

RESOLUTION NO. 2095-2021

A RESOLUTION OF THE CITY OF JACKSONVILLE BEACH, FLORIDA, TO ADOPT A NEW CITY STRATEGIC PLAN FOR FISCAL YEARS 2022 THROUGH 2025; PROVIDING FOR ADOPTION OF RECITALS, REPEAL OF PRIOR INCONSISTENT RESOLUTIONS AND COUNCIL DECISIONS, ADMINISTRATIVE ASSIGNMENT AND AUTHORIZATION, SEVERABILITY, AND AN EFFECTIVE DATE.

WHEREAS, on May 14, 2021, the City Council and the City's Executive Leadership Team (ELT) participated in a City a Strategic Planning Workshop facilitated by the Florida Institute of Government to enable the City Council to formalize strategic priorities, goals, and objectives to support the overall direction of the community; and

WHEREAS, the direction was based on the results of multiple Community Conversations held with the citizens of the City of Jacksonville Beach and a previous workshop where the City Council and the City's ELT created Mission and Vision Statements (both which were adopted by the City Council via separate resolutions on March 15, 2021) to guide the development of a Strategic Plan; and

WHEREAS, the Strategic Plan contains the priorities, goals, and objectives needed to achieve the vision for the community; and

WHEREAS, the May 14, 2021 Strategic Planning Workshop resulted in the identification of three overarching priorities, with two goals for each priority, and two objectives for each goal; and

WHEREAS, as with the establishment of the Vision and Mission Statements, staff reviewed the draft document and provided recommendations for the City Council's consideration at a briefing on June 28, 2021; and

WHEREAS, the June 28, 2021 briefing resulted in language changes to some of the original priorities, goals, and objectives, and the addition of a fourth priority, Sustainability, with three goals to address the perspectives of finance, environment, and organization; and

WHEREAS, upon adoption of this Resolution, City staff will develop a plan on an annual basis that operationalizes the Strategic Plan, which will be shared with the City Council upon its completion; and

WHEREAS, it is intended that the Strategic Plan be reviewed and re-adopted once every four years, to coincide with the seating of a new Council. It is also intended that annual progress reports be provided to Council to chart progress against the Strategic Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF JACKSONVILLE BEACH, FLORIDA, THAT:

SECTION 1. Adoption of Recitals. The foregoing recitals are deemed true and material parts of this resolution and are fully incorporated herein by reference.

SECTION 2. Adoption of new City Strategic Plan for Fiscal Years 2022 through 2025. The City Council hereby adopts the new City Strategic Plan for Fiscal Years 2022 through 2025 which is attached hereto as Attachment A and incorporated fully herein for all purposes.

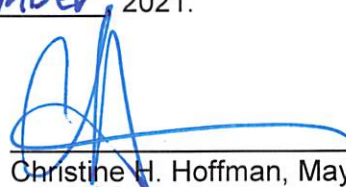
SECTION 3. Repeal of Prior Inconsistent Resolutions and Council Decisions. All prior resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of the conflict.

SECTION 4. Administration Assignment and Authorization. The City Council hereby authorizes and directs the City Manager to commence any steps necessary to implement, utilize, and promote the new City Strategic Plan for FY2022-2025. The City Manager is authorized to delegate any tasks and activities to staff as the City Manager deems appropriate.

SECTION 5. Severability. If any section, sentence, clause, or phrase of this resolution should be held invalid, unlawful, or unconstitutional, said determination shall not be held to invalidate or impair the validity, force, or effect of any other section, sentence, phrase, or portion of this resolution not otherwise determined to be invalid, unlawful, or unconstitutional.

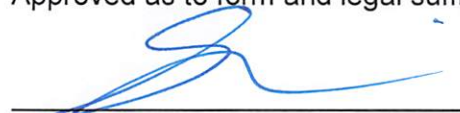
SECTION 6. Effective Date. This resolution shall become effective immediately upon passage and adoption by City Council.

AUTHENTICATED this 15th day of November, 2021.


Christine H. Hoffman, Mayor


Sheri Gosselin, City Clerk

Approved as to form and legal sufficiency:


Sandra R. Robinson, City Attorney

STRATEGIC PLAN

City of Jacksonville Beach, Florida

FY 2022-2025

Adopted: November 15, 2021

Mayor and City Council

Christine Hoffman, Mayor

Fernando Meza, At-large, Seat 1

Dan Janson, At-large, Seat 2

Chet Stokes, At-large, Seat 3

Cory Nichols, District 1, Seat 4

Georgette Dumont, District 2, Seat 5

Sandy Golding, District 3, Seat 6

City Administration

Mike Staffopoulos, City Manager

Karen Nelson, Deputy City Manager

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Executive Summary

In 2021, the City Council, the City's Executive Leadership Team, residents, and businesses spent time to determine what they would like the future of Jacksonville Beach to be. Through Community Conversations, day-long Council working sessions, and meetings of the City's Executive Leadership Team, we were able to develop this Strategic Plan.

While the City is over 100 years old, this is the first known attempt to develop a vision and an overarching mission. After almost a year of work, it was unanimously approved that the City's Vision would be:

A vibrant, coastal community that embraces "The Beach Life"

In addition, after much input from the staff, the following Mission Statement, which directs the operations of the City's employees, was approved:

Responsive government focused on safety, service, and sustainability

During the year, the City also identified its Core Values (EPIC Team):

Empowerment

Pride

Integrity

Communication

Teamwork

This information was presented to Council, as well as summaries of the Community Visioning Sessions. In addition, the City's Executive Leadership Team took the information from the Council's session to ensure that the final priorities would be implementable and encompassed all the key issues discussed at the Community Listening Sessions. This resulted in the following four priorities for the community:

1. Quality of Life
2. Public Safety
3. Local Economic Development
4. Sustainability

What follows is a detailed description of the process used to identify these priorities and the goals and objectives that need to be obtained to achieve the City's priorities.

The Process

Over the course of the last two years, the City has worked towards development of a Strategic Plan. This effort has included initiatives by staff and Council, with the involvement of the public, for the final Plan development. Efforts included: the development and implementation of the Core Values; Community Conversations; the development of Jacksonville Beach's Vision and Mission Statement; all of which culminated in the development of this Strategic Plan.

Core Values

In 2019, the City began developing Core Values for the organization and its staff. The City as an organization has an excellent culture, but it was not documented. Core values are one of the foundational pillars for a Strategic Plan, as it defines how work will be carried out by staff in fulfillment of the Vision.

A team of employees was assembled to develop the Values, consisting of front-line and supervisory staff, but no members of Executive Leadership. The team was provided a set of project conditions:

- Develop a set of Core Values for the City of Jacksonville Beach
- Build it from the ground up and make sure it sticks
- Number of Values should be 3 to 5, otherwise they are not Core
- Values should be short words or phrases, defined in such a way that it explains the value
- Values should represent who we are today or who we want to become tomorrow to be a successful organization
- Participation from the entire organization at all levels was required

The team completed the project in the fall of 2019, with implementation delayed due to the COVID-19 pandemic in winter 2020.

Community Conversations

The purpose of holding Community Conversations (Conversations) was to provide residents an opportunity to express their aspirations for the community, with the results being synthesized into a vision statement for the City of Jacksonville Beach. The Vision Statement, coupled with additional information from the Conversations (Exhibits A through D) and input from Council, are the foundation of the Strategic Plan. The Strategic Plan contains strategies, goals, and objectives to accomplish over a period of time, to achieve the vision for the community.

The City embarked on holding nine (9) Conversations starting in January 2020, which continued into the fall of 2020 due to the COVID-19 pandemic. A variety of themes were expressed over the course of all Conversations. However, there was one consistent, overarching theme mentioned in every Conversation that linked all other themes together: "family friendly." This is not a new phrase to the City Council or anyone following their local government. It is a phrase that has been used historically in this city to describe the aspirations for downtown, specifically the core business district.

This term was used broadly during the Conversations, to define elements of the whole community, not just the downtown. In essence, residents desire the City of Jacksonville Beach to be “family friendly”. This phrase lacked any type of definition, until now.

Through the Conversations, residents painted a vibrant picture of what “family friendly” meant to them. “Family friendly” means that the community works for the residents who live here, and can be further specified as:

Neighborhoods – neighborhoods and their character are preserved, with protections in place restricting the encroachment of commercial development.

Mobility – families are able to safely travel throughout the city to commercial districts and community assets by means other than a car (biking, walking, etc.).

Community assets – the City’s assets (beach, pier, park system, recreation fields, etc.) are preserved, expanded upon, and appropriate for family attendance.

Downtown – downtown should work not just for visitors, but for all those who live in the community. This will be achieved through:

- Improved downtown amenities
- More diversity of business establishments
- An environment that is activated and safe for everyone at all hours of the day, and all days of the week

Aesthetics – the overall community (residential and commercial properties, and publicly maintained spaces) should be developed and maintained in a manner that is consistent with the expectations of the residents: clean, well landscaped, and pedestrian oriented.

Resiliency – The community needs to take appropriate actions to ensure that future generations can continue to call Jacksonville Beach “home.”

Vision and Mission Statements

A Visioning and Mission session was held on February 27, 2021. Facilitation was provided by the Florida Institute of Government (FIG) and included all elected officials, department directors, and key operational staff. The session used results from the Community Conversations, Core Values, input from Council, and feedback from staff to develop both a Vision Statement for the community, and a Mission Statement for the organization.

The Vision Statement is aspirational for the community, describing where the City of Jacksonville Beach wants to be years into the future. Council considered the results of the Community Conversations held by staff with residents and business owners leading up to this session. The purpose of those conversations was to hear the community’s aspirations for the City, and their thoughts on what they like most about the City and what they believe have been roadblocks to the City’s success. Based on the purpose of the Vision Statement, it is appropriate that this statement was developed by Council with citizen input as a resource.

The Mission Statement is intended to be directional for the governmental organization, explaining what it does and how it does it. As such, the City's Executive Leadership Team (ELT) were participative in the process with Council to establish the Mission Statement.

Council, staff, and FIG facilitators agreed at the retreat that these two statements would be considered drafts. Council was to take time to consider the wording of each statement and have further discussions as to whether the language should be amended.

The City's ELT considered both draft Statements at a meeting on March 2, 2021. Consensus for the Vision Statement was that it needs no modification. The Mission Statement (for the organization) was reviewed with the adopted Core Values as a guide: Empowerment; Pride; Integrity; Communication; and Teamwork. Consensus was to revise the Mission Statement.

On March 8, 2021, the City Council passed two resolutions for adoption of the Vision and Mission Statements. Resolution No. 2078-2021 adopted the City's Vision Statement, and Resolution No. 2079-2021 adopted the City's Mission Statement.

Strategic Plan Development

On May 14, 2021, the organization held a Strategic Planning Workshop facilitated by the Florida Institute of Government to enable the City Council to formalize strategic priorities, goals, and objectives to support the overall direction of the community. This direction is based on the results of multiple Community Conversations held with the citizens of the City of Jacksonville Beach and a previous workshop where the City created Mission and Vision Statements to guide the development of a Strategic Plan. The Strategic Plan contains the priorities, goals, and objectives needed to achieve the vision for the community.

The session resulted in the identification of three overarching priorities, with two goals for each priority, and two objectives for each goal. As with the establishment of Vision and Mission Statements, staff reviewed the draft document, and provided recommendations for Council consideration at a briefing on June 28, 2021. The briefing resulted in language changes to some of the original priorities, goals and objectives, and the addition of a fourth priority, Sustainability, with three goals to address the perspectives of finance, environment, and organization.

The Strategic Plan was formally adopted by the City Council on November, 15, 2021. Staff will develop a plan on an annual basis that operationalizes the Strategic Plan, which will be shared with the City Council upon its completion.

