

ARTS & CULTURAL MASTER PLAN

FOR DOWNTOWN LAKE WORTH

Submitted by Lord Cultural Resources and Jon Stover Associates

Photo by: Ja
JS&A
Economic Development Consulting

Lord
Cultural Resources

LAKE WORTH CASINO





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1 INTRO

Cultural Council of Palm Beach County



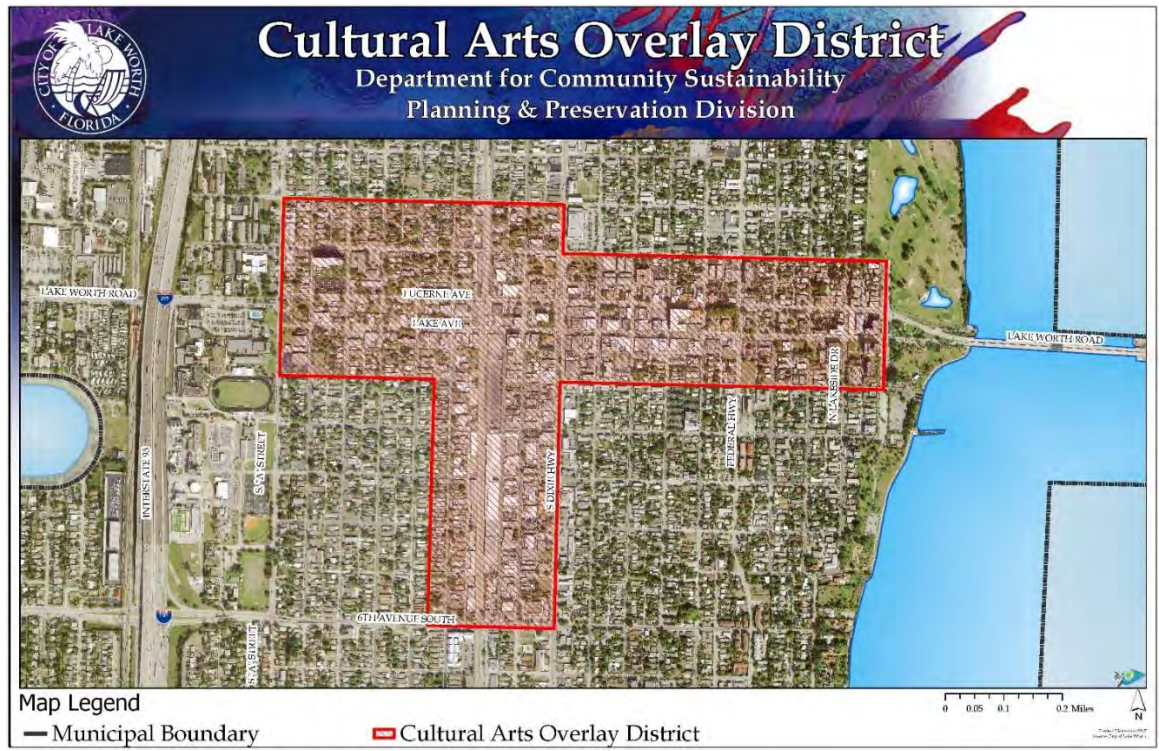
INTRODUCTION

SPOTLIGHT ON LAKE WORTH'S DOWNTOWN

A culturally and architecturally rich community, Lake Worth is home to one of the most ethnically diverse populations in Florida. Known as the geographic and artistic center of Palm Beach County, the city embraces many different cultures and lifestyles. City leadership has undertaken a series of initiatives to achieve economic vitality through arts and culture—from establishing LULA and the Lake and Lucerne arts district, to building artist housing with support of a Housing Urban Development (HUD) grant.

To build on these efforts, the Cultural Council of Palm Beach County (CCPBC), headquartered here in Downtown Lake Worth, and the Lake Worth Community Redevelopment Agency (CRA), with participation by the City of Lake Worth, spearheaded development of an Arts and Culture Master Plan for Downtown Lake Worth, funded by a grant from Community Foundation for Palm Beach and Martin Counties. The resulting plan—this document—aims to boost arts and culture and helps create a thriving Downtown, and thereby enhance quality of life for all of Lake Worth residents and visitors.

Figure 1.1 Map of Focus Area for the Plan



ARTS AND CULTURE MASTER PLAN LEADERS

In January 2016, the Cultural Council of Palm Beach County and its partners, Lake Worth CRA and the City of Lake Worth, engaged the team of Lord Cultural Resources and Jon Stover Associates to facilitate development of this Arts and Culture Master Plan for Downtown Lake Worth.



CULTURAL COUNCIL OF PALM BEACH COUNTY: Project Administrators, officially designated “Local Arts Agency” by the Board of County Commissioners



LAKE WORTH COMMUNITY REDEVELOPMENT AGENCY: A quasi-public Agency tasked with redeveloping the core area of the City of Lake Worth (aka the District). Member of the client team.



CITY OF LAKE WORTH: Municipal government entity and collaborator with client team

Working with a Steering Committee consisting of the core client team and community stakeholders representing a cross section of Lake Worth residents and organizations, the consultant team has facilitated an 18-month process to develop this strategy and accompanying implementation plan to boost arts and culture in Downtown Lake Worth and thereby revitalize the Downtown corridor.

WHAT IS AN ARTS AND CULTURE MASTER PLAN?

Vision meets strategy in an arts and culture master plan. An arts and culture master plan translates the artistic and cultural needs and identity of a community into a tool for implementing recommendations. These recommendations seek to address gaps in arts and culture service delivery; expand participation; broaden the impact of arts and culture on the wider community; identify new opportunities for a city’s future audience; stakeout a city’s identity through cultural expression; or, very likely, all of the above.

This Arts and Culture Master Plan was commissioned to address distinct objectives specific to the city’s arts and culture needs in the Downtown. The Arts and Cultural Master Plan will establish a cultural district to support local talent while promoting the Downtown as a destination for the art-related businesses, art and cultural programs and arts-related education. The Master Plan reflects the community’s desire to utilize arts and culture to enhance the sense of community; enhance economic vitality that is linked to arts and culture; create and support a Downtown environment where art and culture thrive and enrich the community culturally, aesthetically, educationally and economically.

Goals for the Arts and Cultural Master Plan are:

- Elevate Quality of Life and Prosperity in Downtown
- Fill the Talent Gap
- Support and Promote Local Artists
- Leverage the Community’s Strengths
- Act as a catalyst for ongoing economic investment in the community

WHAT IS MEANT BY ARTS AND CULTURE?

Culture is the shared identity of a community — multi-dimensional and ever-changing. It is the creative expression of individuals and how they perceive the world — their beliefs, customs, values, traditions, and aspirations. In today's society, many different cultures exist side by side and work together to create a dynamic, tolerant and thriving community. Culture is often expressed through the arts, food, language, connection to the community through heritage, creative learning and the stories and experiences that make up a vibrant community.

Arts and culture include many disciplines and formats of expression, heritage and activity. In this plan, the definition of arts and culture is broad and includes: music and live performance; visual and applied arts; heritage/history; writing; audio-visual, film and interactive media; sound recording; language; food; traditions and festivals.

WHY AN ARTS AND CULTURE MASTER PLAN?

Strategically planning for the arts and culture provides the opportunity for Downtown Lake Worth to harness and accelerate cultural arts activity as an engine for the city's broader initiatives. Doing so requires vision and the practical tactics to implement recommendations, which are articulated in an arts and culture master plan. At the center of every arts and culture master plan is a set of guiding principles that addresses cultural participation, arts sustainability, content and audience diversity, cultural heritage, issues of authenticity, and cultural identity. A plan that reflects the needs of its community can propel that community forward, allowing it to respond to growth and evolution and reflecting a distinct community, proud of its origins and passionate about a shared sense of place.

Both the plan and the planning process endeavor to:

- **Leverage the community's network of attractions and venues.** Building capacity through creative collaborations at thriving and emerging venues will both diversify and increase the audiences in the visual arts, performing arts, festivals, and community events. Additionally, integrated marketing, broader funding options, private/public partnerships, and shared service opportunities are just a few of the economic reasons for forming alliances across organizations and events.
- **Attract and nurture future cultural leaders, artists, volunteers, and audiences.** Cultural institutions and attractions must plan for the next generation of cultural participants. Often, cities are competing to retain and nurture artists, a group that represents the life-blood of an authentic cultural community. It is essential to involve emerging participants in the cultural sector, both as contributors and visionary leaders. Engaging these groups in the planning process is vital.
- **Support culture as an engine for a creative economy, attracting and retaining young professionals.** A community's greatest asset is its residents, those who seek renewal through its cultural activities. A plan looking years into the future must respond to present needs but also project the needs that will arise as the population evolves.
- **Position as an integral part of the local government's overall responsibilities.** Arts and culture rarely succeed when they stand alone, apart from the initiatives guiding other areas of the community. Cultural policy can have implications on economic impact; downtown revitalization; efficient institutions; cohesive physical communities with thriving public spaces; quality of life and environmental sustainability. As a community determines the qualities that will help it compete for residents, visitors and business with other locales, it will take a visionary cultural plan to make these connections and bring community collaborators into the process.
- **Encourage private investment through policies, ordinances, incentives, etc.** as outlined in the City of Lake Worth Comprehensive Plan.

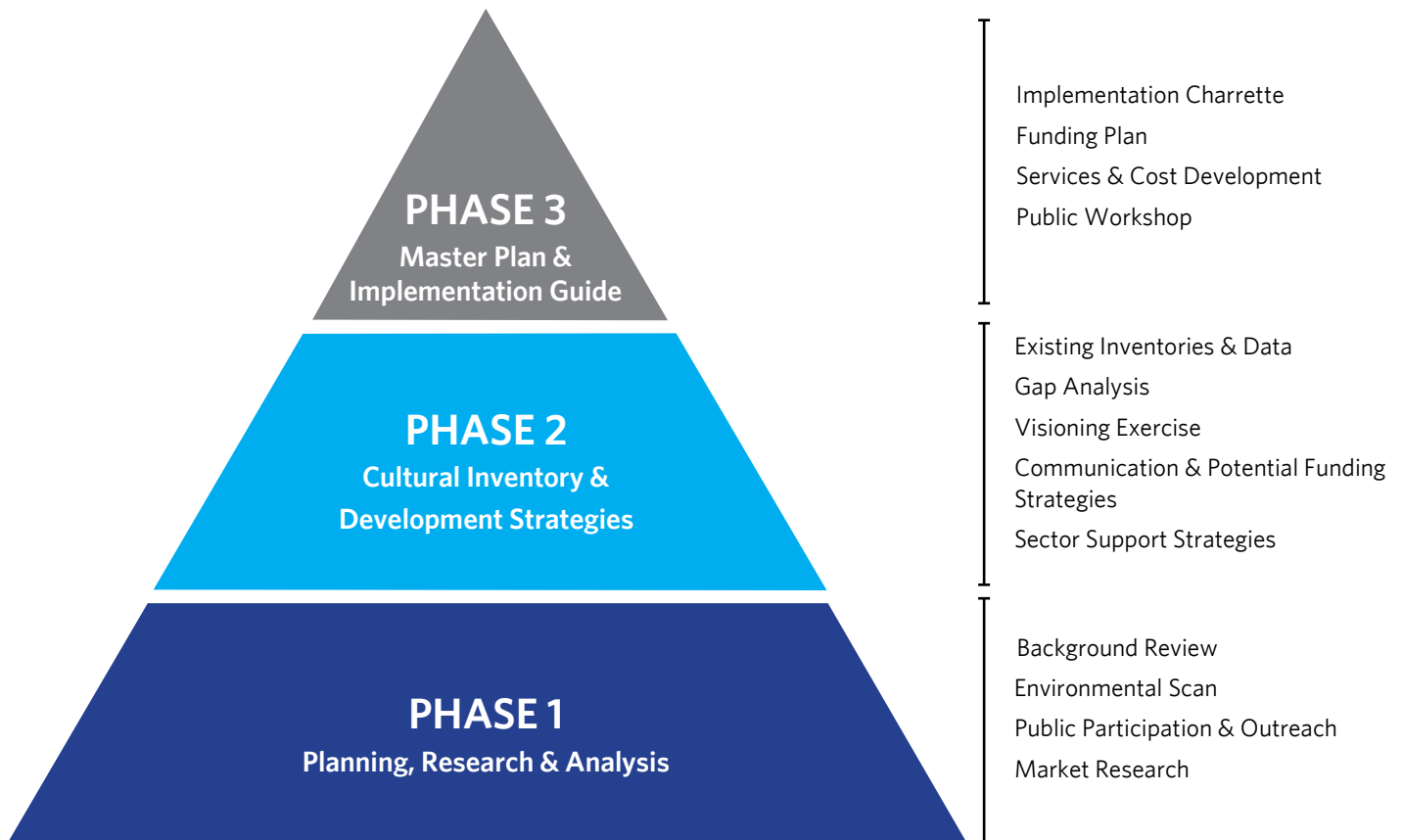


2 OUR PROCESS

OUR PROCESS

The planning process involved a three-part methodology, outlined below. This approach was designed to facilitate understanding of local conditions, realities, and opportunities, and then to build the resulting strategy contained within this plan using extensive research and stakeholder engagement and the planning team’s deep expertise as the foundation.

Figure 2.1 Planning Process



PHASE 1: PLANNING, RESEARCH AND ANALYSIS

Phase 1 began with a thorough literature review of previous and existing cultural and municipal studies and data to place the plan in context and link it with existing initiatives. The planning team also assembled a Steering Committee of community stakeholders from across the arts, cultural, civic, social service, and business sectors of Lake Worth. From that point forward, the Steering Committee helped the Cultural Council and CRA to guide the planning process and was instrumental in developing the strategies proposed in this plan.

An extensive public participation process engaged residents, students, business owners, public officials, and more through a combination of methods to involve a wide range of Lake Worth stakeholders in informing the plan. These activities, further detailed in the diagram below, yielded public priorities for the plan that are described in detail in Chapter 3 of this document.

Figure 2.2 Public Participation Process



To complement this public participation process, the planning team conducted market research and a study of the latest best practices in cultural policy development, to further ensure that the resulting plan is the strongest possible and best tailored for Downtown Lake Worth. The market research included cultural, residential, retail, office market, and light industrial sectors within the City, with a specific focus on potential uses that are best aligned with targeted reinvestment sites identified by the CRA. The market research assessed current and projected market indicators based on available and applicable information. This included current rents and estimates of inventory and vacancy rates for cultural, residential, retail, office, and industrial market sectors.

Phase 1 concluded with a report summarizing key findings and a presentation of the work to date, culminating in a priority setting exercise with the core stakeholder committee.

PHASE 2: CULTURAL INVENTORY AND DEVELOPMENT STRATEGIES

The team, working with the CCPBC completed an inventory of Lake Worth's existing cultural assets. Through this process, the team was able to examine key physical and operational factors, such as occupancy, infrastructure, revenue generation, accessibility, programming, etc. using data already compiled by CCPBC, as well as a thorough survey, on-site facility tours, and interviews with cultural initiatives operators and users.

The team translated this inventory into Geographic Information System (GIS) maps. The mapping began to illustrate links among existing cultural resources and community and City services, burgeoning cultural hubs, zoning implications, and economic development efforts. Using this strategic assessment, we examined existing needs and potential gaps, as well as new and underutilized opportunities in service delivery, facility spaces, and avenues for cultural participation. We also identified links between City services and existing plans/economic development efforts, particularly those of the CRA and the City of Lake Worth.

Figure 2.3 Lake Worth Cultural Assets



Based on the information gleaned from the inventory, gap analysis and GIS mapping, the team facilitated a visioning exercise with the Steering Committee to explore potential redevelopment opportunities. These exercises were designed to produce realistic strategies for redevelopment that will establish a distinctive and strong Cultural District in Downtown Lake Worth and provide opportunities for employment and higher quality of life for Downtown Lake Worth residents, complementing economic development initiatives throughout the city.

Working closely with the CRA, the team discussed downtown zoning, density, land-use, amenities, and policy considerations.

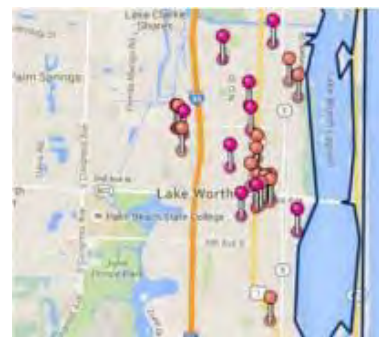
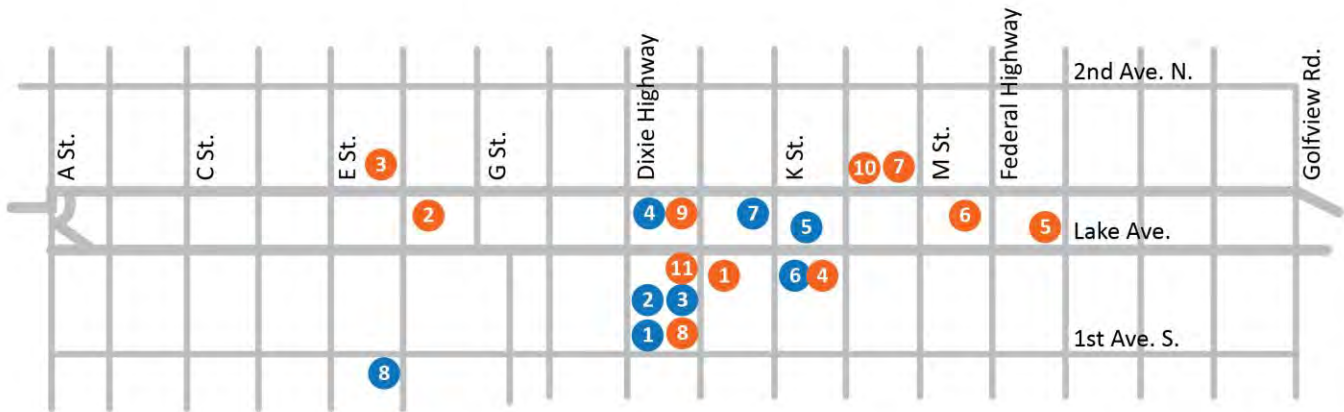


Figure 2.4 Downtown Cultural Uses



PHASE 3: MASTER PLAN AND IMPLEMENTATION GUIDE

Now in Phase 3, the planning process has focused on developing a detailed planning document—the road map for the Cultural Council, the CRA, their partners, and the community to use as a tool on an ongoing basis. This is a Master Plan that articulates the vision, mission, overall strategic goals, and objectives for arts and culture in Lake Worth and an Implementation Plan that outlines action steps to carry out each goal and objective.

Through a series of self-led work sessions, the Steering Committee working in task forces around each of the public priorities described in Chapter 4, the Cultural Council and CRA identified realistic initiatives and related resources and phasing to achieve the overarching priorities resulting from Phase 2.

Preliminary recommendations collected were examined through the lenses of three questions:

- How does the initiative achieve the vision?
- How can the initiative be funded?
- What partnerships are needed to sustain it?

The work sessions, combined with ideas from the public engagement process, yielded an informed set of immediate, short-term and long-term action strategies, funding ranges, and potential collaborators.

This Arts and Culture Master Plan signifies the partial completion of Phase 3, in which a draft strategy and implementation plan are presented herein and will be tested through public workshops.

DOWNTOWN LAKE WORTH ART GALLERIES

- 1 PALM BEACH GALLERY
- 2 BRUCE KODNER GALLERIES
- 3 FLAMINGO GALLERY
- 4 ART LINK INTERNATIONAL
- 5 ARTISANS ON THE AVE
- 6 NO SO SO
- 7 SUGAR PLUM
- 8 BENZAITEN

OTHER DOWNTOWN ARTS ORGS./FACILITIES

- 1 LAKE WORTH PLAYHOUSE
- 2 ARMORY ARTS CENTER
- 3 URBAN ARTS LOFTS
- 4 CULTURAL COUNCIL OF PALM BEACH COUNTY
- 5 LAKE WORTH HISTORICAL MUSEUM
- 6 LAKE WORTH PUBLIC LIBRARY
- 7 LAKE WORTH ART LEAGUE, INC.
- 8 BAMBOO ROOM
- 9 DOWNTOWN DANCE
- 10 SOCIAL HOUSE
- 11 BOOK CELLAR



3

DEFINING LAKE WORTH'S ARTS AND CULTURE NEEDS

You're invited to the After Party
SUFI

EVENING
THE COU
LOBBY O
CONCE

DEFINING LAKE WORTH'S ARTS AND CULTURE NEEDS

Lake Worth and its Downtown have many strengths, including the famous Street Painting Festival and its proximity to the beach. But there is room to grow and great potential to leverage arts and culture as a driver for creating a walkable, friendly destination, connecting people together across cultures and ensure a vibrant and prosperous economy.

Research and engagement with residents and workers in Lake Worth revealed a love of this city and a strong belief that the arts and culture are already a vibrant part of the fabric of the city. Residents believe that there are many ways to leverage what already exists in the city to make it even better. Interviews, community workshops, surveys, and other community engagement with the Lake Worth community pointed to overarching needs in five main areas. These are listed below in the order that they were most heard. The priorities and recommendations in this Arts and Culture Master Plan for Downtown Lake Worth respond to these needs and are based on an analysis of existing conditions and the capacity for new initiatives.

Maintain Lake Worth's small-town feel and attractiveness to artists

Residents moved to Lake Worth because of its small-town feel and unique character. They do not want to lose either. Residents see these two elements as working hand in hand— its unique character attracts more artists which further contributes to the eclectic nature and richer arts and cultural experience in Lake Worth. Additionally, the city has an affordability factor that is conducive to attracting creatives. Lake Worth has the added benefit of existing infrastructure in the form of main street style buildings, bungalow homes and walkability, all in the Downtown area. Increased event—based arts and cultural offerings, like the Street Painting Festival were suggested as ways to provide opportunities for artists without over-burdening existing art resources and arts organizations.

Increased public support is imperative

Residents believe that a combination of support efforts among the leader partners—The City of Lake Worth, the CRA, Palm Beach County, and Cultural Council of Palm Beach County is essential in realizing the cultural potential of Downtown Lake Worth. Residents understand that the city is chronically under-resourced, maintaining that the best ways for the city to support the arts and culture are to work with the CRA to update and implement the city's progressive Land Development Code and to work with the school system to provide access to school groups. The Cultural Council's move to Lake Worth has been very positive and a welcome demonstration that arts matters and that Lake Worth matters, however it needs to reach out more to the Lake Worth community.

Address the perception that Downtown Lake Worth is not safe

Many shops in Downtown Lake Worth are empty and rundown and because of the seasonal nature of the city, many areas appear empty in the summer months. Well broadcast stories of high levels of crime make people feel uncomfortable, particularly at night, preventing them from coming downtown. Although much of the criminal activity happens in the western part of town, people get confused and think it is happening in Downtown. This is a critical issue to tackle through widely publicized safer streets programs, police patrols and ongoing neighborhood involvement. Crime statistics demonstrate that crime has actually decreased. All parties need to be educated and be aware of the significant improvements already achieved and that are still coming so there is an understanding of the current environment.

