City of Delray Beach

Vision 2020: Future with History
Forum Report

Event: March 23, 2013

Report Submitted: April 2013

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Introduction

Forum Purpose

Building on the past work of visioning forums in 2000, 2005, and 2010, the City of Delray facilitated "Vision 2020: Future with History" in March of 2013 to explore, record, and prioritize the community's desires.

Early on, the Steering Committee defined the purpose and format of the forum: "Create the community's 'wish list' for the City to implement, and lay out a pathway to achieve the next level of success" with engagement from the full community. The committee wanted to set the framework that would create a vision unique to Delray, integrating the current challenges and opportunities.

Methodology

The process used to achieve the vision started with a review of what the City had accomplished since the 2005 visioning forum. This was achieved through a pre-reading assignment that prepared forum participants to arrive with an understanding of the City's history.   The forum began with small group discussions on the City's current trends, competition, and customer needs. Based on this dialogue, participants were able to focus on the eight framework goals (previously identified by the Steering Committee) and brainstorm objectives to support these goals. Participants were asked to keep one question in mind…

> *In respect to the Framework Goals, imagine Delray in 2020. What would you like to see happen to make that vision a reality?*

The 125 participants were divided into four groups, with each group working on two primary goals. Through a round-robin activity, groups rotated and generated additional ideas for all of the goals, so everyone contributed to all of the goals. The final step in the process used multi-voting to determine the top priorities, which are presented in this report.

> "Community visioning is a term to describe community ideals and dreams that get turned into manageable and realistic community goal statements"

Vision 2020 Snapshot Timeline

2012

October
- Steering Committee formed

November
- Purpose of forum defined
- Roles/responsibilities defined and agreed to

December
- Community representation categories identified
- Prospective invitee list brainstormed within the categories

2013

January
- SWOT analysis on Delray Beach completed by Steering Committee
- Framework goals identified through brainstorming and group prioritization process
- Invitations distributed to 160 community members

February
- Agenda and process for Vision 2020 Forum designed/developed

March
- Steering Committee reviews/approves forum agenda
- 125 community representatives participate in *Vision 2020: Future with History*

April
- Forum report drafted, reviewed, and approved for accuracy

The Work of the Steering Committee

Each City Commissioner recommended three people for appointment to the Vision 2020 Steering Committee. The selections were ratified by the City Commission on October 16, 2012. To orient the group to the visioning history, the summary reports from 2000, 2005, and 2010 were provided to the Steering Committee. Additionally, City staff created update reports on the City's actions since the 2000 and 2005 visioning forums for the Steering Committee, the last of which was the pre-reading assignment for all attendees.

The Steering Committee participated in seven planning meetings prior to the event. Objectives for each meeting are listed below:

November 12, 2012
- Agreement on Vision 2020 purpose and duration/date
- Identify key actions for success
- Determine roles and responsibilities
- Define timeline and action plan

November 26, 2012
- Establish committee responsibilities
- Create "brand" for Vision 2020
- Identify attendee profile and criteria
- Determine invitation process and instrument

December 10, 2012
- Decide which invitees committee members will be responsible for contacting

January 7, 2013
- Identify key focus areas affecting the future of Delray (SWOT Analysis)

January 28, 2013
- Identify Framework Goals based on SWOT

February 6, 2013 (Virtual meeting)
- Provide updates on RSVPs
- Review Framework Goals decided on by committee in Meeting #5
- Preview Vision 2020 agenda

March 11, 2013
- Confirm forum agenda process
- Define Steering Committee members' forum responsibilities
- Brainstorm barriers that may prevent a successful event and suggestions to overcome them

The collaborative work of more than a dozen committee members resulted in the forum's structure as well as the participant profile and eight specific Framework Goals listed on the following page.

Participant Profile

Identifying who to invite was a critical role of the committee. The recommended parameters were to select those citizens who have a stake in the future of the whole community and are effective spokespersons of their perspectives, but who don't simply serve as advocates for one particular agency. It was important that these stakeholders had minimal political or financial power so their voices are focused on what is best for the City as a whole and not one area or organization.