It is intended that the Strategic Plan be reviewed and re-adopted once every four years, to coincide with the seating of a new Council. It is also intended that annual progress reports be provided to Council to chart progress against the Strategic Plan.

The Plan

Now that the process is complete, the City is proud to present the following Strategic Plan to the community.

VISION STATEMENT

A vibrant coastal community that embraces “the beach life”

MISSION STATEMENT

Responsive government focused on safety, service, and sustainability

CORE VALUES

EPIC Team

- Empowerment
- Pride
- Integrity
- Communication
- Teamwork

STRATEGIC PRIORITIES IDENTIFIED

Priority 1: Quality of Life

Goal 1. Meet the community's expectation of high-quality public services.

Objective 1 - Identify infrastructure projects that meets high standards of service for health, connectivity, and a clean environment

Objective 2 – Design and implement tools and processes to consistently measure community satisfaction to maintain high standards of employee customer service and delivery of public services

Goal 2. Sustain and improve community character and a diversity of neighborhoods.

Objective 1 - Update land development regulations to support the community's desired character, intensity, and mix of uses

Objective 2 – Create plans to support and incentivize redevelopment and a diversity of housing options

Priority 2: Public Safety

Goal 1. Ensure the community is safe and feels secure.

Objective 1 – Identify and develop processes to utilize public safety resources in the most efficient and effective manner

Objective 2 – Develop policies and processes to mitigate safety perception issues

Goal 2. Create a safe and well-maintained multi-modal transportation network.

Objective 1 – Identify corridors, design, and implement Complete Streets and/or other innovative concepts where feasible

Objective 2 - Design, develop, and encourage use of an urban trail system that connects residents to parks, schools, commercial districts, and the beach

Priority 3: Local Economic Development

Goal 1. Develop a downtown that attracts residents, visitors, and commerce.

Objective 1 – Develop strategies to stimulate the downtown business district to include mixed use, commercial, retail, and living spaces

Objective 2 – Implement the Downtown Vision Plan

Goal 2. Attract, cultivate, and retain desired businesses.

Objective 1 - Establish a streamlined business-friendly process to assist with the navigation of city requirements

Objective 2 – Review and implement reforms to regulations and government policies to attract locally owned businesses

Priority 4: Sustainability

Goal 1. Provide financial sustainability and stability.

Objective 1 – Develop policies and processes to ensure fiscal best practices and maintain adequate reserves across all funds

Objective 2 - Promote asset management and preventative maintenance principles for major City infrastructure

Goal 2. Support environmental sustainability.

Objective 1 – Create a plan to prepare community assets for environmental impacts and risks

Objective 2 – Develop a plan to identify, maintain, and improve existing natural assets

Goal 3. Demonstrate organizational sustainability and relevance.

Objective 1 – Develop a communications and marketing strategy to connect with citizens and customers

Objective 2 – Develop policies and processes that attract and retain a qualified and highly motivated workforce

CORE VALUES

OCTOBER 1, 2019

Project Scope and Absolutes

- Develop a set of core values for The City of Jacksonville Beach
- Build it from the ground up and make sure it sticks
- ABSOLUTES:
 - ✓ Number of values should be 3-5, or not core
 - ✓ Values should be short words or phrases and defined in such a way that it explains the value
 - ✓ Values should represent who we are today or who we want to become tomorrow to be a successful organization
 - ✓ Participation from the entire organization at all levels

Activities & Process to Finalize Values and Definitions



We gathered over 600 employee suggestions.

COMMITMENT
COMMUNICATION
COMPASSION
CONSISTENCY
EMPOWERMENT
INCLUSION
INNOVATION
INTEGRITY
PRIDE
TEAMWORK



We grouped values into 10 categories.



We collaborated to define the chosen values.



We analyzed the values & definitions with new employees.

Who Are We and Who Do We Want To Be?

E mpowerment

P ride

I ntegrity

C ommunication

T eamwork

EPIC Team



Enabling employees to achieve work-life balance &
professional growth and success

EMPOWERMENT





**A small coastal city dedicated to displaying a big heart
through our commitment to the community.**



PRIDE

WILLINGNESSTOSTANDUPFORWHATSRIGHTEVENIFITISAGAINSTTHEMAJORITY
TRUST | ACCOUNTABLE | PERSONAL ACCOUNTABILITY
STANDINGUPFORWHATYOUBELIEVEIN
KEEPINGYOURWORD
HONOR FOLLOWRULES
WORTHYOFTRUST
TRUTH
DO THE RIGHT THING
DIGNITY TRUST
TRUE
TRUTHFULNESS
CREDIBILITY
AUTHENTIC
HONEST
ETHICAL
INTEGRITY
TRUSTWORTHY HONESTY

Integrity

**We will hold ourselves, both individually & collectively,
accountable to our community and our organization.**

COMMUNICATEEFFECTIVELY

ORGANIZATIONALCLARITY

TRANSPARENCY COMMUNICATION

DAILYCOMMUNICATION
DIRECTION

INFORMATIONCLARITY
EQUITY&TRANSPARENCYEASILYOBSERVED

COMMUNICATIVE

ACCURACY

COMMUNICATION

OPEN & HONEST
DIALOGUE WITH OUR
COMMUNITY AND
THROUGHOUT OUR
ORGANIZATION.



PROMOTE CAMARADERIE & RESPECT AMONGST ONE ANOTHERS SO WE CAN WORK TOWARDS A COMMON GOAL TO HELP CITY SUCCEED
EMPLOYEES ARE VALUED & FUNCTION AS A TEAM NOT DIVIDED BY DEPARTMENTS

COLLABORATION RELATIONSHIPS COOPERATION
ABILITY TO BUILD & MAINTAIN RELATIONSHIPS TEAM PLAYER

TEAMWORK

COOPERATIVE ENGAGE USEFULLY

TEAMWORK

WORKING TOGETHER WITH OUR
COMMUNITY TO ACHIEVE COMMON
ORGANIZATIONAL GOALS



“Life is better by the OCEAN

empOwerment

Communication

pridE

teAmwork

iNtegrity

COMMUNITY CONVERSATIONS REPORT November 17, 2020

Summary

The primary purpose of holding Community Conversations (Conversations) was to allow residents to express their aspirations for the community, with the results being synthesized into a vision statement for the City of Jacksonville Beach. The vision statement, coupled with additional information from the Conversations (Exhibits A through D) and input from Council, will be the foundation for a Strategic Plan. The Strategic Plan will contain strategies, goals and objectives to accomplish over a period of time, to achieve the vision for the community.

There were a variety of themes expressed over the course of the nine Conversations. However, there was one consistent, over-arching theme mentioned in every Conversation that effectively linked all other themes together: “family friendly.” This is not a new phrase to the City Council or anyone following their local government. It is a phrase that has been used historically in this city to describe the aspirations for downtown, specifically the core business district.

During the course of the Conversations, this term was used more broadly, to define elements of the whole community, not just the downtown. In essence, the residents desire the City of Jacksonville Beach to be “family friendly”. This phrase has lacked any type of definition, until now.

Through the Conversations, residents painted a vibrant picture of what “family friendly” means to them. “Family friendly” means that the community works for the residents who live here, and can be further specified as:

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Downtown – downtown should work not just for visitors, but for the families of the community. This will be achieved through:

- Improved downtown amenities
- More family oriented establishments
- An environment that is activated and safe for families at all hours of the day, and all days of the week

Aesthetics – the overall community (residential and commercial properties, and publically maintained spaces) should be developed and maintained in a manner that is consistent with the expectations of the residents: clean, well landscaped and pedestrian oriented.

Resiliency – The community needs to take appropriate actions to ensure that future generations can call Jacksonville Beach “home.”

Vision Statement

Vision statements can take many shapes and forms. Below are some examples of Vision statements from communities from around the country, and specifically the State of Florida:

Independence, MO

"Our quality neighborhoods, 21st century jobs, growing economy, safe, family-friendly community, and cultural diversity makes Independence, Missouri a nationally recognized city with a unique history and sense of place."

Albany, GA

"The City of Albany is a collaborative regional leader delivering exceptional services and enhancing quality of life, while fostering an atmosphere where citizens and businesses can thrive."

St. Petersburg, FL

"St. Petersburg will be a city of opportunity where the sun shines on all who come to live, work and play. We will be an innovative, creative and competitive community that honors our past while pursuing our future."

Cape Canaveral, FL

"We look toward the future, generating goals and strategies that make the City of Cape Canaveral an even better place to live."

Largo, FL

"To be the community of choice in Tampa Bay."

Miami Beach, FL

"The City of Miami Beach will be:

- Cleaner and Safer
- More Beautiful and Vibrant
- A Urban and Historic Environment
- A Mature, Stable Residential Community with Well-Improved Infrastructure
- A Cultural, Entertainment, Tourism Capital and International Center for Innovation and Business
- While Maximizing Value to our Community for the Tax Dollars Paid"

St. Pete Beach

"The City of St. Pete Beach protects our Historic Family-Friendly Beach Community progressing to a Sustainable, thriving place to live, work, visit and play."

Most statements either ratify that which already exists, or prospectively state what is desired (sometimes referred as a "to be" statement). Some statements are long, and are difficult to remember, while others are short and memorable, but may lack explanation. A vision statement should be memorable, so that

residents, businesses and City employees can embrace the reason for their work. The City of Jacksonville Beach may decide on a vision statement that falls anywhere in the range of examples given below.

Two sample vision statements (representing ends of the spectrum) could be:

Example 1

"To be the premier family-friendly beach community in northeast Florida"

Example 2

"The City of Jacksonville Beach will be the premier family-friendly beach community in northeast Florida by:

- Protecting our neighborhoods
- Improving our mobility
- Investing in our community assets
- Promoting a Downtown that works for its residents
- Enhancing community aesthetics
- Implementing resiliency measures"

In the two examples presented above, the words for each vision statement were deliberately chosen:

- Premier – to be aspirational by seeking to be the best
- Family-friendly – to recognize the expectations of our citizens as expressed through this term
- Beach – to acknowledge that we are a coastal community with an inherent lifestyle
- Community – to recognize that all elements of the City are essential to achieve its Vision

Ultimately, the vision statement should be created by City Council, as representatives for the community. The criteria that Council uses for the creation of a statement can be varied. Staff will provide whatever assistance to Council is necessary, and support the next step: development of a Strategic Plan.

EXHIBIT A

Community Conversation Notes: City Manager

Session 1 – Vice Mayor Hoffman in attendance

This session's aspirations seemed to focus on several discrete themes: environmental stewardship; downtown; and development. The City has done a good job of preserving green space, and creating parks, but there is always room for improvement with tasks as simple as increasing the tree canopy. Residents saw the beach as the city's biggest asset; however, visitors to our community don't treat the beach (and the community) with the same understanding and respect as the residents.

The beach, and its tie to downtown, was seen as the reason many come to the city and a big piece of our economic engine. Between the beachfront, pier, and commercial environment, there is an opportunity for the downtown to be a beacon for the community. The downtown of today, however, is perceived as the reason for many problems. The downtown is not thought of as "family friendly", and poses safety issues for those that go there. The areas east of 3rd Street have garnered a majority of attention from the City over a number of years, and many outside of this area feel like their neighborhoods have been forgotten.

Development within the city was also seen as an area for improvement. While investment in the community is positive, development standards and patterns over the years have been questionable. Single-family neighborhoods should be preserved as such, while the City raises the bar on other types of development, with a focus on ensuring adequate parking is available.

The future of Jacksonville Beach is one that is achievable. Education of our visitors to protect our assets, and better control over development patterns with introductions of landscaping and public art, will go a long way towards sending us in the right direction.

