

# STRATEGIC PLAN

## 2013 → 2018 → 2028



*"A City for All Ages"*

**Port St. Lucie, Florida**  
**November 2013**



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# **STRATEGIC PLANNING FOR THE CITY OF PORT ST. LUCIE**

# **Strategic Planning Model for the City of Port St. Lucie**

## **VISION 2028**

**“Desired Destination for Port St. Lucie”**

## **PLAN 2013**

**“Map to Port St. Lucie’s Destination”**

## **EXECUTION**

**“Route for Next Year”**

## **MISSION**

**“Responsibilities of the Port St. Lucie Government”**

## **BELIEFS**

**“How the City of Port St. Lucie Should Operate”**

# **PORT ST. LUCIE VISION 2028**

# **PORT ST. LUCIE VISION 2028**

## **PORT ST. LUCIE 2028**

*is the Heart of the Treasure Coast* <sup>(1)</sup>

– *a Beautiful City* <sup>(2)</sup>,

*a Friendly Community for All Ages* <sup>(3)</sup>.

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## **PORT ST. LUCIE 2028**

*has four Major Activity Centers: City Center and U.S. 1* <sup>(4)</sup>; *Tradition* <sup>(5)</sup>;

*St. Lucie West* <sup>(6)</sup> and *the St. Lucie River* <sup>(7)</sup>.

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## **PORT ST. LUCIE 2028**

*offers Stable Neighborhoods with quality Housing Choices* <sup>(8)</sup>

*Diverse Local Economy* <sup>(9)</sup>;

*Easy Mobility* <sup>(10)</sup>

*and Leisure Opportunities for an Active Life Style* <sup>(11)</sup>.

# *Port St. Lucie Vision 2028*

## **PRINCIPLE 1**

### **HEART OF THE TREASURE COAST\***

#### **► Means**

1. Employment center for Indian River, St Lucie, Martin, and Okeechobee counties providing career options including opportunities to retain youth
2. Recognized as a major city in Florida with influence, power and hub of the Treasure Coast
3. Full service and self contained city: retail, medical and healthcare, higher education leisure – no need to leave Port St. Lucie
4. Retention of a "small/hometown" feeling in a large metropolitan area
5. Regional residents coming to Port St. Lucie for entertainment, arts and culture, retail services and leisure activities

\*Treasure Coast defined as St. Lucie, Martin, Indian river and Okeechobee Counties.

## **PRINCIPLE 2**

### **BEAUTIFUL CITY**

#### **► Means**

1. Well designed, well maintained parks and public spaces
2. Attractive major gateway at Turnpike, I-95 and U.S. 1
3. Preservation of the St. Lucie River making an attractive gateway with controlled access for enjoying waterways and natural areas
4. Clean city free of litter and trash
5. Attractive gateways and entrances: Walton Road, Prima Vista and Midway
6. Natural Florida Experience at the Ranch
7. Public art throughout the community
8. Canopy shade trees with attractive landscaping

### **PRINCIPLE 3**

#### **FRIENDLY COMMUNITY FOR ALL AGES**

##### **► Means**

1. All residents and visitors feel safe and secure throughout the city
2. Choice of top quality schools and educational programs with high graduation rate: public, charter and private
3. Quality careers and housing options to retain our children and to attract others
4. Residents feeling a part of and connected to the community
5. Range of leisure activities for all ages: from youth to seniors
6. University with education programs and degrees
7. Seniors attracted to the community due to our diverse services, amenities and quality of life
8. Quality places for young professionals to socialize
9. Community events and gathering places for residents to interact
10. Welcoming to all diverse cultures

### **PRINCIPLE 4**

#### **CITY CENTER AND U. S. 1**

##### **► Means**

1. Successful Civic Center balancing major conferences and used for community and family activities
2. Major hotel(s) with amenities
3. Multiple, top quality restaurants
4. Link to the natural areas: savannah, lagoon, and East Coast Greenway
5. Attractive U. S. 1 corridor without visual clutter or blight
6. Easy access to destination, including completion of Crosstown Parkway
7. Variety of housing choices from apartments, condos, townhouses and single family homes
8. Pedestrian friendly areas with multiple walkable destinations

## **PRINCIPLE 5**

### **TRADITION**

#### **► Means**

1. Destination for residents, visitors and the region
2. Easy mobility by foot, bike alternative fuel vehicles or public transit
3. Major business center for high tech, medical research and manufacturing, healthcare services/offices
4. Range of retail shopping: destination, daily necessities, unique retail shops
5. Multi use indoor sports facility for tournaments and local recreation
6. Major regional retail and entertainment center
7. Major residential university presence with a variety of programs and degrees

## **PRINCIPLE 6**

### **ST. LUCIE WEST**

#### **► Means**

1. Reputation as a major entertainment district
2. Variety of hotels marketing the Port St. Lucie area
3. Pedestrian friendly with walkable destinations
4. Link to recreation venues: golf, Mets, bowling, theater, soccer fields, South County Stadium
5. High end RV residential area
6. Fitness and wellness businesses
7. Mix of restaurants and bars
8. Public transit to entertainment venues

