that may be possible in the area.

The recommendations made within this master plan for the downtown are consistent with the concepts and recommendations of the West Atlantic Redevelopment Plan, and should be considered as a reinforcement of that plan. Some additional detail and direction is provided herein, particularly with regard to streetscape improvements and the location of public plazas and neighborhood parks. Both plans should be consulted when evaluating any proposal for development or redevelopment in this district.

Above: Aerial photograph of the West Atlantic neighborhood depicting existing conditions.
Below: Segment of the Master Plan showing proposed interventions to the West Atlantic neighborhood.

The Citizen's Proposal

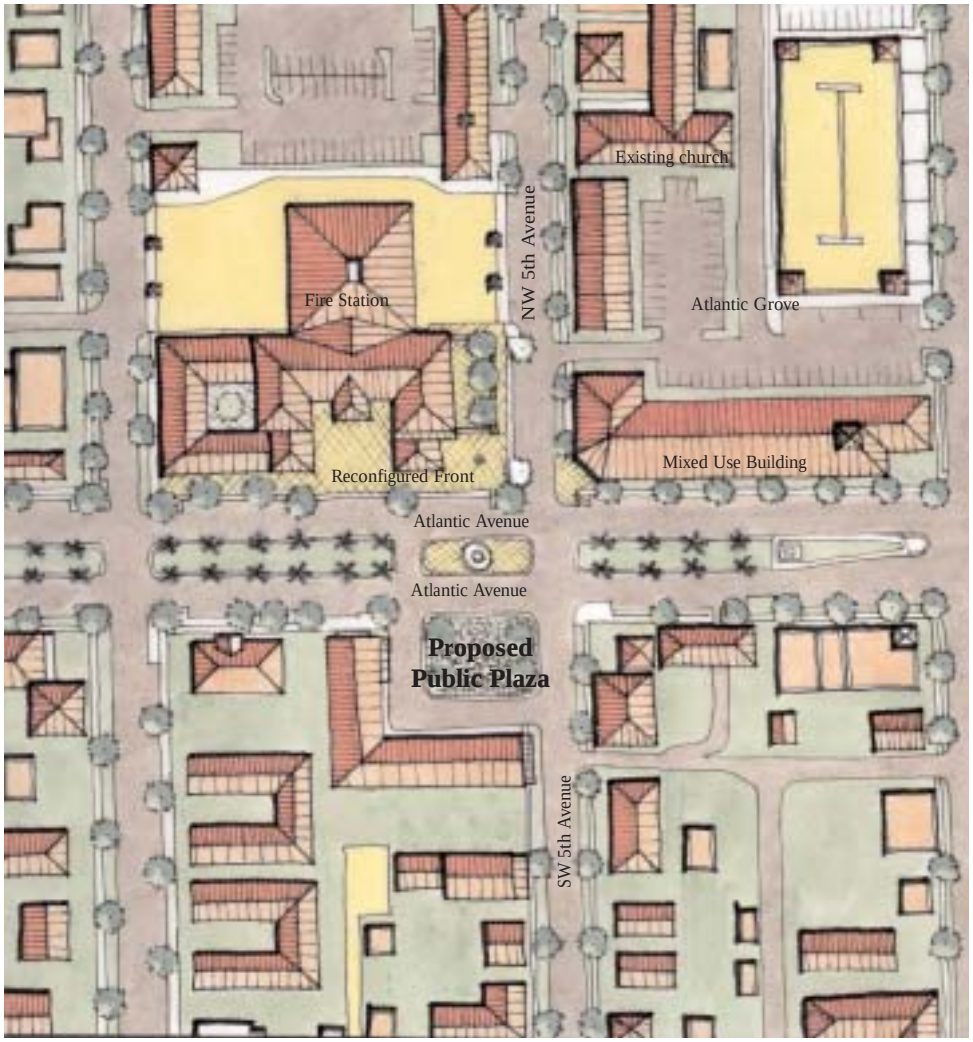
During the charrette, the citizens expressed the need for a new neighborhood center that would not only serve the West Atlantic Neighborhood, but the City as a whole. A center where retail, office and residential uses are combined in the right proportion. Where businesses are such that they can be locally owned and affordable to the entire community. Services from dry cleaners, shoe repair, hair salons, delis, museums, hotels, and ethnic restaurants to a small grocery store were envisioned. These uses would be combined into three to four-story buildings with office or retail on the ground floor and apartments above.

Given the extension of this area, the center was proposed mid-way between I-95 and Swinton Avenue. This mid-point location for a center was identified at the intersection of Atlantic Avenue and SW 5th Avenue.

NW/SW 5th Avenue has traditionally been the historic Main Street for the West Atlantic neighborhood. Today, at the southwest corner of this intersection, there is a vacant piece of property that could be converted into a plaza. The reconfiguration of this parcel occupying a central and prominent location within the heart of the neighborhood becomes the ideal setup for a public plaza.

Project Description:

- The vacant lot on the Southwest corner of Atlantic Avenue and NW 5th Avenue is 112' wide (fronting Atlantic Avenue) and 90' deep. This parcel is converted into a 92' x 70' plaza, surrounded by a 20' wide lane.
- The 50' x 90' lot next to this vacant parcel has a 30'x40', one story commercial building. In a first phase, this building is replaced with a two to three-story mixed-use building that faces and delineates the Western edge of the plaza.
- A fast food restaurant occupies the Southeast corner of this prominent intersection. The Master Plan keeps the use and location of this business but proposes infill on the vacant edges of this parcel. This infill of commercial buildings defines the Southern edge of the plaza.
- North of the plaza lies an important civic building, the fire station. This building is "hidden" behind thick landscaping. This amount of landscaping would be normal or acceptable in a suburban setting. The Master Plan proposes to eliminate this unnecessary landscaping, and open up the front of the building. This space now becomes public open space. An ideal location for a monument, a flagpole, or some element of cultural importance.



- The Northeastern corner is today a vacant parcel where the Atlantic Grove project will soon be built. It is crucial for this project to address 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. Due to the presence of the fire station and the church, if retail is interrupted on this first portion of NW 5th Avenue, it will be very hard for the commercial inertia of Atlantic Avenue to penetrate into the neighborhood.
- A 105' long, hard-scaped median is proposed at this location, to allow for westbound traffic to turn into the plaza and to improve pedestrian safety between the new center and Main Street.

The street is primarily a place of transit, whether pedestrian or vehicular, capturing public life momentarily. The public plaza on the other hand, is a destination. A purpose-built stage for ritual and interaction. It is the perfect setting to host structured or communal activities- festivals, celebrations, markets and specialized functions. By surrounding this plaza with mixed-use buildings with retail on the ground floor and offices and apartments above, the plaza is spatially defined and surrounded by uses that will keep it alive 24 hours a day. With this balanced mix of retail, office, residential and civic uses, the plaza becomes a central stage. It is the place where we would honor a ruler by setting up a monument to his name. It becomes an icon that will define the image of the neighborhood.

Looking West from Atlantic Grove at the Neighborhood Center and the proposed reconfigured space that fronts the Fire Station.

Aerial view of the public plaza, a center for the neighborhood.

The Importance of Atlantic Avenue

The memorable character of any region or community is established in its streets and public spaces. On a street like Atlantic Avenue, used by a lot of visitors and regional neighbors, there is no avoiding the fact that this corridor will form the lasting impression that many people have of the city. Whether for passengers in mass transit vehicles or private cars, pedestrians or cyclists, Atlantic Avenue should be comfortable, safe, pleasing, and even enlightening in terms of the experience it offers of the city.

This experience is particularly important to tourism. All tourism destinations of world-class status have great streets. Certain physical qualities are required for a great street. And it is the combination of all these elements, not just one or two, that contributes to create unforgettable mental images. What lasting impression is left after a drive down Atlantic Avenue today? Are the physical changes along the corridor affecting peoples' perception of the City?

Sidewalks where people can walk easily and safely seem like an obvious and easy goal to achieve. But that alone doesn't create a sense of place. Only healthy streets contribute to that sense of place. The roadway on Atlantic Avenue should be narrowed to allow for a wider median and a sense of enclosure. This will cause auto traffic to move at slower, safer speeds and will invite pedestrians to spend more time on it.

The Changes to the Avenue:

Within the West Atlantic neighborhood, the existing on-street parking on Atlantic Avenue is too wide and is occasionally mistaken for a right-turn lane. In order to correct this situation, a beautification project for the Avenue is currently underway which includes the incorporation of bump-outs to shield parked cars at the corners of each intersection along the Avenue. The narrowing of the travel lanes and widening of the medians should be incorporated in the project. This Master Plan also proposes the construction of additional bump-outs every three to five parked cars. These bump-outs also serve as planting areas.

Bump-outs should be as large as a parking stall (8' x 22'). This provides enough space for two trees planted in each one. These extensions of the sidewalk cut pedestrian crossing time, improve the safety of turns and contribute to a sense of enclosure at times when there are no parked cars.

The physical changes to the Avenue proposed here affect the buildings as well. On this portion of the Avenue, buildings exist as a combination of one to two-story structures, fronting a very narrow sidewalk and a wide, high speed road. Few buildings have awnings and there is an excessive amount of vacant land. Many buildings are in need of updating and renovation. This combination creates ambivalent zones along the street which are not pedestrian friendly or supportive of retailing activity.

Above: Existing conditions and proposed changes to Atlantic Avenue between NW 12th Avenue and Swinton Avenue. The Darker, hatched roofs on the image below represent new proposed buildings.

These ambivalent zones are made even more evident by the the presence of the parking lots in front of buildings or the tennis center. In addition to damaging the pedestrian quality of the street, this sends the message that stores and entertainment are oriented less toward local neighbors than towards strangers driving by. Pedestrian activity in such an environment is a fantasy. It feels unsafe and is boring, as the only distraction is provided by the grilles of the cars in the parking lots.

This first section of Atlantic Avenue leads visitors right up to the City's heart. It should become a ceremonial thoroughfare that will centralize and fully control the urban experience of visitors from the moment they enter the City.

Different views showing deteriorating buildings and sidewalks that are interrupted or change width abruptly. All these factors negatively affect retailing activity and are not conducive for a pedestrian environment.

Positive elements:

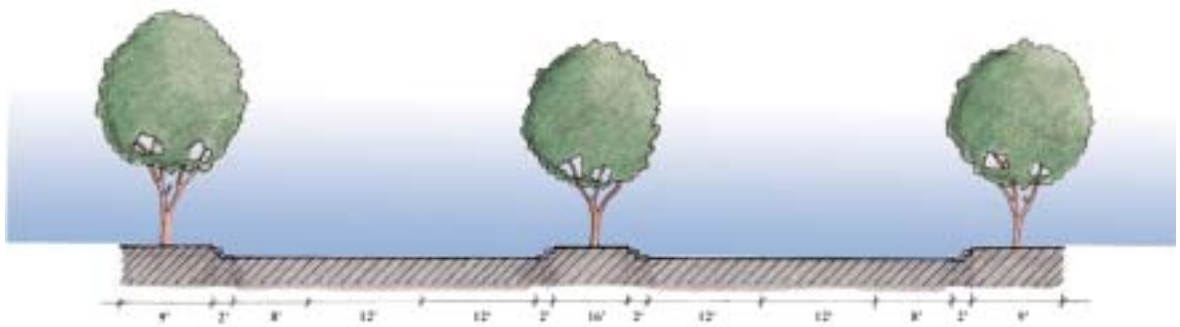
- One to two-story buildings properly sited.
- Good street lighting.
- On-Street parallel parking
- Shade
- Narrow but beautifully paved sidewalks
- Median

Negative elements

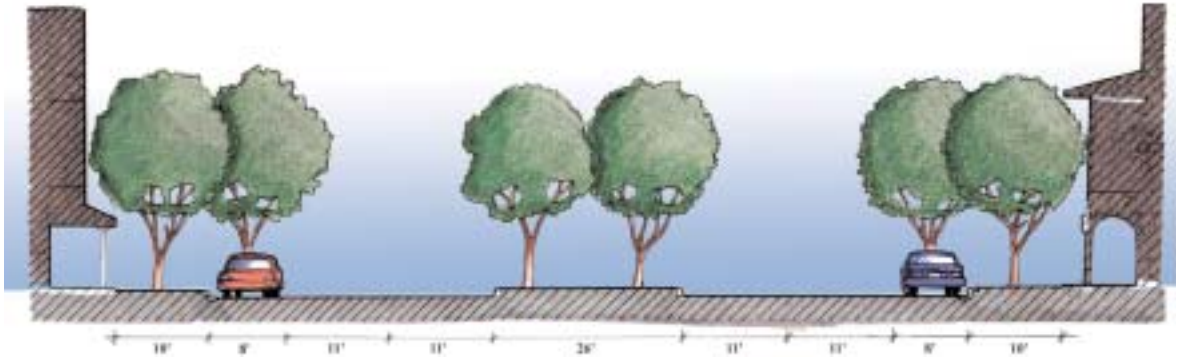
- Excessively wide travel lanes
- Excessively wide parking lanes
- Narrow median
- Speeding traffic
- Narrow sidewalks
- "Missing teeth" (too many vacant lots)
- Public buildings that neglect the street and the pedestrian
- Single use buildings
- Parking lots in front of buildings

The long-term future of Atlantic Avenue is a four-lane, tree-lined street with wide median, parallel parking and a mix of uses along its edges. The quality of future development on it will rely largely upon how well the street is rebuilt.

Atlantic Avenue: Existing Condition



Atlantic Avenue: Proposed Changes



Physical Changes To Atlantic Avenue Along The West Atlantic Neighborhood.

Regarding the Street

- Maintain four 11' travel lanes, and a 26' median throughout the entire neighborhood.
- Shield parking by adding bump-outs at corners and at mid-block. Parking lanes should be narrowed to 8'.
- Median should be widened to 26' throughout the entire neighborhood.

Regarding Street Lighting

- Eliminate cobra head high-type streetlights.
- Continue with the more elegant light standard and fixtures already in place in other neighborhoods.

Regarding Crosswalks

- Crosswalks should be incorporated at main intersections, and should be highlighted with bricks, pavers, concrete bands, stamped concrete, or simple color in the pavement.

Regarding Landscaping

- Customizing street-tree plantings on a block-by-block basis will be necessary.
- Plant a double alleé of trees in the widened median.
- Utilize large, native shade trees (i.e. live oaks).
- Plant a continuous strip along the residential streets that feed into the Avenue.

Regarding Café Seating

- Outdoor seating should be encouraged and supported, just as it is in other Districts.

Regarding Residences above Shops

- Residential uses should be encouraged and supported. Special programs to encourage such uses need to be adopted.

Regarding News Stands

- Ideally there should be one or two news kiosks in the neighborhood staffed by a merchant.

View of the recently renovated Spady House and proposed infill along NW 5th Avenue

NW 1st Street and NW 5th Avenue: A view of the renovated grocery store along the Neighborhood's historic Main Street

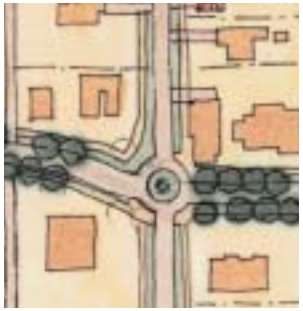
While most new developments are trying to incorporate the concept of the corner store into the community, the West Atlantic neighborhood understands it as a tradition. There are several corner stores and neighborhood retail within this area.

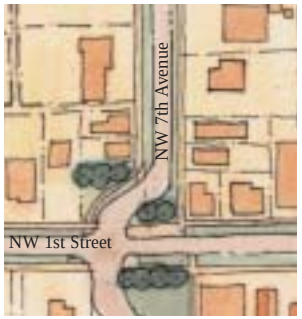
These stores are more than just places for retail. They are places where neighbors meet. They are social centers that contribute to build bonds in a community and, when properly sited and designed, contribute to property values. The corner store provides residents with their daily needs and does wonders to limit automobile trips.

These corner stores should be maintained and the synergy that they generate should be used as a catalyst to develop small neighborhood centers.

The image above shows an existing one-story business with other commercial uses surrounding it. The proposed expansion to these buildings where the uses are maintained and commercial uses like those provided by a neighborhood restaurant and a second story are added is shown on the right.

Mixed-uses and retail should be encouraged within the neighborhoods - A view of the potential expansion of these uses





Public Open Spaces should be designed to be inhabited, not solely viewed, as well as to give life and urban character to the neighborhood.

Establish a series of quiet neighborhood greens or centers.

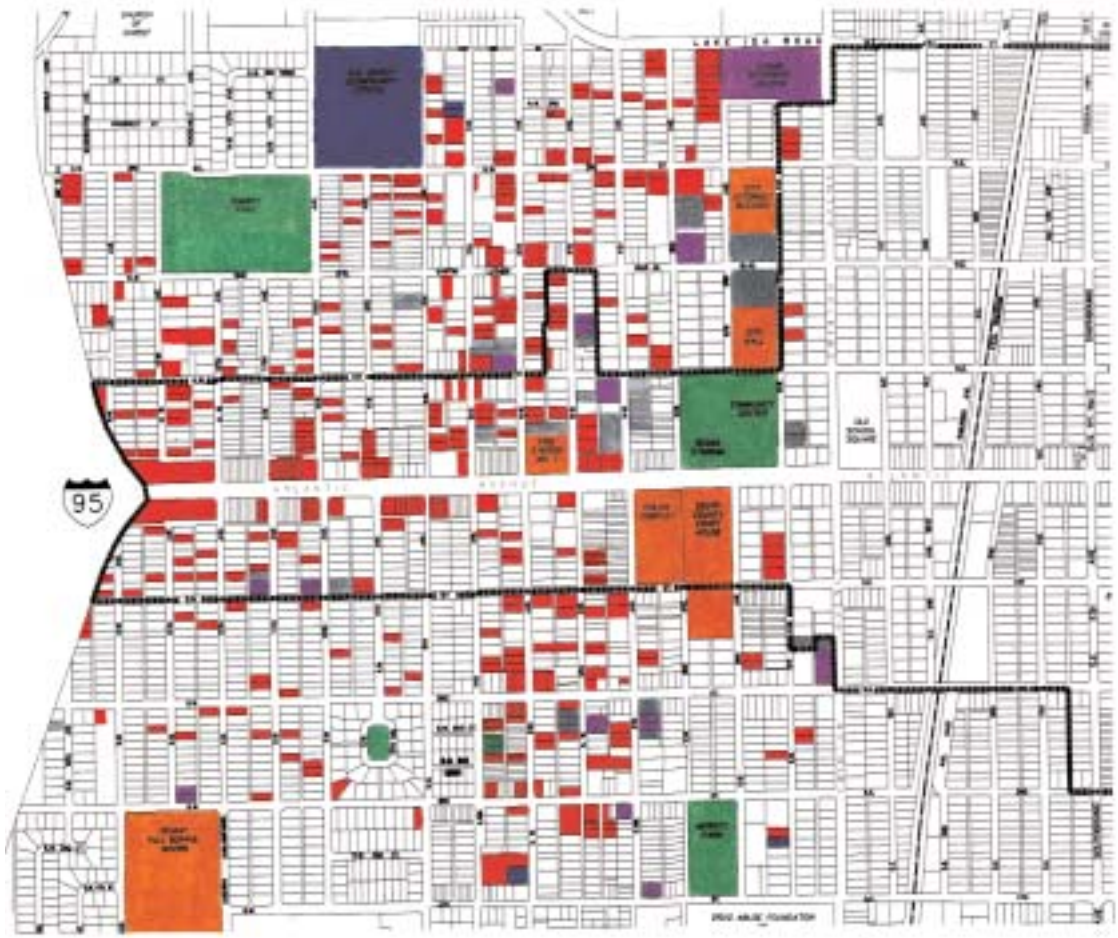
The City of Delray Beach is growing, and it is increasingly attracting families with children. Currently, there are no small neighborhood parks for them to play that they can walk to or where their parents will let them go on their own.

The Master Plan suggests establishing a network of interior neighborhood parks that people can walk and ride their bikes to safely. All these parks have been proposed in vacant lots or in areas where land is available due to jogs on roads or shifts on the grid.

These are the kinds of parks that nobody but the residents really know about, because they are tucked into the fabric.

The different uses and their relative locations proposed here are not relevant to the success of the parks themselves. What becomes crucial is to maintain accessibility and visual connection, therefore, every park should be fronted by at least three streets.

These small pocket parks serve two major purposes: they provide a sense of ownership and civic pride for the neighbors and in a grid like Delray's, they become an important point of orientation.