Finally, the forum make up needed to be cross-representative of multiple "community categories", such as those shown at right.

The goal was to invite a group of community members that were…

…as diverse as possible and focused on ALL of Delray

…representative of every major interest and perspective

…diverse in demographics: age, race, gender, preferences, location, income level, employment, etc.

…a balance of "old guard" and "new blood"

The forum participants represented a balance of the entire community and worked diligently to identify objectives that would bring the framework goals listed below to a reality by 2020.

Community Categories

- **Business type (small, medium, large)**
- **Education**
- **Homeowners/Renters**
- **Youth**
- **Non-profit**
- **Merchants**
- **Tourist-driven enterprises**
- **Elected/appointed leadership**
- **Single parent/dual parent households**
- **Institutions (schools, police, etc.)**

Framework Goals for the City of Delray Beach

- To invest in a network of pedestrian and bike pathways for recreation and transportation purposes

- To protect and enrich our beaches to ensure future sustainability

- To provide a safe place to live and work while decreasing crime

- To create an economic development vision that is consistent and transparent throughout the City

- To ensure high-quality educational opportunities for all ages and diverse needs

- To build a vibrant Congress corridor and enhanced West Atlantic passageway

- To drive the future plan, design, and development of Delray, consistent with community wants and needs

- To balance business and residential diversity while providing a broad range of employment opportunities

A Look at Today

To set the stage for effectively envisioning the Delray of 2020, the citizen participants engaged in a discussion around five aspects of Delray as it is right now: customers, competition, what is most valued, trends, and what changes are most desired. Consistent themes emerged from all four subgroups, as summarized below.

Customers

The customers one would anticipate were quickly identified (i.e., residents, business owners, tourists, parents, children, land owners, and seniors). Once these were recorded, less-often mentioned customer groups and their needs surfaced: immigrants, people in recovery, neighboring cities' residents, young professionals, workforce commuting into Delray, and future residents.

Competition

Generally, more cost-competitive or higher-quality nearby options were cited. These included residential real estate, office parks/space, and school choices outside of Delray. Cultural and entertainment alternatives were also cited with some examples being: other downtowns/nightlife, museums, arts, sporting events, and area beaches. Safety was discussed in most groups. Less frequently mentioned competitive forces were: incentives for business, ethnic communities, parking convenience, lower tax base, and economic development elsewhere.

What you Value Most about Delray

Every group cited the small town feel, diversity, and community involvement of Delray. Many of the cultural and recreational alternatives were highlighted as well as an emphasis on preservation and historic architecture. Some groups valued having local shops vs. chain stores and most importantly the police department/safety were repeatedly mentioned as highly valued. Key words shared included: vibrancy, pride, friendly, eclectic, urban lifestyle, family-oriented, and fun.
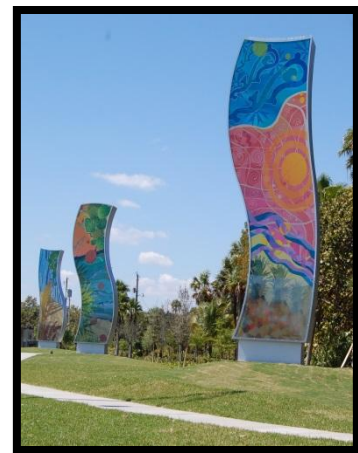
Trends Affecting the City

Overwhelmingly, the groups identified economic development, education, technology, density, and tourism as key drivers of Delray's future. Sustainability, innovation, and rehabilitation/recovery businesses and the transient/recovery population were also strongly represented in the discussions. Trends lightly mentioned included natural disasters, "stay-cations", athletics, and compartmentalization by neighborhood/business district.

What Changes would you like to see in Delray right now?

While a wide range of desires were discussed in the small groups (many of which are included as objectives under specific framework goals on the following pages), when reporting back to the large group, job creation, relevant education, citywide neighborhood improvement, and controlled development were the key areas that were highlighted.