## **PRINCIPLE 7**

### **ST. LUCIE RIVER**

#### **► Means**

1. Blue Water Trails for kayaking, paddle boarding and canoeing
2. Marina with amenities (including docking, fuel, convenience store, restaurant, storage)
3. Variety of restaurants from a fish camp to fine outdoor/indoor dining on the River
4. Boardwalk along the River connecting various destinations
5. Preservation and celebration of St. Lucie River's history and heritage
6. Link to the Botanical Garden and their activities
7. Boat ramp(s) with adequate parking and amenities
8. Major event on the River (e.g. Great American Raft Race)

## **PRINCIPLE 8**

### **STABLE NEIGHBORHOODS WITH QUALITY HOUSING CHOICES**

#### **► Means**

1. Quality diverse housing at various price points
2. Sidewalks and pedestrian friendly neighborhoods
3. Well maintained neighborhood infrastructure, including mail boxes
4. Stable or increasing home values
5. Attractive and distinct signage signifying each neighborhood
6. Affordable housing for working class and retirees on fixed income
7. Older housing stock well maintained, complying with codes, modernized or replaced
8. Small events helping neighbors to meet and know neighbors
9. Neighbors taking pride and sharing responsibility for their neighborhood
10. Opportunities for multi family housing for ownership and rental

## PRINCIPLE 9

### DIVERSE LOCAL ECONOMY

#### ► Means

1. Thriving small businesses
2. Sustainable medical research and manufacturing with emerging Research Triangle
3. Light and medium manufacturing
4. Medical and healthcare specialty services and treatment
5. Major retail: daily needs, destination
6. Entrepreneurial opportunities to start and grow a business
7. Center for Eco tourism with access to the St. Lucie River
8. Major university presence offering bachelor and advanced degree programs, and opportunities for lifelong learning, including an expanded Indian River State College
9. St. Lucie County Airport serving the Treasure Coast region with commercial air service
10. Affordable and diverse tourist destination: golf, Mets, fishing and boating, Club Med, destination events and festivals, beaches

## PRINCIPLE 10

### EASY MOBILITY

#### ► Means

1. Sidewalks and walkways connecting the city and neighborhoods
2. Well maintained roads connecting the city, activity centers, community destinations and neighborhoods
3. Water taxi connecting various destinations along the St. Lucie River and Intracoastal Waterway
4. Public transit connecting community destinations with ridership by choice
5. Minimal traffic congestion with predictable and acceptable travel times
6. Multiple east-west road connectors including Crosstown Parkway
7. Well maintained waterways and canals within the city providing access to the Intracoastal Waterway and Atlantic Ocean
8. Option of alternative vehicles
9. Bike rentals availability
10. Connection to beach, to West Palm Beach, to Orlando by rail, bus and highways

## **PRINCIPLE 11**

### **LEISURE OPPORTUNITIES FOR AN ACTIVE LIFE STYLE**

#### **► Means**

1. Major private water park for residents and visitors
2. Well maintained and active Civic Center with a variety of venues
3. Botanical Center with unique venues and offering a variety of programs and services
4. Boat launch to and Boardwalk at River Gate Park along the St. Lucie River
5. The Ranch with a variety of active/passive activities
6. Well maintained and active Recreation/Community Center (s) offering activities, room rentals, programs
7. Wide variety of recreation offerings for all – recognized for excellence
8. Cultural Arts Center for performing and visual arts, including concerts and plays
9. Campground with infrastructure and amenities
10. Specialty parks: skate park, dog parks, extreme sports
11. Athletic fields for recreation, competition and tournaments
12. Saints Golf Course with expanded amenities and golf packages

# **PORT ST. LUCIE CITY GOVERNMENT: MISSION AND SERVICE PRIORITY**

# **Port St. Lucie City Government Mission**

## **PORT ST. LUCIE CITY GOVERNMENT MISSION**

*is to provide* **Exceptional Municipal Services** <sup>(A)</sup>

*that are* **Responsive to the Community** <sup>(B)</sup>

*and to* **Plan for Smart and Balanced Growth** <sup>(C)</sup>

*while acting in a* **Financially Responsible Manner** <sup>(D)</sup>.