Map representing vacant property within the West Atlantic neighborhood

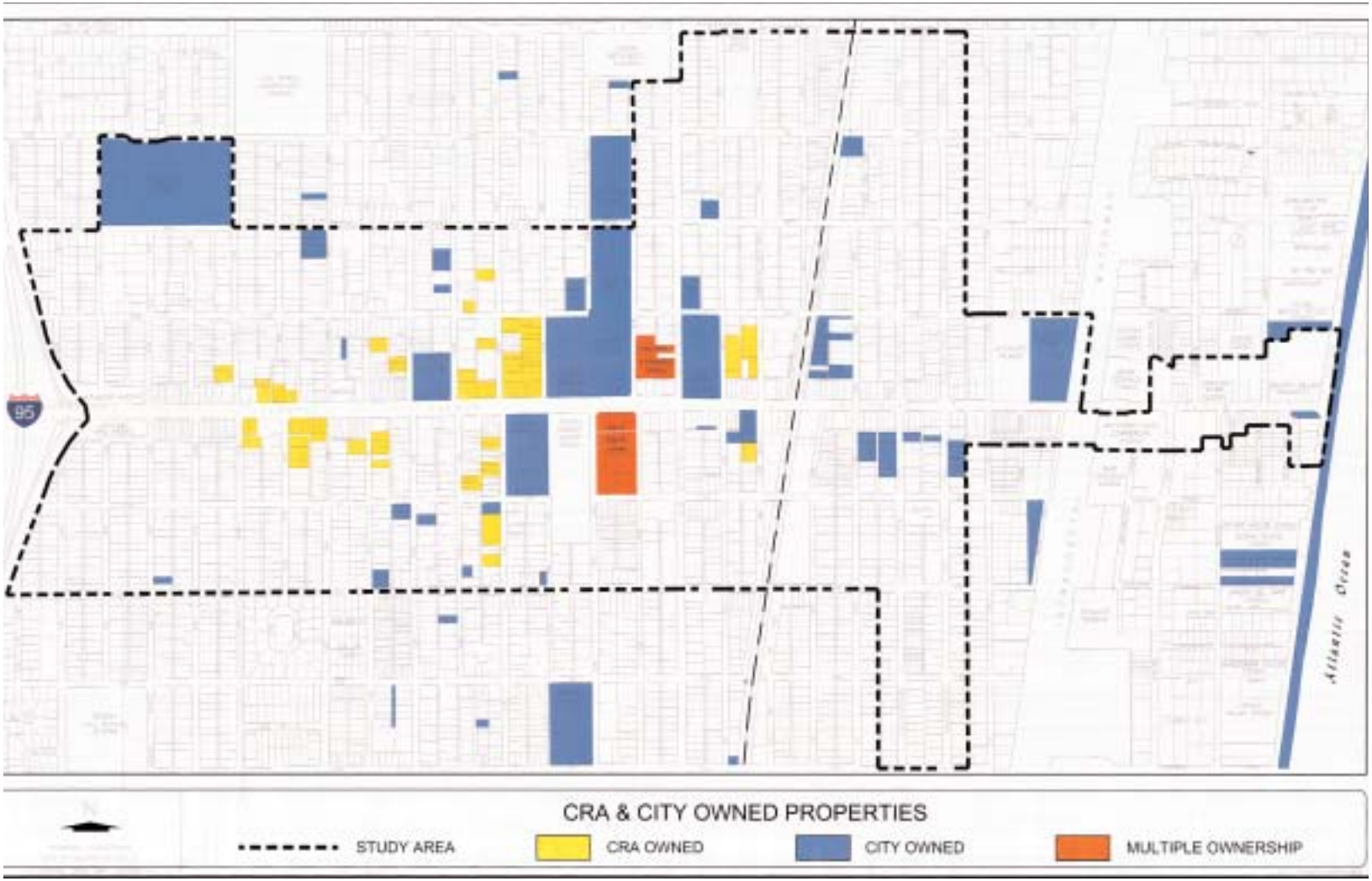
During the Charrette, the design team conducted a survey of vacant land within the West Atlantic neighborhood. These vacant parcels are represented in this map in red. Civic uses are also represented here.

This simple diagram makes evident the fact that there are over fifteen vacant parcels along any given street. As the Avenue's improvements take place, development pressure will increase not only along the Avenue but within the neighborhood and on these vacant parcels as well.

The CRA today has an ongoing infill program. This amount of vacant land represents an incredible opportunity to expand this program and to create public/private partnerships that will trigger residential development.

What is important to keep in mind is that with so much vacant land, whatever gets built will play a great role in defining the character of the neighborhood. Great architecture defines character. The problem is that so does bad architecture.

The City of Delray has a great housing stock. Infill programs should continue this tradition and provide some of the best examples of architecture in the City. The houses that get built do not need to be big, but they need to honor the style and design that our forefathers envisioned for Delray. This report contains a few examples of existing and proposed types that are affordable and at the same time will contribute to enhance the character of the neighborhood. Other examples to be used by the CRA and private developers can be found in the "Building Plans and Urban Design Principles for Towns, Cities and Villages in South Florida" planbook.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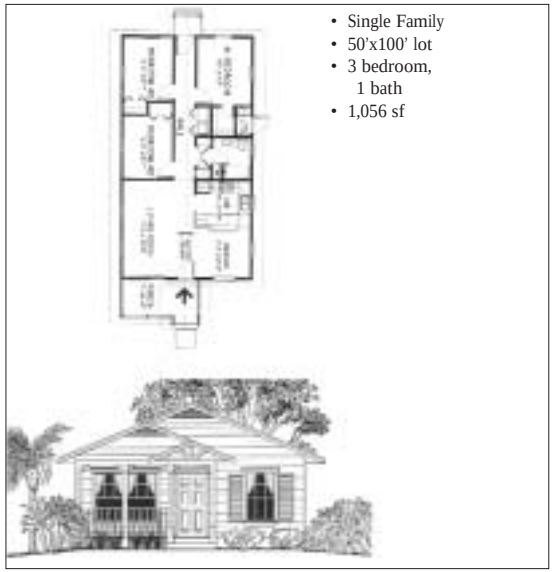
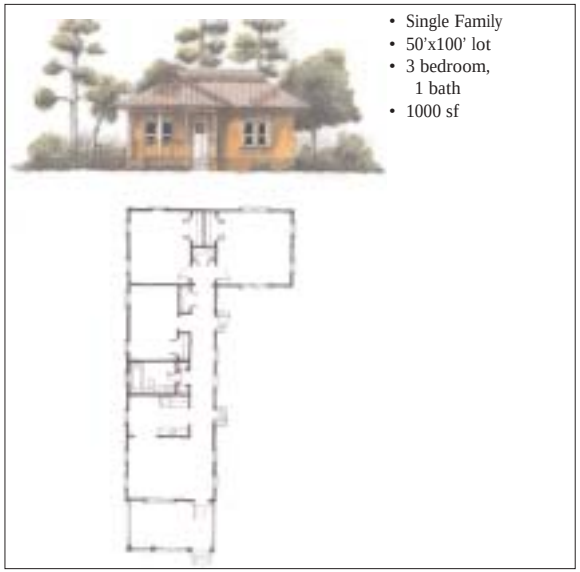
Atlantic Ocean
CRA & CITY OWNED PROPERTIES
STUDY AREA
CRA OWNED
CITY OWNED
MULTIPLE OWNERSHIP

Above: Three Examples of good architectural types to be used as models for infill
Below: Different single-family homes that would contribute to and define the character of the neighborhood





Existing Condition

Phase 1

Ultimate Build-Out

As physical improvements to Atlantic Avenue extend westbound, side streets will be positively impacted. Bump-outs should "wrap-around" corners and extend into perpendicular streets as a first phase towards neighborhood street reconstruction.

This simple move together with the incorporation of street lighting and landscaping will help define the character and encourage investment and development in the neighborhoods along the Avenue.

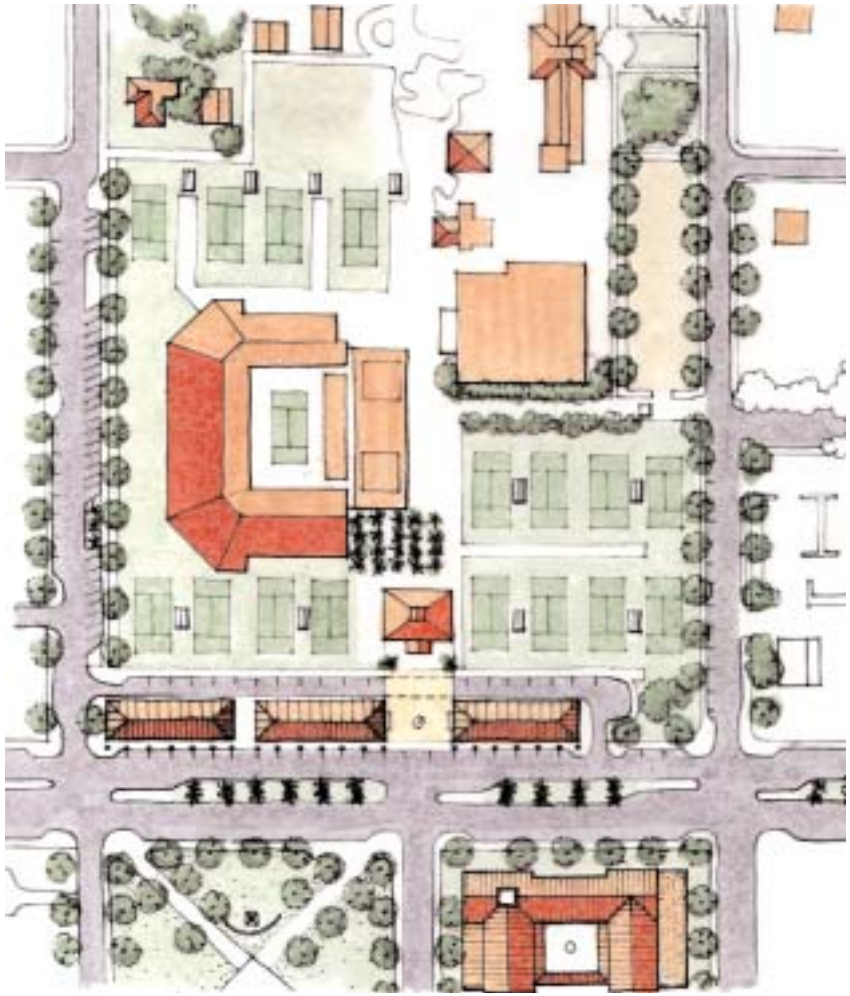
Filling in the Gaps Along the Avenue

The parking lot that fronts the Tennis Center is seldom used to its maximum capacity, except during special events and for a few days during the season. Although the Center is a positive addition to the City, its location, size, parking and street closures had a negative impact on Delray's fabric.

This general combination is not conducive to a pedestrian environment. For several blocks, pedestrians going to and from downtown need to walk by several vacant parcels, by the grilles of cars and vacant parking lots, all with limited protection from the sun and none from the rain. This unfriendly environment only contributes to blur the physical structure of the Avenue, and to make the barrier between two districts harder to overcome.

The Master Plan proposes the construction of three liner buildings on this parking lot fronting the Avenue, and the creation of a plaza in front of the existing building. These proposed two-story buildings with arcades over the sidewalk and balconies overlooking the tennis center will be a positive use of this valuable land and will make the pedestrian transition between the two districts more inviting, and uninterrupted.

The existing parking is relocated. Parking is proposed behind the liner buildings, as on-street parallel parking along the Avenue and NW 1st Avenue, and angled parking along NW 3rd Avenue. This proposal increases the existing number of parking spaces by twenty spaces.



Proposed infill along the front parking lot.

New Development In The West Atlantic Neighborhood

The images above show the proposed new library and necessary parking both for the library and the courthouse.

The proposed library location is between SW 1st and 2nd Avenues, along Atlantic Avenue. This parcel, together with the land behind it, is publicly owned. The County's original plans were to turn all this land into a parking lot to cater to the parking needs of its future courthouse expansion. But through a series of negotiations, the frontage along Atlantic Avenue will be used for this proposed civic building.

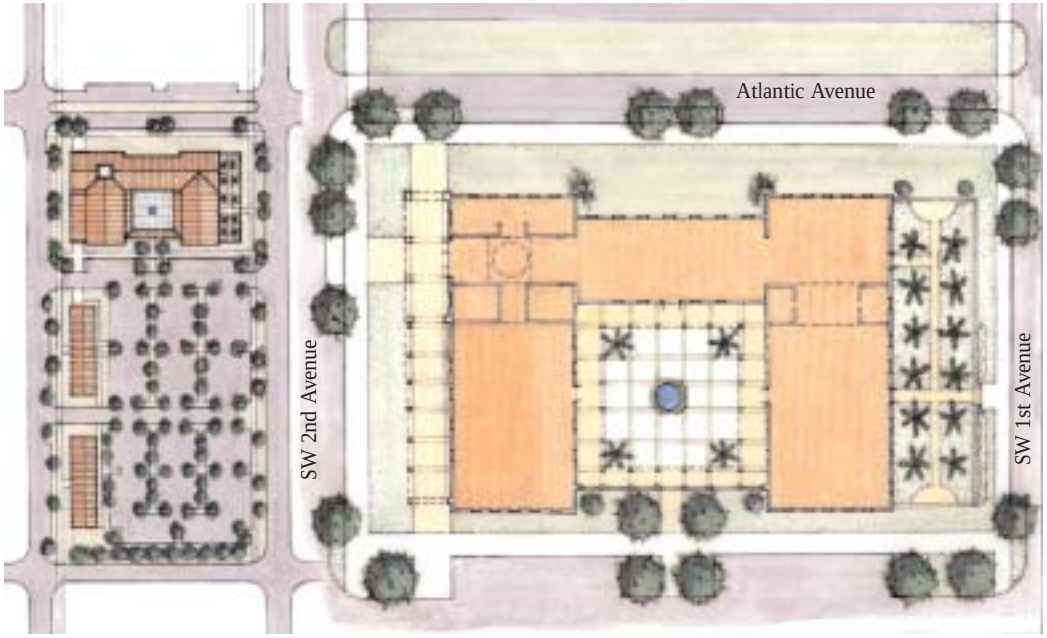
The relocation of the library will have many positive consequences:

- It will be located closer to the center of the Avenue, making access to it equally convenient to all area residents.
- It will trigger development within the West Atlantic Neighborhood.
- It will free up public-owned land in the Central Core District that should be used for a public parking structure.

The design team reviewed the proposed library plans as well as the County's proposed parking expansion. Following are the Master Plan's recommendations:

- Keep SW 2nd Avenue open: The County's proposal suggests the closure of this roadway.
- Maintain pedestrian access to the library over vehicular drop-offs: Pedestrians should be able to access the library from Atlantic Avenue as well as from the rear parking. Vehicular drop-offs that interrupt the sidewalks should be avoided. These can occur along the alley, between the building and the parking.

The proposed alternative to the library building shown here is a one story, 25,000 square foot building. It has a covered entry arcade from Atlantic Avenue and from the rear parking. All of the reading rooms are organized around an open, private courtyard. The architecture follows the Florida vernacular style of the tennis center, across the Avenue. All the same concepts should apply if the building becomes two or three stories high.



THE CENTRAL CORE DISTRICT

TREASURE COAST REGIONAL PLANNING COUNCIL

INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH

Once an area of derelict structures, narrow streets and abandoned buildings, the Central Core District of downtown Delray Beach has now evolved into an upscale marketplace catering to residents, curious tourists, and urban explorers. It is now a coherent place of intimate streets, lined with small-scale façades and arcades, ornamented with signs, open spaces, trees, lampposts and benches. It has become a leisure-zone combining restaurants, entertainment and specialty stores.

Delray Beach has experienced an increasing tendency of city dwellers to move back into its center. This move stems in part from the general disappointment in modern urban planning, which moved residential areas outside of cities, without successfully planning new urban areas that offer everything expected from a modern city, including nearby and easily accessible workplaces, as well as rich and diversified cultural activity.

But in spite of this small increase in residential density, the health and vitality that the Central Core District experiences today is mostly dependent upon seasonal tourism and restaurant occupancy of the available retail space. This mix is not enough to ensure the longevity of the area.

The Central Core District faces two challenges:

1) To evolve from an up-scale leisure area that depends on tourists and outsiders to survive to a traditional, self-sufficient downtown.

2) To deal with the parking that today is eating up the fabric.

Above: One of the many restaurants in the Central Core District.
Below: Parking lots, as they "reproduce" the healthy fabric disappears

1) Towards a Traditional and Self-Sufficient Downtown

Trends in Real Estate today, particularly for retailing, demand a sense of place and a balanced mix of uses and price ranges. Customers and tenants are fickle, and in this era of overbuilt retail, they have shown a preference for the newest, shiniest, most entertaining alternative. Single-use downtowns today will be struggling tomorrow when the latest new thing comes along. If there is a retail contraction, the survivors will be those that offer customers the most worthwhile and varied experience. It is now time to undertake a second phase of development for Downtown and target issues such as residential density and a more balanced mix of uses, office and parking.

The blocks directly adjacent to Atlantic Avenue through the Central Core District are attracting development in the form of premixed designed packages that reproduce traditional and preexisting urban forms: office and residential buildings, townhouses, hotels, stores, restaurants, museums, parks and squares. These elements in general are positive additions to the District that will contribute to the vitality of the area. Increasing residential density is absolutely crucial to ensure a healthy and lasting life to the Central Core District. The residential component will be the element that will make the Central Core District evolve from a high-end leisure area for a few, to a true downtown that serves the needs of the community as a whole. It will be the factor that induces the proliferation of services for locals, today very scarce or even non-existent.

High rents along Atlantic Avenue are largely responsible for the lack of mix of uses and development of second and third stories over existing buildings to accommodate office and residential uses. When rents along a street are this high, only large restaurants and chain stores can absorb the rents.

The citizens of Delray Beach don't want to see the few remaining, locally owned or operated businesses, replaced by multinational chain stores. The parking frenzy in downtown has eliminated almost completely, any possibility of retail along side streets, where normally, lower rents are available. Side streets are generally seas of asphalt. They are occupied by parking lots, both public and private.

This lack of buildings along side streets within the Central Core District has limited the commercial component and caused it to concentrate mainly along Atlantic Avenue. In Delray Beach, downtown's success has made supply low and demand high, leaving the small business owner who is able to provide more accessible neighborhood services, out of the equation.

Additionally, property owners along the Avenue have no incentive to shut down their buildings in order to add a second or third story, since the potential revenue of the new addition doesn't even come close to what the rents are today for retail space on the ground floor. *Aggressive residential incentive programs need to be put in place in order to promote residential uses along the Avenue and the blocks that surround it throughout the Central Core District.*

As Parking needs are addressed in a district-wide fashion, the land along side streets and within one or two blocks of Atlantic Avenue will become available for development.

Living Downtown

During the Charrette, the design team was asked to review several residential and mixed-use projects that had either been approved or were in the process of approval.

In order to maintain the overall "Village Atmosphere" of the City, but at the same time create enough density to encourage a variety of local services and a more balanced mixed of retail in downtown, the Master Plan's recommendation in all the reviewed cases consistently supports higher densities within the CRA's downtown district, especially in the four blocks north and south of the Avenue. It is this Plan's additional recommendation to include a minimum density requirement in the zoning code. Within the downtown area, low, suburban densities will cause more harm that slightly higher ones. Within a downtown area, density is directly associated with the health and success of downtown.

One of the projects reviewed was Worthing Place. The team concluded that the densities, height, setbacks and uses proposed in this project were all permitted by the existing zoning code. It also concluded that although no parameters had been exceeded, the code itself had been "maxed-out" by this project. Value was being pursued by proposing the largest possible the number of residential units and the general volumetric and exterior design were not oriented towards the pedestrian.

The team prepared an alternative proposal that incorporates almost as many units as the original proposal with a design that is geared towards creating a more pedestrian friendly environment.

The Master Plan's recommended changes for Worthing Place are as follows:

- Create two courtyards, open to the public space and of dimensions that create comfortable spaces both physical-

Worthing Place: Proposed elevation

ly and visually.

- Reduction of the elevation along the public streets by creating aligning units that respond to two to three-story townhouse types. Greater height is achieved in the core of the block.

- Reduce the height along the public streets by aligning units that respond to a two to three-story townhouse type. Greater height is reserved for the core of the block.

- Surround proposed parking garage with residential units. This way the parking garage is shielded from pedestrians on the public streets and is not affecting the views of the proposed apartments.

This proposal affects the number of units originally suggested. The decrease in number of units is compensated by the increase in the quality of the views (every unit has a real courtyard or public space view), as well as by the possibility of creating some penthouse units with views of the ocean on the top floor.

Looking North along SE 1st Avenue towards a more pedestrian oriented Worthing Place.

Looking south along SE 1st Avenue - An articulated Worthing Place blends in with the surrounding fabric

2) Dealing with the parking that is eating up the fabric

The self-evidence of the locality of Delray Beach's downtown and its neighborhoods, the one in which one experiences a unique sense of place, is very important. This, together with the City's great location, the revitalization of its downtown, scenic views, shade, comfort, feeling of local importance, vegetation and the abundance of jobs are all contributing factors that will keep attracting new visitors and residents. It is important to prepare the City for that growth so that it happens in the citizens' terms.

During the charrette, many of the residents expressed concern about parking in the Central Core District. Public parking is "free" and is provided through on-street parking (on almost every street in the district) as well as in City-owned parking lots.

Up until today, Delray Beach dealt with parking on an individual basis. Each entity was to provide for its own parking. And this was accomplished in many cases by knocking down buildings, paving open space and closing off streets.

This resulted in an excessive overall amount of parking and paved surfaces, and a severe impact to the fabric. And although so much land is being dedicated to parking, the general perception is that there is a lack of it. Clearly, the City today has programs that are aimed at preventing this condition such as the "payment in lieu of parking" program (PILOP). It is important to analyze why, if this program is in place, the fabric is still disintegrating. The four most common reasons for the PILOP's failure are the following:

1) *The cost per space*, especially when cost is similar or equal to that of a structured parking space.

2) *The price of land*. If and when land is not expensive enough, it makes economical sense to purchase land for parking rather than to pay into a fund. This condition was common in Delray in the first years of redevelopment, hence the number of surface parking lots on side streets. This condition today needs to be reverted.

