



Charting Stuart's Strategic 2029 Buildout Vision for a Resilient City

Commission

Insert

Manager, Attorney Clerk, and Senior Staff

Insert

Approved by Commission: _____ [date]

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Contents

Preface	3
Executive Summary.....	4
How was the Plan composed?	4
Opportunities and Challenges.....	5
The Plan Pyramid, Stemming from Vision	6
Pursuing Goals through Objectives and Strategic Actions.....	8
Goal: More Livable CommUNITY	8
Strategic Actions Pursuing Livable CommUNITY.....	8
Goal: Safe, Healthy, Resilient Riverfront Environment.....	11
Strategic Actions Pursuing Safe, Healthy, Resilient Riverfront Environment	11
Goal: Vibrant Family Activities; Welcoming Business Climate.....	13
Strategic Actions Pursuing Vibrant Family Activities; Welcoming Business Climate	13
Goal: Financial Security.....	15
Strategic Actions Pursuing Financial Security	15
How will the Plan be used?	17
References, Sources, and Credits.....	17

Preface

Local governments seek to rise to the challenge of maintaining top quality customer service due to a wide range of municipal services with rising expenses and limited resources. Strategic planning and management are accepted best practices for businesses, not-for-profits, and municipalities alike. The approach is not required of municipalities in Florida law. However, a strategic plan serves as an exceptional tool to focus priorities and resources amid many competing requests, demands, and agendas in an ever-changing environment and marketplace.

Over the last four decades, Stuart’s “rebirth” was inspired by generations of plans and visions such as:

- In 1986, - Joan Jefferson initiated Downtown redevelopment and by 1987 Stuart Mainstreet was designated by the Florida Bureau of Historic Preservation ¹ which led to a Charrette and the 1988 “Duany Plan.” ²
- In 2003, the Treasure Coast Regional Planning Council led the East Stuart Community Charrette. ³
- In 2008 and 2019, the CRA commissioned an extensive CRA Plan evaluation and subsequent updates.
- In 2012, the Treasure Coast Regional Planning Council led the US1 corridor planning process.

The precursor to this Plan, the “Stuart 2024 Strategic Plan” (adopted December 2013), provided four similar goals, and 23 strategic actions which were largely accomplished as reported successful to the City Commission in June 2022. Some of those strategic actions, such as neighborhood identity and branding, are included in the 2029 Strategic Plan.

However, the larger opportunity for the City is to chart its buildout vision, which is the prospective development of vacant, developable land within the City to the maximum standards that code and law provide. This vision includes finalizing several outstanding “big ticket” capital projects and improvements ranging from waterfront redevelopment to mobility and parking, housing, stormwater management, storm and financial resiliency, entertainment, and more. In terms of population, Stuart’s maximum buildout, which is controlled by such factors as density and intensity limits, is projected to yield approximately 24,000 permanent residents by 2029. This projection has not appreciably changed over the recent decade. In 2008, another City planning effort observed that:

In Martin County and the City of Stuart, town planning, growth management policy, and land and resource planning are passionate topics. It is commendable that many citizens are engaged in shaping the future of the County and City through growth management tools such as comprehensive plans. Often these discussions are polarized as " pro- growth" versus no- growth" debates. However, [...] good planning stems first from a clear and inspirational vision, and [...] redevelopment is a complex process that cannot be simply defined by a " pro-growth/no-growth" paradigm. ⁴

Accordingly, this Plan endeavors to lay the foundation for smart and measured growth toward a legacy vision at buildout.

¹ <https://www.stuartmainstreet.org/history/>

² [Stuart, Florida, Charrette Presentation \(1988\) - YouTube](https://www.youtube.com/watch?v=IVEVIYFBajk) <https://www.youtube.com/watch?v=IVEVIYFBajk>. Andres Duany presents the outcomes of the 1988 charrette.

³ <https://www.cityofstuart.us/DocumentCenter/View/4092/East-Stuart-Charrette-Report>

⁴ Preface to Preliminary Evaluation of Stuart Community Redevelopment 2002 Plan by consultant MSCW, Inc., July 2008)

Executive Summary

By adopting this Strategic Plan, the City provides a valuable, collective perspective of the highest priority strategic actions to chart its course toward a buildout vision. The Plan contains policy, program, and project guidance, to serve staff and commissioners alike in the allocation of city resources as they carry out the strategic goals and objectives outlined therein.

