

DELRAY BEACH CRA 2016 ANNUAL REPORT

Florida Redevelopment Association

Roy F. Kenzie Awards

Annual Report



About the Cover



- The cover of the 2016 CRA Annual Report is the newest “Art in Public Places” mural in Delray Beach
- The art was created by local artist Eduardo “Emo” Mendieta as a collaboration with the community
- The piece was strategically placed on the Delray Beach Tennis Center wall to represent the neighborhood’s rich history, which serves as a backdrop to the current transformation that the area is currently experiencing
- The neighborhood was also part of a branding project in 2016, where both the Northwest and the Southwest Neighborhoods were combined to create The Set
- The Set’s logo  is subtly placed throughout the piece
- By placing this image on the cover of the Annual Report, emphasis is placed on the emergence of The Set as Delray Beach’s second downtown renaissance

About the Graphics

- In 2016, multiple highly anticipated projects came to various stages of completion - These projects have been highlighted through the imagery of these pages
- The before and after images serve to show residents and readers the physical changes that have taken place as a result of CRA's initiatives
- Each project displayed comes from different sub-areas giving equal attention to various areas within the larger CRA district
- These graphics provides both information and an opportunity to celebrate to the completion of the projects
- The colors chosen subtly compliment the cover art, tying the components together and reflecting Delray Beach's vibrancy and diversity of CRA projects



NE 2nd/Seacrest Blvd.:
multimodal infrastructure
beautification



Arts Warehouse: cultural based
economic development



Courtyards on 12th: duplex
renovations, affordable housing



Old School Square: historic
preservation

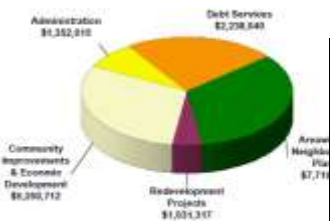


**NW 12th Ave/ MLK Jr. Drive
Phase II:** neighborhood
infrastructure and beautification

The CRA funds its programs and projects primarily through Tax Increment Financing (TIFs). Each fiscal year, the CRA receives its TIF dollars, along with other revenue from sources such as grants, bond financing, and property sales, back into redevelopment activities within the CRA district. During FY 2015-2016, the largest portions of the CRA's \$17.5 million budget were allocated to the implementation of various Area Wide & Neighborhood Plans (46%) and the Community Improvement & Economic Development projects (30%).

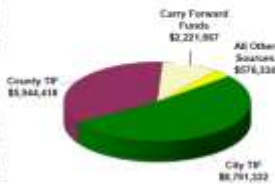
The CRA has maintained its commitment to improving Delray Beach by fostering redevelopment and leveraging public funds to attract private investment into the area. Working in partnership with the City of Delray Beach, property owners, residents, businesses, and other stakeholders, the CRA has worked to significantly enhance the Central Business District and surrounding neighborhoods. While there are still many projects currently underway and much more work to do, these collective efforts uniquely position Delray Beach to compete for enterprise opportunities and new jobs as the local economy continues to recover and grow.

Expenses.....\$17,533,141



3 Financial R

Revenue.....\$17,533,141



Expanding Tax Value =
Expanding Improvements

The CRA is primarily funded through tax increment revenues, and most of those funds are put directly into City infrastructure improvements. Properties located in the CRA

CRA Balance Sheet (Unaudited) As of September 30, 2016 (FY 2015-2016)

Assets

Current Assets.....	\$ 9,222,396
Other Assets.....	\$31,542,811
Capital Assets.....	\$ 1,025,019
Total Assets.....	\$41,790,226

Liabilities & Equity

Current Liabilities.....	\$ 1,904,367
Equity.....	\$39,885,859
Total Liabilities & Equity	\$41,790,226



"I was able to hold on Christmas morning the first time I drove this section of N.E. 3rd Avenue, very excited!"

