

STRATEGIC PLAN

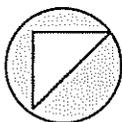
2005 → 2010 → 2020

***Mayor, Town Council
and Executive Team***



TOWN OF JUPITER

***Jupiter, Florida
July 2005***



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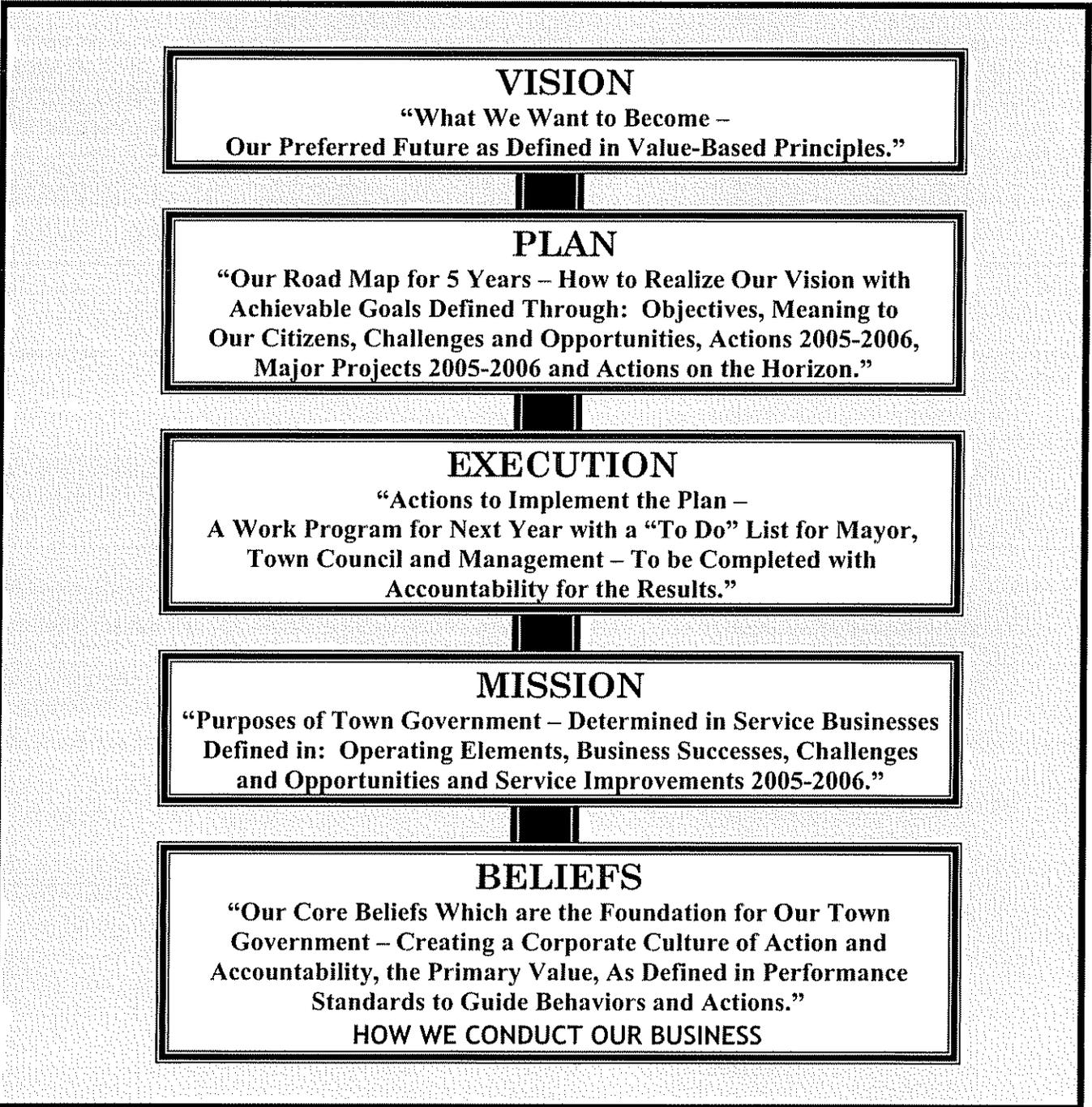
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**STRATEGIC PLANNING FOR THE
TOWN OF JUPITER**