Session 2 – Councilor Dumont in attendance

This session started with a discussion of aspirations for the city in comparison to other neighboring communities. Many saw the future of the city's downtown being what communities around us have today, such as the beaches town center and St. Augustine. Those downtowns are perceived as "family friendly", meaning residents want to go to there, and feel the design and commercial mix meet the needs of the community, not just visitors and tourists.

This group also felt that the City should have improved aesthetics and a true "connection" to its residents. They saw the future of the city having: neighborhood identities with improved landscaping; better designed commercial corridors; enhanced landscaping and connectivity throughout the community; and a citizenry that is activated and engaged through communication, participation and activities.

Reaching these aspirations is not without its challenges. The demographics of the community is constantly changing, so what we plan for in the future may not be the same residents here today. Engagement of the residents will be difficult; usually a small percentage are active in providing input. This wasn't just seen as a resident issue, but one of elected officials as well. There have been many plans and ideas over the years, but the City is perceived as not following through when necessary.

Overall, there is an optimism that the City of Jacksonville Beach can get where it wants to go. It needs to define its destination, make the correct plans to get there, and execute those plans with diligence. This must all be done through partnership of the City government, residents and business owners.

Session 3 – Councilor Vogelsang in attendance

Participants for this session began with a focus on the residents, communication, and engagement. There were strong feelings that residents need to feel more connected to their government, and willing to become engaged and participate in addressing community issues head-on. There are beliefs that portions of the community are transitioning to a transient population, and it is affecting community pride, engagement, and ultimately, the condition and aesthetics of the City. Additionally, government and residents can have a better relationship and communication on day to day issues and future direction.

This discussion also focused on the historic core of the City south of Beach Boulevard, and the challenges and issues they face in comparison to the rest of the City. Residents in this area feel left behind, as their area is one undergoing tremendous change, but do not have the benefits of CRA funding for improvements, or a plan for where they are going. This leaves an unanswered question as to what their neighborhood will look like in the future.

The term “family friendly” was again raised, with a discussion as to its meaning, and where it may or may not be applicable within the community. The downtown core was identified as an area that is not “family friendly”, by not meeting the needs of the residents, or providing a safe environment. “Family friendly” also broaches into the discussion of safety in the community when walking or biking. There is a concern that doing either in this City is inherently dangerous, due to lack of bike lanes, road crossings, lighting and traffic volume. These concepts of “family friendly” and mobility safety are at odds with their recognition that the beach is the biggest community asset that should be accessible for a multitude of uses by all residents.

There is a belief that the City can continuously improve, and be a better community for all its residents while protecting and expanding its natural assets. It is hoped that the right plans are made now, and acted upon, so that the desired City for future generations will be a reality.

Session 4 – Councilor Golding in attendance

This session offered unique insights from residents that had been in the community for decades, and have witnessed the transformation of the community over time. While all acknowledged that the city had changed dramatically over the last thirty years (and mostly for the good) there was concern about the city's future. Specifically, there is an expectation that the City be proactive in: creating a vision for the future and changing our policies, programs and investments accordingly; and anticipating change that has the ability to negatively impact the community, and adjust as best as possible.

Resiliency was seen as an important issue now and into the future. Sea level rise and flooding are real concerns for a coastal community, and the city needs to be proactive in ensuring the city is well prepared for future environmental impacts. Redevelopment was also seen as equally important, as current trends are creating issues with density, parking and aesthetics. Regional growth is also impacting our traffic and mobility. The City should be responding to these trends and adjusting our codes and policies accordingly, to stem negative impacts to the residents, and improve conditions where possible.

Discussions about downtown were mixed. Some liked what current establishments have to offer. However, there was a consistent thought that downtown (outside of special events) is not an attractive draw for the families of the community. It does not provide the right opportunities to entice residents to go there with regularity, such as restaurants and shops. It is not living up to the expectation of "family friendly".

There was a genuine desire that in future decades, the city still be "recognizable". Jacksonville Beach should have established and vibrant neighborhoods, family businesses, and redevelopment that is right sized for the community and works for its residents.

Session 5 – Mayor Latham in attendance

A primary focus of this session was on the existing character of Jacksonville Beach, and its preservation and enhancement moving forward. Residents note that areas west of A1A have character, and are a combination of neighborhoods, family run businesses and a park system which residents appreciate. East of A1A, however, and especially downtown, does not have an identity or appreciation from the community.

The downtown was again viewed as an opportunity not yet realized. The downtown currently works for visitors, but does not offer amenities that would allow it to be supported by the community (“family friendly”). The city has tremendous assets in both the pier and the beach, and should leverage both going forward, along with the creation of a true pedestrian environment downtown. Commercial development should be kept in check so as not to intrude into residential neighborhoods.

Mobility throughout the city was also viewed as an issue that may get worse with time if not proactively addressed. The City should support multi-modal transportation, and connect our assets in a safe manner. Crossing solutions for corridors like Penman Road and A1A should be acted upon, with the creation of safe routes for pedestrians and cyclists to connect the community.

One resident provided an excellent summary for the discussion: The City has developed in a “fear based” environment. It is time for the community, including local government, to work together to change our perspective, and build what we want, attract what we want, and deal with issues as they may arise as we move forward.

Session 6 – Councilor Golding in attendance

This session started with a discussion on the co-existence of residents and commercial businesses, and ensuring that, where possible, the two are kept separated. There is recognition that the city is a visitor destination, and that change has and will continue to occur. However, the impact to residents must be considered and mitigated. There were feelings that the speed of development / redevelopment has been too fast, and that the City has not kept up with mitigating impacts through long-range planning and codes.

This particular group embraced and conveyed the essence of beach living, and discussed the lifestyle in relationship to “family friendly” and community connectivity. Alternative modes of transportation should be supported and planned for, with connectivity for residents to both civic amenities and commercial hubs. Routes should be safe and shaded, allowing families to make memories throughout the community by accessing a variety of activities and destinations.

The downtown, as in many instances, has become a focal point of current problems and opportunity. All see the beach and the pier as community assets, drawing people from outside the area. The downtown, however, doesn’t work for the residents of the community, and is not a place considered “family friendly.” Their vision for downtown is a place families and visitors can make memories (through shops, restaurants, activities and civic amenities), especially in the middle of the day.

This group knows that making substantial change will not be easy. It will require citizen involvement, overcoming NIMBY-ism (Not In My Backyard), and a passion to make a difference for the future. If the City can chart out a clear path, and make changes now towards strategic actions, the result can be a community that residents love, and where others wished they live.

Session 7 – Vice Mayor Hoffman in attendance

This session was dedicated to the business community, and involved property owners and developers with a vested interest in the City. All concurred that the city is in a better position than it was a few decades ago, but that it can still improve and be better.

A consistent theme was the comparison to other locations, specifically Daytona Beach and Beaches Town Center. All agreed that the City should not become another Daytona Beach, and they don't believe that it will, based in part on community values. They also believe that the City's downtown has the ability to not just rival, but surpass that of the Beaches Town Center as a destination; it just needs the right development and investments.

Another theme was that of family friendly. Vacationers here typically families, who enjoy the atmosphere of the community, and use this opportunity to make memories. The City has not actively promoted all of its amenities to these visitors, to include parks, athletic facilities, museum, etc., which would enhance their experience.

Safety, for both the residents and these visitors, is an important factor going forward. Visible homelessness in areas of the City, weekend nightlife, and lack of lighting are contributing factors to people feeling unsafe, particularly in the downtown.

All thought the City could do a better job of engaging the business community, by assuming an active role (instead of passive), to help shape the City's future. Engagement includes partnering, where necessary, to ensure that future development is a win for all stakeholders, to include the developer and the City. Topics such as downtown parking, the 35-foot height restriction, and lack of development incentives are issues viewed as hurdles holding back further development of downtown and the Core Business District.

This group had a positive vision for the future of the community, one in which the commercial districts are robust and aesthetically pleasing, and work for both residents and visitors. They understand that there are hurdles in place that must be overcome for the City to reach its potential, and they are willing to work with its government to help make the vision a reality.

Session 8 – Councilor Dumont in attendance

This session was dedicated to the business community, and focused on small, locally owned business spread throughout the City. There was a consensus that the City is a great place to do business, and also on the types of improvements that could benefit all.

This group saw the City as a coastal community that has not fully embraced what it means to be “coastal”. To them, the term means embracing the outdoor amenities afforded to us, and being able to navigate the City through alternate modes of transportation. Outdoor dining and rooftop bars/restaurants should be prevalent throughout the City. Patrons should be able to travel within and between commercial districts by walking, biking, or other modes of transportation other than automobile. The City has the potential to become a true destination, rather than a pass-through for people going to the Beaches Town center or down to Ponte Vedra.

Challenges to this vision are our transportation corridors and our codes. There is an understanding that A1A and Beach Boulevard pose issues with supporting alternate modes of transportation and with roadway crossings. If these problems could be solved, the residents and visitors could enjoy access and mobility throughout the City’s commercial districts. Changes to our codes would also support commercial development and aesthetics to support a pedestrian orientation, with protecting the residential districts of our City.

Achieving this will take hard work, but is not impossible. It will require communication and partnership with the business community and residents, development of consensus, and acting upon plans that are developed. With the community working as one, the City can be a vibrant coastal destination that meets the needs of its residents, businesses and visitors.

Session 9 – Councilor Dumont in attendance

This session focused on the long-standing business community, with those that have been in Jacksonville Beach in excess of 10 years. While all thought the community had come a long way from what it was 10 to 20 years ago, they all believed there is still more work to do to fulfill their community vision.

This group, like many others, see the City as being a coastal community with a small town feel. The term “family friendly” was used, with descriptors such as strolling the boardwalk, participating in outdoor activities, feeling safe when out with your family, and having a vibrant business community that meets the needs of all demographics of the community. It also meant strong community institutions (such as churches and schools), access to health care and wellness opportunities (to include active and outdoor recreation) and neighbors assisting one another when necessary.

The need for outdoor trails, paths and sidewalks to connect residents to community assets was viewed as a universal desire for all ages of the community. It takes full advantage of the City’s weather, the natural and built environment, and contributes to their view of “family friendly” and a healthy community. There is a genuine desire to maintain and improve upon our natural environment, to include education and enforcement. Overall, the City has done a good job on active recreation and creation / preservation of green space, but more can be done through expansion.

The business mix in the community, and particularly downtown, is not yet where it needs to be. Developers and businesses owners could use assistance navigating the regulatory process within the community (building permits, signage, etc.). The beach, which is the City’s most valuable asset, could also be better leveraged for community value by luring new businesses to downtown including waterfront dining.

Challenges to achieving this vision are many. There is a noticeable increase in homeless throughout the City, and particularly downtown, detracting from the “family friendly” goal. There is a need to recruit new businesses to the City, and change the mix of businesses downtown. Building codes need to hold the line in maintaining community character, and small town feel. Taking the right actions now can result in a community that is family friendly, active outdoors, with thriving businesses that work for residents and visitors alike.

EXHIBIT B

Community Conversation Notes: Chris Wright

Session 1

Community Conversation held on Thursday, January 23, 2020, from 6:00 to 7:30 pm at City Hall Council Chambers. City Manager Mike Staffopoulos and Council Member Chris Hoffman hosted the meeting.

The following were in attendance and participated in the conversation:

11 residents that have lived in Jacksonville Beach ranging from 2, 20, 30 to 50 years

The tone of the conversation was that all participants want a safe, vibrant, welcoming community

A Downtown that is a family friendly environment

Make the pier the anchor to the community with art, coffee shops, and vendors

Additional police presence throughout the city

More shade trees on the streets

More trash receptacles on the beach and street ends

Dune and Beach Protection – fencing, trash, safety on the beach

Engage the new development hotels to give back to protect the dunes and beaches

Protect single family residential neighborhoods - Codes Enforced

Display of public art

Affordable housing

Parking standards

Session 2

Community Conversation held on Saturday January 25, 2020 from 10:30 am to 12:00 pm at City Hall Council Chambers. City Manager Mike Staffopoulos and Council Member Georgette Dumont hosted the meeting.

