

# City of Delray Beach

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## Minutes - Draft

Friday, May 8, 2026

8:00 AM

**2026 Goal Setting & Strategic Planning Session**

**Arts Garage (94 NE 2nd Avenue) or Watch on YouTube:  
<https://www.youtube.com/@cityofdelraybeachfl/streams>**

## City Commission

*Mayor Thomas F. Carney, Jr.  
Vice Mayor Angela Burns  
Deputy Vice Mayor Tom Markert  
Commissioner Judy Mollica  
Commissioner Juli Casale*

Pursuant to Section 3.12 of the Charter of the City of Delray Beach, the Mayor has instructed me to announce a Workshop Meeting of the City Commission to be held for the following purposes:

**WS.1.** 2026 GOAL SETTING AND STRATEGIC PLANNING SESSION

**Sponsors:** City Manager Department

**Attachments:** [Delray Beach 2026 Goal Setting Retreat - Prep Memo and Agenda](#)

The May 8, 2026 Goal Setting & Strategic Planning Session began at 8:32 a.m.

The following were present:

Mayor Thomas F. Carney, Jr.  
Vice Mayor Angela Burns  
Deputy Vice Mayor Tom Markert  
Commissioner Judy Mollica  
Commissioner Juli Casale  
Terrence Moore, City Manager  
Lynn Gelin, City Attorney  
Jeff Oris, Assistant City Manager  
Patrice Harris, Deputy City Clerk  
Janai Bowens, Education & External Opportunities Manager  
Missie Barletto, Public Works Director  
Anthea Gianniotis, Development Services Director  
Ronald Martin, Fire Chief  
Hassan Hadjimiry, Utilities Director  
Renee Jadusingh, CRA Executive Director  
Laura Simon, DDA Executive Director  
Stephanie Immelman, Delray Beach Chamber of Commerce CEO  
Henry Dachowitz, Chief Financial Officer  
Sam Metott, Parks & Recreation Director  
Gina Carter, Communications Director  
Jay Stacy, Chief Technology Officer  
Jeri Pryor, Neighborhood & Community Services Director  
Christian Chitester, Interim Sustainability Officer  
Darrell Hunter, Police Chief  
Duane D'Andrea, Human Resources Director  
Elena Georgiev, Internal Auditor  
Michelle Ferguson, Raftelis Executive Vice President  
Beverly Foster, Raftelis

After introductions, attendees identified elements of the 2035 Vision framework that brought them excitement.

Priority initiatives and measurements for success for the following key

focus areas were identified.

- Economic Development
- Education
- Environment
- Historic Preservation
- Strategic Development

There was a 15-minute break at 10:00 a.m.

There was a lunch break from 11:43 a.m. to 12:25 p.m.

There was a 10-minute break at 12:59 p.m.

Attached is the City Commission Annual Goal Setting Retreat Summary, prepared by Raftelis, detailing the outcome of the session, which is hereby incorporated by reference into the minutes of the May 8, 2026 Goal Setting & Strategic Planning Session meeting.

The 2026 Goal Setting & Strategic Planning Session ended at 2:26 p.m.

The City shall furnish appropriate auxiliary aids and services where necessary to afford an individual with a disability an equal opportunity to participate in and enjoy the benefits of a service, program, or activity conducted by the City. Please contact the Human Resources Department at (561) 243-7125 at least 24 hours prior to the program or activity for the City to reasonably accommodate your request. Adaptive listening devices are available for meetings in the Commission Chambers.



**CITY OF DELRAY BEACH**

# City Commission Annual Goal Setting Retreat Summary

Held May 8, 2026



The City of Delray Beach, Florida, held its Annual Goal Setting Retreat on May 8, 2026. The retreat was planned and facilitated by Raftelis.

All members of the City Commission, the City Manager, and City Department Directors attended the retreat.

## Welcome and Introductions

To kick off the retreat, Mayor Tom Carney welcomed participants, and the facilitator shared the purpose of the retreat—to identify the City Commission’s shared priorities and provide staff with policy direction for the upcoming budget process. After reviewing the agenda and meeting norms, members of the City Commission and staff introduced themselves and shared what elements of the Vision 2035 framework excites them the most. The summarized responses from participants are captured below:

- Safeguard everything the City is already doing well and build on it to ensure future generations can enjoy the City;
- Appreciation for the community’s high-level of participation and diversity of input during the Vision 2035 process;
- Eagerness to define a plan, identify solutions, and chart the course for the future of the City that aligns the City Commission’s goals with the community’s feedback provided through the Vision 2035 process;
- Excitement over the Vision 2035 process as a whole and providing the opportunity for residents to provide thoughtful feedback;
- Aligning Commission priorities with staff operations and budget development; and
- Importance of protecting and preserving Delray’s natural assets and supporting neighborhoods with diverse needs.

After hearing from each of the participants, the facilitator shared a brief recap of the Vision 2035 process, including the Vision and Key Focus Areas.

# Vision 2035 Framework

First, the Commission members were asked to reflect on the Vision 2035 proposed Vision, captured below:

## Delray Beach - the Village by the Sea

a thriving community with a charming downtown and vibrant neighborhoods that celebrates heritage, values sustainability, and creates an inviting quality of life.



