

[illegible]



Caitlin Copeland <ccopeland@juno-beach.fl.us>

Master Plan Session

1 message

Aldo Rovere <aldoforjuno@gmail.com>

Mon, Sep 1, 2025 at 9:09 AM

To: town_council@juno-beach.fl.us, Robert Cole <rcole@juno-beach.fl.us>, Caitlin Copeland <ccopeland@juno-beach.fl.us>, Frank Davila <fdavila@juno-beach.fl.us>

September 1, 2025

Dear Councilors and Staff,

Thank you for the time and energy you continue to dedicate to the Master Plan process and for addressing the questions raised during the recent session with the Treasure Coast Regional Planning Council (TCRPC). I thought the Town Manager's response regarding council voting and its community impact was especially well done and helped clarify that portion of the discussion.

Let me also be upfront: I am not a strong supporter of Master Plans. While they provide vision and framework, the pace of change in government regulations, technology, and now AI can render long-term planning obsolete almost as soon as it is finalized. I recall from the Town's own lecture series that several experts cautioned against planning too far into the future for exactly this reason. That said, we have engaged the TCRPC to guide us through this process, and their role deserves careful attention.

For context, according to TCRPC.org, one-third of their 28-member governing board consists of local elected officials—nine from counties, ten from municipalities, and nine appointed by the Governor. Importantly, they collaborate with the South Florida Regional Planning Council to identify shared regional priorities, among which affordable housing is a major focus. The 2020 ALICE (Asset Limited, Income Constrained, Employed) Report highlighted that 34% of Palm Beach County households earn above poverty level but still cannot meet the basic cost of living.

Given this mission, board composition, and focus areas, I believe it is fair to ask: what specific outcomes are expected from this process, and how will they serve not only the region's goals but also the unique needs of Juno Beach? A higher residential mix, for example, could align with regional affordable housing priorities, but that may not align with our community's character or vision.

In addition, I understand that community members have been invited to share input directly with the TCRPC. If their submissions are already publicly available, please advise where they can be found. If not, I would encourage making them accessible so that the community at large can see the full range of perspectives.

Finally, as we mark Labor Day, I want to extend my appreciation to each of you for your service and commitment to our town.

Respectfully,
Aldo



Caitlin Copeland <ccopeland@juno-beach.fl.us>

our commercial spaces should be preserved

1 message

'Joseph torano' via Council <town_council@juno-beach.fl.us>

Mon, Sep 1, 2025 at 10:19 AM

Reply-To: joseph torano <joetorano@me.com>

To: town_council@juno-beach.fl.us

Juno Beach Council,

🌴 Juno Beach really is the paradise of Palm Beach.

I chose to move here because of the look, the feel, and the charm — plus the simple joy of being able to walk to great restaurants in just five minutes.

That's why I believe it's time for our town to take a pause. We've already seen a lot of new development, and before adding more, we should take a year to step back and really assess the impact of what's already been built.

I also feel strongly that our commercial spaces should be preserved. They're part of what makes Juno special, and losing them would push neighbors and visitors to head to Jupiter instead of enjoying what's right here at home.

Let's protect the character and balance of Juno Beach — so it remains the paradise we all love.

Thank You,

Joseph Torano

**INTERLOCAL AGREEMENT
BETWEEN THE TOWN OF JUNO BEACH
AND THE TREASURE COAST REGIONAL PLANNING COUNCIL
TO DEVELOP A
COMMUNITY VISION AND MASTER PLAN**

This Interlocal Agreement (herein referred to as "Agreement") is entered into this 5th day of November, 2024 by and between the Town of Juno Beach (herein referred to as "Town") and the Treasure Coast Regional Planning Council (herein referred to as "TCRPC"), each constituting a public agency as defined in Part I of Chapter 163, Florida Statutes.

WITNESSETH:

WHEREAS, Section 163.01, Florida Statutes, known as the "Florida Interlocal Cooperation Act of 1969," authorizes local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities and public agencies on a basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the need and development of local communities; and

WHEREAS, Part I of Chapter 163, Florida Statutes, permits public agencies as defined therein to enter into interlocal agreements with each other to exercise jointly any power, privilege, or authority which such agencies share in common and which each might exercise separately; and

WHEREAS, the TCRPC is permitted to provide services to the Town as the TCRPC is established by the State of Florida and considered a public agency in accordance with state law; and

WHEREAS, the Town Council of the Town of Juno Beach, Florida, has determined that analysis of existing conditions in the Town, completion of a real estate market study, exploration of various redevelopment strategies, and solicitation of public input for the creation of a Community Vision and Master Plan to be in the best interests of the residents and businesses of the Town of Juno Beach; and

WHEREAS, the Town of Juno Beach and the TCRPC desire to enter into this Agreement to accomplish the activities identified above.

NOW THEREFORE, in consideration of the mutual covenants, promises and representations herein, the Parties agree as follows:

SECTION 1. PURPOSE

- A. The purpose of this Agreement is to memorialize the terms under which the TCRPC will assist the Town with an analysis of existing conditions, completion of a real estate market study, exploration of redevelopment strategies, and solicitation of public input, culminating in a community vision and master plan.
- B. The Town and the TCRPC agree to act in a spirit of mutual cooperation and good faith in the implementation of the Agreement and its purpose.

SECTION 2. EFFECTIVE DATE

This Agreement shall become effective upon its approval by the Town Council of the Town of Juno Beach and the Executive Director of the Treasure Coast Regional Planning Council, the due execution thereof by the proper officer of the Town of Juno Beach and the Treasure Coast Regional Planning Council, and the filing of a certified copy hereof with the Clerk of the Circuit Court of Palm Beach County, Florida.

SECTION 3. GENERAL TERMS AND CONDITIONS

- A. This Agreement shall begin upon execution by both parties and shall end when the deliverables are complete as identified in the Anticipated Project Schedule contained in Attachment "B" unless terminated earlier in accordance with Section 5.
- B. The TCRPC shall fully perform the obligations identified in the Scope of Services contained in Attachment "A" of this Agreement to the satisfaction of the Town. The TCRPC shall complete the tasks in accordance with the "Anticipated Project Schedule" contained in Attachment "B" unless changes are mutually agreed upon and reduced to writing.
- C. The Town and the TCRPC agree to be governed by applicable State and Federal laws, rules, and regulations.

- D. Modifications of this Agreement may be requested by either Party. Changes must be mutually agreed upon and are only valid when reduced to writing, duly signed by each Party, and attached to the original Agreement.
- E. The Town agrees to:
1. Assist in the development of documents necessary to conduct the analysis and create the redevelopment master plan;
 2. Provide all necessary contact information, distribution lists, and assistance in posting information on the Town's website;
 3. Provide all necessary public notice as required by Florida Statutes;
 4. Provide venues for all public workshops and meetings; and
 5. Process all requests for reimbursement in a timely manner.

SECTION 4. RECORD KEEPING

- A. The TCRPC shall retain all records related to this Agreement for a time period consistent with the State of Florida Public Records Retention Schedule, as may be amended from time to time.
- B. The TCRPC shall allow access to its records during normal business hours and upon reasonable advance requests of the Town, its employees and agents.

SECTION 5. TERMINATION

This Agreement may be terminated for convenience by either Party on thirty (30) days written notice, or for cause if either Party fails substantially to perform through no fault of the other and does not commence correction of such nonperformance within five (5) days of written notice and diligently complete the correction thereafter. The Town shall be obligated to pay the TCRPC for only its work completed up to the date of termination pursuant to this paragraph.

