

Strategic Planning for FY2018

Town of Jupiter, Florida



Focus Group Conclusions



Executive Summary

Strategic Planning

Henry Mintzberg from McGill University defined strategy as "a pattern in a stream of decisions" to contrast with a view of strategy as planning, while Max McKeown argues that "strategy is about shaping the future" and is the human attempt to get to "desirable ends with available means". Dr. Vladimir Kvint defines strategy as "a system of finding, formulating, and developing a doctrine that will ensure long-term success if followed faithfully."

The Town of Jupiter defines the high-level plan to complete a set of distinct goals using a limited amount of resources while maintaining a high degree of excellence in operations and governance.

Strategy is important because the resources available to achieve these goals are usually limited. Strategy generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions.

Focus groups help the Town Council understand what is most wanted and needed along with what residents and businesses are willing to pay for. From October 19 to November 2 several focus groups were conducted with residents and businesses to identify the thoughts and feelings regarding the Strategic Plan. They discussed the language of the Mission and Vision and definitions of the Strategic Results.

Groups were asked to determine, in their view, whether the 33 current FY17 strategic objectives are relevant. The column charts display the data by Result and are segmented by resident and business.

This report contains the information from the focus groups and will be provided to elected officials to consider as they determine the strategy for the next fiscal year.

It is important to note the Strategic Planning process includes multiple inputs from citizens, businesses, community groups and staff. The steps in process include (but are not limited to) considerations from the citizen survey, focus groups, current state of strategic initiatives, budget, staff input, council meeting, council member interviews and council workshop contributions.

Thank you to all the people who contributed to the Citizen and Business Focus Groups.



Participants

Fifty-seven (57) residents participated in six different focus groups between October 18 and November 2, 2016. On November 18, one (1) business focus group with 8 participants was conducted.

A breakdown of the resident participants by some key demographic factors is listed in the tables below:

Neighborhood	Attendance
Abacoa	12
Bluffs	4
Chasewood	1
Eastview Manor	1
Heights	2
Indian Creek	2
Jupiter Country Club	2
Jupiter in the Pines	1
Jupiter Inlet Condominiums	3
Jupiter Key	1
Jupiter River Estates	2
Jupiter Village	5
Loxahatchee C.C.	1
Ocean Parks	2
Ocean Trail	1
Ocean Walk	1
Paseos	2
Pine Gardens North	2
Pine Gardens South	1
Riverwalk	1
Hamptons	2
Shores	5
Tierra del Sol	1
Via Del Mar	1
Woodland Estates	1

Employment Status	Attendance
Currently Employed	31
Retired	22
Unemployed	1
Not in workforce	1
Undeclared	2

Years in Jupiter	Attendance
Less than 2 years	8
2-5 years	7
6-10 years	8
11-20 years	15
More than 20 years	15
Undeclared	4

Age Range	Attendance
25-34	1
35-44	4
45-54	9
55-64	21
65-74	16
75+	3
Undecided	3

A breakdown of the businesses by some key factors is listed below:

Industries represented
Retail
Manufacturing/hi-tech
Real Estate
Design
Restaurant
Entertainment
Property Management
Non-profit

Areas of Town
Center Street
Indiantown Road corridor
Abacoa
Military Trail



Summary Statements

The list below indicates a synthesis of the comments by citizens

1. The items used to describe Fiscal Responsibility may be unclear.
2. Both residents and businesses care about development and sustainability.
3. Both residents and businesses believe County Services Impact Evaluation is most relevant while both groups believe Town Hall Renovations are least relevant.
4. Residents and businesses may not understand the importance or significance of Organizational Excellence.
5. Both residents and businesses believe the Address Questions Process is most relevant and Employee Satisfaction Survey is least relevant of the 3 strategic objectives in Organizational Excellence.
6. Residents and business may be focused on different areas of the economy. Residents are concerned with the success of Abacoa Town Center, cost of living, workforce housing and supporting small locally owned small businesses. Business may be focused government processes such as permitting and incentives along with the distinct quadrants of business activity (Harborside, Abacoa, Center St. and IV).
7. Resident opinion is mixed regarding Town Communication. There may be some skepticism about transparency and open-ness.
8. Both residents and businesses are concerned about the user-friendliness of the website.
9. Both residents are businesses believe the Information Education Methods are most relevant for Town Communication result.
10. While businesses had very few comments about Mobility, residents mostly agree on the concerns for traffic congestion, bike and pedestrian safety and traffic law enforcement.
11. Both residents and businesses agree that Managing Traffic and FEC Safety are the most relevant strategic objectives for Mobility.
12. Businesses are concerned with Inlet Village and Strip Malls while residents may be more concerned with small scale development and natural environment.
13. Both residents and business do not appear to be concerned with Climate Change Policies.
14. Residents are mostly concerned with traffic safety for vehicles, bikes and pedestrians.
15. Property Solutions for Properties is the least relevant objective for both residents and businesses regarding Safety result.
16. There does not appear to be much consensus among or between residents and businesses regarding Small Town Feel.
17. The relevancy data for the objectives in Small Town Feel may tell us that this result is more important and significant for residents.
18. Green, Blue and Open Spaces seem to be very important for both residents and businesses. Residents with a high percentage finding both Open Space Access and Sustainable Plan the most relevant of the strategic objectives.



FISCAL RESPONSIBILITY

Prepare and manage budget; maintain fiduciary responsibility.

WHAT IT MEANS:

- Good stewards of tax dollars and good asset management.
- Town's financial sustainability and the costs associated with Jupiter's quality of life balanced to show value to residents and businesses.
- Projects and investments reviewed and cost-justified.
- Competitive staffing levels, pay and benefits for all categories of employment.
- Transparency promoted; budget and accounting practices published and available.
- Taxes, water rates and user fees kept reasonable.
- Audit Committee and Police Pension Board supported by Town Council and staff.

Resident Comments:

- Tax base while we become build out – 20 years from now – Encourage new and innovative businesses
- Property taxes went up in 2016 and we now have homestead included. I thought homestead would bring them down
- I feel that the taxes I pay deliver good value for the services and quality of life in Jupiter
- I am not aware of anyone complaining about taxes. A good sign!!
- Keep taxes, water rates and user fees reasonable and in line with the cost of living index
- The last bullet about the audit committee is vague
- Ensure the town pension commitments are sustainable
- What other pensions is the town responsible for?
- Suggest a focus from the High School – maybe history or government classes
- The definition is vague
- Is the budget balanced?
- Question projects and investments reviewed and cost justified–Harborside, AAF, Love St
- Continue to prioritize Good Stewards of tax dollars
- Regarding “good” stewards – are there generally accepted standards? Where might these be found?
- What is Jupiter's quality of life balance? What is balanced? Sustainability and cost? Unclear
- Living wage please



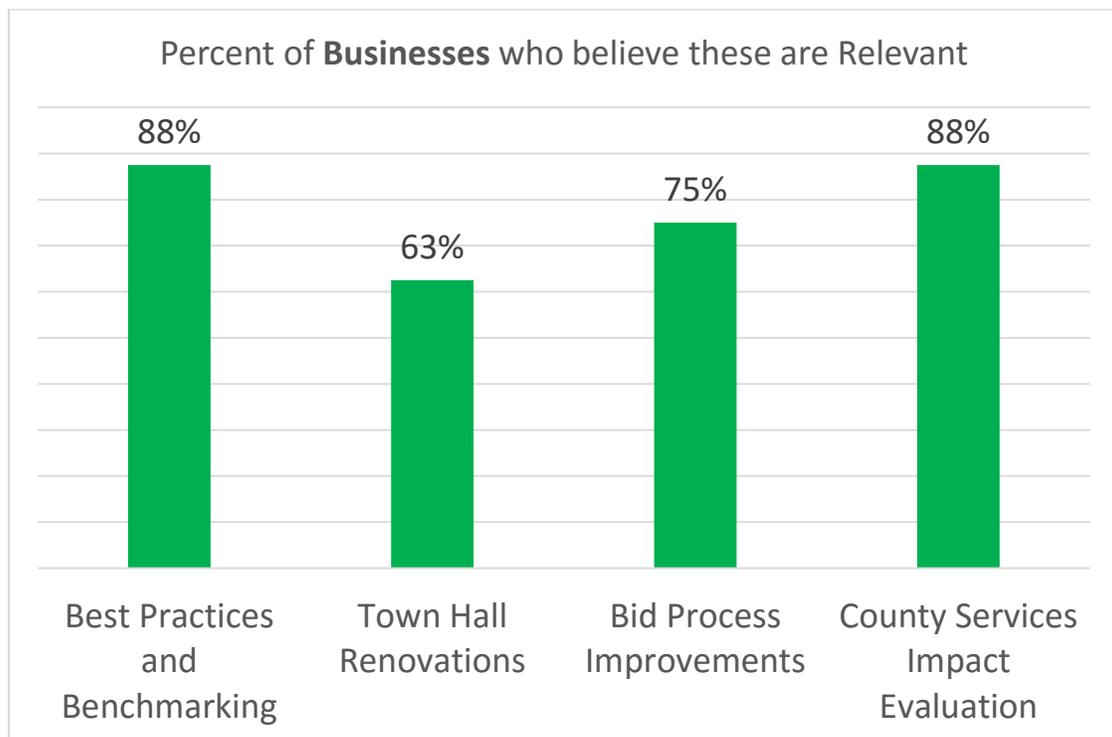
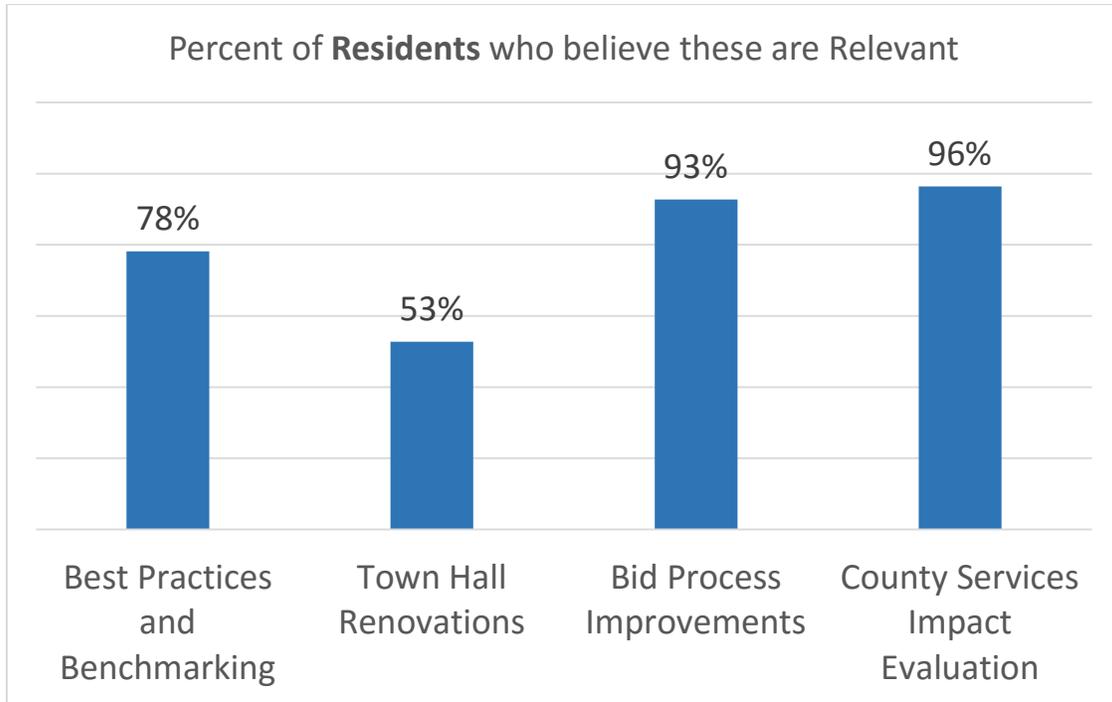
- Vague accounting for positions/employees
- Clear expectations of jobs and how jobs are fulfilled
- Is there an unguarded liability for police pension?
- More transparency on the process on spending large sums
- High budget item – 24 million (connectivity of another utility) – not necessary
- Sometimes the town is a good steward of tax dollars and sometimes not
- Bullet 2 is too vague
- Some projects and investments are slipped through without public disclosure
- Good steward in low taxes and efficient operations
- Does a great job with fiscal responsibility
- Costs are controlled
- Pension obligations under control
- Relatively low tax rate

