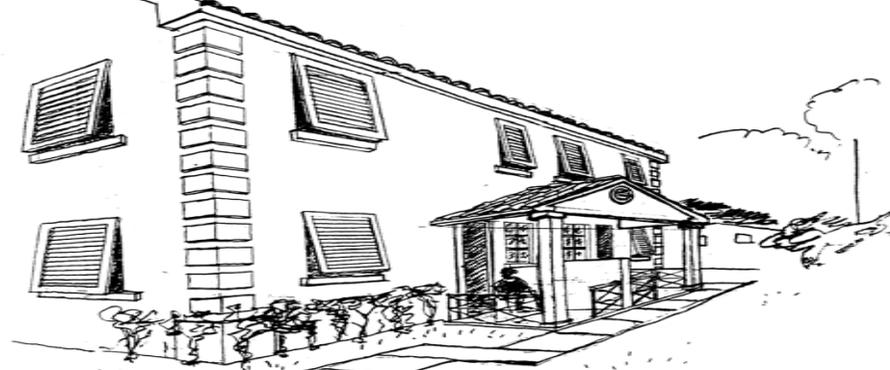


Building Livable Neighborhoods



Southwest Area Neighborhood Redevelopment Plan



JEG ASSOCIATES

In Partnership With

**Platts/Simon Community Planning
RMPK Group
Strategic Planning Group
TRA Associates**

May 9, 2003

TABLE OF CONTENTS

Introduction	iii	Strategic Action Plan	34
Executive Summary	v	Design Principles	35
Study Area	vi	Northwest Quadrant	36
Overview	viii	Frog Alley	48
Plan Description.....	ix	Village Center	58
Key Findings.....	x	Infill & Rehabilitation	71
Recommendations.....	xi	Displacement Mitigation	74
Conclusions	xii	Economic Development Plan	76
Existing Conditions	1	Trend Analysis	77
Demographic Profile	2	Issues & Constraints	83
Neighborhood Stability	5	Implementation Strategies	95
Neighborhood Serving Businesses	9	Resources	96
Housing	10	Public Financing	98
Zoning and Land Use	13	Timelines	108
Strategic Planning Framework	16	Appendix.....	109
Methodology.....	17	Community Management Team	110
Stakeholder Engagement	18	Comprehensive Plan	111
Livability Workshop	21	CRA Plan	113
Planning Workshops	28	West Atlantic Ave. Redevelopment Plan	115
		Parks Master Plan	117
		Downtown Master Plan	119
		Housing Authority Five Year Plan	121
		Bibliography.....	126

INTRODUCTION

The Southwest Area Neighborhood Redevelopment Plan was initiated as part of an on-going effort by community leaders and the City of Delray Beach to revitalize the City's neighborhoods and commercial districts. The plan seeks to identify core strengths and assets that will move the Southwest neighborhoods towards stability and stimulate private sector investment in the area. . The plan links housing development and economic development efforts to create positive synergy and take advantage of current development opportunities centered around the West Atlantic Avenue business district.

Community leaders and stakeholders identified several tangible outcomes that provide good benchmarks for measuring the plans' ultimate effectiveness. Improving the housing stock in the area was identified as a priority objective. Replacing, upgrading and enhancing substandard structures is expected to increase the value of residential and commercial property and as a result, increase the property tax base. The increased tax revenues and community wealth provide resources to fund public service improvements and leverage other public and private reinvestment in the area.

Increasing residential density and providing affordable housing for a variety of incomes appeared to be a goal shared by the management team and most neighborhood stakeholders. Community stakeholders also recognized that the redevelopment of the West Atlantic Avenue downtown business district is critical to the areas' revitalization. In addition to providing quality goods and services to meet the daily needs of residents, redeveloping the Southwest commercial district could potentially provide new investment vehicles, and entrepreneurial opportunities for community stakeholders. A bustling commercial district would also create additional job opportunities for residents. Increased civic capacity and enhanced community empowerment was clearly a top priority for community stakeholders.

Before the current planning study was initiated, community stakeholders were greatly concerned about the potential for the displacement of current residents and the gentrification of the neighborhoods surrounding the downtown business district. West-side residents and other key community stakeholders formed a collaborative alliance to ensure that community stakeholders played a major role in the planning and implementation of any redevelopment projects in West Delray. The West Delray Beach Community Management Team was organized to serve as a vehicle for the active engagement of community stakeholders from all segments of the community. The Management Team is comprised of residents, representatives from area neighborhood associations, local faith leaders, City and CRA officials, public housing officials, the business community, local CDC's, education officials, local service providers, and other community organizations.

The organization is structured to ensure that local residents have an opportunity to "drive" the planning and decision making process regarding any major redevelopment activity in and around core West Delray neighborhoods. The Management Team initiated this study to begin a community-driven effort to solve current problems and begin planning for the future of neighborhoods and commercial districts in Southwest Delray. The Management Team played a major role throughout the planning process. The Management Team coordinated outreach efforts, community meetings and workshops, worked closely with the consultant team to craft and edit the plan document. Members of the Management Team provided valuable insight and clarity regarding community issues and priorities. The principles from which the conceptual design schemes and strategic recommendations included in this plan were derived were based upon the collective input of the Management Team and from input received from community stakeholders that attended the community meetings and workshops.

INTRODUCTION

In reality, appropriately planned and executed redevelopment programs can provide an opportunity to increase the number and types of housing choices for current residents, while also allowing for reasonable growth, commercial development and increased social and economic diversity. The Management Team provides a unique opportunity to build and sustain the community's trust and active engagement in community revitalization efforts.

Implementation of the plan is expected to have profound short-term and long-term impacts on the community. This plan could potentially determine the quality, quantity, and costs of housing and the types of businesses and services located in the area in the future. Automobile & pedestrian circulation patterns would also be altered based upon recommendations included in this plan. The plan also includes detailed strategies to improve landscaping, parks, and other public spaces. The plan focuses on primarily physical improvements, but addresses other elements of community livability such as public safety, economic development and service delivery strategies.

The concepts and strategies included in this plan are intended to reflect the voices, vision and hopes of the community. Continued collaborative action and diligence will be required by all of the community stakeholders if this vision is to become a reality. The high level of determination and commitment exhibited by the community stakeholders that participated in this process left this writer with little doubt that the community's collective dream of a beautiful, healthy community with a quality housing stock; vibrant commercial centers; and practical and well maintained public spaces can, and will be a reality some day.

Executive Summary

Study Area
Overview
Plan Description
Introduction
Key Findings
Recommendations
Conclusions

Executive Summary

Study Area

The project study area for the Southwest Neighborhood Redevelopment Plan is bounded by SW 1st Avenue at the north, which generally follows the defined edge of the existing overlay district that spans from SW 1st Street across Atlantic to NW 1st Street. The study area's western limit is Interstate 95 and the eastern limit is Swinton Boulevard. The southern limit begins at the intersection of I-95 and W 10th Street, turns south at SW 8th Avenue, turns east at the southern boundary of Ridgewood Heights subdivision to SW 4th Avenue, then continues east along Southridge Road to its intersection at Linton Boulevard.

The formal boundaries of the study area do not include the Atlantic Avenue commercial district, but the impact that neighborhood serving businesses have on overall livability conditions required the inclusion of those areas in the proposed neighborhood improvement strategies.

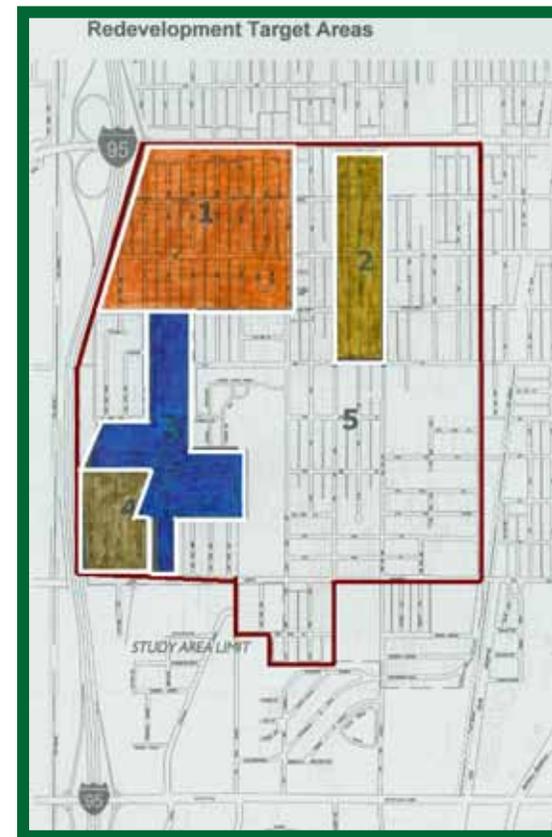


Executive Summary

Sub Areas

For planning purposes the study area is divided into five sub-areas. The sub-area boundaries were determined based upon geography, historic factors, land uses, and existing conditions. Livability, urban design, and redevelopment options and recommendations were explored to address the unique opportunities and challenges presented in each of the sub-areas.

1. **Northwest Quadrant**
This sub-area encompasses the northwestern section of the study area, extending from I-95 to 8th Avenue, and from Atlantic Avenue to S.W. 3rd Street.
2. **Frog Alley**
This sub-area includes a large portion of the historic Bahamian settlement dating back to the 1800's that got it's name as a result of marshy conditions and the resultant large frog population. The planning boundaries extend from 4th Avenue to 6th Avenue, and from Atlantic Avenue to S.W. 4th Street.
3. **Village Center**
This sub-area links the public service and education facilities within a "service corridor" that extends from S.W. 3rd Street to S.W. 10th Street. Agencies currently based within the corridor include MADD DADS, the Full Service Center, the Village Academy, the Boys and Girls Club, Head Start, the Delray Beach Housing Authorities, and other service providers that have satellite operations in the area.
4. **Industrial Corridor**
This sub-area is zoned for light industrial uses and extends from I-95 to 13th Avenue, and from S.W. 7th Street to S.W. 10th Street.
5. **Infill Area**
This sub-area includes all of the land area not included in the above sub-area. This sub-area represents the majority of the study area's land mass. No major redevelopment projects are proposed in this sub-area. Infill development, housing rehabilitation, and code enforcement are the recommended tools to enhance protect the stability of the neighborhoods in this area.



EXECUTIVE SUMMARY

Overview

The Southwest Area Neighborhood Redevelopment Plan was developed to provide a blueprint for the revitalization and stabilization of Southwest Delray Neighborhoods. A total of sixteen neighborhoods are encompassed within the study area

The plan represents the results of a collaborative endeavor between the consulting team (JEG Associates, Platts/Simon Community Planning, RMPK Group, Strategic Planning Group, and TRA Associates) and a committed group of Southwest (*and Northwest*) Delray Beach community stakeholders.

Southwest area residents, business and civic leaders, and other community stakeholders worked with this experienced team of planners, economic development experts and urban design specialist to craft solutions to community problems and develop strategies to enhance, stabilize, and protect Southwest Delray Beach neighborhoods and surrounding commercial districts.

The consultant team reviewed previous plans and studies to obtain a better understanding of historic community perceptions and current public policy direction and mandates. Previous studies, findings, and plans were analyzed to determine existing conditions and stakeholder priorities.

The sixteen neighborhoods within the study area provide a wide range of opportunities and challenges. The plan includes strategies for addressing overall livability conditions within the study area. It also focuses attention on the development of specific actions necessary to enhance and protect the relatively stable neighborhoods and arrest blight wherever it exists throughout the study area.

The plan reviews existing conditions within each of the sub-areas and prescribes planning and design solutions that are intended to reflect the vision of community stakeholders grounded in technical and practical reality.

The plan links the neighborhood residential areas, commercial centers, civic functions and green spaces utilizing practical and creative design schemes intended to create a vibrant, pedestrian friendly network of connected neighborhoods.

A phased, implementation process is proposed to minimize the displacement of current residents and the destruction of the community's culture, while promoting reinvestment in the neighborhoods.

The study area was divided into five *sub-areas* based upon current and proposed land uses. The sub-areas serve to define potential boundaries for the phased implementation of the various plan components.

EXECUTIVE SUMMARY

Plan Description

The plan is organized into five major components:

The **Strategic Planning Framework** provides background regarding the process, conditions and circumstances that culminated in the development of this plan. The stakeholder-driven planning process which was utilized to maximize community participation is outlined, and stakeholder input is documented in this section. An analysis of livability conditions within the study area is offered, based primarily upon the observations of community stakeholders.

The **Existing Conditions** component describes current physical, social, and economic conditions within the study area. The direct input of community stakeholders is augmented with secondary data (census), photo studies and thoughtful planning analysis to provide a thorough portrait of the Community relative to its demographic make up, housing, commercial districts, green spaces and infrastructure.

The **Strategic Action Plan** provides a conceptual master plan for the revitalization of the study area. It reflects the long range vision for the area envisioned by community stakeholders. The urban design concepts proposed in the plan were developed based upon a set of guiding design principles that were developed based upon identified community priorities. The conceptual plan includes specific recommendations for the enhancement or redevelopment of each of the sub-areas within the study area. This section is intended to provide strategic direction and conceptual design options for the redevelopment of the targeted areas.

The **Economic Development Plan** outlines specific strategies to improve overall economic conditions in Southwest Delray. The plan includes recommendations designed to create or enhance job creation and entrepreneurial activities, increase the availability of goods and services in the community, and increase property values, thereby increasing overall community wealth.

Finally, the **Implementation Strategies** section provides specific recommendations for implementing the plan in a manner that allows for the effective and expedient implementation of steps to achieve the goals and objectives outlined in the plan with minimal disruption and displacement and ongoing stakeholder engagement in the decision making process. The roles and responsibilities of community stakeholders are discussed, along with potential partnership opportunities and resources, and specific action steps and phasing options.

EXECUTIVE SUMMARY

Key Findings

FINDINGS:

- The Southwest Area consist of a diverse networks of neighborhoods representing a rich blend of cultures, income levels, and social issues. A well organized system of neighborhood associations and active community organizations provide a solid foundation for community building.
- Community stakeholders rated overall livability conditions in the community poorly, but expressed a great deal of pride in the area's history and current sense of community.
- The overall housing stock in the community is in fair condition as a result of an aggressive infill program implemented in the area in recent years. However a large number of substandard housing units still exists, mostly in the northern section of the study area, and will require substantial rehabilitation or replacement to arrest blighted conditions and stabilize transitional areas.
- The lack of quality, neighborhood serving businesses to provide for the daily needs of residents and community stakeholders has a major negative impact on overall livability conditions.
- The current effort to redevelop the West Atlantic Avenue business district provides a tremendous opportunity to improve economic conditions and overall livability conditions in the adjacent neighborhoods.
- A substantial number of vacant parcels exist in the study area, creating opportunities for housing infill development. Title entanglements and speculative pressure inflating land values present a challenge relative to lot acquisition.
- There are also a large number of vacant lots and substandard structures in the areas targeted for redevelopment, including several properties owned by the CRA. However, those areas also contain several businesses and churches that will have to be incorporated into the redevelopment scheme.
- The potential displacement of current residents is a major concern that will require the coordinated effort of public officials, developers, and community stakeholders. The continued engagement of community stakeholders in a coordinated effort to address this issue will be especially critical to the effective implementation of the revitalization strategies included in this plan.
- The area's commercial market potential is limited due to its small population base and reputation as a "high crime" area. Both of these issues will have to be addressed in order for substantial commercial investment in the area to occur
- The proximity of the area to the downtown business district, major transit corridors, and the beach are extremely positive factors, relative to the potential for reinvestment. Creating a proper transition between the intense commercial activity proposed for West Atlantic Avenue and the surrounding residential neighborhoods is extremely important.

EXECUTIVE SUMMARY

Recommendations

- Continue to develop and nurture collaborative relationships among community stakeholders through vehicles such as the Community Management Team, Neighborhood Associations, and WARC.
- Continue to cultivate the Community Management Team as a vehicle for ongoing stakeholder engagement in the planning and implementation of community redevelopment projects and initiatives.
- Develop mechanisms to keep the community informed about implementation progress, changes, or setbacks.
- Develop partnerships between the City, the County, the CRA, the Delray Beach Housing Authority, and other appropriate community stakeholders to provide for maximum leveraging of public resources.
- Cultivate and coordinate resources for property acquisition and land banking to accommodate the infill development, and redevelopment strategies outlined in the plan.
- Develop an aggressive infill development program that gives residents in areas slated for redevelopment priority when selecting potential tenants and/or home owners for infill units.
- Work with the Community Management Team to create/enforce design standards for new development and infill/rehabilitation projects, consistent with the conceptual schemes included in this document.
- Develop and promote an incentive-based façade improvement program for existing commercial and residential structures.
- Develop a structured, collaborative process and proactive outreach, education, and case management strategies to address displacement, relocation, and individual capacity development issues.
- Continue to work with non-profit developers (CDC's) to maintain the affordability of infill housing units.
- Include clear language about urban design parameters and affordable unit set-asides in all RFP's and contracts.
- Focus on the development of neighborhood serving commercial enterprises and neighborhood compatible office and public use facilities.
- Develop façade improvement programs to encourage existing businesses to improve the appearance of commercial buildings to be consistent with the proposed new development.
- Set strict design standards (possibly utilizing overlay districts) to ensure that any new development in the targeted areas is consistent with plan design schemes.
- Phase the implementation of proposed redevelopment projects to provide for the gradual relocation of current residents and to minimize displacement.
- Redevelop the northwest quadrant of the study area (I-95 to 8th Avenue / Atlantic Avenue to 3rd Street) with a neighborhood serving commercial activity center along Atlantic Avenue, and a mixture multi-family housing (apartments/townhomes), single family homes, and amenitized green spaces.
- Redevelop the *Frog Alley* corridor (4th Avenue to 6th Avenue / Atlantic Avenue to 4th Street) as a mixed use and residential area, consistent with the historic Bahamian architectural and urban design themes.
- Continue to develop the *Village Center* service corridor (3rd Street to 10th Street) to create a seamless service network linking education, social, and recreation services and facilities to meet the needs of Southwest area neighborhoods.
- Incorporate the proposed parks and green spaces, and other infrastructure improvements into current and long-range City department plans and budgets.
- Develop a detailed financing plan and implementation schedule to follow up on the funding strategies included in this document.

EXECUTIVE SUMMARY

Conclusions

Like many older, urban communities in Florida, and throughout the nation, the neighborhoods of Southwest Delray Beach are threatened by the looming specter of blight and decay in the very near future if appropriate steps are not taken today to stem the tide. This plan represents an ambitious undertaking designed to drastically improve livability conditions in Southwest Delray Beach. The success of this effort will be contingent upon the ability of community stakeholders to work collaboratively to garner the necessary resources and community-wide support to make their vision a reality for themselves, as well as for future generations. The plan captures the stakeholders' vision of a beautiful, well connected community with a wide range of housing options to meet the needs of current residents, while attracting new young professionals, families and seniors to settle in the area. The plan also attempts to address the need for new and improved neighborhood serving businesses, public spaces, and services to address the daily needs of community residents and individuals that work or play in the area.

We were greatly encouraged throughout the process by the strong faith of all of the community stakeholders in the areas' promise. Our sense of optimism was also boosted by the strong commitment to the community demonstrated by key stakeholders and City leaders. The implementation of the projects included in the plan will require substantial public and private investment. The replacement of sub-standard housing in the areas targeted for redevelopment while minimizing the displacement of existing residents is possible, but will require the concerted efforts of community stakeholders. The end result could very well be a "win-win" situation with current residents benefiting from the opportunity to improve their living situations; and the rest of the community enjoying the benefits associated with the redevelopment of blighted areas (i.e., increased property values, improved services, entrepreneurial opportunities, additional housing options, parks, etc.).

The intent of this study was to develop a collective community vision for the area. Hopefully, this plan accomplishes that goal, even as it reflects the diversity of interests and opinions among various stakeholder groups. The recommendations and design schemes offered represent a sincere effort to balance the interest of each of the specific stakeholder groups with the interest of the entire community. A careful analysis of economic, physical, and social factors that could potentially impact the success of efforts to revitalize the area helped to shape our thinking. The future of the Southwest Delray Beach neighborhoods will be determined in large measure by the actions taken today. However, it should be recognized that community building is a long-range, and constantly evolving process. The achievement of the vision presented in this plan will require patience, determination, and sacrifice by all of the community's stakeholders. This vision plan is intended to be conceptual in nature, it will hopefully serve as a guide for the renaissance of Southwest Delray Beach. However, the ideas and schemes presented are intended to allow for the necessary flexibility to adapt to implementation realities and changing conditions within the community landscape.

Existing Conditions

Demographic Profile
Neighborhood Stability
Neighborhood Serving Businesses
Housing
Zoning and Land Use



Strategic Planning Group, Inc

Existing Conditions

Demographic Profile

The Strategic Planning Group analyzed 2000 census block level data to obtain detailed socio-economic profile of the study area. The Planning Areas comprises parts of Census Tracts 68.01 and 68.02 for a total of 98 census blocks.

- ✦ According to the 2000 Census, the study area contains 7,778 residents as of April 1, 2000.
- ✦ The area is composed primarily of Black or African-Americans (6,016 persons), with 773 White and 37 Asian residents.
- ✦ Two hundred and twenty nine (229) persons are classified as some other race alone, while 692 are classified as having more than one race.

Demographics

Year	Population	Housing Units
1990	6,199	2,172
2000	7,778	2,197
2006	8,175	2,863

Strategic Planning Group, Inc.

Demographics - 2000

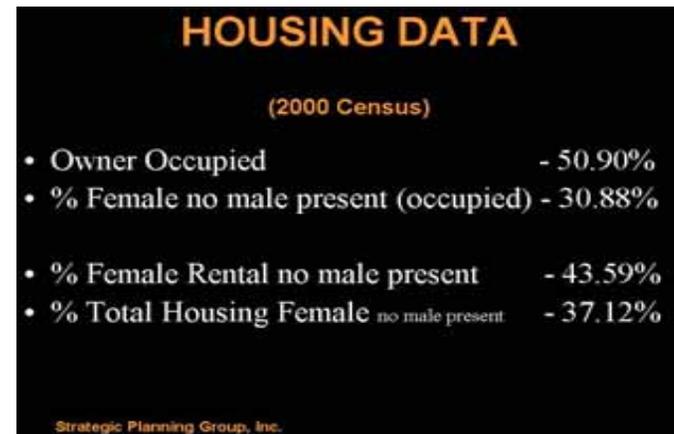
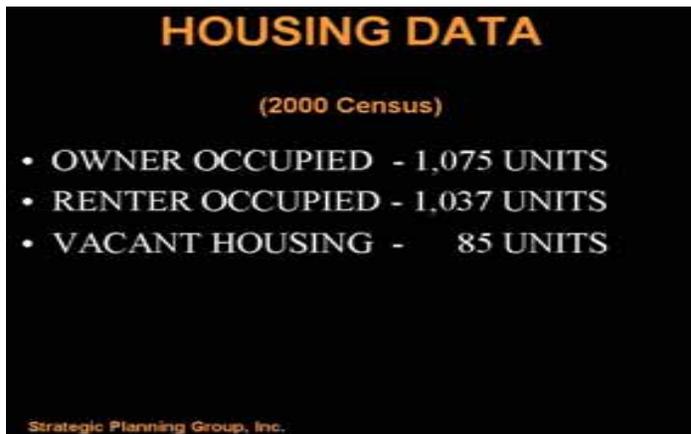
Ethnicity	Number	Percentage
African-American	6,016	77.35%
White	773	9.94%
Hispanic / Latino	709	9.09%

Strategic Planning Group, Inc.

Existing Conditions

The study area contained 2,197 housing units in 2000, according to the United States Census. A total of 2,112 were occupied, 85 were vacant. Of the occupied housing 1,075 units (50.90%) were owner occupied while 1,037 units (49.1%) were renter occupied. A large percentage of the households in the study area are headed by females with no adult male present.

Demographic Profile



Existing Conditions

Demographic Profile

Housing need Projections:

- According to United States Census and Claritas, Inc., the study area grew from 6,199 residents in 1990 to 7,778 residents in 2000. Analysis of housing data shows that a majority of the growth resulted in the occupancy of units that were vacant in 1990 and to a lesser degree the construction of infill housing.
- As shown below, Claritas Inc. estimates that the study area should grow to 8,175 residents by 2006 or a 23.5% gain since 1990. SPG estimates that most of the 2001-6 growth is anticipated to result from an increase of infill housing.
- An additional 666 new housing units will need to be created by the year 2006 to match projected demand.



