

DRAFT

**INTERGOVERNMENTAL
COORDINATION ELEMENT**

Data, Inventory, and Analysis

TABLE OF CONTENTS

INTRODUCTION..... ICE - 1

INVENTORY OF INTERGOVERNMENTAL COORDINATION ICE - 2

AREAS FOR ONGOING COORDINATION..... ICE - 13

LIST OF TABLES

TABLE XX – INTERGOVERNMENTAL COORDINATION INVENTORY,
ADJACENT ENTITIES ICE - 3 - 6

TABLE XX - INTERGOVERNMENTAL COORDINATION INVENTORY,
BY ELEMENT..... ICE - 3 - 6

LIST OF MAPS

- Delray Beach Planning Area Map, with Adjacent Governments/Municipalities
- Delray Beach Planning Area Map, with Annexation/Joint Planning Areas
- Delray Beach Planning Area Map, with Reclaimed Water Areas
- Delray Beach Planning Area Map, with Delray Beach CRA Map
- Delray Beach Planning Area Map, with TCRPC Jurisdiction
- Delray Beach Planning Area Map, with Palm Beach MPO Planning Area
- Florida Map with FDOT District IV Area

INTRODUCTION

Intergovernmental coordination is the management mechanism of the Comprehensive Plan. The purpose of the Intergovernmental Coordination Element (ICE) is to identify Delray Beach's partners and outline methods of coordination with them, including local, state and federal government agencies, organizations, committees, utility service providers, and community advocacy groups, and other stakeholder organizations to maximize the city's capacity and ability to address shared issues and interests. Delray Beach's intergovernmental coordination efforts have resulted in the creation of cooperative plans, interlocal agreements, policies, programs, practices, and procedures that help accomplish efficiency in the provision of public services and activities. The ICE provides details about the city's intergovernmental coordination efforts and the resulting formal document, policy, or procedures that resulted from cooperative interagency planning.

The City of Delray Beach must establish coordinating relationships with its adjacent governments (Florida Statutes 163.3177). The city has established formal agreements with Palm Beach County, City of Boynton Beach, City of Boca Raton, Town of Highland Beach, and Town of Gulf Stream to address shared interests. The formal agreements encompass programs ranging from law enforcement, fire and emergency management services (EMS), water connection and sewer services, beach re-nourishment projects, wellfield protection, and review of comprehensive plan amendments. The ICE lists and summarizes the interlocal agreements, programs, and other mechanisms that are required to ensure Delray Beach achieves the stated goals in each of the *Always Delray* 13 elements.

The city has also established programs and activities with other agencies relating to growth management, the environment, and facilities planning. These shared interests have resulted in well-established, on-going relationships and plan coordination with agencies such as the Palm Beach County School Board, other units of government (with no land use authority); independent special districts; the South Florida Water Management District, planning agencies; regional/state and federal agencies with land use and environmental regulatory authority, and utility companies which provide services to the city.

EXISTING CONDITIONS SUMMARY

Delray Beach has established on-going formal and informal relationships with local, state, and regional entities to manage the comprehensive planning efforts of the city. Amongst other matters, these relationships involve land use coordination, transportation planning, schools, water resources and beach renourishment.

Land Use and Plan Coordination

Land use coordination and the sharing of information between the City and Palm Beach County, along with adjacent municipalities are achieved through the Interlocal Plan Amendment Review Committee (IPARC). The IPARC includes representatives from the various municipalities with the goal of sharing information regarding land use decisions, annexations, concurrency, traffic/transportation systems and requires notice to each entity for land use and zoning changes that may be of multi-jurisdictional importance and impact.

This also provides the opportunity to resolve potential land use conflicts prior to formal action by the respective municipality.

It is important to note the Interlocal Plan Amendment Review Committee (IPARC) and Multi-Jurisdictional Issues Coordination Forum, which consists of Palm Beach County (County) and all of its municipalities have been formed to encourage frequent and effective communication with the County and amongst the jurisdictions. The IPARC provides optimal coordination and the Multi-Jurisdictional Issues Coordination Forum provides the cities with an outlet for discussing topics of concern or conflicting issues, thus encouraging joint planning efforts by cities in the County. In addition, the city coordinates with Palm Beach County to designate portions of the unincorporated areas within the city's official Planning Area as "Joint Planning Areas" (Map ICE-XX) for the purpose of future annexations (pursuant to agreement).

The City of Delray Beach Planning Area contains approximately 17 square miles with 0.8 square miles under Palm Beach County jurisdiction (July 2017). The area near Military Trail, which requires approval of a referendum by over 50% of the property owners, consists of enclaves that could be better served by annexing into the City of Delray Beach. The enclaves adjacent to City boundaries are the specified "eligible" areas for annexation, as identified by the city and Palm Beach County.

Transit and Mobility Coordination

Transportation and land use decisions continue to be a critical item for intergovernmental coordination. The City has undertaken multiple efforts to address traffic and transportation systems including coordination with Palm Beach County, adjacent municipalities, Palm Beach Metropolitan Planning Organization (MPO), Palm Tran, and the Florida Department of Transportation (FDOT) to better address the growing demands on the region's existing roadway network. The federal and state roadways within the city include Interstate 95, State Road (SR) A1A, Federal Highway (US 1), and portions of Atlantic Ave. The county roadways within the city include Lake Ida Road, portions of Atlantic Avenue, Linton Boulevard, and Congress Avenue.

The city, along with the regional transportation agencies, has supported implementation of several projects on the regional roadways including SR A1A, Federal Highway, and I-95. The City recognizes the importance of providing multimodal improvements in support of regional transportation planning, and has included a Transit and Mobility Element within the Comprehensive Plan focusing on multimodal strategies to assist regional transportation network improvements. The City promotes the use of multimodal activities, transit facilities, and intelligent transportation systems (ITS). The City is also coordinating on a regional basis with the Palm Beach MPO to pursue multimodal improvements, and is also coordinating with the Treasure Coast Regional Planning Council (TCRPC) to complete a station area plan for the proposed station identified as a part of the Tri-Rail Coastal Link project. In addition, the City encourages new developments to support transit, bicycle, and pedestrian circulation — especially within mixed use corridors of the City.

