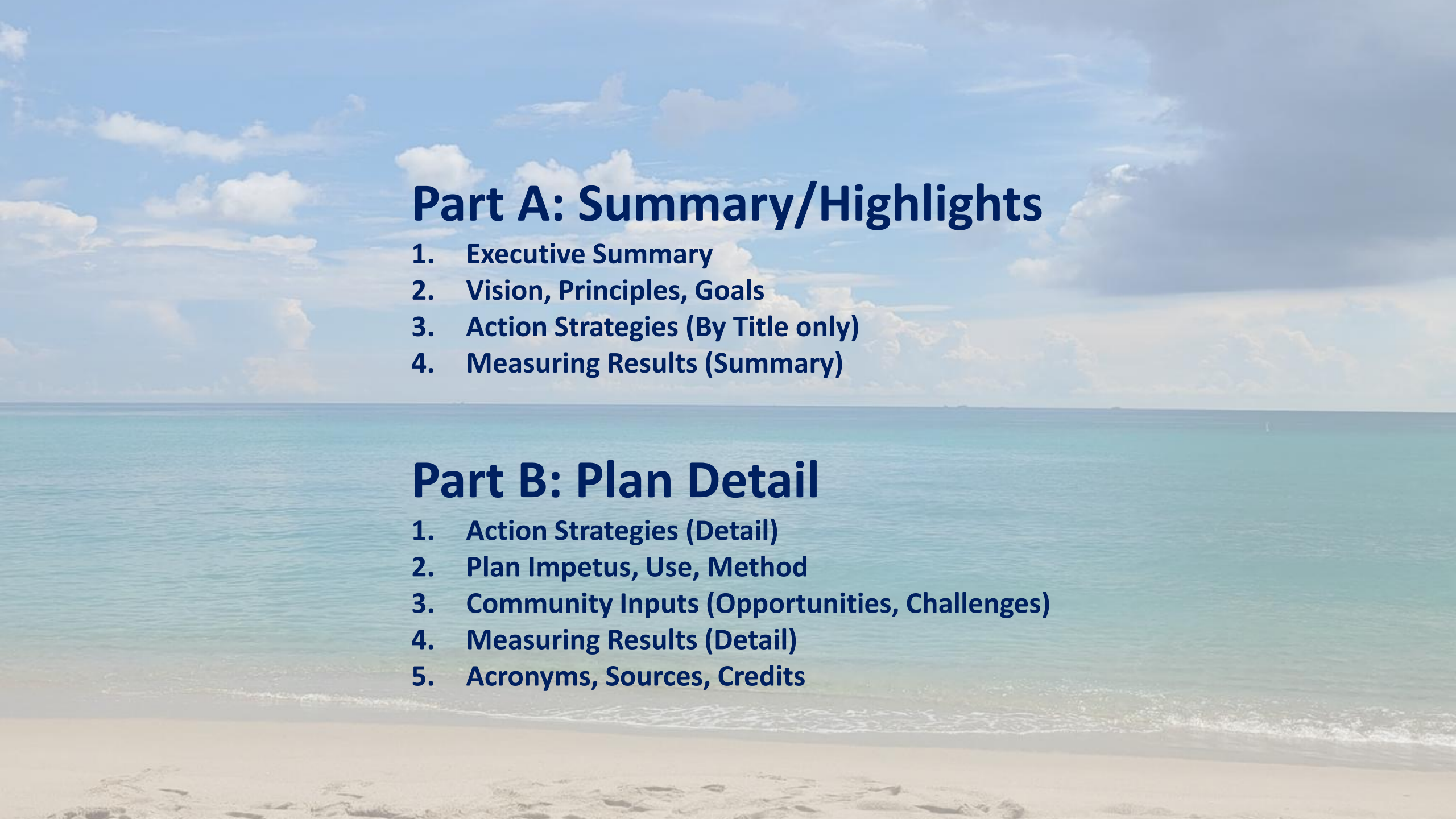


Juno Beach 2030 Strategic Plan Realizing a Shared Vision



*Town of Juno Beach [web address to this document here]
Final Draft April 21, 2025*