Business Group Comments:

- This all is relevant and if being executed properly then will be successful in creating the vision
- Show progress but keep under tight control
- Where is max for development? Be aware for the future
- Preserve Inlet Village
 - Shops like St. Augustine, St. Charles Street
 - Historic Single Story or 2 story
 - Pedestrian Friendly
- Build the reserve so we are protected during a recession
- Don't spend what we don't have - debt is bad
- Jobs for our children
- Embrace new businesses /changing focus to accommodate this should be easier and welcomed.
- Need to compete with PBG and other towns for bids



Fiscal Responsibility Strategic Objectives





ORGANIZATIONAL EXCELLENCE

**Organizational
governance;
internal support
and services.**

WHAT IT MEANS:

- Sufficient investment in organization's infrastructure to maximize productivity, enhance performance and develop technical and leadership skills.
- Overall costs of Town government managed to enable a sustainable future.
- Employees valued and invested in the achievement of strategic and operational results through engagement, communication, a team environment, and a culture of continuous improvement.
- Town facilities and buildings maintained to allow for a safe, functional working environment.
- A professional, highly-motivated Town workforce that receives competitive compensation and benefits based on employee achievement.
- Town services delivered in a way that is valued by residents and businesses, cost-effective, efficient, and with a high degree of customer service.
- Skilled leadership and workforce that is sustainable for the long-term.
- A workforce and culture that is responsive and adaptive to new concepts and changing environments.

Resident Comments:

- How is competitive compensation determined?
- Continue use of information technology
- Last bullet – adaptive to new concepts and changing environments – very important
- How do staff and employees feel about these bullets – this looks good from 50K feet
- How are these measured?
- Does this allow for staff creativity and ingenuity?
- Make sure this is serving the whole community not just the governmental agency
- Put projects more prominently on the web site and budget
- Council sometimes creates a culture that does not allow growth and full potential of staff



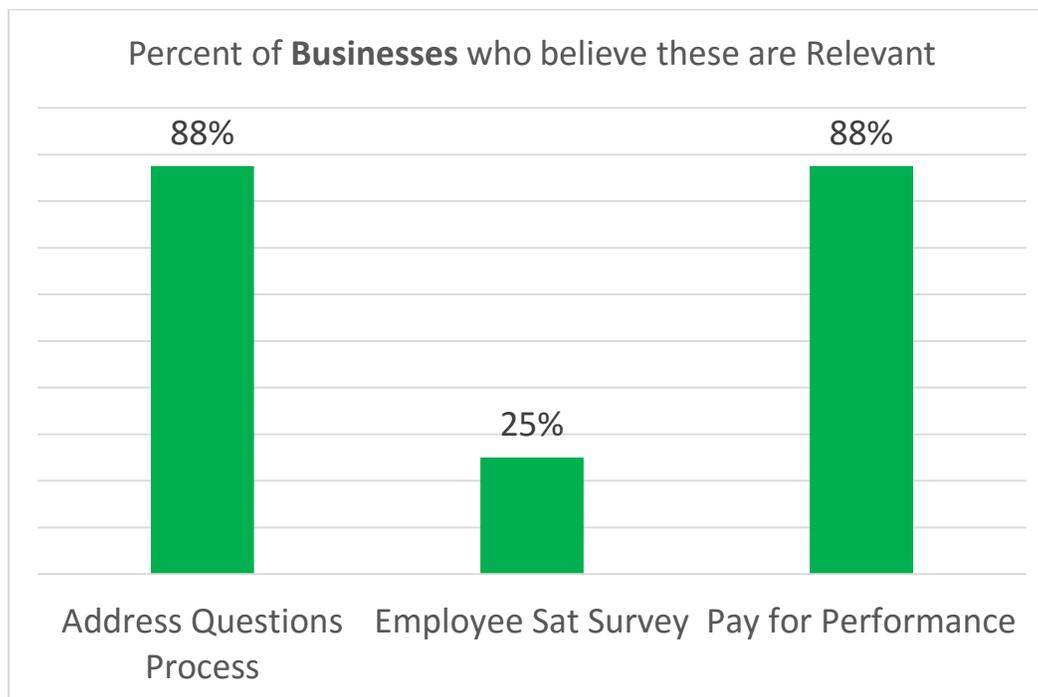
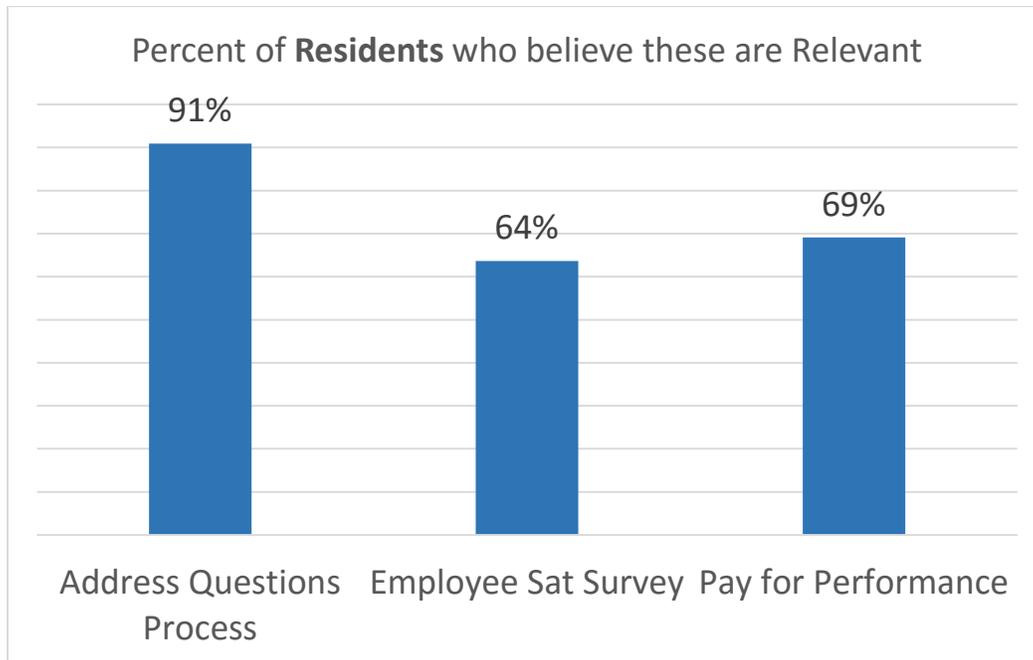
- I feel services are delivered in a small-town way in that there is not that much red tape at my level as a citizen
- 5th bullet – are compensation and benefits based on individual or group performance – this is unclear
- 5th bullet – is this being achieved?
- Recruiting highly qualified employees with good review system
- Code Compliance is complaint driven – needs better oversight
- These bullets are too vague
- I score this section an F
- Infrastructure more compatibility in computer system (universal) technology document filing
 - Easier to look up
 - Better communication with departments
- Town employees are polite and cordial and helpful, people are nice
- Be careful not to move to extremes (e.g. paid family leave may be too expansive)
- Finally, today 4 weeks after “Matthew” had claw SWA to remove piles of debris that have been blowing around for a month.
- Having to deal with different towns, I feel Town of Jupiter employees coming across as happy with their jobs
- 4th bullet – I agree
- 6th bullet – Yes, I hope they are truly paid a competitive salary. Can they afford to live in the Town?