Water and Wastewater Coordination

On-going review and coordination of both local and regional water supply plans is necessary to maintain adequate availability and level of service (LOS) to meet growth projections within the City's service area. Potable water supply is important for the City as well as the region. While the City has maintained the adopted LOS standards for potable water, the City has also recognized the need to protect and enhance existing water supplies. The City currently maintains one water treatment facility, which is also dedicated to reclaimed water within the City's Planning Area, plus service provided through contract to the Town of Highland Beach and several single and multi-family connections in the Town of Gulf Stream. The service area encompasses approximately 18 square miles, as shown on Map PFE-XX.

The South Central Regional Wastewater Treatment Plant (SCRWWTP) is located in Delray Beach. Delray Beach and Boynton Beach established the South Central Regional Wastewater Treatment and Disposal Board (SCRWWTP&DB) in 1974 as an independent special district through an interlocal agreement to treat wastewater. The City Commissions of both cities serve as the governing board and daily operations of the facility are overseen by a plant manager, who reports to the Board. The City is responsible for the wastewater collection and transmission system within the service area.

Environmental Planning Coordination

The City recognizes successful environmental planning and protection extends beyond arbitrary municipal boundaries and coordinates environmental efforts with neighboring jurisdictions when appropriate. In 2014, the City joined the South Florida Regional Climate Compact to work cooperatively with counties and other municipalities between Palm Beach County and Monroe County. More recently, in 2017, Delray Beach joined a local partnership called the Inlet-to-Inlet strategy to tackle localized environmental issues. The City continues to explore partnership opportunities to share information and resources.

As part of its historic heritage, the City of Delray Beach city limits boasts many aged magnificent trees that are cherished but sometimes undervalued. Current regulations allow the removal and replacement of older, historic trees.

Natural Disaster Planning and Coordination

Natural disaster planning in Delray Beach involves all disasters, including hurricanes, tornadoes, floods, freezes and droughts. Due to the City's geographic location, the emphasis is directed toward hurricane response, including hurricane preparation and evacuation, post-storm evaluation and clean-up, and long term post disaster redevelopment. Hurricane response plans are fully discussed in the City of Delray Beach Comprehensive Emergency Management Plan. The City has designated the Natural Incident Management System (NIMS) as the City's incident management standard for emergencies (including hurricanes) occurring within the city (Resolution 51-05). City staff regularly participates in disaster

preparedness training and table-top exercises. Delray Beach disaster planning efforts and resources (evacuation plans and hurricane shelters) are coordinated and shared amongst several local governments and public agencies, including Palm Beach County, Palm Beach County School District, Treasure Coast Regional Planning Council, and others. In addition, the City maintains a hurricane readiness website with links to websites on disaster planning for business. In 2017 in the wake of Hurricane Irma, the City's Office of Economic Development (OED) worked with the Downtown Development Authority (DDA), Chamber of Commerce, Library, and the Small Business Development Center and the Business Development Board of Palm Beach County to assess impacts and assist local businesses in their recovery process.

Economy/Jobs Coordination

Economic development in the City is orchestrated by several entities: The City of Delray Beach Office of Economic Development (OED), the Delray Beach Community Redevelopment Agency (CRA), and the City Planning, Zoning, and Building Department. Each organization performs specific functions with overlapping interests. The Planning, Zoning, and Building Department focuses on physical infrastructure, whereas the OED provides knowledge and training to the business community. The Delray Beach CRA performs both functions.

Housing Coordination

The CRA plays an important role in the creation and preservation of affordable housing. Created in 1985, the CRA exists to prevent and eliminate slum and blight conditions. In 2005, the CRA established a committee to help create a land trust organization for Delray Beach to help meet its goal of providing affordable housing, as stated in the CRA Redevelopment Plan. The Delray Beach Community Land Trust (DBCLT) was formed and in 2007 the DBCLT seated its first 12-member permanent board of directors at its annual meeting. The board consists of four DBCLT homeowners, four at-large community members, and four public and private stakeholders. The CRA executive director serves on the DBCLT board, as does a representative from the City, and the Delray Beach Housing Authority.

The DBCLT is a perfect example of private-public coordination, and provides a middle ground where both individual families and the community at large can share in the long-term affordability and wealth creation that results from the wise investment of public money in privately owned housing. The DBCLT's mission is to "create, preserve and protect the housing stock within the City of Delray Beach to provide for housing which is affordable for the workforce with incomes defined as moderate or less." The DBCLT provides access to land and housing for people who are otherwise priced out of the housing market.

The Delray Beach Community Land Trust is heavily supported by both the City of Delray Beach and the Delray Beach CRA. Upon its creation, the City donated a total of nine vacant lots to the Land Trust, where they could later build homes.

Education Coordination

In the late 1980s, the City of Delray Beach created a plan entitled Sharing for Excellence in Schools. The Plan documented issues related to funding of new schools and the renovation/expansion of existing schools. It also provided solutions to address the crumbling school infrastructure, changes to school boundaries, choice programs, busing issues and overcrowding. Out of that plan, a strong partnership was created between the City, Palm Beach County School District, parents, and stakeholders. The partnership has effectively been in place for 26 years and its strength can be attributed, in part, to the creation of a permanent volunteer Education Advisory Board appointed by the City Commission in 1990, which functions as the liaison between the City Commission, the School District and public and private schools located in the City. Additionally, a full-time Education Coordinator position was created in 2001, and functions as the staff liaison to the Education Board and School District staff. The Board and staff monitor federal and state legislation, school board actions and policies, and provide education direction for City Commission consideration.

Delray Beach aims to bridge the gap between education and growth of the City's economy; however, it is important to stress the global economy is ever changing and the relationship between the City of Delray Beach and education providers is critical to the continued growth and evolution of the community and the local economy. Universities should be connected with local communities and local business. Businesses should be engaged with the schools to encourage apprenticeships and work-based learning. Therefore, it is very important that the City coordinate with other education providers and the business community to share economic development information, employment trends, technological advances, soft skills, hard skills, and demographic trends affecting Delray Beach's economy. The City must build upon existing relationships and encourage education service providers and business owners to establish new opportunities that provide people with the skills they need for the changing job market.