STRATEGIC PLANNING FOR THE TOWN OF JUPITER



**JUPITER
VISION 2020**

Jupiter VISION 2020

JUPITER

is a ***Coastal Community,***
Committed to Preserving it's Unique Character
and Vibrant Small-Town Feel!

Our Community Preserves Jupiter's Unique Character by:

- **Celebrating Our History and Heritage^(A)**
- **Providing Easy Public Access to Natural Waterfronts
and Greenways^(B)**
- **Enhancing Our "Living Infrastructure"^(C)**
- **Designing and Redeveloping the Community in Harmony
with Natural Assets^(D)**

Our Community Preserves Jupiter's Small-Town Feel by:

- **Having Choices of Livable Neighborhoods^(E)**
- **Feeling Safe and Secure^(F)**
- **Having Economic Opportunities^(G)**
- **Having Exciting Recreational, Educational and Cultural
Activities for Jupiter^(H)**

**People Taking Pride and Contributing
to a Strong Community.**

PRINCIPLE A

CELEBRATING OUR HISTORY AND HERITAGE

► Means

1. Awareness of Jupiter’s History and Heritage
2. Small Fishing Village: Inlet Village
3. Preservation: Jupiter Elementary School, Old Town Hall, Boathouse (Replacement), Barracks, Lighthouse
4. Heritage Events Bringing People Together
5. Lighthouse and Surroundings
6. Natural and Free Beaches with Dogs

PRINCIPLE B

PROVIDING EASY PUBLIC ACCESS TO NATURAL WATERFRONTS AND GREENWAYS

► Means

1. Riverwalk
2. Natural Quality Beach
3. Free Parking Along A1A/at the Beach
4. Open Space and Trails Along Waterways (Jones Creek, Delaware Scrub)
5. Blueway/Greenway Linkages throughout Community
6. Boat/Non Motorized Boat Access to Water with Parking and Marinas

PRINCIPLE C

ENHANCING OUR “LIVING INFRASTRUCTURE”

► Means

1. Open and Green Spaces throughout Town
2. Preservation and Maintenance of Natural Areas
3. Quality Parks System
4. Well Designed and Maintained Landscaping
5. Quality Waterway and Water Resources

PRINCIPLE D

DESIGNING AND REDEVELOPING THE COMMUNITY IN HARMONY WITH NATURAL ASSETS

► **Means**

1. Open Space, Green Space and Blueways
2. Private Development and Redevelopment Designed to Complement Natural Assets
3. Preserving Views and Vistas
4. Designed, Well Maintained Natural Landscaping
5. On Site Preservation of Natural Vegetation
6. H.O.A. Responsible for Maintenance

PRINCIPLE E

HAVING CHOICES OF LIVABLE NEIGHBORHOOD

► **Means**

1. Attractive Neighborhoods and Homes: Landscaping, Infrastructure, Design
2. Redevelopment and Infill Consistent with Neighborhood Character
3. Homeowners Taking Responsibility for Homes and Neighborhoods
4. Workforce Housing Available within Jupiter
5. Homes that are Well Maintained
6. Strong Homeownership

PRINCIPLE F

FEELING SAFE AND SECURE

► **Means**

1. Low Crime Rate
2. Prepared for Natural Emergency and Recovery
3. Citizens Sharing Responsibility for Making the Community Safe
4. People are Safe Anywhere in the Town
5. Reputation: Safe Town, No Tolerance for Crime
6. Clean and Attractive Community