SECTION 6. REMEDIES

No remedy herein conferred upon any Party is intended to be exclusive of any other remedy, and each and every such remedy shall be cumulative and shall be in addition to every other remedy given hereunder or now or hereafter existing at law or in equity or by statute or otherwise. No single or partial exercise by any Party of any right, power, or remedy hereunder shall preclude any other or further exercise thereof.

SECTION 7. INDEMNIFICATION

Each Party to this Agreement agrees, to the extent permitted by law, to save, defend, reimburse, indemnify, and hold harmless the other Party, and the other Party's respective officers, employees, servants or agents from each Party's own negligence or willful misconduct and from any and all claims, demands, damages, liabilities, causes of actions, legal or administrative proceedings, judgments, interest, attorney's fees, costs and expenses arising in any manner directly or indirectly in connection with or incidental to the performance of this Agreement. Nothing in this provision shall be construed as consent by the Parties to be sued, nor as a waiver of sovereign immunity beyond the limits provided for in Section 768.28, Florida Statutes, including limits on attorney's fees.

SECTION 8. SEVERABILITY

Should any provision of this Agreement be declared invalid or unenforceable by a court of competent jurisdiction, the same shall be deemed stricken here from and all other terms and conditions of this Agreement shall continue in full force and effect as if such invalid provision had never been made a part of the Agreement.

SECTION 9. ENTIRETY OF AGREEMENT

This Agreement represents the entire understanding between the Parties. This Agreement may be modified and amended only by written instrument executed by the Parties hereto in accordance with Section 3.

SECTION 10. NOTICE AND CONTACT

All notices provided under or pursuant to this Agreement shall be in writing, delivered either by hand, overnight express mail, or by first class, certified mail, return receipt requested, to the representatives identified below at the address set forth below:

For Juno Beach:

Frank Davila, Director of Planning and Zoning
Town of Juno Beach
340 Ocean Drive
Juno Beach, FL 33408

For the TCRPC:

Thomas J. Lanahan, Executive Director
Treasure Coast Regional Planning Council
421 SW Camden Avenue
Stuart, FL 34994

SECTION 11. FUNDING/CONSIDERATION

- A. This is a fixed fee Agreement based on the Scope of Services as identified in Attachment "A". As consideration for performance of work rendered under this Agreement, the Town agrees to pay the TCRPC a fixed fee of One Hundred Twenty Five Thousand Dollars and Zero Cents (\$125,000.00); which includes travel, attendance at all required public meetings and workshops, out-of-pocket expenses (printing and reproduction costs), mail, couriers, subconsultant costs, and other costs related to the services provided, and excludes advertising, promotional, and meeting venue expenses.
- B. The satisfactory completion of deliverables by the TCRPC, in accordance with general industry standards and best practices and submission of an invoice to the Town, shall be considered the TCRPC's request for payment according to the project milestone schedule contained in Attachment "A". The Town shall pay the TCRPC within thirty (30) days of receipt of an invoice.
- C. Additional services may be provided by the TCRPC to the Town following a written amendment to this Agreement for such services based on a flat fee of Two Hundred Dollars and Zero Cents (\$200.00) per hour.

SECTION 12. CHOICE OF LAW; VENUE

This Agreement shall be governed by the laws of the State of Florida. Venue for any action arising to enforce the terms of this Agreement shall be in Palm Beach County, Florida.

SECTION 13. ATTORNEY'S FEES

Any costs or expense (including reasonable attorney's fees) associated with the enforcement of the terms and conditions of this Agreement shall be borne by the respective Parties, however, this clause pertains only to the Parties to this Agreement.

SECTION 14. DELEGATION OF DUTY

Nothing contained herein shall deem to authorize the delegation of the constitutional or statutory duties of the officers of the Town or the TCRPC.

SECTION 15. FILING

This Agreement and any subsequent amendments thereto shall be filed with the Clerk of the Circuit Court of Palm Beach County pursuant to Section 163.01(11), Florida Statutes.

SECTION 16. EQUAL OPPORTUNITY PROVISION

The Town and the TCRPC agree that no person shall, on the grounds of race, color, ancestry, creed, religion, sex, national origin, political affiliation, disability, age, marital status, family status, pregnancy, sexual orientation, or gender identity be excluded from the benefits of, or be subject to, any form of discrimination under any activity carried out in the performance of the Agreement.

SECTION 17. PUBLIC RECORDS

In performing services pursuant to this Agreement, the TCRPC shall comply with all applicable provisions of Chapter 119, Florida Statutes. As required by Section 119.0701, Florida Statutes, the TCRPC shall:

- A. Keep and maintain public records required by the Town to perform this service.
- B. Upon request from the Town's custodian of public records, provide the Town with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.
- C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Agreement term and following completion of the Agreement if the TCRPC does not transfer the records to the Town.
- D. Upon completion of the Agreement, transfer, at no cost, to the Town all public records in possession of the TCRPC or keep and maintain public records required by the Town to perform the services. If the TCRPC transfers all public records to the Town upon completion of the Agreement, the TCRPC shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the TCRPC keeps and maintains public records upon completion of the Agreement, the TCRPC shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the Town, upon request from the Town's

custodian of public records, in a format that is compatible with the information technology systems of the Town.

IF THE TCRPC HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE TCRPC'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE TOWN CLERK CAITLIN COPELAND-RODRIGUEZ, MMC, RECORDS CUSTODIAN FOR THE TOWN, AT: (561) 656-0316; CCOPELAND@JUNO-BEACH.FL.US; OR 340 OCEAN DRIVE, JUNO BEACH, FL 33408.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date set forth above.

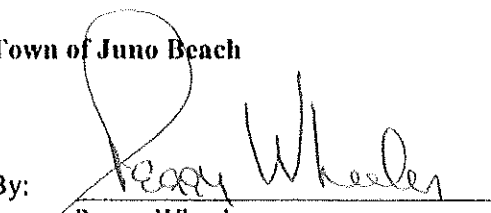
ATTEST:

By:


Caitlin Copeland-Rodriguez
Town Clerk

Town of Juno Beach

By:


Peggy Wheeler
Mayor of the Town of Juno Beach

Approved as to form and legal sufficiency:

By:


Leonard Rubin
Town Attorney

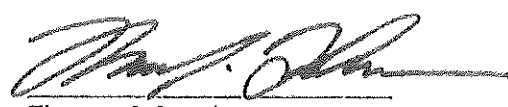
Treasure Coast Regional Planning Council

ATTEST:

By:


Phyllis Castro
Accounting Manager

By:


Thomas J. Lanahan
Executive Director

Approved as to form:

By:


Keith W. Davis
General Counsel

ATTACHMENT A
SCOPE OF SERVICES
TOWN OF JUNO BEACH
COMMUNITY VISION AND MASTER PLAN

OCTOBER 24, 2024

PROJECT DESCRIPTION:

The Town of Juno Beach (Town) seeks to engage the Treasure Coast Regional Planning Council (TCRPC) to solicit public input, develop a real estate market study, analyze potential redevelopment strategies, and provide recommendations for updating the Town's Comprehensive Plan and Land Development Regulations to implement desired redevelopment strategies consistent with the community's vision. The Scope of Services will include the following:

- Undertake due diligence research to assess land use, planning, and physical conditions in and around the Town of Juno Beach focusing primarily on potential redevelopment sites along the US-1 corridor, surrounding areas, and the beachfront condominiums;
- Conduct a structured series of public input activities, including stakeholder interviews, meetings with property owners, public workshops, and presentations to the Town Council;
- Develop a real estate market study which identifies growth potential in multiple real-estate sectors to include the residential, office, retail, and hospitality markets;
- Generate redevelopment design concepts driven by the community vision for those sites identified as most likely to redevelop, test appropriate densities and intensities and include renderings and data and analysis; and
- Develop an implementation approach, including recommendations for revising the Town's Comprehensive Plan and Land Development Regulations to implement the community's desired redevelopment approach.

