

GREATER DELRAY BEACH
VISIONS 2000 ASSEMBLY

Coordinated by the
Florida Atlantic University/
Florida International University
Joint Center for Environmental and Urban Problems
and the
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May 19-21, 1988

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POLICY STATEMENT

At the close of their discussion in the Greater Delray Beach Visions 2000 Assembly at Indian River Plantation, Hutchinson Island, Stuart, Florida, May 19-21, 1988, the participants reviewed as a group the attached statement. The statement represents general agreement; however, no one was asked to sign it. Furthermore, it should not be assumed that every participant subscribes to every recommendation.

I. INTRODUCTION

The City of Delray Beach has evolved into a unique south Florida community. Unlike many of its neighbors to the north and south, it has not actively sought large-scale commercial and industrial development. Instead, the City has maintained a development philosophy which, over the years, has preserved and nurtured a unique, village-by-the-sea community. This is the the key characteristic that residents value most.

In a recent consensus-building effort, the City Council and staff convened for a one-day workshop to develop a shared set of goals and a general mission statement for the City's future. The adopted statement envisions a community renaissance to enhance the City's unique cultural, historical, and natural resources to maintain and attract a diversified and balanced population. However, if this long range goal is to become a reality, the City must make some difficult choices. The City must establish a capital improvements program and determine priorities as well as decide how it will pay for the new projects and programs; it must find a way to coordinate the actions of the various city agencies, community boards, and other governmental entities; and it must attempt to assure that all groups share the benefits of the City's anticipated revitalization. There are inherent trade-offs in many of

the decisions, requiring the balancing of competing interests.

On May 19-21, 1988, approximately 100 citizens, representing the public and private sectors as well as civic groups and the public at large, met for a citywide forum on the future of Delray Beach. The forum, known as the Greater Delray Beach Vision 2000 Assembly, was funded by both public and private entities. It focused on seven issues--community character; community and cultural resources; land use; gateways to Delray; downtown revitalization; infrastructure planning and finance; and implementation. The conclusions and recommendations reached by the forum are set out below.

II. COMMUNITY CHARACTER

A. Delray Beach has a number of strengths.

1. Community Spirit. The city has a long tradition of community involvement and positive citizen participation.
2. Diversity. The city enjoys a rich ethnic, racial, and cultural mix.
3. Image. Despite problems in certain areas of the city, Delray Beach maintains a unique village scale atmosphere with a downtown area which prevents it from becoming just another "bedroom community."
4. Location. The city is truly the central community

in south Palm Beach County. It also possesses some of the finest and best maintained beaches in all of the county.

5. History and tradition. Delray Beach has one of the best inventories of existing historic buildings both in and out of historic districts. There is a strong sense of tradition and roots among its citizens.
6. Downtown. The Downtown area is well defined. Additionally, there is great potential for diverse development and redevelopment.

B. While the City of Delray Beach maintains many strengths, it also has a number of weaknesses.

1. Code enforcement. Code enforcement priorities, continuity and process must be improved. The codes must be reviewed, rewritten, and enforced in a manner that will enhance the quality of life and enhance the tax base for the citizens of Delray Beach.
2. Bureaucracy of Planning and Permitting. The current permitting process is too complicated. Efforts should be made to review the administrative process and revise the codes so that this process can be streamlined to encourage new development and redevelopment.
3. Crime. Increasing crime is a serious concern for

all Delray Beach citizens. The public perception that many areas of Delray are unsafe is one of the greatest barriers to revitalizing the city.

4. Deteriorating Neighborhoods. Deterioration of certain neighborhoods is spreading. Many older buildings need rehabilitation. In particular, West Atlantic Avenue is a liability in its function as one of the "front doors" into the city, and the needs and desires of those residents should be addressed.
5. Economy. Much of residents' disposable income is spent outside the city, thus depriving the local economy of a needed stimulus. Additionally, available jobs tend to be characterized by low wages and high turnover.
6. Schools. The schools are becoming increasingly resegregated. Schools' ties to the community are being jeopardized by busing of Delray students out of the city. Areas where some of the schools are located are considered unsafe, and deteriorating.
7. Piecemeal Development. The City has not had an effective long term planning strategy. The Comprehensive Plan has been amended too frequently and has failed to serve as a direction-setting document.
8. Land Use. Not enough land is zoned to allow for

job centers. Too much land is being rezoned for offices and shopping centers.