—Rep. Steven, Under Mayor for the City of Delray Beach

Balance Sheet



Financial Reporting

- Description of financial reporting simplifies the complexity of the CRA's yearly finances
- Clear and easy to understand graphics allow the audience to clearly visualize the finances for the year
- This financial report meets the State of Florida's reporting requirements
- Imagery and color engage the audience to make financial reporting exciting and interesting
- Thematic colors of text and border art tie the contents into the cover art unifying the document

Input from Community Stakeholders

- The CRA chose to highlight numerous projects with testimonials from community stakeholders giving a unique and personal perspective on the project
- Testimonials within the Annual Report not only showcase the Agency's work, but also echo the community's voices
- Each project displayed comes from different sub-districts within the larger CRA district
- These testimonials serve to bring awareness and engagement of the projects' inception through completion



"I was like a kid on Christmas morning the first time I drove this section of N.E. 2nd Avenue; very excited!"

-Amy Alvarez, Senior Planner for the City of Delray Beach



"As a contractor, it is thrilling to see this dark, dead space open up and become full of light."

-William Hatcher, Hatcher Construction & Development, Inc.



"The Set is not just a destination, it's not just a brand; it's a lifestyle, a culture, a tribe."

- Chuck Ridley, Chairman of the West Atlantic Redevelopment Coalition (WARC)

CRA Projects

- These easy-to-read pages clearly state through words and images the CRA's completed and upcoming projects throughout the districts
- Pages include testimonials from community stakeholders and continue the public engagement process
- These pages inform both residents and visitors on recently completed, current, and upcoming projects funded by the CRA

N.E. and Avenue "Secrets Boulevard Beautification Project"



The N.E. and Avenue "Secrets Boulevard Beautification Project" included upgrades to sidewalks, lighting, landscaping, street landscaping, and bike lanes. In May 2013, the residents of the Del-Ida Park Historic District, the CRA, and the City of Delray Beach worked together to obtain grant funding from the Florida Department of Transportation through the Intermodal Planning Organization award (440344). A major component of the grant included grass bike lanes, Delray Beach is the second city in Palm Beach County to have grass bike lanes installed which add in riding safety. This project serves as one of the gateways into Delray Beach and the official Pineapple Grove Arts District. This is the first of a four phase project, which extends to the northern city limits in Oakberry Boulevard. The beneficiaries were the Metropolitan Planning Organization, the City of Delray Beach including 100,000, and the CRA. (Total funding \$1,475,000)

CRA Transportation: Transit Enhancement Award



The CRA, and the City of Delray Beach, was awarded the Ray F. Austin Award for Transportation: Transit Enhancement for the US-1/Federal Highway Beautification Program as part of the 2013 Florida Redevelopment Association Awards Program. The awards recognize and celebrate the most innovative and effective redevelopment programs in the state.

S.W. 9th & 10th Avenue Improvements



The S.W. 9th & 10th Avenue improvements included power tech sidewalks and decorative street lighting. These improvements have not only beautified the Southwest neighborhood district, but also improve safety through lighting and environmental design. These improvements provided were part of the adopted redevelopment plan for The Set. The CRA design and construction costs \$150,000.

S.W. 14th Avenue Driveway Renovations



This project consisted of historic and exterior renovations of the highest quality structures. The general scope of work for the structure included exterior interior and exterior improvement and site upgrades such as landscaping, site lighting, and outdoor to create the strong adjacent five buildings completed by the CRA in 2010. In order to accommodate the demand for high quality affordable rental housing in Delray Beach, the developers have been moved to some eligible facilities and is managed by the Delray Beach Community Land Trust through a Ground Lease Management Agreement. The project was completed and fully occupied by September 2017. Total CRA design and construction costs \$100,000.

Block 34 Alleyway Improvements



The purpose of the alleyway renovations includes better access to the historic, enhanced connectivity throughout the city, and decreased parking in the east right-of-way. The construction of the alley included paving, water, sewer, and drainage improvements. The CRA design and construction costs \$50,000.