Prioritized Outcomes

Within each Framework Goal, all of the recorded objectives/action strategies were prioritized. Mathematical ratings assigned by each participant were tallied to arrive at scores for each idea. The top 3-5 ideas for each Framework Goal are highlighted on the following pages, and the remaining "medium" and "low" priority ideas are presented in "grouped" fashion with related ideas appearing close to one another – not specifically in descending order of ranking within these two groups.

The variation in reporting "top priorities" relates to the scores assigned to each item relative to the complete list of ideas generated. All reporting on the following pages includes all of the ideas generated for each goal.

To Invest in a Network of Pedestrian and Bike Pathways for Recreation and Transportation Purposes

Five Top-Rated Objectives for this Framework Goal

1. Create and distribute/post maps, signage and smart phone apps to direct users to best paths and multi-modal points throughout City
2. Identify current infrastructure for bikes/walking
3. Revisit the existing bike plan generated by the S.A.F.E. group approximately eight years ago
4. Use City website to publicize resources, laws, etc. relevant to biking and walking
5. Implement "Safety First" initiatives

Mid-Level Priority

- Plan pedestrian-friendly areas outside of downtown
- Partner with bike stores to distribute maps and direct bikers to best areas; Identify and publicize locations of existing bike racks; Include bike paths, bike racks, walking trails, nature preserves, and historic sites on "bike" maps
- Develop a bike share or bike rental program throughout the City
- Install bus stop covers – that are creative, pretty, artsy…not just big advertisements)
- Create a frequent shuttle service between parking areas and major destinations to create equal status for bikers and pedestrians; Expand shuttle service to include multiple small vehicles to transport bikers from bike park areas

- Enforce biking laws and standardize rules for bikers, including adding more restrictions for biking on A1A
- Attain mutual respect between bikers/walkers/ vehicles; Create and install signs similar to "You are entering a bike/pedestrian-friendly area, please be careful"; Install public art into sidewalks (such as quotes) – similar to NW 2nd Ave; Curve sidewalks to create a meandering pace
- Remove impediments to walking/biking from sidewalks (meters, café tables)
- For new construction, set back buildings further to create wider sidewalks
- Develop a "greenway" with connecting nodes to centralize biking
- Expand these ideas and this framework goal to include golf carts

Additional Ideas

- Apply sidewalk waivers and standardize widths of sidewalks
- Identify and support ways to get people out of their cars, such as: develop a multi-media marketing campaign for biking and walking, i.e., "Ride your bike/walk to work day". Integrate social media: Instagram, Twitter, videos, and online information
- Have a traffic consultant with local knowledge assess the City's bikeability and walkability and develop a comprehensive plan; Identify new locations for bike racks; Install multiple kiosk locations as information hubs for literature, maps, electronic resources etc. (to consolidate efforts to maintain current information)
- Make [previously mentioned] greenway area eco-friendly (to create grant funding opportunities) and user friendly (i.e., water fountains)
- Pursue and attain the "Bike Friendly USA" designation/award (as Boca Raton has done)
- Implement a capital improvement plan for bike paths
- Create/provide incentives for employers whose employees bike/walk to work
- Designate an area of 441 for dedicated bike use; Make Atlantic east of Swinton (to Federal Highway) a pedestrian/bike only area
- Outlaw texting/walking; texting/biking; texting/driving; Reduce speed limits for vehicles; Enforce jaywalking laws and encourage crosswalk use
- Provide an "emergency road side service" program for bikers
- Cut down on car traffic
- Require 10% of total parking requirements for new projects be dedicated to a combination of secured bike parking for residents and public bike parking

To Protect and Enrich our Beaches to Ensure Future Sustainability

Mid-Level Priority

- Replant seagrape/native plants and clean/maintain beach, continuously
- Participate in county "Save our Beach" program; Engage the County
- Create artificial reefs for preservation
- Increase enforcement of no smoking laws
- Determine how can the City be known for alternative sustainable beach preservation and include in City brand; Strive for "Blue Wave" clear water recertification as part of the City's branding campaign
- Install more bike racks at beach access locations; Increase infrastructure to service increased demand
- Transfer responsibility to protect the beach to residents that live on the beach; Increase resident accountability for creating/preserving dunes (i.e., require residences on the beach to place dunes to protect beach and environment)