Improve access to the Downtown

Physical access to many areas of Downtown Lake Worth is chronically challenged. The perception of lack of affordable and attractive arts offerings (many are free or low cost), available parking, and the opportunities for field trips bringing students and programs bringing students into the Downtown area to increase both their exposure and awareness of arts and culture in Downtown Lake Worth. To this end, the CRA and City now have an approved Signage and Way Find plan which is soon to be implemented. Additionally a parking study has been initiated and the city is open to looking at multiple ways to provide access. Also, the extent of available arts options need to be better promoted and advertised.

Stronger connections to multicultural communities and Lake Worth Community High School

This priority is both about welcoming diverse groups as well as cultivating new arts and cultural participants and contributors. The heavy influx of Guatemalan Mayan and Haitian residents and the close proximity of Lake Worth Community High School (and other schools)—with many attendees coming from these ethnic backgrounds—is seen as an opportunity for the future of growth and cultivation of arts and culture in Downtown Lake Worth. Programs that provide families and students exposure, through programming and work experience with local artists and businesses, underwritten/ sponsorships and student memberships to the Cultural Council are other examples.



4

OUR
VISION AND
PRIORITIES

OUR VISION AND PRIORITIES

VISION FOR ARTS AND CULTURE IN DOWNTOWN LAKE WORTH

Downtown Lake Worth is the artistic soul of Palm Beach County—a mecca for artists and art-lovers alike. Where art and the everyday meet.

Residents and visitors converge here to slow down and soak in the unique vibe of Lake Worth—casual, creative and quirky.

Here emerging and established artists live, work, exhibit, and sell their art, in galleries and studios and on street corners.

Lake Worth’s diverse citizens, reflecting backgrounds from across the globe, share and interact through special events and everyday activities that celebrate each other’s cultures and each person’s creativity.

Walking, riding, or driving through the Downtown, art and culture can be found around every corner. The neighborhood buzzes 24/7 with music, performance, commerce—life.

Lake Worth defines the art of Florida living.

OUR PRIORITIES

The residents and workers of Lake Worth appreciate the uniqueness of this place and believe that the arts and culture are inextricably woven into the fabric of the City. Support for the arts helps make the Downtown a vibrant place to be and is “just good business.” There are many ways to leverage what already exists in the City and the following public priorities arose from the interviews, community workshops, survey, and other community engagement findings detailed in the Key Findings Report.

The following planning priorities were developed based on public priorities identified, Cultural Asset Inventory findings, and in-depth economic analysis and testing.

Arts and culture connect to each priority and can and should play a role in transforming our city.

These priorities indicate the key themes emphasized by the Lake Worth community and around which strategies have been developed. Each priority is described below in further detail:

- A.** Maintain and Promote Lake Worth’s Unique Character
- B.** Retain and Enhance Downtown Vibrancy
- C.** Encourage Greater Arts and Culture Engagement and Collaboration
- D.** Improve Access to Arts and Culture Downtown
- E.** Strengthen Public Support for Arts and Culture

PRIORITY A: MAINTAIN AND PROMOTE LAKE WORTH'S UNIQUE CHARACTER

Keep Lake Worth's artsy, beachy, bohemian, eclectic, eccentric qualities...cool.

People move to Lake Worth because they are attracted to its laid back and authentic sense of place. Lake Worth has the added benefit of existing infrastructure in the form of main street human-scale buildings, bungalow homes, and walkability, all in the Downtown area. Strategies under this priority are intended to maintain the city's unique flavor and further promote it to residents throughout the region and tourists. Additionally, the City's historic Downtown is a treasure among communities in South Florida, and should continue to be enhanced, celebrated and preserved.

STRATEGY A1: ENSURE AN AUTHENTIC, ONE-OF-A-KIND ATMOSPHERE IN THE DOWNTOWN ACTIONS

- Create distinctive "gateway" experiences at the major entranceways to the Downtown so that visitors by car, bike or on foot understand that they have entered (or are leaving) the Cultural Arts District — an area that has a unique character and feel from the rest of the city's neighborhoods.
- Implement Signage and Wayfinding program initiated by CRA. Evaluate related FDOT rules.
- Create a decorative lighting plan and develop branded banners for the main streets to enhance beauty and celebrate the changing seasons.
- Give preference to local artists and artisans in the design, fabrication and installation of the various improvement projects in the Downtown
- Continue to encourage historic property owners to protect, restore, and celebrate Lake Worth's historic resources
- Foster private investment that embraces and enhances the unique historical and architectural flavor of the city.



PRIORITY IN ACTION

Upcycling and Arts-Inspired Public Infrastructure

BOTTLESTOP

Art in Motion, Lexington

Art in Motion is a local non-profit group who aim to "fuse public art, public transit and public spaces." Eye-catching and environmentally-friendly, Bottlestop reuses soft drink bottles and LED lights to build a utilitarian bus shelter that also doubles as a work of art.

GETTING STARTED IN LAKE WORTH...

A first step in doing this in Lake Worth might be to work with the DOT to commission a functional public art piece that services as traffic light piece signaling entry into Lake Worth.

PRIORITY IN ACTION

Creating a Platform for Multicultural Communities

HEARTSIDE COMMUNITY MEAL

*Urban Institute for Contemporary Arts,
Grand Rapids, Michigan*

Heartside, Grand Rapids is a neighborhood brimming with multicultural life. Organized by artist Seitu Jones, Heartside Community Meal was a work of art designed to reveal the food rituals of the cultures that gave birth to the city's diverse population. The HeARTside Community Meal united residents in an artful experience across the dinner table to celebrate their considerable ethnic and social diversity with a taste of recipes from around the globe, brought to the neighborhood by generations of its residents. For one day, nearly a half square mile of the city was set aside as an artful backdrop for food storytelling, poetry, and a facilitated conversation that exposed differences and inequities, illuminated similarities and connections, and built bridges of understanding. The meal welcomed over 250 neighbors to a 300-foot-long table in Heartside Park for a healthy, locally-grown meal.



HEARTSIDE COMMUNITY MEAL

STRATEGY A2: CELEBRATE AND INCREASE EXPOSURE TO LAKE WORTH'S MULTICULTURAL COMMUNITIES AND ETHNICALLY DIVERSE ARTS AND CULTURE EXPERIENCES

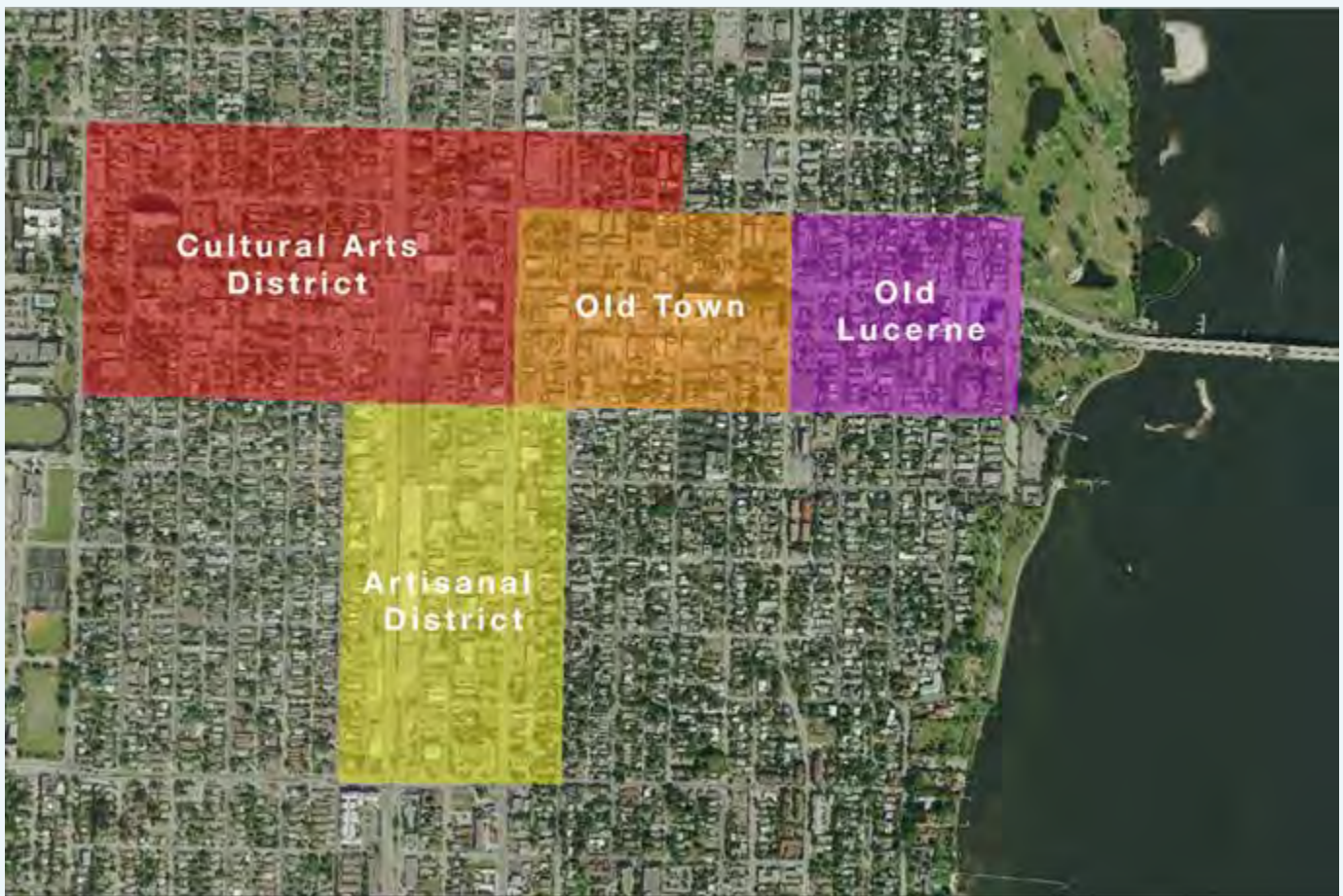
ACTIONS

- Directly engage community leaders and organizations from Lake Worth's multicultural communities, such as the Guatemalan Mayan, Haitian, and Finnish populations, to develop a strategy to help bring their cultures to greater prominence
- Assist these multicultural communities to strengthen existing events, such as the Midnight Sun Festival and Haitian Heritage Month and provide additional opportunities for display, performance, and cultural celebrations Downtown
- Explore ways to creatively recognize and celebrate the diversity of the many languages spoken by Lake Worth's multicultural communities, e.g. multilingual street signs
- In addition to two successful, signature events (Street Painting Festival and Day of the Dead) consider establishing a multicultural festival that simultaneously celebrates traditional, contemporary, and fusion art/music/performance from each culture

STRATEGY A3: LEVERAGE LAKE WORTH'S UNIQUE CHARACTER TO CREATE A COHESIVE BRAND IDENTITY

ACTIONS

- Formalize the Downtown Arts and Culture Master Plan by referencing it as an exhibit to the City of Lake Worth Comprehensive Plan. It will be implemented as part of the City's Land Development Code which includes a Cultural Arts District Overlay.
- Consider identifying further sub-areas of the arts corridor as key "micro-neighborhoods" differentiated by their distinguishing characteristics/identity such as, Industrial Row, Financial/Professional District, Latin Quarter, Cottages, Beaches, etc. Currently defined are Cultural Arts District, Artisanal, Old Town, and Old Lucerne.¹
- Review current branding of Lake Worth and consider updating it and more deliberately promoting it and the Cultural Arts District through a multi-channel marketing effort.



¹ See map below

STRATEGY A4: ENHANCE EXISTING MARKETING EFFORTS TO CREATE A POSITIVE PUBLIC IMAGE AND PROMOTE THE ARTS

ACTIONS

- Assess the effectiveness of the current communications efforts of the City and other organizations around promotion of the arts and the Downtown. Determine where it can be improved and update the brand. Create new tools that help to ensure the Public Information Officer is kept up-to-date, the delivery of a consistent message across all organizations, and that any potential language barriers are addressed
- Enhance existing marketing efforts by communicating the updated brand, emphasizing the advantages of Lake Worth living, promoting arts and cultural conditions and events, and emphasizing accomplishments to-date. Consider external expertise to help and ensure buy-in from all partners to for consistency of promotion
- Explore opportunities with regional and state tourism partners to leverage joint marketing benefits and access a broader platform

PRIORITY IN ACTION

Arts and Culture Branding

PEOPLE MAKE GLASGOW CAMPAIGN

Glasgow City Marketing Bureau, Scotland

More than 1,500 people from 42 countries were asked to share their views on “What makes Glasgow great?”. The overwhelming response was that PEOPLE make the city of Glasgow great. From here, the Glasgow City Marketing Bureau developed the slogan “People Make Glasgow” and combined it with key descriptors to form different emotive messages for various industries: “People Make Glasgow Home”, “People Make Glasgow Creative”, and “People Make Glasgow Musical.” The award-winning branding strategy puts its citizens at the center of its identity, to highlights the city’s cultural diversity, and showcases Glasgow as the city where artists want to live, work and play.



PEOPLE MAKE GLASGOW CAMPAIGN

PRIORITY IN ACTION

Cultural Entrepreneurship Accelerator

CREATIVE START UP

Global Center for Cultural Entrepreneurship, Santa Fe

The Global Center for Cultural Entrepreneurship (GCCE) in Santa Fe, New Mexico, was established to help fill the gap with regards to tools, case studies, texts, or mentoring programs devoted to supporting creative and cultural entrepreneurs. In 2007, GCCE launched the nation's first accelerator designed specifically for Creative, by Creatives. The annual program provides a sponsored place in the program which includes a 4-week virtual interactive crash course and a 5-day intensive in-person boot-camp with other startups. The group votes on the top 5 project ideas to pitch to Angel and Venture Capital investors who compete for a \$50,000 seed investment pool and receive ongoing mentorship.

PRIORITY IN ACTION

Supporting the Arts Through Business and Civic Activity

RICHARDSON CORPORATE CHALLENGE

Richardson, Texas

The Richardson Corporate Challenge is an Olympic style competition involving as many as 22 athletic and non-athletic events held in late August through early October. For the first time in 2013, the event included events at cultural arts organizations. The event has a lead corporate sponsor and encourages friendly competition among businesses and provides exposure for organizations throughout the city.

The challenge benefits the Special Olympics. Activities are scheduled during the week after normal business hours and on weekends. Employees, spouses, and retirees are eligible to participate.

PRIORITY B: RETAIN AND ENHANCE DOWNTOWN VIBRANCY IN LAKE WORTH 24/7.

Lake Worth's cultural vibrancy is the result of a growing evening scene with art walks and outdoor performances. By supporting the growth and organization of these efforts, Lake Worth will ensure a constant level of economic and cultural activity in the Downtown, day or night and throughout the seasons.

STRATEGY B1: MAKE EFFORTS TO BE THE COMMUNITY FOR ARTS TO LIVE

ACTIONS

- Implement Cultural Arts District Overlay regulations within the City's Land Development Code. This lists the rules of permitting conducive to artists' use of residences for business purposes.
- Facilitate, promote, and expand the number of physical places for these artists to show/performance/display downtown².
- Create an accelerator program to support the development of new talent from emerging artists and local cultural entrepreneurs

² See Appendix B: Inventory of Cultural Spaces

STRATEGY B2: REVITALIZE COMMERCIAL ENTERPRISE IN THE DOWNTOWN AND DIVERSIFY THE BUSINESS BASE



EMPTY SPACES

ACTIONS

- Establish a not-for-profit business association like the West Palm Beach Downtown Development Area to oversee strategic development in the Cultural Arts District and act as the liaison between Downtown stakeholders and the City
- Support the proposed changes to the City's Comprehensive Plan and Economic Development goals which recommend the production of a business development strategy to help identify and pursue target businesses to relocate to the Downtown
- Support the implementation of the business development strategy with the creation of key tools, such as a Welcome Kit, and incentives needed to facilitate relocation or encourage new enterprise startups
- In addition to the holiday event, create a second annual juried "Best Of/In" recognition program for Downtown businesses during summer months with an Art theme to encourage friendly competition and ensure quality of storefronts, window displays, products/services offerings, and customer service, etc. year-round
- Ensure one, centralized effort to produce the monthly Evening on the Avenues event and make it a success

PRIORITY IN ACTION

Brokering Space Usage

EMPTY SPACES

New South Wales (NSW) Government, Australia

Accessible, affordable, dedicated space for artists, organizations, and cultural groups of all types and sizes has been a concern in New South Wales for decades. The long-term vision is of a cultural ecosystem with an affordable, mixed variety of space (e.g., small, medium, large, temporary, and long-term) where individual artists and arts groups may work, live, meet, practice, and present arts and culture.

Toward that end, funded by the NSW government, Arts NSW and the University of Technology, the City of Sydney has created Empty Spaces. The website promotes short-term re-uses of empty shops and spaces for creative and community development by publishing tools to start a 'pop-up' initiative, success stories, information for landlords and local government about creative space reuse for local development and an online community to share knowledge

GETTING STARTED IN LAKE WORTH...

The Cultural Council can become a member of Spacefinder, a program by Fractured Atlas that lists commercial rental spaces of all types in an area. Through Spacefinder, artists and cultural arts organizations are able to occupy though rent, purchase, or simply utilization of vacant commercial spaces.



EMPTY SPACES

STRATEGY B3: CONSOLIDATE INVESTMENT IN DOWNTOWN TO REINFORCE THE AREA AS AN ARTS AND CULTURE DESTINATION

ACTIONS

- Focus investment in arts and culture between Lake and Lucerne through the Land Development Code with emphasis on the Federal to Dixie Highway area Change LDR's to incentivize (non-monetary) desired arts and cultural uses and include in the City's Comprehensive Plan. Create a partnership with CRA, Economic Development and Leisure Services. Consider creating a working space for artists that is mostly self-sufficient and managed by the CRA or Cultural Council until there is a budget for a Cultural District Manager.
- Focus secondary investment in development between 1st Avenue South and 1st Avenue North, adding height and density to allow for mixed use, live work developments that support artist's needs. For this, assemblages of land need to encourage by incentivizing through making the process easier and faster. This could also mean helping to assemble by acquiring key pieces of property. Continue to update and expand existing arts and culture venues and facilities to increase capacity and meet 21st century audience expectations, e.g. the new Hatch 1121
- Explore options to incentivize local landlords to remain open later during events and activate vacant spaces with temporary pop-up events and installations from local artists
- Support the city's initiative to provide incentives for redevelopment.

ARTIST-LED ENDEAVORS

- Artists can contribute time and energy to neighborhood revitalization programs in exchange for housing subsidies.



BLUE SUEDE BRIGADE

PRIORITY IN ACTION

Keeping the Downtown Safe and Clean

BLUE SUEDE BRIGADE

Downtown Memphis Commission

Clearly recognizable in their bright blue shirts, the Blue Suede Brigade is the hospitality and safety arm of the Downtown Memphis Commission. Brigadiers are community ambassadors who help create a friendly and safe Downtown environment. The team is trained to provide assistance and information and also serve as the supplemental eyes and ears of the business community and the law enforcement agencies. Members of the Blue Suede Brigade patrol the Downtown 7 days a week, 10-12 hours a day and provide directions and information about activities, attractions, history, development, business and services to visitors, workers, residents and businesses throughout Downtown. Using two-way radios, they respond to calls from other Brigadiers and communicate with the Memphis Police Department and Downtown Private Security. The team also work with local service providers to get the homeless community appropriate care and assistance they need.

STRATEGY B4: ENSURE A ROBUST PROGRAM OF ANNUAL ANCHOR SPECIAL EVENTS AND FESTIVALS THROUGHOUT THE YEAR

ACTIONS

- Invest in existing anchor programs and events to make them bigger and better, providing additional resources for marketing, coordination, and management, e.g., Street Painting Festival, Reggae Festival, PRIDE, etc.
- Invest in the development of at least one new, avant-garde, high-quality arts and culture offering with a particular focus on the off season
- Support Leisure Services in the development, promotion and successful implementation of a special event strategy that helps large-scale Downtown events' organizers and City departments to coordinate street closures, quickly and efficiently set up and take down for events, organize volunteers, security and waste management, and includes a parking and public transport strategy to provide consistent support to incoming visitors

STRATEGY B5: ENCOURAGE EXPLORATION OF DOWNTOWN. ENSURE THAT IT IS A WELCOMING AND INVITING PLACE TO LIVE AND SPEND TIME.

ACTIONS

- Establish a "Downtown Explorer" program which encourages people to visit various parts of the cultural corridor and places they might not normally go to, e.g., an art scavenger hunt, a series of themed walking/jogging/cycling tours that pertain to Downtown art, history, design, etc., roving Street/Block parties to focus attention on a particular community and set of businesses. The art app and tour for the newly released multi-disciplinary cultural arts event including murals is a good example
- Improve "pocket parks" and other open/green spaces to encourage spontaneous community use for fitness, such as yoga, Tai Chi, pick-up games or play, etc. and other arts and culture "meet-ups" and happenings
- Expand the City's existing clean-up program into a "clean and safe team" who walks along Lake and Lucerne in branded shirts or uniforms, picks up litter, and addresses safety concerns. Freeway exits and entrances at 10th and 6th should also be included
- Continue to develop and implement Downtown beautification programs such as the CRA façade and tenant program with particular focus on creatively addressing empty and rundown properties, improving the alley ways and infusing public realm infrastructure with art. A vacant storefront window program should be prioritized
- Encourage existing social enterprises with experience leveraging the arts to tackle social issues and homelessness and encourage upcycling as a way to creatively/artistically reduce waste
- Assemble land in areas close to Downtown gateways — for example, the traffic circle at "A" Street — and incorporate new signage. Also encourage projects and private developments in these areas to include well-designed gateway features. This could be supported by incentives or a fund established to pay for these features if publicly owned

PRIORITY C: ENCOURAGE GREATER ARTS AND CULTURE ENGAGEMENT AND COLLABORATION

Help people find and get involved in arts and culture.

By helping more people find and get involved in arts and culture, broadening the audience base and encouraging collaboration between arts and culture organizations and with other interdisciplinary partners, Lake Worth will transform the lives of its residents.

STRATEGY C1: MAKE ARTS AND CULTURE MORE VISIBLE IN THE DOWNTOWN ACTIONS

- Create an Art in Public Spaces Fund to increase the amount of public art in the Downtown and elevate its quality to meet national standards – keeping in mind that the State controls both Lake and Lucerne Right of Ways. Consider formally adopting this in City ordinance
- Incorporate opportunities for art into all public realm and infrastructure improvements
- Continue to support and expand the multi-disciplinary cultural arts event including murals and Outdoor Art Museum
- Encourage arts and culture groups to take arts and culture “outside” their venues in order to better connect with the Lake Worth community and access new audiences
- Continue to build and promote LULA as the central portal for arts and culture information
- Ensure that arts and culture are featured more prominently on the City’s website

PRIORITY IN ACTION

Using Art to Tackle Social Issues

ARTLIFTING

ArtLifting, a social enterprise and benefit corporation, was founded in 2013 with four Boston artists. Today, ArtLifting has expanded to 19 cities across the United States. ArtLifting empowers over 115 artists living with homelessness or disabilities through the celebration and sale of their artwork, connecting them with socially conscious companies and individuals. Artists are offered the chance to showcase and sell their own work, building confidence and securing income through the sale of original paintings, prints, and products via the website. Every artist earns 55% from the profit of each sale. Another 1% goes to support those community service partners that support ArtLifting artists. This includes art programming at social service agencies, shelters, and disability centers. The remainder of the sale revenues go towards furthering ArtLifting’s mission and sustainable operations.

