

# STRATEGIC PLAN

## 2023 → 2028 → 2038



Fort Pierce, Florida  
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# **STRATEGIC PLANNING FOR THE CITY OF FORT PIERCE**

# Strategic Planning Model for the City of Fort Pierce

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

## VISION

Destination  
“You Have Arrived”

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

## PLAN

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Commission, 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”

# **FORT PIERCE VISION 2038**

# **Fort Pierce Vision 2038**

## **Fort Pierce 2038 is a Unique Coastal Florida City**

**Our WATERFRONTS, <sup>(1)</sup>**

**STRONG LOCAL ECONOMY, <sup>(2)</sup>**

**HISTORY, ARTS AND CULTURE, <sup>(3)</sup>**

**CHOICE OF DESIRABLE NEIGHBORHOODS, <sup>(4)</sup>**

**OPPORTUNITIES FOR FUN, <sup>(5)</sup>**

**COMMUNITY UNITY AND PRIDE <sup>(6)</sup>**

**WHAT MAKES US UNIQUE**

# *Fort Pierce Vision 2038*

## **PRINCIPLE 1**

### **OUR WATERFRONTS**

#### **► Means**

1. Mega-yacht port with spin-off/support businesses, expanded marine industries and public spaces
2. Fishing tournaments attracting fishermen from all over the world
3. Wastewater Treatment Plant relocated
4. Successful Fisherman’s Wharf with boat ramp and mixed uses
5. Public access to recreational opportunities and the water for use and enjoyment, including Causeway Park and Harbour Pointe Park
6. Water quality in the lagoon and waterways
7. High-quality boutique hotel(s)
8. Seaplane terminal with services to the Bahamas and other destinations
9. Neighborhoods connecting through creeks and canals to Intracoastal Waterway
10. Moore’s Creek Park as a destination and linked to the Intracoastal Waterway

## **PRINCIPLE 2**

### **OUR STRONG LOCAL ECONOMY**

#### **► Means**

1. Visitors having a choice of a variety of high-quality hotels throughout the city, including a conference center
2. Wave Garden as a major tourist attraction
3. Quality higher education with Indian River State College, Florida Atlantic University, Harbor Branch, University of Florida Research Center, Bethune-Cookman University
4. Active port with commercial shipping, mega yacht manufacturing and maintenance, hotel, passenger cruises
5. Successful Lawnwood Regional Medical Center with supporting medical and healthcare businesses and offices
6. Expanded marine industries with quality job opportunities
7. International airport serving corporations and surrounded by commercial and industrial businesses
8. Light specialty manufacturing businesses located here

## PRINCIPLE 3

### OUR HISTORY, ARTS AND CULTURE

#### ► Means

1. Celebrating and showcasing the achievements of famous city residents like A. E. Backus, Zora Neale Hurston, Highwaymen Artists, etc.
2. Lincoln Park developed as a “historic district”, including Lincoln Theater and Means Court School celebrating the history and culture of Fort Pierce
3. Active Community Arts and Culture Board
4. Edgartown Area District with infill development and home renovations
5. Marketing our history written and oral – African American, Seminole Indian, Railroad Heritage
6. Celebrating history, arts, and culture with our youth – a foundation for our culture
7. Art galleries and museums showcasing the community's art and history
8. Historic Sunrise Theatre providing diverse and multi-cultural programs and performances for all ages
9. Community performing venues for jazz, blues and other music

## PRINCIPLE 4

### OUR CHOICE OF DESIRABLE NEIGHBORHOODS

#### ► Means

1. Well-maintained neighborhood streets, utilities, drainage system, curbs and sidewalks
2. Clear, concise City regulations for short-term rentals to protect neighborhood integrity
3. Sense of personal safety and security at home and in the neighborhood – living without fear
4. Effective multi-modal public transportation for residents moving from home to desired destinations in a timely manner
5. Landlord accountable for meeting City standards and codes
6. Well-maintained housing stock
7. High percentage of home ownership in every neighborhood
8. Quality and livable rental properties with housing inspection programs and property owner compliance
9. Public green spaces in every neighborhood
10. Land Trust for developing infill housing on vacant lots



## PRINCIPLE 5

### OUR FUN EXPERIENCES

#### ► Means

1. Organized sports for youth, adults and seniors: recreation and tournaments
2. Variety of specialty parks and park amenities responsive to community needs – beach volley, pickleball
3. Recreational activities and programs for all generations
4. Easy access to water-based activities: boating, fishing, beaches, kayaking, canoeing, parasailing, etc.
5. Opportunities for biking, hiking, walking and running
6. Successful Wave Garden serving our residents and visitors – a major attraction
7. Large venue for sports tourism
8. Expanded recreational programming and activities for seniors and youth
9. Successful marina(s) serving residents and visitors

