

You Are Cordially Invited  
To Join Your Neighbors  
at

# COMMUNITY VISION WORKSHOP

Saturday, September 28, 2019

Hosted at Palm Beach State College Campus  
from 8 am to 4 pm

15845 Southern Blvd.  
Loxahatchee Groves, FL 33470

**BREAKFAST AND LUNCH PROVIDED**

Please let us know if you would like to include something in the  
**FREE "SWAG BAG"** to represent your local business,  
farm and/or other organization.

**RSVP by September 24<sup>th</sup>, 2019**

PLEASE REGISTER BY EMAIL TO  
[jlopez@loxahatcheegrovesfl.gov](mailto:jlopez@loxahatcheegrovesfl.gov)

If any questions call #561-807-6675  
[www.loxahatcheegrovesfl.gov](http://www.loxahatcheegrovesfl.gov)





# VISION WORKSHOP

September 28, 2019

*Town of Loxahatchee Groves, Florida*



## AGENDA

### Resident/Landowner/Council

Welcome and Introductions

Purpose of the Workshop

SWOT Results

Issues Roundtables

Public Comment (3 minutes per speaker)

### Council

Discuss Achievable Priorities

Identify Timelines

Discuss How to Pay for Priorities

## **Why are we here today?**

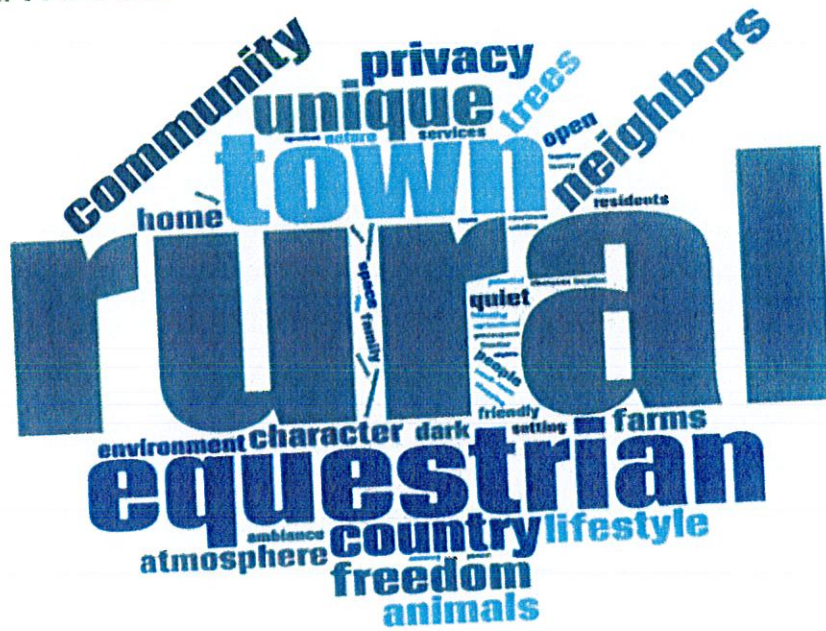
- Hear about the SWOT survey results
- Discuss key issues
- Identify a path forward
- Develop a reasonable timeline
- Discuss funding options

## **How can you contribute?**

- Participate in roundtable discussions
- Listen to understand
- Acknowledge the past, but look to the future
- Provide relevant public comment (optional)



What do you love most about the Town?



If you could change one thing right away, what would that be?

- 1 Improve roads (36)
- 2 Control commercial development (11)
- 3 Reverse incorporation (5)
- 4 Increase speed limits on Okeechobee Blvd (4)

## Strengths

Theme	Frequency
Zoning/large lots/low density/land use	31
Residents/People/Neighbors	27
Rural/Country feel	21
Council/Mayor	16
Location/convenience (tied)	12
Animals/Equestrian (tied)	12

## Weaknesses

Theme	Frequency
Poor roads/drainage	40
Lack of funds/weak tax base	30
Divisiveness/infighting/lack of community	18
Lack of code enforcement	17
Poor decisions/poor management	13