The Plan reflects a combination of staff research, review and assessment of prior plans, interviews and workshops with Commissioners and staff, and future forecasts and assumptions. Following strategic planning protocol, the Plan further examines the greatest challenges and opportunities (encompassing Strengths, Weaknesses, Opportunities and Threats analysis) which yield a vision and four overarching goals (safety/environment, events/activities, finance, livability/design) and their corresponding objectives, and 26 Action Strategies with corresponding performance measures.

Though not required by law, the Plan is further designed to guide policy decisions and budgeting for the next few years (through 2029). Projects and organizational improvements reflected as strategic actions could total as much as \$58.2 Million in capital costs (not counting the water plant, now funded at \$26M and under construction). Many of the larger actions reflected in the Plan (public safety needs, a downtown parking structure, water management infrastructure, park improvements, and community center expansion) may be potentially financed through a combination of funding strategies including user fees, CRA/TIF funds, bonds, impact fees, grants, or by expanding existing sources of revenue. Financial resiliency remains one of the City's largest challenges to not only maintain municipal services and current needs, but to reconcile backlogged infrastructure needs and meet future demand.

Moreover, in pursuit of the strategic vision, city leadership is guided by a mission and leadership credo provided herein which reflects key community objectives and a high-quality delivery of services.

How was the Plan composed?

The Plan was derived in late 2022 and through a January 2023 services agreement to combine a variety of inputs, including:

- Research of key plans, including the prior version "Stuart 2024 Strategic Plan" (2013), the City's Sustainability Action Plan, Comprehensive Plan, and Economic Development Strategy.
- Interviews with the City Commission members and staff, followed by collaborative group workshops with each employing advanced group facilitation methods in March and April.
- Synthesis and prioritization of key issues and action strategies.
- Basic forecasts of future revenue and expenses provided by staff; population forecast provided by consultant Metro Forecasting Models and validated by the City.
- Prior knowledge and best professional judgment.
- Commissioners and staff were encouraged to seek and represent the input of key community groups, interested parties, or constituencies.

Opportunities and Challenges

A strategic planning process typically employs an assessment of “where we are now” by using Strengths, Weaknesses, Opportunities and Challenges analysis. For this planning process a simplified version of this was used to list and select the most important Opportunities and Challenges. There is not a bright line of distinction between opportunities and challenges, as much depends on perspective. For example, a difficult challenge can be approached as a significant opportunity.

Summarizing results, first the challenges:

- Degraded river water and overall environmental quality; our environment is our linchpin.
- Import workers/export jobs and tele/cyber-commute economy.
- Strengthen marine industries economic partnership, including bridge dispute, jobs, recreation, etc.
- Comprehensive Master city plan is lacking (not Complan or CRA) to answer larger questions (relocate City Hall, parking structure, train station, marina waterside redesign, housing, expand downtown, business hubs e.g. medical, etc.)
- Return to ghost town without vision, nimbleness, awareness “from where we’ve come.”
- Losing/converting Industrial land use/zoning Improve Parking and safe mobility to relieve key areas of congestion.
- New housing supply prices out of workforce affordability range, so workers commute thus congesting traffic.
- Lack large public gathering spot (public square, “piazza”, etc.)
- Solidify working relationship with County and not-for-profit organizations to ensure better partnerships.
- Recruit and retain outstanding staff via complete pay, benefits. Encourage an exceptional staff work environment, flex schedules, and support a healthy work-family balance.
- Boost and maintain a top notch workplace reputation.
- Funding City government is difficult, with constant growing needs and expenditures. Adding additional revenue opportunities are limited.

Then, the opportunities:

- Must maintain superior “Quality of Life” (including limiting development intensity/height).
- Achieve new paradigm for parking garage – multi-purpose building w/ new design.
- Must continue feeling safe and secure, a compliment to our public safety professionals.
- Should be symbiotic partnership with Train/Brightline.
- Attract younger demographic to work and raise families.
- Target key industries: Aerospace, Marine, Tourism, Trades.
- Leverage Bahamas as a gateway brand for Stuart.
- Keep an invigorating downtown/expand down Osceola towards the hospital district.
- Finish undergrounding utilities downtown.
- Make the Strategic Plan real, with universal buy-in and partnership with Commission, Staff, and the entire Community.

- Achieve mobility with an expanded Microtransit system.
- Capitalize on Stuart as a desired destination.
- Build Stuart’s reputation as employer of choice attracting talent from dwindling talent pool.
- Exhibit political and leadership stability so the City’s good reputation attracts talent.
- Credentialed staff resulting in longevity.
- Reimagine municipal work emphasizing customer service/efficiency.
- Service and customer focused city administration.
- Efficient and effective governance.
- Continue to cultivate a good internal administrative culture.