Business Group Comments:

- Software transition difficult
- Recovery was/is going well
- All good on this section
- How is pay for performance being done?
- Fast track permitting for positive community development



Organizational Excellence Strategic Objectives





STRONG LOCAL ECONOMY

Support local businesses, create a business-friendly environment.

WHAT IT MEANS:

- Economic growth promoted to achieve a diversity of businesses.
- Bioscience cluster initiatives prioritized.
- Small business growth encouraged, and “Buy Local/Shop Local” supported. Consideration for large businesses with the right fit for the community.
- Partnerships with Chamber of Commerce and business associations and participation in business events.
- Housing supply and workforce development efforts to support business growth.
- Business, tax, and small business incentives and assistance provided.
- Eco and heritage tourism promoted through tournaments and special events.
- Assistance provided to help Abacoa Town Center be successful.
- Community Redevelopment Agency (CRA) budget used to assist businesses within the CRA boundary.
- Schools and universities with programs to support business needs.
- Partnerships supported between bioscience, FAU and Jupiter Medical Center.

Resident Comments:

- **Learn why businesses leave Jupiter and remediate common issues**
- **Link business and industry attraction with residential attraction**
- **Abacoa Town Center is not thriving. I see many small areas not connected. Abacoa, Harborside, areas by Dubois Park (Inlet Village)**
- **Wish there was more of a grid like a small downtown**
- **3rd Bullet – how? I would like to see more of this**
- **5th bullet – so far so good, we need to assume that the affordable housing remind has been a problem south of here.**



- I can only afford to stay in my townhouse. I've lived here for 15 years and can't afford to stay in Jupiter and make the jump to a single-family home on a teacher salary
- 8th bullet – therefore we don't need to be building more developments that are not long term sustainable. Learn from our history
- Initial promises to this community were not met regarding Abacoa Town Center
- Is the CRA boundary different from the Town of Jupiter boundary?
- Work to understand businesses that will flourish in the future so that Town will not lose revenue.
- Not all eggs in the biotech
- Insurance administration
- Attract some type of manufacturing
- Abacoa assistance is evident and appreciated – hopefully small businesses survive
- Make it easier for small business to start in Jupiter while keeping high standards
- What about a grocery store in Abacoa?
- Abacoa – it's very important to bring economic recovery
- CRA budget through public private partnerships
- Economic growth is proactive? Where is outreach?
- Really?? Bioscience cluster initiatives prioritized?
- No low-income housing to support workers, teachers, police, nurses and fire
- PUD buy out?
- CRA Goals and results?
- It seems every chain restaurant is quickly arriving in town
- Are we really “supporting local business” in what ways?
- What assistance is provided?
- Let eco heritage tourism be a primary driver
- Limit chains
- No more auto dealerships
- What assistance is provided to help Abacoa TC
- Separate: zone for residential/small retail/restaurants
- Separate: commercial zones – Indiantown Road: reduce commercial and improve traffic flow – slow it down
- Eco and heritage tourism don't seem to be supported
- Don't see the relationship between tourism and events and tournaments – bullet 7
- How would we find out about small business incentives and assistance?
- Doing well in this area
- Provide guidance in Abacoa for outdated infrastructure and use Abacoa as a learning example
- Workforce and affordable housing is an issue
- What does it mean to prioritize bioscience cluster?



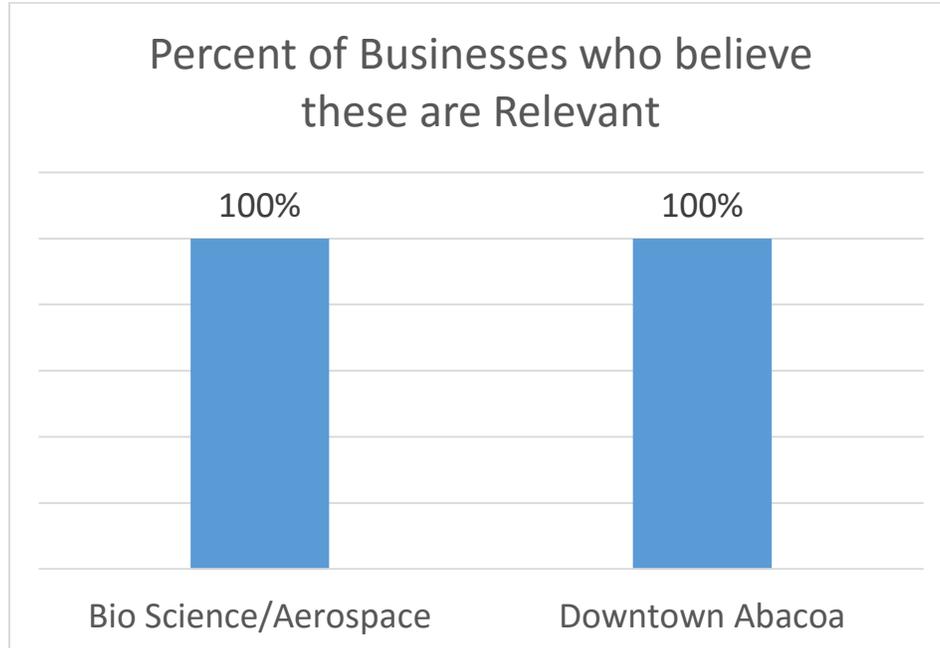
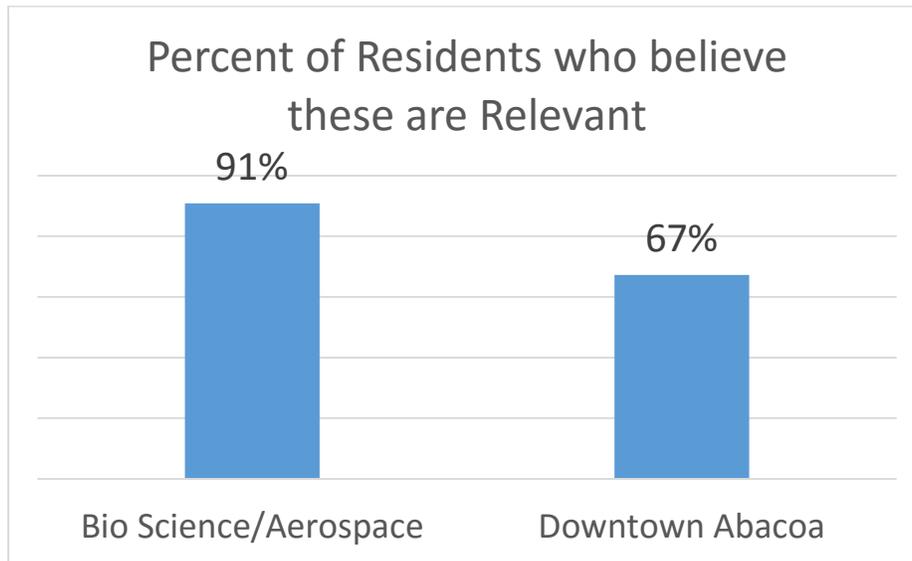
- Buy Local and Shop Local is just lip service
- Shoving retail down the resident's throats
- Need to pay attention to housing supply – seriously
- CRA – no no no think whole town
- Buy local shop local is opposite of consideration of large businesses
- Enforce bioscience requirements
- Require other mix
- Support events at town center
- Business support for schools and partnerships
- Abacoa Town Center – continue to develop
- Push events at stadium
- Tri-rail – coastal – promote station at Toney Penna
- Redevelop the area around IV
- Define the CRA Boundary
- Not enough eco-tourism – not enough kayak launch points
- Like the seminar provided by the town that discusses government contracts
- Business development area is good
- Town should be more supportive to Abacoa TC success
- There is not enough parking for early voting

Business Group Comments:

- What is important for strong economy – tourism, baseball, viable businesses in town, affordable rental rates, quality health care and schools
- Help landlords to understand the vision
- Town should not dictate use – this is landlord job
- How to keep the vision of a small town
- Buy Local/Shop Local needs support – local can't wait for permits and approvals
- Auto Zone can wait for permits and approvals without much consequence
- Ale House and Duffy's – turned into great stories – sold business
- Business friendly environment is not what new local business think of Jupiter
- Business incentivizes exist for biotech – any others?
- Love street, Harborside, Center street and Abacoa
- Jupiter does a great job. It has been a pleasure to do business with the town
- Grow startups
- Bring jobs to Jupiter
- Rework traffic to improve and enhance parking in Abacoa
- Mindful development and building codes
- Diverse types of office and businesses in Inlet Village
- Define Uniquely Jupiter
- It's not one Jupiter – community is divided in personality and biz landscape – Inlet, Abacoa, and Indiantown



Strong Local Economy Strategic Objectives





TOWN COMMUNICATION

Support and enhance open 2-way communication between the Town and its residents and businesses.

WHAT IT MEANS:

- Upfront and honest communication that is fair, open, and timely.
- Citizen and community inputs captured and responded to in a timely manner.
- Continuous improvement of mass communication methods (web, email, notices, flyers, TV, newsletters, Jupiter U, social media).
- Transparency of government and council maximized.
- Residents and businesses impacted by potential development and redevelopment areas engaged and informed.
- Increased use of citizen and community input from a variety of sources to capture balanced and effective representation of community views.
- Greater citizen involvement and additional outreach, including under-represented areas.
- Improved communication between and within the Town, the public, and the Council.