> **Five Highest Priorities**
>
> 1. Restrict building on the beach that is too difficult to sustain (i.e., respect the dunes, ensure beach sustainability)
>
> 2. Lobby/raise funding for continual beach preservation and sand renourishment
>
> 3. Raise awareness and funding for sustainable alternatives to pumping sand
>
> 4. Create parking alternatives
>
> 5. Execute Beach Master Plan; and educate staff on it

- Take sea level rise and beach renourishment/ preservation needs into consideration when approving construction plans
- Engage greater citizen involvement with beach cleanup (school involvement; private sponsorships…strategies that involve no cost to the City)

Additional Ideas – Beach Preservation-related

- Increase enforcement of sea turtle protection laws
- Educate community on how and why the beach is an important economic driver for the City; Create awareness programs for schools; Increase use of Pavilion to include education about sustainability of the beach
- Enlist kids to cleanup beach for community service hours
- Provide durability training for beach
- Redefine "beach" (not just sand) to include the entire ecology of the shoreline
- Improve storm water management techniques
- Extend hours and enforcement of charged parking on A1A until midnight and allocate increased revenue (approx. $6/meter/day) specifically to beach projects; Generate revenue for beach preservation through beach fishing permits and guidelines
- Identify ways to incentivize property owners with deteriorated structures to leave the beach and discourage new construction on the beach; Institute a public program to incentivize density decrease or abandonment of existing building/structures

Additional Ideas – Beach Access/
Enhance Use-related

- Improve pedestrian and bike access to beaches across bridges
- Implement City-initiated program to teach toddlers to swim
- Maintain the quality of beachfront businesses
- Increase lifeguard staffing and expand job description to include promoting a healthy/ sustainable beach
- Enhance beach access to the entire community through infrastructure and special events (i.e., transport kids from neighborhoods, greater disabled access, broader racial/cultural participation, partnering with existing non-profits like Race the Ocean, create contests)
- Develop public art infrastructure that is unique to Delray (i.e., benches, etc.); Emphasize eco-art
- Reconstruct beach pavilion
- Allow bonfires on beach to enhance beach-going activities/experience
- Make ocean more visible from road (by lowering vegetation, etc.)

To Provide a Safe Place to Live and Work while Decreasing Crime

Five Highest Priorities

1. Bring back community policing and neighborhood watches including block captains. These should mirror the community they enforce.

2. Monitor and regulate transient housing. Identify strategies to support those dropping out of the system.

3. Increase police staff.

4. Create lighting programs for residential neighborhoods, businesses, and garages: "*Light Up Delray*" campaign.

5. Use technology to create awareness and involvement which allows for two-way immediate communication of what crime is happening. In addition, reporting needs to have a truly anonymous number to call or text to ensure police and code enforcement confidentiality. (Current example of awareness program…"*Lock your doors, keep what's yours*")

Mid-Level Priority

- Educate youth to deter crime and gang involvement; Work with Youth Council, pursue grant money, and look into the Primary Prevention Model (CDC)
- Implement better code enforcement for vacant properties
- Streamline community improvement processes to minimize time for results to occur (alleys, street lighting, sidewalks)
- Strengthen education communitywide and align it with business needs
- Analyze root causes of crime

Additional Ideas

- Increase police visibility downtown "entertainment areas"
- Evaluate current youth programs; educate and promote what is available; let schools know what the City offers; create more affordable and quality youth recreation programs
- Create more job opportunities for youth
- Control pain clinics/pill mills
- Provide quality and affordable housing that creates a safer environment
- Employ more Creole-speaking police officers and/or provide cultural-sensitivity training
- Invest in offender integration program (i.e., GED/mentoring); consider police mentoring as an intervention for first-time offender
- Install mirrors in parking garages

To Create an Economic Development Vision
that is Consistent and Transparent throughout the City

