



VILLAGE COUNCIL

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Graphics sources & credits:

See also footnotes

Indiantown, FL: “Where Great Things Grow”

Strategic 2028 Plan Toward a Village Vision

Purpose, Summary, Vision, and Mission¹

Local governments continually face resource limitations, fiscal constraints, competing and changing priorities to build and sustain communities. Indiantown since its 2017 incorporation smartly uses strategic planning - a recognized best practice - to promote participatory budgeting, pursue a collective vision over a longer-term than Council meetings afford, and choose the highest priority action strategies.

This updated Plan presents a vision and mission for overall direction; with two main goals and thirteen action strategies over the next five years. As the Plan is continually revised, select action strategies are removed once completed, are no longer a preferred priority, or are being implemented in everyday operations. Important actions and policies implemented through day-to-day operations are contained in Guiding Principles. Estimated costs of each strategy are provided if available and are subject to change through annual budgeting or budget amendments. Consistent with Guiding Principles, supplemental funding will actively be sought through grants, fees, partnerships and in-kind services, or other sources.

The strategic vision is a “picture on the mind’s eye” of what a village/municipality wants to be or become in its entirety, while the action strategies provide a guide for refined budgeting and work planning. The Village’s Comprehensive Plan should reflect and implement a complementary vision, with periodic updates as needed.

Strategic Vision: Find business and learning opportunities plentiful for all in this historic countryside village where you'll warmly greet your neighbor passing on Mainstreet.

Strategic Mission: Enabling economic prosperity and new business while building community pride and cohesion through hands-on self-governance.

¹ Cover Images, Sources, Credits: [Multi-use trail](#), Integrated Perspectives, www.int-per.com; Warfield streetscape rendering from 2012 Community Redevelopment Plan, Martin County Community Development Agency and Indiantown Neighborhood Advisory Committee, page 26; water utility office. Other approved projects Tractor Supply and Biomedical Industrial plant.

Guiding Principles

Supporting the Vision and Mission, these principles apply to all Village day-to-day operations.

- *Communicate better with the many customers and publics served, and with each other. Practice active listening, transparency with emphasis on budget disclosure, and consistent branding for public outreach/ service delivery (through business cards, all correspondence, newsletter, Constant Contact, communication consultant, multi-media presentations, website improvements, and smartphone application). Bridge the "digital divide" by using utility bills or other non-internet means for public information dissemination. For greater public expression and courteous meeting flow, use comment cards in Council meetings.*
- *Tell Our Story by continuing to marketing Village attributes through New Year's "State of the Village" address, and using branded (logo, slogan) multi-media collateral, video or graphic testimonials from willing applicants who experienced streamlined approvals.*
- *Celebrate authenticity, tradition and diversity while striving for CommUNITY with real collaboration.*
- *Recognize the limited tools available for local government funding, limited tax base, and opposition to tax increase. Practice fiscal prudence, sustainable investment, and continue to secure partnerships and grants funding through strategic advocacy using local leader influence and professional lobbyists. Secure new revenue sources linked to new development (particularly roads and mobility, water, and wastewater) to ensure a solid Village financial foundation.*
- *Deliver key municipal services (water, sewer, waste, drainage, emergency response/ safety, road maintenance, development review) with timely professionalism, courtesy, efficiency, accountability, and safety. Conduct roundtable forums to achieve greater customer service with: a.) developers/landowners, and b.) staff only.*
- *Advance thoughtful, well-planned, environmentally sustainable growth and development/redevelopment embracing history and heritage, wetland and tree mitigation, and a greenbelt multi-use trail encircling the Village to symbolize and encourage unification.*
- *Promote healthier, family-friendly neighborhoods and recreational activities.*
- *Select local vendors for village projects and administration when possible.*
- *Encourage focused educational access and career training opportunities such as a vocational/technical charter school through agency partnership*