## PRINCIPLE 6

### OUR COMMUNITY UNITY AND PRIDE

#### ► Means

1. Business owners, property owners, institutions and residents taking responsibility for their property
2. Multi-cultural festival celebrating the diverse cultures in the community
3. City leaders representing the City and community in a positive manner –a positive advocate for Fort Pierce
4. Proactive marketing of Fort Pierce – showcasing our community and presenting a positive image to the world
5. Fort Pierce – a reputation as a safe, dynamic and unique community
6. Strong community events and festivals with high level of participation
7. Recognizing the accomplishment of youth in partnership with St. Lucie schools
8. All residents working together on common community goals and solving problems
9. City working in partnership with our community to solve community problems

# **CITY OF FORT PIERCE PLAN FOR 2023 – 2028**

# ***City of Fort Pierce*** ***Goals 2028***

**SERVE OUR COMMUNITY**



**DEVELOP OUR COMMUNITY**



**ENGAGE OUR COMMUNITY**



**BEAUTIFY OUR COMMUNITY**



**ENJOY OUR COMMUNITY**

# Goal 1

## SERVE OUR COMMUNITY

### OBJECTIVES

1. Maintain and enhance a financially responsible City government
2. Maintain and enhance the City organization culture that is responsive, responsible/accountable, results oriented, focused on the Fort Pierce community
3. Market and showcase our City and community
4. Hire and retain a top-quality City workforce dedicated to serving the Fort Pierce community
5. Evaluate, streamline and refine City policies, regulations, processes and procedures
6. Develop and fund City capital/equipment replacement
7. Successfully implement ERP system City wide

### VALUE TO RESIDENTS

1. Value for taxes and fees
2. Customer-friendly City services
3. Easy access to City information and services
4. City Commission acting as responsible fiscal stewards
5. Reliable City services that are responsive to residents' needs
6. Confidence and trust in City government

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

1. City services, service levels and staffing keeping up with growth and new development
2. Regularly evaluating and streamlining City processes – more customer friendly
3. Promoting Fort Pierce in a positive manner – community and City government
4. Using technology and virtual services to better service our residents and businesses
5. Hiring and retaining quality City employees through competitive compensation
6. Increasing demands for City services with community growth
7. Investing in our human resource – employee training and development, and employee mental health and stress reduction
8. Aging City infrastructure requiring significant maintenance and replacement
9. Maintaining a safe and secure workplace in an increasingly mean and violent world
10. Investing in the deferred capital investment now requiring significant funding

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

1. Enhancing City operational efficiencies to better serve our community
2. Actions by the State of Florida – pre-empting home rule and City finances and services
3. Rising costs of healthcare, pensions, materials, energy and change orders
4. Developing and implementing a successful management and employee succession planning and programs
5. Optimizing revenues and resources from enterprise funds, including the Fort Pierce Utilities Authority
6. Limited revenue sources for cities
7. Aging and deteriorating City facilities needing major upgrades – Police and Public Works
8. Actions by Federal and State governments: impacting revenues, unfunded mandates and regulations, more grants and earmarked projects

### **POLICY ACTIONS 2023**

- |  | <b>PRIORITY</b>  |
|--|--|
| 1. City Impact Fees: Review, Refinement and Expenditure Direction (with St. Lucie County)  | <div style="border: 1px solid black; padding: 2px;"><i>Top Priority</i></div>  |
| 2. St. Lucie County-City/FPUA Strategy: Key Issues, Direction and City Actions   | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 3. City Legislative Advocacy and Agenda: Key Issues, Agenda and Lobbying   | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 4. Proactive City Corporate Communications Strategy and Action Plan: Outcomes, Best Practices, Report with Options, Direction and City Actions |  |
| 5. Comprehensive Ordinance Review and Update: Completion   |  |
| 6. City Services and Staffing Plan for Growth: Direction and Funding   |  |

### **MANAGEMENT ACTIONS 2023**

- |  | <b>PRIORITY</b>  |
|--|--|
| 1. Management and Employee Succession Plan and Process: Report   | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 2. IT Enhancement/Master Plan Implementation: Update Report  | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 3. Grants and Outside Funding Sources: Identification, Direction and City Actions  | <div style="border: 1px solid black; padding: 2px;"><i>High Priority</i></div> |
| 4. City Compensation Policy: Class and Comp Study Report, Direction and Funding  |  |
| 5. Labor Negotiations and Contracts: <ul style="list-style-type: none"><li>a. Teamsters</li><li>b. PBA Officers</li><li>c. PBA Sergeants &amp; Lieutenants</li></ul> |  |
| 6. Natural Gas Strategy: Development, Direction and Implementation   |  |
| 7. American Rescue Program: Direction on \$300,000   |  |
| 8. Customer Service and Working Remotely/Flexible Hours: Update Report   |  |