PRIORITY IN ACTION

INCREASING ACCESS AND AFFORDABILITY

WOO CARD

Worcester Cultural Coalition, Worcester, Massachusetts

The Worcester Cultural Coalition’s WOO Card is designed to open the door to Worcester County’s creative community. Cardholders receive discounts and special offers for concerts, theater, museums, music, street festivals and outdoor events throughout the year. Users can earn WOO points, making them eligible to win prizes each month. College WOO Cards are free to students at participating colleges.

STRATEGY C2: ENSURE AFFORDABLE AND ATTRACTIVE ARTS AND CULTURE OFFERING FOR A RANGE OF INTERESTS AND BUDGETS

ACTIONS

- Create and sponsor more family events in the Downtown
- Expand offerings at Hatch and adjacent outdoor venue

STRATEGY C3: CULTIVATE THE MUSIC SCENE

ACTIONS

- Upgrade the Bryant Park Concert Band Shell so it is more suitable for outdoor musical performance, particularly its acoustics
- Ensure the Bryant Park Concert Band Shell and other music venues provide a year-round program of diverse musical genres and opportunities
- Consider establishing a music park for children
- Highlight the Cultural Council of Palm Beach County's music performances in promotional activities

STRATEGY C4: ENCOURAGE COLLABORATION BETWEEN ARTS AND CULTURE ORGANIZATIONS AND OTHER INTERDISCIPLINARY PARTNERS

ACTIONS

- Compile and publicize a public list of identified community leaders and cultural organizations willing to collaborate and looking for partners. This could be done through the Cultural Council of Palm Beach County and reinforced on the LULA website
- Host arts and culture "connect events" where groups can network with peers, discuss shared challenges, pitch ideas, and participate in "match making" to find partners and venues, etc.

- Develop a toolkit and guidance for organizations on establishing partnerships and developing partnership strategies and agreements
- Better market the resources currently available at the Cultural Council

STRATEGY C5: ENCOURAGE GREATER YOUTH PARTICIPATION AND INVOLVEMENT IN ARTS AND CULTURE

ACTIONS

- Publicize broadly—throughout Lake Worth—listening sessions with local education providers to find out what are their needs and challenges
- Directly provide schools with funds for transportation to arts and cultural events Downtown
- Partner with the Lake Worth Community High School to develop opportunities for student work experience placements and internships within arts and culture organizations and creative industries
- Develop a classroom artist residency program which places artists in schools; encourage collaboration between the school district and the Cultural Council
- Ensure a school board representative on the board of the newly established downtown business and arts advocacy organization
- Develop a mentoring program to help students think through their creative career paths, develop their portfolios, and showcase their work

ARTISTS-LED ENDEAVORS

- Nurture youth internships with local artists ala big brother/sister programs

PRIORITY IN ACTION

Creating Opportunities for Music and Performance

BUSKER ID PROGRAM

City of Calgary, Alberta, Canada

For the 2016 Year of Music in Calgary, the City piloted a new tiered busking permit program aimed at increasing the number of performances on local streets. As part of the pilot program, buskers can apply for three different Busker ID's. The highest permit allows musicians to use amplification at transit stations and eight designated "busk stops" in high-traffic locations. Free ID's allow frugal buskers to perform in public spaces like city parks and streets. City officials also aim to boost the profile of street performers by connecting event organizers and business owners with buskers, and profiling artists on the city's website.

GETTING STARTED IN LAKE WORTH...

A first step in creating a program like the above in Lake Worth would involve creating a vendor identification exclusively for artists.

PRIORITY IN ACTION

Opportunities for Increased Parking

MIAMI BALLET VALET PARKING GARAGE

City of Miami Beach and Goldman Properties

Locally known as Ballet Valet, the Seventh and Collins Parking and Retail Facility is the result of a public/private partnership between the City of Miami Beach and Goldman Properties. The purpose of the joint venture was to creatively meet a strong demand for parking and support further retail development. An international design competition was held to generate the best design. The winning design retained the existing historical facades of the buildings to be replaced, complementing the art deco style of South Beach and turned old units into viable retail shops. The exterior of the six-level, 646-space parking garage uses living vegetation to soften the added concrete structure and blends in with the surrounding area. Opened in 1997, the garage broke even after 3 months, sparked new investment in the area, and went on to become a model for other garage projects.

PRIORITY IN ACTION

Encouraging Youth Participation

BUILDING HEROES AND DEPARTMENT OF MAKING+DOING

Public Workshop, Philadelphia

Public Workshop's Building Heroes program aims to develop youth as citizens and leaders by challenging them to develop grassroots, fast-paced interventions that address most pressing challenges in their community, finding solutions to real needs rather than trying to "just do good." These usually result in creative community build projects from improved playgrounds to more user-friendly bus stops. The Department of Making + Doing is a drop-in civic maker-space. The facility and program bring together expertise in design, fabrication, electronics, and art to encourage learning through doing. With access to 3D printers, sewing machines, hand & power tools, and laser cutter, young people can transform their ideas into a reality.



MIAMI BALLET VALET PARKING GARAGE

BUILDING HEROES AND DEPARTMENT OF MAKING+DOING

PRIORITY D: IMPROVE ACCESS TO ARTS AND CULTURE DOWNTOWN

Imagine barrier-free arts experiences in Downtown Lake Worth.

The arts experiences offered in Downtown Lake Worth have the power to enrich our lives, create community connections and revitalize communities. But this is only true if everyone has access to them — across our broad and diverse communities.

We must eliminate the physical and mental barriers — both real and perceived — throughout the Downtown area so that residents and visitors can easily access arts and culture events, activities and destinations. These may include walkability of streets and bus routes, as well as the types of offerings. We must work to influence where cultural assets choose to locate themselves in the interest of access for all. Finally, we must include artists and creative professionals at the table, across sectors and initiatives, weaving arts and culture with other experiences (sports, education, recreation, hospitality, civic, social, professional, etc.) and thus making these multifaceted, interdisciplinary experiences.

STRATEGY D1: EXPLORE OPPORTUNITIES FOR INCREASED PARKING AND PUBLIC TRANSPORT OPTIONS TO AND AROUND THE DOWNTOWN

ACTIONS

- Explore opportunities to create a hotel (perhaps art themed like C21 Museum Hotels) and more housing in the Downtown area to create additional density
- Explore a public/private partnership which leverages a City-built parking garage to encourage private-sector development to meet city goals of bringing a hotel and/or housing downtown

- Assist with assemblages along or near the corridors so private development can help contribute to public parking needs. Incentives currently exist in the Comprehensive Plan and the CRA has a Line of Credit to purchase property for redevelopment. Offering fast track zoning changes, demolition approvals or other incentives are already in the Code.
- Give consideration to alternative public transport options, such as pedi-cabs and the Downtowner App

STRATEGY D2: CONTINUE TO WORK TOWARD BECOMING A LEADING “BIKE AND BOARD-FRIENDLY” COMMUNITY AND OTHER ALTERNATIVE TYPES OF TRANSPORTATION SUCH AS WALKING

ACTIONS

- Continue to implement the recommendations from the Lake Worth Bicycle Network Plan, focusing on the development of the Downtown Loop with designated bicycle/skateboard lanes, secure lock up, and positive signage and wayfinding, which encourage cycling (with recognition of the narrow streets and narrow right of ways)
- Actively encourage new bicycle/skateboard enterprises (sales, custom detailing, rental, repair, etc.) and explore the potential of joining the Palm Beach County bike share program
- Consider establishing a festival to promote cycling/skateboarding, which celebrates the activity through arts and culture, such as custom bike/ board decorating, crazy bikes, film, music, etc.

STRATEGY D3: EXPAND THE “SAFER ROADS” PROGRAM TO IMPROVE PEDESTRIAN SAFETY AND INCREASE WALKABILITY OF THE DOWNTOWN³

ACTIONS

- Explore potential traffic-calming measures to actively reduce the volume and speed of traffic in all areas of the Downtown, but particularly along Dixie Highway and in the West
- Encourage more connections between Lake and Lucerne, prioritizing cross-streets and alleyways as shared pedestrian and cyclist thoroughfares⁴
- Improve and increase the number of crosswalks throughout the Downtown, particularly near City Hall and west of Dixie and create/delineate safety lanes and make it obvious where people can safely move about

PRIORITY IN ACTION

Encouraging Bicycling and Boarding LOS ANGELES BICYCLE FESTIVAL

Bicycle Culture Institute

The Los Angeles Bicycle Festival transforms the car-obsessed city into cyclist’s paradise. Hosted by the non-profit Bicycle Culture Institute, the aim of the festival is to entertain, educate people about bicycling, and connect the cycling community to the wider population of Los Angeles. Taking place in May, visitors can discover a world of bicycles, art, music and food and watch pro-demos, see interactive art installations, hear wandering musicians, talk with local ride groups and peruse innovative bike and gear brands. Attendees can explore MTB-land, LA Bike City, Roadland, e-Bikeland and the Kid’s Bike Village, while enjoying refreshments at the beer garden or one of the many popular food trucks. Scheduled family-friendly workshops include everything from Bike Commuting 101 to Legal Rights for Cyclists to How to Ride in Heels or a Suit.



LOS ANGELES BICYCLE FESTIVAL

³ Currently being studied through a Pedestrian Safety Plan.

⁴ Please note that Lake and Lucerne are constrained by Federal Department of Transportation regulations.



HOLMBERG ARTS LEADERSHIP INSTITUTE

PRIORITY IN ACTION

Training and Assisting The Cultural Sector

HOLMBERG ARTS LEADERSHIP INSTITUTE

ArtsBuild, Chattanooga, Tennessee

ArtsBuild is a private, non-profit, providing a united voice for all cultural organizations and activities in Hamilton County. ArtsBuild hosts the Holmberg Arts Leadership Institute designed for those who share a passion for advancing the arts in their community. The 4-month program develops leadership skills necessary to prepare the participants for prominent roles within arts organizations. The Holmberg Institute educates participants about the mission and goals of ArtsBuild and Chattanooga arts organizations; explores current issues facing the arts community; and strengthens individual talents and skills needed to serve as volunteers, board members and fund raisers.

A maximum of 30 people have the opportunity to participate in the program each year. The Institute offers behind-the-scenes visits to cultural and educational institutions, panel discussions case studies and a unique forum for pursuing shared goals.

PRIORITY E: STRENGTHEN PUBLIC SUPPORT FOR ARTS AND CULTURE

Remove the silos.

Ensuring that the arts and culture community is well supported and working together toward the same goal is paramount to sustainable operations and to cultivate continued improvement and growth. A combination of coordination and support efforts between the governmental entities— The City of Lake Worth, the CRA, Palm Beach County, and Cultural Council of Palm Beach County— is essential in realizing the cultural potential of Downtown Lake Worth. This includes vigilance in arts-friendly zoning and permitting laws.

The Cultural Council’s move to Lake Worth is an example of a positive and welcome demonstration that arts matter in Lake Worth and that Lake Worth matters to Palm Beach County arts.

STRATEGY E1: IMPROVE AND INCREASE COORDINATION AMONGST THE CITY, CRA, AND CULTURAL COUNCIL

ACTIONS

- Ensure each organization publicly recognizes and makes formal a commitment to the Downtown Lake Worth Arts and Culture Master Plan and its successful implementation such as the City’s Cultural Arts Overlay District plan which exists to encourage arts and culture via Land Development Code regulations, e.g. home-based artisanal businesses, permitting processes, etc.
- Strengthen coordination between City, CRA and County projects and investment initiatives, especially those related to
 - arts and culture (City & County)
 - economic development (All)
 - tourism (City & County). Encouraging the County to be a bigger participant

- Review and harmonize policies, processes and programs to ensure they are “arts friendly” and mutually supportive of one another. Attempting this with Evaluation and Review Amendments to the City’s Comprehensive Plan should be the first step.
- Promote coordination and cross-pollination of ideas by initiating quarterly meetings of Key Leaders: CC, CRA, City as a way for leaders to regularly meet, share and plan. Recommended regular agenda items: events, coordination, promoting Lake Worth, update on new businesses, general updates, etc.

STRATEGY E2: HELP ARTS AND CULTURE ORGANIZATIONS AND ENTERPRISES INCREASE DIVERSITY, BUILD CAPACITY AND GROW

ACTIONS

- Create a series of “how-to” guides to help artists, organizations and businesses easily navigate complex procedures, policies, and programs
- Re-establish and better market to strengthen participation in the CRA incentive grants/loans that specifically target arts and culture, organizations, and businesses, helping them to grow in areas they need most, such as strategic planning, business planning, product development, audience development, marketing, etc.
- Organize and host a series of workshops and networking events (City and Cultural Council) for arts and culture professionals, educating them on non-traditional paths to leadership in arts organizations, with a particular focus on the multicultural community⁵

STRATEGY E3: WIDELY PROMOTE AND GAIN SUPPORT FOR THE DOWNTOWN LAKE WORTH ARTS AND CULTURE MASTER PLAN FROM THE ARTS AND CULTURE SECTOR AND WIDER LAKE WORTH COMMUNITY

ACTIONS

- Establish the new downtown business and arts advocacy organization as the face of and driving force behind the DTLW Master Plan. The regular leaders meeting will act as leader in the interim.
- Create and implement a communications plan to promote the DTLW Master Plan
- Organize a series of “101” information sessions to communicate the Master Plan and provide advice and ideas to Lake Worth artists, organizations and businesses on how they can help to support its priorities and strategies



PRIORITY IN ACTION

Gathering Support to Implement the Master Plan

ATLANTA BELTLINE 101 SESSIONS

Atlanta Beltline, Atlanta, Georgia

The Atlanta BeltLine is a multimillion-dollar, multi-phase, sustainable redevelopment project that is transforming the city of Atlanta. When finished, it will ultimately connect 45 central neighborhoods via a 22-mile loop of multi-use trails, modern streetcar, and parks – all based on railroad corridors that formerly encircled Atlanta. This large-scale project needs many partners and supporters to keep it going and ensure all elements of its redevelopment plan are realized. To do this, Atlanta Beltline holds monthly 101 Sessions so that residents of Atlanta can better understand how the Atlanta BeltLine project will integrate new transit, trails, and parks while also shaping affordable housing and economic development for decades to come. During their 101 Sessions, organizers answer key questions of who, what, where, when, why is important and how can residents get involved? An online public calendar provides dates for all upcoming Atlanta BeltLine 101 sessions at locations in each of the five city segments (Northside, Northeast, Southeast, Southwest and Westside).

⁵ Existing workshops conducted by various agencies were appreciated by artists and arts organizations, however participants shared that they would like them on a more regular schedule with a variety of offerings/topics.



5

**RETAIL MIX,
OPPORTUNITY
GAP, AND INFILL
IMPLICATIONS**

RETAIL MIX, OPPORTUNITY GAP, AND INFILL IMPLICATIONS FOR THE LAKE WORTH CULTURAL ARTS OVERLAY DISTRICT

A real estate Market Snapshot was completed in 2016 as part of the Downtown Lake Worth Arts and Culture Master Plan to help provide a brief, cursory analysis of neighborhood demographics, real estate conditions and trends, and selected upcoming development projects in order to better understand the constituency that is being served and identify opportunities and limitations for real estate development. The chapter summarizes the existing business mix in Lake Worth's Cultural Arts Overlay District, identify retail opportunity gaps formed by retail spending leakage, and highlight corresponding implications for tenancing and land uses at parcels owned by the Lake Worth Community Redevelopment Agency.

METHODOLOGY AND DATA SOURCE

Jon Stover & Associates pulled ESRI business data through Community Analyst in June 2018. Three reports were downloaded and analyzed, each attached in full to this memorandum: "Retail MarketPlace Profile" for the Lake Worth Cultural Arts Overlay District; "Retail MarketPlace Profile" for the City of Lake Worth; and "Retail Market Potential" for the City of Lake Worth.

FINDINGS: RETAIL MIX

According to 2018 ESRI data, there are 132 retail businesses in Lake Worth's Cultural Arts Overlay District including restaurants, bars, arts establishments, and cultural venues. By far the most frequent type of retail activity is restaurants and bars: there are 39 total, accounting for 30% of area retail establishments. The food and beverage niche characterizes downtown Lake Worth and is a major driver of local and regional customer traffic. There is a large concentration of art galleries and cultural venues as well: 13 total, or 10% of downtown retail activity (see the Market Snapshot for more detail). There is also an adequate mix of neighborhood-serving services such as barber shops, hair and nail salons, yoga studios, etc. despite Downtown's relatively low residential density. On the other hand, there are few retailers that specialize in sporting goods, music, books, electronics, or home furnishings, reflecting downtown's orientation towards food and beverage, entertainment, and the arts over general merchandise shopping.



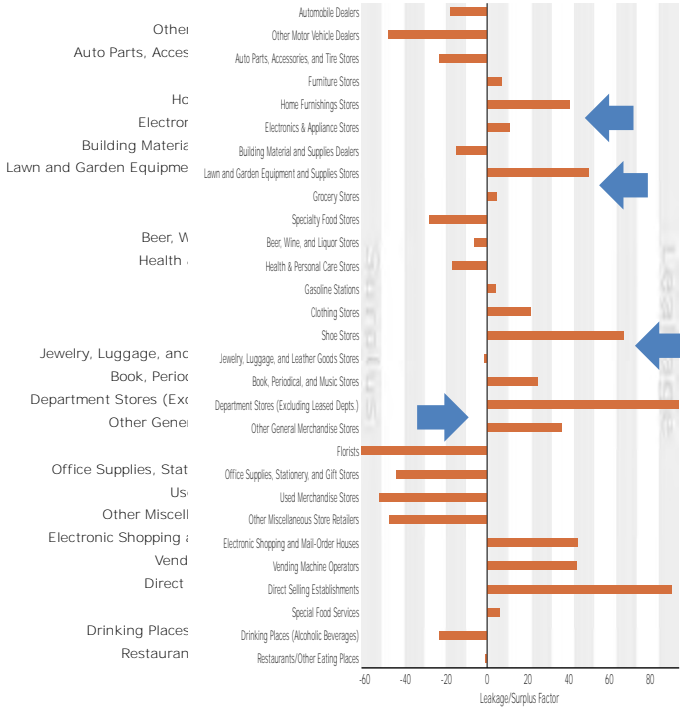
FINDINGS: RETAIL OPPORTUNITY GAP

JS&A used ESRI data to assess retail leakage and surplus in Downtown Lake Worth—industries that are attracting considerable spending in Lake Worth vs. retail activities where locals drive outside of Lake Worth to do their shopping.

Leakage/Surplus

Leakage/Surplus Factor by Industry Group

Leakage/Surplus Factor by Industry Group



Downtown Lake Worth attracts large quantities of customers to its arts and entertainment options, grocery stores, restaurants, bars, jewelry stores, florists, and other miscellaneous stores. The City of Lake Worth as a whole has a dearth of home furnishing stores, gardening stores, shoe stores, and department stores. Lake Worth residents are largely driving outside of the city to do this type of shopping, meaning there may be an opportunity for these types of retailers to locate to the city, and to locate in the downtown area, specifically. There is significant leakage in the downtown area for furniture stores, home furnishing stores, gardening stores, liquor stores, shoe stores, and department stores.

That said, just because there is retail leakage does not mean that a particular type of store will be successful in a given location. For example, bringing in a new department store may potentially not be ideal or feasible for downtown given the area's exiting brand, built environment, market draw, parking constraints, and other factors. Stores oriented to the other industry gaps could potentially flourish in the area given pent up demand and relatively low competition. However, Downtown Lake Worth is not a major merchandise shopping destination. As such, there may be an opportunity for existing retailers to carry more merchandise pertaining to footwear, gardening supplies, home supplies, and more. (See exhibits in the proceeding pages for more detail.)

RETAIL INFILL IMPLICATIONS

The Lake Worth CRA owns multiple vacant sites in the downtown area, and the agency is hoping to attract commercial activity that will create vibrancy, serve the community, generate additional economic activity, and increase the local tax base. The following are some potential implications based off of the above findings and nation-wide retail trends that may help provide direction for attracting the right type of user to the CRA's downtown properties.

- Keep supporting and marketing Downtown's two primary niches: (a) food and beverage and (b) arts and culture.
- The three largest and most applicable retail opportunity gaps in Downtown Lake Worth are Home Furnishings, Gardening Stores, and Shoe Stores. This may indicate a potential opportunity to attract stores that carry merchandise in those areas, though many stores in those spaces often require large footprints, highway visibility, and other conditions that are less applicable Downtown. For that reason, there may be an opportunity for existing Lake Worth businesses to add to their current merchandise offerings.
- Lake Worth is underserved by department stores, but Downtown may not be an ideal location for this use given its lack of parking infrastructure and because it does not have the reputation as a destination for this type of shopping.
- Capitalize on emerging retail trends such businesses that span multiple categories or customer bases or adapt based on the time of day. A well-documented national trend is that retail has become less about brick and mortar establishments selling physical goods and more about customer experiences. This trend fits nicely for Downtown Lake Worth's existing niches of restaurants, bars, arts, and culture. Examples include coffee shops that double as coworking spaces and transition into a traditional restaurant or bar in the evenings; specialty grocery stores that include a restaurant or bar; restaurants that include traditional retail activity; or retailers that save money on rent or space by allow customers to try on merchandise in the store but then ordering and shipping the stock to the residence when purchased (examples include Warby Parker and Bonobos).
- CRA-owned spaces may provide an opportunity to develop a coworking space. Lake Worth is known for its creative and entrepreneurial population base, and a coworking space may be an interesting way to activate vacant spaces with a flexible use that serves the local community and brings more activity downtown during the weekday.
- Work closely with area commercial brokers, property owners, and property managers to communicate exiting retail gaps and attract new retailers to downtown. Consider developing a pitch sheet or marketing material that identifies downtown's competitive advantage and existing retail gaps and distributing the material to professionals seeking to attract new tenants.

- Increased residential and office density would greatly help the existing downtown businesses as well as aid in attracting new businesses. Customer traffic is low during the day due to the low area residential density and relatively low number of area office workers. Most stores do best when there is a considerable customer base available during the day and during the evenings. Up-zoning the area to allow for additional density and encouraging mixed-use development may help improve retail conditions and business viability.

