

# STRATEGIC PLAN

## 2015 → 2020 → 2030



*"A City for All Ages"*

Port St. Lucie, Florida  
July 2015



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

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

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of City government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **PORT ST. LUCIE VISION 2030**

# PORT ST. LUCIE VISION 2030

## PORT ST. LUCIE 2030

*is the Safe <sup>(A)</sup>; Beautiful <sup>(B)</sup>; and Friendly City for All Ages <sup>(C)</sup>.*

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## PORT ST. LUCIE 2030

*has Great Neighborhoods <sup>(D)</sup>;*

*Top Quality Educational Opportunities for Lifelong Learning <sup>(E)</sup>;*

*with a Diverse Local Economy and Jobs <sup>(F)</sup>; and Convenient Mobility Options <sup>(G)</sup>;*

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

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## PORT ST. LUCIE 2030

*has Tradition <sup>(I)</sup>;*

*the St. Lucie River – a Natural Florida Experience <sup>(J)</sup>;*

*with a Vibrant City Center and U. S. 1 <sup>(K)</sup>; and St. Lucie West <sup>(L)</sup>.*

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**YOUR HOMETOWN**

# *Port St. Lucie Vision 2030*

## **PRINCIPLE A**

### **SAFE COMMUNITY**

#### **► Means**

1. Low crime rate maintained throughout the years and recognized as “Safest City in Florida”
2. Professional, skilled Police Department, which is a preferred place to work and career development programs like Explorers
3. Active community policing model and programs
4. Residents and businesses working with the City to create a safe community
5. Planning for safe neighborhoods
6. People feeling safe and secure at home, in their neighborhoods and around the community
7. Remain in upper quadrant in compensation
8. Public safety workforce mirroring Port St. Lucie’s diverse community
9. Recognized for “best practices” model for other law enforcement agencies
10. Developments and infrastructure (streets and sidewalks) designed for safety and crime prevention

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

## **PRINCIPLE B**

### **BEAUTIFUL CITY**

#### **► Means**

1. Well designed, well maintained parks, public spaces and stormwater areas
2. Attractive major gateway and entrances: Turnpike, I-95, U.S. 1, Walton Road, Prima Vista, and Midway Road
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. Preserved Natural Florida Experience at the McCarty Ranch Preserve and the St. Lucie River
6. Public art throughout the community
7. Attractive, well maintained streetscapes and medians on major corridors
8. Attractive and well maintained commercial centers complying with City codes, standards and regulations

## **PRINCIPLE C**

### **FRIENDLY CITY FOR ALL AGES**

#### **► Means**

1. Choice of top quality schools and educational programs with high graduation rate: public, charter and private
2. Quality careers and affordable housing options to retain our children and to attract others
3. Residents feeling a part of and connected to the Port St. Lucie community
4. Seniors attracted to the community due to our diverse services, amenities and quality of life
5. Quality places for young professionals to socialize
6. Community events and gathering places for residents to interact
7. Welcoming to all diverse cultures and all family generations
8. Family-oriented events and activities

## **PRINCIPLE D**

### **GREAT NEIGHBORHOODS**

#### **► Means**

1. Sidewalks and pedestrian friendly neighborhoods
2. Well maintained neighborhood infrastructure, including mailboxes
3. Stable or increasing home values
4. Attractive and distinct signage signifying each neighborhood
5. Older housing stock well maintained, complying with codes, modernized or replaced
6. Neighbors taking pride and sharing responsibility for their neighborhood
7. Suburban neighborhoods with low density, amenities, and sense of identity and pride

## **PRINCIPLE E**

### **TOP QUALITY EDUCATIONAL OPPORTUNITIES FOR LIFELONG LEARNING**

#### **► Means**

1. Strong working partnerships between City and public schools for “A” rated schools
2. Neighborhood schools serving as “community/neighborhood centers” – gathering place, activities
3. Joint use of schools for recreational and community purposes
4. Four-year university campus offering Bachelor and advanced degrees
5. Vocational and job training – preparing individuals for 21<sup>st</sup> century careers
6. Safe schools and learning environments
7. High graduation rates: public, charter, and private
8. Learning opportunities and education programs to enrich lives of adults/seniors
9. Education school choices: public, private, charter, home schooling