Goals with Corresponding Action Strategies

GOAL A: Strengthen the Local Economy by accommodating, growing and attracting business, commerce, industry and jobs, thereby attracting new and improved housing and neighborhoods, and increasing property values and tax base.				
ID/ Map	Who	Strategic Actions (Priority determined by schedule)	Estimated Cost	Schedule² (completion)
A1	CED/ BDBMC, VC	Advance partnership with Business Development Board of Martin County (BDBMC as lead) by maintaining responsiveness and support whenever possible from the Council, staff, or community; Support, seek and grow Indiantown’s representation or engagement on the BDBMC’s Board of Directors, Partner’s Council and Business Retention-Expansion program. and 1:1 Visitation Strategy. Continue marketing the unmatched business attraction attributes of western Martin County/Indiantown. Execute strategies a and b below:	Staff time. \$10K to \$15K annually.	Q4 2021; ongoing; New marketing video Q1 2023.
	PWU also	a. Respond to investor/developer leads provided by the BDBMC as they ripen. Paralleling “dry run” pre-application approach, explain and interpret development regulations and community goals - sometimes on short notice; participate in the “ Ready Team ” to better showcase the collaborative partnerships and services in place as prospects consider the Village for job creation and capital investments through on-site and virtual visits.	Staff time	Ongoing
	CED, BDBMC	b. Support and/or co-sponsor workforce training . Partner with Career Source and IRSC in target industries and Martin County Hubs of Excellence, namely manufacturing, agribusiness (includes food) and marine industries. Monitor results through Indiantown resident participation, with BDBMC quarterly reports to Council. Support the new charter high school focusing on career and workforce education (www.indiantownhs.irsc.edu).	Cost indeterminate.	Q1 2023; ongoing
A2	PWU	Complete the Water/Wastewater (WW) Plant transition and upgrades while ensuring quality control, top-notch customer service, and transparency. Adopt/Implement a staff succession plan blending outsourcing with training/advancement of existing staff. Modernize water plant and replace or upgrade water and WW mains, including West Farm Road/ SR 710 (Warfield). Complete rate adjustment analysis by on board consultant. Complete required Water Supply Plan and amend it into Comprehensive Plan as required by law. ³	Water and WW plant upgrades- \$12.6 and \$16.05M, respectively (\$28.65 M total, with \$26.4M funded thru principal loan forgiveness and state appropriation). Future Water and WW desired improvements - \$30M. Supply Plan \$60K.	Water Treatment Plant – Bid and construction commence Q2 2023, finish Q2 2026. WW Plant – Design completion and construction bid Q4 2023, finish Q4 2024. Water main design and construction – Q4 2022, Q4 2023, respectively. Rate analysis Q4 2022. Supply Plan Q1 2023.
A3	CED	With Impact/Mobility Fee Analysis now complete, meet and negotiate with Martin County to agree on shares of new revenue to partially offset traffic impacts thereby ensuring better infrastructure to accommodate multi-modal transportation (sidewalks, shared use paths, complete streets, etc.) enabling community and business growth.	Staff time.	Q1 2022
A4	CED	Form a Village Economic Development Advisory Committee with mission to advocate for new desired development and business, and customer service efficiency. Councilmembers each appoint one person, with liaisons from the Business Development Board of Martin County, Indiantown Chamber, Martin County Economic Council or other key business development agencies. Committee’s mission includes revisions/improvements to the Village Land Development Regulations (zoning code), improvements to marketing the Village’s attributes, and phasing in Enterprise Resource Planning (ERP) software for efficiency and transparency.	Staff time. ERP software \$175 K initial, with additional modules in future as much as \$500 K total.	Q4 2023
A5	CED, PR, PWU	Conduct Development Impact Fee Analyses (parks and water/wastewater feasibility) exploring potential new revenue to offset impacts and adapt facilities and programming according to growing needs.	\$44K	Q4 2023

² Completion date by calendar year (not fiscal year) quarters.

³ Upper East Coast Water Supply Plan by the South Florida Water Management District (November 2021) requires local government Water Supply Facilities Work Plans within 18 months of approval (p. 145).

Goal B: Build/rebuild a More Attractive and Dynamic Village guided by an appealing master vision plan, improved infrastructure and streetscaping, recreational and community center facilities, and hometown feel.