Appendix

- A. Map of the Cultural Arts Overlay District, Lake Worth Department for Community Sustainability
- B. Map of downtown CRA properties, Lake Worth Community Redevelopment Agency
- C. Retail Marketplace Profile for businesses in the Lake Worth Cultural Arts Overlay District
- D. Retail Marketplace Profile for all retail businesses in the city of Lake Worth
- E. Consumer Profile for residents of the city of Lake Worth

6

NEAR-TERM IMPLEMENTATION RECOMMENDATIONS



NEAR-TERM IMPLEMENTATION RECOMMENDATIONS

KEY IMPLEMENTATION OPPORTUNITIES

PURPOSE

Four high-priority, near-term implementation opportunities emerged over the course of the master planning research, stakeholder engagement, and process of vetting emerging findings and recommendations with local leadership. These “key implementation opportunities” stood out among dozens of the ideas that emerged because they share the following characteristics:

- Widespread stakeholder support;
- Likelihood of having a significant impact on addressing this plan’s strategic priorities and goals;
- Backing of community partners who may have the ability to support or oversee its implementation; and
- The ability to implement meaningful, near-term measures that will help realize the community’s strategic priorities related to arts and culture in Downtown Lake Worth.

The recommendations in this section consist of a series of action steps that specific Lake Worth stakeholders can undertake to best capitalize on each key implementation opportunity and achieve the goals and objectives that emerged from this arts and culture master planning process. The final section within this chapter includes a brief implementation work plan to help guide stakeholders through the implementation process.

It is important to note that at the time of publishing this report, the state of Florida is reviewing legislation that may limit the functions of Community Redevelopment Authorities in the state. If passed, the Lake Worth CRA will be required to focus its resources exclusively on the built environment, and will no longer be a potential partner for events, marketing, and a number of other activities detailed in this report. This will impact the other stakeholder organizations in Lake Worth who will have to take on a larger role with these types of programs and initiatives. As such, some of the recommendations and stakeholder roles detailed in this report may not align precisely with organizational capacity or abilities.

CHART: HOW THE KEY IMPLEMENTATION OPPORTUNITIES RELATE TO THE FIVE MASTER PLAN OBJECTIVES

Key Implementation Opportunities		Goals Met (see below)				
		A	B	C	D	E
1	Bolster the ability of LULA to coordinate downtown business interests, lead local marketing and promotional efforts, support arts stakeholders and cultural events, and provide a more direct link between downtown stakeholders and the City.	X	X	X	X	X
2	Enhance Lake Worth's Arts-Oriented Brand. Take strides to be known as THE community for artists to live in and further communicate the strengths and advantages of Lake Worth to current and prospective residents and visitors.	X	X	X	X	X
3	Promote Local Arts Diversity and Increase Exposure. Provide funding to encourage exposure to diverse populations and diverse arts and culture within Lake Worth.		X	X	X	X
4	Encourage and Direct Growth Downtown. Consolidated resources in the downtown area to enhance the character of Downtown Lake Worth as a safe, appealing, walkable, and vibrant destination for all types of people.	X	X		X	

A. Maintain Lake Worth's Character
 B. Retain and Enhance Downtown Vibrancy
 C. Support Arts Engagement and Collaboration
 D. Improve Access to the Arts Downtown
 E. Increase Public Support for the Arts

1: DESIGNATE LULA AS THE INDEPENDENT NON-PROFIT TO PROVIDE DOWNTOWN STAKEHOLDER ADVOCACY, SUPPORT, AND COORDINATION⁶

RECOMMENDATION CONTEXT

Downtown Lake Worth is in need of an independent advocacy organization to help coordinate downtown business interests, marketing, events, and support for the arts, and provide a link between downtown stakeholders and the City. The non-profit, LULA, could enhance the ability of Downtown Lake Worth business owners to communicate and collaborate with each other. This includes taking on business assistance responsibilities that Neighborhood Council members have lacked the capacity to undertake and supporting events such as the Street Painting Festival by providing a business contact list and interacting with more businesses. In addition, a business advocacy non-profit could play

⁶ For reference throughout this document — to achieve future objectives — LULA or similar entity to be created and funded

a key role in implementing other recommendations within the Arts and Culture Master Plan, as well as addressing future needs of downtown stakeholders as they arise.

A simple alternative to creating a new non-profit from scratch is to expand and enhance the capacity of LULA which is an existing non-profit. This approach is significantly more efficient, leverages and supports existing resources and organizational infrastructure, and the support of downtown Lake Worth stakeholders. LULA Lake Worth Arts should be considered as it is already a highly successful organization with the right mission, programming, and infrastructure.

STEP 1: SECURE BUY-IN AND SUPPORT

Over the course of the master planning process, many key Lake Worth stakeholders have expressed willingness to play a leadership role in supporting additional nonprofit capacity and helping to implement this plan's recommendations. This includes leadership from the Cultural Council of Palm Beach County, the Lake Worth CRA, the City of Lake Worth (including City Commissioners and Mayor's Office), and downtown private stakeholders (including over thirty Lake Worth business owners⁷, property owners, and arts community leaders engaged during the outreach process). To continue this momentum, the following should be achieved in the first six months of 2018:

- Designate LULA as the face of and driving force behind the Master Plan, and augment its leadership to guide implementation in the interim. The City, CRA, and Cultural Council of Palm Beach County will act as co-leaders in the early stages of implementation and should be designated to lead the non-profit development process until permanent leadership has been selected. The City, CRA, and CCPBC, along with the Lake Worth Cultural Renaissance Foundation should remain key contributors within this process, potentially as members on a steering committee.
- Develop a more detailed work plan. Build off the recommendations within this section to create a more detailed work plan for achieving the necessary steps to secure additional funding, establish a board of trustees, develop a new business plan, and more.
- Bring in help. Consider enlisting the support of a consultant familiar with developing or enhancing economic development non-profits to help guide the implementation process.

STEP 2: DETERMINE OPERATIONAL STRUCTURE

A number of important decisions must be made regarding the structure and operations of LULA). The following actions will need to be undertaken:

- **Select boundaries.** It is recommended that LULA generally focuses its initial efforts in Downtown Lake Worth: specifically, parcels along Lake Ave and Lucerne Ave between A Street and the Causeway; and parcels along Dixie Highway between 6th Ave N and 6th Ave S
- **Organizational orientation.** It is recommended that LULA's mission spend about half of its capacity focused on the arts, as it fulfills an important need for the community and may enhance eligibility for future grants from the Cultural Council of Palm Beach County and other arts organizations. The other half of the organization's attention should be prioritized to supporting the greater Downtown business community.
- **Target staffing.** It is likely that the organization will commence operations with one full-time senior staff person and grow in staff capacity over time. During the interim period the City and Cultural Council should dedicate resources to LULA operations. Within the five years, the organization should seek to have three full-time staff members. This strategy recommends the following staff composition:

⁷ See a listing of participating business owners in Appendix A: Acknowledgements.

- o One senior staff member that manages efforts to support the arts community and downtown arts and culture stakeholders. This role may have a title such as Director of Arts and Culture, Program Manager for Arts and Culture, Cultural Concierge, and/or may serve as the Executive Director for the organization.
- o One senior staff member that manages efforts to support downtown private business interests. This role may have a title such as Director of Business Services, Business Support Program Manager, and/or may serve as the Executive Director for the organization.
- o One junior support staff member to lead administrative tasks and provide support to both senior positions.
- **Target board composition.** Develop a board of trustees separate from that of the CRA and CCPBC (although there may be some overlap). LULA should consider striving for approximately 10-15 board members (currently has 7-10), each of whom should make annual financial contributions (or represent organizations that contribute financially) in addition to volunteering time and effort. It is recommended that at least 25% of the board consist of downtown business owners, 25% consist of downtown property owners, and 25% represent the arts community. It may be advantageous for a representative of the Cultural Council and a representative of the CRA to serve on the Board as well.
- **Establish a mission and vision statement.** Establish mission and vision statements to clearly articulate the organization's role in the community moving forward.
- **Consider incorporating as a Main Street Program.** LULA may wish to become accredited as a Main Street program. The Main Street model provides an organizational structure that aligns nicely with the objectives of downtown Lake Worth. Becoming a designated Main Street program would help provide organizational training and support resources for LULA, as well as make it eligible for additional national and state grants.
- **Target operating budget.** LULA will need a starting operating budget of approximately \$150,000 to allow it to achieve its programmatic objectives and retain a full-time senior staff person, plus office space and other operating costs. As the organization demonstrates its value and increases its fundraising capabilities, it should seek to expand its support services and retain two additional staff positions (see above).
- **Target funding sources.**
 - o Public and quasi-public financial commitments should total a baseline of \$85,000 annually. It is recommended that the Cultural Council of Palm Beach County, the City of Lake Worth, and a currently unidentified other source of funding each commit \$25,000 annually to support the organization. The Cultural Council and CRA should also seek additional grants to provide added funds. If the program gains Main Street accreditation, the state of Florida will provide a one-time start-up grant of \$10,000 and will also contribute funds towards consulting fees (rough approximation: \$10,000 per year).
 - o Revenue from events, private fundraising efforts, and grant writing should total at least \$65,000 annually.

STEP 3: RESTRUCTURE THE ORGANIZATION

Once decisions have been made about the considerations in Step Two and after the CRA, City, and Cultural Council have committed to providing annual financial support to the organization, attention can turn to restructuring LULA

- **Incorporation.** If the starting organization is LULA (Cultural Renaissance Foundation) or another existing non-profit, evaluate if the organizational structure needs to be changed. If the non-profit is being created from scratch, evaluate incorporation structures, file as a 501(c)(3) or 501(c)(6), and file for tax-exempt status.
- **Office space. LULA currently resides in the Hatch building. Evaluate whether this space will be sufficient for the next 5-10 years.** If not, the organization should seek out office space in a rent-free building in close proximity with other arts and culture organizations.
- **Funding considerations.** Evaluate if recent or upcoming Cultural Council or CRA grant opportunities can help fund organizational start-up. For example, Community Foundation may provide further grant monies to implement the plan they have already funded.
- **Prepare for operations.** Create a business plan; evaluate and structure programming; create a budget of the first three years of operations; and finalize the organizational mission and vision statements.
- **Retain board members.** Board membership can increase and shift over time (see step two for more detail). If a steering committee was developed to help create or organize LULA, some or all of these individuals may wish to join the board.
- **Executive Director.** The Executive Director should be a full-time position dedicated 100% of his or her time to the mandated activities of LULA. If funding allows, also hire a part-time or full-time support staff person.

STEP 4: COMMENCE OPERATIONS WITH A FULL-TIME STAFF PERSON

The organization and Executive Director should focus on the following tasks during the first year:

- Work to establish an identity as the go-to advocate and resource for the downtown business community and arts community.
- Spend considerable time conducting outreach and introducing the organization and its Executive Director to the downtown stakeholders.
- Explore developing strategic partnerships with the city, the Cultural Council, the CRA, the Neighborhood Association Presidents Council, the Downtown Cultural Alliance, and the many other arts, business, and philanthropic organizations with an interest in Downtown Lake Worth.
- Focus significant efforts on fundraising.
- Support and promote the work of other organizations. Do not create new events in the first couple of years.
- Develop a five-year strategic plan for organizational growth.

STEP 5: STABILIZE OPERATIONS

Operations should be stabilized by year five. Potential targets may include securing \$150,000 in combined annual funding from the State, County, City, and CRA and developing the capacity to fundraise an additional \$150,000 annually. Strive to retain a part-time or full-time support staff person by year three. Look to bring in a second senior staff person by year five, allowing one to focus on the arts and the other on broader business support efforts. Consider having staff representation of the Guatemalan Mayan community and/or someone who speaks Spanish or Creole.

STEP 6: LONG-TERM OPPORTUNITIES AND CONSIDERATIONS

Work with the CRA to evaluate and potentially plan for the opportunity to roll its capacity into LULA when the CRA sunsets in 2031. In addition, as land values, density, and business activity increase over the years, consider adjusting the operating structure to best fit Downtown Lake Worth's context, stakeholder needs, and receptivity for supporting LULA. Incorporating the CRA into the organization in year 2031 could potentially coincide with transitioning the organization into a business improvement district or integrating another organizational structure or funding source.

IMPLEMENTATION WORK PLAN

Key Implementation Recommendation #1											
Establish and Independent Non-Profit to Coordinate Downtown Business and Cultural Interests		2018	2019	2020	2021	2022 +	Target Delivery	Task Lead	Task Support	Estimated Costs	Funding Sources
1	Secure buy-in and support	X					2018	CLW, CRA, CCPBC	CCPBC, City, DT business & property owners, arts community	\$0	CCPBC, CLW, CRA, state, DT biz./prop. owners, philanthropic community
2	Determine an operational structure	X					2018	CLW, CRA, CCPBC		\$30-\$50k	
3	Formalize LULA as the organization, retain staff/ board		X				2019	CLW, CRA, CCPBC		\$30-\$50k	
4	Commence enhanced operations		X	X	X		2019	LULA		\$125k+/yr	
5	Stabilize operations and increase capacity				X	X	2021+	LULA		\$250k+/yr	
6	Earmark CRA assets returned to the City for future redevelopment/ economic development					X	2031	LULA	City	n/a	n/a

RESOURCES AND PRECEDENT

Venice Main Street and Eau Gallie Arts District serve as examples of other Florida non-profits that have helped revive downtowns with a focus on supporting the arts. Both programs organize a variety of community events, including farmers markets, music festivals, and art shows. Each have one full-time staff member. Leadership at the newly-formed Northwood Village Main Street may also serve as a good resource while developing or enhancing the Downtown Lake Worth non-profit.

2: ENHANCE LAKE WORTH'S BRAND AND STRIVE TO BE KNOWN AS THE COMMUNITY FOR ARTISTS TO LIVE IN

RECOMMENDATION CONTEXT

The arts scene and abundance of local artists are defining characteristics of Lake Worth and are seen by its residents as one of the city's most important assets. Investing in arts and culture in Downtown Lake Worth can enhance Lake Worth's reputation as an attractive and entertaining destination, continue to attract more residents to move to the city, and help area businesses capitalize on increasing visitor traffic and residential downtown population density. The opportunity exists for Lake Worth to shed negative, outdated stereotypes and better communicate its assets while promoting itself as a preeminent place for creatives to live and work. Currently the City is working on a unified marketing plan, website expansion, etc.

STEP 1: UNDERSTAND AND COMMUNICATE LAKE WORTH'S ASSETS

City officials and stakeholder leadership must continue to emphasize the City's assets and dispel pervasive and damaging negative stereotypes. Education and promotion are key.

- **Know the pitch.** Lake Worth has an ideal set of locations to attract artists. City officials should continue to communicate the following advantages to demonstrate that Lake Worth is THE community for artists to live and work in:
 - o The large local artist population—ranging from accomplished professionals to hobbyists and enthusiasts—is a defining characteristic of the city.
 - o Large number of theatres, galleries, and wide range of spaces in which to create and show artwork.
 - o A unique collection of historically and architecturally significant buildings.
 - o Dozens of local arts-related festivals and events throughout the year that draw thousands of visitors from throughout the state.
 - o Significant supply of artist-oriented housing.
 - o Arts-friendly zoning policies, such as the Artisanal Industrial Arts District, help create ideal conditions for artists to work from home.
 - o Extremely ethnically diverse community that creates a truly robust and unique cultural environment.
 - o Lake Worth is funkier, more eclectic, and less generic than many of its neighboring towns.
 - o Lake Worth features the same primary amenities found in nearby coastal cities – beach access, highway access, a walkable and vibrant downtown – but at a much more affordable cost of living.

- Actively work to dispel outdated and negative characteristics of Lake Worth’s reputation.
 - o Continue to emphasize that local electric rates are affordable, and that Lake Worth is safe.
- Consider creating a one-page city “pitch sheet” summarizing the city’s assets. These attributes should be made clear on the city’s website, discussed during local festivals and events, and incorporated into a future marketing and branding campaign.

STEP 2: ENHANCE PROMOTIONAL EFFORTS FOR LOCAL EVENTS

Lake Worth has a remarkable amount of festivals and events. While resources such as LULA’s event calendar are well organized and do a good job listing these events, many residents are unaware of these resources and, as a result, are frequently unaware of upcoming activities that may be of interest.

- LULA should enhance its efforts in promoting local events both to residents and prospective visitors, and work to create more awareness of the event calendar on its website.
- The City of Lake Worth and its events’ staff should collaborate with LULA more directly to market and promote citywide events, attract new cultural events and expand existing events

STEP 3: PROMOTE AND CONSIDER EXPANDING ARTISANAL DISTRICTS

The City of Lake Worth adopted artisanal industrial provisions in its Land Development Regulations in 2013. The new rules are more favorable for artisan arts and live/work options for artists. They allow artists to create or show their work from their homes. In particular, the Artisanal Industrial District is oriented to allow for studio, flex, and light industrial uses. Furthermore, the City is currently conducting an update of its land development regulations to provide for a Cultural Arts Overlay to expand the investment opportunities and attractiveness of the area to cultural arts-based uses.

- **Promote it.** While the Artisanal Industrial District could be of value to local residents and help attract artists to the city, few people are currently aware of it. The City should emphasize the district and other artist-friendly land use conditions on its website, through articles in the local papers, through outreach conducted by the CRA through LULA and the Cultural Council, and as part of a future marketing and branding initiative.
- **Enhance it.** The Artisanal Industrial District is currently two relatively compact areas of approximately 20 mixed use blocks along the railroad tracks north and south of Lake and Lucerne Avenues. There are a wide variety of properties for rehabilitation into arts related uses, but the potential properties for interested artists to live are within a small—albeit desirable—geographic area. The Cultural Arts Overlay will expand the housing options available within the Artisanal Arts area and adjacent to it.
- **Integrate it. [see Cultural Arts District Overlay map to better address this section. Arts should be centralized, not spread throughout the City, which is not palatable to residents or politically acceptable at this time.]** The Cultural Arts Overlay will eventually encompass the entire study area of the plan and provide a few hundred housing options for artists. While these uses may result in some noise or traffic that may be seen as somewhat incongruent with low-density residential uses, the impacts are likely to be far more positive than negative in areas with denser development, more existing pedestrian bustle, and larger amounts of traffic. As such, the city should move forward with integrating and enhancing cultural arts production and display in the Downtown Mixed-Use District, the Mixed-Use East District, and the Transit-Oriented Development District.

All of these districts allow many arts related uses on the ground floor of residential buildings (ideally with street-facing spaces with large windows). Enabling arts production spaces to scatter throughout these areas will enhance the eclectic and arts-oriented character of the city, and help Lake Worth continue to stand out from its more mainstream neighboring cities.

STEP 4: CONSIDER DEVELOPING AN 'ARTIST IN RESIDENCE' PROGRAM

LULA should consider developing further artist incentive programs similar to Art Lofts in Lake Worth, where service is voluntary or the popular "Artist in Residence" partnership between the Center for Creative Education and West Palm Beach Downtown Development Authority. This program, called the "Lot 23 Program," aims to attract artists to the Northwood Village Arts District by offering artists one year of reduced rents in designated artist housing. In return, artists are required to spend at least 20 hours per month teaching arts to the local community through free classes and events. Alternatively, this program could provide a stipend to select artists for expenditure on their creative process and marketing/promoting their work in exchange for leading community classes and events.

STEP 5: PROVIDE ADDITIONAL SPACE FOR ART CREATION

The CRA is taking important strides to increase the availability of gallery space for local artists at the new Hatch 1121 arts center. The City has the opportunity to help facilitate, promote, and expand the number of physical places for these artists to show/display downtown. In addition to allowing for more arts production flexibility throughout the downtown area and to potentially developing an 'artist in residence' program, the City can incentivize the creation of additional arts production and display space through the Sustainable Bonus Incentive Program. Providing these types of arts uses should be a criterion that rewards developers with increased FAR allotment.

STEP 6: REVIEW AND UPDATE THE CITY-LED MARKETING AND BRANDING CAMPAIGN

Existing marketing efforts in Lake Worth should be evaluated for effectiveness and enhanced by undertaking a comprehensive marketing and branding campaign that communicates the strengths and advantages of Downtown Lake Worth to locals, current visitors, and potential new residents or visitors. Examples of assets to further communicate or advertise include: arts and cultural conditions and events in Lake Worth; accomplishments like the ongoing city signage campaign; city initiatives such as the LED lighting program, free public WIFI, and the solar energy program; and events such as Taste of Lake Worth, Food Truck Invasion, Friday Night Lights, Reggae Fest, Mayan Fest, and more. The City should retain an experienced marketing and branding firm, and oversee process. The City may not currently have the funds necessary to implement a comprehensive marketing and branding campaign, but should consider allocating some funds from capital improvements to a marketing budget. Furthermore, the CRA and the Cultural Council should look for and apply for potential grants to help support this process.

IMPLEMENTATION WORK PLAN

Key Implementation Recommendation #2											
Strengthen Lake Worth's Brand		2018	2019	2020	2021	2022 +	Target Delivery	Task Lead	Task Support	Estimated Costs	Funding Sources
1	Communicate Lake Worth's Assets	X	X	X	X	X	2018+	CLW	All stakeholders	--	n/a
2	Enhance promotion of local events	X	X	X	X	X	2018+	CLW, New non-profit	CCPBC	\$5-\$15k	LULA/ CRA
3	Expand or integrate arts use districts	X					2018	CLW	CRA	--	n/a
4	Develop an artist in residence program	X					2018	CLW	CCPBC	--	n/a
5	Incentivize the creation of arts space	X					2018	CLW	LULA	--	n/a
6	City marketing and branding campaign			X	X	X	2020+	CLW	New nonprofit	\$100k+	CLW

RESOURCES AND PRECEDENT

The Ironbound District in Newark, NJ serves as an example of a diverse place that leveraged its unique cultural environment to create an economically vibrant neighborhood. With a large number of residents of Portuguese, Cape Verdean, and Ecuadorian heritage, the neighborhood has created an award-winning short film and accompany marketing campaign, "Meet Me in Ironbound," that showcases the area's cultural diversity and unique assets. Additionally, it has developed several annual events including a Portugal Day Parade and Multicultural Festival. These efforts were primarily organized by local non-profits with support from local government, illustrating the importance of having multiple stakeholders share a common marketing and branding vision for a community.

3: INCREASE EXPOSURE TO DIVERSE POPULATIONS AND ARTS OFFERINGS

RECOMMENDATION CONTEXT

Lake Worth is unique for its cultural and ethnic diversity – as its home for a significant population of Guatemalan Mayan people and Haitian Creole people. Also, it has a large low-income elderly and Hispanic population. These communities remain somewhat segregated in where they live, where they go for entertainment, what kind of visual and performing arts they engage in, and where they go to share in artistic and cultural events. Programs should be developed to help expose Lake Worth residents to the City’s diverse populations and diverse arts and culture opportunities, such as providing resources to bus in school children to performances downtown and encouraging Haitian, Guatemalan, and other minority populations to perform downtown.