SCOPE OF SERVICES:

Task 1: Staff Work Session #1 and Due Diligence Overview

Staff Work Session #1

TCRPC will facilitate all staff work sessions and project coordination meetings needed for the project, beginning with Staff Work Session #1, which is to clarify the project schedule and goals; gather background data; review general market, infrastructure and development activity; identify

stakeholders for interviews; and refine the project schedule as needed. The Town will provide all regulatory, project development history and activity, and other relevant data and GIS base map data as needed for the project. Additional Staff Work Sessions will be scheduled throughout the course of the project to maintain clarity and consistency among all team members on the project mission and goals. Staff Work Session #1 will be scheduled with Town staff in the first month of the project following execution of the interlocal agreement. TCRPC will be responsible for logistics, agendas, facilitation, and meeting notes for all Staff Work Sessions.

Due Diligence Overview

Base Documentation

The TCRPC team will develop, with assistance from the Town, necessary base documentation for the project to include GIS databases, aerial photography, ownership maps, and other data as appropriate.

Site Reconnaissance

The TCRPC team will conduct field work and site reconnaissance to develop a photo database and review on-site conditions. During field visits, TCRPC team members may schedule to meet with Town staff, property owners, residents, and other representatives to tour specific areas to gain a greater understanding of relevant issues.

Real Estate Market Study

The economic analysis for the Town of Juno Beach Community Vision and Master Plan is intended to focus on those “building blocks” that will guide the Town in prioritizing future redevelopment decisions and asset allocation. In short, the five key components of the economic analysis will include:

- Stakeholder Interviews
- Demographic & Economic Profile
- Real Estate Market Conditions
- Market and Development Potentials
- Implementation Issues

Task 1 Deliverables

Specific deliverables will include:

1. Facilitation of Staff Work Session #1 and Documentation (Agenda, Participant List, and Meeting Notes)
2. Project Memorandum including:
 - a. Updated Project Schedule
 - b. Due Diligence Components

- c. Summary of Site Reconnaissance
- d. Summary of Land Development and Infrastructure Conditions
- e. Summary of Market Potentials
- f. Information from other relevant studies

Task 2: Stakeholder Interviews

Stakeholder Interviews

To further inform the analysis, the TCRPC team will conduct up to twenty (20) stakeholder interviews. The interviews will be conducted in person and/or virtually (at the request of the interviewee) and will be scheduled by TCRPC. The interviews will be designed to further inform the TCRPC team as to the opportunities and challenges related to redevelopment in Juno Beach along US-1 corridor and surrounding areas and will be focused on land uses, development patterns, building scale and mass, densities, and height. Interviewees are anticipated to include members of the Town Council, Planning and Zoning Board, Town staff, property owners, investors, and residents of the Town, as well as representatives of other public agencies as appropriate (e.g., Florida Department of Transportation, Palm Beach County, Palm Beach Transportation Planning Agency). Town staff will identify recommended interviewees and provide their contact information, and TCRPC will be responsible for scheduling the interviews.

Task 2 Deliverables

Specific deliverables will include:

1. Project Memorandum including:
 - a. Listing of Stakeholder Interviewees
 - b. General Summary of Interview Findings

Task 3: Public Workshop #1

Public Workshop #1

In order to gain public input and provide an opportunity for public involvement and engagement, TCRPC will conduct a facilitated public workshop to help establish a community vision and priorities and inform future redevelopment in the Town. The workshop will be open to all who are interested in attending. The workshop will include an opening presentation summarizing the intent of the effort, an overview of existing conditions, a discussion of the initial findings of the real estate market study, and provide examples of how desirable redevelopment is occurring in other places. The Town will provide the workshop venue, public notification as required, and refreshments. TCRPC will provide workshop facilitators, maps, presentations, and all other workshop materials.

Task 3 Deliverables

Specific deliverables will include:

1. Completion of Public Workshop #1
2. Project Memorandum including:
 - a. Public Workshop # 1 Presentation and Documentation
 - b. Summary of Public Input

Task 4: Develop Conceptual Redevelopment Scenarios and Draft Recommendations

Redevelopment Scenarios

Working with Town staff and based on input derived through Public Workshop #1, TCRPC will develop conceptual redevelopment scenarios for the Town of Juno Beach with an emphasis on the US-1 corridor, surrounding areas, and those sites identified as most likely to redevelop. The plan will also analyze challenges and opportunities for the beachfront condominiums. The scenarios will include potential development quantities, renderings and analysis as needed.

Draft Recommendations

Based upon the different redevelopment scenarios described above, TCRPC will develop recommendations for revisions/updates to the Town's Comprehensive Plan and Land Development Regulations. The recommendations will consider the preferred mechanism for updating the regulations (i.e. overlay zones, limited-duration incentives, Town initiated re-zoning, etc.).

Task 4 Deliverables

Specific deliverables will include:

1. Project Memorandum including:
 - a. Redevelopment Scenarios
 - b. Recommendations for revising/updating the Town's Comprehensive Plan and Land Development Regulations

Task 5: Public Workshop #2

Public Workshop #2

TCRPC will conduct a second Public Workshop to present a summary of the input received in Public Workshop #1 and the draft results and recommendations for Tasks 3 and 4 described above. The Town will provide the workshop venue, public notification as required, and refreshments. TCRPC will provide workshop facilitators, maps, presentations, and all other workshop materials. Workshop #2 will be an opportunity for the community to review the work to date and make recommendations prior to finalizing the plan.

Task 5 Deliverables

Specific deliverables will include:

1. Completion of Public Workshop #2
2. Project Memorandum including:
 - a. Public Workshop #2 Presentation and Documentation
 - b. Summary of Public Input

Task 6: Project Report and Presentations to Town Council

Project Report

TCRPC will assemble all project data, findings, and recommendations into a draft Project Report for the Community Vision and Master Plan that will include summaries of all public input, all design concepts and renderings, and all work products developed in the tasks described above including a summary of the real estate market study and the full study as an addendum. The draft Project Report will be provided to staff for up-to two (2) rounds of consolidated edits, which will be incorporated into a final Project Report.

Presentations to Town Council

After the submittal of the Final Report for the Community Vision and Master Plan, TCRPC will be available for up-to four (4) presentations to the Planning and Zoning Board and the Town Council. TCRPC will coordinate the scheduling and content of the presentations with Town staff.

Task 6 Deliverables

Specific deliverables will include:

1. Project Report for the Community Vision and Master Plan (draft and final)
2. Town Council Presentations and Documentation

DELIVERABLES:

DELIVERABLE	FORMAT
Project Memoranda, Agendas, Participant Lists and Meeting Notes from Staff Work Sessions	Electronic copies in MS Word & PDF formats
GIS Maps and Data Tables	Electronic copies in ArcGIS and PDF formats
Project and Workshop Presentations	Electronic copies in Power Point & PDF formats
Redevelopment Concepts and Recommendations	Electronic copy in PDF format
Project Report	Electronic copy in

	PDF format
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FEES AND REIMBURSABLE EXPENSES:

Professional services described in this Scope of Services will be performed for a fixed fee of **\$125,000.00 (One Hundred Twenty-five Thousand Dollars and Zero Cents)**. The total fee includes travel, out of pocket expenses (printing and reproduction costs), mail, couriers, subconsultant costs, and all other costs related to the professional services. The fee excludes advertising, promotional, and meeting venue expenses, all of which will be paid directly by the Town.

