

# ***CITIZEN SUMMIT***

# ***2009***

## SUMMARY REPORT

***Mayor and  
City Commission***



***Delray Beach, Florida  
May 2009***



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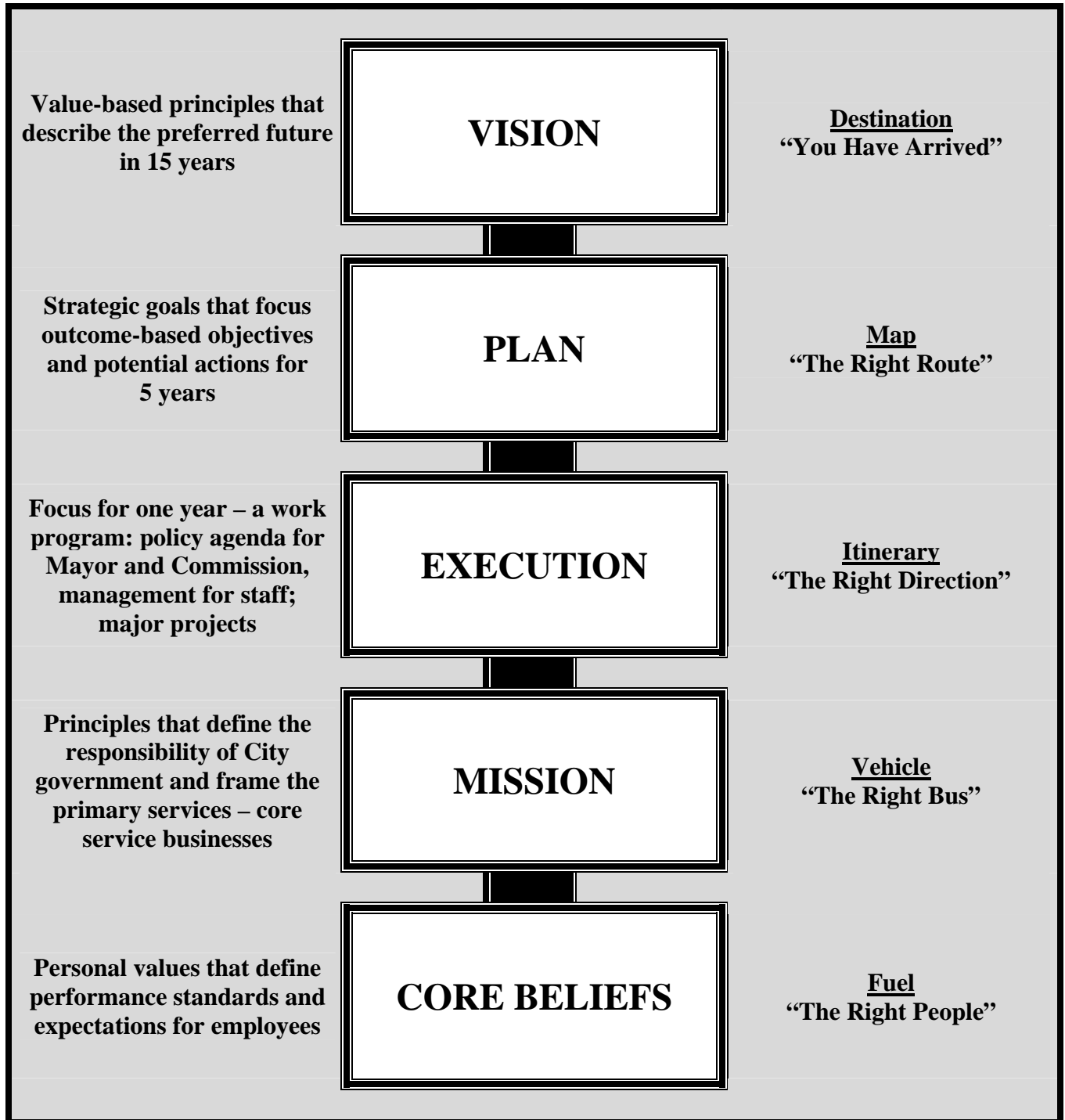
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**STRATEGIC PLANNING FOR THE  
CITY OF DELRAY BEACH**

# ***STRATEGIC PLANNING MODEL***



# **Transforming to a “Sustainable City”: A Workable Model for City Leaders**



## Value to Residents

$$V = \frac{\text{Quality}}{\text{Cost}} \times \text{Time} \times \text{Safety} \times \text{Attractiveness}$$

**ROUND 1**  
**DELRAY BEACH VISION 2024**

# **City of Delray Beach Vision 2024**

## **Delray Beach**

**is a “*CHARMING VILLAGE BY THE SEA,*”**

**with a *GREAT WORLD CLASS BEACH,*<sup>(A)</sup>**

**a *VIBRANT DOWNTOWN,*<sup>(B)</sup> *DIVERSE***

***LOCAL ECONOMY*<sup>(C)</sup> and a *COMMUNITY***

***OF QUALITY NEIGHBORHOODS***

***AND SCHOOLS.*<sup>(D)</sup> *RECREATIONAL AND***

***CULTURAL OPPORTUNITIES ABOUND.*<sup>(E)</sup>**

***PEOPLE EMBRACE CULTURAL DIVERSITY.*<sup>(F)</sup>**

# Team Black

## ► Great World Class Beach

### Needs:

1. Public parking/parking stickers
2. Meters not functioning properly
3. Electric cars
4. Safety (bridges/tunnels to beach)

### How:

1. Build garages
2. Fix
3. Special spots – charging/access

## ► Vibrant Downtown

### Needs:

1. Tri-Rail location/safety
2. Too many restaurants
3. E-Commerce

### How:

1. Cross walks/overpass to cross tracks safely
2. Diverse commerce
3. Google stations on corners

► **Diverse Local Economy**

**Needs:**

1. Too many restaurants
2. Really good supermarket
3. Bowling alley/skate rink

**How:**

1. Recruit
2. Recruit

► **Community of Quality Neighborhoods and Schools**

**Needs:**

1. Monitor/limit foreclosures
2. Half way/sober houses are in plenty
3. Concern – eroding tax base will effect schools
4. Community/city schools
5. Safety
6. Mentor programs for kids

**How:**

1. Limit/monitor (#2)
2. Separate from district (#4)
3. Local police/home owners don't lose it/community (#5)
4. Recruit and match career days – lead by example (#6)

► **Recreational and Cultural Opportunities Abound**

1. Delray Beach does a good job

► **People Embrace Cultural Diversity**

**Needs:**

1. Teach/facilitate computer literacy

**How:**

1. Create computer facility (state of the art) for rent/use

## Team Blue

1. Rethink the brand – dissatisfaction with present vision
2. Inclusive and sustainable east to west – jobs – variety – blend the neighborhoods
3. Scooter friendly, bicycle friendly, Pedestrian friendly, walkway cleared of meters and signs, organize beach, Green friendly
4. Central square – more than one – density vs. sprawl
5. European model – self sustaining
6. Plan for 120,000 people
7. Pay for the future taxes may be more than we think
8. Education at every level – new university
9. Entrepreneurship at every level – credit union, a stock exchange
10. Comprehensive transportation plan
11. Off the grid – use the top of every building
12. Better utilization of public facilities: make money off of parks
13. No brain drain!