# *Port St. Lucie Mission*

## **PRINCIPLE A**

### **EXCEPTIONAL MUNICIPAL SERVICES**

#### **► Means**

1. Developing and maintaining a state of the art infrastructure and utility system
2. Incorporating "best practices" into the services and service delivery in Port St. Lucie
3. Maintaining a highly motivated City workforce dedicated to serving the Port St. Lucie community
4. Providing resources to support defined City services and service levels
5. Maintaining a high level of customer satisfaction
6. Providing state of the art technology to support service delivery and planning for the future
7. Streamlining and improving the delivery of City services
8. Evaluating the services and service delivery processes and identifying ways to improve

## **PRINCIPLE B**

### **RESPONSIVE TO COMMUNITY: RESIDENTS AND BUSINESSES**

#### **► Means**

1. Listening and evaluating the needs of the community: residents and businesses
2. Providing a timely response to a request for service or information
3. Adjusting City services and service delivery mechanism when needed
4. Seeking and using feedback from City customers to improve services and service delivery
5. Maintaining a high level of customer satisfaction with City services
6. Anticipating the future service and facility needs of the community
7. Educating the residents about City finances and services
8. Taking time to explain a decision or action, especially when the answer is "no"

## **PRINCIPLE C**

## **PRINCIPLE D**

### **PLAN FOR SMART AND BALANCED GROWTH**

### **FINANCIALLY RESPONSIBLE MANNER**

#### **► Means**

1. Providing water and wastewater services for all Port St. Lucie residents and businesses
2. Protecting the interests of current residents and businesses
3. Managing stormwater and overall water quality
4. Having the City capacity to support today and future growth
5. Planning for and developing a "state of the art" utility system
6. Continue to hook up commercial businesses and residents to the water and sewer system
7. Designing roads, paths and sidewalks for connectivity and easy movement
8. Incorporating the costs of operations, maintenance and replacement into new City facilities and infrastructure

#### **► Means**

1. Increase taxable value to the community
2. Maintain reserves level consistently
3. Maintaining a responsible level of debt consistent with city financial policies and national standards
4. Maintaining an affordable property tax rate
5. Delivering City services in the most cost effective and efficient manner
6. Maintaining competitive, market based compensation for City employees
7. Developing a balanced budget: funding for services today and investing in the City's future growth
8. Providing adequate funding to maintain and operate new City facilities and infrastructure

# **Port St. Lucie City Government Municipal Services**

## **NO CHOICE**

**Govern the city**  
**Manage public records**  
**Plan, manage storm water system**  
**Plan for, respond to and recover from a emergency**

## **CHOICE**

**Enforce laws and ordinances**  
**Provide, treat and distribute water**  
**Plan, build and maintain roads and bridges**  
**Plan for the City's future**  
**Manage traffic flow and control**  
**Collect, treat and dispose wastewater**  
**Collect, dispose solid waste**  
**Seek compliance/enforce housing and nuisance codes**  
**Maintain and operate street and pedestrian lighting**

## **QUALITY OF LIFE**

- Regulate land uses and development quality**
- Plan, build and maintain streetscapes and medians**
- Plan, build and maintain sidewalks, bikeways and trails**
- Review and approve plans, inspect buildings**
- Inform the community: residents and businesses**
- Provide recreational classes, programs and activities**
- Maintain and operate Community Center**
- Plan, build and maintain parks: active and passive, community and neighborhood**
- Operate the Civic Center**
- Provide access to the St. Lucie River including the operations of river cruises**

## **COMMUNITY ADD ON'S**

- Preserve the environment and natural resources**
- Plant, preserve and maintain trees and landscaping**
- Manage “Keep Port St. Lucie” Beautiful program**
- Support, fund community events**
- Stimulate economic growth/create a positive climate for business investments**

# **CITY OF PORT ST. LUCIE PLAN 2013 – 2018**

# *City of Port St. Lucie*

## *Goals 2018*

**Financially Sound City, High Performance City Organization**

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**Growing Local Economy**

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**Balanced and Responsible Sustainable Growth**

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**Improved Mobility within Port St. Lucie**

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**Expanded Leisure Activities**

# Goal 1

## Financially Sound City, High Performance City Organization

### OBJECTIVES

1. Reduce or maintain a fiscally responsible level of City debt consistent with City financial policies and nationally accepted standards
2. Maintain current property tax rate
3. Maintain high customer satisfaction with City services
4. Provide adequate resources to support City services and levels
5. Develop a City organization culture that emphasizes responsibility, performance, results and accountability

### MEANS TO RESIDENTS

1. Affordable City government and services
2. City services delivered in the most cost effective manner
3. City facilities and services responsive to residents' needs
4. Customer friendly City services
5. Mayor and City Council acting in a financial responsible manner

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Recent recession impacting property values and reducing revenues to the City government
2. Maintaining a highly motivated City workforce dedicated to serving the Port St. Lucie community
3. Keeping a sustainable contingency fund and avoiding deficit spending
4. High CRA debt threatening City's financial outlook
5. Lower revenue base and the financial impacts of the departure of Digital Domain
6. Upgrading City facilities with significant maintenance problems: Community Center, Minsky Gym
7. Limited revenue options for cities
8. Retaining talented City staff with limited increase in pay or benefits
9. Developing new revenue sources for the City
10. Maintain property tax rate impacted by rate of growth and increases in service demands
11. Maintaining and funding City infrastructure