INVENTORY OF ADJACENT GOVERNMENTAL RELATIONSHIPS, AGREEMENTS, AND ACTIVITIES

The table below provides an inventory of governmental entities that are adjacent to the City of Delray Beach, and the nature of their relationship with the city. Map ICE-XX, entitled Adjacent Governments, depicts the location of the adjacent governments in relationship to the City of Delray Beach boundaries.

TABLE ICE-XX		
INTERGOVERNMENTAL COORDINATION INVENTORY, ADJACENT ENTITIES		
ENTITY	MECHANISM / ROLE	RELATIONSHIP / AGREEMENTS / ACTIVITIES
ADJACENT UNITS OF GOVERNMENT		
Palm Beach County Board of County Commissioners	Mutual aid agreements; Service contracts; Special legislation and County ordinances and established procedures; Lease Agreements	<ul style="list-style-type: none"> • Mutual Aid Agreement - 911 expanded system • Mutual Aid Agreement - evacuation and disaster management • Allocation of local option gas tax • Lease Agreement for Atlantic Dunes parking area, Miller Field, Anchor Park, Lake Ida Park northeast, a portion (N. E. 11th Avenue Park) and Sandoway House • Lease and easements for Western Wellfield - Morikami • Mutual Aid Agreement for Law Enforcement • Mutual & Automatic Aid Agreement for Fire and emergency medical services • Water Interconnect & And Emergency Water Agreement • Forestry partnership agreement • Recreation services: swimming lessons • Manatee patrols • Digital Divide program • Leon Weekes Preserve Agreement
City of Boynton Beach	Mutual aid agreements; Service contracts; Ordinances and established procedures	<ul style="list-style-type: none"> • Mutual Aid Agreement for fire, law enforcement, & emergency services • Potable water and wastewater agreement • Joint participation on the South Central Regional Wastewater Treatment Board • Review of Plan Amendments through the Interlocal Plan Amendment Review Committee (IPARC) process • South Palm Beach County Safety Communication Cooperative
City of Boca Raton	Mutual aid agreements; service contracts; Administration of ordinances and established procedures	<ul style="list-style-type: none"> • Mutual Aid Agreement for fire, law enforcement, & emergency services • Review of Plan Amendments through the IPARC process • Emergency Water Agreement
Town of Gulf Stream	Mutual aid agreements; service contracts; Administration of ordinances and established procedures	<ul style="list-style-type: none"> • Mutual Aid Agreement for fire, law enforcement, & emergency services • Agreement for police communications & dispatch operations * Water Service Agreement • Review of Plan Amendments through the IPARC process • Building Services contract
Town of Highland Beach	Mutual aid agreements; service contracts; Administration of ordinances and established procedures	<ul style="list-style-type: none"> • Mutual Aid Agreement for law enforcement • Sewer service agreement • Interlocal Agreement for Fire and emergency services • Water Interconnect Agreement • Review of Plan amendments through the IPARC process

INVENTORY OF INTERGOVERNMENTAL COORDINATION ACTIVITIES

This section provides an inventory of the units of government, and agencies, by element, with which the City has established intergovernmental coordination programs to fulfill the policies set forth in other elements of the Plan and the requirements established in F.S. 163.3177(6)h.

TABLE ICE-XX INTERGOVERNMENTAL COORDINATION INVENTORY, BY ELEMENT		
PUBLIC FACILITIES & SERVICES		
Entity	Relationship / Mechanism	Agreements / Activities
Solid Waste Authority	* Interlocal agreement	* Solid waste disposal * Transfer station for household hazardous wastes * Solid waste recycling
Palm Beach County School Board		* Agreement to allow antennae on existing school board towers to allow the City to engage in electronic water meter monitoring * Interlocal Agreement for coordinated school planning
Northern Palm Beach County Water Control District	* Permitting * Interlocal Agreement	* National Pollutant Discharge Elimination System (NPDES) permitting
Palm Beach County - Health Department (HRS)	* Permitting	* Water and sewer system approvals (ERC Rules)
South Central Regional Wastewater Treatment Board	* Formal joint powers agreement between the City of Delray Beach & the City of Boynton Beach by special legislative act	* Delivery and reuse of reclaimed irrigation water * Alternative methods of sludge disposal * Operations of the South Wastewater Treatment Plant * Cost sharing formula for future capital expansion
South Florida Water Management District	* Permitting	* Review of drainage plans * Use of canals for aquifer recharge * Permitting of groundwater withdrawal
Lake Worth Drainage District	Special Taxing District (Interlocal Agreement)	* Regulation of surface drainage * Review of drainage plans * Regulation of surface drainage * Use of canals for aquifer recharge * Lake Ida Shoreline Protection Program
Health and Rehabilitative Services/ Division of Emergency Medical Services (EMS)	* Regulatory agency	* Regulation of emergency management services (EMS)
Florida Power & Light	* Public Service * Formal agreement	* Review of development plans * Removal of power poles from travelways
Florida Public Utilities	* Public service	* Review of development plans
AT&T	* Public service	* Review of development plans
Comcast	* Public service	* Review of development plans
TRANSPORTATION		
Entity	Relationship / Mechanism	Agreements / Activities
South Florida Regional Transit Authority (SFRTA)	* Inter-local agreement among Counties	* Coordination of bus service * Coordination of Commuter Rail System
Palm Beach County - Engineering Department	* Formal administration of ordinances and established procedures	* Collection of traffic impact fees * Five year road construction plan * Coordination of LOS criteria on street system * Continuation of beautification program * Review of Traffic Studies
Metropolitan Planning Organization	* State Regulatory Agency (required by Statutes)	* Five year road program determinations * Review of countywide projects associated with the 2040 Cost Feasibility Plan * City Commission Member sits on governing body * Staff sits on technical board.
Department of Transportation (FDOT)	* Federal regulatory agency	* Review re construction permits on state roads * DRI review.
Florida High Speed Rail Commission	* State regulatory agency	* Implementation of High Speed Rail System
HISTORIC PRESERVATION		
Entity	Relationship / Mechanism	Agreements / Activities
Department of State (Florida), Division of Historical Resources	* Contract Agreement * Grants administration	* Grants * Provision of technical assistance architectural and historical resources * National Register of Historic Places program * Historic Site Survey program