## Team Green

### ► Great World Class Beach

1. Ample public access to beaches and waterways
2. Adequate public parking and public docks
3. Safe, clean and, family friendly beach and waterfront
4. Capitalize on Veterans Park public piers, waterway access

### ► Vibrant Downtown

1. Continue the two – three story feel (scale) of Atlantic Avenue
2. Expanded pedestrian friendly quality along US 1
3. Sustainable mix of uses, more retail diversity, stop conversions from retail to restaurant
4. Arts to be more than visual arts, also music and performing
5. Buy local programs

### ► Diverse Local Economy

1. Class “A” office buildings
2. Attract green industries
3. Integrate public transit incorporating tri-rail

► **Community of Quality Neighborhoods and Schools**

1. Discourage transient houses
2. Expanded pedestrian and bike path networks
3. High rated schools
4. Middle school of the arts

► **Recreational and Cultural Opportunities Abound**

1. Implement cultural plan
2. Performing arts
3. Incorporate performing arts and music elements into pocket parks

► **People Embrace Cultural Diversity**

1. Continued support for historic preservation
2. Single multi-cultural event that includes all cultures

# Team Magenta

1. Interactive relationship between city leadership and citizens

## ► Great World Class Beach

1. Change 5 to say family and pet friendly beach

## ► Vibrant Downtown

1. More green space
2. Free flowing traffic
3. Active night life

## ► Diverse Local Economy

1. Add under green businesses “and environmentally responsible practices”

## ► Community of Quality Neighborhoods and Schools

1. Change 3 from “and sharing responsibility” to “them a culture of community policing”

## ► People Embrace Cultural Diversity

1. Youth targeted initiatives that foster togetherness and inclusiveness
2. Modify #1 to add after cultural ... add generational

# Team Orange

## ► Great World Class Beach

1. Welcoming World Class Beach
2. Public (#2), AS IS (1)
3. Means: free beach
4. Beach Area Master Plan – how to

## ► Vibrant Downtown

1. Visitors wanting to stay in our hotels (vibrant – okay)
2. Add Technology, 4 corners

## ► Diverse Local Economy

Add:

1. Restaurants
2. Anchor stores
3. Sports activities

► **Community of Quality Neighborhoods and Schools**

1. Community support of local schools

► **Recreational and Cultural Opportunities Abound**

1. Passive/green spaces

► **People Embrace Cultural Diversity**

1. #5 and to end of sentence: “and people”
2. #1 “Learning and ...”

## Team Purple

### ► Great World Class Beach

1. More green space along Federal – canopy replenishment
2. Maintain public access to beach and beach safety
3. Improve walkability of promenade on beach
4. Maintain award-winning beach patrol
5. Add low-level lighting along beach
6. Change “great” to magnificent

### ► Vibrant Downtown

1. Encourage tourists to use hotels
2. Improved, visible “Welcome to Delray” gateway on Atlantic Avenue
3. More diverse, viable small businesses
4. Downtown offices for job opportunities and restaurant patronage
5. More retail businesses or other businesses rather than restaurants
6. More service businesses
7. Attract more pedestrian traffic from I-95 to Swinton/Atlantic Grove
8. Consider anchor stores
9. Continue improving West Atlantic corridor
10. Consider expanding services at Atlantic Avenue Courthouse
11. Expand to 2<sup>nd</sup>/3<sup>rd</sup> on both sides of Avenue
12. Clearly define vision and action steps of DDA
13. Utilize Old School Square for continuing ed or vocational training/workshops
  - FAU/PBCC partnership alternative to Davie campus – CAUPA

► **Diverse Local Economy**

1. Increase marketing and recruitment efforts for bringing new businesses and industrial
2. Improve mass transit opportunities – save Tri-Rail downtown commuter stops
3. Add resident parking garage programs
4. Use resident cards for programs/promotions with Tri-Rail/PalmTran at downtown shops
5. Payment plans for DDA fees – monthly/quarterly
6. Increase awareness of National Jr. Tennis Tournaments/Little Fenway/Soccer
7. Attract Florida Band Masters Association/FACCS competitions
8. Encourage hotels to offer soccer, baseball, tennis weekend packages
9. Pro football player camps - staycations

► **Community of Quality Neighborhoods and Schools**

1. More emphasis on volunteerism within communities
2. Saturday voluntary clean-ups
3. Encourage volunteer opportunities with parks and easements and community cleanup with Atlantic High School

## Team Red

### ► Great World Class Beach

1. More than family friendly – what?
2. Accessible for all for a variety
3. Transportation<sup>2</sup> for oceanside activities

### ► Vibrant Downtown

1. Welcome Center!
2. Green spaces
3. Hotels
4. I-95 – feeder – streets off Atlantic “seamless”
5. Easy traffic circulation
6. Mixed use – refer to cluster study
7. “Local” transportation (#8) districts

### ► Diverse Local Economy

1. “Range of employment” opportunities
2. Take off kite surfacing
3. “Image as” delete just do it!
4. Business supporting the entire community i.e. local grocery in the neighborhood, local services
5. Attracting large business as well as medium and small

► **Community of Quality Neighborhoods and Schools**

1. Noise reduction everywhere!!!
2. World Class schools! “Public”

► **Recreational and Cultural Opportunities Abound**

1. “And facilities” #1

► **People Embrace Cultural Diversity**

1. More involvement from the community
2. Education “and communication”

**ROUND 2**  
**PLAN 2009 – 2014**

# **City of Delray Beach Goals 2014**

**Expanded/Diversified Local Economy**

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**Expanded Downtown: A1A to I-95**

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**Top Quality Services Valued by Citizens**

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**Quality Neighborhoods Where People Want to Live**

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**Quality Educational Opportunities**

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**Community Unity**

**GOAL 1**

**EXPANDED/DIVERSIFIED LOCAL ECONOMY**

► **Objectives**

1. Delray Beach as a global destination with amenities for residents, visitors and tourists
2. Class “A” corporate offices and new County Administrative Center on Congress Avenue corridor
3. Planned strategy to attract targeted new businesses (in partnership with Boca Raton, Boynton Beach and Palm Beach County)
4. More job opportunities (other than service jobs) for residents
5. Northwest/Southwest 5<sup>th</sup> Avenue business development
6. Support local-owned businesses, including helping businesses to grow in Central Atlantic Area (Swinton Avenue to I-95)
7. Four Corners Redevelopment to mixed use
8. Redevelopment of aging shopping centers