C. If the City of Delray Beach is to achieve its full potential, it should try to promote the following characteristics:

1. A Diverse Population. Efforts should be made to attract young, working families to promote the city's "family community" orientation. Delray Beach should strive to become increasingly integrated along racial, age, and income lines.
2. A Diverse Economic Base. Greater diversification of the city's economy should be encouraged while focusing on industries that are compatible with Delray's image and values. Areas to focus on include: job producing businesses; increased summer tourism; and a stronger, more upscale, pedestrian-oriented downtown retail center.
3. Architectural Diversity. The city's varied architectural mix should be preserved and enhanced.
4. A More Balanced Housing Stock. Efforts should be made to encourage home ownership and development of more middle income housing. Residential development is needed in the downtown area in order to keep the area vibrant and active during the days as well as evenings and weekends. There should be a strong emphasis on active residential use in the

City's historical districts. Deteriorating housing from East 4th Avenue to West 13th Avenue should be improved.

5. Greater Cultural and Recreational Opportunities.

The City needs to develop and promote greater cultural and recreational activities in the city, especially in the downtown area. Special focus should be put on opportunities for youths between the ages of thirteen and eighteen. More neighborhood parks are needed throughout the city. Greater public awareness about available cultural and recreational resources and events is needed.

6. More Landscaping and Beautification. Streetscaping

should be used to improve the community's image.

In the downtown, trees should be planted to enhance pedestrian usage and structural elements should be encouraged to provide protection from the elements.

D. A number of actions must be undertaken if the City of Delray Beach is to achieve its preferred future.

Detailed policies and programs are presented in later sections of this report. At a more general level, the following actions are recommended:

1. The City should pursue every available avenue to strengthen its schools east of I-95 and enhance their ties to the community. The School Board, in conjunction with the City, should develop the full

potential of these existing schools as an important asset for the city's further growth. Every effort should be made by the School Board and the community to retain and strengthen the schools east of I-95.

2. The City should place a stronger emphasis on controlling crime. Efforts to eradicate crime should emphasize crime prevention through schools, jobs, and neighborhood programs.
3. The City should undertake efforts to revitalize and improve the west Atlantic Avenue area between Swinton and I-95.
4. The City needs rehabilitation and revitalization, not wholesale urban renewal. The downtown core should retain its village scale character. The City should foster its residential character by providing necessary amenities to the neighborhoods by emphasizing neighborhood associations, and by using neighborhood master planning.
5. Recent immigrants to our community need assistance in becoming acclimated to America's laws, culture, and informal social norms. Literary programs, code enforcement, and other approaches should be used.
6. The City should develop a cooperative public-private management structure to set priorities and focus on accomplishing its tasks in

order to create a safe, fun, educationally rewarding, culturally stimulating, and profitable community. Additionally, efforts should be made to consolidate and eliminate some of the City's citizen committees.

7. The City's building and signage codes and permitting process should be reviewed and revised where necessary. Broad community goals should determine the rules and how they are enforced, not the reverse.
8. The City should conduct studies on the availability of land and present zoning as well as the deteriorating residential areas north and south of the Central Business District. The City's comprehensive planning process should include an analysis of financial options for promoting rehabilitation and home ownership.
9. The City should establish a landscape ordinance which requires the use of xeriscape to promote water conservation.
10. The City should develop a greater environmental consciousness focusing on landscape preservation, water pollution prevention and explore the feasibility of a grey water system.
11. The City should encourage preservation of historically significant aspects of our community.

III. COMMUNITY AND CULTURAL RESOURCES

A. The public schools in Delray Beach are one of the keys to promoting community spirit, attracting young families, and maintaining the city's atmosphere. Blacks are being bused out of the city to help provide a racial balance in neighboring areas which are predominantly white. This undermines the city's efforts to attract white families which would allow the schools to be integrated without extensive busing. No more schools should be built west of Delray until Delray's schools have been stabilized by achieving greater occupancy and by approaching the Palm Beach County guidelines of an 80/20 split in racial balance.

Action is required by the City, the School Board, and the business and civic communities.

1. The City Commission and staff should take the following actions:
 - a. Initiate procedures to determine the status of desegregation in the public schools and matters related to locating schools east of I-95.
 - b. Strengthen police security through visible action in neighborhoods surrounding the schools. Annexation of lands surrounding certain schools should be encouraged so that police security can be better coordinated.