Resident Comments:

- Town should have a blog – social media promotion
- Continue to pay attention to surveys from residents and businesses
- Website: hard to find information needs to be more user friendly
- Better trained staff at all levels
- Too many behind the scene
- Do minimum outreach to get community involvement
- Need to really take what focus groups say and work on it
- Would like diverse meetings – town manager meetings – don't be afraid to invite people with strong opinions to get a better assessment of our community
- Sometime not complete within divisions- record keeping (ex. Public records requests)
- Communication is not always fair, open and timely



- RE: Citizen and community inputs captured and responded to in a timely manner – this does not happen and need to be implemented to all citizen's comments
- RE: Transparency of government and council maximized - This is graded F
- Does a good job
- Water bill newsletter is informative
- Community center activities reflect a commitment by the town
- Communication methods are behind state of the art
- Continue and increase resident and business engagement
- Separate town of Jupiter and Police Twitter
- Concise electronic social media efforts and twitter
- Make it a paid position
- Bilingual needed – 11% of the town is Hispanic
- Need more resident and business engagement
- Need greater involvement for underrepresented areas – try more diverse focus groups such as students and youth
- Kempe mixed use site plan – was this one-way communication? Timely communication? Vs. gathering inputs during winter months when seasonal residents could be heard
- A plus for upfront and honest communication (1st bullet)
- A plus for transparency (4th bullet)
- Local TV – ability to watch council meetings on TV so attendance on site is not necessary
- Just understanding there is a live stream online but communicated well – I didn't know
- Town communication is good
- Town does an excellent job of communicating to the community in many ways
- Newsletter printed so far in advance do not have updated information
- Fantastic communication
- Great website
- Website is outdated
- City has done a good job putting controversial issues at the end of agenda so that unaffected people do not have to stay through long meetings
- Never get any feedback from charter meetings I have attended but I am always asked for my email address
- Create a dynamic website with a dashboard that shows performance indicators and how well the town is doing
- Communication is varied and accessible

Business Group Comments:

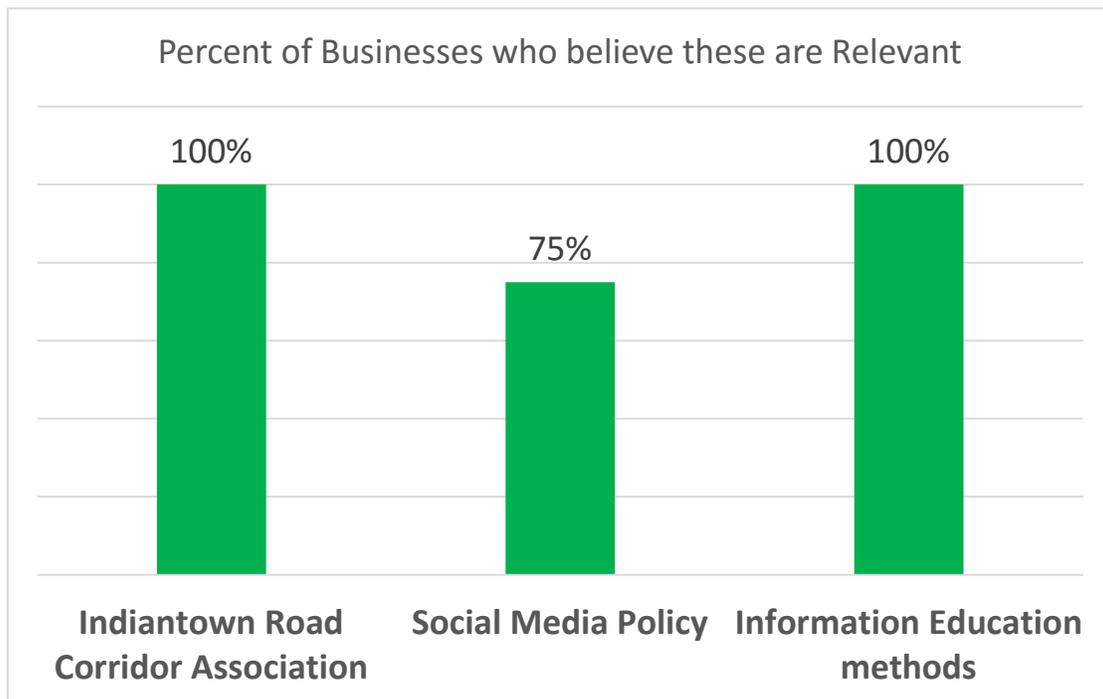
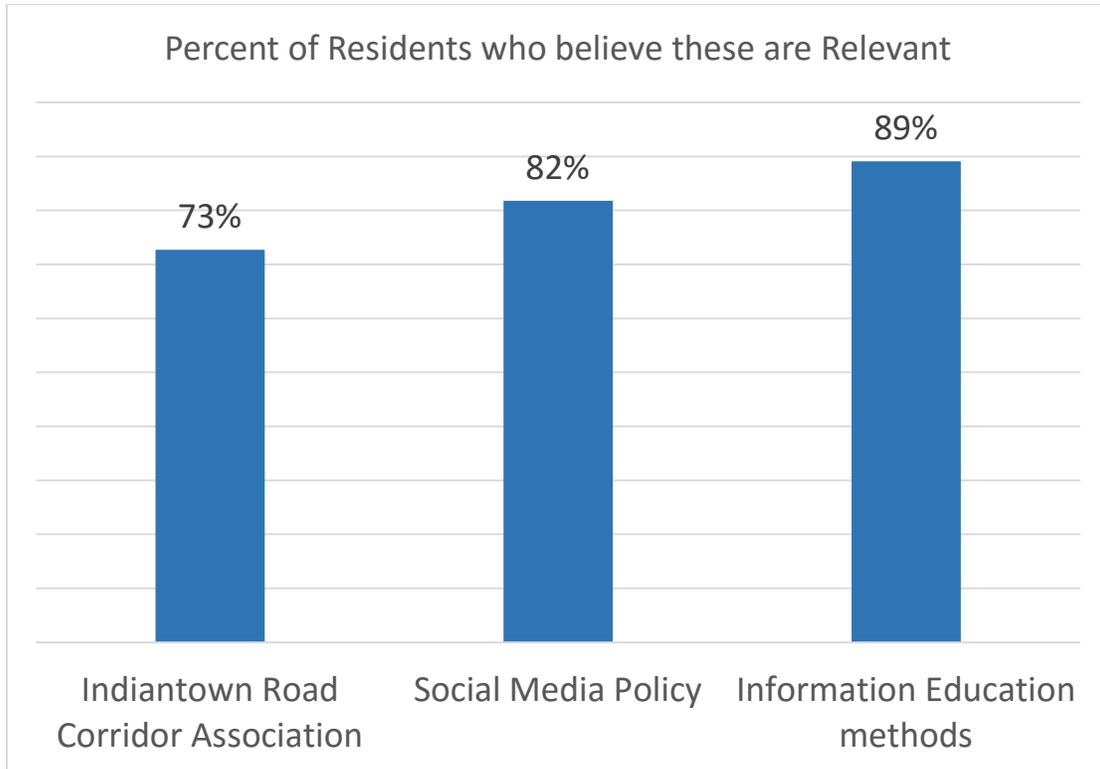
- Encourage civil engagement



- Small vocal group that opposes things – what about the large majority
- Better town website – ease of use – example PBG
- Task force meetings for other areas of town i.e. Abacoa task for meetings
- In some situations, communication is not timely
- More attention and communication to mom and pop businesses
- New website



Town Communication Strategic Objectives





MOBILITY

Improved mobility for all modes of transit.

WHAT IT MEANS:

- Traffic flow improved through light timing, speed limit control, traffic calming and other methods to achieve levels of service identified in comprehensive plan.
- Traffic mitigation plan implemented for Indiantown Road, Central Blvd., Toney Penna Blvd., Inlet Village and Commerce Park.
- Parking managed effectively without adding any additional parking fee areas in the Town.
- Traffic laws enforced, including speeding, red-light running, and parking violations.
- Additional transportation modes encouraged to support less driving and change driving behavior to reduce congestion (shuttles, carpooling, public transportation, off-peak travel, public transportation for the disabled).
- Bike paths improved and increased. Bike lanes and bike parking managed to provide more protected and safer bike paths, especially in high-hazard areas.
- Impacts of school drop-off and pick-up mitigated.
- Growth and commerce encouraged that helps to manage traffic flow (encourage industries with off-peak trips).
- Enhanced public safety (pedestrian, vehicle crossings, bridge) and quiet zones along rail corridor.
- Pedestrian-friendly community with effective system of sidewalks and bike paths.
- Safe boating and boat-mobility encouraged.