► **Actions 2009 – 2014**

1. Congress Corridor Redevelopment
  - Develop RFP and Intergovernmental Agreement on County Property
  - Continue Dialog with Lincoln Properties on Office Depot Property
2. Wastewater Lift Station Project (Congress)
3. Vacant Space, Retail to Offices on Atlantic Avenue: Direction
4. Hotel Attraction Strategy

## **GOAL 2**

## **EXPANDED DOWNTOWN: A1A to I-95**

### **► Objectives**

1. Develop Old School Square Park as a community focal point and with a variety of amenities
2. Improve Downtown cleanliness and safety
3. Make pedestrian-friendly businesses on West Atlantic
4. Expand Downtown: Pineapple Grove, I-95 to A1A, NW/SW 5th Avenue
5. Expand parking in the Central Business District (CBD): Beach, Pineapple Grove, Old Library
6. Make a unique downtown which is interesting, culturally diverse and quaint
7. Improve traffic circulation
8. Increase diversity among retail businesses

### **► Actions 2009 – 2014**

1. Old School Square Park
  - Review Current Plans with Stakeholders
  - Develop Plan and Determine Future Direction
  - Demolish Parking Lot
  - Phase I – Plant Trees and Build Shade Structures, Improve Lighting
2. Old School Square Garage Retail Space: Sell or Lease Space
3. “Clean and Safe Program”: Improvement, Marketing and Business Participation
4. Parking Garage Regulation and Fees and Management Actions
  - Complete Parking System Management Plan
  - Determine Direction
  - Evaluate Meters and Charges
  - Address Under-utilization
  - Public Education
  - Develop Operating Regulations
5. Safety Plan for Parking Garages
6. Tennis Center Block Beautification Plan and Action
  - Develop a Beautification Plan (Arts Advisory Board)
7. One-Way Pairs Conversion: Project
8. Atlantic Avenue Repaving & Streetscape Project (A1A to Southbound Federal Highway and Swinton to 12<sup>th</sup> Ave)
9. Gateway Project and Funding

**GOAL 3**

**TOP QUALITY SERVICES VALUED BY CITIZENS**

► **Objectives**

1. Effective management of financial resources
2. Technology infrastructure to support services and service delivery to our customers
3. Well-motivated, highly-trained and professional workforce
4. Maintain City infrastructure and facilities
5. City services delivered in an efficient manner
6. Living the S-P-I-R-I-T through manager and employee actions
7. Expand water reuse
8. End ocean discharge of wastewater effluent

► **Actions 2009 – 2014**

1. Budget Task Force Report
  - Present Report
  - Determine Direction, Budget Action, and City Action
2. Total Compensation and Benefit Review: Evaluation and Policy
  - Identify Areas
  - Determine Direction
3. Fire Response to EMS Deployment
4. Green Initiative Report & Actions
  - Present Report – Florida Green Building/Cool Cities
  - Determine Direction and Actions (short-term)
5. Reclaimed Water System Expansion Project: Area 4
6. Fire Station 4
7. Miracle League Diamond
8. City Hall: North Wing and Information Technology Building
9. ASR Well Permit
  - Well Head Arsenic Removal (Cost Effective Method)
10. Lakeview Golf Course: Renovation
11. Rate Study: Water, Wastewater, Reclaimed Water

**GOAL 4**

**QUALITY NEIGHBORHOODS WHERE PEOPLE WANT TO LIVE**

► **Objectives**

1. Well-maintained, quality City infrastructure
2. Neighbors taking responsibility for their neighborhood and for each other
3. More workforce housing with access to public transportation
4. Safe and secure neighborhoods
5. Neighborhoods that are clean, attractive and appealing
6. Range of housing options: type, price, location

► **Actions 2009 – 2014**

1. Historic District Guidelines and Design Manual
  - Adopt Matrix
  - Adopt Design Manual
2. Lake Ida Design Guidelines Ordinance: Adoption
  - Draft Ordinance
  - Conduct Workshop and Public Hearing
  - Decide on Ordinance
3. Transient Rental in Single Family Neighborhoods Ordinance: Review
4. Pompey Park: Completion
  - Complete Locker Rooms Remodel
  - Address Old Bathrooms
5. Soccer Complex: Completion
6. Miller Park
  - Define Scope (within Budget)
  - Solicit and Award Bids
  - Initiate Construction
7. Reclaimed Water to Barrier Island: Funding
8. The Villages (Carver Estate and Auburn Trace)
  - Re-apply for Hope VI (\$20 Million)
  - Complete Auburn Trace Loan Documents
  - Finalize Site Plan (The Villages at Delray)
  - Complete Carver Estate Demolition (8/08)
9. Historic Districts Survey Updates (5)
  - Complete Marina District (6/08)
  - Initiate and Complete Other Districts (4) (4/09)

**GOAL 5**

**QUALITY EDUCATIONAL OPPORTUNITIES**

► **Objectives**

1. New Plumosa Elementary and Middle School – Arts Magnet
2. Prepare workforce through vocational training
3. Save Delray’s special programs: I.B., Career Academies, Montessori, Gifted, etc.
4. Access to quality education including public, charter, and private schools
5. Expand Village Academy
6. Students on grade level and schools recognized for high performance

► **Actions 2009 – 2014**

1. Village Academy: Expansion
  - Continue to Add One Year; 9<sup>th</sup> Grade
2. Fire Service Academy: Development and Funding
  - Determine Funding
3. Police Academy for Middle School: Evaluation and Development
  - Evaluate Curriculum
  - Determine Funding
4. Beacon Center: Expansion to Plumosa
  - Determine Funding

<b>GOAL 6</b>	<b>COMMUNITY UNITY</b>
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► **Objectives**

1. Citizens feeling included; creating an inclusive community
2. Citizens working together to solve problems
3. Recognition as a multi-cultural community
4. Positive, two-way communications between City and our stakeholders
5. Continued dialog between the community, faith-based institutions and the City
6. Respecting and appreciating the uniqueness of each culture

► **Actions 2009 – 2014**

1. Study Circles: Continuation and Expansion
2. Youth Study Circle Development
  - Finalize Program
  - Kick-off
3. “Alumni” Program for Study Circles

## **Team Black**

### **► Expanded/Diversified Local Economy**

1. Attract a more diversified business community
2. State/City communication i.e.: tax structure
3. Rezoning/economic incentive programs to come here

### **► Quality Neighborhoods Where People Want to Live**

1. Control of empty/foreclosure homes – need a plan/board up/post signs
2. Maintain safety of all neighborhoods
3. Increase stringent zoning for home businesses and code enforcement
4. Community policing/get to know your officer

### **► Quality Educational Opportunities**

1. More community programs for young kids/and teens; not dependent on \$
2. Children's/young adult – Leadership Delray
3. Create technology facility for rent or loan for classes
4. Arts programs, not just sports
5. More morning programs for middle schoolers 8:00-9:30 and after school programs
6. Commissioner for the day
7. Expand/fire, police explorer programs
8. Mentor programs – increase visibility

## Team Blue

### ► Expanded/Diversified Local Economy

1. Brand for business side of city
2. “Green” the low income neighborhoods – stimulus money
3. Informational business expansion: find our niche for the IT industry
4. City money spent locally – RFP’s for local businesses
5. Incentives for small businesses: 10 employees at a time!