- c. Strongly urge the School Board to commit to keeping Delray's schools open as the City works to improve the neighborhood conditions around the schools.
 - d. Explore a matching fund strategy with the School Board to upgrade existing facilities.
 - e. Develop and present a comprehensive plan to the School Board that demonstrates long term needs for the community's schools.
 - f. Construct a Lake Ida Road access to Spady School.
2. The School Board is urged to:
- a. Utilize boundaries and other techniques to more aggressively promote integrated schools within the City of Delray Beach while minimizing the extent to which Delray children are bused elsewhere.
 - b. Resist pressures to place schools in the west.
 - c. Establish policies that encourage the continuing existence of Atlantic High School, Spady, Carver, Plumosa, and Pine Grove schools, as educational/community centers of excellence.
 - d. Use Magnet Programs for community schools. In particular, the placement of Montessori programs into Spady Elementary should be

strongly considered.

- e. Consider acquiring a site for a new elementary school south of Linton Boulevard to serve the eastern portion of this area. Currently, the existing school (Pine Grove) serves primarily southwest Delray. Establishment of such a facility could serve a dual purpose: serving an area that is ripe for rehabilitation and attracting new families into this area.
3. The business community should become actively involved in improving the city's schools by "adopting" certain schools and assisting in community clean up efforts. Aesthetic improvements to areas surrounding the community schools are vital.
 4. Citizen involvement must be extended beyond the PTA level and should encourage the participation of citizens that do not have children.
 5. Visions 2000 should actively discourage resegregation of Delray Schools.
- B. The City's coastal area is one of its most valuable resources in terms of economic potential, recreation, and natural beauty. The following actions are recommended to enhance and protect this community resource, but we should not overcommercialize and overpromote to the extent that it diminishes this beach

resource:

1. Accelerate development of the Veterans Park and the riverwalk from Veterans Memorial Park to the Marina.
 2. The City should actively pursue acquisition of beach property and intracoastal waterway property for future use.
 3. The City should preserve and enhance the natural beauty of the beaches through increased use of indigenous coconut palms and other indigenous plants.
 4. The City needs to encourage greater summer tourism and beach use, and such activities as the Roots Cultural Festival, Delray Affair and similar festival activities should be promoted.
 5. The City should explore the beach parking situation. Two issues to be considered are annual parking permits available only to residents and utilization of the parking garage near the Jacobson/Atlantic Plaza site.
 6. The City should make every effort to upgrade property uses on the east side of North Federal Highway to maximize the value of the intracoastal area.
- C. The City of Delray Beach prides itself on the cultural resources that contribute to the city's ambiance.

Every effort should be made to promote cultural amenities that do not detract from the City's unique image, but should help to maintain and enhance that small town character. The following additional cultural resource development actions should be considered:

1. The City should create programs and activities to increase the utilization of Lake Ida Park as a tennis center.
2. The City should continue to carry out plans to develop the Old School Square as a cultural and performing arts center to provide opportunities for the whole community to enjoy the arts.
3. The City should explore the development of a moderately sized convention and civic facility in the downtown.
4. The City should explore using the County donated seventeen acre tract of land, located near I-95, for recreational facilities.
5. The City, through the CRA, should explore the revitalization of the northwest 5th Avenue area, capitalizing on the ideal characteristics of the area and its historical significance.
6. The City, through the CRA, should diligently pursue attracting public and private educational institutions to the Pineapple Grove area. This

might include art and culinary schools or a branch of PBJC.

7. The City should encourage the development of dinner theaters, movie theaters, playhouses, and other family oriented activities in the CBD in order to encourage evening activity.
 8. The three Florida Intracoastal Navigation District lands should be acquired and used for passive parks and renaissance parks.
 9. The City should consider acquiring properties along the intracoastal to be used as pocket parks.
- D. The following options should be considered as possible funding sources for many of these proposed cultural amenities:
1. An increase in ad valorem taxes by 1/2 or 1 mil.
 2. User Fees targeted at non-resident users.

IV. LAND USE

- A. Land use is one of the most influential means by which a community shapes its future character. The following land use considerations are recommended:
1. All types of residential development should be encouraged in Delray Beach. However, emphasis should be placed on single-family dwellings. Moreover, residential densities should be increased in the CBD.