Resident Comments:

- **Bullet 2 – Top Priority**
- **Shuttles to reduce congestion – where are they?**
- **Need to address hotels to inlet and back**
- **Public transportation for the disabled?**
- **Re: Impacts to school drop and pick up – Work with school district transportation issues – the district causes people not to send their kids on the busses**



- School traffic is an enormous problem – various grades should have pick up at different location with different street access points
- Growth and commerce – someone please bring in a good Chinese restaurant
- Pedestrian friendly – Especially in the charter neighborhoods
- Pedestrian friendly – needs improvement on major arteries
- Need to improve pedestrian crossing situation along Indiantown - spacing between cross walks seems to encourage mid-block jay walking
- Bullet 5 has a typo – diving is driving
- Off standard work hours or flex time and employee alter travel is needed
- Some traffic lights are way too long – Loxahatchee and Military
- Would love to ride my bike to the store but I am scared to ride on the street
- 2 people in our group have been hit by cars (scrapes and bruises) in Jupiter
- Would love to have a segregated bike path through community to get to plazas or shopping
- Walking and biking areas are important
- We have to do something now to think ahead – get people out of cars
- Segregated bike paths through commitment to keep off roads through easements
- Many bike paths need improvements Although some areas have recently been improved nicely
- Need improvement of traffic enforcement – need to increase police staffing
- Need more additional transportation encouragement
- Improve light timing on US1 between Indiantown road and Harborside
- Add path lights on A1A between Marcinsky and Carlin Park like lights in Juno Beach
- Add more handicap access dune walkover and observation platforms
- Improve shower drainage to avoid water pooling in cross walks to maintain handicap access
- Add EV charging stations at beach parking
- Need more protected bike access
- The traffic east of 95 on Indiantown road is dangerous and all additional business expansion in this area must be considered or widen Indiantown road
- Bike path needed on US1 bridge toward Tequesta
- RE: parking managed without fees – businesses should provide infrastructure and pay for parking needs
- Indiantown road needs traffic synchronization
- Trolley options on main roads to beach
- Public transportation does not exist
- Bike paths on A1A are terrific
- Future must include sufficient plans for onsite parking for peak usage
- Pedestrian hazard on Indiantown road marked cross walks with reflective markers at night - enforcement



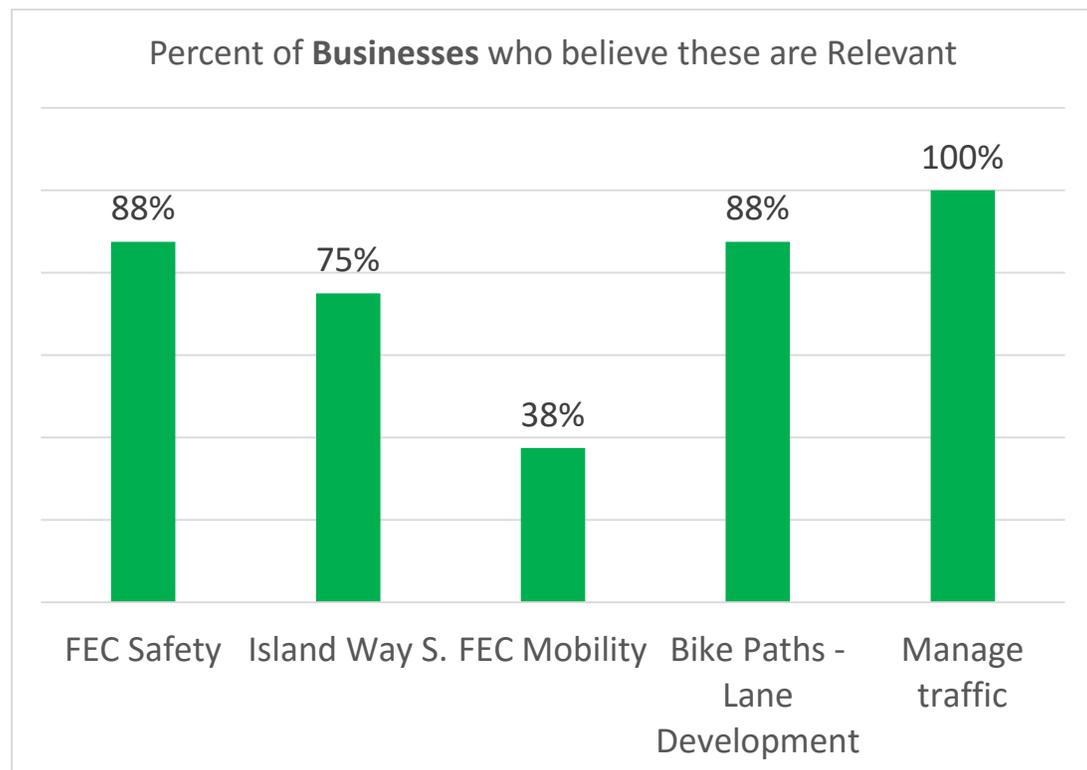
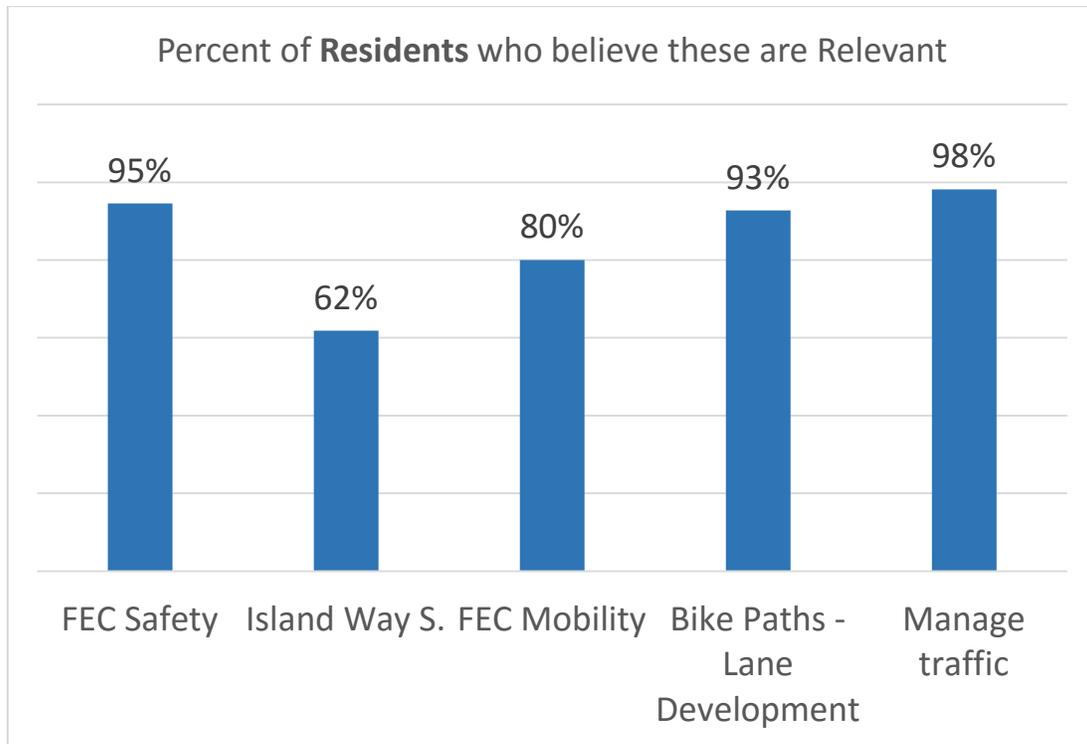
- Respond to citizen concerns
- Encourage small transportation businesses – shuttles etc.
- All aboard Florida interrupting fire rescue and police services
- Less businesses = less traffic: less need for parking
- Better define the traffic mitigation plan
- Wider bike paths and walking paths
- Complete streets
- Does ToJ have any public transportation for disabled?
- More public transportation for those who do not drive – more routes
- Additional transportation modes – slow
- Donald Ross – Parkside Heights Blvd. – congestion is bad already and it's still not season
- Focus on pedestrian safety
- Better bike lanes by making them wider: more of a barrier between cars and the lanes
- More focus on speeding and traffic – more police
- Too many deaths – vehicular and bike and peds – for a small town
- Too much development that adds to traffic that impedes the push for a bike pedestrian town
- Add more parking with easy to pay for parking – reasonable rates
- Add water taxi
- Tri rail extension is important - Tony Penna
- Need more protected bike paths
- Improve and decrease accidents at risky intersections
- Need to do more to encourage other modes of transportation
- Too many lanes encourage speed and put pedestrians and bicycles at risk
- Bike sharing and electric car rentals
- Need safer non-motorized transportation promotion

Business Group Comments:

- Ok to pay for parking?
- Traffic mitigation is a huge issue – Indiantown road is very dangerous
 - Extra I95 exit?
 - Island way?
- Make it friendlier for golf carts on roads
- Connect commerce park and island way to make it easier
- Review bike lanes with modern standards – make them with more space more usable
- Railway needs quiet zones



Mobility Strategic Objectives





MANAGE GROWTH

Plan for and manage growth, development and redevelopment to maintain Jupiter's small town feel and its integrity as a distinctive, vibrant coastal community.

WHAT IT MEANS:

- Inlet Village redeveloped at a pedestrian scale, emphasizing its history and coastal assets.
- Impacts of development decisions occurring outside the town evaluated and addressed.
- Comprehensive plan updated as needed to support long-term planning, sustainability and quality of life.
- Development that is in harmony with the natural environment, considering green space, beautification, and impacts on habitats and wildlife.
- Low-scale development with sufficient setbacks and open spaces.
- Incentives for development and re-development created where needed.