There were 10 residents that participated. They have been living in Jacksonville Beach ranging from 2 years, 20 years, 35 and 38 years. Most participants were 50 years of age with the exception of one 35-year-old.

The group all agreed they are not proud of the downtown area and said it was dirty and needed a facelift. Most do not eat in Jacksonville Beach and referred to wanting the qualities of Atlantic Beach, which after more discussion was that they would like to Jacksonville Beach to feel more inviting with restaurants, retail shops, family entertainment, green space with shade trees and benches. They vision walking downtown to eat, shop, go to a park, and have community comradery where locals and visitors can gather. There was discussion to partner with businesses such as a theater or UNF to bring programs to the downtown area.

They would like to see more family/residential friendly events more often and to take advance of the other parks throughout the City to have more kid events, fishing rodeo, and recreational events.

Cradle Creek is a hidden gem.

The City should work with developers to incorporate more parks when building.

Provide more services for the seniors at the Senior Center (owned by COJ), actives at the Carver Center and the Community Center with affordable rates. (Compared to Neptune Beach)

Use Technology to push out information on what is going on in Jacksonville Beach.

They all agreed that the city has not taken any action on any of the action plans. The City should set a goal, take action and keep the community informed.

Session 3

Community Conversation held on Thursday, January 30, 2020 from 6:00 - 7:00 pm at the Carver Center. City Manager Mike Staffopoulos and Council Member Phil Vogelsang hosted the meeting.

This meeting had the most audience attendance. Most residents have lived in the neighborhood surrounding the Carver Center all their lives and have deep family roots.

The group agreed that there is diversity in the community and they want to get the community involved to feel more like a neighborhood where people help each other. They want the housing to remain affordable so that their children can live in the community.

The Carver Center is a hidden gem and should be used more by the community the theme is the same as the other meetings, they want a safe community with sidewalks and bike lanes, more green space. Crosswalks on A1A to get to the beach. People don't feel safe riding bikes and want bike lanes throughout the community.

This group feels the community is not informed of what's going on with new development and gave an example of the new HUD housing. The residents in the area heard about it after the fact.

They want to maintain a neighborhood feeling and want the city to thrive. More programs to help the elderly maintain their homes.

Keep the character of the older homes while building new homes. The new development does not fit the characteristics of neighborhood. Older homes do not have driveways and rely on street parking in front of their homes.

The beach attracts tourists, however the downtown needs to be family friendly with more shops and things to do. Residents want to feel safe going downtown.

Downtown needs to be cleaned up.

Needs more community involvement and more things to do at the parks. The parks need picnic areas with shade and benches.

Session 4

Community Conversation held on Saturday February 8, 2020 from 10:30 - 12:00 pm at the Community Center. City Manager Mike Staffopoulos and Council Member Sandy Golding hosted the meeting.

Most of this group has resided in Jacksonville Beach over 25 years.

All desire a community that is safe, affordable and diverse. Fun for all ages, more restaurants and local boutiques.

Land Development Code needs change

Bike and Pedestrian friendly, small town feeling

Penman Road is unsafe and needs sidewalks on both sides of the street. Third Street also needs crossovers and should be part of the redevelopment vision plan.

Make Jacksonville Beach more than a drive-thru town.

Downtown needs more family friendly things to do, farmers market, movies, etc.

Overall this group likes the way the city is moving

Session 5

Community Conversation held on Thursday February 13, 2020 from 6:00 -7:30 pm at City Hall Council Chambers. City Manager Mike Staffopoulos and Mayor Latham hosted the meeting.

There were 8 participants with a mixture of residents that have been living in Jacksonville Beach ranging from 1-10 years, 15-20 years and 30-44 years.

A few of the residents that moved to Jacksonville Beach within the last 6 years, chose to live in the Downtown area.

The theme from this group echoed those from the past meetings. They would like to have separation of commercial and residential districts.

The downtown area should have a defined character, thrive, and be family friendly with more things to do. They would like to have more gathering places with benches and shade. Again, most go outside of Jacksonville Beach to dine. They discussed closing off the downtown area for vehicles and promote outdoor dining. Offer incentives to draw new businesses to Jacksonville Beach.

Visitors come to the Jacksonville Beach but there is not enough family entertainment.

The Pier should be the focal point with benches, shade, vendors, art, etc.

They discussed that Sunshine Park is a destination and there are other city parks that can be better utilized for activities.

Build the community that you want; make a great community.

More walking and bikes paths throughout the city. Crosswalks across A1A.

Session 6

Community Conversation held on Saturday February 22, 2020 Community Center 6:00 to 7:30 pm at the Carver Center. City Manager Mike Staffopoulos and Sandy Golding hosted the meeting.

This group wants to maintain residential neighborhoods and change the zoning code such that commercial buildings are not allowed in a residential neighborhood.

Better design standards for parking. For example: new homes built with one car garages force tenants to park in the street. Standard should be two-car garage and two-car driveway

Family friendly, healthy lifestyle that gets people involved

Establish wide bike lanes

Need to develop a comprehensive strategic plan for parking, sidewalks, bike lanes, bike racks, lighting, etc.

Time to create a new city vision

Simple beautification along A1A- trim trees, clean up landscape in the medians and make it look nice

Downtown should have less night life and more restaurants and shops similar to Neptune Beach with benches, bike racks, and public rest rooms. More family friendly events both day and night.

All agreed it was hazardous to ride bikes in Jacksonville Beach, there is no walking and biking connectivity throughout the city. Need adequate lights on roads to ride bikes. Some are not comfortable to ride bikes with their children; vehicles don't share the road.

More green space needed throughout the city, all parks don't need to be the same, but all parks should be safe, have shade and bathrooms. City should have the same passion for all parks as they did for Sunshine Park- get the community involved. All residents should want to visit the parks.

Make the Carver Center an attraction for residents. Currently residents don't go to the Carver Center.

Most were optimistic that the city is getting better.

Offer incentives to bring businesses to the downtown area.

Session 7

Community Conversation held on Wednesday June, 17, 2020 via Zoom from 5:30 to 7:30 pm.
City Manager Mike Staffopoulos and Council Member Chris Hoffman hosted the meeting.

This meeting was virtual, with several of the business owners in Jacksonville Beach. There were 8 participants that have been business owners in Jacksonville Beach ranging from 6 years to 25 years. All agreed that there is a potential in the downtown area but the City needs to step up and have conversations with developers. The City needs to collaborate and be approachable with developers.

Most participants dine and shop in the Atlantic/Neptune Beaches Town Center. All agreed Jacksonville Beach downtown needs more things to do for families and the community. The downtown is a different atmosphere in the evening and does not feel safe. The downtown area needs to be safe, have better parking and lighting, more restaurants and retail stores.

The city needs better incentives and the parking restrictions hinder development. Some recommended a city/private parking garage. The 35 feet limitation is too restrictive to compensate for the parking requirement.

Hotels are full each day and guests frequent the shops, restaurants and bars.

Clean up all the City parks. More walking trails throughout the city, better lighting and more green space.

Both the boardwalk and pier are great assets. Perhaps there are more opportunities with the pier and the boardwalk such as ice cream shops, art etc.

The City is going in the right direction and would benefit from an economic developer. The city should create a vision, a mission statement and a strategic plan and the developers will invest.

Session 8

Community Conversation held on Wednesday July 15, 2020 via Zoom from 5:30 to 7:00 pm.
City Manager Mike Staffopoulos and Council Member Georgette Dumont hosted the meeting.

This session was held with the small business owners. All participants agreed that Jacksonville Beach has the potential to be a Destination location and not just a corridor.

They have aspirations for a coastal community feel with the ability to have connectivity throughout all Jacksonville Beach. More stores, restaurants, oceanfront and outdoor dining, and outdoor entertainment. They would like Jacksonville Beach to create an atmosphere similar to the AB Town Center and St. Pete to encourage people to stay in Jacksonville Beach.

There were suggestions to close 1st Street to vehicles to make the downtown area more attractive to walking and biking.

Crossing A1A is unsafe, crosswalks and/or crossovers would be a nice addition.

They appreciated the opportunity to participate in the conversation and are hopeful that a vision plan will be executed.

EXHIBIT C

Community Conversation Notes: Donna Proia

Session 1

All participants focused and discussed numerous concerns:

- What is our downtown night vision
- Encourage small businesses
- Overflow parking structures
- More public restrooms
- Golf cart parking
- Have some kind of design standard
- Land development code changes
- Longer boardwalk
- Change lot coverage
- Make city beautiful
- What are we doing with our property
- Carver Center needs more work
- Bike trails possible connecting all beaches
- Bike racks
- Do we have a long term plan
- Look at what we have
 - Policy and procedures
 - Contractors
 - Variances
 - Blighted buildings
 - Draw more small businesses
- Widen paths with trees
- Less traffic
- Would like to see more consistency
- More pride in our beaches
- Trail network
- Beautiful and well maintained buildings

Session 2

Resident introduction.

Aspirations for Community:

Someone mentioned there is a stark difference between Atlantic Beach and Jacksonville Beach. No reason to come to Jax Beach. What qualities does Atlantic Beach Have? Welcoming, family friendly, good mix of bars and restaurants, Respectful of architecture and old buildings, diversity of shops. Someone mentioned Deland and intimate spaces. Also, St. Augustine and Fernandina beaches with shops, inviting, walking paths and places to have coffee.

Jacksonville Beach

- Bar scene – come to drink
- No entertainment venues
- Great weekend events
- No family community
- Safe environment with activities
- Someone mentioned YMCA
- Ballparks
- Nothing local – all go out of downtown
- Police involvement
- Penman Road Corridor not friendly
- South Jax Beach more friendly; downtown not friendly
- Police presence – more or less
- No standards
- No landscape
- Like to see pedestrian walkways and bicycle paths
- More grass around homes
- All in agreement to family friendly downtown
- Downtown could use a facelift
- Like to see farmers markets, Kite Festival
- Nothing to do downtown but drink or eat

Mention was made of removal of benches from the boardwalk. Seawalk or the plaza area have empty store fronts. Need more discussions with owners to determine what is going to be the draw that will bring people to the downtown area.

Do we always need to sell alcohol at special events?

Community mix it is a distraction downtown. Downtown not being utilized.

Some would like to see a nice mix which caters more to the residents and not so much on the tourists.

Like to see a statement when coming across bridge.
Change character of urban areas.

Penman and South Beach are different worlds. How do we incorporate the entire community? What happened to the 2007 plan?

How do we reach our aspirations?

We have no community center. How do we engage our residents? Need more activities for kids.

How do we encourage individual entrepreneurs? City Council has discussed and plans have been generated and not executed. How do we attract diversity businesses?

South Beach has:

- Sunshine Park
- Senior Center
- Pickle ball
- Bernie Furlong Senior Center

How about our Asian community? Our seniors? Vision Plan for Carver Center can be used as a great community resource. Also, City Council sending out newsletter keeping the community apprised of all business and government matters. City Council does a good job. Council is approachable, engaged and knowledgeable.

What is the demographics seniors and under 30 for Jax Beach?

Mention was made to write up in the Beaches Leader towards upcoming events and fine arts.

How to improve City and move us forward:

- Use of technology
- What are other cities doing
- Community should know what is going on
- City should be putting out information
- If downtown is important why is city council not talking about it at every meeting

Are we a resident town or a destination town?

Mention was made that there is nothing of interest to draw people to the downtown area. Some view the downtown area as missed opportunity.