2. The City's industrial and commercial land use mix should be used to promote new jobs, add to the ad valorem tax base, and enhance the community's economic character. To this end, the City should encourage clean light and hi-tech industrial uses, encourage the development of neighborhood grocery stores on the east of I-95, and discourage warehouse uses and other low employment producing uses.
3. The City should discourage additional land use plan amendments.
4. The beneficial aspects and amenities of the CBD zoning shall be extended to A-1-A with the goal of unifying and coordinating the boundary east of the intracoastal with the existing CBD.
5. The City should enter into an interlocal agreement with the County and identify the appropriate land uses within the City's annexation areas, and encourage appropriate annexation. Further, the City should support the County's efforts to have the annexation statutes legislatively changed for charter counties.
6. New car automotive dealerships are an integral component of the local economy. However, additional new car dealerships should be developed only in designated areas with special attention to

adjacent land use concerns. No additional automotive uses should be permitted within the central business district or the area extending four blocks north and three blocks south of Atlantic Avenue along the Federal Highway pairs. Additional automotive uses should be prohibited on the east side of Federal Highway. Related automotive uses should be discouraged on Federal Highway and channeled toward appropriate industrial use areas. The City should discourage small used car lot businesses.

7. The City should consider using tiered parking garages with mixed use developments to ease the downtown parking shortage and promote downtown development.
 8. The City should support upscale hotel and resort development at A-1-A and Atlantic Avenue and at Linton Boulevard and I-95.
 9. The City should increase parks and open space acquisition efforts.
 10. The City fire station should be relocated to the West Atlantic Avenue area, east of I-95, be well landscaped, and have a small park with some recreational amenities.
- B. The City of Delray Beach needs to develop an infill development strategy to encourage development of

by-passed vacant parcels. The following actions are recommended:

1. The City should review and, if necessary, revise its building codes and other municipal development regulations impacting on by-passed parcels.
2. The City should support adequate funding and staffing for infill development activities.
3. The City should establish strong communications with the Palm Beach County's Municipal Coordinator.
4. The City needs to conduct a master drainage study of the area north and south of Atlantic Avenue and also Federal Highway. Additionally, the City should utilize a systematic approach for identifying areas and streamlining the process for implementing master drainage plans.
5. The City should discourage policies that permit overflow parking in residential areas.
6. The City should be open to working with volunteer retired business persons who are experienced in this area.
7. The City should develop a Land Bank Trust for relocation needs.
8. The following parcels were identified as meriting special attention for infill development: the unannexed area at Atlantic Ave. and Military Trail, parcels along W. Atlantic Ave. east of I-95, lots

on N. Federal Hwy, the parcel at 10th Street adjacent to the cemetery, and parcels on Germantown Road.

9. The City should explore the use of overlay zoning, use of S.A.Ds - flexibility zoning, and the use of superblocks as a possible means to promote the redevelopment strategy along West Atlantic Avenue and North Federal Highway.

C. Core neighborhoods are an integral part of the community fabric that should be protected. However, they are often threatened by physical and economic forces of the urban environment. Some of the major problems are:

- . Inadequate infrastructure to provide many residents with necessary services;
- . Lack of owner-occupied housing;
- . Lack of cohesiveness among residents of various neighborhoods;
- . Illegal overcrowding of homes;
- . Increased crime;
- . Overintensified residential uses; and,
- . Inadequate buffering between certain land uses.

1. There is a vital need to increase revitalization efforts in the neighborhoods of Delray Beach. Possible solutions include:

- a. Encouraging the creation of Neighborhood Associations to generate revitalization activities;
 - b. Provision of city incentives (e.g., free permits) to attract new and encourage existing homeowners to upgrade their property; and
 - c. Promote urban homesteading programs.
2. The City should seek to reduce overcrowding by looking into the legal tools Palm Beach County uses, including its definition of a family.
 3. The City should provide expertise and advice in providing city and neighborhood improvement.
 4. Some neighborhoods east of I-95 to the Intracoastal qualify for assistance. In particular, Pineapple Grove and the area south of Atlantic Avenue between Federal Highway and the railroad tracks are two sectors of the city that are deteriorating and in need of revitalization efforts.
- D. The City should strengthen its relationship with the County and other local governments.
- E. Many of the city's existing development codes need to be reviewed and updated in order to better facilitate development and revitalization efforts. Some specific recommendations include:
- a. Reviewing current setback and life safety requirements to evaluate whether they are too

- restrictive and need more flexibility;
- b. Coordinating the landscape development and signage codes. In addition, the City needs to promote the use of native vegetation and xeriscape in all sectors of the community; and,
- c. Relaxing the aesthetic development approval process to make it more flexible.