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Increasing costs of service delivery and facilities/infrastructure maintenance
2. Increasing service demands with limited City staff capacity: residents expectations and population growth
3. Fewer grants and outside funding sources with increased competition from other cities
4. Actions by Federal government and the State of Florida impacting City services and revenue options
5. Determining who should pay for City services and how much
6. Streamlining organization processes for purchasing, hiring and employee training
7. Unprepared workforce coming into the labor market
8. Developing a multi cultural City workforce

**POLICY ACTIONS 2013 – 2014**

- |   |                      |
|---|----------------------|
| 1. City Manager: Hiring                                 | <b>Top Priority</b>  |
| 2. Reserve Policy: Review, Direction                    | <b>Top Priority</b>  |
| 3. Debt Policy and Reduction Plan:<br>Review, Direction | <b>Top Priority</b>  |
| 4. City Financial Policies: Review,<br>Refinement       | <b>High Priority</b> |
| 5. Tax Rate: Direction                                  |                      |

**MANAGEMENT ACTIONS 2013 – 2014**

- |  |                      |
|--|----------------------|
| 1. Long Term Financial Plan:<br>Development  | <b>Top Priority</b>  |
| 2. Strategic Plan: Development, Adoption,<br>Institutionalization                          | <b>Top Priority</b>  |
| 3. City Organization Assessment and Plan:<br>Direction, Funding                            | <b>Top Priority</b>  |
| 4. City Facilities Condition Assessment<br>and Master Plan: Development, Funding           | <b>Top Priority</b>  |
| 5. Management and Budget: Review,<br>direction   | <b>Top Priority</b>  |
| 6. Management Succession Planning:<br>Recommendations, Funding (Positions and<br>Training) | <b>High Priority</b> |
| 7. Citywide Survey: Development,<br>Completion   |                      |

**MANAGEMENT IN PROGRESS 2013 – 2014**

1. Tradition Studio Building: Sale
2. Animal Control License Ordinance: Revision
3. Public Works Accreditation: Re Application
4. Citizen Information/Resource Guide: Funding Decision
5. GO Bonds (2005): Refunding
6. Countywide Alarm Fines Recovery System: Development
7. Little League Leases: Completion
8. Public Records Management City Internal Policy,  
Structure, Processes
9. City Training Program Expansion: Anti Harassment,  
Substance Abuse, Workforce Violence
10. New Utility Billing System
11. Background Check System for Volunteer Coaches:  
Upgrade
12. Police Vehicle Replacement Plan: Funding (Annual)
13. Single Stream Recycling Program: Implementation
14. Alternative Electronic Records Management Scanning and  
Retrieval System – Laserfiche
15. On Line Application Process: Implementation
16. Police OSSI: Enhancement (Schedule, Report Writing,  
Information Coordination with County)

**MANAGEMENT IN PROGRESS 2013 – 2014**

*(Continued)*

17. Disaster Debris Management Plan: Update
18. City Emergency Management Plan: Update
19. New Litter Campaign: Development
20. Police Equipment Upgrade: Funding (FY 2014/2015)
21. City Recognition Program: Development
22. Human Resources Policies, Rules and Procedures
23. Online Business: Business Tax, Building Events
24. DOJ Settlement Agreement (ADA): City Actions
25. Police Accreditation: CALEA and CFA
26. Park Inspection Program: Implementation

**MAJOR PROJECTS 2013 – 2014**

1. Animal Control Building and Kennel Improvements: Completion
2. Blackwell Pump Station Fuel Upgrades
3. Evidence Building Improvement: Completion
4. First Vehicle Services Building/System Upgrades
5. Fiber Optic Network Expansion and Rehabilitation

**ON THE HORIZON 2014 – 2018**

1. City-CRA Relationship: Evaluation, Direction
2. Communications Program: Evaluation, Action Plan
3. Police Foundation: Feasibility Study
4. Police Staffing: Evaluation, Direction, Funding
5. Volunteer Program Enhancement: Evaluation, Expansion Actions, Funding, Appreciation Program
6. Union Negotiations and Contracts: Direction, Agreements (2015)
7. Information Technology Upgrade Plan and Funding
8. Special Assessment District(s) for Residential Street Lighting
9. City Website Upgrade
10. Social Media Policy and Plan: Development
11. Citizen Engagement Policy and Plan
12. Health Plan: Unbundling
13. Police Headquarters Building: Renovation Plan and Funding
14. Defined Benefit Plan: Evaluation, Direction
15. Defined Contribution Plan: Evaluation Direction

# Goal 2

## Growing Local Economy

### OBJECTIVES

1. Develop a collaborative relationship with countywide economic development partners
2. Attract new businesses to Port St. Lucie
3. Retain and grow existing businesses in Port St. Lucie
4. Be recognized as a major medical research and services, and manufacturing centers
5. Develop a reputation as a “business friendly city”
6. Increase major retail business in Port St. Lucie
7. Tap the natural environment and tourism as an economic driver