Resident Comments:

- Harborside is not low-scale – it's opposite
- No longer a small town
- More landscaping in Town green space areas
- Improve green spaces for resident uses
- Townhomes must SE of 95 on Indiantown are a big eyesore
- Connection between Jupiter park commerce
- Continue to assure that the current level of workforce housing is maintained
- Not small scale=Harborside
- Give more incentives for redevelopment of run down outdated properties to revitalize rather than build new, high end facilitates that will go out of vogue in the next year or two and then the people will go elsewhere to the next new thing
- Give incentive for sustainable development
- Development that is sustainable in alignment with vision of the town being a distinct coastal town with charm
- No more development



- Incorporate a grid street system that feels like a Town such as Providence Road Island, Key West, St. Augustine. No small-Town feel to Jupiter as far as layout of streets
- Need more history especially for boating like an old ship
- Concern with forcing Harborside to build Amphitheatre and now making it hard to use
- Sufficient parking – reasonable fees are ok
- Once you have plan, have to let people use it, follow it
- Bigger setbacks – buffer between peds and vehicle traffic
- No urban scale want small town – bigger set backs
- Buy more open space – green space
- Less development
- No pay for play on the environmental assets
- Incorporate all unincorporated areas
- More attention to the environment
- Safe bike and ped access
- Need vision of what the town should look like
- History and tradition is being lost in Jupiter – few original or old buildings exist today
- What history – still memories that the public can see?
- Need more walkable areas
- Parking? Streets? Traffic flow
- Development in harmony with natural environment – VERY IMPORTANT – are we doing it?
- Low scale development – VERY IMPORTANT – Implement this plan in inlet village
- Usable and walkable green space
- Suni Sands should be a heritage park
- Keep residents in mind – not primarily businesses
- It's too late for Jupiter's small town feel
- Proper zoning in Inlet Village
- 5th Bullet - What does this really mean in practice? Stick to it!!
- 4th Bullet – very important
- Too late – we are already losing the small-town feel
- Increase solar and wind generation capability
- Preserve green space along A1A instead of Karen Marcus Park
- Small town feel is already a challenge
- Helping businesses to maintain their properties as they age over time – through ordinances or incentives

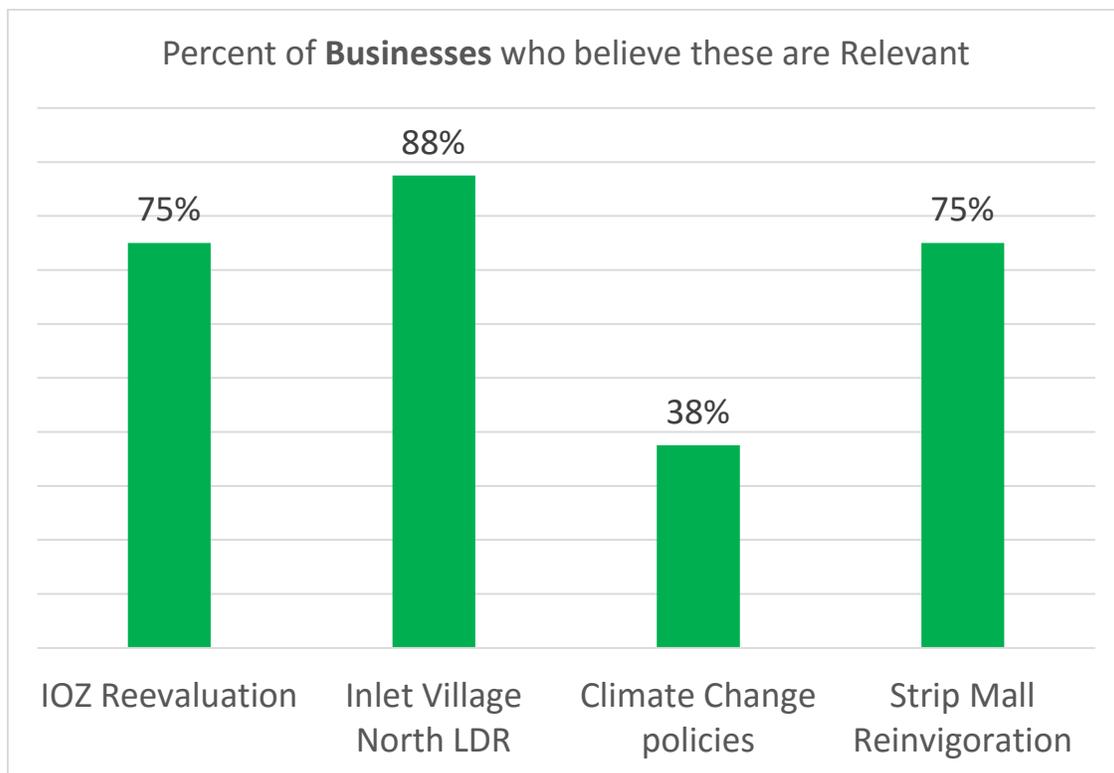
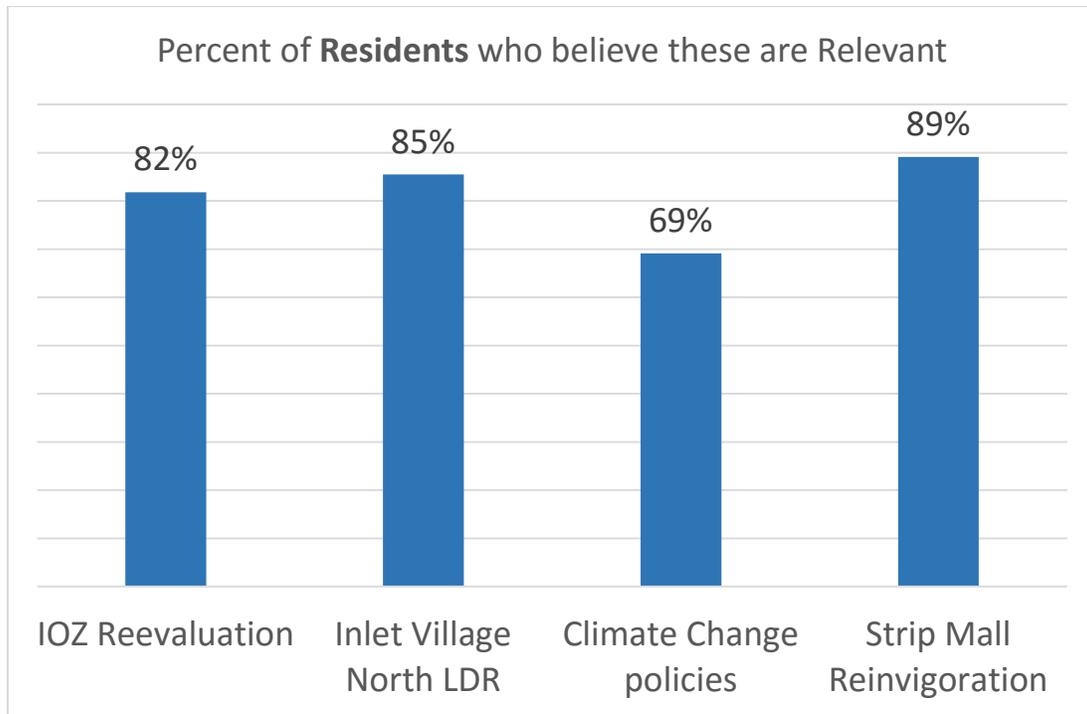


Business Group Comments:

- Encourage and support Uber
- Keep the architecture unique
- Keep development affordable and accessible
- 1st bullet – do this elsewhere – Harborside, Abacoa and Center Street
- Jobs for our children
- Embrace new businesses and businesses with changing focus to accommodate this should be easier and welcomed
- Inlet Village North is overbearing – allow for reasonable development so that properties don't remain an eyesore
- Reinvigorating strip malls is a private function
- Reevaluate IOZ since taking down green and open space
- Strip malls – private sector should worry about this
- Modica should be able to develop before you lose out on a real opportunity
- Inlet Village – stick to existing plan but add park element with waterfront
- Reinvigorate strip malls – very important
- Buy Inlet Village



Manage Growth Strategic Objectives





SAFETY

Keep citizens and businesses safe.

WHAT IT MEANS:

- Safety enhanced for all modes of traffic (boats, kayaks, motor vehicles, bicycles and pedestrians) in order to reduce accidents in roadways, parking lots and on our waterways.
- The Jupiter Police Department leverages community partnerships, technology and environmental design to create awareness, identify and prevent criminal activity.
- The capabilities (training, personnel, equipment, technology) of the Police Department align with the growth and needs of the community.
- The Town works with residents and businesses to revitalize the older neighborhoods.
- Customers have access to drinking water that meets or exceeds required safety standards.
- The Town plans and prepares for natural and man-made disasters to maintain the safety of the community.
- Beaches, parks, bike paths, pedestrian facilities, kayak and paddle launches are well-maintained, safe and clean.
- Neighborhoods and commercial areas are safe, and crime rates are lower than similar communities.
- Opportunities exist in the community to keep school-aged children engaged and safe.
- Freight and passenger rail solutions implemented in a way that maintains safety and access for emergency services.
- Cost-effectiveness for public safety services (fire rescue, police, and health/EMS) continuously monitored and improved.