TABLE ICE-XX (Continued)
INTERGOVERNMENTAL COORDINATION INVENTORY, BY ELEMENT

FUTURE LAND USE

Entity	Relationship / Mechanism	Agreements / Activities
Downtown Development Authority	* Special taxing district	* Board appointments by City Commission * Enhancement of the Central Business District * Review of land use requests within the Downtown Development Area * Review of Land Development Regulations text amendments
Delray Beach Downtown Marketing Cooperative	* Tri-party partnership Agreement	Marketing the Downtown and organize and manage events and programs to enhance the economic prosperity of the downtown Partnership between the Downtown Development Authority, the Community Redevelopment Agency, City of Delray Beach , and the Greater Delray Beach Chamber of Commerce
Palm Beach County - Planning and Zoning Department	* Administration of ordinances and established procedures	* Street name assignments * Special land use review in enclaves * Review of Plan amendments through the IPARC (Interlocal Plan Amendment Review Committee) process
Delray Beach Community Redevelopment Agency	* Special taxing district charged with the removal of slum and blight and revitalization of the CRA. *Agreements	* Appointment of Board by the City Commission * Economic development * Review of land use requests * Preparation of Community Redevelopment Plans * Various funding agreements
Pineapple Grove Main Street	* Not-for-profit marketing cooperative	* Review of land use requests * Revitalization of the Pineapple Grove Business District * Receives partial funding from the City
Palm Beach County Health Care District	* Special taxing district	* Trauma services * Managed health care, EMS services * Emergency Medical Services education
Treasure Coast Regional Planning Council (TCRPC)	* Special body created by statute to coordinate regional land use and social planning * Interlocal Agreement	* City Commission member sits on governing body * DRI reviews * Review of Plan amendments - ensuring consistency with the Strategic Regional Plan * Redevelopment plans and activities
Interlocal Plan Amendment Review Committee (IPARC)	* Interlocal agreements	* Review of Plan Amendments * Early coordination and consultation * Conflict identification and resolution * Coordination among local government Planning Directors
Department of Business and Professional Regulation	* State regulatory agency	* Licensing building officials and inspectors
Multi-Jurisdictional Issues Coordination Forum	* Interlocal agreement	* Forum for addressing items of multi-jurisdictional nature * City Commission member sits on Forum * Issue identification and definition * Direction for disposition * Education and communication
Department of Economic Opportunity (State of Florida)	* State regulatory agency * Interlocal agreements * Grants	* Comprehensive Planning Act implementation

HOUSING

Entity	Relationship / Mechanism	Agreements / Activities
Florida Housing Finance Agency (State)	* State agency	* Administer SHIP and HOME program
Federal Department of Housing & Urban Development	* Federal regulatory agency * Intergovernmental agreements	* Provision of Housing / removal of blight *CDBG
Delray Beach Housing Authority	* Federally funded housing assistance * Cooperation Agreement	* Public housing program (Federal and non- Federal assistance programs) * Administer Section 8 Housing Voucher and Certificate Programs * Independent Board appointed by the City Commission
Delray Beach Community Land Trust	* Non-Profit Organization * Formal Agreement	* Provision of Affordable Housing * Supported with both funding and in-kind services from the City of Delray Beach and the Community Redevelopment Agency

EDUCATION

Entity	Relationship / Mechanism	Agreements / Activities
Palm Beach County School Board	* Joint Use Agreements * Interlocal Agreement * Memorandum(s) of Understanding	* Campaign for Grade Level Reading. MOU for sharing student data * Recreational improvements * Future facility planning for the Public School system * Mutual Use of Recreation Facilities
Children's Services Council	* Contract Agreement	*Scholarship program for after-school.
Early Learning Coalition of Palm Beach	* Contract Agreement	*Agreement for after school and summer camp programs.

TABLE ICE-XX (Continued)
INTERGOVERNMENTAL COORDINATION INVENTORY, BY ELEMENT

CONSERVATION & COASTAL

Entity	Relationship / Mechanism	Agreements / Activities
Palm Beach Countywide Beaches and Shores Council	* Interlocal agreement	* Beach protection and preservation * City Commission member sits on the Council
Lake Worth Drainage District	* Special taxing district * Interlocal Agreement	* Regulation of surface drainage * Review of drainage plans * Regulation of surface drainage * Use of canals for aquifer recharge * Lake Ida Shoreline Protection Program
Florida Inland Navigation District (FIND)	* Special taxing district (No agreement)	* Preservation of FIND parcels * Dredging of Intracoastal Waterway
Department of Environmental Protection (State)	* Regulatory agency	* Speed & wake control on the ICWW * Air quality monitoring * Permitting of City owned projects within the ICWW * Beach erosion control program * Environmental Regulation/permitting and funding
Palm Beach County - Department of Environmental Resources Management	* Administration of ordinances and established procedures	* Wellfield protection ordinance * Beach renourishment project
Environmental Protection Agency (Federal)	* Federal regulatory agency	* Environmental Regulation * Ocean outfall * Non-point storm waste management (NPDES permit program)
Federal Emergency Management Agency (FEMA)	* Federal regulatory agency	* Certification of City flood drainage control ordinances & program * Disaster mitigation * Certification of City flood drainage control ordinances & program * Disaster mitigation * Emergency management, flood damage prevention and mitigation
Florida PACE Funding Agency	* Funding and Financing Agreement	* Energy efficient property upgrades
Green Corridor Property Assessment Clean Energy PACE District	* Membership agreement	* Energy efficient property upgrades
U.S. Army Corps of Engineers	* Federal regulatory agency	* Permitting for City-owned projects within ICWW * Beach erosion control program * Regulation of Intracoastal Waterway / * Regulation & Funding Administration - re: Beach Erosion Control Program

As shown in Table ICE-XX, coordination mechanisms vary in substance and degree of formality. The various elements of the Comprehensive Plan identify programs and activities which require coordination with jurisdictions outside the City to achieve the goals of the Element. The agencies that require more prominent intergovernmental coordination mechanisms on an ongoing basis are summarized by element below. An assessment of the effectiveness of these coordination efforts is also provided.

Please note, the Goals, Objectives, and Policies should be referenced for specific language governing the City's intergovernmental coordination.

Transportation & Mobility Element

Improving mobility with improved traffic circulation, implementation of complete streets practices, and provision of stellar public transit service remains a priority for the City of Delray Beach and is the primary focus of intergovernmental coordination with transit agencies.