PRINCIPLE G

HAVING ECONOMIC OPPORTUNITIES

► **Means**

1. Local Small Professional Service Businesses
2. Small Home Based Businesses with Adequate Support, Consistent with Neighborhood Character
3. Opportunities to Work Near Home
4. Heritage and Ecotourism
5. Retail Businesses for Residents Consistent with Jupiter Character
6. High Tech/High Paying Job Opportunities

PRINCIPLE H

HAVING EXCITING RECREATIONAL, EDUCATIONAL AND CULTURAL ACTIVITIES FOR JUPITER

► **Means**

1. Well Designed and Maintained Parks System
2. Water Based Leisure Choices
3. Variety of Programs and Special Events Available for Residents
4. Strong Partnerships with Community Recreation and Cultural Organizations
5. Strong Educational Organizations
6. Community Center Meeting Needs of Residents

PLAN 2005 - 2010

Town of Jupiter Goals 2010

All Neighborhoods as Desirable Places to Live

Jupiter as a Livable Community

Being “Uniquely Jupiter”

Improved Mobility within Jupiter

Strong Local Economy, More Jobs for Residents

Continuing Responsive Town Government

GOAL 1

ALL NEIGHBORHOODS AS DESIRABLE PLACES TO LIVE

► **Objectives**

Objective 1	Property Owners and Tenants Taking Responsibility for Property
Objective 2	Strong Neighborhood Associations Partnering with the Town Government
Objective 3	Improved Neighborhood Infrastructure from Streets to Streetscape
Objective 4	Safe and Secure Neighborhoods
Objective 5	Greater Neighborhood Identity, Pride and Participation
Objective 6	Safe and Well Maintained Homes

► **Means to Citizens**

1. Protects property values.
2. Safe, livable homes.
3. Taking responsibility for the neighborhood.
4. Opportunities to get involved.
5. Reliable town services.

► **Challenges and Opportunities**

1. Building Community and Neighborhood Identity and Pride
2. Service Equity
3. Overcrowding Homes
4. Enforcing the Code
5. Homeownership vs. Rental
6. Diverse Cultures and Population
7. New Communities vs. Old Jupiter

► **Actions 2005 – 2006**

Policy Agenda

1. Neighborhood Infrastructure Equity Policy Direction, Plan and Actions
2. Code Compliance and Enforcement Update on Policy Direction, Funding and Actions
3. Housing Standards Ordinance: Update
4. Property Maintenance Ordinance and Program

PRIORITY

Top Priority

High Priority

Management Agenda

5. Housing Types Evaluation and Improvement Study
6. Pine Gardens South Plan: Street Lights
7. Jupiter River Estate Plan: Implementation
8. Eastview Manor Plan: Implementation
9. Rental Housing Registration and Inspection Ordinance and Program

High Priority

► **Major Projects 2005 – 2006**

1. Center Street Intersection: Phase I
2. Pine Gardens North Strategic Plan: Sidewalks, Street Resurfacing, Park Renovation
3. Pine Gardens South Landscaping Project (Old Dixie)

► **Actions on the Horizon**

1. Neighborhood Street Lighting Policy and Program
2. Residential Landscaping/Appearance Incentive Policy and Program

GOAL 2

JUPITER AS A LIVABLE COMMUNITY

► **Objectives**

- | | |
|--------------------|-----------------------------------------------------------------------------------|
| Objective 1 | Buildout Consistent with Our Vision, Plans, Policies and Standards |
| Objective 2 | Creating Community Gathering Places and Parks |
| Objective 3 | Shaping the Future Growth and Redevelopment of Our Jupiter Community |
| Objective 4 | People Feeling Safe and Secure throughout the Community |
| Objective 5 | Choices for Your Leisure Time Having a Variety of Venues and Activities Available |
| Objective 6 | Housing for Diverse Income Levels |

► **Means to Citizens**

1. Reason to stay in Jupiter.
2. Protects property values.
3. Choices for your leisure time.
4. Growth paying for growth.
5. Continuing your living style.