### MANAGEMENT IN PROGRESS 2023

1. Cyber Security Training/Penetration Testing
2. Recycling Public Awareness/Education Campaign: Launch
3. GIS Initiatives: Project Maps and Sales Initiatives
4. Police Strategic Plan: Annual Update
5. Parking Enforcement Software for Mobile Parking Enforcement: Implementation
6. Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation
7. Police Vehicles Replacement: Acquisition
  - a. Patrol Vehicles Delivery: 20
  - b. Vehicles Order
8. Supervisor Handbook: Completion
9. Police Leadership Program and Succession Plan: Development
10. Animal Shelter and Control: Implementation
11. Guide for Potential Developers: Development
12. Building Tyler/Intergov Software: Implementation
13. Permitting Office Space Relocation: Completion
14. Code Cycle Change: Implementation
15. Condominium Inspector: Hired
16. Legal Office's Record-Keeping System Modernization: Completion
17. City's Advisory Boards on Sunshine, Public Records Law, etc. Training Sessions: Completion
18. Tyler/Munis Energov for our Business Tax Receipt Processing: Completion

### MANAGEMENT IN PROGRESS 2023 (continued)

19. Records Management Handbook and Reference Guide: Development
20. Citywide Records File Plan: Development
21. City Clerk's Office to Other Departments for Boards and Committees: Expansion
22. Records Storage Consolidation: Completion
23. Records Room Inventory and File Plan: Development
24. Parking Enforcement – Enforcement Software: Implementation
25. CPTED New Ordinance: Draft and Adoption (**City Commission Decision**)
26. Liens Ordinance Refinement: Draft and Adoption (**City Commission Decision**)
27. Low-Cost Veterinary Clinic at the Shelter: Creation
28. Signage Ordinance Update: Completion (**City Commission Decision**)
29. Boat Trailer Parking Zone at S. Causeway Park: Creation
30. ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)
31. ERP Phase III: Rollout (Payroll, Human Resources/ Time Keeping/ Retirement) of Electronic Record Processing System
32. Interdepartmental Training Opportunities: Facilitating
33. Data Center Enhancements – Enterprise Wide
34. Call Center Builds – Enterprise Wide: Completion

## **MANAGEMENT IN PROGRESS 2023 (continued)**

35. Fortinet Extender Deployments – Failover and SD WAN Initiative
36. Circuit Upgrades throughout Enterprise
37. In-House Mental Health Program for Police Department Employees: Development
38. Police Promotional Examination Program: Development
39. Enterprise Fleet Contract
40. Public Works New Work Order System: Implementation
41. New Medium- and Heavy-Duty Equipment: Acquisition
42. Electric & Gas Rate Stabilization Accounts Management
43. City Surplus Properties: Review Inventory and Sale Direction (**City Commission Decision**)

## **MAJOR PROJECTS 2023**

1. Fuel Island: Replacement: Completion
2. City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation
3. Annual Road Resurfacing Projects

## **ON THE HORIZON 2024 – 2028**

1. City Facilities/Parks Security: Assessment, Direction and Actions
2. One St. Lucie Regional Homeless Coalition Strategy Development: Participation and Report with Recommendations
3. Street Condition Assessment and Funding: Direction and Funding
4. Proactive City Marketing Action Plan: Update Report, Enhancement Plan, Direction and City Actions
5. Street Sweeping Service Level: Report, Direction and Funding
6. City Employee Training and Professional Development: Report with Recommendations, Direction and Funding
7. Future City Facilities Master Plan: Outcomes, Plan Development, Direction, Project Priorities in CIP and Funding (including City Services and Police Substation West)
8. Department Head Training Program: Completion
9. HR Records Scanning
10. ACH Payments: Vendor Participation
11. Online Payment for All City Fees and Charges: Installation



## **GOAL 2**

# **DEVELOP OUR COMMUNITY**

### **OBJECTIVES**

1. Relocate Wastewater Treatment Plant and Future Plan with housing, mixed-use development or hotel
2. Have an active, sustainable Port of Fort Pierce serving as an economic driver
3. Have well-maintained streets and public areas
4. Develop workforce for 21<sup>st</sup> century jobs and career opportunities
5. Become a major tourist destination on the Treasure Coast
6. Assure the availability of affordable housing for our residents
7. More vibrant and safe Downtown

### **VALUE TO RESIDENTS**

1. Protection/enhancement of property
2. More quality job opportunities in home
3. Housing opportunities with the ability to walk to the waterfront
4. An alive Downtown which is a community destination
5. Sustainable Port of Fort Pierce
6. Tourists supporting the local economy
7. Businesses investing in the local economy

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

1. Attracting businesses, developers and residents to Fort Pierce
2. Lack of boat mooring fields – “boat neighborhoods”
3. Creating a world-class tourist destination for residents and visitors
4. Attracting new businesses to Fort Pierce that create sustainable jobs
5. Continuing the momentum in the Downtown area and the surrounding neighborhoods
6. Improving Fort Pierce’s image and reputation
7. Securing a Brightline Station for Fort Pierce
8. Connectivity east-west
9. Investing in City’s aging infrastructure and facilities