### MEANS TO RESIDENTS

1. Job opportunities for our children
2. Diverse tax base reducing the tax burden on single family homeowners
3. Opportunities to work near home
4. Positive environment to start and grow a small business
5. Businesses investing in Port St. Lucie

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Tapping the growing interests in medical research and manufacturing in Florida
2. Perception that the City is “not business friendly”
3. City role and relationship to other economic development organizations
4. Long term impacts of past City economic development investments
5. Port St. Lucie’s negative image and media coverage
6. Final resolution of Digital Domain
7. Developing relationships with current local businesses
8. Turning economic development leads into agreements and results

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Amount of City staff time chasing economic leads
2. Emerging local economy of home offices and home based businesses
3. Land available for business investment
4. Access to the capital markets
5. Attract the appropriate mix of businesses for Port St Lucie
6. Changing retail marketplace with the growth of Internet sales

**POLICY ACTIONS 2013 – 2014**

1. City Economic Development Goals, Policy and Tool Kit: Review, Direction
2. Marketing Port St. Lucie: Goals, Marketing Plan, Actions

**PRIORITY**

Top Priority

**MANAGEMENT IN PROGRESS 2013 – 2014**

1. City Permits Online

**MANAGEMENT ACTIONS 2013 – 2014**

1. Digital Domain: Resolution, Funding from the State of Florida
2. One Stop Shop: Concept, Evaluation, Direction
3. Medical Research Innovation Center Evaluation Retention/Growth Strategy: Discussion with Torrey Pines, Pursue Spinoff Businesses

**PRIORITY**

Top Priority

High Priority

High Priority

**ON THE HORIZON 2014 – 2018**

1. Business Retention Visitation Program: Development
2. Healthcare Expansion Strategy: Dialog with Medical Community, Direction, City Role, Actions
3. Eco Tourism Development Strategy: Goals, Direction, Actions
4. University Attraction Strategy: Discussion, Best Practices, Evaluation, Goals, Direction, Actions (Top Five Programs), Link to Indian River State College
5. Hotel Attraction Strategy: Direction, Development, Actions
6. Major Retail Attraction Strategy: Goals, Direction, Actions

# Goal 3

## Balanced And Responsible Sustainable Growth

### OBJECTIVES

1. Increase the percentage of residents on City water and wastewater services
2. Increase the City population to balancing residential development and employment centers
3. Preserve the natural beauty and access to natural areas
4. Continue the development of Tradition Master Planned Community
5. Develop City Center/U.S. 1 as a major destination and activity center
6. Maintain or upgrade older housing stock in compliance with housing and property maintenance codes
7. Maintain navigability of waterways

### MEANS TO RESIDENTS

1. Protection of property values
2. Preservation of Port St. Lucie's "quality of life" and life style
3. Opportunity to live in a beautiful, clean and safe community
4. Quality water and wastewater services for all residents
5. Predictable growth based upon the City's ability to provide services and facilities
6. Future development consistent with the City's plans, policies and development standards

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Availability of water and wastewater services
2. Balance growth with the capacity for City services and facilities (residential and employment centers)
3. Reliable funding for capital improvements
4. Aging City infrastructure needing maintenance, upgrade or replacement
5. Less than responsible landlords and property owners not maintaining their buildings, homes and properties
6. Funding for storm water management and projects
7. Evolving federal and state regulations and unfunded mandates

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Increasing development pressure and building activities
2. Potential for significant growth west of I-95
3. Old structures needing demolition and replacement
4. Federal and state regulations impacting developments and redevelopment
5. Potential community split between East Port St. Lucie and West Port St. Lucie
6. Single family homes turning into multi family rentals
7. Defining the City's role on code enforcement or compliance
8. Land available for growth

**POLICY ACTIONS 2013 – 2014**

1. McCarty Ranch Annexation: Master Plan Approval, Utilities Location
2. Riverwalk Plan: Development
3. Stormwater System Master Plan: Development:
  - A. Monterrey Basin Study
  - B. Central Basin Study
4. Neighborhood Area 3 Plan: Development
5. Entrances/Gateways Beautification Master Plan: Development
6. City Center Development: Goals, Actions
7. Southwest Annexation Area Development:
  - A. Southern Grove
  - B. Wilson Grove
  - C. Kennedy
8. Vacant Property Maintenance Code

**PRIORITY**

Top Priority

Top Priority

High Priority

**MANAGEMENT ACTIONS 2013 – 2014**

1. Half Way Houses/Sober Houses/Group Homes: Goals, Actions
2. Biltmore/Macedo Business Corridor Scenarios
3. Land Development Regulation: Revision:
  - A. Sign Ordinance
  - B. Landscape Requirements