Mid-Level Priority

- Host diverse programming events and attract diverse businesses; Create West Delray culture and archive destinations/ hot spots (add trolley tours)
- Develop professional opportunities; Take the focus off of only tourism; Set up business incubators and open offices
- Capitalize on arts and culture (with incentives); Capitalize on sports (use the existing facilities)
- Develop what Delray "is" and play upon what we have (build workshops and forums)
- Develop higher education opportunities (other than universities)
- Target people-focused economic development opportunities
- Keep dollars and local currency in Delray
- Keep our "best" and brightest here
- Build a multipurpose structure (for conventions and entertainment); Repurpose existing structures
- Invest in a high-speed Internet backbone to be available to businesses
- Use the library
- Generate an entrepreneurial ecosystem (connect, barter, information network)

Three Highest Priorities

1. Broaden marketing beyond Atlantic Avenue

2. Have a Develop Innovation Corridor (DIC) focus; promote solar energy; and create/update branding in keeping with these changes

3. Continue economic incentives

Additional Ideas

- Go green!
- Promote plans and make them available to all
- Educate students on "Go Green" now
- Generate heritage tourism

To Ensure High-quality
Educational Opportunities for all Ages and Diverse Needs

<u>Mid-Level Priority</u>

- All students graduate high school with skills to support graduating post-secondary education
- Promote business/school partnerships and create City/school partnerships to develop life skills students need through internships, etc.
- Develop mentoring programs for during summer and holiday school breaks
- Develop/promote financial literacy programs to prepare young people to work at 18
- Develop magnet/special education programs at all levels (i.e., police, construction, career academy)

> **Five Highest Priorities**
>
> 1. Focus on reading skills in grade levels K-3
>
> 2. Generate early parental engagement
>
> 3. Strengthen parent's involvement
>
> 4. Ensure all schools have technology
>
> 5. Include education in summer programs

- Explore teaching techniques that will help students develop common life skills; Improve learning opportunities for special needs students
- Include arts and culture in schools
- Place greater emphasis and focus on improving middle schools
- Offer more adult education and improve family literacy by offering educational programs
- Generate media and PR campaigns focused on what is right in Delray
- Attract (locate) higher education institutions (colleges) in Delray
- Make vocational training (technical and careers not requiring secondary-level education) an option for students
- Ensure programs are in place that hold teachers accountable as well as programs to demonstrate appreciation for teachers
- Create experience and inspired education opportunities
- Teach students self-discipline (a study showed students whom were taught self-discipline with long-term goals were more successful)

Additional Ideas

- Expand, market, and generate PR about the Youth Academy
- Create a City of inspiration education excellence
- Increase family retention (explore why families may be moving out of Delray only to relocate to cities with better schools)
- These objectives require that change starts at the top – where people can change policy; also more funding needs to be allocated to schools
- Capitalize on the "Principal Connection" (share all of this information with principals so they understand the Vision and to get them involved)
- Use research and data (such as crime statistics and education level) to understand and communicate the impact that not having quality education has on crime
- Provide pregnancy education programs targeted separately to males and to females
- Funds allocated to schools should be fairly distributed – i.e., the football team gets new uniforms/equipment every year when other clubs/school activities are lacking resources
- Create 12-month education programming
- Bring Junior Achievement into Delray schools, and volunteer programs (to support learning)
- Challenge ourselves by asking "what are we doing that is above and beyond?"
- Involve churches in partnerships with schools and parents to improve the value of education and create successful students
- Licensed real estate professionals need educating

To Build a Vibrant Congress Corridor and Enhanced West Atlantic Passageway

Mid-Level Priority

- Use City incentives to target and promote specific businesses (i.e., green energy) in these corridors
- Engage property owners in discussions on what they want to see happen in these two areas
- Design and build themed districts (i.e., design, innovation, home improvement, urban, agriculture districts); Ensure unified element throughout varied district themes
- Create entrepreneurship programs at schools (long-term initiative to encourage youth to build and stay in Delray)
- Enhance public transportation from Congress to downtown (as well as up and down Congress)
- Review current West Atlantic redevelopment plan
- Promote, communicate, and educate the public on current initiatives regarding these areas
- Create government partnership with lending agencies to provide business incentives

Additional Ideas

- Install entryway signage at all major City entrances
- Collaborate with County on these two areas
- Partner/collaborate with Alta Vista
- Extend public art to these areas

Three Highest Priorities

1. Develop a central marketplace with ancillary supporting services including mixed use businesses, and recreational opportunities/events, that are connected via a walkable community… this will become the Congress/Atlantic anchor.