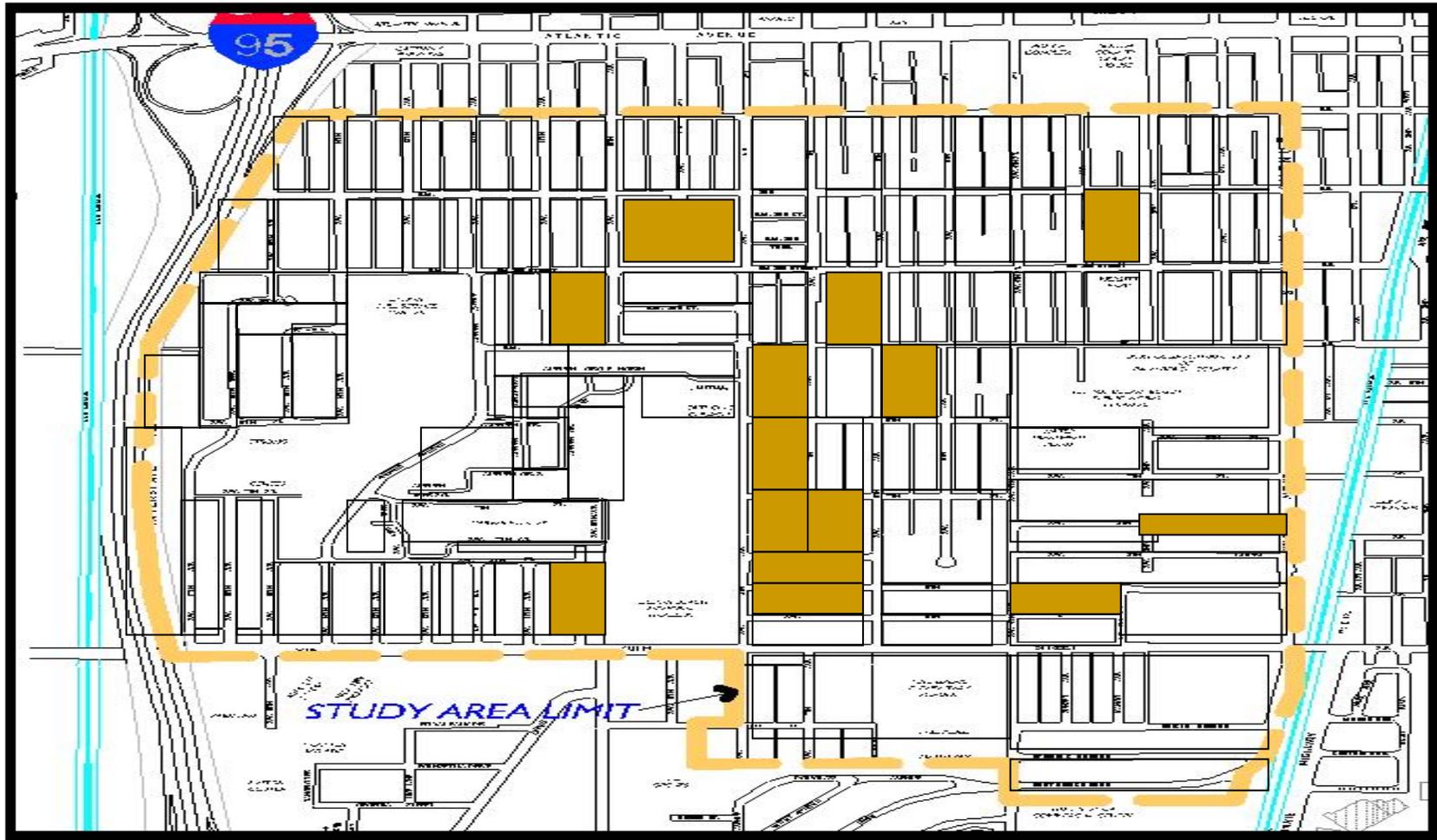
Many of the existing housing units are in substandard condition and are recommended to be rehabilitated or replaced.

Demographics		
Year	Population	Housing Units
1990	6,199	2,172
2000	7,778	2,197
2006	8,175	2,863

Strategic Planning Group, Inc.

Demographics - 2000		
Household Size	Number	Percentage
5 person Household	250	11.84%
6 Person Household	284	8.71%
7 + Person Household	166	7.86%

Existing Conditions – Neighborhood Stability

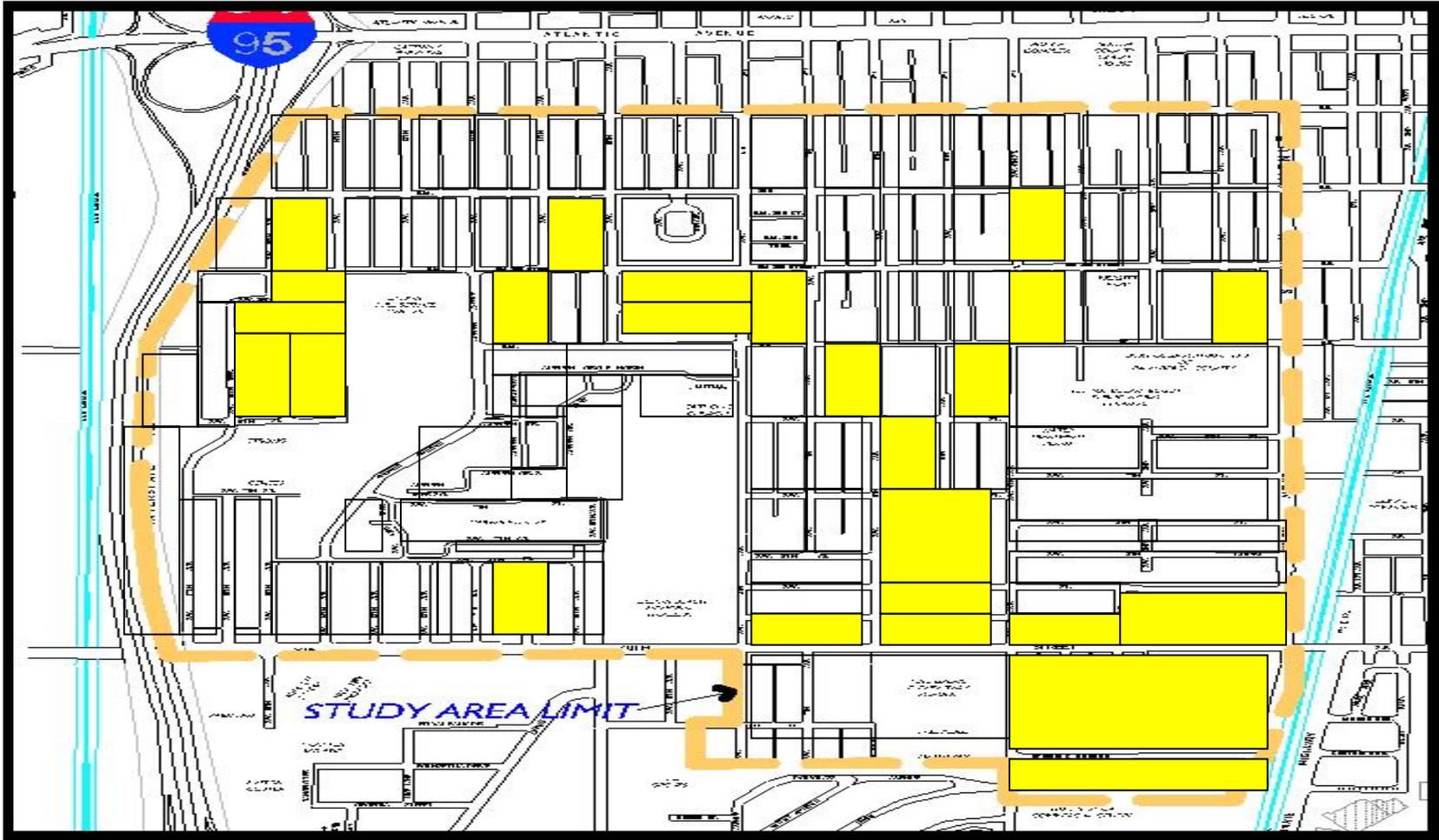


Census Blocks with 90% or higher Home Ownership



Stable Neighborhoods

Existing Conditions – Neighborhood Stability



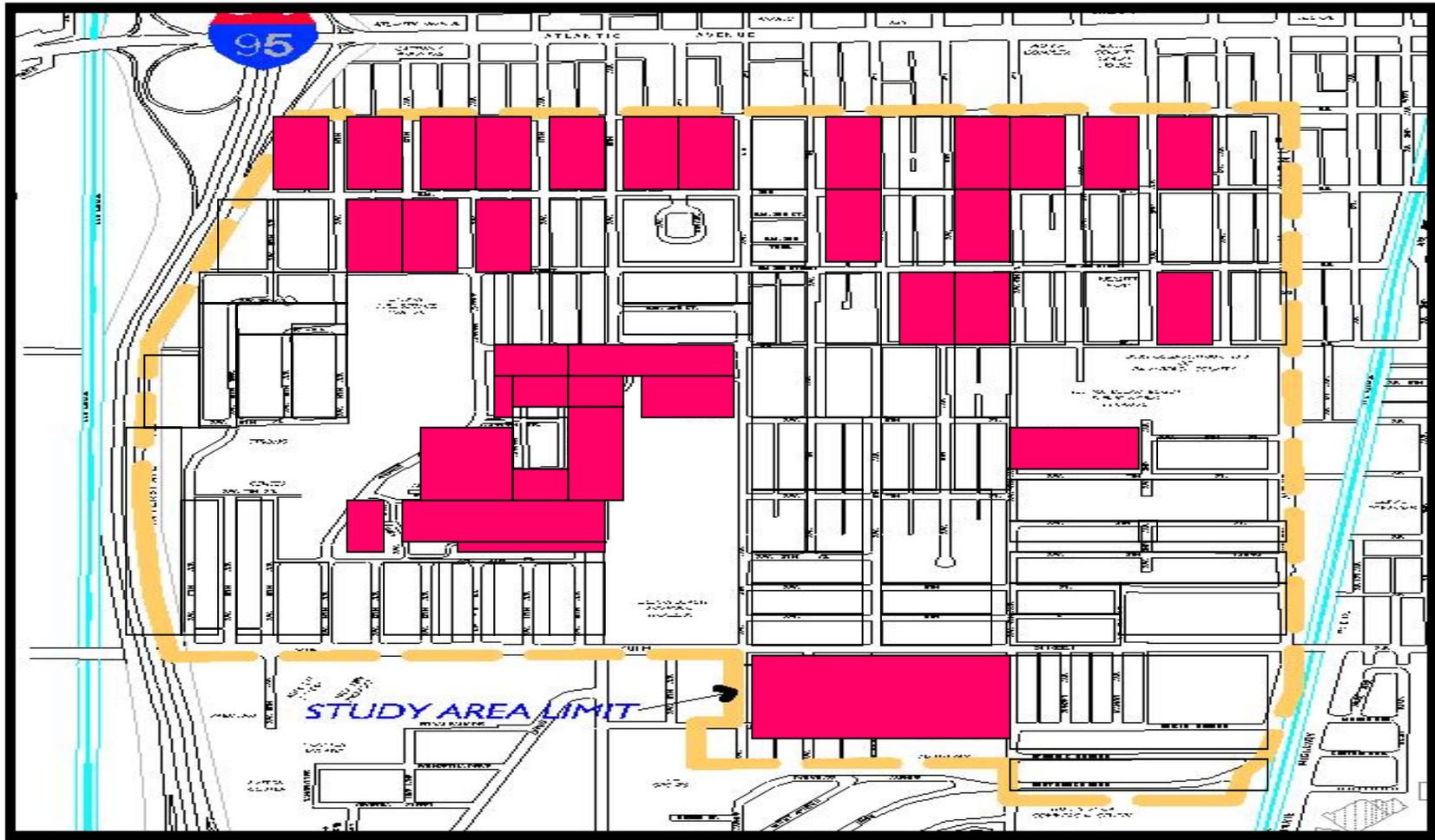
Census Blocks with 70%-89% ownership

Transitional Neighborhoods



Source: US 2000 Census, Strategic Planning Group, Inc., 2002

Existing Conditions – Neighborhood Stability



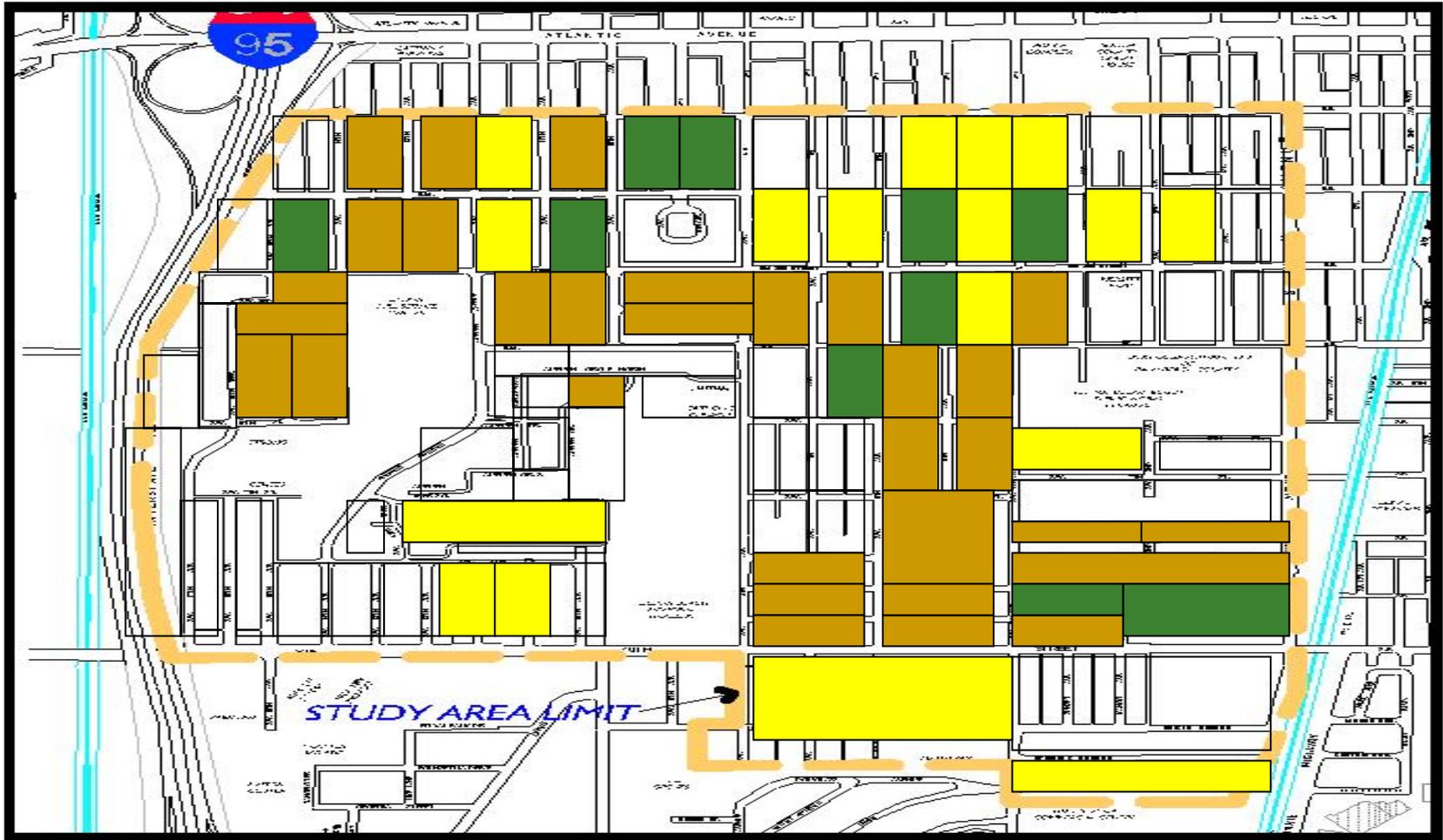
Census Blocks Containing 50%+ Rental Housing - 2000

At Risk Neighborhoods



Source: US 2000 Census, Strategic Planning Group, Inc., 2002

Existing Conditions – Neighborhood Stability



- 0-5% households
- 6% - 14% households
- 15% - 30% households
- 30%+households

Senior Households – 65 yrs and older



Source: US 2000 Census, Strategic Planning Group, Inc., 2002

Existing Conditions

The area's location provides good proximity to the downtown business district. Improvement in the quality and accessibility of neighborhood serving businesses was a top priority of community stakeholders.

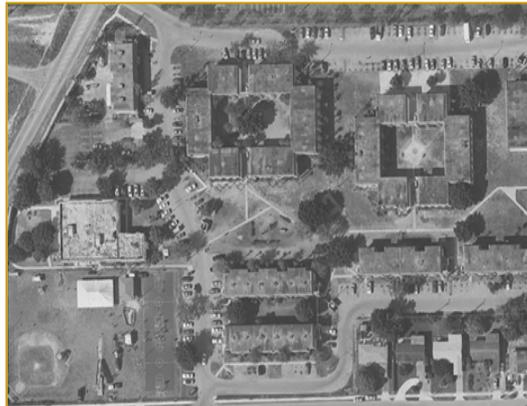


Existing Conditions

Housing

- ✚ The area is generally characterized as being in need of substantial housing rehabilitation, based upon City and CRA housing standards
- ✚ High rental-to-home owner ratios and large numbers of absentee landlords present a major challenge
- ✚ The City's only public housing development is located in the study area, but does not appear to present a major negative factor as a result of good maintenance and on-site property management

Multi-Family Housing



← Carver Estates & Auburn Trace

Existing Conditions

SINGLE FAMILY HOMES

A lot of the existing housing units are in very stable condition or only require minor improvements.



Existing Conditions

Extensive vacant properties within the study area provide the potential for improving the quality and quantity of available housing within the community.



Parcel targeted for affordable housing development

INFILL HOUSING DEVELOPMENT

The City and the CRA have designated significant resources in their respective long-range plans to the improvement of housing conditions in the area.



Existing Conditions

Zoning and Land Use

The Southwest study area is comprised of eight zoning categories. The vast majority of land is zoned R1-A, a single family residential district. The City's zoning code describes this district as one that "calls for the preservation and maintenance of stable neighborhoods."

Additional zoning districts include:

RM - Residential Medium, a multi-family designation

RO – Residential Office, for neighborhood office and residential mixed use

CF – Community Facilities, which includes governmental, religious, educational, and other community-related facilities

OSR – Open Space and Recreation District, for parks, golf courses, and other public recreational facilities

LI – Light Industrial, for industrial uses that are within areas of particular environmental or aesthetic concern; and

OS – Open Space, for uses that are primarily open space in nature.

Zoning districts for the study area and adjacent lands are shown on the following map.

Future Land Use Designations

The City's Future Land Use map parallels the Zoning map in the study area. Consequently, the vast majority of the study is designated LD – Low Density Residential Development.

Existing Conditions

Zoning

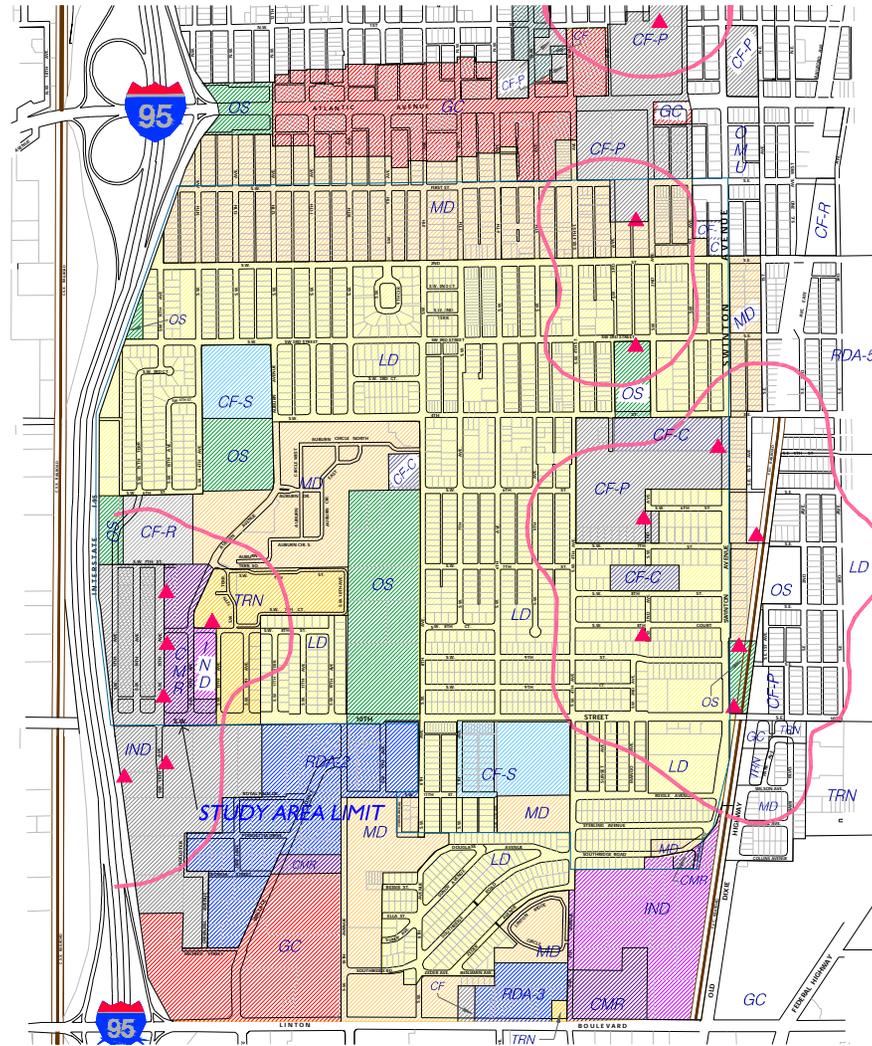
KEY

- R1-A – Single Family Residential
- OS – Open Space
- RM - Residential Medium
- RO – Residential Office
- CF – Community Facilities
- OSR – Open Space and Recreation
- LI – Light Industrial



LAND USE

Land Use categories are:
 GC – General Commercial;
 CF – Community Facilities;
 IND – Industrial;
 OS – Open Space;
 LD – Low Density Residential
 MD – Medium Density Residential;
 TRN – Transitional Residential;
 RDA – Redevelopment Areas; and
 CMR – Commerce.



KEY

Wells 3X1

Wells 5X1

Strategic Planning Framework

Methodology
Stakeholder Engagement
Livability Workshop
Planning Workshop

Strategic Planning Framework

Methodology

The consultant team utilized a planning methodology ("Strategic Planning Framework") that integrates innovative stakeholder engagement techniques, thoughtful and sound planning processes, and established community goals and mandates to develop an action oriented vision plan for the study area. The process was designed to integrate past and present public policy mandates and facilitate extensive resident and stakeholder involvement in the planning and implementation of community revitalization activities in the study area.

The Strategic Planning Framework (SPF) process establishes community stakeholder priorities for improving livability conditions and links those priorities to economic and physical capacity and long-term development strategies within the study area. The SPF model emphasizes the creation of critical linkages between community stakeholder priorities, neighborhood action initiatives, existing public and private strategic plans and future development strategies.

The Strategic Planning Framework has three basic components:

- Stakeholder Engagement - Key community stakeholders are identified and extensive outreach efforts, educational activities, and participatory planning techniques are employed to ensure that as many community stakeholders as possible are actively engaged throughout the planning and implementation process.
- Existing Conditions Analysis – A comprehensive review and analysis is conducted of current economic, physical, and social conditions; previous plans and policy mandates; and current and/or planned development activities within, or impacting the target area.
- Strategic Action Planning – Action-oriented, stakeholder-driven planning processes linking the visions, priorities, resources, and actions of neighborhood stakeholders to community building, redevelopment, and economic development strategies.

Stakeholder Engagement

The primary objective of the Stakeholder Participation Element within the strategic neighborhood planning process was to obtain broad community input and to involve community stakeholders, to the greatest extent possible in planning, decision making and implementation processes. Stakeholders played a key role in our efforts to craft solutions to current community problems, and develop community consensus regarding future development strategies. Community stakeholders are expected to continue to play a major role in implementing plan objectives through the development of a Community Management Team, comprised of key community leaders.

Stakeholder Categories:

- Residents
- Business/Property Owners
- Faith Leaders
- Government/Education Officials
- Service Providers
- Financial Institutions and Potential Investors
- Developers, Realtors and Contractors



Kick Off Meeting



Planning Workshop

Stakeholder Engagement

STAKEHOLDER INTERVIEWS

Individual interviews were conducted with community stakeholders throughout the planning process. The interviews were conducted informally during walking tours and door to door canvassing, as well as in more formal, scheduled sessions designed to elicit specific information about stakeholder perceptions of current community livability conditions and future development strategies.

Stakeholder interviews provided an opportunity for the consultants to obtain extensive input from key stakeholders without time constraints. The interviews were conducted in an atmosphere conducive to the open discussion of sensitive issues. On a practical level, the interviews provided an opportunity for individuals that are unable to attend meetings or community workshops to have input into the process. The one on one interviews also provided an opportunity for those stakeholders that are reluctant to speak in public forums to voice their opinions in a less intimidating atmosphere than formal community meetings.

The consultants conducted formal interviews in scheduled sessions, and informal interviews during neighborhood walking tours at locations such as local stores, restaurants, hair salons, etc. The data obtained in the interviews provided anecdotal, yet relevant information related to current community livability conditions and stakeholder priorities. The interviews also provided invaluable background information related to cultural, economic, social, and political factors that might impact current planning and future development efforts.