**PRIORITY**

Top Priority

High Priority

**MANAGEMENT IN PROGRESS 2013 – 2014**

1. Public Art Advisory Board: Call to Artist for the Wall at City Hall
2. CRA Annual Report
3. Electronic Plans Submittal System: Implementation
4. Utilities Work Order System: Development
5. Exotic Tree Removal Program
6. Stormwater Fees: Calculation Update

### **MAJOR PROJECTS 2013 – 2014**

1. E-8 Canal Bank Improvements
2. Kingsway Waterway Improvements: Design
3. Coral Reef Seawall Project
4. Thornhill Building Improvements
5. Blackwell Back Up Pump/Engine System
6. AC Water Main Replacement Project
7. 8-02, B-2, B3 Drainage Outfall Structure Repairs
8. D-9 Canal Bank Stabilization
9. Floresta Drive/Southbend Roundabout
10. Eastlake Village Irrigation Pumping Improvements
11. Hooper Park Drainage Project
12. Park Edge Drainage Improvements
13. PSL/Gatlin Intersection Improvements: Design
14. Bay St. Lucie Culvert Replacement Project
15. Dunbrooke Drainage Improvements
16. U.S. 1 Beautification Project
17. Port St. Lucie Boulevard Widening South Study (FDOT)  
PD & E
18. A-19 Water Control Structure Modification
19. Side Lot Pipe Program
20. Large Culvert Program
21. Street Resurfacing Program
22. Swale Liner Installation Program
23. Canal Clearing/Cleaning Program
24. St. Lucie River Water Quality Program

### **ON THE HORIZON 2014 – 2018**

1. Civic Center Events Expansion: Direction, Action Plan
2. U. S. 1 Corridor Master Plan: Development
3. Older Neighborhoods Strategy: Condition Assessment,  
Direction, City Role, Activities, Funding
4. St. Lucie River Corridor Master Plan: Development
5. Code Enforcement/Compliance: Evaluation, Problem  
Areas, Direction, City Role, Actions
6. Rental Property Maintenance Code: Evaluation,  
Direction, Actions
7. Neighborhood Development Strategy/Program: Goals,  
Direction, Actions
8. Open Storage Code Changes

# Goal 4

## Improved Mobility Within Port St. Lucie

### OBJECTIVES

1. Complete the Crosstown Parkway
2. Increase the mileage of sidewalk
3. Upgrade the city streets and infrastructure
4. Maintain reasonable traffic flow in and through Port St. Lucie
5. Have safe routes to schools especially elementary schools

### MEANS TO RESIDENTS

1. Safe travel within Port St. Lucie
2. Improved travel times with less congestion going east-west in Port St. Lucie
3. More pedestrian friendly city that more walkable
4. Convenient access to I-95 and other major highways
5. Choice of transportation modes

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Aging city streets needing repair, reconstruction or replacement
2. Increasing traffic volume and limited road capacity
3. Defining the goals for the U. S. 1 corridor
4. Regional competition for transportation project funding
5. Lack of functional connectivity for sidewalks and bike facilities
6. Inadequate park and ride and commuter options
7. Resolving road disputes in the Southwest Annexation area

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Reduced Federal and State of Florida funding for roads and transportation projects
2. Limited east-west transportation corridors with Port St. Lucie
3. Changing transportation attitudes and patterns of residents
4. Uncertain gas prices and the impacts on the use of automobiles
5. Port St. Lucie designed as an auto dependent city
6. Need for easier and closer access to regional transportation options: air, rail, bus

**POLICY ACTIONS 2013 – 2014**

1. North – South Road Assessment
2. Alternative Vehicle Policy and Plan: Development

**PRIORITY**

**MANAGEMENT IN PROGRESS 2013 – 2014**

1. Engineering Design Standards Manual: Development
2. Interlocal Agreement for Bus Shelters on U. S. 1 (FDOT/TPO): Design

**MANAGEMENT ACTIONS 2013 – 2014**

1. Crosstown Parkway Project:  
Preliminary Design, Final Permitting
2. Southwest Annexation Road Resolution:  
Direction
3. Pavement Management System and  
Plan: Development

**PRIORITY**

Top Priority

High Priority

High Priority

**MAJOR PROJECTS 2013 – 2014**

1. Melaleuca Boulevard Sidewalk Phases 1 and 2
2. SLW Bridge Joint Repairs
3. Mariposa Avenue Sidewalk
4. Melaleuca Boulevard Sidewalk Phase 3
5. Southbend Boulevard Safety Improvements
6. Floresta Roundabout/Boat Ramp
7. Savona Boulevard Bridge (over C-24)
8. Bayshore Boulevard Sidewalk
9. Cashmere Boulevard Sidewalk
10. Savona Boulevard Sidewalk (South)
11. Chapman Avenue Traffic Calming