### ► Quality Neighborhoods Where People Want to Live

1. Feeling welcomed and safe
2. Neighborhood shopping: food shopping within walking distance
3. Decent housing stock: address living conditions
4. Off the grid – sustainable
5. Community gardens
6. Affordability: we’ll need it later!
7. Variety of housing
8. Pocket parks: recreation everywhere
9. Seniors: keep them in the neighborhood
10. “Gray water” use
11. Homeless: are we helping?

► **Community Unity**

1. Community projects: neighborhoods inspire their own projects
2. East – West Unite!!
3. Sports: all together
4. Racism: welcoming new immigrants
5. Squares: gathering places
6. Study circles: grow new circles
7. Engage community stake holders

## **Team Green**

### **► Expanded/Diversified Local Economy**

1. Target desired industry clusters and provide local incentives
2. Maintain and enhance transit oriented infrastructure
3. Market Delray to Latin America, Europe, etc. – Using our quality of life and unique downtown to attract companies

### **► Expanded Downtown: A1A to I-95**

1. Offer bold and aggressive development incentives from Swinton to I-95
2. Complete gateway feature at I-95
3. Provide public parking as a support mechanism for redevelopment
4. Look at incentives used in late 80s and early 90s to achieve redevelopment east of Swinton
5. Hotels and conference facilities

### **► Top Quality Services Valued by Citizens**

1. Continue to expand reclaimed water network
2. Maintain local police and fire services
3. Develop metrics to define top quality services at each department

## **Team Magenta**

### **► Expanded/Diversified Local Economy**

1. Tax incentives/develop incentive program to assure appropriate business mix for example to encourage more retail and office versus restaurants
2. Encourage development of more life/work units

### **► Expanded Downtown: A1A to I-95**

1. Attract destination businesses to West Atlantic Avenue
2. Develop addition public parking in the West Atlantic Avenue corridor

### **► Community Unity**

1. Encourage offsite meetings between City Commission and homeowner groups (one commissioner at a time)
2. Youth activities that foster unity

## **Team Orange**

### **► Expanded Downtown: A1A to I-95**

1. Review all plans, open forum – community involvement (update and review)
2. Finish what has been started
3. Use of incentives to encourage new businesses and sustain existing businesses

### **► Top Quality Services Valued by Citizens**

1. Take advantage of technology
2. Education/workshops on services
3. Evaluate staff leadership to ensure adequate and qualified management
4. Use “Quality of Service” cards
5. Incentive based bonuses for employees
6. Continued development of City’s website
7. Individual department web pages update and expand information

### **► Quality Educational Opportunities**

1. Community and business leadership involvement
2. Sustain existing and add (expand) relevant magnet and vocational programs (all schools)
3. Elect our own School Board Member
4. Advocate for more local control of schools
5. Public Relations campaign on school graduation rates, programs, etc. (Atlantic Charter School)

## Team Purple

### ► Expanded/Diversified Local Economy

1. Add visual interest Swinton to West 5<sup>th</sup> Avenue to slow traffic and encourage business
2. Improve website: more contemporary – PD, community pages – police blotters – sexual predator notification
3. Bring in more high-paying jobs/entrepreneurs
4. Better walkability/high quality of life to attract business
5. Show better lifestyle to businesses
6. Consider future options for car dealerships, vacating businesses
7. Add landscaping to tennis center parking lot so it doesn't create mental boundary in walkability

### ► Quality Neighborhoods Where People Want to Live

1. More traffic calming in neighborhoods/reduce speeding
2. More regulation of recovery facilities – consider appeal to state to use nuisance abatement to control immediate eviction
3. Need quality to maintain high levels of service
4. Need neighborhoods people want to return to

► **Community Unity**

1. Improve communication between city and residents
2. Encourage communication between HOAs
3. Community website/update city website
4. Common goals
5. Encourage volunteer programs with Atlantic High Student
6. Encourage neighborhood potluck dinners through neighborhood advisory council
7. Encourage community gardens – utilize UF Ag Extension/Master Gardeners/  
Catherine Strong Park
8. Display community calendar downtown
9. More youth attendance at sports/Roots festival 3-on-3

► **Other**

1. Keep gifted at Banyan Creek Elementary
2. Keep ESOL classes – Full Service Center

# Team Red

## ► #1

1. Old School Square Park
2. One way pairs conversion
3. Zoning variance – Tennis Center
4. Expand Downtown back to I-95
  - A. Gateway feature
5. West Atlantic Corridor complex
6. Federal Highway corridor
7. Market available retail/professional and manufacturing
8. Stricter code enforcement
9. Enforce traffic signs Downtown
10. Fix the Chamber of Commerce
11. Growth on South Side of Atlantic (east and west)
12. Parking downtown/growth

## ► #2

1. Infrastructure in communities (i.e. lights, alley ways, sidewalks)
2. Infill housing
3. Restrictions on halfway housing (i.e. ADA regulations)
4. More clean and safe from downtown into the neighborhoods
5. FEC train whistles NO!
6. Expand Pineapple Grove
7. Finish what's started!!! (buildings)
8. Affordable rentals/housing
9. Growth on South Side of Atlantic (east and west)
10. Keep the cultural loop

▶ #3

1. Youth and Senior education – more facilities (i.e. bowling, skating)
2. Middle School of the Arts – better school system!!!

**ROUND 3**  
**ACTION IDEAS FOR 2009 – 2010**

## **Round 3**

# **Action Ideas for 2009 – 2010**

### **► Team Blue**

1. Organization and consistency (signage) meters and walkways, beaches – A1A
2. Pedestrian and bike friendly
3. Penny for “Green”
4. All America City Award
5. City, private sector sponsorships for small businesses
6. Wildlife sensitive lighting (A1A)
7. Temporary uses of vacant land (parks, community gardens, etc.)