The Plan Pyramid, Stemming from Vision

This Strategic Plan is inspired by the Vision: **“Charting Stuart’s Strategic 2029 Buildout Vision for a Resilient City.”** This vision hinges upon a successful “Citizens Buildout Vision Plan” which is a Charrette to be conducted by the third quarter of 2024. In the meantime, action strategies are provided in the sections below.

As portrayed by the traditional strategic plan pyramid, the Plan is driven by the Vision. The Mission, therefore, is how we conduct ourselves while pursuing the Vision. This plan includes a “Leadership Credo” which is an additional statement of values that guides our leadership team in conduct toward pursuing goals and objectives, which are in turn carried out by Action Strategies, with progress measured by Performance Measures.



Mission

Delivering exceptional public services and securing a high quality of life for Stuart residents and visitors through:

- Ensuring public safety and welfare by supporting the Police and Fire Rescue mission to achieve complete operational independence via funding for additional equipment and personnel.
- Preserving Stuart’s historic character and community appeal with attractive growth management design standards.
- Conforming commercial investment and enterprise with development standards that achieve the highest and best use of a vibrant urban center.
- Protecting a healthier coastal estuarine environment while enhancing waterfront activities and marine-based recreation and commerce.
- Operating a helpful and courteous public service organizational culture that promotes neighborly friendliness for all residents and guests.

- Promoting the City as an employer of choice through effective talent sourcing, engagement of staff, ongoing learning and development opportunities, competitive wages to bring the City’s strategic plan to fruition.
- Promoting the arts to enhance economic vitality which influences urban design of the downtown as the cultural center of Martin County.
- Promoting, preserving, and enhancing the quality of life for all citizens through public recreation while creating a healthy connected community.
- Investing in the latest innovative technologies, policies, educational programs, and training sessions that ensure a high degree of cybersecurity and awareness.
- Adapting to future conditions by implementing the City’s Sustainability Action Plan.

The mission is further enhanced by a “**Leadership Credo**”, which continues to guide all staff and leadership team through the last decade:

We are committed to always:

1. Treat each other with honesty, dignity, consideration, and respect.
2. Provide the highest quality and efficiency of service while keeping taxes and service charges reasonable.
3. Strive for excellence in operations to accomplish the Vision and Mission of the City.
4. Remain nimble and agile, especially in response to new problems and crises.
5. Remain transparent and accountable, using sound fiscal management techniques.
6. Cultivate partnerships with the broader community as a vital component to success.
7. Highly value & encourage diversity throughout the Community.
8. Excel at customer service; knowing that citizens are our shareholders.
9. Recognize that laws and regulations promote the health, safety and welfare of our community; applying the law fairly helps maintain our high ethical standards.
10. Recognize employees at all levels of the organization are our greatest assets; therefore, select employees with care, treat them fairly, encourage professionalism, and promote wellness and personal development.

Pursuing Goals through Objectives and Strategic Actions

The Plan revolves around four goals supporting the vision, which are concise, and aspirational.

Summary goal areas are diagrammed below.

Goal: More Livable CommUNITY

Integrate and incentivize livable urban design into a buildout vision driven by: quaint feel, beauty and human scale, smart and resilient environmental riverside sustainability, the arts, entertainment and recreation, placemaking and neighborhood distinction, multi-modal mobility, landscape and architectural aesthetic which promotes citywide unity.

Objectives

- Re-evaluate potential buildout population (current est. 24,000).
- Investigate opportunities for mixed-use development in the downtown area to enrich and enhance access and mobility to services and infrastructure.
- Promote programs and services that appeal to all ages.
- Promote community pride, service and unification by enriching neighborhood identity that values and cultivates diversity.
- Maintain inventory of industrial or commercial/retail land (jobs base) and accommodate adequate supply of housing types and affordability while preserving single family neighborhoods.
- Improve multimodal circulation, walkability & vehicular parking including downtown peak congestion.
- Maximize greenspace for active and passive recreational activities while protecting the environment.
- Accommodate new transportation modes such as neighborhood electric vehicles, electric bikes, fully autonomous vehicles, microtransit, and new parking structure.
- Strive for attractive infrastructure to enhance urban and natural environments (2024 plan); Seek appropriate scaled priority projects to improve appearance and character, convey small/old town charm, and catalyze infill/redevelopment.
- Increase City's Public Art Collection in keeping with StuART's status as county cultural hub.
- Preserve and enhance single family neighborhoods; evaluate workforce housing (such as Accessory Dwelling Units, small, manufactured, RV); observe real estate marketplace trends to supply range of housing type and impact of new state legislation (SB 102, 2023 Session).