Some suggestions:

- Alhambra Theater downtown location
- UNF educational opportunity to partner
- Have a broader range. The more we do the greater opportunity.

Conversation turned to the homeless situation specifically, South Beach area. How do we address the homeless issue? Talk was more outreach. What have other beach communities done about the homeless?

Jax Beach has the Mission House, Beam, and Seawalk Hotel.

What is standing in our way to achieve aspirations?

- People in charge/advocates
- 80/20 rule
- Bottom line nothing gets done, talk is cheap
- Right people on board
- Start small
- Infrastructure - good job
- Projects take forever
- COJ incentive mentioned
- Not keeping up with our fundamental infrastructure. Utilities infrastructure.
- Doing our research before we begin
- End zones
- What is our infrastructure for hurricanes, sewer and backup systems
- Planning
- Execution
- Time lines
- Accountability
- Good job – Sunshine Law
- No time for dialogue to what can be done, lack of progress, compliancy
- Need to engage our community

Are we moving in the right direction?

- No push towards change
- Do we care to fix what is broke
- More park activity, more organized activities
- Antiquated zoning codes
- City lots
- More alliance of men's and women's groups, organizations, churches
- Identity of beach community – possible name change
- Engage new developers with the community
- More parks, fishing tournaments; fresh markets
- Maintain roads, stop signs
- Reach out with monthly meetings
- Green space at Penman, hiking trails, biking trails
- Retail variety of shops, restaurants
- When you reach 3rd Street – nothing of interest
- Change character of streets
- Reduce traffic speeds
- Walkability
- Pedestrian way
- Improve Latham Plaza and stage area
- Landscape deteriorating
- Benches on the boardwalk
- Can residential and businesses co-exist
- Property values increased

Session 3

All participants focused and discussed on numerous concerns:

- Community involvement
- Improvements on the Carver Center
- Safety and family friendly
- Bike trails and bike lanes, walking trails
- Impossible to cross on 3rd Street

Most of the residents expressed concerns about not knowing what is going on. For example, the HUD Housing Project being torn down.

Residents want to be informed of changes, etc.

- Chosen few that make the decisions
- All agreed they want to be invested in the community
- Want interaction with contractors, builders, etc.
- Once upon a time this was a family destination

The boardwalk is not a family friendly place. Homeless people up and down the boardwalk.

It was mentioned the "Carver Center" was the core of the community.

All residents agreed:

- Frustrated with trailers, etc. taking up parking space
- Trash in the roads
- Sidewalks need to be maintained
- Not enough parking
- Zoning
- Development pattern
- What is our design?
- We need something different – south beach has Sunshine Park, Skate Park
- Whatever we do – the community needs to be involved
- Need for more markers
- Possible speed bumps
- Flashing light for school zone
- Crosswalk over A1A

Session 4

All participants focused and discussed on numerous concerns:

- Flooding
- Storm water issues
- Rising sea levels
- Beach erosion
- Retro fitting buildings
- Update road system
- County doing roadwork on Penman, A1A – solutions in the works
- New construction
- Diversity
- Safety
- Create a more fun environment
- What is our identity
- Controlled growth in relationship to market
- Golf cart space
- Over development/crowding
- Variance/code is poor – does code need to be changed
- Code Enforcement not working

Questions 2&3

- Preservation of small town feel
- No night life
- Need more restaurants
- Incentives to generate what we want to occur
- Atlantic Beach scene – good mix of young and old – mention of Ragtime
- Keep money in Jax Beach
- Markers for street numbers and on the beach
- Closing of Beach Bowl – what will we build
- Single family homes

Question 4

- Still feels like home after 20 years
- Family friendly
- Nice blend of mix
- Next generation – younger city council members
- Hidden gem
- Landmark

Session 5

All participants focused and discussed on numerous concerns:

- Ordinance changes
- Residents vs commercial
- Bring the vibrancy back to the beach and beach front with more beach front restaurants and shops
- Maintain character of the city
- No definition of downtown
- Preserve commercial feel
- No gathering places
- No places to sit
- No drinking fountains
- Homeless people – overwhelming
- Higher end restaurants
- Pop up areas
- Sowing of seeds – improve the youth skills
- Higher education
- Sustainability
- Bring in the over 20's and younger
- Pedestrian walk ways
- Reduce speed on 3rd Street
- Designated bike lanes
- Cross walk – would be a state road decision
- Barriers for certain areas
- Making pier focal point – seating on the pier

Some participants focused on:

- Revising city ordinances into the 20th century
- Parking problems
- Water retention
- Some kind of plan for the downtown area
- Homeless and our parks
- Can we better utilize our parks
- Fear based – let's put up benches, etc. we keep putting it off. We will attract what we build.
- More local businesses
- How do we attract high end restaurants
- Infrastructure and maintaining upgrades
- Mention of no cars at certain areas of downtown
- Pathway throughout the city
- Residents want to be heard when it comes to developers. How do we find balance.

Session 6

All participants focused and discussed numerous concerns:

- What is our downtown night vision
- Encourage small businesses
- Overflow parking structures
- More public restrooms
- Golf cart parking
- Have some kind of design standard
- Land development code changes
- Longer boardwalk
- Change lot coverage
- Make city beautiful
- What are we doing with our property
- Carver Center needs more work
- Bike trails possible connecting all beaches
- Bike racks
- Do we have a long term plan
- Look at what we have
 - Policy and procedures
 - Contractors
 - Variances
 - Blighted buildings
 - Draw more small businesses
- Widen paths with trees
- Less traffic
- Would like to see more consistency
- More pride in our beaches
- Trail network
- Beautiful and well maintained buildings

EXHIBIT D

Proposed Solutions Offered by Participants

Neighborhoods – neighborhoods and their character are preserved, with protections in place restricting the encroachment of commercial development.

- 1) Change Land Development Code to improve functionality and aesthetics
 - a) Infill development
 - i) Parking spaces and garages a prominent concern; consider four required spaces instead of two
 - ii) Maintain adequate setbacks, to maintain appropriate separation of structures
 - b) Commercial development
 - i) Prevent encroachment into residential neighborhoods
 - ii) Ensure appropriate parking
 - iii) Ensure pedestrian scale and orientation
 - iv) Improve aesthetics and landscaping

Mobility – families are able to safely travel throughout the city to commercial districts and community assets by means other than a car (biking, walking, etc.).

- 1) Create an urban trail system that connects neighborhoods to commercial districts and community assets, and community assets to one another
 - a) Tree lining for shade
 - b) Improve lighting for safety
 - c) Pedestrian crossings along primary corridors
 - d) Bicycle lanes on certain roadways
 - e) Trail segments wide enough for pedestrians and bicyclists
- 2) Consider improvements to encourage use of Low Speed Vehicles (LSV)

Community assets – our assets (beach, pier, park system, recreation fields, etc.) are preserved, expanded upon, and appropriate for family attendance.

- 1) Maintain all existing parks, and expand upon them, as needed
- 2) Create new parks and green space in underserved areas of the City
- 3) Build off of the beach, pier, boardwalk and downtown green space to create a true destination for all ages at all times
- 4) Consider additional green space throughout the City and in downtown (pocket parks)
- 5) Market our community assets to visitors through partnership with the business community
- 6) Educate residents and visitors on preservation of our assets (beach, dunes, etc.)

Downtown – downtown should work not just for visitors, but for the families of the community. This will be achieved through:

- *Improved downtown amenities*
 - *More family oriented establishments*
 - *An environment that is activated and safe for families at all hours of the day, and all days of the week*
- 1) Build off the beach, pier, boardwalk and downtown green space to create a true destination for all ages at all times;
 - 2) Consider additional green space/pocket parks downtown
 - 3) Promote desired businesses and uses to be downtown
 - a) Identify desired development
 - b) Eliminate hurdles to recruiting/constructing desired development
 - c) Create an incentive structure to encourage desired development
 - d) Consider revisit of 35' height restriction within the CBD, west of 1st Street
 - 4) Implement the downtown lighting plan
 - 5) Work in partnership with downtown businesses to develop win/win strategies for redevelopment

Aesthetics – the overall community (residential and commercial properties, and publically maintained spaces) should be developed and maintained in a manner that is consistent with the expectations of the residents: clean, well landscaped and pedestrian oriented.

- Evaluate levels of service for publicly maintained property and spaces
- Consider disposal or aesthetic improvement of vacant City properties
- Increase Code Enforcement activities for neighborhood and commercial aesthetics

Resiliency – The community needs to take appropriate actions to ensure that future generations can call Jacksonville Beach “home.”

- Plan for sea level rise
- Educate visitors and residents on importance of dunes, beach and associated eco systems

Visioning & Mission Statement Workshop

City of Jacksonville Beach | February 27, 2021

The primary purpose of holding the visioning and mission statement workshop facilitated by the Florida Institute of Government was to allow the City Council to formalize the overall direction of the community based on the results of the Community Conversations process held with the citizens of the City of Jacksonville Beach. The vision and mission statements, coupled with additional information from the Conversations and input from Council, will be the foundation for a strategic plan. The strategic plan will contain strategies, goals, and objectives to accomplish over a period of time, to achieve the vision for the community.

Summary

One of the main goals of the visioning and mission statement workshop was to end the day with a solid draft version of both the vision and mission statements to be brought forward for City Council approval. Part of the day's workshop agenda included a SWOT analysis (strengths, weaknesses, opportunities, and threats) of both the community and the municipal government. These discussions helped focus the vision and mission into more concrete ideas during the drafting stages of the afternoon's agenda.

Council members, along with input from senior staff members, developed lists of terms and phrases that, based on the Community Conversations process, they felt best represented the City of Jacksonville Beach. These themes factored heavily into the development of the draft vision and mission statements which will then inform the direction of the strategic plan. The strategic plan will contain strategies, goals, and objectives to accomplish over a period of time, to actively pursue the vision for the community.

Final draft versions of the vision and mission statements are included below. Bulleted summaries of the day's discussions are included in attached appendices.

Jacksonville Beach Vision Statement:

A vibrant coastal community that embraces "the beach life."

Jacksonville Beach Mission Statement:

Innovative government that is transparent and responsive while focused on safety, infrastructure, and environmental stewardship.

Appendix I – Vision vs. Mission

What is the most important thing you hope to get out of this day?

- Community vision plan
- Getting thoughts and ideas of all here
- 20–30-year plan – setting community up for success
- Community defined plan
- Community identity
- Unified direction
- Setting the city and the community up for the next generation – what's next for our children?
- Where do we go and how do we get there?
- Move us all in the same direction – community and city sharing the same vision
- Who/what are we?

Vision vs. Mission

Vision: Pick one word that describes Jacksonville Beach (as a community)

- Exceptional
- Vibrant
- Efficient
- Robust
- Destination
- Premier
- Valued
- Community
- Safe

Note: Robust discussion of several iterations included these terms were submitted by all councilmembers leading to revisions, discussions of terms included, staff input, community conversations and the final unanimously approved draft vision statement.