3) *High parking requirements*. When parking requirements are too high, the percentage of parking that needs to be purchased is excessive. This, as a consequence, reduces the potential of development of the property.

4) *The lack of a designated area* that property owners can identify as the place where the parking they are paying for is going to be physically located. This is one of the reasons why the City needs to settle the location of a parking structure prior to requiring the payment towards the fund.

Although parking is crucial for the success of any downtown area, there are several reasons that justify the preservation of the existing structures, the streets and the alleys as well as the addition of new structures and housing. This will help preserve:

- *The Character of the Urban Setting*
- *The Locality and sense of Place*
- *Internal Proportions and Relations*
- *Style and Design*

The Master Plan proposes the immediate incorporation of the concept of *Shared Parking*.

The City of Delray Beach has a Parking Management Advisory Board that is working towards the implementation of the shared parking concept, and at the same time, is proposing additional programs aimed at organizing parking. The team of designers reviewed Section 4.6.9(E)(4) of the Land Development Regulations that contains provisions for shared parking. Additional recommendations to this section are included in this chapter.

The image on the bottom left, is called a "figure ground". In it, existing buildings are represented in black, while surface parking lots are represented in red. This image makes the following evident:

- There is a good continuous alignment of buildings along Atlantic Avenue through most of the Central Core District.
- 150' north and south of the Avenue, the mass of buildings disintegrates, turning all side streets into enormous seas of asphalt. This has four major consequences:

a) it is a waste of developable land and revenue;
b) it is detrimental for retail that is not along the Avenue;
c) it makes the transition between parking and the Avenue boring, thus limiting the distance that pedestrians are willing to cover, and;
d) it is detrimental for the natural environment.

- The possibility of growth of the Downtown as a complete district is truncated limiting it to the actual length of the Avenue.
- Above all, this is the image of a fabric that is being consumed by parking, much like Houston, (below right). This limits the possibilities that the City has to offer to tourism, residents and development, creating an uncertain future.

Analysis of parking ratios east of the FEC-RR

The following analysis includes the available parking within the Central Core and Beach Districts. Although the parking counts include private as well as public spaces, it is noted that not all private spaces are available for shared parking. Within the Central Core District (Limited to the area located between the FECRR, the Intracoastal Waterway, SE 2nd Street and NE 2nd Street):

Existing on-street parking:	**375**
Existing surface parking:	**2887**
Total number of parking spaces:	**3262**
Existing square feet of ground floor commercial development along the Avenue:	**294,300**

Within the Beach District (Limited to the area located between the Intracoastal Waterway, A1A, Ingraham Avenue and Thomas Street):

Existing on-street parking:	**448**
Existing surface parking:	**1046**
Total number of parking spaces:	**1494**
Existing square feet of ground floor commercial development along the Avenue:	**69,800**

Downtown's parking lots are located behind buildings, away from pedestrians. This is one of the best ways to deal with parking, pushing the buildings all the way to the property line, leaving the cores of the blocks empty to accommodate parking. Parking should be accessed through a system of alleys (hence the importance of not abandoning them), and in time, when the demand justifies the expense, they should become parking structures.

Once the existing surface parking is organized and current programs are reviewed and adjusted, structured parking should be considered.

Above: Houston and the results of ill managed parking. Below: Different parking conditions in Delray

There are different ways and programs to establish Shared Parking. This can sometimes be accomplished through public-private partnerships. An example of this is the opportunity that the City has of partnering with the new owners of the Spanish River Resort in the construction of additional parking spaces within their property, for public use. It is this Master Plan's recommendation to establish either a city-wide or a district-wide shared parking program as a first step to solve the perceived parking problems within the Beach and Central Core Districts. It is also important to secure land for future parking needs within the West Atlantic neighborhood. The program can be established fairly quickly. It needs to be a City initiative in order for it to ensure proper development and understanding by property owners, developers, bankers, as well as residents and tourists.

Great Reasons to Share (and reduce) Parking in Urban Areas

- Land is not an unlimited resource. A more efficient use of urban land, including more efficient parking, will both minimize the size and expansion of urban areas in general and at the same time, limit sprawl.

- Rain drops landing in parking lots generate water runoff filled with pollutants from dripping oil, radiator coolant and asbestos brake linings. Reducing or limiting the amount of impervious parking lot surfaces will help keep our waters cleaner.

- Land is not cheap, and commercial land prices in Delray Beach keep rising. In cities like Delray, a large surface parking lot does not make economic sense (both for the private and public sector)—the land is much more valuable as building area. While sufficient parking is necessary, it is important that unnecessarily large parking lots are avoided.

- Parking spaces are not cheap. In an average parking lot, stalls can cost between $2,500 and $4,000 each to construct without including the cost of the land over which they sit. Each space in a parking structure can cost between $10,000 and $15,000 each. Each parking space not built saves money.

- Large parking lots are not pedestrian oriented. Pedestrians are constantly "sharing" the car's environment. They are unsafe. Pedestrians generally find themselves avoiding cars that are pulling into or backing out of spaces. Another important fact—if a pedestrian walks by his car when walking from point A to point B within the city, chances are high that he'll drive rather than walk, generating unnecessary short trips.

Left: The concept of free parking is a myth: it is only free for those who will not stop coming to Delray if you charge them a dollar or two to park: tourists and occasional visitors. It is not free for the locals: land cost, maintenance costs and lack of potential revenue and taxes add up and make parking a burden for the City and its tax payers. parking should be a source of revenue for the city and its residents.
Right: As part of an overall wayfinding package, Delray's new parking lots signs identify lots and make public parking easily recognizable.

What Works ?

The uses sharing parking should have different peak hours. Hours of operation can overlap, but the highest use times should not conflict. Although, sometimes uses that share many of the same customers can also successfully share parking. For example, at a supermarket and video store, or a medical clinic and a pharmacy, people will use both services without moving their car. Make sure that good pedestrian connections are established between the uses. Establish a clear agreement between the parties involved to resolve maintenance, lighting and litter issues.

Shared parking programs are effective when they are managed District wide, not on an individual, private basis. The Parking Management Advisory Board should be the only entity that regulates how parking is to be shared.

How to Manage Parking on a District Level

Develop a Parking Strategy

- Identify underused areas that can be used for peak hour parking demand. All of the existing surface parking lots have already been identified in this report.
- Identify parking areas that are only used during business hours.
- Establish a valet parking program that uses out-of the way parking areas during peak hours. Some restaurants are already doing this on a single basis. A City-wide valet parking program is common in successful downtowns.
- On-street parking should not be dedicated to valet parking, other than to allow for drop-offs. This condition applies to the Beach District as well.
- Employees of downtown businesses should not compete for prime parking spaces with customers. Nearby church parking lots, for example, are great locations for Monday through Saturday parking for employees. Employers can offer incentives for their employees to take transit to work or to park in designated areas. The cost of the incentive is minimal compared to the potential loss of business due to lack of parking for customers.
- Create a parking pool with incentives that will encourage property owners to put their excess parking stalls in this pool.
- Evaluate time-limited parking or the use of parking meters. With two or three-hour limits, the on-street spaces become valuable, high turn-over parking spaces. Parking meters do not need to be individual or coin operated structures.
- The City should enter into agreements with the owners of private parking lots so that their lots can be made available for parking for the general public when they are not using them.
- On-street parking spaces are shared parking spaces. On-street parking should be encouraged every where in the district. For this purpose, streets like the two Federals and the East-West one-way pairs should be reconfigured to allow for slower speeds, narrower pavement and on-street parking.
- To control the provision of excessive parking spaces in the downtown area, the code should be changed to include a maximum parking requirement.
- Analyze the reasons for success or failure of the existing parking programs in place today. The parking situation in Delray makes evident the fact that even though parking programs and incentives exist, they are not being used to their best capacity. Identify the reasons for failure, correct mistakes, if any, and aggressively implement all the necessary programs simultaneously.

Educate and enforce

- Adequate parking and pedestrian circulation plans should be advertised and available to the general public. Publicize where the spaces are in the district, with flyers, signs, newspaper adds, etc. Delray Beach is in the process of implementing a major signage program that will assist visitors in locating convenient parking.
- Enforce towing where parking is time-limited or not permitted. Enforcement services can be paid for through the parking management district and are only needed during peak parking hours.

Local Improvement Districts

- Businesses can institute a self-taxing district such as a local improvement district (LID) or economic improvement district (EID). These districts generally need to be approved by at least 50 % of the property owners. Funds raised can be used for purchase of shared parking lots or structures, for maintenance, cleaning and lighting, and for general improvements to the district such as sidewalk furniture, signs, decorative lighting, security patrols, etc. LIDs can be assessed on any basis chosen by the district, such as amount of frontage or the size of the building.
- Short term parking should be affordable, but not free. A nominal fee should be charged. Furthermore, visitors should have the option to have tickets validated at stores where they spend over a certain amount.

Once the existing surface parking is organized and current programs are reviewed and adjusted, structured parking should be considered.

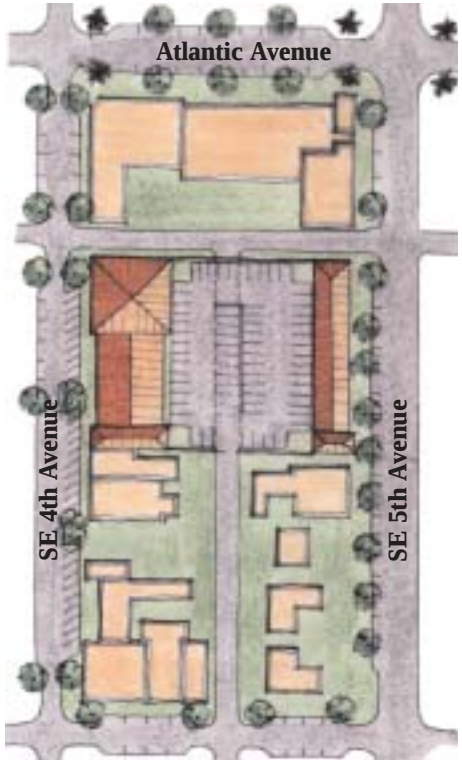
The figure ground below clearly identifies several potential sites for lots that could be converted into parking garages.

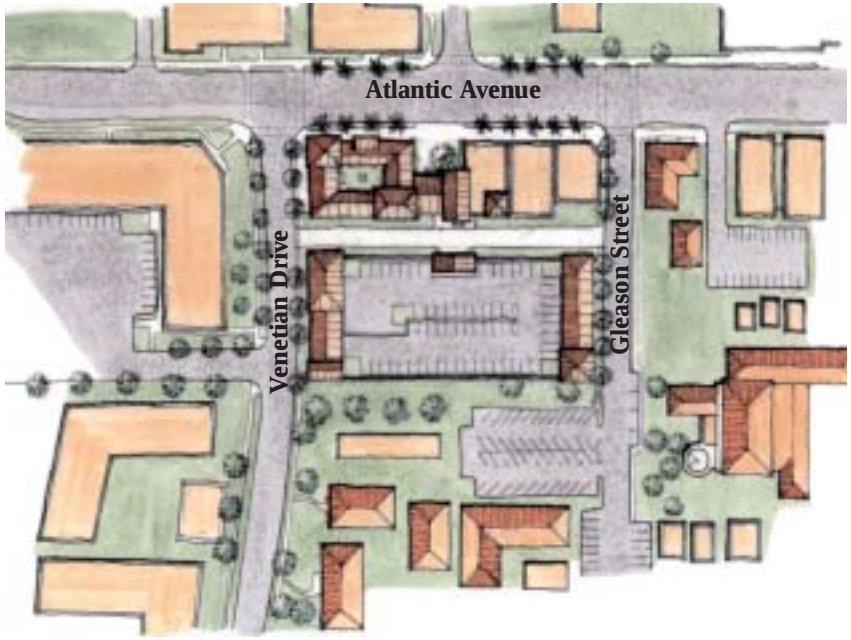
During the charrette, the citizen's talked about the potential relocation of the existing public library from SE 4th Avenue to West Atlantic Avenue, between SW 1st and 2nd Avenues. With the relocation of the library, the opportunity for a public garage becomes feasible. The public library is sitting on City owned land, adjacent to a City owned parking lot. The combination of these lots results in a single parcel with ideal proportions for a parking structure. Its central location in the District will assure parking within a few minutes walking distance to the entire downtown.

In order to graphically demonstrate the area of influence of a parking lot in this location, a 600' radius circle was drawn on the figure ground around the proposed garage. This circle represents a 5-minute walking distance from its edge to the central parking structure. Within the first circle, centered on SE 4th Avenue, there are over 3260 parking spaces (counting both on-street and surface lots*). A four level parking garage at this point could roughly accommodate 280 cars. This in turn means that at least 120,000 sf of land can be freed for development within the Central Core District.

This same 5-minute walking distance circle was drawn around a second structure proposed on the 1000 block of Atlantic Avenue, in the Beach District. This location is also ideal due to the fact that it is a single parcel with size and proportions that can accommodate a structure. Within this second circle, there are over 1,500 parking spaces (counting both on-street and surface lots*). A 4 level parking garage at this point could roughly accommodate another 280 cars. This again would free up another 120,000 sf of land for development within the Beach District.

** Private residential lots are not included in this count.*





The following are two examples of potential parking garage locations. Other sites being considered include, Spanish River Resort, Old School Square, Block 69, and the County Courthouse.

Proposed Garage at SE 4th Avenue:

Lot size: 290' x 200' (combining the City-owned parcel where the library sits and the parking lot adjacent to it).

Due to the configuration of the alleys on this block, it is commonly referred to as a "T" block. Access to the proposed 280-space garage (70 spaces per level) is through both alleys, through the core of the block. Pedestrian access is direct from the sidewalk.

Two liner buildings along SE 4th and SE 5th Avenues provide pedestrian scale and act as a buffer between the parking garage and the public realm.

Proposed Garage at Gleason Street:

Lot size: 300' x 140'.

An existing "L" shaped shopping center with parking located in the front and rear of the property is reconfigured. New commercial uses are lined up against Atlantic Avenue and a rear 300' x 140' parcel is cleared and becomes available for the construction of a new parking garage.

Access to the proposed 280-space garage (70 spaces per level) is through an alley. Pedestrian access is direct from the sidewalk.

A liner building along Atlantic Avenue provides pedestrian scale and acts as a buffer between the parking garage and the public realm.

Examples of parking garages surrounded by retail, office and residential uses in downtown areas.

Additional public parking, beyond what is proposed in these two centrally located garages, needs to address District wide possibilities and opportunities.

Delray Beach's residents had the grand vision that the City would send off and receive visitors and residents traveling by train. The possibility of restoring passenger service along this rail line is enjoying a revival. At the moment, it is no longer a question of *"if"* service will be restored, but *"when"*. With this in mind, those communities prepared with plans, or better yet, an actual built station along the rail line will have the advantage of securing a rail stop for their citizens.

A vacant parcel at the intersection of Atlantic Avenue and SE 3rd Avenue is the perfect setting to accommodate a future multi-modal transit station that incorporates a train station, a bus station, a local transit terminal, as well as additional parking for the downtown area.

With travel by car becoming less reliable and enjoyable, many citizens are looking for other transportation and commuting options. The FEC corridor offers one of the best new opportunities. The Master Plan's suggestion is to build a structure that will accommodate the needs of a future train station as well as parking needs for buses, commuters and the Central Core District. A Total of 1,500 parking spaces are provided in this proposal.

Looking South down SE 3rd Avenue at the proposed train station and structured parking.

Delray Beach has done an incredible job of redevelopment of Atlantic Avenue within the Central Core District. A generally well proportioned section has been achieved: shielded on-street parking, two relatively narrow lanes of traffic and wide sidewalks, good building placement, appropriate lighting, good and safe pedestrian crossings and street furniture, fulfill every requirement of a good urban Main Street.

The section between Swinton Avenue and NE/SE 5th Avenue (the first Federal), is the only section of Atlantic Avenue that is not a state road. Most of the improvements to the street have been possible because this is a City owned street.

Immediately east of NE/SE 5th Avenue (southbound Federal Highway), Atlantic Avenue widens to include turn lanes for both northbound and southbound Federal. Eastbound drivers are forced to change lanes as they go through this intersection, where in addition, the intersecting Avenue is one-way and heavily transited, making this change of lanes extremely confusing and dangerous.

The design team recommended extending the two-lane section of Atlantic Avenue to SE 6th Avenue (the second Federal). This will make vehicular movement flow evenly, safely and at the same time slow speeds throughout the rest of downtown. It will contribute to the pedestrian flow through this physical barrier created by the sudden widening of the Avenue.

It is not hard to distinguish the City owned sections of Atlantic Avenue from those that belong to Florida Department of Transportation (FDOT). Wherever the street is wider than two lanes, it is a State Road. Therefore, any changes or improvements need to be approved by the FDOT. The City should consider taking over the entire Avenue from the FDOT. That would leave the decision making process of any change to the Avenue, solely to the discretion of the City and its residents.

Existing Good Urban Section

Proposed Extension to Urban Section

Existing Section Between Swinton Avenue and SE 5th Avenue (Type "A")

Existing Condition:

Two 8' on street parking lanes
Two 12' travel lanes
Two 2' curb & gutters
Two 11' sidewalks
Total ROW: 66'

Existing Section Between NE/SE 5th and 6th Avenues (Type "B")

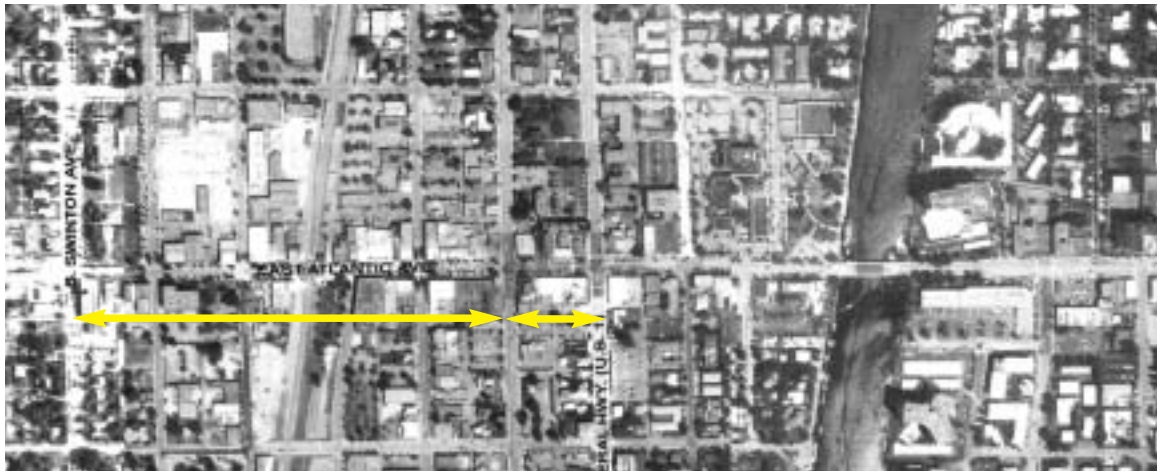
Two 8' on-street parking lanes
Two 10' travel lanes
Two 10' turning lanes
Two 2' curb & gutters
6' sidewalk on north side (sidewalk on south side is on private property)
Total ROW: 66'

Proposed Changes to Type "B"

Two 8' on-street parking lanes
Two 12' travel lanes
Two 2' curb & gutters
Two 11' sidewalks
Total ROW: 66'

After analysis of this proposal by the traffic consultant, it was determined that the traffic volume is too high to eliminate the turn lanes. The traffic consultant states that "Removal of the left turn lane along Atlantic Avenue will cause significant delays and result in additional traffic stacking through the intersections. Providing a storage lane for turning vehicles allows for a safer and more efficient flow of traffic along Atlantic Avenue. Delays caused by turning maneuvers being made from the through lanes are currently in evidence west of this area at intersecting roadways of much less significance than Federal Highway"

Existing Condition



Section type "A" **Section type "B"**

Proposed Changes

Section type "A"

Proposed Changes to Atlantic Avenue Along The Central Core District

Regarding the Street

- Maintain the two 12' travel lanes between Swinton Avenue and NE/SE 5th Avenue.
- Maintain the existing roadway configuration between NE/SE 5th and 6th Avenues. Determine the feasibility of eliminating one of the two turning lanes and sharing a turning lane between northbound and southbound traffic. If this is feasible, increase the width of the sidewalks on both sides of the street.

Regarding Crosswalks

- Crosswalks should be incorporated at all main intersections, including the two Federals, and should be highlighted with bricks, pavers, concrete bands or simple color in the pavement.

Regarding Residences above Shops

- Residential programs should be put in place in order to encourage residential uses above shops and increased residential density throughout the District.
- Increased residential density should be encouraged within the entire Downtown.

Regarding News Stands

- Ideally there should be one or two news kiosks in the District staffed by a merchant.

Right: Different views of Atlantic Avenue through downtown, in the early 1900's and in 2001.

Delray Beach is formed by a series of Neighborhoods and Districts that are different in character and use, but connected and related through Delray's incredible grid. Neighborhoods and Districts are generally defined by clear edges. These Edges can be natural or man-made. In the case of the Central Core District, a natural edge, the intracoastal waterway, defines its eastern boundary. Swinton Avenue, a man made edge, defines its Western boundary.

The purpose of boundaries is to define areas, not to isolate them. Swinton Avenue has evolved from being an edge street to becoming a barrier between two districts. A barrier that is just as hard to overcome for pedestrians as it is for automobiles.