Strategic Actions Pursuing Livable CommUNITY

The corresponding strategic actions selected and ranked to pursue each goal are presented below. Details are available regarding lead department, partners, staffing or outsourcing, with an estimated start and completion from (2-5 years). Performance measures together with the Gaant spreadsheet can be used to track and evaluate progress.



Page Strategic 2029 Buildout Vision 8 May Draft J. Karas

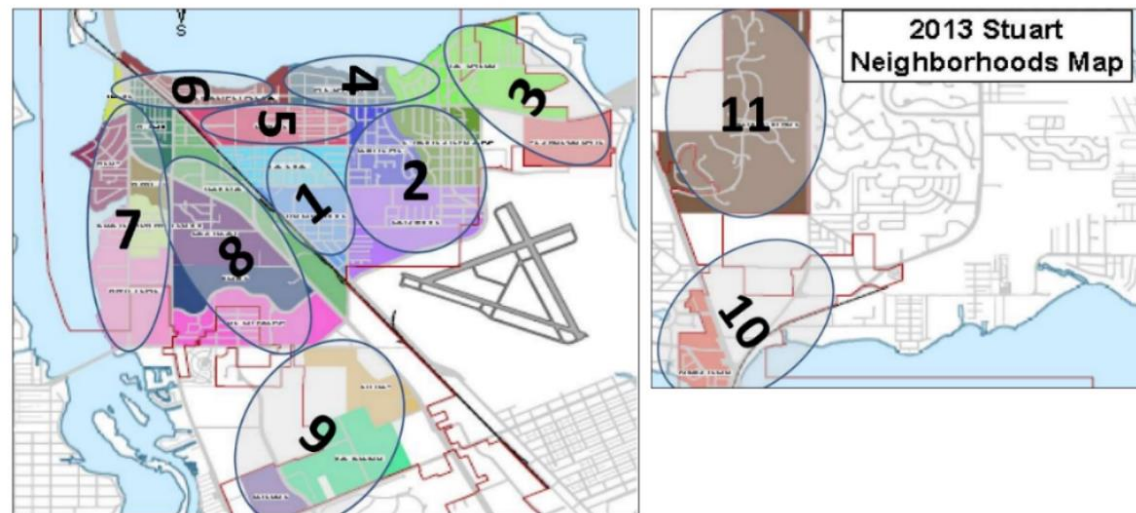
Goal: More Livable Community.

Who	How - Ranked Strategy with anticipated cost and schedule.	When		PERCENT COMPLETE	Duration		% Complete	Actual (beyond p...)																				
		YR/QTR	DURATION		Calendar Year/ Quarter																							
		START			23	24		25	26	27	28	5 years +																
				3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25		
DEV, CRA, UTL, Partners	Author Citizens' Buildout Vision Plan using a Charrette process to chart a development, redevelopment and preservation course to maintain quaint small town charm, preserve highly-valued waterfront orientation while evaluating, synthesizing, and choosing from a range of desirable design options banded by the community through the last decade or more. Buildout assumes accommodation of adding 4,000 population for a total of 24,000 by 2027), plus seasonal population. Further govern by guidelines as described in text, and a Commission-appointed citizen-based 7-person steering committee to guide the conduct and City boundaries of a traditional Charrette led by a contracted public or private urban design entity, with joint funding by the City and community partners (such as not-for-profits, larger landowners, developers, other constitutional governments, other interested parties). scoping and RFP Q3 2023 for Charrette during Q1 to Q3 2024. Without economic opportunity analysis, \$180-200K for consultant design team.	3	4	20%																								
DEV, CRA, UTL, Partners	Select and name/brand 10-12 existing neighborhoods seeking to simultaneously promote identity and UNITY, pride, placemaking, and safety. (see Stuart 2024 Strategic Plan, map on pg. 21) Promote naming/branding with gateway signage, marketing, beautification and maintenance, clean ups, neighborhood watch and/or national night out programs, and special events/programming (such as street pot luck/BBQ dinners). Build upon recent accomplishments such as Creek district, which complements form-based code revisions now in progress. (See "My Neighborhood, My Community" for additional concepts [not affiliated with video targeted to youth at https://www.amazon.com/My-Neighborhood-Community/dp/B0754KLJGK] and convenient smart phone Apps such as https://ring.com/neighbors . Compare with Council of Neighborhood Associations, St. Petersburg, FL.) Partner with residents, informal neighborhood groups, homeowners associations, developers, businesses. Potential grant funding for improvements. \$200-400K. Q2 2023 – Q4 2024	3	6	25%																								
DEV, CRA, UTL, Partners	Prior to a new citywide vision defined by the Charrette, in the short-term improve Downtown multi-modal mobility by implementing downtown vehicle parking improvements including garage and paid parking program from the 2018 recommendations by Walker Consultants. Partner with Stuart Mainstreet, Downtown Business Association, Downtown Merchants, CRA and Advisory Board. Estimate \$200K to implement paid parking program. Q4 2023 – Q2 2024 paid parking. \$15-20M parking structure- CRA bond backed by parking fees and TIF. Q4 2025.	4	9	25%																								
DEV, CRA, UTL, Partners	Separate from the Charrette, adopt a new sub-area plan for US 1 corridor (Roosevelt to Dixie Hwy) to mitigate traffic safety problems, promote sense of arrival, and better accommodate pedestrian/multi-modal mobility. Integrate "road diet" and "complete street" concepts (see 2018-19 Vision by TCRPC – [insert reference]). Partners: CRA, FDOT, MP. \$50K for conceptual plan and design: Q4 2023 – Q3 2024. Advocate project funding through the Long-Range Transportation Plan, est. \$1 M, through Q2 2028.	4	15	15%																								