## **PRINCIPLE F**

### **DIVERSE LOCAL ECONOMY AND JOBS**

#### **► Means**

1. Thriving and growing small businesses
2. Entrepreneurial opportunities to start and grow a business, including incubator facilities and programs
3. Targeted industries: Type 2 and 3
4. Open for all types of legitimate business that will increase community income and preserves the natural resources and quality of life
5. Major retail: daily needs, destination
6. Higher paying and sustainable jobs that increase community wealth
7. Strong City partnerships to support the growth and development of the airport and port
8. Medical and healthcare specialty services and treatment
9. Major university presence offering bachelor and advanced degree programs, and opportunities for lifelong learning, including an expanded Indian River State College, and spinning off business opportunities
10. Affordable and diverse tourist destination: golf, Mets, fishing and boating, Club Med, destination events and festivals, access to beaches
11. Business friendly City regulations and processes for all
12. Strong working relationships with Economic Development partners and tourism

## **PRINCIPLE G**

### **CONVENIENT MOBILITY OPTIONS**

#### **► Means**

1. Sidewalks, bike paths/lanes and walkways connecting the city and neighborhoods
2. Well maintained roads connecting the city, activity centers, community destinations and neighborhoods
3. Convenient public transit option(s) connecting community destinations with ridership by choice
4. Signal coordination on major corridors facilitating traffic flow
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: golf carts, electric shuttles, bike rentals
9. Improved I-95 interchanges

## **PRINCIPLE H**

### **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. Neighborhood and pocket parks throughout the City
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. Specialty parks: skate park, dog parks, extreme sports
10. Athletic fields for recreation, competition and tournaments
11. Saints Golf Course with expanded amenities and golf packages
12. McCarty Ranch Preserve with opportunities for biking/hiking, camping, etc., providing “Old and Natural” Florida experience for residents and tourists

## **PRINCIPLE I**

### **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, regional retail and entertainment center
5. Multi use indoor sports facility for tournaments and local recreation
6. Major residential university campus presence with a variety of programs and degrees
7. Active Farmers Market
8. Open space and park with sports/ballfields
9. Attracting the retiring “baby boomers”
10. Quality neighborhood and charter schools
11. Coordinated community and City events

## **PRINCIPLE J**

### **ST. LUCIE RIVER – A NATURAL FLORIDA EXPERIENCE**

#### **► Means**

1. Blue Water Trails for kayaking, paddle boarding and canoeing
2. Variety of restaurants with dockage from a fish camp to casual dining on the River
3. Boardwalk along the River connecting various destinations, including Westmoreland
4. Preservation and celebration of St. Lucie River's history and heritage
5. Link to the Botanical Garden and their activities
6. Boat ramps with adequate parking and amenities
7. Preservation of surrounding areas
8. Enhanced water quality in the river

## **PRINCIPLE K**

### **VIBRANT 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: Savannas, lagoon, North Fork of St. Lucie River, East Coast Greenway, Woodstork Trail
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
9. City Center – a catalyst for U.S. 1 Corridor revitalization
10. Strong partnership with City and developers with adequate resources at City Center
11. City Center development driven by the market

## **PRINCIPLE L**

### **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 retail shopping, restaurants, and bars
8. Public transit to entertainment venues
9. Mets Stadium used for entertainment and events year round
10. Light industrial areas

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

# **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 an 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 2015 – 2020**

# *City of Port St. Lucie*

## *Goals 2020*

**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. Have a property tax rate to support defined City services and exceptional levels of service
2. Reduce, or maintain a fiscally responsible level of City debt consistent with City financial policies and nationally accepted standards while investing in City infrastructure
3. Have a structurally sound annual budget with current revenues supporting current services and levels of service
4. Develop a City organization culture that emphasizes responsibility, performance, results and accountability
5. Increase residents' confidence and trust in the City of Port St. Lucie
6. Increase residents' understanding of City government: vision, plans, finances, services, programs, responsibilities
7. Maintain high customer satisfaction with City services

### 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. Keeping sustainable contingency funds and avoiding deficit spending
2. High CRA debt from City Center
3. Cost of financial impacts from “Failed” Economic Investments unfunded economic challenges
4. Maintaining a highly motivated City workforce dedicated to serving the Port St. Lucie community
5. Maintaining and funding City streets and sidewalks
6. Economic recovery and slow increase in City revenues
7. Upgrading City facilities and addressing deferred maintenance: Community Center, Minsky Gym, Civic Center, City Hall, Public Works, Police Building, etc.
8. Defining an appropriate tax rate responsive to growth, increasing demands for City services and maintaining a balanced budget
9. Increasing service demands with limited City staff capacity: residents’ expectations and population growth