► **Challenges and Opportunities**

1. Price of Homes and Land
2. Limited Opportunities for Workforce Housing
3. Shifting Focus from Development to Redevelopment
4. No Land Available for Residential Development
5. Expanding Jupiter's Boundaries
6. Providing Retail and Personal Services for Residents

► **Actions 2005 – 2006**

Policy Agenda

1. Harborside (Brio Tract) Village Direction and Actions
2. Workforce Housing Evaluation, Policy Direction and Actions
3. Jupiter Isles Direction and Next Steps
4. Annexations for Future Development
 - Limestone Creek
 - Cinquez Park
 - Kennedy Estates
 - Roebuck Road
5. Jupiter Falls: Development Expectations and Greenspace

PRIORITY
Top Priority
High Priority

Management Agenda

6. Resource Center Development
7. Solicitation Ordinance
8. Comprehensive Plan Update (E.A.R.)
9. Zoning Code
 - Setbacks
 - Sidewalk Separations
 - Generators

Top Priority
High Priority
High Priority

► **Actions on the Horizon**

1. Abacoa Town Center Application Review Policy Direction, Town’s Role and Actions (Directions on Last Phase)
2. Annexation Policy and Strategy
3. Underground Utilities Zoning Code Amendments
4. Neighboring Cities/Counties Impact Analysis and Process
5. Residential Density Review and Redirection

GOAL 3

BEING “UNIQUELY JUPITER”

► **Objectives**

- | | |
|--------------------|---------------------------------------------------------------|
| Objective 1 | Preservation of Our History and Heritage |
| Objective 2 | Expanded Cultural and Arts Opportunities for Residents |
| Objective 3 | Preservation of Environmentally Sensitive Land and Open Space |
| Objective 4 | Beautiful Riverwalk with a Variety of Public/Private Uses |
| Objective 5 | Preservation and Public Use of Our Beach and Waterways |

► **Means to Citizens**

1. Pride in “Jupiter.”
2. Sense of community.
3. Unique living environment.
4. Distinctive community – “unique” in Florida.
5. Cultural and art opportunities.
6. Protects property values.

► **Challenges and Opportunities**

1. Preserving Town’s Character: Heritage, Hometown Feeling
2. Funding for Living Infrastructure: Beach, River, Waterways
3. Working with Cultural and Arts Organizations (Non Profit)
4. Maintaining Community Identity and Pride
5. Promoting Use of Gathering Places for the Community
6. Fees for Use of Public Places
7. Cost of Long-Term Operations and Maintenance

► **Actions 2005 – 2006**

Policy Agenda

1. Jupiter Inlet Village: Development Approach
2. Riverwalk Development
3. Indiantown Road Overlay Evaluation and Upgrade
4. Cultural Amenities and Space Use Policy for Non Profit Organizations

PRIORITY
Top Priority
High Priority
Moderate Priority

Management Agenda

5. Open Space Policy Refinement and Land Acquisition
6. Loxahatchee River Funding

Top Priority
High Priority

► **Major Projects 2005 – 2006**

1. WWII Barracks Project: Completion
2. Sawfish Bay Park: Construction
3. Park Renovation Projects
 - Maplewood
 - Indian Creek
4. Neighborhood Park Projects
 - Jupiter River Estates
 - Dailey
 - Pine Garden South

► **Actions on the Horizon**

1. Infill Development Policy and Actions
2. Palm Beach County Radnor Park: Comprehensive Review
3. Parks/Public Spaces User Fees Evaluation and Recommendations

GOAL 4

IMPROVED MOBILITY WITHIN JUPITER

► **Objectives**

- Objective 1** Enhanced Community Connectivity: Commercial to Residential; Commercial to Commercial; Residential to Residential
- Objective 2** Pedestrian-Friendly Community with Sidewalks, Paths and Trails
- Objective 3** Easy Access to the Community: School, Shopping, Recreation
- Objective 4** Safe Streets for Cars, Bikes, Pedestrians
- Objective 5** Greater Ease of Traffic Flow and Less Congestion
- Objective 6** Availability of Alternative Transportation Modes

► **Means to Citizens**

1. Shorter travel times with less congestion.
2. Safe streets.
3. Great convenience.
4. Smooth ride.
5. Choices of modes.
6. Neighborhood integrity with mitigation of impacts.