Mission: Pick one idea that describes Jacksonville Beach (as a city government)

- Environmental stewardship
- Friendly to small businesses
- Operational efficiency
- Public-Private Partnerships (P3s)
- Transparent government
- Work with the community
- Provide public safety
- Innovative service delivery
- Exceptional public service
- Responsive

Appendix II – SWOT Exercise

Strengths – Community

- The beach
- Community areas
- Community pride – Islander
- Generational longevity
- Recreation
- Entertainment/events
- Transparency with the public
- Quality of services (park, police, trash pick-up twice per week)
- Playground of Duval County
- Population size is manageable
- Residential longevity/stability
- Dog-friendly city
- Jax Beach attitude – it's a good thing

Strengths – Government

- Transparency in government
- Quality of services
- Energy of staff and officials
- Safety and security
- Beaches Energy (utility company)
- Community coordination with city government
- Parks and golf course
- Dedication and longevity of staff
- Fiscal situation is sound (well-funded pension fund and debt free)
- Strong P-3 base
- Beach access and public parking

Weaknesses – Community

- City of Jacksonville/Duval County intergovernmental relationships (a few issues)
- Name of the city too closely associated with Jacksonville (prior names: Ruby Beach, Pablo Beach)
- Beach access/parking draws problems into the city
- Providing services for 24,000 population to 50,000 population (visitors)
- Lack of statistical awareness (public perceptions)
- Past short-sighted planning
- Downtown not considered resident-friendly, not vibrant
- Prior lack of buy-in from business community in CRA
- Height restrictions downtown
- Downtown parking restrictions
- Lack of all-ages activities downtown
- Stigma of unsafe and transients
- Aging housing redevelopment leading to lack of affordability

- Outdated land development codes – needs updates
- Affordable workforce housing
- Lack of investment in non-TIF areas of the city

Weaknesses – Government

- Deferred maintenance in some areas
- Logo same issue as with name
- Intergovernmental relations
- Perception of unactionable city government (no follow through in the past)
- Actions have been for targeted areas and not city as a whole
- Past administrations' management and relationship with businesses and residents – stigma on current administration
- Staffing levels
- More reactive than proactive

Opportunities – Community

- Waterfront activities
- Availability of public lands
- Work from Home workforce
- Mobility options and improvements – enhancing bike/pedestrian
- Promoting healthy community persona – market as a healthy community
- Water/live the salt life
- Pursue good businesses – not chains, promote more local businesses

Opportunities – Government

- Recruitment of good business options
- Consider changing the name of Jacksonville Beach
- Enable community and government support of local businesses
- Community involvement – social media outreach improvements
- To build intergovernmental relationships – all three beach communities – informal agreements for better coordination
- Regaining control of the pier
- Increased engagement of citizens through committees/academies
- Improvements to the website
- United banded millage rate

Threats – Community & Government

- Economy – businesses hit hard, 13% statewide reduction
- Sea level rise and tidal flooding
- Population growth – traffic impacts from other communities
- Environmental – extreme weather
- State government – Home Rule threats and unfunded mandates
- National/federal policy changes
- Transient populations (homeless and tourists) – guns, gangs and drugs

- Possible reoccurrence of housing bubble
- Crime spillover from City of Jacksonville
- Lawsuits from outside Jax Beach
- Losing community block grants



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CITY COUNCIL AGENDA ITEM	
TO:	Mayor and City Council
FROM:	Mike Staffopoulos, City Manager
DATE:	March 8, 2021
SUBJECT:	Vision and Mission Statements
	Discuss Draft Statements Developed at February 27, 2021 Retreat

BACKGROUND

This memorandum is to discuss the draft Vision and Mission statements that were developed at the Council retreat held on February 27, 2021. The retreat was facilitated by representatives of the Florida Institute of Government (FIG), with the specific intent of developing draft versions of both statements by end of day.

The Vision statement is intended to be aspirational for the community as a whole, describing where the City of Jacksonville Beach wants to be years into the future. In advance of this retreat, Council had the opportunity to review and take into account the results of the Community Conversations held by staff with residents and business owners over the last 12+ months. The purpose of those conversations was specifically to hear the community's aspirations for the City, and their thoughts on our positive attributes and roadblocks to success. Based on the purpose of the Vision Statement, it is appropriate that this statement was developed by Council with citizen input as a resource.

The draft Vision Statement is:

"A vibrant coastal community that embraces 'the beach life'"

The Mission statement is intended to be directional for the governmental organization, explaining what we do and how we will do it. As such, the City's Executive Leadership Team (ELT) were participative in the process with Council to establish this particular statement.

The draft Mission Statement is:

"Innovative government that is transparent and responsive, while focused on safety, infrastructure and environmental stewardship"



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Council, staff and FIG facilitators agreed at the retreat that these two statements would be considered drafts. Council was to take time to consider the verbiage of each statement and have further discussions as to whether the language should be amended, thus the purpose of this Council Briefing topic.

The City's ELT considered the draft Statements at their meeting on March 2, 2021. Consensus for the Vision Statement is that it is accurate and needs no modification. Consensus for the Mission Statement is to recommend the following revised Statement:

"Responsive government focused on safety, service and sustainability"

The reasoning for the proposed revisions are as follows:

- "Responsive" remains to describe our local government, with "innovative" and "transparent" removed
 - "Responsive" government was perceived as encompassing both "innovative" and "transparent", in that:
 - the organization needs to provide the right level of innovation to meet the expectations of responsiveness by the community, without an expectation the City will be "cutting-edge" in everything that it does
 - the organization has a fundamental expectation of transparency in all our communications as stated in our Core Values ("Communication")
- "Sustainability" is proposed in place of "infrastructure" and "environmental stewardship" as it encompasses all facets of the community and government in a broader sense, to include environment, infrastructure, and financial stability
- "Service" is deemed important to our focus, as that is the primary charge of any local government: provide services to the community

FINANCIAL IMPACT

There is no fiscal impact with adopting a Vision or Mission statement. As the City moves towards creation of a Strategic Plan, there may be fiscal implications associated with specific actions items approved within the plan. Those impacts are currently unknown.

COUNCIL DIRECTION REQUESTED

- Does City Council concur with the Vision Statement as drafted?
- Does City Council concur with the revised Mission Statement as proposed by staff?
- Does City Council concur with bringing these two Statements to a regular Council meeting for formal adoption?



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ATTACHMENTS

- Community Conversations Report, November 17, 2020

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CITY COUNCIL AGENDA ITEM	
TO:	Mayor and City Council
FROM:	Mike Staffopoulos, City Manager
DATE:	March 15, 2021
SUBJECT:	Adoption of Vision and Mission Statements
	Resolutions No. 2078-2021 and No. 2079-2021

BACKGROUND

This memorandum is to present two Resolutions for Council consideration on formal adoption of a Vision statement for the community, and a Mission statement for the organization. Draft statements of each were developed at the Council retreat held on February 27, 2021. The retreat was facilitated by representatives of the Florida Institute of Government (FIG), with the specific intent of developing draft versions of both statements by end of day.

The Vision statement is intended to be aspirational for the community as a whole, describing where the City of Jacksonville Beach wants to be years into the future. In advance of this retreat, Council had the opportunity to review and take into account the results of the Community Conversations held by staff with residents and business owners over the last 12+ months. The purpose of those conversations was specifically to hear the community's aspirations for the City, and their thoughts on our positive attributes and roadblocks to success. Based on the purpose of the Vision Statement, it is appropriate that this statement was developed by Council with citizen input as a resource.

The draft Vision Statement was:

A vibrant coastal community that embraces 'the beach life'

The Mission statement is intended to be directional for the governmental organization, explaining what we do and how we will do it. As such, the City's Executive Leadership Team (ELT) were participative in the process with Council to establish this particular statement.

The draft Mission Statement was:

Innovative government that is transparent and responsive, while focused on safety, infrastructure and environmental stewardship



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Council, staff and FIG facilitators agreed at the retreat that these two statements would be considered drafts. Council was to take time to consider the verbiage of each statement and have further discussions as to whether the language should be amended, thus the purpose of this Council Briefing topic.

The City's ELT considered both draft Statements at a meeting on March 2, 2021. Consensus for the Vision Statement was that it needs no modification. The Mission Statement (for the organization) was reviewed with the adopted Core Values in mind: Empowerment; Pride; Integrity; Communication; and Teamwork. Consensus was to revise the Mission Statement as follows:

Responsive government focused on safety, service, and sustainability

The reasoning for the proposed revisions are as follows:

- "Responsive" remains to describe our local government, with "innovative" and "transparent" removed
 - "Responsive" government was perceived as encompassing both "innovative" and "transparent", in that:
 - the organization needs to provide the right level of innovation to meet the expectations of responsiveness by the community, without an expectation the City will be "cutting-edge" in everything that it does
 - the organization has a fundamental expectation of transparency in all our communications as stated in our Core Values ("Communication")
- "Sustainability" is proposed in place of "infrastructure" and "environmental stewardship" as it encompasses all facets of the community and government in a broader sense, to include environment, infrastructure, and financial stability
- "Service" is deemed important to our focus, as that is the primary charge of any local government: provide services to the community

Both of these proposed statements were discussed at the City Council Briefing on March 8, 2021. City Council consensus was to bring the Vision statement (in original form) and the Mission statement (as modified by staff) to a City Council meeting to consider formal adoption.

Resolution No. 2078-2021 is presented for adoption of the City's Vision Statement:

A vibrant coastal community that embraces 'the beach life'

Resolution No. 2079-2021 is presented for adoption of the City's Mission Statement:

Responsive government focused on safety, service, and sustainability



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FINANCIAL IMPACT

There is no fiscal impact with adopting a Vision or Mission statement. As the City moves towards creation of a Strategic Plan, there may be fiscal implications associated with specific actions items approved within the plan. Those impacts are currently unknown.

REQUESTED ACTION

Adopt/Deny Resolution No. 2078-2021 establishing a Vision Statement for the community.

AND

Adopt/Deny Resolution No. 2079-2021 establishing a Mission Statement for the organization.

ATTACHMENTS

- Resolution No. 2078-2021 – Vision Statement
- Resolution No. 2079-2021 – Mission Statement
- Community Conversations Report, November 17, 2020
- Core Values Presentation

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Introduced by: Council Member Cory Nichols
Adopted: March 15, 2021

RESOLUTION NO. 2078-2021

A RESOLUTION OF THE CITY OF JACKSONVILLE BEACH, FLORIDA, TO ADOPT A NEW CITY VISION STATEMENT; PROVIDING FOR ADOPTION OF RECITALS, REPEAL OF PRIOR INCONSISTENT RESOLUTIONS AND COUNCIL DECISIONS, ADMINISTRATIVE ASSIGNMENT AND AUTHORIZATION, SEVERABILITY, AND AN EFFECTIVE DATE.

WHEREAS, on February 27, 2021, the City Council and the City's Executive Leadership Team participated in a City strategic planning retreat facilitated by the Florida Institute of Government with the specific intent of developing draft versions of a new City Vision Statement and Mission Statement; and

WHEREAS, in advance of this retreat, City Council reviewed and considered the results of multiple Community Conversations held by staff with residents and business owners which were designed to assemble the community's aspirations for the City, and their thoughts on the City's positive attributes and roadblocks to success; and

WHEREAS, the Vision Statement is intended to be aspirational for the community as a whole, describing where the City wants to be years into the future, and portrays a sense of City staff's connection to the community; and

WHEREAS, at the conclusion of the February 27 retreat, the group established a new City Vision Statement of "A vibrant coastal community that embraces 'the beach life;'" and

WHEREAS, at a City Council briefing on March 8, 2021, the City Council unanimously supported the new City Vision Statement and directed staff to create resolutions for City Council to adopt the both the new City Mission Statement and the new City Vision Statement.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF JACKSONVILLE BEACH, FLORIDA, THAT:

SECTION 1. Adoption of Recitals. The foregoing recitals are deemed true and material parts of this resolution and are fully incorporated herein by reference.

SECTION 2. Adoption of new City Vision Statement. The City Council hereby adopts the new City Vision Statement which shall henceforth be:

A vibrant coastal community that embraces "the beach life"

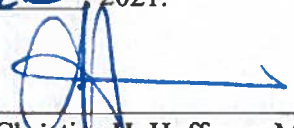
SECTION 3. Repeal of Prior Inconsistent Resolutions and Council Decisions. All prior resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of the conflict.