Commission members shared how the quality of life is very important to Delray Beach residents and that they hope to build on the City’s many assets to meet the community’s expectations. Some members of the Commission also noted how economic growth and preserving the smalltown charm can both complement and conflict with each other. Other participants noted that the Vision 2035 process illustrated how appreciative the community is of the City’s current trajectory, and that their expectations are a direct result of the City’s successful work. Overall, participants hoped the retreat would serve as an opportunity to focus on realistic achievements and resource allocation.

## Define Priority Initiatives and Measures of Success

During the Vision 2035 process, the Delray Beach community identified five Key Focus Areas and defined what success looks like in each of these areas. The Key Focus Areas are as follows:

- Economic Development
- Education
- Environment
- Historic Preservation
- Strategic Development



As a group, Commission members reviewed each of the Key Focus Areas and reached consensus on the priority initiatives they would like to advance over the next 12-24 months. The Commission also identified potential measures for success in each Key Focus Area. Staff were available to answer questions and provide context to aid the Commission’s discussion. The Commission’s priority initiatives and measures of success are outlined below:

## Economic Development

**Delray Beach will attract new primary jobs, unique local businesses, entrepreneurs, and commercial and industrial development to our community that will enhance and preserve our small-town character. Our strategy will include investing in infrastructure such as roads, public transit, and sensible educational facilities; preserving land that is zoned appropriately for commercial and light industrial development; promoting the arts; and creating incentives to strengthen existing and new businesses.**

### Priority Initiatives

- Gather data on existing land use regulations and survey market trends
  - Engage corridors throughout the City
- Establish a dedicated City resource to support businesses in navigating the licensing/permitting process (Business Navigator)
- Use data from feasibility study of Old School Square to develop a business sustainability plan
  - Consider professional management for facility

### Measures of Success

- Implementation of the Tourism Master Plan and progress towards goals
- Reduction in business closures
- Permitting timeline
- Number of businesses assisted with Business Navigator program
- Number of conferences/events

## Education

Delray Beach will support the various educational resources and programs available for our community, which include access to quality public schools, educational initiatives, technical training, and workforce development. The community will be well-informed about educational opportunities. All students will have high-quality, diverse learning experiences and pathways to success, including vocational training opportunities. Our focus on educational opportunities will rely on partnerships with our educational institutions, anticipating the future needs of our community of students, and reimagining our relationship with education.

### Priority Initiatives

- Develop a proposal to present to the School Board
  - Gather data from other communities who have been successful implementing similar programs, e.g., dual-language, after-school care
- Explore vocational training/educational opportunities
- Review Education Board and Roundtable Initiative roles and responsibilities to determine how to best meet the City's goals

### Measures of Success

- Test scores
- Attendance and enrollment
- Number of partnerships formed
- Internship participation

## Environment

**Delray Beach will implement practices that ensure the well-being of current and future generations while maintaining an ecological balance. Our main focus will be on our beachfront as a key component of economic development, quality of life, and enhanced protection against weather-related events. We will also have programs to enhance and restore green spaces, shade canopies, and wildlife protection. Building long-term resilience to climate change, supporting maintenance and restoration programs, conserving resources, and limiting negative impacts on the environment through thoughtful development and zoning regulations are key components of our approach.**

### Priority Initiatives

- Maintain status as a Tree City and continue to support tree preservation and conservation programs
- Continue efforts to mitigate flood impacts

### Measures of Success

- Continuing the Blue Flag program
- Completing a Tree Canopy study
- Number of trees given away

## Historic Preservation

**Delray Beach will protect and maintain our distinct historical districts, buildings, landscapes, natural areas, and structures of historic significance, in order to safeguard our unique cultural heritage and allow the community to connect with our history and identity. Protection will include strong legal frameworks, incentives, and support for funding opportunities to allow owners to preserve the historical integrity of properties. This will result in unique neighborhood characteristics, enhancement of our small-town nostalgia, heritage tourism, economic development, and an increase in property values.**

### Priority Initiatives

- Look for opportunities to streamline the process
- Explore historic preservation incentives
  - Staff present incentive options and research
  - Provide education to the public

### Measures of Success

- Number of new designations
- Participation in incentive programs
- Number of properties that were improved

## Strategic Development

**Delray Beach will create a cohesive and vibrant built environment that enhances the quality of life for our community. Thoughtful development through enhancement and preservation emphasizes good design regulations, comprehensive planning with long-term goals, integration of open spaces and parks, environmental sustainability, consistent enforcement, and historical preservation to ensure that every aspect of the community reflects our unique identity and character. Our approach will foster economic development across the community, effectively use technology, promote social interaction of all ages, and improve the balance of development and infrastructure necessary to support a healthy community.**

### Priority Initiatives

- Consider an impact fee ordinance
- Review Neighborhood Plans and Mobility Plan
- Explore cost and opportunities to expand transportation options around downtown
  - Expand Freebee boundaries beyond CRA
  - Reintroduce trolley
- Continue to pursue AI opportunities for City services

### Measures of Success

- Progress on Neighborhood Plans
- Progress on Mobility Plan
- Implementation of transportation

## Next Steps and Adjourn

As the retreat came to a close, Mayor Carney thanked members of the City Commission and staff for their time and participation during the session. The Commission provided staff with topics to provide follow up information during future meetings and throughout the budget process.