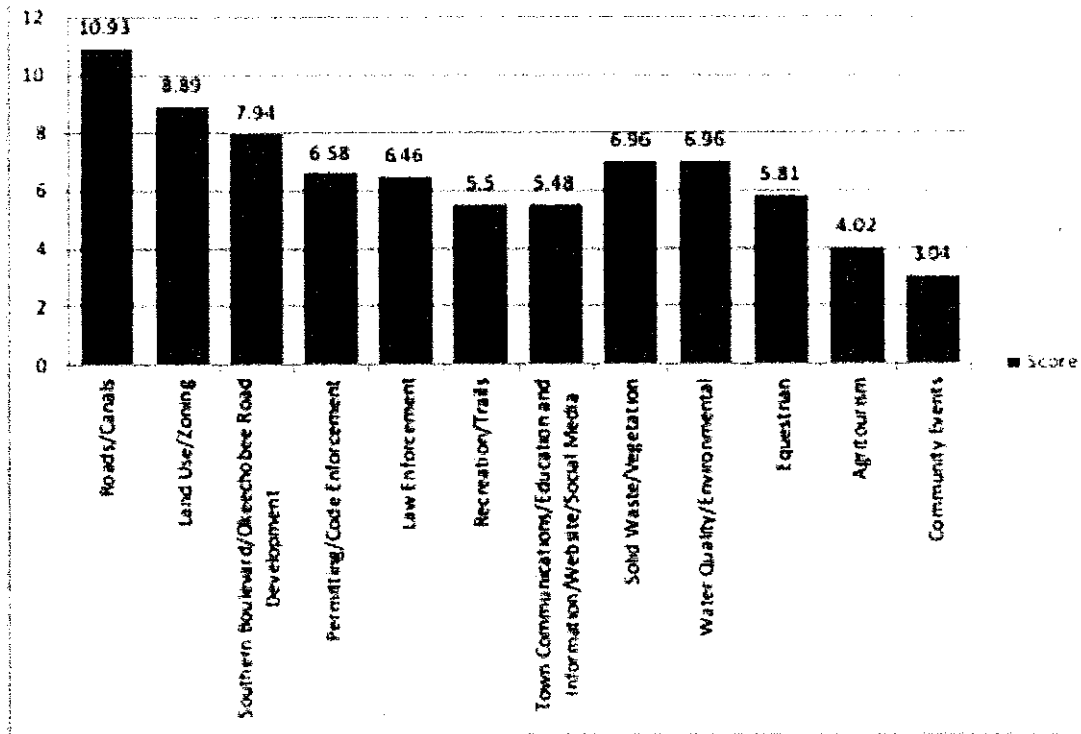
## Opportunities

Theme	Frequency
Smart/strategic commercial development	21
Maintain lifestyle/rural character	14
Leverage agriculture/agritourism	12
Nothing/no idea	11
Road improvements/funding (\$8m)	10

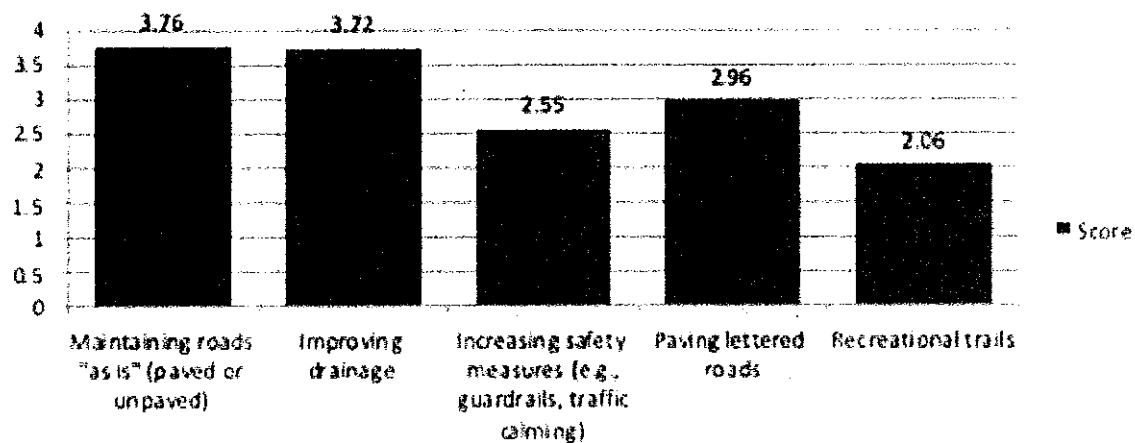
## Threats

Theme	Frequency
Developers/Commercial overdevelopment/lot size	51
Increasing traffic/cut-through/widening	16
Road/canal maintenance	15
Disagreement/politics	12
Outside influence (tied)	10
Special interests (tied)	10
Lack of funding (tied)	10

Please rank the following topical areas in importance to the community, with 1 being the highest and 12 being the lowest.