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Retaining talented City staff with limited increase in pay or benefits
2. Increasing costs of service delivery and facilities/infrastructure maintenance
3. Streamlining organization processes for purchasing, hiring and employee training
4. Limited revenue options for cities
5. Maintaining a diverse City workforce that is representative of the Port St. Lucie community

**POLICY ACTIONS 2015 – 2016**

- |   |                                 |
|---|---------------------------------|
| 1. City Communications Program Upgrade                        | <b>PRIORITY</b><br>Top Priority |
| 2. Community Report Card/Performance Metrics/Community Survey | High Priority                   |
| 3. Tax Rate and Services FY 2015 – 2016                       | High Priority                   |
| 4. Police Foundation Development                              |                                 |

**MANAGEMENT ACTIONS 2015 – 2016**

- |  |                                 |
|--|---------------------------------|
| 1. Citywide Technology Plan/Funding              | <b>PRIORITY</b><br>Top Priority |
| 2. Formalized Citywide Internship Program        | High Priority                   |
| 3. City Organization Assessment/Review: Phase II | High Priority                   |
| 4. Changing the Organization Culture             | High Priority                   |
| 5. City Career Academy: Development              | High Priority                   |
| 6. Countywide Radio Upgrade                      | High Priority                   |

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. Management and Budget Review: Implementation
2. Tradition Studio Building Sale
3. City Website: Redesign
4. Police Vehicles Replacement: Annual Funding
5. Citizen Academy: Development, Schedule, Agenda, 1<sup>st</sup> Class (11/15)
6. Countywide Alarm Fines Recovery System: City Ordinance
7. Sexual Abuse Policy for Fitness Center
8. Human Resources Policies, Rules and Procedures
9. Recruitment Process: Upgrade (NeoGov System)
10. Management Succession Plan and Process: Council Presentation
11. Online Permitting for Planning and Zoning: Fine Tuning
12. Strategic Plan Update and Annual Action Agenda
13. Reserve Policy: Annual Update
14. Debt Policy: Annual Update
15. Overall City Financial Policies: Annual Update
16. Long Term Financial Plan: Annual Update
17. DOJ Settlement Agreement (ADA): City Actions
18. Online Code Compliance: Special Events
19. Supervisory Training Program: Development, Budget FY 2017
20. Health Plan Unbundling: Direction

**MAJOR PROJECTS 2015 – 2016**

1. Building A City Hall: Cleaning, Painting
2. Building C Police: Cleaning, Painting
3. AC Water Main Replacement: Phase 1
4. Civic Center Foam Banding Repair/Replacement Structural Inspection
5. Blackwell Pump Station Fuel Upgrades
6. Fiber Optic Network Expansion and Rehabilitation

**ON THE HORIZON 2016 – 2020**

1. Police Staffing: Direction, Funding
2. Police District 5: Needs Assessment, Direction, Funding
3. School Resource Officers: Direction, Funding
4. Comprehensive City Facilities Condition/Needs Assessment and Plan/Assessment Tool
5. Citizen Engagement Policy and Plan (incorporate Neighborhood Planning Process)
6. City Services and Staffing: Evaluation, Direction, Funding Mechanism
7. Volunteer Program Enhancements: Evaluation, “Best Practices” Direction, Funding
8. Legacy Giving by Residents: System, Guidelines, Marketing Program
9. Citizen Information and Resource Guide Development

# Goal 2

## Growing Local Economy

### OBJECTIVES

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

### 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. Long term impacts of past City economic development investments
2. Port St. Lucie’s negative image and media coverage
3. Perception that the City is “not business friendly”
4. Collaborating with other economic development organizations for regional benefit
5. Developing relationships with current local businesses
6. Turning economic development leads into agreements and results
7. Managing residents’ retail expectations and desires
8. Final resolution of Digital Domain

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Maintaining medical research businesses
2. Attracting the appropriate mix of businesses for Port St Lucie
3. Promoting and telling Port St. Lucie story – opportunities to start and grow a business
4. Capturing community demographic data for use in economic development

**POLICY ACTIONS 2015 – 2016**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Action Plan <ul style="list-style-type: none"><li>• Digital Domain</li><li>• VGTI</li><li>• Torrey Pines</li></ul> | Top Priority    |
| 2. City Economic Framework: Goals, Policies, Tool Kit, City Response  | Top Priority    |
| 3. Schools Strategy   | High Priority   |

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. One Stop Shop
2. Civic Center – Rental Events for Business