TCRPC will provide all work and products, outlined in the scope above, payable per the following schedule. Additional presentations, meetings, or work beyond what is stipulated in the Scope of Services section of this Agreement will be billed at a rate of \$200.00 (Two Hundred Dollars and Zero Cents) per hour.

The full real estate market study is included in this Scope of Services and fee.

Revisions to the Town's Comprehensive Plan, Land Development Regulations, and the writing of ordinances or staff reports is not included in this Scope of Services.

PROJECT MILESTONE	%	PYMT AMT
Execution of Agreement	10%	\$12,500.00
Task 3 Project Memorandum (Completion of Public Workshop #1)	35%	\$43,750.00
Task 4 Project Memorandum (Submittal of Draft Concept Plans and Recommended Regulation Revisions)	25%	\$31,250.00
Task 5 Project Memorandum (Completion of Public Workshop #2)	15%	\$18,750.00
Submittal of Final Report	15%	\$18,750.00
TOTAL	100%	\$125,000.00

ANTICIPATED SCHEDULE:

An anticipated project schedule, contingent upon execution of the Interlocal Agreement in November 2024, is included as Attachment B.

ATTACHMENT B
ANTICIPATED PROJECT SCHEDULE

TOWN OF JUNO BEACH COMMUNITY VISION AND MASTER PLAN																2025																			
2024																																			
O N D J F M A M J J A S O N D																																			
PROJECT SCHEDULE																4TH QTR				1ST QTR				2ND QTR				3RD QTR				4TH QTR			
Task 1	STAFF WORK SESSION #1 AND DUE DILIGENCE OVERVIEW																																		
Task 2	STAKEHOLDER INTERVIEWS																																		
Task 3	PUBLIC WORKSHOP #1																																		
Task 4	CONCEPTUAL REDEVELOPMENT SCENARIOS AND RECOMMENDATIONS																																		
Task 5	PUBLIC WORKSHOP #2																																		
Task 6	PROJECT REPORT AND PRESENTATIONS TO TOWN COUNCIL																																		

TOWN OF JUNO BEACH, FLORIDA
COMMUNITY VISION AND MASTER PLAN

PROJECT MEMORANDUM #2

SUBJECT	PROJECT MEMORANDUM #2: Master Plan Interview Process
PREPARED BY	TREASURE COAST REGIONAL PLANNING COUNCIL
PREPARED FOR	Town of Juno Beach
DATE	August 13, 2025

The purpose of Project Memorandum #2 is to provide the list of project interviewees and a summary of their input. At the beginning of the master planning process, TCRPC requested that Town Council members provide names and contact information of those individuals the team should interview. The interviews are intended to provide background, context, and identify issues that need to be addressed in the master plan. Those interviewed included residents, business owners, real estate professionals, as well as the Council Members and staff.

Attachments

1. List of Interviewees and Summary of Interview Input.

24. Waterford Condominium, met with H.O.A. for question and answer session
25. Ted Astolfi, Martin County Economic Council
26. Jim Ehret, resident
27. Nader Salour, resident, developer
28. Paul Tischler, resident, economist
29. Len Rubin, Town Attorney
30. Keith Davis, Council Attorney
31. Anne Bosso, resident, real estate broker
32. Tim Hernandez, owner New Urban Communities

Summary Points of the Interviews

Below is a bulleted list of the issues and concerns raised during the interview process. Most of these comments were voiced repeatedly throughout the various discussions.

- Traffic congestion at Donald Ross Road and US-1 is bad and getting worse. Very concerned about additional trips and congestion with the completion of Caretta project and the Pulte townhomes.
- Town has taken the position to oppose the additional turn lanes at Donald Ross and US-1 proposed by Palm Beach County.
- Few connectivity improvements were made with the Caretta project nor the Pulte townhome project. Turning movements in and out of these new developments will exacerbate the already strained traffic conditions.
- Concerns that too many concessions are provided to developers in terms of incentives in the code or extractions for off-site improvements/projects (i.e. police station gym partially paid for by the Caretta developer).
- Concerns over the future of the beachfront condominiums – new legislation requiring more frequent inspections and financial reserves for improvements and what that means for preservation versus redevelopment.
- There are growing concerns about the loss of the "historic" moderately sized single-family homes in Juno Beach – many have been replaced with large "Miami" homes that are more modern and boxy in their architecture.
- There needs to be more landscaping at the gateways of the town and US-1 specifically.
- There are great concerns over the retention of existing local businesses as properties redevelop.
- There is a desire to make the town, specifically Donald Ross and US-1, more walkable and safer for pedestrians and cyclists.
- There needs to be a consistent approach and some controls to architectural design.
- There needs to be more sidewalks and crosswalks.
- Concerns expressed about the "over-building" of Juno Beach – both commercial and residentially.
- Town has no walkable, mixed-use "center". Town should strive to create one.
- There should be a unique and attractive public amenity and streetscaping package. There should be some brand identity.

Provided by Vice Mayor Pro Tem
Davis
9/3/2025



Proposal to support Juno Beach
development vision

September 2025

Juno Beach town is at a pivotal point – alignment on its vision for development is becoming critical

Juno Beach context	
<ul style="list-style-type: none"> • Low population growth (<0.1%/yr); average age 70.6 yrs • 68.1% of JB residents are homeowners • 3,662 housing units in 2023 • Caretta to add 95 new units; Pulte to add 40 town home units • Recent large home development and zoning, e.g. 700 Ocean Drive, Apollo Drive • Negative net absorption; no new retail space for 15 years • Local businesses face new ownership, e.g. La Mer 	
Key challenges	
<ul style="list-style-type: none"> • Town council not fully aligned on JB future direction • Prior Strategic Plan efforts perceived as too conceptual for some • Community anxious, somewhat resistant about development • Local businesses face higher rents without more customers • Development moratorium ends March 2026- sense of urgency 	

Key question		What is JB preferred future scenario and resulting development options?
Our proposed approach has 5 main deliverables		
1	Clarify the Juno Beach context and facts	Interim readout
2 a / b	Articulate case for change Summarize all community feedback	
3	Summarize all guidelines and constraints impacting future development	
4 a / b	Create future scenarios and benchmarks Select preferred scenario	
5 a / b	Create target development options Prepare detailed options for town vote	Working session

You require external support to facilitate and drive to a common view for Juno Beach development

Deliverables 1-4

The aim is to quickly educate and align on the fundamentals, then accelerate to building future scenarios using benchmarks