Part A: Summary/Highlights

- 1. Executive Summary**
- 2. Vision, Principles, Goals**
- 3. Action Strategies (By Title only)**
- 4. Measuring Results (Summary)**

Part B: Plan Detail

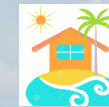
- 1. Action Strategies (Detail)**
- 2. Plan Impetus, Use, Method**
- 3. Community Inputs (Opportunities, Challenges)**
- 4. Measuring Results (Detail)**
- 5. Acronyms, Sources, Credits**

Executive Summary

Strategic planning is a recognized best practice for municipal management to act upon priorities in an ever-challenging environment. Since August 2024, this Plan was composed through discovery including research, field visits, assessment of opportunities and challenges, input from roughly 45 persons from three workshops and eleven interviews. It presents a strategic vision in response to the greatest opportunities and challenges through the year 2030. Guided by ten overarching principles, the Town aspires to achieve four main goals through 38 action strategies.



The summary goals are:
Administrative Excellence



Council Effectiveness



Manage Growth



Healthier Environment

With some items already funded, the Plan's estimated cost is \$714,500 (annual) and \$6.7M (one-time). Plan progress will be measured through regular evaluations and updates, with elements integrated into the Town's annual budget and Capital Improvement Plan.



Plan Building Blocks



From priority challenges and opportunities a vision is captured.

Principles are essential values for Council, Staff, and Residents to follow.

Aspirational Goals guide the most pressing actions.

Selected action strategies guide staff, resources, budgeting and community partners. What are the fewest, most important, affordable actions for desired results?

Measuring results means celebrating success or making necessary changes.

Strategic Plan Vision*

Juno Beach 2030: A seaside coastal island gem preserving its small-town charm; demonstrating exceptional customer service, public safety, and leader influence; honoring unity of purpose and neighborly fellowship; embracing nature for health and wellness.

* A community-wide vision will likely result from the ongoing Master Plan, which should compliment and be consistent with this vision.

Principles

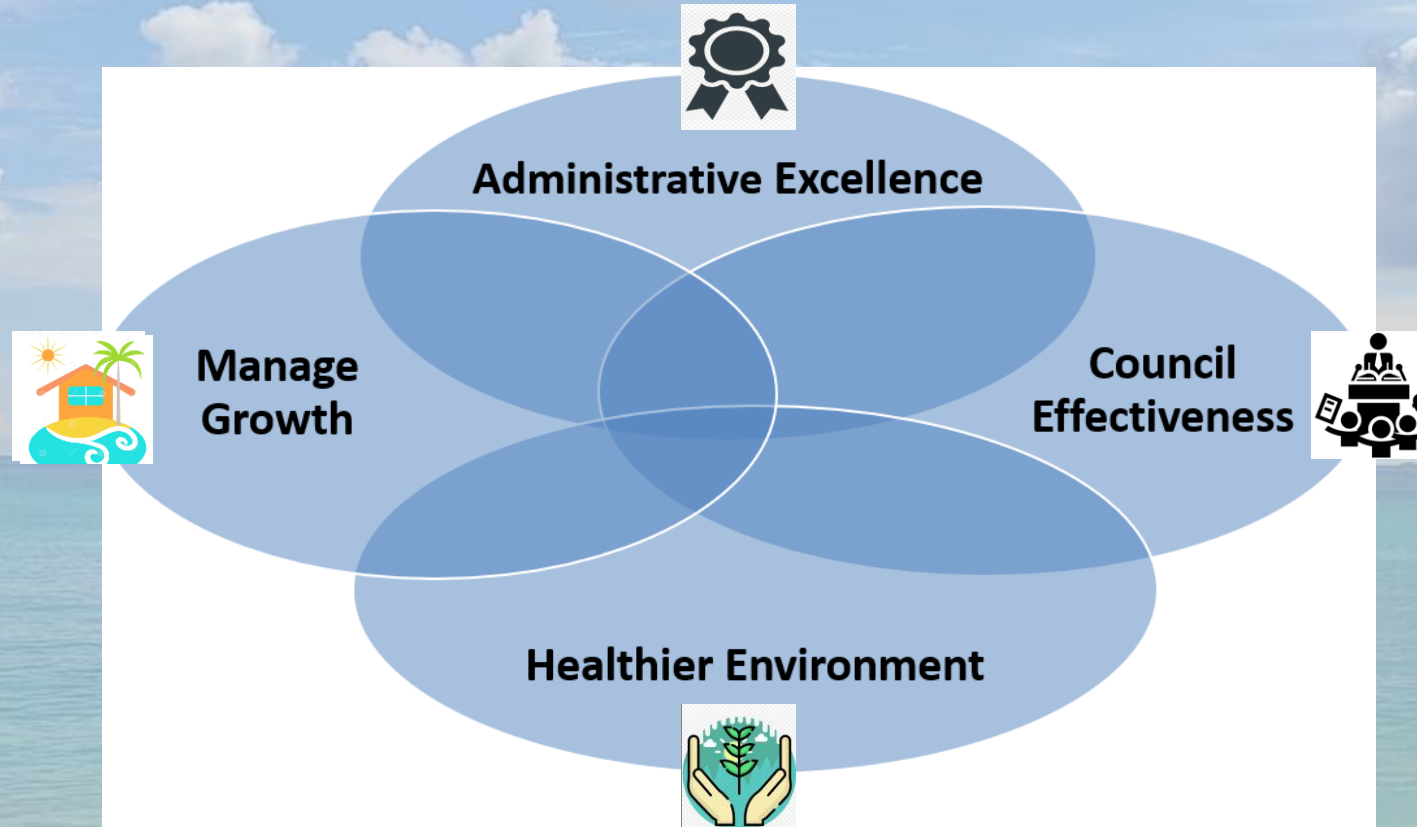
(Guiding all we do – Council, Staff, Residents)