► **Challenges and Opportunities**

1. Federal and State Funding
2. Viability of Local Public Transit
3. Limited Options to Reduce Traffic Congestion
4. Local Funding
5. Traffic Volume vs. Road Capacity

► **Actions 2005 – 2006**

Policy Agenda

1. Jupiter Area Traffic Study and Mitigation Plan; Comprehensive Plan Amendments
2. Local Transit Development
3. I-95 Interchange Modification Outcomes and Direction

PRIORITY

Top Priority

High Priority

Management Agenda

4. Intersection Improvement Projects: Direction and Integration with F.D.O.T.
5. Tri Rail Station Locations
6. Annotated Codes for Roads and Intersections Report (9/05)
7. Maplewood-Bush Connector Planning

Top Priority

► **Major Projects 2005 – 2006**

1. Toney Penna Drive Project: Construction

► **Actions on the Horizon**

1. U.S. 1 and Indiantown Road Intersection Direction and Funding
2. Master Plan for Transportation and Traffic Management
3. Street Renaming: Central/Center

GOAL 5

STRONG LOCAL ECONOMY, MORE JOBS FOR RESIDENTS

► **Objectives**

- | | |
|--------------------|---------------------------------------------------------------|
| Objective 1 | Attracting Quality New “Targeted” Businesses |
| Objective 2 | More Diverse Tax Base for the Town’s Financial Sustainability |
| Objective 3 | Stronger Relationships with Current Small Businesses |
| Objective 4 | Retention and Growth of Current Jupiter Businesses |
| Objective 5 | More Residents Working in Jupiter |
| Objective 6 | More Diverse Businesses and Employment Opportunities |

► **Means to Citizens**

1. Residents can work close to home.
2. Shopping convenient and readily accessible
3. Reduce tax burden on homeowners.
4. Professional/medical services available in Jupiter.
5. Opportunities to grow a business.

► **Challenges and Opportunities**

1. Town’s Role in Economic Expansion
2. Attraction of the “Right” Businesses
3. Defining the Economic Cornerstones – Targeted Businesses
4. Relationship with Economic Development Agencies
5. Jobs for Residents and Family Members
6. Competition from Others

► **Actions 2005 – 2006**

Policy Agenda

1. Economic Development Program Creation and EDC Board Evaluation
2. Abacoa Workplace and Town Center Development Project
3. Northwest Jupiter Area Evaluation of Business Capacity
4. Jupiter Inlet Village Business Development Goals and Actions: Heritage, Ecotourism, Boating, Fishing, Retail, Artisans
5. Scripps Development/Medical Technology Business Opportunities Strategies and Marketing Actions
6. Harborside Village Entertainment District Direction and Town's Actions

PRIORITY

Top Priority

Moderate Priority

Moderate Priority

Management Agenda

7. Economic Development Inventory and Map

Top Priority

► **Actions on the Horizon**

1. Loxahatchee River and Waterways: Heritage and Ecotourism Business Development Goals and Actions
2. Business Development "Threats" Inventory and Actions
3. Business Inventory and Survey Retention and Expansion
4. Economic Development Marketing Plan and Action
5. Home Business Definition and Survey

GOAL 6

CONTINUING RESPONSIVE TOWN GOVERNMENT

► **Objectives**

Objective 1 Well Informed Citizens about Town Government: Services, Programs, Issues

Objective 2 Well Trained and Professional Workforce

Objective 3 Financially Sound Town Government with Resources for the Services and Service Levels

Objective 4 Strong Customer Service by Town Government

Objective 5 Services and Programs Responsive to Changing Citizens Needs and Issues

► **Means to Citizens**

1. Opportunities to get involved.
2. Employee cares about you – service with a smiling face.
3. Confidence in the response to a call for assistance.
4. “No hassle” daily living.
5. Personal safety.