Input obtained during the interviews was factored into the final conclusions and recommendations, along with other stakeholder input obtained during the focus group meetings and workshops as well as independent research and analysis conducted by the consultants.



Stakeholder Engagement

NEIGHBORHOOD TOURS

The consultant team conducted windshield and walking tours of the study area. The windshield tours provided a windshield perspective of physical and social conditions within the area (i.e., conditions of houses and buildings, vehicular and pedestrian circulation, green spaces, social activity, and general community atmosphere and culture). Information obtained during the tours augmented empirical data regarding existing physical conditions in the study area.

The walking tours served multiple purposes (i.e., stakeholder interviews, existing conditions analysis, outreach) and provided valuable insight that helped to shape our ultimate opinions and recommendations. The walking tours were conducted at different times during the day. They included informal conversations with business owners and patrons, and individuals doing yard work, as well as with youth, pedestrians and with patrons at barber shops, restaurants, etc.



Livability Workshop

The consultant facilitated a half-day Neighborhood Livability Workshop, which was designed to obtain stakeholder input regarding current livability conditions relative to community standards and goals. During the workshop, community stakeholders participated in a series of exercises and dialogue sessions designed to identify the essential ingredients needed to strengthen and/or preserve Southwest Delray neighborhoods.

The workshop activities included brainstorming and problem solving exercises and, group dialogue sessions regarding livability conditions in the area. The intent was to reach consensus regarding community standards and priorities, and to focus citizen input on those issues and concerns considered to be most critical to the area's revitalization.

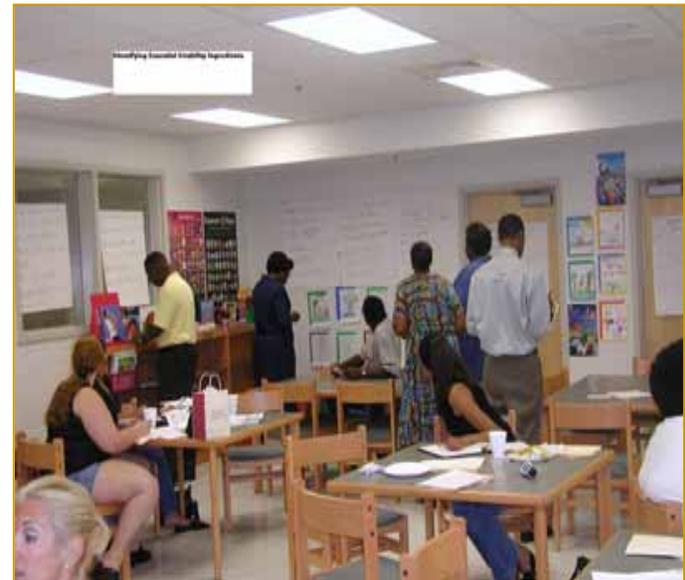


Livability Workshop

Stakeholders were asked to describe their current impressions of the neighborhood (i.e., what they value and, what they would like to change). This step provided an opportunity for community stakeholders to vent their feelings, regarding the issues, concerns or complaints that were foremost on their mind while also directing their attention to the many things that they valued about their neighborhood.

The initial impressions of the stakeholders reflected the strong sense of pride and deep commitment of community residents and stakeholders to the preservation of the community's culture, history, and values.

When asked what things they most valued about the neighborhood, stakeholders pointed mostly to things such as positive relationships among neighbors, the neighborhoods' rich history, the sense of community and civic involvement and the seemingly unlimited potential of the community, based on its location and resources. In terms of commercial activity, stakeholders were very high on the area's location. They were pleased With the convenient access to the downtown business district and the potential for commercial development within the area.



Livability Workshop

The stakeholders offered a long list of positive attributes related to the existing neighborhoods and neighborliness of the area. Residents enjoy the quiet atmosphere, and expressed pride in the rich history and diverse culture of the community. Stakeholders expressed satisfaction with the efforts of local community and government organizations to provide services and make improvements in the area. Stakeholders point to the successful projects like the Village Academy and infill housing development, the Roots Festival as examples of positive, stakeholder-driven public improvements.

The community stakeholders in attendance expressed a sense of hopefulness about the future of the community. Most felt that there had been some positive change in recent years, while acknowledging the need for additional improvement. The stakeholder comments also reflected their frustrations and disillusionment regarding deteriorating conditions in some parts of their community.

When asked what things they would like to change in their community, the two most prevalent areas of concern were: 1) the areas' negative image (i.e., perception of the areas as a crime ridden, unsafe, economically depressed community); and, 2) the need to unite and empower community stakeholders. The stakeholders acknowledged that crime (mostly street-level drug dealing) was a problem in the community, but they felt that the perception of the area as a "high crime" area was overblown and served as a deterrent to reinvestment efforts. Stakeholders were also troubled by the lack of quality neighborhood serving businesses and local job opportunities.



Livability Workshop

Things Stakeholders Value

- ✦ People/History
- ✦ Resilience
- ✦ Responsible Stakeholders
- ✦ Neighborhoods
- ✦ Small Town Feel
- ✦ Sense of Community
- ✦ Potential for Positive Change



Things Stakeholders Want to Change

- Unity and Pride
- Stakeholder Empowerment
- Negative Community Image
- Neighborhood Appearance
- Law Enforcement Relations
- Economic Conditions
- Neighborhood Businesses

Stakeholder Document Impressions

Livability Workshop

Stakeholders assessed the community's current status, relative to the ten livability indicators. Stakeholders graded the area on a five point grading scale according to how well they thought the Southwest area as a whole was performing according to each of the neighborhood livability indicators; the scores help to identify community strengths, as well as "livability gaps" in the community that could serve as decision factors for future action planning and resource mobilization.

Overall, the Report Card reflected a need for improvement on practically all of the indicators. Public Safety and the local schools fared best with C (average grades). Community stakeholder grades reflected an awareness of the need for "substantial improvement" in each of the other 8 livability categories. The areas of greatest concern, regarding their current state were: Neighborhood Serving Business Districts, Pedestrian Connections, and Mass Transit (all D-). Stakeholders felt that immediate attention from a remediation standpoint was necessary in all ten categories.



Livability Workshop

LIVABILITY REPORT CARD

GRADE SCALE

- A = exceptionally high presence & quality in neighborhood
- B = strong presence & quality, although specific areas may need some attention
- C = moderate presence & quality but there is a need for improvement
- D = minimal presence & quality and there is a need for substantial improvement
- F = virtually no presence or quality in neighborhood

- Public Safety C
- Neighborhood Businesses D-
- Pride of Place & Property D+
- Parks/Green Space D
- Neighborhood Schools C
- Bike Paths/Sidewalks D-
- Traffic/Parking D+
- Civic & Spiritual Institutions D
- Infill Development D+
- Mass Transit D-

Livability Workshop

Stakeholders participated in a brainstorming session to develop ideas and solutions for improving livability conditions throughout the area. The group came up with twenty-five specific suggestions covering a broad spectrum of community issues. The participants were then asked to prioritize the recommendations, based on order of importance. The number one priority expressed by the stakeholders was the timely implementation of the Southwest Area Plan, upon its completion. The second priority was to improve the quality and availability of goods and services to meet residents and stakeholders daily needs. Improved services for seniors was also listed as a priority, along with improved law enforcement (more intense community policing activity), additional empowerment of community stakeholders relative to public decision making processes and infrastructure enhancements. The essential ingredients for improving livability conditions in the study area are listed below in priority order:

Essential Ingredients to Improve Livability

1. Speedy Implementation of Plan
2. Improved Neighborhood Serving Businesses
3. Senior Programs & Services
4. Increased Law Enforcement Visibility
5. Stakeholder Empowerment
6. Improve Education (Schools/Programs)
7. Improved Health Services
8. Neighborhood Parks
9. Increased Civic Involvement
10. Improved Regulation of Vendors (Ice Cream Trucks)
11. Pool Dedicated Percentage of CRA Increment for Southwest Area
12. Community Stakeholder Leadership Role in Redevelopment-Related Resident Relocation Activities
13. Increased Faith Community Involvement
14. Activities for Children

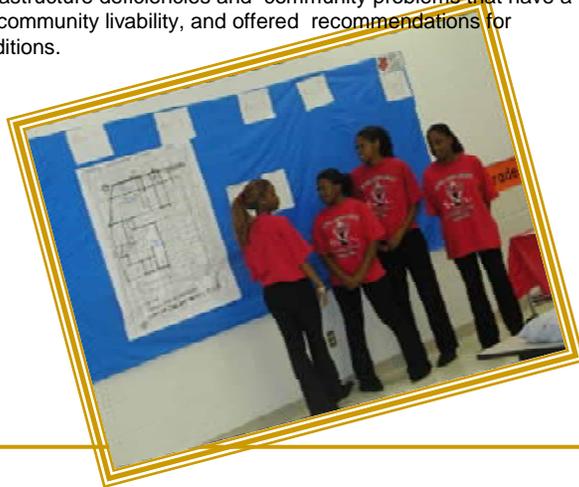


Planning Workshops

The consultants conducted two Planning & Design Workshops, designed to obtain more focused and specific stakeholder input regarding strategies to improve livability conditions in the study area and promote redevelopment activities consistent with the shared community vision. During the workshop, the consulting team presented educational information designed to increase the stakeholders understanding of community planning and development processes and issues.

At this meeting, stakeholders reviewed information about the range of possible costs, benefits, and impacts of various elements of a strategic vision. Stakeholders received basic information about zoning, land use, and economic development. Following the educational presentations, the stakeholders participated in a series of exercises, brainstorming sessions and facilitated discussions. All of these activities were centered around the development of strategies to address goals, priorities, and livability deficiencies identified during the interviews, focus group meetings and the Livability Workshop.

During these sessions, stakeholders began identifying enhancement projects, development options, and implementation strategies related to land use, preferred character, commercial activity centers, gateways, housing, etc. The stakeholders outlined specific infrastructure deficiencies and community problems that have a negative impact on community livability, and offered recommendations for improving local conditions.



Planning Workshops

Stakeholder Recommendations - Sidewalks

- ✦ 2nd Street between 14th – 15th Avenue
- ✦ 4th Avenue between 2nd – 10th Street
- ✦ 12th Avenue between Atlantic – 3rd Street
- ✦ 11th Avenue between 2nd – 4th Street
- ✦ 8th Avenue south of 10th Street (LaPaloma Neighborhood)
- ✦ Streetscaping
- ✦ Repair Cracked Sidewalks
- ✦ Pedestrian Crossings



Community stakeholders recommended neighborhood sidewalk and roadway improvements

Stakeholder Recommendations - Housing

Planning Workshops

- ✦ Additional Infill
- ✦ Affordable Housing
- ✦ Renovation and Repair Resources
- ✦ Landscape Improvements
- ✦ Displacement Mitigation



Planning Workshops

- + Adult & senior Recreation Facilities and Activities
- + Passive Green Space
- + Playgrounds
- + Additional Recreation/Sports Programs
- + Family Oriented Activities
- + People Friendly Parks
 - Walking Trails
 - Covered Pavilions
 - Security
 - Swimming Pool
 - Tennis Courts
- + Strong Center Improvements (more community oriented)
- + Picnic Tables and benches at Merritt Park
- + Pocket Parks
- + Educational Classes in Community
- + Community Center
 - Auditorium
 - Dance/Music Studio
 - Gymnasium
 - Game Room
 - Study Lab



Planning Workshops

Stakeholder Recommendations - Crime & Safety

- ✦ Increased Community Policing
- ✦ Enforce Speeding Laws more Vigorously
- ✦ Bike Paths
- ✦ Increased Animal Control
- ✦ Increased Code Enforcement



Planning Workshops

Stakeholder Recommendations - Business District Improvements

- ✦ Neighborhood Serving Businesses
- ✦ Design Standards
- ✦ Entrepreneurial Opportunities
- ✦ Local Jobs



Strategic Action Plan

Target Area Strategies

Design Principles
Northwest Quadrant
Frog Alley
Village Center
Infill & Rehabilitation
Displacement Mitigation

Design Principles

Conceptual design plans were developed for the area based upon the following design principles. The design principles were developed based upon stakeholder feedback gathered throughout the planning process. These principles served as guiding parameters to ensure that future development is consistent with community priorities, and serves the needs of existing residents and community stakeholders.

- ✚ Provide a diversity of housing choices for a mix of incomes with a strong base of affordable units - create a place where residents can progress through the stages of life without leaving the neighborhood.*
- ✚ Provide neighborhood-oriented businesses that furnish residents with products and services for everyday life.*
- ✚ Build upon traditional models of town development and architecture to enhance neighborhood character and create a sense of place.*
- ✚ Enhance the beauty, attractiveness and livability of the neighborhood by providing a diversity of parks and green spaces as places for public enjoyment.*
- ✚ Calm automobile traffic and provide pedestrian connections throughout the neighborhood.*
- ✚ Respect the neighborhood's sacred places through preservation or relocation within the neighborhood.*
- ✚ Present a complete picture of how the neighborhood can be redeveloped in its entirety, but include distinct components that can be moved and reknitted together as the community desires.*

Northwest Quadrant

Aerial Photographs



I-95 – 12th Ave
Atlantic Ave – 1st St



SW 10th /Atlantic – SW 8th /Atlantic



12th Ave – 10th Ave



SW 10th Ave – SW 8th Ave
2nd St – 3rd St

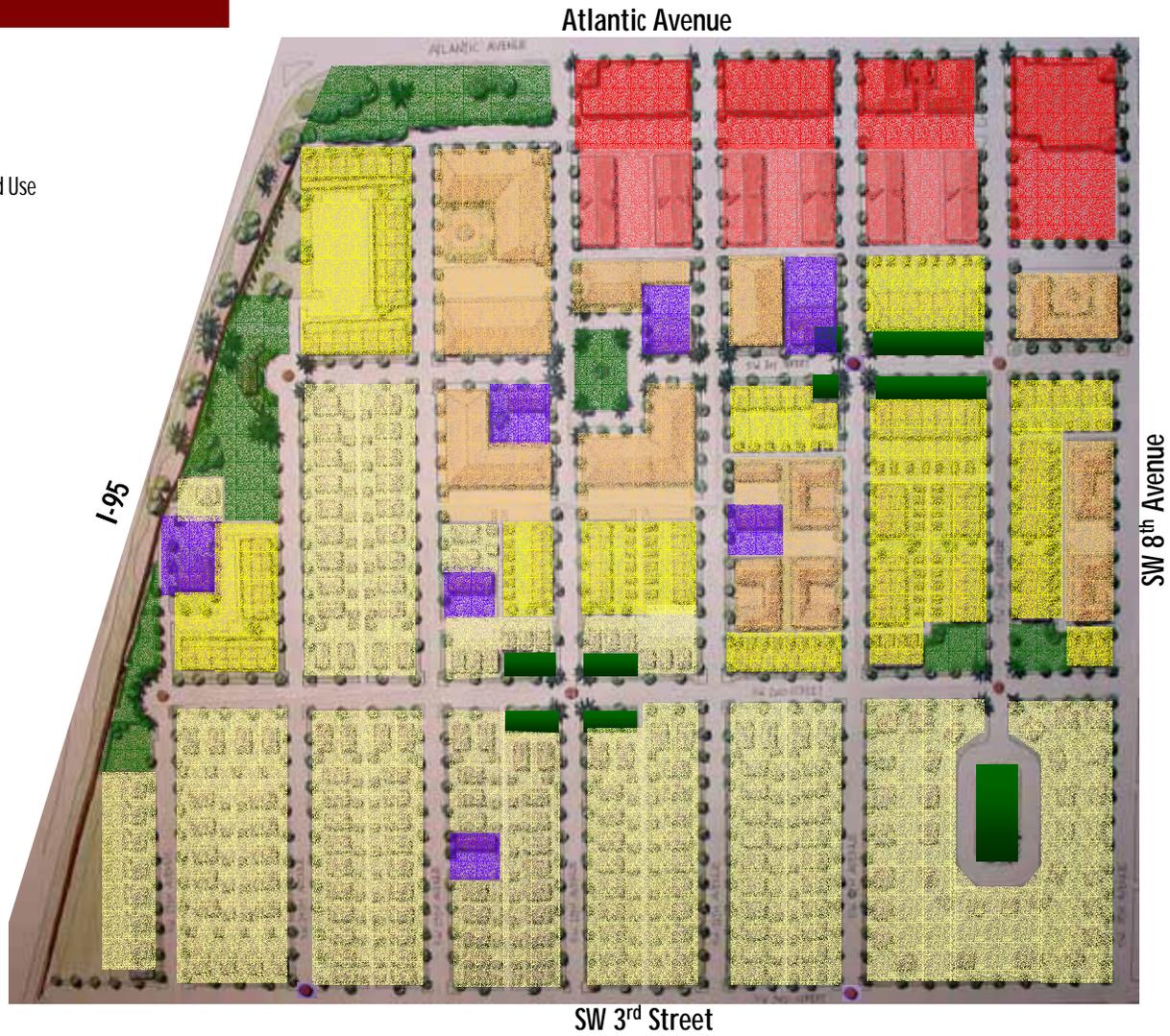
Northwest Quadrant Neighborhood Master Plan

The Northwest Quadrant is bounded by Atlantic Avenue on the north, SW 3rd Street on the south, Interstate 95 on the west and SW 8th Avenue on the east. The plan for this area calls for substantial redevelopment of property north of SW 2nd Street to include neighborhood-oriented retail and office uses, multi-family apartment buildings and a mix of courtyard apartments, townhomes and limited new single family development. The single family areas south of SW 2nd Street are preserved and strengthened with new infill houses. Traditional features of town design, such as buildings at the streetline and prominent public spaces, are introduced in the plan to enhance neighborhood character and help create a sense of place.



Northwest Quadrant Neighborhood Land Use Plan

- Retail/Office/Residential Mixed Use
- Office/Residential Mixed Use
- Institutional
- Multi-Family Residential
- Townhomes
- Single Family Homes
- Green Space



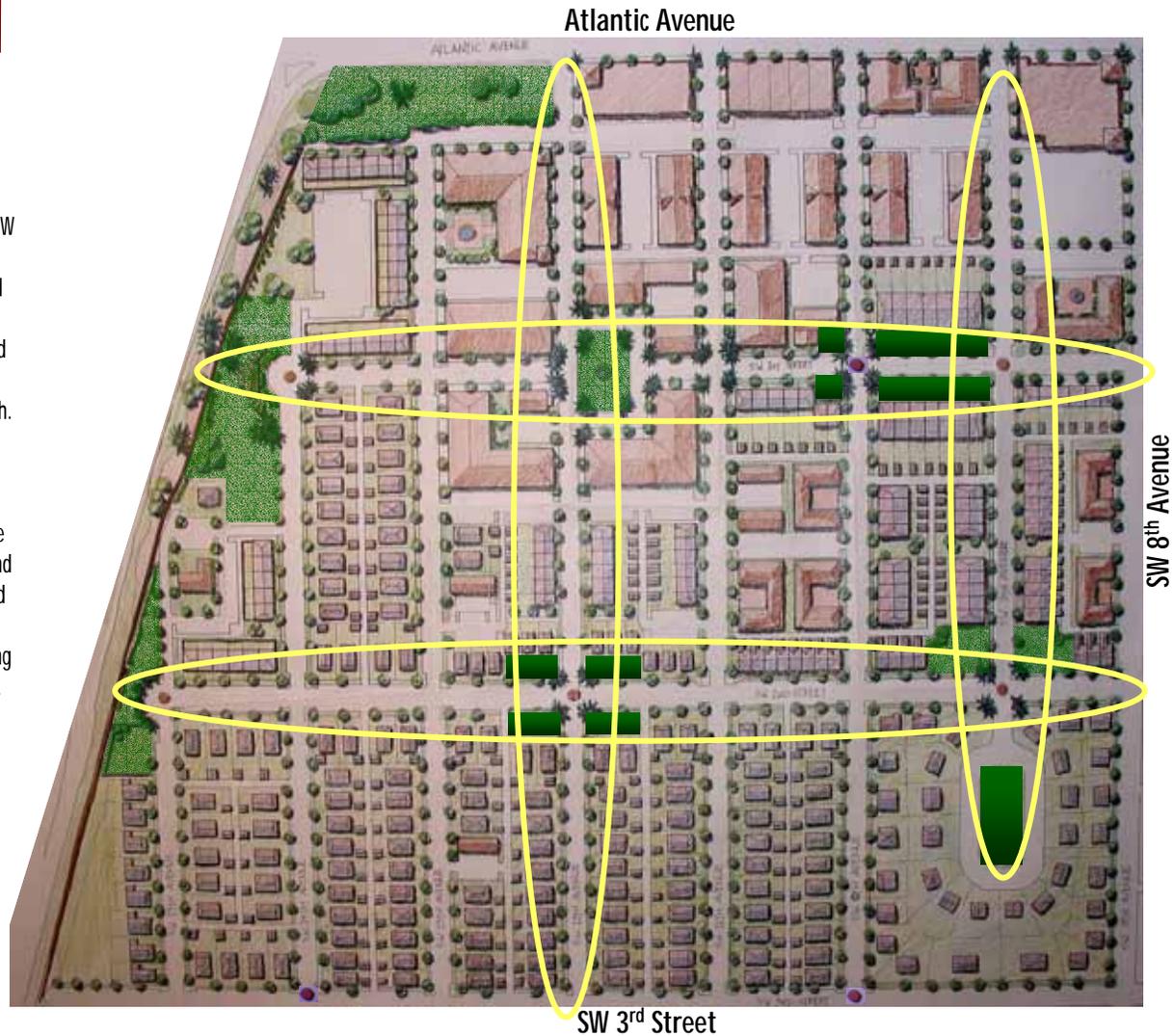
Neighborhood Green Space

The master plan includes a diverse system of green spaces for public enjoyment. The gateway green provides an attractive entrance to both the neighborhood and the entire city. A new village green serves as the primary gathering place for the neighborhood, especially residents of the surrounding apartment buildings. A neighborhood park with playground, picnic shelter and shade trellis anchors the west end of SW 1st Avenue, with smaller neighborhood greens dispersed throughout the other residential areas.



Neighborhood Corridors

The plan's green spaces help define and connect key corridors through the neighborhood to improve the ability of residents to walk from place to place. SW 12th Avenue remains as the primary north-south corridor for pedestrians and vehicles, connecting the gateway park with the village green, the neighborhood greens at SW 2nd Street and the Village Academy and Service Center to the south. SW 1st Street is redefined as the major east-west corridor through the neighborhood, connecting the village green with the neighborhood park to the west and the neighborhood greens and Frog Alley to the east. SW 2nd Street and SW 9th Avenue serve as secondary corridors through the area, connecting a diversity of neighborhood greens.



Neighborhood Traffic Calming

Traffic calming features are included in the plan to slow vehicular traffic and improve pedestrian safety. Traffic circles with distinguishing landscape features are included at key locations throughout the neighborhood. The street pattern is altered with the new village green to enhance the safety, attractiveness and importance of SW 1st Street as the area's key east-west pedestrian corridor.



Retail/Office Mixed Use

Commercial development is focused along Atlantic Avenue, with 2 to 3-story mixed use buildings providing space for retail and office tenants. Businesses should be neighborhood-oriented, providing products and services for everyday life, with uses such as a grocery store, pharmacy, dry cleaner, and eat-in family restaurant on the ground floor and medical and professional offices above. Parking lots are located to the rear or side of the businesses, with on-street parking to the front of buildings. The plan illustrates how a major chain grocery store with approximately 33,000 sq. ft. of ground floor space and a 100-car parking lot can be developed at Atlantic Avenue and SW 8th Avenue.