STEP 1: DEVELOP PROGRAMS TO BUS STUDENTS AND THEIR FAMILIES TO DOWNTOWN PERFORMANCES

- **Enhance partnerships with public schools.** A best practice for exposing lower-income or underrepresented populations of children to the arts is to develop partnerships between public schools and arts venues. Palm Beach County has a number of programs that relate to busing school children to cultural events. The Cultural Council should work with school leadership—especially schools with large populations of Guatemalan Mayan students or Haitian Creole students—to discuss creative ways to familiarize these students and their families to local cultural venues and help them feel comfortable in those spaces.
- **Develop a field trip program.** The Cultural Council has programs to help bus students to cultural events. In cooperation with select schools, this source of funding should be used to bring area students to the Lake Worth Playhouse, the Benzaitan Center, and other local visual and performing arts locations. Funds may also be available from private donors or from other county arts education programs.
- **Bring families.** In addition to transporting students, family and friends should be encouraged to attend and should also receive transportation and ticket entrance at no cost. Such field trips should occur in the evenings or on weekend days.
- **Partnerships and support.** The Cultural Council, possibly through its Education department, could help organize these types of activities. It will be essential to partner with leadership from the schools, from arts venues, from places of worship, from the Guatemalan Mayan Center, and with other community stakeholders.

STEP 2: ENCOURAGE HAITIAN, GUATEMALAN, AND OTHER MINORITY POPULATIONS TO PERFORM DOWNTOWN

It is important not only to expose the Haitian and Guatemalan Mayan populations to arts opportunities and performances downtown, but also to expose the city’s population at large to niche art performances that people may be unaware of or unable to engage in. The Cultural Council should work with area performance venues and with choirs, dance troupes, and other performing and visual artists to encourage them to perform.

STEP 3: HELP SUPPORT GUATEMALAN MAYAN EVENTS TO HAVE A CITY-WIDE PURVIEW AND CITY-WIDE ACCESS

Other creative ways to help expose people to different art forms and different populations should be considered.

- **Targeted free tickets.** The Lake Worth Playhouse offers children and the elderly free tickets to empty seats to help fill performances. This program could be expanded to provide tickets to people at adoption centers, rehab centers, places of worship, and members of cultural organizations.
- **Consider creating a county-wide Passports to the Arts Program.** Cities across the county have successfully targeted new audiences and increased exposure and attendance at art-related events through a “Passports to the Arts” program which provides annual complimentary tickets to performances, concerts, gallery events, etc. Membership to this program is often targeted to a specific demographic and annual membership is either complimentary or set at an affordable price. Successful program implementation includes Colorado Springs’s Fourth Grade Passport to the Arts which provided every fourth grader and their family a membership to the program, Detroit Passport to the Arts where memberships were available to residents under the age of 45 to increase young adult involvement in the arts scene, and Milwaukee Public School’s Year of the Arts Passport which encouraged and incentivized students and families to attend six arts-related events during the school year.

STEP 4: ORIENT THE LULA EVENTS CALENDAR TO UNDER-REACHED POPULATIONS

LULA should work with schools, places of worship, the Guatemalan Mayan Center, and other community organizations to promote their website and cultural events calendar. Consideration should be given to posting hard-copy event calendars in targeted languages in strategic locations to help promote awareness of upcoming events and activities and encourage all types of people to attend. All City events sent to LULA would be included, although LULA itself targets its own District.

IMPLEMENTATION WORK PLAN

Key Implementation Recommendation #3											
Promote Exposure to Cultural Diversity		2018	2019	2020	2021	2022	Target Delivery	Task Lead	Task Support	Estimated Costs	Funding Sources
1	Bus students to Downtown performances	X	X	X	X	X	2018+	CCPBC	School leadership	\$25k-\$50k	CCPBC, Schools
2	Help minority populations perform downtown —current examples, Day of the Dead and La Revolution	X	X	X	X	X	2018+	CCPBC, Venues	LULA, Community leadership	\$0-\$20K	CCPBC
3	Increase access for all to the arts	X	X	X	X	X	2018+	CCPBC, Venues	LULA, Community leadership	\$0-\$5k	CCPBC
4	Market events to less-reached populations	X	X	X	X	X	2018+	LULA, Venues	Community leadership	\$0-\$5k	LULA

RESOURCES AND PRECEDENT

Leaders in Framingham, MA have worked closely with the large local Brazilian population as the city has developed its downtown and arts scene. Several non-profits through the city, including the Brazilian American Center, organize cultural events open to the entire city and Downtown Framingham Renaissance, which works to support local downtown businesses, promotes cultural exchange through artisan markets, public art, and a variety of community events.

4: ENHANCE CHARACTER OF DOWNTOWN LAKE WORTH AS A SAFE, APPEALING, AND VIBRANT PLACE BY CONSOLIDATING RESOURCES AND ENCOURAGING GROWTH

RECOMMENDATION CONTEXT

The City should continue to direct growth downtown in a strategic manner that enhances its existing character and supports businesses and cultural establishments. The City and the CRA are taking the right steps in encouraging a denser, more vibrant downtown corridor, such as supporting plans for a future light rail station on

the western edge of the Downtown area, which will encourage development and attract new residents who want easy access to public transit. Increasing density downtown will also create a larger amount of local activity and spending, which will increase business revenues and area arts patronage.

STEP 1: FOCUS ECONOMIC DEVELOPMENT RESOURCES DOWNTOWN

Given limited resources, it is strongly recommended that the City of Lake Worth, the CRA, and other city stakeholders consolidate economic development efforts downtown, where they will have the greatest economic impact and strongest opportunity to enhance the area's vitality. Downtown is defined as the area between A Street to the west, 2nd Ave N to the north, the causeway to the east, and 1st Ave S to the south. Specifically, primary financial resources should be focused along Lake Ave, Lucerne Ave, and the TOD area near 1000 Lake Ave. Secondary investment can then be focused on development between 1st Avenue South and 1st Avenue North, adding height and density to allow for mixed use, live work developments that support artist's needs. [CRA area]

STEP 2: DIRECT GROWTH DOWNTOWN AND ALLOW FOR MORE DENSITY

The City can increase density by developing multi-story buildings directly on Lake Ave or Lucerne Ave, as well as building denser products within close proximity to these corridors such as between 1st Avenue South and 1st Avenue North. Currently, there are two major impediments to building density downtown: parcels that are too small for larger developments (see step 3 below) and a lack of development incentives to encourage high density projects. Only a small portion of the downtown area allows for six stories of height, which is in the hotel district east of Federal Highway. Additional height, density and floor area ratio are only permissible through the Sustainable Bonus Incentive Program. The program is predictable, consistent, and objective and driven by the developer and ratified by one of the City's two citizen advisory boards. By-right development, even in these densest zoning districts, is limited to two stories. This plan recommends that the base requirements within the Downtown (DT), Transit Oriented Development East (TOD-E) and the MU-E Mixed Use (MU-E) Districts remain as they are.

To encourage additional downtown density and vibrancy, this plan recommends changes to facilitate projects that are of a high quality, provide a variety of housing options and integrate cultural arts uses. First, the coverage of the DT and TOD-E designations should extend slightly further north and south from their present locations on the future land use map. The expanded area would include parcels adjacent to 2nd Ave N on the northern side of the street (as well as to the south) and parcels adjacent to 2nd Ave S on the southern side of the street (as well as to the north). Second, the city should consider incentives through its Sustainable Bonus Incentive Program to increase density, height and floor area ratio. Third, the City should develop economic based incentives to spur development interest and investment.

STEP 3: CONSIDER UPDATING EXISTING DESIGN GUIDELINES

The City of Lake Worth is in the midst of updating its much outdated Old Town Historic District and Major Thoroughfare design guidelines. Presently, historic preservation guidelines are being developed to be administered by the City and utilizing a design review process overseen by the volunteer Historic Resources Preservation Board. New Major Thoroughfare Design Guidelines as well as a corridor plan also are being developed, which will be implemented by the City's Planning & Zoning Board and Historic Resources Preservation Board. The City is reviewing the existing guidelines, updating the guidelines based on recent development, and improving the visual orientation of the document to thoroughly convey the guidelines.

- The City should assess how to streamline the design guidelines into a more understandable, user-friendly process. In addition, the City should ensure that the new design guidelines align with the needs of the community and the city's current character. Additionally, the City should be providing guidelines for all of the City's six historic districts.
- With the City's update of the design guideline documents, the consultants hired should provide a detailed assessment to understand the design needs and wants of the community, of planning officials, and of the development community, as well as an assessment of the existing character of the built environment. Second, a concise, visual, and reader-friendly design guideline document should be developed as well as web-based materials including a marketing of the finished products.

STEP 4: SUPPORT SITE ASSEMBLAGE TO ENABLE DENSER DEVELOPMENT

Downtown Lake Worth has small parcel sizes, making it difficult to develop larger-sized buildings. Furthermore, most parcels are owned by different individuals, making it difficult to combine properties for joint development. Site assemblage is often a difficult task, but helping to make it easier in downtown Lake Worth may help the city guide density in the right locations.

- Consider making site assemblage a criterion for achieving increased FAR and height allotment through the Sustainable Bonus Incentive Program. The City could incentivize land assemblage by providing the maximum height and density allowance offered in the Sustainable Bonus Incentive Program to developers who have combined at least two or more parcels for a project size of at least one-half acre (in place of some or all of the existing criteria, for such properties). The incentive should apply to properties in the downtown and along the City's major thoroughfares. This recommendation supports the need for updated design guidelines, to help ensure that buildings do not get too big or out of character and CRA is already doing much of this.
- Enlist the support of area developers. Consider organizing a series of developer and investor roundtables to both introduce the development community to the City and to solicit their ideas about how to encourage denser, high-quality development that fits the character of Downtown Lake Worth.
- Be proactive when the right opportunity emerges. The CRA should consider establishing a site assemblage program to direct and control site redevelopment if multiple adjacent properties in strategic downtown locations become available in tandem. This is being done now but there is a deadline for use of the LOC, which expires in September 2018. This process usually requires the technical expertise of a real estate advisory consulting firm with experience in land acquisition, development management, and disposition experience. This firm would manage the process of purchasing and disposing of privately-owned land, and issuing an RFP to find a suitable developer for the site. This process would likely include the following steps:
 1. **Site Analysis.** Conduct a formal assessment of sites under consideration for redevelopment
 2. **Allocation of Land Acquisition Funds.** After the site analysis identifies properties that should be targeted for redevelopment, a land acquisition budget will be determined.
 3. **Procurement.** Negotiate and close deals with existing property owners to acquire desired properties.
 4. **Demolition and Maintenance.** Once the properties are acquired, the land should be immediately cleared and regularly maintained, to promote the site and surrounding area to potential investors.

5. **Master Plan.** Create a master plan for the newly acquired land, engaging local stakeholders and outlining a vision for the site. This step also helps create community buy-in for the project.
6. **RFP Solicitation for Development.** An RFP, informed by the site's Master Plan and the City of Lake Worth Redevelopment Plan, will be released to select a private developer to acquire or lease the site.
7. **Development.** The developer will be expected to develop the site in accordance with the guidelines set forth in the RFP and Master Plan.

STEP 5: CONSIDER LEVERAGING PARKING PARTNERSHIPS TO INCENTIVIZE DEVELOPMENT WHILE SERVING CITY INFRASTRUCTURE NEEDS

Consider leveraging parking partnerships to incentivize and direct real estate development downtown while serving city parking needs.

Parking garage infrastructure can be funded or developed with city resources to incentivize private sector development, in turn helping to meet city goals of bringing a hotel and/or additional housing downtown. If the City creates a structure parking garage, it should be coordinated with high-intensity uses such as a hotel or higher-density development.

The Lake Worth CRA, in coordination with the City, should seek to create a public-private partnership with developers to add both residential density and parking capacity to downtown Lake Worth. There is no one way to structure this type of partnership. In addition, a parking public-private partnership could be utilized in multiple different scenarios, such as (a) to encourage an already-engaged developer to build more density or more community amenities or (b) as a tool to garner development interest at a parcel that the CRA has already identified or already owns. The CRA should consider retaining an outside consultant with direct experience executing similar public-private partnerships.

The City should be selective in the types of projects targeted with parking construction incentives, since not all new construction projects are dependent upon the creation of new parking. Only high-density projects that necessitate the creation of a significant amount of parking, such as a large apartment building or hotel, should be considered for this type of partnership. Furthermore, a public-private partnership can ensure that the City or CRA sets the project design guidelines and parking access requirements that the developer must follow. This is an opportunity to ensure that the subsidized parking garage does not harm street-level vibrancy.

STEP 6: DEVELOP A DOWNTOWN PARKING PLAN AND CONSIDER IMPLEMENTING METERED PARKING ALONG LAKE AND LUCERNE

Undertake a downtown parking assessment and develop a parking plan. Consider implementing metered parking along Lake and Lucerne to incentivize parking turnover and generate city revenues. Consider meter exemptions via printed parking sticker for nearby residents. This is under contract with a consultant.

IMPLEMENTATION WORK PLAN

Key Implementation Recommendation #4											
Encourage Growth to Occur Downtown		2018	2019	2020	2021	2022	Target Delivery	Task Lead	Task Support	Estimated Costs	Funding Sources
1	Focus economic investment downtown	X	X	X	X	X	Ongoing	City	CRA	--	CRA, CLW, CCPBC
2	Increase MF-40 density to support growth	X					2018	City	CRA	--	--
3	Consider updating design guidelines	X					2018	City	CRA	\$0 - 50k	CLW
4	Support Lake & Lucerne corridor site assemblage	X	X				2019	CRA	City	Varies considerably	CRA, CLW, developer
5	Leverage parking garage partnerships	X	X				2019	City	CRA	Varies considerably	CRA, CLW developer
6	Parking plan and metered parking downtown		X				2019	City	CRA	Net positive	CRA, CLW

RESOURCES AND PRECEDENT

CRA leadership with experience implementing site assemblage strategies include David Buccheit of W192 Development Authority and Nyugen Tran of West Palm Beach CRA. Recent successful CRA or City-led site assemblage and redevelopment projects:

- Village of Merrick Park, Coral Gables, FL - Redeveloped 10-acre site into approximately \$300 million, one million SF mixed-use retail, office, residential project.
- Gables Grand, Coral Gables, FL - Redeveloped City-owned site for \$30 million project including 200 residential apartments, 35,000 SF of retail and 350+ spaces of public parking
- Community Maritime Park, Pensacola, FL - Non-profit developer comprising prominent business and civic leaders, acquired and developed 30-acre site for waterfront park, multi-use ballpark, maritime museum, and over 300,000 SF of private mixed-use development.

An example of parking garage public-private partnership can be found in Virginia Beach, VA where the City and a private developer partnered to turn a municipal parking lot into 147 residential units and a public parking garage. The developer was allowed to purchase and develop the site and upon completion, using a conveyance, the City purchased back the parking garage, the land, and leased residential parking spaces to the developer.

The City or CRA should look to emulate innovative parking garage designs that incorporate first-floor retail space, such as the Ballet Valet and Sunset Harbor parking garages in Miami, which will help create the type of walkable, attractive atmosphere necessary in a successful downtown.



IMPLEMENTATION PLANGUIDE

IMPLEMENTATION PLAN GUIDE

The successful realization this Master Plan will require a new, independent non-profit business development entity to spearhead implementation of its many recommendations and strategies. It is also clear that there is a requirement for many of Lake Worth’s key arts, culture and economic development organizations and individuals to continue to, not only participate but collaborate strongly. Partners from across the City and County, from various sectors of the economy and in diverse roles in the community are needed to make the difference, in our community and for our citizens.

It is also critical to the success of the Master Plan that there is clarity and accountability around the roles and responsibilities entailed in implementing the activities of the plan. To that end, the Arts and Culture Master Plan Steering Committee has outlined the following structure to guide the Plan’s implementation.

Please refer to the legend as a guide.

LEGEND

This legend provides a guide to various acronyms and notations used in the Implementation Plan.

Organization	Acronym
City of Lake Worth	CLW
Palm Beach County	PBC
Cultural Council of Palm Beach County	CCPBC
Lake Worth Community Redevelopment Agency	CRA
LULA	LULA
Metropolitan Planning Organization	MPO
Treasure Coast Regional Planning Council	TCRPC
Palm Beach County Public Art Committee	PBCPAC
Discover the Palm Beaches	DTPB
Business Development Board of Palm Beach County	BDBPBC
Central Palm Beach County Chamber of Commerce	CPBCCC
Neighborhood Enhancement Team	NET
Lake Worth Library	LWL
Lake Worth Art League & Gallery	LWALG
Duncan Theatre	DT
Benzaiten Center for Creative Arts	BCCA
Lake Worth Playhouse	LWPH

Organization	Acronym
Clay Glass Metal Stone Gallery	CGMSG
Center for Creative Education	CCE
For the Children	FTC
The Guatemalan-Maya Center	GMC
Guatemalan Consulate	GC
Honorary Consulate of Finland	HCF
Finnish-American Village	FAV
Midnight Sun Festival	MSF
Haitian American Community Council	HACC
Historical Society of Lake Worth Florida	HSLWF
Historical Society of Palm Beach County	HSPBC
Central Palm Beach County Community Foundation	CPBCCF
Lake Worth Community High School	LWCHS
School District of Palm Beach County	SDPBC
Lake Worth Rotary Club	LWRC
Florida Department of Transport	FDT

Budget Estimate	
\$	Less than \$25,000
\$\$	\$25,000-\$49,999
\$\$\$	\$50,000-\$99,999
\$\$\$\$	\$100,000 +

Timing	
Near	Near-Term, 0-6 Months
Mid	Mid-Term, 6-18 Months
Long	Long-Term, 18 Months +

Priority	
Low	Low Impact
Med	Medium Impact
High	High Impact

PRIORITY A: MAINTAIN AND PROMOTE LAKE WORTH'S UNIQUE CHARACTER

Strategy and Actions	
A1: Ensure an authentic, one-of-a-kind atmosphere in the Downtown	
A1.1	Create distinctive “gateway” experiences at the major entranceways to the Downtown so that visitors by car, bike or on foot understand that they have entered (or are leaving) the Cultural Arts District — an area that has a unique character and feel from the rest of the city’s neighborhoods.
A1.2	Create a decorative lighting plan and develop branded banners for the main streets to enhance beauty and celebrate the changing seasons.
A1.3	Give preference to local artists and artisans in the design, fabrication and installation of the various improvement projects in the Downtown
A1.4	Continue to encourage historic property owners to protect, restore, and celebrate Lake Worth’s historic resources
A1.5 Implement Signage and Way Find Program initiated by CRA. Evaluate FDOT rules.	
A1.6 Foster private investment that embraces and enhances the unique historical and architectural flavor of the city	
A2: Celebrate and increase exposure to Lake Worth’s multicultural communities and ethnically diverse arts and culture experiences	
A2.1	Directly engage community leaders and organizations from Lake Worth’s multicultural communities, such as the Guatemalan Mayan, Haitian, and Finnish populations, to develop a strategy to help bring their cultures to greater prominence
A2.2	Assist these multicultural communities to strengthen existing events, such as the Midnight Sun Festival and Haitian Heritage Month and provide additional opportunities for display, performance, and cultural celebrations Downtown
A2.3	Explore ways to creatively recognize and celebrate the diversity of the many languages spoken by Lake Worth’s multicultural communities, e.g. multilingual street signs
A2.4	In addition to two successful, signature events (Street Painting Festival and Day of the Dead) consider establishing a multicultural festival that simultaneously celebrates traditional, contemporary, and fusion art/music/performance from each culture
A3: Leverage Lake Worth’s unique character to create a cohesive brand identity	
A3.1	Formalize the Downtown Arts and Culture Master Plan by referencing it as an exhibit to the City of Lake Worth Comprehensive Plan. It will be implemented as part of the City’s Land Development Code which includes a Cultural Arts Overlay District.
A3.2	Consider identifying sub-areas as key “micro-neighborhoods” differentiated by their distinguishing characteristics/identity such as, Industrial Row, Financial/Professional District, Latin Quarter, Cottages, Beaches, etc.
A3.3	Review current branding of Lake Worth and consider updating it and more deliberately promoting it and the Cultural Arts District through a multi-channel marketing effort
A3.4	Consider dramatic large-scale branding opportunities
A4: Enhance existing marketing efforts to create a positive public image and promote the arts	
A4.1	Assess the effectiveness of the current communications efforts of the City and other organizations around promotion of the arts and the Downtown. Determine where it can be improved and update the brand. Create new tools that help to ensure the Public Information Officer is kept up-to-date, the delivery of a consistent message across all organizations, and that any potential language barriers are addressed.
A4.2	Enhance existing marketing efforts by communicating the updated brand, emphasizing the advantages of Lake Worth living, promoting arts and cultural conditions and events, and emphasizing accomplishments to-date. Consider external expertise to help and ensure buy-in from all partners to for consistency of promotion.
A4.3	Explore opportunities with regional and state tourism partners to leverage joint marketing benefits and access a broader platform

	Budget Estimate	Timing	Priority	Responsible Entity	Financial Partners	Potential Collaborators
	\$\$	Mid	Med	CLW, CRA, CCPBC, PBC, PBCPAC	CLW, CRA, CCPBC, PBC, PBCPAC	Local Artists
	\$\$	Mid	Med	CLW, CRA, CCPBC, PBC, PBCPAC	CLW, CRA, CCPBC, PBC, PBCPAC	Local Artists
	\$\$	Mid	High	CLW, CRA, CCPBC, PBC, PBCPAC	CLW, CRA, CCPBC, PBC, PBCPAC	Local Artists
	\$\$	Long	Med	CLW, CRA	CLW, CRA	HSLWF, HSPBC
	\$	Near	High	CRA(limited), CLW	GC, HCF	GMC, FAV, HACC
	\$\$	Mid	High	MSF, CLW	GC, HCF	GMC, FAV, HACC
	\$	Long	Low	CCPBC, LULA	GC, HCF	GMC, FAV, HACC
	\$\$\$	Long	Med	CCPBC, LULA	GC, HCF	GMC, FAV, HACC
	\$	Near	High	CLW, CRA		CCPBC
	\$	Mid	Med	CLW, CRA		CCPBC
	\$\$\$\$	Near	High	CLW, CRA		CCPBC
	\$\$	Long	Low	CLW, CRA		CCPBC
	\$\$	Near	High	CLW, CRA	CLW, CRA	CCPBC
	\$\$	Mid	High	CLW, CRA, CVB, CCPBC	CLW, CRA	CCPBC
	\$	Long	Med	CLW, CRA, CVB, CCPBC	CLW, CRA	CCPBC

PRIORITY B: RETAIN AND ENHANCE DOWNTOWN VIBRANCY

Strategy and Actions	
B1: Make efforts to be THE community for arts to live	
B1.1	Implement Cultural Arts District Overlay regulations within the city's Land Development Code. This lists the rules of permitting conducive to artists' use of residence for business purposes.
B1.2	Facilitate, promote, and expand the number of physical places for artists to show/perform/display downtown.
B1.3	Create an accelerator program to support the development of new talent from emerging artists and local cultural entrepreneurs
B2: Revitalize commercial enterprise in the Downtown and diversify the business base	
B2.1	Designate LULA to oversee strategic development in the Cultural Arts District and act as the liaison between Downtown stakeholders and the City
B2.2	Support the proposed changes to the City's Comprehensive Plan and Economic Development goals which recommend the production of a business development strategy to help identify and pursue target businesses to relocate to the Downtown
B2.3	Support the implementation of the business development strategy with the creation of key tools, such as a Welcome Kit, and incentives needed to facilitate relocation or encourage new enterprise startups
B2.4	In addition to the holiday event, create a second annual juried "Best Of/In" recognition program for Downtown businesses during summer months with an Art theme to encourage friendly competition and ensure quality of storefronts, window displays, products/services offerings, and customer service, etc. year-round
B2.5	Ensure one, centralized effort to produce the monthly Evening on the Avenues event and make it a success
B3: Consolidate investment in Downtown to reinforce the area as an arts and culture destination	
B3.1	Focus investment in arts and culture between Lake and Lucerne through the Land Development Code, with emphasis on the Federal to Dixie Highway area. Develop a Cultural Overlay District. Change LDR's to incentivize (non-monetary) desired arts and cultural uses and include in the City's Comprehensive Plan. Create a partnership with LULA, Economic Development and Leisure Services. Consider creating a working space for artists that is mostly self-sufficient and managed by LULA or the Cultural Council. until there is a budget for a Cultural District Manager.
B3.2	Focus secondary investment in development between 1st Avenue South and 1st Avenue North, adding height and density to allow for mixed use, live work developments that support artist's needs. For this, assemblages of land need to encourage by incentivizing through making the process easier and faster. This could also mean helping to assemble by acquiring key pieces of property.
B3.3	Continue to update and expand existing arts and culture venues and facilities to increase capacity and meet 21st century audience expectations, e.g. the new Hatch 1121
B3.4	Investigate and explore options to incentivize local landlords to remain open later during events and activate vacant spaces with temporary pop-up events and installations from local artists
B3.5	Support the city's initiative to provide incentives for redevelopment.