V. GATEWAYS TO DELRAY

- A. The group strongly supports the proposed beautification plan for the city's major gateways, especially Atlantic Avenue and I-95. Others that need attention include: North and South Federal Highway, Linton Boulevard, Congress Avenue, and Lake Ida Road. Military Trail should be reviewed for inclusion in the City's beautification program.
 - 1. Special attention should be given to the West Atlantic Avenue gateway at I-95 as this is most important to the success of downtown revitalization and whose improvement will make the greatest impact on the city's negative image.
 - 2. The following actions are recommended for the Atlantic Avenue, Congress Avenue and North/South Federal Highway gateways:
 - a. The City should work with FDOT to landscape and, if possible, replace with a landscaped,

lower fences at the park sites.

- b. Incorporate landscaping and zoning of the Congress Avenue gateway with planned road improvements.
- c. The City should try to improve the vistas from I-95 north and south of Atlantic Avenue.
- d. Efforts should be made to annex problem properties at the North and South Federal Highway gateways.

3. The City should consider using native vegetation at all major gateways.

4. The City should encourage the highest and best uses at all major gateways (e.g., commercial use at I-95 entrances and exits).

5. The City should consider the role of an "ombudsman" to provide information to property owners on gateway clean-up and improvement efforts.

B. A key issue along the city's major corridors is improving the aesthetic quality of adjacent residential areas. The following actions are recommended:

1. All revitalization and redevelopment efforts along the city's gateway corridors must involve and include neighborhood residents and business owners from the beginning of the process through implementation.

2. The City should develop a relocation program for

managing redevelopment displacement needs that is sensitive to neighborhood concerns and will relocate residents within the immediate community.

3. The continuing influx of individuals and families without employment and adequate housing is detrimental to the future of the community. A formal task force should be established to assess the roots of the problem, its impacts, and possible alternatives. This effort requires the City's immediate attention.
4. The City should explore innovative commercial development, including a minority business enterprise program to encourage minority entrepreneurial development.
5. City employee-community relations training programs should be established and emphasize equal enforcement and provision of services in all areas of the city. Selective enforcement problems should be recognized and eliminated.
6. The business community and neighborhood community group, in conjunction with the City staff, should review existing master planning for their effectiveness in additional future growth along this corridor. Visions 2000 endorses the proposed design competition.
7. Community schools, facilities and activities should

be reviewed and considered as integral components of redevelopment efforts, especially recreational activities provided by Spady, Carver and Pine Grove schools.

8. The landlord-tenant act needs to be highly publicized and more strictly enforced to stop multiple families from living in single family dwellings. These efforts should be concentrated in highly visible areas in order to maximize visibility and facilitate the enforcement process in all areas.
9. The following actions are recommended for the West Atlantic Avenue corridor (I-95 to Swinton):
 - a. The Chamber of Commerce, CRA, city and local black leaders should be involved in the predevelopment planning of West Atlantic Avenue.
 - b. Efforts need to be taken to discourage loitering and congregation along Atlantic Avenue.
 - c. The City's zoning code needs to be revised to encourage redevelopment up to a city block deep, both north and south, with an effort to minimize major neighborhood displacement.
 - d. The City should provide employment and/or recreational programs for young people in the

area to stop their involvement in drug use and trafficking. These programs should be tailored to the needs and desires of the persons in the community.

- e. More specific recommendations for Atlantic Avenue include: additional garbage cans, continuous landscaping, removal and prevention of non-permitted land uses, stricter enforcement of parking regulations and municipal ordinances, and greater police visibility.
10. City efforts to revitalize the North and South Federal Highway corridors should include the following: Prohibition of vendors on the right-of-way, stricter code enforcement, increased law enforcement, and yard maintenance.
 11. The City should rezone the intersections of I-95 and Congress Avenue at Atlantic Avenue to promote hotel and office construction.
 12. The Swap Shop was identified as a major problem on the North Federal Highway corridor. The City should take action to curb violations and enforce codes through accelerated annexation of areas surrounding the Swap Shop and applying stricter code enforcement.
 13. The City should explore the use of a Land Bank

Trust mechanism, industrial revenue bonds and UDAG funds to help finance relocation efforts.