The intersection of Swinton and Atlantic Avenues has almost reached its maximum capacity, and as a consequence, neither pedestrian nor vehicular traffic are working at optimum standards. Widening or enlarging this intersection will not improve its level of service, and such a move would make Swinton Avenue a barrier even harder to cross.

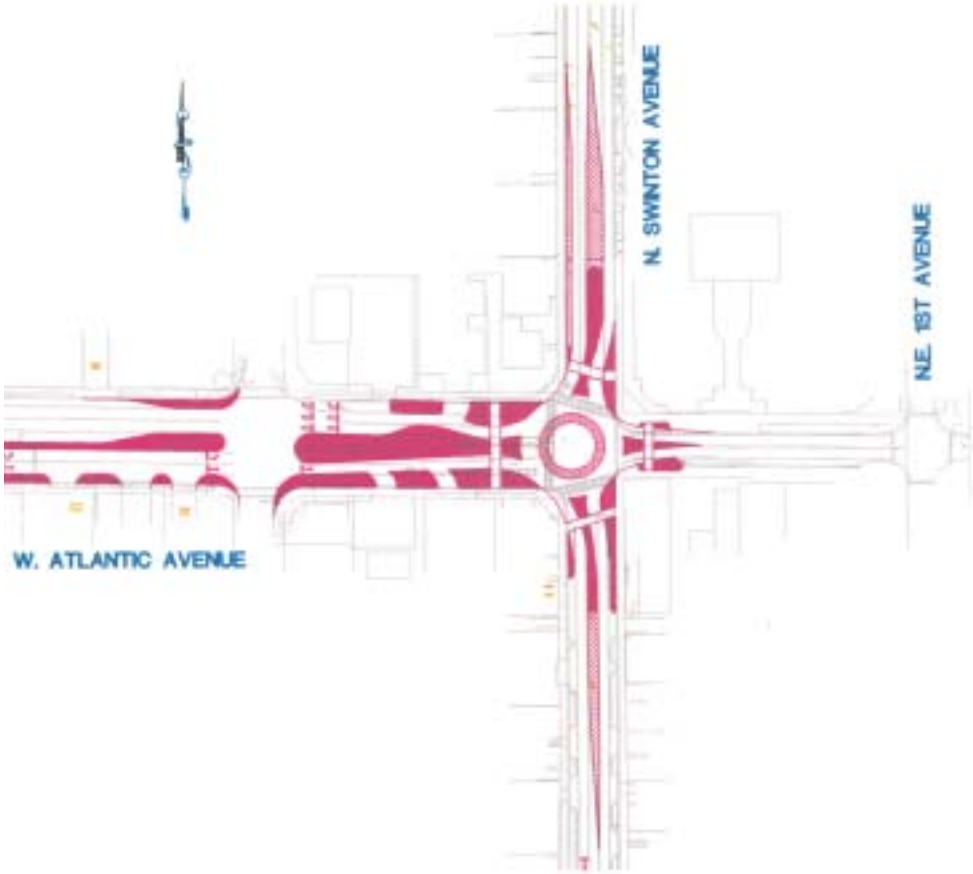
The City of Delray Beach together with the FDOT, have been trying to solve the congestion at this intersection for quite some time. On a planning effort prior to the Charrette, the City hired a nationally recognized traffic engineer to explore the possibility and impacts of a roundabout at this important intersection. The consultant came up with the proposal that is illustrated on the right.

Other alternatives to this same concept have been explored since this first proposal was presented. The design team studied this concept and discussed it with engineers from the FDOT. A roundabout at this intersection was found to be feasible, but it would only work if it is built in conjunction with a second roundabout at NE 2nd Street, to ensure continuous traffic flow.

The citizens in general, did not make any specific requests to include a roundabout at this intersection. This was mainly due to the fact that many thought the concept had already been tested and was not feasible.

A double set of roundabouts, both single lane, would constitute the best alternative to deal with vehicular flow at this point. Roundabouts are also the safest intersection for vehicles and pedestrians. At this strategic location, it would also serve as an statement that announces the entrance to the Central Core District, and as a powerful element that becomes a liaison between the Central Core and the West Atlantic neighborhood.

The City should make every effort to reinstate the idea of the roundabout, but if for any reason, future negotiations with the FDOT were to fail or the citizens do not embrace the idea of these traffic controllers, the Master Plan proposes a reconfiguration of the section of



Proposal by Michael Wallwork

Swinton Avenue that will result in a narrower, more effective street. It is important to understand at this point, that capacity is not a direct relation to width. It is not true that the wider a street, the larger the capacity, and this is especially not true at conflictive intersections.

The images on the right show the existing condition and proposed changes for Swinton Avenue between Atlantic Avenue and NE 1st Street. This concept should be considered as an alternative to the roundabout scheme.

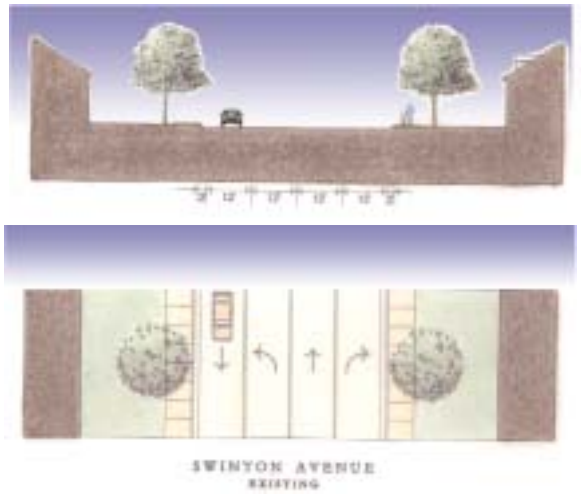
Existing Condition

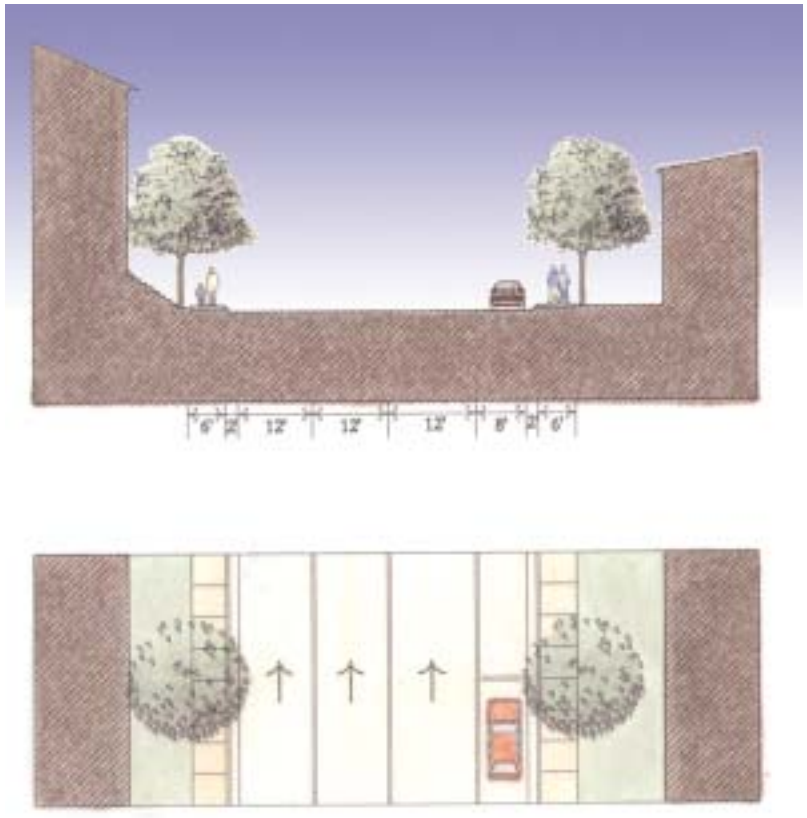
- One 12' travel lane Southbound
- One 12' left turn lane
- One 12' right turn lane
- One 12' Northbound lane
- 4' curb and gutter
- Two 14' sidewalks

  Total ROW: 80'

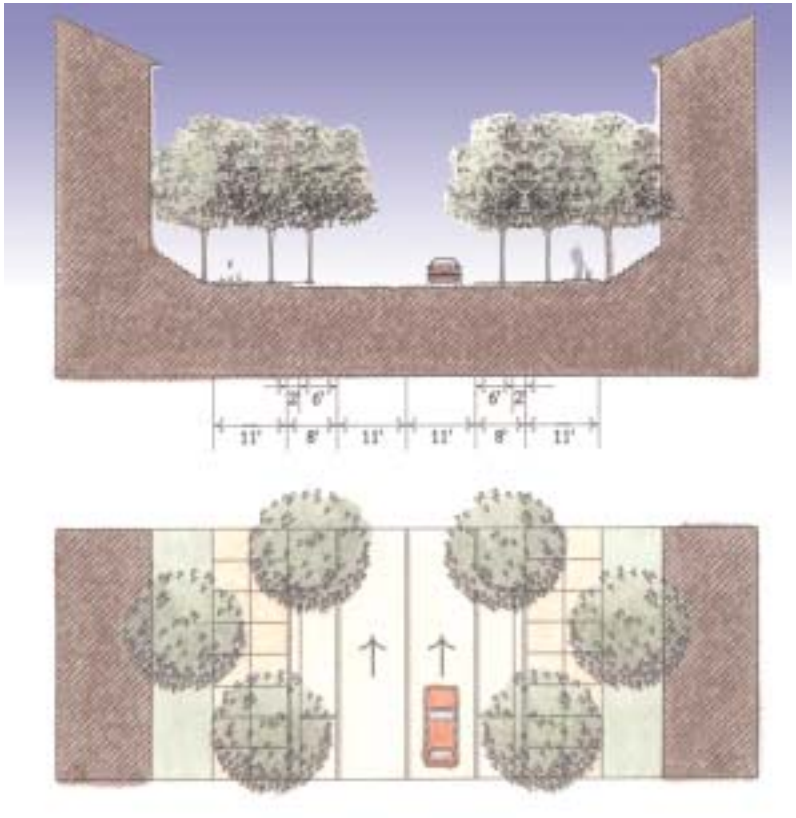
Proposed Changes

- One 11' travel lane combining left turns and Southbound traffic
- One 11' right turn lane
- One 11' Northbound lane
- 3' curb and gutter
- Two 8' on-street parking lanes
- Two 14' sidewalks



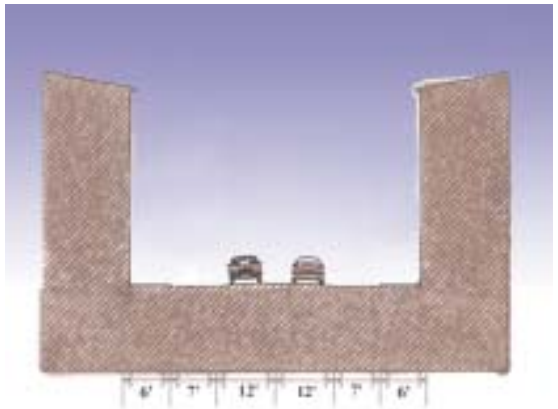


FEDERAL HIGHWAY
EXISTING

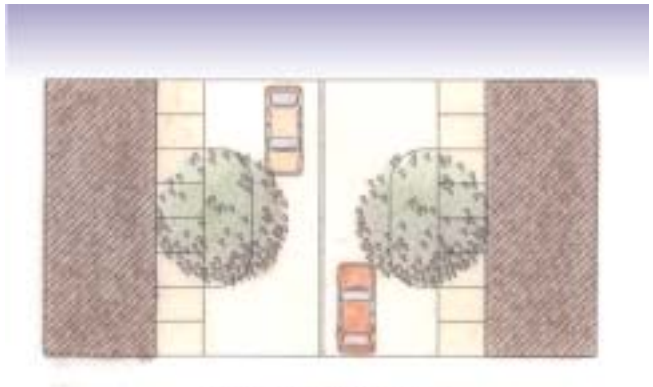


FEDERAL HIGHWAY
PROPOSED

Narrowing the Federals to allow for slower speeds, on-street parking and fewer travel lanes was an important request that the community expressed during the Charrette. This change of section will be conducive to a more pedestrian oriented environment and at the same time beneficial for retail along these highways that cut through downtown. Traffic counts were reviewed and the proposal was presented to the FDOT. The Department's engineers have agreed that this proposal is feasible.



FIRST STREET
EXISTING



FIRST STREET
PROPOSED

Changes of section and direction were also proposed for the first street one-way pairs. These two-lane, one-way streets were originally intended to function as a "bypass" to Atlantic Avenue through downtown. Traffic counts show that the streets are not being used in this manner. Traffic is either staying on Atlantic Avenue, or simply continuing along Swinton Avenue instead of turning into these pairs. A change of direction from one-way to two-way, together with the incorporation of on-street parking on both sides of the street is feasible according to the FDOT. These changes will be beneficial for both commercial and residential development along these streets. The images above show the proposed changes.

The Nature of Public Places:

Plazas, towns and village squares are special places for providing open space for people to gather and meet.

Cities of every age have seen fit to make provision for open places that would promote social encounters and serve the conduct of public affairs. Broadly they are places that we all are free to use, as opposed to the privately owned realm of houses and shops. These spaces often defined by the private architecture of houses and shops.

The fundamental aim of the public space is to generate a sense of community and social unity and interaction. It is where residents can exercise their sense of belonging. Old School Square represents this for the City of Delray Beach. It is not only a plaza in the Downtown, but the heart of the entire City. It is therefore extremely important to maintain this, and other spaces designated as public, as open and inviting to the public as possible.

Matters Of Scale:

If a square is central to a city, it should be scaled in relation to the town plan as a whole. Appropriate size is ultimately a matter of appearance. The enclosure in the proposed schemes, interrupts the flow and the perception of the space. Lack of visibility and eyes on the park generate safety issues. The safer and more well-behaved these places are, the more likely it is that they will be used by the community as a whole. And in order for parks to be safe, it is imperative that they remain as "visually open" as possible.

The size and scale of some of the elements proposed in the new arrangement are of concern. Old School Square's buildings are some of the most historically prominent in the City. The buildings should not be obscured or downsized with new structures.

During the Charrette, a group of citizens expressed concern regarding the way in which the expansion of Old School Square was being proposed. Issues like the closure of NE 1st Avenue and additional buildings on site were brought to the team's attention. The design team studied this proposal. At the time of the charrette, Phase I of this expansion had already been approved by the City and was in the process of implementation. Phases II and III (represented at right) had not yet been approved. Following are the team's recommendations for consideration prior to approval of the next two phases:

- NE 1st Avenue is closed to vehicular traffic in Phase I. This street should be re-opened and designed in such a way that it can be closed off during the few special events that will require additional space, and remain open for vehicular access the rest of the year. Openness and visibility have a direct impact in safety and a sense of belonging.

- Since the park expands over an existing, heavily used parking lot, and the events planned for this new space will require additional parking, a three to four level parking structure is sited within the park's realm. If the intention is to give the City a bigger "heart," its space should not be designated for such a structure. A parking garage is proposed at this location to make up for the lost City parking with the expansion of the park. If the City believes that a garage is absolutely necessary here, then it should be buffered from Pineapple Grove Way with a liner commercial building. The the idea of expanding the park, while at the same time reducing its area and enclosing it with a blank wall for the benefit of the automobile doesn't make sense. Parking should be analyzed district-wide, and this location, although housing parking today, becomes senseless once the idea of the park expansion is instated.

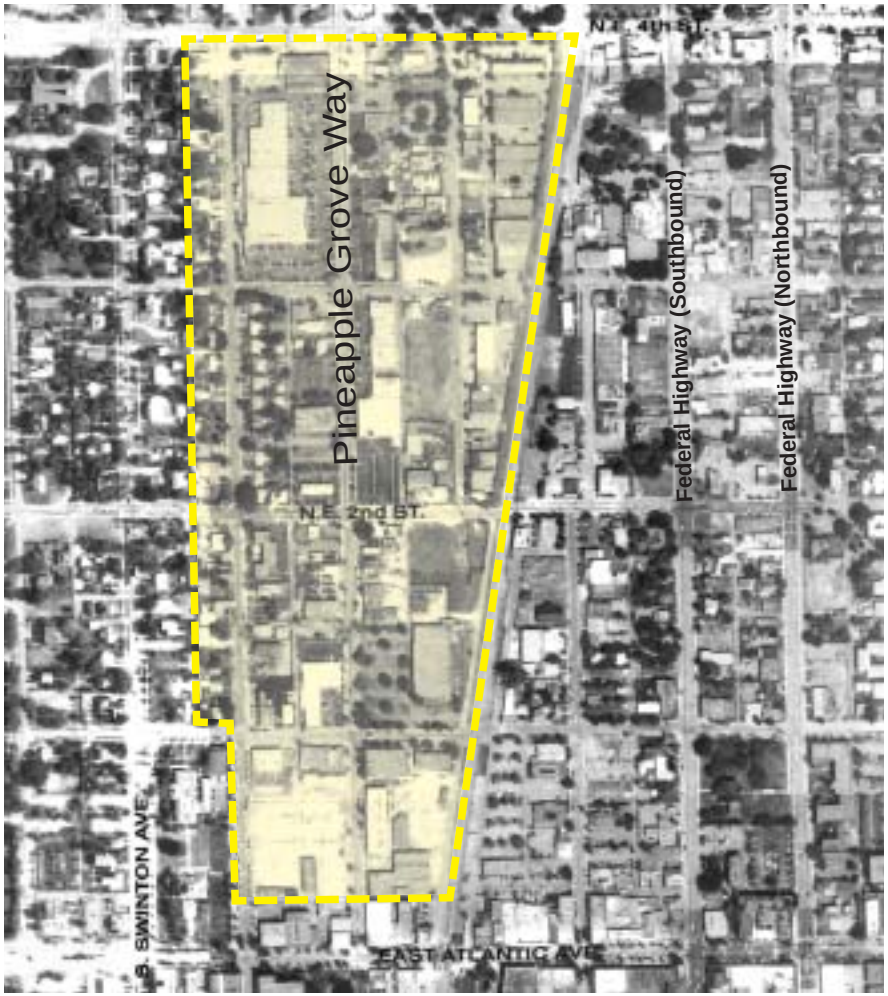
Proposed plan for expansion of Old School Square

Pineapple Grove

The section of the downtown known as Pineapple Grove is located within the Central Core District. The area, represented at right, is generally comprised of properties located along NE 1st, 2nd, and 3rd Avenues, between NE 4th Street and the east/west alley just north of Atlantic Avenue . Pineapple Grove is a unique, arts-oriented section of the downtown that contains a mix of commercial, residential, and industrial uses. It was designated a Florida Main Street community in August of 1994, and in 1998 a neighborhood plan was adopted for the area. The plan addressed capital projects, zoning and use issues, arts and aesthetic considerations, and non-capital (program) elements that will help ensure the area's future as a vibrant mixed-used community with a heavy emphasis on the arts. Many of the plan's components have already been implemented, including a major streetscape improvement on Pineapple Grove Way; changes to the Land Development regulations involving residential densities, open space, and building setbacks; installation of a "Gateway Arch;" and the establishment of the outdoor arts program known as ArtWalk.

The objectives and recommendations contained within the Pineapple Grove Neighborhood Plan are hereby incorporated into this Downtown Delray Beach Master Plan. The following major development principles from that plan are noted below, however, the neighborhood plan itself should be consulted whenever development or redevelopment is proposed in the area.

- Pineapple Grove Way is to be transformed from a vehicular-oriented to a pedestrian friendly environment. One mechanism for accomplishing this is to allow infill development to occur within the existing private parking lots fronting on Pineapple Grove Way. This would provide for continuous storefronts along the street, which would encourage greater pedestrian movements. To accomplish this objective, it will be necessary to explore alternative arrangements for parking, which are described in greater detail in the neighborhood plan. While it may not always be feasible to accommodate this type of infill, the possibility should be explored with every proposal for development or redevelopment on properties which have surface parking adjacent to the street.
- Mixed use, residential-above commercial development is encouraged, as is higher density residential.
- Architectural style is to be a combination of old Florida and Caribbean influence, or "Floribbean". A section on design guidelines for the area is included in the plan.



Pineapple Grove Main Street Area

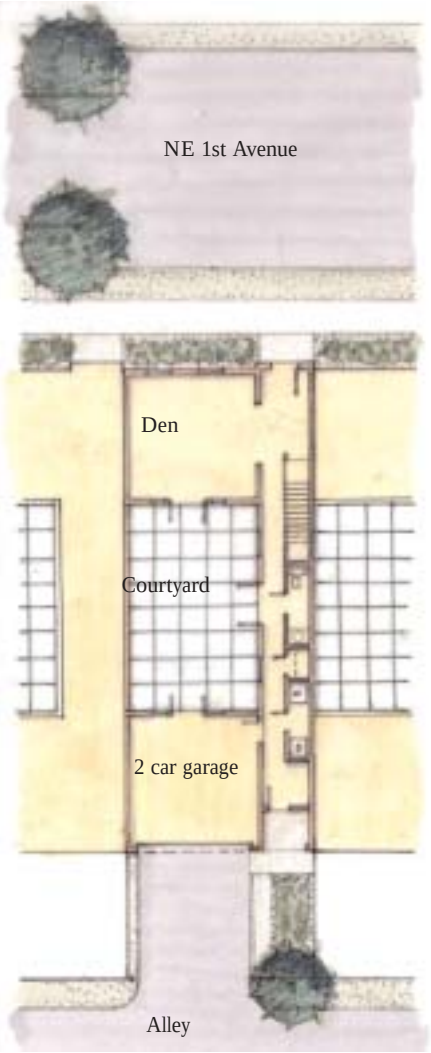
Old Publix Site

The old Publix building sits vacant at the corner of NE 3rd Street and Pineapple Grove Way. An earlier proposal to redevelop this parcel was reviewed during the Charrette, and an alternative plan was prepared.