In Delray Beach, traffic circulation involves City (local), county and state roads. Traffic and planned improvements for one roadway generally impacts numerous other roadways and intersections, causing a great need for coordination of such plans between the city, county and state. The Palm Beach County Metropolitan Planning Organization (MPO) and Palm Beach County, through maintenance of the Trafficways Plan, provide forums for addressing these issues; thus making transit and mobility plan coordination highly effective.

The MPO identifies short- and long-range State and Federal improvements in the region's transportation system. The City will continue to work with the MPO to include trafficways and multi-modal projects that provide residents of all incomes, ages, and abilities with a range of transportation options.

Impact fees are assessed countywide on all new development that creates an impact on public facilities and must be paid prior to the issuance of a building permit. The County is considering a transition to a mobility fee instead of the current roadway impact fee model. The mobility fee will provide additional flexibility in "how" development contributes to overall mobility improvements. The City will continue to participate in the Palm Beach County Traffic Impact Fee Program on the collection and administration of Impact Fee funding, and participate in discussions with the County regarding the use of a mobility fee system in lieu of impact fees.

The City shall continue to coordinate with Palm Tran, the regional public transit provider, as well as the MPO to increase service on the Palm Tran Routes.

The Delray Beach Community Redevelopment Agency (CRA) supports an in-town trolley roundabout system within the City. The trolley route is limited in scope, providing "park and ride" service from the Tri-Rail Station to the beach on Ocean Boulevard / A1A by way

of Congress Avenue and West Atlantic Avenue. The CRA contributes to bicycle facilities, such as bike lanes, bike racks, bike lockers and other bicycle parking facilities within the City's Transportation Concurrency Exception Area (TCEA). The City will continue to coordinate with the CRA to ensure trolley routes provide adequate coverage, and will support CRA bicycle planning and infrastructure installation efforts.

The City has adopted a Complete Streets policy and recognizes planning and design of streets and regional roadways should holistically include the entire right-of-way and public space thereby, defining the entire area between building fronts. The City shall continue to advocate with the Florida Department of Transportation (FDOT) for the accommodation of bicycle traffic design and construction on Collector and Arterial roadways, and request that such improvements be included on all projects undertaken in the County five-year road program, the Metropolitan Planning Organization (MPO) Long Range Transportation Plan (LRTP), and the City's Capital Improvement Program (CIP).

FDOT's Commuter Services Program evaluates the issues and needs for employer based Transportation Demand Management (TDM) activities, including but not limited to ride sharing, van pooling, and flexible work hours. To reduce congestion and increase transportation options, the City will work with FDOT and local employers to expand participation in this program.

The City's support and approval of the Bike Plan developed by Human Powered Delray is a great step in the right direction for establishing additional partnerships within the community on issues of shared interests. In addition, the State Road A1A Bike/Pedestrian Feasibility Study completed by FDOT in 2016 should remain a priority for funding of improvements to fill-in sidewalk and bike lane gaps on SR A1A between East Atlantic Avenue and George Bush Boulevard.

Housing Element

The Community Redevelopment Agency has identified specific housing goals and objectives within the Community Redevelopment Area. The City supports the CRA by providing technical guidance and expertise to the Redevelopment Agency and interested developers; thus creating a partnership that is working effectively and will continue.

The State provides support, through the distribution of state and federal programs, for programs such as State Housing Initiatives Partnership (SHIP) and the HOME Investment Partnership Program (HOME) to provide for the purchase, construction, and rehabilitation of new and existing housing. The City should actively participate in these programs to provide adequate options for attainable housing.

The Delray Beach Housing Authority administers income-based housing and self-sufficiency programming. Through the Housing Authority, the City should pursue increases

in its allotment of Section 8 vouchers / certificate to provide for sufficient affordable rental housing. The City should also explore partnerships with the Housing Authority and non-profits to support the development of affordable rental units.

The City of Delray Beach and the CRA both provide funding for the Delray Beach Community Land Trust (DBCLT). A not-for-profit 501(c)3, the DBCLT plays an important role in affordable housing. Land trusts are widely recognized as an important strategy to preserve and promote affordable housing. The City should continue to support the DBCLT.

Historic Preservation Element

The National Register of Historic Places and the Division of Historical Resources of the Florida Department of State document the location of historic buildings in the City of Delray Beach based on establish guidelines. The City also works with the Palm Beach County Historic Preservation / Archeology Division, as necessary, to identify and document historic resources. As appropriate, the City collaborates with local non-profit organizations to preserve Delray Beach history and celebrate its importance.

Healthy Communities Element

The goals of the Healthy Communities Element are to have an economically vibrant, environmentally healthy community with reliable infrastructure that supports and improves access to healthcare, a range of transportation options, opportunities for active living, and the ready availability of nutritious foods. The City should foster ongoing relationships with private and public service providers to accomplish these goals.

One such program is the Healthier Together initiative of the Palm Healthcare Foundation, Inc. This data-driven process is designed to “change long term health outcomes of the residents in Palm Beach County,” “increase capacity among individuals, organizations, and systems to impact lasting and sustainable change related to health and well-being, and “establish a learning framework to evaluate the overall impact of the Healthier Together Initiative as well as the impact at the community level.” Delray Beach has been identified as a focus area for this initiative. Over a five year period this program will invest \$1 million in the City to promote positive changes in the identified focus areas. The City should pursue implementation of the programs and policies recommended by the initiative.

The nationally accredited City of Delray Beach Parks and Recreation Department received the Playful Cities USA designation in 2017 for its demonstrated commitment to provide quality recreation and open space. To continue to achieve the high level of parks services planned in the 2015 Parks and Recreation Master Plan, the City should pursue State and private funding, such as the Florida Department of Environmental Protection (FDEP) Florida Recreation Development Assistance Program (FRDAP). Coordination should be undertaken with Palm Beach County to ensure trails and greenways within the City are connected to the countywide greenway system. The City should consider the adoption of standards that require parks be sited within walking distance from every home.

Access to multiple modes of transportation is another component of a healthy community. The City should continue to participate in the partnerships described in the Transportation & Mobility section above.

Opportunities to obtain affordable, healthy fresh food should be readily available to residents in all areas of the City. To expand access to fresh foods, the City could explore a relationship with the Supplemental Nutrition Assistance Program (SNAP) of the US Department of Agriculture to allow SNAP recipients to take advantage of the Delray GreenMarket.