Office/Residential Mixed Use

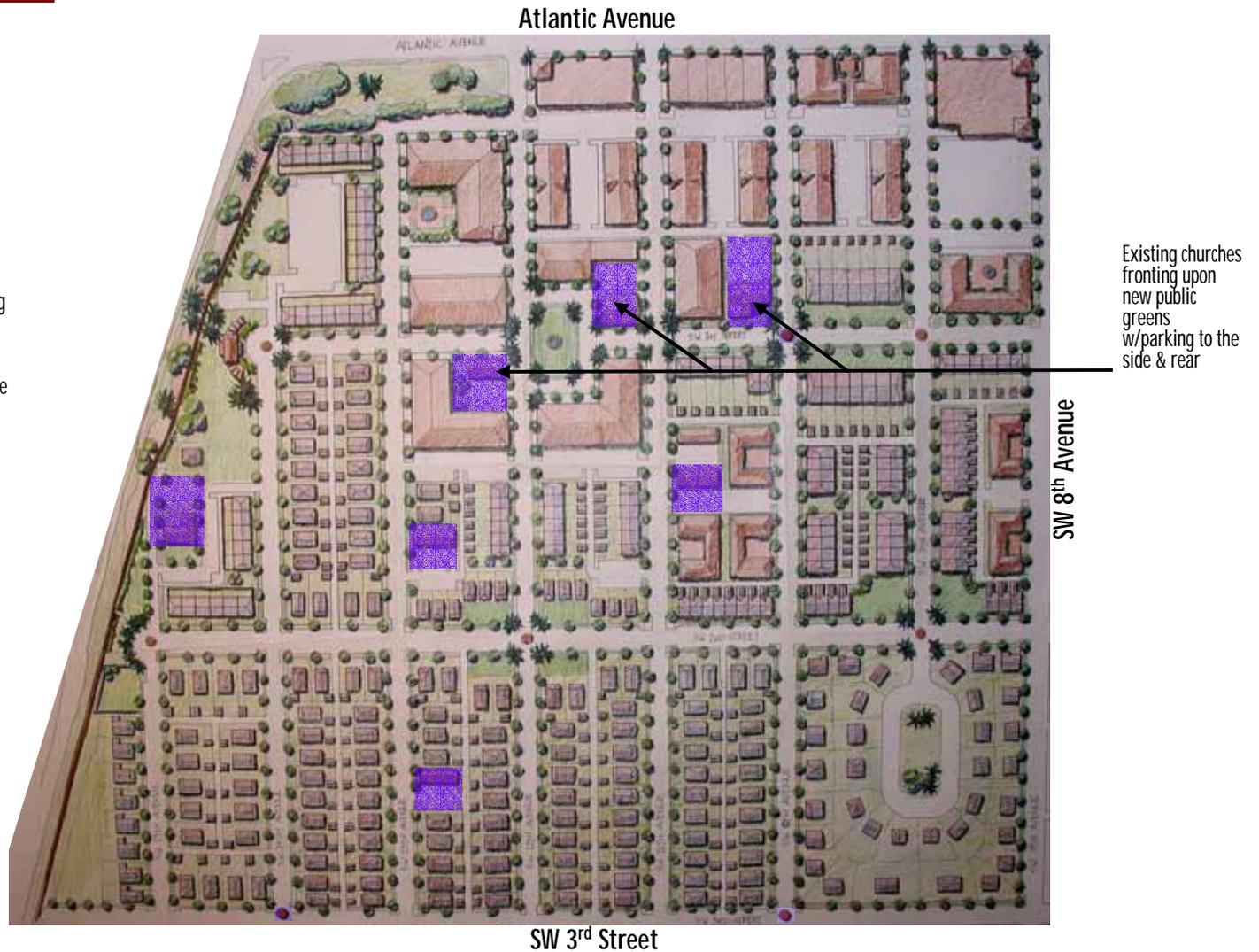
Mixed office and apartment buildings are included to the south of the neighborhood's retail core on Atlantic Avenue. Office space for doctors, dentists, attorneys, accountants and other resident-serving professions is provided on the ground floor with 3 stories of apartments above.

Parking is provided on the interior of each block to the rear of the buildings, as well as on-street. These uses provide a transition between the intense uses of the retail district and the neighborhood's residential areas to the west and south.



Institutional

Places of worship are the primary institutional uses located within this portion of the Southwest Area community. The plan illustrates how church buildings and associated parking for existing congregations can be integrated into the redeveloped area. Additional places of worship can also be accommodated as needed, preferably fronting upon neighborhood green spaces and primary corridors to reflect their importance to the community's cultural and spiritual health.



Multi-Family Residential

The plan provides for a diversity of housing choices for a mix of incomes with a strong base of affordable units. This housing variety is intended to create a place where residents can progress through the stages of life without leaving the neighborhood.

3-4 story apartment buildings are clustered around the village green, where the primary corridors through the neighborhood intersect. Senior housing is sited next to the grocery store and a neighborhood green for the convenience and enjoyment of elderly residents. 2-story courtyard apartments provide a transition to less dense townhomes.



Townhomes

The plan includes a variety of townhome choices to provide both ownership and rental opportunities for residents with a mix of incomes and lifestyles. They are dispersed throughout the northern portion of the neighborhood to provide a transition between the higher density apartment buildings along SW 1st Street and the single family homes located primarily south of SW 2nd Street.

The townhomes surrounding the neighborhood greens on SW 1st Street between 9th and 10th Avenues, as well as those located to the west along I-95, provide a unique affordable housing option. These dwellings are designed as 3-story buildings with owner-occupied units on the top two levels and 1-level units on the ground floor. The first floor "granny flats" can provide affordable and accessible housing for independent seniors.



Single Family Homes

The plan strengthens the existing single family areas south of SW 2nd Street with new infill houses and neighborhood green spaces. The recently constructed homes along the west side of SW 13th Avenue south of 1st Street are enhanced through redevelopment of the entire block with similar single family houses. The new neighborhood park is also easily accessed from these homes. Small and affordable cottage-style starter homes with common parking are clustered around the neighborhood greens at SW 2nd Street and 12th Avenue.



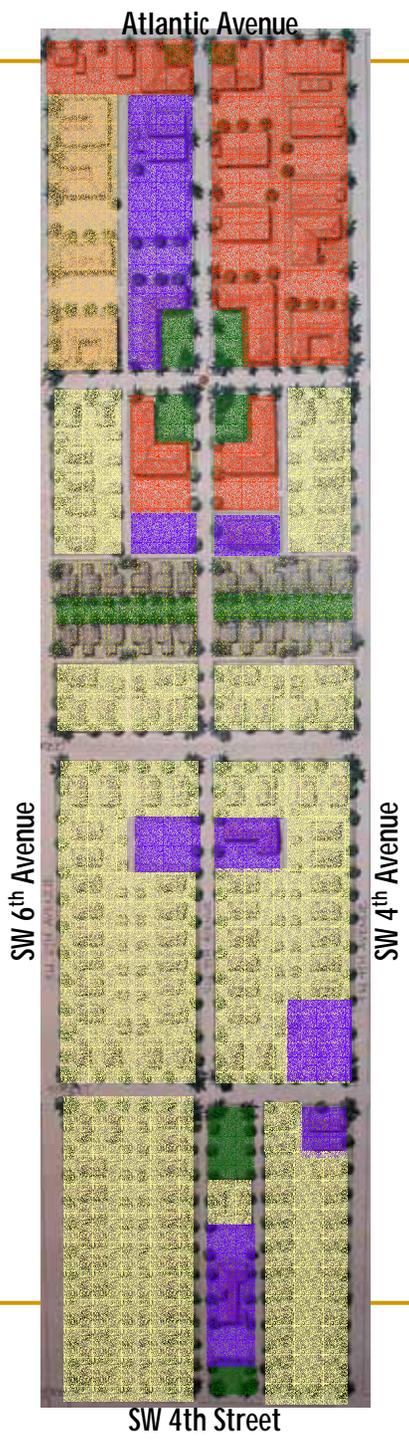
Frog Alley Neighborhood Master Plan

The Frog Alley neighborhood is bounded by Atlantic Avenue on the north, SW 4th Street on the south, SW 6th Avenue on the west and SW 4th Avenue on the east. The plan for this area calls for significant redevelopment of properties north of SW 2nd Street to include neighborhood-oriented retail and office uses, multi-family apartment buildings, courtyard apartments, cottage courts and new single family infill homes. The single family areas south of SW 2nd Street are preserved and strengthened with new infill houses and green spaces. Numerous churches in the neighborhood are retained and incorporated into the plan.



Frog Alley Neighborhood Land Use Plan

-  Retail/Office/Residential Mixed Use
-  Institutional
-  Multi-Family Residential
-  Cottage Courts
-  Single Family Homes
-  Green Space



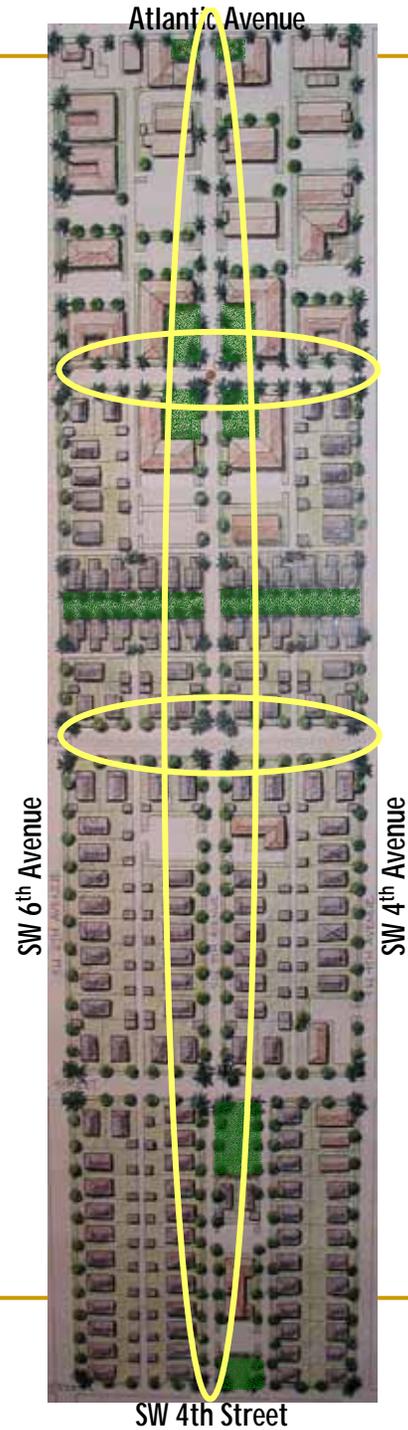
Neighborhood Green Space

As in the Northwest Quadrant, the Frog Alley master plan includes a diverse system of green spaces for public enjoyment. The gateway plazas on Atlantic Avenue provide attractive entry features for the neighborhood, announcing additional commercial activity to the south. Village greens at SW 1st Street and 5th Avenue serve as the primary gathering places for the neighborhood, framed by mixed use buildings. A neighborhood park with playground defines the southern half of the neighborhood, with smaller neighborhood greens serving the cottage courts and as a southern gateway at SW 4th Street.



Neighborhood Corridors

Frog Alley's new green spaces define and connect the primary corridors through the neighborhood to improve the ability of residents to walk from place to place. SW 5th Avenue is the primary north-south corridor for pedestrians and vehicles, connecting the gateway plazas with the village greens and the neighborhood park to the south. SW 1st Street is the major east-west corridor through the neighborhood, connecting the village greens at the heart of Frog Alley with the Northwest Quadrant neighborhood to the west. SW 2nd Street serves as a secondary east-west corridor through the area.



Neighborhood Traffic Calming

Traffic calming features are included in the plan to slow vehicular traffic and improve pedestrian safety. Traffic circles with distinguishing landscape features are included on the neighborhood's principal street, SW 5th Avenue, at both 1st and 2nd Streets, where public greens create pedestrian destinations and traffic safety is particularly important.



Retail/Office/Residential Mixed Use

Frog Alley's commercial development is planned for Atlantic Avenue and the first block of SW 4th and 5th Avenues, with 2 to 3-story mixed use buildings providing space for retail and office tenants, as well as rental apartments above. As in the Northwest Quadrant, businesses should be neighborhood-oriented, providing products and services for everyday life, with uses such as a pharmacy, dry cleaner, eat-in restaurant and medical and professional offices. Parking lots are located to the rear or side of buildings, with on-street parking throughout the area. The plan illustrates a cluster of mixed use buildings around the village greens to attract patrons to this central public space.



Institutional

Frog Alley is home to numerous churches, particularly in the southern portion of the neighborhood. The plan illustrates how church buildings and parking serving existing congregations can be integrated into the redeveloped area. The existing funeral home on SW 5th Avenue is also retained as a central feature of the neighborhood. As with the Northwest Quadrant plan, additional institutional uses can be accommodated as needed, preferably fronting upon neighborhood green spaces and primary corridors to reflect their importance to the community's cultural and spiritual health.



Multi-Family Residential

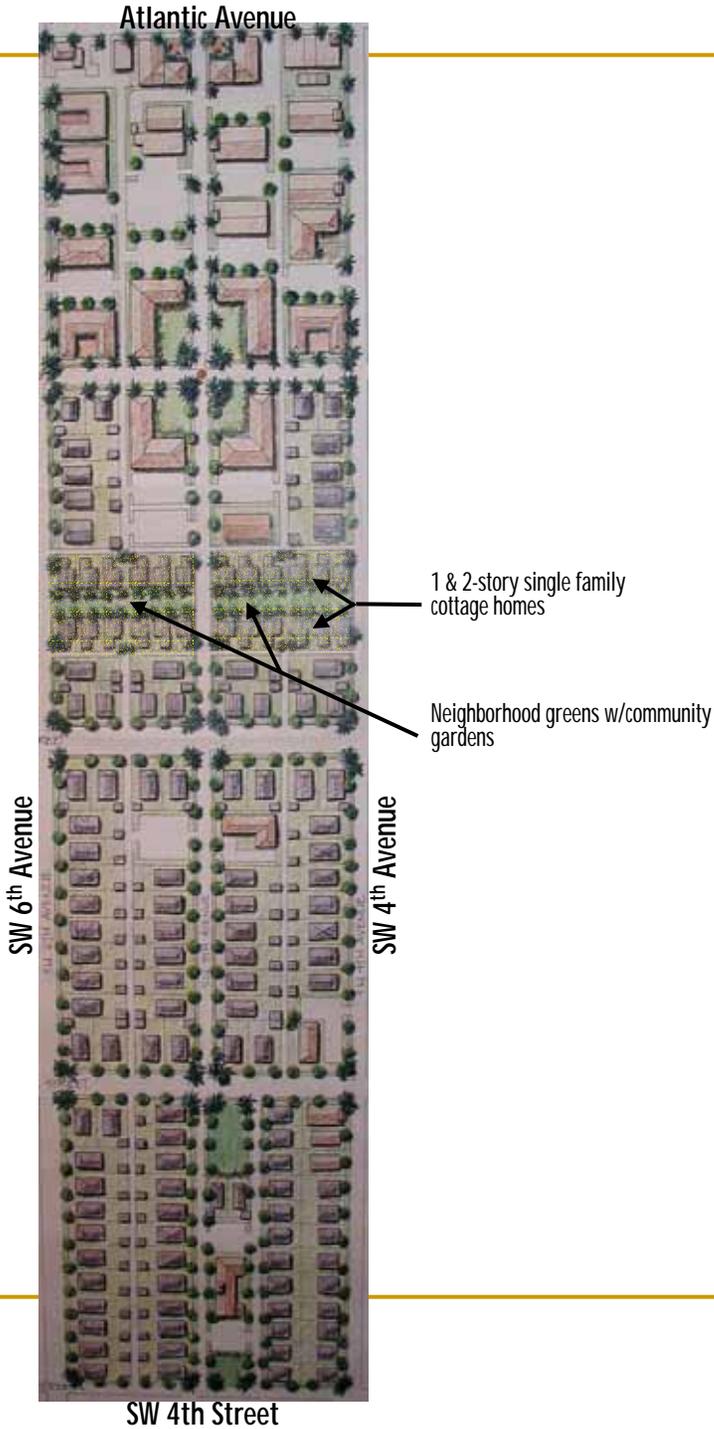
Although Frog Alley is envisioned as a primarily single family neighborhood, the plan does provide limited multi-family housing in the northern area to provide affordable housing choices and strengthen the retail market.

2 to 3-story apartment buildings are mixed with 3-story courtyard apartments along SW 6th Avenue. Apartments are also included in the mixed use buildings along SW 4th and 5th Avenues and those clustered around the village green.



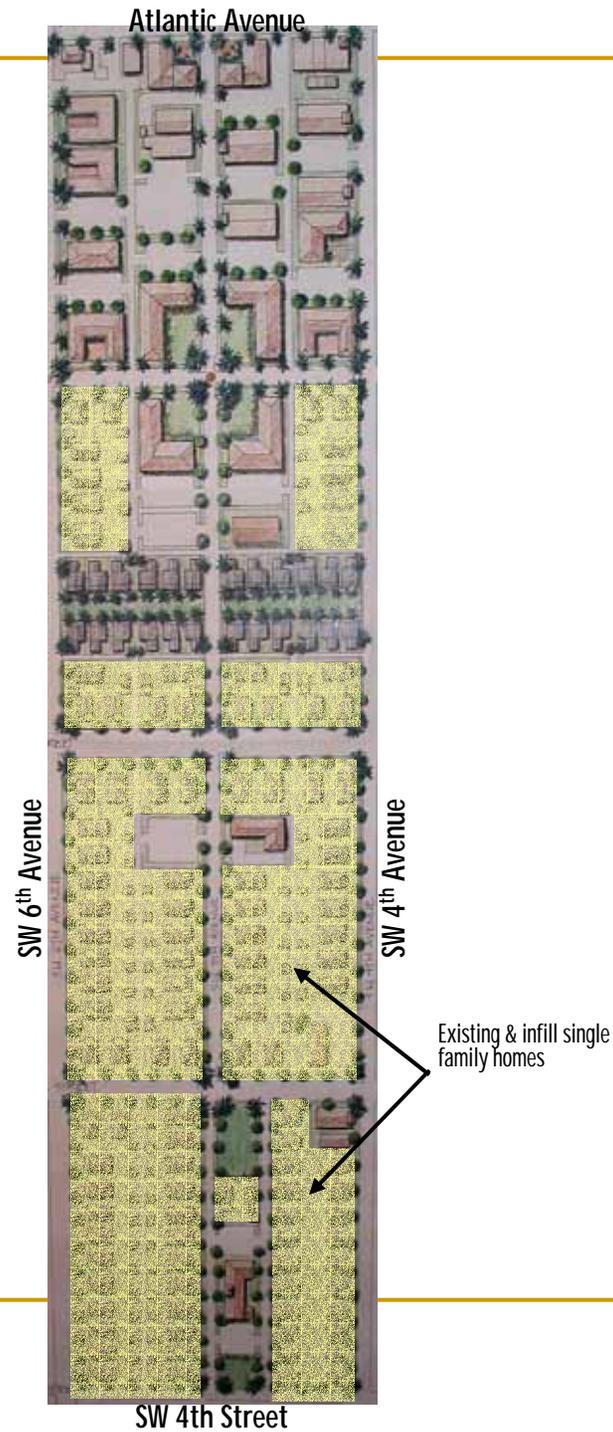
Cottage Courts

The plan provides a unique affordable housing choice in the blocks between SW 1st and 2nd Streets. Cottage courts are proposed in these areas as an affordable option for first-time homebuyers and senior "empty nesters". These developments are clusters of small, 1000-1300 sq. ft., 1 1/2 and 2-story cottage style single family homes fronting upon a central landscaped green, with attached garage parking located off the alley at the rear. The central green can be designed as a passive open space or used for a community garden serving the court's residents. This housing option allows for a slightly higher density of development and common spaces instead of large individual yards in order to lessen the cost of single family home ownership for specific segments of the market.



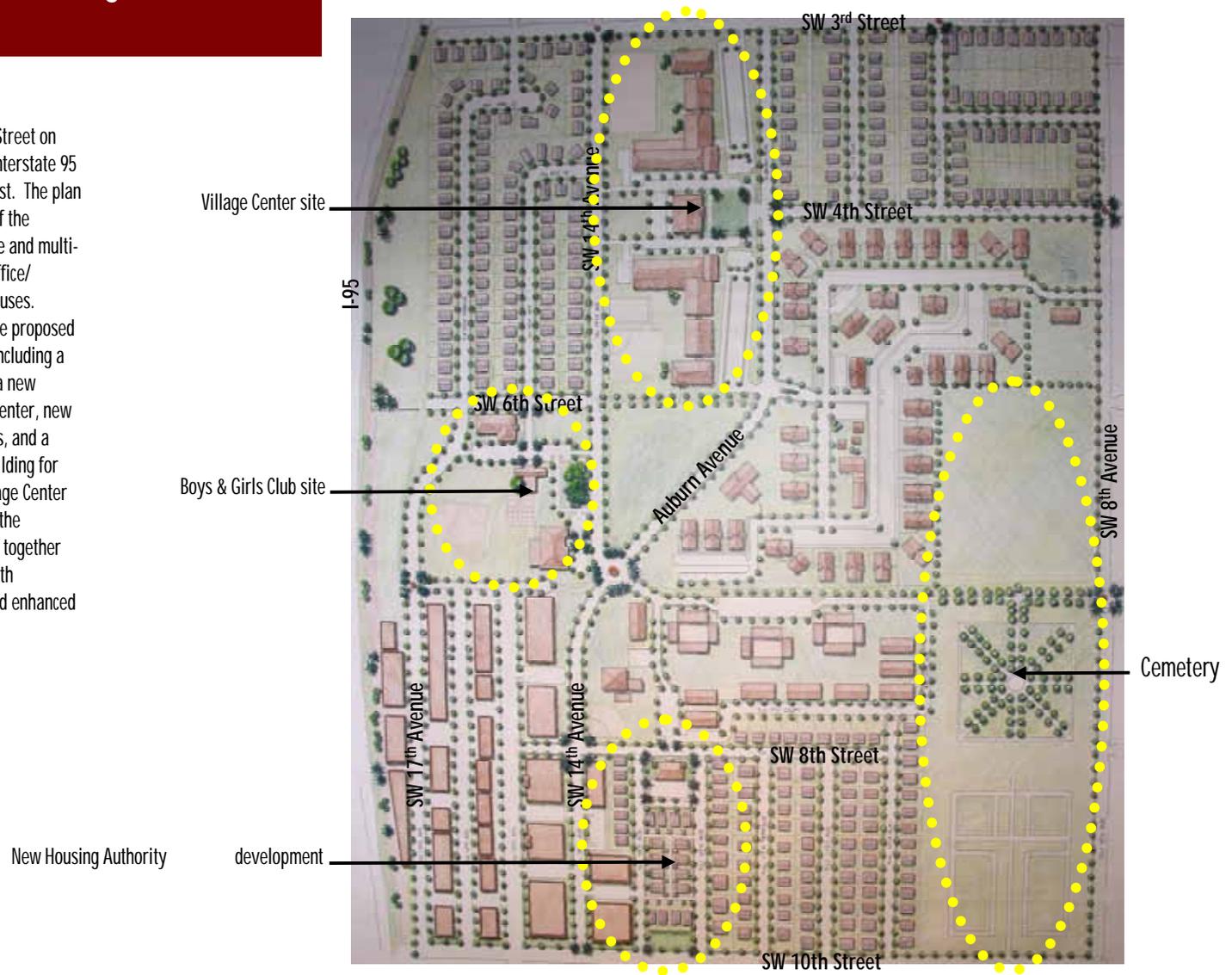
Single Family Homes

The plan strengthens the existing single family areas south of SW 1st Street with new infill houses. The new neighborhood park and playground at SW 3rd Street provides a convenient safe haven for neighborhood families. The green at SW 4th Street provides additional open space, breaks up the existing development pattern and announces entry into the neighborhood.



Village Center Neighborhood Master Plan

The Village Center is bounded by SW 3rd Street on the north, SW 10th Street on the South, Interstate 95 on the west and SW 8th Avenue on the east. The plan for this area calls for retention of most of the existing land use pattern, including single and multi-family residential, light industrial and office/warehouse, institutional and open space uses. However, new and expanded facilities are proposed for the area's major institutional uses, including a greatly expanded Village Academy with a new administration and community services center, new Head Start and Boys & Girls Club facilities, and a new administration and multipurpose building for the Housing Authority. Although the Village Center area is more suburban in character than the neighborhoods to the north, the plan ties together the various parts of the neighborhood with pedestrian paths, new street linkages and enhanced green space.



Neighborhood Green Space

The master plan includes a diverse system of green spaces for public enjoyment. The focal point of the neighborhood is the large retention green on Auburn Avenue, which is expanded, enhanced with landscaping, and better defined with an extended street system. This green space ties together the other prominent park areas that are included in the Village Academy and Boys & Girls Club sites. A centrally located village green defines and ties together the various parts of the Village Academy and provides a focal point at the west end of SW 4th Street. A new gateway green helps buffer and define the Housing Authority's new residential development between SW 8th and 10th Streets. A linear, pedestrian-friendly connecting green links the west and east sides of the neighborhood, passing through the large cemetery grounds.