1. *Consistently provide exceptional, transparent municipal services, adding value to residents' lives, properties, and businesses while assuring a long-term sustainable, slow-growth community preserving its unique character.*
2. *Honor and encourage resident/citizen engagement and involvement.*
3. *Maintain exceptional public safety performance, including “community policing” approach.*
4. *Foster a culture of politeness and civility with respectful debates, avoidance of personal attacks, and reliance on best available information.*
5. *Deliver top-notch and personalized customer service with a small but talented, efficient staff able and willing to multi-task.*

Principles

6. Maintain solid financial footing and public trust by:
 - a. Practicing fiscal responsibility, prudence, and transparency governing all budgeting, strategic decision-making, and project management.
 - b. Solidifying and expanding civic and not-for-profit organization and business partnerships for additional tangible, financial, or human resources.
 - c. Engage public-private partnerships when beneficial and free from conflict-of-interest.
7. Pursue data-based decision-making and anticipatory planning, striving toward proactive before reactive programs and conduct.
8. Expect the highest professional standards from staff and consultants, including cost/benefit and alternatives analysis to facilitate proactive decision-making.
9. Encourage professional advancement and longevity; appreciate staff, reward superior employee performance.

4 Goals



Goals, or defined by some as “strategic initiatives,” are the most important aspirational targets while pursuing the strategic vision. They are intertwined and ranked by importance.

1. Administrative Excellence

Led by a new town manager, staff delivers top-rate customer service through improved process/procedures toward clear outcomes, with high morale while pursuing professional advancement.

2. Council Effectiveness

Advance consensus, trust, and influence through greater efficiency and participatory leadership.

- Engage a broader community consensus among expanded/newly created committees, advisory boards, key community organizations and businesses; while improving efficiency, influence through partnerships, coalitions and advocacy.
- As part of Annual Budget, adopt a prioritized Strategic Plan which directs staff priorities and resources, encourages longer-range (5-10 year) continuity, and is regularly evaluated for success or adaptation.
- Increase influence/"clout" thru coalitions and smart strategies to achieve desired policy wins and secure resources.

3. Manage Growth



Nurture the small-scale, quaint and historic residential town character of this premier coastal island community through regulations, incentives, a 10-year Master Plan/Blueprint with 3 interlinked activity hubs from a village center to the sea, and attractive, quiet residential areas. Support only limited or slow, smart, high quality, compatible development/ infill/ redevelopment balanced with property rights; Attract and maintain desirable mix of commercial/retail and convenient urban services.