Healthcare should be attainable and accessible for residents of all income levels. Two hospitals are located in the City, as well as the Delray Beach Community Based Outpatient Clinic (CBOC) of the Division of Veterans Affairs, and a Florida Department of Health clinic. The City can improve access to healthcare services by working with partners to schedule community visits from the Health Department Immunization Van, or attendance at community events.

There are several community advocacy groups worth mentioning, for their role in promoting a healthy community. Healthier Delray Beach (HDB) is a community initiative focused on improving Delray Beach's behavioral health. Actions of the initiative are directed by residents with the collaboration and the support of the other agencies and support groups. Human Powered Delray (HPD) is a non-profit citizen advocacy and education group of Delray Beach residents that works to promote and implement the bike-pedestrian transportation network in Delray Beach. HPD has developed a Master Plan for bike-pedestrian infrastructure in Delray Beach. The Plan consists of a North/South and East/West grid encompassing alleys, greenways, a bike-pedestrian loop in the CBD, connection to Tri-Rail Station, and easy access to the beach. Finally, The Delray Beach Drug Task Force is a volunteer organization to provide community leadership and education in the campaign against addiction by maintaining a network and forum to discuss, advocate, and influence issues with regards to public safety, prevention, and rehabilitation.

Economic Development Element

Supported by the Delray Beach CRA, municipal funding, and Community Development Block Grant (CDBG) dollars, the City's Office of Economic Development provides business assistance, including workforce readiness support through partner organizations. The City should continue these relationships, as well as those with several other agencies, including the Downtown Development Authority, the Delray Beach Community Redevelopment Agency, and the Delray Beach Chamber of Commerce. These agencies have partnered with the City to enhance the economic viability of the City. In particular, the Delray Beach Chamber of Commerce is a voluntary, private, nonprofit organization that works in collaboration with the City and other agencies to build a better community. The Chamber plays a vital role in business attraction and retention within the City.

Also of note, the Delray Beach Center for Technology, Enterprise & Development (TED Center). TED Center is a not-for-profit economic development agency. The TED Center provides a hub for collaborative partnerships and educational programs to deliver services within its three distinct programs, namely, Technology, Women's Business Center and Business Incubation.

Capital Improvements Element

As detailed in the interlocal agreement with the Palm Beach County School Board, the City will continue to include the District's five-year capital improvement schedule in the comprehensive plan. The agreement also prescribes the various reporting requirements for both the city and the school board.

Coastal Management Element, and Conservation, Sustainability and Resilience Element

Conservation of natural and coastal resources provides both economic and ecological benefits to communities. Several State and local agencies support the preservation of natural and coastal resources. Coordination issues in the Coastal Management Element focus on renourishment, conservation and hurricane evacuation. Partnerships with the countywide Coastal Council, Palm Beach Department of County Environmental Resources Management, and Florida Department of environmental Protection have been fruitful to date, and will continue throughout the next planning period. A summary of the continuing programs is provided below.

The City, through its Parks and Recreation Department, shall continue to work with Florida Inland Navigation District (FIND) to transfer properties into City control for environmental purposes. The City will continue perpetual use of the FIND properties as marine and wildlife habitats by retaining flora and fauna.

The City shall monitor development requests in adjacent communities and participate with adjacent governments along the Intracoastal Waterway to protect and preserve natural resources, while maintaining public access. The City shall continue to participate in the Palm Beach Countywide Coastal Council, to exchange information regarding beach/dune system protection and management, sea turtle protection, habitat protection and enhancement, and water quality.

Palm Beach County Department of Environmental Resources Management manages the protected natural areas within the City, including Lake Ida and Delray Oaks. The City should continue to work with the County to preserve these natural areas.

Florida Department of Environmental Protection (FDEP) provides permitting for improvements on natural waterbodies. As a coastal community, marina and waterway access is crucial to the economy of the City. Delray Beach will coordinate for additional marina facilities and waterway access.

Open Space and Recreation Element

Palm Beach County School Board and the City have negotiated joint use agreements for use of school facilities for recreation programming. The City will continue its formal relationship and program with the School District for the joint use of school grounds recreation programming.

Future Land Use Element

The Treasure Coast Regional Planning Council (TCRPC) provides the City with review of adopted plans from a regional and state perspective. The TCRPC also administers the region's dispute resolution process. Pursuant to Florida Statutes (F.S.) 186.502 and 186.509, this process is available for local governments when differences arise over annexation, land use and development, multi-jurisdictional transportation plans, and the siting of public and private infrastructure.

The City coordinates with Palm Beach County on the annexation of properties and the provision of public services. With additional annexations planned, the City should continue to coordinate with the County.

Delray Beach has an interlocal agreement with the Palm Beach County School Board, which requires the City to coordinate for population projections. To ensure adequate school sites are available to new residential development, the City will continue to coordinate with the School District.

The City must coordinate with the Community Redevelopment Agency to provide seamless administration of regulations and programs, as the agency pursues the elimination of slum and blight and redevelopment of its neighborhoods.

The West Atlantic Redevelopment Coalition. (WARC) is a nonprofit organization that was created to advise the Delray Beach Community Redevelopment Agency (CRA) and The City of Delray Beach on redevelopment issues in the areas surrounding West Atlantic Avenue, to advocate for economic and sustainable growth of the surrounding communities, and to act as a liaison to the City and CRA on improvements and developments aiming toward the creation of a vibrant district that preserves the unique cultural heritage of the area, while positioning the area for future economic growth. The City should continue to work with WARC on all projects in the area.

Public Facilities Element

The South Central Regional Wastewater Treatment Facility Board provides all wastewater treatment for the City. In addition to the maintenance of existing facilities, the City shall continue to promote reclaimed water use and support capital expansions of wastewater treatment facilities. The treatment plant is jointly owned by both the City of Delray Beach and the City of Boynton Beach. Therefore, the City will continue to coordinate with Boynton Beach on both capital improvements and operations.

The City of Delray Beach Environmental Services Department coordinates with the South Florida Water Management District (SFWMD) to promote conservation of water sources. SFWMD provides best practices to municipalities within the District, and the City will continue to work with the District to implement policies that promote water conservation. One area for expanded coordination is the implementation of innovative techniques of pervious paving / surfaces to reduce water runoff and promote percolation/stormwater recharge.