Key deliverables

Consultant deliverable contents

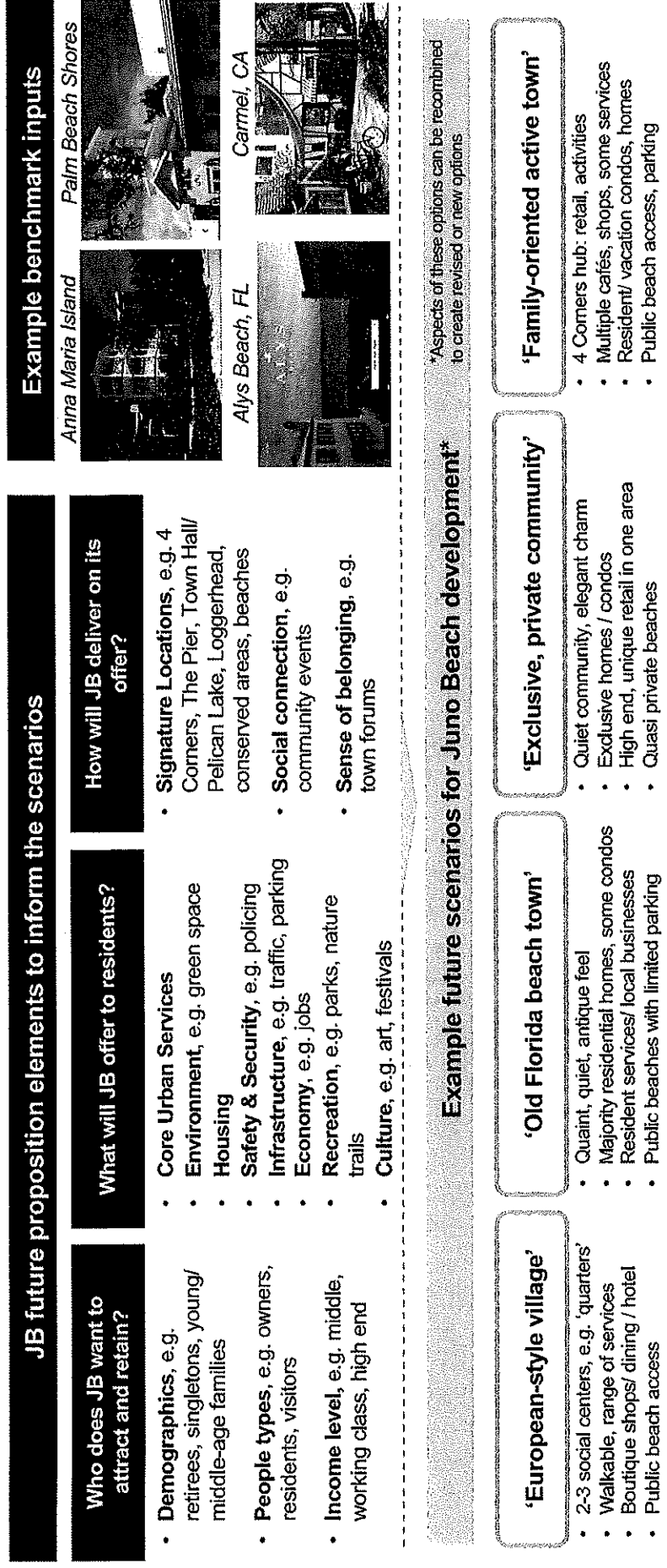
1	Juno Beach context and facts summary	<ul style="list-style-type: none"> Population, housing and redevelopment trends in JB Already planned redevelopments/ recent purchases, e.g. Pulte, Caretta, Holiday Inn Other related Palm Beach County / Juno Beach initiatives, e.g. Complete Streets
2a	Juno Beach case for change	<ul style="list-style-type: none"> Hard factors: risk of missed economic growth, aging population / decline, developer initiatives, climate / storm risk, building replacement requirements Soft factors: town reputation, social interaction loss, risk of declining resident experience
2b	Community feedback summary insights	<ul style="list-style-type: none"> 'Must have' aspects to retain, aspects to change and why Summarize all stakeholder interviews, focus groups, workshops, public forum feedback
3	JB development guidelines and constraints summary, for education	<ul style="list-style-type: none"> JB land use designations, development code, zoning regulations Legal constraints, e.g. property rights Community requested 'no' go' areas based on above feedback
4a	Future JB scenarios for 2035	<ul style="list-style-type: none"> 3-4 scenarios for town council / community review, informed by benchmarks Represent contrasting choices on who/ what / how for JB development vision
4b	Town scenario benchmarks to inform scenarios	<ul style="list-style-type: none"> 3-4 town benchmarks, selected by town council Clarify on who they target, with what offerings and how they deliver experiences

Deliverables 1- 4 Interim read-out

- Pre-read, presentation + feedback facilitation (3-4 hr forum)
- Facilitation of selection / vote on preferred future scenario

Deliverable 4

To build the scenarios, we'll take input from JB staff/ council / community



Town council then select a preferred future scenario to guide development options

Deliverable 5

After selecting a preferred scenario, town council prepare and present development options at a working session

Key deliverables	Consultant deliverable contents	Town council deliverable
5a	<p>JB development options template + ready options for working sessions</p> <ul style="list-style-type: none"> Two-page template created: <ul style="list-style-type: none"> Option description, e.g. building types, architecture styling landscaping Assessment, e.g. environment, traffic, developer business case/ incentives, JB code changes, legal Support, summarize and prepare town council development options for working session 	<ul style="list-style-type: none"> 1-2 development options per town council member Assessment for each proposed development option One town council member completes the 'do nothing' option assessment
Town council working session on development options	<ul style="list-style-type: none"> Working session design, agenda, objectives Active, fact-based facilitation Session output finalization and distribution to town council/ staff 	<ul style="list-style-type: none"> Town council present proposed development options at session Council members vote on top 3 options for public vote
5b	<p>JB development options for town vote</p> <ul style="list-style-type: none"> Top 3 development options further detailed for public vote All deliverables 1-5 finalized for town council/ public review and sign off 	<ul style="list-style-type: none"> Town council members review and sign off options for public vote

See Appendix for draft development options and assessment templates

Town council put 3-4 in-scope development options to public vote

Deliverable 5a

Using the proposed template, each council member prepares 1-2 development options for the in-scope areas of JB

	Example elements to complete for each in-scope area	CVS Corner	Plaza La Mer	JBC Café Corner (excl. Pulte?)	Carretta	Route 1 Corridor
1	Purpose/ goal of this option, e.g. what will it achieve for JB					
2	Number of acres, Zoning, Minimum Lot Size					
3	Concept Use incl. square feet per element, e.g. retail, offices, hotels, condos, town houses, homes					
4	Concept Height (# of stories, feet) and Density (d/u per acre) and number of units					
5	Urban services to be retained, added, removed; expected footfall					
6	Architectural styling for building types, including example benchmark visuals					
7	Proposed landscaping / hardscaping, green space, building setback					
8	Parking arrangement, e.g. surface, underground, # of spaces					

DRAFT

External consultant, JB staff and other experts to be available to support town council option creation

Deliverable 5a

Town council members will then assess the options they have created; one will assess the 'do nothing' option