► **Team Black**

1. Regulation on half-way houses
  - evaluate city ordinances
  - find creative ways to limit # of houses
2. Immigration regulation/enforcement
  - support immigration rules
  - visit construction sites
  - can building inspectors report?
3. Electric golf cart use
  - change street laws
  - make it easier for people to choose golf cart use
  - promote use
  - “charging stations” downtown and businesses
4. Ensure police/fire remain local
  - grants
  - taxes
5. Better relationships between city and state
6. Concern for safety of children from Tri-Rail to downtown and Congress
  - need for sidewalks
  - pedestrian overpass to cross tracks
7. Electronic future of city
  - internet
  - billboards/signs
  - entertainment

► **Team Green**

1. Generate revenue from public parking but offer free parking in downtown for golf carts, smart cart and other alternate fuel vehicles
2. Implement short term recommendation from Green Task Force report and save operational expenses for city
3. Convert one-way pairs
4. Adopt transient housing ordinances
5. Convert defined benefit pension plans to 457
6. Implement 37½ hour work week
7. Encourage retail along Atlantic Avenue
8. Focus on controlling expenses that have the highest rate of growth

► **Team Magenta**

1. Retirement system for fire and police pension. Needs to be changed
2. Improve the conditions of vacant parcels
3. Increase awareness of existing opportunities for HOA's to communicate with Commission and initiate additional opportunities – regular offsite meetings
4. Required diversity training for City Leaders and top city staff
5. Continue to expedite changes to LDR to incentivize appropriate businesses uses

► **Team Orange**

**During the next year the city should address:**

1. Video streaming of all advisory boards/including CC workshops
2. City Commission meeting and workshops on TV
3. Evaluate Fire County Service vs. City
4. Emergency AM radio station – evaluate and fix dead spots
5. Conditional Use approvals tightened so the city benefits more
6. Limit the number of unrelated people that can live together
7. Strengthen the City's code compliance – maintenance of construction sites. More attention to conditions along sidewalks and business areas
8. Staff Andrews Fire Stations #2 the same level as all other stations
9. Study and revise the sign code

**Suggestions:**

1. Gary needs to wear ties at all meetings!

► **Team Purple**

1. Feel safer at parks – more visible PD at park/increase park activity to dissuade criminal activity at night
2. Examine ways to raise revenue for service improvements, merit pay increases – downtown parking, parking permits for garages/meters, special event fees/change hours
3. Light poles used for advertisements – sell to local business (DDA)
4. Better wiring of light poles – no exposed electrical wires
5. Increase accountability of managers/department heads
6. Zero-based budgeting/measuring outcome vs. inputs
7. Consider federal grants
8. Foundations/philanthropy (toward civic projects: Spady, OSS, library, Milagro, Village Academy – solicit Gulfstream residents) – keep money local/encourage local volunteer involvement
9. Consider sharing services with other municipalities

► **Team Red**

1. Decrease taxes/cost of living – stop family penalties i.e. water, power, etc.
2. Decrease city staffing (example: yard/lawn) staff accountability in all areas (tasks, job descriptions)
3. Use of what we have: design engineering department and staff
4. Satellite programs at Old School Square (FAU, PBCC etc.)
5. Social services/homeless – mentally/physically challenged (put it in check)
6. Drug problems (fall out from houses)
7. Enough studies already!!!! Use our own staff and resources
8. Readdress – city process (permitting, etc.)
9. CRA scope of work start to finish! (re: housing) CRA return to the city!

**MESSAGES TO MAYOR  
AND CITY COMMISSION**

## Messages to Mayor and City Commission

Dear Commissioners:

Please

- 1.) Find a way to regulate sober/halfway houses
- 2.) Settle the Dave Harden issue. Either support him or replace him. I favor keeping him.

Dave Henninger

Keep an open mind to all suggestions and idea  
Before you vote, make an informed & unbiased decision

1. Thank you for working with the BPOA and all residents (Charlotte) to develop a beach area master plan
  2. Please act to obtain Gov. Crist's veto on Senate Bill 360 – Growth Management Act i.e. if DCA is eliminated our beaches will become vulnerable to development.
- Thank you, Bob Victorin

Keep Community Unity and race relations on the table

Market the water bill donation to culture.

Work to develop new leaders and commissioners for years to come!!

Please!

Fix the Chamber of Commerce!

The DDA and DMC need to be under the CRA. Address economic development, tourism!!

Thank you For the Downtown Park

Lets finish it!!!

The cost of living in Delray needs to stay in line with the present economy. A tax millage rate increase regardless of property value is an increase. Along with all other fees, water, sewer, trash. Water should be billed to pay for that service. If the rate is not the same for everyone for the first 15 or 20 thousand gallon you will be penalizing large families and giving credit to every condo owner who does not water a lawn

To City Leadership –

Thank you for all you do. Delray Beach is unique in its commitment to its people, young and old. Many good ideas came out of this summit...heed them and go forward with good will and the aspirations of a good future for all.

Rona Tala

To Mayor & City Commission

Please, this year, tv/cable

#1 broadcasting of your meetings and workshops

#2 Computer broadcasting of city boards and commission workshops.

Thank you.

Alice Finst

To Mayor & Commissions,

No Increased Taxes!

Mayor & City Commission

1. Keep citizens engaged on all levels. Not just in governing but all areas.

Bring the fire rescue service fee for Gulf Stream in line in the actual cost of providing the service

Change the 2 big Meter System in our beach parking lot.

Go back to individual meters. Every one is complaining about them. City is losing money with them.

1. I would like to see Development on West Atlantic Ave.

2. More Affordable Rentals in Delray, More infill housing

3. I would like for you to look at more Activities for The Youth & Seniors

4. A Seamless Downtown

5. Would like to see More Police officers in the Neighborhoods, and more lights

6. Bring quality and better paying Jobs to our City

Dear Mayor & Commission ~

You are a great group to move this city forward through our challenging times. We're trusting you to keep your ears open.

Dear Mayor & Commission:

Please remember that our community has always been willing to Provide the economic support to enable The Quality of Services That keeps our city a step above the rest. We are Still Willing to pay what's needed – set the tax rate as needed to maintain that Quality.

Green the Inner City.

Downtown is important but So Are Our Neighborhoods! SHOW & TELL

As a All America City

Address Needs of All Regardless of Race!

1. Organize & Move signs and meters off the Sidewalk so as to widen Ocean Walk Way.

2. Put Low Lighting From G. Bush to Cassarina (Turtle Sensitive)

3. Traffic Calmers on Andrews Ave.

Dear mayor & City Commissioners:

Osceola Park – Need I say more?

Yes the plan presented by the city engineers was over the top more than we originally wanted. But now it's at a standstill. The plan was originally done in 2004. It's 2009. There is a way to be green & have traffic calming & revitalize the neighborhood. Narrowing Federal? Fine. Then Osceola Park becomes the highway. Gail-Lee McDermott

Wear a tie!

Stand up to unions for citizens rights. Forget about re-elections

Mayor & Commission:

City buildings should have complete recycling programs throughout – and encourage recycling in all commercial businesses

Dear Commissioners:

Thank you for your dedication to our city. I understand that it's impossible to balance the city budget & the priorities of each resident (Better you Than me.)

P.S. Don't get caught up in your own personal agendas if they are contrary to the people's agenda.