The Palm Beach County Solid Waste Authority administers waste collection for the City. The City will maintain this relationship, and work with the Solid Waste Authority to support existing public education efforts to increase participation in recycling programs.

Education and Public Facilities Element

The City will continue to lobby the Palm Beach County School Board to provide investment in physical improvements, staffing and curriculum in schools within the City, for these facilities function as assets to the City's neighborhoods.

The Delray Full Service Center provides adult education and enrichment seminars. Classes include General Education Diploma (GED) preparation, basic computer skills, tutoring for the United States citizenship exam, and English language assistance. The Center is evaluating the feasibility of a family literacy program at this location, and possibly a Head Start type of program in the future. The City should consider partnerships that would expand the programming to provide career and technical training through a provider such as CareerSource Palm Beach County.

BEST MANAGEMENT PRACTICES IN INTERGOVERNMENTAL COORDINATION

The following examples of intergovernmental coordination represent best management practices that may be applied in Delray Beach to address the four prevalent issues identified through public workshops, survey responses, public comments, the Always Delray Steering Committee, and during community workshops. The four recurring issues are:

1. Partner with Palm Beach County School District to gain improved access to facilities;
2. Develop stronger relationships between the business and education communities;
3. Coordinate with Governmental groups to share facilities; and,
4. Establish sound policies through proactive communication and inter-governmental partnerships.

Coalition for Community Schools - Nearly every school district has partners in its schools. However, most do not have a coherent framework and strategy that identifies how the district and its community partners will work together to support student success. The recently issued guide from the Coalition for Community Schools, “Scaling up School and Community Partnerships: The Community Schools Strategy,” lays out a detailed plan of action that local stakeholders can take.

Tulsa Public Schools 2016-2020 Strategic Plan: Destination Excellence – This forward thinking strategic plan opens with the following message: “Our plan is based on the input of thousands—teachers, families, students, community members, staff and administrators—and the most current research and thinking on how to ensure excellence in every school. Together we captured a bold new vision for public education. Our approach is based on the belief that the entire Tulsa Public Schools community must be learners, contributors and designers for our students to be successful.” Destination Excellence was formed through extraordinary collaboration that sought to energize and engage the entire Tulsa community. The plan’s intent is to place every child on a pathway to realize his or her full potential by forging relationships with every facet of the community. The proposed strategies and partnerships challenges businesses, retirees, parents, workers, business owners, entrepreneurs, artists, innovators, and the students of Tulsa to take ownership of the educational challenges *and* learning opportunities to forge new relationships that will lead to success for everyone.

Both examples of best management practices for intergovernmental coordination yield a few lessons and key points that can be applied in Delray Beach, including taking the following steps and actions:

Reach out. Talk with each other, with principals and teachers, with families, and with key leaders that you know are involved with schools and concerned about education, young people and the community.

Look at the data. Review data on school and non-school factors that influence student success. Attendance, excessive absence, suspension, truancy, parent involvement, health, housing, transportation, nutrition, and other indicators should be examined and discussed.

Learn from other schools. Visit other schools with a strong record of success. The enthusiasm, energy, empathy, focus, and commitment of educators and community partners will motivate you to emulate what you witnessed at the school visit.

Review existing partnerships. Do your homework (and enlist other agencies) and develop a detailed list of all existing school partnerships with public agencies, corporations, and non-profits. An exhaustive list can lead to a more coordinated partnerships and strategies.

Get started. Together, school and community leaders should craft an initial plan to approach key challenges that must be addressed to improve educational life outcomes for students.

INTERGOVERNMENTAL COORDINATION FRAMEWORK

A collective effort by Delray Beach to promote efficient and effective planning and administration offers many opportunities for coordination and cooperation with adjacent municipalities and other entities. This section describes the overall approach to intergovernmental coordination by the City of Delray Beach.

The City of Delray Beach aspires to progressively improve its world class, highly competitive coastal community through intergovernmental cooperation and coordination. The City's intergovernmental coordination framework relies upon active communication for maximum effectiveness. Therefore, Delray Beach actively participates in intergovernmental activities with other public agencies such as Palm Beach MPO, Treasure Coast Regional Planning Council, Palm Beach County, Palm Beach School Board, FDOT, the cities of Boynton Beach and Boca Raton, and the towns of Gulf Stream and Highland Beach.

The foundation of the City's intergovernmental coordination framework consists of several components to promote good governance, including: plan coordination, service delivery agreements; interlocal agreements, joint planning area agreements, mutual aid, shared resources, data sharing, and capital planning. These components provide a foundation for Delray Beach's intergovernmental relationships, which will continue to be fruitful in the years to come with the completion of cooperative studies and sharing of best management practices. In addition, mutually supported capital projects are likely to receive funding as shared interests in infrastructure improvement projects are discussed and planned in cooperation with other public and semi-public entities.

Delray Beach has developed a strategic approach to intergovernmental coordination that involves four primary steps:

- 1. Define Common Goals and Interests** – Coordination on shared interests brings focus to the solutions, rather than self (agency) preservation. This includes attending work group meetings and strategy sessions to ensure collaboration is effective.
- 2. Develop Relationships Through On-going Communication** - On-going communication reminds partners of the agreed-upon direction, even if disagreements arise. Also, relationship building improves chances for successful outcomes because frequent interactions will foster mutual respect.
- 3. Determine Roles of Each Entity** – Although the aim is shared decision-making, expectations and responsibilities will be assigned in cooperative planning efforts to ensure the group is making informed decisions. To avoid confusion, and keep the agreement on track, it is critical to identify the precise role and responsibilities of each entity.

4. **Deploy Appropriate Tools to Best Achieve and Sustain Common Goals** – Identify objectives, establish key strategies, and develop a plan that is measureable and sustainable; and, ensure there are pre-established milestones and checkpoints to gauge the success of selected tools. This requires effective meeting facilitation.

Using the strategic approach cited above, the City has successfully developed long-lasting partnerships covering a multitude of issues, concerns, and topics on a local, regional, and statewide level.

Continued communication with Delray Beach's adjacent municipalities, neighboring communities, Palm Beach County, regional agencies, and the State will be required to ensure technical coordination of plans, instill a spirit of cooperation in planning programs and policies, and to inform the goals, objectives and policies of the Intergovernmental Coordination Element.