The **Buildout Vision Plan strategy** is further described by additional guidelines:

1. Recognize previous iterations of vision plans dating to Duany emphasizing waterfront access, core downtown integrity and attractive architecture/landscaping.
2. Evaluate, synthesize, and propose new solutions – choosing from a range of desirable design options identified by the community through the last decade including:
 - a. Wells Fargo Building/City Hall relocation and/or repurposing municipal property.
 - b. Improve and/or reprogram select City recreational facilities, including the new Guy Davis Park.
 - c. Final phase of Memorial Park buildout with amphitheater
 - d. Integrate longer-term mobility improvements (multi-modal transportation hub/train station/new parking structure),
 - e. Extend the downtown urban entertainment corridor to include Osceola and S.E. Ocean Avenues.
 - f. Maintaining or expanding jobs/business hubs such as: Innovation zone, Airport district, Industrial zone, Medical district, Government/Institutional.
 - g. Examine locations where development intensity can be increased, such as US 1 corridor; and with the positive financial impacts.
 - h. Redesign Flagler Park waterfront with a “Living Shoreline” and design improvements to Flagler Park, and finish the riverfront boardwalk.
 - i. Finish final phase of Osceola (Balboa to Kruger Pk).
 - j. Complete Street/ Road improvement (mobility, drainage, sidewalks, lighting, streetscaping).
 - k. Enhance neighborhood identity and safety applying Crime Prevention through Environmental Design principles, while also recognizing need for attainable/workforce housing.
 - l. Integrate the results of the Vulnerability Assessment completed by Q1 2024, formulating adaptation strategies such as infrastructure retrofits/redesign to provide resiliency.
4. In the proposed plan, include corresponding implementation steps such as various land acquisitions or swap strategies, funding campaigns, public-private partnerships, revisions to other city plans, and/or repurposing waterfront property.

The **Neighborhood naming/identity Strategy** is further described by the following map (from the Stuart 2024 Strategic Plan, p. 21):



Performance Measures for this Goal's strategies are:

- Charrette- An adopted vision with broad community support.
- Neighborhoods - Activate interest in the community, measured via survey.
- Parking - An agreed upon metric for more business activity/economic development supported by relief of parking congestion.
- US 1 corridor - Increase walkable streets; accommodate new housing development on US 1 corridor while accommodating regional traffic flow.

Goal: Safe, Healthy, Resilient Riverfront Environment

Promote a healthier coastal estuarine and citywide environment, while maintaining exceptional safety.

OBJECTIVES

- Continue transforming public safety philosophy credo toward customer service, community service and rapport. Expand neighborhood watch programs and advocate for “Crime Prevention Through Environmental Design”⁵ during development, and city parks, open space planning.
- Through best management practices of water infrastructure (potable, waste, and stormwater), improve the water quality and health of the St. Lucie River estuary.
- Preserve water viewsheds through built and landscape environments.⁶
- Pursue legal action or other influence, in alliance with other parties including landowners, to curb or eliminate harmful water discharges through the Okeechobee waterway.
- Emphasize interconnectedness with water resources/ coastal estuarine environment through themed events, activism, environmental awareness, and education.
- Promote storm resilient eco-friendly architecture, urban and landscape designs such as Florida Friendly, energy and transportation efficiency. Maintain LEED incentive and incorporate voluntary blue/green roof policy incentives into LDC/Code of Ordinances.
- Aspire toward clean water and zero harmful discharges, holding the US Army Corp of Engineers and South Florida Water Management District accountable. Provide clean water for our children as a Stuart Commission legacy.