	Budget Estimate	Timing	Priority	Responsible Entity	Financial Partners	Potential Collaborators
	\$	Mid	High	CLW, CRA		
	\$\$\$\$	Mid	High	CLW,		
	\$\$	Long	Med	CPBCCC, LULA	CPBCCC, BDBPBC, LULA	CCPBC
	\$\$\$	Mid	Med	CLW, LULA	CPBCCC	BDBPBC
	\$\$	Long	High	CRA, BDBPBC, LULA	CPBCCC	
	\$	Long	Med	CRA, CLW	CPBCCC	
	\$	Long	Low	CLW, LULA	CPBCCC	
	\$	Near	High	CCPBC, LULA		
	\$\$	Near	High	CLW, CRA		CCPBC
	\$\$\$\$	Mid	Mid	CLW, CRA		CCPBC
	\$\$\$\$	Long	Med	CLW, CRA, CCPBC		CCPBC, Key cultural venues
	\$	Long	Low	, CCPBCLULA		Downtown Businesses

PRIORITY B: RETAIN AND ENHANCE DOWNTOWN VIBRANCY

Strategy and Actions	
B4: Ensure a robust program of annual anchor special events and festivals throughout the year	
B4.1	Invest in existing anchor programs and events to make them bigger and better, providing additional resources for marketing, coordination, and management, e.g., Street Painting Festival, Reggae Festival, PRIDE, etc.
B4.2	Invest in the development of at least one new, Avant Garde, high-quality arts and culture offering with a particular focus on the off-season
B4.3	Support Leisure Services in the development, promotion and successful implementation of a special event strategy that helps large-scale Downtown events' organizers and City departments to coordinate street closures, quickly and efficiently set up and take down for events, organize volunteers, security and waste management, and includes a parking and public transport strategy to provide consistent support to incoming visitors
B5: Encourage exploration of Downtown. Ensure that it is a welcoming and inviting place to live and spend time.	
B5.1	Establish a "Downtown Explorer" program which encourages people to visit various parts of the cultural corridor and places they might not normally go to, e.g., an art scavenger hunt, a series of themed walking/jogging/cycling tours that pertain to Downtown art, history, design, etc., roving Street/Block parties to focus attention on a particular community and set of businesses. The art app and tour for the newly released multi-disciplinary cultural arts event including murals is a good example
B5.2	Improve "pocket parks" and other open/green spaces to encourage spontaneous community use for fitness, such as yoga, Tai Chi, pick-up games or play, etc. and other arts and culture "meet-ups" and happenings
B5.3	Expand the City's existing clean-up program into a "clean and safe team" who walks along Lake and Lucerne in branded shirts or uniforms, picks up litter, and addresses safety concerns. Freeway exits and entrances at 10th and 6th should also be included
B5.4	Continue to develop and implement Downtown beautification programs such as the CRA façade and tenant program with particular focus on creatively addressing empty and rundown properties, improving the alley ways and infusing public realm infrastructure with art. A vacant storefront window program should be prioritized
B5.5	Encourage existing social enterprises with experience leveraging the arts to tackle social issues and homelessness. and encourage upcycling as a way to creatively/artistically reduce waste
B5.6	Assemble land in areas close to Downtown gateways - for example, the traffic circle at "A" Street — and incorporate new signage. Also encourage projects and private developments in these areas to include well-designed gateway features. This could be supported by incentives or a fund established to pay for these features if publicly owned

Budget Estimate	Timing	Priority	Responsible Entity	Financial Partners	Potential Collaborators
\$\$\$\$	Mid	High	LULA	CLW,	Major LW events
\$\$	Long	Low	CRA, CLW	CLW, - LULA	CCPBC
\$\$\$	Mid	Med	CLW	CRA, CCPBC, SPF, RF	
\$	Long	Med	LULA		CCPBC
\$\$	Long	Low	CLW		NET
\$	Near	High	CLW		NET, CRA
\$\$\$	Mid	Med	CLW, CRA		
Unknown	Long	Med	CCPBC		
Unknown	Long	Med	CLW, CRA		

PRIORITY C: ENCOURAGE GREATER ARTS AND CULTURE ENGAGEMENT AND COLLABORATION

Strategy and Actions	
C1: Make arts and culture more visible in the Downtown	
C1.1	Create an Art in Public Spaces Fund to increase the amount of public art in the Downtown and elevate its quality to meet national standards - keeping in mind that the State controls both Lake and Lucerne Right of Ways. Consider formally adopting this in City ordinance
C1.2	Incorporate opportunities for art into all public realm and infrastructure improvements
C1.3	Continue to support and expand the multi-disciplinary cultural arts event including murals and Outdoor Art Museum
C1.4	Encourage arts and culture groups to take arts and culture "outside" their venues in order to better connect with the Lake Worth community and access new audiences
C1.5	Continue to build and promote LULA as the central portal for arts and culture information
C1.6	Ensure that arts and culture are featured more prominently on the City's website
C2: Ensure affordable and attractive arts and culture offering for a range of interests and budgets	
C2.1	Expand offerings at Hatch and adjacent outdoor venue
C2.2	Create and sponsor more family events in the Downtown
C3: Cultivate the music scene	
C3.1	Upgrade the Bryant Park Concert Band Shell so it is more suitable for outdoor musical performance, particularly its acoustics
C3.2	Ensure the Bryant Park Concert Band Shell and other music venues provide a year-round program of diverse musical genres and opportunities
C3.3	Consider establishing a music park for children
C3.4	Highlight the CCPBC's music performances in promotional activities
C4: Encourage collaboration between arts and culture organizations and other interdisciplinary partners	
C4.1	Compile and publicize a public list of identified community leaders and cultural organizations willing to collaborate and looking for partners. This could be done through the Cultural Council of Palm Beach County and reinforced on the LULA website
C4.2	Host arts and culture "connect events" where groups can network with peers, discuss shared challenges, pitch ideas, and participate in "match making" to find partners and venues, etc.
C4.3	Develop a toolkit and guidance for organizations on establishing partnerships and developing partnership strategies and agreements
C4.4	Better market the resources currently available at the Cultural Council
C5: Encourage greater youth participation and involvement in arts and culture	
C5.1	Publicize broadly—throughout LW—listening sessions with local education providers to find out what are their needs and challenges
C5.2	Directly provide schools with funds for transportation to arts and cultural events Downtown
C5.3	Partner with the Lake Worth Community High School to develop opportunities for student work experience placements and internships within arts and culture organizations and creative industries
C5.4	Nurture youth internships with local artists ala big brother/sister programs
C5.5	Develop a classroom artist residency program which places artists in schools; collaboration between the school district and the Cultural Council
C5.5	Ensure a school board representative on the board of the newly established downtown business and arts advocacy organization
C5.6	Develop a mentoring program to help students think through their creative career paths, develop their portfolios, and showcase their work

	Budget Estimate	Timing	Priority	Responsible Entity	Financial Partners	Potential Collaborators
	\$\$\$	Mid	Med	CCPBC, PBCPAC, CLW		CRA
	\$\$\$	Near	High	CCPBC, PBCPAC, CLW		CRA
	\$	Near	High	CCPBC, PBCPAC, CLW		CRA
	\$	Mid	Med	CRA, CCPBC		LW Arts and Culture groups
	\$	Mid	Med	CRA, CLW		CCPBC
	\$	Near	Mid	CLW		CCPBC
	\$	Near	Med	CRA		
	\$	Mid	Low	CLW		CCPBC
	\$\$\$\$	Long	Med	CLW		CCPBC
	\$\$\$\$	Long	Low	CLW		RF, Music associations
	\$\$	Long	Low	CLW, CRA		
	\$	Near	Med	CCPBC, LULA		
	\$	Near	Med	CCPBC, LULA		CRA
	\$	Mid	Low	CCPBC, LULA		
	\$	Mid	Med	CCPBC, LULA		
	\$	Mid	Med	LULA		LWCHS, SDPBC, FTC
	\$\$\$	Near	High	CCPBC		LWCHS, SDPBC
	\$	Mid	Med	CCPBC, LULA		LWCHS, SDPBC, FTC
	\$\$\$	Long	Low	CCPBC, SDPBC		CCE, LWCHS,
	\$	Mid	High	SDPBC, LULA		
	\$	Long	Low	CCPBC		CCE, LWCHS, SDPBC, FTC

PRIORITY D: IMPROVE ACCESS TO ARTS AND CULTURE DOWNTOWN

Strategy and Actions	
D1: Explore opportunities for increased parking and public transport options to and around the Downtown	
D1.1	Explore opportunities to create a hotel (perhaps art themed like C21 Museum Hotels) and more housing in the Downtown area to create additional density
D1.2	Explore a public/private partnership which leverages a City-built parking garage to encourage private-sector development to meet city goals of bringing a hotel and/or housing downtown
D1.3	Assist with assemblages along or near the corridors so private development can help contribute to public parking needs. Incentives currently exist in the Comprehensive Plan and the CRA has a Line of Credit to purchase property for redevelopment. Offering fast track zoning changes, demolition approvals or other incentives already in the Code.
D1.4	Give consideration to alternative public transport options, such as pedi-cabs and the Downtowner App
D2: Continue to work toward becoming a leading “bike and board-friendly” community and alternative types of transportation	
D2.1	Continue to implement the recommendations from the Lake Worth Bicycle Network Plan, focusing on the development of the Downtown Loop with designated bicycle/skateboard lanes, secure lock up, and positive signage and wayfinding, which encourage cycling (with recognition of the narrow streets and narrow right of ways)
D2.2	Actively encourage new bicycle/skateboard enterprises (sales, custom detailing, rental, repair, etc.) and explore the potential of joining the Palm Beach County bike share program
D2.3	Consider establishing a festival to promote cycling/skateboarding, which celebrates the activity through arts and culture, such as custom bike/board decorating, crazy bikes, film, music, etc.
D3: Expand the “Safer Roads” program to improve pedestrian safety and increase walkability of the Downtown	
D3.1	Explore potential traffic-calming measures to actively reduce the volume and speed of traffic in all areas of the Downtown, but particularly along Dixie Highway and in the West
D3.2	Encourage more connections between Lake and Lucerne, prioritizing cross-streets and alleyways as shared pedestrian and cyclist thoroughfares (Lake and Lucerne are constrained by FDOT regulations)
D3.3	Improve and increase the number of crosswalks throughout the Downtown, particularly near City Hall and west of Dixie and create/delineate safety lanes and make it obvious where people can safely move about

	Budget Estimate	Timing	Priority	Responsible	Financial Partners	Potential Collaborators
	\$\$	Mid	Med	CLW, CRA		Developers
	\$\$\$\$	Mid	High	CLW, CRA		Developers
	\$\$	Mid	High	CLW, CRA		
	\$\$	Mid	Med	CLW, CRA		
	\$\$\$	Mid	Med	CLW, CRA		FBA
	\$\$	Long	Low	CRA, LULA		FBA
	\$\$	Long	Low	CCPBC, LULA		FBA
	\$\$\$\$	Mid	Med	CLW, CRA, FDOT,	FDOT	LWRC, MPO, TCRC
	\$\$\$	Mid	Med	CLW, CRA, FDOT	FDOT	LWRC
	\$\$\$	Mid	Med	CLW, FDOT	FDOT	LWRC, CRA

PRIORITY E: STRENGTHEN PUBLIC SUPPORT FOR ARTS AND CULTURE

Strategy and Actions	
E1: Improve and increase coordination amongst the City, CRA, and Cultural Council	
E1.1	Ensure each organization publicly recognizes and makes formal a commitment to the Downtown Lake Worth Arts and Culture Master Plan and its successful implementation such as the City's Cultural Arts Overlay District plan which exists to encourage arts and culture via Land Development Code, e.g. home-based artisanal businesses, permitting processes, etc.,
E1.2	Strengthen coordination between City, CRA and County projects and investment initiatives, especially those related to a) arts and culture b) economic development c) tourism. Encourage the county to be a bigger participant.
E1.3	Review and harmonize policies, processes and programs to ensure they are "arts friendly" and mutually supportive of one another. Attempting this with major amendments to the City's Comprehensive Plan should be the first step.
E1.4	Promote coordination and cross-pollination of ideas by initiating quarterly meetings of Key Leaders: CC, CRA, City as a way for leaders to regularly meet, share and plan. Recommended regular agenda items: events, coordination, promoting Lake Worth, update on new businesses, general updates, etc.
E2: Help arts and culture organizations and enterprises increase diversity, build capacity and grow	
E2.1	Create a series of "how-to" guides to help artists, organizations and businesses easily navigate complex procedures, policies, and programs
E2.2	Create incentive grants/loans that specifically target arts and culture, organizations, and businesses, helping them to grow in areas they need most, such as strategic planning, business planning, product development, audience development, marketing, etc.
E2.3	Organize and host a series of workshops and networking events for arts and culture professionals, educating them on non-traditional paths to leadership in arts organizations, with a particular focus on the multicultural community
E3: Widely promote and gain support for the Downtown Lake Worth Arts and Culture Master Plan from the arts and culture sector and wider Lake Worth community	
E3.1	Establish LULA as the face of and driving force behind the DTLW Master Plan. The regular leaders meeting will act as leader in the interim.
E3.2	Create and implement a communications plan to promote the DTLW Master Plan
E3.3	Organize a series of "101" information sessions to communicate the Master Plan and provide advice and ideas to Lake Worth artists, organizations and businesses on how they can help to support its priorities and strategies

	Budget Estimate	Timing	Priority	Responsible Entity	Financial Partners	Potential Collaborators
	\$	Near	High	CLW, CRA, CCPBC		
	\$\$\$	Near	High	CLW, CRA, CCPBC		
	\$\$\$	Mid	Med	CLW, CRA, CCPBC		
	\$\$\$	Mid	Med	CLW, CRA, CCPBC		Other Arts and Culture Organizations
	\$	Long	Med	CRA, CCPBC, LULA		CLW
	\$\$\$	Long	Low	CCPBC, LULA	CPBCCF	CRA
	\$\$	Long	Low	CCPBC	CPBCCF	GMC, FAV, HACC
	\$	Near	High	CLW, CRA, CCPBC, LULA		
	\$\$\$	Near	High	CLW, CRA, CCPBC, LULA		
	\$	Near	Med	CLW, CRA, CCPBC, LULA		

APPENDIX A: ACKNOWLEDGEMENTS

APPENDIX A: ACKNOWLEDGEMENTS

INTERVIEWEES

Key Community Stakeholders

Abby Gleicher, CTE Program Coordinator, Lake Worth Community High School

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Elayna Toby Singer, Executive Director, Art in Public Places

Erika Whitfield, Member, Palm Beach County School Board

Ginny Meredith, Founder & Executive Director, In Spirit

Greg Hauptner, CEO and Founder, G-Star High School

Jo Anne Berkow, Artist & Board Member, Benzaiten

Margot Emery, Executive Director, Core Ensemble

Mark Alexander, Executive Director, Palm Beach State College Theatres

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Tom Pearson, Executive Director, Armory Arts Center

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Blaise Allen

Richard Gnastella

Mike Swigert

Ron Burunard

Joanne Grimes

Susan Williamson

Al Beger

Daniel Eilola

Maita Cruz

Jonathan Auerbach

Carole Charline

Elise Crohn

Jacqueline Batcha

Joyne Brown

Greg Rice

Amon Arroyo

Leah Gizzi

John Stuchi

Curtis Spoerlein

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Bonne Bouche

Terry Ralston

Steve Carr

MaryAnn Polizzi

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Ricardo Martin

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Charka Shafer

Erica Skolte

Teresa Miller

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APPENDIX B:

ARTS BRANDING

EXAMPLES

Appendix B

Examples of Arts Branding



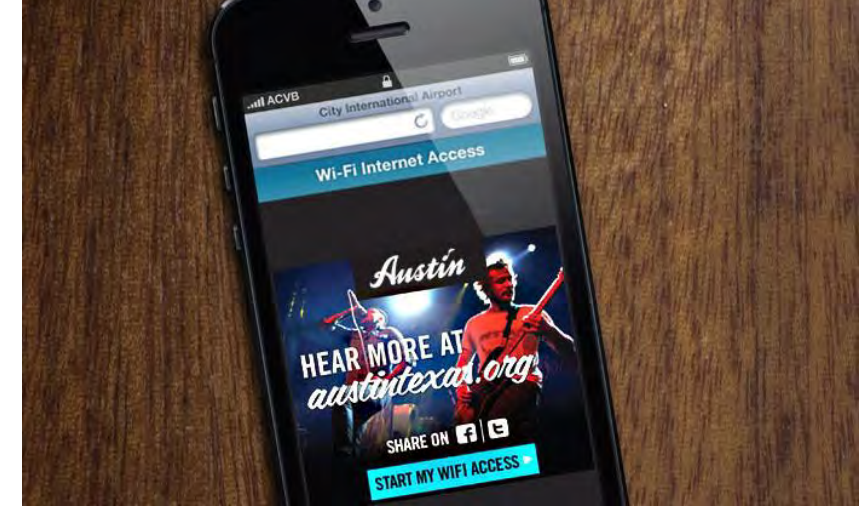
Nashville – Music City

- Rolled out Music City Branding initiative in 2005
- "Music Calls Us Home" campaign is an important step in the branding



Austin – Live Music Capital of the World

- Austin has the most live music venues per capita in the nation – foundation of City brand strategy in the 1990s
- In 2008, City created 4 music task force committees: Venues; Entertainment Districts; Musician Services; and Sound Enforcement & Control.



Glasgow – People Make Glasgow

- More than 1,500 people from 42 countries shared their views
- Greatest response from contributors was that it's the people of Glasgow that make the city great,
- Words such as real, smart, home, creative, bright and better came through, time and time again
- The slogan combines with key ideas to form different messages, such as People Make Glasgow Home and People Make Glasgow Creative.
- £500,000 this year to develop and promote the brand across the UK and internationally.



Glasgow – Scotland with Style

- Glasgow relaunched itself as one of Europe's most stylish cities under the slogan Glasgow: Scotland with Style.
- Celebrates and capitalises on a point of differentiation that no other city can claim - Charles Rennie Mackintosh
- The new logo is a "modern homage to Mackintosh" with a green colon representing the city's nickname as "the dear green place".
- The aim is to project a "new and confident" image of the city on the world stage.
- £1.5 million in 2004



APPENDIX C: UPDATED MARKET SNAPSHOT AND INVENTORY OF CULTURAL ASSETS



AN ARTS & CULTURAL MASTER PLAN FOR DOWNTOWN LAKE WORTH

**COMMUNITY ENGAGEMENT & MARKET SNAPSHOT
PRESENTATION TO STEERING COMMITTEE**

November 28, 2016 | Presented by Lord Cultural Resources and Jon Stover and Associates



CLIENT TEAM



CULTURAL COUNCIL OF PALM BEACH COUNTY: Officially designated “Local Arts Agency” by the Board of County Commissioners. Member of the client team and is administering this planning project on behalf of the client team.



LAKE WORTH COMMUNITY REDEVELOPMENT AGENCY: A quasi-public Agency tasked with redeveloping the core area of the City of Lake Worth (aka the District). Member of the client team.



CITY OF LAKE WORTH: Municipal government entity and collaborator with client team.

LORD CULTURAL RESOURCES + JON STOVER AND ASSOCIATES

LORD CULTURAL RESOURCES

Cultural planning and community engagement

Founded in 1981 in response to an emerging need for specialized planning services in the museum, cultural and heritage sectors.

JON STOVER AND ASSOCIATES

Economic development strategy

Jon Stover & Associates helps companies and organizations bridge the gap between the very different worlds of city policy, urban design, community interest, and real estate development.