► **Challenges and Opportunities**

1. Alternative Revenues and Who Pays
2. Rising Costs of Doing Business: Fuel, Chemical, Insurance, etc.
3. Employee Compensation Level and Benefits
4. Retaining Quality Employees
5. Use of Technology in Service Delivery
6. Benchmarking City Services
7. Recruiting Quality Employees

► **Actions 2005 – 2006**

Policy Agenda

- 1. Police Pension Reform
- 2. Public Information and Communications Plan

PRIORITY
High Priority
Moderate Priority

Management Agenda

- 3. Risk Management Program
- 4. Long Term Financial Planning and Budget Revision
- 5. Utility Billing Outsourcing Direction
- 6. Benchmarking Town Services
- 7. Parks and Recreation Impact Fee Ordinance: Update
- 8. eGovernment Expansion: Website Strategic Plan
- 9. Labor Negotiations and Agreement for Police
- 10. CIP Completion
- 11. Police Chief: Selection
- 12. Police Organization Analysis Study Completion and Action Plan
- 13. Staffing and Space Needs Analysis and Plan

Top Priority
High Priority

► **Major Projects 2005 – 2006**

- 1. Water Treatment Plant Project

► **Actions on the Horizon**

- 1. Non Residents Usage of Town Facilities Policy
- 2. Comprehensive Training Plan for All Employees
- 3. Performance Evaluation System: Review and Improve
- 4. Second Generation Parks and Recreation Master Plan
- 5. Financial Policy Review
- 6. Marketing Plan for Town: Development

ACTION AGENDA 2005 - 2006

Policy Agenda 2005 – 2006

TOP PRIORITY

**Jupiter Area Traffic Study and Mitigation Plan; Comprehensive
Plan Amendments**

**Neighborhood Infrastructure Equity Policy Direction,
Plan and Actions**

Jupiter Inlet Village: Development Approach

Harborside (Brio Tract) Village Direction and Actions

Economic Development Program Creation and EDC Board Evaluation

HIGH PRIORITY

Workforce Housing Evaluation, Policy Direction and Actions

**Code Compliance and Enforcement Update on
Policy Direction, Funding and Actions**

Riverwalk Development

Police Pension Reform

Local Transit Development

MODERATE PRIORITY

Abacoa Workplace and Town Center Development

Northwest Jupiter Area Evaluation of Business Capacity

Public Information and Communications Plan

Indiantown Road Overlay Evaluation and Upgrade

Management Agenda 2005 – 2006

TOP PRIORITY

**Intersection Improvement Projects: Directions and Planning
with F.D.O.T.**

Resource Center Development

Economic Development Inventory and Map

Open Space Policy Refinement and Land Acquisition

Risk Management Program

HIGH PRIORITY

Housing Types Evaluation and Improvement Study

Comprehensive Plan Update (E.A.R.)

Solicitation Ordinance

Long Term Financial Planning and Budget Revision

Loxahatchee River Funding

Major Projects 2005 – 2006

- 1. Center Street Intersection: Phase 1**
- 2. Pine Gardens North Strategic Plan: Sidewalks, Street Resurfacing, Park Renovation**
- 3. Pine Gardens South Landscaping Project (Old Dixie)**
- 4. WWII Barracks Project: Completion**
- 5. Sawfish Bay Park: Construction**
- 6. Park Renovation Projects: Maplewood and Indian Creek**
- 7. Neighborhood Park Projects: Jupiter River Estates, Dailey and Pine Garden South**
- 8. Toney Penna Drive Project: Construction**
- 9. Water Treatment Plant Project**
- 10. A1A Bike Loop Project**