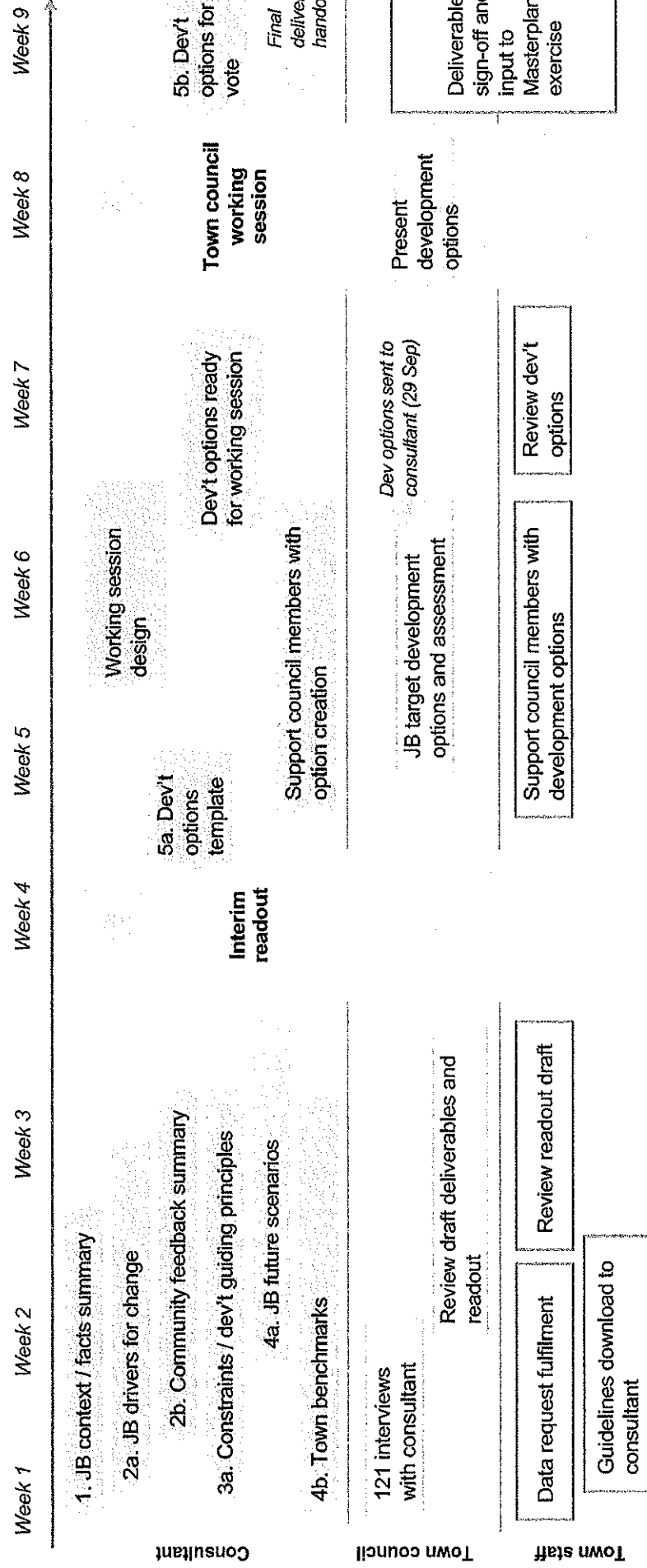
DRAFT

Example questions to assess each option, including 'Do Nothing' option		Option assessment
1	Fit: how well does the proposed option deliver on the agreed preferred JB scenario?	1-5; Explain
2	Compliance: what aspects would be out of PBC or JB policy/ regulations? What JB building code and zoning changes will be required for this option?	Detail out
3	Traffic: what is the potential impact to JB traffic patterns, including bridge challenges?	Low / Med / Hi (L/M/H); Describe
4	Community: how will this option contribute to JB Signature Experiences, Social Connection, Sense of Belonging?	Detail out
5	Environment: what is the potential environmental impact, e.g. green space, storm readiness?	L/M/H; Describe
6	Developers: how compelling is the developer business case? What incentives will be needed?	L/M/H; Describe
7	Legal: what are the legal implications? Is there a risk of legal action from owners/ developers?	Describe; L/M/H
8	Funding: what are the funding sources and financing methods, e.g. partnerships? Budget requirements?	Detail out
9	Implementation: how long to realize this option? what should be the KPIs? TJB resource requirements?	Detail out

External consultant, JB staff and other experts, e.g. traffic, environment available to support town council members to conduct their options assessment

Development Vision Plan

Proposed plan spans 8-9 weeks to enable decision-making and alignment



Time / effort request: Town Council
Active contribution and participation of the Town Council is critical to
achieve desired outcomes

Town Council member time request (estimated 17-22 hrs effort)		
Time request		Hours
Brief 121s with consultant on drivers for change, constraints, opportunities		1
Feedback on draft Deliverables 1-3		1-2
Shaping of future scenarios based on first draft		1
Participation in interim readout session; selection of preferred scenario		3
Preparation of 1-2 development options for in-scope areas, using template		4-8
Participation in development options working session; selection of options for town vote		5
Review of final deliverables 1-5 and sign off		2

Time / effort request: Town Staff
 TJB staff contribution is equally important to help align town council based on prior work, facts and current realities

Juno Beach staff (estimated 26 hrs effort)			Data request	
Time request	Hours	#	Description	
Provision of all data request items in first week of project	8	1	All prior market studies, stakeholder interview summaries, workshop outputs	
Walk through on JB code, zoning and guidelines	2	2	Prior Strategic Plan drafts including any quantitative estimates	
Explanation of PBC/ FL ongoing regulations and initiatives	1	3	JB population statistics, trends, forecasting including demographics, income level	
Support town council members in development options creation	4	4	Prior JB visioning, e.g. statements, design charrettes completed	
Review working session agenda, pre-read and provide feedback	1	5	Town code, zoning and guidelines on buildings, property development	
Participation in interim readout and working session	8	6	Detailed town layouts for the target two areas: Route 1 corridor and 4 Corners	
Notes capture at interim readout and working session	2	7	FL/ Palm Beach County initiatives, regulations impacting on JB development	

Fee structure

Proposed consultant fees are based on output delivered

Number	Deliverable	Hours	Fee	Deliverable Output
1	Juno Beach context and facts summary	4	800	1 page summary + 2-3 support pages
2a	Juno Beach case for change	4	800	1 page summary + 2 support pages
2b	Community feedback summary insights	8	1600	2-3 pages
3	JB development guidelines and constraints summary	16	3200	1 page summary + 3-4 support pages
4a	Future JB scenarios for 2035	16	3200	1 page summary + 1 per 4 scenario pages
4b	Town benchmarks to inform scenarios	12	2400	1 page summary + 4 benchmark pages
Interim readout: preparation, Deliverables 1-4 presentation, facilitation, summary of feedback				
5a	JB development options template, support for each town council option development, ensure options ready for working session	22	4400	20-25 page presentation + summary output 2-page template + 4 dev't options
Working session: design, preparation, facilitation, summary output				
5b	JB development options for town vote	16	3200	Session materials/ detailed agenda + 2-3 pages summary feedback
		12	2400	1 page summary + 3 detailed options
Total		122	\$24,400	

Fee assumptions:

- External consultant hourly rate is \$250; as community gesture, a **discount of 20% is offered** = \$200 per hour
- The estimated fee for deliverables is anticipated **not to exceed** the project amounts. Should any out of scope elements be requested which will result in a higher fee, these will immediately be flagged to the JB Town Manager for review and agreement.
- Fees **do not include** any action planning for development options or amendments to the existing Strategic Plan or Masterplan
- External consultant will prepare all draft powerpoint-based deliverables without graphics support. For final deliverables or architectural renderings, graphics support is estimated at an additional **\$1,500-\$3,000**. These will be discussed and agreed with JB Town Manager before undertaking any graphics support.
- **Invoices will be presented** after a) sign off on interim readout and b) development options finalized for public vote, for immediate payment, unless otherwise agreed

External Consultant Bio

Anna Detert, Principal



Background

- Anna was a partner in a Big Four healthcare strategy practice, based in the United Kingdom. She worked with large and mid-market companies across the globe (US, UK, Europe, Asia) across many industries, such as healthcare, pharmaceuticals, entertainment, consumer goods, financial services, engineering, technology
- Prior to KPMG, she was a Senior Associate at Prophet, a marketing strategy consultancy, where she developed propositions and brand strategies for US and international corporate clients. She then took a role as Head of Sales & Marketing for a division of Xerox in the UK.
- Before her post-graduate education, Anna worked at Bayer Corporation in multiple roles, including product development within the manufacturing team, technical support and then field sales in the USA.