ID/ Map	Who	Strategic Actions (Priority determined by schedule)	Estimated Cost	Schedule⁴ (completion)
B1	PWU CED	Update the 2012 Booker Park Redevelopment Plan to include possible streetscaping on MLK Drive, and other road work, landscaping, lighting, and signage as conceptualized in the 2012 Community Redevelopment Plan (Martin County Community Development Agency and Indiantown Neighborhood Advisory Committee), and Booker Park Charrette (Treasure Coast Regional Planning Council).	\$45K for Plan funded by Brownfield grant thru TCRPC; Construction cost-TBD ⁵	Q4 2022 design; Q4 2023 construction
B2	PWU	Complete Seminole Drive roadway drainage engineering design and repair. Road resurfacing, swale improvements, and Magnolia lift station generator, approx. ½ mile section between Osceola and Yalaha.	\$700K CDBG. \$58 K budgeted.	Design 75% complete by Q4 2022; construction by Q4 2023.
B3	CED, VC	Direct desired growth by annexing land if owners voluntarily consent, fiscal impact is beneficial, agricultural land transition is not detrimental, and the Comprehensive Plan policy is applied. ⁶ Outsource such land analysis (criteria including utility and mobility access, developable land, appropriate land use) with desirable “reserve area” land map amended into the Comprehensive Plan. Entertain annexation discussions with willing landowners, and which include viable means to supply water and wastewater utilities to future annexed lands.	\$9500	Q2 2023
B4	CED, VM, PR	Advance a property use program for the site intended for a future Village Hall. It should integrate the public’s visual preferences and multiple-purpose uses as a CommUNITY Center. It should also complement the Village design including “greenbelt” and integration with Parks/Pedestrian Master Plan, and entertains possible private or not-for-profit partnerships. After selecting design and securing construction funding, solicit RFP for operations/ facility management. If use for Village Hall proves financially unfeasible, consider re-programming to compliment the Village’s forthcoming parks/recreation master plan, some other combination of uses, or sale of the property.	Design \$33K. Construction \$350/sf estimate	Potential design/architecture complete; re-evaluate by Q4 2023 concurrent with Parks Master Plan completion
B5	PR	Compose Parks and Recreation Master Plan to evaluate Village’s parks and recreation system, needs and priorities, resident desires, mix of popular sports mix, Council priorities, and other factors such as strengths and weaknesses including village resources (village-owned land and facilities), and passive and active recreational programming including the Multi-use Trail/Greenbelt, soccer, and possible splash pad; the Plan will frame a long-range vision with detailed implementation strategy with costs and funding sources. Re-evaluate whether a Parks and Recreation Advisory Board is desired, and encourage more community sports team involvement such as parent boosters, and recruitment of coaches.	\$ 50K budget for consultant	Q4 2023
B6	PWU	Complete Uptown Roadway Drainage Design and Improvement to mitigate neighborhood flooding issues (east of SR710), with resurfacing and improved roads, resurfacing, and swales.	\$350K budgeted plus \$350K FDOT match for design. \$7M construction cost estimate – seeking Federal funding	Design Q4 2023, however construction completion unknown since contingent on funding

⁴ Completion date by calendar (not fiscal) year quarters.

⁵ See https://www.tcrpc.org/programs_services/brownfields_program/brownfield_assessments.php

⁶ Comprehensive Plan Policy IC1.1.26: “The Village of Indiantown shall pursue annexation of lands located within unincorporated Martin County that are contiguous to the Village's boundaries. Emphasis shall be placed upon areas that will produce revenue surplus and ensure future fiscal solvency. Said annexation efforts shall seek to unify the community and improve the quality of life for the new and existing residents of the Village of Indiantown.”

B7	CED, VM	Add Conceptual Village Master Vision Plan to Comprehensive Plan. Based on 2012 Village Redevelopment Plan, integrate Village Center and Village Hall, commercial/retail, industrial, Village Multi-Use Trail/Greenbelt, ⁷ new housing hub neighborhoods, and historic and environmental heritage (for example, cemeteries and passive parks/preserve areas). Re-establish Village welcome center, inviting partnership on Village Hall property. Secure unprecedented cooperation from Florida Department of Transportation, and developer or landowner partnership to realize parts of the vision.	Planning department to integrate into consulting contract; funding for Greenbelt anticipated through TCRPC.	Q3 2023
B8	PWU	Beautify Village Center Warfield Blvd/710 Corridor through streetscaping to help catalyze Village Center (just north of Post Park and Library on west side of 710, near post office). Integrate Façade Improvement Program, new signage, multi-modal amenities, landscaping and lighting (consistent with 2012 Redevelopment Plan). Seek unprecedented cooperation from Florida Dept. of Transportation (FDOT), as well as developer or landowner partners. Explore new sponsorship of Adopt-a-Road through Keep Martin Beautiful. With anticipated longer-term village growth, the FDOT SR710/Warfield Project Development and Environment study of a Village by-pass/beltway (circa 2009) should be resurrected.	\$3.5 M (2012 estimate)	Engineering design Q2 2024, construct Q2 2025.

Legend	
A1	Strategies on location map (Not all strategies are located.)
BDB	Business Development Board of Martin County
CC	Village Code Compliance
CDBG	Community Development Block Grant (Federal funding program)
CED	Village Community & Economic Development
FIN	Village Finance
FIR	Fire/Rescue (Martin County)
ICH	Indiantown Chamber of Commerce
MC	Martin County
PR	Village Parks & Recreation
PWU	Village Public Works (and Utilities- Water/Wastewater to be incorporated)
SH	Sheriff (Martin County)
TCRPC	Treasure Coast Regional Planning Council
VA	Village Attorney
VC	Village Council
VCL	Village Clerk
VM	Village Manager & Communication

Graphic support by:



⁷ The greenbelt layout/location is conceptual and does not imply any development rights or taking of private property.

Strategic Plan Project Locations