14. The City should monitor the tri-county rail development to ensure that Delray's station has adequate parking and security.
15. The City should explore using the Oasis concept as a possible revitalization tool.

VI. DOWNTOWN REVITALIZATION

A. Delray Beach has experienced problems in attracting a high level of social and economic activity in its downtown area. A number of alternatives need to be considered.

1. The proposed Jacobsons Department Store, the Old School Square, and the court facility are considered to be the city's anchors.
2. In conjunction with affected area residents and business owners, the City should explore relocating the fire station on West Atlantic Avenue east of I-95, and explore placing a recreational facility contiguous to the fire station if it is relocated.
3. The City should encourage increased residential development, including affordable housing for young people who would be attracted to the city's cultural opportunities in and around the downtown. Proposed methods and incentives to accomplish this

include:

- a. Development of entertainment facilities and upscale retail stores in the CBD;
 - b. Removal of parking requirements for new residential development above commercial uses in the CBD;
 - c. Review and revise existing constraints that discourage mixed-use development in order to encourage mixed-use development;
 - d. Use of zero lot line development;
 - e. Other innovative options such as residential uses above parking facilities; and
 - f. Use of financial incentives such as grants and low interest loans.
4. The City should convert part of the marina docks to provide short-term mooring facilities for boats traveling the intracoastal.
 5. The City should explore the development of a trolley transportation system around the CBD and beach area.
 6. The City, through the CRA, shall pursue the Palm Beach Junior College's fifth campus to locate in existing structures along NE Second Avenue in the Pineapple Grove area.
 7. A wider range of retail and entertainment uses needs to be developed in the downtown to attract

greater activity in the day and especially evening hours. The downtown can be a vital economic activity center provided it can tap local and neighboring market retail dollars. The following actions are recommended:

- a. Development of entertainment facilities including a dinner theater, a playhouse and movie theater;
 - b. Development of more restaurants with emphasis on outdoor cafes;
 - c. Development of mixed-uses including, but not limited to office, residential, and retail;
 - d. Development of neighborhood grocery stores;
 - e. An improved retail mix targeted at area consumer needs; and
 - f. Opportunity for dancing, concerts, and other quality musical entertainment.
8. The City and CRA should encourage new retail development.
 9. Merchants should explore alternative promotional methods to increase downtown retail sales (e.g., student discount cards for honor roll students).
 10. The CRA, DDA, Atlantic Avenue Merchants' Association, and Chamber of Commerce should coordinate with the Board of Realtors to promote downtown redevelopment.

11. Parking is considered a major problem in the downtown area of Delray Beach. It is essential that the City improve parking availability and convenience in the downtown area. Recommendations to help alleviate this problem include:
 - a. Providing visible signage directing visitors and shoppers to available parking areas;
 - b. Encouraging developers to build parking decks and provide a shuttle feeder service;
 - c. Shared parking options;
 - d. Vehicle sized designated spaces (e.g., compact cars);
 - e. Tandem and valet parking, and other innovative ideas; and
 - f. Review the off-street parking requirement and the "in-lieu-of" parking fee as an incentive to encourage new retail development in the CBD.
12. The City should clean up and beautify the City's alley ways, especially in the CBD.
13. The City should create a number of parking structures throughout the CBD and the nearby areas east of the bridge in order to provide incentive for development.
14. There should be a greater overall effort to inform the public and downtown businesses about retail opportunities and redevelopment programs. Proposed

methods include:

- a. Mailings to all property owners and merchants regarding CBD programs and opportunities;
 - b. To ensure greater community input, the CRA should promote and publicize its existing and planned programs, including low-interest funds available for storefront improvements.
15. Pedestrian access across the intracoastal waterway should not be interrupted due to bridge closing repairs. The City should coordinate with FDOT and the contractor to ensure pedestrian access is provided.
 16. The proposed design competition for the West Atlantic Avenue corridor should include affected neighborhood community leaders with input from Lula Butler, Community Development Coordinator. The existing CRA Plan and the Atlantic Avenue Task Force Report should be critiqued as part of this process.
 17. The City should adopt a developer approach in planning and developing the city. Government regulations should have a positive influence on the redevelopment of the downtown and should not be an inhibiting factor.