Adettere@hotmail.com

+1 (561) 723-6857

Specialization

Anna M. Detert is a former Big Four Partner with vision, strategy and facilitation experience

Education

- MBA from London Business School
- B.A. in French and Chemistry from Oberlin College in Ohio, USA

Representative Professional and Industry Experience

- Developed a national estates and facilities function vision, operating model, technology roadmap and business case for a global pharmaceutical company; designed and facilitated cross discipline-leadership sessions to agree on key deliverables
- Worked with the executive team of a global healthcare company to increase team effectiveness and develop a plan for a new strategy rollout, including facilitation of senior team and line manager workshops
- Led the market assessment stream for an entertainment company acquisition. Designed and delivered market and customer experience assessment for over 30 different retail outlets across the United States. Conducted 30 senior manager interviews to inform brand portfolio strategic decisions.
- Led facilities and energy/ infrastructure provider 'fitness tests' to assess performance of readiness and suppliers across North America, Europe and Asia; developed new processes for project portfolio management and criteria for review.
- Led the art collection assessment for a global bank based in Switzerland, to categorize pieces, assess valuations and build a self-funding model
- Developed change management approach for a complex corporate transformation; conducted in -depth change readiness assessment and stakeholder decision matrix that helped the project leadership understand key risks

APPENDIX

- Town quality of life definition

What are the known elements of town quality of life?

'Hard' factors		'Soft' factors'	
1	Core Services	7	Social Connection
2	Environment	8	Sense of belonging
3	Housing	9	Recreation
4	Safety & Security	10	Culture
5	Infrastructure		
6	Economy		

- Water, sanitation, clean air
- Affordable grocery stores
- Access to pharmacy, hardware store, etc.
- Access to green spaces, e.g. set-backs
- Landscaping and upkeep
- Beach / lake health
- Condo units, town houses
- Single/ multi family homes
- Gated communities
- Visible policing
- Low crime rate
- Know your neighbor
- Road quality, private roads
- Manageable traffic
- Parking (surface/ underground)
- Job opportunities for locals
- Income levels

- Opportunities for interaction
- Community areas, e.g. Town Hall, cafés
- Town forums/ surveys
- Opportunities to influence decisions
- Beach access, e.g. public/ private
- Park access, e.g. JB Park, Pelican Lake
- Fitness centers.
- Restaurants/ fine dining
- Festivals/ events, e.g. Easter on the Pier

J Karas
Provided by Vice Mayor Pro Tem
a/3/2025 Davis

CONTEXT

Since my engagement to compose a Strategic Plan by Juno Beach around August 2024, In addition to several field visits I have researched numerous sources related to future planning, interviewed five leadership staff and five Council members, and facilitated one resident workshop and one Council workshop.

A Strategic Plan strives to choose the most important, relatively few action strategies to pursue a community's vision. My work in progress proposes four overarching goals with a partial list of emerging action strategies. They correspond to a community vision which is also "emerging" (aka work in progress) that revolves around slow growth, and environmental preservation and sustainability. I use the term "emerging" since I have not arrived at consensus among Council members on all Plan components. A 5-10 year Strategic Plan vision would embrace or complement a master plan vision, which has yet to coalesce. The Town's website provides a vision, however it is not unique enough to Juno Beach nor inspirational. The Town's Comprehensive Development Plan is also lacking an inspirational master planning vision.

Since your engagement is commencing soon, it seemed important and most efficient to convey observations/recommendations asap. They are a synthesis of all input received, however full consensus of Council has yet to be achieved (hence, "work in progress"). Happy to discuss further if desired.

GOALS¹ RELEVANT TO MASTER PLANNING. Two of the four goals are most relevant to master planning:

GOAL 1: NURTURE THE SMALL-SCALE, QUAIN AND HISTORICAL TOWN CHARACTER OF THIS PREMIER PALM BEACH COMMUNITY THROUGH A 5-10 YEAR MASTER PLAN/BLEUPRINT WITH 3 INTERLINKED ACTIVITY CENTERS FROM THE VILLAGE TO THE SEA.

Sub Goals:

- **3 focal points/hubs:** Compact commercial village center with village square (US1/Donald Ross), social center (Town Center/Pelican Lake), Recreation/wellness area (beach/adjoining parks) [uses in each area not exclusive. For example, the corridor leading to the recreational beach hub includes office and condo land uses.] The location of the three focal points are rough sketched below.
- **Limit Growth:** Support only limited or slow, smart, "sound", high quality, compatible development/ infill/growth/redevelopment balanced with property rights; Attract and maintain desirable mix of commercial/retail and convenient urban services. Recognize the current slow population growth rate of 0.1%/year, however assimilation of 2 new residential developments, future growth (size, scale, intensity) should not sacrifice desired community character and architectural feel; commercial/retail traffic also paramount.
- **Mobility:** Manage thru traffic and multi-modal safe/easy linkage/access to the three focal points/hubs, recreation, services, shopping, entertainment. Advocate walkability; resolve

¹ One of the councilmembers considers goals to be "Strategic Initiatives."

bridge impedance. Consider Safe Streets for All (pending grant), and assess feasibility of “Complete Street” design encompassing US1 and Donald Ross Road intersection, with appropriate “New Urbanist” principles where possible (shade trees, more pedestrian friendly, landscaped median, speed reduction)

- Incorporate **Vibrant Community** Model (see Attachment A)-
 - Establish JB Business Board – governs village center operations, events, marketing; attraction, retention- approach & attract DESIRED development/business instead of just market forces; keep/attract “mom & pops” as well as world HQ branding
 - Incorporate a compact, appropriate scale Village Center which includes housing (Mixed Use); and which attracts and maintains convenient services; and desirable entertainment, dining, shopping
- Village Center: Integrate findings of **retail, commercial demand studies**; medical and other service conveniences
- Beautiful and consistent/uniform **theming/branded design** reinforcing “sense of place” through the 3 Centers, and storm resiliency - landscape/hardscape, signage, pathways and seating, lighting, public and private art (Overlay?). Validate/re-assess feasibility/cost of **undergrounding** electric utilities (see prior analysis)
- **Town Center/ Pelican Lake Amenities**- enhance social center concept (events, library, reconsider decking, etc.) and linkage to beach/oceanfront
- Integrate natural areas/ **beach/wellness** design, preservation and pedestrian linkage.
- Implement vision through **CDP and LDR** with changes as needed

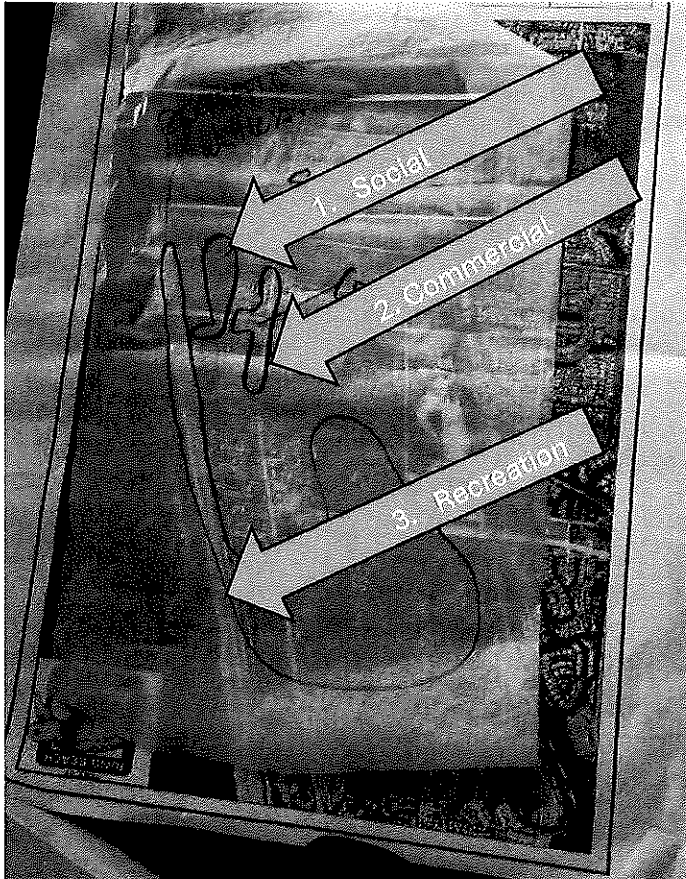
GOAL 2: ACHIEVE HEALTHIER ENVIRONMENT THRU GREATER ECOLOGIC HARMONY AND NEIGHBORLY FELLOWSHIP; MAINTAINING TIGHT KNIT COMMUNITY COHESION