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

1. Continuing to support business investments in Fort Pierce
2. Costs of housing for our residents
3. Tapping the development potential of the Port of Fort Pierce and surrounding area
4. Expanding sports tourism in Fort Pierce
5. Addressing SUN Trail through our Downtown
6. Increasing multi-modal transportation in Fort Pierce
7. Maintaining and expanding public access to water
8. Significant public property ownership in our Downtown
9. Climate change and the impacts on Fort Pierce

**POLICY ACTIONS 2023**

- |   | <b>PRIORITY</b>      |
|---|----------------------|
| 1. Brightline Stop/Station in Fort Pierce: Next Steps   | <i>Top Priority</i>  |
| 2. Annexations Strategy/Interlocal Service Boundary Agreement: Paradise Park and Other Enclave(s) | <i>Top Priority</i>  |
| 3. Growth Management Plan: Scope, Development and Adoption  | <i>Top Priority</i>  |
| 4. Orange Avenue Corridor Street Improvements: Project Completion                                 | <i>High Priority</i> |
| 5. Downtown Development Master Plan Implementation: Direction and Funding                         | <i>High Priority</i> |
| 6. County Airport Development: Update and City Actions  | <i>High Priority</i> |
| 7. Tourism Expansion Strategy/Action Plan: Update Report, Direction and City Actions              |                      |

**MANAGEMENT ACTIONS 2023**

- |   | <b>PRIORITY</b>     |
|---|---------------------|
| 1. Neighborhood Identity and Branding: Consultant Selection and Neighborhood Identification | <i>Top Priority</i> |
| 2. Island Reclamation Plant Relocation: Design (90%) and Construction                       | <i>Top Priority</i> |
| 3. Wave Garden Development: Permitting and Construction                                     | <i>Top Priority</i> |

**MANAGEMENT ACTIONS 2023**

- |  | <b>PRIORITY</b>      |
|--|----------------------|
| 4. King’s Landing Development: Plan Review   | <i>Top Priority</i>  |
| 5. Port Development: Re-Zoning Direction   | <i>Top Priority</i>  |
| 6. South Beach Plan Development (2): Preparation and Direction   | <i>Top Priority</i>  |
| 7. Resilient City Strategy/Action Plan: Report, Direction and City Actions   | <i>High Priority</i> |
| 8. SUN Trail through Downtown: Update Report, Direction and City Actions   |                      |
| 9. Parking Pilot Study: Implementation, Evaluation and Future Direction  | <i>High Priority</i> |
| 10. Seaplanes Facility and Service: Design and Construction  |                      |
| 11. Fisherman’s Wharf Development: Plan Adoption   |                      |
| 12. Development Review Task Force: Report with Recommendations, Direction and City Actions                                     |                      |
| 13. Public Transportation Implementation of Agreement: Update Report   |                      |
| 14. Short-Term Vacation Rental: Problem Analysis, Best Practices, Report with Findings and Options, Direction and City Actions |                      |
| 15. Landscape Code: Revision   |                      |
| 16. Bike Lane over South Bridge: Report with Options, Direction, Funding and City Actions                                      |                      |

### MANAGEMENT IN PROGRESS 2023

1. Annual Job Fair 2024
2. 1<sup>st</sup> Floor Utilization Sunrise Center: Buildout
3. Edgartown Code Revisions: Completion
4. Business District Expansion **(City Commission Decision)**
5. Modular/Mobile Housing Code: Revision **(City Commission Decision)**
6. Transportation Concurrency Exemption Area **(City Commission Decision)**
7. Fencing for Vacant Lots Code: Development **(City Commission Decision)**
8. Boarding House/Rooming House Regulations **(City Commission Decision)**
9. Affordable/Workforce Housing Code Incentives **(City Commission Decision)**
10. Noise Ordinance: Refinements **(City Commission Decision)**

### MAJOR PROJECTS 2023

1. Septics to Sewers Program: Report and Direction
2. Street Resurfacing Projects 2023: Design and Construction
3. Georgia Avenue Outfall Nutrient Removal: Construction
4. Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction

### MAJOR PROJECTS 2023

(continued)

5. Ohio Avenue (US 1 to 11<sup>th</sup> Street) Roadway Improvements Project:
  - a. Design
  - b. Construction
6. Avenue B (8<sup>th</sup> Street to 13<sup>th</sup> Street) Street Improvements: Construction
7. 16<sup>th</sup> Street (Avenue K to Avenue I) – Stormwater Replacement: Design
8. Granada Street – Paving: Design
9. Avenue D Streetscape (Indian River Drive to 29<sup>th</sup> Street):
  - a. Phase 1 Construction
  - b. Phase 2 Design and Construction
10. 13<sup>th</sup> Street Reconstruction (Georgia Avenue to Orange Avenue): Update Design
11. SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction
12. Surfside Drainage / Resurfacing – Phase II and III: Design and Construction
13. Means Court Extension (Avenue B to Moore’s Creek): Construction
14. Indian Hills Recreation Area Stormwater Facility Expansion: Preliminary Engineering
15. Orange Avenue Beautification Project: U. S. 1 to 10<sup>th</sup> Street: Completion
16. Orange Avenue Beautification Project – FDOT: 13<sup>th</sup> to 33<sup>rd</sup> Street: Completion