- Design: Realize beautiful and integrated theming/branded urban design and architecture reinforcing “sense of place” through three Activity Hubs, which emphasizes pedestrian safety and comfort balanced with traffic efficiency (shade trees, more pedestrian friendly, landscaped median, speed reduction). Beautify through landscape/hardscape, signage, pathways and seating, lighting, public and private art, re-evaluating undergrounding electric utilities.
- Mobility: Manage thru traffic and multi-modal safe/easy linkage/access to the three activity hubs, recreation, services, shopping, entertainment. Advocate walkability; mitigate bridge impedance.
- The three hubs are:

3. Manage Growth - 3 hub plan



Commercial/Mixed-Use Village Center

(US1/Donald Ross intersection and adjacent) - Incorporate a compact, appropriate scale Village Center with housing (Mixed Use); which attracts, maintains convenient services; desirable entertainment, dining, fitness, shopping. Integrate findings of retail, commercial demand studies; seek medical and other urban service conveniences. Incorporate Vibrant Community Model to ensure design, programming, marketing/funding, and governance are simultaneously considered.

Social/Town Center (Pelican Lake)- Enhance the built and natural beauty, function as neighborly/social meeting place featuring special events, library, educational workshops (reconsider decking, etc.) and pathway to recreation/wellness areas.

Recreation-Wellness Circuit

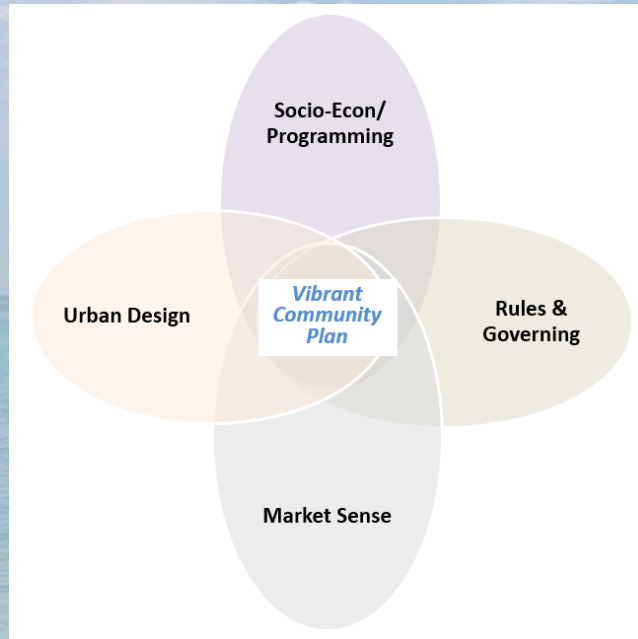
(beach/adjoining parks, pathways, fishing pier) - Integrate natural areas/ beach/wellness design, preservation and pedestrian (non-motorized) linkage.



3. Manage Growth-Vibrant Community Plan Model



“A successful community plan begs all 4: good design, programming, rules, and funding/marketing.”



A “Vibrant Community” Plan results from the dynamic intersection of four equally weighted, interdependent and vital components. All must be considered while crafting many types of Plans (including master and strategic plans). If one element is omitted or weak, the others diminish.

- **Urban Design** accounts for the physical layout of engineered urban places integrated with environmental resources. Civil engineering, architecture, landscape architecture, mobility, aesthetics, site planning, etc. all come into play. Will a sustainable environment be created?
- **Socio-Econ Heart/ Programming** answers the social & economic environment created by a successful plan. What mix of economic drivers, jobs and types of development are desired? What programming (festivals, events, activities, and habits) will define the vibrant community? How will the community’s unique culture and history be embraced? How will activity hubs ranging from jobs centers to schools, from sports and cultural events to town squares be integrated?
- **Rules & Governing** accounts for all the organizations and rules (public and private) which bolster the Master Plan. From zoning codes to parking policies and permitting, to open business hours and festival rules, the community players from steering committees and Village Council to Downtown/area business owners who work in alliance to realize the Plan, ensuring workability and accountability.
- **Market Sense** embraces the funding, marketability, branding, advertising, outreach, and image building. This is inextricably linked to market demand, investment and financing, grants procurement, etc.