S.W. and Terrace Reconstruction



In the 1980s, the Corner Square suffered structural problems due to building on a former dump site. After purchasing the home, adjacent lots, and through extensive soil remediation, the CRA was granted a license in 2014 to build 50 new affordable homes. The S.W. and Terrace project included reconstruction of water, sewer, drainage, and roadway improvements in preparation for the proposed single family homes that will be constructed. CRA to construct costs \$65,000.

2016 Major Highlights

The Set

A new brand has emerged for the long-standing residential and business communities surrounding the Atlantic Avenue corridor, from Interstate 95 to Ocean Avenue, and Lake Ida Road to S.W. 14th Street. This area, richly and historically defined as the West Atlantic Neighborhood, has a new name that reflects both the rich history of the area and the growth and reinvention it is currently experiencing. The Set.

Launched in September 2016, the new identity is the result of a branding initiative by the governing board of The West Atlantic Redevelopment Coalition (WARC). Established in 1988 as a nonprofit entity, WARC was created to advise the CRA and the City of Delray Beach on redevelopment efforts in the area surrounding the downtown corridor of West Atlantic Avenue. The WARC Board, its President Committee, and members of the Southwest Neighborhood Alliance (SWNSA), selected the name "The Set", finding it to be best suited to unify the neighborhood with other areas of the city while honoring its distinction from the rest of the city. The name is a play on the word "set" as in a gathering of people, a place, or a time, and it is a nod to the area's rich history and its current growth and reinvention. The Set is a brand that reflects the area's rich history and its current growth and reinvention. The Set is a brand that reflects the area's rich history and its current growth and reinvention.

In addition to the new name, the brand platform also includes a logo and tagline "Where You Can't Stay" that pay homage to the past, present, and future positioning and opportunities for the area. Future phases of the initiative include the implementation of a cultural marketing strategy that will integrate the unique historical character of The Set's communities to build support among existing stakeholders while drawing new audiences to the area.



"The Set is not just a destination, it's not just a brand, it's a lifestyle, a culture, a vibe."
- Chad Hilly, Chairman of the West Atlantic Redevelopment Coalition (WARC)

The Delray Beach GreenMarket

As in the tradition, the Delray Beach GreenMarket continues to attract one of thousands of visitors to Downtown Delray Beach to buy from more than 100 vendors every Saturday from 8:00 AM to 2:00 PM during the months of October through May in Old School Square Park. The GreenMarket philosophy has included businesses such as Lee, Pangea, French Bakery and Grandpa's Bakery into Delray Beach. The GreenMarket launched the first ever "Big Market" program with its partners (Bancroft, Pangea, French Bakery, Lee, Pangea, French Bakery, Grandpa's Bakery) to bring the market to the heart of the city. The GreenMarket is a vibrant example of the CRA's place-making initiative within The Set.

Other CRA Projects



Warehouse

The Arts District continues to transform. The proposed streetscape improvements along S.W. 5th Avenue will provide safe, well-lit pedestrian environments to the public parking area. The CRA purchased a 12,000 sq. ft. warehouse in the Pineapple Grove Arts District for 10,000 sq. ft. of retail and office space and other arts related uses. The purpose of this project is to create a vibrant arts and pedestrian activity in the Pineapple Grove area and to enhance Delray's overall community. Construction on the Arts Warehouse began in October of 2016 and is expected to be completed in the Summer of 2017. The CRA investment totals \$2.5 million.



"It's exciting to see this work, and you can see it and know that it's right."
- Brian Hadden, Hadden Construction of Delray, Inc.

Used as RFP for the 1.27 acre site including the former public library, its adjacent public the former Greater Delray Beach Chamber of Commerce building. The new mixed-use features an eight-theater luxury movie complex, Class A office space, retail, and public parking garage and rooftop garden deck. Construction is anticipated to commence in FY 2017.

Street/Avenue Beautification - Business Area Revitalization

Redevelopment Plan identifies the need for additional parking for area businesses, especially those, between S.E. and S.W. 14th Street, and east of the FEC Railroad. Additional improvements through a combination of streetscape improvements with on-street parking, a public parking lot, and alley improvements, where necessary. Estimated CRA investment \$1.5 million.