Joy Bailey Bryant
Managing Director, U.S.
Role: Project Lead



Jon Stover
Managing Partner, JS&A



Priya Sircar
Senior Consultant
Role: Project Manager



Sarah Hill
Senior Consultant

TODAY

- About the Plan
- Where we are
- Presentation and Discussion of Community Engagement & Public Priorities
- Presentation and Discussion of Market Snapshot
- Work Session: Define Process to Develop Strategies
- Next Steps w/ Q & A



FOCUS AREA OF PLAN

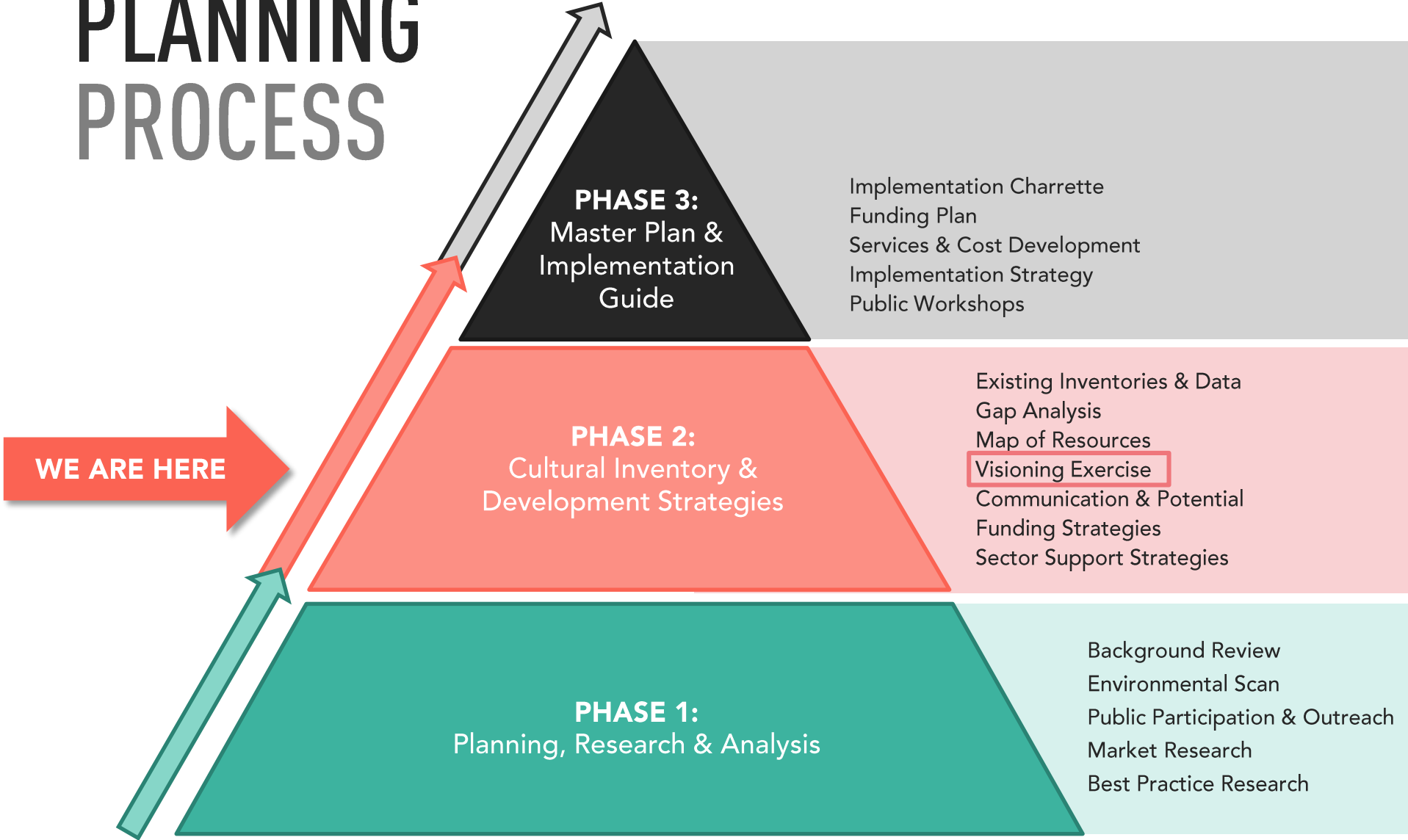


THE PLAN WILL...

- Elevate Quality of Life and Prosperity in Downtown
- Fill the Talent Gap
- Support and Promote Local Artists
- Leverage the Community's Strengths



PLANNING PROCESS





COMMUNITY ENGAGEMENT & PUBLIC PRIORITIES

COMMUNITY ENGAGEMENT



PUBLIC PRIORITIES

A

Maintain Lake Worth's affordability and small-town feel

B

Increased government support is imperative

C

Address the perception that Lake Worth is not safe

D

Improve access to Downtown Lake Worth

E

Stronger connections are needed to multicultural communities and Lake Worth Community High School.

PUBLIC PRIORITIES

A

Maintain Lake Worth's affordability and small-town feel

- Residents see LW's affordability and small-town feel as working hand in hand
- LW's existing infrastructure (buildings, bungalows, walkability) adds to the feel
- Building on existing events and offerings could provide more opportunities for artists w/o over-burdening existing resources and organizations

PUBLIC PRIORITIES

B

Increased government support is imperative

- Support from the City, CRA and Cultural Council must increase and be coordinated w/ each other and w/ the schools
- Making zoning and permitting more arts-friendly may be the simplest and most cost-effective ways to do this
- The Cultural Council is a welcome presence in Downtown; it must become more connected in the LW community

PUBLIC PRIORITIES

C

Address the perception that Lake Worth is not safe

- A perception of lack of safety appears to result from empty and rundown properties, seasonal activity, homelessness and stories of (limited) instances of crime
- Potential solutions include safer streets programs, police patrols and ongoing neighborhood involvement

PUBLIC PRIORITIES

D

Improve access to Downtown Lake Worth

- Physical access to parts of downtown is challenging, due to parking and lack of public transportation (such as the old trolley)
- Lack of affordable and attractive arts offerings challenges accessibility, including for students

PUBLIC PRIORITIES

E

Stronger connections are needed to multicultural communities and Lake Worth Community High School.

- The Guatemalan Mayan and Haitian populations are seen as opportunities for growth and cultivation of arts and culture in Downtown
- The close proximity of LWCHS is seen as a prime opportunity for exposure to students and families, through programs and work experience, to DTLW arts and culture

QUESTIONS FOR DISCUSSION

- What are your thoughts/reactions to what the public had to say?
- Are there other priorities that come to mind for the plan, in addition to the Public Priorities?





MARKET SNAPSHOT



ARTS & CULTURAL MASTER PLAN FOR DOWNTOWN LAKE WORTH: MARKET SNAPSHOT

Jon Stover & Associates
October, 2016



TABLE OF CONTENTS

3	MARKET SNAPSHOT PURPOSE
4	STUDY AREA LOCATION
6	POPULATION PROJECTIONS
7	EMPLOYMENT
8	BUILT ENVIRONMENT
9	DEVELOPMENT CONTEXT
10	REAL ESTATE CONDITIONS
15	ARTS & CULTURAL LAND USES

JS&A

Economic
Development
Consulting



MARKET SNAPSHOT PURPOSE & CONTEXT

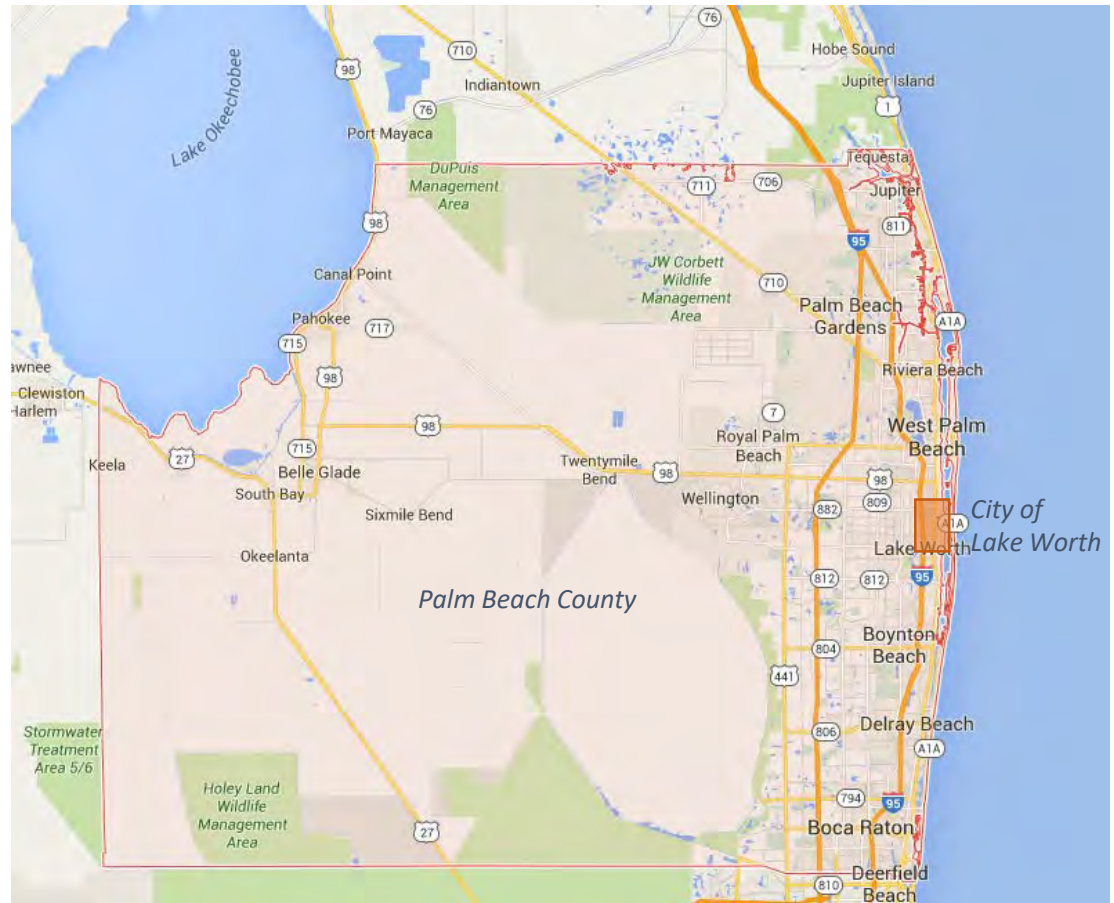
The purpose of this Market Snapshot is to gather and synthesize information to understand the core real estate market conditions in Lake Worth in order to help inform the development of the Downtown Lake Worth Arts and Cultural Master Plan. This document provides a brief, cursory analysis of neighborhood demographics, real estate conditions and trends, and selected upcoming development projects to better understand the constituency that is being served and identify opportunities and limitations for real estate development. The Market Snapshot emphasizes in particular how real estate conditions may affect arts and cultural land uses in Lake Worth. The document should be used in partnership with a demographic analysis conducted by Lord Cultural Resources, stakeholder surveys, and other research and findings developed for the Lake Worth Arts and Culture Master Plan.

REGIONAL CONTEXT

Regional Context

The city of Lake Worth is located along the Florida coast in central Palm Beach County. Many of the coastal cities in the county are known for serving affluent part-time residents during the winter months. While Lake Worth has its share of part-time residents, it is less seasonal than many of the surrounding cities, it has a more diverse population (one that includes a large Guatemalan population and Haitian population), and lower average household incomes.

Much of Palm Beach County has seen considerable growth in the form of population increase, real estate development, and land value increase. According to interview with the real estate community, Lake Worth is one of the few coastal areas in the county that has not shared in this surge of investment and growth. The tide is starting to turn, however: investors are starting to purchase properties in Lake Worth under the assumption that it, too, will soon experience significant growth.



DOWNTOWN LAKE WORTH

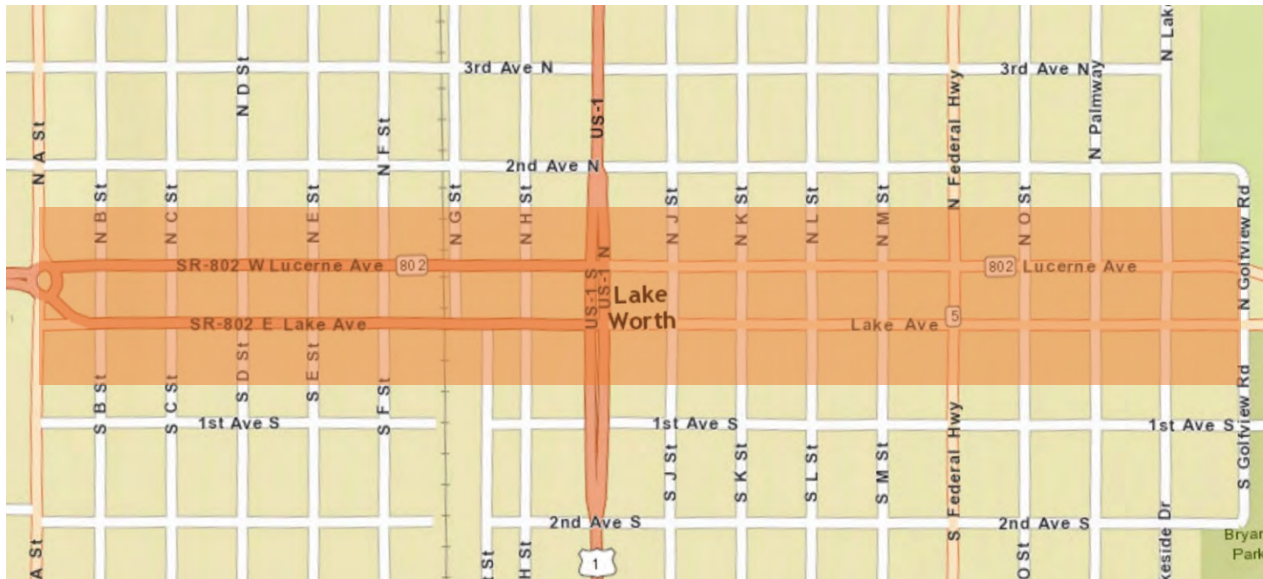
Downtown Focus Area

The Arts and Cultural Master Plan has a city-wide purview, but much of the opportunity – and much of the study emphasis – is congregated in Downtown Lake Worth. The Downtown area is located along Lucerne Avenue and Lake Avenue between Golfview Road and A Street as indicated in the shaded area below.

Market Areas

Much of the analysis summarized in this document considers market trends for three geographic levels: Downtown Lake Worth, the City of Lake Worth, and Palm Beach County, Florida. Additionally, when the data used for this analysis is only available at the city level, Delray Beach and other nearby municipalities are used as comparison points.

DOWNTOWN LAKE WORTH



RESIDENTIAL POPULATION PROJECTIONS

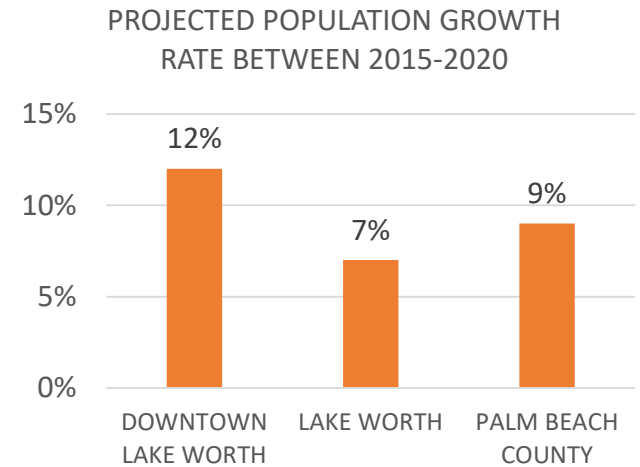
Current and Projected Population

The city of Lake Worth had a relatively small and stable population growth rate of 7% between 2010 and 2015, gaining about 900 residents over this period. Downtown Lake Worth accounts for only 4.8% of the city's population (1,775 of the city's 35,860 residents). Recently the downtown area has grown at a slightly higher rate (12%), a trend which ESRI projects to continue over the next five years.

Lake Worth is considerably younger and less affluent than most of Palm Beach County (see the chart below). Interestingly, the median age and household income is comparable between Downtown Lake Worth and the city at large.

Implications for the Arts and Cultural Master Plan

Population change has important implications on the customer base that serves area businesses and cultural institutions. Lake Worth's city-wide population growth rate is expected to remain relatively low, meaning that if the number of arts-related customers or patrons is to increase, it will likely need to result from one or both of the following: (a) drawing more people in from outside areas and (b) increasing the rate that locals engage with the arts.



LOCATION	POPULATION 2010	POPULATION 2015	POPULATION 2020	MEDIAN AGE	AVERAGE HH SIZE	MEDIAN HH INCOME
DOWNTOWN AREA	1,682	1,775	1,877	35	1.90	\$36,557
LAKE WORTH	34,910	35,860	37,266	36	2.66	\$35,944
PALM BEACH COUNTY	1,320,134	1,368,031	1,432,444	45	2.40	\$52,951

EMPLOYMENT

Local Employment

Downtown Lake Worth contains 300 businesses representing a workforce of 1,673 employees. Small businesses constituted the vast majority of establishments within both the Study Area as well as the City of Lake Worth. Within the city, 74% of local businesses employ only one to four employees. While the average business size in Lake Worth and in the Downtown area is about 6 employees, the Palm Beach County average, on the other hand, is 50% higher (9.4% employees per business). Furthermore, average business sales in Lake Worth are about half that of the Palm Beach County average.

Approximately 59% of the workforce within the Study Area are represented by five employment industries: public administration, retail trade, food service and drinking places, construction, and food and beverage stores.

Implications for the Arts and Cultural Master Plan

Lake Worth businesses are small, local, and oriented toward the service industry. This fits the Lake Worth brand (see visitor surveys about perceptions on Lake Worth later in this report) of being quirky, local, fun, and arts-oriented. Lake Worth does not have a strong office market, does not have much industrial use, and is not a destination for large businesses or corporate headquarters. Nor should it be. The eclectic mix of small, service-related businesses helps establish Lake Worth's identity as a desirable place to live and visit. This identity and business niche can be enhanced to help Lake Worth become more of a destination and continue to draw more shoppers and arts patrons from outside areas.

TOP INDUSTRIES IN LAKE WORTH

TOP FIVE EMPLOYMENT INDUSTRIES WITHIN STUDY AREA (BY NAICS CODE)	NUMBER OF EMPLOYEES	PERCENT OF WORKFORCE
PUBLIC ADMINISTRATION	249	15%
RETAIL TRADE	247	15%
FOOD SERVICE AND DRINKING PLACES	246	15%
CONSTRUCTION	124	7%
FOOD & BEVERAGE STORES	118	7%

LOCATION	BUSINESSES	EMPLOYEES	EMPLOYEES PER BUSINESS	SALES	SALES PER BUSINESS
DOWNTOWN AREA	300	1,673	5.6	\$216,097	\$720.32
CITY OF LAKE WORTH	1,753	10,674	6.1	\$2,255,895	\$1,286.88
PALM BEACH COUNTY	74,115	697,237	9.4	\$152,647,731	\$2,059.61

BUILT ENVIRONMENT

Real Estate Character

Downtown Lake Worth consists of residential, retail, office, and cultural-related land uses. Most of the built form is single-story or 2-3 floor development, with the exception of a some multi-family product. A few findings of note:

- Retail presence was strongest along Lake Avenue with supporting, but fewer, retail located along Lucerne Avenue.
- Downtown commercial uses consists primarily of small, independent retailers
- Office uses tend to be small, neighborhood-oriented services, such as real estate offices and insurance offices with a few notable larger office building developments.
- Multi-family development is most predominate to the east of the Downtown area, leveraging views and proximity to the water. Single family homes are not located on Lake or Lucerne, but surround much of the downtown area, hindering the opportunity for density and area walkability.
- There are numerous arts and cultural institutions located on both Lucerne Avenue and Lake Avenues, constituting a significant local niche.



DEVELOPMENT CONTEXT

Recent Development

There has been limited new real estate development in Lake Worth, and much of the recent development are suburban-style apartment communities located away from Downtown. However, the number of development projects coming online have increased in recent years.

Recently-completed projects include a office building called Eco Center, built in 2008, that faced cost overruns and high vacancies and eventually lead to foreclosure. Two townhome condominium communities were built in the last year in downtown: Tuscany Square and the Lucente. In addition, an affordable apartment project, La Joya Villages, was completed in 2014.

There are a few significant planned and proposed developments slated to occur over the next few years. The most significant is the redevelopment of the Gulfstream Hotel: a project with community support that will redevelop a historic structure, become the only active hotel in Downtown Lake Worth, and add approximately 87 hotel rooms to a city in need of greater hotel supply. Two other mixed-use projects are planned in the downtown area: West Village / Arts Lofts and The One.



WEST VILLAGE
110 N F Street | Completion: 2017



LUCENTE
114 N J Street | Completion: 2016



ECO-CENTER
1005 Lake Avenue | Completion: 2008



TUSCANY SQUARE
224 S Federal Highway | Completion: 2016



LA JOYA VILLAGES
1105 6th Avenue S | Completion: 2014



THE ONE
1 South Palmway | Completion: TBD

REAL ESTATE MARKET | RENTAL RESIDENTIAL

Residential Rental Real Estate Market

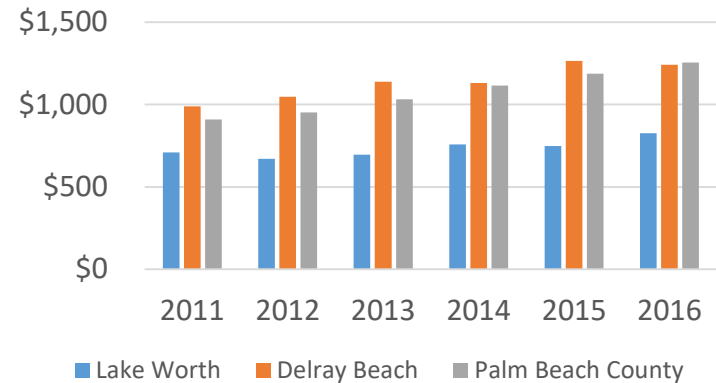
Lake Worth has a high residential vacancy rate (22%) and the downtown area is even higher at 28%. Lake Worth is more of a rental market (44% renter-occupied vs. 34% owner-occupied) than most of Palm Beach County (27% renter-occupied vs. 55% owner-occupied). Residential product in the downtown area consists predominantly of apartments (51% renter-occupied vs. 21% owner-occupied).

Rents throughout Palm Beach County are significantly higher than in Lake Worth, and rent appreciation has far exceeded Lake Worth's rent growth as well.

Implications for the Lake Worth Arts and Culture Master Plan

Lake Worth's defining housing characteristic is that rents have remained relatively low despite the increases in costs seen elsewhere in the county. Housing affordability is a major part of what drives the continued influx of foreign immigrants as well artist populations.

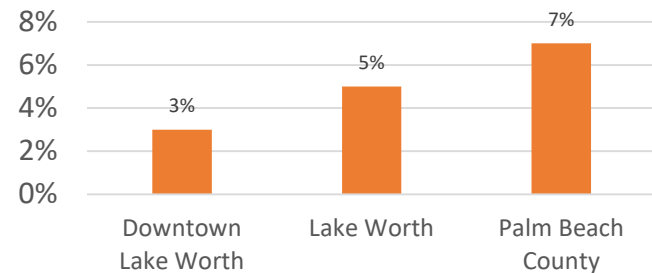
AVERAGE 1 BEDROOM MONTHLY RENT



HOUSING OCCUPANCY BY TYPE (2015)

	% VACANT	% OWNER-OCCUPIED	% RENTER-OCCUPIED
DOWNTOWN	28%	21%	51%
LAKE WORTH	22%	34%	44%
PALM BEACH COUNTY	18%	55%	27%

AVERAGE RENT GROWTH RATE (2011-2016)



REAL ESTATE MARKET | FOR-SALE RESIDENTIAL

Residential Ownership Real Estate Market

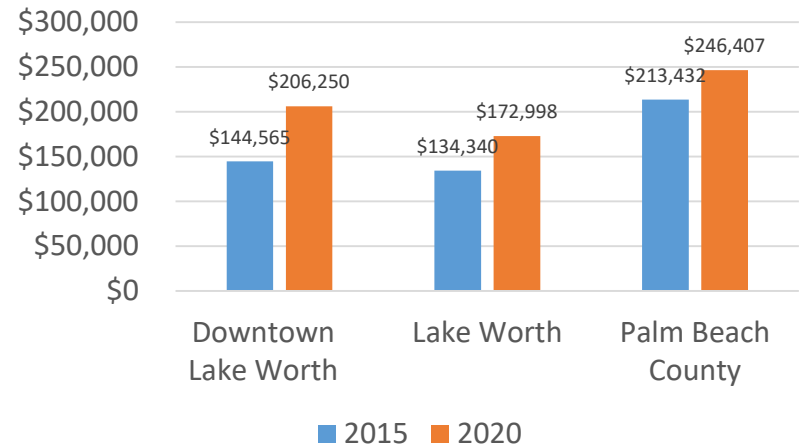
The median home value Downtown is higher than the city-wide median value by approximately \$33,000. However, the median home value in Palm Beach County is notably higher than both the Study Area as well as the City of Lake Worth.