VII. INFRASTRUCTURE PLANNING AND FINANCE

- A. There are serious infrastructure needs and shortfalls in Delray Beach, including roads, parks, drainage, recreational facilities, and daycare facilities.
1. Roads and Transportation. There are several needs for road improvements, resurfacing, and expansion, including:
 - a. The following corridors need to be widened: Lake Ida Park Road from Military Trail to Federal Highway and South Tenth Street from Congress Avenue East to Federal Highway. Both should be tree lined.
 - b. The County should be discouraged from widening Swinton Avenue in an effort to preserve the area's residential and historical character.
 - c. The City should formulate and adopt a thoroughfare plan for city rights-of-way that identifies land acquisition needed for right-of-way expansion.
 - d. The City should accelerate alley improvement, including resurfacing and drainage.
 - e. The municipal parking areas should be upgraded through resurfacing, landscaping, and signage.
 - f. CBD traffic signalization and signage should redirect through traffic to the one-way bypass. The County should be directed to

revise signal timing to establish priority of the one-way pairs over Swinton Avenue and Federal Highway with the understanding that this may result in a deterioration of service on Swinton Avenue and Federal Highway.

g. The County should be discouraged from widening Lake Ida Road west of Military Trail.

2. Parks and Recreation. The City should inventory current parks and recreational facilities to identify needs and uses.

- a. The City should relocate the shuffle board courts, the lawn bowling facilities, and the adult activity center from Veterans Park. Alternative sites could include Lake Ida Park, and the Womens Club site.
- b. The City should urge the County to upgrade its management and maintenance of Lake Ida Park.
- c. The City should acquire the 11.6 acre tract of land located north of Lindell, for a passive park and environmental classroom and consider acquisition of other land near the Lake Ida Park site, which is fronting Lake Ida Road, to be used for a ballpark.
- d. The City should acquire the Catherine Strong Center and improve it.
- e. The City needs to build a new clubhouse at the

municipal golf course.

3. Drainage. There are serious drainage problems in several parts of the city. The City should support a study to determine the feasibility of developing a stormwater utility system to meet current drainage needs and a long range drainage plan that will meet stricter EPA standards.
 4. Other infrastructure shortfalls that need to be explored include street lighting, day care facilities, sidewalks and solid waste collection.
 5. The City should consider initiating a pilot curbside garbage recycling program in the Tropic Palms development to determine the feasibility of extending the program citywide.
- B. The City should consider a variety of financing mechanisms to meet its present and future infrastructure needs. The following options are recommended.
1. Increasing user fees on certain recreational facilities to finance their respective improvements.
 2. There is strong support to increase the City's millage rate to meet specific improvements. The City should consider increasing the ad valorem tax up to two mills, and earmarking one mill for infrastructure finance and the other mill to

finance a "Decade of Excellence" bond for special projects (i.e., Old School Square and Veterans Park). Another option is to develop a "Decade of Excellence" bond proposal as soon as possible in order to finance the projected total cost of all presently proposed special projects and infrastructure needs (approximately \$40 million).

3. The City should consider utilizing special assessment districts to finance infrastructure needs.
4. The City should consider a 1.5 percent utility service increase specifically to fund park and recreational projects. This income stream could be used to raise a revenue bond issue of approximately \$6 million.
5. The City should institute a cost-cutting campaign with awards for City employees who identify ways to save money or develop inexpensive ways to improve service.
6. The City should direct its staff to work with the County on a staff-to-staff level to seek out and maximize grant funding for city infrastructure needs.
7. The City, in conjunction with the County and other governing municipal entities, support through legislative means the establishment of a local

option sales tax, in which the funds collected and generated with the local option tax, be returned to the communities wherein adopted and collected.

- C. There is no support for additional impact fees.
- D. The City should address the needs of its employees with young children by exploring and supporting such options as on-site care, a voucher system, a resource and referral system, and the like. Additionally, a tax incentive for the creation of child care facilities is to be considered in addressing the need for affordable, quality child care.
- E. Potable water supply is a major concern in the City of Delray Beach. The City should:
 - 1. Conduct a contamination risk assessment study of present and projected wellfield sites and institute a rigorous monitoring program to check for contamination problems.
 - 2. Cooperate with the Water Resources Management Advisory Board.
 - 3. Explore the feasibility of recycling waste water for irrigation and other technological advances for water conservation and management.
 - 4. Avoid in all cases, water agreements that do not have annexation provisions.
 - 5. Expand upon the existing wellfield protection standards and establish its own standards to

prevent water contamination.