**ON THE HORIZON 2016 – 2020**

1. Economic Development/Tourism Marketing Strategy
2. Vocational and Technical Training
3. Business Retention Visitation Program
4. Healthcare Expansion Strategy
5. Eco Tourism Development Strategy
6. University Attraction Strategy
7. Hotel Attraction Strategy
8. Major Retail Attraction Strategy
9. Civic Center Events: Expansion
10. Citywide Retail Study and Strategy (Coordination with CRA/EDC)
11. Medical Research Innovation Center
12. Leverage Unique Destination, Attracting Evaluation and Strategy
13. “Business Friendly” Definition Scope, Methods, Audit/Assessment Report and Action Plan
14. Tourism Development Council: Performance Report/Return on Investment; Goals 2016, Monitoring
15. Major Shopping Mall Strategy
16. Civic Center Business Expo for Local Businesses

# Goal 3

## Balanced And Responsible Sustainable Growth

### OBJECTIVES

1. Preserve the natural beauty and access to natural areas
2. Maintain or upgrade older housing stock in compliance with housing and property maintenance codes
3. Increase commercial development and employment centers
4. Continue the development of Tradition Master Planned Community
5. Develop City Center/U.S. 1 as a major destination and activity center
6. Increase the percentage of residents on City water and wastewater services
7. Enhance water quality in the St. Lucie River and City 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. Aging City infrastructure needing maintenance, upgrade or replacement
2. Less than responsible landlords and property owners not maintaining their buildings, homes and properties
3. Funding for storm water management and projects
4. Funding for water farming at McCarty Ranch extension
5. Reliable funding for capital improvements
6. Balance growth with the capacity for City services and facilities (residential and employment centers)
7. Availability of water and wastewater services
8. Lack of City ownership of City Center property
9. Delinquent property tax/assessment City Center SAD (\$15 + million)

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Potential for significant growth west of I-95
2. Old structures needing demolition and replacement
3. Federal and state regulations impacting developments and redevelopment
4. Single family homes turning into multi family rentals
5. Land available for growth
6. Evolving federal and state regulations and unfunded mandates
7. Increasing development pressure and building activities

**POLICY ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. Utility Relocation Bill Advocacy	Top Priority
2. City Center Development	High Priority
3. Riverwalk Plan: Extension	High Priority
4. McCarty Ranch Preserve	High Priority
5. Stormwater/Water Quality White Paper/Data Updates	High Priority
6. Neighborhood Area Plans (3)	
7. Southwest Annexation Road Resolution	

**MANAGEMENT ACTIONS 2015 – 2016**

	<b>PRIORITY</b>
1. Neighborhood Area Plans: Next Steps	Top Priority
2. Land Development Regulations: Update	High Priority

**MANAGEMENT IN PROGRESS 2015 – 2016**

1. Historic Homes Preservation: Grant

**ON THE HORIZON 2016 – 2020**

1. Civic Center Extension Expansion: Direction
2. U.S. 1 Corridor Master Plan: Development (CRA)
3. St. Lucie River Corridor Master Plan
4. Code Enforcement/Compliance Evaluation Report
5. Rental Property Maintenance Code
6. Open Storage Code Changes
7. “Sober”/Treatment Facilities
8. Entrances/Gateways Beautification: Next Projects
9. Road Impact Fee Agreement: St. Lucie County
10. Alternative Revenue Sources for Capital Projects
11. Drop Off at School Policy
12. “WOW” Exhibit with Schools
13. Long Range Plan for Surface Water Treatment and ASR System at McCarty Ranch Preserve
14. Camps at McCarty Ranch Preserve
15. Southwest Annexation road Resolution

# Goal 4

## Improved Mobility Within Port St. Lucie

### OBJECTIVES

1. Complete the Crosstown Parkway
2. Increase the mileage of sidewalks
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. Regional competition for transportation project funding
4. Lack of functional connectivity for sidewalks and bike facilities
5. Limited east-west transportation corridors with Port St. Lucie
6. Western roadway access to Range Line Road for access to McCarty Ranch Preserve
7. Resolving local option gas tax – distribution formula
8. Funding multi use trails along waterway and canals
9. Property owners’ concerns about off road trails and personal safety

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Defining the goals for the U. S. 1 corridor
2. Need for easier and closer access to regional transportation options: air, rail, bus
3. Inadequate park and ride and commuter options
4. Reduced Federal and State of Florida funding for roads and transportation projects
5. Port St. Lucie designed as an auto dependent city
6. Resolving road disputes in the Southwest Annexation area
7. Bike lanes accommodation on current roads
8. Lack of ridership for sustainable public