Please rank the following public infrastructure investments from most important ("1") to least ("5").



- There is strong agreement that road and canal maintenance should improve, but we need to define which ones
- There is divisiveness in the community, yet self-awareness among the survey respondents about this issue
- There is a sense that new leadership and management is an opportunity to move forward
- Some progress has been made, but there's a long way to go





**Are these the roads that  
should be paved? Why not?**







**What kind of commercial  
development would fit the  
community?**

**What would not?**



**What else could we do to  
foster or protect the Town's  
identity, or brand?**





# WHAT ARE WE GOING TO DO?





To: Mr. James Titcomb, Town Manager, Town of Loxahatchee Groves  
Ms. Francine Ramaglia, Assistant Town Manager, Town of Loxahatchee Groves  
From: Kevin Knutson, Vice President, Envisio Solutions, Inc.  
Date: October 24, 2019  
Subject: Results of the September 28, 2019 Resident Workshop (*Draft Report*)

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Envisio assisted the Town of Loxahatchee Groves in preparing for and conducting a visioning workshop with Town residents and the Town Council with the goal of identifying specific priorities that staff should focus on in the short term.

The workshop was held on September 28, 2019, with as many as 200 residents in attendance at various times throughout the day. In an effort to identify specific ideas from the residents (including Council members) who participated, the results of the recent strengths-weaknesses-opportunities-threats (SWOT) survey were shared and residents worked in small groups to identify priority roads, types of commercial development appropriate for the town, and “big ideas” that could be transformational to the Town. The Council then had a discussion of their priorities. The report below summarizes the results of those discussions.

### **Resident Visioning Exercises**

Participants sat at tables with between four to eight people and engaged in directed conversations around key issues identified in the SWOT survey, including roads and commercial development. Each group discussed three questions and reported out to the entire audience, sharing specific ideas and concerns that each group had identified.

#### *Road Grid*

The first discussion centered around a map that had been developed by the Roadways, Equestrian, Trails & Greenway Advisory Committee that identified the priority roads throughout the Town. The map was created to serve as a basis for a comprehensive maintenance plan for the Town.

The term “priority road” was meant to indicate those roads that served as points of access for Town residents and comprise the grid that should be included in an ongoing maintenance plan to ensure that they are in good condition.

The small discussion groups reviewed the proposed grid map, discussed what had been included or excluded, and made summaries of individual comments. A group spokesperson then reported out to all workshop participants about the outcomes of their small group discussion.

There was a general consensus that the proposed map was appropriate and complete, with most of the comments aimed at suggesting that the roadway plan anticipate that different roads may need to be maintained at different levels, that some roads may need to be paved that are currently unpaved, and that the language used to describe these roads should be carefully considered, given the technical definitions of words like “collector road.”

### *Commercial Development*

The next exercise was to answer a two-part question: “What kind of commercial development would fit the community?” and “What would not?” The idea was to get more feedback on residents’ opinions around commercial development, which had been prominent in the SWOT survey.

The things that participants thought would fit included a host of agriculture-related services, recreational opportunities, and other concepts in keeping with the theme of a rural community. For a full list, please see the attached results from the workshop. A few key concepts that came up included:

- Farm-to-table restaurants, shops and markets
- “Mom & Pop” businesses, such as restaurants, bakeries, gift shops, and services
- Recreation and entertainment amenities, such as a community center, gun range or movie theater
- Equestrian-related services and amenities

Things that wouldn’t fit the community included:

- Big-box stores
- Strip malls
- Heavy industry
- Auto dealers
- Adult-only entertainment, stores or bars

### *Big Ideas*

Given the strong themes running through the SWOT survey echoing earlier planning efforts in 2008 and 1998 emphasizing the rural nature of the community, we asked participants “What else could we do to foster or protect the Town’s identity, or brand?”