2. Implement an "*Adopt-a-Median*" program with training on landscaping for local employees to maintain these areas.
   a. Extend beautification/curb appeal programs and use consistent streetscape
   b. Design a greenway on Congress

3. Asses both areas and create an economic development plan supported by staff and board (extend CRA or separate funding/taxing district)

To Drive the Future Plan, Design, and Development of Delray, Consistent with Community Wants and Needs

Five Highest Priorities

1. Review and update existing plans, and create short- and long-term goals from them

2. Develop plans for areas of the City that do not have them

3. Market and publicize when/where there is positive implementation of the Master Plan to show signs that the plan is in action

4. Review/revise the Master Plan every seven years (consistent with the Comprehensive Plan), and ensure changes are data-driven (vs. emotionally-motivated)

5. Draw on social media to gather community input

Mid-Level Priority

- Ensure a transparent process that allows individuals to participate at their desired levels and to be engaged throughout the process…not just at "pressure points"; Communicate to all aspects of the City (utilize churches, utility bills, etc.); Create a forum through town hall meetings to assess what current residents want to see more of
- Locate additional areas for parking; Communicate where parking currently exists; Coordinate scheduling of events to minimize parking crunch; Designate "employee parking" areas to maintain customer parking access
- Enforce existing café ordinance setbacks; Revisit the café ordinances to consider changing setbacks; Revisit valet parking regulations
- Design is more important than density; don't compromise design to get to density
- Review/update LDRs (land development regulations); Implement a corridor planning process (for getting in/out of Delray) in addition to neighborhood plans; Revisit West Atlantic Development Plan to address resident's needs

- Incentivize/encourage green development
- Modify variance process to require community input and connect the process to the Master Plan (vs. elected official input only and "NIMBY" input); to include distinguishing between true hardship and self-imposed hardship
- Determine current funding commitments to existing facilities (which are aging) as well as considering where people will park when using these facilities
- Apply conditional use in areas of the City needing resurgence; Be selective (as a City) in the development choices made vs. working to attract development since downtown Delray is already seen as a desirable location to be; Recognize also that other areas of the City do require attracting development
- Create diverse clusterings of businesses in areas outside of downtown

Additional Ideas

- Provide training for City staff on Master Plans
- Designate motorcycle parking spaces; Do away with "in lieu of" parking; Designate resident parking and/or develop resident-friendly parking programs
- Challenge whether "Village by the Sea" applies to Delray in 2020
- Mixed-use walkable communities citywide
- Disallow development of more than one block and a time in downtown by a single developer

To Balance Business and Residential Diversity while Providing a Broad Range of Employment Opportunities

Two of the highest-priority objectives in support of this framework goal were two *other* framework goals: development of Congress and West Atlantic Avenue, and walkability of Delray. Since these are reported on previously, it is noted that these two framework goals are critically supportive of this one…but they are not listed as priorities here (allowing additional objectives to be highlighted instead).

Mid-Level Priority

- Generate job creation through vocational training
- Develop space for creative/co-operative/executive office space via a business incubator; Expand the current incubator model
- Focus on prioritizing neighborhood commercial uses for West Atlantic (grocery store, pharmacies, bank, theatre, medical center, etc.)
- Anticipate future jobs in Delray and prepare students to fulfill those jobs (citywide – across all schools); Encourage public private partnerships to prepare students for the employment "pipeline"
- Foster and promote private public partnerships for businesses that result in job creation
- Encourage Delray employers to create job mentoring programs for students and others and hire from within the community
- Plan to attract "green business" development (in a manner that is consistent/compliant with state requirements for green businesses)
- Look to Lincoln Road, in Miami, as a model for pedestrian-only area
- Create economic incentives to generate manufacturing job growth