11th Avenue Beautification

As part of the north and south "secondary circulation system" that was included in the Master Plan. This project involves the installation of drainage, sidewalks, landscaping, and more for this two block area encompassing Martin Luther King Jr. Drive Avenue. This section of S.W. 11th Avenue represents significant traffic volume. The CRA is an advocate for West Atlantic Avenue. The project involves the installation of the first block, in order to eliminate front yard areas from S.W. 11th Avenue to the east of businesses where possible. Estimated CRA investment \$1.5 million.

11th and Block 20 Alley Improvements

A Neighborhood Arts Redevelopment Plan calls for restoration of the historic district. The purpose of the alleyway improvement includes better access to the alleyways, enhanced connectivity throughout the city and to the road right-of-way. CRA investment totals \$100,000.

Coming Attractions

CRA Programs

- These pages highlight and explain the CRA's ongoing programs
- Imagery allows for a visual example of ongoing programs throughout the community

The CRA undertakes a variety of programs and initiatives that are designed to create new business activity, generate quality jobs and enhance the commercial tax base. The CRA's investment in the Clean & Safe Program supports the long-term viability of the downtown as a vibrant business and entertainment district, while a partnership with the Delray Beach Marketing Cooperative supports the growth of the tourism and hospitality industry by marketing Delray Beach as a tourist destination. The Office of Economic Development (OED), a collaborative office between the CRA and City of Delray Beach, manages the CRA's business grant and incentive programs, which leverage CRA dollars with private investment, ultimately resulting in job creation and commercial property improvements throughout the CRA District.

Total Business Grants Awarded in FY 2016: \$46,215.13

Site Development Assistance Program \$48,484.33
Provides partial reimbursement for certain interior and exterior improvements to commercial properties in the CRA District.

Paint-Up & Signage Program \$5,811
Provides a partial reimbursement for the cost of exterior painting, pressure cleaning, and signage improvement projects for existing commercial or multi-family properties throughout the CRA District.

- McMillan & Stanley
- DB Land, LLC
- Access Development Properties, LLC
- Band & Reed, Inc.
- DB Land, LLC
- Delray Beach Boxing, Inc.



McMillan & Stanley



Delray Beach Boxing, Inc.

OED also leads the G.E.A.R. (Grow, Expand and Retain) Program, which assists businesses seeking to startup, grow, and relocate within Delray Beach. In 2016, two new organizations joined the G.E.A.R. Team—the TED Center and South Palm Beach SCORE—bringing the partnership to a total of nine organizations.

Together, the G.E.A.R. Team successfully celebrated the city's second annual "We Heart Small Biz Month" in May 2016. Led by OED, the 2016 celebration included a series of 16 events designed to raise awareness of local small businesses, while helping small business owners connect with local resources and service providers. The month-long celebration kicked off with the "Small Biz MixCon" a free half-day event featuring the stories of nine successful local small business owners and entrepreneurs, shared through a series of interactive panel discussions and

presentations. Business walks were conducted in The Set and in the downtown core, using a team of G.E.A.R. volunteers who went door-to-door to distribute giveaways and administer a brief survey. New events included a Google Street Party, Automotive Industry Round table, and Chamber Biz-Tech Expo.

Additionally in 2016, OED and the CRA introduced "Evolving Economic Development," a new approach to making strategic investments in capacity-building initiatives focused on small business development, entrepreneurial development, and workforce development. The CRA laid the foundation for several such initiatives in 2016 including investing in a new small business center at the Delray Beach Public Library, and making plans for what will become Carver Cottage on Historic Fifth Avenue in The Set, which will provide job services.