Resident Comments:

- 2nd Bullet is unclear
- Typo in 5th bullet – the should be or
- Bike paths are great idea
- I feel very safe in Jupiter
- Parking lots have various width of spaces when a large pick up is suddenly next to your car it is impossible to safely pull out of the spot
- 3rd Bullet - This is a problem on I-town road. It is not bike or ped friendly but it is heavily utilized by both
- Dubois Park Lagoon is not well maintained, safe and clean
- 9th Bullet – A+
- Environmental design – enhance these for bikes and peds
- I believe the town is doing safety well



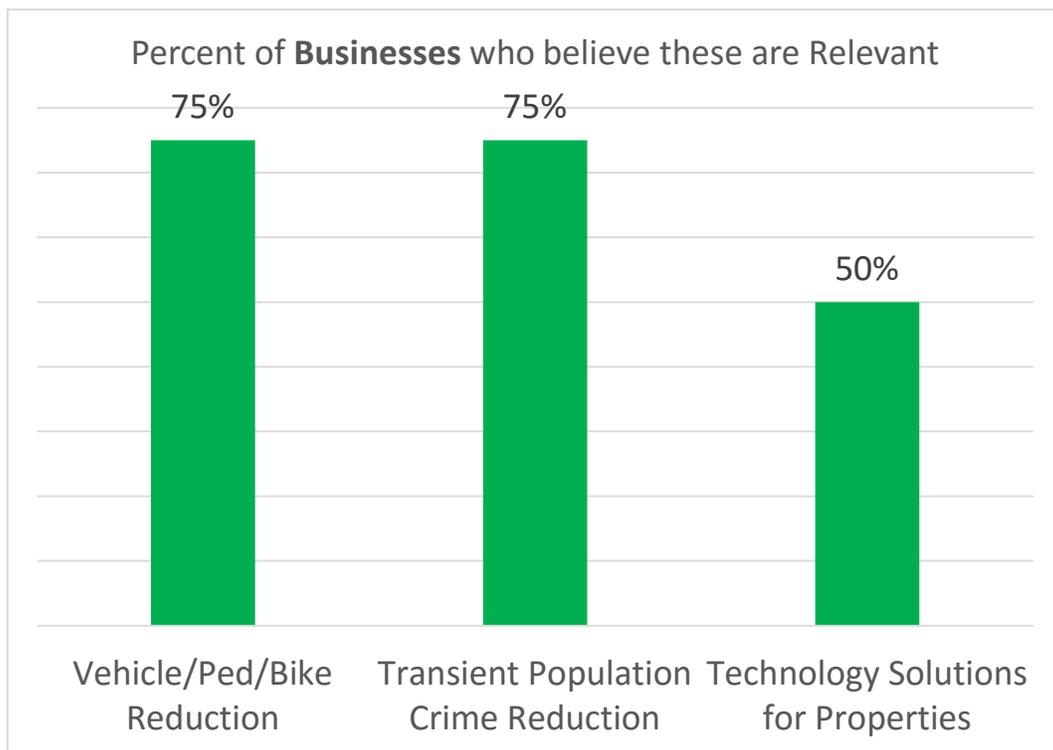
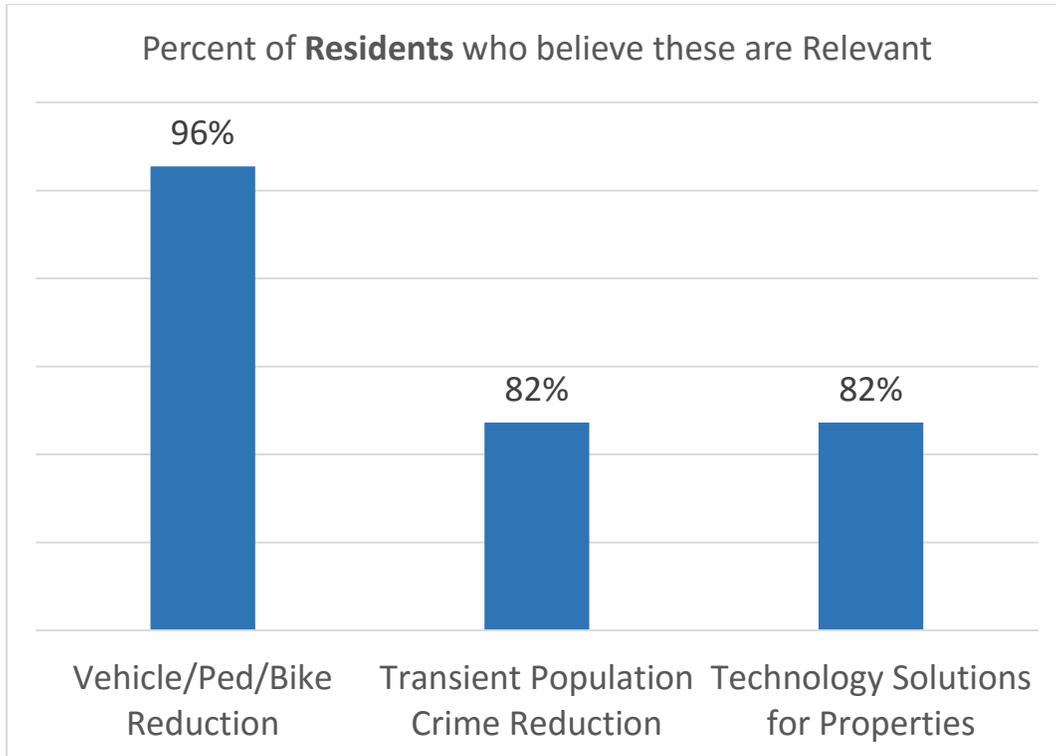
- 4th Bullet – this is not being done. Drainage and road conditions also light posts are neglected in Charter neighborhoods
- Town needs to do more than respond to weather disasters. It needs a sustainability action plan to reduce its own GHG Emissions and provide an outreach program, perhaps with a business partnerships to educate and provide incentives to businesses and residents
- Improved coordination of jurisdiction of border areas – call was made to 911 at 95 and Donald Ross for a car accident. The dispatcher did not know who would respond and it delayed the response.
- Develop rules and maintenance of businesses encourage upkeep and a contemporary look – “crisp up”
- Maintain enough police personnel to do the job – even at an increase in taxes
- Cost effectiveness – are we doing a good job of this?
- Path lights on A1A as previously mentioned
- Bike patrols along A1A to discourage break ins, car theft and other criminal behavior
- Bury power lines in high wind coastal areas and on A1A
- 7th Bullet – very important
- Add the word “all” to the short description – Keep all citizens and businesses safe
- Water is excellent – great cold water fountains at Dubois Park and Inlet
- Impact of discharges from Lake O into inlet
- Will All Aboard Florida impact freight and passenger real solutions to maintain safety? Even long trains cause 10-15 min delays – use inland tracks
- Ped crossing is uncontrolled – consider walk overs? Lighted cross walks?
- Need to set up safe zones on the water for kayak lanes and paddlers
- Want our dispatch back in Jupiter
- Need to engage on social media to better community
- 9th Bullet – not all kids – underprivileged children do not have access to after school activities or clubs for physical activities
- Bike paths
- New US1 Bridge to have concrete walls between cars and bikes
- Need separated bike path under 95 on Indiantown
- Not enough salt water access should be more like Riverside dr.

Business Group Comments:

- Businesses on Toney Penna want update if possible regarding rail solutions
- 4th Bullet – key issue
- Police do a great job



Safety Strategic Objectives





UNIQUE, SMALL TOWN FEEL

Maintain and enhance our vibrant small town feel by leveraging the unique combination of community, cultural and recreational assets that make Jupiter a special place to live and work.

WHAT IT MEANS:

- The Town creates, maintains, promotes and enables access to special, open spaces, parks and beaches, and bike and walking paths where residents can pursue an active, outdoor lifestyle.
- The essence of “uniquely Jupiter” is seen in the aesthetics and physical attributes of the community.
- Historical sites and landmarks supported and preserved in harmony with surrounding development.
- Residents are engaged in volunteer efforts that create a sense of community, civic pride and neighborliness to support what is uniquely Jupiter.
- The Town supports and advocates for railway quiet zones.
- Older shopping centers are revitalized to enhance aesthetics and provide valued services to the community.
- JTAA is a thriving youth sports organization working in partnership with the Town and local schools to provide high-value recreational programs for youth.
- Entertainment, cultural, community and recreational activities and organizations for residents of all ages are offered by the Town or supported through partnerships with community organizations.
- Access to health services is provided for all residents, and residents practice healthy habits, activities and lifestyles.

Resident Comments:

- Older shopping centers need immediate attention
- Better communications need to be developed – services are difficult to identify and obtain – mobility impaired individuals need better transportation options
- Need more public tennis courts
- Need more communication about entertainment
- PBG has a great newsletter
- Need to define small town better – what does this mean?
- More connection with Max Plank and Scrips
- Support healthier Jupiter
- Joint facilities with schools
- Educate new residents with reasonable old residents
- New developments are not unique



- Really identify historic assets to preserve
- Keep small not mega complex
- Inexpensive
- No urbanization
- Improve and add another civic center why do you need a sponsor add an insurance policy for make it easier for residents to rent – we are losing small town feel
- Support railway quiet zones
- Indiantown Road park not useful
- Jupiter lighthouse across from Inlet Village – negative impact
- More concerts at Carlin Park Amphitheater
- The word “unique” is too generic – delete “small” add “coastal”
- In description add natural assets
- We’ve moved past small do define the kind of town
- Try to be distinct from PBG
- How about funding for historical sites?
- Summertime activities other than sports? Indoor activities? Supervised activities at parks?
- Incentivize businesses to fill these older plazas
- Dog park area in or around Abacoa
- This is all extremely well done – kudos to this city
- Older shopping centers – it is visible and noticed as a great enhancement
- A pool of volunteers – a volunteer drive and evening where people are matched to interests, time, flexibility, that can be leveraged when special needs arise
- Love JTAA
- Bike and walking paths need to connect to businesses
- No more developing
- Uniquely Jupiter – except for Harborside
- I love our dog beaches
- Dog Beaches are good example of community working together – recognize this benefit and assume that the beaches are clean
- Historical sites – should work on this more – embrace and promote our history
- Residents and volunteers – how? We could use more opportunities and outreach
- Older shopping centers – yes do this instead of building new non-sustainable properties than destroy our aesthetic
- 8th bullet – all ages? Very young and very old - could use more programs for younger adults
- What happens with people who are unemployed uninsured and don’t qualify for Medicaid because the governor refused the \$ from feds for expansion?
- JTAA is great – winning on this item