6. Avoid in all cases, the siting of wellfields in industrial areas.
 7. Consider placing a surcharge on water consumption to fund water conservation and preservation efforts.
- F. Other suggested options for reducing municipal water consumption included: caps on uses with fee assessments for excessive use; public education programs; encourage xeriscaping and other low water consumption landscaping techniques; and moisture meters.
- G. Water quality and quantity are critical countywide issues. We strongly endorse a regional or countywide approach to protecting and managing the area's water resources.

VIII. GETTING IT TOGETHER

- A. To help create the Delray of Tomorrow each citizen must be willing to invest both capital and time. Civic groups (including churches) and neighborhood associations should be brought into the planning process as early as possible. The key role of private sector leaders is communication and information dissemination, facilitating greater public awareness and private sector input on current programs and projects.

B. The City of Delray Beach has exemplary public and private sector community action organizations. However, the number of these organizations has expanded over the last several years, making it difficult to determine whether there is duplication and other inefficiencies. The following actions are recommended to address this issue:

1. There should be an in-community audit of appointed boards and committees to identify duplications and possible areas for coordination, consolidation or elimination. The City Manager together with representatives of legislative affairs committee of the Chamber of Commerce should conduct this audit.
2. The City should develop a directory of all organizations, outlining geographical areas of interests and defining each organization's tasks and goals.
3. The City should establish task forces instead of committees to accomplish specific tasks which have specific beginnings and endings.
4. There should be greater communication between the various public and private community organizations either through periodic meetings or other information exchanges.

C. The City should expand its intergovernmental efforts with the County and other relevant governmental

entities. Specific recommendations include:

1. The City should cooperate with the County's efforts in its establishment of a municipal coordinator.
 2. The County Commission agenda should be "faxed" to the City and included in the City Manager's packet of agency agendas and minutes, and the City should provide the County Administrator and district commissioners with a written, prioritized list of their needs that require staff direction and commission direction.
 3. Contact persons should be established within City departments, creating a strong rapport with frequently contacted governmental entities.
 4. Appropriate City representatives should attend public meetings of other governmental entities, and when necessary, take an issue-oriented approach to improve intergovernmental communication and coordination.
- D. As it is nationwide, crime is a serious problem in the City of Delray Beach. There is strong support for increasing and expanding present efforts to address this problem.
1. The community should urge greater support of drug treatment efforts in the south county area, especially by the Drug Abuse Foundation and the South County Mental Health Center.

2. The City should support a centralized approach to drug treatment with emphasis on the coordination and linkage between the components to maximize the provision of full services, effective treatment and adequate follow-up.
3. The City and community organizations should support and encourage outreach programs.
4. There is disagreement whether the formation of another citizens advisory committee would be useful. However, there is strong support for the existing Drug Task Force and Drug Prevention Council.
5. The City should enforce existing loitering policies.
6. The City should expand its patrol programs and should continue to expand the visibility of its police patrols.
7. There is strong support for expanding the community's citizen crime watch program.
8. The City should support additional crime prevention and substance abuse programs in area schools, utilizing the ALFA program as a model.
9. The city's population should become better educated on the issue of crime prevention.
10. There is a recognition that additional black police officers should be hired by the City as soon as

possible.

IX. IMPLEMENTATION

A. In the previous seven sessions, numerous recommendations and ideas were developed that will help shape the city's future. However, implementation of these recommendations is contingent on a concerted effort by City government, other governmental units, and the public in general. The following implementation actions should be considered:

1. A Delray Beach Committee of 100 should be established, consisting of all conference participants.
2. The active Steering Committee members who participated in this Assembly, perhaps with some additions, and City governmental bodies should get together on any proposed policy recommendation conflicts.
3. Policy recommendations should be assigned to appropriate governmental agencies for adoption and implementation.
4. The Delray Beach Committee of 100 should meet once a year in a workshop setting to assess progress on issues, discuss new issues, and assess what remains to be done.
5. A written update of adoption and implementation of

the Visions 2000 policy recommendations should be mailed to all participants, citizens and the press. Accomplishments of the conference should be widely publicized.

6. This document should be distributed as widely as possible.

Greater Delray Beach Visions 2000 Assembly

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