Four Highest Priorities

1. Promote mixed use type commercial space

2. Create/invest in alternative transportation solutions (i.e., light commuter rail on FEC, dedicated bike lanes, etc.)

3. Explore regulatory options for mitigating/balancing transient housing stock

4. Protect older and historic neighborhoods adjacent to downtown (identify new/ innovative solutions to parking/traffic)

Additional Ideas

- Focus on government/local partnerships for access to capital
- Focus on new urbanism, walkability, and density; Reduce speed limits
- Provide employee parking for new businesses
- Establish an online database to publicize new job opportunities
- Create a business "think tank" (i.e., incubator)
- Create an economic development program for Delray home-based businesses
- Curb overdevelopment of rental/residential over commercial
- Existing LDR is too restrictive on parking; no allowance for alternative transportation

Summary Feedback from Participants

"What word best describes your reaction to today's event?"

- Needed
- Collaborative
- Hopeful

- Engaging
- Worthwhile
- Energetic

- Informative
- Pride
- Interesting

- Motivational
- Positive
- Excellent

"The best part of the visioning experience was…"

…the engagement of the community
…listening
…diversity of the group
…interaction: …of ideas, …with the group, …with City stakeholders
…brainstorming
…being able to weigh in on so many important issues for the well being of our people and town
…hearing different viewpoints
…moved quickly and covered important topics
…seeing common priorities emerge from different groups and perspectives
…being in a forum where you can compare thoughts with peers
…participating
…very well organized and moderated – kept to task and avoided potential pitfalls of "agendas"
…meeting: …neighbors, …new leaders, …new people, …other residents, …new residents
…sharing ideas

Summary of Perspectives on the Visioning Event:

- **88%** of attendees indicated "I believe my input will make a difference in Delray's future." The remaining 12% were evenly divided between uncertain and disagreeing with the statement.

- **84%** indicated "I am excited about the results." 10% noted it was too soon to know/ uncertain, and only 6% indicated they were not.

- **90%** of attendees indicated "I am motivated to be an active participant in implementing the next steps." 6% were not and 4% did not specify.

Recommendations for Future Visioning Events

- Request for framework goals to be shared prior to event
- Logistics: acoustics, temperature
- Duration (equally divided between more time desired and shorter schedule preferred)

Additional Comments Related to Next Steps

- Publicize this process and results
- Repeat process in two years
- Follow-up with same people quarterly / Have an evaluative update in two years
- I have been to strategic planning meetings like this that had no outcome – I am walking away knowing our ideas were recorded and prioritized!

Acknowledgements

Vision Steering Committee Members

- Tom Carney, Committee Chair
- Jay Alperin
- Ryan Boylston
- Reggie Cox
- Evelyn Dobson
- Vincent Dole
- Alice Finst
- Connor Lynch
- Alberta McCarthy
- Jeff Perlman
- Derline Pierre-Louis
- Scott Porten
- Albert Richwagen
- Craig Spodak
- Margie Walden

City of Delray Beach Staff

- Lula Butler, Staff Liaison
- Donna Quinlan, Support Staff
- Nigel Roberts, Support Staff

Vision 2020: Future with History Attendees:

Diane E. Alperin	Sandra Caruso	Diane Franco
Jay Alperin	Cory Cassidy	Kelli Freeman
Jennifer Aracri	Georgianna Cerola	Wanda Gadson
Cathy Balestriere	Casey Cleveland	Ron Gallinsky
Bill Bathurst	Margo Cohen	Joe Gillie
Ian Bathurst	Diane Colonna	Cary Glickstein
Marcia Beam	Danielle Connor	Jeffrey Goldman
Jestena Boughton	Reginald Cox	Benita Goldstein
Frances Bourque	Evelyn Dobson	Karen Granger
Jason Bregman	Vincent Dole	Angeleta Gray
Mark Bryan	Paul Dorling	Michael Greene
Elizabeth Burrows	Deborah Dowd	Linda Gunn
John Butler	Dorothy Ellington	Tim Hernandez
Lula Butler	Lynn Ferguson	Patrick Hidalgo
Vincent Cacace	Alice Finst	Vicki Hill
Tom Carney	Gene D. Fisher	Stephanie Immelman
Morris Carstarphen	Gerry Franciosa	Leslie Jarow