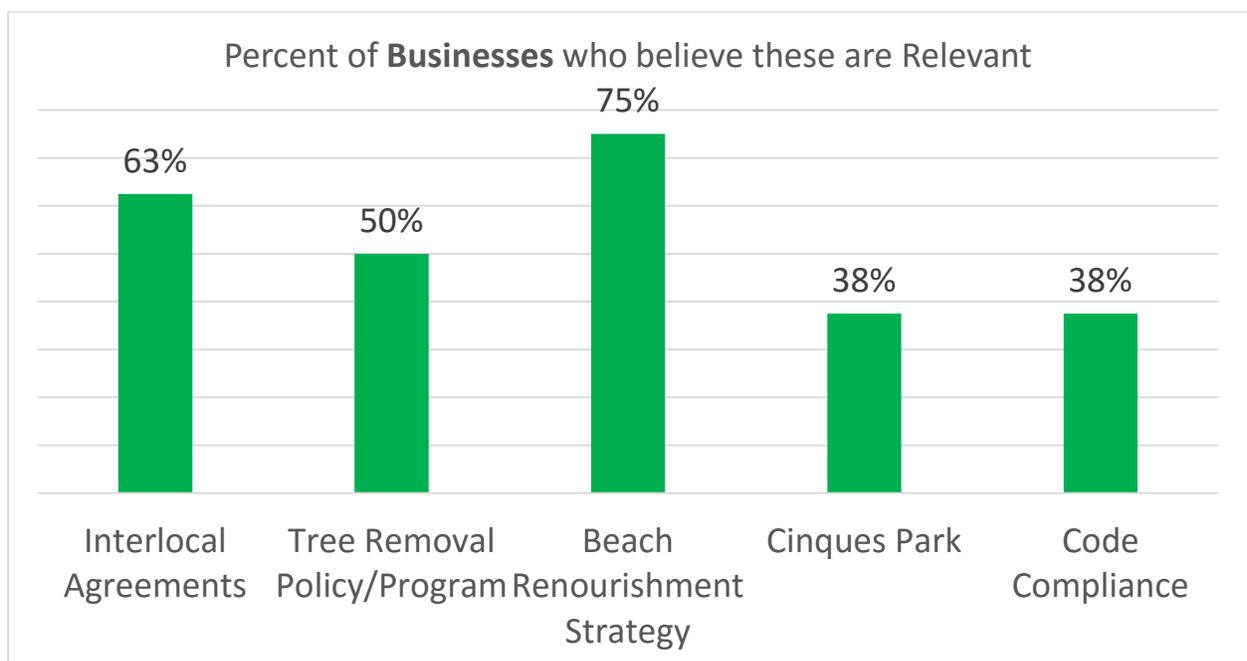
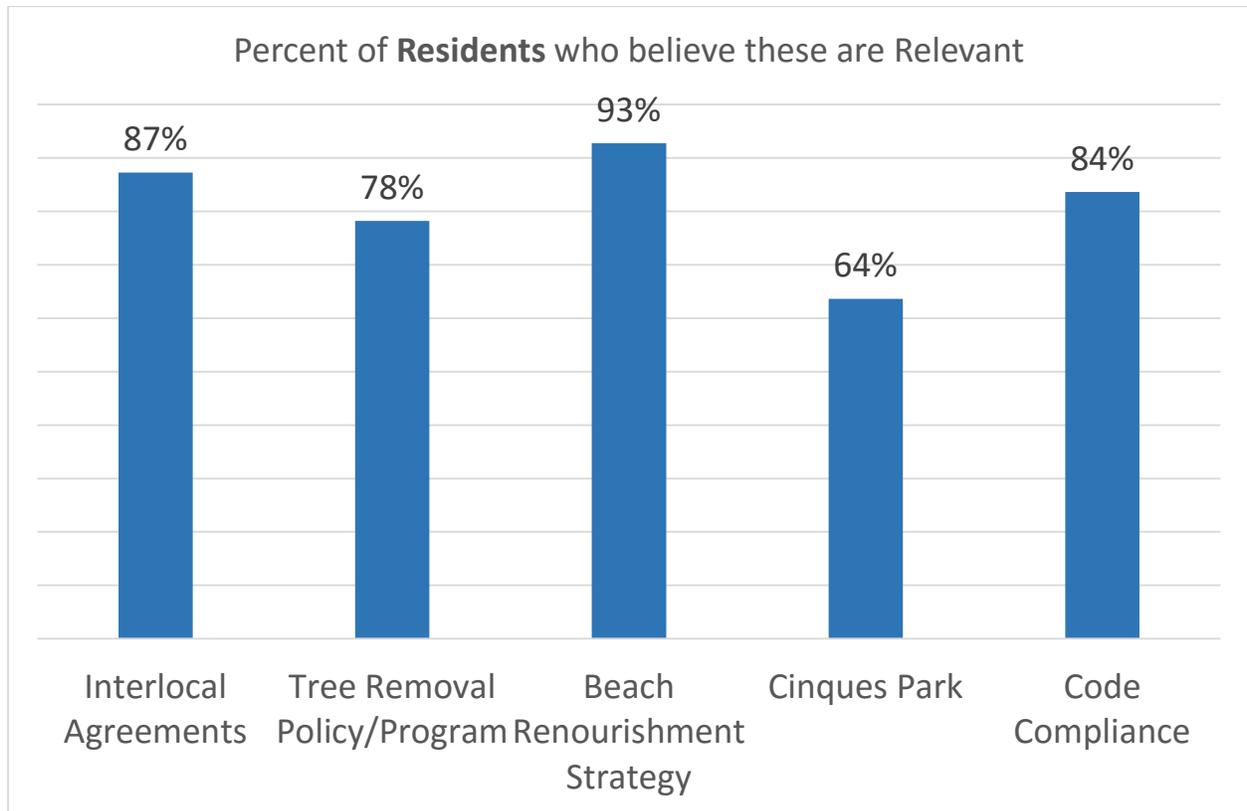
- Create a transcendental meditation program the community center like the one in Fairfield IA.
- 4th Bullet – because many residents are “snow birds” they don’t volunteer O the city should look at “catching” parents of school children to volunteer work. They are our year-round workers.
- Need a safe biking method along Indiantown Road before some is killed by a car
- Define uniquely – what is Jupiter’s brand
- More grid style street areas stop the massive parking lots that never never fill up. Love the historical sites to encourage interaction – more interaction = less weirdos and more walkable areas.

Business Group Comments:

- People want to live here – beautiful landscapes
- Beach re-nourishment
- Dog friendly
- Upscale community
- JTAA needs full and part time volunteers for consistency
- JTAA is excellent for our youth
- Add Steam (science tech engineering arts and math)
- Add math science element to biotech goal
- Jupiter wants to be a small town with a small town feel yet they try to impose so many regulations on small businesses that it makes it difficult
- Grow cultural uses within neighborhoods
- Outdoor live music, outdoor bars are enjoyable if they are monitored



Unique Small Town Feel





GREEN, BLUE AND OPEN SPACES

Continue beautification and natural areas; green spaces, parks, beaches and landscaping. Maintain Jupiter as a distinctive coastal community with open and natural environments.

WHAT IT MEANS:

- Enhanced entries at major gateways such as I-95 and the Florida Turnpike; beautified medians.
- Natural vegetation and trees preserved.
- Focus on the waterways and the upland areas adjacent to the water.
- Dog-friendly beach maintained with pedestrian-friendly and easy access.
- Clean, safe beaches and public facilities maintained.
- Greenway and blue way systems promoted.
- Parks that are clean and safe, with shade, trees, drinking fountains, and bathrooms.
- Landscaping public areas with sustainable, native plants.
- Balanced process for tree removal and replacement.
- Access and use of green space increased. More open spaces and natural areas for protection of the environment.
- Water reuse encouraged and increased.

Resident Comments:

- Love the use of the water
- Are there “blue ways”?
- Clarify greenway and blue way and how systems are promoted
- Balanced process for tree removal – what does this mean?
- I agree with more open and natural areas
- Dog friendly beach area is fair in one area only provide poo bags at these beach areas thanks
- More open space and natural areas
- Allow residents to remove trees that are not native and create a problem for property
- This is good
- Bullets 2, 3, 4, 6 and 7 get an A+
- Would like to see more drinking fountains along the bike routes
- Balanced tree removal may be too aggressive
- Water reuse encourages and increased – not available in charter neighborhoods unfortunately
- Great job eliminating nonnative trees
- More access to water sports – kayak entry points



- More shade trees in public parks and pathways
- Great dog beaches
- Yes, on preservation
- No beach living
- Dog park for small and large breeds
- List of suggested trees landscape items recommended or pest free low water needs – found out it is already on website 😊
- Great job with natural areas
- Policy to make outdoor restaurants smoke free
- Excited about Cinquez park
- Need bike trails through green area – even through water retention areas
- Avoid additional large parking areas in and around natural areas
- Beach patrol by sanitation staff to clear debris and garbage perhaps garbage raking vehicles
- This page is number 1 with our group – stars on all items
- Promote Leed certification for green community
- Sustainable native plants are very important
- Coastal community
- This is what makes Jupiter unique
- The green blue and open spaces is our uniqueness
- Protect Loxahatchee River
- Need more definition for distinctive coastal community
- Make Jupiter a Model
- More bike trails
- Inlet village – little park left of Guanabana’s – publicize it? Public bathroom at Guanabana’s
- No loud music on the water
- More community involvement on green blue and open spaces
- What are greenway and blue way
- More open space to offset commercial development
- Excellent all round
- Need better patrolling of areas and bathrooms
- Leed Buildings
- Eco friendly landscaping
- No over development of Inlet area
- Green space in all neighborhood
- What happens with the mitigation fund need to be able to buy real open space?
- Access green space very important
- Focus on lox river restoration
- Continue water quality improvements such as septic to sewer storm water retrofits



Business Group Comments:

- All good and important
- Great
- Turn Inlet Village into a park



Green, Blue and Open Spaces Strategic Objectives