### **ON THE HORIZON 2024 – 2028**

1. 17<sup>th</sup> Street Upgrade: Direction and Funding (North to Graveyard and South to Okeechobee)
2. Home-Based Business Occupancy Code: Revision
3. Lincoln Park Overlay District: Development  
Lincoln Park Revitalization: Next Steps
4. Stormwater Master Plan Update: Review, Projects, Project Priorities, Funding and City Actions
5. Electric Vehicles Preparation: Direction and Actions
6. Western Peninsula: Design and Direction
7. Affordable Housing Advisory Committee: Annual Report:
8. Marketing and Showcase Fort Pierce: Goals, Report with Options, Direction and Funding

### **ON THE HORIZON 2024 – 2028 (continued)**

9. 13<sup>th</sup> Street Upgrade: Direction and Funding (North and South)
10. Housing Strategy: Development (with Housing Authority)
11. Edgartown Community/Neighborhood Enhancement Strategy: Update Report and Future Direction
12. Retail Business Development: Direction and City Actions
13. Entertainment District Location: Direction
14. County Buildings and Services Relocation: Update, Direction and Next Steps (with St. Lucie County)
15. Comprehensive Housing Subdivisions Development: Assessment of Approvals, Update Report and Future Direction
16. Agricultural Zoning: Concept, Direction and Ordinance Amendments

# Goal 3

## ENGAGE OUR COMMUNITY

### OBJECTIVES

1. Have a well-informed community through proactive City communications
2. Have civility in the governance process
3. Have strong community policing – police know the community and the community know and trust the police
4. Have a reputation as an inclusive community with everyone feeling welcome and part of the community
5. Have City government providing the leadership to create community partnerships to expand community resources
6. Seek feedback from the community and use the information to implement improvements
7. Build “One Fort Pierce” Community

### VALUE TO RESIDENTS

1. Feeling welcome in the City of Fort Pierce
2. Opportunities to contribute to the community
3. People working together for community benefit
4. Community benefit over personal benefit or gain
5. Individuals with different cultures or backgrounds are respected
6. Opportunities to shape Fort Pierce’s future

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

1. Determining how to communicate with our community using a variety of methods
2. Helping residents understand the City government policies, programs and services
3. Building trust in City government
4. Communicating accurate information to our community
5. Measuring the effectiveness of communication methods
6. Social media misinformation

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

1. Balancing workplace security and customer service
2. Getting residents to become engaged in neighborhood and community organizations
3. Diverse population of Fort Pierce
4. Reaching out to the entire community
5. Expanding community involvement with new people involved in governance
6. Developing future community leaders and City employees

### **POLICY ACTIONS 2023**

1. “One Fort Pierce” Community – Strengthening: Next Steps

#### **PRIORITY**

*Top Priority*

### **MANAGEMENT IN PROGRESS 2023**

1. Outreach Vehicle “Classroom”: Implementation
2. City Marketing Program Development: Consultant Contract
3. Unity in Our Community

### **MANAGEMENT ACTIONS 2023**

1. Community Policing Expansion: Actions 2023
2. Community Events and Festivals: Permitting Fee, Quality Control, Evaluation and Direction
3. Celebrating Community Heroes: Concept Definition, Best Practices, Report with Options, Direction and City Actions

#### **PRIORITY**

*Top Priority*

### **ON THE HORIZON 2024 – 2028**

1. Community Youth Outreach: Diverse Population, Direction and Actions



# Goal 4

## BEAUTIFY OUR COMMUNITY

### OBJECTIVES

1. Have attractive entrances and gateways: I-95 and Florida Turnpike
2. Have well-maintained parks and park venues
3. Have attractive major corridors: Orange Avenue, U. S. 1
4. Reduce the visual blight in the City
5. Have well-maintained streetscapes
6. Maintain and enhance waterfront appearance

### VALUE TO RESIDENTS

1. Protection of property values
2. More attractive community
3. Owners and tenants taking care of their buildings and homes
4. Greater compliance with City Code of Ordinances
5. Community pride

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

1. Overabundance of unattractive properties on corridors: used car lots, temporary signs/banners, vacant lots and other unsightly items
2. Re-engaging and educating the community on the importance – beautification
3. Determining the degree of enforcement
4. Funding for code compliance, law enforcement and public works
5. Irresponsible property owners who avoid complying with the City Code of Ordinances
6. Vacant land, buildings and homes
7. Working with and aligning the Housing Authority on a common vision and goals
8. Absentee property owners/homeowners not maintaining property
9. Funding of City capital projects