### **ON THE HORIZON 2014 – 2018**

1. Public Transit Service: Evaluation, Direction, Actions
2. Citywide Pavement Marking Program and Funding
3. Western Park-and-Ride Lot: Location, Grant Funding, Construction
4. Citywide Sidewalk and Bike Policy
5. Floresta Drive Widening Project: Funding
6. Southwest Annexation Road Resolution: Direction
7. Traffic Compound Upgrades
8. Tulip/PSL Intersection Improvements
9. Savona Boulevard Widening Project

# Goal 5

## Expanded Leisure Activities

### OBJECTIVES

1. Open the Ranch for expanded outdoor activities: camping, shooting, hunting
2. Develop more activity parkland
3. Plan for a cultural arts center for the performing and visual arts
4. Expand the use of the Civic Center and Community Center
5. Expand access to the St. Lucie River and waterways/blueways

### MEANS TO RESIDENTS

1. More leisure choices within Port St. Lucie
2. Activities for all family generations
3. Opportunities to enjoy Port St. Lucie's natural setting and environment
4. City supporting personal wellness and an active lifestyle
5. Leisure activities helping visitors to discover Port St. Lucie community

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Funding for parks development and amenities
2. Increasing demands for non-traditional recreational programs
3. Funding for the operation and maintenance of parks
4. Changing recreation and leisure patterns among residents
5. Potential to increase the use of City facilities
6. Residents habits of going out of the city for leisure activities
7. Expanding access and use of open space for leisure and recreation activities
8. Expanding recreational programs and offering responsive to the growing and diversifying population

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Insufficient indoor basketball courts and outdoor fields for baseball, softball, and soccer
2. Complaint: "there is nothing to do in Port St. Lucie"
3. Effectively using community volunteers to support parks and recreational activities
4. Defining scope and developing an extreme sports park
5. Need for a water park or aquatic center
6. Expanding community events and festivals sponsored by the City
7. Lack of beachfront

**POLICY ACTIONS 2013 – 2014**

- |  |   |               |
|--|---|---------------|
| 1. Parks and Recreation Master Plan:<br>Development, Funding | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |
| 2. Boat Launch: Plan Review, Direction,<br>Funding           | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |
| 3. Campground at the Ranch: Concept,<br>Direction, Funding   | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |
| 4. Skate Park/BMX Park Concept                               | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |

**PRIORITY**

**MANAGEMENT IN PROGRESS 2013 – 2014**

1. Golf Cart Lease Program
2. Best Street Historical House Museum: Report, Price,  
Direction
3. Citywide ADA Compliance: Completion
4. Junior Basketball School Facility Use

**MAJOR PROJECTS 2013 – 2014**

**MANAGEMENT ACTIONS 2013 – 2014**

1. Civic Center Strategic and Business  
Plan: Development
2. Leisure Needs Analysis for 17-25 year  
olds

**PRIORITY**

1. Winterlakes Park Day Use Recreation Area
2. C-24 Canal Park Boat Ramp

## **ON THE HORIZON 2014 – 2018**

1. Botanical Gardens Plan: Review, Direction
2. Cultural Arts Center: Needs Analysis, Feasibility Study, Direction
3. Torino Park Development and Funding
4. Extreme Sports Park: Definition, Direction
5. Recreation Programs: Needs Evaluation, Direction, Actions
6. Saints Golf Course Expanded Play, Operations Plan and Improvement Plan (including Greens Analysis by USGA)
7. Volunteer Program: Evaluation, Expansion
8. Parks and Recreation Needs Assessment Study and Action Plan
9. Seniors Recreation: Needs Assessment, Direction, City Role
10. Youth Recreation: Needs Assessment, Direction, City Role
11. Community Events/Festivals Expansion Strategy: Evaluation, Identification of Opportunities, Direction, Funding
12. Tours/Trips: Market Analysis, Direction, Pilot Program
13. Park Projects: Review, Priority, Funding
14. Water Park: Needs Analysis, Feasibility Study, Direction
15. Dog Park (Additions): Direction
16. Minsky Gym Renovation Plan and Funding
17. Crosstown Parkway Linear Park: Parking Areas and Water Fountains

# **CITY OF PORT ST. LUCIE ACTION AGENDA 2013 – 2014**

# *City of Port St. Lucie* *Policy Agenda 2013 – 2014*

## **TOP PRIORITY**

**City Manager: Hiring**

**Debt Policy and Reduction Plan: Review, Direction**

**City Economic Development Goals Policy and Tool Kit: Review, Direction**

**Reserve Policy: Review, Direction**

**McCarty Ranch Annexation: Master Plan Approval, Utilities Location (including Upland Preserve Bank)**

**Riverwalk Plan: Development**

## **HIGH PRIORITY**

**City Financial Policies: Review, Refinement**

**Skate Park/BMX Park Concept**

**Stormwater System Master Plan: Development**

**Parks and Recreation Master Plan: Development, Funding**

**Boat Launch: Plan Review, Direction, Funding**

**Campground at the Ranch: Concept, Direction, Funding**

# *City of Port St. Lucie Management Agenda 2013 – 2014*

## **TOP PRIORITY**

**Crosstown Parkway Project: Preliminary Design, Final Permitting**  
**Long Term Financial Plan: Development**  
**Strategic Plan: Development, Adoption, Institutionalization**  
**City Organization Assessment and Plan: Direction, Funding**  
**City Facilities Condition Assessment and Master Plan: Development, Funding**  
**Management and Budget: Review, direction**  
**Digital Domain: Resolution, Funding from the State of Florida**  
**Half Way Houses/Sober Houses/Group Homes: Goals, Actions**