The proposal that had once been considered, maintained the old grocery's structure, turning it into smaller shops, with apartments above. A line of row houses is attached to the rear of the building and parking is proposed along Pineapple Grove Way. By maintaining this structure, the potential of the townhouses is limited, the apartments have external views over an old flat roof, and the parking lot does not respond to the vision that the residents have for Pineapple Grove Way: retail with offices and residences above along the street and parking in the rear

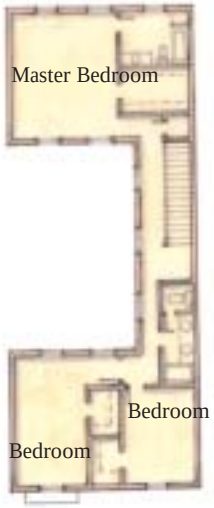
The Master Plan's recommendation is to demolish the old structure. There is no sense in compromising such a large project for a structure that is well beyond its "life expectancy". The site has some brownfield issues that need to be addressed. The alternative proposal suggests a row of townhouses along SE 1st Avenue, each one with their own private yard and parking. Shops with offices and apartments above them front Pineapple Grove Way and passages connect them to a parking lot shielded from the public realm.

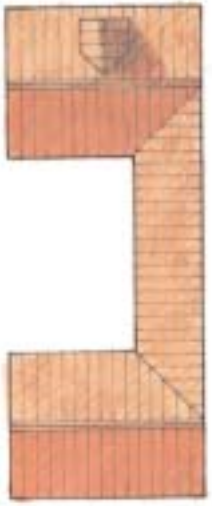
Plan by Robert Currie Partnership



Front elevation

Rear elevation





THE BEACH DISTRICT

TREASURE COAST REGIONAL PLANNING COUNCIL

INDIAN RIVER - ST. LUCIE - MARTIN - PALM BEACH

At the end of Atlantic Avenue, between the Intracoastal Waterway and the Atlantic Ocean is the third part of the City's downtown: the Beach District. Delray Beach has some of the last and most beautiful public beaches in Palm Beach County. This Beach is a regional destination. The City has embraced the great opportunities that the beach has to offer, and profits from this condition as a catalyst for the redevelopment of the area.

At the Beach District, people stroll, friends chat with neighbors, and children walk or bike to the town center and the beach. Both during the charrette and a previous visioning workshop, the residents talked about the "Village Character" of the District and made great emphasis in the importance of its preservation.

The Beach District's traditional structure of streets and alleys and the mix of uses throughout, are a perfect example of traditional urban planning and its positive effect on public life. The primary design issue to further enhance this effort is to preserve and enhance the character of this District, the public condition of the beach, the vitality of its center and the natural environment.

Wide sidewalks with beautiful pavers, elegant street lighting, signage and furniture in general are present throughout the entire length of the Avenue through this district. On the other hand, an excessively wide street, scattered retail, buildings with uneven setbacks, walled-off towers next to one and two story buildings and parking lots along sidewalks are all entwined along this same section. This mix of scale, character, and setbacks is detrimental for the overall "Village Ambiance".

Pedestrians going to and from the beach and to the local restaurants, heavily transit the intersection of A1A and Atlantic Avenue. The Avenue here is 80' wide. Pedestrians need to cross five lanes of traffic to get from one side of the Avenue to the other. Furthermore, the width of A1A at this point, together with the excessive block turning radii, allows for cars to turn at speeds in excess of 35 mph, making this intersection one of the most dangerous along the Avenue.

The Master Plan proposes 5 steps that will complete the Beach's Center and enhance its Village qualities:

1. Reduce the pedestrian crossing distance along Atlantic Avenue by installing a median between A1A and Gleason Street.
2. Reduce the curb radii at the intersection of A1A and Atlantic Avenue to 15'.
3. Infill vacant property: The setbacks of some buildings along the Avenue are such that linear buildings could be built along the property line, completing the gaps and creating an environment that is more attractive to the pedestrian.
4. Open windows on blank walls
5. Locate parking in the rear of buildings
6. Add an arcade to buildings that have excessive setbacks.

The Physical Changes to the Avenue

1. Reduce the pedestrian crossing distance:

Human scale should prevail over the automobile. Traffic calming is one of the essential tools that should be used to accomplish this. At the entrance to the District, any traffic-calming device proposed should serve the double purpose of creating a safer pedestrian environment while announcing the entrance to the District and the City that lies ahead.

A 26' median is suggested along Atlantic Avenue for the section between A1A and Gleason Street. This is a gesture that will act as an effective traffic-calming device and at the same time contribute to one's sense of orientation within the City. The result is a townscape that is active without being overly complex. It is a powerful tool that forces people to slow down at one of the most critical intersections of the Avenue. It cuts the pedestrian crossing distance and forces cars to slow down both entering and exiting this section of town.

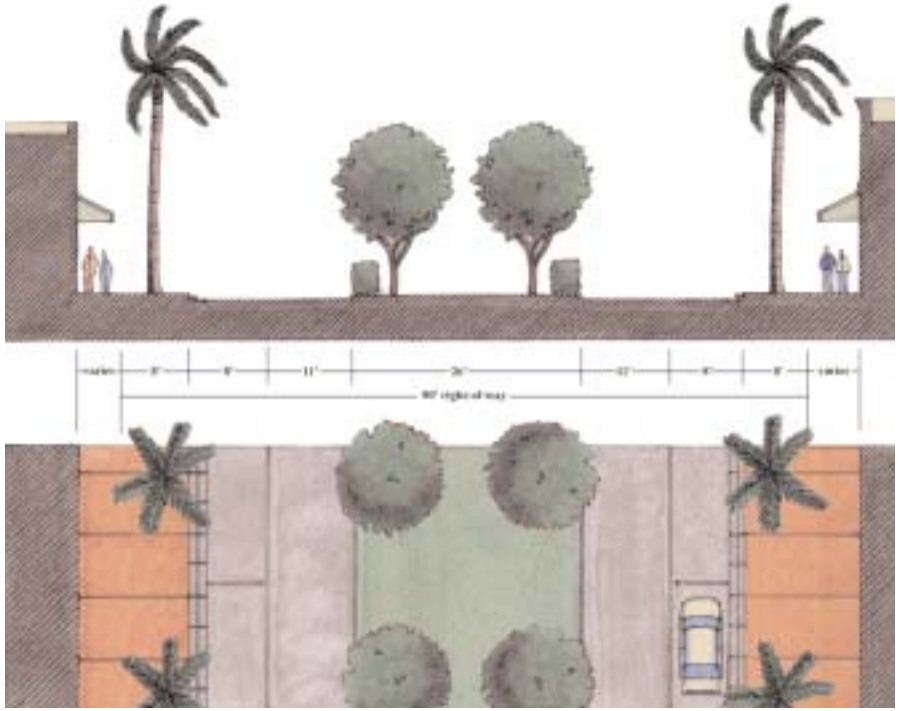
Existing Condition:	**Proposed Changes**
Two 7' on street parking lanes	Two 8' on street parking lanes including curb and gutter
Two 11' travel lanes	Two 11' travel lanes
Two 12' travel lanes	One 26' median
Two 2' curb & gutters	Two 8' sidewalks
Two 8' sidewalks	Total ROW: 80'
Total ROW: 80'	

After analysis by the traffic consultant, it was determined that this recommendation should be modified to include a left-turn lane within the median at the A-1-A intersection.

2. Reduce the Curb Radii at the Intersection of A1A and Atlantic Avenue to 15'

Reducing the curb radii will force cars to turn at slower, safer speeds. This, combined with the central median will enhance the entrance to the District and increase the safety of this intersection where a high volume of pedestrians walk to and from the beach. In addition to reducing the radius, the Southwest sidewalk and corner are extended eastward and then gradually tapered southward. This will reduce access speed onto A1A as well as increase vehicular visibility.

After analysis of this proposal by the traffic consultant, it was determined that reduction of the turning radii is not feasible. In addition to not meeting DOT standards, the traffic consultant states that



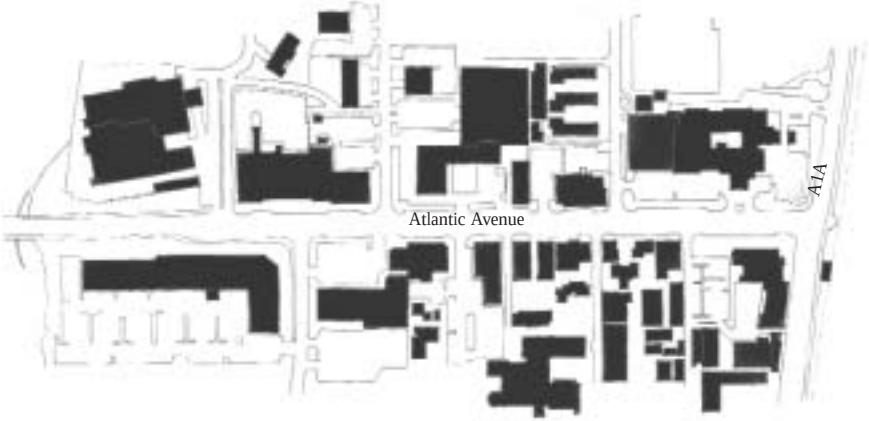
"The reduction to 15 feet would result in vehicles encroaching onto the curb or into adjacent travel lanes"

3. Infill vacant property

The images on the right are figure ground drawings of Atlantic Avenue through the Beach District. Existing buildings are represented in black. The gaps, or infill opportunities, are represented in yellow.

Wherever the buildings are pushed back from the street line, an ambivalent zone is created. This, together with the disparity of building heights and types, blurs the structure of the Avenue. The existing condition, in general, accentuates the primacy of the single building. The street therefore disintegrates into a series of isolated buildings. It is seen as open land into which buildings are introduced as objects. As a general rule, the dignity of freestanding object is accorded to public monuments, while the ordinary fabric takes form out of more or less contiguous buildings, as if the streets were carved out of what was once a solid mass.

The Spanish River Resort, soon to be remodeled, is a good example of this condition: A high-rise building surrounded by a parking lot. The opportunity to properly infill this property is at hand. A liner building should be added along the Avenue. This building could house the hotel's public program: café, bar, restaurant, exercise room, beauty salon, etc. These public uses should open up to the street and attract the hotels' customers as well as neighborhood business.



4. Locate parking in the rear of buildings

Parking lots in front of buildings duplicating the suburban strip shopping center model should be avoided. Parking lots along the Avenue should be infilled with liner buildings. On the south side of the 1000 block, an existing shopping center presents an opportunity to infill its parking lot, moving the recessed portion of the building towards the street. Once this new configuration is reached, the core should be cleared for parking. The location and dimensions of this new surface parking lot are such that it becomes the perfect setting for a parking garage. This condition is further explained in the section of this report dealing with parking.

5. Add an arcade to excessively setback retail buildings.

Some retail, like the shopping strip on the 900 block, is setback and separated from the pedestrian by a wide and dense landscaping strip. This creates a break between the retail and the pedestrian that is hard to overcome and is detrimental for business. By adding an arcade along the buildings' front, it is brought closer to the sidewalk and consumers, and a special, shaded walkway is created. This also opens up opportunities for cafes and restaurants. By adding a vertical element, tower or break at the corner, the overall appearance of this monotonous building is improved.

Infill parking lots - Proposal on the 1000 block of Atlantic Avenue

Existing condition and proposed changes to the shopping center on the 900 block of Atlantic Avenue

New construction and building renovations should make windows on the façades along the Avenue mandatory—In many of the existing buildings along the beach, there is a second story that should be converted to livable space that opens up to the Avenue.

Once the median is incorporated and the lane widths reduced, the existing gazebo could be moved or a new structure constructed at the end of the Avenue along the beach. This is a strategic location within the Avenue. It is announcing the entrance to those who visit from communities North and South and use A1A as an access route. It is also the culmination of the wonder that visitors will experience along Atlantic Avenue.

The Eastern Edge of the District

A1A plays a very important role in the City. It is the Eastern Edge of the Beach District, and in many cases, the only image of the City that those traveling North and South along A1A might have. As such, it should be considered as an area that projects the character of the community, and should be such that passersby are tempted to stop and explore the City.

A1A, at the intersection of Atlantic Avenue, is very wide, with angled parking on the East and very narrow sidewalks on the West.

Given the existing right-of-way, there is enough room to reconfigure this road, only for the section between Miramar Drive and Thomas Street. The proposed reconfiguration maintains the angled parking on the East, two 10' travel lanes, an 8' parallel parking lane on the West, shielding the sidewalk and protecting pedestrians, and a Western sidewalk that is expanded by 6'. Alternatively, instead of a parallel parking lane, the sidewalk could be widened an additional 2' and a 6' landscape strip could be provided as a buffer between the pedestrians and moving vehicles.

This new section will not only slow down traffic and create a safer environment for pedestrians: It will be a powerful move in the Avenue that indicates to drivers that they are passing through a special section, and invites them to explore the City that lies West. By increasing the sidewalk width and shielding it with parked cars or landscaping, pedestrian oriented activities are given a priority over the automobile.

Looking South along A1A: Existing condition and proposed street, sidewalk and parking reconfiguration.

Implementation And Management

Treasure Coast Regional Planning Council

Indian River - St. Lucie - Martin - Palm Beach

Implementation and Management

General

The success of this and any other Master Plan will depend on its ability to be implemented economically and socially within a designated time frame. To that end, the general recommendations throughout this report have been developed as independent but interrelated projects. In this chapter, potential funding sources, management and responsibility of execution have been identified.

Implementation Table

The implementation table in this section summarizes the recommendations made in this report. The table is organized according to type of action recommended. The table addresses recommendations that are to be carried out by the Community Redevelopment Agency and the City of Delray Beach as part of their Capital Improvement Programs. The purpose of the Capital Improvement Program is to provide an initial, general guide for implementing capital projects recommended within the Atlantic Avenue Master Plan. The details of these plans, including cost and priorities, should be reviewed and updated annually as part of the City's Capital Improvement Program budgeting process. This annual budgeting process should include the reevaluation of strategies and priorities to fit changing circumstances. The City's annual capital improvement program budgeting process should include projections of potential revenues from various funding sources to implement projects. The availability of funds, from various funding sources, will have a direct impact on the speed and effectiveness of implementation. Not all projects may be funded within the planning period. The City should implement as many projects as possible, starting with the higher priority projects. Initial cost estimates for this plan should be based on the conceptual drawings and project descriptions included in this Master Plan. Detailed cost estimates should be defined for each project as they are selected for implementation.

Criteria for prioritizing and scheduling projects should include:

Strategic (S) - The need for the project to proceed prior to implementing other priority projects. These projects are crucial to the overall achievement of major objectives. The City, CRA and other agencies should make every necessary effort to fund and implement the projects designated as such.

High Priority (HP) - These are projects extremely important to achieve the overall concept proposed in the Master Plan. Funding for these projects should be budgeted within the City's, CRA's and other public agency's Capital Improvement Plans.

Medium Priority (MP) - This category refers to projects that will contribute to the overall implementation of the Master Plan. They should be implemented as funding becomes available.

Low Priority (Low) - The project's early achievement is not critical

Easy (E) - The project's ability to be implemented;

Long Lead Time (LLT) The project's need to begin soon because of long lead time;

Funding Sources Include:

General Revenues: property tax revenues, sales tax revenues.

Parking Revenues: City owned parking lots and on-street parking along the Avenue should become a source of revenue.

Local Gas Tax: The City's share of gas tax revenues

Special Taxing Districts:

Tax Increment Financing (TIF): Infrastructure and improvements funded through the use of increases in the tax base resulting from the improvements.

Bond Financing: General Obligation (GO) bonds that require a referendum, and
Revenue Bonds pledging identified sources of revenues other than property taxes.

Federal Grants Such As:

National Scenic Byways Grant - These grant funds include projects associated with safety improvements, construction of rest areas, passing lanes, etc. and protection of historical, archeological and cultural resources. For more information, contact the State Scenic Highways Coordinator at (850) 922-7207

Transportation Enhancement Funds - Use of these funds must involve projects associated with the development of Corridor Management Plans after eligibility has been determined. For more information, contact your District Scenic Highways Coordinator or the Transportation Enhancement Coordinator, who can be reached at (850) 922-7221

FHWA Discretionary Grant Programs - These discretionary grant programs represent special funding

categories where FHWA solicits for candidates and selects projects for funding based on applications received. Discretionary categories include such grant programs as the Transportation and Community System Preservation Pilot Program and the Discretionary Bridge Program, as well as the two other federal sources of funding mentioned above. Each program has its own eligibility and selection criteria that are established by law, by regulation, or administratively. More information on each of these programs is available in the FHWA Discretionary Program Notebook in the References section of the following web site: www.fhwa.dot.gov/discretionary/index.htm

State Grants:

National Urban and Community Forestry Matching Grant Program - These funds are for projects that develop or enhance a community's ability to have a sustained, comprehensive tree care program. For more information, contact the Florida Dept. of Agriculture and Consumer Services at (850) 414-8602

Advertising Match Grant - This program provides match grants up to $2,500 to fund projects which contribute directly or indirectly to the promotion of tourism, industrial or agricultural advantages within Florida. For more information, contact the Florida Tourism Industry Marketing Corporation at (850) 488-5607 x 304.

Cultural Grants Program - These funds are provided to non-profit organizations and political subdivisions engaged in cultural programming, including dance, folk arts, theater, visual arts, literature and media arts. For more information, contact the Bureau of Grants Services at (850) 487-2980

Economic Analysis - this public/private organization provides information, research and planning for economic development efforts in Florida. For more information, contact the Program Supervisor with Enterprise Florida, Inc. at (407) 316-4600.

Florida Highway Beautification Council Grant Program - Funds are provided for landscape beautification projects on Florida's roadways. The funding is a matching grant of 50 percent.

For more information, contact a Florida Department of Transportation Staff Coordinator at (850) 922-7210

Florida Main Street Program - This program encourages revitalization of traditional downtown commercial districts. For more information, contact the Florida Main Street Manager with the Division of Historical Resources at (850) 487-2333

Florida's Plant-A-Tree Trust Fund - Use of these funds are for projects involving the planting of native trees on rural acres or urban landscapes. For more information, contact the Florida Department of Agriculture and Consumer Services at (850) 414-9912.

Florida Small Cities Community Development Block Grant - Commercial Revitalization - Eligible projects include rehabilitation of privately owned building facades, modifications for handicapped access, sidewalks, landscaping, streets, drainage and parks. For more information, contact the Community Program Administrator with the Florida Department of Community Affairs at (850) 487-3644

Historical Museums Grants-in-Aid - These funds are used to provide matching support for the development of exhibits on Florida history, as well as for operating costs of Florida's history museums. For more information, contact the Grants Manager at the Museum of Florida History at (850) 487-1902.

Historic Preservation Grants-in-Aid - These funds are used to assist in the identification and preservation of Florida's historic resources. For more information, contact the Grants and Education Section of the Bureau of Historic Preservation at (850) 487-2333.

Historic Preservation Special Category Grants - The purpose of these grant funds are to assist with major archaeological excavations, large restoration at historic structures, and major museum exhibit projects involving the development and presentation of information on the history of Florida. For more information on the Historic Preservation Special Category Grants contact the Bureau of Historic Preservation at (850) 487-2333

Public/Private Partnerships

The public/private funded projects are those that tend to involve direct real estate development, with the City acting as an agent to spur private sector developers to undertake designated desirable projects or those in which the land is owned by the City or the CRA and construction is implemented by the private sector.

Development Without Displacement

The Florida Atlantic University/Florida International University Joint Center for Environmental and Urban Problems (the Joint Center) worked with a subcommittee of the Master Plan Steering Committee to develop a handbook of ideas for dealing with the displacement that often accompanies successful redevelopment initiatives. The *Development Without Displacement Community Handbook* outlines various mechanisms that can be used to maintain a degree of affordability in the redevelopment area. Some of the tools described in the handbook include land assembly, land banks and community land trusts, subsidized housing, and credit repair assistance. These ideas should be explored and advanced by the Master Plan Implementation Committee in order to ensure that the residents who drafted and supported the plan can afford to remain in the area following its implementation.

Management

As discussed during the charrette and several public presentations, the City needs to hire an Urban Designer that will facilitate the implementation of this plan and other urban projects within the City. Beyond hiring this professional, the long term success of this Master Plan will depend, to a great extent, on the energy the City applies to achieving the specific recommendations as well as to the long-term management of this process. This Master Plan's success depends mostly on the extent to which it is accepted and acted upon not just by the City, but by the business community and the residents and general population who have an investment in the City as well.

A working relationship must be created among the primary constituents of the Master Plan: The City, The CRA, the business community and the residents of the study area.