ESRI projects median home values in the downtown area to increase considerably over the next five years – a prognostication which is also being made by an influx of outside investors that are purchasing Downtown Lake Worth properties with the expectation of near-term property value increases.

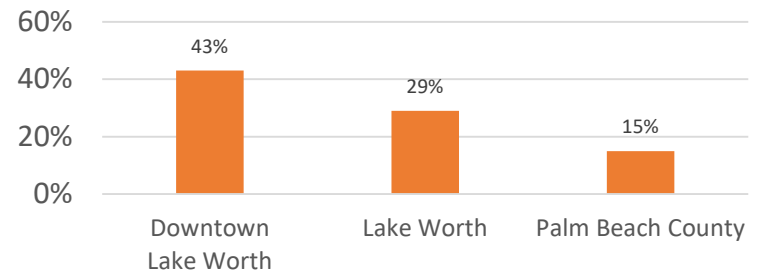
Implications for the Lake Worth Arts and Culture Master Plan

A major asset of Lake Worth – particularly for its artistic community – is housing affordability. However, there are numerous signs that local housing prices could start to increase at a higher rate than seen in recent years. This may signal an opportunity to develop additional artist housing and to enact programs to help first-time homebuyers purchase their homes.

CURRENT AND PROJECTED MEDIAN HOME VALUE



EXPECTED GROWTH CHANGE IN MEDIAN HOME VALUE BETWEEN 2015 - 2020



REAL ESTATE MARKET | RETAIL

Retail Character

Downtown Lake Worth has two main retail corridors – Lucerne Avenue and Lake Avenue. The corridors consist of predominantly single-story, ground level commercial uses with some two or three story buildings. Commercial uses consist of neighborhood-oriented business uses such as pharmacies, banks, and jewelry and repair shops. An agglomeration of retail uses are located on Lake Avenue. Additionally, both corridors, especially Lake Avenue, emphasize restaurants and entertainment establishments.

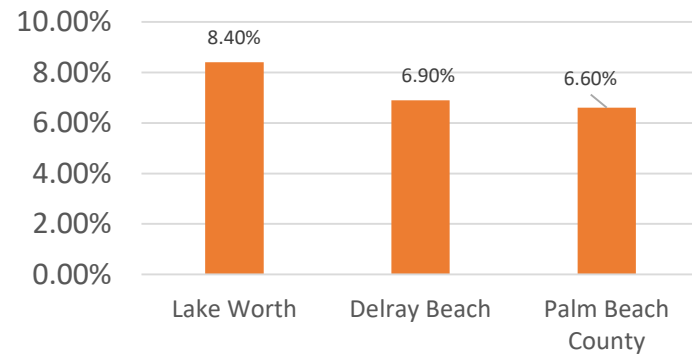
Retail Real Estate Market

Vacancy within the city of Lake Worth is higher at 8.4% than Delray Beach as well as the Palm Beach County average (vacancy rates of 6.9% and 6.6%, respectively). In addition, retail rents in Lake Worth (\$15.92/sf) are far below most other areas within the county (\$20.08/sf).

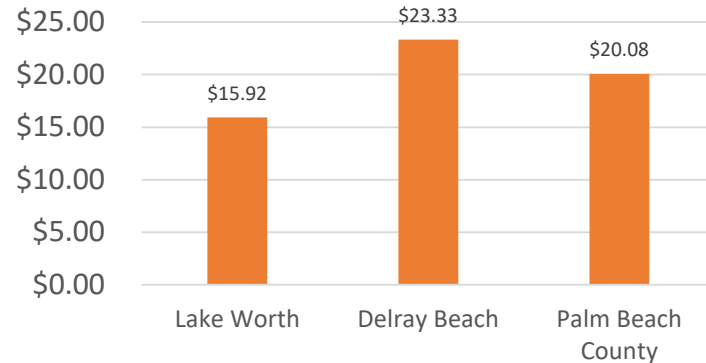
Implications for the Lake Worth Arts and Culture Master Plan

Downtown Lake Worth has a relatively healthy and vibrant retail environment. The fact that it has slighter higher vacancy and considerably lower rents may help arts-related uses locate in town when they might not be able to afford to locate elsewhere. An opportunity exists for tenants to lock in long-term leases at these rates before prices potentially rise. In addition, a local commercial oversight organization could help arts and culture-related tenants find appropriate spaces as well as provide technical support and coordination to help tenants remain Downtown.

VACANCY RATE
(Q4 2015)



AVERAGE RETAIL RENT PER SF/YEAR
(Q4 2015)



REAL ESTATE MARKET | OFFICE

Office Character

Office space is the least abundant of the three different land uses analyzed during this study. Within and immediately surrounding the Study Area, available office space varies dramatically. Office space is located along the ground level as well as above ground on the second and third floors of buildings located on the main corridor.

Office Real Estate Market

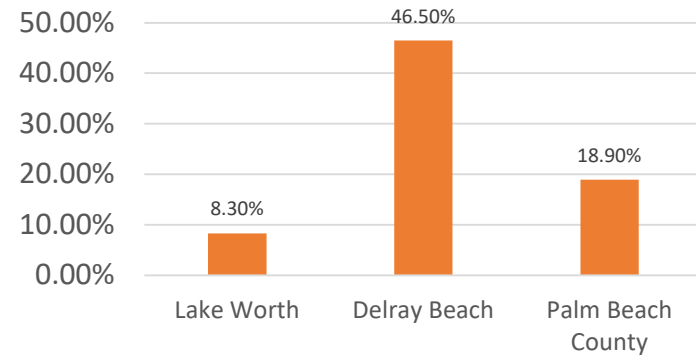
In the Downtown area office rents range considerably from as low as \$3.50/sf to \$20/sf per year. On average, office rents lag far behind the county average. New office development in Lake Worth have struggled considerably, which has indicated that there is not strong local office development opportunity.

The low city-wide office vacancy (8.3%) reflects limited supply more than it indicates a healthy market: recently-completed product has struggled with high vacancy rates. In addition, the office rates indicated in the charts below reflect only multi-tenant buildings of 30,000 square feet or larger and does not take office condominiums, medical, and government buildings into consideration.

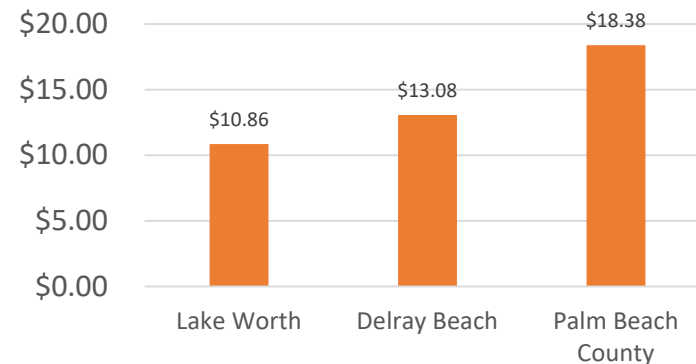
Implications for the Lake Worth Arts and Culture Master Plan

Existing market conditions and the performance of recent office development indicates that there is not a large market-driven office opportunity in Lake Worth. This has little impact on the performance or viability of arts and cultural uses in Downtown Lake Worth.

OFFICE VACANCY RATE
(Q1 2016)



AVERAGE OFFICE RENT PER SF/YEAR
(Q1 2016)



SELECT RECENTLY & CURRENTLY AVAILABLE PROPERTIES

Within the Study Area, there are four recently or currently available properties – two retail/restaurant spaces and two office properties. Approximately 9,280 sf are available to retail/restaurant uses and 17,600 sf is available for office use.

1 502 LUCRENE AVENUE
 Use: Retail/Restaurant
 Asking Rent: \$1.77 SF/Mon.
 Total Space Available: 4,237 SF
 Year Built: 1955



2 921 LAKE AVENUE
 Use: Retail/Restaurant
 Asking Rent: \$1.50 SF/Mon.
 Total Space Available: 5,044 SF
 Year Built: 1937



3 12 S. DIXIE HIGHWAY
 Use: Office
 Asking Rent: \$0.29 - \$0.41 SF/Mon.
 Total Space Available: 2,900 SF
 Year Built: 1978



4 120 N. FEDERAL HIGHWAY
 Use: Office
 Asking Rent: \$1.25 - \$1.67 SF/Mon.
 Total Space Available: 14,703 SF
 Year Built: 2008



ARTS & CULTURE

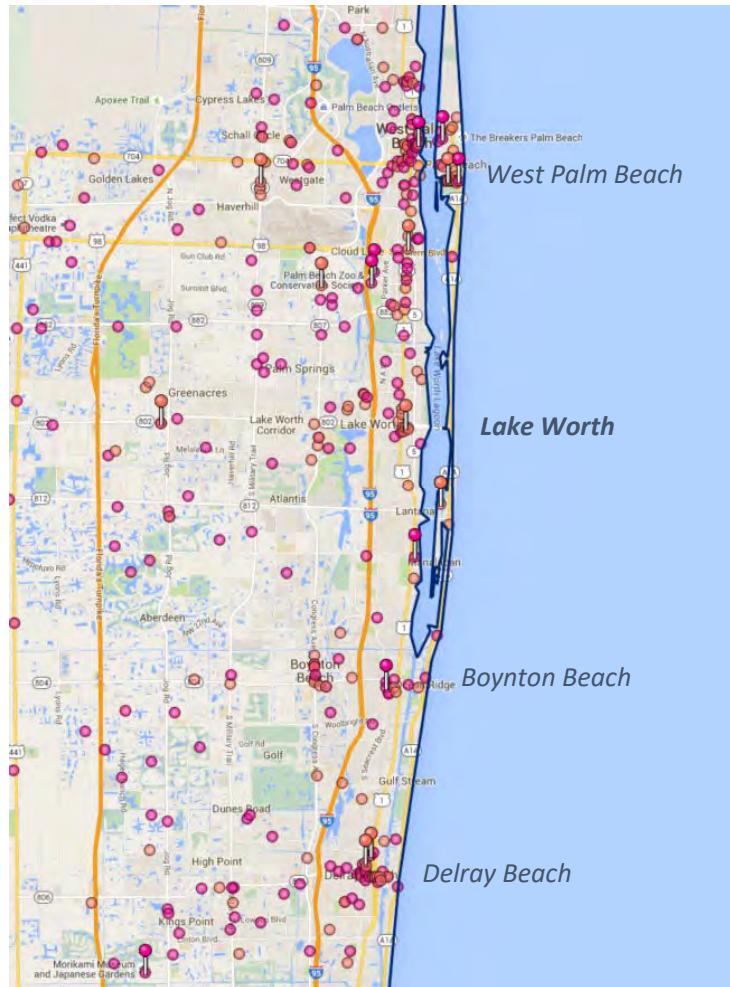
Arts and cultures play a significant role in the city of Lake Worth and have been identified as a priority for planning for the future of Lake Worth.

There is a considerable niche of arts-related uses in or near the Downtown area of Lake Worth, including 10 art dealers, 4 visual and performing arts companies, 3 music stores, the Lake Worth Playhouse, and the offices and galleries of the Cultural Council of Palm Beach County.

The city is also known for its arts-related festivals and attractions, including the Street Painting Festival which attracts over 100,000 visitors annually and features the works of over 200 artists. This festival is the largest street painting festival in the country.



ARTS AND CULTURAL USES | REGIONAL CONTEXT

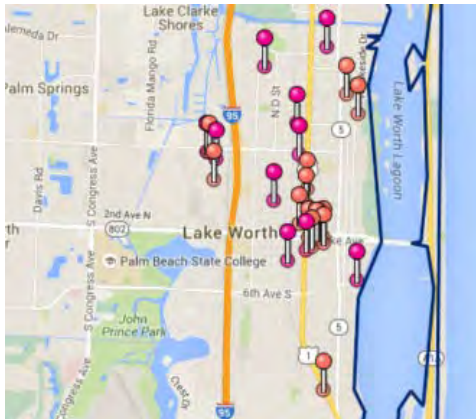


Regional Arts Context

While Lake Worth has a strong concentration of arts and cultural uses as well as a reputation as a arts-related destination, it competes with prominent arts scenes in nearby West Palm Beach, Boynton Beach, Delray Beach, and Boca Raton.

The map to the left indicates the location of arts and culture-related uses throughout eastern Palm Beach County.

ARTS AND CULTURAL USES | CITY CONTEXT



Local Arts Context
 Many of the arts and cultural-related uses in Lake Worth are concentrated in the Downtown area along Lucerne Avenue and Lake Avenue, particularly between E Street to the west and O Street to the east.

DOWNTOWN LAKE WORTH ART GALLERIES

- 1 PALM BEACH GALLERY
- 2 BRUCE KODNER GALLERIES
- 3 FLAMINGO GALLERY
- 4 ART LINK INTERNATIONAL
- 5 ARTISANS ON THE AVE

OTHER DOWNTOWN ARTS ORGS./FACILITIES

- 1 LAKE WORTH PLAYHOUSE
- 2 ARMORY ARTS CENTER
- 3 URBAN ARTS LOFTS
- 4 CULTURAL COUNCIL OF Palm Beach County BEACH COUNTY
- 5 LAKE WORTH HISTORICAL MUSEUM
- 6 LAKE WORTH PUBLIC LIBRARY
- 7 LAKE WORTH ART LEAGUE, INC.
- 8 BAMBOO ROOM
- 9 DOWNTOWN DANCE



ARTS AND CULTURAL USES | DETAIL OF LOCAL ARTS BUSINESSES & ORGANIZATIONS

Detail of Local Arts Businesses and Organizations

Below is a list of existing art dealers, visual and performing arts companies, museums, music stores, and book stores located in Lake Worth.

Benzaiten Center

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Museums

Lake Worth Art League

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Art Dealers

Edna Hibel Corp

Employees(est): 10-19
Sales(est): \$1-\$5 million
Years in Business: 56
Industry: Art Dealers

Earth Artists Clay Studio

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Artists, Writers & Performers

A Dancing Dream Studio Corp

Employees(est): 5-9
Sales(est): \$500K to \$1M
Years in Business:
Industry: Dance Companies

Storytelling By Javier Delsol

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Artists, Writers & Performers

Clay Glass Metal Stone Gallery Clay Studio Co-Op Gallery

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Art Dealers

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Art Dealers

Mipuebalo Tv

Employees(est): 20-49
Sales(est): \$1-\$5 million
Years in Business:
Industry: Artists, Writers & Performers

Chafin Music Center

Employees(est): 10-19
Sales(est): \$1-\$5 million
Years in Business: 60
Industry: Musical Instr. & Supplies Stores

Dr Clucks Music Emporium

Employees(est): 20-49
Sales(est): \$5-\$10 million
Years in Business:
Industry: Musical Instr. & Supplies Stores

Palm Beach Chamber Music Fest.

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Museums

Farmworker Coordinating

Employees(est): 10-19
Sales(est): Not Available
Years in Business:
Industry: Nature Parks & Similar Insts

Universal Cultures

Employees(est): 5-9
Sales(est): \$500K to \$1M
Years in Business:
Industry: Book Stores

Mulry Fine Art

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Art Dealers

Palm Beach Gallery

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Museums

Nostalgic America

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: News Dealers & Newsstands

Faux Finish Art

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Art Dealers

Puppetry Arts Center

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Museums

Kaufman Daenzer Instruments

Employees(est): 1-4
Sales(est): <\$500,000
Years in Business:
Industry: Musical Instr. & Supplies Stores

Art Link Intl

Employees(est): 10-19
Sales(est): \$1-\$5 million
Years in Business:
Industry: Art Dealers

Downtown Dance

Employees(est): n/a
Sales(est): n/a
Years in Business:
Industry: Dance studio and rehearsal space

Thomas Dance Studio

Employees(est): n/a
Sales(est): n/a
Years in Business:
Industry: Dance studio and rehearsal space

ARTS AND CULTURAL USES | DETAIL OF LOCAL CIVIC & SOCIAL ORGANIZATIONS

Detail of Local Civil and Social Organizations

Below is a list of existing civil and social advocacy organizations in Lake Worth.

P B C Cultural

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Guatemalan Maya Center

Employees(est): 10-19
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Our Club

Employees(est): 10-19
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

American Legion

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Lake Worth Playhouse

Employees(est): 5-9
Sales(est): Not Available
Years in Business:
Industry: Social Advocacy Orgs.

Poets Of The Palm Beaches Inc

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Social Advocacy Orgs.

Human Rights Defense Center

Employees(est): 5-9
Sales(est): Not Available
Years in Business: 26
Industry: Human Rights Orgs.

Night Heron Grassroots Activst

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Environ. & Conserv.

Karen Kaye Enterprises Llc

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Counseling Svcs-Lake Worth

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Social Advocacy Orgs.

A M Coastal Club

Employees(est): 10-19
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Shamrock Club-PB County

Employees(est): 10-19
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Kiwanis Club of Lake Worth

Employees(est): Not Available
Sales(est): Not Available
Years in Business:
Industry: Social Advocacy Orgs.

Lake Worth Lions Club

Employees(est): Not Available
Sales(est): Not Available
Years in Business:
Industry: Social Advocacy Orgs.

Bridges at Lake Worth

Employees(est): Not Available
Sales(est): Not Available
Years in Business:
Industry: Social Advocacy Orgs.

Flack Bob

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Human Rights Defense Ctr

Employees(est): 5-9
Sales(est): Not Available
Years in Business: 26
Industry: Human Rights Orgs.

United Cerebral Palsy

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Human Rights Orgs.

Peace Organization

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

Compass Community Ctr

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Civil & Social Orgs.

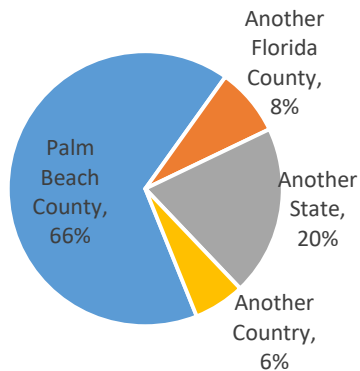
Audubon Society Of Everglades

Employees(est): 1-4
Sales(est): Not Available
Years in Business:
Industry: Environ. & Conserv.

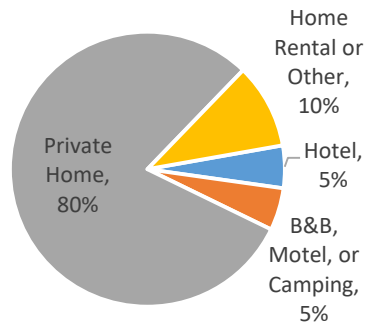
ARTS AND CULTURAL USES | VISITOR PROFILE: STREET PAINTING FESTIVAL

The two-day Lake Worth Street Painting Festival brings over 100,000 visitors annually for the two-day event. In a recent year, a visitor survey was conducted and had 722 responses, summarized below.

Visitor Residence



Visitor Accommodations



Visitor Spending

% of Visitors who Dine in Lake Worth	75%
Average spending on recreation	\$333
Average spending on food and transportation	\$132

Visitor Feelings About Lake Worth

What Visitors Like Most About Lake Worth	What Visitors Like Least About Lake Worth
Atmosphere	Lack of parking
Quaint	Cost of utilities
Family-friendly	Crime
Arts scene	Homelessness
Activities	Bad reputation
Stores	People complain
Downtown	
Arts community	
Beach	
Fun	
Good character	
Shops	
Eclectic	
Diversity	
Good people	
Walkable	
Small-town feel	
Unique	
Charm	
Restaurants	

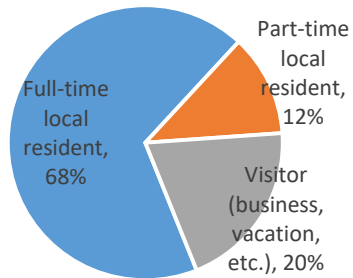
Summary of Findings

- A majority of festival visitors are local, from Palm Beach County
- There is a significant need for greater hotel accommodation
- Visitors spend considerable money at local restaurants, shops, and galleries
- The Master Plan should leverage what visitors like best about Downtown: its character, diversity, arts emphasis, shops, restaurants, and galleries, and walkable, small-town atmosphere
- The Master Plan should help address some of Lake Worth's liabilities and image problems: a lack of parking, a high cost of utilities, crime rate, homelessness and vagrancy, and the general sentiment that Lake Worth has a bad reputation and sees an unfair share of bad press

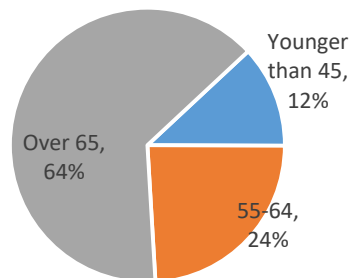
ARTS AND CULTURAL USES | VISITOR PROFILE: LAKE WORTH PLAYHOUSE

The Lake Worth Playhouse is a historic community theater that offers a variety of productions and foreign films in an intimate, art deco space. Survey results of 31 patrons from performances of the “Pajama Game” and “Inherit the Wind” are summarized below.

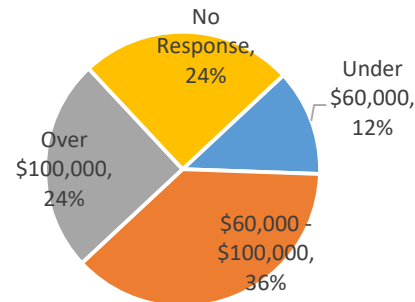
Visitor Residence



Visitor Age



Visitor Income



Average Visitor Spending

Food or Drink Prior to or After the Event	\$41
Souvenirs, Gifts, or Art	\$3
Clothing or Accessories	\$5
Local Transportation	\$6
Child Care for Event	\$0
Overnight Accommodation	\$10
Other	\$1
Avg. Total Outside Spending Related to the Event	\$65

Summary of Findings

- The Playhouse patrons surveyed were predominantly local and over the age of 55
- The patrons surveyed represented a range of household incomes
- Attendees spent an average of \$65 in addition to their event-related expenses.



JS&A

Economic
Development
Consulting

QUESTIONS FOR DISCUSSION

- What are your thoughts/reactions to the findings of the Market Snapshot?
- What connections or disconnects do you see with the findings of the community engagement (the Public Priorities)?
- Based on these two key research pieces, what seem to be the key priorities for the Plan?



WORK SESSION: HOW WE'LL DEVELOP STRATEGIES

NEXT STEPS

LATE NOVEMBER/ EARLY DECEMBER

Client team develops draft strategies based on the Public Priorities and Market Snapshot (to be refined with consultant team)

DECEMBER

Consultant team hones draft strategies and scenarios based on client team work

LATE DECEMBER

Consultant team delivers brief of draft strategies and scenarios for core client team review and feedback

THANK YOU.

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