A number of ideas were offered, mostly centered around a couple of themes:

- Emphasizing the rural quality of the town
- Promoting agritourism and farm-to-table services
- Adding equestrian amenities
- Strengthening the code

The Council and staff can use the full list of ideas as they are creating strategies for communications and development moving forward.

### **Council Priorities**

Once the group participation exercises were complete, the Council came together as a body to discuss what they had learned through the survey and workshop, set priorities for the near term, and provide staff with some specific ideas around tools and approaches that would be beneficial to their decision-making process.

### ***Observations***

Some of the key takeaways for council members included the ideas that future development should be directed towards projects that reflected the rural nature of the community, that there was an appetite for locally-oriented services (particularly around agriculture), and that now was the time to start resolving some of these long-standing issues.

With those thoughts in mind, the Council then identified the key priorities for the next few years, understanding that funding would be a key driver in the timing and sequence of changes.

### ***Town Priorities and Tools***

After discussing what they had heard in the workshop, learned through the SWOT survey, and had gathered from their time serving on the Council, three key issues kept rising to the top—infrastructure, communications, and codes. The three priority areas are further broken down into strategies or tools that will help support achievement of the priorities.

1. Roads, Canals, & Drainage
  - a. Create a grid to define priority roads
  - b. Establish a long-range financial forecast to determine available funding
  - c. Develop and deploy a maintenance program based on funding
2. Communications & Branding
  - a. Develop key messages that support the Town brand
  - b. Create and execute a strategic communications plan

- c. Provide official communications vehicles for resident use
- 3. Relevant Commercial Development
  - a. Update and modernize Town land development regulations
  - b. Create a long-range plan for economic development
  - c. Develop a plan for annexations

The next step will be for staff to come back with actions and timelines to implement the tools identified under each priority. Because one of the tools (1b) is a long-range financial forecast, the funding and economic impact of each will not be known at first, so will be added later. The forecast will inform budget discussions and may impact timelines for rolling out the various implementation plans.

## Attachment A: Visioning Workshop Results

The first part of the workshop on September 28, 2019 engaged residents in small group discussions. Responses were shared with the entire group and captured on sticky notes that were collected by Town staff. The bullet items below reflect the content of the sticky notes, rather than what was reported out in the session. (Some have been edited for clarity.)

### What kind of commercial development would fit the community?

- Coffee hangout lunch breakfast
- Coffee shop/bookstore
- Fitness center
- Okeechobee at F Road or B Road roundabouts
- Keep Okeechobee Blvd 30 MPH
- Roundabouts on Okeechobee exits
- More restaurant options
- Self-storage on Southern
- Pool/go-kart track/arcade for kids
- Auto repair shop
- Town center, coffee shop, equestrian shops, farm-fresh produce
- Hospital, low-impact income feed store, equestrian area, office space
- Boutique hotel on Southern
- Gun range
- Farm-to-table restaurants
- Farmer Market
- Town Center movies, concerts, art shows
- Area park/public events
- Farm/neighborhood fresh produce
- Public storage
- Hotel/RV park (non residential)
- Botanical Gardens
- Small gun store with indoor shooting range
- Country-style restaurant
- Town Center/farmers market
- Re-annexation or released property
- Church/school/community public access with impact fee
- Agricultural businesses
- Town Historical Preservation and awareness
- Sources that fit rural footprint
- Antique store on Okeechobee



- Resort with clothes
- Ice cream on Okeechobee
- Mom 'n Pop stores on Okeechobee
- Bakery (Okeechobee)
- Car wash/truck wash
- Multi-purpose arena (venue)
- Adult gym/fitness (Okeechobee/SR 80)
- Youth recreation center (Okeechobee/SR 80)
- Seasonal RV/campground on Southern
- Butcher shop (Okeechobee/SR 80)
- Outdoor storage for large vehicles/boats
- Eco-tourism (Okeechobee)
- Saddle shop (Okeechobee/SR 80)
- Hair, nails, vet, pet grooming (Okeechobee/SR 80)
- Senior living facility
- Non-Franchise eatery—senior living care zero lots
- B&B Rural theme
- Bootery leather works (Equestrian)
- Office space/YMCA
- Art gallery/Loxahatchee Hall of Fame History (Okeechobee/SR 80)
- Dinner movie theater diner
- Mom 'n Pop stores specialty bus stops
- Lite Mom 'n Pop stores on Okeechobee Blvd.
- 161 Terrace North Level 1 Designation/45 Properties pay for a road
- Annex Hospital medical center/build it up when it is new
- Botanical Garden (Mounts) and Education center specialty growers (theme), showcase local business event pavilion
- Medium on Southern Blvd.
- Real restaurant, farm-to-table, microbrewery, on Okeechobee Blvd.
- Facility
- Equestrian things
- Community swimming pool
- Annex Hospital/Southern/Folsom/Crestwood corridor
- Driving range building