Mayor-Commissioners

Work on easing the tension (blatant) between Black Community and rest of Delray.

We can We Must Do Better

To Mayor & City Commissioners:

First of all, thanks for the long hours you put in to make our city as good as it can be. – Now, the area that I feel is crucial to residents is paying attention to the small, quality of life issues that affect everyone. Parking, speeding, code enforcement condition of parks & beach, property crimes, vandalism, etc.

If the little things are taken care of Then people will have a much more positive outlook about their community.

Keep police department funded well – as economy sours, crime will inevitably increase. They must be well-equipped.

Re-organize the DDA. Swinton to E-5<sup>th</sup> Ave does not envelope all of downtown

Just a brief note to thank all for their hard work and forward thinking for our wonderful city.

Development between S.W. 5<sup>th</sup> And I-95 is necessary. Vision and implementation is all that it takes.

Dear Commissioners:

- Get Gen Y involved
- Hold dept heads accountable
- Charge for parking
- Get engaged
- Heal the divisions
- Challenge the Chamber of Commerce to get with it
- Heal the divisions, they exist

Memo to Mayor & City Commission

1. In this near term focus on economic & economical sustainability
2. Favor limiting high growth rate expense categories
3. Reduce employee hours vs. increasing the types of fees to businesses & residents

Thanks for the time and energy you devote to Delray

**STRATEGIC PLAN  
2009 – 2014 – 2024  
EXECUTIVE SUMMARY**

# **STRATEGIC FRAMEWORK**

## **VISION 2024**

*“Desired Destination for Delray Beach”*

## **PLAN 2014**

*“Map to Delray Beach’s Destination”*

## **EXECUTION**

*“Route for Next Year”*

## **MISSION**

*“Responsibilities of City Government”*

## **BELIEFS**

*“Expectations of City Employees”*

# **City of Delray Beach Vision 2024**

## **Delray Beach**

**is a “*CHARMING VILLAGE BY THE SEA,*”**

**with a *WORLD CLASS BEACH,*<sup>(A)</sup>**

**a *VIBRANT DOWNTOWN,*<sup>(B)</sup>**

**and *DIVERSE LOCAL ECONOMY*<sup>(C)</sup> and**

**a *COMMUNITY OF QUALITY NEIGHBORHOODS***

***AND SCHOOLS.*<sup>(D)</sup> *RECREATIONAL AND***

***CULTURAL OPPORTUNITIES ABOUND.*<sup>(E)</sup>**

***PEOPLE EMBRACE CULTURAL DIVERSITY.*<sup>(F)</sup>**

# Vision 2024

## Guiding Principles

### PRINCIPLE A

### WORLD CLASS BEACH

#### ► Means

1. Public access to the beach
2. Beautiful, natural beach with vegetation and wildlife
3. Safe, clean and secure beach and waterfront
4. Continual renourishment of beach
5. Family friendly beach area
6. Quiet, relaxing experience
7. Pedestrian friendly beach area

### PRINCIPLE B

### VIBRANT DOWNTOWN

#### ► Means

1. Safe destination for residents, tourists and guests to visit, enjoy and return
2. Business Destinations for Pedestrians from 5<sup>th</sup> to East of Intracoastal and Swinton to I-95
3. People living in downtown year-round with retail necessary for daily living
4. Quality events and performances drawing residents and visitors
5. Attractive and clean store fronts, streets, streetscapes and public places
6. Low business vacancy rate with a healthy environment for diverse businesses
7. Pedestrian and bike friendly areas
8. Park with public art buffer – Tennis Center and Atlantic Avenue
9. Rail station with passenger (Amtrak to FEC)

**PRINCIPLE C**

**DIVERSE LOCAL ECONOMY**

► **Means**

1. Transit-oriented development around Tri Rail station in a campus-like development and pedestrian friendly
2. Support services available for daily living, including small food markets and neighborhood services
3. Mixed income housing opportunities for the workforce
4. Class “A” office development: Congress, Downtown and other selected locations
5. Home for major corporations – regional office to headquarters
6. Quality hotels for corporation guests and families
7. Green industries locating in Delray Beach

**PRINCIPLE D**

**COMMUNITY OF QUALITY  
NEIGHBORHOODS AND SCHOOLS**

► **Means**

1. Well-maintained, livable homes
2. Well-maintained city neighborhood infrastructure and parks
3. People feeling safe and secure in their homes and their neighborhoods
4. Active partnership among city, parents, community and schools
5. Residents and property owners taking responsibility for their homes and neighborhoods
6. Limited transient housing in single family neighborhoods

**PRINCIPLE E**

**RECREATIONAL AND CULTURAL OPPORTUNITIES ABOUND**

► **Means**

1. Cultural and community events and celebrations throughout the year
2. Equal access to athletic fields for a variety of sports
3. Performing arts venues including Tennis Center
4. Private-public partnership for recreational economic opportunities (e.g. personal fitness, fantasy camps, etc.) with benefits for residents
5. Exercise and healthy living: walking, biking and running
6. Convenience: no need to leave our community
7. Sports tournaments attracting teams and individuals from outside area

**PRINCIPLE F**

**PEOPLE EMBRACE CULTURAL DIVERSITY**

► **Means**

1. Greater understanding and appreciation of other cultures
2. Opportunities to solve community problems together
3. Delray Beach community open and being inclusive to diverse cultures
4. Trust among races and cultural groups
5. Respecting cultural differences and languages
6. Variety of cultural events and celebrations
7. Proactive city reaching out to various cultural communities
8. One sports association for all cultures

# **City of Delray Beach Goals 2014**

**Expanded/Diversified Local Economy**

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**Expanded Downtown: From A1A to I-95**

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**Top Quality Services Valued by Citizens**

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**Community Unity**

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**Quality Educational Opportunities**

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**Quality Neighborhoods Where People Want to Live**

**GOAL 1**

**EXPANDED/DIVERSIFIED LOCAL ECONOMY**

► **Objectives**

**Objective 1** Delray Beach as a global destination with amenities for residents, visitors and tourists

**Objective 2** Class “A” corporate offices on Congress Avenue corridor, in Downtown and at selected locations

**Objective 3** Support locally owned businesses, including helping businesses to grow in Central Atlantic Area (Swinton to I-95)

**Objective 4** Planned strategy to attract targeted new businesses (in partnership with Boca Raton, Boynton Beach and Palm Beach County)

**Objective 5** Northwest/Southwest 5<sup>th</sup> Avenue business development

**Objective 6** New, expanded County Administrative Center relocated north on Congress Avenue and linked to transit development

► **Short-Term Challenges and Opportunities**

1. National economy slowdown and recession
2. No Class “A” Offices and competition from other cities
3. Slowing development momentum on West Atlantic
4. Legislative changes (e.g. Amendment 1, S. Bill 360, etc.)
5. Lack of vacant land for economic development