**POLICY ACTIONS 2015 – 2016**

1. Crosstown Parkway
2. Sidewalk Program: Projects and Funding
3. Pavement Management Plan: Direction and Funding
4. Traffic Calming Policy: Direction, Funding

**PRIORITY**

Top Priority

Top Priority

**MAJOR PROJECTS 2015 – 2016**

1. Darwin Sidewalk
2. Savona Boulevard South Sidewalk
3. Bus Shelters on U.S. 1
4. Del Rio Sidewalk
5. Cameo Sidewalk
6. Crosstown Parkway Project
7. I-95 St. Lucie West Interchange Expansion: Design (FDOT) (Construction: 2019 – 2020)

**ON THE HORIZON 2016 – 2020**

1. Western Park-and-Ride Lot
2. Floresta Drive Widening: Funding
3. Traffic Compound Upgrades
4. Selvitz Road Sidewalk
5. Tulip Boulevard Sidewalk
6. Paar Drive Sidewalk
7. Tiffany Avenue Sidewalk
8. Rosser Drive Sidewalk
9. Cashmere Boulevard Sidewalk
10. Floresta Sidewalk
11. California/University Boulevard Roundabout
12. California/Del Rio Traffic Signal Improvements
13. Veterans Memorial Pedestrian Bridge
14. Port St. Lucie/Floresta Intersection Improvements
15. Veterans' Memorial Paving
16. Public Transit Service: Routes
17. Bayshore/Selvitz Improvements
18. Southwest Annexation Road Resolution
19. Alternative Fuel Vehicle Policy and Plan
20. Port St. Lucie Blvd South: Design, Funding for Construction (FDOT)
21. Port St. Lucie Blvd/Gatlin Intersection Improvements
22. Woodstork Trail Expansion
23. Infrastructure Surtax/Local Option 1 cent Sales Tax
24. Signal Enhancements for St. Lucie West

# Goal 5

## Expanded Leisure Activities

### OBJECTIVES

1. Open the McCarty Ranch Preserve for expanded outdoor activities: camping, recreational events
2. Develop more activity parkland
3. Expand the use of the Civic Center and Community Center
4. Expand access to the St. Lucie River and waterways/blueways
5. Expand arts in public places
6. Develop boat launches; C – 24 Canal Park, oak Hammock Park
7. Develop Canoe/Kayak launches: Westmoreland, River Place Park, O.L. Peacock, McCarty Ranch Preserve, Woodstork Trail, Midport Lake

### 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. Funding for the operation and maintenance of parks
3. Increasing demands for non-traditional recreational programs
4. Funding for construction of recreation-based improvements at McCarty Ranch Preserve – (picnic pavilions, shelter houses, etc.)
5. Insufficient indoor basketball courts and outdoor fields for baseball, softball, and soccer
6. Defining scope and developing an extreme sports park
7. Expanding access and use of open space for leisure and recreation activities

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Expanding recreational programs and offering responsive to the growing and diversifying population
2. Effectively using community volunteers to support parks and recreational activities
3. Potential of joint use of School facilities
4. Changing recreation and leisure patterns among residents
5. Potential to increase the use of City facilities
6. Need for a water park or aquatic center
7. Need for large sports/athletic fields (6 to 15 – multi use fields)

**POLICY ACTIONS 2015 – 2016**

- 1. Westmoreland: Concept, Direction
- 2. Park Projects: Priority, Funding Mechanism
- 3. Campground at the McCarty Ranch Preserve
- 4. Skate Park/BMX Park Concept
- 5. Parks/Recreation Area/Gathering Place – West

**PRIORITY**

**MANAGEMENT IN PROGRESS 2015 – 2016**

- 1. Online Ticketing System for Box Office (Civic Center)
- 2. Remote Control Facility Venue: Direction, Funding
- 3. Howling River Night Boat Parade
- 4. Boat Launch: Regulatory Signage; Ordinance – Manatee Zoning and Waterway Signage