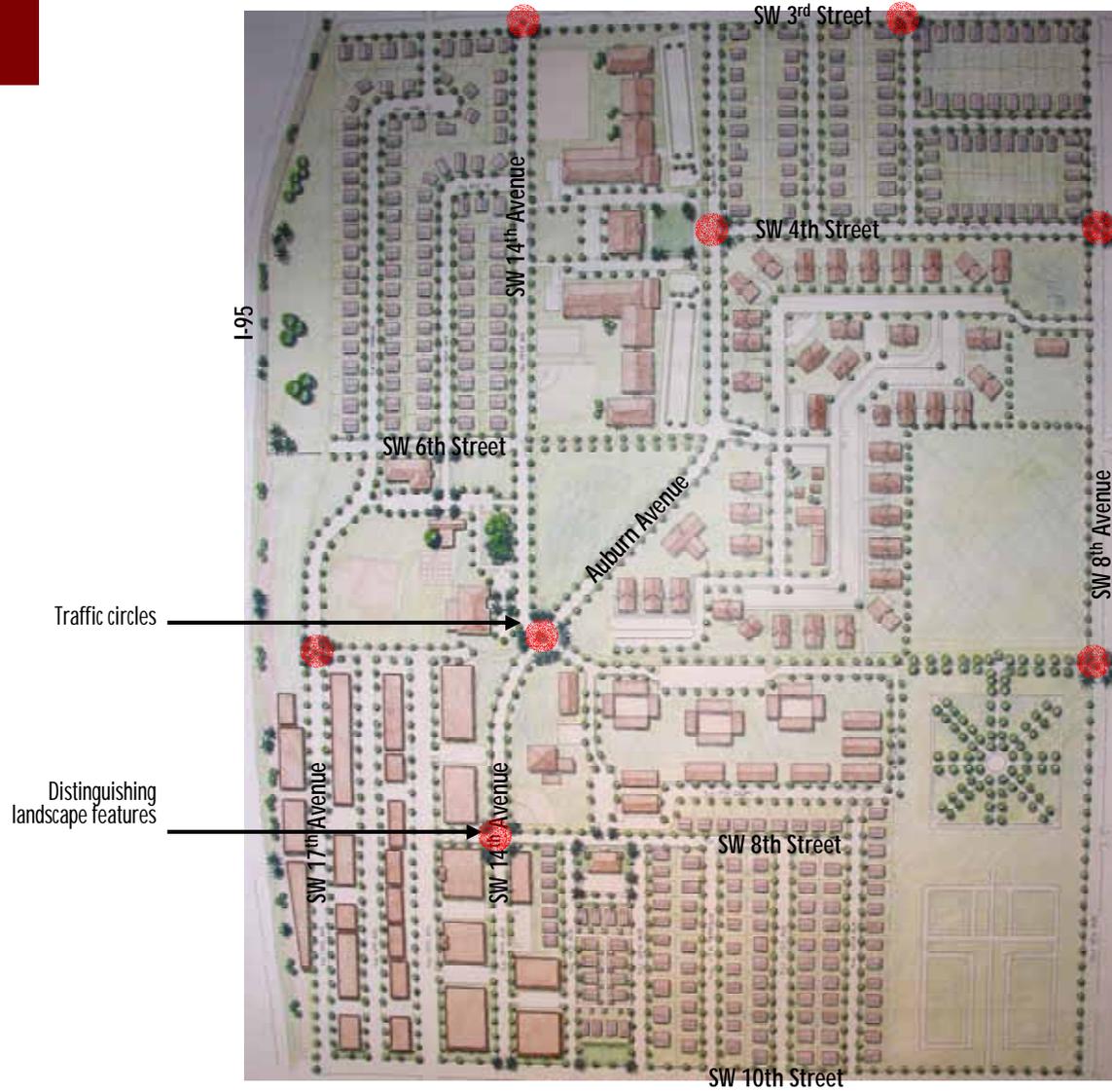
Neighborhood Corridors

As in the neighborhoods to the north, the plan's green spaces help define and connect key corridors through the neighborhood to improve the ability of residents to walk from place to place. SW 12th / Auburn Avenue is the primary north-south corridor for pedestrians and vehicles, connecting the Northwest Quadrant neighborhood with the Village Academy, the central green, the Housing Authority site and the light industrial employment area to the south. SW 4th Street and the connecting green through the cemetery define the major east-west corridors through the neighborhood, connecting to the single family neighborhoods to the east. The intersection of Auburn Avenue and a newly extended SW 14th Avenue is the central hub of the neighborhood, featuring a heavily landscaped traffic circle and enhanced pedestrian crossings.



Neighborhood Traffic Calming

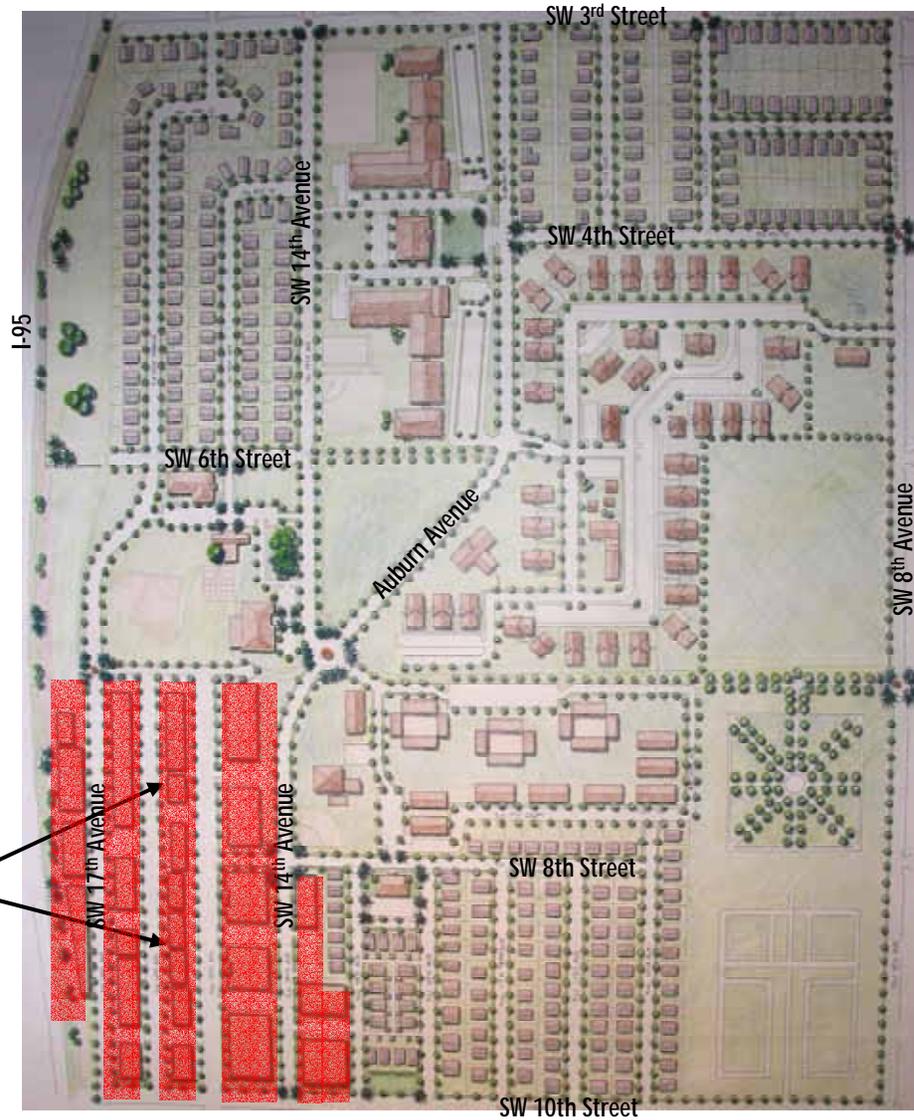
Traffic calming features are included in the plan to slow vehicular traffic and improve pedestrian safety. Traffic circles and distinguishing landscape features are sited at key locations throughout the neighborhood.



Light Industrial/ Office Warehouse

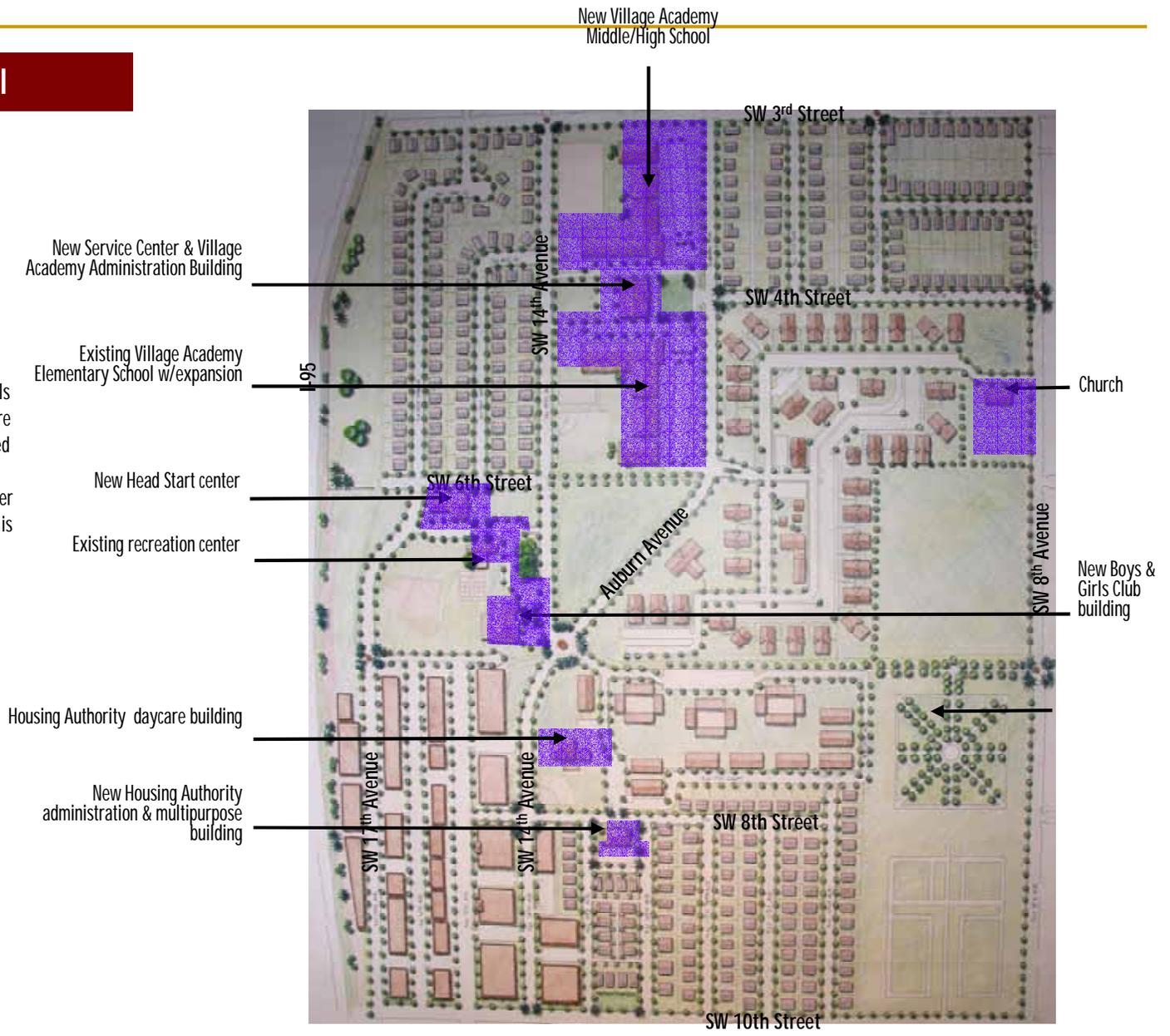
The existing light industrial and office/warehouse uses in the southwest corner of the neighborhood provide important places of employment for neighborhood residents and add to the City's overall tax base. The plan retains these land uses and depicts the build-out of vacant industrial land with similar new facilities. However, non-resident traffic from these uses is discouraged from entering the rest of the neighborhood through the placement of traffic calming features at key locations.

1 to 2-story light industrial & office/warehouse buildings



Institutional

Institutional uses provide the defining character for the Village Center neighborhood. The Village Academy, community services center, Boys & Girls Club and Housing Authority facilities are retained but redeveloped and expanded in the plan to better serve the community. Linking these sites together and to the surrounding neighborhoods is the central goal of the master plan.



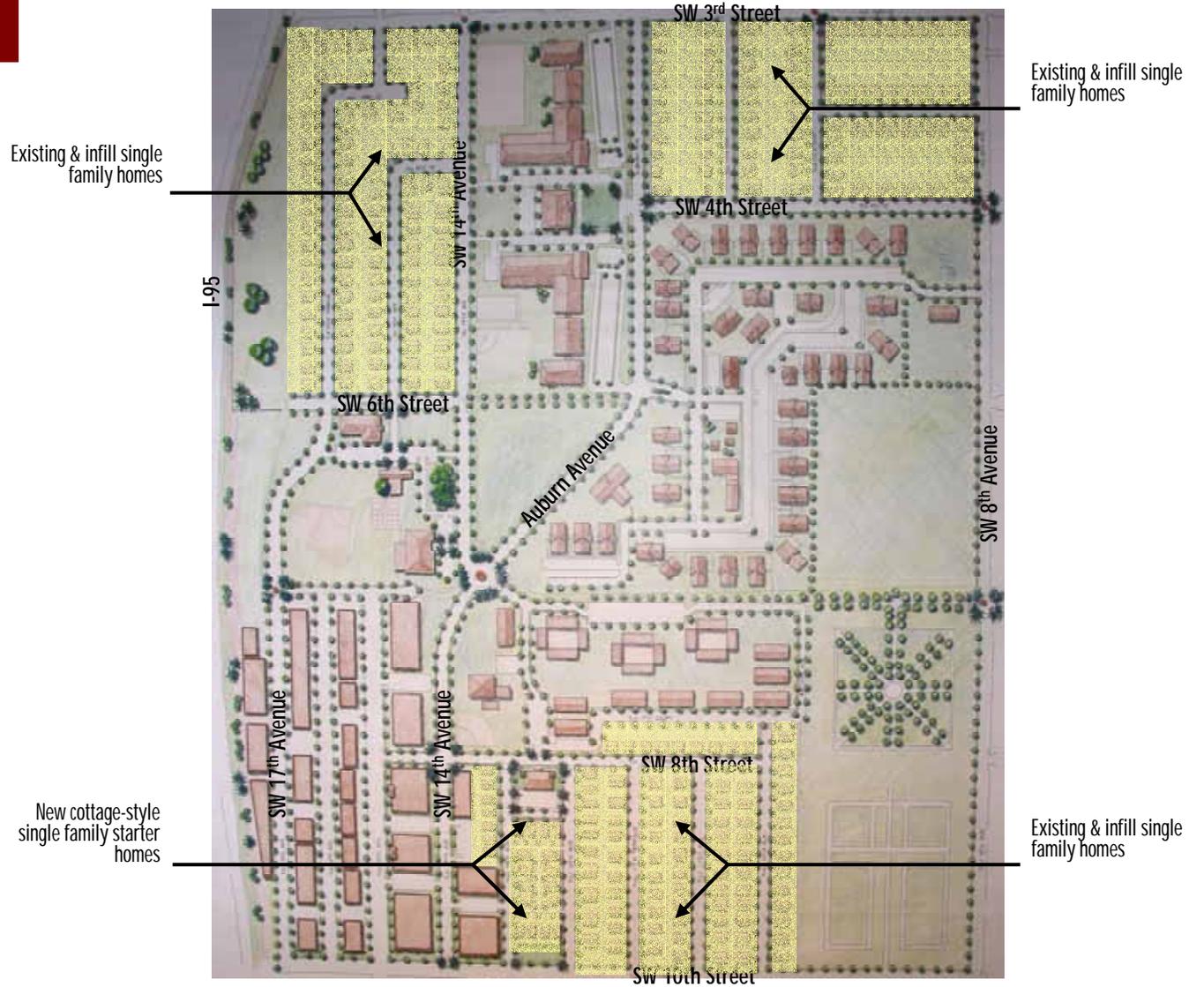
Multi-Family Residential

The plan retains existing housing choices in the neighborhood to provide for a mix of incomes with a strong base of affordable units. Suburban-style apartment complexes are the primary type of multi-family housing in the neighborhood. These developments consist of the private apartments south of SW 4th Street and east of SW Auburn Avenue and the Housing Authority complex north of SW 8th Street. The plan enhances these dwellings with new pedestrian connections and landscaping to encourage walking and better tie residents to the wide variety of institutional facilities available in the community.



Single Family Homes

The plan retains all existing single family areas in the community, enhancing them with improved auto and pedestrian connections to the rest of the neighborhood. New, affordable cottage-style starter homes are also clustered around the Housing Authority's new administration building on SW 8th Street and the new gateway green along SW 10th Street.



Village Center Neighborhood Land Use Plan

-  Light Industrial/Office Warehouse
-  Institutional
-  Multi-Family Residential
-  Single Family Homes
-  Green Space



Neighborhood Master Plan Relationships

The plans for the Northwest Quadrant, Frog Alley and the Village Center complement each other with a compatible north-south distribution of land uses, an integrated system of green spaces and strengthened east-west and north-south pedestrian and auto connections.



Village Center Site Details



Delray Beach Housing Authority Site Details



Boys & Girls Club Site Details



Infill Development and Rehabilitation



The majority of the study area consists of relatively stable residential neighborhoods that are experiencing some deterioration, but do not require substantial redevelopment to achieve community livability goals. However, several fairly stable neighborhoods are in danger of becoming blighted due in part to a small number of substandard structures, and a large number of vacant lots in the area.

We strongly recommend that the City and the CRA continue to promote aggressive infill development and the rehabilitation of existing structures. This strategy should increase the immediate availability of affordable housing options to off-set displacement in areas targeted for major redevelopment.



The presence of two non-profit, community development corporations (CDC's) should serve as a major asset in the development of quality, affordable housing in the area. CDC's are generally better suited (and more willing) to handle the smaller, less profitable projects that are entailed in infill development. It is important however, that quality and architectural detail not be sacrificed for the sake of affordability. Creative financing and resource development will be required to deliver the product envisioned by community stakeholders, without pricing current residents out of the rental and home ownership market.

Infill Development and Rehabilitation

Housing Rehabilitation and Urban Design

Like infill development, rehabilitation of existing housing provides an opportunity to improve the area's housing stock and enhance the local architecture without displacing current residents.



After



Before



Infill Development and Rehabilitation

Many of the existing businesses provide jobs and valuable services to the surrounding residential communities. By enhancing the facades of existing structures and adding landscape features, commercial districts can be upgraded to blend with proposed new development projects.

Commercial Property Facades

After



Before



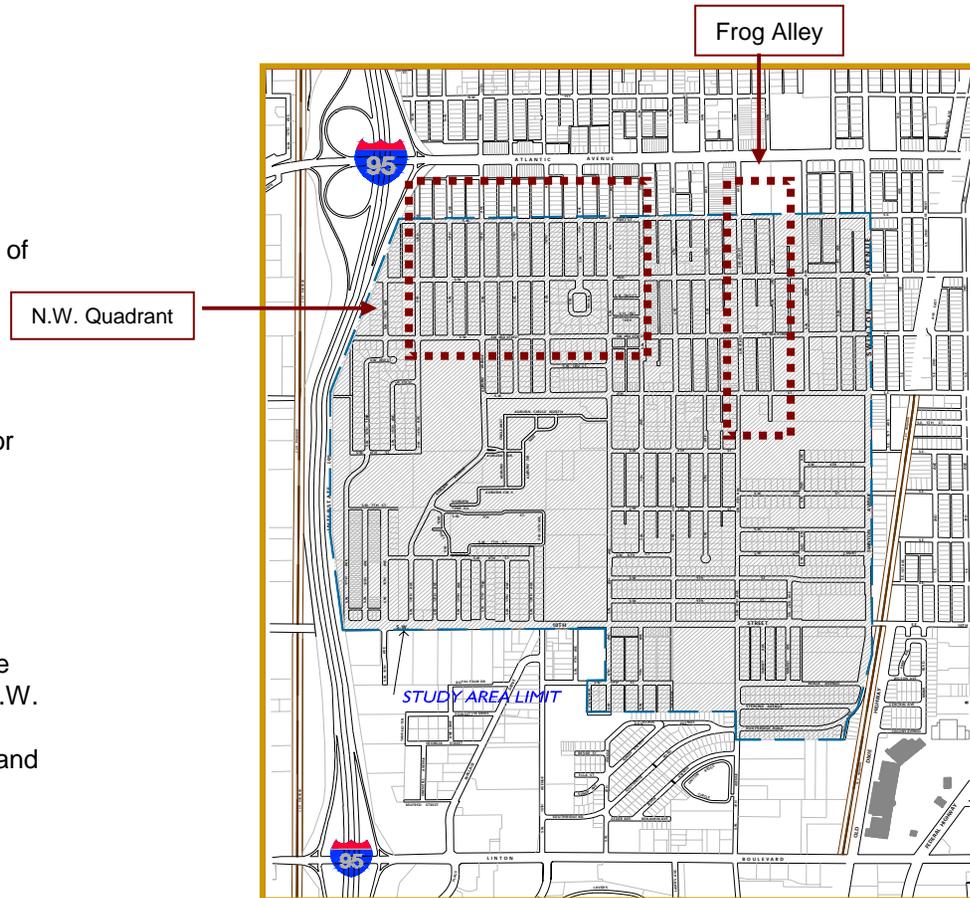
Displacement Mitigation

Redevelopment Target Areas

Extensive redevelopment is proposed for two of the five sub-areas. The plan calls for major Physical changes in the Northwest Quadrant (I-95 to 8th Ave./Atlantic to 3rd St.) and Frog Alley (4th Ave. to 6th Ave./Atlantic to 4th St.). West Atlantic Avenue serves as the northern boundary of both target areas.

The area between Atlantic Avenue and first street is designated as part of the City's Redevelopment District. The recently completed Downtown Business District plan includes provisions for the redevelopment of the West Atlantic Avenue commercial district.

There is a high concentration of older, multi-family housing units in the first two blocks of the residential neighborhoods that abut the commercial/redevelopment district. The two areas take on a more traditional, single family character beyond S.W. 2nd Street. Many of the single family and multi-family housing units in the area are in substandard condition and will require substantial renovation or replacement to maintain compliance with local building codes.



Displacement Mitigation

Mitigation Strategies

The proposed redevelopment projects will increase the overall quantity and quality of affordable and market rate housing in the area. The additional residential density would in turn, provide the “critical mass” necessary to encourage and sustain additional commercial development in the commercial district. Residents that wish to remain in the area should have reasonable opportunities to return to the neighborhood once the redevelopment projects are completed. However, in the short run, existing residents will be impacted and possibly displaced. Implementation of the proposed Northwest Quadrant and Frog Alley redevelopment projects proposed in this plan will necessitate the acquisition and reassembly of most of the property within the target areas. Therefore, it is recommended that the City and community stakeholders develop proactive strategies to mitigate against any adverse impacts of the proposed development on current residents. The strategies should include the following elements:

1. Build collaborative partnerships between the City and other community stakeholders to share resources and information and provide a safety net for current community residents.
 - Utilize the Community Management Team as a forum for planning and communications
 - Initiate a proactive community education and outreach campaign regarding the proposed plan and resources available to impacted residents
 - Develop an organized and efficient system for case managing and relocating impacted residents
2. Develop alternative housing options within the Southwest area to provide temporary and/or permanent replacement housing for impacted residents.
 - Continue aggressive lot acquisition and infill development program in the sub-areas not target for redevelopment. Earmark new infill housing for impacted residents that want to remain in the area.
 - Develop multi-family units (where appropriate) to increase the number of units available for relocating residents
 - Employ creative land swapping techniques to build impacted property owners new replacement homes on infill lots
3. Phase the project implementation to coincide with a gradual, long-term acquisition and development strategy.
 - Acquire and land bank property as it becomes available
 - Employ construction/development moratoriums and/or strict design standards to prevent development incompatible with the conceptual plan

Economic Development Plan

Trend Analysis
Issues & Constraints
Economic Development Strategies

Trend Analysis

Population

- According to United States Census and Claritas, Inc., the study grew from 6,199 residents in 1990 to 7,778 residents in 2000. Analysis of housing data shows that a majority of the growth resulted of occupying units that were vacant in 1990 and to a lesser degree the construction of infill housing.
- As shown below, Claritas Inc. estimates that the study area should grow to 8,175 residents by 2006 or a 23.5% gain since 1990. SPG estimates that most of the 2001-6 growth is anticipated to result from an increase of infill housing.

Population: 2006 Total.....	8,175
1990 Total.....	6,199
1980 Total.....	5,522
% Change 90-01.....	23.5
% Change 80-90.....	12.3
Households: 2006 Total.....	2,319
1990 Total.....	1,772
1980 Total.....	1,453
% Change 90-01.....	22.5
% Change 80-90.....	22.0

- Claritas Inc. has estimated the income characteristics of the Study area. As shown below, Claritas estimates that the area's per capita income was \$11,763 in 2001, a 67% increase over 1989. Average household income is estimated to be \$41,375.

Per capita inc.: 2001.....	\$11,763
1989 (Census)..	\$7,044
% Change 89-01.	67.0
Avg. hhld inc.: 2001.....	\$41,375
1989 (Census)..	\$24,588
% Change 89-01	68.3
Med. hhld inc.: 2001.....	\$36,978
1989 (Census)..	\$22,114
% Change 89-01.	67.2
Med. Family HH inc.: 2001.....	\$40,067
1989 (Census)..	\$23,862
% Change 89-01.	67.9

Source: Claritas Inc., 2002

Trend Analysis

Population

The following shows the estimated distribution of household income for the Study area. Approximately 30% of households have household incomes of less than \$20,000.