Charlene F. Jones	Shirley O'Neal-McKennon	Samuel Spear, Jr.
Julia Kadel	Sharon Painter	Terra Spero
Debbie Kaiser	Joycelyn Patrick	Craig Spodak
Linda Karch	JoAnne Peart	Mary Stacey
Andy Katz	Francisco Perez-Azua	Perry Stokes
Jim Knight	Derline Pierre-Louis	Deb Sullivan
Alan Kornblau	Cheryl Pompey Howard	Shirley Talbert
Sharon Koskoff	Scott Porten	Drew M. Tucker
Jan Kucera	Elisha Porter	Margie Walden
Kurt Lehmann	Rich Reade	Jimmy Weatherspoon
George Linley	Chuck Ridley	Michael S. Weiner
Connor Lynch	Nigel Roberts	Stacey Winick
Tom Lynch	Candace Rojas	Ann Wright
Brian Lynott	Kevin Rouse	Talbert Shirley
Fran Marincola	Loren Rubentstein	Alyona Aleksandra Ushe
Bob Marks	Eric Schifferli	Joseph Bernadel
Alberta McCarthy	David Schmidt	Annette Gray
Tom McMurrain	Stephanie Seibel	Al Jacquet
Janet Meeks	R. Brian Shutt	Evens Jules
Francesca Mellows	Thuy Shutt	Carolyn Patton
William E. Morris	Yalmaz Siddiqui	Guarn Sims
Christina Morrison	Laura L. Simon	Jeffrey Perlman
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Pam O'Brien	Joe Snider	

Additional Contributors

- Rich Reade, City of Delray Beach Public Information Officer; in appreciation for photo-documenting Vision 2020
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Appendix

Steering Committee SWOT Analysis (Completed January 7, 2013)

Strengths	Weaknesses
– Vibrant downtown – Community involvement – Walkable downtown – Diverse population – Pride in City – Development plans – Current trend of growth – History – Large number of functioning neighborhood associations – Geography – beach – Growing arts community – Parks/sports facilities – Small – Communication vehicles – Visioning process	– Business to residential ratio (business too low) – Contiguous land assemblage in West Atlantic corridor and surrounding area – Congestion (pedestrian and auto) downtown – Poor community/City Hall relationship – Growth and good quality jobs – Dependence on visitors – Occasional racial/territorial tension (vs. overall civic pride) – Expansion of sports facilities (too small) – Lack of quality office space – Short-sighted/lack of confidence/risk averse (i.e., golf/tennis facilities still too small) – Bad downtown tenant mix (restaurant too high, retail too low) – Perceived lack of parking/poor signage to parking – Use of communication tools
Opportunities	**Threats**
– Tri-rail and feeder system – Directions on how to get to Delray via public transportation – Retail – Branding of City not fully capitalized – Full use of public facilities (currently under-utilized) – Congress/Linton/W. Atlantic development and N/S Federal – Transportation – County/state-level FEC rail use – Private sponsorship of public parks/art – Atmosphere conducive to creative and entrepreneurial business – Creating entryway on Linton in addition to Atlantic – Regional coalition building re: development (PBC League of Cities); policies, procedures, best practices – Expand arts and culture – wider audience	– Competition – other cities – Beach erosion – Citizen apathy – Crime – Too many partiers downtown – Lack of media attention (not enough news vs. lifestyle) – Reputation as a rehab community – Lack of planning for future development (what is being financed vs. what we want) – High real estate taxes – Lack of attention to design/impact on history/preservation of districts (losing character)

Vision 2020 Agenda

Vision 2020: Future with History

Timeframe/Location:

- March 23, 2013; 8:30 to 4:00
- Marriott Delray Beach; 10 North Ocean Boulevard, Delray Beach, Florida 33483

Agenda

Welcome

Review 2005 Vision Results

Vision 2020 Program Overview

A Look at Today ~ Assess Today's Climate

A Look Ahead ~ Framework Goals/Objectives and Action Strategies

~ Lunch ~

A Look Ahead "Field Trips"

Prioritization Process

Next Steps…Moving Forward

Close and Thank you