**MANAGEMENT ACTIONS 2015 – 2016**

- 1. Leisure Needs Analysis for 13 – 20
- 2. Crosstown Parkway Linear Park

**PRIORITY**

Top Priority
Top Priority

**MAJOR PROJECTS 2015 – 2016**

- 1. Rivergate Park: Dock

### **ON THE HORIZON 2016 – 2020**

1. Torino Park Development: Funding
2. Senior Recreation Assessment
3. Recreation Programs (Summer Camps) in West Port St. Lucie
4. Winterlakes Park: Funding
5. Additional Neighborhood Parks: Direction, Funding
6. McCarty Ranch Expansion
7. Water Park Private Development
8. Arts and Culture Master Plan Development: Process, Funding
9. Community Events/Festivals Inventory, Distinctive Events, Attendance, Expansion Strategy
10. Emerging Park Venues: Analysis, Direction, Funding (Pickle Ball, Disc Golf, etc.)
11. Citywide School Joint Use
12. Parks and Recreation Master Plan
13. Sculpture Garden Plan: Direction, Funding
14. Botanical Gardens Plan: Implementation, Funding
15. Dog Park (Additions): Funding
16. Remote Control Facility/Venue: Request, Direction, Costs
17. Skate Park/BMX Park Concept

# **CITY OF PORT ST. LUCIE ACTION AGENDA 2015 – 2016**

# *City of Port St. Lucie* *Policy Agenda 2015 – 2016*

## **TOP PRIORITY**

**City Communications Program Upgrade**  
**Action Plan: Digital Domain, VGTI, Torrey Pines**  
**Crosstown Parkway**  
**Sidewalk Program: Projects and Funding**  
**City Economic Framework: Goals, Policies, Tool Kit, City Response**  
**Utility Relocation Bill Advocacy**

## **HIGH PRIORITY**

**Community Report Card/Performance Metrics/Community Survey**  
**Tax Rate and Services FY 2015 – 2016**  
**City Center Development**  
**Riverwalk Plan: Extension**  
**McCarty Ranch Preserve**  
**Schools Strategy**  
**Stormwater/Water Quality Plan**

# *City of Port St. Lucie Management Agenda 2015 – 2016*

## **TOP PRIORITY**

**Citywide Technology Plan/Funding**  
**Neighborhood Area Plan**  
**Leisure Needs Analysis for 13 – 20**  
**Crosstown Parkway Linear Park**

## **HIGH PRIORITY**

**Formalized Citywide Internship Program**  
**City Organization Assessment/Review: Phase II**  
**Land Development Regulations: Update**  
**Changing the Organization Culture**  
**City Career Academy: Development**  
**Countywide Radio Upgrade**

# *City of Port St. Lucie*

## *Management in Progress 2015 – 2016*

**Management and Budget Review: Implementation**

**Tradition Studio Building Sale**

**City Website: Redesign**

**Police Vehicles Replacement: Annual Funding**

**Citizen Academy: Development, Schedule, Agenda, 1<sup>st</sup> Class (11/15)**

**Countywide Alarm Fines Recovery System: City Ordinance**

**Sexual Abuse Policy for Fitness Center**

**Human Resources Policies, Rules and Procedures**

**Recruitment Process: Upgrade (NeoGov System)**

**Management Succession Plan and Process: Council Presentation**

**Online Permitting for Planning and Zoning: Fine Tuning**

**Strategic Plan Update and Annual Action Agenda**

**Reserve Policy: Annual Update**

**Debt Policy: Annual Update**

**Overall City Financial Policies: Annual Update**

**Long Term Financial Plan: Annual Update**  
**DOJ Settlement Agreement (ADA): City Actions**  
**Online Code Compliance: Special Events**  
**Supervisory Training Program: Development, Budget FY 2017**  
**Health Plan Unbundling: Direction**  
**One Stop Shop**  
**Civic Center – Rental Events for Business**  
**Historic Homes Preservation: Grant**  
**Online Ticketing System for Box Office (Civic Center)**  
**Remote Control Facility Venue: Direction, Funding**  
**Howling River Night Boat Parade**  
**Boat Launch: Regulatory Signage; Ordinance – Manatee Zoning and Waterway Signage**

# ***City of Port St. Lucie*** ***Major Projects 2015 – 2016***

**Building A City Hall: Cleaning, Painting**

**Building C Police: Cleaning, Painting**

**AC Water Main Replacement: Phase 1**

**Civic Center Foam Banding Repair/Replacement Structural Inspection**

**Blackwell Pump Station Fuel Upgrades**

**Fiber Optic Network Expansion and Rehabilitation**

**Darwin Sidewalk**

**Savona Boulevard South Sidewalk**

**Bus Shelters on U.S. 1**

**Del Rio Sidewalk**

**Cameo Sidewalk**

**Crosstown Parkway Project**

**I-95 St. Lucie West Interchange Expansion: Design (FDOT) (Construction: 2019 – 2020)**

**Rivergate Park: Dock**