2001 Households by Hhld Income:.	Number	%
■ Under \$10,000.....	264	12.2
■ \$ 10,000 to \$ 19,999.....	377	17.4
■ \$ 20,000 to \$ 24,999.....	118	5.4
■ \$ 25,000 to \$ 29,999.....	186	8.6
■ \$ 30,000 to \$ 34,999.....	75	3.5
■ \$ 35,000 to \$ 49,999.....	462	21.3
■ \$ 50,000 to \$ 74,999.....	388	17.9
■ \$ 75,000 to \$ 99,999.....	183	8.4
■ \$100,000 to \$149,999.....	91	4.2
■ \$150,000 and Over.....	21	1.0

Source: Claritas Inc., 2002

While 2000 Census income data was not available at the time of this report, a review of 1990 Census data provides some insight into household income. In 1990, 47.4% of the households had 2 or more workers per household. Thirty-eight percent (38%) had two wage earners and 19% had 3 or more workers.

The median household wealth of the area is limited. Claritas estimates that median^[1] wealth is only \$40,686, which demonstrates the weakness of the area's residents to buy market grade housing. Forty-four percent (44%) of the households have household wealth of less than \$25,000, which would not be sufficient for down payment and closing costs on a conventional mortgage.

2001 Households by Hhold Wealth:	Number	%
■ Less than \$25,000.....	956	44.0
■ \$25,000 to \$49,999.....	204	9.4
■ \$50,000 to \$74,999.....	143	6.6
■ \$75,000 to \$99,999.....	144	6.6
■ \$100,000 to \$149,999.....	182	8.4
■ \$150,000 and 249,000.....	220	10.1
■ \$250,000 and 499,000.....	225	10.4
■ \$500,000 and 749,000.....	63	2.9
■ \$750,000 and 999,000.....	17	0.8
■ \$1,000,000 and over.....	14	0.6

Source: Claritas Inc., 2002

[1] Median implies that 50% of the household's had lower income and 50% had higher income

Trend Analysis

Expenditures

SPG obtained an 2001 expenditure analysis from Claritas, which compares the area relative to the overall US economy. The Study area exhibited five (5) expenditure patterns that exceeded national expenditure patterns.

The area residents spent more for food at home, purchased more Girl, Boy and Infant Apparel, while matching the national average for lawn supplies.

The first four categories can be explained by the area's demographic characteristics, i.e. its larger household size (more children) and lower income (eating at home).

2001 Expenditures by Selected Product Categories(in thousands of dollars):(\$000s)	U.S. Index
Food at Home	\$10,084 102
Food Away From Home	\$6,298 71
Alcoholic Beverages at Home	\$1,127 72
Alcoholic Beverages Away From Home	\$1,063 69
Personal Care Products	\$1,050 94
Personal Care Services	\$623 98
Nonprescription Drugs	\$344 93
Women's Apparel	\$2,126 78
Men's Apparel	\$1,225 76
Girls' Apparel	\$636 105
Boys' Apparel	\$525 111
Infants' Apparel	\$321 115
Footwear (Excl. Infants)	\$885 93
Housekeeping Supplies	\$566 89
Lawn/Garden Supplies (Incl. Plants)	\$338 100
Domestic Services	\$250 72
Household Textiles	\$752 62
Furniture	\$905 61
Floor Coverings	\$490 65
Major Appliances	\$839 63
Small Appliances & Houseware	\$1,084 59
TV, Radio & Sound Equipment	\$2,540 74
Transportation	\$7,750 65

Source: Claritas Inc., 2002

Trend Analysis Expenditures

It should be noted that while Lawn and Garden supplies equaled the national index, it is below the average for the county and state as a whole. Expenditure by Store Type provides information as to how area stores are performing. As shown below all store types under performed the national average (index). Grocery and shoe store sales were the only categories approaching the national average.

2001 Expenditures by Selected Store Type (in thousands of dollars):	U.S. (\$000s)	Index
■ Building Materials & Garden Equip.	\$1,009	63
■ Hardware Stores	\$75	63
■ Lawn/Garden Equipment/Supply Store	\$360	67
■ Home Centers	\$231	62
■ Gasoline Stations w/Convenience Store	\$2,544	84
■ Gasoline Stations w/out Conven. Store	\$1,144	80
■ Grocery Stores	\$10,721	96
■ Health & Personal Care Stores	\$2,145	86
■ Eating Places	\$4,594	73
■ Drinking Places	\$386	69
■ Department Stores (Excl. Leased)	\$5,044	78
■ Clothing & Clothing Accessory Store	\$2,579	77
■ Shoe Stores	\$499	94
■ Furniture	\$827	62
■ Other Home Furnishing Stores	\$567	58
■ Household Appliance Stores	\$272	67
■ Radio/TV/Other Electronics Stores	\$641	69
■ Computer & Software Stores	\$242	70
■ Electronic Shopping & Mail Order	\$1,212	70

Source: Claritas Inc., 2002

Trend Analysis Labor Force

Labor Pool

- Detailed employment statistics from the 2000 Census were not available at the time of this reports preparation. However, in review Claritas 1990 CIn 1990, 38% of the residents 25 years of older had not graduated from high school and only 3% had a four year college degree or higher.

1990 Educational Attainment for Population 25+ Years:		
	3,456	%
Less than 9th Grade.....	1,086	31.4
9th to 12th Grade, No Diploma..	1,265	36.6
High School Graduate.....	644	18.6
Some College, No Degree.....	273	7.9
Associate Degree.....	83	2.4
Bachelor's Degree.....	83	2.4
Graduate or Prof. Degree.....	22	0.6

The occupational characteristics of the study area were fairly diverse in 1990 as shown below.

1990 Occupation.-Employed pop. 16+:		
	2,709	%
Managerial/Prof. Spec.....	187	6.9
Exec/Admin/Managerial.....	55	2.0
Professional Specialty.....	132	4.9
Tech./Sales/Admn. Support.....	564	20.8
Technician and Related.....	46	1.7
Sales.....	169	6.2
Administrative Support.....	349	12.9
Service Occupation.....	995	36.7
Private Household.....	108	4.0
Protective Service.....	29	1.1
Other Service.....	858	31.7
Farming/Forestry/Fishing.....	225	8.3
Precision/Craft/Repair.....	285	10.5
Operator/Fabricators/Laborer..	453	16.7
Machine Op/Assem./Inspect....	152	5.6
Trans. & Material Moving.....	156	5.8
Handlers/Helpers/Laborers....	145	5.4

Source: Claritas Inc., 2002nsus data for the study area one can gleam an understanding of the economic underpinning of the areas.

Trend Analysis

Employment Base

Industry Mix

The industry mix for which area residents are employed was fairly diverse in 1990 as shown below.

1990 Industry-Employed Pop. 16+:	2,713	%
■ Agriculture/Forestry/Fisheries	154	5.7
■ Mining.....	0	0.0
■ Construction.....	225	8.3
■ Manufacturing-Nondurable Goods	67	2.5
■		
■ Manufacturing-Durable Goods...	185	6.8
■ Transportation.....	126	4.6
■ Communications and Public Util	62	2.3
■ Wholesales Trade.....	44	1.6
■ Retail Trade.....	489	18.0
■ Finance/Insurance/Real Estate.	146	5.4
■ Business and Repair Services..	169	6.2
■ Personal Services.....	285	10.5
■ Entertainment/Recreation Serv.	61	2.2
■ Professional and Related Serv.	619	22.8
■ Public Administration.....	81	3.0

Source: Claritas Inc., 2002

Issues and Constraints Summary

The purpose of this section is to address issues and constraints that could impact the economic development of the area.

Housing

- The area's mixture of owner and renter housing is an issue for future redevelopment. With the exception of the area's two public housing developments (Carver Estates and Auburn Trace), which are the area's only two larger multi-family complexes, the area's rental market is mixed throughout single-family neighborhoods/blocks. Rental units take the form of single and duplex single family residence as well as small apartment complexes.
- As a general rule, a mix of this type of rental housing within an otherwise single-family ownership neighborhood tends to destabilize the land values of ownership housing. This is usually due to the fact that renters do not have the same investment level in the unit or neighborhood as a homeowner. A renter is less likely to maintain the presence of the home and lawn, which can in turn impact the overall appearance of the neighborhood. This appears to be the case in several of the neighborhoods comprising the study area especially in the areas from West Atlantic to 2nd Avenue.
- A major effort needs to be undertaken to stabilize those areas that currently remain 90% or greater in home ownership. These should be areas where programs are designed to return the blocks to 100% ownership. The next area of concern is the transitional areas where ownership has fallen to between 70%-89%.
- In an attempt to stabilize these "ownership" areas, care needs to be taken to ensure a range of housing product. More market grade housing should be promoted. Care needs to be taken to ensure that the area is not labeled a "lower income housing" area but rather a moderate-income housing area.

Codes and Enforcement

- Building and land use codes were repeatedly referenced as problems within the community. The area seems to have problems with stray animals, overcrowded dwelling units (which leads to a parking problem), excessive noise and garbage dumping/pickup.
- **Drainage and Water Quality**
- Based on field work and feedback from residents throughout the public involvement process of the study, there appears to be major drainage problems throughout the area especially historic Frog Alley and areas east of 8th Avenue.
- The public water supply appears to have a high sulfur content, which stains buildings (resulting from sprinklers) as well as an odor problem. These "public infrastructure" issues, along with pedestrian access (sidewalks and crosswalks) and street lighting, needs to be addressed if the area is to stabilize as an area of moderate-income owner occupied housing.

Issues and Constraints Summary

Market and Employment

- The City of Delray Beach had a Market Analysis (October 2001) prepared for the Downtown, which included part of the study area. The study delineated eight clusters, of which 2 clusters contain part of the northern part of the study area (north of 1st Avenue).
 - The study analyze future retail and housing growth potential for the Downtown area and concluded that the area could support a total of only 14,858 square feet of retail space through 2010 ^[1]based on projected resident population growth of a 12 mile radius of downtown. This finding is consistent with SPG's fieldwork. The study area falls within the immediate 3-mile market of Linton Avenue retailers, which include major community (retail) centers including major grocery stores and large box retailers.
 - Cluster 1- West Atlantic Community incorporates an area from 1-95 to the west to NW/SW6th Avenue to the east and between NW/SW 1st Street. The southern part of this area impacts the northern part of this study area. The Marketek, Inc. classified this area "aesthetically ... lacks appeal" sighting unkempt storefronts, vacant lots, and unrelated mix of businesses. Existing businesses include numerous beauty-related (barber, stylist etc.), auto-related, meat/convenience markets and a funeral home.
 - Cluster 2 – Transitional Cluster incorporates the area from NW/SW6th Avenue to Swinson. This area includes the existing and expanding Government Center. The Southern portion includes the Police Station and County House Annex and the to be built Library. North of Atlantic includes the Fire station, Tennis Center and City Hall. Marketek classified the area "transitional" as this area has begun to attract growth from the East Atlantic Retail Node. The construction of Atlantic Grove and
 - new mixed-use development on the north side of West Atlantic should hasten the western growth of downtown.
 - With the exception of the northern part of the study area, which is zoned mixed use/residential and a small area on 10th Street west of 14th Avenue (light industrial), the study area is zoned residential. Therefore, other than home based employment, employment generation can only be accommodated within the two areas defined above. The light industrial area on 10th Avenue contains vacant developable lands, which should be protected and vigorously marketed/developed. The area workforce is well suited for this type of skilled/semi skilled employment. The commercial and mixed-use properties north of SW 2nd Avenue offer future commercial and retail (mixed use) potential for development. West Atlantic, as the main east-west entry to Downtown, has the potential to draw from a regional market including tourism. The area also has a strong existing government node, which has the potential to be exploited. With the construction of the new Library, the natural expansion should be west of the Police Complex. The southern part of the West Atlantic currently includes three restaurants, a funeral home, several small offices (including government related), and beauty-related stores.
 - Construction, both commercial and residential, is a major source of employment within Palm Beach County. Residential construction and rehabilitation is an ongoing endeavor within the Southwest Atlantic Community which generates hundreds of jobs. In addition, supporting employment including landscaping and housekeeping are required both within this community as well as adjacent neighborhoods.
 -
- ^[1] It should be noted that the Marketek study did not analyze retail absorption or the amount of inventory available in 2001. The amount of 2010 retail growth projected within the Report falls within the normal "vacancy" ratio for retail, meaning that it is possible for the growth to be accommodated within existing stores.

Issues and Constraints Summary

✦ **Transportation**

- ✦ Because 2000 census data related to transportation was not available at the time of this report, SPG analyzed the 1990 Census for trends. In 1990, twenty percent (20%) of the households had no vehicle transportation. This ranged for 4% for white residents to 21.6% for African-American households. This is important given the fact that local based employment is limited. Special attention needs to be given to bus stops and bus stop facilities to allow those without cars to access jobs outside this small community. Given the frequent nature of showers in South Florida cover facilities are required.

✦ **Community Services**

- ✦ Two major types of community services are needed for the area given its demographic profile. The large number of children (and female headed households) necessitates day care facilities throughout the area. In addition, after school recreation facilities are required. It was noted in the workshops that while the area has parks they are by design passive not active.
- ✦ At the other spectrum, the elderly need adult recreational facilities within the area. The area's high 65+ age group has expressed the need for such facilities within the community, as transportation is an issue with this age cohort.

✦ **Safety**

- ✦ One of the biggest concerns in the area is that of personal safety. There appears to be a drug problem within the area as well as vandalism. The existing lighting appears to be inadequate or repair of lights lacking. Concern was expressed about child safety (going and coming from school and after school hours). Part of the child safety concern involves lack of or disrepair of sidewalks and limited crosswalks.

✦ **Land Availability**

- ✦ While individual vacant lots are spread throughout the neighborhoods few parcels of 1 or more acres are currently available for development. As shown in the following section, land availability is critical if larger scale development is to occur with the study area.

Issues and Constraints Summary

Most commercial (office) and retail developments require a minimum development size to be economically viable. In planning terms this is called “critical mass” or enough economic activity to create significant customer demand or “traffic”. The following charts demonstrate the minimum space requirements for different development types.

Minimum Population Support

• Supermarket (small)	6,500
• Dry Cleaner	5,700
• Video Rental	11,400
• Beauty Salon	3,700
• Book Store	22,400
• Laundromat	5,800
• Movie Theater	29,000

Strategic Planning Group, Inc.

Retail

- **Neighborhood Center** (provide goods for day to day living and personal services) include grocery, laundry, dry-cleaning, hair-styling, shoe repair - used to include pharmacy
 - Average Size -- 30,000 - 100,000 leaseable
 - Average Acreage -- 3 to 10 acres
 - Rule of thumb - 10,000 sq. ft per acre
 - Trade area 1 1/2 mile circle, 5-10 minutes drive
 - Population 6,000 – 40,000

Strategic Planning Group, Inc.

Retail

- **Community Center** usually anchored by discount store
 - Average Size -- 100,000 - 300,000 leaseable
 - Average Acreage -- 10 to 30 acres
 - Trade area 3-5 mile circle, 10-20 minutes drive
 - Population 40,000 – 150,000

Strategic Planning Group, Inc.

Issues and Constraints Summary

The study area currently does not have available (assembled) sufficient land parcels to accommodate the level of development required below. It is unlikely that a developer will assume the risk of trying to assemble parcels of sufficient size to develop multi-family housing (rental or ownership), mixed use developments or commercial (office) /retail. Therefore land assembly or land banking will need to be undertaken by the public sector (CRA).

OFFICE

- Small office users
 - 16,000 - 20,000 square feet
 - Bldg usually 100 ft wide, 200 ft long
 - Parking 4 spaces per 1,000 sq.ft.
 - Medical require 6-7 spaces per 1,000 sq.ft.
 - Typical parking space - 300-350 sq.ft.
 - **10,000 sq.ft office -- 1 acre**

Strategic Planning Group, Inc.

APARTMENTS

- Average size -- 150-200 units
- **Average acreage -- 8-12 acres**
- Townhouse, 1 story apartment -- 10-15 acre
- Two-story garden apartments -- 20-30 acre
- Three-story -- up to 40 units per acre

Strategic Planning Group, Inc.

Issues and Constraints Summary

✦ Infill Housing

- ✦ Affordable housing is a national issue but construction examples from other areas have demonstrated that different housing styles can be affordably built in Florida. [1] As shown earlier in this report, the community has several stable neighborhoods (census blocks) with vacant parcels available. In addition, with assistance, the transitional neighborhoods offer more opportunities if stabilized (conversion of rental to ownership).

✦ Safety

- ✦ One of the biggest development risks appears to be linked to the community's image as a crime area and issues concerning public safety. While redevelopment itself can assist in remedying some crime by demolishing vacant substandard housing and replacing less desirable duplex or rundown housing, the issue of overall safety and public perception needs to be addressed (which is discussed later in this report).

✦ Infrastructure

- ✦ According to the comments received in the public workshops, there appears to be some infrastructural issues that can impact larger scale redevelopment. The biggest issue is water pressure and drainage, while plans on both issues have been developed, the issue is the timing of improvements

✦ Financing/Incentives

- ✦ The redevelopment of the Southwest Atlantic Community will require public/private sector partnerships including assistance with land assembly, public safety/infrastructure improvements, possible code strengthening/enforcement and assistance in financing and/or financial incentives.
- ✦ The community has already received considerable public sector assistance and grants including Weed & Seed, Front Porch and Community Development Block Grant programs. The study area also falls within the City's Community Redevelopment Area and is subject to tax increment financing. While these resources will need to be continued additional resources/incentives should be explored. [1] A good example is the Paramore Community in Orlando, Florida that has several two story small lot single family home styles.

Economic Development Strategies

✦ **Employment Opportunities**

- ✦ The issue of employment generation and workforce development is complex. At a neighborhood or community level, it involves two distinct spatial views, locally generated jobs (within the community) and externally generated jobs.

✦ **Within Southwest Atlantic Community**

- ✦ Five areas of job creation/expansion are possible within the community itself. The first and immediate area of income generation is from home based enterprises and micro-enterprise businesses. Micro Enterprises are usually single entrepreneurial efforts that can be housed in existing residents. Examples of successful micro enterprises in distressed neighborhoods include: African or Caribbean clothing design, photography, leather crafts, catering, carpentry, landscaping, and pest control. One of the fastest growing and successful programs supported by grants was training of inner city minority residents to become Web page designers.
- ✦ While the county has several programs tailored to assist in the development of these types of enterprises the area needs, a single organization to “champion” these resources and become the point of contact between County/State Agencies and the local community.
- ✦ The second area of future employment activity is the Light Industrial/General Commercial zoned property along 10th Street. The area has undeveloped parcels which, if developed, could produce employment opportunities for local residents.
- ✦ The third area of future employment generation is the Frog Alley area extending to 7th or 8th Avenue. With land assemblage, this area appears to have the most immediate development potential due to its proximity to the public sector employment node (most significantly the Court House Annex) and its location with respect to Downtown and I-95.
- ✦ The fourth area of potential employment is the Northwest quadrant (I-95 to 12th avenue down to 2nd Street). The zoning allows for commercial and mixed-use residential developments. The area offers sufficient land (assuming assemblage), that small office and retail space could be developed (ground level with residential above) thereby generating local employment.
- ✦ The last employment area is the on-going , and future expansion of, construction throughout the community. Construction, especially residential, usually involves small companies. Most of the skilled (and semi-skilled) labor is subcontracted and in most areas of South Florida these types of skilled labor are in demand. A small incubator in the area to help train construction skills or a apprenticeship program sponsored by an existing or future local CDC (for their construction projects) should be explored.

✦ **External to the Community**

- ✦ Most of the job opportunities for local residents will be located away from this area. A major issue impacting the community is access (the ability to get to a job). Based on the 1990 Census, as much as 20% of labor force might require public transit. Therefore convenient, covered bus stops are needed in the area as well as servicing current and future employment nodes. Access is also critical for those seeking manpower training.

Economic Development Strategies

Economic Development

✚ **Employment Training**

- ✚ Employment training is a major issue throughout Florida. The study area needs to ensure that facilities, equipment and mentors are available locally. While some facilities currently exist in the area (Carver Estates), the new public library, proposed middle school and Strong Center, all afford the opportunity to develop areas where computers and tutorship can be made available to increase local skill levels.
- ✚ It is recommended that local institutions, faith or private based initiatives, be strengthened and expanded in the areas of adult literacy and workforce etiquette. While the County has workforce training programs through its Workforce Development Board, the area could benefit from a local “champion” to act as a coordinator between existing providers and local residents. The role could be expanded to act as a manpower placement organization supplying local or surrounding businesses with resident employees.

✚ **Ready 4 Work**

- ✚ A major employment issue in Florida is finding employment for ex-offenders. The Federal Government (U.S. Department of Labor’s Center for Faith-Based and Community Initiatives) has just announced a new national initiative “Ready 4 Work”. The goal of the initiative is to link businesses, clergy and corrections officials to help ex-offenders get rehabilitated and employed. An example of the initiative is Operation New Hope Community Development Corporation (CDC) in Jacksonville, Florida. The CDC renovates neighborhoods and provides jobs to ex-offenders, and in its first three years of operation has restored and sold 17 homes creating 40 jobs.

Economic Development Strategies

Residential Based Economic Development

Residential based economic development is a site-specific, self-sufficiency strategy designed to help nonprofit developers (including CDC's) create jobs and other income-generating opportunities for residents of their properties. Whether working as employees or contractors, residents find employment this way in such diverse areas as landscaping, vacant unit rehabilitation, and data processing. Activities such as the lease or sale of vacant units and land and profit sharing with commercial tenants can also create income-generating opportunities.

Unlike the neighborhood community revitalization efforts of some CDCs and similar organizations, the residential based economic development approach exclusively targets residents of individual housing developments. Nonprofit owners create these opportunities using resources they already control, such as the rent stream (or residents' monthly payments to help cover operating expenses), funds for rehab or construction, and physical space within properties. This economic development strategy is founded on four objectives:

Decrease Cash Outflows from Housing Developments. Whenever possible, nonprofit owners should purchase goods and services from sources within their housing developments, instead of "importing" them from other communities. This calls for nonprofits to hire residents of their properties as on-site employees; to sponsor activities that help create nonprofit- or resident-sponsored businesses that can contract with management and other residents to provide goods and services; and to utilize firms that agree to hire and train a certain number of property residents in return for the nonprofit owners' business.

Better Use of Space. Affordable housing developers should use available space to sponsor the delivery of much needed services or facilities, such as child care, GED classes, or a convenience store. This space can also be used to develop nonprofit- or resident-sponsored businesses.

Increase Cash Inflows. Nonprofit developers should also use available space to increase income to the property and residents by leasing space to paying commercial tenants, by entering into profit-sharing ventures with commercial tenants, or by providing services and products to outsiders. For example, if a developer uses an in-house painting crew, he can later "export" these services to other multifamily housing complexes. At Edgewood Terrace in Washington, D.C., an on-site computer learning center trained residents to use sophisticated mapping software - a skill residents have used to earn income from outside organizations.

Build Contracting Capacity. The ability to increase cash inflows is directly related to the ability of nonprofit- or resident-sponsored businesses to compete for work outside of the nonprofit-owned housing developments. By controlling the awarding of contracts, the nonprofit can "incubate businesses" by awarding work to residents over a period of time until they can develop the work and contract management experience to, among other things, secure bonding necessary to compete for larger contracts. The Rocky Mountain Mutual Housing Association, based in Denver, Colorado, is working to incubate painting, landscaping, and vacant unit rehabilitation business driven by its residents.

Economic Development Strategies

- ✦ A successful housing-led economic development strategy results in on-site job vacancies filled by property residents; contracts for goods and services awarded to nonprofit- or resident-sponsored businesses or outside firms that agree to hire property residents; and more social and retail services desired by residents of the targeted properties.
- ✦ The expanded opportunities that result from housing-led economic development not only help stabilize families by increasing their incomes, but also can stabilize the overall economic condition of housing developments. Providing more income for families results in more timely and complete payments to property owners. Timely payments allow nonprofit organizations to more adequately meet their financial obligations, fund much needed operating and replacement reserves, and spend less time and money collecting unpaid rents.
- ✦ Despite the great potential of residential based economic development, nonprofits seldom venture into this area. This may be the result of the perceived complexity of economic development work or simply the fact that nonprofits have their hands full with development and day-to-day operation of properties. Of course, housing-led economic development is not a cure-all for the complex problems facing nonprofit multifamily housing developers. But by understanding residents, their needs and skills, and through effective management of resources within the developers' control or reach, some people's lives will be changed for the better.
- ✦ **Creating A Residential Based Economic Development Plan**
- ✦ Gather, summarize, and analyze information about residents at targeted properties, through resident surveys, for example.
- ✦ Identify assets available for economic development; such as rents, rehab/construction funds, and physical space and the economic development opportunities created there from.
- ✦ Match resident skills, interests, and needs to available economic development opportunities.
- ✦ Evaluate the feasibility of sponsoring micro-enterprise and child care activities that help the economic development plan have its full impact.
- ✦ The CRA, working with local CDC, should explore creating a residential based economic development program in conjunction with developers of all three land assemblage areas each of which is either entirely residential or that that residential is a major component.