Project Name	Priority	Funding Source	Time Frame
Hire Urban Designer	HP	CRA	Immediate
Develop and Implement Design Guidelines	HP	City/CRA	Immediate
Entrance to the City - Median	S	FDOT	2 - 5 years
Entrance to the City - Building	S		2 - 5 years
Improvements to Atlantic Avenue between NW/SW 6th Avenue and NW/SW 12th Avenue	HP	FDOT	2 - 5 years
Neighborhood Plaza on NW/SW 5th Avenue	HP	Public/Private	1 - 3 years
Swinton Avenue	HP		2 - 5 years
Neighborhood streets and alleys		TIF/Plant a tree trust fund	1 - 10 years
Neighborhood pocket parks	HP	CDBG/TIF/Plant a tree trust fund	Immediate
Change of direction one-way pairs	HP	FEC/CRA	3 - 5 years
Change of section of the Federals	MP	FDOT	5 - 7 years
Develop public art program	MP	Public/Private	1 - 3 years
Modify section of A 1 A	HP	FDOT	3 - 7 years
Modify section of Atlantic Avenue through the Beach District	HP	FDOT	3 - 7 years
Spanish River Resort shared parking garage	MP	Public/Private	1 - 3 years
City-wide shared parking program	HP	City of Delray	Immediate
Parking Garage at SE 4th Avenue	MP	CRA, City and parking fund	5 - 10 years
Parking Garage at Gleason Street or Spanish River Resort	LP	Public/Private and parking fund	10 - 15 years
Infill housing	MP	CRA/Private	1 - 20 years
Infill development along Atlantic	HP	CRA/Private	1 - 20 years
Infill along the Tennis Center	MP	Public/Private	1 - 3 years
County courthouse expansion	MP	County	1 - 3 years
New Library	HP	Public/Private	1 - 3 years
New library/County parking	HP	County/City/ Private	1 - 3 years
Old Publix redevelopment	LP	Private	
Old School Square expansion	LP	Private	1 - 10 years
Bus-stops, signage and street furniture improvement	HP		1 - 5 years
Explore opportunity for downtown train station	HP	City/CRA	Immediate

The City of Delray Beach is a National model of inspiration for redevelopment. This second redevelopment phase should be embraced with the same enthusiasm as that which generated the incredible changes in the past decade. Implementation is hard and expensive but never impossible.

Start small if you must, but start now!!

Marketing Report

Treasure Coast Regional Planning Council

Indian River - St. Lucie - Martin - Palm Beach

Introduction

In order to better assess the potential for commercial and residential growth in the downtown area, a market analysis was commissioned as part of the downtown planning process. The study was conducted by Marketek, Inc. of Atlanta, Georgia. Marketek had prepared similar studies for the City's West Atlantic and Pineapple Grove districts in the mid-1990's. The current study included those areas, as well as the Central Core and the Beach Business districts.

The following section is the "Conclusions and Recommendations" section of Marketek's report. A copy of the full report is available upon request.

This section reviews the major findings and conclusions of the residential and retail market analysis with a focus on assessing the level of market support available for fulfilling downtown Delray Beach's potential as a residential and commercial center. The implementation of the market analysis should be focused on expanding downtown's position as an historic mixed-use district with a range of housing options, unique goods and services, entertainment and recreational/cultural opportunities. The major factors that will underlie this opportunity in downtown Delray Beach will be historic buildings, compact pedestrian-oriented development, clustered businesses, diverse uses, viable and sustainable businesses and the creation of an attractive living environment.

This section is organized into six parts:

- Market Position Statement/Vision
- Residential Development Program
- Retail Market Potential
- Profile of Existing Study Area and Development Opportunities
- Key Development Principles
- Recruitment Program Guidelines

A. Market Position Statement/Vision

The marketing process begins with a clear statement of downtown Delray Beach's identity and competitive position in the marketplace. Downtown's market position should work to create a theme or unique identity that will distinguish Delray Beach from other commercial centers. Downtown's current market position as a business district is primarily one of an office, institutional and specialty retail center during the daytime with a variety of restaurants and nightclubs in the evenings.

Based upon interviews conducted with local residents and community leaders, it is clear that one of Delray Beach's most critical challenges is its current orientation toward external markets (e.g., tourists, seasonal residents and residents of neighboring cities) as opposed to local residents. While external markets are vital in attracting and sustaining retail and entertainment establishments, serving the needs of local residents is the single most important ingredient in creating a thriving community.

Several Delray Beach residents interviewed for this research indicated that divisions within downtown Delray Beach hamper the downtown's ability to establish itself as a "community." The sources of these divisions include: white versus black; young versus old; local residents versus tourists. Despite varying perspectives as to how the community is divided there is one underlying theme regarding the solution - the need to look inward and address the economic, recreational and social needs of nearby residents.

Over time and through a coordinated marketing program, downtown should seek to reposition itself as a 24-hour mixed-use district with a variety of jobs, shopping, entertainment/recreation and housing options. The overriding goal is to not only make downtown a destination for all of the surrounding area, but to also serve the needs of local residents by attracting businesses that enhance the overall community. By doing so, downtown Delray Beach will be able to increasingly attract outside markets.

Interviews with local residents and business owners (Appendix I), survey research (Appendix II) and observations from the charrette conducted in April 2001, have repeatedly reinforced the image of Delray Beach as a community with an urban orientation within a "village-like" setting - a place where people can live in a unique, historic, vibrant, small-town directly on the ocean. Frequently mentioned attributes include:

- History
- Strong sense of community among longtime residents
- Island feel
- Diversity
- Human scale
- Small-town
- Seaside location

Concerns for residents as the city continues to grow include:

- Pedestrian unfriendly environment
- Increased traffic and shortage of parking
- Displacement of residents and businesses

- More businesses that serve consumers who live outside of Delray Beach
- Increasing rents that force out existing small retail and service businesses
- Scale of new construction

When asked to share their vision for Delray Beach's future, the factors that respondents most often identified included:

- Environmentally friendly/ample green space
- Safe
- Stores and housing targeted at all groups
- Businesses owned by residents of the community, serving residents of the community
- Celebration of diversity
- Elimination of dividing lines within the community (e.g., West Atlantic versus East Atlantic)

Based on feedback from the community and an assessment of Delray Beach's assets, a market position statement could be summarized as follows:

- A modern vision of the traditional seaside village - neighborhoods of housing with varying income, age and racial groups set within walking distance of unique shops, jobs, restaurants, entertainment, civic services, recreation and the ocean."

B. Residential Development Program

The residential market analysis performed for this research establishes that there is strong potential demand for ownership and rental housing in downtown Delray Beach that is based on steady population and economic growth and a growing interest in downtown living. Between 2000 and 2005, there is potential annual demand in the market area as a whole for more than 14,000 market rate for-sale housing units and 11,525 rental units. A survey of new for-sale housing development shows strong absorption rates and increasing sales prices - particularly in downtown. The market rate rental housing survey reveals an overall occupancy rate of 95%.

While the conclusion that there is unmet potential demand for housing in downtown Delray Beach is difficult to quantify directly, the following evidence exists to support this conclusion:

- Strong absorption rates at newly developed for-sale developments in downtown settings - including Delray Beach - assuming that they offer quality product with full amenities, parking and spacious floor plans.

- Expressed interest in and knowledge of proposed downtown residential development among local residents.

- High occupancies achieved by existing rental housing projects located in the competitive market area, even at older projects.

- The limited supply of "downtown" rental product in the competitive market area. Speaking with the manager of one of the only upscale downtown apartment communities in the competitive market area (Mizner Park), she reports that area residents are eager to live in urban environments where they can walk to shopping and entertainment destinations.

- A close-in employment base. There are almost 25,000 employees who work at jobs located within a 3-mile radius of Atlantic Avenue and US 1. Employees who work within a "reasonable" commuting distance provide an immediate market for downtown housing.

- The empirical success of downtown housing programs in other cities. In many areas of the nation, residential developers are listening to a growing customer sentiment that expresses the desire to be closer to jobs, closer to neighbors and closer to the heartbeat of the city. In the words of John Williams, chief executive officer of Post Properties, Inc., …"there is increasing consumer demand for a live-work-walk living environment."

As downtown housing development proceeds in Delray Beach and a critical mass of units is created, the absorption of housing units will gain momentum and steer new development from East Atlantic Avenue to other areas in downtown (e.g., West Atlantic Avenue, Federal Highway pairs, etc.). In other words, new housing development will act as anchors attracting businesses, services and activities to serve new residents, which in turn will enliven the overall study area. In addition, downtown's image would shift from an entertainment district to a true mixed-use community.

Target Markets

Based on experience in other cities, employees working in or close to downtown Delray Beach should be the initial target market for downtown housing. Again, there are almost 25,000 employees within a 3-mile radius of downtown. These prospective residents will primarily include young people, singles and couples with few or no children and empty nesters who are couples or single persons with grown children. Empty nesters and childless individuals who are in their prime career and pre-elderly years will be significantly more flexible in terms of housing and migration patterns than were previous generations at this age. Experience in other cities suggests that these early prospects will have professional, managerial, administrative and clerical occupations. Exhibit CR-1 provides a generalized

summary of the primary target markets for residential development in downtown Delray Beach.

With significant numbers of retirees in the area, the retiree market is another important market for downtown housing - both full time and seasonal residents. The appeal of living in secured housing in a downtown district that has shopping, restaurants, a range of services and entertainment all within walking distance will be strong to the elderly as well as pre-retirees. The retiree market will be interested in both for-sale and rental housing.

EXHIBIT CR-1

TARGET MARKET CHARACTERISTICS FOR HOUSING
Downtown Delray Beach

	For-Sale Product	Rental Product	Live/Work Units For-Sale and Rental
Occupation **Age** **Household Size** **Income** **Motivations/Preferences**	**Entry-Level Professionals** 25 to 35 1 to 2 persons, few with children $30,000-$50,000 Close to work/downtown activities Small-town setting but close to I-95 Tired of rentals/first time buyer Investment and resale important Seek urban lifestyle Relatively mobile	**Service, technical, administrative** 25 to 50 1 to 2 persons, some with children $25,000-$40,000 Close to work/downtown activities Value convenience/security Highly mobile	**Artists/Professionals*** 25 to 50 1 to 2 persons, few children $30,000+ Seek urban lifestyle Seek large adaptable spaces Access to suppliers, customers Seek architectural character Relatively mobile
Occupation **Age** **Household Size** **Income** **Motivations/Preferences**	**Higher Level Professionals** 30 to 50 1 to 2 persons, some with children $50,000+ Close to work/downtown activities Move-up or move-over buyer Seek urban lifestyle Location with identity/architectural style Investment and resale important Relatively mobile	**Entry-Level Professionals** 25 to 35 1 to 2 persons, few with children $30,000-$40,000 Close to work/downtown activities Seek urban lifestyle Location with identity/architectural style Relatively mobile	**Creative*** Advertising, marketing, arts, film & music, software developers, inventors, photographers, designers **Professionals*** More traditional fields of accounting/finance, education, law, various types of consulting
Occupation **Age** **Household Size** **Income** **Motivations/Preferences**	**Business Owners/Operators** 30 to 60 1 to 2 persons, few with children $40,000+ Close to business/downtown activities Individualized unit Relatively settled	**Higher Level Professionals** 30 to 50 1 to 2 persons, few with children $40,000+ Close to work/downtown activities Location with identity/architectural style Highly mobile	
Occupation **Age** **Household Size** **Income** **Motivations/Preferences**	**Retirees** 55+ 1 to 2 persons $35,000 or available equity Close to businesses/services Enjoy downtown community/activities Less maintenance, more security Attractive product conducive to entertaining Location with identity/architectural style Move-over, move-down buyer Highly settled Second home	**Retirees** 55+ 1 to 2 persons $30,000+ Close to businesses/services Enjoy downtown community/activities Less maintenance, more security Location with identity/architectural style Relatively settled	

Note: This exhibit applies to all housing that would be located in downtown, both renovation and new construction.

Source: Marketek, Inc.

As the move toward downtown living gains momentum, the demand for downtown housing will be augmented by groups in the general population such as married couples without children, empty nesters who want to abandon the suburbs and professionals that work within commuting distance of their jobs but desire a small-town setting. Increasingly, homeowners are tired of traffic congestion and the cookie-cutter developments that prevail in the suburbs.

Early downtown residents are likely to be relatively mobile, well educated, active and somewhat adventuresome. They will have few or no children. Many of these potential residents are not prepared to commit to home ownership. While surveys completed in several cities show that when asked, the majority of respondents typically voice a preference for homeownership, experience in other cities shows that the creation of a critical mass of downtown residents generally begins with the rental market. The availability of high quality rental product can be the "spark" that initially ignites interest in downtown living. While for-sale development in downtown has already proven itself a success, opportunities for the ownership market will further increase with the market's acceptance of downtown living and will extend beyond Atlantic Avenue as revitalization activity progresses.

Residential Market Potential

Proposed preliminary for-sale and rental housing programs for downtown Delray Beach are displayed in Exhibits CR-2 through CR-4. on the following page. We estimate that during the first five years of development, approximately 3,136 units of market rate housing could be absorbed in the downtown district: 1,753 for-sale units and 1,383 rental units.

CR-4 shows over the course of the five-year housing program, 56% of the units should be for-sale units. While the proportion of rental housing typically exceeds for-sale housing in the initial stages of downtown housing development, in the case of Delray Beach there is already demonstrated demand for for-sale housing.

Although beyond the scope of this project, there appears to be a need for attractive, affordable housing within the study area, particularly in the West Atlantic community. Should an affordable housing development be undertaken, it is our opinion that it should be a mixed-income development to lessen the existing divisions within the community.

Price Points

Based on the existing price position of for-sale housing in the market area, opening price points of for-sale units located in downtown Delray Beach should range from $150,000 to $250,000.

EXHIBIT CR-2

PRELIMINARY FOR-SALE HOUSING PROGRAM
Greater Market Area
Five-Year Program

	Potential Demand (1)	Downtown Capture Rate	Total Units
Year 1	14,605	2%	292
Year 2	14,605	2%	292
Year 3	14,605	2%	292
Year 4	14,605	3%	438
Year 5	14,605	3%	438
Total	73,027	2%	1,753

1. As shown in Exhibit H-1

EXHIBIT CR-3

PRELIMINARY RENTER HOUSING PROGRAM
Greater Market Area
Five-Year Program

	Potential Demand (2)	Downtown Capture Rate	Total Units
Year 1	11,525	2%	231
Year 2	11,525	2%	231
Year 3	11,525	2%	231
Year 4	11,525	3%	346
Year 5	11,525	3%	346
Total	57,627	2%	1,383

2. As shown in Exhibit H-2

EXHIBIT CR-4

PRELIMINARY HOUSING PROGRAM
Greater Market Area
Five-Year Program

	Potential Demand	Percent For-Sale	Percent Rental
Year 1	523	56%	44%
Year 2	523	56%	44%
Year 3	523	56%	44%
Year 4	784	56%	44%
Year 5	784	56%	44%
Total	3,136	46%	54%

Sources: Marketek, Inc.; Census 2000; CACI Marketing Systems

Compared to several of the new projects in downtown that are priced above $300,000, more affordable units will appeal to young professionals who work in the area. "Niche" projects that have a small number of units and unique architectural style have been popular in other cities. This will be particularly applicable to downtown Delray Beach where historic ambiance is a central theme. Strong pre-sales activity was evident among projects surveyed. While many of these projects have sales prices that exceed $150,000, it is our opinion that when unit prices rise above $250,000, demand will become thin. However, there is clearly demand for units priced at $300,000 and up - just a smaller proportion.

Based on current monthly rents at the market rate rental communities in the competitive market area, market rents in the general range of $1,000 to $1,600 would be achievable in downtown Delray Beach. Convenient, secure parking should be provided with at least one space per unit at no charge. These rents are justifiably higher than average rents in the competitive market area. The market rate units envisioned for the downtown area will be new, urban, accessible and with amenities generally not offered in the rental communities in the competitive market area.

The projections for housing development in downtown assume that there will exist marketable housing product to rent or sell and that a marketing program for "downtown living" will be underway. The housing types would include renovation, adaptive re-use of existing structures and new construction.

Alternative Residential Products

Live/work units, both for-sale and rental, should be considered to accommodate growing numbers of people who are seeking larger than average space that is adaptable to living and working. These units should average from 1,200 to 1,500 square feet and be priced according to finish.

Success Factors for Downtown Housing

While the immediate potential for downtown housing appears bright in Delray Beach, there are several key factors that need to be considered for the long-term success of downtown living. Successful downtown housing programs throughout the nation seem to have the following common elements:

- Commitment to Downtown Housing: Local government needs to make a strong commitment to downtown housing with appropriate land use regulatory policies, assistance with land acquisition, creative financing to bridge economic gaps, tax incentives and adequate infrastructure. A continuing commitment from the local government to support downtown housing is critical to nurture developer and resident confidence, as well as to enhance financial feasibility.

- Environment: Significant challenges to a livable downtown are not only economic but also environmental. Environmental issues relate to public image, safety, parking, traffic flow, design and architecture, street life and creating a sense of community.

- Ownership Characteristics: Many successful rental projects incorporate features that were once reserved for owner-occupied homes. To enable residents of rental communities to feel less like "renters" developers have used the following techniques: design private street level

entrances, assign street addresses to individual units, provide garages and storage with direct access to the unit, incorporate courtyards and use building materials and architectural styles consistent with surrounding single-family communities.

- Security: While crime is a concern in all communities, this is especially true in some of downtown's primary redevelopment areas (e.g., the West Atlantic community). New housing located in the study area should include: security features such as alarm systems, controlled access to parking and interior areas, night-time security guards, exterior lighting, intercoms, surveillance and illumination of all areas where residents circulate; and design features that discourage crime. Housing units that are "elevated" above retail and parking foster a sense of security. While security features are a prime marketing asset, it is vitally important that they are not so overwhelming that they create a feeling of "fortification" between the development and the surrounding community.

- Parking: Secured, convenient parking is a requirement for downtown housing. Experience in downtown housing has shown that many prospective residents see a possible lack of parking as a disadvantage of downtown living. While parking is a necessity for downtown housing and commercial development, it is important that it is well designed and integrated into the community (e.g., underground parking or landscaped surface parking hidden from the street).

- Public Relations: Working with the local media to highlight success stories and monitoring construction throughout the downtown will help convince local residents that living downtown is an attractive and unique lifestyle choice. Other effective forms of communication include newsletters and websites that keep potential residents up-to-date on special events and redevelopment activity.

- Quality Product: New downtown housing must offer high quality product in terms of design and amenities. The challenge is balancing what consumers can pay with what they want. The most frequently desired unit amenities will likely include: washer/dryer, security system, on-site parking, patio or balcony, storage space, interesting views/ architecture and windows/natural light.

- Design Qualities: The design of new construction should relate to the surrounding community. The new developments should be distinctively downtown Delray Beach and not "anywhere USA." Suburban-style floor plans for residential units need to be avoided since this is not what most downtown residents are seeking. As mentioned earlier in this report, "niche" projects that have a small number of units and unique architectural style have proven popular in other cities, particularly in the for-sale market. In our opinion, design that capitalizes on Delray Beach's historic attributes will sell and reinforce the overall character of the downtown.

- Design Features: New housing should be designed to give occupants a sense of community, ownership and space through techniques such as providing public green space and, in some instances, separate entranceways. Experience in other cities has shown that landscaping, public space and various design features will motivate potential downtown residents to "trade off" many of the perceived advantages of suburbia (i.e., low density housing) for a secure, convenient urban lifestyle.

- Tenure: The American Dream entails homeownership to the degree that ownership will be more frequently preferred to renting among those who express an interest in living downtown Also, for-sale housing is an effective strategy in stabilizing residential development. On the other hand, as mentioned earlier in this section, high quality rental development is an effective means to establish the downtown as "place where people live," especially in the early stages of a downtown housing initiative.

- Support Services: Many activities of daily living should occur within walking distance of residential development allowing independence for those who choose not to drive. Besides proximity to restaurants and shopping, downtown residents will desire access to groceries and convenience goods, pharmaceutical services, a post office and a range of services such as dry cleaner/laundry, apparel and footwear repair, video rental, film processing, hairstyling, etc.

- Urban Experience: While convenience plays a large role in attracting downtown residents, it is just part of creating successful downtown housing. The urban experience is a vital component, offering new residents a complete lifestyle package: a place where residents can live, work and play. As much as possible, new housing should relate to retail development and entertainment activities, building on the excitement that is generated by downtown's revival. Integrating commercial uses into new housing (e.g., a small grocery, coffee shop, café, art gallery) will contribute to downtown's urban environment. Being "part of" or "living" downtown Delray Beach's renaissance is something suburban residents cannot access.

C. Retail Market Potential

Using consumer expenditure potential data for various types of merchandise and services in the market area, this research provides estimates of increases in supportable retail space that could potentially be captured by downtown Delray Beach by the years 2005 and 2010 (see Exhibits R-1 through R-9, Section IV, Retail Market Analysis).

Exhibit CR-5 shows that, statistically, downtown Delray Beach can potentially support an additional 112,722 square feet of retail space by the year 2005 and another 132,480 square feet of new space by the year 2010. These estimates of supportable retail space for downtown are based on the capture rates shown in Exhibit R-4, Section IV, Retail Market Analysis.

Exhibit CR-5

Potential Supportable Retail Space
Downtown Delray Beach

Merchandise/ Service Category	New Supportable Square Feet 2005*	New Supportable Square Feet 2010*
Shoppers Goods	66,922	82,288
Convenience Goods	16,473	19,888
Food & Beverages	23,763	23,906
Personal Services	5,565	6,398
Total	112,722	132,480

**Not cumulative*

Source: Marketek, Inc.