Strategic Actions Pursuing Safe, Healthy, Resilient Riverfront Environment

The corresponding strategic actions selected and ranked to pursue each goal are presented below with detail regarding lead department, partners, staffing or outsourcing. Estimated start and completion (in calendar quarters, 2-5 years). Performance measures together with the Gaant spreadsheet can be used to track and evaluate progress.

⁵ See <https://www.cpted.net>

⁶ See Future Land Use Element, Stuart Comprehensive Plan.

Goal: Safe, Healthy, Resilient Riverfront Environment

Who	How - Ranked Strategy with anticipated cost and schedule.	When			Duration												% Complete	Actual (beyond p...																
		YR/QTR	DURATION	PERCENT COMPLETE	Calendar Year/ Quarter																													
		START			23	24	25	26	27	28	5 years +	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
<i>PS</i>	Expand Police Traffic Unit to meet growing demand, especially around hot spots like Roosevelt Bridge and East Ocean. \$300K annual, increasing to \$500K by Q2 2025	3	7	0%	█	█	█	█	█	█	█																							
<i>PS</i>	Add 9 personnel to Fire Rescue Units to meet fast-growing demand, meet top level of service and ISO rating. \$750K over 4 years. 2023 thru 2026	3	14	0%	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<i>PS</i>	Complete Fire Station 3. \$4.5 M. Q2 2025 opening.	3	7	25%	█	█	█	█	█	█	█																							
<i>UTL, FIN</i>	While finishing the reverse osmosis water plant (Q1 2024), forecast the overall potable water system needs (with costs) through buildout by updating – as required by the SFWMD and comprehensive plan - the required Water Supply Facilities Work Plan; includes injection well and distribution (piping) system reliability. Capital needs discovered by this plan process, plus the demand modeling, design engineering, and capital improvements can be funded through impact fees paid by new development, and a revenue bond (amount to be determined), with costs recovered through water rate payers (refer to prior bonds for precedent). Cost estimates in house. Water plant funded though awarded Federal grant. By Q4 2025	3	9	25%	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<i>UTL, COM, FIN</i>	Finish the Vulnerability Assessment (Q1 2024 - \$100K received) to formulate Adaptation Strategies (resulting program changes or other infrastructure projects) simultaneous with the Buildout Vision Charrette (Q2 2024- If done separately, outsource at \$30K); and identify failing or antiquated infrastructure and replacement or retrofit needs (stormwater, water and sewer; lift and pump stations, electric racks and lids). Capital needs discovered by this plan process, plus the demand modeling, design engineering, and capital improvements can be funded through additional grants, impact fees paid by new development, and/or revenue bond (amount to be determined), with costs recovered through water rate payers (refer to prior bonds for precedent).	3	4	20%	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<i>UTL</i>	Finish undergrounding utilities in downtown- Seminole and Osceola. CRA -\$3.5 M, Q3 2023 thru Q3 2025.	3	9	20%	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<i>UTL</i>	Finish “Sign up and Save” second half of septic to sewer conversion in remaining neighborhoods, however voluntary so uncertain attainment of objective. Cost estimate \$14 M paid back through user fees over multiple years. Q3 2023 - Q4 2025.	3	9	50%	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<i>All</i>	Implement Capital Fleet Improvement/Maintenance Plan, with police and fire highest priority, to keep the City’s vehicle fleet performing efficiently and meet fast-growing demand. Timely replace a range of outdated, worn equipment including fire apparatus and trucks. \$700K annual Q4 2023 and continuing. PM Maintain top level of service, especially Insurance Services Office (ISO) rating for fire services.	4	25	10%		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<i>UTL</i>	Update and Implement the Stormwater Master Plan – to design and build infrastructure to mitigate three priority flooding challenges at NW Dixie, Mango Place, and Flamingo Pond; also retrofitting 30 baffle boxes in existing stormwater system. Q4 2023 thru Q 2025 Costs, respectively are \$600K, \$700K, \$400K, + _____?? = \$1.5 M ++ (funding source: ?)	4	5	25%		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<i>UTL</i>	Connect reclaimed water to serve historic downtown irrigation (Colorado Ave. to Osceola/ Delaware Commons) or other affordable connections. Cost and schedule TBD.	5	10	10%			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Goal: Vibrant Family Activities; Welcoming Business Climate

Enhance education, wellness, and community engagement by sponsoring and promoting outstanding cultural, arts, recreation, and entertainment programs; continue excelling as County's business hub.