What kind of commercial development would not fit the community?

- No gas stations
- No big box anything
- Fix non-compliant businesses

- Strip mall/assisted living
- Vehicle car dealerships
- Split y/n restaurant
- Adult entertainment
- Large industrial complexes
- Low income housing
- Chemical disposal
- Moratorium on non-profits
- No auto dealers—repair shop /no hotels/no motels
- Agricultural that is commercial
- Medical
- Fast food
- Chains
- Nonprofit
- No more strip centers
- No high-traffic impact
- No 18- wheeler accommodation
- No repository or transfer
- Storage units
- No crematories (animal or human)
- No new expansion units or large lots
- Industrial heavy machine related-Southern (Okeechobee)
- Bars and strip clubs
- No additional commercial on Okeechobee period
- No manure exchange center
- No car dealerships, X-rated stores, trailer parks, bars
- Chemical camp transfer station and disposal
- Industrial and commercial high impact
- Cash a check store

What else could we do to foster or protect the Town's identity, or brand? (Big Ideas)

- Protect tree canopy
- Create land pressures
- Put recommended signs for speed on dirt roads (know how to drive on them)
- Equestrian facilities/trails/paved roads
- City Water/no power = no water
- New arrival packet
- Road representation program
- Town scavenger hunt

- Stop clear cutting
- Connect multi-purpose trails
- Get walking/ riding trails in place
- Agricultural/residential (Community have Loxahatchee days on town Anniversary)
- Code enforcement proactive
- Eliminate illegal businesses
- Mission statement, advertise, ad here
- Stick to neighborhood plan
- Brand agricultural and equestrian
- Brand rural living
- Brand/require rural design standards/require impact fee
- Create overlays
- Agri-tourism
- Close forever the Sunshine Gardens connector lane to the acreage (if the town has the legal right to do so)
- Nature learning event
- Loxahatchee Groves where rural happens
- Collecting canal should be one-way either side
- Put the canals back to correct depth/width and placement
- Push for the "new commercial" to be a planned protect in the manner of an olde time main street, connected to bike/walk/horse trails/"greenways"
- Sidewalks, cafés, coffee shops barber stops-salon, ice cream parlor, truck stop (i.e. 1950)
- Protect/stop cut-through traffic
- Make horse trails on the West side of canals
- Protect/FAR architectural design. Sign = rural fee
- Protect agricultural residential
- First image is important/trash pieces along road/over-grow vegetation/workers on roadways
- Protect/love it and leave it alone
- Loxahatchee Groves, Palm Beach Country's last frontier
- Living the country and loving it
- Get neighborhood plan PDF available to all
- Convert Loxahatchee Groves park to equestrian uses (public)
- No dividing parcels
- Don't understand the need for brand
- Better code enforcement of existing laws
- Promote agri-equestrian community/trails connecting
- Citizen recognition program



- Agricultural/residential community
- Agricultural parade on July 4<sup>th</sup>
- Get rid of town Facebook group, separate our town
- Get a new Facebook page that celebrates our town/animal events
- Animals/birds/equestrian one of the last communities
- Agricultural/residential, Keep 5 acres buildable, no sub-division
- Please change the 30 mph speed on Okeechobee to 40 mph
- Agri-tourism, promote more B12
- Town horse rides, picnics/clinics/parades
- Diversified/agricultural/nurseries/equestrian
- Make nurseries and crops grown here than anywhere

After the resident workshop concluded, Council met to discuss strategic priorities. The first question asked was, "What did you hear today?" (During the resident portion.) We then had a discussion about what the priorities should be and what tools would help them execute strategy.