## **HIGH PRIORITY**

**Medical Research Innovation Center Evaluation Retention/Growth Strategy: Discussion with  
Torrey Pines, Pursue Spinoff Businesses**  
**Biltmore/Macedo Business Corridor Scenarios**  
**Management Succession Planning: Recommendations, Funding  
(Positions and Training)**  
**One Stop Shop: Concept, Evaluation, Direction**  
**Southwest Annexation Road Resolution: Development**  
**Pavement Management System and Plan: Development**

# ***City of Port St. Lucie Management in Progress 2013 – 2014***

**Tradition Studio Building: Sale**

**Animal Control License Ordinance: Revision**

**Public Works Accreditation: Re Application**

**Citizen Information/Resource Guide: Funding Decision**

**GO Bonds (2005): Refunding**

**Countywide Alarm Fines Recovery System: Development**

**Little League Leases: Completion**

**Public Records Management City Internal Policy, Structure, Processes**

**City Training Program Expansion: Anti Harassment, Substance Abuse, Workforce Violence**

**New Utility Billing System**

**Background Check System for Volunteer Coaches: Upgrade**

**Police Vehicle Replacement Plan: Funding (Annual)**

**Single Stream Recycling Program: Implementation**

**Alternative Electronic Records Management Scanning and Retrieval System – Laserfiche**

**On Line Application Process: Implementation**

**Police OSSI: Enhancement**

**(Schedule, Report Writing, Information Coordination with County)**

**Disaster Debris Management Plan: Update**

**City Emergency Management Plan: Update**  
**New Litter Campaign: Development**  
**Police Equipment Upgrade: Funding (FY 2014/2015)**  
**City Recognition Program: Development**  
**Human Resources Policies, Rules and Procedures**  
**Online Business: Business Tax, Building Events**  
**DOJ Settlement Agreement (ADA): City Actions**  
**Police Accreditation: CALEA and CFA**  
**Park Inspection Program: Implementation**  
**City Permits Plan Submittal Online**  
**Public Art Advisory Board: Call to Artist for the Wall at City Hall**  
**CRA Annual Report**  
**Electronic Plans Submittal System: Implementation**  
**Utilities Work Order System: Development**  
**Exotic Tree Removal Program**  
**Stormwater Fees: Calculation Update**  
**Engineering Design Standards Manual: Development**  
**Interlocal Agreement for Bus Shelters on U. S. 1 (FDOT/TPO): Design**  
**Golf Cart Lease Program**  
**Best Street Historical House Museum: Report, Price, Direction**  
**Citywide ADA Compliance: Completion**  
**Junior Basketball School Facility Use**

# *City of Port St. Lucie*

## *Major Projects 2013 – 2014*

**Animal Control Building and Kennel Improvements: Completion**

**Blackwell Pump Station Fuel Upgrades**

**Evidence Building Improvement: Completion**

**First Vehicle Services Building/System Upgrades**

**Fiber Optic Network Expansion and Rehabilitation**

**E-8 Canal Bank Improvements**

**Kingsway Waterway Improvements: Design**

**Coral Reef Seawall Project**

**Thornhill Building Improvements**

**Blackwell Back Up Pump/Engine System**

**AC Water Main Replacement Project**

**8-02, B-2, B3 Drainage Outfall Structure Repairs**

**D-9 Canal Bank Stabilization**

**Floresta Drive/Southbend Roundabout**

**Eastlake Village Irrigation Pumping Improvements**

**Hooper Park Drainage Project**

**Park Edge Drainage Improvements**

**PSL/Gatlin Intersection Improvements: Design**

**Bay St. Lucie Culvert Replacement Project**  
**Dunbrooke Drainage Improvements**  
**U. S. 1 Beautification Project**  
**Port St. Lucie Boulevard Widening South Study (FDOT) PD & E**  
**A-19 Water Control Structure Modification**  
**Side Lot Pipe Program**  
**Large Culvert Program**  
**Street Resurfacing Program**  
**Swale Liner Installation Program**  
**Canal Clearing/Cleaning Program**  
**St. Lucie River Water Quality Program**  
**Melaleuca Boulevard Sidewalk Phases 1 and 2**  
**SLW Bridge Joint Repairs**  
**Mariposa Avenue Sidewalk**  
**Melaleuca Boulevard Sidewalk Phase 3**  
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