Objectives

- Grow and enhance community programming to make better use of public spaces while creating “sense of place” within urban core. See placemaking principles: <https://www.pps.org/article/what-is-placemaking>
- Manage and produce high quality family events and activities, developing a diverse portfolio that is consistent with the City's community vision while improving accessibility for all.
- Expand community services, recreation, and programs as new city facilities come online ensuring programmatic offerings reach our diverse community.
- Expand business relationships and collaboration beyond the Downtown to reach business and industry sectors that contribute most to the City's economic vitality, namely Marine, Government Services, Law and Finance, Retail/entertainment, Medical Services, and Aviation/Aerospace.

Strategic Actions Pursuing Vibrant Family Activities; Welcoming Business Climate

The corresponding strategic actions selected and ranked to pursue each goal are presented below with detail regarding lead department, partners, staffing or outsourcing. Estimated start and completion (in calendar quarters, 2-5 years). Performance measures together with the Gaant spreadsheet can be used to track and evaluate progress.

Goal: Vibrant Family Activities and Welcoming Business Climate

Who	How - Ranked Strategy with anticipated cost and schedule.	When			Duration												% Complete	Actual (beyond p...									
		YR/QTR	DURATION	PERCENT COMPLETE	Calendar Year/ Quarter																						
		START			23	24	25			26	27	28	5 years +														
				3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
COM, UTL, Partners	Complete Memorial Park final phase to establish it as regional event venue with Amphitheatre and dynamic programming in keeping with City brand. Partner with: Friends of Memorial, Arts Council, Veterans Council, and Martin County Clerk/ 19th Judicial Circuit of Florida (Courthouse). \$1.5M for amphitheater through Federal American Rescue Plan Act funding; in process thru Q4 2025 (CS, UTIL) PM: host 12 events/year. Achieve public/private partnerships. Increase community involvement. Opening concert; outside promoter usage.	3	7	20%																							
COM, UTL, CRA, Partners	Complete Guy Davis Park expansion rebranding it as City's "Guy Davis Central Park" with partners East Stuart Neighborhood, NAACP, athletic organizations, City's CRA, select nonprofit organizations. Funded by \$5M from CRA general fund (TIF) as community underwriters. Consider establishing 501 (c)(3) "Friends of ..." to enable fundraising (\$ and In-kind) for 10th Street, Guy Davis, & related programs. Q4 2026. PM: Increase new participants, diversifying types of recreational play, and community involvement	5	13	10%																							
COM, Partners	Complement downtown activity center, and waterfront/marina re-design as a " Living Shoreline With EcoArt " in Flagler Park demonstrating commitment to riverine water quality restoration. (See https://floralivingshorelines.com/) Partner with and initiate funding campaign involving various schools and community groups such as Rivers Coalition, Ocean Research & Conservation Association, Inc., US Army Corps of Engineers, South Florida Water Management District, Florida Inland Navigation District, Department of Environmental Protection. Cost \$0.5-1.0M Q4 2028. (CS) PM: Demonstrated mitigation of poor water quality linked to Lake Okeechobee, increase in natural shoreline and littoral habitat, host community education events punctuated by EcoArt.	5	19	10%																							
COM, Partners	Rebuild and program the City's Central Community Center at Guy Davis Park as City's sole community center with wide array of programming to maximize usage and satisfy unmet needs. Pursue funding campaign through partners: Children's Services Council, Cleveland Clinic and funding from various nonprofits for estimated \$7.5M cost of design thru construction; same 501 (c)(3) fundraising potential as Guy Davis Park (above). Q2 2028. PM: Multi-generational activities appealing to the young and young at heart. Increase useable City area. Awards including FFEA, FRPA, etc.	5	19	10%																							

Performance Measures for this Goal's strategies are:

[insert]

Goal: Financial Security

Solidify the City's financial future through desired growth and alternative sources.

Objectives

- Improve key infrastructure where possible and affordable; new projects must be funded first (capital and O&M).
- Mitigate constraining legislation like SB 102 (2023) which pre-empts local government authority.
- With the growth of governmental service needs the City must strive to meet the demand for competitive compensation to recruit and keep talented staff.
- Maintain healthy business environment by recognizing business activity does not yield substantial financial benefit to City coffers.
- Increase the size and value of our tax base by increasing opportunity for highest and best use of available lands and through other redevelopment.
- Facilitate Public-Private-Partnership agreements to fund capital improvements, operation and maintenance, or other needs as guided by the model of the International City Managers' Association.

Strategic Actions Pursuing Financial Security

The corresponding strategic actions selected and ranked to pursue each goal are presented below with detail regarding lead department, partners, staffing or outsourcing. Estimated start and completion (in calendar quarters, 2-5 years). Performance measures together with the Gaant spreadsheet can be used to track and evaluate progress.