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

1. Negative first impression when you enter Fort Pierce
2. Unsightly refuse containers and dumpsters
3. Improving the entire City with a community unified vision
4. Unattractive Post Office
5. Investing in the maintenance and upgrade of community assets
6. Maintaining City building, landscaping and facilities as a model for our community
7. Addressing issues associated with homelessness
8. Lack of neighborhood pride
9. Developing a higher bar through design and development standards

### **POLICY ACTIONS 2023**

1. Public Facilities Maintenance Upgrade: Enhancements: Direction, Funding and City Actions
2. Annual Beach Renourishment – St. Lucie County and U. S. Army Corps of Engineers: City Role and Funding

#### **PRIORITY**

### **MANAGEMENT IN PROGRESS 2023**

1. Foreclosures Program/Process: Implementation
2. Recycling Campaign: Implementation
3. Code Enforcement/Compliance: Report
4. Historic District Design Code: Revision (**City Commission Decision**)
5. Post Office Appearance/Maintenance: Follow-Up with the Postmaster General and Congressional Representative

### **MANAGEMENT ACTIONS 2023**

1. Entrances/Gateways/Community Beautification Plan: Development and Adoption
2. Mural Projects 2023 (2): Direction

#### **PRIORITY**

*High Priority*

### **MAJOR PROJECTS 2023**

1. Highwaymen Museum Development: Construction
2. Annual Banner Replacement (Citywide) (150 Replacements)

### **ON THE HORIZON 2024 – 2028**

1. Parks and Playground Upgrade: Direction, Funding and City Actions
2. Tree Policy and Program Expansion: Review and Direction
3. Design and Development Standards: Review and Revision
4. Vacant Lot Development: Report with Options, Direction and City Actions

# Goal 5

## ENJOY OUR COMMUNITY

### OBJECTIVES

1. Value the arts and culture as a community asset
2. Have a variety of recreational programs and activities responsive to the Fort Pierce community
3. Develop new facilities to support new, emerging sports – pickleball, disc golf, etc.
4. Maintain clean water
5. Have effective public transportation
6. Reduce the crime rate through community policing
7. Have a financially sustainable Sunrise Theatre providing diverse, year-round programming

### VALUE TO RESIDENTS

1. Enhanced quality of life
2. More reasons to live in Fort Pierce
3. Opportunities for personal growth and development
4. More choices for your leisure time
5. Support for families
6. Activities for all family generations
7. Opportunities to enjoy the water

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

1. Continuing to respond proactively to criminal activities
2. Funding for parks and recreation
3. Expanding a safe marina
4. Maintaining water quality for boating and fishing
5. Addressing issues with the homeless population
6. Expanding and diversifying leisure and recreational opportunities and activities for all

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

1. Expanding neighborhood watch and community programs to increase residents' investments in safety and safe community
2. Having strong community events and festivals that involve the residents
3. Continuing the success and expanding regional use of the Indian Hills Golf Course
4. Enhancing the Sunrise Theatre programming
5. Increasing demand for outdoor venues and activities
6. Modernizing parks and their venues

### **POLICY ACTIONS 2023**

1. Crime Reduction Action Plan: Update Report, New Initiatives, Direction and City Actions
2. Pinewood Recreation Facility Improvements: Completion
3. Little Jim Operations: Direction
4. Jaycee Boat Ramp Enhancements: Update Report and Direction
5. Community Mental Health Strategy and City Actions (with Community Partners): Development

#### **PRIORITY**

*Top Priority*

*High Priority*

*High Priority*

### **MANAGEMENT ACTIONS 2023**

1. Smart City Initiative Development: Direction and Actions
2. Animal Shelter Implementation: Next Steps
3. Lincoln Theater: Request an Update Report
4. Sunrise Theatre Future/Program Expansion: Update Report and Direction

#### **PRIORITY**

### **MANAGEMENT IN PROGRESS 2023**

1. SHIP Home Rehabilitations (8)
2. Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase
3. Sunrise Theatre Marketing: Expansion
4. Sunrise Theatre: Grants
5. Sunrise Theatre Foundation: Fund Raising Event
6. SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services
7. Sunrise Theatre Volunteer Program: Expansion
8. Marina Security: Assessment, Plan and Funding
9. Annual Highwaymen Heritage Trail Art Show and Festival 2024
10. Youth Recreation Programs Expansion
11. Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble
12. Certified Bicycle Patrol Officers Team: Expansion
13. K-9 Program Expansion: Grant Request
14. Police Streamline the Non-Essential Calls
15. Boat Mooring – Boat Neighborhoods: Direction

### **MAJOR PROJECTS 2023**

1. Indian Hills Golf Course Projects
  - a. Final Site Plan for Clubhouse
  - b. Pickleball
  - c. Trash Collection System
2. Fenn Park Reconstruction Project – Phase 2
3. Jaycee Park Connectivity Improvements
4. Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction
5. Optimum Turf Health: Correct Mix
6. New Cart Fleet: Implementation
7. Fuel Dispensers and Management System: Replacement
8. Restroom Showers: Update
9. Sunrise Theatre Upgrade Projects: Completion
  - a. Water Heater Replacement
  - b. Fire Panel Upgrade
  - c. HVAC Automation Migration
10. Beach Volleyball at Jaycee Park: Installation