SECTION 4. Administration Assignment and Authorization. The City Council hereby authorizes and directs the City Manager to commence any steps necessary to implement, utilize and promote the new City Vision Statement. The City Manager is authorized to delegate any tasks and activities to staff as the City Manager deems appropriate.

SECTION 5. Severability. If any section, sentence, clause, or phrase of this resolution should be held invalid, unlawful, or unconstitutional, said determination shall not be held to invalidate or impair the validity, force, or effect of any other section, sentence, phrase, or portion of this resolution not otherwise determined to be invalid, unlawful, or unconstitutional.

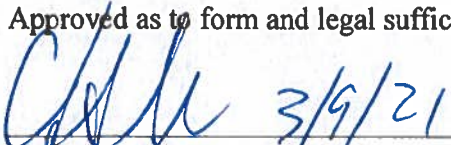
SECTION 6. Effective Date. This resolution shall become effective immediately upon passage and adoption by City Council.

AUTHENTICATED this 15th day of March, 2021.


Christine N. Hoffman, Mayor


Laurie Scott, City Clerk

Approved as to form and legal sufficiency:


Chris Ambrosio, City Attorney

Introduced by: Council Member Cory Nichols
Adopted: March 15, 2021

RESOLUTION NO. 2079-2021

A RESOLUTION OF THE CITY OF JACKSONVILLE BEACH, FLORIDA, TO ADOPT A NEW CITY MISSION STATEMENT; PROVIDING FOR ADOPTION OF RECITALS, REPEAL OF PRIOR INCONSISTENT RESOLUTIONS AND COUNCIL DECISIONS, ADMINISTRATIVE ASSIGNMENT AND AUTHORIZATION, SEVERABILITY, AND AN EFFECTIVE DATE.

WHEREAS, on February 27, 2021, the City Council and the City's Executive Leadership Team (ELT) participated in a City strategic planning retreat facilitated by the Florida Institute of Government, with the specific intent of developing draft versions of a new City Vision Statement and Mission Statement; and

WHEREAS, in advance of this retreat, City Council reviewed and considered the results of multiple Community Conversations held by staff with residents and business owners which were designed to assemble the community's aspirations for the City, and their thoughts on the City's positive attributes and roadblocks to success; and

WHEREAS, the Mission Statement is intended to be directional for the City governmental organization, portraying organizational culture and foundational principals, explaining what the City does for the community, and how the City performs its goals, missions, and services for the community; and

WHEREAS, at the conclusion of the February 27 retreat, the group established a draft City Mission Statement; and

WHEREAS, subsequent to the February 27 retreat, the City's ELT considered the draft Mission Statement, and through a group effort they created a revised Mission Statement of "Responsive government focused on safety, service, and sustainability;" and

WHEREAS, at a City Council briefing on March 8, 2021, the City Council unanimously supported the new Mission Statement created by the ELT and directed staff to create resolutions for City Council to adopt the new City Mission Statement and Vision Statement.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF JACKSONVILLE BEACH, FLORIDA, THAT:

SECTION 1. Adoption of Recitals. The foregoing recitals are deemed true and material parts of this resolution and are fully incorporated herein by reference.

SECTION 2. Adoption of new City Mission Statement. The City Council hereby adopts the new City Mission Statement which shall henceforth be:

Responsive government focused on safety, service, and sustainability

SECTION 3. Repeal of Prior Inconsistent Resolutions and Council Decisions. All prior resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of the conflict.

SECTION 4. Administration Assignment and Authorization. The City Council hereby authorizes and directs the City Manager to commence any steps necessary to implement, utilize, and promote the new City Mission Statement. The City Manager is authorized to delegate any tasks and activities to staff as the City Manager deems appropriate.

SECTION 5. Severability. If any section, sentence, clause, or phrase of this resolution should be held invalid, unlawful, or unconstitutional, said determination shall not be held to invalidate or impair the validity, force, or effect of any other section, sentence, phrase, or portion of this resolution not otherwise determined to be invalid, unlawful, or unconstitutional.

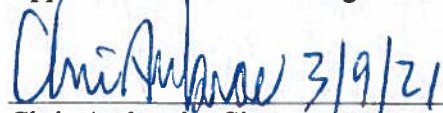
SECTION 6. Effective Date. This resolution shall become effective immediately upon passage and adoption by City Council.

AUTHENTICATED this 15th day of March, 2021.


Christine H. Hoffman, Mayor


Laurie Scott, City Clerk

Approved as to form and legal sufficiency:


Chris Ambrosio, City Attorney

Strategic Planning Workshop – Priorities, Goals, & Objectives City of Jacksonville Beach | May 14, 2021

The primary purpose of holding the strategic planning workshop facilitated by the Florida Institute of Government was to enable the City Council to formalize strategic priorities, goals, and objectives to support the overall direction of the community. This direction is based on the results of multiple Community Conversations held with the citizens of the City of Jacksonville Beach and a previous workshop where the City created mission and vision statements to guide the development of a strategic plan. The strategic plan will contain priorities, goals, and objectives to accomplish over a period of time, to achieve the vision and mission for the community.

In Attendance:

Mayor: Christine Hoffman

Council Members: Georgette Dumont, Sandy Golding, Dan Janson, Fernando Meza, Cory Nichols, Chet Stokes.

Also present were: Dennis Barron, Director of Public Works; Kim Bennett, Director of Human Resources; Jacob Board, Communications Manager; Elise Brosch, Legal Assistant; Tommy Crumley, Police Commander; Sheri Gosselin, Acting City Clerk; Ashlie Gossett, Chief Financial Officer; Trevor Hughes, Golf Course Superintendent; Heather Ireland, Director of Planning and Development; Taylor Mobbs, Community Redevelopment Coordinator; Jason Phitides, Director of Parks and Recreation; Christian Popoli, Senior Planner; Allen Putnam, Director of Beaches Energy; Eric Shaughnessy, Police Commander; Matt Seeley, Electric Engineering Supervisor; Gene Paul Smith, Police Chief; AJ Souto, Assistant CFO; Mike Staffopoulos, City Manager; Chris Wright, Assistant to the City Manager

Workshop facilitators: Jeff Hendry, Director; Jenny Anderson and Liane Giroux; Florida Institute of Government

Summary

One of the main goals of the strategic planning workshop was to end the day with strategic priorities created by the City Council that may be brought forward for City Council approval. Each strategic priority was then broken down into two main goals with two main objectives for each goal. While time allowed for the prioritization and subsequent development of three strategic priorities and related goals and objectives, the all-day process produced additional strategic priorities, goals, and objectives for City Council and staff to consider in support of the formalized City vision and mission.

Council members, along with input from senior staff members, developed these priorities, goals and objectives they believed best represented the vision and direction for the City of Jacksonville Beach. These priorities, goals, and objectives will factor heavily into the long-term strategic plan for the community.

Final versions of the vision and mission statements developed in previous workshops and City Council meetings are included below, as are the formally developed and adopted City core values.

VISION STATEMENT

A vibrant coastal community that embraces “the beach life.”

MISSION STATEMENT

Responsive government focused on safety, service, and sustainability.

CORE VALUES

Empowerment; Pride; Integrity; Communication; Teamwork

The following report provides an identification of three (3) strategic priorities the City identified during the workshop, and the goals and objectives associated with each of the strategic priorities. Subsequent pages (Appendices) provide additional information including:

Appendix A: Recorded notes on City Council and Staff expectations for the day, and discussion points about the biggest challenges facing the City.

Appendix B: Listing of Strategic Priorities identified during the workshop and further delineation of the three Strategic Priorities determined by the City Council.

Appendix C: Additional goals and objectives submitted under the Quality of Life Strategic Priority.

Appendix D: Additional goals and objectives submitted under the Public Safety Strategic Priority.

Appendix E: Additional goals and objectives submitted under the Local Economic Development Strategic Priority.

STRATEGIC PRIORITIES IDENTIFIED

1. Quality of Life
2. Public Safety
3. Local Economic Development

Priority: Quality of Life

Goal 1. Meet the community's expectation of high-quality public services.

Objectives – Goal 1

1. Provide infrastructure that meets high standards of service for health, connectivity and a clean environment.
2. Consistently measure community satisfaction with the delivery of city public services and employee customer service.

Goal 2. Sustain and improve community character and a diversity of neighborhoods.

Objectives – Goal 2

1. Update land development regulations to support the community's desired character, intensity and mix of uses.
2. Support and incentivize redevelopment and a diversity of housing options.

Priority: Public Safety

Goal 1. Ensure the community feels secure and is safe.

Objectives – Goal 1

1. Promote cooperation and engagement between public safety divisions, the community, and visitors.
2. Work with partner organizations to mitigate safety perception issues.

Goal 2. Create a safe and well-maintained multi-modal transportation network.

Objectives – Goal 2

1. Implement and promote Complete Streets and other innovative concepts where possible.
2. Design, develop and encourage use of the urban trail system that connects residents to parks, schools, commercial districts, and the beach.

Priority: Local Economic Development

Goal 1. Develop a downtown with a diversity of uses.

Objectives – Goal 1

1. Develop strategies to stimulate an expedited transition of the downtown business district.
2. Implement the Downtown Vision Plan, which supports, encourages and incentivizes desired mixed-use commercial, retail, and living spaces.

Goal 2. Attract and cultivate locally owned businesses and entrepreneurs.

Objectives – Goal 2

1. Establish a streamlined business-friendly process to assist with navigation of city requirements.
2. Reform regulations and government policies to attract and retain desired businesses.

Appendix A

This section contains notes on the preliminary discussions held by the City Council and staff regarding expectations for the day's strategic planning workshop and thoughts on the biggest challenges facing the City currently and in years to come.

Council Expectations for the Day

- Developing a set of goals to guide the city strategic plan
- Developing goals to work toward
- Developing clear set of goals
- Laying the foundations for Jacksonville Beach
- Setting a framework to follow
- Working on a solid first step toward the strategic plan

Staff Expectations for the Day^[JH1]

- Learning what the entire city's goals are
- To be a part of the process
- Seeing how the sausage is made
- How the police department can help
- Hopeful that we are all in the same direction (after having been here for 20 plus years)
- How does public works fit into the big picture of the city?
- Understanding a city-wide goal
- Understand the why and understand the priorities
- Excited to see a plan emerge
- Put me in coach – I am ready to plan
- Looking forward to being a part of the team
- Learning about how the city works (only been here two weeks)
- Excited to see new directions for the city
- How she can help move the city forward

Biggest Issue Facing Jacksonville Beach

- Missing a "sense of ownership" in the city by the residents especially in the downtown business district
- With the rise in property value and costs, how do we incentivize and grow businesses that we want particularly in the downtown and balance that with the residents and the community objectives
- Having the resources – we need to meet the current and future need/wants of our city
- Redevelopment of central business district
- Perception vs reality
- Change in the development pattern and how people live and work – not prepared for change
- Common direction (all divisions moving in one direction)
- Environmental sustainability
- Managing expectations of the citizens
- Land restrictions

- Public safety for pedestrians and bicyclists – creation of urban trails
- Safety in the downtown district
- Disjointed priorities (many departments seem to be operating in their own silos)
- Continuing to improve and meet citizen expectations
- Making sure there is a healthy balance between growth, progress, stability and sustainability
- Grow infrastructure
- Financial uncertainty
- Consensus on the direction we are moving
- Lack of unified direction
- CRIME
- Big city issues on a limited tax base
- Growth management that supports the community's vision and expected quality of life
- Staffing (accommodate the needs of the department)
- Financial uncertainty due to the lockdown of 2020

Appendix B

This section contains notes on all priorities submitted for discussion as well as what those terms mean to the council members.