Economic Development Strategies

Resources

Economic Development Resources Currently Available Within Palm Beach County and the City of Delray Beach

- Most of the following Economic Development Resources are available to qualified companies locating or expanding in the City of Delray Beach:
- Qualified Target Industry (QTI) Tax Refund
- Urban Job Tax Credit
- Quick Response Training (QRT) Program
- Economic Development Transportation Fund

The Palm Beach County Black Business Investment Corporation (BBIC) is a non-profit organization formed in accordance with the Florida Small and Minority Business Act of 1985. The corporation was organized by the financial and business community of Palm Beach County for the purpose of providing business loans, bonding, equity capital and business services, and for developing job opportunities and other services to business enterprises owned by eligible black citizens. Ownership means 51 percent or more of any equity interests. Businesses applying for loan guarantees, bonding and/or equity investments are closely analyzed to assure viability and to ascertain that financing cannot be obtained through other sources.

The Business Loan Fund of the Palm Beaches, Inc. is a non-profit financial intermediary whose chartered purpose is to loan moneys to small businesses and community development agencies in Palm Beach County. The fund will receive and borrow capital from public and private investors to establish a countywide revolving loan fund that will provide below-market interest rate loans for small businesses, as well as community projects benefiting low- and moderate-income individuals and neighborhoods.

The Business Loan Fund of the Palm Beaches, Inc. will be able to offer loans to entrepreneurs and community agencies who have not been able to access necessary financial resources in the traditional lending market. The fund will work with applicants to prepare loan applications, polish business plans and ensure that prospective clients have adequate business training through such resources as local incubators. The fund will also offer smaller loan amounts, which cannot be secured in the banking system. The following loan amounts will be offered:

- Mini-micro - Youth Entrepreneurial (\$250 - 1,000)
- Micro - (\$500 - 5,000)
- Small - (\$5,001 - 50,000)
- Commercial Real Estate (\$50,000 - 500,000)

Economic Development Strategies

Resources

Other resources available include:

- Enterprise Development Corporation (EDC)
- Palm Beach County's Economic Development Department
- Palm Beach County Business Incubators
- Small Business Development Center at Florida Atlantic University
- Minority Business Development Center South Florida Manufacturing Technology Center

Federal Sources

- Though federal funding for redevelopment has been cut and though it still comes with complicated wage requirements, federal moneys do still exist. The cortisone of dilapidated downtowns, HUD's Urban Development Action Grant has been eliminated, but repayments of UDAGs can be used. Community Development Block Grants, as well as money from the Economic Development Administration (EDA), The Farmers Home Administration (FHMA) and the Small Business Administration (SBA) are still available, in some instances wide open for feasible projects.
- **EDA Grants and Loan Guarantees.** Most EDA grants are used in conjunction with other local, state or federal moneys for rehabilitating or constructing infrastructure and public works facilities as part of industrial or commercial development. EDA's two categories of grants include *public works grants* (for example, water, sewer and road improvements), which typically cover 50 percent of a project's costs, and *economic adjustment grants* for areas experiencing long-term or sudden, severe loss of jobs. Economic adjustment grants can cover up to 75 percent of a project's costs and can be used to fund, for example, incubator facilities or low-income housing projects. EDA funding is targeted to "highly distressed" locations and in about 65 to 75 percent of the cases, to rural areas.
- **Community Development Block Grants.** CDBG funds can be used for direct or secondary loans to developers; to fund loan guarantees; collateral; insurance costs on notes, bonds and loan fees; and for planning and administrative costs related to a city's development program.
- The objectives that must be met to receive CDBGs have become increasingly difficult to meet, however. CDBG-funded activities must meet one or more of three objectives: 1) benefit low and moderate-income people (60 percent of the people benefiting from the funded activities must be low or moderate income); 2) eliminate slums and blight; and 3) fill urgent community needs. Furthermore, union wage requirements imposed by federal legislation discourage use of the funds.
- Nevertheless, CDBG funds, administered by HUD, are still being used successfully in many redevelopment projects, including the City of Delray Beach.
- **CDBG Floats:** Under this concept, a Community Development (CD) entitlement grantee may take advantage of the unexpended moneys available in its CDBG line of credit for short-term financing needs for activities which are eligible for CDBG funding. Under this arrangement, the city would request the use of funds which have not been expended and will not be expended during the time-frame for which the CD float funds are needed. These funds are not dependent upon federal funding cycles and may be approved at any time during the year if sufficient unexpended moneys exist. This type of approach works well with construction financing for residential and commercial development projects. The CD moneys can be provided at below-market rates and thus making a project feasible. The construction period also represents the highest risk and thus most difficult portion of a project to finance.

Implementation Strategies

Resources
Public Financing

Implementation Strategies

Resources

Safe Neighborhood Plan^[1]

The purpose of the Legislation is to allow local governments, property owners' associations, special dependent districts, and community redevelopment neighborhood improvement districts to guide and accomplish the coordinated, balanced, and harmonious development of safe neighborhoods^[2]; to promote the health, safety, and general welfare of these areas and their inhabitants, visitors, property owners, and workers; to establish, maintain, and preserve property values and preserve and foster the development of attractive neighborhood and business environments; to prevent overcrowding and congestion; to improve or redirect automobile traffic and provide pedestrian safety; to reduce crime rates and the opportunities for the commission of crime; and to provide improvements in neighborhoods so they are defensible against crime.

One of the provisions of the legislations is the authorization of a local government neighborhood improvement district to levy an ad valorem tax on real and personal property of up to 2 mills annually. The Legislation also provides planning grants and technical assistance on a 100-percent matching basis to the neighborhood improvement districts. Planning grants are awarded to eligible applicants as follows:

- Property owners' association neighborhood improvement districts may receive up to \$20,000.
- Local government neighborhood improvement districts may receive up to \$100,000.
- Special neighborhood improvement districts may receive up to \$50,000.
- Community redevelopment neighborhood improvement districts may receive up to \$50,000.

The Study Area falls within the boundaries of a Community Redevelopment Agency. The legislation provides upon the recommendation of the community redevelopment agency and after a local planning ordinance has been adopted authorizing the creation of a community redevelopment neighborhood improvement district(s), the local governing body of a municipality or county may create community redevelopment neighborhood improvement district (s) by the enactment of a separate ordinance for each district.

^[1] see the Appendix for a full description of the Legislation Safe neighborhood improvement district, "district," or "neighborhood improvement district" means a district located in an area in which more than 75 percent of the land is used for residential purposes.

New Markets Initiative

- On December 21, 2000, the Community Renewal Tax Relief Act of 2000 was signed into law. The law provides for \$15 billion in tax incentives under the New Markets Tax Credit Program to help spur economic growth in new markets in urban and rural communities across the country. By making an equity investment in an eligible “community development entity” (CDE), individual and corporate investors can receive a New Markets Tax Credit worth more than 30 percent of the amount invested over the life of the credit, in present value terms. This is an attempt to assist in the financing of new retail and commercial development within distressed communities. In one way, it is a cousin to the Low Income Tax Credit used to assist in the financing of low income housing.
- The New Markets Tax Credit (NMTC) will stimulate \$15 billion of equity investments in the economic development of low-income communities – starting with \$2.5 billion in 2002. That makes New Markets potentially the federal government’s most important new important economic development tool for low income communities in a generation. The first competition for allocations of New Markets Tax Credits is expected to open this spring. A 90-day application period is anticipated.

Incentives

- The Delray Beach CRA/City has significant tools to assist the Southwest Atlantic Community in redevelopment. The following discussion provides an overview of some of the “carrots and sticks” that City government can utilize and public financing techniques that may be used depending on the size and scope of potential development and the economic and political viability of the program.
- The city has a number of specific incentives available to businesses that expand or locate with the general Redevelopment Area. These incentives include; waiver of impact fees, waiver of building permit fees, and waiver of water and sewer facilities construction and installation.
- The study area already has in place a number of development incentives as a result of the past redevelopment planning efforts for the business community, CDC and city staff: significant public improvements, designation of the area as a Redevelopment District according to Chapter 163, Part III, and a host of financial and economic development resources.
- The study area is a part of Redevelopment District according to Chapter 163 F.S. and as such as a range of tools and resources uniquely available to a RDA including acquisition of property, demolition, removal and clearance of existing structures, relocation assistance, management of property acquired and construction of public improvements. The following provides an overview of other tools government can use to manage redevelopment.

Public financing techniques for redevelopment projects can take the form of indirect and direct measures to assist public/private ventures. Indirect or non-monetary measures, while not financially involving local government in a real estate project, can have an equal or greater impact on project financing than direct public financial participation. Motivated by a desire to avoid direct financial participation or by a lack of financial resources, these measures can effectively close financing gaps for a project. **The following discussion is for educational input only.** While the City of Delray Beach currently uses most of the techniques referenced below; this section does not suggest that any of these techniques or combination of techniques can be utilized within the **Southwest Atlantic Community** without close scrutiny and detailed analysis by the appropriate City Departments. We have provided examples of the use of various techniques in other areas of the country.

Zoning and Density Bonuses

- ✦ By using its land use ordinance, the city can create value for a site by upgrading the land use or density allowed as well as by creating disincentives for developing in competing areas. It is important to note, however, that increased density might not translate into increased value if the market cannot support the size of the project. The City has current utilized this approach in zoning the northern portions of the study area as mixed-use residential which allows for a mix of retail, commercial and residential.

Government Commitments to Rent Space

- ✦ A public commitment to lease space in a new development makes it considerably easier for a developer to obtain financing. Even if government commits itself to leasing, only a minor portion of a proposed project (its favorable credit rating as a lessee) makes it easier for the developer to obtain other lease commitments. By carefully structuring the terms of rent escalation and renewal options, a municipality can minimize the cost of space at the same time it encourages private development. This approach is being use along West Atlantic to house the CRA and Weed & Seed

Transfer of Development Rights

- ✦ Transferring development rights form on site to another, not only encourages development within a given location, but also relieves development pressures on other sites, notably where historic structures are located. The transferred development rights can be used to increase a building's total floor area and to increase its lot coverage beyond what the zoning ordinance would normally allow. This approach is not appropriate at this time.

Regulatory Relief from Zoning and Building Codes

- ✦ Flexible regulations and zoning measures can create market opportunities in depressed areas. Trading permitted maximum floor area for the provision of improved pedestrian circulation, greater public open space, better shopping and coordinated development has been used in cities nationwide. This technique has been used in allowing the development of non-conforming residential lots and could be used in the northern part of the study area.

Implementation Strategies

Public Financing Techniques

Facilitating Project Approvals

- The City of Delray can take steps to facilitate permitting, reduce processing time and champion public approvals in projects they politically support. Reduced approval time can result in lower interest and overhead costs to a developer thereby putting income-producing property on the local tax rolls faster. Organizing a one-stop office to receive city approvals where a developer can coordinate all approvals through one person has been particularly effective. It can also be used to remedy problems caused by changes in zoning ordinances or planning policies before a project's completion.

Quick Take by Eminent Domain

- Taking by eminent domain, a mechanism that allows immediate public possession of private property for public use, has been a major redevelopment tool for cities throughout Florida and the nation. It facilitates the assembly of parcels of land for development and reduces the time and cost required to ready a site.

Encouragement of Financing by an Ancillary Party

- The public sector can influence the availability of financing for private development projects by facilitating civic funds, patient capital or soft equity money to be placed in a project. It can also orchestrate the placement of foundation funds or can direct the placement of equity through local non-profit organizations to facilitate tax deductions and contributions for investors.
- Local banks might be persuaded to make concessions in return for deposits of government funds in their institutions. While the moneys might or might not be lent to the project, their presence can have a positive effect by creating a supply of loan funds that otherwise would not have existed.

Implementation Strategies

Public Financing Techniques

- ✦ **Section 108 Guaranteed Loans:** Section 108 of the Housing and Community Development Act allows communities entitled to CDBG moneys to borrow against future grants to finance major projects. Communities can borrow up to three times their annual CDBG and repay the loan over a period up to six years by pledging the future CDBG funds as security. Section 108 loans, administered by HUD, can be used for almost any CDBG-eligible rehabilitation or economic development project and because of the collateral, loan rates are low. The application process is short as well -- six to eight weeks. Section 108 loans are not affected by the caps on volume and other restrictions of the Tax Reform Act of 1986, nor are they limited by any local debt ceilings.
- ✦ The amount of funds available is up to three times the annual entitlement amount. The funds borrowed are repaid over a six-year period from the city's entitlement. The repayments can be made from the cash flow of the development either for the full amount or portion. These repayments by the developer can also be secured with lines of credit, property, personal net worth, etc. The repayment of these moneys could come in whole or part from the developer so as not to limit the city's use of CDBG funds in the future.
- ✦ The restrictions on CDBG moneys involve benefit to very low, low- and moderate persons.
- ✦ **SBA Section 504 Loans.** The SBA 504 program provides financing for acquisition of fixed assets and real property to individual businesses, usually through a local SBA-certified development corporation. Typically, the development corporations, through a private intermediary, sell SBA-guaranteed (up to 40 percent) debentures. A 10 percent injection of equity is required, but other public financing can be used to satisfy that requirement.
- ✦ **State Funds**
- ✦ Several programs are available for either local governments or for profit or nonprofit residential developers.
- ✦ **SAIL Program:** This program is for multi-family rental development. The project may be either new construction or rehabilitation of existing units. The state's funds are in the form of a below-market rate loan which is repaid over a period of 20 years. As a condition of this assistance, 20 percent of the units must be set aside for up to 15 years for persons of very low income (50 percent or below median adjusted for family size).
- ✦ Unlike the federal assistance programs, there is no assistance to the tenant as a part of the program. A tenant with a housing voucher may chose to live in the development, but this is not an assisted project.
- ✦ **Housing Predevelopment Loan Fund:** This program makes available up to \$500,000 of moneys to assist in the costs associated with predevelopment activities of residential development. These developments can be either rental or for sale. The funds are provided as a three-percent, three year loan.

Local Sources

To be acceptable to private investors, the public's share of the return in most cases comes after private investors have earned a return sufficient to attract their investment in the first place. This objective for profit sharing has led to a shift from outright grants to private developers to loans with the repayment schedules and interest rates depending on the project's performance, similar to those used by conventional mortgage lenders. Thus, direct public financial assistance is now focused on the particular problems frustrating private investment and development, reflecting the more business-like and sensitive approach public entities are taking to spur greater interest from private investors and developers.

- + **Subsidized Loan Interest:** This subsidy is normally implemented through loan pools established with local or federal funds matched to other than public assistance.
- + **Loan Guarantees:** Local government can shift some of the lender's risks by guaranteeing a loan, a portion of a loan, or a portion of the debt service payments made to retire loans, thus increasing the likelihood that developers can obtain private funds. Similarly, if the local government agrees to lease or purchase the project at a percentage of projected market value in the event the projected return does not materialize, the project becomes more attractive to equity and mortgage investors.
- + In Asheville, North Carolina, the city agreed to guarantee partial repayment of the private financing for Park Plaza, a downtown project, consisting of 11 adjacent historic buildings dating from the late 19th century, a new office/commercial building and a new 320-car parking structure. City financing was necessary to justify restoration of these structures and to interconnect the three blocks of buildings so that marketable floor plates and efficient elevator cores could be offered.
- + In the event the project did not generate net operating income sufficient to cover the first mortgage payment to a consortium of local private lenders during the first five years of the project, the city pledged that it would make available a \$200,000 line of credit to the developer. If \$200,000 were not needed in any one year to cover the payment, the funds paid by the city would be only the amount necessary to cover the mortgage payment. The partnership agreement called for any funds paid by the city to the developer under the line of credit to be repaid by the developer with interest upon sale or refinancing of the project or no later than 10 years after initial project occupancy.
- + **Public Grants:** Grants of surplus or unused public moneys to fund the public portion of a public/private venture can be made. Typical sources of local revenues include surplus water and sewer funds and leftover urban renewal funds.
- + **Direct Loans:** In a highly competitive capital market, direct loans from the public sector at below-market interest rates can fill a gap created when no private funds or insufficient funds are available for a particular portion of a project's financing. In addition to the benefit of encouraging new development, local governments also get the benefit of exercising a level of control that it would not have otherwise. If its interests are at stake, the city might wish to offer a below-market direct loan, even if a project does not require it financially. Many states have resolved the prohibitions against the use of public funds for direct loans by passing enabling legislation allowing the creation of economic development corporations or other special vehicles that serve as a conduit for city grants, loans and contracts to private entities.

Implementation Strategies

Public Financing Techniques

- ✦ **Public Funding of Predevelopment:** Involving a private developer early in the project could hinge on the public sector's willingness to underwrite some or all of the front-end expenses. This technique has successfully attracted developers to assess the potential for a project by removing one of the major obstacles to urban development, the difficulty of convincing developers to invest time and money in an assessment of a project's feasibility in weak or uncertain markets. Most developers view the probability of a reward from front-end investments under these conditions as very low and therefore choose not to make the effort. The willingness of the local government to undertake some such development costs creates an atmosphere conducive to further negotiations and possible involvement.
- ✦ In New Bern, North Carolina, for example, the city, through a nonprofit development corporation, funded studies by consultants for market, financial and design feasibility assessments in an effort to attract developers to dormant, unused urban renewal property along the waterfront adjacent to the downtown area. The property, located at the confluence of two rivers, had been cleared 14 years earlier, but had remained unproductive. The city's underwriting initial expenses attracted a developer to the project, and construction of the \$22 million development, which includes a 100-room hotel, a 400-seating meeting center, 10,000 square feet of retail space, a 100-slip marina and 40 residential condominiums.
- ✦ **Support of Other Public Objectives:** Cities desiring high-quality amenities that the market might not be able to support, public art, for example, can offer to pay for the increment of cost necessary to create the amenity.
- ✦ **Tax Increment Financing.** Tax increment financing (TIF) is a mechanism that allows city redevelopment agencies to fund downtown revitalization by capturing the increased property taxes that result from revitalization. This annual increment of revenues, which otherwise would be split with local taxing entities, is then used to pay for the public improvements directly or to secure the repayment of bonds used to finance public improvements. Bond issues based on tax increment revenue are not direct obligations of the city, therefore, they do not require voters' approval once approved by the city council.

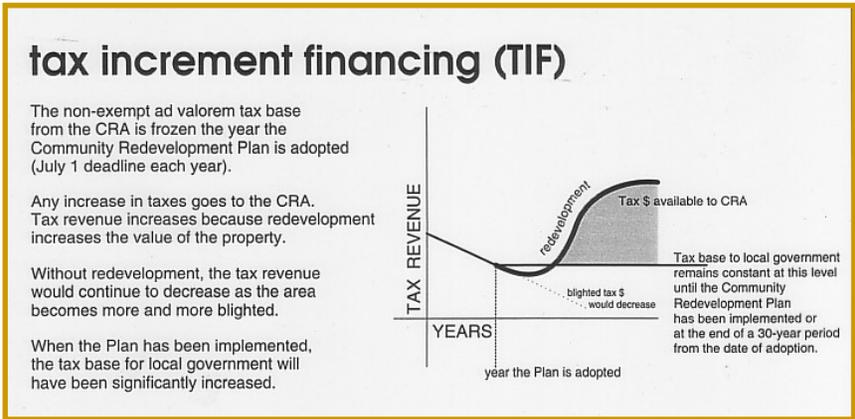
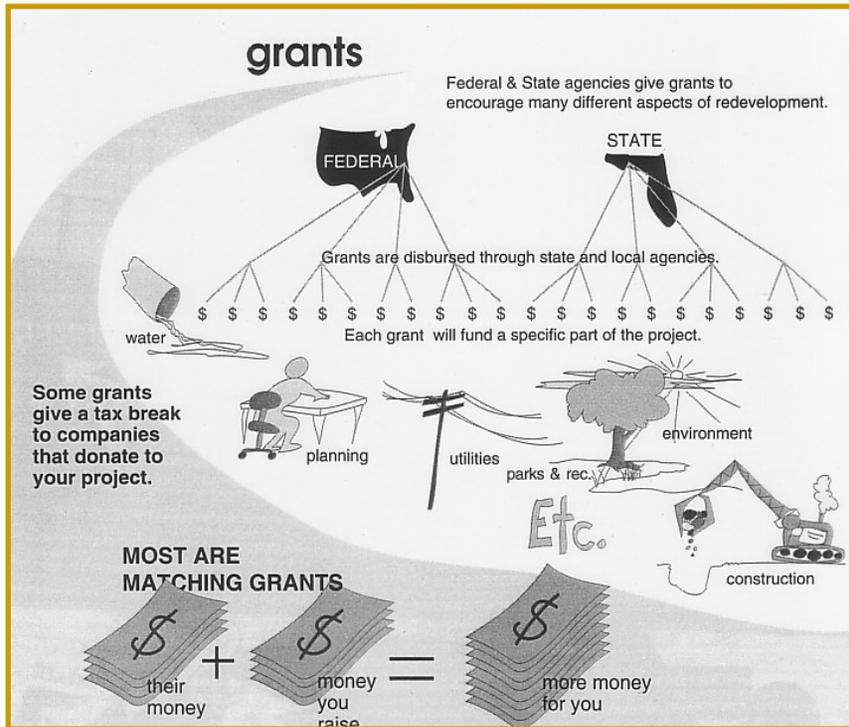
Implementation Strategies

Public Financing Techniques

- ✦ **Improvement or Business Development Districts.** An improvement district combines the financing vehicle of assessment district, in which all properties in a defined area are levied against for all or part of the cost of certain improvements, with additional administrative powers, such as planning, maintenance and promotion of improvements or downtown activities.
- ✦ Typically, the city levies a charge on the property in a specified single or multi-purpose district (a downtown area, a commercial strip or a historic preservation area) and the funds collected are used to retire bonds issued by the city (or the district itself) to pay for the improvements and services in the district. The bonds are repaid directly from the tax revenues collected or from the city' general fund, which is later reimbursed by the special tax revenues.
- ✦ **General Obligation Bonds.** Backed by the city's full faith and credit, these bonds are used to finance general public improvements. Ad valorem tax revenues are used to retire the bond debt. The city's current financial status must be evaluated to identify its capacity to issue general obligation bonds and the interest rates the bondholders charge the city reflect the municipality's bond rating. General referenda could be required to issue general obligation bonds and sufficient debt capacity must remain for the city to enter the bond market.
- ✦ **Revenue Bonds.** Revenue bonds are retired directly with the revenues generated from a specific facility. Parking fees from garages, hotel or bed taxes, and sales taxes, for example, have been used to pay debt tied to parking facilities, visitor facilities, group meeting space and other similar ventures.
- ✦ **Industrial Development Bonds.** Issued by a public agency or authority, IDBs are revenue bonds for private projects with a public purpose. The Tax Reform Act of 1986 limits the amount of the bonds to \$50 per capita or \$150 million per state, whichever is higher, and their use to multifamily housing, mass transit, airports, docks, wharves, utilities (electricity or gas), hazardous waste disposal, sewage and water facilities. The following types of projects cannot be financed with IDBs: sports, hydroelectric, air/water pollution, parking facilities, convention/trade show complexes and commercial activities.
- ✦ Shared Grants and Funding options: Most developments today take use of a multitude of financial and other grants/incentives by combining the best funding/incentives:

Implementation Strategies

Public Financing Techniques



Implementation Strategies

Public Financing Techniques

- ✦ **Tax Concessions.** Through tax concessions, a city encourages privately financed improvements in specified areas by not collecting the real estate taxes on those improvements for a number of years, or by freezing the assessment at the predevelopment level.
- ✦ In Phoenix, Arizona, for example, the city abated taxes for eight years for the 1 million-square-foot mixed-use Arizona Center. The abatement was part of a comprehensive public financing package, including vacated public right-of-way in exchange for equity in the project, access to tax-exempt municipal bonds and ownership of public space.
- ✦ In Trenton, New Jersey, the developer of Trenton Commons pays 15 percent of rents received annually in lieu of property taxes for 15 years, an effective abatement of 50 percent. Other variations of tax concessions have included exempting the increased value of redeveloped property from property taxes and gradually decreasing abatements.
- ✦ **Site Assembly.** In a built up area like the Southwest Atlantic Community, where most of the land has already been subdivided and developed, the acquisition of a suitable site can be a major problem. Because most of the land has been divided into relatively small parcels owned by separate parties, the problem of acquisition increases with the size of the site required.
- ✦ The public sector can alleviate these problems by purchasing property, removing clouded titles from privately purchased property and/or instituting land banking. Land banking allows a city agency or local development corporation to acquire and assemble land suitable for development and to hold the land until a suitable user is identified.
- ✦ **Land Writedowns and Deferred Land Payments.** Traditional redevelopment projects used land write-downs to attract developers to renewal sites and the incentive is still popular. After an analysis of the residual value of the land (calculated by capitalizing the net income to arrive at the value of a project and matching it with the capital cost of producing or replacing it), the write-down, or reduction of price to a level the proposed development can support can be established.
- ✦ Alternatively, rather than a one-time payment for the land, the public entity holding the land could agree to receive installment payments from the developer. This practice reduces the requirement for front-end cash and allows the developer to stage the payments to better match cash flow from the project.
- ✦ **Relocation Assistance.** Even though a public agency might not directly aid site acquisition, it can help a private developer assemble a site by helping to relocate space users in property slated for development. Relocation assistance can take the form of loans and grants to pay moving expenses or aid in finding or developing a new site for those who must move. Both parties can benefit. The relocated activity has a chance to leave obsolete facilities and an inadequate location and the community gains economic benefits from new businesses. Because a majority of property identified for assemblage is residential and the likelihood that Federal moneys will be utilized, relocation assistance will have to be provided to all those dislocated.
- ✦ **Insuring Condemnation or Acquisition Costs.** The unusual, but effective practice of securing an insurance policy to cover local government's risk of excessive court-negotiated acquisition costs during eminent domain proceedings can mean the difference in whether a project is feasible or not. Local government units can pay for or share in the costs of a one-time premium payment made to an insurance company that assumes the risk that total acquisition costs will not exceed an agreed upon level. This practice makes it possible to avert stalemates in negotiations that occur when cities are reluctant to use eminent domain unless they are certain of the maximum acquisition cost. Similarly, developers who agree to pay for city-assembled land avoid surprises or excessive payments resulting from court proceedings subsequent to their negotiated transactions with public entities.