#### **Council Observations and Priorities**

- "Neighborhood/ Community"
- Roads/canals/trails
- Funding (Priorities 1<sup>st</sup>)
- Annexation (Hospital to Crestwood), 38 properties West (comm'l + 5 acres only)
- Equestrian trailer parking
- Community center (5 to 10 years)
- Reconsider commercial uses and where (what v. where)
- Common ground
- "Act as one" Mindset
- Take control or development/\$ impact
- Local-oriented services (Mom and Pop)
- Take advantage of possible recession
- Reconsider financing options (Larger single issue/FLC)
- Passionate
- Time to resolve long-standing issues
- Communications (website, newsletter, social media, consistent contact)
- Zoning compliance
- Park/connectivity
- Equestrian Facilities/arena
- Keep agriculture strong

#### **Priorities (1-3 years)**

- Roads/canals/drainage (life safety)

- Communications to public/branding
- Control of development
- Codes/overlays
- \$ Impact/recover \$
- What/where
- Recreation and equestrian

#### Tools

- Financial model
- Specific plans for each priority
- Identify resources and best products/methods (i.e., dust control, water truck lease v. purchase)
- Systematic approach
- Next steps—weeks, months, years



August 6, 2019

Mr. Jamie Titcomb  
Town Manager  
Town of Loxahatchee Groves  
155 F Road  
Loxahatchee Groves, Florida 33470

Dear Mr. Titcomb:

Thank you for your time yesterday in discussing the potential for developing a strategic plan for the Town of Loxahatchee Groves. Gaining some clarity on the long-range goals and aligning operations with intended outcomes will improve overall operations and increase the likelihood of achieving desired community outcomes. This letter will outline a process that I believe will work well to meet the organization's needs, while remaining simple enough to blend in with existing management systems (e.g., budget, agenda, operations).

The overall process for developing a strategic plan are relatively straightforward and should be consciously aligned with the Town's budget process. Key steps include a resident input and data gathering exercise, development of long-range goals, and identification of short-term actions that will be undertaken to make progress toward the long-range goals.

Here's an outline that fleshes out the phases and tasks associated:

A. Resident Input and Data Gathering

- a. Obtain resident input (town hall meetings, surveys, etc.)
- b. Perform environmental scan (service demand, legislative, demographic, and technology impacts anticipated)
- c. Conduct staff and Council SWOT exercise
- d. Identify strategic elements in other Town plans
- e. Analyze and summarize results
- f. Issue a report to Council

B. Plan Development (Council)

- a. Meet individually with Council members (understanding process and outcomes, gather initial ideas)
- b. Gather Council feedback on vision, mission, values, and issues (in worksheets)
- c. Facilitate workshop to identify vision, values, long-range goals/priorities, and near-term strategies (that define success for the goals/priorities)
- d. Summarize results of workshop and present to Council for adoption

C. Action Planning (Staff)

- a. Identify appropriate Key Performance Indicators that provide measurable results for each near-term strategy
- b. Generate potential actions to achieve the KPIs and make progress on strategies
- c. Determine feasibility of actions and incorporate into budget
- d. Select actions and share with Council for feedback
- e. Improve action plan based on Council feedback
- f. Adopt action plan

D. Strategy Execution

- a. Monitor plan execution at department level
- b. Report on plan progress and KPIs monthly to Town Manager
- c. Report on plan progress and KPIs quarterly to Town Council
- d. Communicate plan progress (tell your story) to the public (Town communication channels, dashboards)
- e. Update plan biannually (new issues, disruptions, change actions, "Are we on track?")
- f. Refresh plan annually (new actions, review outcomes, "Do we need to change direction?")
- g. Replan every five years (entire process)

Typically, the first three phases take about 90 days, but we can simplify it to meet any deadlines you may have in the near future.

Let me know if there are any changes that you would suggest, but in the meantime, I will develop a proposal to assist with some of the key elements, such as facilitation of the Council workshop.

Again, I appreciate the opportunity to propose this approach to the Town and look forward to answering any questions you may have. Please feel free to contact me in my office at (604) 256-7053/kknutson@envisio.com or directly on my cell phone at (604) 404-9270.

Sincerely,



Kevin Knutson  
Vice President of Customer Success