7 Economic Development

A-GUIDE For Nonprofit Partnerships

The Delray Beach CRA cannot possibly fund the immense task of redevelopment on its own and must therefore continue its program to act as a catalyst for redevelopment effort by individual residents and businesses within the CRA and to leverage investment by private enterprises. To ensure the CRA is receiving the needed results from its projects and programs, it is important that funding decisions are based on expectations of specific, measurable outcomes. The CRA's funding activities must align with the Delray Beach Community Redevelopment Plan. Toward that end, the CRA developed the A-GUIDE: Achieving Goals Using Impact Driven Evaluation, a roadmap for verifying alignment and effectiveness of the programs and activities it supports. The CRA believes that the long-term viability of its District is enhanced significantly through partnerships with cultural and nonprofit organizations that establish Delray as an arts destination, attract visitors, help support local businesses, and provide for affordable housing. In FY 2015-2016, the grant recipients were Old School Square (\$413,800), EPOCH (Study Museum) (\$67,790), the Delray Beach Historical Society (\$88,000), the Delray Beach Public Library (\$618,000), the Delray Beach Community Land Trust (\$174,457), and the Creative City Collaborative (\$137,546). **CRA grant funding in 2016 totaled \$1,365,393.**



Clean and Safe Program

The Clean & Safe Program is an important component to the CRA's economic development strategy. Having a safe, clean, and overall attractive CRA District helps to improve its regional reputation as a center of business and social activity. In its continued efforts to eliminate and prevent crime and blight, the Clean and Safe Program aligns in the CRA's goals. The CRA has continued its commitment to this program in 2016, funding police patrols, maintenance personnel, landscape maintenance, lighting, and code enforcement within the CRA District. In FY 2015-2016, the CRA increased funding to the Clean and Safe Program to provide for a Downtown Manager, a Police Sergeant, two Code Enforcement Officers, and a Scrutiny Officer. **CRA funds in 2016 totaled \$2,275,594 million.**

Affordable Housing

Carver Square

Carver Square is a two-block residential subdivision south of West Atlantic Avenue between SW 7th and 10th Avenues. Due to its previous uses as a drainage pond and dump site, homes built on the property in the 1960's through the 1980's experienced severe structural damage due to the settling of the land. After acquiring the properties in 2003, relocating residents, successfully obtaining historicfield designations, and conducting an extensive soil remediation/ mitigation program, the CRA received clearance in 2015 to move forward with a plan to build six new affordable homes within the Southwest Neighborhood. The CRA will serve as the developer of this property and will be engaging its housing partners for the income qualification and site component of this project. **The CRA has increased its efforts.**

Northwest 5th Avenue

Northwest 5th Avenue is a part of the CRA's goal to create affordable housing within the Northwest Neighborhood Area. The CRA sold three properties in the Delray Beach Community Land Trust (DBCLT) at a reduced cost of \$1,000 per lot in order to develop three new, single-family, workforce homes. The DBCLT is a Delray Beach based nonprofit, with the goal to "foster healthy communities through the creation, rehabilitation, and preservation of quality long-term affordable housing." Two of the homes have been completed, with the third home expected to be completed in the coming months.





CRA Information

- These pages serve to inform the viewer on the CRA's statistical data for the past reporting year while outlining and defining the CRA's boundaries, function, and mission
- These pages contain important information about the CRA in relation to its constituency.
- The conscious decision to use the NE 2nd/Seacrest Blvd. Beautification Project as a background of the "Fast Facts" page visually connects the CRA to the neighborhood it serves

Chairman's Message

Delray Beach continues to flourish through its business, economic development, and neighborhood initiatives. The CRA is focusing its efforts on the activation of the business districts that have not experienced the success of the downtown core, as well as implementing needed infrastructure improvements in the adjacent neighborhoods north of The Sea (formerly Northeast and Southwest neighborhoods) and Ocala Park. In February 2016 we performed an after presentation analysis and the City is implementing additional improvements based on the City's newly adopted Level of Services (LOS) and our collaborative efforts. This led to the funding of "transitional" projects in FY 2016-17 which allows residents to benefit from the improvements while waiting for the scheduled core strategic "Complete Neighborhood" work to begin in FY 2017-18. We are confident that Downtown Delray Beach will continue to thrive through commerce, culture, and the arts.