► **Actions 2009 – 2010**

**PRIORITY**

*Policy Agenda*

- |   |               |
|---|---------------|
| 1. Northwest and Southwest 5 <sup>th</sup> Avenue Development: Complete Plaza (Atlantic and 5 <sup>th</sup> ); CRA Incentives for Business Development    | High Priority |
| 2. Central Atlantic Business Attraction (I-95 to Swinton): Gateway Completion, Beautification Project Completion; CRA incentives for Business Development | High Priority |
| 3. U.S. 1 Corridor: Narrowing Design and Funding  | High Priority |
| 4. Economic Organizations (CRA, DDA, Housing Authority, CLT, Chamber): Common Direction, Defined Responsibilities and Specific Actions                    | High Priority |
| 5. Congress Corridor Redevelopment: Urban Land Institute Plan; Creation of CRA  |               |

*Management Agenda*

- |  |              |
|--|--------------|
| 1. Comprehensive Review of LDRs: Green Initiatives | Top Priority |
|--|--------------|

**GOAL 2**

**EXPANDED DOWNTOWN: FROM A1A TO I-95**

► **Objectives**

**Objective 1** Develop Old School Square Park as a community focal point with a variety of amenities

**Objective 2** Improve Downtown cleanliness and safety (DDA area)

**Objective 3** Make pedestrian-friendly businesses on West Atlantic

**Objective 4** Expand Downtown: Pineapple Grove, I-95 to A1A, NW/SW 5<sup>th</sup> Avenue

► **Short-Term Challenges and Opportunities**

1. Getting people to use parking garages
2. Expanding Downtown West 5<sup>th</sup> to 12<sup>th</sup> Avenue
3. Perception of safety and inadequate lighting off Atlantic Avenue
4. Retaining and expanding retail businesses

► **Actions 2009 – 2010**

**PRIORITY**

*Policy Agenda*

1. Parking Garage: Fees; Parking Management Study – Completion; Fee Direction
2. Tennis Center Block Beautification Plan: Development, Direction and Funding; Additional Uses for Stadium
3. Downtown Shuttle Service: Evaluation and Direction; Funding

**High Priority**

*Management Agenda*

1. Old School Square Garage Retail Space: Investigation of Alternative Uses, Sell or Lease Space, Chamber Relocation
2. One-Way Pairs: N.E. 1<sup>st</sup> Completion, S.E. 1st Temporary Pole Easement Acquisition
3. “Clean and Safe Program” Improvement, including Evaluation of Lighting Off Atlantic Avenue

**Top Priority**

**Top Priority**

**Top Priority**

► **Major Projects 2009 – 2010**

1. Gateway Project, including Artwork
2. Old School Square Park – Phase I
3. Atlantic Avenue Streetscape (from 5<sup>th</sup> to 12<sup>th</sup>)

**GOAL 3**

**TOP QUALITY SERVICES VALUED BY CITIZENS**

► **Objectives**

**Objective 1** Effective management of financial resources

**Objective 2** Technology infrastructure to support services and service delivery to our customers

**Objective 3** Well-motivated, highly-trained and professional workforce

**Objective 4** Maintain City infrastructure and facilities

**Objective 5** City services delivered in an efficient manner

**Objective 6** Living the S-P-I-R-I-T through manager and employee actions

**Objective 7** Expand water reuse throughout the city

► **Short-Term Challenges and Opportunities**

1. Actions by state government to restrict revenues
2. Local economy and property values and their impact on city revenues
3. Retirement and healthcare cost containment
4. Rising costs of doing business
5. Potential national legislation on public safety labor relations and collective bargaining

► **Actions 2009 – 2010**

**PRIORITY**

*Policy Agenda*

- |   |               |
|---|---------------|
| 1. Fire Station 2 Staffing: Direction and Funding   | Top Priority  |
| 2. Green Initiatives: Task Force Creation; Sustainability Office – Direction and Funding; Specific Action | Top Priority  |
| 3. Gulf Stream Interlocal Agreement: Completion   | Top Priority  |
| 4. Police/Fire Pension Plan: Direction, Funding   | High Priority |
| 5. Utility Rate Study and Direction   | High Priority |
| a. Water  |               |
| b. Wastewater   |               |
| c. Reclaimed Water  |               |
| 6. Total Compensation and Benefits: Policy Implementation and Funding                                     |               |

*Management Agenda*

- |   |               |
|---|---------------|
| 1. Budget Report (by Task Force): Final Report, Implementation Action | Top Priority  |
| 2. Management Succession Plan and Action Step                         | High Priority |

*Management in Progress*

1. Non Profit’s Special Events: Fees
2. Municipal Solutions Report: Status Report on Actions
3. Public Safety Software
4. Beach Nourishment: Advocacy and Federal Lobbying

► **Major Projects 2009 – 2010**

1. Miracle League Diamond
2. ASR Well Permit
3. Water Treatment Plant: Sludge Thickener Design and Construction
4. Reclaimed Water System: Phase I Barrier Island

**GOAL 4**

**COMMUNITY UNITY**

► **Objectives**

**Objective 1** Citizens feeling included; creating an inclusive community

**Objective 2** Citizens working together to solve problems

**Objective 3** Recognition as a multi-cultural community

**Objective 4** Positive, two-way communications between City and our stakeholders

**Objective 5** Continue dialog among the community, faith-based institutions and the City

**Objective 6** Respecting and appreciating the uniqueness of each culture

► **Short-Term Challenges and Opportunities**

1. Getting the African-American community involved in community activities
2. Individual agendas vs. best for community
3. Developing future civic and community leaders
4. Lack of trust among various ethnic groups

► **Actions 2009 – 2010**

**PRIORITY**

*Policy Agenda*

1. Multi Cultural Festival: Development and Location, Funding
2. Commission Outreach to Associations: Concept Development, Actions (quarterly)
3. Youth Sports Associations: Strategy and Actions

*Management Agenda*

1. Study Circles: Expansion, Community Promotion

**High Priority**

*Management in Progress*

1. R.A.C.E. Relations: Implementation

**GOAL 5**

**QUALITY EDUCATIONAL OPPORTUNITIES**

► **Objectives**

**Objective 1** New Plumosa Elementary and Middle School – Arts Magnet

**Objective 2** Prepare workforce through vocational training

**Objective 3** Save Delray’s special programs: I.B., Career Academies, Montessori, Gifted, etc.

**Objective 4** Access to quality education, including public, charter and private schools

**Objective 5** Expand Village Academy

**Objective 6** Students on grade level and schools recognized for high performance

**Objective 7** Develop lifelong learning opportunities

► **Short-Term Challenges and Opportunities**

1. Loss of revenues for schools
2. Lack of parental involvement
3. Keeping quality teachers
4. Reductions in arts, physical education and sports programs
5. Reduction in before/after school programs and transportation