All Strategic Priorities Submitted

Quality of Life

Public Safety

Local Economic Development

Embrace Public Private Partnership

Technological Advancements

Downtown

Transparency

Sustainability

Community/Neighborhoods

Safety Overall (safe roads/community trust)

The following is based on facilitated discussions, recorded notes, and provides a further delineation of the three highest ranked Strategic Priorities:

Quality of Life – definitions of priority

- Safety/security
- Accessibility and mobility (pedestrians/bikes)
- Ease of access to all services
- Neighborhoods – community engagement
- Eccentric needed
- Cleanliness – excellence in waste management
- Character of community
- Desired development
 - Growth controlled to meet infrastructure capabilities
- Healthy living options
- Recreational services
- Equitable distribution of services

Public Safety – definitions of priority

- Safe neighborhoods
- Walkability/bike-ability/scooter-ability – day and night
- Relationship/partnership between public and law enforcement
- Public works – lighting, sidewalks, infrastructure
- Drugs, guns, gangs – keeping violent crime controlled
- Perception of public safety – does public “feel” safe?
- Environmental design
 - infrastructure with the public safety in mind
 - roads/intersections/building/park designs
- Increase perception of downtown safety

Local Economic Development/Downtown – definitions of priority

- Small, locally owned businesses
- Mixed-use projects
- Community engagement
- Public Private Partnerships
- Make it a destination – 24-hour downtown
- Downtown that works for residents as well as visitors
- Weeding out “bad actors”
- Making downtown affordable for small local businesses

Appendix C – Quality of Life

This section contains other goals and objectives submitted during the discussion phase of this strategic priority.

Other Goals Submitted for Quality of Life Strategic Priority

- Preserve and protect our natural assets (i.e., beach life/marsh/water/etc.)
- Safe community for residents and visitors that is walkable and bikeable
- Preserve the character of our quaint beach community with desired growth and development
- Provide recreational activities
- Embrace our community partnership through communication and trust
- Prioritize non-automotive transportation throughout the city
- Provide diverse recreational options throughout the community
- Strong urban parks and recreation system
- Sense of community
- Preserving and embracing our small-town feel #thebeachlife

Other Objectives Submitted for Goal 1 (*Meet the community's expectation of high-quality public services*):

- Sustaining our quality of life for the entire community
- Achieve the expectation of high quality of service
- Improve all parks and other recreational options
- Sustain and enhance amenities throughout the community including parks, beach, sports, entertainment etc.
- Attract and retain high-quality employees
- Maintain a responsive service request system
- Ensure achievement of quality standards
- Create measurable aesthetics standards for community services and amenities
- Be responsive to urgent and/or crisis situations
- Look towards improvements with infrastructure

Other Objectives Submitted for Goal 2 (*Sustain and improve community character and a diversity of neighborhoods*):

- Provide a rich and empowering community character
- Providing a sense of the beach life character and diversity in our community
- Update land development codes to ensure that older buildings or unique architectural buildings are protected and encouraged
- Create more community/citizen-led focused programs and opportunities to show pride in the community
- Make sure that our increased density does not surpass the capacity of our infrastructure
- Preserve and maintain our natural assets
- Provide equitable service citywide
- Promote environmental sustainability
- Revise land development codes to match our objectives (aesthetics, single vs multifamily, zoning)
- Develop well-structured park system throughout the community that leads out to the beach

- Improve upon the sense of community through various means (fresh open markets, community events)

Appendix D – Public Safety

This section contains other goals and objectives submitted during the discussion phase of this strategic priority.

Other Goals Submitted for Public Safety Strategic Priority

- Maintain and improve public safety initiatives throughout the city
- Increased pedestrian/bicycle mobility safety
- Crime prevention through environmental design
- Keeping “the beach life” safe
- Improve community mobility throughout the city both in vehicles and outside vehicles
- Increase the community perception of being safe
- Provide for safe neighborhoods and commercial areas
- Police/public relationships
- Ensure that residents are and feel safe throughout the community
- Create a long-term positive and caring relationship between our residents and police department through transparency and communication
- Ensure well-maintained assets including roads, drainage, sidewalks and infrastructure throughout the community

Other Objectives Submitted for Goal 1 (*Ensure the community feels secure and is safe*):

- Prioritize policing efforts to minimize large-scale and/or violent criminal activities
- Build a strong relationship with the police department through community bonding efforts
- Provide the proper tools to ask first responders and departments to ensure overall safety in the community
- Increased citizen outreach by law enforcement
- Create an environment that will allow the community to embrace the police department
- Maintain a highly trained responsive police department
- Financially support the police department
- Improve public communication and partner with community stakeholders to improve public engagement in public safety programs
- Communicate with the police to increase understanding and awareness of public safety activities
- Community interaction with law enforcement
- Provide safe multi-modal transportation options

Other Objectives Submitted for Goal 2 (*Create a safe and well-maintained multi-modal transportation network*):

- Provide up-to-date transportation network that works within the community
- Combining modern ideas and technological advances to provide safe green outdoor spaces and activities
- Design and maintain an urban trail system for walkability and bike-ability throughout the community
- Prioritize trees on mixed paths
- Support transportation options to provide accessibility for all ages and abilities (seniors/disabled citizens/visitors)

- Promote development of trail system/network for multi-modal network throughout the city
- High LEO visibility during special events – traffic patterns
- Equitable motorized transportation quality citywide
- Hold frequent and highly visible speed enforcement activities

Appendix E – Local Economic Development

This section contains other goals and objectives submitted during the discussion phase of this strategic priority.

Other Goals Submitted for Local Economic Development Strategic Priority

- Attract professional companies to our community so their employees can live and work in Jax Beach
- Thriving all-day business community
- City policies and investments empower and enable the desired mix of businesses downtown
- Create a strong economic hub in the downtown district that supports effective and diverse businesses
- Improve downtown aesthetics
- Generating jobs, and improving the quality of life
- Promote and incentivize local and small businesses
- Financial stability
- Encourage a diversity of small businesses

Other Objectives Submitted for Goal 1 (Develop a downtown with a diversity of uses):

- Incentivize small locally owned businesses to meet the mix of desired businesses
- Adapting/updating the Land development codes for new businesses in the downtown area
- Incentivize multi-use development
- Cherish our locally owned businesses and entrepreneurs and encourage their growth in our community
- Develop tools to incentivize the businesses and development desired in the downtown??
- Increased use of outdoor space
- update land development code to remove barriers to desired business types
- redesign special event policy to diversify types of events, times of day, times of year to draw visitors to downtown businesses
- engage public private partnership to revitalize old sections and establish new places to draw community in
- Incentivize businesses we want to take root in CBD to attract residents
- Establish public private partnerships with incentive-based development

Other Objectives Submitted for Goal 2 (*Attract and cultivate locally owned businesses and entrepreneurs*):

- Embracing the public private partnerships through incentivizing mixed-use businesses who are diverse in what services they offer
- Offer incentives to landlords to provide affordable space for small businesses
- Have an open conversation on how the city can help business growth and inspire true entrepreneurship
- Connect with the community to discuss needed businesses and a path to bringing those businesses to Jax Beach
- Work with Jax Chamber "Beaches" to attract professional businesses
- Form a business or partnership with the Small Business Development Center
- Streamline processes for businesses

- Create and implement policy for Community Redevelopment Agency
- Address height restrictions and building codes in our central business district, while preserving residential limits
- Create and implement a police private partnership for a Community Redevelopment Agency
- Incentivize locals (904 area) to put businesses in Jax Beach tax abatements, zoning, variance help, etc.



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CITY COUNCIL BRIEFING ITEM	
TO:	Mayor and City Council
FROM:	Mike Staffopoulos, City Manager
DATE:	June 28, 2021
SUBJECT:	Strategic Plan – Staff Review Comments

BACKGROUND

City Council held a strategic planning session on May 14, 2021. The purpose of this session was to develop the framework for a strategic plan based on previous community conversations, newly established Vision and Mission statements, the organization's Core Values, and Council input. The session was facilitated by the Florida Institute of Government (FIG) and attended by the City's Executive Leadership Team (ELT), comprised of department directors and other key organizational stakeholders.

The session resulted in the identification of three over-arching priorities, with two goals for each priority, and two objectives for each goal. The document developed by FIG is attached for reference. As with the establishment of Vision and Mission statements, staff reviewed the draft document, and is providing recommendations for Council consideration. Staff review comments are attached for reference, with new language next to original language for comparison. A summary of the major modifications (in addition to minor word changes) is as follows:

Priority 1: Quality of Life

Goal 1. Meet the community's expectation of high-quality public services.

Objective 2 – Consistently measure community satisfaction to maintain high standards of employee customer service and delivery of public services.

*Objective 2 is modified from its original language to what staff believes is a more accurate request from Council: that the organization not only measure satisfaction, but use the information to make adjustments where and when necessary.

Priority 2: Public Safety

Goal 1. Ensure the Community is safe and feels secure.

Objective 1 – Utilize public safety resources in the most efficient and effective manner.

Objective 2 – Mitigate safety perception issues.



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*Goal 1 has “safe” and “secure” in reversed positions, so the emphasis is on providing safety first and foremost, with *feeling* secure being secondary. Objective 1 is reworked such that utilization of resources is overarching of cooperation and engagement efforts. Objective 2 is shortened so that mitigation of safety perception issues is not limited to only working with partner organizations.

Priority 3: Local Economic Development

Goal 1. Develop a downtown that attracts residents, visitors and commerce.

Objective 1 – Develop strategies to stimulate the downtown business district to include mixed use, commercial, retail and living spaces.

Objective 2 – Implement the Downtown Vision Plan.

*Goal 1 used the term “diversity of uses”. Staff questioned whether this meant a variety of commercial enterprises, or variety of those types of development currently identified within the existing downtown plan. As an example, a CDB dispensing facility would be considered a diversification of uses, but may not meet the intent of the community or Council. Staff presumption is that Council’s intent is to focus on diversification of types of development desired within the plan, and thus the Goal and Objectives are reworded accordingly.

Priority 4: Sustainability

Goal 1 – Promote financial sustainability and stability.

Objective 1 – Employ fiscal best practices and maintain adequate reserves across all funds.

Objective 2 – Promote asset management and preventive maintenance principles for major City infrastructure.

Goal 2 – Support environmental sustainability.

Objective 1 – Prepare the community for environmental impacts and risks.

Objective 2 – Maintain and improve existing natural assets.

Goal 3 – Provide organizational sustainability and relevance.

Objective 1 – Connect with our citizens and customers.

Objective 2 – Attract and retain a qualified and highly motivated work force.

*Staff noted that, in reviewing Appendix B (all strategic priorities submitted), all non-selected priorities worked their way into either Goals or Objectives, with the exception of one: Sustainability. Given that the original draft of the Mission Statement contained the terms “infrastructure” and “environmental stewardship”, and the final Mission Statement used the overarching term “sustainability” to cover both previous terms and address fiscal resiliency, staff



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suggests that a fourth priority titled Sustainability be added. Infrastructure and fiscal resiliency are addressed by Goal 1, environmental stewardship is addressed by Goal 2, and the organization, the method by which all of the Strategic Plan is carried out, is captured within Goal 3. Should Council only support portions of Sustainability as presented, those portions could be added as a third Goal under Priority 1: Quality of Life.

In the event Council is supportive of the proposed modifications to the draft Plan structure, staff will finalize the outline of the document and move to the next phase of Plan development: developing action items for each of the Objectives identified.

FINANCIAL IMPACT

No financial impact is noted at this time.

COUNCIL DIRECTION REQUESTED

- Does City Council concur with proposed modifications from staff?
- Should staff begin the process of developing action items for each Objective?

ATTACHMENTS

- Summary – Jacksonville Beach Priorities Setting Workshop – Final from FIG
- Strategic Plan Staff Review Comments
- Strategic Plan Proposed Final Priorities, Goals and Objectives