4. Healthier Environment

Achieve a healthier environment thru greater ecologic harmony, recreation/wellness, and neighborly fellowship to renew tight knit community cohesion.

- Value preservation/ecosystem balance town-wide to treasure all things environmental (beaches, parks, open space, wildlife and habitat).
- Assist and support maintenance and restoration of conservation areas using biological controls when feasible (removal of exotics, controlled burns, etc.); including protection in perpetuity (additional legal controls, adoption thru not-for-profits, etc.).
- Promote native vegetation and ecosystem preservation especially linked to storm resiliency; avoid or mitigate undesirable stormwater management (pesticides, hydrocarbons).
- Promote community fellowship/neighborliness with more resident social events from smaller block parties to larger Town Center assemblies.

38 Action Strategies Pursuing 4 Goals

Following is a summary of the highest priority Action Strategies. Detail on each (who, how much, when, etc.) is contained in Part B.



Administrative Excellence – 9 Action Strategies (by title only)

AE 1	"Rally the Troops I" by clarifying roles and responsibilities, and boosting morale.
AE2	Improve Town Center internet by increasing bandwidth.
AE 3	Hire Communications Director.
AE 4	Rename "Human & Financial Resources Department"; hire Assistant Finance staff.
AE 5	"Rally the Troops II" by supporting staff advancement and growth, etc.
AE 6	Replace software which is obsolete, non-existent, or incomplete.
AE 7	Hire Fixed Asset Manager to produce "Comprehensive Facility Needs Assessment/Resilient Property Management Plan".
AE 8	Evaluate/implement desired means to increase/sustain revenue.
AE 9	Re-evaluate Quality of Staff Reports for Council Business Meetings.



Council Effectiveness-8 Action Strategies (by title only)

CE 1	“Get To Yes.” Achieve Greater Business Meeting Efficiency, Consensus, Cordiality.
CE 2	Empower dynamic new Town Manager to lead.
CE3	Continue or begin new town and community volunteer-sponsored special event.
CE 4	Accommodate more public/resident engagement through listening events.
CE 5	Form active/effective regional coalition of towns to lobby BOCC or others.
CE 6	Improve Advocacy (especially State and Regional).
CE 7	Re-examine Town Charter.
CE 8	Provide Professional Advancement for Councilmembers.



Manage Growth - 12 Action Strategies (by title only)

MG1	Complete Master Plan with 3 Activity Hubs, safe multi-modal/traffic management and desired architectural style.
MG2	Form "Heart of Juno" Village Center Association.
MG3	Prioritize mobility through pedestrian and vehicular safety.
MG4	Oppose turn-lane additions at US1/DRR Intersection.
MG5	Execute landscape architect contract for US 1 Median design, permitting, construction.
MG6	Integrate “Safe Streets for All” design.
MG7	Evaluate speed controls/calming devices on specified roads.



Manage Growth - 12 Action Strategies (by title only)

MG8	Evaluate Fiscal Impact/Impact Fees to be required of applicants.
	Revise Development Code (aka Land Development Regulations) or CDP in phases A, B, C:
MG9	A. Redevelop Beachfront and Commercial/Residential zones with desirable architecture.
MG10	B. Preserve Historic Character through Board and Program.
MG11	C. Implement Master Plan/Complete CDP "Evaluation & Appraisal".
MG12	Re-evaluate and update prior engineering- cost/benefit analysis of undergrounding transmission power lines.