► **Actions 2009 – 2010**

**PRIORITY**

*Policy Agenda*

1. Arts for Youth: Evaluation, Strategy and Actions

*Management Agenda*

1. Beacon Center at Plumosa: Funding
2. Computer Education Program for Seniors
3. Franklin House: Eagles' Nesters

High Priority

High Priority

High Priority

*Management in Progress*

1. Digital Divide: Pilot Program Completion and Expansion

**GOAL 6**

**QUALITY NEIGHBORHOODS WHERE PEOPLE WANT TO LIVE**

► **Objectives**

**Objective 1** Well-maintained, quality City infrastructure

**Objective 2** Neighbors taking responsibility for their neighborhood and for each other

**Objective 3** More workforce housing with access to public transportation

**Objective 4** Safe and secure neighborhoods

**Objective 5** Neighborhoods that are clean, attractive and appealing

**Objective 6** Increase range of housing options: type, price, location

**Objective 7** Minimize the negative impacts of foreclosed homes on the neighborhoods

► **Short-Term Challenges and Opportunities**

1. Sober houses and community image
2. Funding for city services
3. Uncertain housing market and decrease in home values
4. Foreclosed homes that are not maintained
5. Desire for more police visibility in neighborhoods

► **Actions 2009 – 2010**

**PRIORITY**

*Policy Agenda*

1. Transient Rental in Single Family Neighborhoods Ordinances: Adoption and Implementation Top Priority
2. The Villages (Carver Estate and Auburn Trace): Mediation, City Action Top Priority
3. Western Community Center: Direction, Scope of Project

*Management Agenda*

1. Foreclosed Housing Strategy High Priority

*Management in Progress*

1. Historic District: Design Manual
2. Neighborhood Stabilization Program – Housing Assistance Plan

► **Major Projects 2009 – 2010**

1. Reclaimed Water to Barrier Island
2. Miller Park: Completion

# **City of Delray Beach Our Mission**

The Mission of the City Government  
in Delray Beach is to Provide

*EXCEPTIONAL CITY SERVICES.*

## City of Delray Beach Core Beliefs

*Exceptional*    **S**    *ERVICE through*  
*Your*        **P**    *ERFORMANCE by*  
*acting with*    **I**    *NTEGRITY,*  
*being*        **R**    *ESPONSIBLE,*  
*taking*       **I**    *NNOVATIVE action, and*  
*practicing*    **T**    *EAMWORK*

*“Show the S.P.I.R.I.T.”*

# **City of Delray Beach Policy Agenda 2009 – 2010**

## **TOP PRIORITY**

**Green Initiatives: Task Force Creation; Sustainability Office –  
Direction and Funding; Specific Action**

**Fire Station 2 Staffing: Direction and Funding**

**Gulf Stream Interlocal Agreement: Completion**

**Transient Rental in Single Family Neighborhoods Ordinances:  
Adoption and Implementation**

**The Villages (Carver Estate and Auburn Trace):  
Mediation, City Action**

## **HIGH PRIORITY**

**Northwest and Southwest 5<sup>th</sup> Avenue Development: Complete Plaza (Atlantic and 5<sup>th</sup>); CRA Incentives for Business Development**

**Central Atlantic Business Attraction (I-95 to Swinton): Gateway Completion, Beautification Project Completion; CRA incentives for Business Development**

**Economic Organizations (CRA, DDA, Housing Authority, CLT, Chamber): Common Direction, Defined Responsibilities and Specific Actions**

**U.S. 1 Corridor: Narrowing Design and Funding**

**Parking Garage: Fees; Parking Management Study – Completion; Fee Direction**

**Rate Study and Direction**

**Police/Fire Pension Plan: Direction, Funding**

# **City of Delray Beach Management Agenda 2009 – 2010**

## **TOP PRIORITY**

**Comprehensive Review of LDRs: Green Initiatives**  
**Old School Square Garage Retail Space: Investigation of  
Alternative Uses, Sell or Lease Space, Chamber Relocation**  
**“Clean and Safe Program” Improvement, including Evaluation  
of Lighting Off Atlantic Avenue**  
**One-Way Pairs: N.E. 1<sup>st</sup> Completion, S.E. 1<sup>st</sup> Temporary  
Pole Easement Acquisition**  
**Budget Report (by Task Force): Final Report, Implementation  
Action**

## **HIGH PRIORITY**

**Management Succession Plan and Action Steps**  
**Study Circles: Expansion, Community Promotion**  
**Beacon Center at Plumosa: Funding**  
**Computer Education Program for Seniors**  
**Franklin House: Eagles’ Nesters**  
**Foreclosed Housing Strategy**

# **City of Delray Beach Management in Progress 2009 – 2010**

- 1. Non Profits' Special Events: Fees**
- 2. Municipal Solutions Report: Status Report on Actions**
- 3. Public Safety Software**
- 4. Beach Nourishment: Advocacy and Federal Lobbying**
- 5. R.A.C.E. Relations: Implementation**
- 6. Digital Divide: Pilot Program Completion and Expansion**
- 7. Historic District: Design Manual**
- 8. Neighborhood Stabilization Program – Housing Assistance Plan**

## **City of Delray Beach Major Projects 2009 – 2010**

- 1. Gateway Project, including Artwork**
- 2. Old School Square Park – Phase I**
- 3. Atlantic Avenue Streetscape (from 5<sup>th</sup> to 12<sup>th</sup>)**
- 4. Miracle League Diamond**
- 5. ASR Well Permit**
- 6. Water Treatment Plant: Sludge Thickener Design and Construction**
- 7. Reclaimed Water Distribution System: Phase I Barrier Island**
- 8. Reclaimed Water to Barrier Island**
- 9. Miller Park: Completion**

# APPENDIX

## Summit Participants

### ► Team Blue

1. Evelyn Dobson
2. Jayne King
3. Todd L'Herrou
4. Fran Marincola
5. William Milner
6. Michael Weiner

### ► Team Green

1. Diane Colonna
2. Francisco Perez-Azua
3. Shelly Petrolia
4. Dan Sloan

### ► Team Magenta

1. Jay Alperin
2. Jim Bochicchio
3. Martin Buerk
4. Elizabeth Butler
5. Al Jacquet

► **Team Orange**

1. Alice Finst
2. Brett Frankel
3. Alberta McCarthy
4. Jim Tabeek
5. Bob Victorin

► **Team Purple**

1. Jacqueline Elise D'Heere
2. Gail-Lee McDermott
3. John Miller
4. Jeff Perlman
5. Herman Stevens
6. Karl Weinrich

► **Team Red**

1. Peter Arts
2. Phil Colnon
3. Joe Gillie
4. Angie Gray
5. Jennifer Gold

► **Team Black**

1. Vince Boone
2. Kathy Daley
3. Mark Denkler
4. Dave Henninger
5. Mel Sacarow
6. Rona Tata