Intergovernmental Coordination Element goals, performance measures, and strategies also reflect community input, survey results, statutory requirements, and four recurring themes:

- Partner with Palm Beach County School District to gain improved access to facilities;
- Develop stronger relationships between the business and education communities;
- Coordinate with Governmental groups to share facilities; and,
- Establish sound policies through proactive communication and inter-governmental partnerships.

Intergovernmental coordination should promote cross-disciplinary relationships that cross boundaries between areas of practice, foster partnerships that address complex, interconnected problems and solutions, and maximize public-private partnerships. Public-private partnerships are widely recognized as a way to maximize the impact of public funds in providing necessary services for residents. To ensure equity of opportunity for residents of all ages, incomes, and abilities, and to address the four recurring themes above, additional public-private partnerships should be pursued by the City.

INTERGOVERNMENTAL COORDINATION NEEDS AND RECOMMENDATIONS

Public-Private Partnerships

Intergovernmental coordination should promote cross-disciplinary relationships that cross boundaries between areas of practice, foster partnerships that address complex, interconnected problems and solutions, and maximize public-private partnerships. Public-private partnerships are widely recognized as a way to maximize the impact of public funds in providing necessary services for residents. To ensure equity of opportunity for residents of all ages, incomes, and abilities, additional public-private partnerships should be pursued by the City.

Recommendation:

- Encourage and develop additional public-private partnerships to address issues such as education, economy, infrastructure improvements, historic preservation, environmental and resiliency planning, healthy communities, and other community issues of shared interests.

Tree Preservation

As part of its historic heritage, the City of Delray Beach city limits boasts many aged magnificent trees that are cherished but sometimes undervalued. Current regulations allow the removal and replacement of older, historic trees.

The City's Tree Canopy Study, currently underway, will help to assess the tree canopy coverage in the City. In general, these studies measure the percentage of land cover that is composed of tree canopy and/or other vegetative cover using a variety of technologies and data to determine extent of tree cover. This information helps to determine the effectiveness of policy, regulation, and programs, and can reveal opportunities for tree canopy enhancement.

Recommendation:

- Delray Beach should complete the Tree Canopy Study with the intent to develop a partnership and an on-going education program with Florida Department of Environmental Protection and Florida Power and Light (FPL) to inform property owners and landscape professionals about the importance of planting the right type of tree in the right location (FPL's Right Tree, Right Place Program), practicing proper pruning and maintenance schedules, maintaining air quality and improving the environment with trees, and preserving the strength and integrity of historic trees in Delray Beach. The partners in this "tree preservation and education group" should communicate regularly, establish performance measures to gauge progress, collaborate under unique circumstances that combine shared interests (Earth Day), share resources on social platforms (Facebook, Instagram, and Twitter), and set milestones to re-visit and update education materials.

Bridging the Gap between Education and Growth of the Local Economy

Delray Beach aims to bridge the gap between education and growth of the City's economy; however, it is important to stress the global economy is ever changing and the relationship between the City of Delray Beach and education providers is critical to the continued growth and evolution of the community and the local economy. Universities should be connected with local communities and local business. Businesses should be engaged with the schools to encourage apprenticeships and work-based learning. Therefore, it is very important that the City coordinate with other education providers and the business community to share economic development information, employment trends, technological advances, soft skills, hard skills, and demographic trends affecting Delray Beach's economy. The City must build upon existing relationships and encourage education service providers and business owners to establish new opportunities that provide people with the skills they need for the changing job market.

The key factor of success will be identifying the specific role of each agency and entity that is involved with bridging the gap between education and gainful employment where people have the chance to be the very best person they can be. "It's not simply about passing exams. It's about creating an education system and policies that support people to develop their full potential. By engaging people in this way we can make a significant positive difference to the communities we live in and to the economy." (Source: "Education and Business - Bridging the Gap for Future Economic Growth," Latest Thinking Series, March 8, 2015, exemplas.com.)

Recommendations:

- A collaborative effort in bridging the gap between education and growth of the City's economy should involve identification of key stakeholders (agencies and individuals) needed to form a regional group of advisors to help match educational skills with business needs. Once the group is established, the role of each member should be distinctly identified along with the short- and long-term goals of the group.
- The City should increase the number of potential educational facilities with a goal of offering a broad spectrum of educational programs that supplement the skills of working age residents for career development and advancement.
- Delray Beach should coordinate with local schools and universities to co-locate educational facilities and programs at the most accessible sites of the Planning Area, including existing public buildings (libraries, city hall) and areas adjacent to neighborhoods (parks) for the long-term.

Re-Evaluation of the Joint Planning Area Agreement

In 1996, the City of Delray Beach consisted of approximately 15.1 square miles, with a total planning area of approximately 18.7 square miles. Between 1996 and 2008, the City

processed 25 annexations including approximately 207 acres of land, thereby increasing the incorporated area to 16.4 square miles. From 2008 to 2017, the land area of the City was increased by approximately 32.04 acres with the voluntary annexation of three parcels. These annexations included two single family residential properties (0.88 acres each) and 30.26 acres of non-residential land.

The Official Planning Area (OPA) now contains approximately 17 square miles with 0.8 square miles under County jurisdiction (July 2017). The area near Military Trail, which requires approval of a referendum by over 50% of the property owners, consists of enclaves that could be better served by annexing into the City of Delray Beach. The enclaves adjacent to City boundaries are the specified “eligible” areas for annexation, as identified by the City and Palm Beach County. However, an updated analysis of the “eligible” areas should be conducted to determine if these “eligible” expansion areas of the City boundaries are economically sustainable.

Recommendations:

- The City should review and update its Joint Planning Area Agreement with Palm Beach County regarding the “eligible” areas that are subject to annexation by Delray Beach.
- The City should conduct a study in cooperation with Palm Beach County regarding the joint planning area. The study should:
 - Include a fiscal impact analysis;
 - Review Future Land Use, zoning, service delivery, level of service opportunities and constraints;
 - Identify any needed improvements that should be initiated by the City and County;
 - Determine if, when, and how “eligible” areas may feasibly become incorporated within city limits; and,
 - Determine if the extent of the joint planning area boundary should be amended or remain the same.