### **ON THE HORIZON 2024 – 2028**

1. Swimming Programs for Youth
2. Old Fort Park Sidewalk Connectivity
3. Sports Fields Additional: Report and Direction
4. Senior Softball: Report and Direction
5. eSports Strategy: Report and Direction
6. Boys/Girls Club for Teens Facility Project: City Role and Funding Participation
7. Recreation/Sports Enhancement: Trends, Report with Options, Direction and City Actions
8. Northside Pump Out Operations



# **CITY OF FORT PIERCE ACTION AGENDA 2023**

# ***City of Fort Pierce Policy Agenda 2023***

## **TOP PRIORITY**

**Brightline Stop/Station in Fort Pierce:  
Next Steps**

**Crime Reduction Action Plan:  
Update Report, New Initiatives, Direction and City Actions**

**City Impact Fees:  
Review, Refinement and Expenditure Direction (with St. Lucie County)**

**Annexations Strategy/Interlocal Service Boundary  
Agreement Paradise Park and Other Enclave(s)**

**Growth Management Plan:  
Scope, Development and Adoption**

**“One Fort Pierce” Community – Strengthening:  
Next Steps**

## **HIGH PRIORITY**

**St. Lucie County-City/FPUA Strategy:  
Key Issues, Direction and City Actions**

**Orange Avenue Corridor Complete Streets:  
Direction and Funding Mechanism**

**Downtown Development Master Plan Implementation:  
Direction and Funding**

**Pinewood Recreation Facility Improvements:  
Direction and Funding**

**Little Jim Operations:  
Direction**

**City Legislative Advocacy and Agenda:  
Key Issues, Agenda and Lobbying**

**County Airport Development:  
Update and City Actions**

# ***City of Fort Pierce Management Agenda 2023***

## **TOP PRIORITY**

**Neighborhood Identity and Branding:  
Consultant Selection and Neighborhood Identification**

**Community Policing Expansion:  
Actions 2023**

**Island Reclamation Plant Relocation:  
Design (90%), Groundbreaking and Construction**

**Wave Garden Development:  
Permitting and Construction**

**King's Landing Development:  
Plan Review**

**Port Development:  
Re-Zoning Direction**

**South Beach Plan Development (2):  
Preparation and Direction**

## **HIGH PRIORITY**

**Entrances/Gateways/Community Beautification Plan:  
Development and Adoption**

**Management and Employee Succession Plan and Process:  
Report**

**Resilient City Strategy/Action Plan:  
Report, Direction and City Actions**

**SUN Trail through Downtown:  
Update Report, Direction and City Actions**

**IT Enhancement/Master Plan Implementation:  
Update Report**

**Parking Pilot Study:  
Implementation, Evaluation and Future Direction**

**Grants and Outside Funding Sources:  
Identification, Direction and City Actions**

# ***City of Fort Pierce***

## ***Management in Progress 2023***

Cyber Security Training/Penetration Testing

Recycling Public Awareness/Education Campaign: Launch

GIS Initiatives: Project Maps and Sales Initiatives

Police Strategic Plan: Annual Update

Parking Enforcement Software for Mobile Parking Enforcement: Implementation

Online Searchable Portal for Ordinances, Resolutions and Minutes: Creation

Police Vehicles Replacement: Acquisition – Patrol Vehicles Delivery: 20; Vehicles Order

Supervisor Handbook: Completion

Police Leadership Program and Succession Plan: Development

Animal Shelter and Control: Implementation

Guide for Potential Developers: Development

Building Tyler/Intergov Software: Implementation

Permitting Office Space Relocation: Completion

Code Cycle Change: Implementation

Condominium Inspector: Hired

Legal Office's Record-Keeping System Modernization: Completion

City’s Advisory Boards on Sunshine, Public Records Law, etc. Training Sessions: Completion

Tyler/Munis Energov for our Business Tax Receipt Processing: Completion

Records Management Handbook and Reference Guide: Development

Citywide Records File Plan: Development

City Clerk’s Office to Other Departments for Boards and Committees: Expansion

Records Storage Consolidation: Completion

Records Room Inventory and File Plan: Development

Parking Enforcement – Enforcement Software: Implementation

CPTED New Ordinance: Draft and Adoption **(City Commission Decision)**

Liens Ordinance Refinement: Draft and Adoption **(City Commission Decision)**

Low-Cost Veterinary Clinic at the Shelter: Creation

Signage Ordinance Update: Completion **(City Commission Decision)**

Boat Trailer Parking Zone at S. Causeway Park: Creation

ERP Phase II: Rollout, Licenses, Permits and Fees (of Electronic Record Processing System)

ERP Phase III: Rollout (Payroll, Human Resources/Time Keeping/Retirement) of Electronic Record Processing System