Healthier Environment-9 Action Strategies (by title only)

HE1	Support/facilitate highest quality beach preservation/maintenance.
HE2	Secure better legal preservation guaranteed in perpetuity for ESLs/natural areas/resources.
HE3	Implement/maintain clear, consistent direction for Pelican Lake Park Maintenance Plan.
HE4	Hire one new environmental resource staff.
HE5	Better manage ESLs with agencies/partners through existing or newly-drafted cooperative and/or interlocal agreements.
	Promote fellowship, recreation, education, & wellness of this tight knit community through:
HE6	A. "Enjoy Juno Beach" Town Center/Pelican Lake Events, Exhibits, Festivals.
HE7	B. Facilitate "Know Your Neighbor" community initiatives.
HE8	C. Design and Build "Pathway to Wellness".
HE9	D. "Love & Learn Our Community/Our Environment" - Facilitate guest lectures, interactive workshops, town hall style discussions

Action Strategies – Metrics

	Goal	Action Strategies	Year 1	Out Years	Cost Estimate (\$)	
					Recur	Non Recur
	Administrative Excellence	9	5	4	357,000	225,000
	Council Effectiveness	8	6	2	247,500	5,000
	Manage Growth	12	8	4	0	6,125,000
	Healthier Environment	9	7	2	110,000	300,000
	TOTAL	38	26	12	714,500	6,655,000

Revenue Trend (\$M)

- 4.8% growth over 4 years, other factors constant. Includes permanent increase of \$350,000/year (tax from new housing).

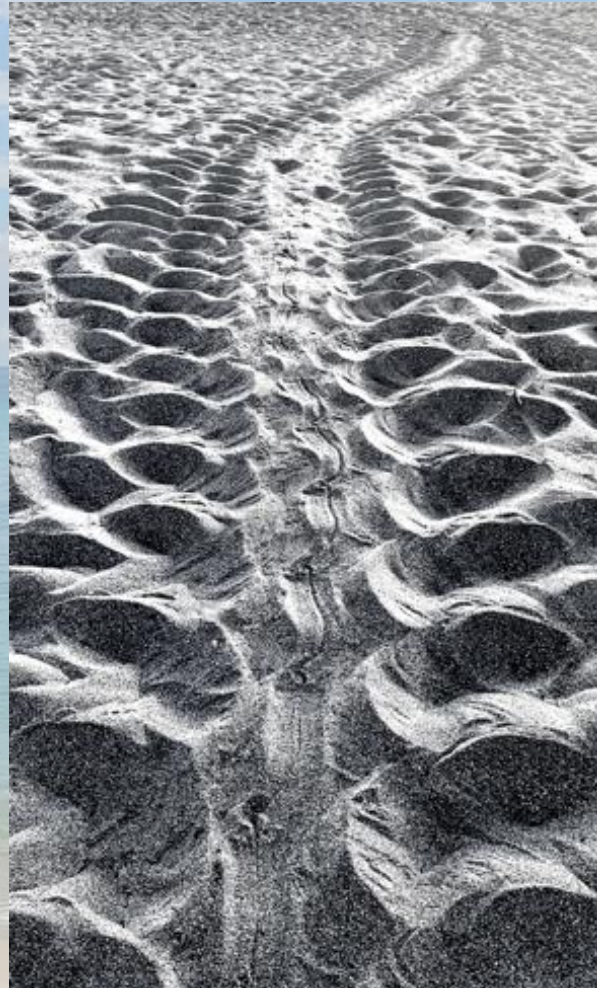
	2024-25	2025-26	2026-27	2027-28	2028-29
Town Total Revenues (a)	10.79	11.15	10.53	11.13	10.96
Ad Valorem Revenue Increase (New approved housing only) (b)		0.14	0.21	0.29	0.35
Revised Town Total Revenue (b)	10.79	11.29	10.74	11.42	11.31

Sources: (a) Town staff, October 2024; (b) Forecast by Community Marine & Water Resource Planning, 2025. Assumes constant tax rate, no inflation or property value natural increase. See other assumptions, methodology. See also Capital Improvement Plan thru 2029.

Measuring Results

- Adopt the Plan in the Annual Budget, in part or in reference.
- Revise staff reports to include Strategic Plan Compliance Score (1-5).
- Twice a year, evaluate progress (January and at budget adoption time) using school letter grade system, including “percent complete” estimate.
- Integrate progress into staff performance reviews
- For more rigorous, assign to Audit Committee using measures provided including Polco satisfaction survey.
- See also detail in Part B.

End of Part A



Part B [insert]