- **Site Clearance and Demolition.** Once sites have been assembled and the existing residences and business relocated, government funds can be used to demolish and clear the site and prepare it for new development.
- **Privatization.** Local governments can enter into contracts where the private sector acquires, owns and operates facilities traditionally built by government. In some instances, public entities lease the facilities. Many types of public facilities have been built under this arrangement, among them parking garages and jails. Privatization usually works best when market conditions allow private developers to generate sufficient yields from other components of the project to justify building public facilities with private moneys.
- **Transfer of Assets.** Land and/or building swaps can be used to accomplish a variety of goals. Land swaps, for example, are used when the city and/or developer holds only pieces of the land it needs. The land is appraised, and parcels of equal value are traded to assemble usable sites for both parties. This technique was successfully used when a private landowner held several key parcels needed for the development of the Dallas Arts District. The landowner participated in a three-way exchange of property involving the city and the nonprofit Central Dallas Association to obtain land in another area more suitable for his business.
- Local governments can also swap properties in their inventories for private construction of much-needed public space or facilities. If the market is sufficiently strong and land values high, cities often can directly swap land for space that might be difficult to finance or be approved by voters. Usually employed when a city is legally barred from offering any direct incentives to the private sector and when a city does not have traditional urban renewal powers, exchanges or swaps can also provide a city with increased control over the project's design and construction.
- **Provision of Infrastructure and Public Facilities.** To attract private investment, local governments can provide a range improvements adjacent to or on the project site, including major capital improvements (transit systems, highway and street alignment, transit stops, storm and sanitary sewers, utilities), major public facilities (schools, parking a civic center, government office buildings, hospitals, neighborhood centers), or public amenities (outdoor recreational plazas, open spaces, landscaping or pedestrian bridges). A city's investment in public facilities can generate demand for specific kinds of private investment tied directly to those facilities, such as hotels, office buildings or residential projects.
- **Sharing Space.** Shared use of space allows the developer of a mixed-use project to avoid duplicating facilities and to minimize the requirements of open space that cannot be amortized by privately incurred debt. An impressive foyer, lobby, entry or parking garage can be shared by city and private users to amortize or set aside those aspects of the public/private development that cannot be amortized. Kitchen and registration areas can be shared in hotels and convention centers, for example.
- **Shared Expenses for Maintenance.** In a large, complex project, combining public and private space agreements are usually fashioned to define responsibilities for public and private sectors' maintenance and management of those facilities. The general trend is to consolidate most management and maintenance under one entity, with other participants paying for their share of services.

Implementation Strategies

Public Financing Techniques

- ✦ **Off-Budget Debt Financing.** Agencies have entered into securitized lease/purchase and other installment capital deals in which the use of tax-exempt financing (often through certificates of participation or COPs) results in lower-than normal annual costs for public buildings. Voters' approval is usually not required, as when certificates are used. Non-appropriation carries significant penalties, however, and can result in a strong negative mark on a city's credit rating.
- ✦ Defaults rarely occur with this type of financial transaction as tax-exempt lease/purchase agreements are usually made for unpopular, but essential facilities. COPs are an expanding and widely used alternative to general obligation bonds and have been used to build schools, jails, public administration buildings and other projects. Typically, COPs are slightly more expensive than issuing general obligation bonds, but investors' confidence has grown and their yield is now within a narrow range of general obligation debt.
- ✦ As installment purchase contracts for a capital project, COPs allow developers to build public facilities for a fee. The public entity agrees to lease the facility for a stated time period. At the end of the lease, the public entity purchases the building for a nominal fee (usually \$1). Such arrangements also lower total costs, as the public and the developer can avoid government procurement processes and can negotiate fast-track, turnkey construction services, materials and equipment for the public facilities.
- ✦ **Ground Leases.** While ground leases are not new, local governments have not employed them to a large degree outside of several western states, including California. Public entities, using vacant public lands, enter into long-term, unsubordinated, participating ground leases with developers to create additional cash flow to supplement tax revenues. In some instances, the public sector negotiates lower lease payments in exchange for developers' providing limited building space.
- ✦ Long-term leases are increasingly used in publicly assisted development because they are so flexible. The lease can provide for a minimum base payment, plus a percentage of income generated by the project or by some other graduated arrangement. Thus, if the project does well, the city shares in the income and can recover some or all of its costs. Ground leases, moreover, can be subordinated if necessary, that is, the city can execute a mortgage of its land as security for the development loan made to the lessee.
- ✦ For the developer, such long-term leases can greatly improve the net return on investment through improved financing terms, reductions in the equity required and tax advantages. With a subordination clause in the lease, the advantages are even greater. The disadvantage is that cash flows to the public entity are reduced when the land is leased rather than purchased.
- ✦ In San Diego, the city's redevelopment agency leased land for a new apartment building in the downtown's marina redevelopment project adjacent to the south end of Horton Plaza. In return for leasing the land at a nominal rate, the San Diego Redevelopment Agency participates in substantial cash flow after a preferred return on the developer's equity. The agency was also able to win agreement from the developer that 20 percent of all units would be set-aside for low and moderate-income households.

Implementation Timelines

Strategic Actions & Benchmarks	Short Term 1 – 2 Years	Intermediate 2 – 5 Years	Long Term 5+ Years
Resident Relocation	Outreach & Education 100% Property Appraisals 100% Residents Relocated 25%	Residents Relocated 75%	Residents Relocated 100%
Infill Development	Lot Acquisition 50% 50% Build-Out	Lot Acquisition 100% 100% Build-Out	
Targeted Redevelopment	Acquisition & Assembly 25%	Acquisition & Assembly 75% Design & Construction 25%	Acquisition & Assembly 100% Design & Construction 100%

Physical Characteristics

- 712 Acres
- 2,617 Dwelling Units
- Majority of the City's minority population
- Primarily residential and public land uses

Redevelopment Strategies

- Conservancy of existing good-quality housing
- Rehabilitation or demolition/replacement of sub-standard housing
- Residential Infill Development

Geographic Objective

- *The residential Core shall remain a predominantly residential area. It shall be revitalized and rehabilitated in order to promote the stabilization of its residential neighborhoods.*

Southwest Sub-Areas

Sub-Area 4 – Residential Core

Physical Characteristics

- 75 Acres
- Mixed Use Area
 - Commercial
 - Light Industrial
 - Residential
 - Green Space (Cemetery)
- Within City's Series 20 Wellfield impact areas

Sub-Area 8: I-95/10th Street Area

Redevelopment Strategies

- Increase the amount of industrially zoned land in the area for clean industrial uses which will not impact the adjacent wellfield.
- Stabilization of the existing residential neighborhood through selective revitalization and rehabilitation programs.

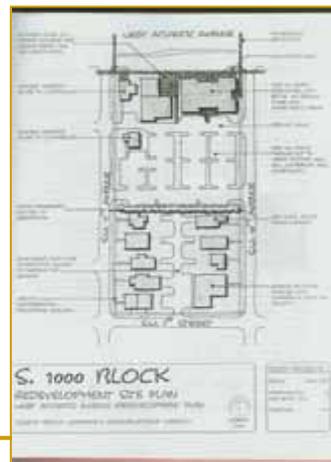
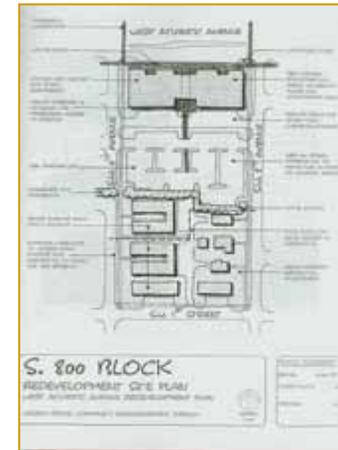
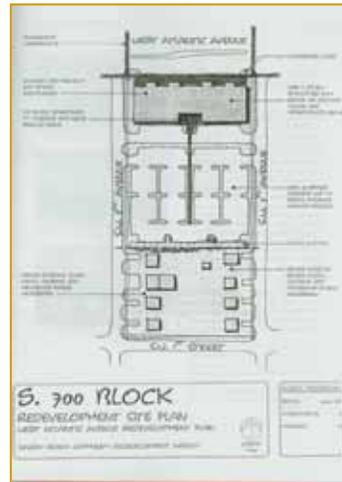
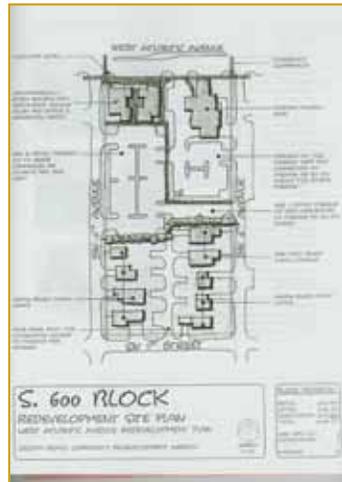
Geographic Objective

The I95/10th Street area is encouraged to remain a mixed-use area. However, its light industrial orientation shall be increased through the addition of clean industrial uses on vacant property east of the existing light industry. The existing residential neighborhood shall be revitalized and rehabilitated in order to promote stabilization.

Public Mandates

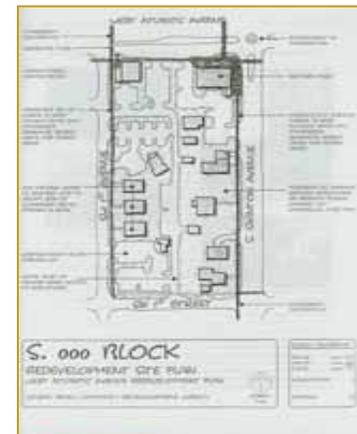
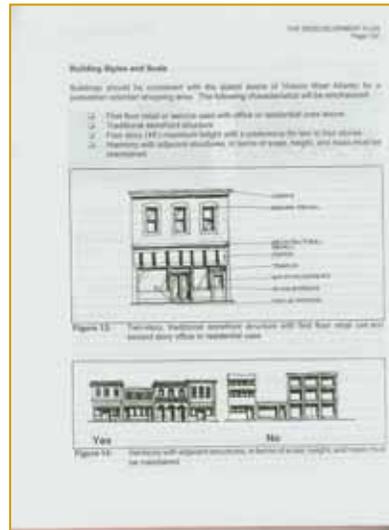
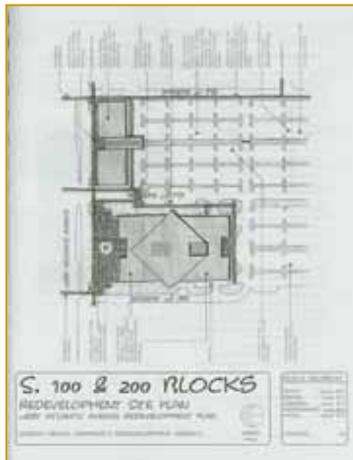
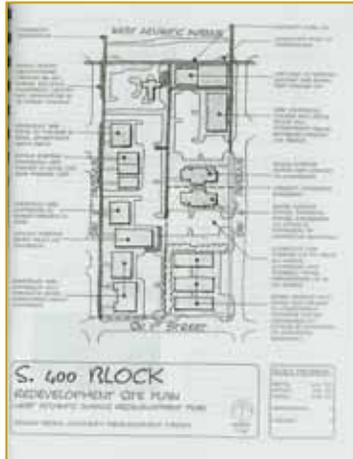
West Atlantic Avenue Redevelopment Plan

Appendix D



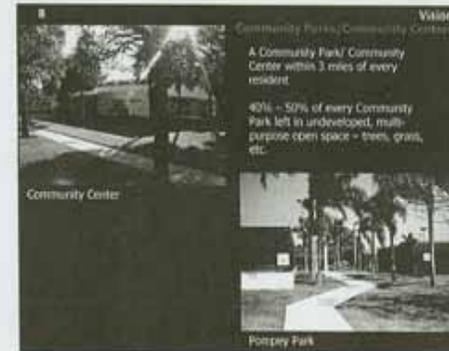
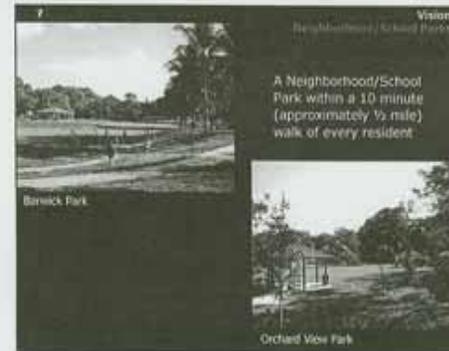
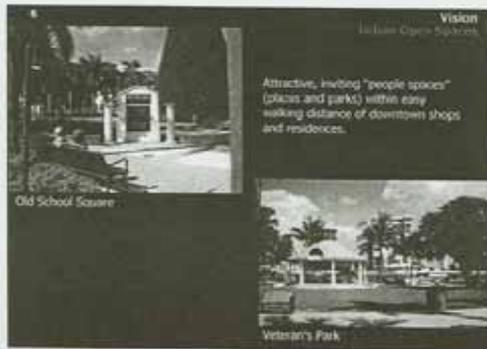
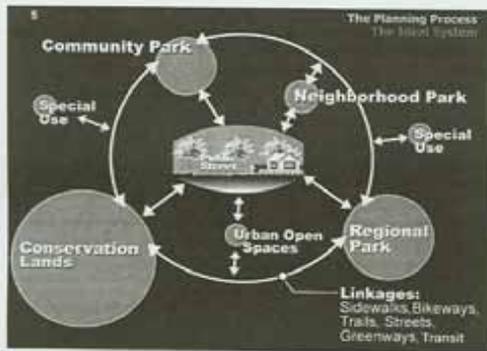
Public Mandates
West Atlantic Avenue Redevelopment Plan

Appendix D



Public Mandates Parks Master Plan

Appendix E



Public Mandates Parks Master Plan

11 **Vision**
Bikeways, Sidewalks and Paths



On-Road Bike Lane
Outside of City

Municipal
Beach Walk

Old Germentown
Bike Path

An interconnecting system of sidewalks, bicycle lanes and multi-purpose pedestrian/ bicycle paths to link parks, neighborhoods, public buildings and activity centers

12 **Vision**
Beachfront Enhancements, Access Parks



Municipal Beach

Atlantic Dunes Boardwalk

Knowles Park

21 **Comprehensive Plan**
Recommendations

- Improve Facilities at Catherine Strong Center.
- Establish Additional Playgrounds
- Develop Bicycle/Pedestrian Network
- Encourage Private Recreation Facilities
- Act as a Clearing House for Recreation Activities
- Encourage Community Partners
- Diversify Recreation Programs
- Establish Small Neighborhood Parks
- Expand the Community Center for Office Space and Program Needs.
- Develop Re-Use Plan for Sarah Gleason Park
- Light Fields at Carver Middle School and (Full-Service Center)

22 **Capital Improvement Plan**
Projects

- Construction of rollerblade/skateboard park (FY 00-01/01-02)
- Purchase of mobile sound shell stage for special events (FY 00-01)
- Riverwalk construction (FY 00-01)
- Development of Intracoastal Park (FY 01-02)
- Development of Cornell Park (FY 04-05)
- Upgrade of Pompey Park ballfields and gym bleachers (FY 00-01/01-02)
- Replacement of lifeguard towers (FY 00-01 through 04-05)
- City Marina renovation (FY 00-01)
- Daknot Park improvements (FY 01-02)
- Lake Ida Park improvements (FY 01-02)
- Catherine Strong Center improvements (FY 02-03/03-04)
- Playground improvements to Barwick, Miller, Knowles Parks (FY 02-03 to 04-05)

5th Avenue Town Center



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.



Downtown Master Plan

Appendix F

Vacant parcels along the northern edge of the study area are targeted in the recently adopted Delray Beach Downtown Master Plan to be developed as commercial, mixed-use, and public green spaces.



5th Avenue Public Square

Delray Beach Housing Authority 5 Year Plan

Excerpted Goals & Strategic Objectives

B. Goals
HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.

PHA Goal: Expand the supply of assisted housing
Objectives:
 Apply for 125 additional rental vouchers
 Reduce public housing vacancies to less than 4%:
 Leverage private or other public funds to create additional housing opportunities by 2003
 Acquire or build units or developments by FY 2003
 Other (list below)
Seek approval to set aside a percentage of Section 8 Vouchers for Project-based assistance.

PHA Goal: Improve the quality of assisted housing
Objectives:
 Improve public housing management: (PHAS score to 100)
 Improve voucher management: (SEMAP score to 100)
 Increase customer satisfaction
 Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections)

Strategy I - Incorporate Operational Efficiencies Which Provide Cost Savings and/or Productivity Improvement to the Housing Authority. Complete by 3/31/2001

Objective: I-1. Seek out opportunities for cost savings and productivity improvements.

Goal: I-1.1 Investigate establishment of a resident owned and operated cleaning business to contract with the Authority for vacant unit cleanup.

Goal: I-1.2 Determine feasibility of an Award Program open to both staff and residents for cost saving suggestions.

Goal: I-1.3 Investigate feasibility of Lease vs Purchase of equipment.

Goal: I-1.4 Investigate opportunity for "piggy-back" of purchases with City, County, School, etc.

HUD 50075
OMB Approval No: 2577-0226
Expires: 03/31/2002

- Renovate or modernize public housing units:
- Demolish or dispose of obsolete public housing:
- Provide replacement public housing:
- ~~Provide replacement vouchers:~~
- Other: (list below)

PHA Goal: Increase assisted housing choices

Objectives:

- Provide voucher mobility counseling:
- ~~Conduct outreach efforts to potential voucher landlords~~
- Increase voucher payment standards
- Implement voucher homeownership program:
- Implement public housing or other homeownership programs:
- Implement public housing site-based waiting lists:
- Convert public housing to vouchers:
- Other: (list below)

Strategy II - Seek Out and Secure Sources For Additional Revenues

Objective: II-1 To Form a Non-Profit Organization by FY 2002

- Goal: II-1.1 File articles of Incorporation
- Goal: II-1.2 Prepare appropriate By-Laws

Objective: II-2 Secure Funding from Grants or Private Endowments by FY 2002

- Goal: II-2.1 Investigate availability of grants or private/corporate sources of funds

Objective: II-3 Seek out "For Profit" opportunities by FY 2003

- Goal: II-3.1 Investigate purchase of additional Section 8 units.
- Goal II-3.2 Investigate the feasibility of selling bonds to support purchase of land and/or additional units.
- Goal:II-3.3 Research the availability of land to construct new units for rental or re-sale purposes.
- Goal:II-3.4 Investigate opportunity to acquire CDBG Funds from the City of Delray Beach.

HUD 50075
OMB Approval No: 2577-0226
Expires: 03/31/2002

Objective: II-4 Form a Partnership with Others by 2003

- Goal: II-4.1 Explore possible opportunities for Co-venture with a private contractor or investor and tax benefits of such action.
- Goal:II-4.2 Contact local banking network to determine their interest in Partnering.

Objective: II-5 Expand Home Ownership Opportunities by FY 2004

- Goal: II-5.1 Investigate purchase and rehabilitation of existing units by FY 2004
- Goal: II-5.2 Conduct a study of available land for acquisition by FY 2004

HUD Strategic Goal: Improve community quality of life and economic vitality

- PHA Goal: Provide an improved living environment
Objectives:
 - Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments by FY 3/31/2001
 - Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
 - Implement public housing security improvements by 3/31/2001
 - Designate developments or buildings for particular resident groups (elderly, persons with disabilities)
 - Other: (list below)
- Goal: Install a security and monitoring system by FY 3/31/2001.

HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals

- PHA Goal: Promote self-sufficiency and asset development of assisted households
Objectives:
 - Increase the number and percentage of employed persons in assisted families:

HUD 50075
OMB Approval No: 2577-0226
Expires: 03/31/2002

- Goal: III-4.2 Establish a Computer Laboratory and training program.
- Goal: III-4.3 Establish an on-site GED program.
- Goal: III-4.4 Investigate establishment of Housekeeping and Financial Management Programs
- Goal: III-4.5 Establish a Co-operative education program with schools and local businesses.
- Goal: III-4.6 Apply TOP/TAG funds to resident Training and organizing an Association.
- Goal: III-4.7 Continue the on-going relationship with the Carver Estates Youth Program, Inc.

Objective: III-5 Develop Project Management Skills for Qualified Residents

- Goal: III-5.1 Establish a Working Group to Investigate and Develop the Qualification Criteria.

Objective III-6 Create Opportunities for Family Self-Sufficiency

- Goal: III-6.1 Collaborate with Service Organizations aimed at Assisting Families by Seeking out Grant Opportunities
- Goal: III-6.2 Investigate cost, feasibility and funding sources to construct a 9,000 square foot building capable of servicing and meeting the needs of current residents and future anticipated requirements.
- Goal: III-6.3 Collaborate with resident service providers in seeking funding for construction of a Resident Services Center.

HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans

- PHA Goal: Ensure equal opportunity and affirmatively further fair housing Objectives:

HUD 50075
OMB Approval No: 2577-0226
Expires: 03/31/2002

**Delray Beach Housing Authority
Statement Of Progress in Meeting the 5 Year Mission and Goals 2001**

The following outlines the progress made during the Fiscal Year ending 3/31/2002:

DBHA Goal to Expand the Supply of Assisted Housing

1. We applied for 190 new vouchers under the 2002 Fair Share NOFA.
2. We were granted \$250,000 by the City of Delray Beach to acquire land for new homeownership opportunities.
3. Implemented our Project-Based Section 8 program under the New Housing Choice Voucher Program.

DBHA Goal to Improve the Quality of assisted Housing

Continued the Modernization efforts by

- a. Upgrading the Ball field, Partnering with the 1st Presbyterian Church.
- b. Installing Kitchen Cabinets in 1 unit.
- c. Installing New Entry Doors on all 200 units of Carver Estates

(Strategy II) DBHA Goal to Form Partnerships with Others by 2003

1. Secured funding (\$20,000) from the City of Delray Beach to install new walkways throughout the Carver Estates property.
2. Began talks with First Union Bank in an effort to secure financing for future projects.
3. Moved towards acquiring adjacent land through Eminent Domain for the development of single family homes and recreation facilities. Funding provided by the City of Delray Beach's HOPE III Program.

HUD Strategic Goal to Improve Community Quality of Life and Economic Vitality

Completed the installation of a State of the Art Closed Circuit Security System consisting of 24 cameras throughout the Carver Estates Site.

HUD Strategic Goal to Promote Self-Sufficiency

1. Assisted 5 Section 8 Participants and 3 Public Housing Participants in purchasing a home through the Family Self-Sufficiency Program.
2. Provided case management (including substance abuse counseling, job counseling, goal setting services, homeownership counseling) for 44 Section 8 families and 17 Public Housing families through the FSS Program.
3. 38 FSS participants are working (28 Section 8 and 19 Public Housing)

- Boys and Girls Club Site Plans
- Community Building: What Makes It Work, Amherst H. Wilder Foundation
- Delray Beach Community Redevelopment Plan
- Delray Beach Comprehensive Plan
- Delray Beach Housing Authority 5 Year Plan
- Delray Beach Parks and Recreation System Master Plan
- Delray Beach Neighborhood Association Atlas
- Downtown Delray Beach Master Plan
- Downtown Delray Beach Market Study
- Delray Beach Front Porch Florida Application
- Government Is Us, Stivers, King
- Southwest Delray Community Vision, The Institute of Cultural Affairs
- Tactics and Techniques of Community Intervention, Tropman, Erlich Rothman
- The Mixed-Finance guidebook, HUD
- 2000 US Census
- 2001 and 2006 Income Estimates and projections, Claritas, Inc.
- Village Academy Site Plan/Classroom Additions Specifications
- West Atlantic Avenue Redevelopment Plan



Building livable neighborhoods...



5702 Normie Drive Orlando, FL 32839
Tele: 407 . 351.9320 Fax: 407. 370.9367 Email: jegplanning@msn.com