Exhibits R-5 through R-8 (Section IV, Retail Market Analysis) provide estimates of supportable space for the smaller market area, the local market area, which is delineated by a 3-mile radius drawn from the intersection of Atlantic Avenue and A1A. The local market area, which is a sub-area of the greater market area, is used in this analysis to provide an estimate of how potential demand is distributed between the two market areas. As shown in Exhibit R-9, the 3-mile market area will potentially capture a large share of the increase in sales for convenience goods and personal services. The increases in sales of shoppers goods and food and beverages will be derived primarily from the 12-mile market area as a whole.

At this time, rental rates in downtown Delray Beach significantly exceed those paid in surrounding strip centers. It is our opinion that with aggressive marketing and various types of incentives, many new retail businesses that choose to locate in downtown Delray Beach will be willing to pay lease rates that approach those paid by small shop tenants in the regional malls in the area. However, there are many businesses - particularly small service businesses - that will not be able to pay rents at this level.

Target Markets

The primary target markets for retail sales in downtown Delray Beach include the following groups:

- Daytime business population
- Market area residents
- Visitors

Daytime Business Population

Employees who work within the immediate vicinity of downtown Delray Beach are "captive" in the sense that they are in the area for at least eight hours a day, five days a week and, consequently, are likely to shop, run errands and eat out in downtown Delray Beach.

Exhibit S-9 in Section II, Socioeconomic Characteristics and Trends, provides a breakdown of the daytime working population located within a 3-mile radius of Atlantic Avenue and A1A in downtown Delray Beach. Over 25,000 workers and 2,772 businesses are located within this area. Clearly, this market represents an enormous opportunity for retail development within the study area.

General information on workday shopping behavior from surveys conducted by the International Council of Shopping Centers and other organizations follows:

- The major advantage of shopping close to the workplace is convenience.
- The items purchased most frequently by workers include cards, stationery, gifts, drugstore items, books and magazines, music/CDs and video rentals.
- With lesser frequency, workers buy office supplies, jewelry, apparel and accessories, linens, housewares, cosmetics and perfume, sporting goods and arts and crafts.
- The types of convenience goods perceived as being most needed by the daytime population are baked goods, "take-home" dinners and groceries.
- Workers will stop for after work activities (e.g., drinks, dinner and shopping) from time to time when such opportunities are available. Some will be inclined to come back to the shopping district to eat and shop on weekends.
- Most desired leisure/entertainment services include restaurants/bars and movie theaters. Banks and financial services, exercise studios, dry cleaners/laundry, film processing, office supply, mail/packaging and copy centers are perceived as being desired types of personal or business services.

Market Area Residents

The demographic characteristics of greater market area residents are presented in Section II, Socioeconomic Characteristics and Trends. In 2000, the population of the greater market area was significantly older at 46.9 years compared to 38.7 years statewide. The greater market area median income level ($41,307) was above the statewide median ($36,559). However, the median income of households within the 33444 Zip Code was below state and market area levels at $34,958.

Lifestyle characteristics of greater market area residents as well as residents of the 33444 Zip Code

are summarized in Section II, Socioeconomic Characteristics and Trends. The top four lifestyle groups, accounting for 61% of greater market area households, are comprised of retirees/senior citizens with average and above average incomes, much of which is often disposable. This is not to suggest that there are no families or young professionals - just fewer. The types of goods and services for which there appears to be a strong demand among greater market area lifestyle groups include jewelry, crafts & hobbies, wine, investment services, outdoor gardening supplies, health clubs, home furnishings, health food/vitamins, electronics, sports equipment and apparel (including shoes). In terms of entertainment, households within the greater market area enjoy dining out, exercising (golf, tennis, walking, aerobics, jogging) cultural activities and traveling.

Lifestyle groups within the 33444 Zip Code tend be younger with less disposable income. Types of goods and services that these groups most frequently purchase include infant/children's products and clothing, electronics, apparel, beauty products, athletic shoes, home furnishings and takeout/fast food. Video rental, listening to jazz and R&B, watching sports and visiting museums and watching TV are major forms of entertainment.

To gain a better idea about the types of goods and services most desired by local residents, a survey was distributed to those participating in the charrette held in April 2001. The results of the survey (Appendix I) combined with interviews with residents of the West Atlantic community (Appendix II) most frequently indicated a need for clothing stores, bookstore, small but nice grocery store, athletic shoes, ethnic restaurants, family restaurants, banks and youth activities. The idea that downtown needs more stores that serve the needs of the local community has been repeatedly expressed by residents.

Visitors

As downtown continues with its physical improvements and business expansion programs, the district will draw increasing numbers of visitors. Palm Beach County reports increasing visitor expenditures in 1999-2000 from $1.5 billion to $1.54 billion. During these years, there were 4.3 million visitors to the county.

The potential to draw visitors staying in nearby areas (e.g., Boca Raton, Boynton Beach) as well as to pull them off of I-95 is strong. The following types of businesses and services serve the visitor/tourist market:

- Restaurants and eating places representing a variety of cuisine and prices
- Non-manufactured goods such as arts/crafts/galleries
- Unique gift shops
- Antiques
- Convenience goods
- Recreational/sporting goods and services
- Apparel
- Entertainment

D. Profile of Existing Study Area and Development Recommendations

The revitalization of downtown Delray Beach will be dependent upon a number of critical elements working together to create a unified and sustainable community that projects a unique and desirable image in the marketplace. The retail and residential potential identified in this report, together with the many proposed and ongoing development projects throughout the study area create a positive outlook for retail and residential development in downtown Delray Beach.

Within the study area there are several broad but distinct development clusters that represent natural groupings of buildings and land uses organized with consideration to transportation thoroughfares and patterns, existing uses and natural or man-made boundaries. For discussion purposes, the clusters have been identified as Clusters 1, 2, 3, 4, 5, 6, 7 and 8 and are depicted on the map below.

A critical component of the economic revitalization of downtown Delray Beach is the creation of a unified district with complementary businesses that benefit from each other's sales, customers and markets. The primary vehicle for developing unified groups of stores and businesses is clustering - creating mutual advantages in terms of pedestrian flow and shared markets between businesses. Educating business owners, property owners and real estate professionals about the importance of using this management tool is critical.

Underlying a successful cluster plan for the study area are the assumptions that downtown will remain a mixed-use business district and that crucial to its success will be increasing the number and variety of business types that will appeal to and attract target markets. First-floor space should be reserved for retail and related service businesses. Prime retail space should be identified and reserved for restaurants and retail establishments. Office and residential uses should be located in upper-level space or on side streets just off of retail corridors. Unique, specialty merchandise - unlike what is found in nearby strip centers and malls - should be the focus of retail expansion for the downtown district. In particular, a range of merchandise that appeals to multiple customer markets (visitors, local residents and daytime workers) will have the greatest long-term viability.

Redevelopment opportunities are identified for each of the eight clusters based on existing uses and attractions, identifiable linkages among existing businesses, potential pedestrian flow and business opportunities identified through the retail and residential market analysis. Recommended types of businesses should be viewed as suggestions and are meant to serve as a guide for recruitment efforts. Over time, changing circumstances will produce changes in the downtown environment - in the types of businesses that should be recruited, new vacancies and new development opportunities. Those involved in business recruitment should use the ideas expressed in this report as the basis to form their own thinking about business opportunities, individual business prospects and location strategies. An inventory of existing businesses within each of the eight clusters is provided in Appendix III.

Cluster 1 - West Atlantic Community Cluster

Entering downtown Delray Beach from I-95, Cluster 1 provides the first glimpses of downtown. The area runs from I-95 to NW/SW 6th Avenue and stretches up to NW 1st Street and down to SW 1st Street.

Commercial activity is generally limited to West Atlantic Avenue with residential communities to the north and south. The housing stock is a mix of modest single-family homes and small apartment buildings, some of which reportedly have poor management. Residents of this area are predominately black - a combination of African American and Haitian American - and low to moderate income. A lack of attractive, well maintained affordable housing has been continuously identified as one of the greatest challenges facing the community.

Aesthetically, the portion of West Atlantic Avenue within Cluster 1 lacks appeal. Large tracts of vacant land, vacant buildings, unkempt storefronts, a four-lane road, inconsistent sidewalks, wide parking lanes and an unrelated mix of businesses inhibit the district's drawing power. Major businesses within this area include numerous beauty-related (barber, stylist, nails), auto-related (gas stations, body repair/paint), convenience stores, a meat market and a funeral home. Few West Atlantic residents interviewed for this research regularly shop or conduct businesses at these establishments due to a lack of selection/quality of goods and services.

Opportunities

As the primary gateway to Delray Beach, Cluster 1 offers visitors their first impression of downtown Delray Beach. It is crucial that this portion of West Atlantic Avenue be redeveloped to give visitors - especially those traveling along I-95 - a reason to enter downtown. There is a proposal to develop a 70 foot median immediately to the east of I-95 upon which a two-story building or "civic monument" would welcome visitors to the city and create a sense that there is a community or "village" ahead. The median would continue down West Atlantic Avenue, providing aesthetic appeal and reducing the impact of the automobile.

Apart from serving as an attractive gateway to downtown, Cluster 1 is ideally located to act as a community retail center with a mix of businesses that serve the needs of residents of neighborhoods to the north and south as well as other downtown residents. Interviews with West Atlantic residents indicate that a variety of affordable goods and services targeted to residents as opposed to tourists are greatly needed in the area as well as entertainment options - especially for youths. The scale of new construction, fast moving traffic and displacement of existing businesses and residents are major concerns of the community and should therefore be considered throughout the redevelopment process.

While the feasibility of affordable housing development in the West Atlantic community is beyond the scope of this study, residents have expressed a strong desire for attractive, well maintained affordable housing.

The Low Income Housing Tax Credit (LIHTC) program is one resource developers frequently rely on to finance affordable rental housing. Under this program, mixed-income communities can be created by allowing developers to set aside a portion of income-restricted units. Developers may also choose to reserve all of the apartment units for income-qualified households, receiving a larger tax

credit. Income guidelines are based on the area median income (AMI) for the county in which the development is located and is adjusted according to household size. Affordable rental communities should be located no more than two blocks off of West Atlantic Avenue - particularly a mixed-income development which should be located as close as possible to or on West Atlantic Avenue. Affordable single-family infill development designed to complement historic structures in the community should also be encouraged throughout the residential areas to the north and south of West Atlantic Avenue.

There has been some discussion of developing a hotel near I-95 that would be less expensive than existing hotels downtown (e.g., the Marriott) and would pull travelers off of the interstate. Although some of the local residents interviewed for this research expressed their concern that a national hotel chain would do more to benefit people from outside than inside of the community, hotel guests would contribute to sales at neighboring businesses.

Focusing on existing conditions and the expressed needs of the surrounding community, the types of businesses that are most needed in Cluster 1 include:

- Take-out food (Chinese, chicken, pizza)
- Small grocery store, perhaps with ethnic products
- Pharmacy
- Youth activities (entertainment complex, skateboard park, music recording…)
- Music store
- Affordable apparel -children/infant's, women's and men's
- Shoe store
- Shoe repair
- Video rental
- Family restaurant - a "sit down" establishment with something for everyone
- Electronics
- Affordable household furnishings and housewares
- Banks

Cluster 2 - Transition Cluster

Cluster 2 is suitably named the "Transition Cluster" as development pushes westward from East Atlantic Avenue. West Atlantic Avenue - especially the area closest to Swinton Avenue - is the logical choice for expansion as space becomes increasingly scarce along East Atlantic Avenue. Not only is land available and less costly than the area to the east of Swinton Avenue, but access to I-95 and multiple target markets (e.g., daytime government workers, nearby residents) make Cluster 2 ideal for redevelopment.

To the north of West Atlantic Avenue between NW 3rd Street and NW 5th Street is the West Settlers District, the area within which many of the African American families who helped settle Delray Beach lived. The S.D. Spady Cultural Arts Museum, the former home of S.D. Spady who was one of Delray Beach's most prominent African American citizens, recently opened on NW 5th Street. The West Settlers District has become the center of African American cultural heritage in Delray Beach.

Several of Delray Beach's institutional anchors are located in Cluster 2, including the fire station, police station, courthouse and city hall. In addition, one of the city's major recreational anchors, the Tennis Center, is located within this area.

In terms of racial composition and the quality of housing stock, the residential communities located within the northern and southern portion of Cluster 2 are similar to those located in Cluster 1. As such, the need for attractive, affordable housing is clear.

Apart from institutional anchors, West Atlantic businesses between NW/SW 6th Avenue and Swinton Avenue include national chains (Dunkin Donuts, Checkers), restaurants (Chez Zette, Doc's All American), offices and services. As in Cluster 1, this portion of West Atlantic Avenue is not a compact shopping district - businesses are scattered along the Avenue, separated by parking lots and vacant lots. A large tract of vacant land between NW/SW 4th and 5th Avenue has been slated for redevelopment (Atlantic Grove) as a mixed-used development with first story retail and for-sale residential above. A new mixed-use development has recently been completed on the southwest corner of Swinton Avenue and West Atlantic Avenue. In addition, there is a proposal to construct a new public library adjacent to the courthouse between SW 1st and SW 2nd Avenue on West Atlantic Avenue.

South of Atlantic on Swinton Avenue a new development - The Sundy House - has proven that commercial development south of Atlantic can succeed. The Sundy House (an historic structure) is a unique, large-scale development, operating as a restaurant and inn set in a tropical setting with lush gardens.

As in Cluster 1, the visual appeal of the Transition Cluster is limited by the four lane road and a lack of streetscaping, which would perhaps be less noticeable if not for the fact that once crossing Swinton Avenue, the road narrows to two-lanes and streetscaping is in place. However, there are plans to continue the streetscaping westward from Swinton to NW/SW 5th Avenue in the immediate future (including brick sidewalks and crosswalks, buried utilities, new streetlights, trees, ground-

cover and landscaping) and between NW/SW 5th Avenue and I-95 by 2003. Streetscaping has already been extended up NW 5th Avenue in the West Settlers District.

Opportunities

As an area in transition, new development is already occurring within Cluster 2. However, infill space and marginal structures offer strong redevelopment opportunities. Residential and retail development that will soon be under construction, a growing awareness of the African American experience in Delray Beach and employees and visitors of institutional anchors make this area increasingly attractive to developers. Streetscape improvements and traffic calming measures will undoubtedly play a key role in transforming this area.

The intersection of NW/SW 5th Avenue and West Atlantic Avenue is well located to act as the center of the West Atlantic community. Apart from the fact that NW 5th Avenue roughly marks the center of the community, the S.D. Spady Cultural Arts Museum, new streetscaping, a proposed public plaza at West Atlantic Avenue and SW 5th and the Atlantic Grove project at the corner of West Atlantic Avenue and NW 5th Avenue act together to create ideal conditions to spur new development and expand upon the community's cultural heritage theme.

Due to its proximity to employees (e.g., government), surrounding neighborhoods, visitors of recreational and institutional anchors and "spill over" customers from Cluster 4 (many of whom are tourists), Cluster 2 can attract multiple markets. New development should be concentrated along West Atlantic as much as possible to maximize the impact of new development and minimize the impact to surrounding neighborhoods. The types of businesses that would best serve these markets include:

- R&B and/or Jazz Club
- Coffee Shop
- Carry Out/Take Out
- Soul Food
- Ice cream
- Reasonably priced restaurants (Mexican, pizza, deli, seafood….)
- Dry cleaner
- Pack & Mail
- Bakery
- Daycare
- Health club

Cluster 3 - Pineapple Grove Cluster

Pineapple Grove is developing its own identity as an entertainment and cultural district, separate from Atlantic Avenue. With Old School Square to the South and a growing number of arts-related businesses along NE 2nd Avenue (Pineapple Grove Way), Pineapple Grove is developing a reputation as the cultural center of the city.

The western portion of Cluster 3 (west of Pineapple Grove Way) has a strong residential character. Historic bungalows are scattered along the streets, some of which are being occupied as office space. Consequently, there is limited redevelopment opportunity within this area.

Located in the center of the cluster and running north/south, Pineapple Grove Way is the commercial center of the cluster with a mix of convenience goods/services, specialty stores, restaurants and cultural activities. Entering Pineapple Grove Way from East Atlantic Avenue, visitors are greeted with a sign arching over the street welcoming them to community. Shortly beyond the welcome sign, the Ocean City Lumber Company - a new development with a mix of office, retail and entertainment uses - is located on the east side of the street. The Lumber Company development is an exemplary development that not only offers a variety of merchandise types and services (e.g., restaurants, jazz club, photographic center, art gallery, florist, Mizner Electric) but green space incorporated into the project is used for community events. Architecturally the project builds on one of the community's most significant historic themes - the railroad. The Lumber Company anchors the southern end of Pineapple Grove Way, drawing visitors northward from East Atlantic Avenue to Pineapple Grove.

Across the street is a large surface parking lot within which a small office development was recently constructed. To the north on the corner of Pineapple Grove Way and NE 1st Street is Love's Pharmacy, a local landmark that has been converted into a nightclub.

On the eastern side of the next block, a major new development - Creations - is under construction. Creations will be a 37,000 square foot home decorating center, offering home decorating/design services and goods. Also within this block there are several small shops, including related antique/used furniture shops, beauty salons, auto parts, office space, a wine shop, photographic supplies/services and other specialty retail uses. In addition, a new pet store and clothing store will open soon. While the eastern side of the street is well developed, there are remaining infill opportunities on the western side.

Similar to the preceding block, the eastern side of the block between MLK and NE 3rd Street is more densely developed than the western side. The eastern side is comprised of a mix of uses including the former 5,000 square foot Miami City Ballet (now vacant but there is a proposal to divide the

space into four showrooms related to Creations) and a shopping center with a paint store, a dry cleaners, used merchandise, office space and two vacancies. Across the street, there is a car wash, office development, a music store, a restaurant and residential uses. While many of the commercial uses within the two blocks immediately north of East Atlantic Avenue appeal to the local and visitor market, the area north of MLK on Pineapple Grove Way marks the transition to serving primarily the local market.

Commercial uses along the block between NE 3rd and NE 4th Street are frequently marginal and appeal almost entirely to the local market. Businesses such as a liquor store, video rental, a wig store and apartments are scattered along the eastern side of the block. Across the street there is a mostly vacant, dated shopping center where an Eckerd's remains and a post office. The lack of quality businesses on this block despite its access to NE 4th Street - a major transportation thoroughfare - suggests that the area is presently underutilized. Proposals to redevelop the former Publix site and the shopping center have not materialized to date.

The remainder of Cluster 3 is located along NE 3rd Street next to the railroad. Drastically different from the area to the east, NE 3rd Avenue is comprised of a mix of office space and light industrial uses including home building/repair offices, auto repair and upholstery shops. While there are few vacancies in this area, infill and adaptive reuse opportunities exist.

Opportunities

Pineapple Grove should continue to build upon its growing image as an arts and entertainment area. By doing so, the community will be able to attract multiple markets including retirees, young singles and professionals. Retirees in particular enjoy cultural activities (e.g., going to museums, the theater, concerts) and dining out and they have disposable income to support these interests.

Arts and entertainment related businesses should initially be directed to the southern portion of the cluster along Pineapple Grove Way. Although Delray Beach is becoming an established entertainment destination, many of the nighttime establishments cater to younger markets. With a high number of retirees residing within Delray Beach and the greater market area, attracting entertainment establishments that appeal to older residents (e.g., dinner theater, dancing) would serve this market.

To the east of Pineapple Grove Way where light industrial uses currently exist would be an ideal location for artist's studios and building arts (e.g., glass blowing, restoration specialties, iron work, furniture building/repair, etc.). These studios would tie into the home furnishings and cultural/artistic businesses along Pineapple Grove Way.

With the opening of Creations, Pineapple Grove will further develop its home accessory/furnishings niche. As indicated in Section IV, Retail Market Analysis, spending on household furnishings within the greater market area and the smaller local market area is well above average as well as among several primary lifestyle groups.

The northern half of Pineapple Grove is currently oriented toward the local market with a mix of convenience goods and services, office and scattered residential uses. Long term, this two-block area should be more densely developed by utilizing infill space, redeveloping the mostly vacant shopping center below NE 4th Street, utilizing the Miami City Ballet space and replacing marginal uses/structures. The northernmost block, bordered by NE 4th Street, is ideal for residential development and convenience businesses that serve the local community. The following businesses would be appropriate for Cluster 3:

- Home accessories and furnishings
- Antiques
- Frame shop
- Arts & crafts supplies
- Art films
- Live theater
- Dinner theater
- Ethnic restaurants
- Building arts - classes and shops
- Funky used clothing
- Classes - art, cooking, computer
- Dinner/Dancing

Cluster 4 -Entertainment Cluster

Many of the businesses that contribute to Delray Beach's growing reputation as an entertainment center are concentrated on East Atlantic Avenue between Swinton Avenue and the 5th Avenue. In terms of density, aesthetics and quality of businesses, the transition from West Atlantic Avenue to East Atlantic Avenue is immediate once crossing Swinton Avenue where the road narrows to two lanes. The area is a walkable, compact shopping and entertainment district lined with sidewalk cafes, shops, service and office uses. Traffic is becoming a problem, intensified by the railroad crossing and drawbridge. Although densely developed, most of the businesses along East Atlantic are "human scale" with maximum heights of two to three stories.

The northwestern edge of this area is anchored by Old School Square, one of the community's most

significant cultural resources. Directly across the street, there are numerous restaurants (Yama, Safari, Thirty Two East) nightclubs (Icehouse, 32 Degrees) and an upscale men's apparel store. There is only one vacancy on this block, which is adjacent to a surface parking lot. At present, this area alerts visitors that they are entering "downtown Delray Beach."