Interdepartmental Training Opportunities: Facilitating

Data Center Enhancements – Enterprise Wide

Call Center Builds – Enterprise Wide: Completion

Fortinet Extender Deployments – Failover and SD WAN Initiative

Circuit Upgrades throughout Enterprise

In-House Mental Health Program for Police Department Employees: Development

Police Promotional Examination Program: Development

Enterprise Fleet Contract

Public Works New Work Order System: Implementation

New Medium- and Heavy-Duty Equipment: Acquisition

Electric & Gas Rate Stabilization Accounts Management

City Surplus Properties: Review Inventory and Sale Direction **(City Commission Decision)**

Annual Job Fair 2024

1<sup>st</sup> Floor Utilization Sunrise Center: Buildout

Edgartown Code Revisions: Completion

Business District Expansion **(City Commission Decision)**

Modular/Mobile Housing Code: Revision **(City Commission Decision)**

Transportation Concurrency Exemption Area **(City Commission Decision)**

Fencing for Vacant Lots Code: Development **(City Commission Decision)**

Boarding House/Rooming House Regulations **(City Commission Decision)**

Affordable/Workforce Housing Code Incentives **(City Commission Decision)**

Noise Ordinance: Refinements **(City Commission Decision)**

Outreach Vehicle “Classroom”: Implementation

City Marketing Program Development: Consultant Contract

Unity in Our Community



Foreclosures Program/Process: Implementation

Recycling Campaign: Implementation

Code Enforcement/Compliance: Report

Historic District Design Code: Revision **(City Commission Decision)**

Post Office Appearance/Maintenance: Follow-Up with the Postmaster General and Congressional Representative

SHIP Home Rehabilitations (8)

Sunrise Theatre Corporate Sponsorships, Donors and Members: Increase

Sunrise Theatre Marketing: Expansion

Sunrise Theatre: Grants

Sunrise Theatre Foundation: Fund Raising Event

SHIP/First Time Homebuyers Down Payment Assistance Program: Virtual Services

Sunrise Theatre Volunteer Program: Expansion

Marina Security: Assessment, Plan and Funding

Annual Highwaymen Heritage Trail Art Show and Festival 2024

Youth Recreation Programs Expansion

Marina Office Upgrade(s) – Multi-Phase Approach including Controller, QuickBooks and Scribble

Certified Bicycle Patrol Officers Team: Expansion

K-9 Program Expansion: Grant Request

Police Streamline the Non-Essential Calls

Boat Mooring – Boat Neighborhoods: Direction

# ***City of Fort Pierce***

## ***Major Projects 2023***

Fuel Island: Replacement: Completion

City Hall Covered Walkway for Pedestrians (Parking Garage and City Hall): CIP FY 2021 Funded and Implementation

Annual Road Resurfacing Projects

Septics to Sewers Program: Report and Direction (with FPUA)

Street Resurfacing Projects 2023: Design and Construction

Georgia Avenue Outfall Nutrient Removal: Construction

Beach Court (Easter Avenue to Florida Avenue) Stormwater Infrastructure Replacement: Design and Construction

Ohio Avenue (US 1 to 11<sup>th</sup> Street) Roadway Improvements Project: Design; Construction

Avenue B (8<sup>th</sup> Street to 13<sup>th</sup> Street) Street Improvements: Construction

16<sup>th</sup> Street (Avenue K to Avenue I) – Stormwater Replacement: Design

Granada Street – Paving: Design

Avenue D Streetscape (Indian River Drive to 29<sup>th</sup> Street): Phase 1 Construction; Phase 2 Design and Construction

13<sup>th</sup> Street Reconstruction (Georgia Avenue to Orange Avenue): Update Design

SUN Trail – Highwayman Trail Gap (Indian Hills Drive to Georgia Avenue): Construction

Surfside Drainage / Resurfacing – Phase II and III: Design and Construction

Means Court Extension (Avenue B to Moore's Creek): Construction

Indian Hills Recreation Area Stormwater Facility Expansion: Preliminary Engineering

Orange Avenue Beautification Project: U. S. 1 to 10<sup>th</sup> Street: Completion

Orange Avenue Beautification Project – FDOT: 13<sup>th</sup> to 33<sup>rd</sup> Street: Completion

Highwaymen Museum Development: Construction

Annual Banner Replacement (Citywide) (150 Replacements)

Indian Hills Golf Course Projects: Final Site Plan for Clubhouse; Pickleball; Trash Collection System

Fenn Park Reconstruction Project – Phase 2

Jaycee Park Connectivity Improvements

Savannah Recreation Trail Connectivity to Indian Hills Recreation Area: Design and Construction

Optimum Turf Health: Correct Mix

New Cart Fleet: Implementation

Fuel Dispensers and Management System: Replacement

Restroom Showers: Update

Sunrise Theatre Upgrade Projects: Completion – Water Heater Replacement; Fire Panel Upgrade; HVAC Automation Migration

Beach Volleyball at Jaycee Park: Installation