Goal: Financial Security

Who	How - Ranked Strategy with anticipated cost and schedule.	When		PERCENT COMPLETE	Duration													Actual (beyond p...)									
		YR/QTR START	DURATION		Calendar Year/ Quarter	23	24	25	26	27	28	5 years +															
					3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
FIN, PS	Restructure the City's fire services assessment fee by proposing revisions drafted in-house. Q3 2023 Q1 2024	3	3	50%																							
ADM	Adopt a definitive use strategy for the Wells Fargo property to solidify longer-term city finance planning. Unless decided by Q4 2023, await Citizens' Buildout Vision Plan (Charrette) .	3	4	10%																							
ADM, CA	Mitigate city's financial harm by leading or joining a coalition of affected parties immediately damaged by the Roosevelt/Rail bridge closure and longer-term- the prospect for bridge/track reconstruction. The diverse coalition would consist of parties ranging from organizations to landowners – not only those linked to the marine industries. Q 3 2023 form coalition and decide on appropriate legal challenge.	3	4	50%																							
ADM	Increase the performance goals (dollars and/or in-kind contributions) of grants staff, and lobbying consultant(s). However, grants obtained must not be overly-constraining. In-house staff cost; possible increase in lobbying contract fees, indeterminate. Q3 2023	3	10	10%																							
FIN, COM	Analyze events fee structure to recommend an increase in revenue; compare to market and other local governments. In house staff time. Q4 2023 (Fees for recreation – not to be considered.) PM: Positive revenue over expenses	4	2	50%																							
FIN	Analyze and recommend changes to local government cost-sharing agreements (e.g. County) for cost/benefit and return on investment seeking to improve the value of service delivery to residents; including Municipal Services Taxing Units. In-house staff time. Q1 - Q3 2024	5	3	50%																							
ADM, FIN	Form and staff a Task Force with a one-year study mission to enable wealthy community residents a means of legacy investment through a city-partnered non-profit foundation with desired flexibility for use of funds (supplemental capital for new construction/bricks and mortar, programming and operation/maintenance, program sponsorship, public safety, arts and entertainment, rewarding outstanding staff, etc.) Funding goal of \$2M/annual. Q3 2024 (Examine, consult and analyze or partner with Community Foundations of Martin, and Martin-St. Lucie Counties, Martin 100 ; City of Muskogee, OK Foundation (Oklahoma); Education Foundation of Martin County)	5	3	10%																							
FIN	After exhausting desirable alternatives, Ad Valorem increases, or program/project/staff cutbacks must be considered during annual budgeting cycle beginning Q3 2024	6	10	10%																							

How will the Plan be used?

The Plan is intended primarily for staff as the primary action agenda toward achieving a new City vision. Accordingly, future adopted plans, ordinances and resolutions by this Commission should be consistent with this Plan’s goals, objectives, and priorities. These include, at minimum, the City’s budget, the Comprehensive Plan, the CRA Plan, and the Capital Improvements Plan. This Plan may be adapted or amended from time to time to adjust to changing conditions or priorities.

A cornerstone of strategic planning is to focus effort on the smartest, fundable, and achievable actions which pursue the vision and meet objectives. Action Strategies are to be described and developed further in the annual budget and department work plans. Through annual or bi-annual progress reports, the Commission and Community achieves accountability by gauging success, and re-adjusting the Plan as needed.

[Revise tables- PW primary actions]

References, Sources, and Credits

ADM	City Manager/ Administration, Communication, Procurement
BDB	Business Development Board of Martin County
CA	City Attorney
CC	City Commission
CL	City Clerk
CRA	Redevelopment
COM	Community Services (Events, Recreation, Legislative, Environmental)
CT	Martin County Clerk/ 19 th Judicial State Circuit Court
DEV	Development (Planning, Zoning, Building)
FIN	Finance
HR	Human Resources/ Employee Retention, Recruitment
MC	Martin County Board of County Commissioners & Staff
MCE	Martin County Board of Education
PS	Public Safety- Police, Fire, Emergency
PW	Public Works, Parks
SFWMD	South Florida Water Management District
TCRPC	Treasure Coast Regional Planning Council
TS	Technology Services
UTL	Utilities, Engineering, Tram

Brightline train; March 10, 2023, <https://www.tcpalm.com/story/opinion/editorials/2023/03/10/brightline-lets-hear-those-plans-for-treasure-coast-rail-station/69982190007/>

Integrated Design Charrettes. <https://www.wbdg.org/resources/planning-and-conducting-integrated-design-id-charrettes#Description>