Through the collaboration with the West Atlantic Redevelopment Coalition (WARC), this past year, a new neighborhood brand was created for the area encompassing the Northeast/Southeast neighborhoods and West Atlantic corridor, known as The Sea, which honors the area's maritime culture, and community pride. As we look back on our other accomplishments, from completing the R.E. and Avenue Seacrest Boulevard Beautification project, which means age and sustainable transportation into the gateway of the Pineapple Grove Arts District, to the completion of the S.W. 20th

The Board of Commissioners



Joseph Bonaldi
Mayor



Larry Goldstein
Finance Director



Thomas Torres
Treasurer



Paul Davis
Council Member



David Ross
Council Member



Deborah D. Hughes
Council Member

The CRA Staff



Tell us again: Charlotte Ramirez, Emily Vidler, Brian Matthews, Tracy Smith, Jeff Goodrich, Susan Stone, Ann Goodrich, Ann Fields, Rosemary, Ed Lee, Shawna Roberts, our secretary, Jani Howard & Lisa Polley.

CRA Board & Staff

Annex/Digital Recreation project

which created additional quality affordable housing while building pride within the community. We are proud that Delray Beach's physical environment continues to evolve with our strategic economic initiatives.

Neighborhoods are our greatest assets and the residents who have resided in the CRA district since 1981, mostly our seniors, must not be forgotten nor forced to be displaced. It is time to push forward with updating our legacy development plans and creating long-term resident solutions that focus on community-based access, affordable housing, housing maintenance, elimination of blight, public-private partnerships, and small business development. I encourage you to review our Annual Report and get to know the CRA, our partnerships, programs, project implementation plans for businesses and residents, and the community we serve. Stay informed by participating and working together to help Delray Beach continue along the path of success.

As Chairman of the Delray Beach CRA, it is my privilege to say that we are committed to be inclusive, transparent, and engaging to better align the CRA's goals with the City's and community partners' and residents as we continue to transform our collective vision into reality.



Reginald A. Clark
Chairman

SUBAREA 1	69 ACRES
SUBAREA 2	164 ACRES
SUBAREA 3	187 ACRES
SUBAREA 4	160 ACRES
SUBAREA 5	105 ACRES
SUBAREA 6	160 ACRES
SUBAREA 7	170 ACRES
SUBAREA 8	856 ACRES
TOTAL	1,961 ACRES



5 CRA District Map

The CRA and its District.....

- was created by the City Commission in 1983
- is governed by a seven member volunteer board appointed by City Commission
- activities are guided by the Community Redevelopment Plan, adopted by the City Commission
- is 20% of the total City of Delray Beach area
- had a Taxable Value in FY 2016-2017 of \$1.536 Billion, an increase of 19% from FY 2015-2016
- has a population of approximately 13,450
- has approximately 6,378 housing units
- has the largest land use as residential
- has four public schools serving 1,798 students
- 35% of the population is white
- 60% of the population is black
- 5% of the population is other
- the CRA District is approximately 1,961 acres
- the Redevelopment Plan is amended every 2-3 years

Primarily funded by tax increment revenues which is a portion of assessed property taxes collected in the CRA District, and the County, and transferred to the CRA for redevelopment activities. Tax increment revenues have been a great asset to Delray Beach, helping millions of County dollars in The City of Delray Beach versus being redirected to other areas of Palm Beach County.

Fast Facts

Distribution

- All of this information was made available in a concise 10 page publication
- Annual Reports were distributed in public places locally throughout the City and at the recent AIA National Convention in Orlando
- The 2016 Annual Report was made available to the public online at <https://delraycra.org/reports-newsletters/> and other social media sources
- A statement, QR code, and link to the CRA website were included in the Delray Beach utility bill for the month of June providing continuity of public engagement throughout the year
- Digital copies will also be distributed via USB flash drives for future distribution