Commercial uses along the next block along East Atlantic Avenue (between NE/SE 1St and 2nd Avenue) include restaurants, home furnishing stores and offices. The southern side of the block is comprised of a large office building, the first floor of which will be occupied by a new restaurant (Sopra) and a green space from which the farmers market is operated during the high season. The northern side of the street has two restaurants with a third planned to open soon and two furniture stores - one planning to move and the other for lease.

The next block is much the same with a strong mix of restaurants, an art gallery, home furnishings, office, sporting goods, jewelry and eye care. The eastern end of the block is bordered by the railroad, both sides of which are underutilized.

The next two blocks have several restaurants, art galleries, financial services, specialty retail (e.g., jewelers, health food, children's boutique, women's and men's apparel, gifts) and limited upper-story office space. This is perhaps the strongest portion of Cluster 4 with numerous daytime and nighttime patrons. The stores and restaurants within the Entertainment Cluster are generally high-priced and, as such, primarily draw tourists and more affluent market area residents.

Opportunities

While several of the restaurants/cafes within Cluster 4 are oriented more toward tourists/seasonal residents and greater market area residents than residents that live in the area immediately surrounding downtown, they have greatly contributed to downtown Delray Beach's revitalization. As the Entertainment Cluster it is appropriate that restaurants and nightclubs be directed to this portion of downtown, particularly as the area is not adjacent to established neighborhoods where longtime residents would be impacted by late night activity.

Attracting causal lunch spots and specialty merchandise catering to multiple target groups (e.g., tourists, year round/seasonal residents, downtown employees) would help promote daytime traffic in Cluster 4. Examples of such businesses include art galleries, upscale men and women's clothing, luggage and travel accessories and gifts.

Cluster 5 - Osceola Park Cluster

Just south of Delray's most vibrant entertainment area, the Osceola Park Cluster is a mix of uses, some of which cater to the Haitian population. Cluster 5 is bordered by Swinton Avenue and SE 1st Avenue to the west and the Intracoastal and SE 7th Avenue to the east, with predominately office and retail uses in the northern half of the cluster and light industrial and residential uses in the southern half.

Within the northern half of the Osceola Park Cluster, commercial development from East Atlantic Avenue generally spills over at least to SE 2nd Street. However, much of this development is being used as office space rather than retail, particularly on Swinton Avenue and SE 1st Avenue. East of the railroad, the connection between East Atlantic Avenue and the area immediately to the south is stronger with a variety of retail and service businesses such as a Haitian art gallery, hardware store, meditation center, beauty salons, home furnishings, etc. The development of Courtyards of Delray (a new for-sale residential development between the Federal Highway pairs just south of Atlantic) and the proposed Worthing Place will no doubt fuel additional development in the surrounding area.

The influence of the Haitian American community in Cluster 5 is evidenced by a variety of Haitian owned or operated retail, service and community establishments (e.g., the Milagro Center). Although Haitian establishments are scattered throughout the cluster, there is clearly an opportunity to build on this niche.

Cluster 5 has several infill opportunities, particularly along SE 1st Avenue, SE 3rd Avenue and SE 6th Avenue. One of the greatest weaknesses of the cluster is that it is not pedestrian friendly, especially along the one-way Federal Highway pairs. Also, the area surrounding the railroad is currently underutilized and visually distracting.

Opportunities

Residential development is ideally suited for much of the area two blocks south of East Atlantic Avenue. Positioned next to proposed shopping and entertainment uses, residents could easily walk to restaurants, stores, nightclubs, cultural activities, the Intracoastal and the beach. The recent development of the Courtyards of Delray and the proposed Worthing Place will instill acceptance of upscale housing south of East Atlantic Avenue among developers and potential residents. Retail and service uses that are related to businesses along East Atlantic Avenue would help pull shoppers southward as well as serve residents of new housing in the area.

Plans to construct a parking garage where the library is presently located, just south of Atlantic

between SE 4th and 5th Avenue, will help pull shoppers southward into Cluster 4. Experience in other cities has shown that dedicating the first floor of a parking garage to retail - especially if designed to complement the architecture and scale of the surrounding area - can be an effective way to encourage new retail development in and around the parking structure.

Vacant land next to the railroad on SE 3rd Avenue is highly visible and should be redeveloped. The Master Plan calls for a multi-model train station to accommodate future passenger service, parking and some retail in this area.

In the southern portion of the cluster, which is more removed from Atlantic Avenue, recruitment efforts should focus on attracting stores that will act as "destination businesses," particularly along the Federal Highway pairs. Destination businesses attract customers for a specific reason - e.g., a grocery store or hardware store - as opposed to picking up customers already shopping in the area. This is not to say that these stores should not complement businesses to the north. However, pedestrian flow will be less than that experienced in the northern portion of the cluster where businesses can attract shoppers from East Atlantic Avenue. Recommended destination businesses would include garden supplies, eyeglass repair, travel agents and a small grocery/convenience store.

Recruitment efforts should also focus on building upon Haitian businesses already in the area. This niche would serve the needs of the local Haitian community as well as attract visitors and local residents who were looking for a unique shopping experience. It is important that Haitian businesses are concentrated in a well- defined area to have the greatest impact - this would include encouraging existing businesses to relocate. Also, a Haitian shopping district should be no more than two blocks from East Atlantic Avenue to attract the visitor market.

Businesses that should be considered for the northern half of Cluster 5 include:

- Haitian primitive art
- Haitian restaurants
- Bakery specializing in Haitian food
- Fresh produce market with specialty produce and herbs - indoor or outdoor
- Bookstores with French and Creole books
- Needlework supplies
- Men's and women's apparel
- Travel agents
- Film processing/photography supplies
- Bike shop
- Professional office and residential uses

Recommended "destination" businesses in the southern half of Cluster 5 include:

- Gardening supplies - plants, seeds, outdoor furniture, gardening clothes, etc…
- Computer training/repair
- Pool supplies
- Paint store

Cluster 6 -West of Intracoastal Cluster

Moving westward on East Atlantic Avenue from NE/SE 5th Avenue to the Intracoastal Waterway, pedestrian orientation weakens as East Atlantic Avenue opens back up to four lanes and buildings are predominately one story and, in some cases, set back from the street. One of the community's historic landmarks, the Colony Hotel, is located between the Federal Highway pairs and offers nighttime entertainment on its porch which reportedly draws older clientele who are seeking dancing and live music. There are several vacancies across the street from the Colony Hotel, one of which is a large, architecturally dated corner space located on the southwest corner of SE 5th Avenue and East Atlantic Avenue. Recruitment efforts should target this prime location.

Between NE/SE 6th and 7th Avenue there is a mix of businesses including a Chevron Station, restaurants, a nightclub, a furniture store (plans to move) and several office/service uses. Office uses along the southwest portion of this block detract from its strength as a retail location.

The next two blocks are bounded to the east by the Intracoastal Waterway. The northern side of this two-block area is comprised of a shopping center fronted by a parking lot with a number of retail, service and office uses and a park. The southern side is a dense mix of specialty retail stores (gifts, home furnishings), restaurants, a bank and a realtor.

<u>Opportunities</u>

The portion of East Atlantic Avenue between 5th Avenue and the Intracoastal is ideally suited to attract tourists, particularly as it is located between the Marriott and the Colony Hotel. However, unlike the Entertainment Cluster to the west, Cluster 6 should be - and currently is - geared toward specialty retail that will appeal to tourists and local residents. Because much of the space within the Entertainment Cluster is comprised of art galleries and restaurants, recruitment efforts should target other types of businesses. Businesses that would appeal to local and tourist markets include:

- Bookstore
- Men's and women's casual apparel

- Shoe stores with a wide selection of sizes and styles
- A gourmet food store (with a selection of fine wine and international cuisine)
- Cookware
- Sporting goods
- Optical goods
- Hobby shop

Cluster 7 - North Federal Highway Cluster

Cluster 7 is one of the most underutilized clusters in the study area. Located between the railroad and Federal Highway northbound, each day thousands of motorists travel within this cluster along the Federal Highway pairs. Similar to the area immediately to the south (Osceola Park), fast moving traffic along wide one-way roads with an absence of on-street parking strongly discourages pedestrian traffic.

While office space predominates in the area between East Atlantic Avenue and NE 3rd Street, there are limited numbers of small retail uses and new residential developments. The high proportion of office uses just off East Atlantic Avenue discourages shoppers from approaching the area. Therefore, the few retail businesses in this area are less likely to attract shoppers from East Atlantic Avenue.

New residential development along NE 1st Street will no doubt encourage development throughout the area. Between the Federal Highway pairs on NE 1st Street is a new residential development (Town Square) comprised of 35 attached townhouses. Another development, Pineapple Place, is located on the corner of NE 4th Avenue and NE 1st Street and offers office space on the first floor and four condominiums upstairs. In addition, Renaissance Village, a 20-unit for-sale development, is planned at NE 6th Avenue and NE 2nd Street.

At the northern tip of Cluster 7 is a shopping center with Publix, Walgreens and Blockbuster Video as the major anchors.

Opportunities

Office uses should be directed off of East Atlantic Avenue in Cluster 7, preferably at least two blocks north. Too much of East Atlantic Avenue's prime retail space (first floor) is currently occupied by office uses as well as space ideal for retail development one block north and south of East Atlantic Avenue. Office uses should be limited to upper story space or in areas other than in the retail core. However, it is imperative that office development is not discouraged as it provides much needed jobs to local residents.

In addition to office space, business support services such as printing services, graphic services and office supplies would be ideally located for Cluster 7. Also, services that employees and new residents would utilize (day care, a dry cleaners, a pharmacy, casual restaurants) would help unify the area.

Specialty retail should be concentrated no more than one block north of East Atlantic Avenue. Retail establishments should complement businesses on East Atlantic Avenue to provide shoppers with a reason to take a detour off the Avenue. These businesses would also appeal to residents living in newly developed downtown housing.

Residential development is also appropriate for the area as demonstrated by the Town Square, Pineapple Place and proposed Renaissance Village developments. Residential development should be within walking distance of East Atlantic Avenue - no more than two blocks.

The Federal Highway pairs present a strong opportunity for new development. Land uses along the two streets are primarily limited to office development, auto related businesses, restaurants and residential uses. There are several vacancies and infill opportunities. Although difficult to accomplish, narrowing the Federal Highway pairs and providing on-street parking would create a more livable and pedestrian friendly environment.

Cluster 8 - Beachside Cluster

Retail uses along the portion of East Atlantic Avenue between the Intracoastal Waterway and the ocean cater largely to the tourist market. While there are office and residential uses along this stretch of East Atlantic Avenue, the Marriott Hotel, the Spanish River Resort (into which the Marriott is expanding), upscale women's apparel and numerous gift shops primarily serve the tourist market. However, a shopping center directly east of the Intracoastal on the south side of East Atlantic Avenue offers some convenience goods/services (pharmacy, wine shop, beauty), which are difficult to discern from the street as the shopping center is set back from the street with dense landscaping in front.

A recent infill development between the Marriott and the Spanish River Resort is currently vacant as well as two additional spaces to the east. Although there is limited infill opportunity along East Atlantic Avenue, there is some opportunity for new development on surface parking lots in front of buildings.

The eastern edge of Cluster 8 is bordered by the beach. While Marriott occupies the area to the north of East Atlantic Avenue along AIA, within the area to the south there are several bars and restaurants, again, many of which are frequented by tourists.

There has been interest in redeveloping a shopping mall on the south side of East Atlantic Avenue between Venetian and Gleason, pulling stores/restaurants to the front with parking in the rear. In addition, there is a possibility that a dated office building between East and Breeze will have to be replaced with a new structure.

Opportunities

The Beachside Cluster's oceanfront location makes it one of the most popular areas of downtown. The high concentration of tourists within this small area - amplified by the expansion of the Marriott - dictates that uses should primarily cater to the tourist market: restaurants (upscale and affordable casual), specialty retail and convenience goods (groceries, magazines, beach supplies, etc.). There are several existing businesses within Cluster 8 that appeal to both the tourist and local markets - Snappy Turtle, Petite Connection and Peters - which is ideal. Efforts should be made to discourage office uses in this area (particularly on the street level) as well as additional inexpensive gift and beach supply shops.

In addition, efforts should be made to alert traffic on A1A that they have arrived in downtown Delray Beach. At present there is no gateway to welcome visitors to downtown.

E. Key Development Principles

Downtown Delray Beach's single most important competitive advantage will be its ability to provide residents and visitors with a sense of place and community. The revitalization of East Atlantic Avenue has provided the city with a reputation for being a lively entertainment district. While restaurants and nightclubs on East Atlantic Avenue draw visitors from throughout the area, alone they cannot serve as a foundation for a healthy, livable community. In order for Delray Beach to move beyond its position as an entertainment district, efforts must be made to attract businesses that serve the needs of the local community as well as provide well paying jobs for local residents, ensure a range of housing options, promote the city's diversity (racial, ethic, age and income) and history and maintain architectural consistency throughout the downtown. Together, these elements will work together to connect residents and create a unique setting in which people can shop, work, live and play.

Each of the eight clusters within the study area will play a key role in creating Delray Beach's sense of place and community. However, it is important to prioritize where resources should be placed to avoid diluting the overall impact of new development.

West Atlantic Avenue should be a priority redevelopment area. As the entrance to downtown and located between I-95 and East Atlantic, this area has strong potential. Infill space and several "unremarkable" structures that could be replaced or redeveloped provide ideal sites for new development. Erecting an attractive gateway just off I-95 will anchor the western portion of the downtown, encouraging new development between East Atlantic Avenue and I-95. Once West Atlantic Avenue is stabilized, it will be easier to direct new development to adjoining streets.

Pineapple Grove should be another priority redevelopment area. With redevelopment activity growing along Pineapple Grove Way, the prospect of convincing new businesses to locate in the area is greatly increased. Encouraging artists to set up studios off of Pineapple Grove Way will help promote the area's image as a cultural center which ties into Old School Square and steers development northward off of East Atlantic Avenue. Initial efforts should be concentrated between MLK and East Atlantic and then proceed northward to NE 4th Street where housing, retail and services that serve the needs of the local community are most appropriate (including the former Publix site).

Southward linkages to Atlantic Avenue should also be emphasized. The proposed Worthing Place development south of Worthing Park and the proposed parking garage where the public library is currently located will undoubtedly pull development southward off of East Atlantic Avenue. Developing a Haitian shopping district in Osceola Park would be another way to steer development southward. Development along the Federal Highway pairs, including the Courtyards of Delray, will likely encourage additional development south of Atlantic Avenue.

As new and infill development occurs throughout the study area, it is imperative to the entire area's future success that it adhere to several guiding principles to reinforce and enhance downtown's existing sense of place. These principles are reflected in the following guidelines:

- Provide a mix of uses including residential, office, institutional, services, restaurant, entertainment and retail that together stimulate and sustain the downtown district's economic vitality.
- Minimize the use of the automobile. A safe, pleasant and convenient atmosphere for pedestrians and bicyclists will encourage shoppers and residents to "branch out", moving beyond the section of East Atlantic Avenue between Old School Square and the Colony Hotel.
- Use land resources efficiently. Work to reuse existing sites (e.g., warehouse space along the railroad in Pineapple Grove) and encourage infill development.
- Maintain the spirit of West Atlantic Avenue. There is some concern among residents of the West Atlantic community that future redevelopment activity along West Atlantic Avenue will transform the community into a replica of East Atlantic Avenue. Specifically there is some concern

that traffic, parking shortages, escalating rents, businesses owned by residents outside of the community and high-priced merchandise will destroy the character of the community and ultimately force out existing businesses and residents. Maintaining the spirit of the community in terms of its cultural heritage, people and scale is a foremost priority of local residents.

- Minimize displacement. Land acquisition is a double-edged sword in redevelopment. A developer's ability to acquire land - often contiguous parcels - is a necessary component of redevelopment which may involve the displacement of long time businesses and residents. Steering new development along the main thoroughfares such as Atlantic Avenue (especially West Atlantic Avenue), Pineapple Grove Way and the Federal Highway pairs and minimizing the impact to adjacent residential areas are key success factors.

- Incorporate existing architectural scale and style. Delray Beach's small-town feel will rely greatly on maintaining its current architectural scale and style. With escalating land prices and limited infill opportunities, it is tempting to build five and six story buildings rather than two to three story structures. Honoring the historic character of the community through consistent design will elevate local resident's comfort level with new development and expand the downtown's image as a unique, historic small-town.

- Promote connectedness. As in almost all cities, there are social and economic barriers in downtown Delray Beach. One way in which these barriers can be reduced is to connect people through parks, greenways, sidewalks, housing and community activities/resources.

- Recruit quality businesses. It will be critical to attract businesses that provide jobs beyond those in the service sector, which are typically low paying, low skilled positions. Attracting businesses that add value to the community through better paying/higher skilled jobs and/or serving the needs of the local community will help to strengthen the economic base of the city.

- Encourage diversity. Often the most successful communities are those within which a variety of income, age and racial/ethic groups are well integrated. The psychographic profiles of trade area households demonstrate that race, incomes and ages vary among the different lifestyle groups. However, in downtown Delray Beach the division between racial and income groups is drawn at Swinton Avenue in terms of housing, retail and services. Residents within the West Atlantic community have expressed their concern that new residential development along West Atlantic Avenue will be targeted at affluent, white households and that the types of commercial businesses developed in the area will serve the needs of these households as opposed to the residents already living to the north and south,

- Minimize community impact: Residential development is perhaps the single most important element in creating a thriving 24-hour community. Community residents have expressed their concern that new development along West Atlantic Avenue will result in traffic, parking shortages, noise from nightclubs/restaurants and late night deliveries and reduced green space. While a certain level of community impact will be unavoidable as new development occurs, directing new development to well-defined areas and involving the community in the decision-making process will help to reduce negative impacts on the community.

- Quality of life: Crime (particularly drug dealing), poor schools and an increasingly high cost of housing are repeatedly noted as being major drawbacks of downtown. All will need to be addressed, particularly in terms of attracting new residents downtown.

F. Recruitment Program Guidelines

Based on the findings of this report, Delray Beach should work to recruit business that would have the most appeal to target markets, located in the best locations. Successful business recruitment is a direct function of the community's ability to sell itself. This capability is based on a strong local sales team, excellent organization and persistence. The sales team should include participants from the CRA, downtown businesses, the Chamber of Commerce, real estate agents, etc.

The objectives and assumptions of a recruitment program include:

- Continue to develop downtown as a mixed-use center including offices, shopping, residential, entertainment, government and institutions.
- Strengthen and broaden the business mix to enable downtown to compete successfully as a commercial center.
- Create a pedestrian oriented district through the strategic location of businesses.

The steps in the business recruitment process include:

- Identify and package downtown Delray Beach's assets and resources: What makes downtown special?
- Identify and package downtown Delray Beach's market opportunities: What does downtown have to offer?
- Develop and train your business development team.
- Establish clear objectives.
- Develop marketing materials.

- Promote the opportunities and assets to achieve objectives.
- Celebrate the successful location of businesses to downtown.

The keys to success in the recruitment process are:

- Community readiness.
- Distinct market position for downtown Delray Beach.
- Realistic alternatives for improving downtown's market position.
- Organized, pro-active team.
- Follow-through.

Perhaps the most critical aspect of a business recruitment program for downtown Delray Beach will be the ability to convince the local real estate community to "buy into" plans for a broadened business mix. While much of Delray Beach's success at revitalization of the downtown district has been based on attracting restaurants and galleries, it's time to broaden the business mix to include more specialty retail shops, particularly a range of apparel and accessory shops that would serve the local market.

The Meaning of Charrette-

Charrette means "cart" in French; various architectural school legends hold that at the Ecole des Beaux Arts in 19th Century Paris, students were still sketching as carts carried their boards away to be juried.

Today *charrette* means a high speed, intensive creative session in which a team concentrates on specific design problems with citizens and presents solutions.

TREASURE COAST REGIONAL PLANNING COUNCIL

Michael J. Busha, AICP	Executive Director
Terry L. Hess, AICP	Planning Director
Marcela T. Camblor	Urban Design Coordinator
Shirley H. Monroe	Graphics Designer
Steven Fett	Urban Designer
Joan Barlow	Special Projects Coordinator
Elizabeth L. Gulick	Administrative Secretary
Peter G. Merritt, Ph.D.	Regional Ecologist
James T. Snyder	DRI Coordinator
Gregory P. Vaday	Economic Development Coordinator
Sandy Gippert	Accounting Manager
Wynsum W. Hatton	Administrative Assistant
Penny Myszkowski	Secretary/Receptionist

301 East Ocean Boulevard, Suite 300
Stuart, Florida 34994
(561) 221-4060 (phone)
(561) 221-4067 (fax)
e-mail: studio@tcrpc.org

THE DESIGN TEAM

TCRPC Design Studio: Michael Busha, Marcela Camblor, Shirley Monroe, Steven Fett

A + S Architects & Planners, P.A.: Derrick Smith

Correa, Valle, Valle, Town Planning & Architecture: Eric Valle, Shilendra Singh, Dita Trisnawan,

Urban Designers: Anthea Gianniotes, Dana Little, Jess Linn, Andrew Georgiadis, Sita Singh

Seth Harry And Associates Inc.: Seth Harry

Glatting, Jackson: Wade Walker

Images from the April , 2001 Charrette
Delray Beach, Florida