Sub-goals:

- Promote chemical-free preservation/eco balance town-wide to treasure all things environmental (beaches, parks, open space, wildlife habitat)
- Assist and support maintenance and restoration of conservation areas (exotics, controlled burns, etc.); including protection in perpetuity (additional legal controls, adoption thru not-for-profits, etc.)
- Promote community fellowship/neighborliness (e.g. street barbeques) for greater public safety (block watches), community pride, camaraderie ... Community gardens, signage, art? Consider public private partnerships for recreational and social opportunities/community events
- Control and prohibit over-fertilization and pesticides (mosquito control?); promote FL Friendly landscaping, etc. (move to STR)
- Promote some green building strategies (chemical safe materials. See FGBC)
- Promote native vegetation and ecosystems linked to storm resiliency; avoid or mitigate undesirable stormwater management (pesticides, hydrocarbons). Attention to vulnerability analysis now in progress.

The location of three planning hubs are rough sketched below:

1. Social: Town Center and Pelican Lake
2. Commercial: US1 and Donald Ross intersection
3. Recreation/Wellness: Beach and Preserved Natural Areas



Within the Social Center and/or Commercial Center Master Planning, you might also anticipate a town facilities master plan. While such a detailed Plan would presumably not be completed during your master planning, you could anticipate some findings. The Plan is described as:

Produce a comprehensive Facilities/Organizational needs assessment and management plan- Consider all the Town's land and building assets, future space needs for all departments staff, policing, Council, town and emergency response operations, social and community events, etc. Include life cycles, maintenance and deferred maintenance, land surplussing, acquisition, swaps, etc. as needed.

The Vibrant Community Model suggests four interrelated components, which apply to each of the planning "hubs". See attachment A for elaboration on this planning model.

Slow growth options are continually discussed. One means of managing future growth is to determine carrying capacity or theoretical buildout. Some hesitation with the term "buildout" was conveyed, implying a pro-growth posture to some. To the contrary, for master planning purposes the potential buildout - both in form and intensity according to current land use and zoning - is central to master planning. A "do-nothing" scenario would be a worthwhile avenue to compare one or more desired design/intensity scenarios in your master planning.

Engaging landowners and/or developers is a valued - if not essential - exercise in the course of master planning. However, I did not glean full Councilmember agreement with this approach. Engaging property *owners* has more support than engaging discussion with potential *developers*. It should be conveyed that any discussion with potential developers carries no implication of approval of future development. The sentiment in Juno Beach reflects the classic and repeated clash in Florida communities large and small between growth/over-development pressures versus sacrificing human scale, small and quaint communities and "mom and pop" stores.

It is essential to master planning to establish future commercial and retail demand through appropriate market studies, however there is also some disagreement among Councilmembers on this point. The community also desires improved conveniences such as nearby access to medical services.

ACTION STRATEGIES

In addition to goals (above), a partial list of action strategies is emerging as well. These have yet to be more fully analyzed or vetted, as that work with staff and an anticipated new Town Manager has been delayed until January. Notable for Master Planning purposes are:

1. For commercial/retail architectural style, consider compatibility with historic character of some residential areas; goal is to preserve unique character, and possibly create a local historical preservation program.
2. Corresponding Land Development Code changes are under continual discussion, ranging from intensity/density to architectural styles and beachfront redevelopment including height and subterranean parking.

Resident Focus
Provided by Via Mayor Pro Tem Davis
9/3/2025

On Aug 28, 2025, at 8:53 AM, Teri Grooms <teri.grooms@gmail.com> wrote:

Dear Mayor and Council Members,

As someone who has spent my life here in northern Palm Beach County and seen firsthand how quickly towns can lose their way if growth and change aren't handled thoughtfully, I want to offer a few suggestions on how Juno Beach might best approach its upcoming conversation about the Town's Master Plan.

I drive through Juno Beach several times a week, and nearly every day it reminds me of my own history. I grew up on the beaches of Juno, learned to swim at the Casa Juno swimming pool (now gone, sold out for bigger development), and my stepfather lived and worked at the Surf Lounge and apartments that once stood where the Ocean Trail condos are today. While many of those places are now lost to time and overbuilding, there are still elements from my childhood that remain — and it does my heart good to see them. Those older buildings and landmarks deserve protection, and I urge the Town to use historic preservation as part of its Master Plan to safeguard the community's story.

This process is about more than codes and zoning — it's about setting a vision for the future and protecting the special character that makes Juno Beach unique. To ensure the process is inclusive, transparent, and productive, I encourage you to consider the following:

1. Begin with Clear Goals

Establish from the start what this effort is meant to achieve. Is the purpose to protect small-town character? To set limits on building heights and density? To strengthen environmental protection? Defining the “why” will help guide every discussion and decision.

2. Take a Phased Approach

Breaking the process into steps keeps things organized and ensures residents know when and how they can participate:

- **Inform:** Explain what the Master Plan is and why it matters.
- **Listen:** Gather input through town halls, surveys, and workshops.
- **Draft:** Develop proposals with community voices at the center.

- **Refine:** Share options back with residents for review.
 - **Adopt:** Only move forward after open discussion and full public vetting.
-

3. Keep Residents at the Center

The Master Plan should be built with the community, not handed down to them. That means making it easy for all residents and businesses to take part — offering meetings at different times, creating online opportunities for feedback, and holding focused sessions on specific topics like environment, neighborhoods, or business districts. Cherry picking one resident and one business won't give you a broad view of what the community wants.

4. Commit to Transparency

Transparency is the key to building trust. Posting all materials, drafts, and recordings online ensures everyone has access. Setting a clear timeline with milestones gives residents confidence that their input is being valued and not rushed past. To suggest that "everyone needs to be on the same page" or that the plan should be hashed out in a private "shade" session with Town Councilors, Town Attorney and Town Manager completely leaves out the community you represent.

5. Protect What Makes Juno Beach Unique

This is an opportunity to protect the scale, charm, and environment of Juno Beach. Maintaining sensible limits on development, safeguarding our beaches and natural areas, supporting neighborhood-serving businesses, and preserving historic structures will keep the town true to itself.

6. Finish What We Start

Too often, towns begin new initiatives before completing older ones. I encourage the Council to see this Master Plan process through fully, with clear benchmarks and accountability along the way.

In closing, the Master Plan should be the people's roadmap for Juno Beach's future. With thoughtful organization, transparency, and true community involvement, the Council can

guide a process that earns trust and ensures the plan reflects the town's history and character — while protecting the pieces of the past that give Juno Beach its heart.

Respectfully,

--

Teri Grooms
561-889-3554